



NOT FOR PROFIT

Salary Survey

Report 2013

SMALL TO MEDIUM ARTS ORGANISATIONS

**THEATRE NETWORK VICTORIA
NOVEMBER 2013**

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EXECUTIVE SUMMARY

The Theatre Network Victoria 2013 Salary Survey Report for Not for Profit Small to Medium Arts Organisations analyses results from an online survey distributed to the sector that garnered 96 valid responses. The survey established organisational size and turnover and includes questions about salaries, benefits and professional development budgets. It is the third survey conducted by Theatre Network Victoria (TNV). This report compares results with previous surveys, conducted in 2009 (50 responses) and 2011 (92 responses).

This year Pro Bono Australia published its first annual Not for Profit sector Salary Survey, and comparisons are made throughout this report for benchmarking purposes.¹

The survey was open to all not for profit arts organisations with a turnover of less than \$4 million across Australia. In line with previous TNV surveys, there is a bias towards theatre and Victoria due to the remit of TNV, but it has improved this year, with a more even distribution across the states and territories and with a higher representation of other artforms.

Average salaries have increased since the 2009 survey across all positions; and have increased above CPI for all positions except Associate Directors. The average salary for a General Manager/Executive Producer is \$71,950 compared to \$64,934 in 2011 (11% increase) and for Artistic Directors it is \$70,418 compared to \$62,088 in 2011 (13% increase).

This year, we increased the turnover range from \$2.5 to \$4 million, in line with definitions in the broader Not for Profit sector. While this increased the overall *average* salary for all positions, it was only slight, and we claim that the bigger range reflects a more accurate picture of the small to medium sector as a whole.

While these increases are encouraging, comparing these salaries to Pro Bono Australia's report, they are below the average CEO salary in the Arts sector (\$86,561) and well below the average CEO salary in the Not for Profit sector as a whole (\$102,475).

The lowest salaries have also increased since 2011 across all positions, although these salaries are still extremely low: \$30,000 for an Artistic Director, \$40,644 for a General Manager and \$35,000 for an Administrator. It was also noted that contributing extra hours on these salaries is the norm. Youth Arts is the lowest paid category across the sector.

In terms of salary increases, 61% of organisations increased the salary of at least one position in 2013 and 53% of organisations had budgeted for increases in 2014. Only 14% of organisations neither implemented an increase in 2013 nor planned an increase in 2014.

In line with previous surveys, creative compensation for low remuneration is crucial for retaining staff; this includes workplace flexibility and extended leave, or leave for creative personnel (not just Artistic Directors) to pursue other projects.

Average Professional Development budgets have decreased since the 2011 survey for all positions except the Artistic Director. However, there is a wide range, with budgets per position ranging from \$250 to \$15,000. These top amounts are higher than in the Pro Bono Salary Survey, but the averages are lower.

¹ Available from Pro Bono Australia, \$99: <http://www.probonoaustralia.com.au/salary-survey>

The report continues with some discussion, including aspirational targets for salaries, based on basic benchmarking, and concludes with recommendations for future research – either for TNV to undertake, or for other organisations to take on.

In 2011 we included six case studies from project funded organisations keen to articulate the financial insecurity for companies with no regular salary at all, and we refer you to that report² as the situation has not changed significantly for that sector.

Respondents noted the importance of TNV's Salary Survey being conducted on a regular basis for benchmarking purposes. A number of organisations noted that their Boards were undertaking wage reviews to improve salaries in response to the Survey.

We look forward to your feedback.

² TNV 2011 Remuneration Report: www.tnv.net.au/resources/post/2011-tnv-remuneration-report

INTRODUCTION

Background

TNV's 2013 Salary Survey Report is the third that TNV has produced. The first, in 2009, arose from the Victorian AD/GM network suggesting that TNV update informal data the network had collected in 2006. The 2011 Survey saw the number of respondents increase from 50 to 92. We had hoped in 2013 to make significant increases again on this number, but the response rate was comparable and 96 valid responses were analysed.

The Survey is used for salary level setting, for new positions or at performance review time – by boards and staff alike. We also know that people have used it to demonstrate the continued poor levels of remuneration in the arts industry and as evidence of the limited capacity to retain staff with low remuneration and poor conditions.

We plan to continue to undertake this survey biennially, and we welcome input, ideas, feedback. Once again we thank the people who filled in the survey for the time and valuable contribution.

Methodology

TNV's Salary Survey uses the SELECT account version of Survey Monkey to conduct the Survey. A total of 101 organisations responded to the Survey during the period August 21 to September 27, 2013. There were three duplicate responses, from different people within one organisation (keen people!), and two ineligible surveys from project funded companies where staff received no wages. Unfortunately, we were not able to include the results from these surveys.

As in previous years some respondents made mistakes with format eg: leaving off 000 (eg: 60 rather than 60000), and some respondents included the pro-rata rate rather than the FTE rate. Where it was clear that this was the case, we contacted the company and rectified the surveys. There may be some undetected errors remaining.

ABOUT THEATRE NETWORK VICTORIA

TNV advocates for the professional non profit theatre industry. We focus on strengthening the independent and small to medium sectors, and increasing connection between all parts of the theatre industry.

Theatre Network Victoria was founded by the Victorian theatre sector in early 2009 and is funded by Arts Victoria and the Australia Council for the Arts.

Our four strategic goals are: Leadership, Voice, Connection and Knowledge.

We produce industry events including the biennial Australian Theatre Forum, the annual Victorian Theatre Meeting, and many professional development and networking events; we have a monthly e-news and a comprehensive website with resources; we join other industry partners to advocate for increased valuing of the arts; and we undertake some basic industry research to help build evidence for the sector to use in its own advocacy efforts. We are also leading fledgling theatre networks around the country to come together as Theatre Network Australia.

PART 1 SURVEY RESPONDENT STATISTICS

There were 101 responses to the survey. After organisational duplications and invalid responses, 96 results were included – a small increase from 2011 (92 responses).

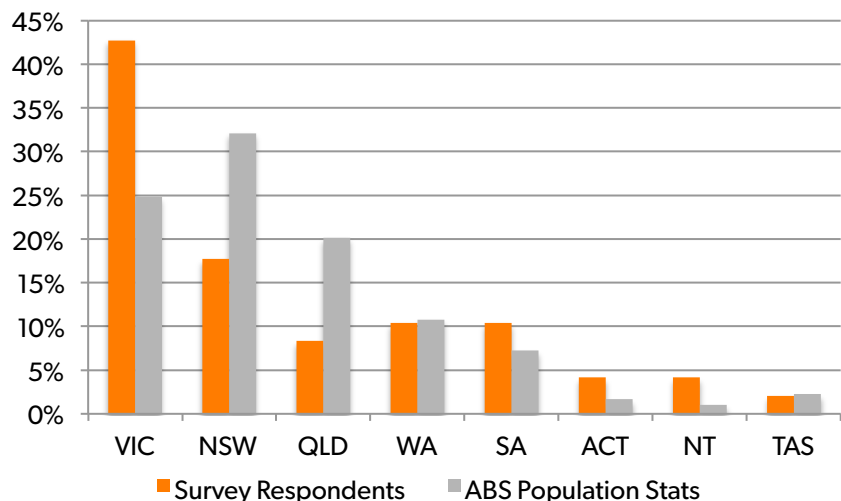
By Turnover

The upper turnover limit was increased this year from \$2.5m to \$4m. The majority of respondents (82%) fall between \$250K and \$2.5m.

Gross Turnover	No. Respondents	% Respondents
Under \$249,000	11	11.5%
\$250,000 - \$749,000	32	33.3%
\$750,000 - \$1,249,000	22	22.9%
\$1,250,000 - \$2,499,000	25	26.0%
\$2,500,000 - \$4,000,000	6	6.3%
	96	100.0%

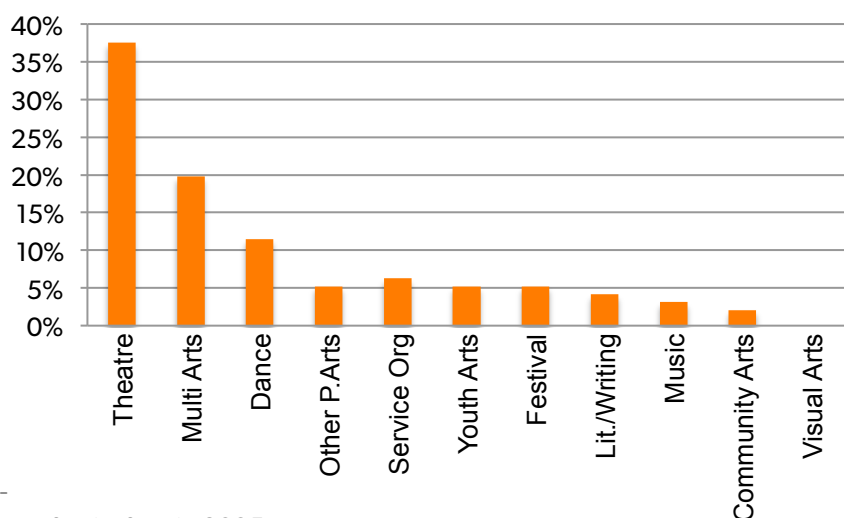
By State

National representation has improved. Most respondents were from Victoria in 2011 (60%), but this has been reduced to 43% in 2013. Compared to Australian Bureau of Statistics population data, NSW and Queensland are still significantly under represented.



By Type

The majority of respondents are theatre organisations - TNV's primary membership. Multi-art organisations increased from 11% in 2011 to 20%; and dance is better represented (5 to 11%). We were not successful in attracting any responses from the visual arts sector.³



³ NAVA conducted an online survey of artist fees in 2005: <https://www.visualarts.net.au/campaigns/previous/artists-fees-and-income>

PART 2 STAFF RESOURCING

The small to medium sector is resourced by a high proportion of part-time and casual staff. Surveyed organisations employ a total of 780 staff working a full-time equivalent (FTE) load of 516 – equating to an average FTE load per person of just over 0.6 or 3 days/week.

Average Size

The average number of staff per organisation is 8.2 people – an increase on 2011 and 2009. The average FTE load per organisation has also increased, to 5.4. This equates to an average FTE load per person of 0.66, or just over 3 days/week. This is marginally higher than in 2011 (0.58) and lower than 2009 (0.7).

	Average no. of staff per org	Average FTE load per org
2013	8.2	5.4
2011	6.6	3.8
2009	6.1	4.3

Number of Staff

Organisations with a high number of staff are venues, festivals or companies with a large number of contract artists/performers.

	Highest	Lowest	Average
Total Staff	46	1	8.2
F/T Staff	15	0	4.3
P/T Staff	40	0	4.8
FTE	17.6	0.1	5.4

Full-time and Part-time

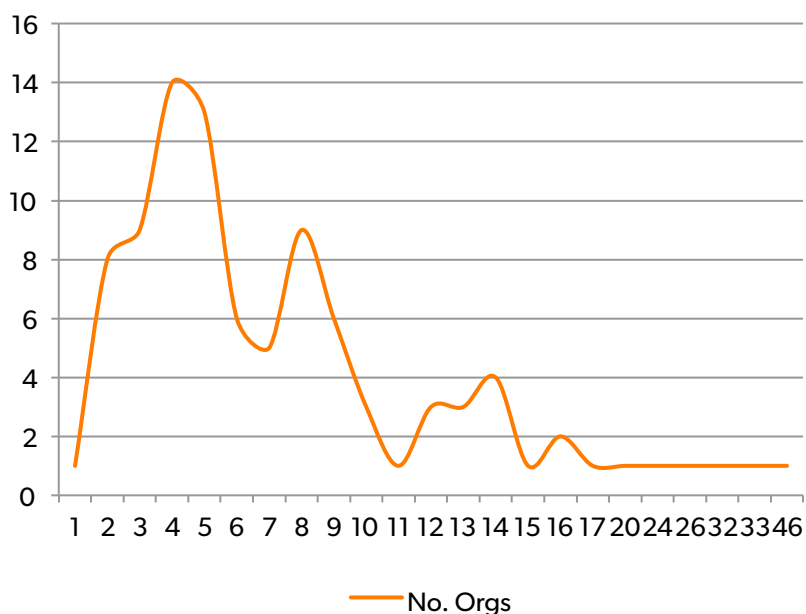
Organisations employing exclusively full-time staff are a rarity in the small to medium sector: 6% of organisations surveyed. The majority employ both full-time and part-time employees. Of the 15% of organisations employing only part-time staff, all except one has a turnover of less than \$750,000.

	% of Orgs
Full-time staff only	6%
Part-time staff only	15%
F/T, P/T combination	79%

Distribution of Staff

The organisation with the highest number of FTE staff has a turnover of \$2.5-\$4m with 20 staff in total; 15 F/T; FTE of 17.6.

The organisation with the lowest number of FTE staff has a turnover of less than \$250K and 1 staff member with a FTE of 0.1.



Total No. Staff	No. Orgs (with that staff)
1	1
2	8
3	9
4	14
5	13
6	6
7	5
8	9
9	6
10	3
11	1
12	3
13	3
14	4
15	1
16	2
17	1
20	1
24	1
26	1
32	1
33	1
46	1
95	

Distribution of Positions

In line with 2009 and 2011 surveys, the role of GM/Executive Producer is the most common position: 92% of organisations. The next most common is an Administrator and Artistic Director.

Respondents noted the need for more flexibility in entering in these positions as the provided list is based on a performing arts company and does not fit other types of organisations.

	No. orgs with that staff member	As a % of total orgs
GM/Exec Producer	87	92%
Artistic Director	72	76%
Assoc Dir	24	25%
Admin	73	77%
Venue/Prod Mger	46	48%
Mkting/Dev Mger	53	56%
Other	43	45%

PART 3 AVERAGE SALARY COMPARISONS

The average salary for a General Manager/Executive Producer in the small to medium sector is \$71,950; for Artistic Directors \$70,418. Average salaries have increased since 2009; but compared to salaries for both the Arts sector and Not for Profit sector as a whole, the small to medium sector lags behind.

Snapshot

	Average	Lowest salary	Highest salary	Most common range	% orgs in range(s)
GM/Exec Producer	\$71,950	\$40,644	\$120,245	\$60-64K & \$70-\$74K	17%
Artistic Director	\$70,418	\$30,000	\$102,000	\$70-\$74K	17%
Assoc Dir	\$57,169	\$43,000	\$84,484	\$55-\$59K	30%
Admin	\$50,964	\$35,000	\$76,630	\$50-\$54K	23%
Venue/Prod Mger	\$58,183	\$40,000	\$97,582	\$50-\$54K	28%
Mkting/Dev Mger	\$57,781	\$35,000	\$82,022	\$50-\$54K	21%
Other	\$55,127	\$40,000	\$96,000	\$55-59K	21%

Comparison to Pro Bono Australia's 2013 Salary Survey:

Average CEO Salary for NFP Sector as a whole: \$102,475

Average CEO Salary in Arts and Culture sector: \$86,561 (ranked No. 12 of 15 NFP categories)

Comparison to 2011 and 2009

	2009 Average	2011 Average	% Chg 2009 -2011	2013 Average	% Chg 2011 -2013	% Chg 2009 -2013	CPI 2009 -2013
GM/Exec Producer	\$60,547	\$64,934	7%	\$71,950	11%	19%	11%
Artistic Director	\$57,297	\$62,088	8%	\$70,418	13%	23%	11%
Assoc Dir	\$52,393	\$51,715	-1%	\$57,169	11%	9%	11%
Admin	\$43,971	\$47,746	9%	\$50,964	7%	16%	11%
Venue/Prod Mger	\$48,422	\$52,854	9%	\$58,183	10%	20%	11%
Mkting/Dev Mger	\$48,030	\$50,666	5%	\$57,781	14%	20%	11%

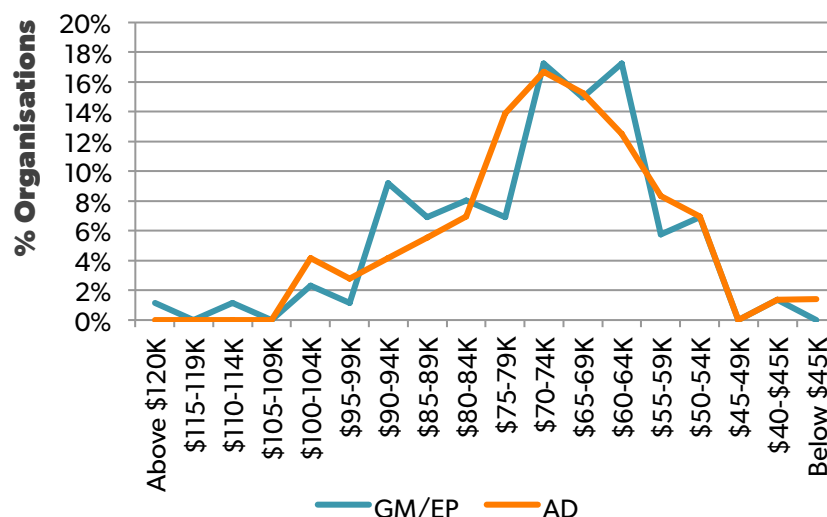
Since 2009 average salaries have increased across all positions and have increased above CPI for all positions except Associate Directors.

The increase in the upper turnover limit to \$4 million should be noted here: for a direct comparison with 2011, we can remove the results from the \$2.5-\$4m

category. This brings the average General Manager/Executive Producer salary down slightly to \$70,866 and Artistic Director to \$69,435.

Average Salary Comparison – Artistic Director/General Manager

As averages, General Manager and Artistic Director salaries are comparable. However, within an organisation there can be a disparity of up to \$20,000 between the two positions; presumably depending on who holds the position of CEO.



Average Salary Comparison by Turnover

Unsurprisingly, average salaries trend upwards as turnover increases. The average salary for Artistic Directors increases by 64%; General Managers by 37%; and Venue/ Production Managers by 49%.

Average rates of pay for support staff are still very low in small companies. It is also worth noting that the Administrator position is the only average salary that drops in the top turnover category.

Anecdotally, we know that administrators sometimes perform higher duties in smaller organisations, particularly if there is no General Manager. This may explain this decrease in the top category.

	Up to \$249K	\$250-\$749K	\$750K-\$1.24M	\$1.25-\$2.4M	\$2.5-\$4.0M
No. Orgs	11	32	22	25	6
FTE Staff Average	1.4	3.0	4.0	6.9	10.7
<i>Salary Averages:</i>					
GM/Exec Producer	\$63,080	\$64,791	\$72,653	\$79,313	\$86,583
Artistic Director	\$53,216	\$65,440	\$71,752	\$79,655	\$87,125
Assoc Dir	\$52,667	\$47,500	\$57,503	\$55,353	\$68,000
Admin	\$46,939	\$44,739	\$47,907	\$58,010	\$52,333
Venue/Prod Mger	\$45,320	\$45,653	\$52,899	\$59,234	\$68,000
Mkting/Dev Mger	\$45,160	\$53,557	\$53,731	\$59,216	\$66,500
Other	N/A	\$51,367	\$54,298	\$56,394	\$58,333

* Figures in shaded grey boxes have a sample size of less than 3 and are therefore not statistically reliable.

Average Salary Comparison by Organisational Type

The highest salaries for General Manager/ Executive Producers are in music and multi-art organisations (including venues).

Service organisations pay the highest salaries across all positions. The lowest salaries for Artistic Directors are in youth arts and theatre; and the highest in dance.

	Theatre	Multi Arts	Dance	Other Perf Arts	Service Org
No. Orgs	36	19	11	5	6
GM/Exec Producer	\$70,623	\$74,996	\$73,724	\$66,550	\$82,000
Artistic Director	\$69,957	\$74,399	\$76,021	\$68,125	\$75,000
Assoc Dir	\$54,500	\$64,838	\$50,000	\$56,000	\$68,000
Admin	\$49,907	\$57,024	\$53,048	\$42,500	\$56,800
Venue/Prod Mger	\$53,208	\$61,740	\$57,500	\$53,500	\$67,333
Mkting/Dev Mger	\$52,354	\$59,895	\$55,025	\$45,700	\$68,333
Other	\$54,286	\$54,375	\$59,237	\$53,030	\$58,333

* Figures in shaded grey boxes have a sample size of less than 3 and are therefore not statistically reliable.

	Youth Arts	Festival	Lit/Writing	Music	Community Arts
No. Orgs	5	5	4	3	2
GM/Exec Producer	\$57,000	\$60,000	\$69,000	\$89,541	\$78,150
Artistic Director	\$55,625	\$70,667	\$66,667	\$65,000	\$75,750
Assoc Dir	\$46,667	\$56,500	N/A	\$60,629	N/A
Admin	\$44,630	\$51,000	\$46,650	\$48,309	\$46,250
Venue/Prod Mger	\$45,000	\$40,000	\$55,000	N/A	\$53,650
Mkting/Dev Mger	\$45,000	\$57,667	\$65,200	\$61,919	\$53,750
Other	\$43,000	\$51,250	\$55,000	\$57,875	\$65,200

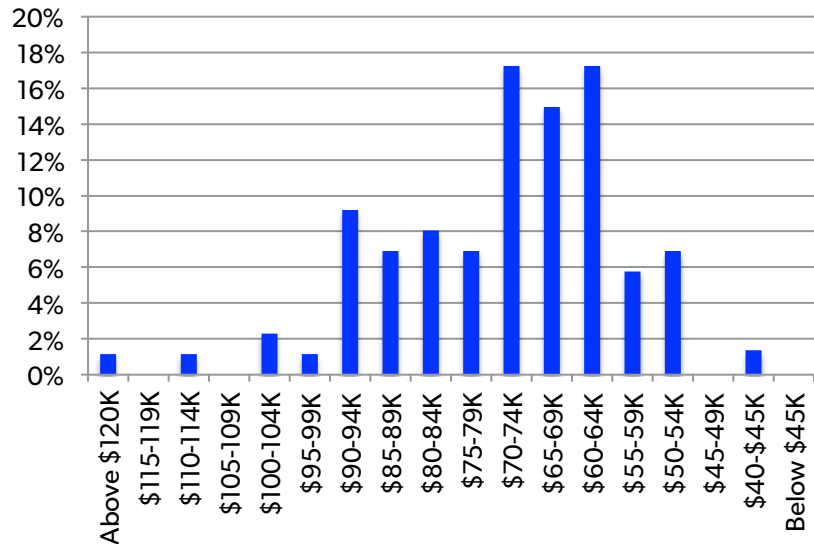
* Figures in shaded grey boxes have a sample size of less than 3 and are therefore not statistically reliable.

PART 4 SALARY BANDS BY POSITION

There is a high level of variation between the highest and lowest salaries in the small to medium sector. The Pro Bono Australia's 2013 Salary Survey demonstrates that Arts/Culture is one of the lowest paid categories in the Not for Profit sector, with the exception of fundraisers (marketing and development), who in contrast attract some of the highest salaries for comparable roles across the Not for Profit sector.

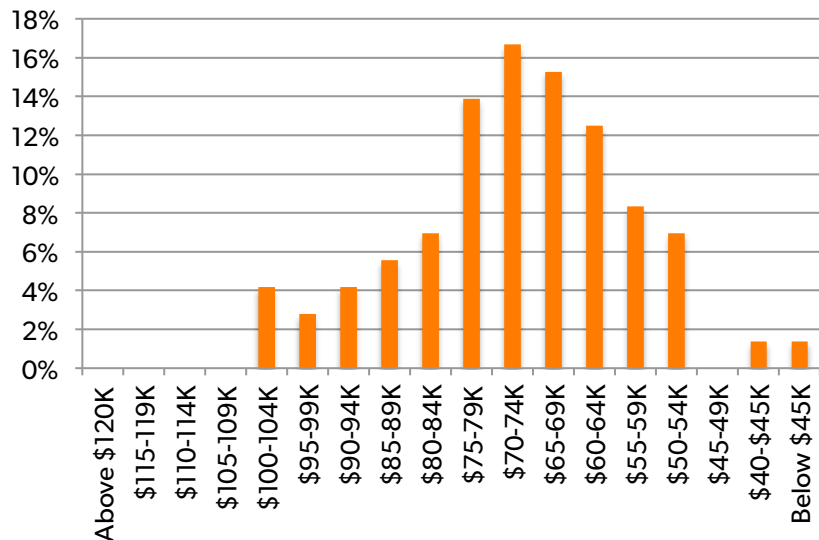
General Manager/Executive Producer

In total, there were four instances of salaries above \$100K. 49% of General Manager/Executive Producer salaries are between \$60-\$74K. The lowest salary is between \$40-\$45K for an organisation with a turnover of less than \$250K.



Artistic Director

There are three instances of salaries between \$100-\$105K. 58% of Artistic Director salaries are between \$60-\$79K. There are two instances of ADs drawing a salary of less than \$45K.



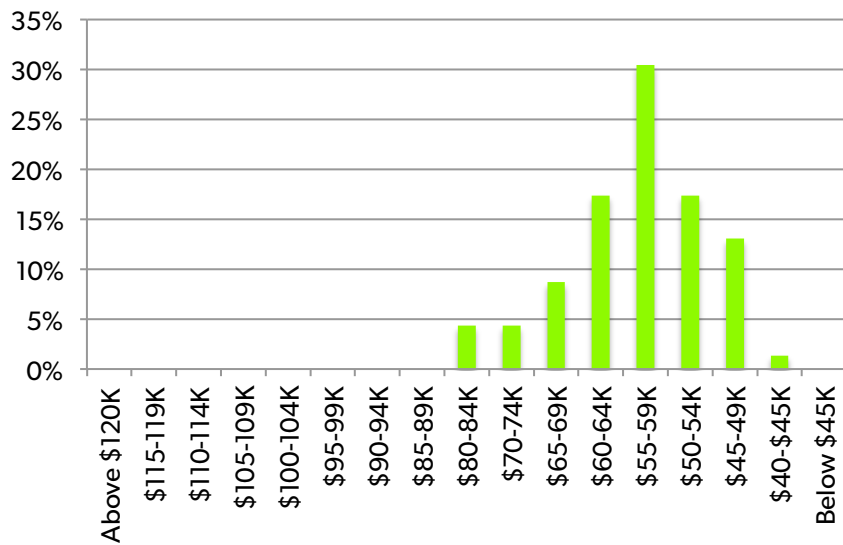
COMPARISON TO PRO BONO AUSTRALIA (salary only, excluding benefits):

CEO*	75 th Percentile	Average	25 th Percentile
Not for Profit	\$125,000	\$102,475	\$70,600
Arts/Culture	\$80,000	\$76,094	\$60,000

*Positions covered in Pro Bono Australia's 2013 Salary Survey do not directly correspond with arts companies. As the head of an arts organisation can be either the Artistic Director and/or the General Manager, the CEO is the most relevant comparison for the above positions.

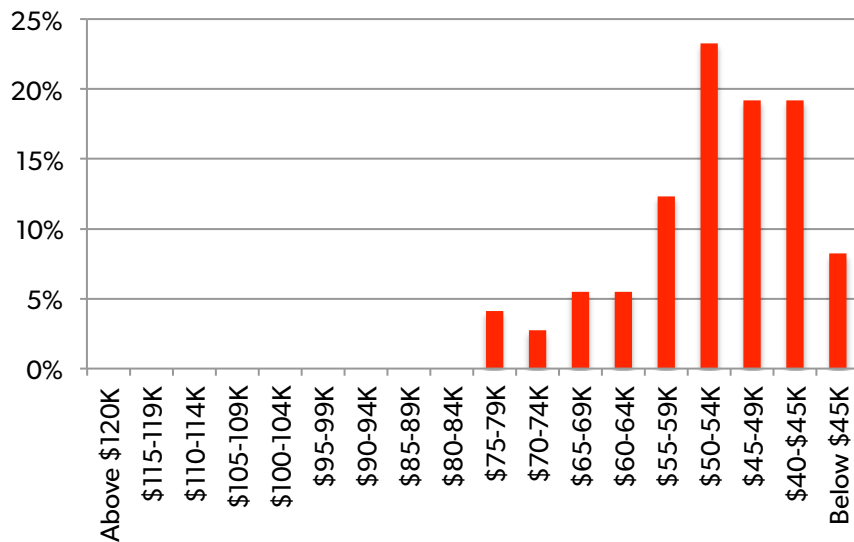
Associate Director

30% of Associate Directors are on salaries between \$55-\$59K; 65% between \$50-\$64K. The highest salary is paid by a venue-based, multi-arts organisation.



Administrator

Nearly half of all administrators (47%) are on salaries of less than \$50K. A further quarter (23%) are in the most common band of \$50-\$54K. Dance, service orgs and venues pay salaries at the higher end of the scale.



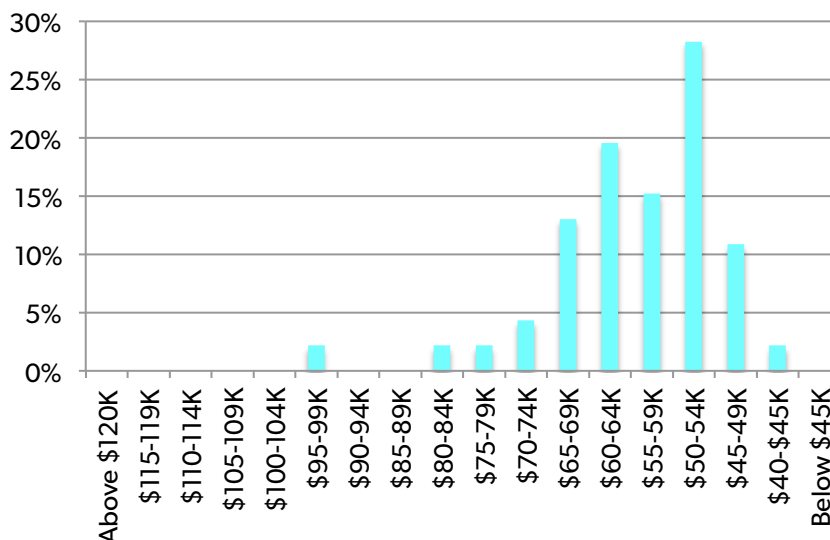
COMPARISON TO PRO BONO AUSTRALIA: (Salary only, excluding benefits)			
HR/OFFICE MGR*	75th Percentile	Average	25th Percentile
Not for Profit	\$116,250	\$93,518	\$66,000
Arts/Culture	N/A	N/A	N/A

There is no comparative position to the Associate Director in Pro Bono Australia’s Salary Survey.

*A Human Resources Manager/Office Manager is the closest match in the Pro Bono Australia Salary Survey but is not directly comparable to many Administrator positions in the arts. The most common operating budget for organisations providing data on this position in the Pro Bono Salary was between \$2M-\$10M. The Pro-Bono survey did not garner enough responses from the Arts/Culture sector to be statistically relevant.

Venue Manager/Production Manager

The most common band for this position is \$50-\$54K. However, there is a broader range than the previous roles – this may be indicative of varying levels of responsibility/complexity. The highest salaries are in venue-based organisations and children’s theatre.



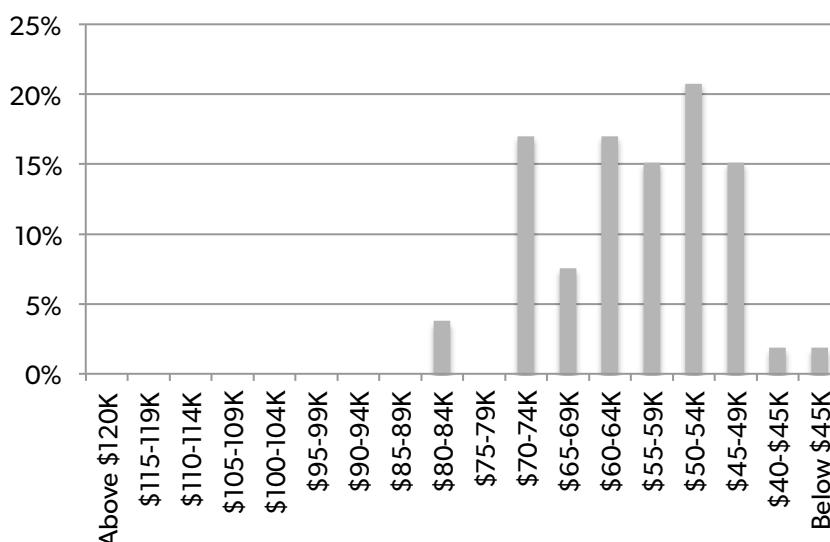
COMPARISON TO PRO BONO AUSTRALIA: (Salary only, excluding benefits)

COO*	75 th Percentile	Average	25 th Percentile
Not for Profit	\$105,750	\$90,015	\$87,714
Arts/Culture	\$95,000	\$79,526	\$55,000

*The position of Chief Operating Officer (Administration Director/Program Manager/Business Manager) is the closest match in the Pro Bono Survey but again is not comparable to the role of a Venue Manager or Production Manager, but is at a similar salary level.

Marketing Manager/Development Manager

The most common band is \$50-\$54K, with the top salary in the \$80-\$84K bracket. These roles stand out in the Pro Bono Survey for being the only area where the Arts/Culture sector offers the highest level of remuneration across the NFP sector. This makes the disparity between larger arts organisations and the small to medium sector even larger.



COMPARISON TO PRO BONO AUSTRALIA: (Salary only, excluding benefits)

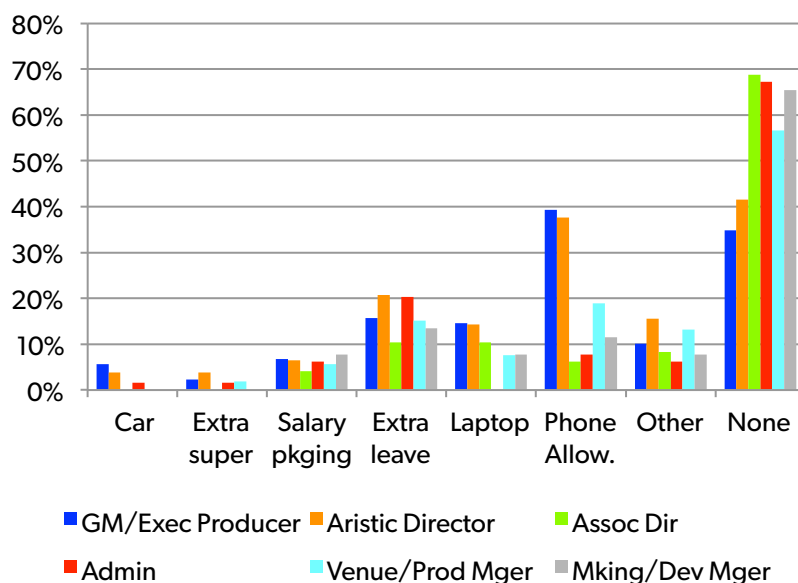
Fundraising Mger*	75 th Percentile	Average	25 th Percentile
Not for Profit	\$100,000	\$85,744	\$80,000
Arts/Culture	\$120,000	\$110,371	\$70,000

*This is defined as the role of Marketing Manager/Development Manager.

PART 5 NON-SALARY REMUNERATION BENEFITS

Non-salary remuneration benefits in the small to medium sector are not the norm; with 65% of support staff in receipt of no benefits at all. In recognition of low salaries, high workloads and funding pressures, extra leave is becoming more prevalent. At the same time the perceived value of traditional benefits, such as a phone allowance or laptop, is declining.

The most common benefits across all positions are a phone allowance and extra leave. Salary packaging is offered by a small number of organisations and returns some of the highest dollar value benefits. Benefits in the 'Other' category included childcare during full-time periods of projects, flexibility, unpaid leave, car parking and theatre tickets. One organisation allowed staff to apply for 2 weeks extra leave in lieu of TIL.



	Average	Lowest	Highest	Largest benefit	Other large benefits
GM/Exec Producer	\$2,863	\$0	\$16,000	Salary pkgng	Extra leave, car
Artistic Director	\$2,050	\$0	\$20,000	Extra leave	Extra leave, car
Assoc Dir	\$622	\$0	\$9,967	Extra leave	-
Admin	\$2,235	\$0	\$10,000	Company Car	Salary packaging
Venue/Prod Mger	\$2,496	\$0	\$11,297	Extra leave	Salary packaging
Mkting/Dev Mger	\$2,414	\$0	\$8,598	Extra leave	Salary packaging

COMPARISON TO PRO BONO AUSTRALIA 2013 SALARY SURVEY:

The most common benefits across all positions are listed as 'Other FBT', including mortgage/home loans, rent, personal loans, entertainment/meals (30-40%); followed by phone allowance (20-25%) and a company car (8-18%).

PART 6 PROFESSIONAL DEVELOPMENT BUDGETS

Professional development budgets, on average, are low in the small to medium sector. There is also an extremely wide range, from \$250-\$10,000 per position. These high budgets are unmatched in the Pro Bono Survey, while averages were lower. Of particular concern is the trending down of average budgets since 2009.

Snapshot

	2013 Average	Lowest	Highest	2011 Average	2009 Average
GM/Exec Producer	\$1,359	\$250	\$10,000	\$1,567	\$1,656
Artistic Director	\$1,752	\$250	\$15,000	\$1,314	\$1,534
Assoc Dir	\$596	\$250	\$3,200	\$1,340	\$958
Admin	\$582	\$200	\$5,000	\$733	\$704
Venue/Prod Mger	\$770	\$200	\$2,000	\$740	\$587
Mkting/Dev Mger	\$562	\$250	\$3,000	\$804	\$837
Organisational Total	\$4,897	\$800	\$36,000	\$3,392	

The average total PD budget per organisation has increased from \$3,392 to \$4,897. However, the average budget per position

has decreased for all positions except Artistic Directors and Venue/ Production Managers. It should be noted that international and

domestic travel are often classified as professional development in the sector. This may account for some of the high budgets.

COMPARISON TO PRO BONO AUSTRALIA 2013 SALARY SURVEY:

Professional development budgets for the CEO, COO and Fundraising Manager ranged from \$1,000-\$5,000. It was highest for the HR Manager with a range of between \$2,000-\$6,000.

Professional Development by Turnover

	Up to \$249K	\$250 -\$749K	\$750K -\$1.24M	\$1.25 -\$2.4M	\$2.5 -\$4.0M
Average	\$371	\$2,176	\$5,197	\$5,816	\$15,333
<i>As percentage of turnover</i>	0.3%	0.4%	0.5%	0.3%	0.5%
Lowest	\$800	\$1,000	\$1,000	\$500	\$4,400
<i>As percentage of turnover</i>	0.6%	0.2%	0.1%	0.03%	0.1%
Highest	\$1,000	\$8,000	\$19,000	\$12,000	\$36,000
<i>As percentage of turnover</i>	0.8%	1.6%	1.9%	0.6%	1.1%

The 'Average' includes organisations with a zero PD budget. The 'Lowest' figures exclude zero budgets.

It should be noted that some organisations with a large organisational professional development budget also have a high number of staff/artists; meaning this budget is spread beyond the

positions itemised above. Overall, professional development budget as a percentage of the total company turnover ranged from 0.03% to 1.9%. In the last survey the upper end of

this range was 5.0%. Benchmarking with Australian non-profit organisations suggests between 0.5 and 1.0% of budget be dedicated to professional development of staff.

PART 7 SALARY INCREASES

In terms of salary increases, 61% of organisations increased the salary of at least one position in 2013 and 53% of organisations had budgeted for increases in 2014. Only 14% neither implemented an increase in 2013 nor planned an increase in 2014.

Increases Implemented in 2013

2013 INCREASES	% Orgs who have increased salaries	Average Increase	Lowest Increase	Highest Increase
GM/Exec Producer	50%	5.3%	1%	33%
Artistic Director	38%	6.3%	1%	33%
Assoc Dir	18%	5.2%	1%	16%
Admin	38%	4.1%	1%	13%
Venue/Prod Mger	31%	4.0%	2%	9%
Mkting/Dev Mger	27%	5.0%	1%	10%
At least one position	61%			

The 'Average' excludes organisations who have not implemented an increase.

Increases Planned for 2014 and Two-year Comparison

In 2014 less organisations (53%) are increasing at least one salary; 24% are uncommitted. Nearly 40% of those who are increasing salaries are doing so above CPI.

Reasons given:

- _ Standard 1% over inflation;
- _ Skill step increases;
- _ Performance target increases;
- _ Catching up on standards set in TNV's 2011 survey;
- _ Responding to findings of Board remuneration committee;
- _ Increasing by 5% in lieu of no 2013 increase.

Comparing 2013 and 2014, 42% are increasing salaries in both years; 15% have not made increases in either year due to funding.

2014 INCREASES	% Orgs	At CPI increase	Above CPI increase
Yes - planning increase in 2014	53%	62%	38%
No - not planning increase in 2014	23%		
Dependent on funding/income	13%		
No answer	11%		
	100.0%		

2013/2014 COMPARISON	Yes	No	Maybe
2013 - implemented increase	61%	39%	-
2014 - planning increase	53%	23%	24%
2013 & 2014 increase both years	42%	-	-
2013 or 2014 no increase	-	15%	-

PART 8 OVERALL COMMENTS

Remuneration

- Obviously we would love to increase remuneration and have PD budgets etc but times are so tough and no one wants to fund positions anymore!!!
- There is also a significant amount of volunteer hours that are undertaken when the group tours, or conducts large events.
- We don't get paid enough.
- Our pay rates for all other than the AD and GM are shameful. The board is working on a wages policy though and reviewing wages later this year.
- For the kind of work we do - coupled with what is expected of us, the industry payment is extraordinarily low. For example, in the commercial world, a CEO doing what is expected in a company of this size (but not turnover) would earn more than \$300,00 plus benefits.
- We also include as part of our strategies to retain staff is to allow them time off to pursue their own creative professional work. That is the Artistic Director is permitted to take 4 - 6 weeks to work on private AD work. This is available to any staff member who is also works as a creative within the sector.
- Salary of the CEO had to be increased in recruitment, due to challenges of recruiting to the existing pay scale in a competitive market place. We would anticipate similar challenges in recruiting other roles.
- Some staff have been in the position for a number of years and have progressed through the salary system. If the jobs were advertised it would not necessarily be at this rate.
- We trade time for salary - hence no full-time positions. It saves the company money and gives staff more time for other pursuits. But it's a fragile balance. Nominal four-day weeks can easily balloon into five, and piecemeal staff can lead to some administrative inefficiencies. But it just works, at the moment.
- Unpaid overtime does tend to impact on the overall level of remuneration provided within our organisation. We have applied in the past for funding to increase positions to full time but have not been successful. For example the Education Manager position is 3 days per week but the demands on the only person in this state with that role for the artform ... easily exceed a 3 day per week position.

Funding

- Our funding has been cut or discontinued and our budget is under constant review, no provision for any increase in staffing nor remuneration for the foreseeable future.
- Funding announcements will confirm capacity to manage operations as per the new Strategic Plan from 2014.

Survey – Position Descriptions

- Figures at 'Artistic Director' above are for our Executive Officer/Artistic Director; those at 'Administrator' are for our Associate Producer.
- We don't quite fit this model but we felt it important to participate as we have recently been looking to benchmark. There's a bit of guesswork in terms of position equivalents.

- Yes - I didn't fill in other staff because their positions are not listed above. There was no room to add the others. We are a multi art form organisation and the categories listed in the survey were limiting.
- The survey does not allowed for other positions such as producers so it is hard to report accurately. It would be great if we could add our own Job titles.
- I would have a space for the description of "Other Position". I think it is a good idea to include a Finance Position on your survey.... or is it the assumption that the Administrator position covers finance/bookkeeping?

Survey – Other

- I think a question to do with flexibility of 'workplace' is critical. Within an organization that respects the people working within it, it's a 'remuneration' that is difficult to cost but has enormous value. It enables universal access and acknowledges the complexity of carer roles and their needs.
- Keep doing it [the survey] as it is a great case for us to use to discuss with our Board.
- I feel it is extremely important for the sector to take this survey regularly. The 2011 remunerations report was a useful tool to bring to a board to keep the conversation around remunerations alive beyond indexation.

FURTHER DISCUSSION

Salary Benchmarking

In addition to Pro Bono Australia comparisons throughout this report, listed below are positions from the Arts and Not For Profit sectors that provide a snapshot of salaries for comparative purposes.

Chief Executive Officer, The Centre for Volunteering

Salary: \$125,000 - \$130,000

<http://www.probonoaustralia.com.au/jobs/2013/11/chief-executive-officer>

Development Manager, The Arts Centre Gold Coast

Salary: \$86,000 + super

<http://www.creativefoyer.com.au/jobs/4545/Development+Manager#sthash.HmxcIEjF.dpuf>

Senior Program Officer, Arts NSW

Salary: \$95,710 - \$105,469

<http://www.creativefoyer.com.au/jobs/4616/Senior+Program+Officer+%E2%80%93+Arts+NSW#sthash.MqKuHa3I.dpuf>

Production Manager - Programming, Queensland Performing Arts Centre (QPAC)

Salary: \$74,667 + super

<http://www.creativefoyer.com.au/jobs/4592/Production+Manager+Programming#sthash.8Y PQWYBR.dpuf>

Manager Marketing and Communications, Uniting Care

Salary: \$77,000 + super

<http://www.probonoaustralia.com.au/jobs/2013/11/manager-marketing-and-communications>

Marketing Manager, National Disability Services

Salary: \$80,000+ super

<http://www.probonoaustralia.com.au/jobs/2013/11/marketing-manager>

Summary

Based on benchmarking across the non-profit sector, current CEO salaries in the small to medium arts sector are still well below the national averages for similar positions: between \$30,000 and \$70,000 below what is paid for similar roles in organisations with similar turnover. The **Aspirational Target Range** below is unchanged from the 2011 Report.

	2013 Average	Aspirational Target Range
GM/Exec Producer	\$71,950	\$95,000 - \$130,000
Artistic Director	\$70,418	\$91,000 - \$124,000
Assoc Dir	\$57,169	\$76,000 - \$103,000
Admin	\$50,964	\$70,000 - \$95,000
Venue/Prod Mger	\$58,183	\$77,000 - \$105,000
Mkting/Dev Mger	\$57,781	\$74,000 - \$101,000

Benefits – Salary Sacrifice

The number of organisations offering salary sacrificing through salary packaging as a benefit has increased since 2011 to around 7% of organisations (up from only two organisations in 2011). Salary packaging allows employees to expend some pre-tax income on specific and restricted items, which reduces their tax liability. This can offer significant benefits to employees in an affordable way and is something for other organisations to investigate if they have the relevant tax status.

However, this can also incur Fringe Benefit Tax for the organisation. Specific knowledge of legislation is required to ensure this structure is set up in a manner to benefit the employee and the organisation. Small organisations may not have access to such expertise, and the complication of the structure may discourage small organisations, who often do not have specific and dedicated bookkeeping or accounting staff.

Benefits – Employee Superannuation

The superannuation (super) co-contribution is a government initiative to help eligible individuals boost their super savings for the future. Low or middle-income earners can take advantage of the super co-contribution payment by making eligible personal super contributions to their super fund.

If you earn \$33,516 or less (for the 2013/2014 year), the Federal Government pays \$0.50 (50 cents) for every dollar you contribute to your super fund in after-tax dollars, up to a maximum of \$500 a year. Note that the rules for the scheme have changed since 2011/12, when the government matched up to \$1,000 of personal super contributions.

If you earn more than \$33,516, your co-contribution entitlement reduces by 3.33 cents for every dollar you earn over \$33,516, until it cuts out at \$48,516 (for the 2013/2014 year).

Staff members could look into this on their own and make the necessary co-payments without organisational approval.

For more information go to: <http://www.superguide.com.au/how-super-works/cashing-in-on-the-co-contribution-rules>

Professional Development

Professional development budgets have increased as a whole but decreased for the identified positions for all except the artistic director and venue manager. As expenses for professional development courses have also increased, this is a reduction of significant terms.

Accessible, affordable and appropriate professional development opportunities need to be researched, developed and promoted to organisations in the small to medium sector.

Further Research and Recommendations

- Future research to include tenure of core staff, as uncertainty of future work is a core issue in the performing arts industry.
- Develop fact sheets on salary packaging that are relevant for arts organisations.
- Create a bank of financial advisors pro-bono to assist organisations to set up salary packaging.
- Research and disseminate information on affordable professional development opportunities.

THEATRE NETWORK VICTORIA

**SALARY SURVEY REPORT 2013
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