

RISK MANAGEMENT

At Chamber Made we make a distinction between artistic and operational risk. Artistically, we commit to risk. It's what we do – we explore, we experiment and we dream something altogether new at the intersections of artforms. Operationally, we take a conservative approach to risk. We minimise loss and maximise opportunity by adhering to the following risk management matrix.

Gaps identified/Risk	Likelihood	Current controls	Required actions	Who	When
STRATEGIC					
Multi-artform work can present challenges when it comes to attracting funding (most funding bodies operate in artform silos)	High	Close communication with funding body officers and program managers Adapt funding proposals to each context	Continue current controls	AD / CEO EP Comms Manager	Ongoing
Multi-artform space can impact clarity of brand in market place	Moderate	Turn into an advantage via bold artistic programming and claiming the space Partner with presenters (including festivals and venues) that are aligned with multi-artform work and that have existing audience reach Work with artists who are leaders in their disciplines to ensure highest quality works and attracting audiences Work with experienced publicist to create a bespoke campaign for each work informing and exciting new and existing audiences Hold free audience information sessions for each new work	Continue current controls	AD / CEO EP Comms Manager	Ongoing
Growing national reputation and activity as a Melbourne-based organisation	Moderate	Maintaining good relationships with festival directors and key staff in potential presenting and co-producing partner organisations	Work with interstate partner organisations to build reputation via solid presentation of new works and getting to know artists in other states via Hi-Viz National	AD/CEO EP Board members connecting via their networks	Ongoing

Gaps identified/Risk	Likelihood	Current controls	Required actions	Who	When
Maintaining presence in international market	Moderate	AD / CEO and EP attend international market events in Australia and overseas	AD / CEO and EP visit overseas market events Build and actively nurture relationships with international colleagues to work towards co-production and presentation partnerships	AD / CEO EP	Ongoing
Work takes a long time to make so fairly low output which may impact audience engagement and brand awareness	Moderate	Other annual events and communications: Salons, Little Operations, eNews Cross-promote performances by peer organisations to build audience appetites for contemporary performance	Increase touring of works in repertoire in partnership with festivals and partner organisations Seek other platforms for public and sector engagement	AD / CEO EP Comms Manager	Ongoing
Projects rely on strong partnerships	High	Develop long term, close working relationships with national and international partners Develop robust and clear MOUs that clearly articulate expectations	Build our networks so that partnerships do not exist in isolation	AD / CEO EP	Ongoing
Audience data not always available due to presenting partner policies	Moderate	Request audience opt-in on booking or access to data where possible	Set up regular and formalised agreements at launch of partnerships / projects	EP	Ongoing

Gaps identified/Risk	Likelihood	Current controls	Required actions	Who	When
FINANCIAL					
Reliance on government funding / limited other income streams	High	Diversity Income through: Private donations Philanthropic grants Earned income from commissions & presentations	Continue to increase and diversify other income streams through Fundraising sub-committee and engaging existing donors	AD / CEO EP Board	Ongoing
Contracting funding environment	High	Stay aware of any changes in funding sources, guidelines Leverage partnerships (e.g. commissioning fees, subsidised or free use of space, equipment and other resources) Recruit a fundraising specialist to the Board	Continue current controls	AD / CEO EP Board	Ongoing
Chamber Made loses Creative Victoria or City of Melbourne funding	Moderate	Review funding body priorities Close communication with project officers Forward planning for grant applications	Continue current controls	AD / CEO EP	Ongoing
Limited market for Chamber Made work	Moderate	Audience and market research and development Strong co-producing and presenting relationships, nationally and internationally	External consultant for international market development as required Continue current controls	AD / CEO EP	Ongoing
OPERATIONAL					
Staff burn out	Moderate	Flexible workplace Regular Staff appraisals Organised Annual Leave Budget for casual staff contingency Regularly update People & Culture Policy and ensure wellbeing provisions are enacted	Continue current controls	AD / CEO EP Board	Ongoing

Gaps identified/Risk	Likelihood	Current controls	Required actions	Who	When
Internal communications challenging as everyone is part time	Low	Cloud-based document storage Online project management platform Regular staff meetings	Continue current controls	All staff	Ongoing
Artists often not equipped to lead company as Artistic Director	Moderate	Engagement of external artists to take lead roles in creation of new works in company context Pathways for artists to learn more about organisational activity	Create succession plan which allows for artist professional development	Board	By Dec 2023
Being sufficiently resourced to achieve diversity agenda goals	Moderate	Budget lines for consultation with specialist organisations Regularly update Diversity & Inclusion Plan Make use of government funded training and resources	Continue current controls	All staff Board	Ongoing
Shortage of adequately trained production managers	High	Work through networks to identify new production managers to work with	Partner with peer organisations to create a pilot production management mentoring program (in collaboration with Lucy Guerin Inc., Polyglot, Melbourne Fringe & Auspicious Arts)	AD/CEP EP	By Dec 2024