



# Arts Centre Melbourne | Philanthropy Performance Analysis 2015–21

Summary Findings | 18 January 2022 | DRAFT FOR DISCUSSION

Prepared by Philanthropy Squared | CONFIDENTIAL – INTERNAL USE ONLY

## INTRODUCTION

Philanthropy Squared was commissioned by the Arts Centre Melbourne (ACM) in October 2021 to review the current Philanthropy programme (with a particular focus on the progress made since the previous review undertaken in late 2015/early 2016) and provide recommendations to inform the development of a future 5 -year Philanthropy strategy.

The work was split into two distinct phases:

### 1) ACM Philanthropy Performance Analysis 2015–21

- A detailed analysis of financial performance and donor stewardship at the ACM between the 2015/16 and 2020/21 Financial Years.
- Undertaken between October 2021 & January 2022, the key findings from this analysis are summarised in this report.

### 2) ACM Philanthropy Programme Review

- A review of Philanthropic and ACM organisational materials (including current strategic plans).
- Semi-structured interviews with VAC Trustees, ACM Foundation Members, the ACM Executive Team, all Philanthropy Team Members & other selected ACM staff connected to Philanthropy.
- Meetings and in-depth discussions with the Philanthropy team.
- Undertaken between November 2021 & January 2022, the key findings from this phase of work can be viewed in a standalone report.

Taken together, the two reports resulting from these phases of work provide the basis for the development of a 5-year strategic plan for Philanthropy at the ACM – something the Philanthropy Programme Review report recommends is done in a more considered and comprehensive way than was the case in 2015/16, given the clear opportunities for more transformational growth that are provided by the ACM’s ‘Transformation’ strategy, the ‘Reimagining’ project and the unique circumstances created by the ongoing COVID-19 pandemic.



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## 01 | EXECUTIVE SUMMARY

- + ACM's underlying revenue from Philanthropy & Membership has increased by +31% since 2015/16, from \$2.8M to \$3.6M (+6% per/year), with overall philanthropic growth of +61% set against General Membership declines of -78.5% *(Note: Membership was declining at -3.6% pre COVID-19)*.
- + Philanthropic growth has been driven by the strong focus on recruiting entry level donors (revenue from this segment grew from \$55K in 2015/16 to \$515K in 2020/21, +824%), and by steady growth in major (\$1.3M to \$2.2M, +66%) and mid-level giving (\$434K to \$537K, +24%).
- + The exponential growth in entry level donations has not yet translated into strong, sustained growth in mid-level and major giving with the analysis indicating there is a weakness in the ACM's donor pipeline; investment will be needed to strengthen donor stewardship if stronger growth is to be delivered in these two giving categories.
- + Membership revenue declined from \$600K to \$579K between 2015/16 & 2018/19 (-3.6%)\*, with Presidents Club Membership growth of +23% (\$246K to \$303K), offset by General Membership declines of -29% (\$354K to \$275K).
  - General Membership decline was mainly due to a \$76K drop in 'Elevated Events' revenue in 2017/18.
- + Before COVID-19, revenue from Trusts & Foundations had grown from \$245K to \$420K (+71%) and the Bequest programme had started to establish itself (\$930K/year average revenue).
  - Trusts & Foundations revenue was particularly impacted by COVID, with a number of projects postponed; however, the analysis indicates that continued investment in these 2 areas will deliver consistent revenue.
- + At an average investment level of \$1.32M/year and Programme Investment Ratio of 29.4%, the ACM's Philanthropy/Membership programme is currently resourced for 'maintenance/incremental growth' vs. 'strong, sustained' growth.
  - A decision needs to be made by the ACM on what its growth ambitions are, i.e. 'incremental' vs. 'accelerated' vs. 'sector-leading' vs. 'transformational growth'.

\* 2015/16–2018/19 Membership data used as both Presidents Club and General Membership programmes have effectively been suspended during COVID-19, with membership end dates extended through ACM closures.



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## 02 | PERFORMANCE ANALYSIS PROCESS

- + As part of the Arts Centre Melbourne’s (ACM) Philanthropy strategy review and update process, an analysis of underlying fundraising performance between the 2015/16 and 2020/21 financial years has been completed.
- + This in-depth look at how the ACM’s fundraising has performed over the last 6 years will form a key input to future long-term strategic planning, alongside the findings from the consultations undertaken with a broad range of VAC Trustees, ACM Foundation Members and ACM Executive & Staff at the end of 2021.
- + The performance analysis was designed to:
  - 1) Review overall Philanthropy performance, split across all current revenue streams;
  - 2) Identify trends as well as areas of underperformance and future opportunity;
  - 3) Further explore the gaps identified in the consultations; and
  - 4) Take a look at how the ACM Foundation influences fundraising performance as the key external group tasked with supporting the Philanthropy Team’s fundraising goals.
- + It was completed in January 2022 as COVID-19 was ongoing, so some assumptions had to be made about the overall impact of the pandemic.
- + During the analysis efforts were made to standardise the data to ensure the key trends and opportunities could be identified as accurately as possible.
  - As part of this process, certain donations were manually attributed to a particular financial year to more accurately reflect year on year fundraising performance; this means the data in this document will not match the ACM’s annual financial reporting.



### 03 | INSIGHTS

1. Philanthropy's overall contribution to ACM annual revenue has ranged from 3.9–6.4% over the past 6 years, at an average of 4.7% (\$3.5M to \$6.7M, av. \$4.3M).\*
  - 3.3–4.4% excluding bequests, at an average of 3.7% (\$2.8M to \$3.7M, av. \$3.3M).
2. Philanthropy's underlying revenue has grown overall (\$2.8M in 2015/16 to \$3.6M in 2020/21, excluding bequests),\*\* driven by strong growth in entry level giving, along with steady increases in major & mid-level giving; growth has been offset by long-term (and ongoing) declines in general Membership revenue.
3. Whilst underlying revenue has grown (+31% over the 6-year review period), it has been at a 'steady' rather than 'transformational' annual rate (around +6% per annum); this has been caused by a number of factors, including:
  - Investment in Philanthropy has been at a 'maintain/incremental growth' level, rather than at a level to support strong, long-term growth in revenue (29.4% Programme Investment Ratio on average pre-COVID, vs. 35–40%+ needed to support strong, sustained growth);
  - Evolving long-term vision for the ACM, poorly understood by key audiences;
  - Low growth rates in major and mid-level giving, with current resourcing and structures (e.g. the ACM Foundation) not optimised for growing these donor cohorts strongly;
  - General Membership being managed within the Philanthropy Team – given this area likely requires rejuvenating to return to growth, appears to be a distraction from Philanthropic goals currently;
  - Lack of an overarching organisation-wide approach to customer/donor data management; and
  - Limited, but improving, whole of organisation buy-in to Philanthropy.

\* The \$6.7M in revenue generated in 2018–19 included a significant \$3M+ bequest.

\*\* 2019–21 revenue, particularly Membership revenue, has been affected by the ongoing impacts of COVID-19.

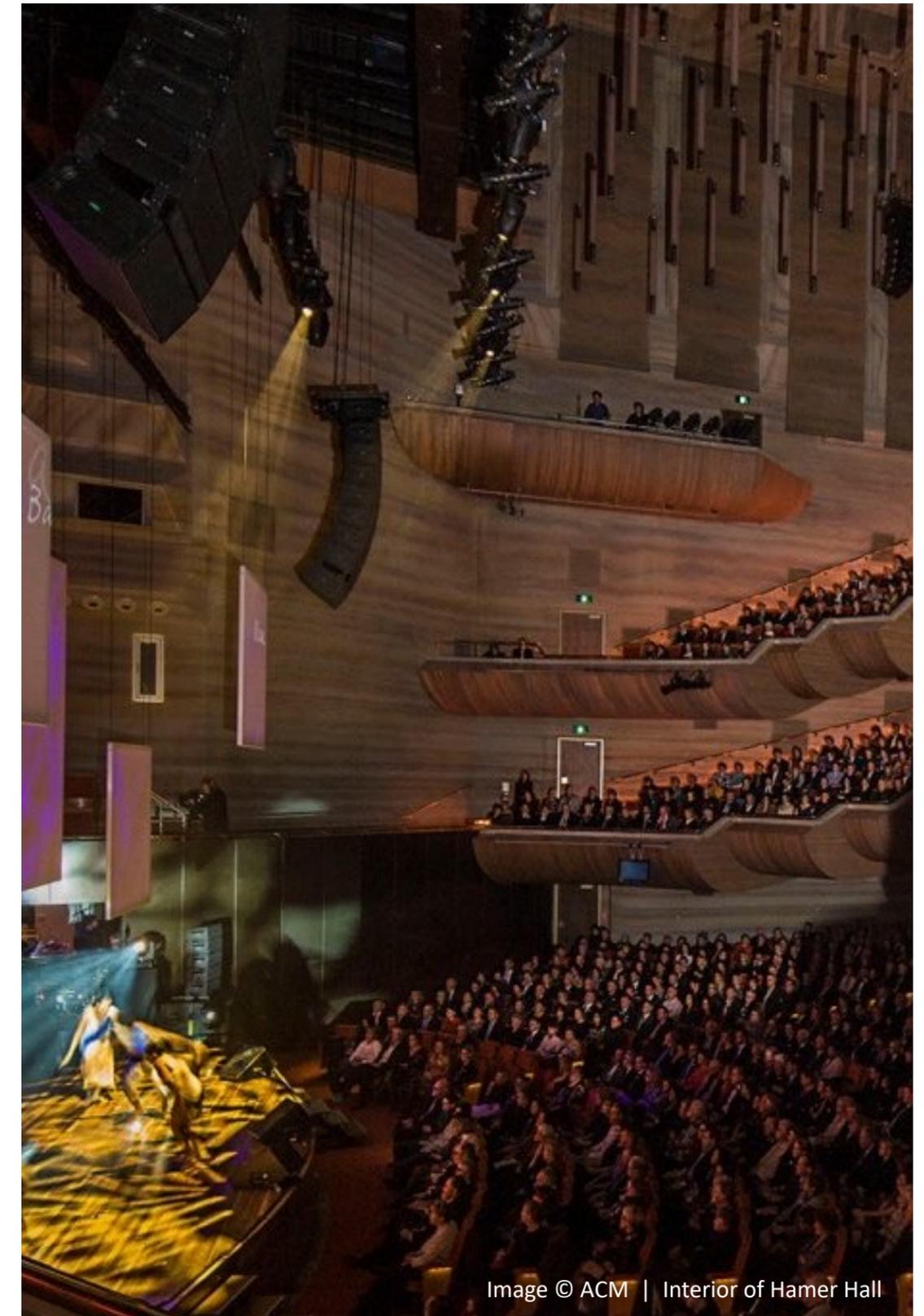


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### 03 | INSIGHTS | continued

4. There are currently 8 key Philanthropy/Membership revenue streams, with major giving and bequests accounting for just over 63% of the \$25.6M in total revenue raised from 2015/16 to 2020/21:

1) **Major Giving:** \$10.61M over 6 years, 41.4% of total Philanthropy/Membership revenue;

- Major Gifts, inc. Arts Angels (Direct): \$8.48M, 33.1%;
- Major Gifts, inc. Arts Angels (ACM Foundation sourced): \$2.13M;\*

2) **Bequests:** \$5.59M, 21.8% – includes one \$3.4M bequest in 2018/19;

3) **Trusts and Foundations:** \$2.41M, 9.4%;

4) **Associate Giving:** \$2.37M, 9.3%;

5) **General ACM Membership:** \$1.49M, 5.8%;

6) **Presidents Club and (discontinued) Arts Club:** \$1.37M, 5.4%;

7) **Entry Level Giving:** \$1.24M, 4.8%; and

8) **Other – includes Gift with Ticket, Seat Dedications & Arts Walk Plaques:** \$560K, 2.1%.

5. Whilst consistent growth has been achieved in annual Philanthropic giving over the past 6 years, annual Membership revenue has been in gradual decline:

- **Philanthropy & Membership (excl. bequests):** \$2.76M to \$3.61M (+31.0%), 2015/16 to 2020/21;
- **Philanthropy Revenue only (excl. bequests):** \$2.16M to \$3.49M (+61.4%), 2015/16 to 2020/21;
- **Membership Revenue only:** \$600K to \$579K (-3.6%), 2015/16 to 2018/19;
  - Note 4-year comparison used for Membership due to COVID-19 (-78.5% to end 2020/21 with ACM closures).

\* Major Giving (ACM Foundation sourced) denotes revenue derived directly from Foundation members or from projects led by them. It should be noted that Foundation Members have also assisted with the solicitation of 'Direct' Major Gifts.

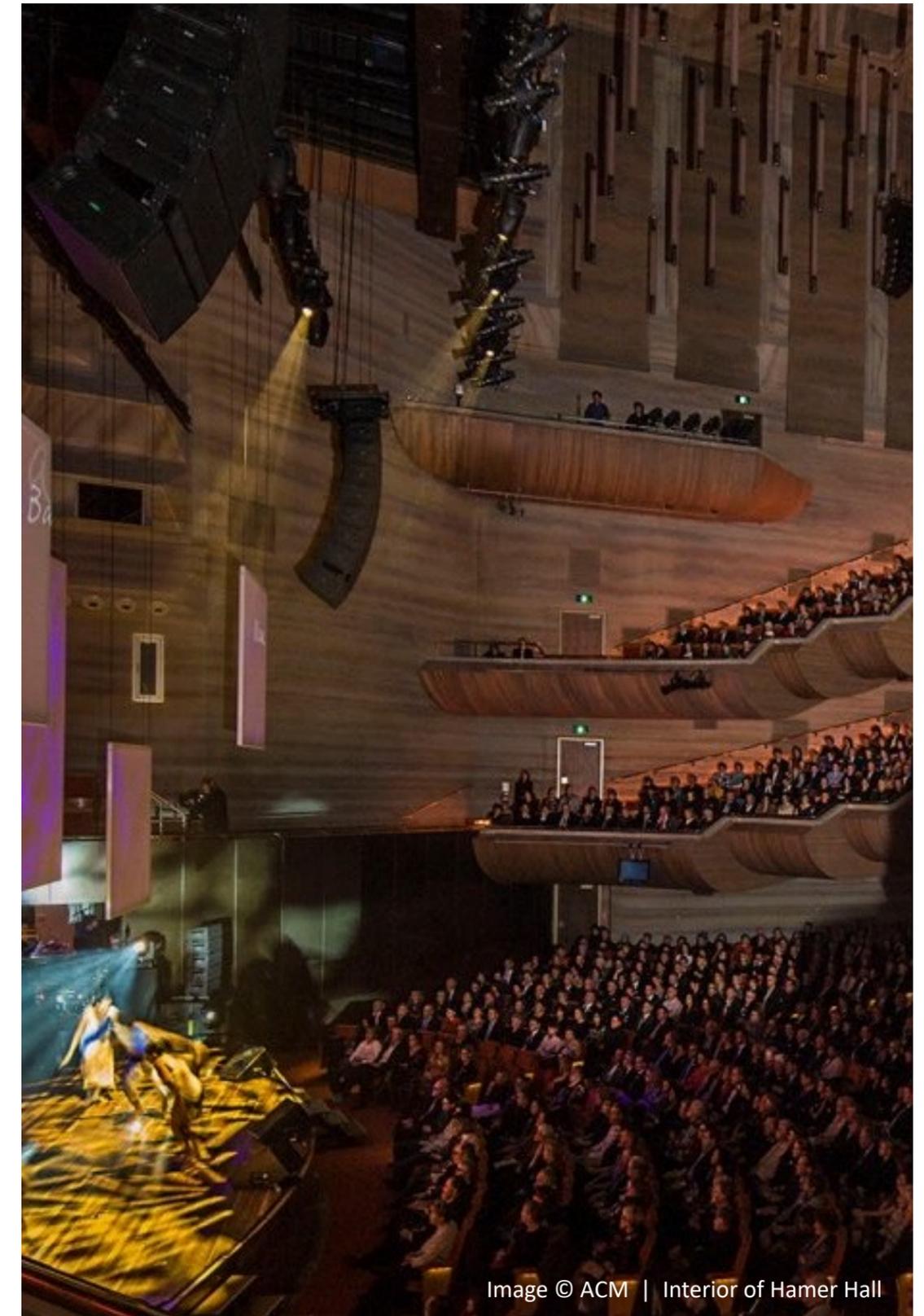


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### 03 | INSIGHTS | continued

#### 6. Major giving has grown, but not as strongly as originally intended:

- Overall, major giving has grown from \$1.33M in 2015/16 to \$2.21M in 2020/21 (+66%), despite COVID-19 severely limiting the ability to properly engage with donors in 2019/20 and 2020/21;
- Much of this growth came from one off programmes like the Arts Wellbeing Collective (\$248K in 2020/21) and Music4Vic (\$556K in 2021) – there are not enough of these programme ‘hooks’ to attract new donors and strengthen the relationship with existing donors;
- Consistent, ‘sophisticated’ donor engagement and stewardship seems to be a gap across the organisation and its networks that is limiting growth (exacerbated by some resource gaps at various points and limited investment over the past 6 years);
- There is an indication in the analysis that the ACM Foundation is not fulfilling its potential as a key mechanism for growing major giving (currently generating \$354K per annum on average, but overall trend has been flat/slightly down – despite a COVID-19 driven peak around the AWC);
- Definitely potential to accelerate growth in major giving with appropriate Philanthropic structures, investment and resourcing (will need to agree overall ambition first) – with the ACM’s Transformation strategy and ‘Reimagining’ project providing a unique opportunity for more exponential growth from 2022 onwards.

#### 7. The ongoing focus on driving entry level giving to increase the overall universe of potential donors is clear:

- Entry level giving has grown from \$55,734 in 2015/16 to \$515,095 in 2020/21 (+824%) and now makes up just over 14% of annual fundraising revenue;
- Overall donor numbers have grown exponentially through the entry level focus, from 1,003 annual donors in 2015/16 to 6,985 in 2020/21 (+596%);
- Growth rate was maintained through the pandemic with some carefully targeted campaigns.

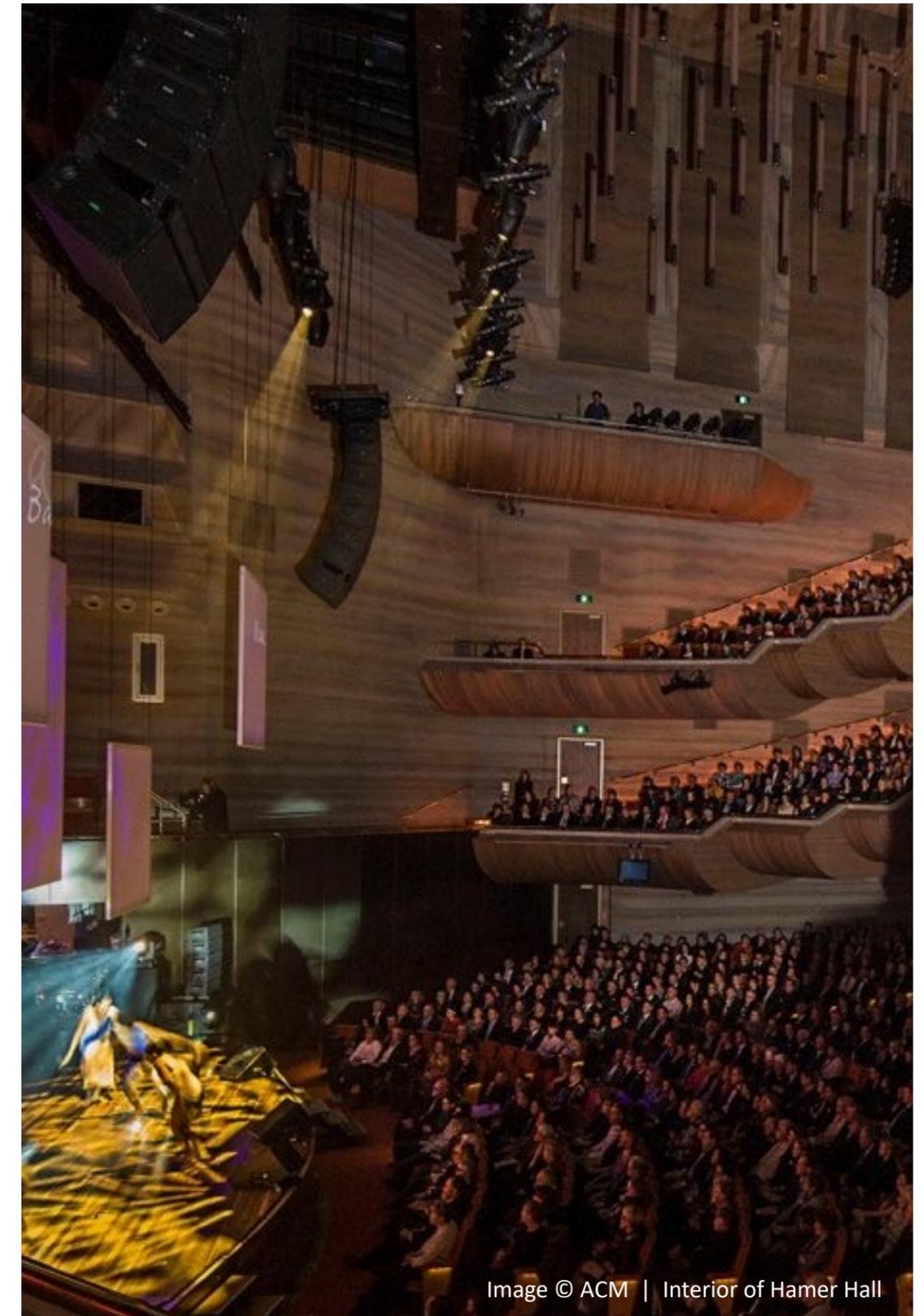
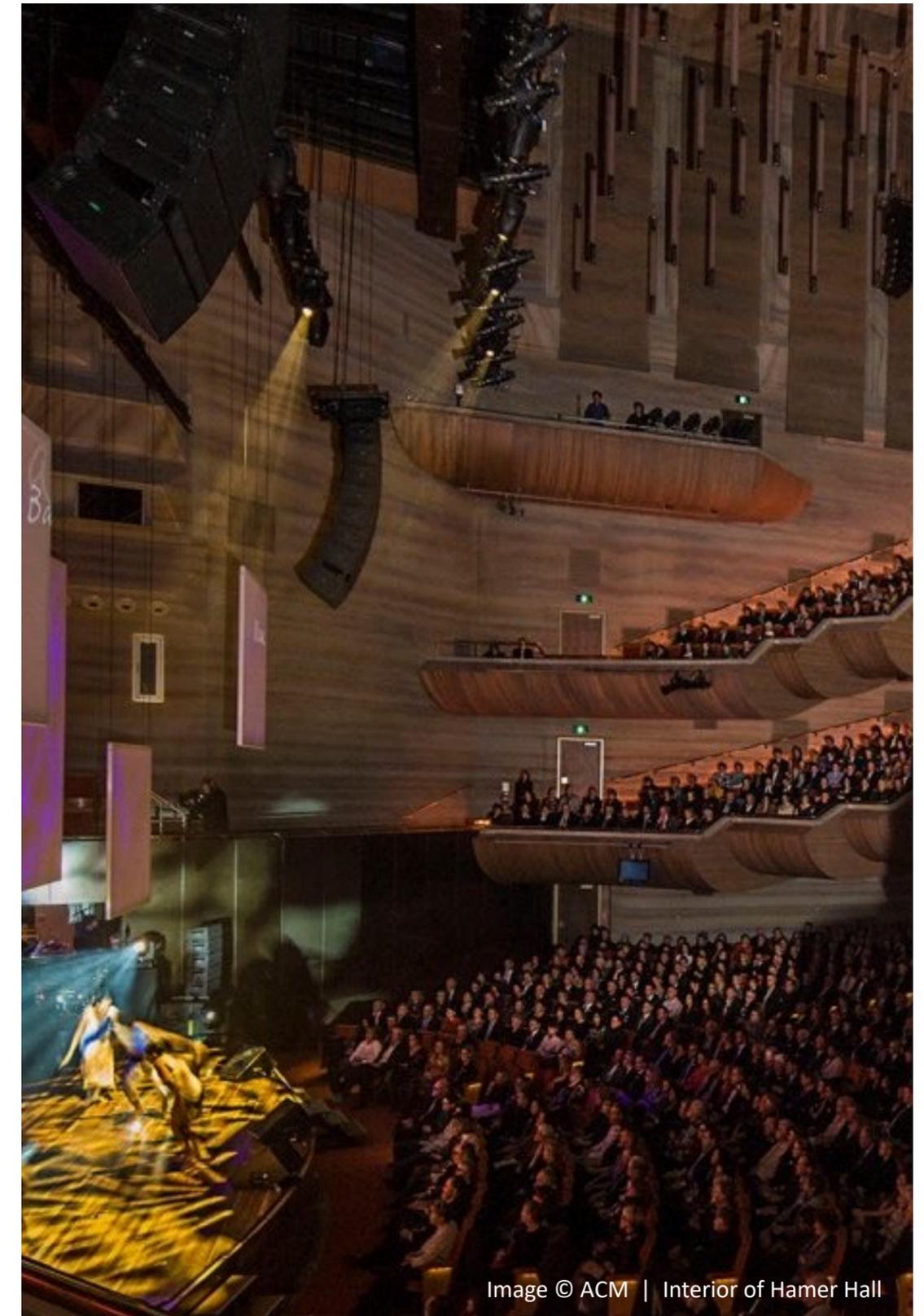


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### 03 | INSIGHTS | continued

8. Associate giving has increased steadily, after an initial dip to 2017/18:
  - Associate giving has built from \$434K to \$537K (+23.7%), driven by the re-structure of giving levels in 2017/18 and consistent investment in the annual campaigns programme;
  - There is still a 'mid-level' giving gap however, which means the overall donor pipeline is not as effective as it could be – a factor that will also be reducing major giving growth rates.
9. Entry level and associate giving growth has been positive, but at 14.1% of total fundraising revenue since 2015/16 (4.8% & 9.3% respectively), need to be careful progress here does not shift the focus too far from the clear need to more proactively grow major giving, which was 41.4% of total revenue:
  - Data analysed suggests the next 5 years should be about refinement of, and sustained investment in, the annual campaigns programme as a key driver of recruitment and retention of these donor cohorts, whilst ensuring major giving is prioritised.
10. The overall split in Philanthropic revenue shifted between 2016/17 & 2019/20, driven by the success of the Annual Campaigns in recruiting entry-level donors:
  - 1) **Major Giving:** 60.5% of Philanthropy revenue (excl. bequests) in 2016/17 vs. 58% in 2019/20;
  - 2) **Trusts & Foundations:** 17% in 2016/17 vs. 13% in 2019/20;
  - 3) **Associate Giving:** 14.5% in 2016/17 vs. 12.5% in 2019/20;
  - 4) **Entry Level Giving:** 2% in 2016/17 vs. 12% in 2019/20;
  - 5) **Other (GwT, Seat Dedications, Arts Walk):** 6% in 2016/17 vs. 4.5% in 2019/20.



### 03 | INSIGHTS | continued

11. Bequests provided 22% of total revenue between 2015/16 and 2020/21, but a significant proportion of this was from one bequest received in 2018/19:

- At \$5.59M in revenue between 2015/16 and 2020/21 (21.8% of the total), bequests were the second largest revenue stream after major giving;
- However, over 60% of this amount was made up of one \$3.4M bequest in 2018/19, so underlying performance is not as strong as this headline figure would suggest (\$358,703/year on average over the 6 years excluding the 2018/19 bequest, \$930,740/year including it);
- A new formal bequest programme, 'Stage Left', was launched by the Philanthropy Team in 2021, so some growth is to be expected in this area into the future – although it is a longer-term focus and will always deliver variable revenue year-on-year.

12. Whilst Membership revenue overall has been in decline, Presidents Club revenue was increasing steadily year on year to 2018/19 (pre-COVID):

- **Overall Membership revenue:** \$600K to \$579K (-3.6%), 2015/16 to 2018/19;
- **Presidents Club:** \$228K to \$304K (+33.3%);
- **ACM General Membership:** \$354K to \$275K (-22.3%); and
- **Arts Club:** \$18.4K to \$15.1K in 2017/18 when the programme was closed (-21.9%).

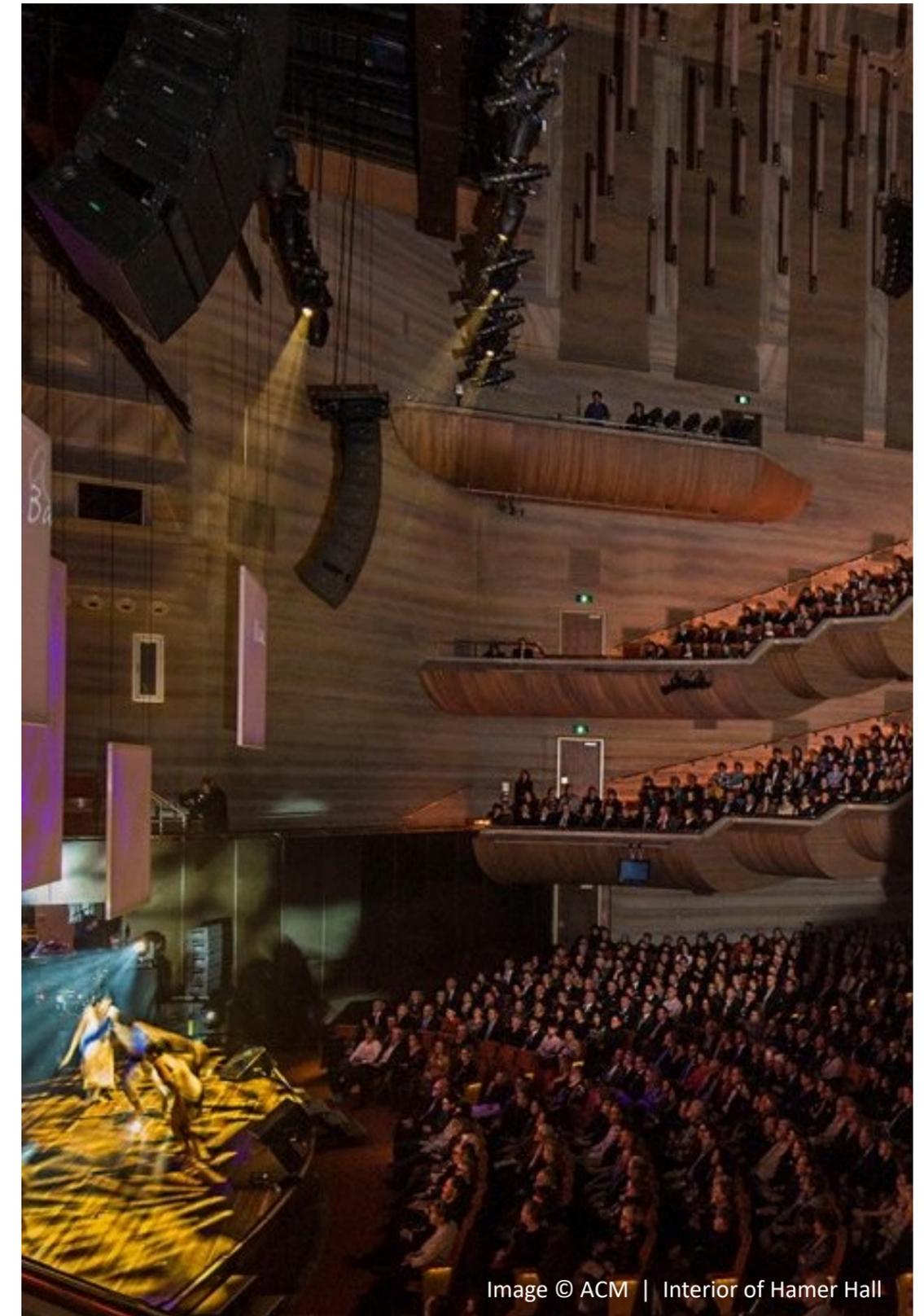


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### 03 | INSIGHTS | continued

#### 13. Trusts and Foundations revenue grew strongly to 2017/18, but, after general Membership, has been the area most affected by COVID-19:

- Trusts and Foundations generated \$2.41M in revenue between 2015/16 and 2020/21 and at 9.4% of total Philanthropy and Membership revenue is the third largest stream overall;
- Growth was strong to 2017/18 (\$245 to \$660K, +169%), but dropped to \$448K in 2019/20 and was just \$150K in 2020/21;
- The low levels in the last two years of the analysis were due to programmes funded by Trusts and Foundations being deferred or put on hold through COVID-19, so funding was not expended and therefore new funding applications could not be made.

#### 14. Both the number of donors and number of donations have grown significantly since 2015/16, but the overall donor pipeline remains weak:

- Total donors (+2,987) and gifts (+5,982) have both increased significantly since 2015/16, reflecting the increased focus on recruiting new donors through ‘mass’ fundraising;
- This focus has seen a rapid growth in low level donations since 2017/18 when the new strategy to recruit entry level donors was initiated (\$0–\$499 donations grew from 484 to 6,430 in 4 years);
- The major and mid-level gift gap in the ACM’s current fundraising programme first identified in the consultations phase is clearly apparent, with only 18 donors (6 from the ACM Foundation) giving more than \$75,000 between 2015/16–2020/21;
- Overall, as well as a clear need to strengthen the major giving programme, also a need to build a stronger and more systematic ‘pipeline’ of donors for the ACM.

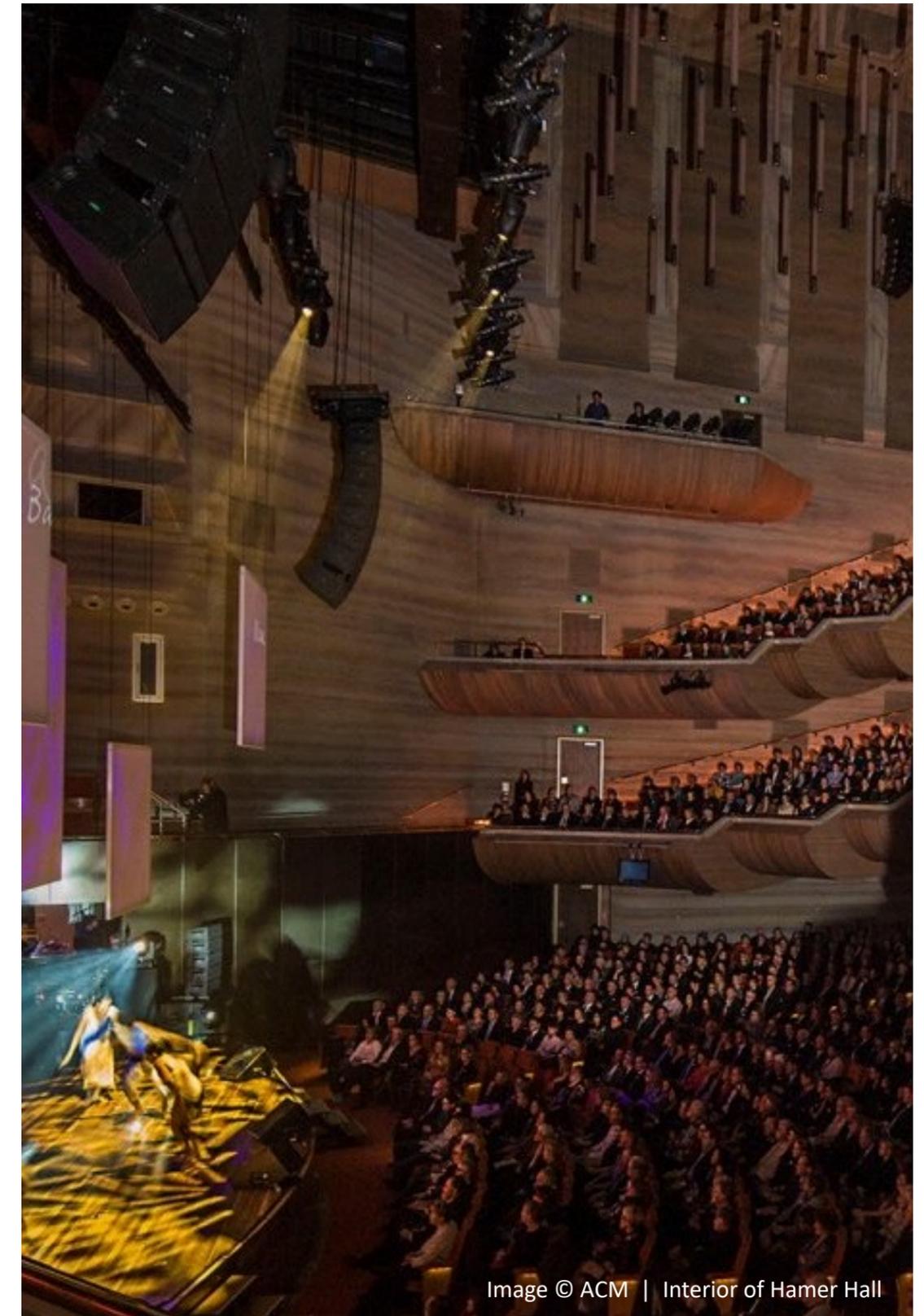


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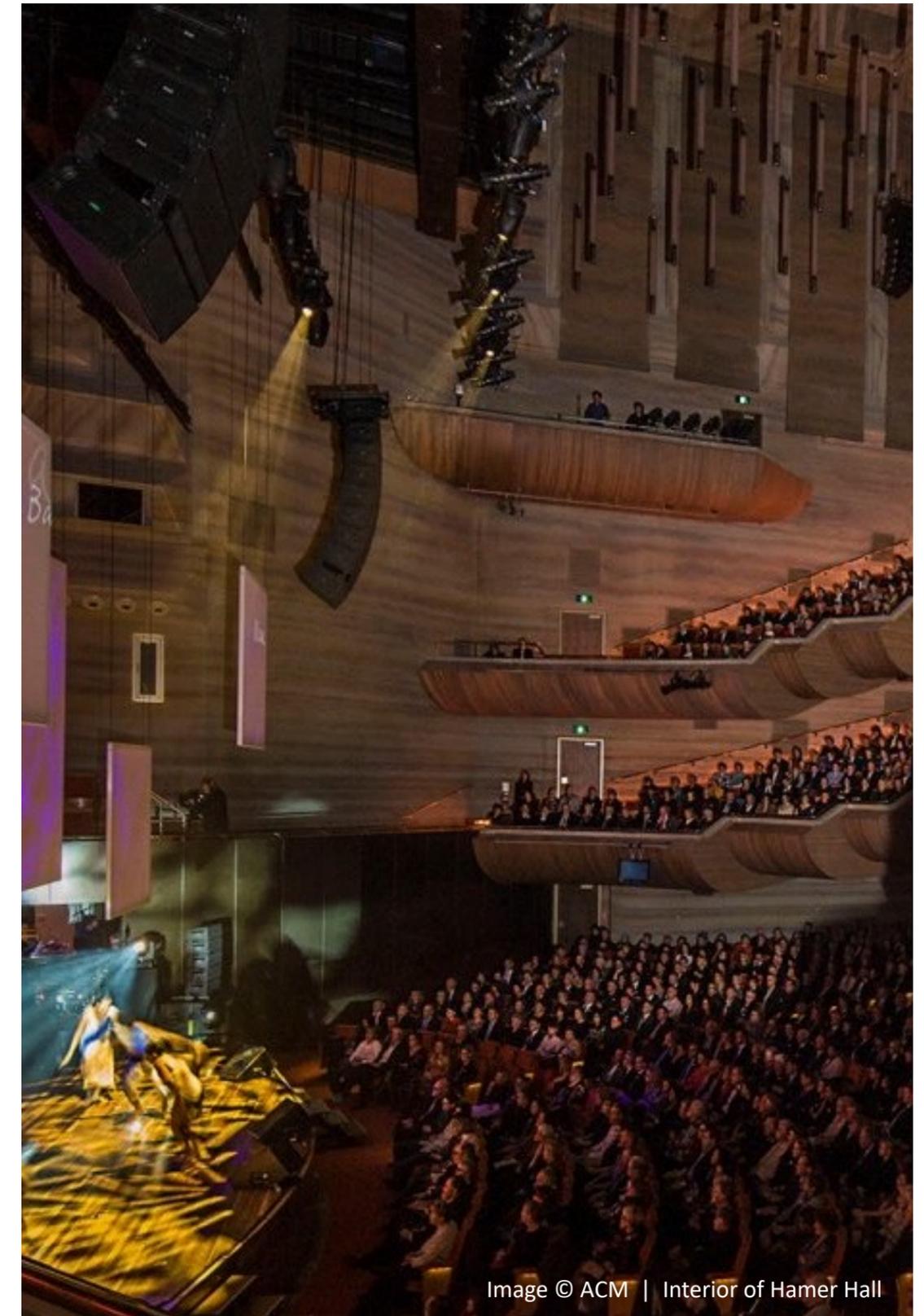
### 03 | INSIGHTS | continued

#### 15. Within 'Other Revenue', there are some smaller opportunities being missed:

- **Gift with Ticket**, in particular, has some growth opportunities – this area was delivering around \$75K per annum in 2016/17, but revenue had declined to \$45K by 2018/19;
- There are some technical issues behind some of this decline that are indicative of some broader data/systems management issues that need to be resolved by ACM as a whole.

#### 16. The analysis points to an interesting question regarding the effectiveness of the Ovation Gala events in driving both incremental revenue and increased Major Donor engagement and recruitment (see page 22 for detail):

- In 2018/19, for example, \$283,450 was raised by the Ovation Gala, but major giving (Direct) was down -\$312,511 and overall major giving was down -\$71,561 in that year;
- In 2019/20, \$473,630 was raised, but major giving (Direct) was down -\$92,534 and, whilst overall major giving was up \$313,396, this was also the year the Arts Wellbeing Collective raised \$216,250, leading to a relative increase of just \$97,146;
- Given there was limited new donor recruitment following either event (awareness, engagement & recruitment were also objectives), & significant expenditure was incurred (\$88K in 2018 & \$297K in 2020), it is fair to ask whether those resources could have delivered a better return elsewhere;
- Anecdotal feedback from the consultations also indicates that the events were a significant distraction for Foundation Members and key staff, meaning the overall benefit of investing in Ovation-style events should be carefully considered when looking to develop the ACM's future donor engagement strategy (particularly when considering 'Next Gen' donor recruitment).



### 03 | INSIGHTS | continued

17. The ‘Reimagining’ capital campaign is a clear focus for the organisation &, whilst this area is not included in the detailed analysis in this document (no revenue has actually been received yet), it is worth noting that significant resources are already being committed by the Philanthropy Team to the campaign:

- These staff and resources costs are included in the overall investment totals, but are not offset by any revenue – the existing \$15M pledge has been captured on the revenue overview on page 18 for example, but is not in the summary analysis table on page 16 or in any of the trend analysis;
- This means certain ratios (like the Programme Investment Ratio, PIR%, on page 32) are skewed higher than they would otherwise be – something that is often the case when looking at capital campaigns and major giving performance, where it is challenging to properly reflect the longer-term ‘returns’ from these areas of Philanthropy.

18. There is a lack of consistency with how revenue data is collected and reported by the ACM finance team and Philanthropy and a need for a ‘whole of organisation approach’ to data and the CRM (Customer Relationship Management) system.

- No easy, single approach to fundraising revenue data collection is understood by all relevant staff, as evidenced by some of the manual processes that had to be undertaken to complete this report;
- There are a number of ‘breaks’ in how customer/audience/donor data is managed across the ACM which is restricting growth opportunities, both in Membership and Philanthropy; taking a more holistic view in this area across the organisation will support better donor recruitment and a more connected ‘donor journey’ (as well as benefitting the ACM as a whole).

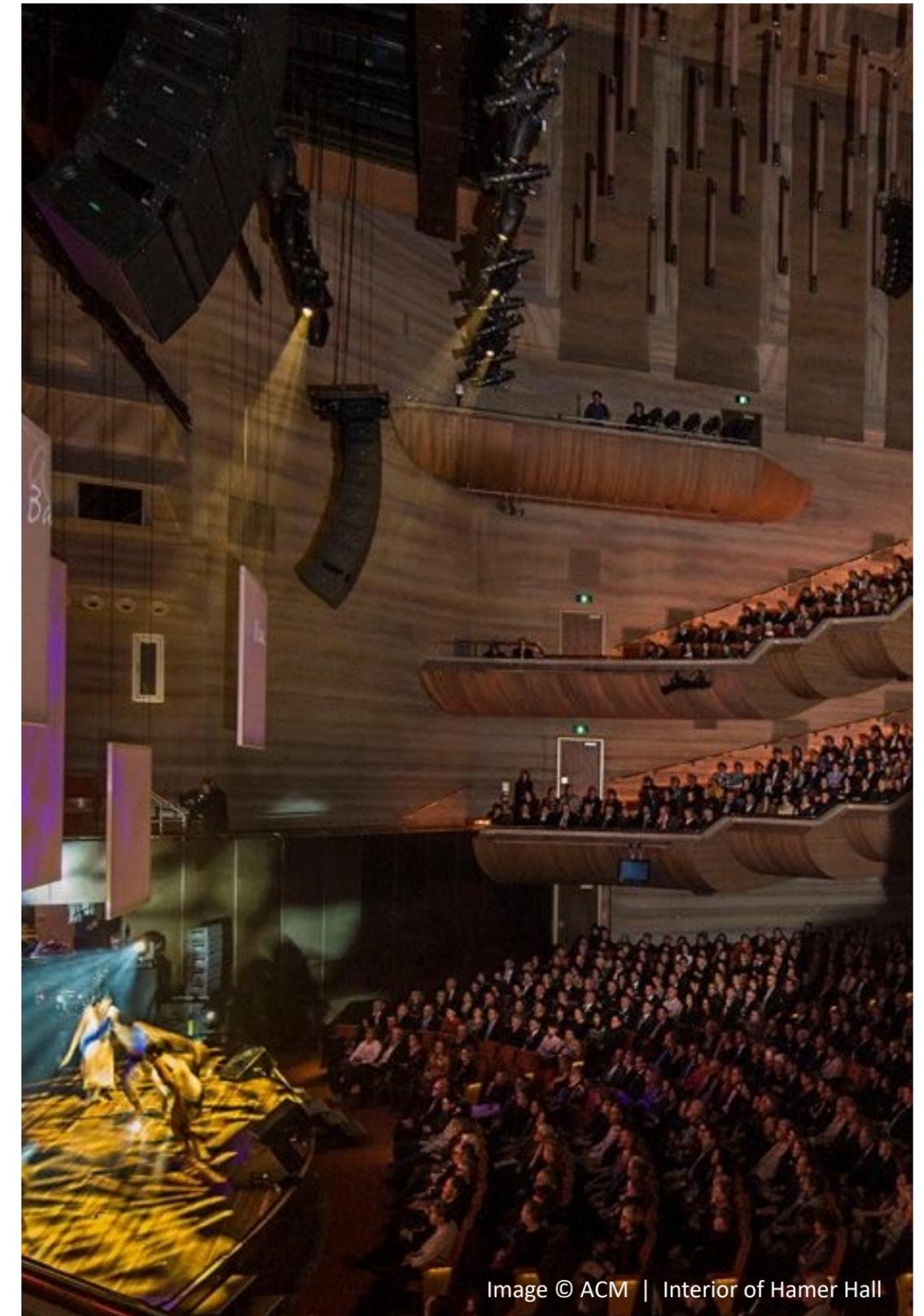


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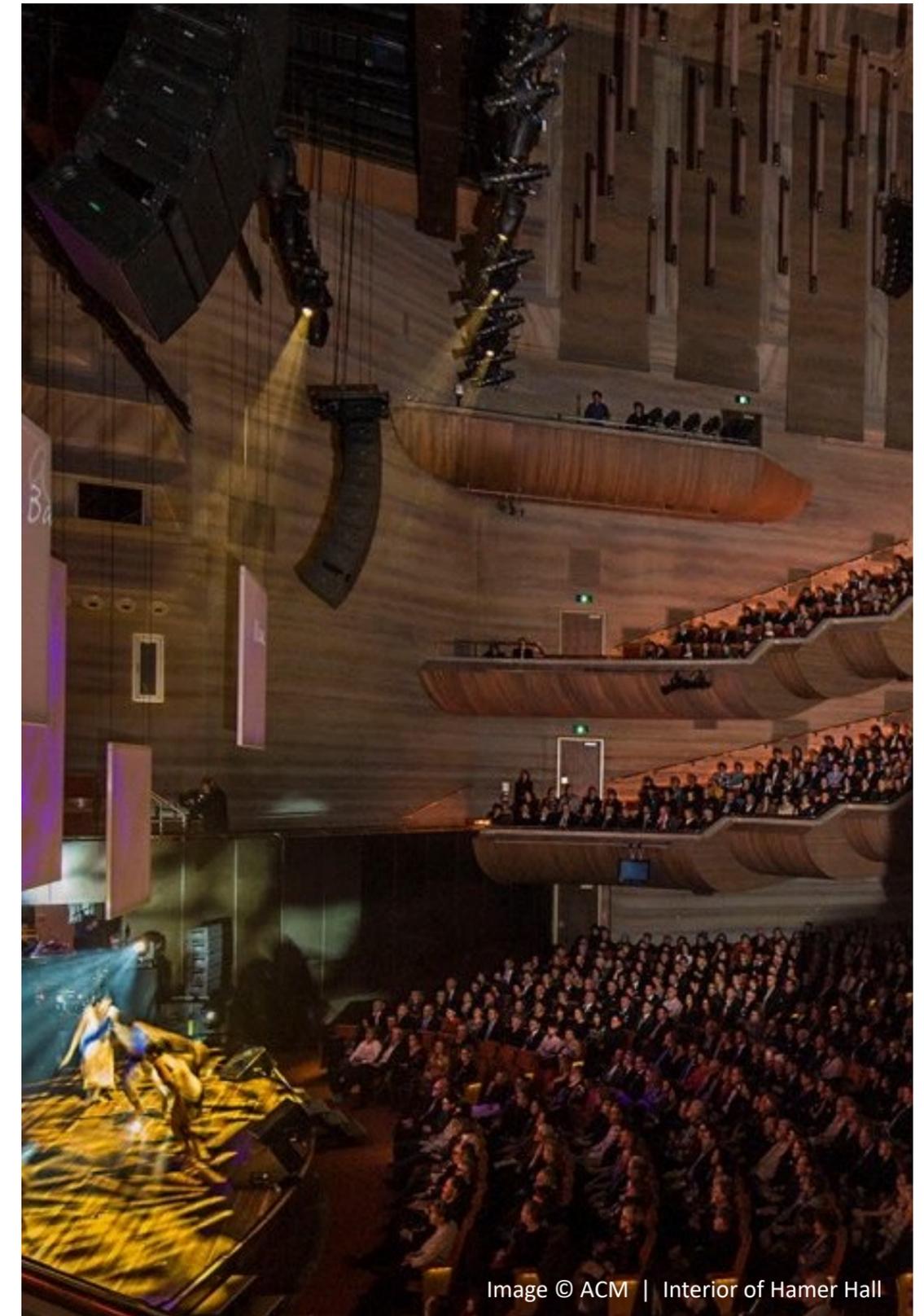
### 03 | INSIGHTS | continued

19. This performance analysis was undertaken during the COVID–19 pandemic, which clearly influenced the ACM’s 2019/20 and 2020/21 performance.

- Interestingly, while overall revenue was down due to the Membership programme being ‘put on hold’, revenue from Philanthropy grew from \$2.64M in 2018/19 to \$3.49M in 2020/21.
- This growth was driven by both ‘need’ focused campaigns to entry level & associate donors, and major donor support for the Arts Wellbeing Collective and Music4Vic.
- The pandemic’s influence is unfortunately likely to continue in 2022, and future strategic planning will need to take this influence into account (whilst accepting that it will be challenging to manage the general uncertainty the pandemic brings to future fundraising).

20. Given the level of investment in Philanthropy & Membership, the steady growth rate and overall amounts raised are within the expected range for an organisation such as the Arts Centre Melbourne:

- The detailed analysis on the following pages looks at past performance in a number of ways, including what is termed the ‘Programme Investment Ratio’, or PIR%;
- Put simply, this ratio looks at what an organisation can expect to return in fundraising (expressed as a revenue range), based on the resources being invested;
- Based on ACM investment levels in the Philanthropy & Membership programme over the past 6 years, which have ranged from \$1.09M in 2015/16 to \$1.73M in 2019/20 (average \$1.4M), expected fundraising revenue would range from \$3.7M to \$6.2M;
- ACM revenue has ranged from \$3.5M to \$6.7M over this time period, and, following the programme restructuring in 2017/18 and before the Pandemic, ranged between \$4.4M and \$6.7M – well within the range the PIR% indicates as expected;
- The full PIR% analysis detailing expected revenue & optimal investment can be found on page 32.



### 03 | INSIGHTS | continued

21. Looking at the findings from the performance analysis as a whole, there is an overall ‘ambition’ question that would ideally be answered before a full 5-year Philanthropy strategy is developed for the ACM:

- There is clearly opportunity for growth, even if investment levels continue to be increased conservatively, as has been the case since 2015/16 (average increase of 4.7% per year).
- However, the question needs to be asked as to what kind of growth is desirable, for example:
  - 1) **Incremental growth:** from \$4.3M/year & 4.7% of ACM revenue to \$6.0M & 6.5% of revenue by 2026;
  - 2) **Accelerated growth:** \$4.3M & 4.7% to \$10M & 10% of revenue by 2026;
  - 3) **Sector-leading growth:** \$4.3M & 4.7% to \$20M & 20% of revenue by 2030; or
  - 4) **Transformational growth:** \$4.3M & 4.7% to \$30M & 30% of revenue by 2035.
- Each of these distinct forms of growth will require different levels of investment, but also different approaches, structures and networks.
- The impact of the capital campaign, and how it could be part of a more ambitious approach to growth, also needs to be carefully considered given there is the potential for it to play a significant part in transforming the fundraising programme at the ACM.
- Having this kind of ‘growth conversation’ is strongly recommended before a full Philanthropy strategy development process begins later in 2022.

#### **NOTE ON THE SUMMARY ANALYSIS**

*The detailed analysis on the following pages is based on data derived from a number of sources – primarily from the ACM’s CRM and reporting systems, but also from external sources, e.g. when looking at best practise comparisons.*

*Whilst every effort has been made to ensure the data is as robust as possible, there may still be errors contained in the base data and/or analysis, so the findings should be viewed as indicative rather than prescriptive.*

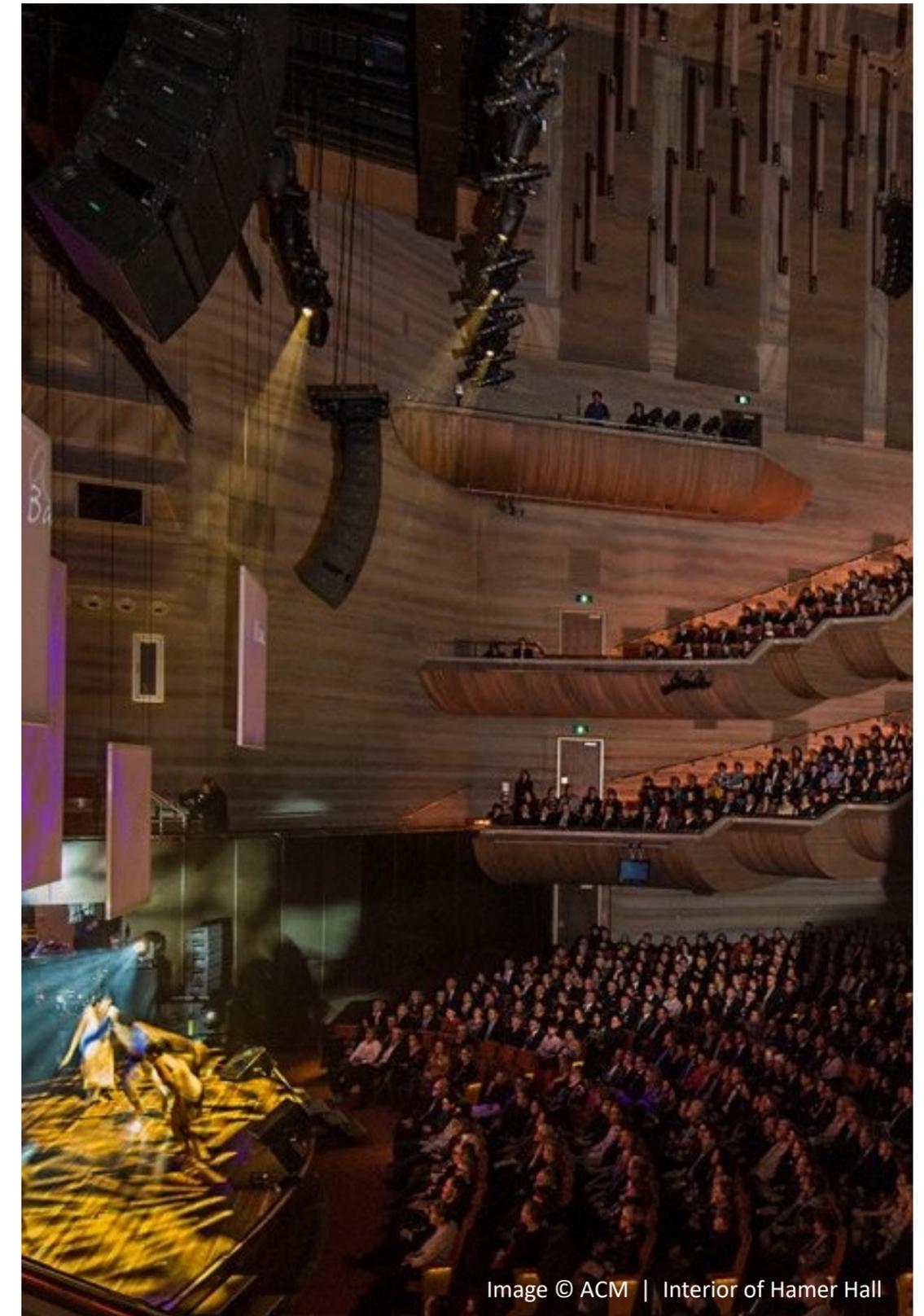


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## 04 | SUMMARY ANALYSIS

- + The following pages summarise the full performance analysis and look to highlight the findings and trends most relevant to future strategic planning.
- + To provide as full and accurate a picture of performance as possible, the ACM's fundraising from 2015/16 to 2020/21 was examined, across 8 revenue streams:
  - 1) **Major Giving (Direct and Foundation sourced);**
  - 2) **Bequests;**
  - 3) **Trusts and Foundations;**
  - 4) **Associate Giving;**
  - 5) **Entry Level Giving;**
  - 6) **General ACM Membership;**
  - 7) **Presidents Club and (discontinued) Arts Club Membership;** and
  - 8) **Other – includes GwT, Seat Dedications and Arts Walk Plaques.**
- + As well as providing some strong guidance for future fundraising growth, the data captured through the performance analysis process will also allow for the identification of robust targets and KPIs.
  - These targets/KPIs will be established during the strategic planning process.
- + Collating the base data that allowed the following analysis to be completed was a time consuming, and often manual, process for Philanthropic team members.
  - Highlighting the clear need to further streamline financial reporting processes to better support the ACM's future fundraising efforts (this has improved since 2015/16, but gaps still exist).



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# Arts Centre Melbourne | Philanthropy Performance Analysis 2015–21

## Summary Findings | Summary Data (Overall ACM Revenue 2015/16–2020/21)



| REVENUE AREA   | FULL TIME PERIOD            |                             |                    |                             |                     |                             |                    |                             |                      |                             | PRE COVID-19        |                                 |                             |                                |                                   |                             |                             |                                   |                             |                             |
|--|-----------------------------|-----------------------------|--------------------|-----------------------------|---------------------|-----------------------------|--------------------|-----------------------------|----------------------|-----------------------------|---------------------|---------------------------------|-----------------------------|--------------------------------|-----------------------------------|-----------------------------|-----------------------------|-----------------------------------|-----------------------------|-----------------------------|
|  | 2015-16<br>(Financial Year) | 2016-17<br>(Financial Year) | Diff +/-           | 2017-18<br>(Financial Year) | Diff +/-            | 2018-19<br>(Financial Year) | Diff +/-           | 2019-20<br>(Financial Year) | Diff +/-             | 2020-21<br>(Financial Year) | Diff +/-            | 6-Year Total<br>(2015/16–20/21) | % Tot. ACM<br>Revenue – All | % Fundraising<br>Revenue – All | 6-Year Average<br>(2015/16–20/21) | Diff +/-<br>(2015/16–20/21) | % Change<br>(2015/16–20/21) | 4-Year Average<br>(2015/16–18/19) | Diff +/-<br>(2015/16–18/19) | % Change<br>(2015/16–18/19) |
| <b>A] FUNDRAISING REVENUE (PHILANTHROPY)</b>   |                             |                             |                    |                             |                     |                             |                    |                             |                      |                             |                     |                                 |                             |                                |                                   |                             |                             |                                   |                             |                             |
| A1- Gift with Ticket   | \$61,500                    | \$75,647                    | \$14,146           | \$57,952                    | -\$17,695           | \$45,082                    | -\$12,871          | \$46,285                    | \$1,203              | \$39,437                    | -\$6,848            | \$325,902                       | 0.06%                       | 1.27%                          | \$54,317                          | -\$22,063                   | -35.88%                     | \$60,045                          | -\$16,419                   | -26.70%                     |
| A2a- Entry Level Giving (excluding Gift with Ticket)   | \$55,734                    | \$52,043                    | -\$3,690           | \$67,959                    | \$15,916            | \$156,468                   | \$88,508           | \$393,903                   | \$237,436            | \$515,095                   | \$121,192           | \$1,241,201                     | 0.23%                       | 4.84%                          | \$206,867                         | \$459,361                   | 824.21%                     | \$83,051                          | \$100,734                   | 180.74%                     |
| A2b- Associate Giving (\$350 - \$9999.99 for FY15-16 and FY16-17), (\$500 - \$9999.99 from FY17-18)                        | \$434,119                   | \$394,884                   | -\$39,235          | \$271,018                   | -\$123,866          | \$326,860                   | \$55,841           | \$409,199                   | \$82,340             | \$537,195                   | \$127,996           | \$2,373,274                     | 0.43%                       | 9.26%                          | \$395,546                         | \$103,076                   | 23.74%                      | \$356,720                         | -\$107,259                  | -24.71%                     |
| A3a- Major Gifts – \$10,000+, ACM Foundation sourced (includes Foundation Member Ovation donations)                        | \$435,000                   | \$280,000                   | -\$155,000         | \$258,000                   | -\$22,000           | \$313,900                   | \$55,900           | \$381,000                   | \$67,100             | \$210,000                   | -\$171,000          | \$1,877,900                     | 0.34%                       | 7.33%                          | \$312,983                         | -\$225,000                  | -51.72%                     | \$321,725                         | -\$121,100                  | -27.84%                     |
| A3b- Major Gifts – \$10,000+, Direct (excludes all Ovation donations)  | \$894,532                   | \$1,426,000                 | \$531,468          | \$1,470,545                 | \$44,545            | \$1,158,034                 | -\$312,511         | \$1,065,500                 | -\$92,534            | \$1,417,500                 | \$352,000           | \$7,432,111                     | 1.36%                       | 28.99%                         | \$1,238,685                       | \$522,968                   | 58.46%                      | \$1,237,278                       | \$263,502                   | 29.46%                      |
| A3c- Arts Wellbeing Collective Emergency Appeal (Foundation member led donations)  | \$0                         | \$0                         | \$0                | \$0                         | \$0                 | \$0                         | \$0                | \$216,250                   | \$216,250            | \$32,000                    | -\$184,250          | \$248,250                       | 0.05%                       | 0.97%                          | \$41,375                          | –                           | –                           | \$0                               | –                           | –                           |
| A3d- Ovation Dinner - exclusive donations (excluding Foundation Member donations)  | \$0                         | \$0                         | \$0                | \$0                         | \$0                 | \$185,050                   | \$185,050          | \$307,630                   | \$122,580            | \$0                         | -\$307,630          | \$492,680                       | 0.09%                       | 1.92%                          | \$82,113                          | –                           | –                           | \$46,263                          | –                           | –                           |
| A3e- Music4Vic - exclusive donations (Major Giving, ex. non Foundation member)   | \$0                         | \$0                         | \$0                | \$0                         | \$0                 | \$0                         | \$0                | \$0                         | \$0                  | \$554,700                   | \$554,700           | \$554,700                       | 0.10%                       | 2.16%                          | \$92,450                          | –                           | –                           | \$0                               | –                           | –                           |
| A4- Trusts & Foundations Revenue   | \$244,872                   | \$486,200                   | \$241,328          | \$660,195                   | \$173,995           | \$420,000                   | -\$240,195         | \$448,474                   | \$28,474             | \$150,000                   | -\$298,474          | \$2,409,741                     | 0.44%                       | 9.40%                          | \$401,624                         | -\$94,872                   | -38.74%                     | \$452,817                         | \$175,128                   | 71.52%                      |
| A5- Bequests (cash donations)  | \$981,483                   | \$115,965                   | -\$865,518         | \$992,627                   | \$876,662           | \$3,426,223                 | \$2,433,596        | \$49,659                    | -\$3,376,564         | \$18,483                    | -\$31,175           | \$5,584,439                     | 1.02%                       | 21.79%                         | \$930,740                         | -\$962,999                  | -98.12%                     | \$1,379,074                       | \$2,444,740                 | 249.09%                     |
| A6- Seat Dedications   | \$33,500                    | \$21,500                    | -\$12,000          | \$42,300                    | \$20,800            | \$38,300                    | -\$4,000           | \$28,000                    | -\$10,300            | \$30,000                    | \$2,000             | \$193,600                       | 0.04%                       | 0.76%                          | \$32,267                          | -\$3,500                    | -10.45%                     | \$33,900                          | \$4,800                     | 14.33%                      |
| A7- Arts Walk Plaques  | \$0                         | \$0                         | \$0                | \$0                         | \$0                 | \$0                         | \$0                | \$40,000                    | \$40,000             | \$0                         | -\$40,000           | \$40,000                        | 0.01%                       | 0.16%                          | \$6,667                           | –                           | –                           | \$0                               | –                           | –                           |
| <b>A- Subtotal (Fundraising Revenue, Philanthropy – All)</b>   | <b>\$3,140,740</b>          | <b>\$2,852,239</b>          | <b>-\$288,501</b>  | <b>\$3,820,596</b>          | <b>\$968,358</b>    | <b>\$6,069,916</b>          | <b>\$2,249,320</b> | <b>\$3,385,899</b>          | <b>-\$2,684,017</b>  | <b>\$3,504,410</b>          | <b>\$118,510</b>    | <b>\$22,773,800</b>             | <b>4.15%</b>                | <b>88.85%</b>                  | <b>\$3,795,633</b>                | <b>\$363,670</b>            | <b>11.58%</b>               | <b>\$3,970,873</b>                | <b>\$2,929,177</b>          | <b>93.26%</b>               |
| <b>A- Subtotal (Fundraising Revenue, Philanthropy – All, Excluding Bequests)</b>   | <b>\$2,159,257</b>          | <b>\$2,736,274</b>          | <b>\$577,017</b>   | <b>\$2,827,969</b>          | <b>\$91,696</b>     | <b>\$2,643,693</b>          | <b>-\$184,276</b>  | <b>\$3,336,241</b>          | <b>\$692,548</b>     | <b>\$3,485,927</b>          | <b>\$149,686</b>    | <b>\$17,189,361</b>             | <b>3.13%</b>                | <b>67.06%</b>                  | <b>\$2,864,893</b>                | <b>\$1,326,670</b>          | <b>61.44%</b>               | <b>\$2,591,798</b>                | <b>\$484,436</b>            | <b>22.44%</b>               |
| <b>A- Subtotal (Fundraising Revenue, Philanthropy – Major Giving, inc. Wellbeing Collective, Ovation &amp; Music4Vic)</b>  | <b>\$1,329,532</b>          | <b>\$1,706,000</b>          | <b>\$376,468</b>   | <b>\$1,728,545</b>          | <b>\$22,545</b>     | <b>\$1,656,984</b>          | <b>-\$71,561</b>   | <b>\$1,970,380</b>          | <b>\$313,396</b>     | <b>\$2,214,200</b>          | <b>\$243,820</b>    | <b>\$10,605,641</b>             | <b>1.93%</b>                | <b>41.38%</b>                  | <b>\$1,767,607</b>                | <b>\$884,668</b>            | <b>66.54%</b>               | <b>\$1,605,265</b>                | <b>\$327,452</b>            | <b>24.63%</b>               |
| <b>A- Subtotal (Fundraising Revenue, Philanthropy – Estimated Annual Campaigns Revenue, ex. Major Giving)</b>              | <b>\$201,986</b>            | <b>\$170,865</b>            | <b>-\$3,690</b>    | <b>\$322,028</b>            | <b>\$151,163</b>    | <b>\$459,161</b>            | <b>\$137,132</b>   | <b>\$762,947</b>            | <b>\$303,786</b>     | <b>\$999,675</b>            | <b>\$236,728</b>    | <b>\$2,916,662</b>              | <b>0.53%</b>                | <b>11.38%</b>                  | <b>\$486,110</b>                  | <b>\$797,689</b>            | <b>394.92%</b>              | <b>\$288,510</b>                  | <b>\$257,175</b>            | <b>127.32%</b>              |
| <b>B] FUNDRAISING REVENUE (MEMBERSHIPS)</b>  |                             |                             |                    |                             |                     |                             |                    |                             |                      |                             |                     |                                 |                             |                                |                                   |                             |                             |                                   |                             |                             |
| B1a- Presidents Club Membership Fees - New   | \$13,200                    | \$26,400                    | \$13,200           | \$39,060                    | \$12,660            | \$26,400                    | -\$12,660          | \$33,000                    | \$6,600              | \$6,600                     | -\$26,400           | \$144,660                       | 0.03%                       | 0.56%                          | \$24,110                          | -\$6,600                    | -50.00%                     | \$26,265                          | \$13,200                    | 100.00%                     |
| B1b- Presidents Club Membership Fees - Renew   | \$214,500                   | \$240,900                   | \$26,400           | \$231,000                   | -\$9,900            | \$277,200                   | \$46,200           | \$112,200                   | -\$165,000           | \$99,000                    | -\$13,200           | \$1,174,800                     | 0.21%                       | 4.58%                          | \$195,800                         | -\$115,500                  | -53.85%                     | \$240,900                         | \$62,700                    | 29.23%                      |
| B2a- Arts Club Membership Fees - Single  | \$10,450                    | \$10,175                    | -\$275             | \$7,150                     | -\$3,025            | \$0                         | -\$7,150           | \$0                         | \$0                  | \$0                         | \$0                 | \$27,775                        | 0.01%                       | 0.11%                          | \$4,629                           | -\$10,450                   | -100.00%                    | \$6,944                           | -\$10,450                   | -100.00%                    |
| B2b- Arts Club Membership Fees - Double  | \$7,920                     | \$9,725                     | \$1,805            | \$7,920                     | -\$1,805            | \$0                         | -\$7,920           | \$0                         | \$0                  | \$0                         | \$0                 | \$25,565                        | 0.00%                       | 0.10%                          | \$4,261                           | -\$7,920                    | -100.00%                    | \$6,391                           | -\$7,920                    | -100.00%                    |
| B3a- ACM General Membership Fees - Single  | \$172,389                   | \$170,495                   | -\$1,894           | \$163,795                   | -\$6,700            | \$189,275                   | \$25,480           | \$143,120                   | -\$46,155            | \$13,825                    | -\$129,295          | \$852,899                       | 0.16%                       | 3.33%                          | \$142,150                         | -\$158,564                  | -91.98%                     | \$173,988                         | \$16,886                    | 9.80%                       |
| B3b- ACM General Membership Fees - Double  | \$91,104                    | \$84,745                    | -\$6,359           | \$87,485                    | \$2,740             | \$83,185                    | -\$4,300           | \$69,080                    | -\$14,105            | \$9,435                     | -\$59,645           | \$425,034                       | 0.08%                       | 1.66%                          | \$70,839                          | -\$81,669                   | -89.64%                     | \$86,630                          | -\$7,919                    | -8.69%                      |
| B3i- ACM Membership Elevated Events - Ticketed events exclusively for members  | \$90,470                    | \$94,307                    | \$3,837            | \$18,604                    | -\$75,703           | \$2,640                     | -\$15,964          | \$2,415                     | -\$225               | \$0                         | -\$2,415            | \$208,436                       | 0.04%                       | 0.81%                          | \$34,739                          | -\$90,470                   | -100.00%                    | \$51,505                          | -\$87,830                   | -97.08%                     |
| <b>B- Subtotal (Fundraising Revenue, Memberships– All)</b>   | <b>\$600,033</b>            | <b>\$636,747</b>            | <b>\$36,714</b>    | <b>\$555,014</b>            | <b>-\$81,733</b>    | <b>\$578,700</b>            | <b>\$23,686</b>    | <b>\$359,815</b>            | <b>-\$218,885</b>    | <b>\$128,860</b>            | <b>-\$230,955</b>   | <b>\$2,859,169</b>              | <b>0.52%</b>                | <b>11.15%</b>                  | <b>\$476,528</b>                  | <b>-\$471,173</b>           | <b>-78.52%</b>              | <b>\$592,623</b>                  | <b>-\$21,333</b>            | <b>-3.56%</b>               |
| <b>B- Subtotal (Fundraising Revenue, Memberships– Presidents Club)</b>   | <b>\$227,700</b>            | <b>\$267,300</b>            | <b>\$39,600</b>    | <b>\$270,060</b>            | <b>\$2,760</b>      | <b>\$303,600</b>            | <b>\$33,540</b>    | <b>\$145,200</b>            | <b>-\$158,400</b>    | <b>\$105,600</b>            | <b>-\$39,600</b>    | <b>\$1,319,460</b>              | <b>0.24%</b>                | <b>5.15%</b>                   | <b>\$219,910</b>                  | <b>-\$122,100</b>           | <b>-53.62%</b>              | <b>\$267,165</b>                  | <b>\$75,900</b>             | <b>33.33%</b>               |
| <b>B- Subtotal (Fundraising Revenue, Memberships– Arts Club)</b>   | <b>\$18,370</b>             | <b>\$19,900</b>             | <b>\$1,530</b>     | <b>\$15,070</b>             | <b>-\$4,830</b>     | <b>\$0</b>                  | <b>-\$15,070</b>   | <b>\$0</b>                  | <b>\$0</b>           | <b>\$0</b>                  | <b>\$0</b>          | <b>\$53,340</b>                 | <b>0.01%</b>                | <b>0.21%</b>                   | <b>\$8,890</b>                    | <b>–</b>                    | <b>–</b>                    | <b>\$17,780</b>                   | <b>-\$18,370</b>            | <b>-100.00%</b>             |
| <b>B- Subtotal (Fundraising Revenue, Memberships– General, inc. Elevated Events)</b>                                       | <b>\$353,963</b>            | <b>\$349,547</b>            | <b>-\$4,416</b>    | <b>\$269,884</b>            | <b>-\$79,663</b>    | <b>\$275,100</b>            | <b>\$5,216</b>     | <b>\$214,615</b>            | <b>-\$60,485</b>     | <b>\$23,260</b>             | <b>-\$191,355</b>   | <b>\$1,486,369</b>              | <b>0.27%</b>                | <b>5.80%</b>                   | <b>\$247,728</b>                  | <b>-\$330,703</b>           | <b>-93.43%</b>              | <b>\$312,123</b>                  | <b>-\$78,863</b>            | <b>-22.28%</b>              |
| <b>A+B- TOTAL FUNDRAISING REVENUE (Philanthropy + Membership)</b>  | <b>\$3,740,772</b>          | <b>\$3,488,986</b>          | <b>-\$251,786</b>  | <b>\$4,375,610</b>          | <b>\$886,625</b>    | <b>\$6,648,616</b>          | <b>\$2,273,006</b> | <b>\$3,745,714</b>          | <b>-\$2,902,902</b>  | <b>\$3,633,270</b>          | <b>-\$112,445</b>   | <b>\$25,632,969</b>             | <b>4.67%</b>                | <b>–</b>                       | <b>\$4,272,161</b>                | <b>-\$107,502</b>           | <b>-2.87%</b>               | <b>\$4,563,496</b>                | <b>\$2,907,844</b>          | <b>77.73%</b>               |
| <b>A+B- TOTAL FUNDRAISING REVENUE (Philanthropy + Membership, Excluding Bequests)</b>                                      | <b>\$2,759,289</b>          | <b>\$3,373,021</b>          | <b>\$613,731</b>   | <b>\$3,382,983</b>          | <b>\$9,963</b>      | <b>\$3,222,393</b>          | <b>-\$160,590</b>  | <b>\$3,696,056</b>          | <b>\$473,663</b>     | <b>\$3,614,787</b>          | <b>-\$81,269</b>    | <b>\$20,048,529</b>             | <b>3.66%</b>                | <b>78.21%</b>                  | <b>\$3,341,422</b>                | <b>\$855,497</b>            | <b>31.00%</b>               | <b>\$3,184,422</b>                | <b>\$463,104</b>            | <b>16.78%</b>               |
| <b>C] OTHER ACM REVENUE</b>  |                             |                             |                    |                             |                     |                             |                    |                             |                      |                             |                     |                                 |                             |                                |                                   |                             |                             |                                   |                             |                             |
| C1- Victorian Government Recurrent Funding   | \$16,669,400                | \$21,535,000                | \$4,865,600        | \$21,062,000                | -\$473,000          | \$20,937,000                | -\$125,000         | \$20,937,000                | \$0                  | \$20,937,000                | \$0                 | \$122,077,400                   | 22.26%                      | –                              | \$20,346,233                      | \$4,267,600                 | 25.60%                      | \$20,050,850                      | \$4,267,600                 | 25.60%                      |
| C2- Victorian Government Non-Recurrent Funding   | \$5,119,900                 | \$329,217                   | -\$4,790,683       | \$689,340                   | \$360,123           | \$2,174,176                 | \$1,484,837        | \$9,756,795                 | \$7,582,619          | \$42,352,915                | \$32,596,119        | \$60,422,343                    | 11.02%                      | –                              | \$10,070,391                      | \$37,233,015                | 727.22%                     | \$2,078,158                       | -\$2,945,724                | -57.53%                     |
| C3- Other Government Funding, Grants & Subsidies (exc. recurrent & non-recurrent)  | \$242,615                   | \$1,237,420                 | \$994,805          | \$2,367,738                 | \$1,130,318         | \$1,511,818                 | -\$855,920         | \$1,463,160                 | -\$48,658            | \$1,427,944                 | -\$35,216           | \$8,250,695                     | 1.50%                       | –                              | \$1,375,116                       | \$1,185,329                 | 488.56%                     | \$1,339,898                       | \$1,269,203                 | 523.13%                     |
| C4- Australian Performing Arts Collection and Artwork donations (in-kind)  | \$251,030                   | \$322,895                   | \$71,865           | \$261,014                   | -\$61,881           | \$1,087,537                 | \$826,523          | \$131,457                   | -\$956,080           | \$110,640                   | -\$20,817           | \$2,164,573                     | 0.39%                       | –                              | \$360,762                         | -\$140,390                  | -55.93%                     | \$480,619                         | \$836,507                   | 333.23%                     |
| C5- Corporate Partnerships (cash)  | \$870,409                   | \$958,653                   | \$88,244           | \$776,065                   | -\$182,588          | \$518,842                   | -\$257,223         | \$492,452                   | -\$26,390            | \$196,340                   | -\$296,112          | \$3,812,762                     | 0.70%                       | –                              | \$635,460                         | -\$674,069                  | -77.44%                     | \$780,992                         | -\$351,567                  | -40.39%                     |
| C6- Corporate Partnerships (in-kind)   | \$262,914                   | \$707,879                   | \$444,965          | \$495,855                   | -\$212,024          | \$585,070                   | \$89,215           | \$721,749                   | \$136,679            | \$456,805                   | -\$264,944          | \$3,230,272                     | 0.59%                       | –                              | \$538,379                         | \$193,891                   | 73.75%                      | \$512,929                         | \$322,156                   | 122.53%                     |
| C7- ACM Commercial Revenue (Box office, Events, F&B, Facilities etc.)  | \$52,757,510                | \$54,479,432                | \$1,721,922        | \$62,854,523                | \$8,375,091         | \$63,239,953                | \$385,430          | \$46,136,050                | -\$17,103,903        | \$14,873,513                | -\$31,262,537       | \$294,340,981                   | 53.68%                      | –                              | \$49,056,830                      | -\$37,883,997               | -71.81%                     | \$58,332,855                      | \$10,482,443                | 19.87%                      |
| C8- Other Revenue (Interest, Dividends, Facilities Management, Utilities Cost Recovery, Property Rental Income and Sundry) | \$4,892,800                 | \$4,788,110                 | -\$104,690         | \$5,341,417                 | \$553,307           | \$7,091,269                 | \$1,749,852        | \$4,731,412                 | -\$2,359,857         | \$1,534,912                 | -\$3,196,500        | \$28,379,920                    | 5.18%                       | –                              | \$4,729,987                       | -\$3,357,888                | -68.63%                     | \$5,528,399                       | \$2,198,469                 | 44.93%                      |
| <b>C- Subtotal (Other ACM Revenue)</b>   | <b>\$81,066,578</b>         | <b>\$84,358,606</b>         | <b>\$3,292,027</b> | <b>\$93,847,952</b>         | <b>\$9,489,346</b>  | <b>\$97,145,666</b>         | <b>\$3,297,714</b> | <b>\$84,370,075</b>         | <b>-\$12,775,590</b> | <b>\$81,890,069</b>         | <b>-\$2,480,007</b> | <b>\$522,678,946</b>            | <b>95.33%</b>               | <b>–</b>                       | <b>\$87,113,158</b>               | <b>\$823,490</b>            | <b>1.02%</b>                | <b>\$89,104,700</b>               | <b>\$16,079,087</b>         | <b>19.83%</b>               |
| <b>A+B+C- TOTAL ALL ACM REVENUE (Philanthropy + Memberships + Other ACM Revenue)</b>                                       | <b>\$84,807,351</b>         | <b>\$87,847,592</b>         | <b>\$3,040,241</b> | <b>\$98,223,562</b>         | <b>\$10,375,970</b> | <b>\$103,794,282</b>        | <b>\$5,570,720</b> | <b>\$88,115,790</b>         | <b>-\$15,678,492</b> | <b>\$85,523,338</b>         | <b>-\$2,592,452</b> | <b>\$548,311,914</b>            | <b>100.00%</b>              | <b>–</b>                       | <b>\$91,385,319</b>               | <b>\$715,988</b>            | <b>0.84%</b>                | <b>\$93,66</b>                    |                             |                             |

# Arts Centre Melbourne | Philanthropy Performance Analysis 2015–21

## Summary Findings | Summary Data (Philanthropy & Membership Revenue 2015/16–2020/21)



| REVENUE AREA  | FULL TIME PERIOD            |                             |                   |                             |                  |                             |                    |                             |                     |                             | PRE COVID-19      |                                 |                             |                                |                                   |                             |                             |                                   |                             |                             |
|---|-----------------------------|-----------------------------|-------------------|-----------------------------|------------------|-----------------------------|--------------------|-----------------------------|---------------------|-----------------------------|-------------------|---------------------------------|-----------------------------|--------------------------------|-----------------------------------|-----------------------------|-----------------------------|-----------------------------------|-----------------------------|-----------------------------|
|   | 2015-16<br>(Financial Year) | 2016-17<br>(Financial Year) | Diff +/-          | 2017-18<br>(Financial Year) | Diff +/-         | 2018-19<br>(Financial Year) | Diff +/-           | 2019-20<br>(Financial Year) | Diff +/-            | 2020-21<br>(Financial Year) | Diff +/-          | 6-Year Total<br>(2015/16–20/21) | % Tot. ACM<br>Revenue – All | % Fundraising<br>Revenue – All | 6-Year Average<br>(2015/16–20/21) | Diff +/-<br>(2015/16–20/21) | % Change<br>(2015/16–20/21) | 4-Year Average<br>(2015/16–18/19) | Diff +/-<br>(2015/16–18/19) | % Change<br>(2015/16–18/19) |
| <b>A   FUNDRAISING REVENUE (PHILANTHROPY)</b>   |                             |                             |                   |                             |                  |                             |                    |                             |                     |                             |                   |                                 |                             |                                |                                   |                             |                             |                                   |                             |                             |
| A1- Gift with Ticket  | \$61,500                    | \$75,647                    | \$14,146          | \$57,952                    | -\$17,695        | \$45,082                    | -\$12,871          | \$46,285                    | \$1,203             | \$39,437                    | -\$6,848          | \$325,902                       | 0.06%                       | 1.27%                          | \$54,317                          | -\$22,063                   | -35.88%                     | \$60,045                          | -\$16,419                   | -26.70%                     |
| A2a- Entry Level Giving (excluding Gift with Ticket)  | \$55,734                    | \$52,043                    | -\$3,690          | \$67,959                    | \$15,916         | \$156,468                   | \$88,508           | \$393,903                   | \$237,436           | \$515,095                   | \$121,192         | \$1,241,201                     | 0.23%                       | 4.84%                          | \$206,867                         | \$459,361                   | 824.21%                     | \$83,051                          | \$100,734                   | 180.74%                     |
| A2b- Associate Giving (\$350 - \$999.99 for FY15-16 and FY16-17), (\$500 - \$999.99 from FY17-18)                         | \$434,119                   | \$394,884                   | -\$39,235         | \$271,018                   | -\$123,866       | \$326,860                   | \$55,841           | \$409,199                   | \$82,340            | \$537,195                   | \$127,996         | \$2,373,274                     | 0.43%                       | 9.26%                          | \$395,546                         | \$103,076                   | 23.74%                      | \$356,720                         | -\$107,259                  | -24.71%                     |
| A3a- Major Gifts – \$10,000+, ACM Foundation sourced (includes Foundation Member Ovation donations)                       | \$435,000                   | \$280,000                   | -\$155,000        | \$258,000                   | -\$22,000        | \$313,900                   | \$55,900           | \$381,000                   | \$67,100            | \$210,000                   | -\$171,000        | \$1,877,900                     | 0.34%                       | 7.33%                          | \$312,983                         | -\$225,000                  | -51.72%                     | \$321,725                         | -\$121,100                  | -27.84%                     |
| A3b- Major Gifts – \$10,000+, Direct (excludes all Ovation donations)   | \$894,532                   | \$1,426,000                 | \$531,468         | \$1,470,545                 | \$44,545         | \$1,158,034                 | -\$312,511         | \$1,065,500                 | -\$92,534           | \$1,417,500                 | \$352,000         | \$7,432,111                     | 1.36%                       | 28.99%                         | \$1,238,685                       | \$522,968                   | 58.46%                      | \$1,237,278                       | \$263,502                   | 29.46%                      |
| A3c- Arts Wellbeing Collective Emergency Appeal (Foundation member led donations)   | \$0                         | \$0                         | \$0               | \$0                         | \$0              | \$0                         | \$0                | \$216,250                   | \$216,250           | \$32,000                    | -\$184,250        | \$248,250                       | 0.05%                       | 0.97%                          | \$41,375                          | –                           | –                           | \$0                               | –                           | –                           |
| A3d- Ovation Dinner - exclusive donations (excluding Foundation Member donations)   | \$0                         | \$0                         | \$0               | \$0                         | \$0              | \$185,050                   | \$185,050          | \$307,630                   | \$122,580           | \$0                         | -\$307,630        | \$492,680                       | 0.09%                       | 1.92%                          | \$82,113                          | –                           | –                           | \$46,263                          | –                           | –                           |
| A3e- Music4Vic - exclusive donations (Major Giving, ex. non Foundation member)  | \$0                         | \$0                         | \$0               | \$0                         | \$0              | \$0                         | \$0                | \$0                         | \$0                 | \$554,700                   | \$554,700         | \$554,700                       | 0.10%                       | 2.16%                          | \$92,450                          | –                           | –                           | \$0                               | –                           | –                           |
| A4- Trusts & Foundations Revenue  | \$244,872                   | \$486,200                   | \$241,328         | \$660,195                   | \$173,995        | \$420,000                   | -\$240,195         | \$448,474                   | \$28,474            | \$150,000                   | -\$298,474        | \$2,409,741                     | 0.44%                       | 9.40%                          | \$401,624                         | -\$94,872                   | -38.74%                     | \$452,817                         | \$175,128                   | 71.52%                      |
| A5- Bequests (cash donations)   | \$981,483                   | \$115,965                   | -\$865,518        | \$992,627                   | \$876,662        | \$3,426,223                 | \$2,433,596        | \$49,659                    | -\$3,376,564        | \$18,483                    | -\$31,175         | \$5,584,439                     | 1.02%                       | 21.79%                         | \$930,740                         | -\$962,999                  | -98.12%                     | \$1,379,074                       | \$2,444,740                 | 249.09%                     |
| A6- Seat Dedications  | \$33,500                    | \$21,500                    | -\$12,000         | \$42,300                    | \$20,800         | \$38,300                    | -\$4,000           | \$28,000                    | -\$10,300           | \$30,000                    | \$2,000           | \$193,600                       | 0.04%                       | 0.76%                          | \$32,267                          | -\$3,500                    | -10.45%                     | \$33,900                          | \$4,800                     | 14.33%                      |
| A7- Arts Walk Plaques   | \$0                         | \$0                         | \$0               | \$0                         | \$0              | \$0                         | \$0                | \$40,000                    | \$40,000            | \$0                         | -\$40,000         | \$40,000                        | 0.01%                       | 0.16%                          | \$6,667                           | –                           | –                           | \$0                               | –                           | –                           |
| <b>A- Subtotal (Fundraising Revenue, Philanthropy – All)</b>  | <b>\$3,140,740</b>          | <b>\$2,852,239</b>          | <b>-\$288,501</b> | <b>\$3,820,596</b>          | <b>\$968,358</b> | <b>\$6,069,916</b>          | <b>\$2,249,320</b> | <b>\$3,385,899</b>          | <b>-\$2,684,017</b> | <b>\$3,504,410</b>          | <b>\$118,510</b>  | <b>\$22,773,800</b>             | <b>4.15%</b>                | <b>88.85%</b>                  | <b>\$3,795,633</b>                | <b>\$363,670</b>            | <b>11.58%</b>               | <b>\$3,970,873</b>                | <b>\$2,929,177</b>          | <b>93.26%</b>               |
| <b>A- Subtotal (Fundraising Revenue, Philanthropy – All, Excluding Bequests)</b>  | <b>\$2,159,257</b>          | <b>\$2,736,274</b>          | <b>\$577,017</b>  | <b>\$2,827,969</b>          | <b>\$91,696</b>  | <b>\$2,643,693</b>          | <b>-\$184,276</b>  | <b>\$3,336,241</b>          | <b>\$692,548</b>    | <b>\$3,485,927</b>          | <b>\$149,686</b>  | <b>\$17,189,361</b>             | <b>3.13%</b>                | <b>67.06%</b>                  | <b>\$2,864,893</b>                | <b>\$1,326,670</b>          | <b>61.44%</b>               | <b>\$2,591,798</b>                | <b>\$484,436</b>            | <b>22.44%</b>               |
| <b>A- Subtotal (Fundraising Revenue, Philanthropy – Major Giving, inc. Wellbeing Collective, Ovation &amp; Music4Vic)</b> | <b>\$1,329,532</b>          | <b>\$1,706,000</b>          | <b>\$376,468</b>  | <b>\$1,728,545</b>          | <b>\$22,545</b>  | <b>\$1,656,984</b>          | <b>-\$71,561</b>   | <b>\$1,970,380</b>          | <b>\$313,396</b>    | <b>\$2,214,200</b>          | <b>\$243,820</b>  | <b>\$10,605,641</b>             | <b>1.93%</b>                | <b>41.38%</b>                  | <b>\$1,767,607</b>                | <b>\$884,668</b>            | <b>66.54%</b>               | <b>\$1,605,265</b>                | <b>\$327,452</b>            | <b>24.63%</b>               |
| <b>A- Subtotal (Fundraising Revenue, Philanthropy – Estimated Annual Campaigns Revenue, ex. Major Giving)</b>             | <b>\$201,986</b>            | <b>\$170,865</b>            | <b>-\$3,690</b>   | <b>\$322,028</b>            | <b>\$151,163</b> | <b>\$459,161</b>            | <b>\$137,132</b>   | <b>\$762,947</b>            | <b>\$303,786</b>    | <b>\$999,675</b>            | <b>\$236,728</b>  | <b>\$2,916,662</b>              | <b>0.53%</b>                | <b>11.38%</b>                  | <b>\$486,110</b>                  | <b>\$797,689</b>            | <b>394.92%</b>              | <b>\$288,510</b>                  | <b>\$257,175</b>            | <b>127.32%</b>              |
| <b>B   FUNDRAISING REVENUE (MEMBERSHIPS)</b>  |                             |                             |                   |                             |                  |                             |                    |                             |                     |                             |                   |                                 |                             |                                |                                   |                             |                             |                                   |                             |                             |
| B1a- Presidents Club Membership Fees - New  | \$13,200                    | \$26,400                    | \$13,200          | \$39,060                    | \$12,660         | \$26,400                    | -\$12,660          | \$33,000                    | \$6,600             | \$6,600                     | -\$26,400         | \$144,660                       | 0.03%                       | 0.56%                          | \$24,110                          | -\$6,600                    | -50.00%                     | \$26,265                          | \$13,200                    | 100.00%                     |
| B1b- Presidents Club Membership Fees - Renew  | \$214,500                   | \$240,900                   | \$26,400          | \$231,000                   | -\$9,900         | \$277,200                   | \$46,200           | \$112,200                   | -\$165,000          | \$99,000                    | -\$13,200         | \$1,174,800                     | 0.21%                       | 4.58%                          | \$195,800                         | -\$115,500                  | -53.85%                     | \$240,900                         | \$62,700                    | 29.23%                      |
| B2a- Arts Club Membership Fees - Single   | \$10,450                    | \$10,175                    | -\$275            | \$7,150                     | -\$3,025         | \$0                         | -\$7,150           | \$0                         | \$0                 | \$0                         | \$0               | \$27,775                        | 0.01%                       | 0.11%                          | \$4,629                           | -\$10,450                   | -100.00%                    | \$6,944                           | -\$10,450                   | -100.00%                    |
| B2b- Arts Club Membership Fees - Double   | \$7,920                     | \$9,725                     | \$1,805           | \$7,920                     | -\$1,805         | \$0                         | -\$7,920           | \$0                         | \$0                 | \$0                         | \$0               | \$25,565                        | 0.00%                       | 0.10%                          | \$4,261                           | -\$7,920                    | -100.00%                    | \$6,391                           | -\$7,920                    | -100.00%                    |
| B3a- ACM General Membership Fees - Single   | \$172,389                   | \$170,495                   | -\$1,894          | \$163,795                   | -\$6,700         | \$189,275                   | \$25,480           | \$143,120                   | -\$46,155           | \$13,825                    | -\$129,295        | \$852,899                       | 0.16%                       | 3.33%                          | \$142,150                         | -\$158,564                  | -91.98%                     | \$173,988                         | \$16,886                    | 9.80%                       |
| B3b- ACM General Membership Fees - Double   | \$91,104                    | \$84,745                    | -\$6,359          | \$87,485                    | \$2,740          | \$83,185                    | -\$4,300           | \$69,080                    | -\$14,105           | \$9,435                     | -\$59,645         | \$425,034                       | 0.08%                       | 1.66%                          | \$70,839                          | -\$81,669                   | -89.64%                     | \$86,630                          | -\$7,919                    | -8.69%                      |
| B3i- ACM Membership Elevated Events - Ticketed events exclusively for members   | \$90,470                    | \$94,307                    | \$3,837           | \$18,604                    | -\$75,703        | \$2,640                     | -\$15,964          | \$2,415                     | -\$225              | \$0                         | -\$2,415          | \$208,436                       | 0.04%                       | 0.81%                          | \$34,739                          | -\$90,470                   | -100.00%                    | \$51,505                          | -\$87,830                   | -97.08%                     |
| <b>B- Subtotal (Fundraising Revenue, Memberships– All)</b>  | <b>\$600,033</b>            | <b>\$636,747</b>            | <b>\$36,714</b>   | <b>\$555,014</b>            | <b>-\$81,733</b> | <b>\$578,700</b>            | <b>\$23,686</b>    | <b>\$359,815</b>            | <b>-\$218,885</b>   | <b>\$128,860</b>            | <b>-\$230,955</b> | <b>\$2,859,169</b>              | <b>0.52%</b>                | <b>11.15%</b>                  | <b>\$476,528</b>                  | <b>-\$471,173</b>           | <b>-78.52%</b>              | <b>\$592,623</b>                  | <b>-\$21,333</b>            | <b>-3.56%</b>               |
| <b>B- Subtotal (Fundraising Revenue, Memberships– Presidents Club)</b>  | <b>\$227,700</b>            | <b>\$267,300</b>            | <b>\$39,600</b>   | <b>\$270,060</b>            | <b>\$2,760</b>   | <b>\$303,600</b>            | <b>\$33,540</b>    | <b>\$145,200</b>            | <b>-\$158,400</b>   | <b>\$105,600</b>            | <b>-\$39,600</b>  | <b>\$1,319,460</b>              | <b>0.24%</b>                | <b>5.15%</b>                   | <b>\$219,910</b>                  | <b>-\$122,100</b>           | <b>-53.62%</b>              | <b>\$267,165</b>                  | <b>\$75,900</b>             | <b>33.33%</b>               |
| <b>B- Subtotal (Fundraising Revenue, Memberships– Arts Club)</b>  | <b>\$18,370</b>             | <b>\$19,900</b>             | <b>\$1,530</b>    | <b>\$15,070</b>             | <b>-\$4,830</b>  | <b>\$0</b>                  | <b>-\$15,070</b>   | <b>\$0</b>                  | <b>\$0</b>          | <b>\$0</b>                  | <b>\$0</b>        | <b>\$53,340</b>                 | <b>0.01%</b>                | <b>0.21%</b>                   | <b>\$8,890</b>                    | <b>–</b>                    | <b>–</b>                    | <b>\$17,780</b>                   | <b>-\$18,370</b>            | <b>-100.00%</b>             |
| <b>B- Subtotal (Fundraising Revenue, Memberships– General, inc. Elevated Events)</b>                                      | <b>\$353,963</b>            | <b>\$349,547</b>            | <b>-\$4,416</b>   | <b>\$269,884</b>            | <b>-\$79,663</b> | <b>\$275,100</b>            | <b>\$5,216</b>     | <b>\$214,615</b>            | <b>-\$60,485</b>    | <b>\$23,260</b>             | <b>-\$191,355</b> | <b>\$1,486,369</b>              | <b>0.27%</b>                | <b>5.80%</b>                   | <b>\$247,728</b>                  | <b>-\$330,703</b>           | <b>-93.43%</b>              | <b>\$312,123</b>                  | <b>-\$78,863</b>            | <b>-22.28%</b>              |
| <b>A+B- TOTAL FUNDRAISING REVENUE (Philanthropy + Membership)</b>   | <b>\$3,740,772</b>          | <b>\$3,488,986</b>          | <b>-\$251,786</b> | <b>\$4,375,610</b>          | <b>\$886,625</b> | <b>\$6,648,616</b>          | <b>\$2,273,006</b> | <b>\$3,745,714</b>          | <b>-\$2,902,902</b> | <b>\$3,633,270</b>          | <b>-\$112,445</b> | <b>\$25,632,969</b>             | <b>4.67%</b>                | <b>–</b>                       | <b>\$4,272,161</b>                | <b>-\$107,502</b>           | <b>-2.87%</b>               | <b>\$4,563,496</b>                | <b>\$2,907,844</b>          | <b>77.73%</b>               |
| <b>A+B- TOTAL FUNDRAISING REVENUE (Philanthropy + Membership, Excluding Bequests)</b>                                     | <b>\$2,759,289</b>          | <b>\$3,373,021</b>          | <b>\$613,731</b>  | <b>\$3,382,983</b>          | <b>\$9,963</b>   | <b>\$3,222,393</b>          | <b>-\$160,590</b>  | <b>\$3,696,056</b>          | <b>\$473,663</b>    | <b>\$3,614,787</b>          | <b>-\$81,269</b>  | <b>\$20,048,529</b>             | <b>3.66%</b>                | <b>78.21%</b>                  | <b>\$3,341,422</b>                | <b>\$855,497</b>            | <b>31.00%</b>               | <b>\$3,184,422</b>                | <b>\$463,104</b>            | <b>16.78%</b>               |

Data Sources: ACM Finance Team reporting, ACM Philanthropy Team data, Tessitura, ACM Annual Reviews.

### Summary of ACM Revenue Sources 2015–21

(All figures included below are average annual revenue for 2015/16–2020/21)



\* Major Giving (Foundation) denotes revenue derived directly from Foundation members or from projects led by them. It should be noted that Foundation Members have also assisted with the solicitation of 'Direct' Major Giving.

# Arts Centre Melbourne | Philanthropy Performance Analysis 2015–21

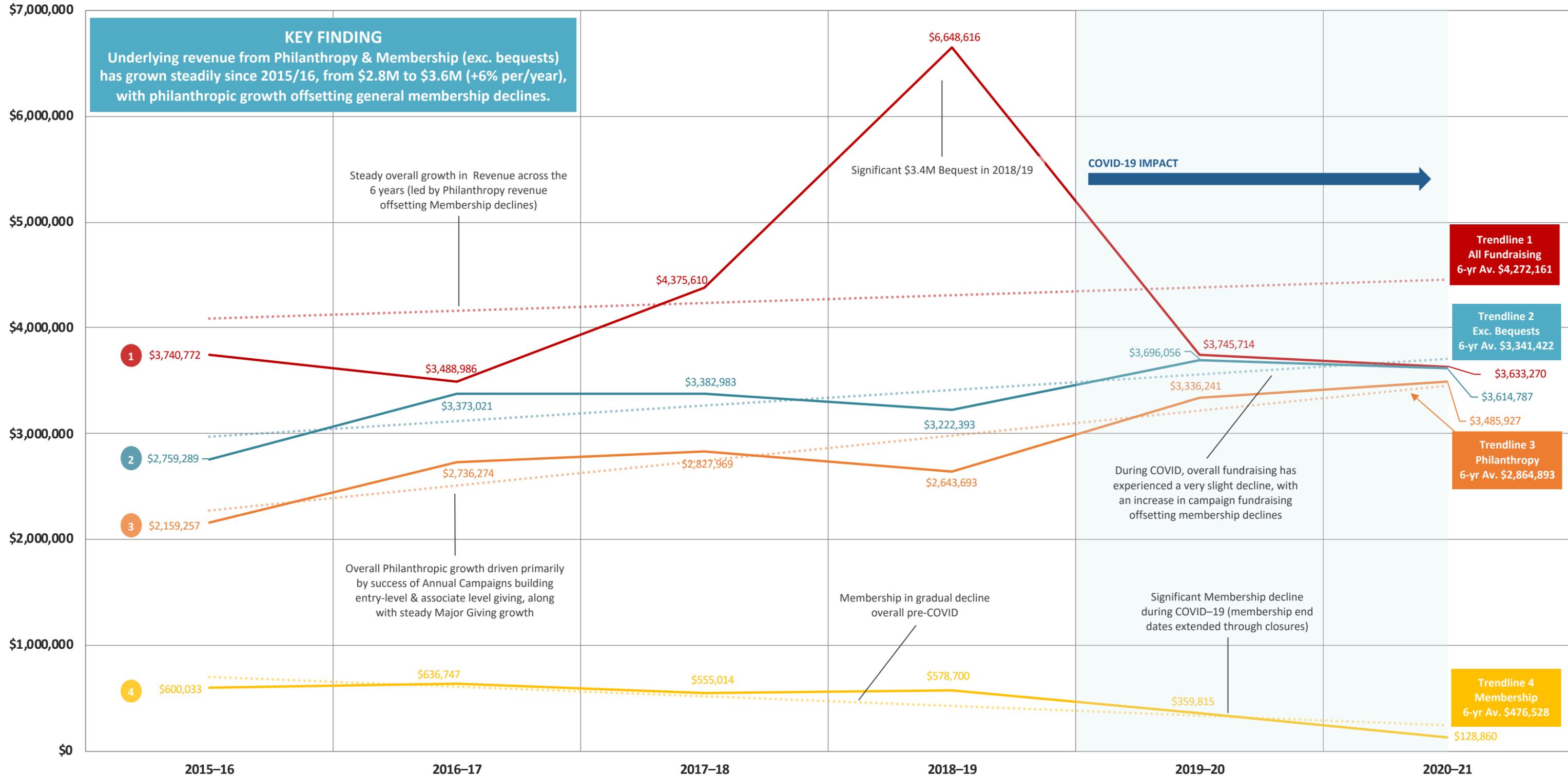


## Summary Findings | Total Revenue (Philanthropy and Membership)

### ACM Philanthropy Total Revenue 2015/16 – 2020/21

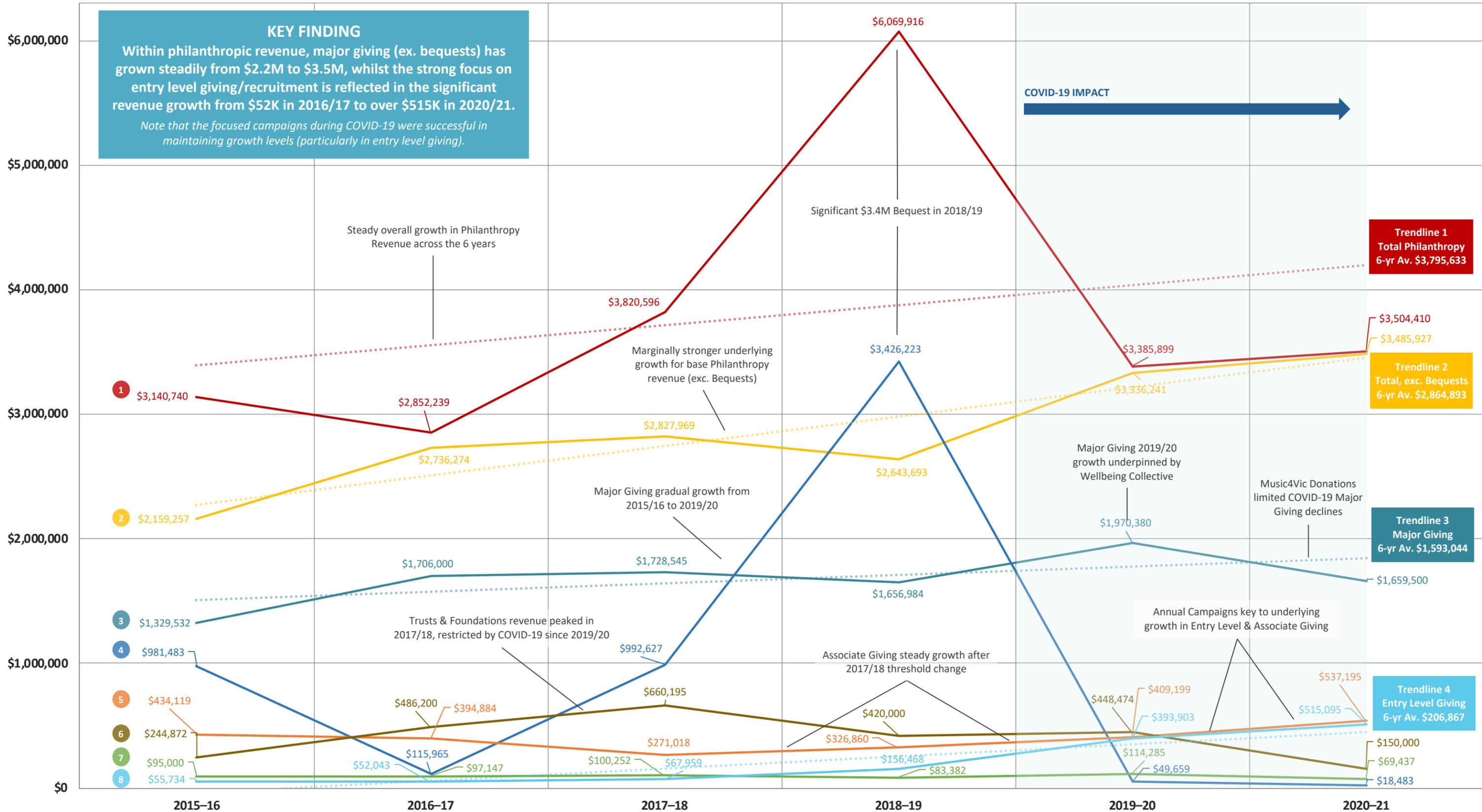
Note: 6 year time period includes COVID-19 Pandemic

1. Fundraising Revenue Total      2. Total – Excl. Bequests      3. Philanthropy – Excl. Bequests      4. Membership – All



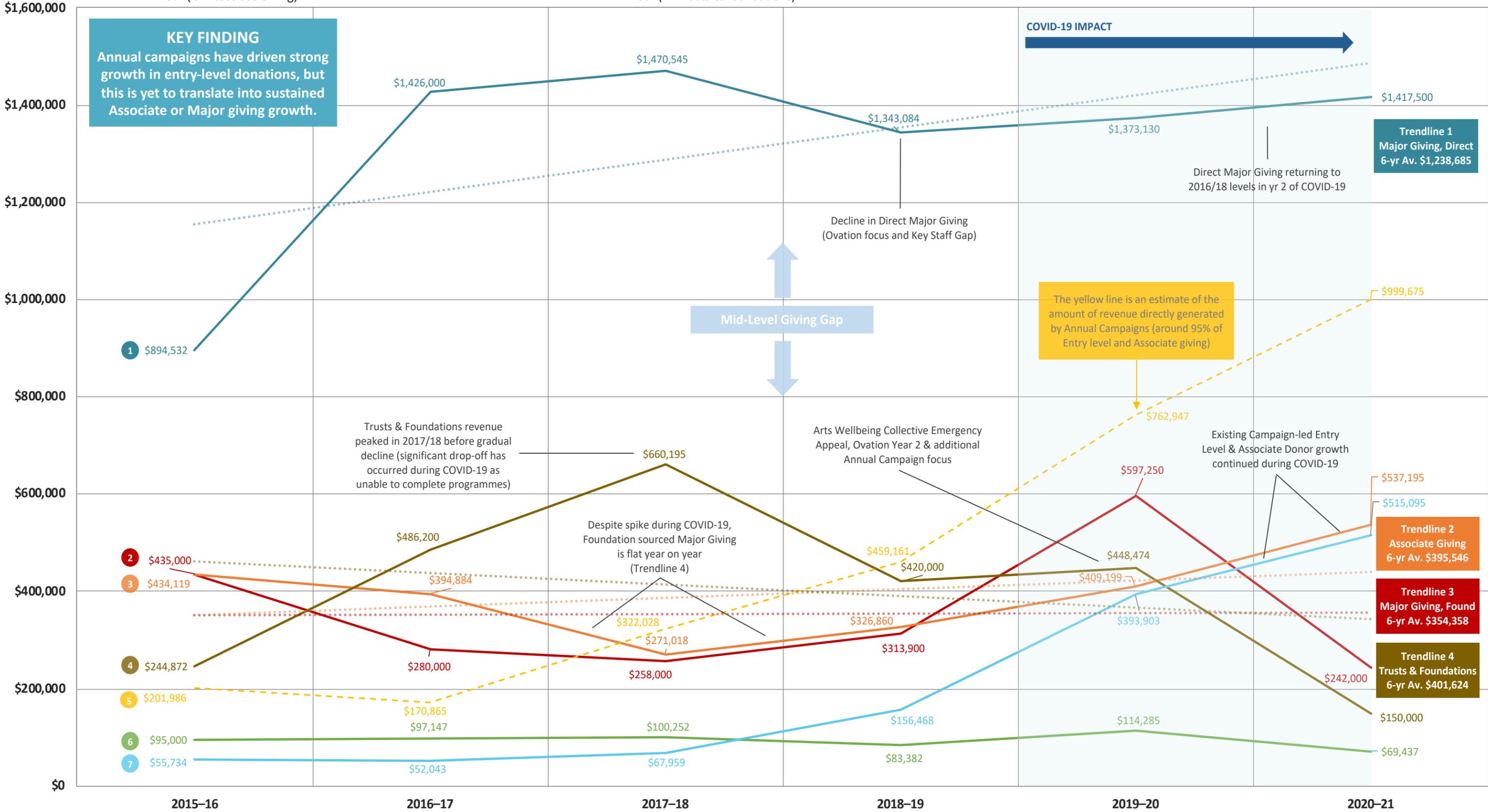
Note: 6 year time period includes COVID-19 Pandemic

- 1. Philanthropy – All
- 2. Philanthropy – All, Exc. Bequests
- 3. Major Giving – Direct & Foundation Sourced, inc. Ovation
- 4. Bequests
- 5. Associate Giving
- 6. Trusts & Foundations
- 7. Other (GWT, Seat Ded. & Art Walk Plaques)
- 8. Entry Level Giving
- Linear ( 1. Philanthropy – All)
- Linear ( 2. Philanthropy – All, Exc. Bequests)
- Linear ( 3. Major Giving – Direct & Foundation Sourced, inc. Ovation)
- Linear ( 8. Entry Level Giving)

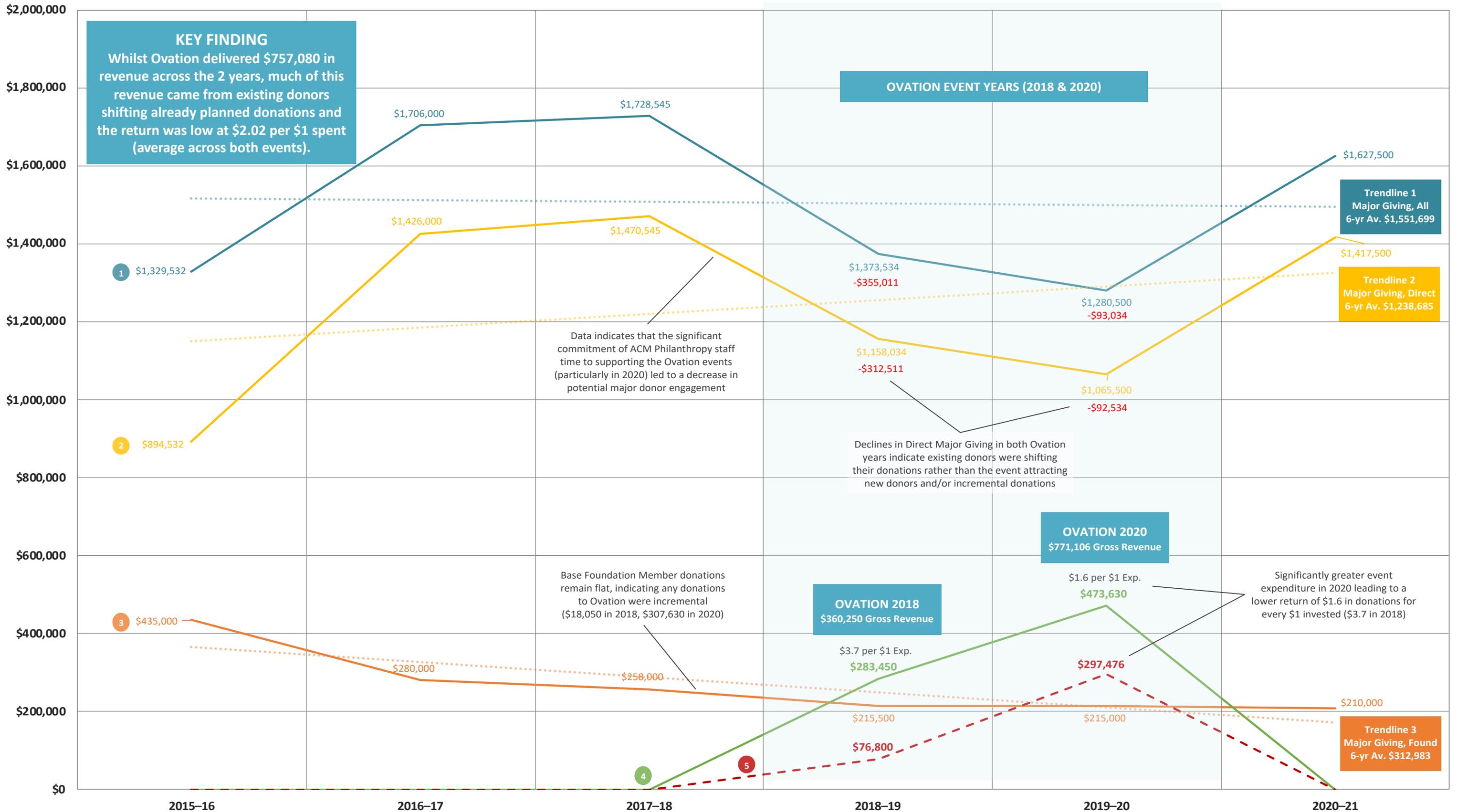


Note: Data below excludes bequests due to significant spike in 2018/19; time period includes COVID-19

- 1. Major Giving – Direct, inc. Ovation non-Found. donations
- 2. Major Giving – Foundation Sourced, inc. AWC & Ovation.
- 3. Associate Giving
- 4. Trusts & Foundations
- 5. Estimated Impact of Campaign on Entry/Mid-level Donors
- 6. Other (GWT, Seat Ded. & Art Walk Plaques)
- 7. Entry Level Giving
- Linear ( 1. Major Giving – Direct, inc. Ovation non-Found. donations)
- Linear ( 2. Major Giving – Foundation Sourced, inc. AWC & Ovation.)
- Linear ( 3. Associate Giving)
- Linear ( 4. Trusts & Foundations)

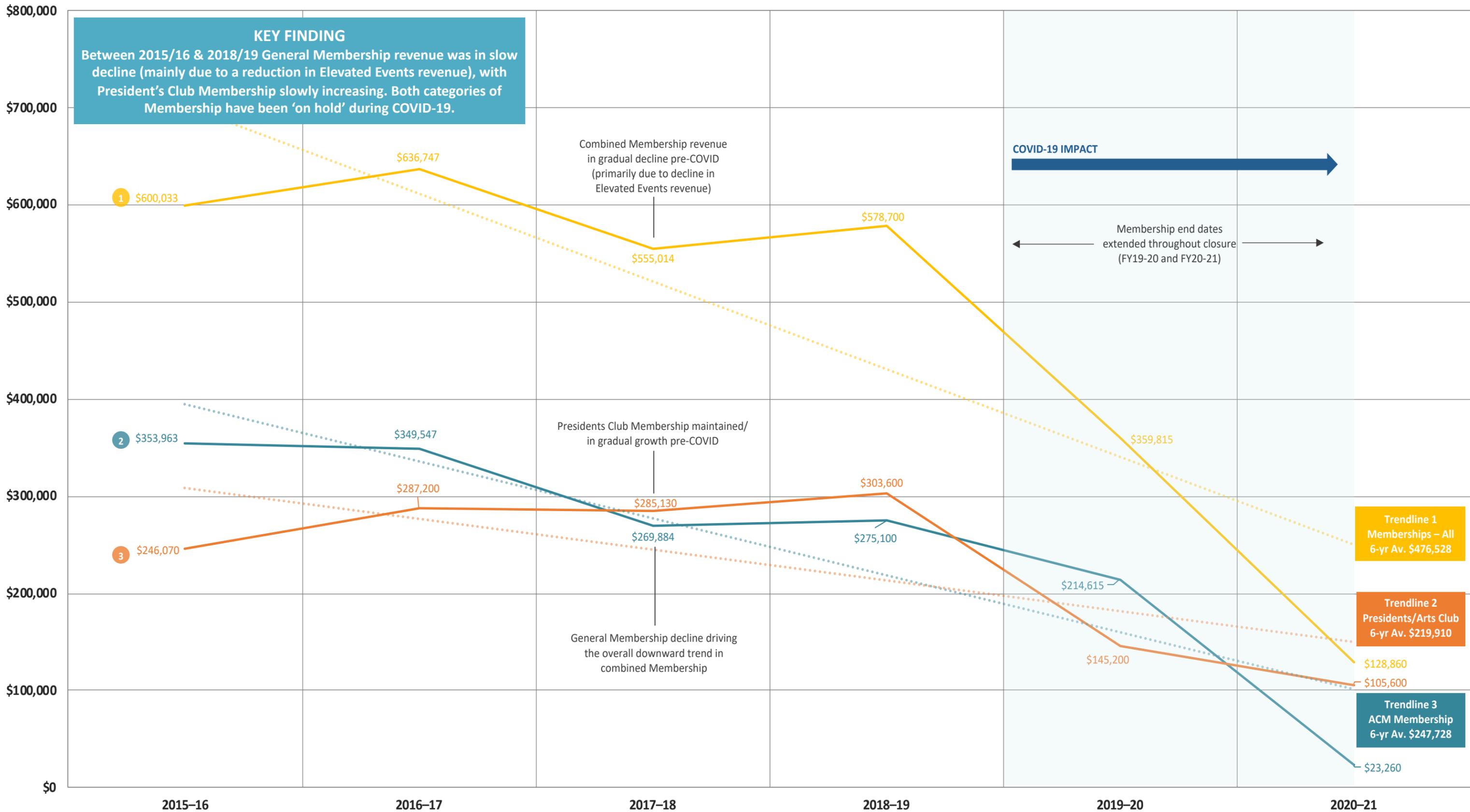


- 1. Major Giving – Direct & Foundation Sourced, exc. Ovation
- 2. Major Giving – Direct, exc. Ovation
- 3. Major Giving – Foundation Sourced, exc. Ovation
- 4. Ovation Event Revenue (Total, Net)
- 5. Ovation Event Expenditure
- Linear ( 1. Major Giving – Direct & Foundation Sourced, exc. Ovation)
- Linear ( 2. Major Giving – Direct, exc. Ovation)
- Linear ( 3. Major Giving – Foundation Sourced, exc. Ovation)



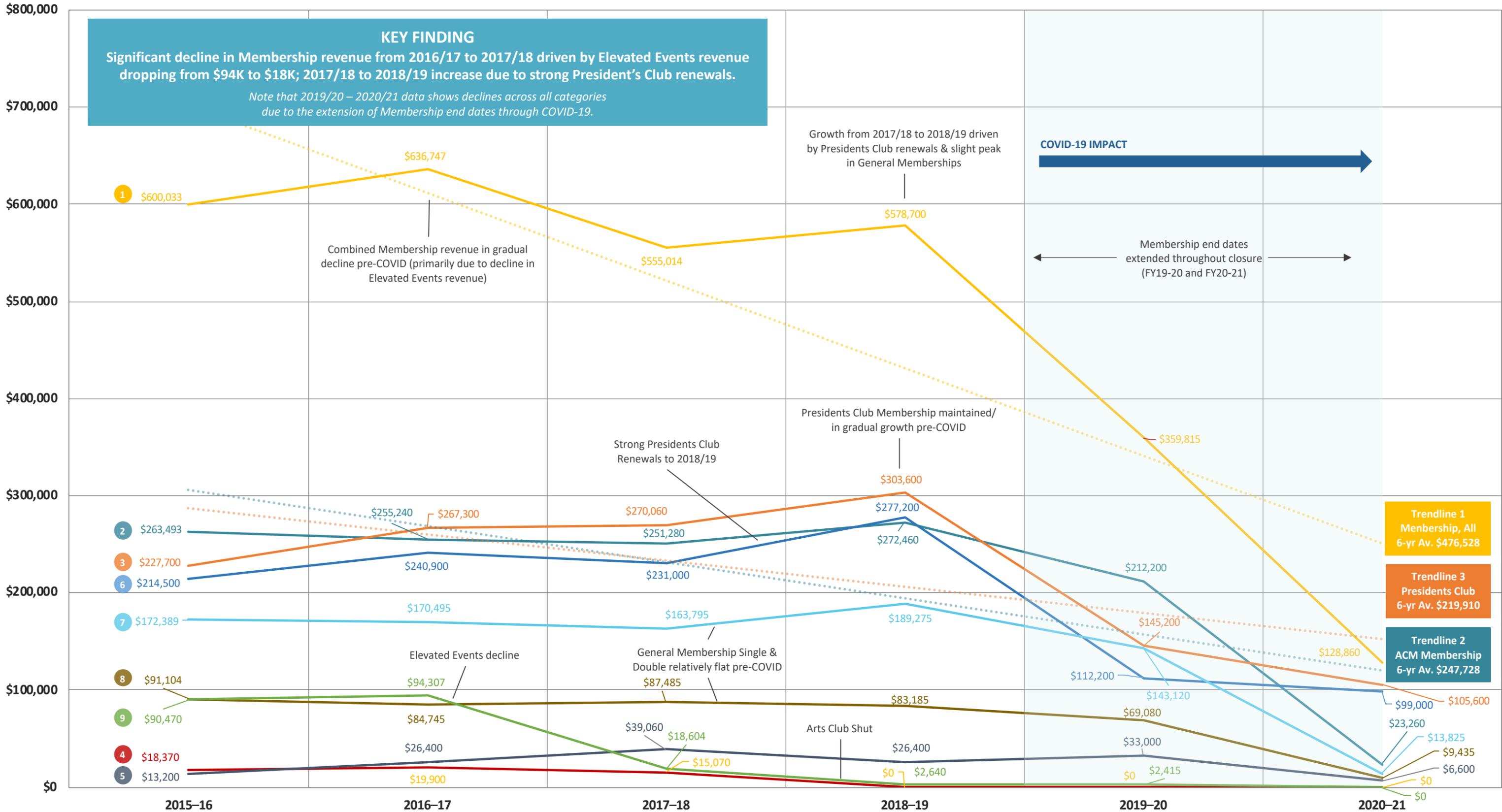
Note: 6 year time period includes COVID-19 Pandemic

- 1. Memberships – Total
- 2. Membership – General, inc. Elevated Events
- 3. Membership – Presidents Club & Arts Club
- ..... Linear ( 1. Memberships – Total)
- ..... Linear ( 2. Membership – General, inc. Elevated Events)
- ..... Linear ( 3. Membership – Presidents Club & Arts Club)



Note: 6 year time period includes COVID-19 Pandemic

- 1. Memberships – All
- 2. ACM General Membership – All
- 3. Presidents Club – All
- 4. Arts Club – All
- 5. Presidents Club – New
- 6. Presidents Club – Renew
- 7. General Membership – Single
- 8. General Membership – Double
- 9. ACM Membership Elevated Events
- Linear ( 1. Memberships – All)
- Linear ( 2. ACM General Membership – All)
- Linear ( 3. Presidents Club – All)



# Arts Centre Melbourne | Philanthropy Performance Analysis 2015–21



## Summary Findings | Year on Year Donor Movement

### Donor Movement | 2015/16–2020/21

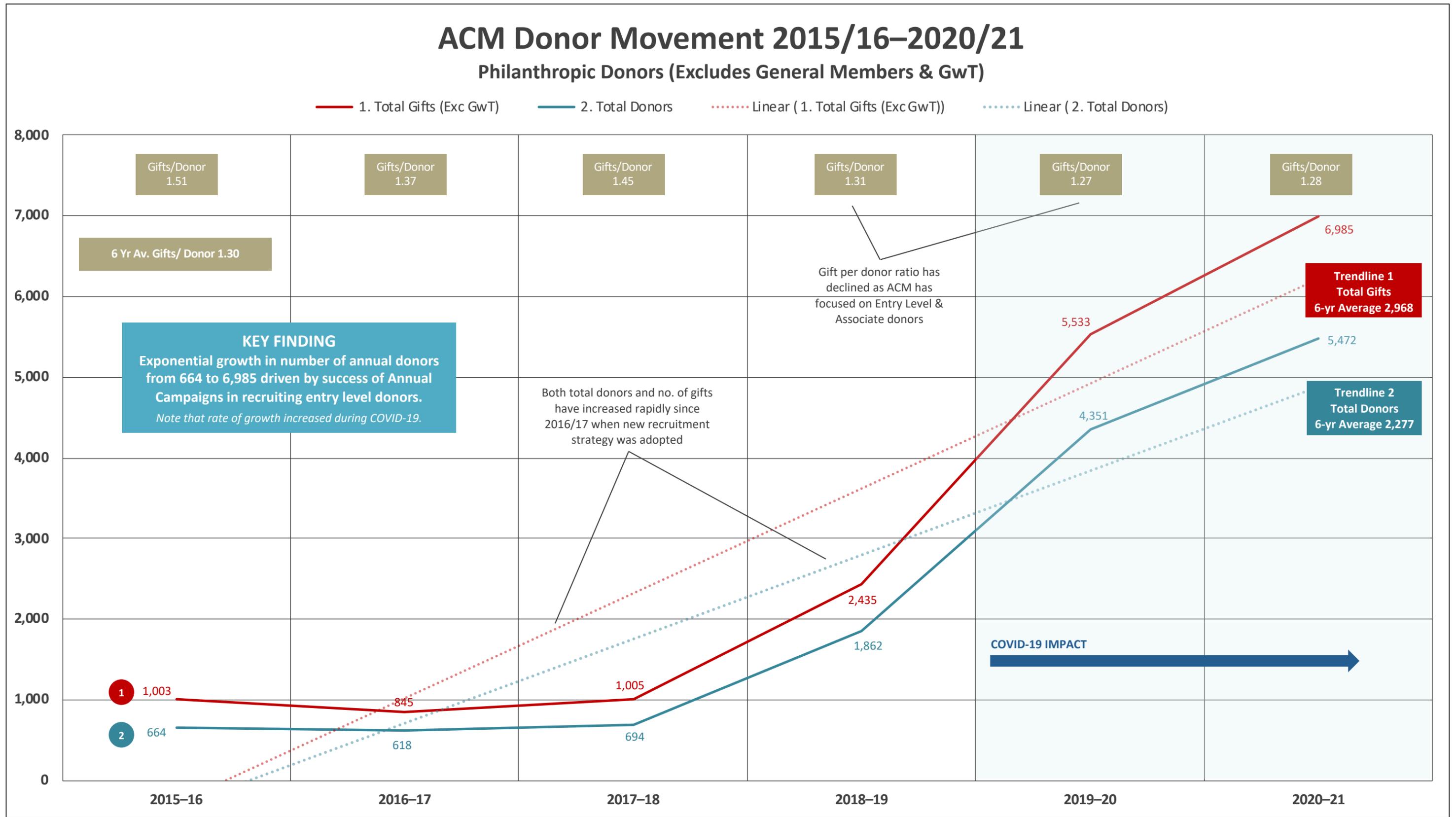
(Gift with Ticket data included, but not used for gifts/donor calculations)

| DONOR STATUS                 | 2015-16 | 2016-17 | +/-    | 2017-18 | +/-  | 2018-19 | +/-    | 2019-20 | +/-    | 2020-21 | +/-   | 6-Year Average<br>(2015/16–20/21) | Total Change |
|------------------------------|---------|---------|--------|---------|------|---------|--------|---------|--------|---------|-------|-----------------------------------|--------------|
| <b>Gained</b>                | 196     | 180     | (16)   | 325     | 145  | 1319    | 994    | 3116    | 1797   | 3183    | 67    | 1,387                             | 2,987        |
| <b>Reengaged</b>             | 65      | 77      | 12     | 71      | (6)  | 177     | 106    | 264     | 87     | 331     | 67    | 164                               | 266          |
| <b>Maintained</b>            | 403     | 361     | (42)   | 298     | (63) | 366     | 68     | 971     | 605    | 1958    | 987   | 726                               | 1,555        |
| <b>Lost</b>                  | 229     | 303     | 74     | 320     | 17   | 328     | 8      | 891     | 563    | 2393    | 1502  | 744                               | 2,164        |
| <b>Total Donors</b>          | 664     | 618     | (46)   | 694     | 76   | 1,862   | 1,168  | 4,351   | 3,657  | 5,472   | 3,610 | 2,277                             | 4,808        |
| <b>Total Gifts (exc GwT)</b> | 1,003   | 845     | (158)  | 1,005   | 160  | 2,435   | 1,430  | 5,533   | 4,528  | 6,985   | 4,550 | 2,968                             | 5,982        |
| <b>Total Gifts (inc GwT)</b> | 6,726   | 9,284   | 2,558  | 9,417   | 133  | 9,162   | (255)  | 10,149  | 732    | 10,492  | 1,330 | 9,205                             | 3,766        |
| <b>Gifts/Donor (exc GwT)</b> | 1.51    | 1.37    | (0.14) | 1.45    | 0.08 | 1.31    | (0.14) | 1.27    | (0.04) | 1.28    | 0.00  | 1.30                              | (0.23)       |

### Selected Observations

- 1) Total donors (+2,987) and gifts (+5,982) have both increased significantly since 2015/16, with an expected drop in gifts/donor from 1.51 to 1.28 reflecting the increased focus on recruiting new donors through 'mass' fundraising.
- 2) Up until the introduction of the new approach to recruiting entry level & Associate Donors, the ACM was losing more donors than it recruited; in 2018/19 and 2019/20 donor recruitment was running at around 4 times the rate of donor losses (4,435 vs. 1,219). 2020/21 is not indicative of the underlying trend due to the specific nature of the activity being run during the COVID-19 restrictions.
- 3) Overall churn rates are high however, with the number of donors lost per year marginally higher than those maintained (744 lost vs. 726 maintained on average); this indicates there is work to do in future on increasing overall donor loyalty through creating stronger connections to the ACM.

Data Sources: ACM Finance Team reporting, ACM Philanthropy Team data, Tessitura, ACM Annual Reviews.



Data Sources: ACM Finance Team reporting, ACM Philanthropy Team data, Tessitura, ACM Annual Reviews.

# Arts Centre Melbourne | Philanthropy Performance Analysis 2015–21



## Summary Findings | Giving Range

### Giving Range | 2015/16–2020/21 (Philanthropy & Membership)

(Split by Foundation sourced and ACM sourced)

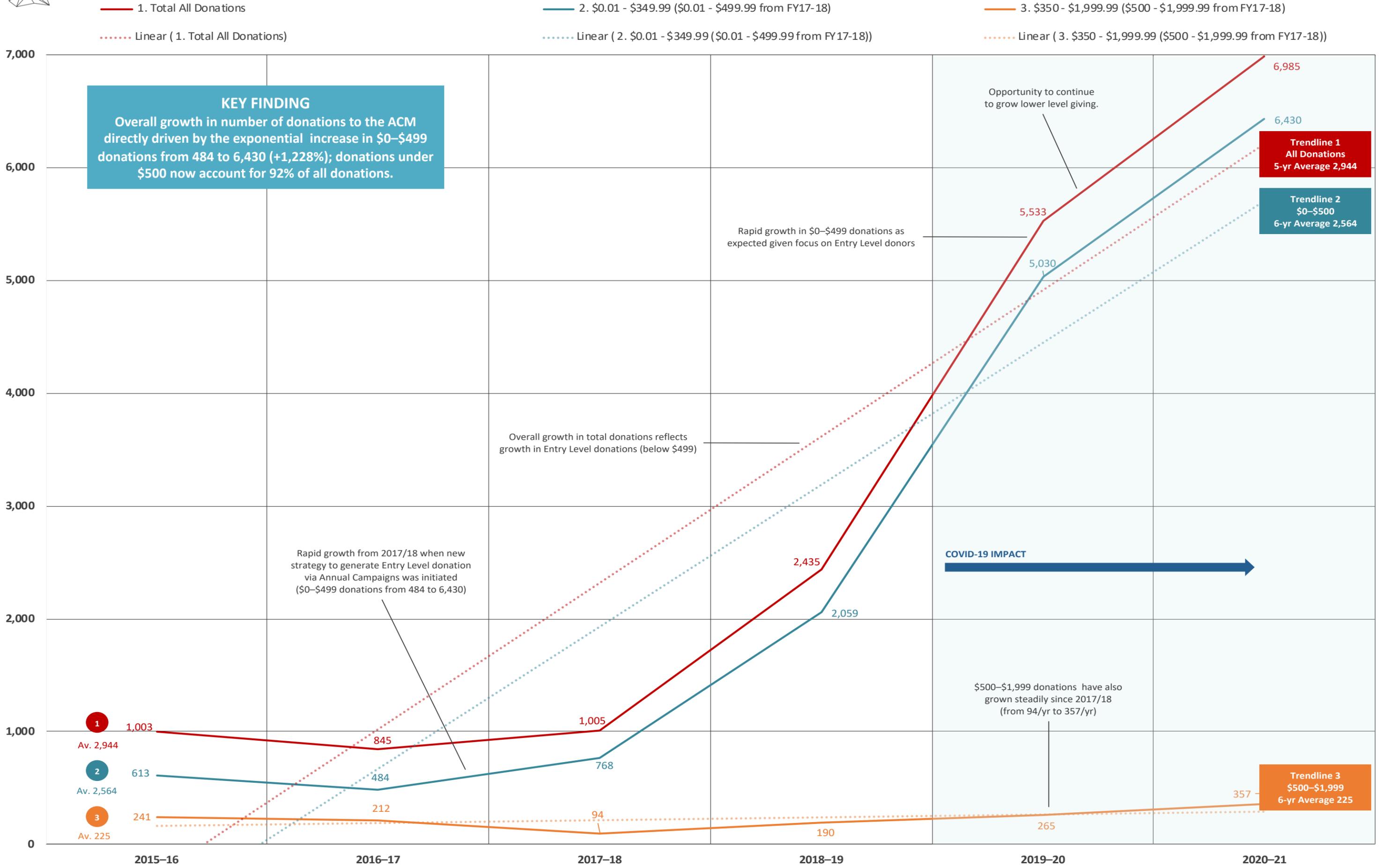
| GIVING RANGE (AUD\$)                                    | 2015-16    |           |              | 2016-17    |           |            |              | 2017-18    |           |              |            | 2018-19      |           |              |              | 2019-20      |           |              |              | 2020-21      |           |              |              | Total<br>(2015/16–2020/21) |               | Total Change +/-<br>(2015/16–2020/21) | 6–Year Average<br>(2015/16–2020/21) |
|---|------------|-----------|--------------|------------|-----------|------------|--------------|------------|-----------|--------------|------------|--------------|-----------|--------------|--------------|--------------|-----------|--------------|--------------|--------------|-----------|--------------|--------------|----------------------------|---------------|---------------------------------------|-------------------------------------|
|   | ACM        | Found.    | Total        | ACM        | Found.    | Total      | +/-          | ACM        | Found.    | Total        | +/-        | ACM          | Found.    | Total        | +/-          | ACM          | Found.    | Total        | +/-          | ACM          | Found.    | Total        | +/-          | Found.                     | Total         | All                                   | All                                 |
| 1. \$0.01 - \$349.99 (\$0.01 - \$499.99 from FY17-18)   | 612        | 1         | 613          | 483        | 1         | 484        | (129)        | 767        | 1         | 768          | 284        | 2,057        | 2         | 2,059        | 1,291        | 5,028        | 2         | 5,030        | 2,971        | 6,430        | 0         | 6,430        | 1,400        | 7                          | 15,384        | 5,818                                 | 2,563.8                             |
| 2. \$350 - \$1,999.99 (\$500 - \$1,999.99 from FY17-18) | 232        | 9         | 241          | 208        | 4         | 212        | (29)         | 94         | 0         | 94           | (118)      | 186          | 4         | 190          | 96           | 264          | 1         | 265          | 75           | 354          | 3         | 357          | 92           | 21                         | 1,359         | 122                                   | 225.0                               |
| 3. \$2,000 - \$4,999                                    | 55         | 3         | 58           | 49         | 0         | 49         | (9)          | 52         | 2         | 54           | 5          | 60           | 4         | 64           | 10           | 81           | 16        | 97           | 33           | 59           | 4         | 63           | (34)         | 29                         | 385           | 4                                     | 63.7                                |
| 4. \$5,000 - \$9,999                                    | 28         | 4         | 32           | 26         | 2         | 28         | (4)          | 17         | 4         | 21           | (7)        | 34           | 4         | 38           | 17           | 46           | 3         | 49           | 11           | 37           | 2         | 39           | (10)         | 19                         | 207           | 9                                     | 33.8                                |
| 5. \$10,000 - \$29,999                                  | 42         | 11        | 53           | 55         | 5         | 60         | 7            | 52         | 6         | 58           | (2)        | 64           | 8         | 72           | 14           | 64           | 15        | 79           | 7            | 74           | 7         | 81           | 2            | 52                         | 403           | 32                                    | 65.3                                |
| 6. \$30,000 - \$49,999                                  | 3          | 0         | 3            | 6          | 0         | 6          | 3            | 6          | 0         | 6            | 0          | 7            | 2         | 9            | 3            | 7            | 0         | 7            | (2)          | 7            | 0         | 7            | 0            | 2                          | 38            | 4                                     | 6.3                                 |
| 7. \$50,000–\$74,999                                    | 1          | 0         | 1            | 2          | 1         | 3          | 2            | 1          | 1         | 2            | (1)        | 2            | 0         | 2            | 0            | 1            | 2         | 3            | 1            | 1            | 0         | 1            | (2)          | 4                          | 12            | 0                                     | 2.0                                 |
| 8. \$75,000–\$99,999                                    | 0          | 0         | 0            | 0          | 0         | 0          | 0            | 0          | 0         | 0            | 0          | 0            | 0         | 0            | 0            | 1            | 0         | 1            | 1            | 3            | 1         | 4            | 3            | 1                          | 5             | 3                                     | 0.8                                 |
| 9. \$100,000+   | 1          | 1         | 2            | 2          | 1         | 3          | 1            | 1          | 1         | 2            | (1)        | 0            | 1         | 1            | (1)          | 1            | 1         | 2            | 1            | 3            | 0         | 3            | 1            | 5                          | 13            | 2                                     | 2.0                                 |
| <b>TOTAL</b>  | <b>974</b> | <b>29</b> | <b>1,003</b> | <b>831</b> | <b>14</b> | <b>845</b> | <b>(158)</b> | <b>990</b> | <b>15</b> | <b>1,005</b> | <b>160</b> | <b>2,410</b> | <b>25</b> | <b>2,435</b> | <b>1,430</b> | <b>5,493</b> | <b>40</b> | <b>5,533</b> | <b>3,098</b> | <b>6,968</b> | <b>17</b> | <b>6,985</b> | <b>1,452</b> | <b>140</b>                 | <b>17,806</b> | <b>5,994</b>                          | <b>2,944</b>                        |

Data Sources: ACM Finance Team reporting, ACM Philanthropy Team data, Tessitura, ACM Annual Reviews.

### Selected Observations

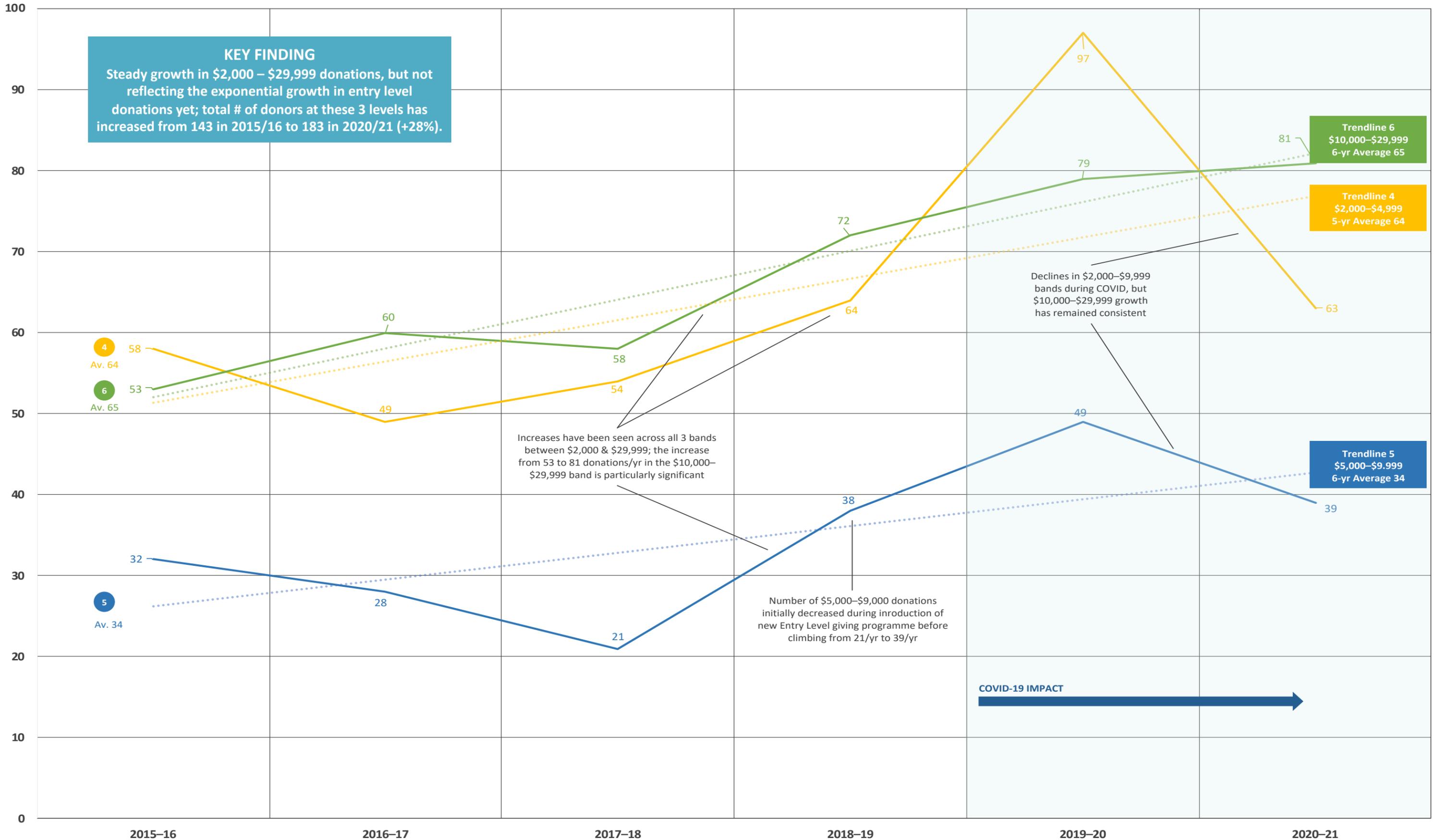
- 1) Rapid growth in low level donations from 2017/18 when new strategy to recruit entry level donors via Annual Campaigns was initiated (\$–\$499 donations grew from 484 to 6,430 in 4 years), driving the overall growth in total donations (1,003 to 6,985 per year, 17,806 in total across the 6-years).
- 2) The major and mid-level gift gap in the ACM’s current fundraising programme first identified in the consultations phase is clearly apparent, with only 18 donations of more than \$75,000 between 2015/16–2020/21. This gap is being only partially addressed by the ACM Foundation, with 6 donations above \$75,000.
- 3) A total of 140 donations have come from the Foundation, with 10 of the 30 donations above \$50,000 being sourced from this group.
- 4) Overall, as well as a clear need to strengthen the major giving programme, also a need to build a stronger and more systematic ‘pipeline’ of donors for the ACM.
- 5) See the charts on the following pages for more detailed analysis, summarised across three giving bands: 1) \$0–\$1,999; 2) \$2,000–\$29,999; and 3) Above \$30,000.

(# of Philanthropic Donations, Including ACM Foundation Sourced)



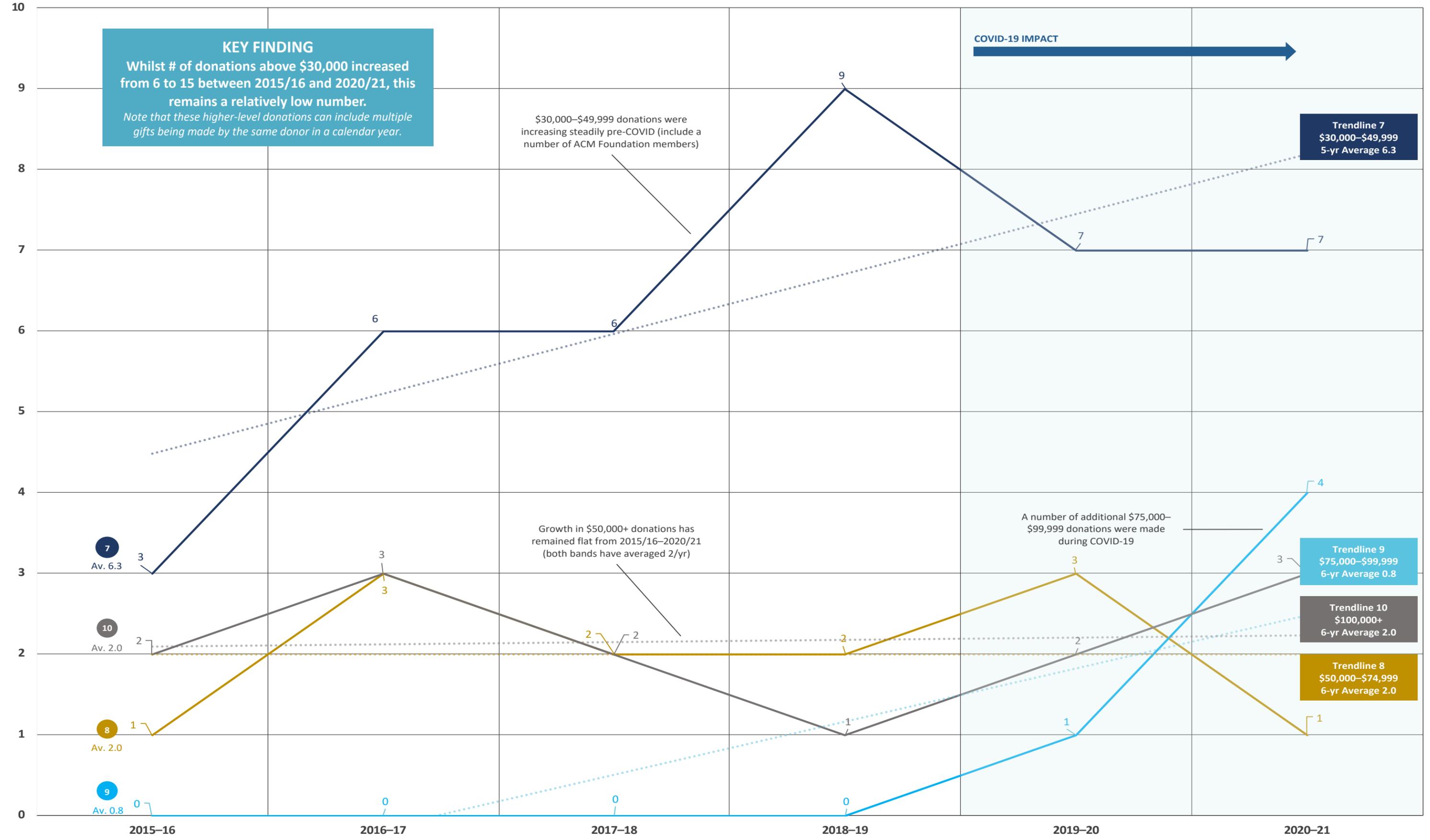
(# of Philanthropic Donations, Including ACM Foundation Sourced)

— 4. \$2,000 - \$4,999   
 — 5. \$5,000 - \$9,999   
 — 6. \$10,000 - \$29,999   
 ⋯ Linear (4. \$2,000 - \$4,999)   
 ⋯ Linear (5. \$5,000 - \$9,999)   
 ⋯ Linear (6. \$10,000 - \$29,999)



(# of Philanthropic Donations, Including ACM Foundation Sourced)

7. \$30,000 – \$49,999    8. \$50,000–\$74,999    9. \$75,000–\$99,999    10. \$100,000+    Linear ( 7. \$30,000 – \$49,999)    Linear ( 8. \$50,000–\$74,999)    Linear ( 9. \$75,000–\$99,999)    Linear ( 10. \$100,000+)



# Arts Centre Melbourne | Philanthropy Performance Analysis 2015–21

## Summary Findings | Lead Donors 2015/16–2020/21



| DONOR<br>Individuals or Organisations (e.g Trusts/Foundation) | 2015/16 – 2020/21<br>(AUD\$) | No. of Gifts | Average Gift<br>(AUD\$) |
|---|------------------------------|--------------|-------------------------|
| <b>A  CASH DONATIONS</b>                                      |                              |              |                         |
| 1. Sidney Myer Fund and the Myer Foundation                   | \$2,109,200.00               | 19           | \$111,010.53            |
| 2. Playking Foundation Pty Ltd                                | \$1,041,500.00               | 24           | \$43,395.83             |
| 3. Mrs Krystyna Campbell-Pretty AM                            | \$792,400.00                 | 16           | \$49,525.00             |
| 4. Mr Andrew Myer AM and Ms Kerry Gardner AM                  | \$568,150.00                 | 22           | \$25,825.00             |
| 5. Mr Marc Besen AC   | \$501,250.00                 | 7            | \$71,607.14             |
| 6. Betty Amsden Foundation                                    | \$381,000.00                 | 5            | \$76,200.00             |
| 7. Mrs Jennifer Leaper OAM and Dr John Leaper OAM             | \$360,000.00                 | 10           | \$36,000.00             |
| 8. Ian Potter Foundation                                      | \$300,000.00                 | 2            | \$150,000.00            |
| 9. Mr John Gandel AC and Mrs Pauline Gandel AC                | \$255,000.00                 | 7            | \$36,428.57             |
| 10. Mr Lindsay Fox AC and Mrs Paula Fox AO                    | \$250,000.00                 | 9            | \$27,777.78             |
| 11. The Scobie and Claire Mackinnon Trust                     | \$250,000.00                 | 4            | \$62,500.00             |
| 12. Linda Herd  | \$229,160.00                 | 36           | \$6,365.56              |
| 13. Mr Neville Bertalli and Mrs Di Bertalli                   | \$217,000.00                 | 11           | \$19,727.27             |
| 14. Mr Kevin Bamford and Mrs Colleen Bamford                  | \$206,450.00                 | 10           | \$20,645.00             |
| 15. Jennifer Prescott and Mr John Barry Prescott AC           | \$193,000.00                 | 12           | \$16,083.33             |
| 16. Mr Lindsey Hogg   | \$180,000.00                 | 6            | \$30,000.00             |
| 17. Mrs Jennifer F. Brukner OAM                               | \$170,200.00                 | 13           | \$13,092.31             |
| 18. Mrs Rosie Lew AM  | \$157,000.00                 | 8            | \$19,625.00             |
| 19. Mr Rino Grollo and Mrs Diana Grollo                       | \$150,000.00                 | 6            | \$25,000.00             |
| 20. Mrs Virginia Boon and Mr Harry Boon                       | \$140,000.00                 | 4            | \$35,000.00             |
| 21. The Bowden Marstan Foundation                             | \$140,000.00                 | 2            | \$70,000.00             |
| 22. Mr and Mrs Ron Dobell                                     | \$130,120.00                 | 7            | \$18,588.57             |
| 23. Mr Peter Scanlon AO and Mrs Angie Scanlon                 | \$120,000.00                 | 6            | \$20,000.00             |
| <b>Subtotal</b>   | <b>\$8,841,430.00</b>        | <b>246</b>   | <b>\$35,940.77</b>      |
| <b>B  PERFORMING ARTS MATERIALS/ITEMS DONATIONS</b>           |                              |              |                         |
|   |                              | 0            |                         |
| 1. Opera Australia  | \$604,450.00                 | 35           | \$17,270.00             |
| 2. Matthew Corrigan (estate of Peter Corrigan)                | \$327,200.00                 | 1            | \$327,200.00            |
| 3. Paul Kelly, AO   | \$138,535.00                 | 1            | \$138,535.00            |
| <b>Subtotal</b>   | <b>\$1,070,185.00</b>        | <b>37</b>    | <b>\$28,923.92</b>      |
| <b>TOTAL</b>  | <b>\$9,911,615.00</b>        | <b>283</b>   | <b>\$35,023.37</b>      |

### Selected Observations

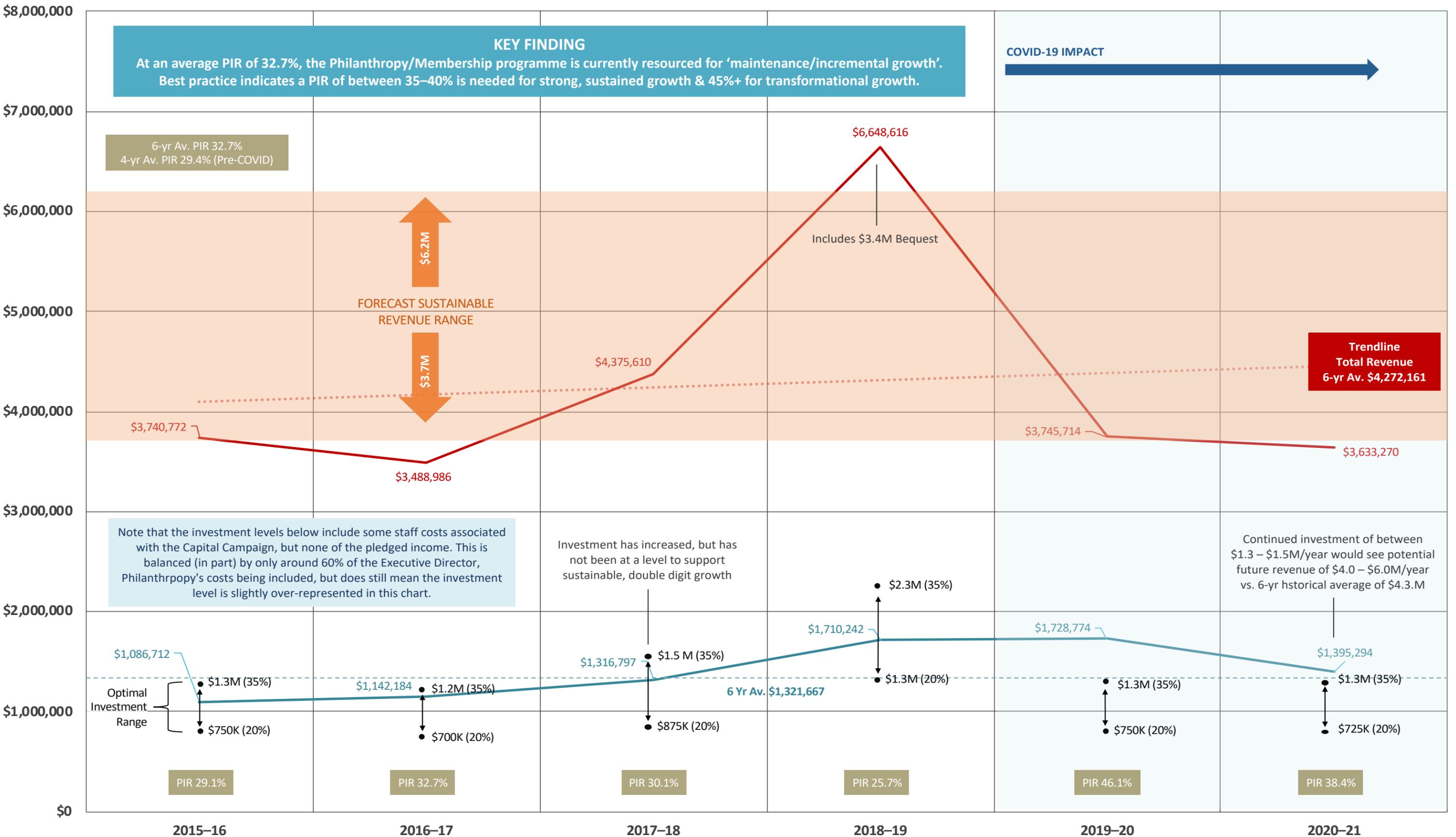
- Top 6 Donors have provided over 60% of significant donations (\$120K+) to the ACM since 2015/16 (\$5.4M of \$8.8M).
  - Top 2 donors are responsible for 36% of the total.
  - Currently over-reliant on a small number of high-end donations, with no clear donor pipeline and inconsistent donor stewardship.
- Average cash donation was approximately \$36K, which is relatively low when compared with sector best practise; \$29K was the average for donations of performing arts materials/items between 2015/16–2020/21.
  - Note that donations to the Australian Performing Arts Collection are not directly managed by the Philanthropy Team at ACM.
- A significant bequest of over \$3M was received during the review time period, from an existing top 10 donor (bequest amount not included in table).
- Aside from the one highlighted above, bequests do not currently feature heavily in the lead donors, reinforcing the overall opportunity in this area.

## Philanthropy & Membership Revenue (All)

— Revenue – Philanthropy & Membership

— Investment – Budget + Staff Costs

..... Linear (Revenue – Philanthropy & Membership)



## 05 | WHERE TO FROM HERE?

The performance analysis summarised in this document is one of the key inputs to the ACM's planned Philanthropy strategy review and update process.

It sits alongside the key findings from the in-depth consultations conducted in November and December 2021 with Victorian Arts Centre Trustees, ACM Foundation Board Members, the ACM's Executive Team and all Philanthropy Team staff members, and will be used to inform a future 5 year Philanthropy strategy for the Arts Centre Melbourne that is currently planned for development in the first half of 2022.

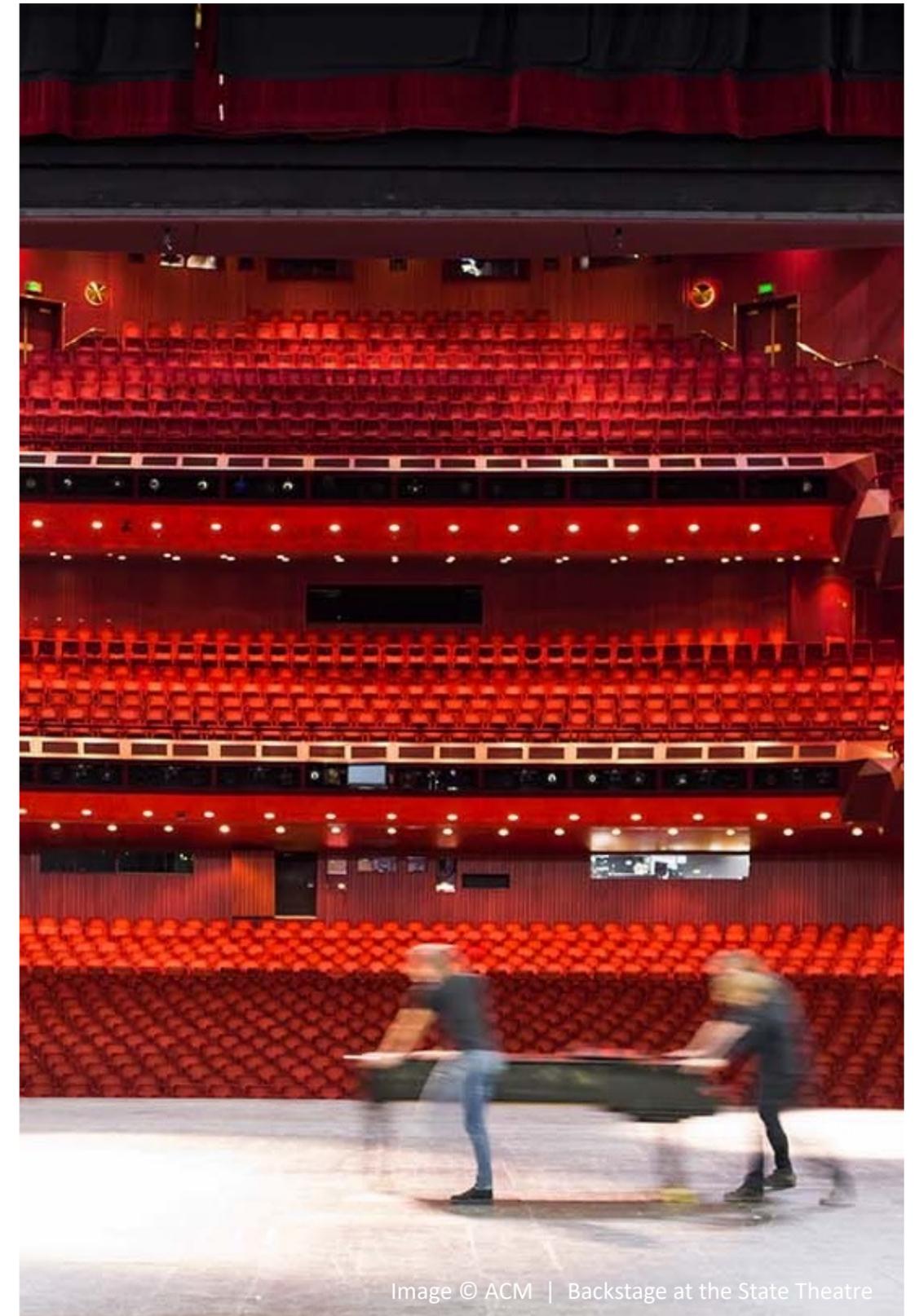
Ahead of that process, it is recommended that an attempt be made to answer the questions about ambition that are posed in the key findings section of this document.

What does growth actually look like for Philanthropy and Membership at the Arts Centre Melbourne over the next 5, 10 or even 20 years?

Should we aim for 'incremental', 'accelerated', 'sector-leading' or 'transformational' growth (or something else entirely)?

The enhanced opportunities that both the ACM's 'Transformation' strategy and the 'Reimagining' project bring with them should also be born in mind when considering what Philanthropy & Membership could look like in the future, as both could play a significant part in transforming the ACM's future approach to fundraising.

Whilst this document is focused on analysing past performance, its intent is to inspire future growth. The analysis in this document indicates there is significant opportunity; the key to unlocking it will be to first identify how high the ACM wants to aim for, and then to ensure the organisation invests in the systems and processes to get there.



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