



NOT FOR PROFIT

Salary Survey

Report 2015

SMALL TO MEDIUM ARTS ORGANISATIONS

THEATRE NETWORK (VIC)
NOVEMBER 2015

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EXECUTIVE SUMMARY

The Theatre Network (Vic) 2015 Salary Survey Report for Not for Profit Small to Medium Arts Organisations analyses results from an online survey distributed to the sector that garnered 80 valid responses. The survey established organisational size and turnover and included questions about salaries, benefits, professional development budgets and tenure. It is the fourth survey conducted by Theatre Network (Vic). This report compares results with previous surveys, conducted in 2009 (50 responses), 2011 (92 responses) and 2013 (96 responses).

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 continued to improve this year, with a more even distribution across the state and territories and with a higher representation of other artforms.

In response to feedback from 2013, this year the positions of Finance Manager & Producer have been added. These positions received many responses and will remain in the survey for comparison in 2017 and beyond.

Average salaries have increased since the 2009 survey across all positions; and have increased above CPI for all positions except Production/Venue Manager roles since 2013. The average salary for a General Manager/Executive Producer is \$76,752 compared to \$71,950 in 2013 (7% increase) and for Artistic Directors it is \$75,479 compared to \$70,418 in 2013 (7% increase). These gains are lower than the increases for both roles between 2011 and 2013. While these increases are encouraging, comparing these salaries to the Not for Profit sector as a whole, they remain well below averages.

The lowest salaries have also increased since 2013 across all positions, although these salaries are still extremely low: \$50,000 for an Artistic Director, \$49,000 for a General Manager and \$36,248 for an Administrator. It was also noted that extra hours on these salaries is the norm. Compared to 2013 when Youth Arts was the lowest paid category across the sector, there was notable improvement in salaries for GM/EP (30%) and AD (32%).

In terms of salary increases, 59% of organisations increased the salary of at least one position in 2015 (comparable to 61% in 2013) and 45% of organisations had budgeted for increases in 2016. 24% neither implemented an increase in 2015 nor planned an increase in 2016, with funding uncertainty the major factor cited. Notable in the comments relating to planned increases in 2016 were frequent concerns over funding uncertainty. Many respondents said funds recently removed from the Australia Council and budget changes directly influenced their 2016 salary budgets, staff numbers and increases. A marked increase (36%, up from 23%) have ruled out any increases and 9% will wait for funding certainty before committing. Of those planning an increase, almost half will fall below CPI.

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

Average Professional development budgets are low in the small to medium sector, and often non-existent. However, of those with professional development budgets, there is an extremely wide range – with budgets per position ranging from \$100 to \$8,000.

The introduction of data analysis on tenure (how long staff stay in a position) revealed Artistic Directors have the longest average tenure at 6 years, with responses ranging from 1 month to over 40 years! Job security in the sector is particularly fragile, with many respondents noting that funding uncertainty has resulted in shorter contracts being offered for 2016 and beyond.

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.

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.

INTRODUCTION

Background

TNV's 2015 Salary Survey is the fourth Survey 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, with a comparable response rate of 96 in 2013. We had hoped in 2015 to make increases on this number, but the response rate was ultimately lower (perhaps attributable to it being conducted amidst destabilising funding announcements when staff resources are stretched) and 80 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 and feedback. Once again we thank the people who filled in the survey for their time and valuable contribution.

Methodology

TNV's Salary Survey uses the SELECT account version of Survey Monkey to undertake this survey. A total of 80 organisations responded to the survey during the period August 31st to October 10th, 2015.

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 organisation and rectified the surveys. There may be some undetected errors remaining.

ABOUT THEATRE NETWORK VICTORIA

Theatre Network (Vic) is the leading national industry development organisation for contemporary performing arts: strengthening artists and arts organisations; influencing cultural policy; facilitating critical debate; and advocating for a more robust, interconnected and innovative sector.

We produce industry events including the biennial Australian Theatre Forum, the annual Victorian Theatre Forum, and many professional development and networking events; we produce a monthly e-news and a comprehensive website with resources; we join other industry partners to advocate for increased value and recognition of the arts; and we undertake basic industry research to help build evidence for the sector.

PART 1. SURVEY RESPONDENT STATISTICS

There were 80 responses to the survey, a decrease from 96 in 2013. We had hoped to increase on the number of responses from 2013, however, as noted in the comments from participants, recent changes in federal funding allocations and significant uncertainty within the sector have contributed to lower participation rates this year.

By Turnover

The majority of respondents (42.5%) fall between \$250K and \$749K, followed by almost a quarter (23.75%) between \$750K to \$1.25m and 20% between \$1.25 and \$2.5m.

Gross Turnover	No. Respondents	% Respondents
Under \$249,000	6	7.5%
\$250,000 - \$749,000	34	42.5%
\$750,000 - \$1,249,000	19	23.75%
\$1,250,000 - \$2,499,000	16	20%
\$2,500,000 - \$4,000,000	5	6.25%
	80	100.0%

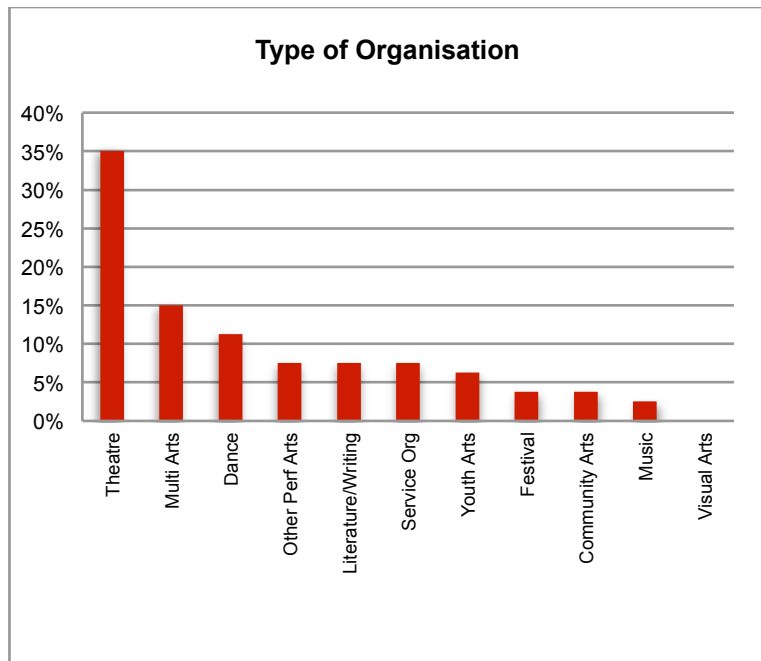
By State

National representation has remained at similar levels to 2013. Most respondents were from Victoria in 2013 (43%), and again in 2015 (50%).



By Type

The majority of respondents are theatre organisations - TNV's primary membership. There was slight decrease from Multi-art organisations from 20% in 2013 to 15%. Other artform representation had minimal (<5%) shift. We were not successful in attracting any responses from the visual arts sector*.



**NAVA conducted a comprehensive survey of artist fees in 2009, and the results can be found at: https://visualarts.net.au/media/uploads/files/Chapter_6_Fees_Wages.pdf*

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 578 staff working a full-time equivalent (FTE) load of 407 – equating to an average FTE load per person of just over 0.7 or 3.5 days/week, up from an average of 0.6 or 3 days per week in 2013. While part time staff still make up a large proportion of the sector, there was a shift away from this in 2015, with the number of part time staff halved from 2013, meaning a lower overall number of staff are now working more hours.

Average Size

The average number of staff per organisation is 7.2 people with a FTE load of 5.1. This is a decrease on 2013 of 1 staff member per organisation, with a 0.3 decrease in FTE.

	Average number of staff	FTE Equivalent
2015	7.2	5.1
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	28	1	7.2
F/T Staff	14	0	3.2
P/T Staff	19	0	4.0
FTE	18	1	5.1

Full-time and Part-time

Organisations employing exclusively full-time staff are still a rarity in the small to medium sector, but have increased from 4.8% of organisations surveyed in 2013 to 8.8%.

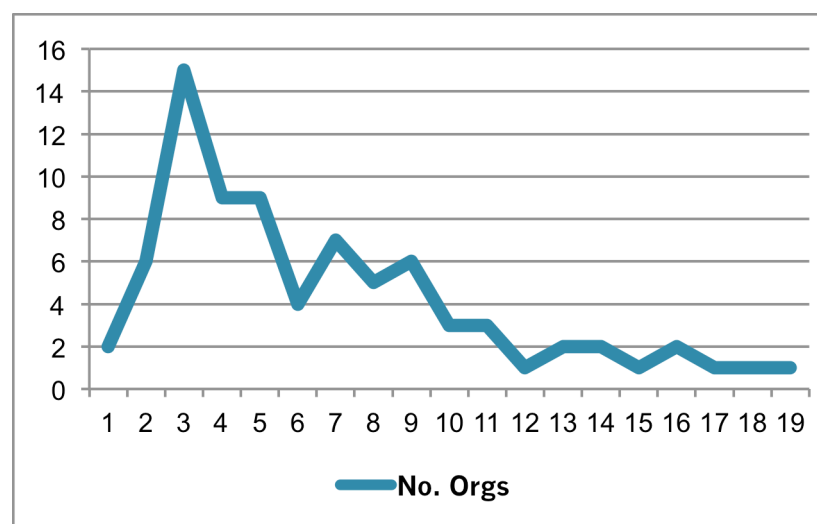
The majority employ both full-time and part-time employees. Of the 13.8% of organisations employing only part-time staff, all have a turnover of less than \$750,000.

	% of Orgs
Full-time staff only	8.8%
Part-time staff only	13.8%
F/T, P/T combination	77.4%

Distribution of Staff

The organisation with the highest number of FTE staff has a turnover of \$1.25m-\$2.5m, 20 staff in total, 14 F/T; FTE of 18.

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



Total No. Staff	No. Orgs (with that staff)
1	2
2	6
3	15
4	9
5	9
6	4
7	7
8	5
9	6
10	3
11	3
15	1
16	2
17	2
18	1
19	2
20	1
23	1
28	1

Distribution of Positions

In line with previous surveys, the role of GM/Executive Producer is the most common position: 89% of organisations. The next most common is an Artistic Director (72%) followed by Marketing (61%) and Administrator (56%) roles.

Two new positions of Finance Manager & Producer have been added this year. Respondents have previously noted the need for more flexibility in entering in these positions.

	No. orgs with that staff member	As a % of total orgs
GM/Exec Producer	71	89%
Artistic Director	58	72%
Producer	36	45%
Assoc Director	15	19%
Finance Manager	31	39%
Administrator	45	56%
Venue/Prod Mger	33	41%
Mkting/Dev Mger	49	61%
Other	28	35%

Some respondents noted the need for further flexibility in position titles, particularly Multi Arts venues. For example: the closest position to a Curator role in the survey is Artistic Director. Also noted were cross-overs in staff duties in smaller organisations, including an Artistic Director who also covered Venue Management and Executive Producer duties.

PART 3. AVERAGE SALARY COMPARISONS

The average salary for a General Manager/Executive Producer in the small to medium sector is \$76,752, representing an increase of just under 7% on the 2013 average salary; for Artistic Directors \$75,479, an increase just over 7%. Overall, average salaries have continued to increase 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
GM/Exec Producer	\$76,752	\$49,000	\$120,000	\$75-80K	31%
Artistic Director	\$75,479	\$50,000	\$118,000	\$75-\$80K	34%
Producer	\$60,989	\$44,000	\$80,000	\$55-\$60K	36%
Assoc Dir	\$63,461	\$52,571	\$85,000	\$55-\$60K	47%
Finance Manager	\$64,902	\$40,000	\$117,000	\$60-65K	32%
Admin	\$52,875	\$36,248	\$76,000	\$45-\$50K	44%
Venue/Prod Mger	\$58,907	\$30,000	\$84,500	\$55-\$60K	36%
Mkting/Dev Mger	\$61,238	\$45,500	\$86,000	\$50-\$55K	45%
Other	\$58,997	\$41,700	\$81,151	\$55-60K	32%

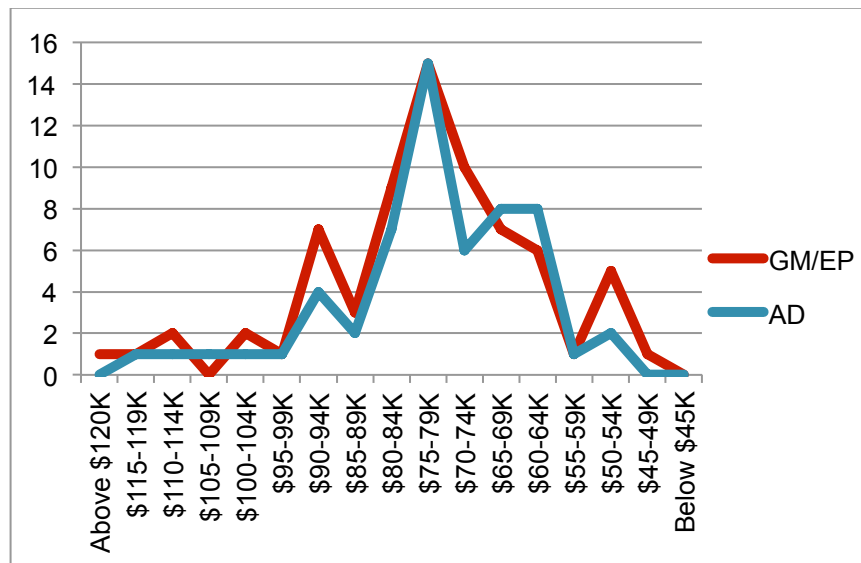
Comparison to 2013, 2011 and 2009

Average salaries have increased across all positions, also increasing above CPI for all positions when compared to 2009. The highest % change occurred for Associate Director roles in 2015, an increase of 11% on 2013, with the lowest for Production/Venue Manager roles at 1%.

	2009 Average	% Chg	2011 Average	% Chg	2013 Average	% Chg	2015 Average	% Chg 2009-2015	CPI 2009-2015
GM/Exec Producer	\$60,547	7%	\$64,934	11%	\$71,950	7%	\$76,752	25%	14%
Artistic Director	\$57,297	8%	\$62,088	13%	\$70,418	7%	\$75,479	28%	14%
Producer	N/A	N/A	N/A	N/A	N/A	N/A	\$60,989	N/A	14%
Assoc Dir	\$52,393	-1%	\$51,715	11%	\$57,169	11%	\$63,461	21%	14%
Finance Manager	N/A	N/A	N/A	N/A	N/A	N/A	\$64,902	N/A	14%
Admin	\$43,971	9%	\$47,746	7%	\$50,964	4%	\$52,875	20%	14%
Venue/Prod Mger	\$48,422	9%	\$52,854	10%	\$58,183	1%	\$58,907	20%	14%
Mkting/Dev Mger	\$48,030	5%	\$50,666	14%	\$57,781	6%	\$61,238	25%	14%

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 \$35,000 between the two positions; presumably depending on who holds the position of CEO, tenure in the position and the nature of the organisation.



Average Salary Comparison by Turnover

Average salaries for GM/EP trend upwards as turnover increases, improving by 44% across the spectrum. Marketing salaries increase by 40%, and Admin salaries by 26%.

The average salary for Artistic Directors trends upwards by 34% between orgs with turnovers from Under \$249K to \$1.25-2.4M, after which the sample is unreliable.

	Up to \$249K	\$250- \$749K	\$750K- \$1.24M	\$1.25- \$2.4M	\$2.5- \$4.0M
No. Orgs	6	34	19	16	5
FTE Staff Average	2.2	2.8	5.1	13	10.9
<i>Salary Averages:</i>					
GM/Exec Producer	\$69,000	\$69,785	\$74,329	\$87,813	\$99,067
Artistic Director	\$67,467	\$69,193	\$74,231	\$90,217	\$72,075
Producer	\$61,767	\$60,294	\$54,544	\$64,973	\$65,000
Assoc Dir	N/A	\$65,837	\$62,838	\$61,875	\$65,000
Finance Manager	\$63,700	\$65,402	\$59,471	\$68,875	\$67,931
Admin	\$50,000	\$51,264	\$50,386	\$53,894	\$63,135
Venue/Prod Mger	N/A	\$57,667	\$53,233	\$64,557	\$60,817
Mkting/Dev Mger	\$50,000	\$58,895	\$59,056	\$63,960	\$70,224
Other	\$60,000	\$56,827	\$62,107	\$61,331	\$49,130

* 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 average salaries for General Manager/ Executive Producers occur in Service Organisations. Due to reduced sample size it is difficult to reliably say which organisational type pays the highest salaries across all positions this year.

The lowest salaries for Artistic Directors are in Multi Arts and Other Performing Arts; and the highest in Community Arts. Compared to 2013 there was notable improvement in Youth Arts salaries for GM/EP (30%) and AD (32%).

	Theatre	Multi Arts	Dance	Other Perf Arts	Service Org
No. Orgs	28	12	9	6	6
GM/Exec Producer	\$75,444	\$80,304	\$82,599	\$66,000	\$87,012
Artistic Director	\$74,650	\$66,331	\$79,699	\$68,500	\$75,633
Producer	\$58,940	\$67,614	\$66,938	\$59,000	\$54,496
Assoc Dir	\$58,900	\$56,286	\$70,425	\$58,500	\$66,692
Finance Manager	\$64,612	\$73,685	\$59,813	\$62,347	\$56,212
Admin	\$52,612	\$61,482	\$51,400	\$47,475	\$54,053
Venue/Prod Mger	\$58,691	\$65,361	\$63,250	\$56,500	N/A
Mkting/Dev Mger	\$58,754	\$60,969	\$67,729	\$50,750	\$68,325
Other	\$65,481	\$55,231	\$55,167	\$60,000	\$51,319

* 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	3	6	2	3
GM/Exec Producer	\$74,000	\$67,188	\$73,700	\$84,000	\$71,650
Artistic Director	\$73,333	\$78,125	\$81,250	\$60,000	\$94,988
Producer	\$80,000	\$65,000	\$54,000	N/A	\$63,478
Assoc Dir	N/A	N/A	\$76,000	N/A	\$85,000
Finance Manager	\$57,500	N/A	\$62,400	N/A	\$73,965
Admin	\$50,000	\$62,000	\$47,350	\$40,000	\$53,517
Venue/Prod Mger	\$60,000	\$30,000	\$51,933	\$72,400	\$55,000
Mkting/Dev Mger	\$58,250	\$71,667	\$61,667	N/A	\$56,000
Other	\$55,000	N/A	\$75,000	\$55,000	\$61,000

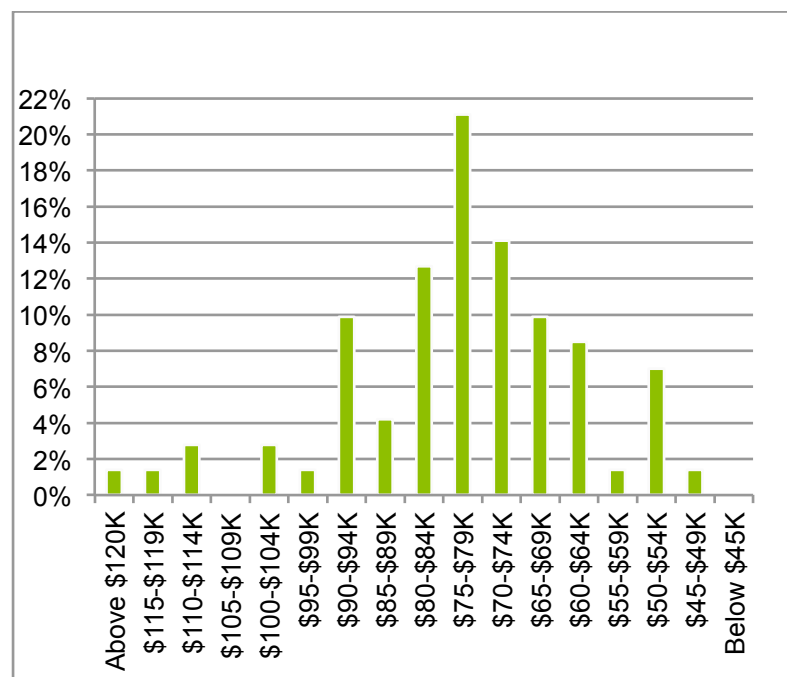
* Figures in shaded grey boxes have a sample size of less than 3 and are therefore not statistically reliable.

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 difference between the highest and lowest General Manager/Executive Producer salaries is \$71,000. Administrator salaries demonstrated the smallest variance in wages, with almost three quarters falling under \$55,000, and a difference between the highest and lowest wages of \$39,000.

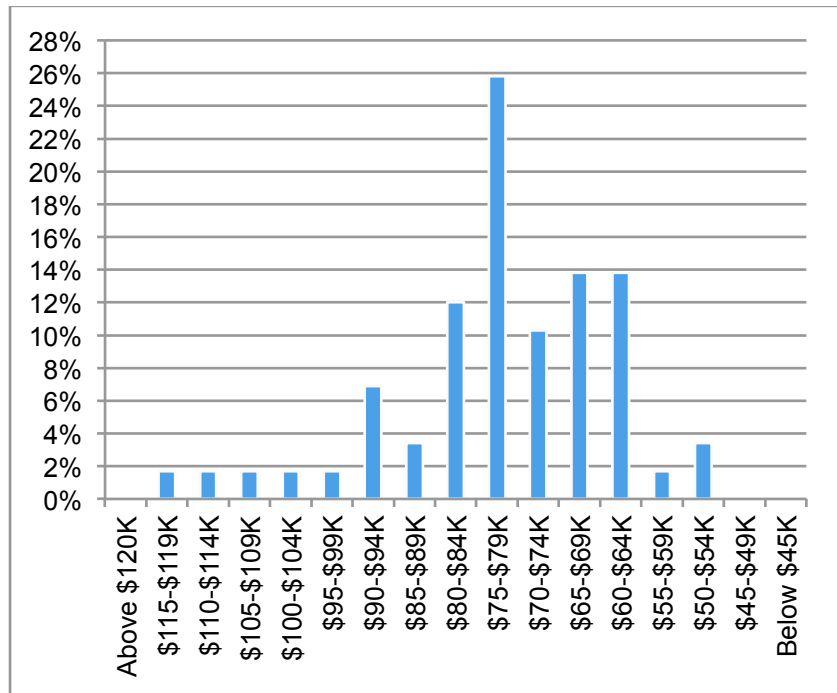
General Manager/Executive Producer

In total, there were six instances of salaries above \$100K, all with turnovers of \$1.25-\$4M. 48% of GM/EP salaries are between \$65-\$85K. The lowest salary is between \$45-\$49K for an organisation with a turnover of \$250-\$750K.



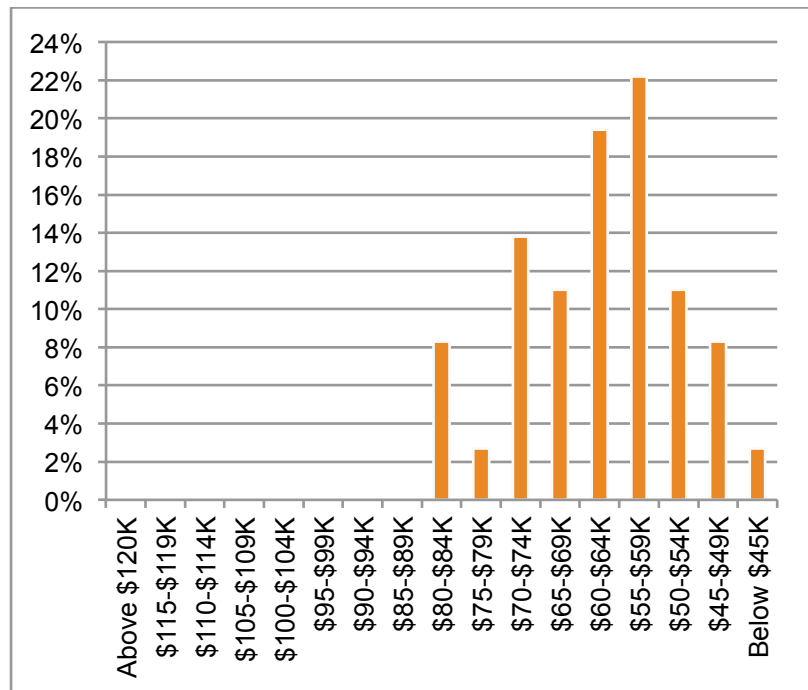
Artistic Director

There are four instances of salaries between \$100-\$120K. 76% of AD salaries are between \$60-\$85K. There are no instances of ADs drawing a salary of less than \$50K, compared to three instances under \$45K in 2013.



Producer

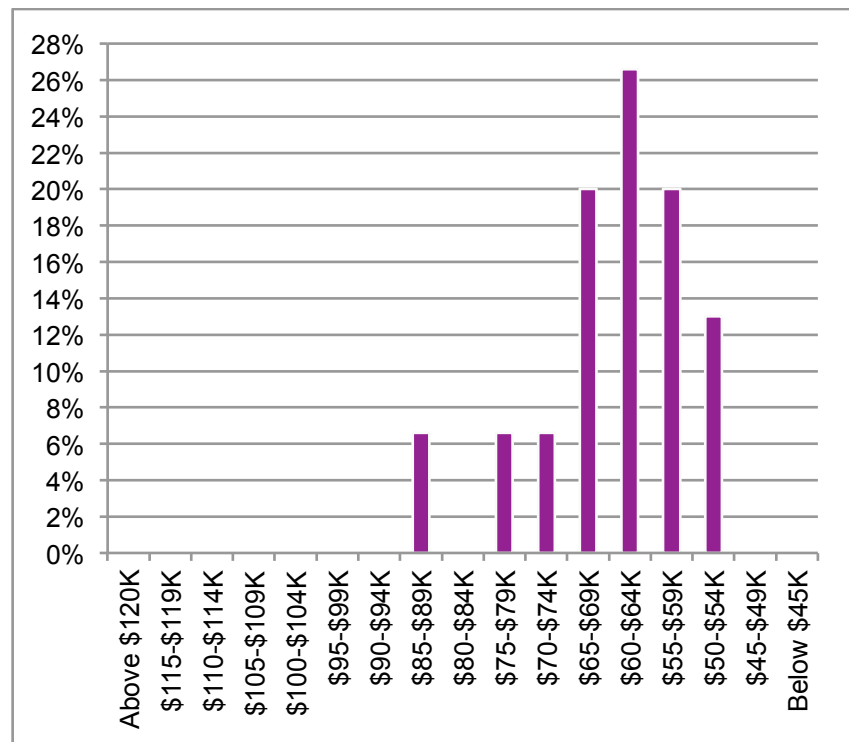
41% of Producer salaries fall between \$55-\$65K. There were no salaries over \$85,000 paid to Producers, with the highest salaries paid by Multi Arts, Dance and Youth Arts organisations.



Associate Director

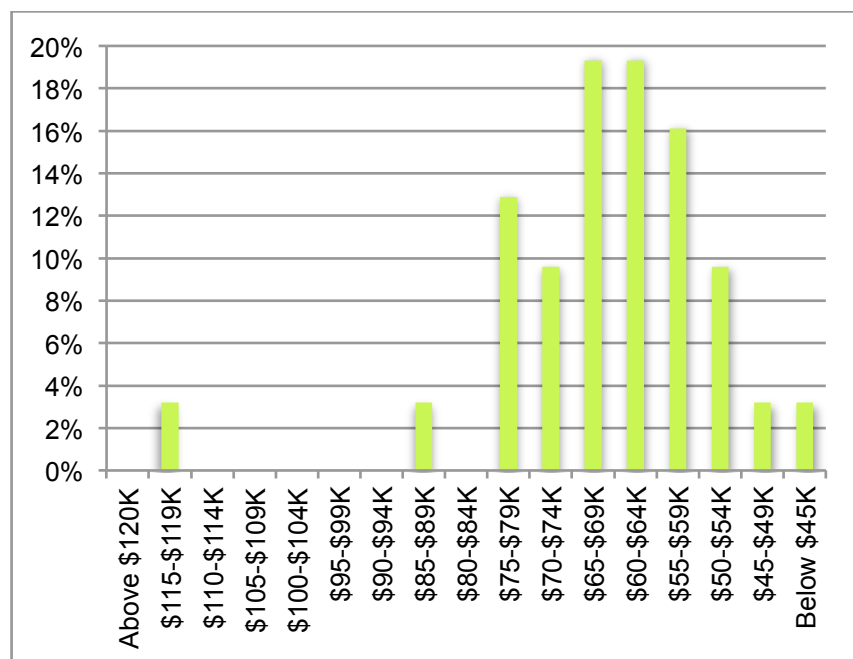
Nearly half (47%) of Associate Directors are on salaries between \$60-\$70K; 33% between \$50-\$60K.

The highest salary is paid by a Community Arts organisation.



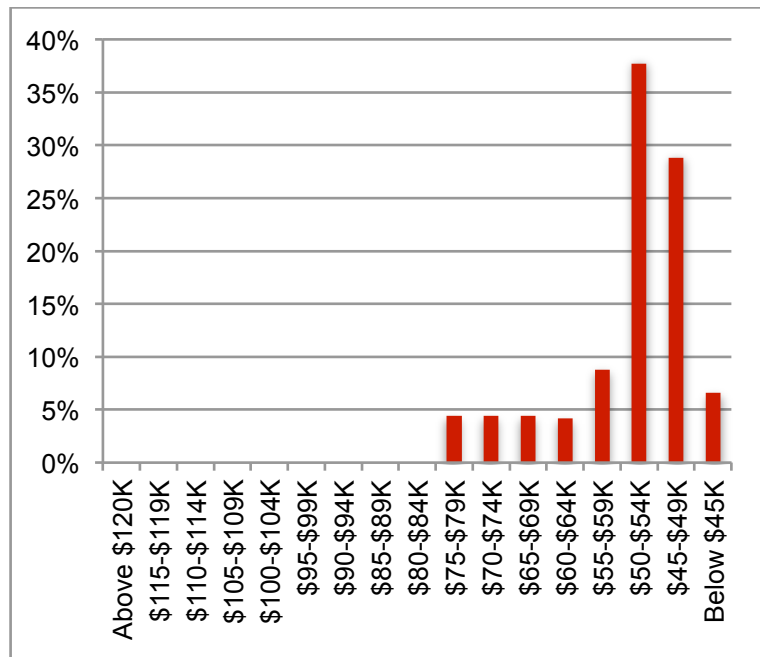
Finance Manager

There is only one instance of a salary over \$115K, paid by a Multi Arts organisation, and one instance below \$45K. The majority (54%) of Finance Managers earn between \$55-\$70K.



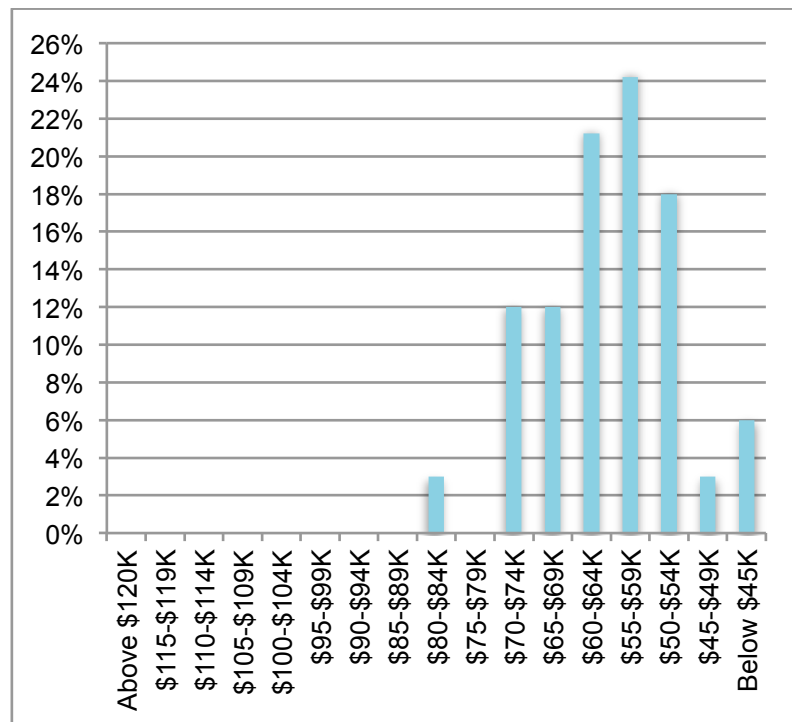
Administrator

Three quarters of all Administrators (74%) are on salaries of less than \$55K. Venues pay salaries at the higher end of the scale. There are no instances of salaries above \$80K, and only four above \$70K.



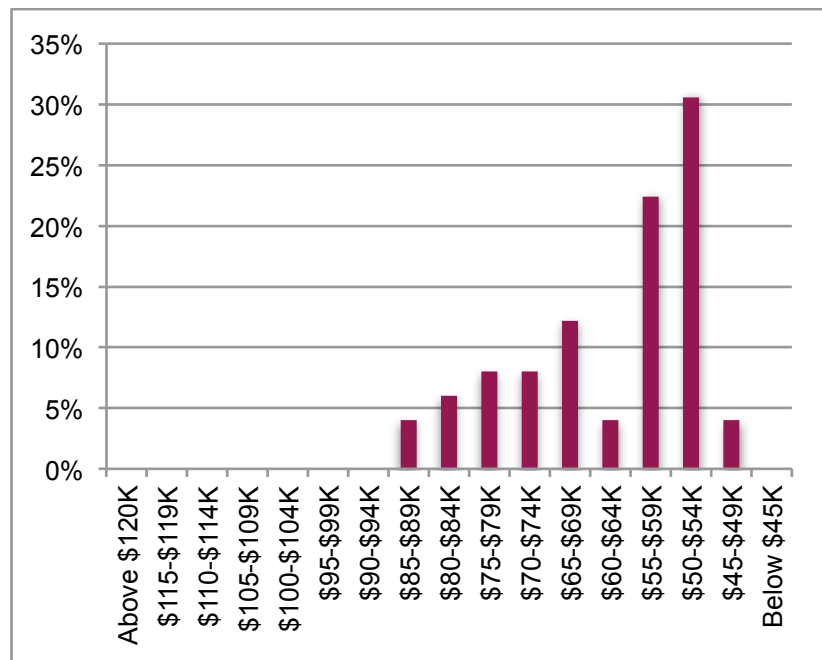
Venue Manager/Production Manager

The most common band for this position is \$55-\$59K, closely followed by \$60-\$64K. The highest salaries are in venue-based organisations and music.



Marketing Manager/Development Manager

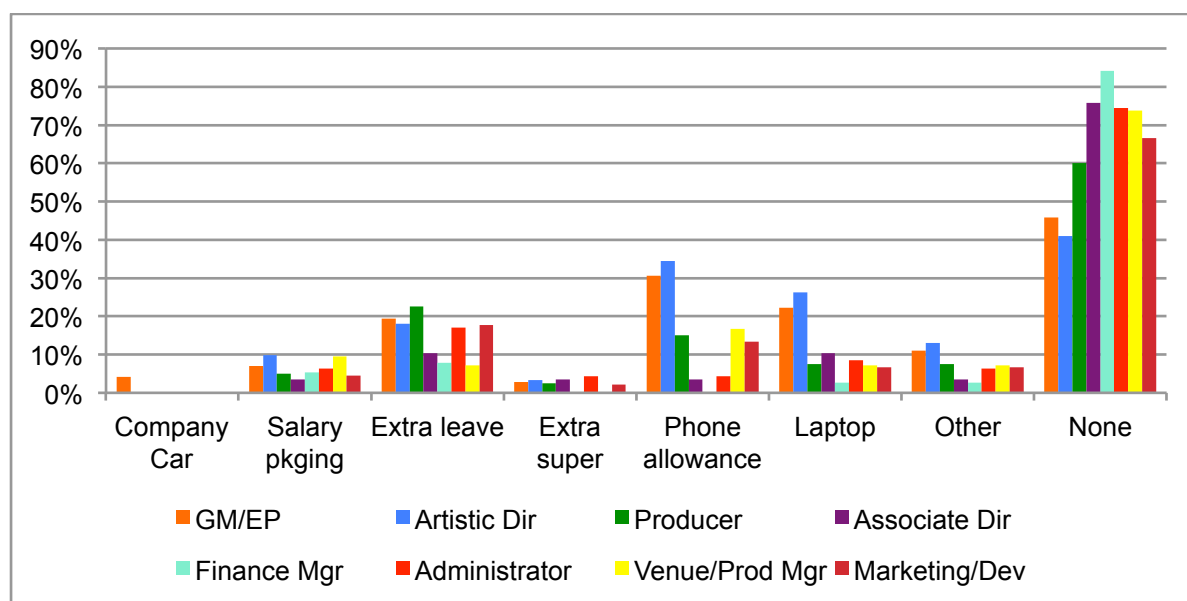
The most common band is \$50-\$54K, replicating 2013 results, with the top salary in the \$85-\$89K bracket. Festivals, venues and dance pay the highest salaries.



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, mirroring results from 2013. In recognition of low salaries, high workloads and funding pressure, extra leave is becoming more prevalent.

The most common benefits across all positions are a phone allowance, laptop and extra leave. Salary packaging is offered by an increasing number of organisations and returns some of the highest benefits. Benefits in the 'Other' category included unpaid creative leave, travel reimbursements, travel insurance, flexibility, and car parking. One organisation offered a work from home allowance.



Compared to 2013, the average value of benefits has increased for higher paid roles such as General Manager/Executive Producer and Artistic Director, while lower paid roles including Production/Venue Manager and Administration have dropped by a third.

	Average	Lowest	Highest	Largest benefit	Other large benefits
GM/Exec Producer	\$2,273	\$0	\$30,000	Company Car	Ext leave, salary pking
Artistic Director	\$1,975	\$0	\$24,050	Salary Pkging	Extra leave, laptop
Producer	\$950	\$0	\$15,899	Salary Pkging	Phone, extra leave
Assoc Dir	\$840	\$0	\$15,899	Salary Pkging	Laptop
Finance Manager	\$638	\$0	\$15,899	Salary Pkging	Work fr home allow
Admin	\$1,228	\$0	\$17,050	Extra leave	Salary packaging
Venue/Prod Mger	\$1,491	\$0	\$18,050	Salary Pkging	Phone, extra leave
Mkting/Dev Mger	\$1,301	\$0	\$19,550	Extra leave	Salary pking, phone

PART 6. PROFESSIONAL DEVELOPMENT BUDGETS

Professional development budgets, on average, are low in the small to medium sector, and often non-existent. However, of those with professional development budgets, there is an extremely wide range – with budgets per position ranging from \$100 to \$8,000.

Snapshot

	2015 Average	Lowest	Highest	2013 Average	2011 Average	2009 Average
GM/Exec Producer	\$1,367	\$250	\$5,000	\$1,359	\$1,567	\$1,656
Artistic Director	\$1,732	\$395	\$8,000	\$1,752	\$1,314	\$1,534
Producer	\$619	\$250	\$2,500	N/A	N/A	N/A
Assoc Dir	\$832	\$250	\$3,800	\$596	\$1,340	\$958
Finance Manager	\$336	\$100	\$1,000	N/A	N/A	N/A
Admin	\$586	\$200	\$2,000	\$582	\$733	\$704
Venue/Prod Mger	\$621	\$250	\$2,500	\$770	\$740	\$587
Mkting/Dev Mger	\$776	\$250	\$3,000	\$562	\$804	\$837
Organisational Total	\$5,308	\$500	\$16,150	\$4,897	\$3,392	

The average total PD budget per organisation has risen moderately since 2009, increasing this year from \$4,897 to \$5,308, an 8% increase. Average budgets per position saw significant increases on 2013 for Associate Director roles (40%) and Marketing/Development roles (38%), and comparable averages to 2013 across other roles.

The highest PD budget per position has decreased since 2013 for almost all positions, most notably in General Manager/Executive Producer and Artistic Director positions where 50% drops were recorded. Venue/ Production Managers are the exception, with a 25% increase on 2013 highest range budgets. 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.

PART 7. SALARY INCREASES

In terms of salary increases, 59% of organisations increased the salary of at least one position in 2015 (comparable to 61% in 2013) and 45% of organisations had budgeted for increases in 2016. Only 24% neither implemented an increase in 2015 nor planned an increase in 2016, with funding uncertainty the major factor cited.

Increases Implemented in 2015

2015 INCREASES	Average increase	Lowest increase	Highest
GM/Exec Producer	4.3%	-2%	25%
Artistic Director	4.2%	2%	10%
Producer	5.2%	1%	20%
Assoc Dir	6.4%	2%	36%
Finance Manager	3.4%	2%	10%
Admin	4.2%	2%	17%
Venue/Prod Mger	3.7%	2%	13%
Mkting/Dev Mger	3.2%	2%	10%

**The Average excludes organisations that have not implemented an increase in the last 12 months.*

Increases Planned for 2016

In 2016 less organisations (45% down from 53%) are increasing at least one salary; 9% are uncommitted and 36% are not planning any increases.

Just over 30% of those who are increasing salaries are doing so above CPI, with 50% planning to increase below CPI.

**CPI and above CPI increase percentages exclude orgs not planning any increases.*

2016 INCREASES	% Orgs	CPI increase	Above CPI increase
Yes - planning increase in 2016	45%	18%	32%
No - not planning increase in 2016	36%		
Dependent on funding/income	9%		
No answer	10%		
	100%		

Two-year Comparison

Comparing 2015 and 2016, 40% are increasing salaries in both years; 24% have not made increases in either year due to funding, a rise on 15% in 2013.

2015/2016 COMPARISON	Yes	No	Maybe
2015 - implemented increase	59%	41%	-
2016 - planning increase	45%	36%	9%
2015 & 2016 increase both years	40%	-	-
2015 or 2016 no increase	-	24%	-

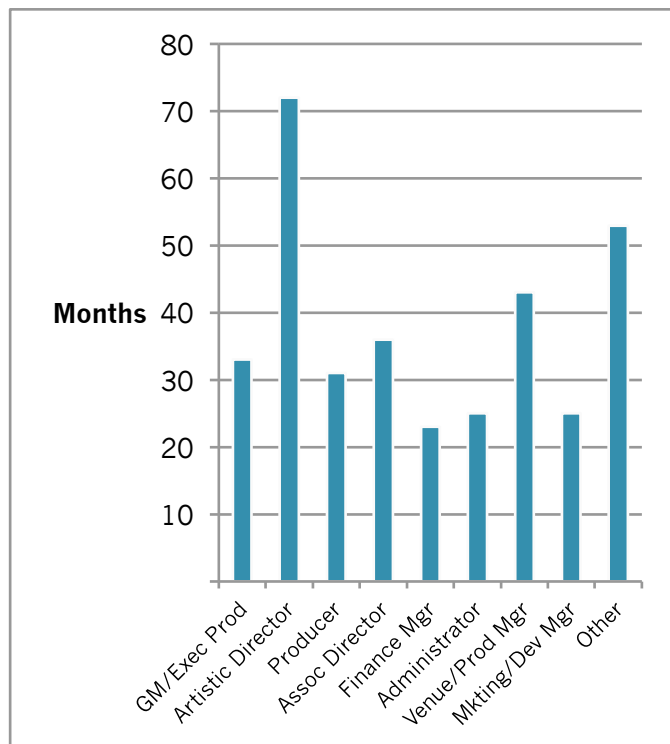
PART 8. TENURE

The length of continuous employment in a role ranges widely from position to position, and within roles. Artistic Directors have the longest average tenure at 6 years, with responses ranging from 1 month to over 40 years. Job security in the sector is particularly fragile, with many respondents noting funding uncertainty has resulted in shorter contracts being offered for 2016 and beyond.

Average Tenure by Position

The average tenure for Artistic Directors is 72 months, and for General Manager/Executive Producers 33 months. Venue/Prod Manager tenure averages 3.5 years. Other positions fall broadly around the 2 to 3 year mark.

2015 marks TNV's first year of measuring tenure in positions, so no comparison to 2013 is available.



PART 9. OVERALL RESPONDENT COMMENTS

Remuneration

- Benefits include salary sacrificing under the benefits permitted through the PBI status of the company.
- When it comes to attending conferences or professional development opportunities, staff often pay with their own money. We have received no pay increase in 4 years.
- We work with a flat hierarchy - as a value of the organisation, all main staff are on the same pay rate.
- We have budgeted \$2000 this year for professional development (but extra for travel and accommodation) but there is some cross over between going to events to sell work and professional development so it works out more.
- I have not recorded our pool of Teaching Artist contractors. The overall spend on Teaching artists is approximately \$80,000.

Funding

- The cancellation of the Australia Council's December 2015 general funding round means securing financial support for projects is even more tenuous than usual. This affects the funding of staff as well.
- As you would expect changes to federal Government funding are expected to impact wages. The most likely option is that no wage increases will be able to be given in 2016, it is feared some positions will need to be cut from 2016.
- These circumstances will change quite dramatically with the changes in federal funding.
- Core staffing has significantly reduced since the last survey due to several streams of revenue being placed under greater pressure and subsequently becoming less reliable.
- We've been able to employ an additional staff member because of success with Creative Partnerships Australia Plus 1 funding. There isn't sufficient funding to support three FTE in the long-term.
- Roles that have recently been filled are now only offered 12 month contracts due to funding uncertainties.
- Funding uncertainties will mean very different answers to all the above in 2016 and 2017.

Survey - Position Descriptions

- Our main wages go towards our performers, these questions don't capture that data.
- We have other key contractor positions that are not identified as staff - two artistic support positions, finance assistant - reviewing however whether these need to be adjusted from contractor to employees.
- We also employ approximately 15 + casual Front Of House and Technical crew.

Survey – Other

- Thanks for inviting us to participate, and for devising questions we can answer. So many of these surveys are too onerous to complete.
- The professional development category doesn't fit into the template provided here! Doesn't allow for new staff. Also doesn't count hours / work time given for prof devt but there may not be an additional cost to the organisation.
- An excellent survey that provides really useful data. Thank you.

FURTHER DISCUSSION

Salary Benchmarking

Listed below are positions from the Arts and Not For Profit sectors that provide a snapshot of salaries for comparative purposes.

General Manager - Supported Living, Sylvanvale

Salary: \$136,000-\$159,000

<http://www.probonoaustralia.com.au/jobs/2015/11/general-manager-supported-living>

Philanthropy Associate, Melbourne Recital Centre

Salary: \$73,600

<http://www.probonoaustralia.com.au/jobs/2015/10/philanthropy-associate>

Development Manager, QPAC

Salary: \$94,926

<http://www.qpac.com.au/careers/jobs/information/?n=39638>

Finance Manager, NFP Sector

Salary: \$105,000-\$106,000

http://www.seek.com.au/job/29812677?pos=1&type=standout&engineConfig=control&tier=no_tier&whereid=3000

Head of Marketing, NFP Sector

Salary: \$130,000

http://www.seek.com.au/job/29817052?pos=2&type=standout&engineConfig=control&tier=no_tier&whereid=3000

Programming Assistant, Sydney Opera House

Salary: \$50,000-\$60,000

<https://jobsnsw.taleo.net/careersection/operahouse/jobdetail.ftl>

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 \$25,000 and \$60,000 below what is paid for similar roles in organisations with similar turnover. The Aspirational Target Range below is unchanged from the 2013 Report.

	2015 Average	Aspirational Target Range
GM/Exec Producer	\$76,752	\$95,000 - \$130,000
Artistic Director	\$75,479	\$91,000 - \$124,000
Producer	\$60,989	\$76,000 - \$103,000
Assoc Dir	\$63,461	\$76,000 - \$103,000
Finance Manager	\$64,902	\$76,000 - \$103,000
Admin	\$52,875	\$70,000 - \$95,000
Venue/Prod Mger	\$58,907	\$77,000 - \$105,000
Mkting/Dev Mger	\$61,238	\$74,000 - \$101,000

Benefits – Salary Sacrifice

The number of organisations offering salary sacrificing through salary packaging as a benefit has continued to increase. 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 Contributions

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 \$35,454 or less (for the 2015/2016 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.

If you earn more than \$34,454, your co-contribution entitlement reduces by 3.33 cents for every dollar you earn over \$34,454, until it cuts out at \$50,454 (for the 2015/2016 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 by 8%, and largely remained steady across other positions. As expenses for professional development courses have increased, and travel included in these budgets also rises in cost, the same budget allocation buys significantly less.

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

- Continue research on tenure of core staff commenced in 2015, 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.

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