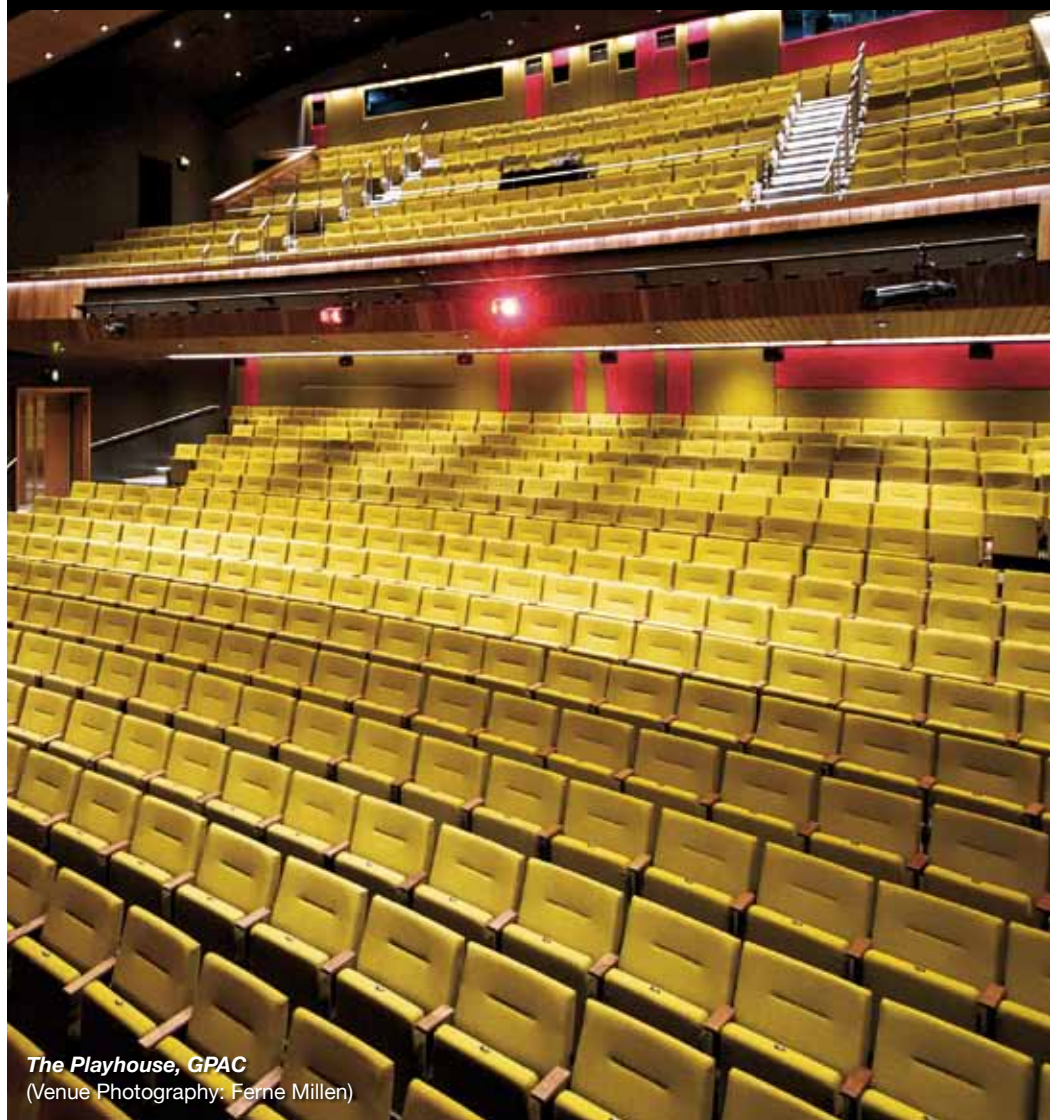


Geelong Performing Arts Centre Strategic Plan 2010-13



Executive Summary and Message from Chair

The City of Greater Geelong and the Geelong region (G21) are undergoing significant change. Major infrastructure investment in rail and road has made the area more accessible. Manufacturing and agriculture are retracting and the region is attracting new forms of business, including a growth in service industries and IT businesses, the relocation of the Transport Accident Commission from Melbourne to Geelong, and the continued expansion of Deakin University. International and Victorian visitors to The Great Ocean Road are also increasing with the Great Ocean Road now one of Australia's key tourist destinations.

Most significantly, all municipalities within the G21 region are forecast to increase in population between 2001 and 2016, with the largest expected increases in the City of Greater Geelong itself. In 2006, the region had a population of 273,665. By 2011, this is forecast to be 294,704 and in 2021, forecasts predict a population of 345,641 – a total increase of 71,976.

As part of this growth, Geelong's unique Arts Precinct is itself set to expand due to a proposed redevelopment. GPAC is located in the heart of the Precinct and our current spaces will be all the more valuable to the region following their redevelopment. In addition the Centre's redevelopment will see a range of spaces added, which will give the city a range of flexible spaces that match those of the theatres that regularly present leading performance works in Australia's major capital cities.

As a major arts centre in Australia GPAC already entertains a wide and diverse audience by presenting, promoting and nurturing innovative and distinctive performances across the broad spectrum of performing arts.

Our vision encompasses artistic leadership with the Geelong Performing Arts Centre viewed by its audiences, industry participants and government as a leader in the performing

arts industry in Australia. As such it will define performing arts in Geelong and play a leading role in the development of Geelong and the region.

Our values embrace:


Passion for the performing arts
Community and Customers
Teamwork
Honesty, Fairness and Respect
Safety

Our leadership role will be confirmed not only by our refurbished and expanded facilities but also by our distinctive artistic footprint and the sheer number of activities and audiences that we attract. Currently in any one year over 1,000 performances, events and other arts activities take place in our venues; Geelong's Arts Precinct attracts close to half a million visitors a year, almost half of which are attributed to GPAC activities. On average annual attendances reach 220,000 including those attending events at Deakin's Costa Hall, managed by GPAC. On average 1 in 2 households in our primary catchment and 30% of the households in the region/secondary catchment have attended GPAC in the past three years.

This Strategic Plan covers the next 3 years and identifies goals and strategies which will shape the organisation as it is progressively redeveloped.

The planned redevelopment of our facilities puts us in a unique position to provide outstanding and innovative leadership for our region's growing population, our cultural sector and other regional performing arts centres. It is our plan for confirming the redeveloped GPAC as a leader in the Australian and international performing arts industries.

Tim Orton
Chairman, GPAC Trust



GPAC in Overview

The Performing Arts in Geelong

The greater Geelong region has a rich cultural history in the performing arts. Many individual performers and arts workers from the region have gone on to establish national and international careers in the arts, and Geelong is home to Australia's only full time ensemble theatre company, Back to Back Theatre. Many artists are moving to Geelong attracted by creative opportunities, proximity to Melbourne, lifestyle and housing affordability. Our local theatre companies play an important role in the region's cultural life and they have a strong sense of ownership of GPAC. These companies provide opportunities for people to be involved creatively in a variety of roles, from performance to technical support, and front of house.

Our local theatre and music theatre companies continue to produce quality performances and new groups continually emerge to add to the diversity of work available in the region. Festivals in the region continue to grow and deliver an intensity of arts experience that audiences love, such as the Pako Festa, Celtic Festival, Queenscliffe Music Festival and Day on the Green. Geelong continually hosts a number of high profile commercial concerts by artists as diverse as Joe Cocker, Kelly Clarkson, Toni Childs, Paul Kelly and The Veronicas, demonstrating the region's ability to economically sustain this activity. The last two years have seen a significant shift in the quality, scale and range of performing arts being offered by GPAC, including; Circus Oz, Keating!, 39 Steps and many significant leading performers presenting at GPAC, including

Hugo Weaving, Robyn Nevin, Kym Gyngell, Pamela Rabe, Marcus Graham, Toni Lamond, Max Gillies, Geoff Morrell and more. Artists of this calibre enjoy their engagement with the audiences and the city.

In recent years the City of Greater Geelong's Arts and Culture Department has been re-established and it has delivered a number of important projects including a cultural strategy, arts directory and celebration of the Commonwealth Games. They are a strong partner for GPAC, and by working together we have created a powerful and effective network for the performing arts in the region.

GPAC applauds the changes and takes very seriously its role as the key provider of professional performing arts and supporter of high quality regional performing arts.

GPAC in Geelong and the G21 region

GPAC has been successful in its artistic, financial and operational management and has maintained a leadership role in the nation's performing arts networks and as a mentor for the arts at a local level. With three major venues in operation (The Playhouse, Drama Theatre and Deakin's Costa Hall) around 220,000 audience members enjoy a variety of performances and events each year.

Despite no real growth in Government funding, which constitutes a substantial decline relative to population, GPAC has worked hard to increase non-grant income by fostering all

GPAC in Overview

aspects of the business in order to balance operating costs. This has been done while improving access to the broadest cross-section of our community. Staff numbers have remained consistent and our people are hard-working, committed and skilled.

However, technical infrastructure has not kept pace with industry standards with minor upgrades only funded by Arts Victoria and the building itself is showing signs of wear and tear typical of a 30-year-old building. All venues and ancillary spaces are well utilised by community from across the region. Community activity currently represents approximately 60% of GPAC activity.

Over the last ten years GPAC has grown its level of activity and involvement with the community. However, without redevelopment GPAC will not be able to capitalise on the continuing growth of the region and achieve a significant change in activity, audience or participation levels.

The Opportunity for GPAC

Thus we have the chance to capitalise on two highly complementary changes – a significant demographic change and the redevelopment of our facilities – arguably the most significant opportunity that our organisation has faced since the creation of the current GPAC.

Stage 1 – the \$3 million refurbishment of The Playhouse (previously the Ford Theatre) – was funded by the State Government in 2009. This work was completed in April 2010 and saw the extensive refurbishment of the auditorium

with new seats, carpet, paint, energy efficient lighting and OH&S and DDA improvements. The transformation is delightful and a stark reminder of the need to upgrade the rest of the building.

The planned redevelopment of GPAC will deliver a combination of refurbished, redeveloped and new facilities which will:

- expand the centre's floor space from 1,865sqm to 2,845sqm
- see an increase from 2 to 6 spaces available for public performance

On completion the Centre will include – the 800 seat Playhouse, an expanded Drama Theatre to 500 seats, and new spaces – 250 seat flexible theatre, 150 seat music/cabaret space, 80 seat black box, 4 dance studios/rehearsal spaces, administration and creative industry accommodation, outdoor performance space and café and bars – all offering universal access.

Operating from key civic facilities, GPAC will be able to provide outstanding and innovative leadership and diversify and deepen regional cultural life. From the organisation's standpoint the redevelopment will clarify GPAC's leadership role in the broader community and embed GPAC as the focal point of performing arts in the region.

There will also exist the opportunity for local artists to access world standard performing arts and use the redeveloped GPAC as a platform for the development of their own work.



Riverside Productions and Phil Bathols
Shakespeare's R&J
(Alcoa Theatre Season 2010)

In order for the Geelong Performing Arts Centre to remain pivotal and best serve the communities of the G21 region, it is critical that we capitalise upon this opportunity.

Business and Community

GPAC is one of the region's influential businesses playing a significant role in the lives of all communities in the region.

GPAC provides outstanding performing arts performances and services to the Geelong region, Victoria and Australia. These services can be identified as:

- The presentation and promotion of performances across the performing arts
- Access to its facilities for organisations, producers and artists wishing to present performances in Geelong
- The management and operation of theatres, and other facilities
- Educational and other support services for the Geelong region
- Support for the development of arts and cultural development in the City of Greater Geelong and surrounding regions
- Opportunities for local business, individuals and government to support the arts
- Function facilities for the wider Geelong region – business, government, schools and residents and groups across the region

As a public entity, GPAC meets the highest standards of business practice and operates in a context where the interests of all stakeholders must be protected and within our code of conduct, consistent with Victorian Government guidelines pertaining to agencies such as ours.

GPAC's business is conducted in the context of public ownership and accountability in line with applicable legislation, including the requirements of the GPAC Act, occupational health and safety, disability, environmental, employment, cultural diversity and financial management legislation.

Operating as a not for profit organisation GPAC receives recurrent funding from the State Government as well as revenue from ticket sales, box office from GPAC presentations, sponsorships and donations, and venue rentals. GPAC also receives maintenance funds from Arts Victoria and some touring support through the Federal Government's Playing Australia Touring Fund and the State's Major Company Touring Fund.

The redevelopment story so far

In 2007 the Trust adopted a three year Strategic Plan that acknowledged the progression of the argument for the redevelopment of the Centre and the Precinct. In the same year, the Victorian Government (through Major Projects Victoria) commissioned a Masterplan by Biruu covering the Arts Precinct – buildings and public realm both surrounding and including the Geelong Performing Arts Centre. This Masterplan was funded by the State Government and the City of Greater Geelong and investigated a number of possible cultural, arts and commercial projects for the city.

1. Major Projects Victoria has adopted the Biruu Masterplan as the base case for the development of the Business Cases for GPAC and an integrated Library and Heritage Centre. GPAC's 2010 – 2013 **Strategic Plan** is the Trust's strategy to develop and grow the business and manage the opportunity of the redeveloped GPAC to achieve the State Government's vision of*"the creation of a cultural precinct that both enlivens the cultural life of the people of Greater Geelong and its visitors and that is also regarded as a quality destination providing a high level of cultural offerings through a range of exciting inclusive and engaging activities, events and facilities"* (Masterplan and Precinct Business Case prepared for the Victorian Government by Biruu).

2. This **Strategic Plan** draws heavily from the Artistic Policy adopted by the Trust in April 2008, the platform of which is *"that the Centre will be renown as one of Australia's best and most vibrant performing arts centres – promoting, nurturing, facilitating and producing distinctive, innovative, high quality Australian and international arts and artists; leading the cultural conversion; and engaging and inspiring an increasingly diverse and growing audience"*

3. The Biruu Masterplan considered an extensive expansion and upgrade of the Precinct with the objective to:

- Encourage a high level of day and night time activity through the design and development of safe and ambient environment and improved access and linkage across the area and to adjoining precincts
- Stimulate private sector investment to provide a mix of appropriate commercial and cultural enterprises
- Attract intra and interstate visitors to the Precinct

4. The Biruu Masterplan was completed in late 2007 and contemplated an investment of \$142 million (in 2009 dollars) into the Precinct over a 4 year period, of which \$71 million related directly to GPAC (including ancillary works, fly tower sculpture and fees).

5. The Biruu Masterplan also proposed a new integrated Library/Heritage Centre, a refurbished Old Courthouse building, expanded Geelong Gallery to be complemented by improvements to the public realm and links to the train station and waterfront.

6. The proposed redevelopment of GPAC involves: the refurbishment of The Playhouse (formerly Ford Theatre), Alcoa Studios and Ryrie Street entrance, the Drama Theatre (formerly Blakiston Theatre) expanded to 500 seats, backstage and technical upgrades, new studio/flexible theatres and retail facilities including café and bar, box office and creative industries and administration offices.

7. In May 2008, the Victorian Government funded the first stage of the implementation of The Birru Masterplan with \$7.865 million for the refurbishment of the Old Courthouse building and final business case planning for GPAC and the integrated Library/Heritage Centre.

8. In May 2009 the State Government announced \$3 million for Stage 1 of the GPAC redevelopment – for the refurbishment of The Playhouse (formerly the Ford Theatre).

9. G21 and City of Greater Geelong endorse The Arts Precinct as priority projects.

10. The Business Case for a redeveloped GPAC as part of the overall Precinct redevelopment was completed in December 2009.

11. The Playhouse refurbishment was completed on 29 April 2010 with extensive refurbishment of the auditorium with new seats, carpet, paint, energy efficient lighting (the first theatre in Australia to do so) and OH&S and DDA improvements.

12. The Geelong Arts Precinct endorsed by the Barwon South West RDA as on of three priority projects in May 2010.

GPAC's Stakeholders

Artists

Artists, companies and groups throughout Australia, and where possible overseas, will be actively targeted to tour into GPAC as part of its programming footprint. The artistic community in the Greater Geelong region comprising both professional and amateur, individuals and groups will also be part of the complex matrix of work available at GPAC.

Arts Precinct Partners

The Library/Heritage Centre, Courthouse Arts and the Old Courthouse building itself, the Geelong Art Gallery, Back to Back Theatre, City of Greater Geelong, curators of Johnstone Park and adjacent businesses including the State Government Office building, Barwon Water and Gordon TAFE.

Audiences

GPAC recognises the diversity of its community and considers that its target audience comprises of people of all ages and walks of life, in Geelong, our regions around Greater Geelong, Melbourne, regional Victoria, national and international that can come to Geelong to enjoy the experience of diverse, world standard, live performing arts.

Business Community

The business community of Greater Geelong and G21 represent strong support for the performing arts through donations, sponsorship, use of facilities and patronage.

Community Production Companies

As a community asset, GPAC is available for the community who require a diverse range of competitively priced, high-quality facilities that meet their artistic aspirations.

Education Community

Primary and secondary schools, colleges, universities, TAFEs and other teaching organisations in the Greater Geelong region wishing to use GPAC to support curriculum, students and staff that make up an important section of our audience.

Federal Government

Geelong has been designated as a "major city" under the Federal Government's regional development initiative. GPAC is a key springboard for the Federal Government funded Playing Australia Tours, helping secure regional tours by world standard performing artists across Victoria.

GPAC Employees and Trust

Full time, part time and casual employees, volunteers and members of the Trust.

Independent Production Companies

Independent production companies that bring to the Greater Geelong region performers, artists and shows that require a diverse range of facilities that are competitively priced, professionally managed and staffed, and supported by effective marketing services.

Local Government

This Strategic Plan strongly supports the vision and strategy of the City of Greater Geelong and Geelong Regional Alliance (G21) for the performing arts and broader cultural initiatives and acknowledges the important connections with the residents of these regions. GPAC welcomes their support for the Arts Precinct redevelopment as one of the critical, fast track, infrastructure projects for the region.

Performing Arts Networks

As a member of VAPAC (Victorian Association of Performing Arts Centres) and APACA (Australian Performing Arts Centres Association), GPAC recognises that its own activities and innovations can be an important agent for change in regional arts practice across Australia and internationally.

Sponsors and Donors

Both supporters of specific programs; general activities and naming rights donors including those through the GPAC Endowment Fund.

Suppliers and Contractors

Particularly local companies that provide a range of services across facility maintenance, catering and marketing.

Victorian Government

As a State Government Arts Agency, GPAC works primarily with Arts Victoria and the Department of Premier and Cabinet, but as a significant organisation in regional Victoria it also plays an important role in the development of the State's tourism, regional and economic development, education, and community wellbeing policies and initiatives.

GPAC's Mission

The Geelong Performing Arts Centre (GPAC), is a major arts centre in Australia. GPAC entertains a wide and diverse audience by

presenting, promoting and nurturing innovative and distinctive performances across the broad spectrum of performing arts.

GPAC's Vision

Our vision encompasses artistic leadership with the Geelong Performing Arts Centre viewed by its audiences, industry participants and Government as a leader in the performing arts industry in Australia. As such it will define performing arts in Geelong and play a leading role in the development of Geelong and the region.

We will meet, and where possible exceed, the objectives of the broad stakeholder base identified in this Strategic Plan and be:

- A key contributor to the community and its own cultural and economic development
- A leading and innovative participant in the performing arts industry with a distinctive artistic signature
- An important destination for Victorian, national and international touring artists
- A destination of choice for both those living in the region and those visiting the region
- A provider of world class performing arts theatres and facilities

Back to Back Theatre's
Small Metal Objects
(2010 Shaken + Stirred)



GPAC's Values

Passion for the performing arts

- Have courage in programming which through passion, education and openness ensures opportunities for a diverse audience to embrace innovation in performing arts
- Provide access for local communities and intra, interstate and international visitors to Geelong to ensure a memorable experience in performing arts
- Provide leadership in the cultural debate in performing arts in Australia
- Have a belief in the possibility of theatre to transform peoples' perception of the world
- Provide opportunity for the community to present their oral history through storytelling
- Ensure access to the culturally diverse and disadvantaged to have access to that storytelling

Teamwork

- Develop and maintain a positive and professional approach to teamwork within GPAC
- Instill in each other our passion and values
- Take the views of others into account
- Encourage open and honest communication and transparency in all our dealings

Safety

- To provide a secure facility to ensure the safety of staff and visitors to GPAC
- To take environmental impacts into consideration in both redevelopment and ongoing operations
- Ensure compliance at all times with all workplace and public safety legislation and establish sound and safe practices

Community and Customers

- Be mindful at all times of the important role GPAC plays in the City of Greater Geelong and surrounding areas
- Deliver the highest quality services to visitors, performers and staff within the organisation's resources
- Work to understand the needs of the broad community and how these are changing
- Continue to provide excellent facilities, educational services and support for the development of performing arts in the City of Greater Geelong and surrounding areas
- Seek opportunities to adopt new ideas and practices to improve service delivery

Honesty, Fairness and Respect

- All Trust members, staff, contractors and other representatives of GPAC, engaged in GPAC business or acting on its behalf, will act honestly at all times and observe current laws
- Earning and sustaining trust by doing what the organisation says it will do
- Accepting and working within a Code of Conduct consistent with Local and State Government guidelines
- Treating all people fairly and objectively
- Delivering services without discrimination or favoritism
- Maintaining a workplace free of harassment and bullying
- Acknowledging the validity of the values and beliefs of all members of the community
- Understanding the work requirements and priorities of each work area



GPAC's Goals

Goal 1 – Audience and Customers

Delighting, surprising and continuing to build new audiences through innovative and targeted programming, marketing and PR, excellent service and facilities.

Ensuring there is customer focus in everything GPAC does, including understanding what high quality service means to internal customers, businesses within the cultural and artistic industry, and the broader community.

Goal 2 – Artistic

Implement GPAC's Artistic Policy: *the Centre will be renown as one of Australia's best and most vibrant performing arts centres – promoting, nurturing, facilitating and producing distinctive, innovative, high quality Australian and international arts and artists; leading the cultural conversation; and engaging and inspiring an increasingly diverse and growing audience.*

Goal 3 – Regional Leadership

Contribute to the community and its own cultural development.

Make a significant contribution to the economic development, growth and prominence of the region across the performing arts, cultural and community development, tourism, employment and education.

Identify, meet and where possible exceed the particular expectations and objectives of

a broad range of regional stakeholders and assert our role as a leading business in Greater Geelong and G21 region.

Build jobs in the region and attract people to the region to work.

Goal 4 – People and Workplace

Create and maintain a safe, accessible and productive workplace, staffed by adaptable, skilled people who know the organisation and its values, and who are prepared to make a contribution.

Ensure GPAC represents the employer of choice for passionate and capable staff.

Goal 5 – Centre Management

Develop and maintain a plan to operate and maintain current and future infrastructure.

Continuously improve processes and work practices to ensure best practice in sustainability, technical innovation and quality of service.

Maintain a strong governance framework, consistent with contemporary best practice and compliant with legislative requirements and modern financial standards, Government policies and priorities and achieving the best use of public funds and resources in delivering this Strategic Plan.

Build financial resources to enable the consistent delivery of world standard performing arts.



GPAC Strategies

Goal 1 – Audience & Customers

Delighting, surprising and continuing to build new audiences through innovative and targeted programming, marketing and PR, excellent service and facilities.

- Consider alternative ticketing and packaging to attract a broader base of members ensuring value for money
- Continue to expand and target programming to increase audiences – particularly new residents in the region, Melbourne based audiences and return visitors
- Review and strengthen the GPAC brand to include new opportunities to ensure GPAC is able to expand its strong position and brand recognition beyond the Geelong region
- Review the current marketing plan to ensure it accords with the underlying direction and philosophy of the Artistic Policy, Arts Victoria and other State and Federal Government policies in the performing arts sector and the values and vision contained in this Strategic Plan

Ensure that there is customer focus in everything GPAC does, including understanding what high quality service means to internal customers, businesses within the cultural and artistic industry, and the broader community.

- Develop a Customer Service Charter and staff training for all staff in customer service
- Evaluate key GPAC services and programs in terms of their value for money and overall impact on GPAC's financial position
- Improved access for the disabled through the implementation of the GPAC Disability Action Plan (DAP)

A Melbourne Theatre Company Production, *Songs For Nobodies* (Alcoa Theatre Season 2010)





GPAC Strategies

Goal 2 – Artistic

Implement GPAC's Artistic Policy: *the Centre will be renown as one of Australia's best and most vibrant performing arts centres – promoting, nurturing, facilitating and producing distinctive, innovative, high quality Australian and international arts and artists; leading the cultural conversation; and engaging and inspiring an increasingly diverse and growing audience.*

- Build on existing strengths of presenting mix and major program streams, including GPAC presents, venue hire and community partnerships and presentations
- Identify and fill the gaps in the current mix of performances available in the region in order to provide the widest variety of experiences across all ages and stages of life
- Evaluate service model which supports local companies and artists, ensures community engagement, and fosters development of performing arts in the region

- Develop strategies to expand funding opportunities to support the broadening of programming options
- In the longer term be a viable alternative to Melbourne for the production of innovative theatre and performing arts attractive to the touring circuit
- Operate in the context of State and Federal government policies and priorities relating to the performing arts



Company B Belvoir,
Gwen in Purgatory
(Alcoa Theatre Season 2010)



Ensemble Productions,
Halpern and Johnson
(Alcoa Theatre Season 2010)

GPAC Strategies

Goal 3 – Regional Leadership

Contribute to the community and its cultural development.

- Be a leading participant in the region's overall cultural framework and participate in major initiatives and projects

Make a significant contribution to the economic development, growth and prominence of the region across the performing arts, cultural and community development, tourism, employment, and education.

- Align GPAC with prominent and outstanding national and international production companies and performing arts groups

Identify, meet and where possible exceed the particular expectations and objectives of a broad range of regional stakeholders and assert our role as a leading business in Greater Geelong and the G21 region.

- Review Marketing Plan to include stakeholder and regional issues and expectations
- Develop specific strategies to align GPAC with regional businesses and key organisations

Build jobs in the region and attract people to the region to work.

- Continue to work towards the implementation of the Geelong Future Cities Masterplan
- Undertake an annual review of Local, State and Federal Government policies and pronouncements as part of GPAC's annual business planning process, and ensure GPAC is aligned with stakeholder's expectations



A Melbourne Theatre Company Production,
Godzone
(Alcoa Theatre Season 2010)



GPAC Strategies

Goal 4 – People and Workplace

Create and maintain a safe, accessible and productive workplace, staffed by adaptable, skilled people who know the organisation and its values, and who are prepared to make a contribution.

- Develop a People and Resources Plan for GPAC. This plan will address technology, specialist skills and additional resources aimed at achieving the following objectives:

- To foster a high level of staff satisfaction and motivation
 - To ensure staff are highly skilled and competent in their work
 - To ensure that staffing levels are appropriate to meet the objectives of this plan
- Review of employment manuals for industry best practice
 - Ensure that any asset plan contains a safety and risk management plan that meets and desirably exceeds industry standards

Ensure GPAC represents the employer of choice for passionate and capable staff.

- Develop a plan to achieve and be recognised as a leader in workplace excellence and to be an employer of choice in the industry
- Improve safety for patrons and other visitors to GPAC



Soft Tread Enterprises,
Lying Cheating Bastard
(Alcoa Theatre Season 2010)



GPAC Strategies

Goal 5 – Centre Management

Develop and maintain a plan to operate and maintain current and future infrastructure.

- Subject to the outcome of redevelopment plans, develop an Asset Management Plan covering both any period of the redevelopment and the expanded GPAC. The plan is to include maintenance, asset replacement, access to technology and workplace safety. The plan is to be consistent with State Government frameworks
- Development of a Risk Management Strategy and risk register and reporting framework designed to manage the mitigation strategy for all business risks

Continuously improve processes and work practices to ensure best practice in sustainability, technical innovation and quality of service.

- Implement the GPAC Green Policy – Acting Green

Maintain a strong governance framework, consistent with contemporary best practice and compliant with legislative requirements and modern financial standards, Government policies and priorities and achieving the best use of public funds and resources in delivering this Strategic Plan.

- Develop budgets that will ensure the long term viability and sustainability of GPAC
- Prepare a detailed Financial Plan including consideration of operating and capital expenditure, cash flows, balance sheet, profit and loss account and sensitivity analysis under a number of revenue and funding scenarios
- Provide formal professional development for senior staff and Trust members particularly in the areas of governance and financial management

Build financial resources to enable the consistent delivery of world standard performing arts.

- Identify new opportunities to secure significant funding to maximise utilization of the facilities and broaden programming to meet the objectives of this Strategic Plan
- Set opportunities for continuous improvement in financial management and reporting and aim to achieve wider recognition for excellence in business practices



Image by Mein Photo

Come experience The Playhouse at *The Sapphires* with Christine Anu, Casey Donovan, Hollie Andrew and Kylie Farmer. May 12-15 2010

BOOK NOW
 Box office 50 Little Malop Street, Geelong VIC 3220
 Phone 5225 1200 – Website www.gpac.org.au



Key Performance Indicators

For Goal 1 Audience and Customers

- Customer satisfaction
- Number of new names on the customer database
- On-line access
- Waived venue hire charges
- Ticket giveaways

For Goal 2 Artistic

- Total attendance GPAC programs
- Number of GPAC events/performances
- Occupancy rates of The Playhouse, Drama Theatre and Deakin's Costa Hall
- Hirer satisfaction
- Percentage of operating income from non-government sources
- Sponsorship and fundraising income
- Number of community initiatives developed or delivered

For Goal 3 Regional Leadership

- Progress of Arts Precinct Masterplan

For Goal 4 People and Workplace

- Staff satisfaction
- Training program attendances

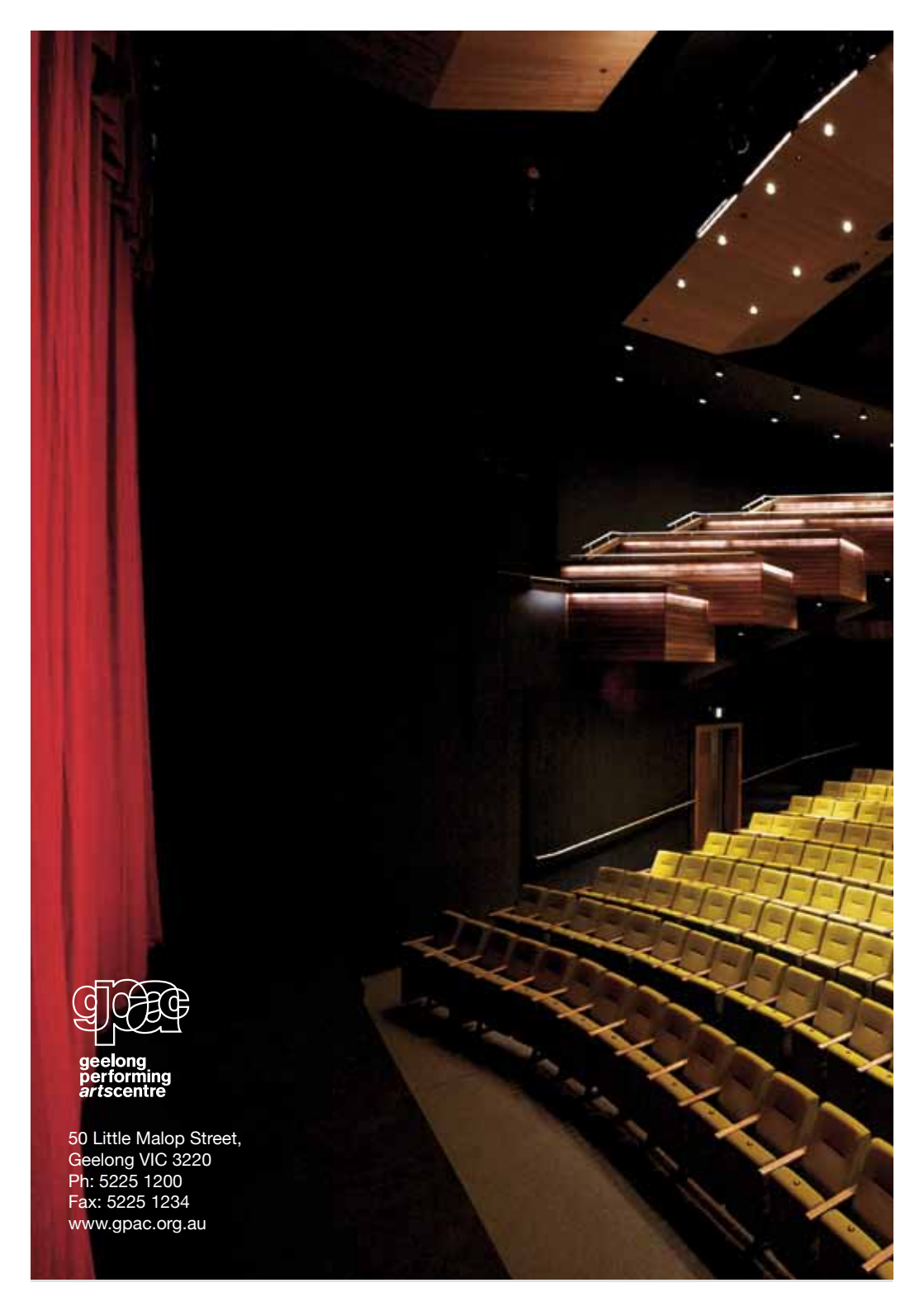
For Goal 5 Centre Management

- End of year financial result
- Venue hire income (internal and external hire)
- Delivery of asset maintenance plan (3-5 yr timeframe)
- Number of new business processes developed

Playhouse refurbishment. We thank ...

Arts Victoria / client. **GHD** / project manager. **Studio 101 Architects** / architects. **Kane Constructions** / head contractor (builders). **Marshall Day Entertech** / theatre and acoustic consultants. **Umow Lai** / services engineering. **Arup** / structural engineering. **Electrolight** / lighting. **MGAC / Morris Goding and Associates** / DDA & accessibility consulting. **McKenzie Group** / building surveyor. **Rider Levett Bucknall** / quantity surveyor. **CPG Australia** / site survey. **Hadley Series Seating** / seats. **GPAC Staff**.

We also thank local companies including: **Godfrey Hirst** / carpet. **Geelong Textiles** / seat fabric. **MultiTek** / theatre equipment and audio visual cabling. **Reveal** / staging systems and house curtain. **Mill Direct** / sourced timber. **Music Workshop** / theatre equipment and radio mics. **Rana Floors** / carpet installation. **Steamatic** / cleaning. **Bernie Leens** / demolition. **Watters Geelong** / electricity. **Polaris** / carpentry. **Sutas** / painting. **Insulpac** / mechanical. **DSI** / stainless steel. **AIM** / fire services. **Alliance Scaffolding & Scaffold It.** / scaffolding. **Access Door Hardware** / door hardware.



**geelong
performing
artscentre**

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