

DRAFT BPACC and Cultural Precinct Business
Plan 2022 – 2035
Version 6



Busselton Performing, Arts and Convention Centre (BPACC)

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Context

The Busselton Performing Arts and Convention Centre (BPACC) will be a first class dedicated convention, entertainment and performing arts centre capable of hosting major events and a hub for the region's creative sector.

This iconic landmark performance space has an auditorium capacity of 1000 people standing, comprising up to 650 seats (345 seats which are retractable or removable and two levels of balcony seating). The upper floor conference and convention facility can accommodate 400 people banquet style. The building will be flexible in design utilising the latest technology to fill the gap to host large indoor events, adding to the viability of the South West touring circuit and the opportunity to increase visitation to the region as a destination for conference, trade shows and conventions.

The BPACC will give an exceptional customer experience with high quality seating and a focus on comfort and sight lines to the stage and a more intimate feel for the audience. Programming for the BPACC forecasts one of the highest uses for the auditorium will be popular music. The feel of attending a concert and being able to get up close to the artist and dance, with different price points for general admission and booked seating is achieved with the changed, flexible seating arrangement. The retractable seating also creates opportunity for indoor events the City cannot currently host to sufficient capacity such as trade shows, fashion shows, expos, cabaret banquet dinners and dance.

On the first floor there will be a rehearsal room, two conference rooms and breakout rooms providing for a 400 banquet function with outdoor deck and views to the Bay. This will enable the hosting of conferences outside the main auditorium, allowing the auditorium to be used for set-up and other purposes while a conference is in progress; enabling conferences to be scheduled all year round without needing to share the auditorium with other events. These smaller lower cost spaces will provide an affordable alternative for community hire for functions and smaller sized events not requiring the large stage.

A new art gallery forms part of the BPACC facility, enabling the current gallery to be repurposed into a commercial bar and the existing ArtGeo gallery to be upgraded to an A class to enable national and international works to be exhibited there. A generous Courtyard can be used as an outdoor exhibition space for shows such as sculpture works, a further outdoor event space and an alfresco area for functions, with the ArtGeo bar to serve out into. The ArtGeo bar (heritage building that was the ArtGeo Gallery) will operate independently to the BPACC, providing a commercial tenancy opportunity and a key attraction, supporting the connection of the CBD with the vitality of the rejuvenated. Revenue from leasing the old gallery building will be used to partially fund the maintenance and asset replacement of the BPACC.

The BPACC is just one component of the broader Cultural Precinct which is already a hub for the creative and performing arts. The site includes an historic courthouse complex of considerable cultural and architectural significance, the historic and quaint 120 seat Weld Theatre, the gallery, artists' studios and workshops, an acting school and a café.

The Courthouse is listed on State and National heritage registers. The site includes several buildings housing courtrooms, gaol cells, bond store, former post office, stables, landscaped courtyard and two cottages that once housed the police constables' families.

The former Department of Agriculture building opposite the Courthouse has housed the ArtGeo Gallery since September 2008.

The cultural precinct is also home to several community and commercial leases: the Busselton Art Society, Acting Up Academy of Performing Arts, the Busselton Repertory Theatre, the Lock Up Coffee Shop and resident artists. All of these arrangements will now form part of the BPACC operations.

The Vision

“The BPACC and Cultural Precinct is a place where creativity lives. It reflects the rich heritage of our jetty, timber industry and picturesque region, energising Busselton as a vibrant creative town, connecting the bustling foreshore with a thriving CBD. Loved for the extraordinary range of experiences and diversity of high quality events. There is always something happening in the Cultural Precinct.”

This Business Plan details how the new operations of the BPACC will be managed and developed in the short term to work towards achieving the vision for the future.

1. Key Objectives

The BPACC will provide for the Capes region a significant visitor attraction and iconic venue of quality, contemporary design and the latest technologies that will:

- Create local jobs – 138 during construction and 44 through its operations.
- Inject an additional \$6.6m annually into the local economy.
- Create new markets for business in convention, conferences, trade shows, the arts and creative sectors, which increase local spend.
- Diversify the City of Busselton’s event offerings.
- Fill the gap in indoor venues with capacity that can reach over 1000 to service the winter and shoulder seasons.
- Broaden the horizons and prospects for our youth.
- Add to established visitor attractions.
- Provide opportunities for aboriginal cultural experiences, supporting job creation and increased recognition of the value of our rich First Nation’s heritage.
- Supports increased educational and training opportunities.
- Attract touring art exhibitions of National and potentially international acclaim.
- Enliven the Cultural Precinct, connecting the CBD and foreshore, providing an economic catalyst for extended trading and business viability - kick starting a night time economy.
- Enrich the lives of the community and its visitors by increasing the spectrum of quality arts and culture events.
- Improving lives with social benefits associated with this project valued at \$7m.
- Provide opportunities for the region’s burgeoning creative sector and a home for local artistic, cultural, educational groups and individuals.

2. Strategic Links

The establishment of a dedicated convention, entertainment and performing arts venue in Busselton is the third pillar of a regional growth strategy alongside the Busselton Foreshore Development and Busselton Margaret River Airport upgrade. In tandem these projects are set to increase interstate and international tourism, expanding from traditional intrastate visits to more lucrative, higher spend business, incentive and exhibition travel market; particularly international markets; realising greater economic returns for one of the most highly tourism dependent regions nationwide.

This growth strategy will support the City's growing community by adding to and enabling increased accessibility to established visitor attractions, connecting the Busselton foreshore with the CBD. This project has the potential to increase visitor spending and create local jobs while providing for a sustainable local and regional economy.

The BPACC and Cultural Precinct services align with the following lifestyle and opportunity priorities in the City's Community Strategic Plan:

- Recognise, respect and support community diversity and cultural heritage
- Establish a performing arts facility for the District
- Facilitate events and cultural experiences that provide social connection
- Provide for youth development through activities, programs and events
- Work with key partners to facilitate the activation of our town centres, creating vibrant destinations and consumer choice
- Facilitate an innovative and diversified economy that supports local enterprise, business investment and employment growth
- Continue to promote the District as the destination of choice for events and unique tourism experiences.

3. Critical Success Factors

The BPACC will be a fairly complex operation, providing a diverse range of service to a broad range of customers, many internal and external environmental factors will influence its success. The following critical success factors have been identified:

- A shared vision and endorsed Strategic Plan for the development, establishment and growth of the BPACC and Cultural Precinct aligned with the City of Busselton Community Strategic Plan and the community's aspirations for the future.
- Aligned marketing, programming, financial, utilisation, community, commercial and artistic objectives.
- Versatility and adaptability to achieve the performances, conferences, meetings, events and incentive travel market revenues and attendances forecast.
- Appropriately resourced and effective audience development, event attraction, marketing and community engagement plans.
- An exceptional experience only attainable at the BPACC and in the Cultural Precinct, highly valued by our community and visitors to the region.
- The BPACC's integration with the Cultural Precinct, enhancing the heritage environment and adding to the vibrancy of the area for a diverse customer experience.
- Connection and interface with the foreshore to attract increased visitation and duration of stay.
- Enough high quality staff with the right skills, experience, values and motivation.
- A cohesive stakeholder reference group working collaboratively in the best interest of the whole complex.
- Strongly connected with industry and other centres; arts, culture, tourism, business events market.
- Clear operating policies and procedures including risk appetite to guide investment decisions.

4. Audiences

Busselton has previously been a popular retirement destination and as we see globally has an aging population. However, with the development of Dunsborough and new town sites of Vasse and Yalyalup the City has seen an increase in young families moving to the area. The City of Busselton's age population below shows 20% of the community are aged 60 plus and over 30% are aged 24 or under with females higher in most age brackets.



3235.0 Regional Population by Age and Sex, Australia, Population Estimates by Age and Sex, Local Government Areas (ASGS 2018), Released 29 August 2019

Entertainment that appeals to children and their families, youth and seniors will feature strongly in programming.

Consultation in January 2019, for the City's Event Strategy review established the most popular types of events for our local community are concerts/live music, cultural events (theatre, comedy, non-pop/classical music, and ballet), family/youth events, food events, winter festivals and New Year's Eve type celebrations.

Attendance demand at the BPACC has been estimated on the basis of the average propensity to consume performing arts experiences for Regional Western Australia which has then been applied to the current and forecast population of the City of Busselton. Capture rates have then been used to project scenarios for the expected demand for Performing Arts Events:

Expected Demand for Persons Attending Performing Arts Events, City of Busselton							
Performance type	Year						
	2016	2021	2026	2031	2036	2041	2046
Classical music concerts	4,484	4,924	5,436	5,931	6,388	6,823	7,237
Popular music concerts	25,103	27,568	30,435	33,203	35,763	38,197	40,515
Theatre performances	11,134	12,227	13,499	14,727	15,862	16,941	17,969
Dance performances	3,712	4,077	4,501	4,910	5,288	5,648	5,991
Musicals and operas	6,858	7,532	8,315	9,071	9,770	10,435	11,069
Other performing arts	12,694	13,941	15,390	16,790	18,084	19,315	20,487
Total attendance	63,985	70,268	77,576	84,632	91,155	97,360	103,268
Total potential attendance based on % local audience share:							
80%	79,981	87,835	96,970	105,790	113,944	121,700	129,085
85%	75,276	82,669	91,266	99,567	107,241	114,541	121,492
90%	71,094	78,076	86,195	94,036	101,284	108,178	114,742
Expected attendance based on capture rate:							
50%	37,638	41,334	45,633	49,784	53,621	57,271	60,746
75%	56,457	62,001	68,449	74,675	80,431	85,906	91,119

A conservative capture rate of 50% has been used to forecast the expected number of Performing Arts Events to program.

As well as providing a contemporary venue for performing arts, the proposed BPACC will also have as a core objective the capacity to host key business events for the City of Busselton and Capes region, which currently has few suitable venues. The business event, or MICE, industry comprises three market segments: meetings and conventions, exhibitions and incentives (i.e. travel rewards to motivate and recognise staff for performance).

A review of the current local conferencing and event offer has been undertaken, including the following venues:

- Abbey BPACC Resort
- Geographe Bayview Resort
- The Ramada (previously Wyndham resort)
- Pullman Bunker Bay Resort
- Old Broadwater Farm
- The Equinox

The review established there is little capacity in existing venues for medium to large scale business events in excess of 250 people and consequently there will be minimal displacement caused by the BPACC. The BPACC is designed to handle larger events and grow the entire MICE industry in Busselton significantly, which should then allow for some organic growth for other venues and also scope for working in partnership.

5. Program

BPACC will cater for:

- Popular music concerts
- Theatre performances
- Conferences / Expos / Workshops
- Dance performances
- Musicals and operas
- Classical music performance
- Other/community performances such as bands, amateur dramatics, stand-up comedy, concerts
- School Performances / school graduations / school showcases
- Rehearsals / Studio
- Development of the performing arts and creative sector
- Educational / Training Programmes
- Entertainment
- Cultural experiences
- Professional development

Community consultation and demographic profile information indicate the most popular type of performance is likely to be popular music and family friendly type events.

Emerging/continuing event trends Australia and worldwide have been identified as:

- Winter activations – ice rinks/themed villages
- Light festivals – light installations/projections onto buildings/landscapes
- Multicultural food night markets ‘noodle markets’
- Trail running/hiking/biking events – more connection with nature
- Niche/themed food events i.e. seafood (squid), winter reds, beer and bbq, chilli, dessert, cocktails
- Focus on wellness – health, fitness, mental well-being
- Purpose – socially responsible, social or environmental statement, reduced carbon footprint
- Venues with a story – historic and unique venues, non-traditional event spaces
- Instagrammable events – themed, interactive experiences

It is anticipated that current local school, music and dance groups’ use of BREC including users south of Busselton will transfer their bookings to the BPACC from 2023. These activities usually occur for 4 weeks during Term 4. Cape Naturaliste College has indicated they are likely to book the facility for their annual school ball and awards night(s) as are Busselton Senior High School. Both these schools are also keen to explore how they can use the new facility to showcase their talent and provide opportunities for their students in their visual arts and music streams. St Mary Mackillop and Cornerstone Colleges have expressed support for the BPACC and see opportunities for their students. Georgina Molloy Anglican School have expressed a preference to use their own facilities.

The Weld Theatre

The Busselton Repertory Club ran 98 performances in the Weld Theatre during 2018/19 as well as actual performances/productions by Busselton Repertory Club, Acting Up and other visiting artists, the Weld Theatre has many other non-performance activities, such as:

- Auditions and rehearsals (usually for each production, a min of 100 hours of audition/rehearsal time)
- Choral Society practices
- Dance practices

- Regular U3A Script Reading sessions
- Singing lessons by Acting Up
- Theatre workshops

With the additional spaces provided by the BPACC the Weld circa 120 seat theatre is likely to have capacity, especially during the day to be programmed for other uses and can be considered as an additional break out space for Business Events.

The Repertory Club lease expired 30 June 2020. The City is committed to providing a new lease to the club for their existing facilities, which are being upgraded as part of the BPACC integration and providing new arrangements that enable the Club to use the other new facilities in the BPACC. Responsibility for building maintenance, including structural and heritage will be reviewed during negotiations for the new lease and may change from those previously agreed to ensure a consistent standard of maintenance is achieved for the entire centre and to allow the Club to focus on their own operational needs. The new arrangement(s) will consider:

- 1) The Club's area of exclusive use under a lease arrangement
- 2) The Club's access to shared common areas under a license agreement
- 3) The Club's hire of areas and the terms and conditions of hire
- 4) The BPACC management's use and hire of the Club's exclusive use (leased) areas and the terms and conditions.

Acting Up

Acting Up provide events, drama classes and singing lessons and have a lease in the Police Sergeants Cottage adjacent to the Courthouse which expires 30 June 2025. The plan is for Acting Up to move into the new BPACC development. They have provided an ideal scenario where they have exclusive use of a storage area and an office, are the dominant user of a multipurpose rehearsal type room and have access to a further activity/breakout room, toilets and foyer space. Support has been offered to their Board to develop a Strategic Business Plan to determine how the organisation can grow and provide more clarity on what their future needs will be. It is planned to conduct this, subject to the organisation's acceptance, during 2024 once the BPACC is operational to enable a better idea of opportunities to be understood.

A new arrangement will need to be informed by this Strategic Plan which considers:

- 1) The Club's area of exclusive use under a lease arrangement
- 2) The Club's access to shared common areas under a license agreement
- 3) The Club's hire of areas and the terms and conditions of hire
- 4) The BPACC management's use and hire of the Club's exclusive use (leased) areas and the terms and conditions.

The cottage they currently lease is not suitable for their needs and is underutilised as a heritage asset and prime real estate with main street frontage. The draft Cultural Precinct Masterplan proposes this building, in future, becomes the Courthouse retail outlet for locally produced artisan products and Cultural Precinct souvenirs.

Acting Up's main usage periods are classes Monday to Friday from 3.30pm and Saturday mornings for 3-4 hours. On average they put on 4 annual performances of 2 weeks each. Rehearsal time for these is usually 2 hours, Tuesdays, Wednesdays and Friday evenings from 3pm to 11pm and all day Saturday for 13 weeks.

An example of Acting Up's indicative programming is shown below:

Course Name (age ranges are approximate)	Term Cost \$	Busselton				
Recreational Drama ages to 8	110.00	Mon 3.45-4.30	Tue 3.45-4.30	Wed 3.45-4.30	Thu 3.45-4.30	Fri TBA
Recreational Drama ages to 11	120.00	Mon 4.30-5.30	Tue 4.30-5.30	Wed 4.30-5.30	Thu 4.30-5.30	Fri TBA
Recreational Drama ages to 17+	120.00	Mon 5.30-6.30	Tue 5.30-6.30	Wed 5.30-6.30	Thu 5.30-6.30	Fri TBA
Advanced Drama Certificate Ages 12-14	180.00	Mon 5.30-7.00				
Advanced Drama Certificate Ages 15+	180.00	Mon 5.30-7.00				
Musical Theatre Introductory	120.00			Wed 5.30-6.30		
Musical Theatre Advanced	180.00			Thu 5.30-7.00		
Singing Lessons		Individual and Group sessions as arranged - Monday to Saturday available. Contact Emma on emma@actingup.com.au				
Adult Musical Theatre Adult Drama	120.00	Tuesday 7.00-8.30pm Thursday 7.30-8.30pm Or during the day or evenings – six week course available				
Directors and Directing	135.00	Course to be arranged				
Stage Make-up and Special Effects		Course to be arranged – please register your expression of interest				
Drama for Toddlers ages 2½-5	110.00		Tue 10.00-11.00			

Key events

The following are examples of key annual events that are likely to use the BPACC, those that the City supports with funding will be required under the funding arrangements to have an opening and/or closing event at the BPACC and a renegotiation of any existing funding agreements:

CinefestOz:

1 week in August likely to want to use the whole centre for: opening gala night (full capacity), closing award night (full capacity), screenings daily using main auditorium and Weld, industry workshops, school visits, meetings, ticketing. There is opportunity to grow and diversify the event with the BPACC.

Gourmet Escape opportunity to grow the event

Fine Vines opportunity to grow the event

Perth International Jazz Festival opportunity to grow the event

Busselton Fringe Festival opportunity to grow the event

Busselton Mardi Gras opportunity to grow the event

Festival of Busselton opportunity to provide indoor evening event elements

Ironman for registrations, gala dinner and awards nights, potential to grow expo side of event

Busselton Jetty Swim awards night

Battle of the Bands opportunity to grow the event

Business events

Business events that showcase the region and leverage the BPACC's unique point of difference will be targeted, including:

- Agribusiness/Agritourist
- Trade and Export
- Wine Tourism
- Creative Industries (Emergence, Guitar Festival)
- Biodiversity
- Marine Tourism (whale-watching, surfing etc.)
- Health and Medical Conferencing
- Cultural Heritage including Aboriginal tourism

In the first year of operating the BPACC from opening in October 2023 the following utilisation is estimated:

	No. days uses	No. days uses	No. hours* or days **uses	Total
	Auditorium	Foyer	Function/Rehearsal rooms	Total
Commercial	55	8	190*	253
Community	49	15	210*	274
Ticketed by City	15	0	0	15
Conference/tradeshow	10	10	10**	30
TOTAL	129	33	410	572

Programming Policy

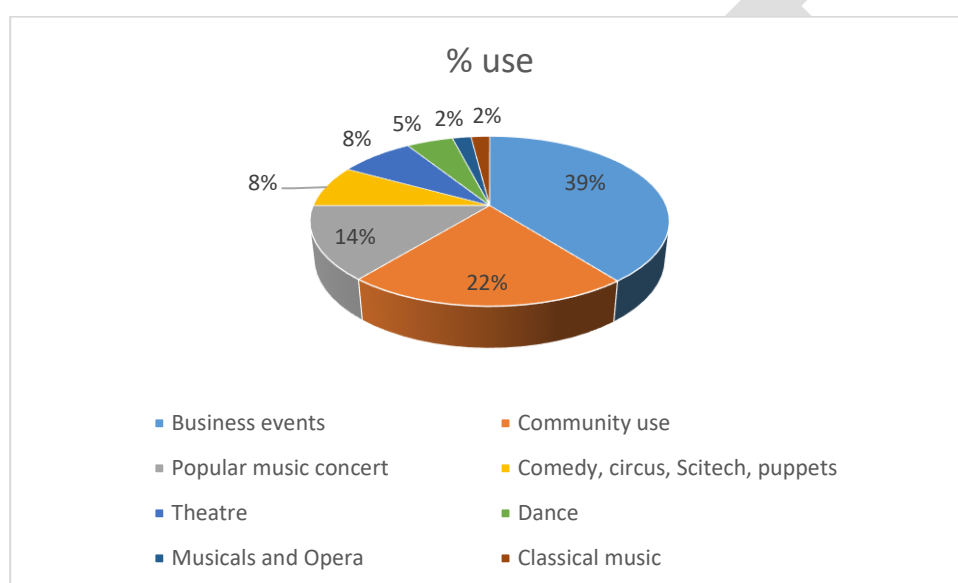
The BPACC programming will consist of the following streams;

1. *Community Production* – Events, performances and activities that are produced and coordinated by the community. This usage can either be through a one-off hire of the facility or part of the facility or through a regular lease or license of defined areas within the BPACC, e.g. The Busselton Repertory Club and Acting Up!
2. *City funded events* - Events produced and coordinated by commercial and community organisations supported by the City e.g. CinefestOz and Busselton Festival from funding available through the City's Marketing, Events Reference Group (MERG) cash and in kind by way of venue hire fee waiver and support service waiver considerations.
3. *City programming* - The City will source, negotiate price, program, fund, incentivise and ticket (where relevant) performances, business events and other events of a commercial nature. An annual allocation of MERG funding has been forecast commencing at \$150,000 per annum.
4. *Venue hire* – The BPACC will be marketed for hire by community and commercial users. Business Events will be entirely by venue hire, with event organisers able to procure their own catering, furnishings and staffing. Venue hire for commercial use of the auditorium, foyer, courtyard and gallery will specify equipment and services included and charge out rates for specific items and labour. A local supply list

will be developed for hirers to purchase from. Kitchens and bars will be supplied with basic glassware, crockery, utensils and furnishings – also available to hire. Affordable rates of subsidised hire for not-for-profit, local community groups will be provided as the City does for all its other halls, rooms and venues for hire.

BPACC programming will provide a balance of community access at affordable rates and commercial activities which generate sufficient returns to achieve the annual operating budget and acceptable operating subsidy level.

Based on the City's demographic profile, market demand assessment and consultation for the City's Event Strategy review the following indicative program model has been forecast which will form the basis from which the Programming Policy will be developed:



Production

As popular music events are forecast to be a main income generator and significant part of the program the following amplification and sound equipment items will be required:

- Sound / hanging array system, power requirements and amps to power system
- Location of production (sound and lighting desks) in auditorium as usually on floor centre of room
- Lighting hanging from front / middle / back of stage
- Recording ability to get a feed from sound deck
- Acoustic variability to suit the various program of events.

For Cinefestoz and similar users the BPACC will have the functionality to be set up as a cinema, however this will not be to the same standard as Orana and the hirer will be required to bring in their own specialist equipment.

6. Marketing and Audience Development

Brand

A strong and consistent brand identity for the Cultural Precinct and the BPACC will be developed. ArtGeo Cultural Complex will no longer be used. A powerful brand image will be developed through a Cultural Interpretation Strategy. The brand will support the marketing and promotion of the new venue locally, throughout WA, interstate and internationally. The image will have local resonance and be synonymous with the BPACC's unique point of difference. The Cultural Precinct's brand 'where art and heritage meet' will be reviewed. The current ArtGeo website will be changed to reflect the Courthouse complex and new branding for the Cultural Precinct.

The BPACC will have its own website, possibly containing the gallery, the Weld Theatre and Acting Up, subject to how incorporated in the BPACC operations they become.

The BPACC brand will launch with the BPACC website, in the lead up to the new facility opening when promotion of events, ticket sales and bookings commence and include:

- Domain name
- Style guide and colour scheme
- Logos
- Tag line/slogan
- Uniform specification

Audience development

The purpose of audience development is to increase repeat attendance, find new audiences and increase the existing audience's depth of understanding or experience of work. Key outcomes sought as a result of audience development activities will include:

1. Increased attendance
2. Support for cultural growth in the community
3. Increased revenue
4. Development of audience understanding of an art form or work
5. People introduced to new art forms and experiences

The audience development plan will drive new ways of reaching audiences to increase attendance and their depth of experience by detailing how the following strategies will be actioned:

1. Market Penetration: creates more attendance from the existing audience for existing programs and products; increases frequency of attendance and brings back lapsed attenders.
2. Market development: attracts new audiences for the first time with existing programs.
3. Product development: creates more attendance from existing audiences with new programs and products, extending the range of program offer.
4. Diversification: creates more attendance via new products or programs for new audiences.

Community Engagement

Methods of community engagement to build affinity with the BPACC and the programmes and events it generates will be established and how they will be achieved articulated in the Audience Development and Marketing Plans.

Effective community engagement is an inherent part of the organisation's culture and how we will work with community. Typical goals of community engagement might include:

- Enhance audience understanding of and connection to a performance
- Build community skills (creative or more general e.g. lateral thinking)
- Encourage creative activity in community
- Increase or maintain social interaction and strengthen networks
- Bring to the arts centre people who have never been before or haven't been for a while.

Marketing the BPACC

A marketing plan will be developed that establishes market segments, strategies to capture and grow them, key activities, methods and allocation of budget.

The marketing and event purchase and incentivisation budgets have been estimated using benchmarking with similar other regional performing arts and convention centres.

Marketing will align with the income streams identified as:

- Community hire program including schools, music and dance group, Repertory Club, Acting Up and community events organisers.
- Multipurpose venue and conference space for hire
- Programming (curated / produced / purchased) influenced by the degree of artistic/financially driven Policy established.

Technology

The technological capabilities of the BPACC will reflect the state of the art facility and exceptional experience only attainable at the BPACC, the following systems and capabilities will be provided. Timeframes are based on construction completion June 2023 and live operations by October 2023 at the latest.

System	Timeframe for Delivery
Financial management systems that can budget and report by service	Start of Financial Year 2022/2023
Bespoke website; intuitive design, informative, educational and built to attract and convert ticket sales	Ready to launch October 2022
Online ticketing supporting paperless ticketing transaction options	Launch with website in October 2022
Facebook, email systems	Ready to launch with website October 2022
Online venue bookings that incorporates and manages all Cultural Precinct venues in one precinct booking schedule	For opening – June 2023 at latest Ideally with website for 2022
Free Wi-Fi	Prior to opening – September 2023 latest
Customer Relationship Management System	Preferable for opening – October 2023 potentially could be delivered as part of the ticketing system
Point of sale software that integrates with other City systems	For opening – October 2023
People counter	For opening – October 2023
Culture counts customer experience evaluation system	For opening – October 2023
Volunteer management system	Year 2 – 2023-2024
Self-serve ticketing	Year 3 – 2024-2025

Ownership and technical support for these systems is likely to be within the BPACC team for the bespoke system with any interfaces with the City's IT systems supported by IT. Cloud based software will be a preference for supplier selection due to many of the BPACC's online services needing to be accessible 24/7 and BPACC ordinary hours of work are significantly outside of standard business hours. If systems are down the customer experience and associated revenue flow on effects will be compromised. Supply agreements need to reflect customer service support requirements.

7. Service Definitions

The BPACC will provide the following services:

What we do
• Attract new and vibrant arts and event opportunities
• Venue hire – community, commercial and business
• Devise, promote and deliver community engagement and audience development programs.
• Manage and promote exhibitions at ArtGeo and Railway House.
• Manage the City's art collection.
• Negotiate and manage community and commercial lease arrangements in association with Property Services.
• Manage and promote the heritage-listed Courthouse and interpret its history in innovative ways.
• Manage retail sales in the Courthouse shop
• Bar, box office and membership sales

8. Governance and Management

Governance

The different governance models of Independent Board and Local Government run have been considered. Due to the need to balance community with commercial objectives, the operational critical success factors, the responsibility for a multi-million dollar asset and funding acquittal requirements to achieve significant economic outcomes, the City will be owning and operating the BPACC. Once operations have been developed sufficiently and the complexities and full costs of sustaining the BPACC at an acceptable subsidised level established, this model may be reviewed.

The integration and inter-relationships with key stakeholders, such as the Friends of Group and Busselton Repertory Club is also a critical success factor. A BPACC stakeholder reference group will be established similar to Margaret River HEART's Sounding Board. The group is likely consist of the President of the Friends of Group, President of the Busselton Repertory Club and representatives from MRBTA , the Chambers of Commerce, Australia South West Business Events, Art gallery Reference Group, education sector and BPACC Aboriginal Advisory Group. It will be chaired by the Venue Manager or Manager Events and Cultural Services for the City. Members will work collaboratively at a strategic level to inform the programming direction, utilisation, marketing and funding strategies for the whole of the Cultural Precinct Complex. Members of this group would be well connected, have a broad range of business development skills and have the ability to build strategic partnerships that attract ongoing funding support.

Staffing

The ArtGeo Cultural Complex is managed by a Coordinator, a part-time Curator (0.6FTE), and a casual budget of \$50,000 (excl. super) for exhibition changeovers, administration and weekend customer service with volunteer customer service at all other times to resource opening hours 7 days a week between the hours of

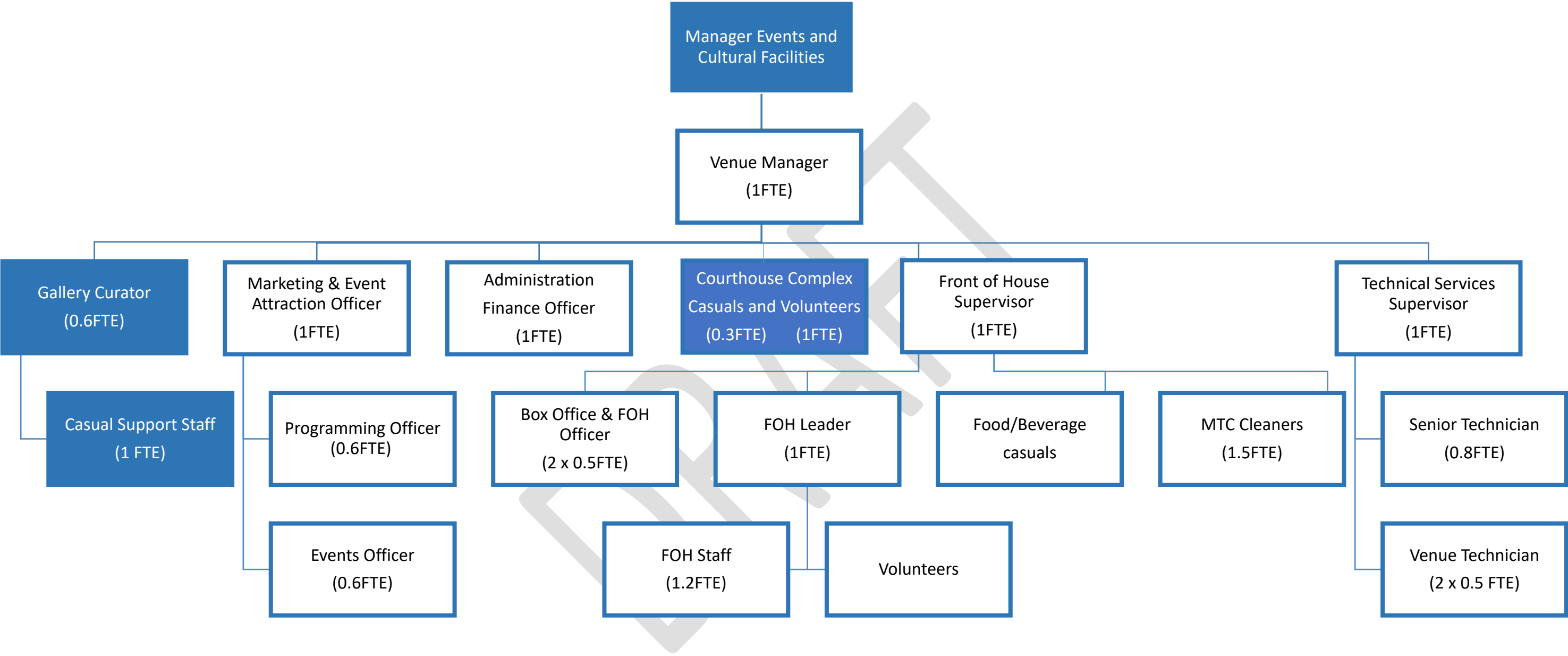
10am and 4pm, 360 days a year. Volunteer resources equate to approximately 2180 hours or \$60,000 unpaid wage savings. The operations of the Cultural Complex will fall under BPACC governance. This includes the following services:

- Exhibitions at ArtGeo and Railway House.
- The City's art collection development and management.
- Community engagement and audience development programs.
- Management and promotion of the heritage-listed Courthouse and interpretation of its history
- Retail sales in the Courthouse shop, cruise-in markets and venue hire.
- Negotiation and management of community and commercial lease arrangements in association with Property Services.
- Arts and events in the Cultural Precinct.

Based on benchmarking with similar organisations and a more detailed understanding for how the BPACC will operate the following structure has been developed. Permanent staff will be supported by volunteers and a pool of casual Front of House staff that will vary with programming and be offset by revenue.

9. Resources

Organisational Structure (subject to possible change as review of existing teams is undertaken over 2021/22)



Existing

11.5 Permanent FTE
1.7 Casual FTE
13.2 Total BPACC FTE

1.6 Total Gallery FTE
0.3 Courthouse staffing equivalent
+ Recoverable Casuals subject to program
15.1 Total FTE Staffing for the Cultural Precinct

- Abolished Roles**
- ArtGeo Complex Coordinator

Key Skills

A critical success factor is the attraction and performance of essentially skilled and experienced staff and their ability to work harmoniously together in the following key role areas:

Venue Manager

The primary purpose of the manager is to develop and manage the annual programs and events within the BPACC, ArtGeo gallery and Cultural Precinct. The manager is responsible for the overall effective management and promotion of the venues, overseeing the operations, stakeholder relationships and developing the strategic vision to position the BPACC as a leading events and convention venue, delivering the best possible outcomes for the City of Busselton community and the region.

The position is planned to be recruited once the construction Tender is awarded in July 2021 and in place from January 2022 to recruit staff and volunteers, inform system, equipment and technical infrastructure specifications and procurement and develop strategies, plans, policies networks and partnerships that achieve the objectives outlined in this Business Plan. This role will eventually replace the existing ArtGeo Coordinator role by June 2022.

Marketing & Event Officer

Reporting to the Venue Manager/Coordinator the purpose of this position is to oversee BPACC business streams, create new business opportunities and relationships and generate income to allow the Centre to achieve strategic outcomes and build stronger relationships across the community. This role will develop and implement plans for marketing, brand development, event attraction, income generation and innovative program development and lead the contractual and partnership negotiations with a range of external and internal partners and venue hirers in order to meet the projected budget forecasts.

The position is planned to be recruited by the Venue Manager and in place by June 2022 to develop and implement the BPACC programme, attracting and securing bookings to ensure the BPACC achieves its first year's forecast program of events and forecast revenues.

Finance Administrator

The Finance Administrator reports to the Venue Manager and supports all teams at the BPACC to deliver its financial obligations, including financial procedures and reporting, budget development and tracking, procurement and record keeping requirements.

The interface and division of responsibilities with the City's Finance team and systems needs to be worked through to develop a clear position for this role which considers:

- The integration of existing ArtGeo financial processes and systems.
- Compliance with the City's Finance Policies and Procedures including internal audit procedures.
- Control and provision of, Profit & Loss, Balance Sheet and Asset Register reports.
- Management of Trust accounts
- Daily cash flow requirements and advise of issues as required.
- Monitoring of outstanding Debtors and recommendations for pursuit of overdue accounts.
- Creditor's invoices and payments within their required time frame; settlement of Petty Cash and In House expenses monthly.
- Budget outcomes and reports on the Centre's financial performance.
- Preparation of budgets for purchase and in-house shows in collaboration with the Venue Manager and the Marketing and Events Coordinator
- Show acquittals and financial transactions of events.
- Provision of statistical records
- Financial acquittal reports for funders and sponsors.
- Preparation of annual budget and review with the Venue Manager and the Marketing and Events Coordinator as required.

- Co-ordination of insurance claims.
- Finance Policy documentation review.
- Ensure that all sales and transactions made through the ticketing system are properly entered and balanced with accounting system.
- Maintain Balance Sheet Reconciliation
- Ensure accurate records are kept of all third party monies held in trust.
- Maintain accurate statistical records regarding use of BPACC

Front of House Supervisor

Reporting to the Venue Manager the Front of House Supervisor oversees all front of house services to ensure client's needs are met for their functions and events. Responsibilities include Box Office customer service and ticket sales, food and beverage services, building presentation and cleanliness and volunteer recruitment and coordination. As the face of services this role provides leadership in ensuring an exceptional customer service experience is achieved.

Technical Services Supervisor

Reporting to the Venue Manager the Technical Services Supervisor oversees the technical team to meet the operational requirements of the BPACC for all events. This includes working in multi-skilled areas such as lighting, sound, audio visual, IT and staging during all aspects of production and technical and facilities maintenance. The role provides leadership to ensure a safe and effective operation assisting clients, visiting production companies and BPACC staff to meet artistic and cultural needs that achieve an exceptional customer experience.

Volunteers

Volunteers will play an important role in the effective running of the venue. In 2018/19 BREC reported using 7000 volunteer hours which equated to \$200k in Front of House wage savings. Volunteers reinforce community engagement, introduce specialist skills to the venue, provide audience development opportunities and help reduce stress and staff burnout. Volunteerism at the BPACC will provide opportunities for all sectors and particularly youth, seniors and socially isolated members of the community to get involved. A Friends of the Cultural Precinct group is in formation which will either be an extension of or a replacement of the current volunteer program operated by the Artgeo Complex. This will be reviewed and developed further to consider opportunities including:

- Ushers, box office support and bar sales
- Events: front of house, back of house, technical assistance, parking assistance etc.

To ensure both volunteers and the venue benefit from volunteering, relevant procedures and policies will be developed and adopted which consider the following steps:

- Recruitment
- Induction
- Supervision
- Evaluation

Volunteer management will also take into account broader human resource factors such as insurance, occupational health and safety and codes of conduct.

Recruitment

All volunteers should be subject to the screening, approval, and probationary procedures as used by the venue in the recruitment of staff. Recruitment of volunteers will also take into account the City's commitment to Equal Opportunities outlined in the City's Policy.

Volunteer Recruitment is entirely dependent on the specific positions and tasks required of the volunteer, position descriptions will be developed for all roles which consider:

- Is there an appropriate age range?
- Is there a minimum time commitment required?
- Is the volunteering need ongoing or just for one specific time period?

The City will partner with existing community stakeholder groups the Busselton Repertory Club, Acting Up, Bare Naked Theatre, CinefestOz and the Busselton Volunteer Centre to attract volunteerism.

Potential volunteers will be asked to register their interest by completing a Registration Form. Selection will be based on ability to perform the Position Description requirements.

Induction

All volunteers will be provided appropriate information, training and resources to carry out their position description.

Induction and training will consist of:

- A guided tour of the venue
- A walkthrough of the tasks involved
- Introduction to a mentor or buddy
- Reading of the Induction Kit (similar to new staff)
- Signing of the venue's Code of Conduct
- Discussion and agreement on rosters
- Agreement on a review process

Supervision

All volunteers will have access to proper levels of supervision in the carrying out of their tasks by either a paid member of staff, or an experienced mentor/buddy volunteer.

Volunteering is a matter of choice, personal demands on volunteer time may mean there is a greater chance of volunteer rosters not being filled – sometimes at short notice. The supervisor will organise appropriate back up to take over the volunteer role in this case.

In respect to any serious issues or concerns raised by volunteers, they will be given the opportunity to take part in the same due process available to staff in the airing of grievances or complaints.

Evaluation

All volunteers are entitled to an appraisal of their performance and be given the opportunity to have feedback about their role and volunteer conditions.

The evaluation process allows both parties to assess the role and tasks, look for improvements in process and delivery and offer formal thanks to the volunteer for their time and input.

For ongoing volunteers an annual survey will be undertaken. For one-off events or short-term volunteer positions, a simple evaluation form and/or feedback interview will be undertaken

Occupational health and safety

Volunteers will receive the same level of safety and environmental conditions as venue staff.

On arrival, volunteers will sign in to begin work, and then sign out on departure or the end of a shift.

Footwear and clothing appropriate for the volunteer position must be worn at all times. Particular attention should be paid to any positions requiring outdoor duties. Appropriate guidelines will be given around technical concerns and clear lines of communication provided to the relevant staff.

Emergency procedures will be made readily available and as a minimum an annual emergency procedure drill will be held with learnings shared to all staff and volunteers.

Insurance

Venue management will ensure current insurance policies include the use of volunteers.

Reimbursement

Consideration will be given to ensuring all volunteers can be reimbursed for any pre-approved expenditure incurred in the exercise of their volunteer tasks. Whilst volunteering is carried out for no financial payment, no volunteer should be incurring expenses to carry out their position.

Dispute resolution

All volunteers are entitled to appeal to venue management through an agreed complaints and concerns process. This includes the identification of a range of venue management personnel to ensure reduced conflict of interest.

Retention and reward

Volunteer rewards and incentives will be established to recognise the valuable contribution they make. Other centres offer lifetime memberships for outstanding service, discounted tickets and thank you functions.

Partnerships

Collaboration and partnerships are critical to the success of the BPACC, supporting financial investment, shared skills, knowledge, learnings, innovation and resources. This plan reflects the need to tap into, work with, complement and also bring something different to support the growth of the performing arts, Business Events and creative industry in the South West of WA.

The City aims to work with the following prospective partners to attract, grow and meet the Business Events markets forecast in this Business Plan.

Key Agencies	Venues	Industry	Government	Market
Tourism WA (TWA)	Bunbury Regional Entertainment Centre (BREC)	Bunbury Chamber Commerce & Industry (BCCI)	Austrade	Corporates
Perth Convention Bureau (PCB)	Esplanade Hotel	Busselton Chamber Commerce & Industry (BCCI)	Department of Primary Industries & Regional Development	Associations
Australia SW (ASW)	Abbey BPACC Resort Geographe Bayview Resort	Margaret River Chamber Commerce & Industry (MCCI)	Department of Jobs Tourism Science & Innovation	Incentives
South West Development Commission (SWDC)	Bunker Bay Resort Ramada Resort	Dunsborough Yallingup Chamber of Commerce (DYCCI)	Capes Regional Organisation of Council (CAPEROC)	Conferences
Margaret River Busselton	Margaret River HEART	Film South West		Trade Shows

Tourism Association (NRBTA)				
Regional Development Australia SW (RDA SW)	Hilton Hotel	MR WTA		Exhibitions
Bunbury Geographe Tourism Association (BGTA)	The Shelter	MR RAP		
	Cinemas			
	Undalup Room			

The following are seen as key partners to establish and grow relationships within the arts, culture and creative industry sector to achieve the goals outlined in this Business Plan.

Partner	Objective
Circuitwest	Professional development support and advise Build relationships and strategic alliances with relevant performing arts organisations, stakeholders and individuals where there is potential for mutual benefit
SWDC	Creative sector networks, partnerships and opportunities Funding opportunities
Creative Corner	Creative sector networks and opportunities
BREC & HEART	Complimenting and non-competing programming. Audience and business event market growth
Augusta Margaret River Shire & City of Bunbury	Audience and business event market growth Joint funding and event incentives
Busselton Repertory Club, Acting Up, Bare Naked Theatre, Cinefestoz	Programming collaboration Volunteer attraction
Department for Culture and the Arts and Chamber for the Arts	Strategic alignment Funding
Regional Arts WA	Funding and programming opportunities
Undalup Association	Cultural tourism and events growth
BCCI & DYCC	Local business partnerships and sponsorships
Art on the Move Art Gallery of Western Australia	Audience development Exhibition attraction
GalleriesWest	Exhibition growth and diversification

Bunbury Regional and Collie Art Gallery	Exhibition growth and diversification Funding partnerships
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10. Key Action Plan

Critical success factor alignment	Action	Customer / Stakeholder	Resourcing Impacts	Timeframe for delivery			
			Operational / Capital / External / Funding	20/21	21/22	22/23	23/24
Shared vision	Strategic Plan development to outline growth strategy for audience and product development	See partnerships section, Council SMG	Operational in house			X	
	Develop SW Business Events Strategy	See partnerships section	Funded by SWDC, resourced by ASW		X		
	Implement Cultural Interpretation Strategy	See partnerships section Council	Operational in house	X	X	X	X
	Finalise Cultural Precinct Masterplan	See partnerships section, Council SMG	Operational in house		X		
	Develop and implement Interpretation Plans for the heritage assets in the Cultural Precinct.	See partnerships section, Facilities	\$20,000 facilities budget bid to be confirmed		X	X	X

Critical success factor alignment	Action	Customer / Stakeholder	Resourcing Impacts	Timeframe for delivery			
			Operational / Capital / External / Funding	20/21	21/22	22/23	23/24
	Expression of interest for commercial lease aligned to Interpretation Plans for the Agricultural Bank (ArtGeo building) and complementary to the services of the BPACC and activation of the Cultural Precinct.	Property Valuations Officer	Operational in house		X		
Aligned plans	Develop programming strategy	CEO Events	Operational in house	X			
	Benchmark others and establish endorsed fee structure	Council	Operational in house		X		
	Establish Name and develop BPACC brand	SMG Public Relations	\$15,000 - \$20,000		X		
	Review City's Event Strategy	CEO, MERG, Council	\$12,000		X		
	Develop BPACC Marketing Plan	SMG PR	Operational in house			X	
	Event Attraction Plan and bookings for 1 st 12 months program	CEO MERG	Operational in house		X	X	
Cohesive stakeholder reference group	Establish Terms of Reference for BPACC stakeholder reference group.	See partnerships section	Operational in house			X	
	Establish Friends of or similar community collective of community champions	See partnerships section	Operational in house	X	X		

Critical success factor alignment	Action	Customer / Stakeholder	Resourcing Impacts	Timeframe for delivery			
			Operational / Capital / External / Funding	20/21	21/22	22/23	23/24
	Establish regular communications and engagement activities to keep community informed, stakeholders and champions engaged and build future volunteer workforce	BPACC Comms Group ArtGeo Cultural Precinct stakeholders	Operational in house	X	X		
	Establish offsite storage solution for Acting Up, Busselton Repertory Club	Affected Stakeholders CEO Property Team Facilities	To be costed	X	X		
	Lease, License, hire arrangements with Acting Up (cottage lease end 30/6/24), Busselton Repertory Club and others.	CEO Council Property Team Facilities	Operational in house			X	
High quality staff	Volunteer attraction, recruitment and retention plan, processes and systems	Repertory Club Acting Up CinefestOz Volunteer Centre, HR, IT	Operational in house, system to be costed			X	
	Recruit Venue Manager/Coordinator	HR	Operational in house		In place by April 2022		
	Recruit Events and Programming Officer role	HR	Operational in house		In place by June 2022		

Critical success factor alignment	Action	Customer / Stakeholder	Resourcing Impacts	Timeframe for delivery			
			Operational / Capital / External / Funding	20/21	21/22	22/23	23/24
	Plan and implement ArtGeo Cultural Precinct staff restructure	HR ArtGeo staff	Operational in house	X	X		
	Remaining staff recruitment, selection, induction and training	HR	Operational in house		X	X	X
Strong connections	Joint programming/collaboration strategy to compliment, diversify and not compete.	BREC, HEART and Circuitwest	Operational in house			X	
Exceptional experience	Develop website, ticketing and booking systems	PR IT	CoB budget	Scope	Procure for go live ticketing Oct 2022	X	
	Plan opening night	Council/SMG Events staff PR	MERG funded in operating budget			Soft opening June 2023	Open Oct 2023
Appropriately resourced and effective plans	Develop funding plan (Sponsorships, donors, patrons and Friends of)	See partnerships section	Operational in house			X	
	IT Plan with roles, responsibilities, service levels and budgets	IT Manager SMG	Operational in house		X	X	
	Sound and lighting production requirements plan	Industry	Project budget consultancy	X	X		
Clear operating policies and procedures	Develop operating policies and procedures	SMG HR	Operational in house			X	

Critical success factor alignment	Action	Customer / Stakeholder	Resourcing Impacts	Timeframe for delivery			
			Operational / Capital / External / Funding	20/21	21/22	22/23	23/24
	Finance systems, processes, roles and responsibilities	Finance Manager SMG	Operational in house		X	X	
	Develop technical and room hire specifications	Industry BPACC consultant team	Operational in house	X	X		

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11. Funding and Operating Forecast

Revenue

Revenue will help to offset the annual operating costs, asset maintenance and renewal programs reducing the reliance on ratepayer funding. Revenue streams are forecast to increase over time particularly in Business Events if supported by sufficient marketing and incentive budgets. Growth strategies will be developed which consider audience development, partnerships, product extensions and diversification.

Identified revenue streams include:

- Theatre rentals
- Other facility rentals
- Business event hires
- Gallery
- Creative Industries Hub (subject to development)
- Ticketed programmed events
- Event bar sales
- Commercial lease rent
- Sponsorships
- Membership sales
- Commission on merchandising
- Ticketing fees
- Facility community leases/license arrangements

Theatre Rentals

The auditorium will be hired out for performances and other activities. Based on benchmarking data from other, similar venues that was obtained during the completion of the Market and Demand Assessment work, it is estimated that the auditorium will be hired a total of 129 days in the first full year, increasing to 140 days by year 5.

The breakdown for hiring the auditorium in the first full year is expected to be:

- 55 hires to commercial organisations at a nominal rate of \$2,300 per hire (note that no fees and charges have been formally adopted by Council, but these are indicative rates).
- 49 hires to not-for-profit community groups at a rate of \$1,500 per hire.
- Additional cost recovery charges for utilities etc. will be charged and have not been shown in the budget as they have no net impact to the bottom line.

The total expected revenue from theatre rentals for the first full year of operating is \$200,000, increasing to \$325,176 by year 5.

Other Facility Rentals

In addition to the auditorium, the majority of the BPACC facility will be available for hire for events. \$66,159 in the first full year of operating is forecast for hire of other areas such as the rehearsal room, function and meetings rooms for activities such as dance, music and acting schools, meetings and community use. Revenue is made up from a forecast hundreds of hires ranging from hourly sessions to full day bookings for music/dance type activities, meetings and community bookings, with hire fees ranging from \$30 a booking for community to \$100 for music and dance who are likely to be commercial users, plus recoverable charges.

Business Events

Conference rooms, breakout rooms, meeting rooms, foyer and outdoor areas will be available to hire for business events. Based on market demand analysis and comparisons from other similar venues, it is estimated that the BPACC will be hired a total of 30 days in the first full year of operation for commercial events, increasing to 110 days by year 5, with larger conferences hiring over 4 days. The revenue model completed for MICE and functions at the BPACC estimates that of these events, there will be a mixture of conferences, cabaret/banquet style events of varying sizes, cocktail receptions, seminars and special events. The total estimated revenue for these events is \$109,500 for the first full year, increasing to \$193,452 by year 5.

Gallery

Gallery area for exhibitions and shows. In 2019/20, the ArtGeo Gallery provided \$8,400 in revenue from exhibition fees from nine exhibitions across the year. It can be assumed that with the upgrade and extension of the gallery within the BPACC facility, there will be an increase of around three additional exhibitions a year, equating to around \$11,763 in the first full year.

City Programming

In addition to hiring out the venue, the City will also secure events and shows and stage them at the BPACC. For these activities, the revenue the City obtains will be from ticket sales. The City has estimated it will deliver 15 events in the first full year, growing to 25 events per year by year 5. This is based on a range of ticket prices from \$25 to \$65, an average occupancy of 60% per show (390 people). This equates to revenue of \$355,000 in the first year operating, increasing to \$369,342 by year 5 (with an assumed slight increase in occupancy each year up to 65% in year 5).

Sponsorship

Based on the revenues for similar regional facilities, annual sponsorship such as naming rights and event sponsorship can be expected to bring in around \$20,000 per full year.

Membership

Different membership options will be explored. Around \$27,000 has been forecast initially based on benchmarking with other venues.

Royalties and commissions

The City will take 12.5% of royalties from the sale of merchandise during professional events. The amount of expected merchandise sales has been based on the number of venue hires, average attendance and average spending of \$4.50 per person based on benchmarking.

As per the current art gallery, the City also receives revenue from art sales commissions. In 2019/20, the City earned over \$10,000 in art sales commission. Given the inclusion of an art gallery into a performing arts venue has proven to increase the number of gallery visitors and sales in other locations, it is expected that the art sales commissions received by the City will increase by at least 20% to around \$12,000 in the first full year.

Ticketing

The City will charge a per ticket fee to organisations who use the BPACC box office and ticketing facilities. Ticketing revenue is based on in the first full year 60% occupancy of the theatre which gives 43,650 attendances at an average ticket charge of \$2.88 multiplied by 0.75 to allow for 25% of the theatre performances to be non-ticketed.

Funding Opportunities

As the venue owner and manager the City will have greater eligibility and access to Federal and State Culture and Arts investment and grant funding programs, community service and development and strategic development grants, including but not limited to:

- Regional Arts and Culture Investment Program (RACIP) \$20 million was available through a range of categories in 2019-2023.
- The Department Primary Industry Regional Development Regional and Remote Touring Fund, grants up to \$200k
- Regional Economic Development Grants (RED) program, grants up to \$250k
- Department of Culture and the Arts (Arts Organisation Investment Program)
- Lotterywest and Healthway grants (various funding amounts)

There is opportunity to partner for funding with HEART and BREC to develop the MICE market and the diversity of creative and cultural programs.

Sponsorships, donors, patrons and Friends Of funding opportunities will also be explored.

Costs

The City will be responsible for all operating costs consisting of the following key cost centres:

- Building operation, maintenance and cleaning costs
- Utilities costs
- Cost of running commercial and business tourism events
- Venue staffing
- Asset Renewal and Maintenance Program for future works
- Capital Works

As a new facility BPACC cost data has been established by benchmarking against other regional, similar venues adjusted to reflect programming to develop reasonable cost estimate forecasts for the operating costs to run the venue. As the BPACC establishes itself and the City develops a greater understanding of the costs and operational requirements of the new facility and its operations these forecasts will be reviewed and refined. It will be important that financial systems have the capabilities to budget and report by service to evaluate performance and be flexible enough to be able to respond promptly to action improvements.

Budget

The estimated budget for the Busselton Entertainment Arts and Convention Centre is as follows:

Estimated Operating forecast for Busselton Performing Arts and Convention Centre (\$)		Base	1	2	3	4	5	6	7	8	9	10
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Revenue	Nature & Type											
Theatre Rentals	Fees and charges	-	-	126,500	200,000	288,119	325,176	331,680	338,314	345,080	351,981	359,021
Other Facility Rentals (Conferences, meetings, rehearsal room)	Fees and charges	-	-	60,076	66,159	71,231	76,852	78,389	79,957	81,556	83,187	84,851
Business Events	Fees and charges	-	-	51,000	109,500	190,507	193,452	197,321	201,268	205,293	209,399	213,587
Gallery exhibitions	Fees and charges	-	-	11,420	11,763	12,115	12,479	12,728	12,983	13,243	13,508	13,778
Commission on art sales	Fees and charges	-	-	12,240	12,607	12,985	13,375	13,642	13,915	14,194	14,478	14,767
Programming Revenue	Fees and charges	-	-	219,108	355,000	362,100	369,342	376,729	384,263	391,949	399,788	407,783
Memberships, seat endowments	Fees and charges	-	-	27,750	26,375	28,188	31,594	32,226	32,870	33,528	34,198	34,882
Sponsorship	Operating grants, subsidies and contributions	-	10,200	20,400	20,808	21,224	21,649	22,082	22,523	22,974	23,433	23,902
Operating grants/subsidies and contributions	Operating grants, subsidies and contributions	-	12,355	50,407.38	51,416	52,444	53,493	54,563	55,654	56,767	57,902	59,060
Commercial rent - ArtGeo bar	Other revenue	-	-	15,000	30,000	45,000	46,125	48,460	49,672	50,913	52,186	
Beverage sales	Other revenue	-	-	100,000	125,000	197,884	209,100	213,282	217,548	221,899	226,337	230,863
Ticketing	Other revenue	-	10,915	128,404	162,026	187,273	219,386	223,774	228,250	232,815	237,471	242,220
Merchandise sales	Other revenue	-	-	8,951	9,174	9,398	9,586	9,778	9,973	10,173	10,376	10,584
TOTAL REVENUE		-	33,470	831,256	1,179,827	1,478,469	1,581,609	1,613,472	1,645,977	1,679,139	1,712,970	1,747,484
Employee Costs												
Salaries & Wages including cleaners & matching super	Employee Costs	81,558	202,794	894,344	914,467	935,042	956,081	977,593	999,588	1,022,079	1,045,076	1,068,590
Casual programming budget	Employee Costs	-	-	98,565	100,783	103,050	105,369	107,740	110,164	112,643	115,177	117,769
Penalties estimate	Employee Costs	-	-	17,960	18,364	18,777	19,200	19,632	20,073	20,525	20,987	21,459
Other Employee Related Costs	Employee Costs	-	-	21,292	21,771	22,261	22,762	23,274	23,797.59	24,333	24,880.53	25,440
Total Employee Costs		81,558	202,794	1,032,161	1,055,385	1,079,131	1,103,411	1,128,238	1,153,623	1,179,580	1,206,120	1,233,258
Other Expenditure												
Insurances	Insurance expenses	-	-	54,065	55,687	57,358	59,079	60,851	62,676	64,557	66,493	68,488
Building Maintenance - Annual Maintenance	Materials and contracts	-	-	90,000	178,630	185,501	182,066	188,936	195,806	199,242	202,677	
Cleaning materials	Materials and Contracts	-	-	8,051	8,252	8,459	8,670	8,887	9,109	9,337	9,570	9,809
Contractors & Consultants (equipment/labour hire, testing/inspecting/tuning, stage supplies: rigging, cabling, filters, tools, software development/support	Materials and contracts	-	-	25,625	26,266	26,922	27,595	28,285	28,992	29,717	30,460	31,222
Security	Materials and contracts	-	-	10,250	10,506	10,769	11,038	11,314	11,597	11,887	12,184	12,489
Waste	Materials and contracts	-	-	6,663	6,830	7,000	7,175	7,355	7,539	7,727	7,920	8,118
Administration expenses	Other Expenditure	-	10,000	141,123	144,651	148,267	151,974	155,773	159,668	163,659	167,751	171,106
Bar operations	Other Expenditure	-	4,000	49,713	50,956	52,230	53,535	54,874	56,246	57,652	59,093	60,275
Communications, IT, software	Other Expenditure	-	9,635	28,905	29,628	30,368	31,128	31,906	32,703	33,521	34,359	35,046
Fee waivers, concessional hire	Other expenditure	-	-	66,625	68,291	69,998	71,748	73,542	75,380	77,265	79,196	80,780
Marketing & Publicity	Other expenditure	25,000	70,000	100,000	102,500	105,063	107,689	110,381	113,141	115,969	118,869	121,246
MERG funded programming	Other expenditure	25,000	100,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	153,000
Programming Expenditures includes show purchases, Production expense, Royalties	Other expenditure	-	34,636	142,007.60	145,558	149,197	152,927	156,750	160,669	164,685	168,802	172,178
Electricity & Gas	Utility Charges	-	-	102,500	105,319	108,478	112,004	115,644	119,402	123,283	127,290	131,427
Water & Wastewater	Utility Charges	-	-	67,650	69,510	71,596	73,922.55	76,325	78,806	81,367	84,011	86,742
Total Other Expenditure		50,000	228,271	1,043,178	1,152,583	1,177,770	1,203,985	1,230,822	1,258,299	1,286,432	1,315,240	1,344,603
TOTAL EXPENDITURE		131,558	431,065	2,075,339	2,207,968	2,256,901	2,307,396	2,359,060	2,411,922	2,466,012	2,521,361	2,577,861
Net Operating Expenditure Imported into LTFP		- 131,558	- 397,595	- 1,244,083	- 1,028,141	- 778,432	- 725,788	- 745,589	- 765,945	- 786,873	- 808,390	- 830,376
Less Expenditure not Imported into LTFP as part of BPACC Model:												
Existing Art Geo Expenses - Budget Offsets (Already Allocated)		-	72,329	74,137	75,991	77,891	79,838	81,834	83,880	85,977	88,126	89,889
*** Allocations (Currently Funded by city)		-	- 36,844	- 147,377	- 149,956	- 152,580	- 155,250	- 157,967	- 160,732	- 163,544	- 166,406	- 169,318
Plus: Reserve Transfer												
(Plus) Transfer from Reserve - MERG Funding		50,000	100,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
BPACC Net Operating Surplus/(Deficit)		- 81,558	- 262,110	- 1,167,322	- 952,106	- 703,121	- 651,200	- 671,722	- 692,796	- 714,440	- 736,671	- 759,806
Less: Capital Movements												
(Less) Transfer To Reserve - Asset Management Renewal		-	-	-	- 427,500	- 678,300	- 691,866	- 756,111	- 822,648	- 891,545	- 962,869	- 1,036,689
BPACC Net Operating Surplus/(Deficit) Adjusted for Capital		- 81,558	- 262,110	- 1,167,322	- 1,379,606	- 1,381,421	- 1,343,066	- 1,427,833	- 1,515,445	- 1,605,986	- 1,699,540	- 1,796,495
*** Allocations												
Plant Charge Allocation			3,434	13,735	13,975	14,220	14,469	14,722	14,979	15,242	15,508	15,780
Finance & Corporate Services Support			1,358	5,432	5,527	5,624	5,722	5,824	5,924	6,028	6,133	6,241
Customer Service Charges			3,526	14,105	14,352	14,603	14,859	15,119	15,383	15,653	15,927	16,205
Records Services Charges			1,842	7,367	7,496	7,627	7,760	7,896	8,034	8,175	8,318	8,463
Financial Services Charges			4,840	19,358	19,697	20,042	20,392	20,749	21,112	21,482	21,858	22,240
Human Resources & Payroll Charge			5,682	22,727	23,124	23,529	23,941	24,360	24,786	25,220	25,661	26,110
Occupational Health & Safety Charges			1,182	4,729	4,811	4,895	4,981	5,068	5,157	5,247	5,339	5,432
Computer Services Charges			5,847	23,388	23,797	24,214	24,638	25,069	25,508	25,954	26,408	26,870
Business Systems Charges			5,989	23,957	24,376	24,803	25,237	25,679	26,128	26,585	27,051	27,524
Public Works Overheads Charges			2,084	8,337	8,483	8,632	8,783	8,936	9,093	9,252	9,414	9,579
Plant Charge Allocation			41	166	168	171	174	177	181	184	187	190
Internal Plant Depreciation Charges			14	57	58	59	60	61	62	63	64	66
Public Works Overheads Charges			303	1,210	1,232	1,253	1,275	1,297	1,320	1,343	1,367	1,391
Plant Charge Allocation			86	342	348	354	360	367	373	380	386	393
Internal Plant Depreciation Charges			54	215	219	222	226	230	234	238	243	247
Public Works Overheads Charges			563	2,252	2,292	2,332	2,373	2,414	2,456	2,499	2,543	2,588
Sub-Total Allocations		-	36,844	147,377	149,956	152,580	155,250	157,967	160,732	163,544	166,406	169,318

12. Risk Management

Risk is an inherent component of performing arts. Risks are primarily financial (the potential for lower than forecast box office revenue), artistic (a poorly executed show which affects future results), and reputational (for example, elitist, difficult to work with, out of touch). There may also be conflicts in managing these risks. For example, a very entrepreneurial program may be an artistic success but a financial failure.

Best practice recommends budget for acceptable levels of failure, recognising that every target will not be met every time. A degree of contingency will be established in the BPACC budgets to reflect the productions that do not meet projections.

A Risk Assessment has been completed to identify and evaluate the effect of uncertainty on objectives and deliverables, including risk mitigation strategies pre and post project implementation as tabled below.

	Risk	Risk Level Pre-Mitigation (low, medium, high)	Mitigation	Residual Risk Level Post-Mitigation (low, medium, high)	Comments
1	<p>No demand / uptake from MICE market or performances; underutilised asset and business case not achieved.</p> <p>Reputational risk to funding program- risk to Government / funding bodies that the BPACC does not deliver a tangible economic benefit.</p>	High	<p>Work with specialised organisations identified in this Business Plan to ensure functionality and appeal for end users and ongoing advocacy and assistance to profile and market centre.</p> <p>Development of a strong brand, well-resourced marketing program, event procurement and resourcing to operate the centre professionally.</p>	Medium	<p>Initial support from industry stakeholders has been positive and advocacy will continue. Operational costs including staffing have been factored into City workforce plan and LTTP.</p> <p>Busselton is one of WAs most visited and premier locations; already a desirable location ready to attract conference market; accessibility for interstate and international travel to support conference and conventions will be supported though the development of the Busselton Margaret River Airport and SW Business Events Strategy.</p>

	Risk	Risk Level Pre-Mitigation (low, medium, high)	Mitigation	Residual Risk Level Post-Mitigation (low, medium, high)	Comments
2	Ability to attract skilled staff to operate specialist jobs and roles.	Medium	<p>Busselton is proving a desirable location to live, and has a strong creative sector and events coordination base in existing private sector, in the event that skills cannot be sourced locally,</p> <p>Strong, competitive package offered in initial recruitment process, assisting to attract quality skilled staff to work in specialised areas, with the region showing strong capacity for events coordination. Ancillary hospitality and beverage skills have been impacted by skills shortages due to closed border controls for COVID 19. It is expected these restrictions will have eased and issues with skill shortages reduced by the time the facility opens in October 2023.</p>	Low	<p>Busselton and the SW have one of the fastest growing populations, which will drive demand for employment. Added with a desirable location to live, should attract quality skilled staff to work in specialised areas. The region is one of the most heavily reliant on tourism Australia wide and has a sound base of people already trained in hospitality, and institutions that could be engaged to offer training as demand grows.</p> <p>Functions / hospitality aspect of the facility will bring an opportunity for young people to enter the workforce, and develop a robust, long term career. Traditionally, 18-25 yr. are employed in hospitality. Regional population statistics shows a leakage of that demographic from community, so there is an opportunity for population retention as an outcome.</p>
3	Programming conflicts and perception of community / stakeholders that there will be a compromise of performing arts, theatre experience and functionality due to focusing on	Medium	<p>Case studies of other centres who have achieved success from a similar model of operation have been undertaken to understand how best to manage a multipurpose facet.</p> <p>Employment of a Venue Management with experience operating a similar operational model.</p>	Low	<p>A management model and reference group is detailed in this Business Plan. A programming policy will be developed and endorsed by Council and the CEO.</p>

	Risk	Risk Level Pre-Mitigation (low, medium, high)	Mitigation	Residual Risk Level Post-Mitigation (low, medium, high)	Comments
	commercial events that drive revenues.		Development and adherence to an accepted management model and programming policy for the complex. Continued communication with stakeholder /user groups, so they are included and informed		Numerous community groups have been identified that can make use of the complex. Calendar of events that are staged on or around the foreshore is increasing, that require an indoor facility – the complex will offer accommodations for events to be increased, housed out of a multi-purpose centre.
4	Competition of new City owned public facility over existing privately owned facilities – reputational risk / political	Medium	Communications with existing commercial enterprises and potential enterprises – the foreshore development is set to add to and enhance their own enterprises and attract a new type of visitor, and increase the capacity of Busselton to host more visitors.	Low	Busselton is currently not attracting significant large conferences, events or trade shows, having limited number of conference venues with limited capacity. Most of these smaller existing venues are near the CBD, but several kilometres out of town away from ancillary hospitality offerings. This will be a carefully designed, purpose built facility in a prime location that will offer easy access to attendees The Cultural Precinct is set to be enhanced by a quality development which will act as a drawcard for a new type of visitor, increasing viability of surrounding enterprise.
5	Capacity to maintain the newly developed infrastructure - operational	Low	Incorporate maintenance and upgrade activities as per the CoB Asset Maintenance Plan.	Low	The City has a comprehensive long term asset management plan and financial plan which caters for a worst

	Risk	Risk Level Pre-Mitigation (low, medium, high)	Mitigation	Residual Risk Level Post-Mitigation (low, medium, high)	Comments
			Income derived from commercial operations directed into specified Reserve for the maintenance and operation of the facility will be ongoing.		case operating deficit that it can clearly demonstrate can be sustainable.
6	Increased asset maintenance costs due to budget restrictions and quality of assets procured	Medium	Budget control measures are well established practice in the organisation. The Asset Management Team are part of the project development and provide input into project scope and specifications.	Low	A full lifecycle Asset Management Plan has been developed and will be maintained and updated as new assets are added or existing assets upgraded.
7	BPACC is seen as competition by BREC and HEART resulting in unhealthy practice that does not benefit the region - operational	High	Developing transparent and open communication with peers and looking at opportunities to work together to grow the amount of business in the region	Low	A SW Business Event Strategy proposal has been developed with BREC, HEART and their respective LGAs and regular communication is taking place with BREC to work on the BPACC creating new market opportunities and not competition for audiences.
8	COVID or similar pandemic affects financial forecasts	High	Technical infrastructure and booking systems to include means to simulcast and provide for virtual events. Versatility of design enables social distancing controls.	Medium	The City, in the event of having to close the facility, could reduce operating costs to a minimum by mothballing the venue and redeploying or standing down staff as it had to at Recreation Centres during the COVID 19 pandemic.
9	Businesses do not support the use of a portion of MERG funding to attract events to the facility - reputational risk / political	Medium	Spendmapp or similar local economic outcome reporting provided to show benefit. Communications and engagement plans inform businesses of the benefits to be realised.	Low	Spendmapp or similar local economic outcome reporting established to show benefit.
10	Reduced use of facility due to community disengagement.	High	Programming is aligned with community and audience feedback so that the venue shows what people want to see/participate in. Hire fees represent value for money	Medium	Communications Plan established during design phase and in implementation. A draft

	Risk	Risk Level Pre-Mitigation (low, medium, high)	Mitigation	Residual Risk Level Post-Mitigation (low, medium, high)	Comments
			and area affordable, local community subsidies are built into the forecast budget. Collaborative programming ensures schools, local groups and businesses can book into the facility in timeframes that align with their operational planning.		programming strategy has been developed to align with community feedback received for the City's Events Strategy, Community Strategic Plan and Cultural Interpretation Strategy developments. An evaluation system such as Culture Counts will be used to collect and analyse audience feedback to ensure programming alignment.
11	Operational requirements not met during design, construction and fit out.	High	Separate design and construct contracts to be awarded by CoB as the Project Principal to afford the highest level of control and certainty regarding scope. Specialist consultants to form part of Project Team in Business Planning and detailed design stages. Operational requirements fully inform detailed designs which are prepared and endorsed prior to tendering for construction. Design complexities are resolved prior to construction contract is awarded. Larger pool of tenderers increases competitive pricing.	Medium	Operational and Business Plans are developed during concept design to inform design development. Procurement of builder will be through standard CoB construction contract. CoB has project management staff dedicated to project for contract administration and procurement. Additional funding to support fitout applied for from Lotterywest.
12	Inability to operate due to delays of service providers and/or equipment.	Medium	Early engagement with service providers and suppliers including, where relevant, consultation to inform design and procurement timelines and processes.	Low	Operational Management Plan developed and regularly reviewed. Project Plan for with lead times and forecast deliveries developed and updated to work back from required deadlines for venue opening.

	Risk	Risk Level Pre-Mitigation (low, medium, high)	Mitigation	Residual Risk Level Post-Mitigation (low, medium, high)	Comments
13	Inefficient operating systems	Medium	Operational plan developed at commencement of project updated at key milestones. Commissioning period established within programme to allow for identification of operational gaps and rectification.	Low	Dedicated IT Business Analyst and systems working group formed to scope system requirements and guide procurement and installation.
14	Underestimated operating costs	High	Operational plan developed from industry benchmarking at commencement of project updated at key milestones. Operational plan is peer reviewed.	Medium	Regular reviews of the Business Plan have been and will continue to be undertaken including a peer review by Circuitwest CEO.

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13. Measuring Success

Critical success factors, which also consider centre and public value outcomes will be monitored and measured as follows:

Critical success factor	Measure
Appropriately resourced and effective audience development, event attraction, marketing and community engagement plans.	<ul style="list-style-type: none"> Marketing and event attraction activity undertaken Attendance at promotional activities Community engagement activity completed Attendance at community engagement activities
Versatility and adaptability to achieve the performances, meetings, events and incentive travel market (MICE) revenues and attendances forecast.	<ul style="list-style-type: none"> Utilisation rates – number of activities by type undertaken vs forecasts Attendance by type of activity vs forecasts Visitors from outside Busselton and SW region Number of enquiries converted to bookings
An exceptional experience only attainable at the BPACC, highly valued by our community and visitors to the region.	<ul style="list-style-type: none"> Level of community support for the BPACC and its activities. Audience response to program (culture counts metrics)
Enough high quality staff with the right skills, experience, values and motivation.	Staff engagement survey
A cohesive stakeholder reference group working collaboratively in the best interest of the whole complex.	Stakeholder feedback

14. Version Control

Version	Document Title	Author	Date	Changes Made
V6	Draft BPACC and Cultural Precinct Business Operations Plan 2022 - 2025	Maxine Palmer	April 2022	Timeframes updated following release of construction program from Broad and financial forecast updated to reflect full opening in October 2023
V5	BPACC Business Operations Plan Draft December 2020	Maxine Palmer	Dec 2020	Creative Industry removed from financial forecast, risk reviewed, org chart job titles updated and action plan updated
V4	BEACH Business Operations Plan Draft 2020 State Government Funding Application Attachment	Maxine Palmer	Nov 2020	Timeframes adjusted and action plan updated
V3	BEACH Business Operations Plan Draft June 2020 State Government Funding Application Attachment	Maxine Palmer	June 2020	Timeframes adjusted and action plan updated
V2	BEACH Business Operations Plan Draft December 2019	Maxine Palmer	Dec 2019	Action plan updated
V1	BEACH Business Operations Plan Draft November 2019	Maxine Palmer	Nov 2019	