

Appendix 6 - Venues and Charges Report: Australian Performing  
Arts Centres Association (July, 2015)



2015

# Venue Charges and Salaries Report

Australian Performing Arts Centres Association

[www.apaca.com.au](http://www.apaca.com.au)

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Cover Photo from shake & stir's production of George Orwell's 1984.

Image by Dylan Evans

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## INTRODUCTION

The Australian Performing Arts Centres' Association (APACA) represents 190 organisations throughout Australia. 63% of these members operate a professionally managed performing arts centres. Other members (37%) are from organisations that have substantially similar objectives to the Association and include producing companies, touring organisations and funding bodies. Our members operate predominantly in the subsidised sector. There are four international members.

The performing arts centres' sector presents productions from a vast array of art forms from plays, opera and classical music, to comedy, circus and contemporary dance. Typically the sector operates with a limited resource base in service of delivering benefits to their community. Whilst members are geographically dispersed, technology facilitates regular communication that has developed the sector into a strong network.

## AIM

The primary aim of the survey is to provide members with a benchmark document that allows for comparison of centres of a similar scale or those in the same state.

More specifically, the information contained in this report is designed as a tool to allow performing arts centres to review the salaries and charges associated with arts centre operation, or in some cases, benchmark performance. Managers of existing or proposed arts centres can use this information when setting or reviewing salaries and charges, or more broadly, in the development or review of business plans.

## METHODOLOGY

This survey is undertaken biennially and the questionnaire reviewed each time to minimise respondent burden and maximise participation in order to provide a strong representation of the sector.

A review was undertaken prior to commencing the survey design in an attempt to clarify terminology, maximise participation in order to provide a strong representation of the sector and ensure the information presented met member needs. Based on feedback, the geographic disparity of respondents and the extent of variables to be considered in the survey, an online survey tool was considered most effective in achieving high response rates. The questionnaires were distributed over a period November to 2015 to January 2016 through Survey Monkey to Ordinary members only, i.e. those members who manage performing arts venues.

The survey tools can be found at Appendix B. Where possible, closed questions were asked requiring respondents to tick boxes or use drop down menus, however some questions required specific quantities and dollar values to be inserted by respondents. Conversely, for some questions it was important to provide an opportunity for respondents to clarify responses and opportunities for general comments were given.

Data on the industry with turnover greater than \$5M has been omitted from graphs where the limited number of respondents made it impossible to not disclose specific respondent details.

### Response Rates

Response rates were slightly higher than the previous survey in 2013, (70 vs 66) and represent 58% of the Ordinary (venue) membership (List of respondents at Appendix A). As response to each section was voluntary, the number of responses varies by question. All questions received sufficient response from the population of interest for the responses to be regarded as reliable. The limited sample of respondents with turnover greater than \$5 million produced some skewed data, due to the diversity of that group, and a differing understanding of the questions, so responses have only been included when the data is consistent enough to be judged to be indicative.

Data for turnover was provided by 42 venues that responded to the Economic survey distributed by APACA. As responses to each section was voluntary, the number of responses relating to the section's analysis is noted against the tables and figures in this report.

## RESPONDENT PROFILE

A full list of respondents is attached at Appendix A. The following charts show the breakdown of the respondents by state, turnover and size of primary space. A similar sample of venues from each State/Territory was represented in previous surveys conducted by APACA in 2011 and 2013.

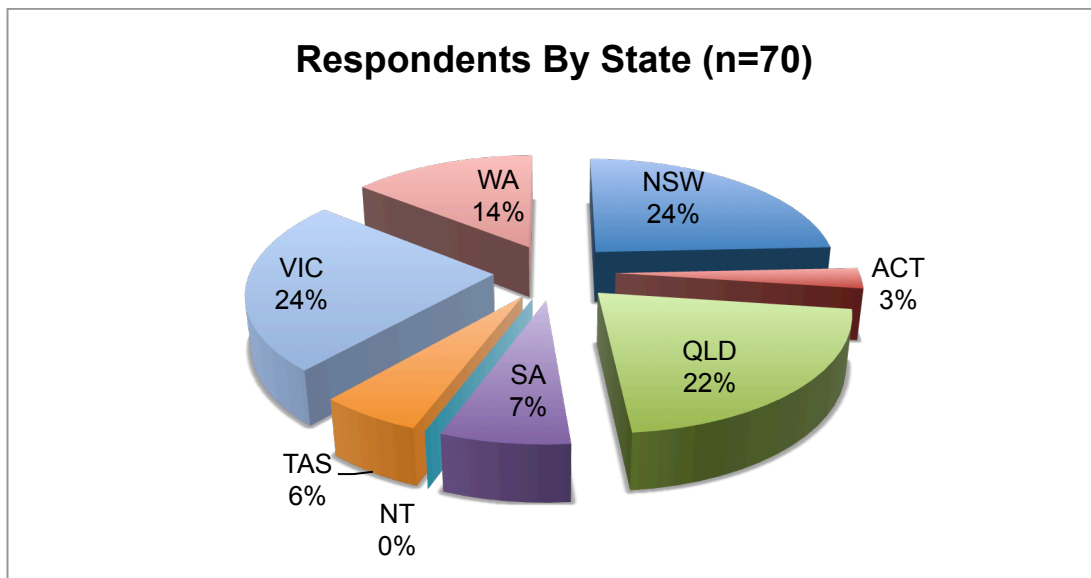


Figure 1: Respondents by State

The range of turnover defined in previous surveys has been maintained for comparison. Overall, smaller size venues have increased their total turnover particularly noting the two low ranges (\$0 to \$2 million) have moved from 56% in 2013 down to 50% in 2015. The upper range of over \$10million has decreased from 5% in 2013 to 2% in 2015. The largest increase is found in venue turnover of between the \$2 and \$10 million range, with a rise from 40% to 48% in 2015.

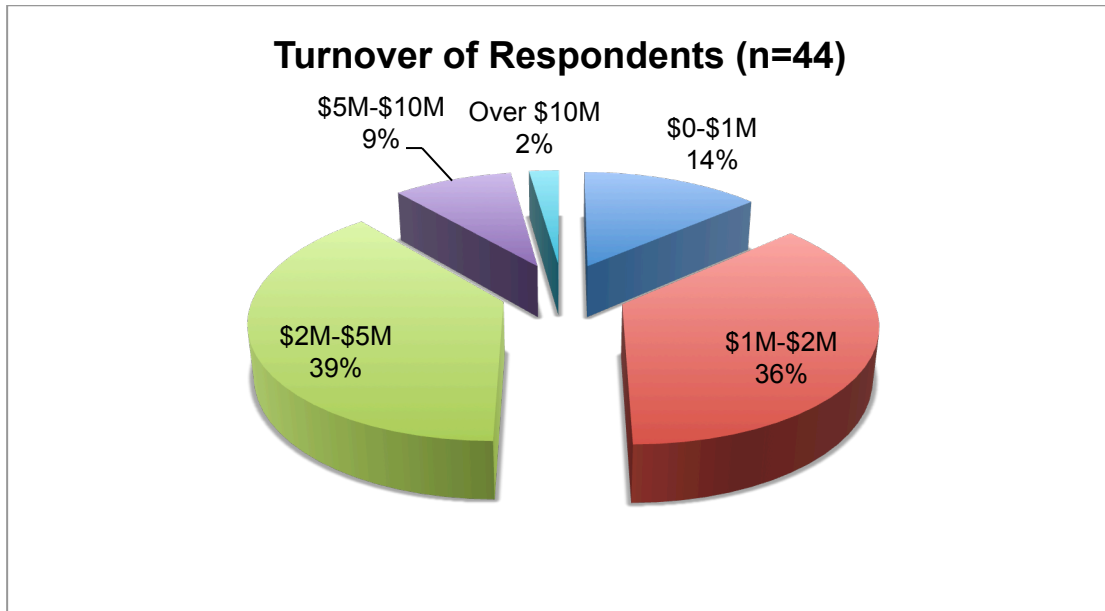


Figure 2: Venue Turnover of Respondents

More than half of the respondents (53%) have venues with primary spaces between 500 and 999 seating capacity. This result is an increase from 48% in 2013. Performing arts centres generally have more than one auditorium available for public use.

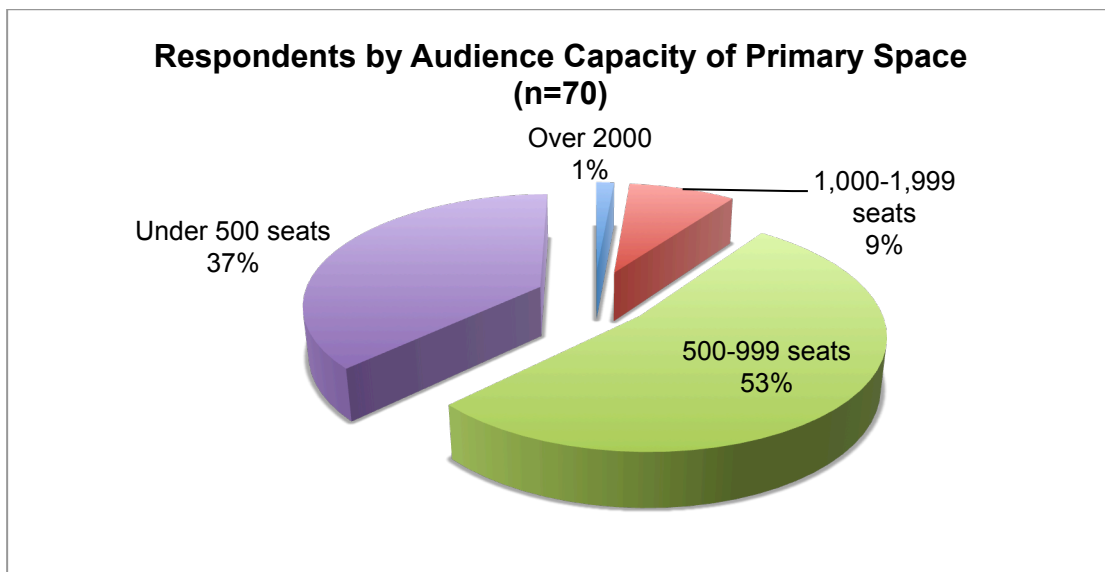


Figure 3: Respondents by Audience Capacity of Primary Space

A total of 70 venues reported a primary space with the number for each based on seating capacity sizes shown in Figure 4 below. Secondary and tertiary spaces were only reported by 14 and 6 venues respectively.

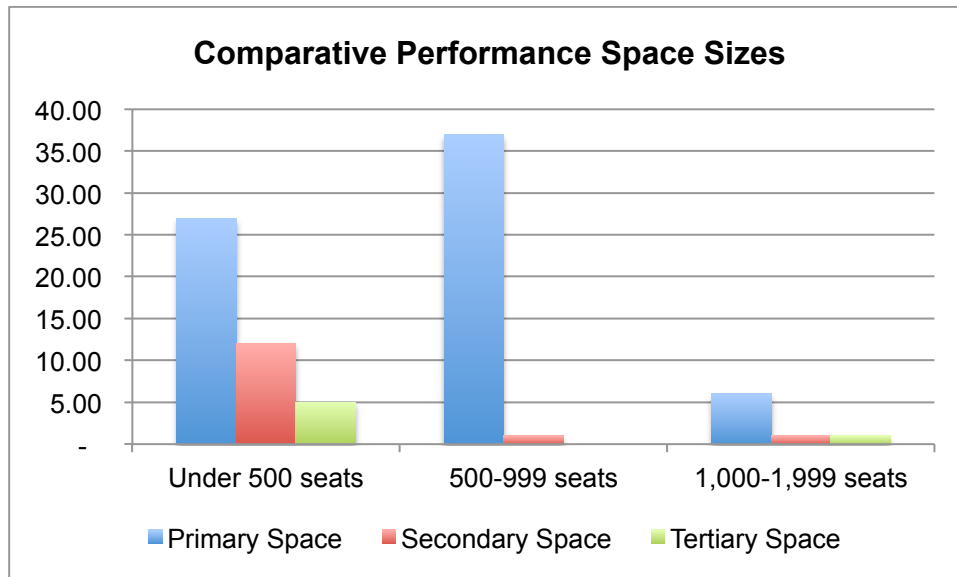


Figure 4: Comparative Performance Space Sizes

## REMUNERATION AND EMPLOYMENT CONDITIONS

### Centre Managers

Performing arts centre managers are often remunerated with a package that may include a vehicle, mobile phone, laptop and other benefits. The following chart (Figure 5) shows managers' comparative remuneration packages by their organisation's turnover. In determining salary levels, respondents were asked to select from pre-defined salary ranges rather than provide specific salary figures.

As well as showing the range of packages (highest and lowest), for a better understanding of the range we have included the mode – the value that appears most often, and the median – the middle value of the data set.



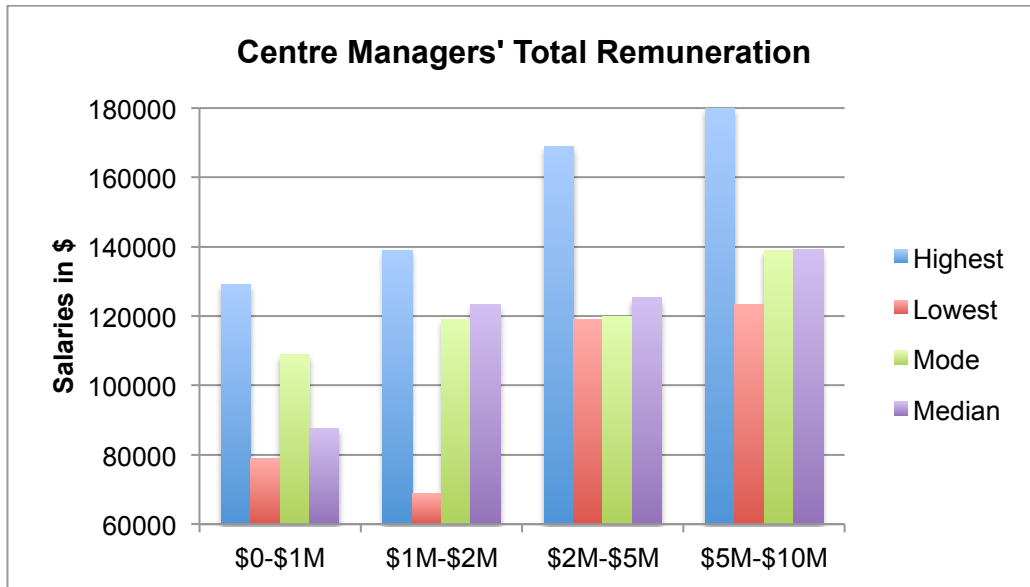


Figure 5: Centre Managers' Total Remuneration

The following charts breaks down the centre managers' remuneration packages into their component parts.

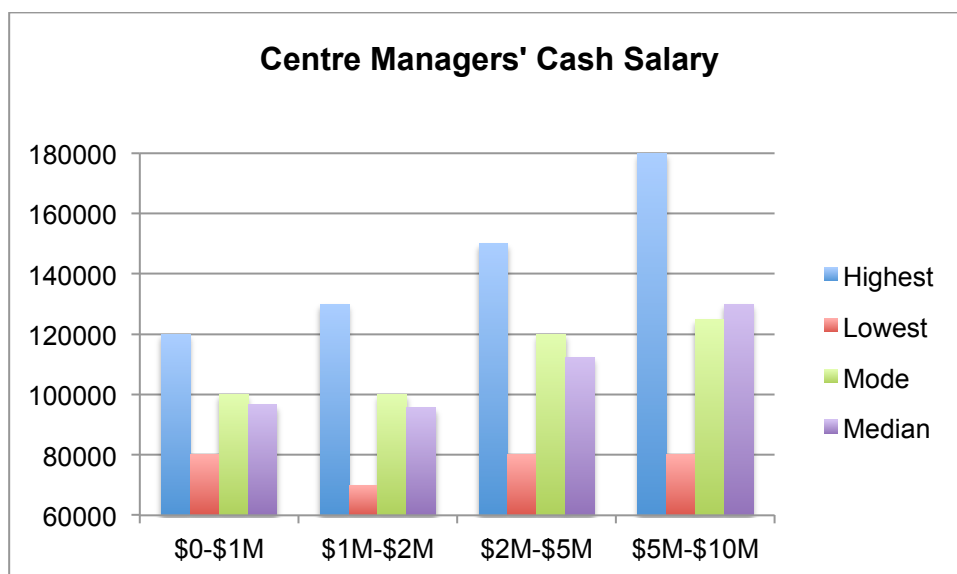


Figure 6: Centre Managers' Cash Salary by Venue Turnover

Overall, 48.9% of managers receive access to a vehicle and 36.2% of managers have full access to a vehicle. Compared to 2013 results, this benefit is received by fewer managers (55% had some level of access to a vehicle in 2013). 10.6% of managers receive a payment for use for a novated lease. Figure 7 provides the percentages of managers that have access to an arrangement for the provision of a vehicle within their remuneration package, broken down by venue turnover.

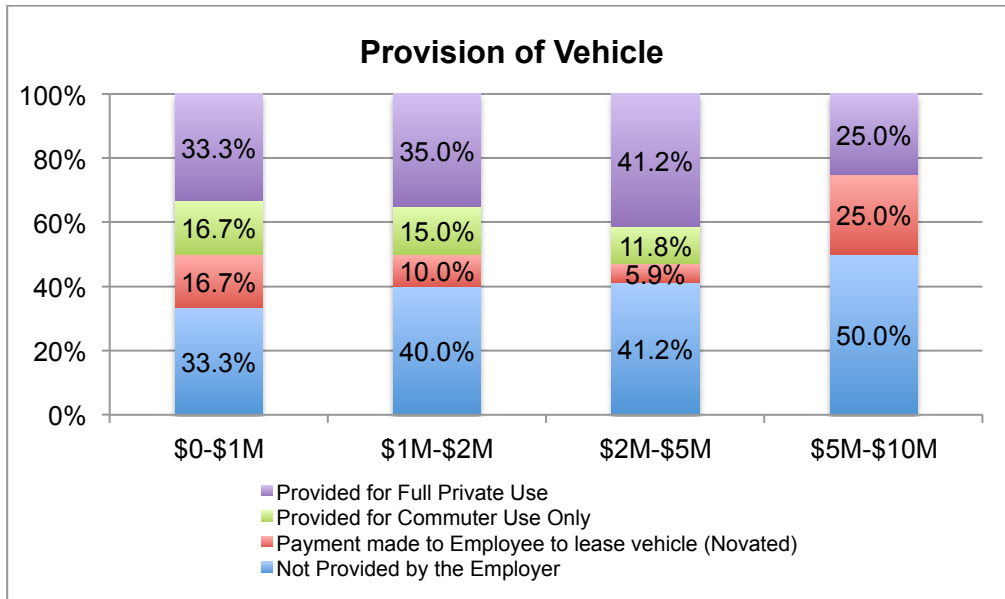


Figure 7: Provision of Vehicle by Turnover

The following chart (Figure 8) shows other benefits received by managers and the percentage of access for each benefit grouped into categories of venue turnover. Use of a mobile phone for either all calls or for business calls is provided to a total of 86% of managers. Travel for professional development is also a common benefit received by 67.4% of all managers.

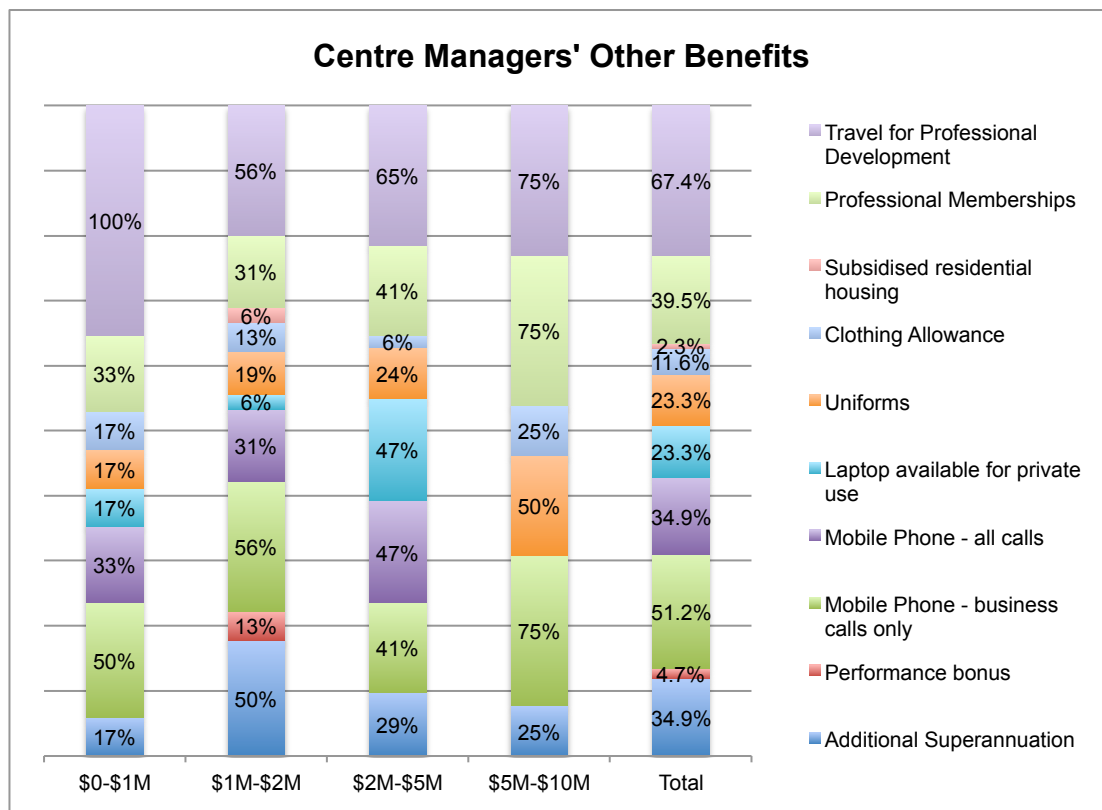


Figure 8: Centre Managers' Other Benefits

The superannuation rates for those who receive additional superannuation are shown below.

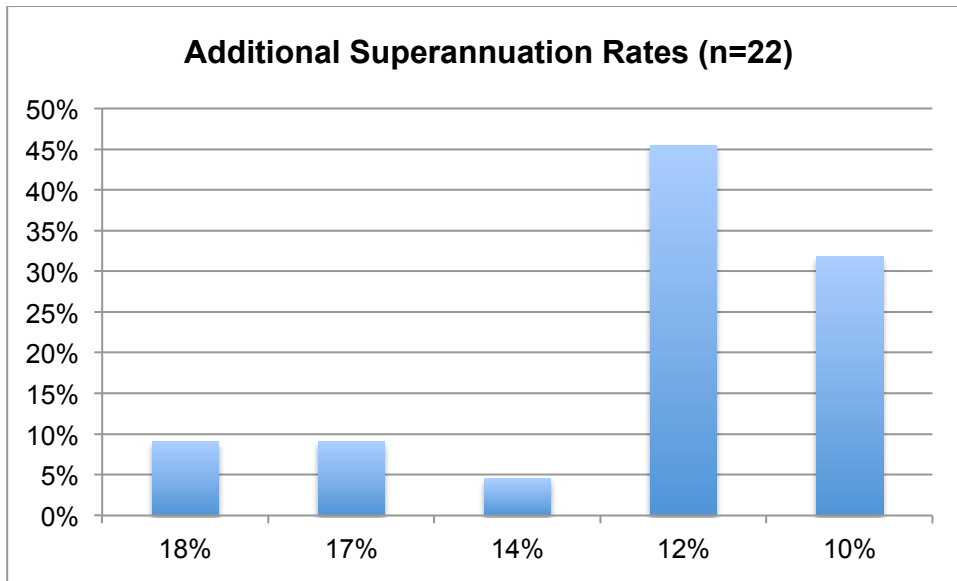


Figure 9: Additional Superannuation rates

A comparison of managers' salaries from the survey conducted in 2011, 2013 and 2015 (Figure 10) uses the highest salary level in the range as the comparison point and annual turnover as categories. The result shows a reduction in two ranges, for managers of venues with turnover between \$1 M to \$5 M. In 2013, it was noted that the large increase in the \$2M to \$5M range was partly attributed to a selection of different venues and a small data set.

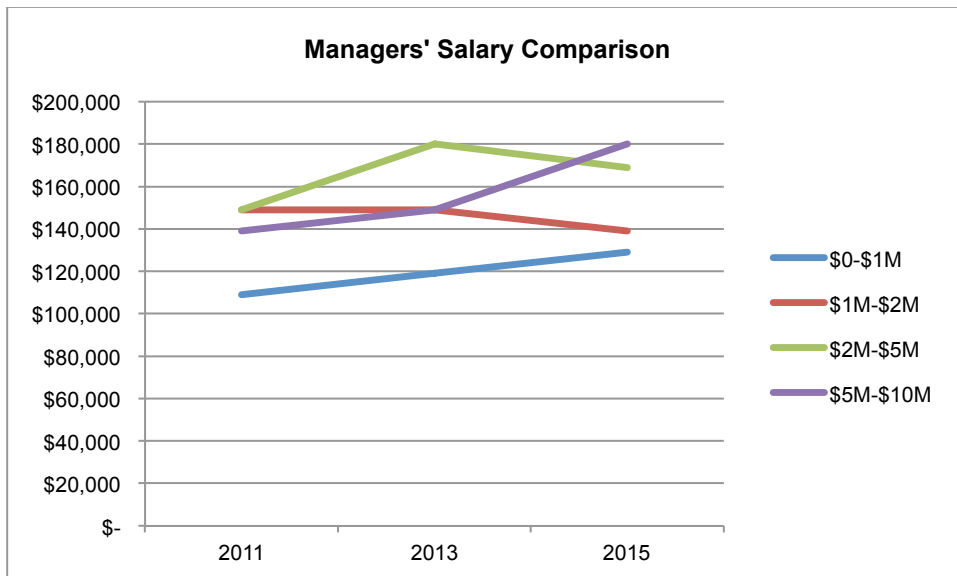


Figure 10: Managers' Salary Comparison 2011 to 2015

Performing arts centre managers are often employed on a different basis to their staff. The following chart shows a high incidence of private contracts although the percentage of occurrence has reduced by 3% since the 2013 survey. Managers employed by industrial award have increased by 2% and enterprise agreements have increased by 1%.

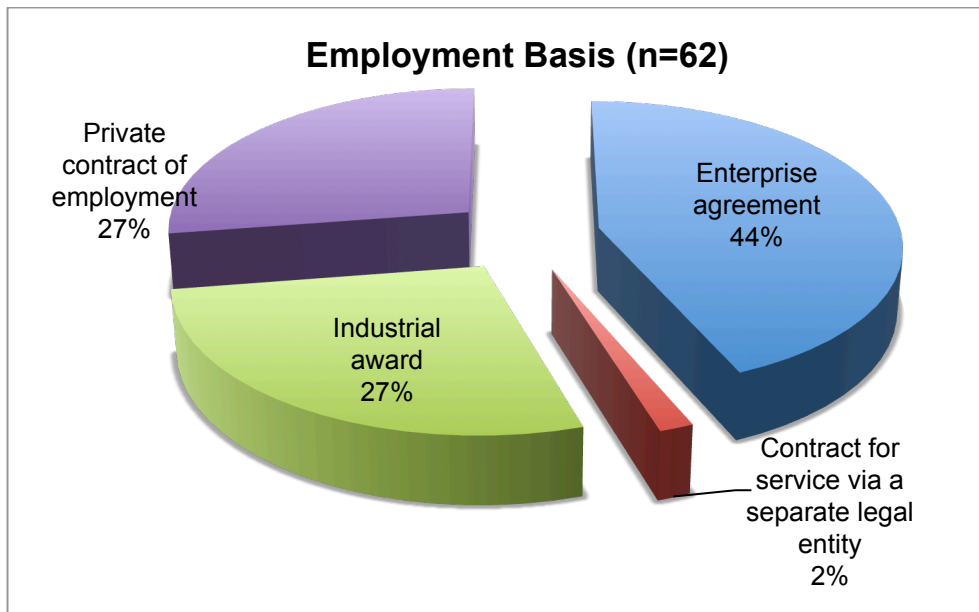


Figure 11: Employment Basis for Centre Managers

The breadth of the sector is demonstrated by the range of the responsibilities undertaken by centre managers in addition to the programming and management of their venue. The most common added responsibility is Events and Community Celebrations with 34% reporting it as part of their role, which has increased by 5% in each survey from 2011 and 2013. Management of Arts Galleries or Visual Arts programs has also increased across surveys from 17% to 21% while the management of various services including leases, food and beverage outlets as well as Tourism Information Centres, Sports Stadiums and Function Centres are included in an increasing number of Centre Manager roles, increasing from 9% in 2011 to 18% in 2015.

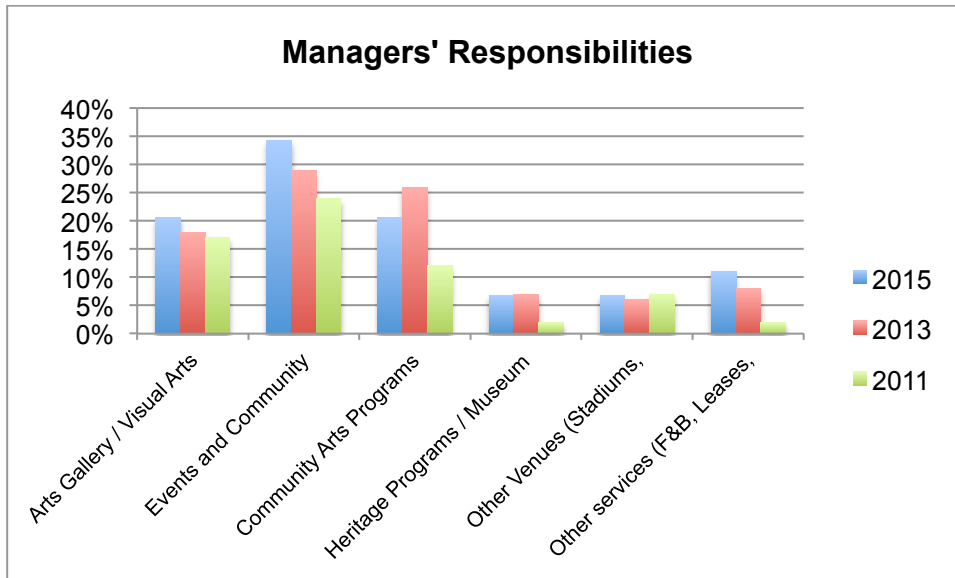


Figure 12: Additional Responsibilities taken by Centre Managers

Centre managers were asked to estimate their average weekly hours over the previous three months prior to the survey. Overall, centre managers commitment of work hours has remained constant. In 2013, 75% of managers reported their working week was more than 40 hours (an increase of 8% over 2011) which is consistent with the 2015 result. In 2015, the survey provided an additional category asking for work hours more than 50 hours per week, with 10% of managers reporting this time commitment.

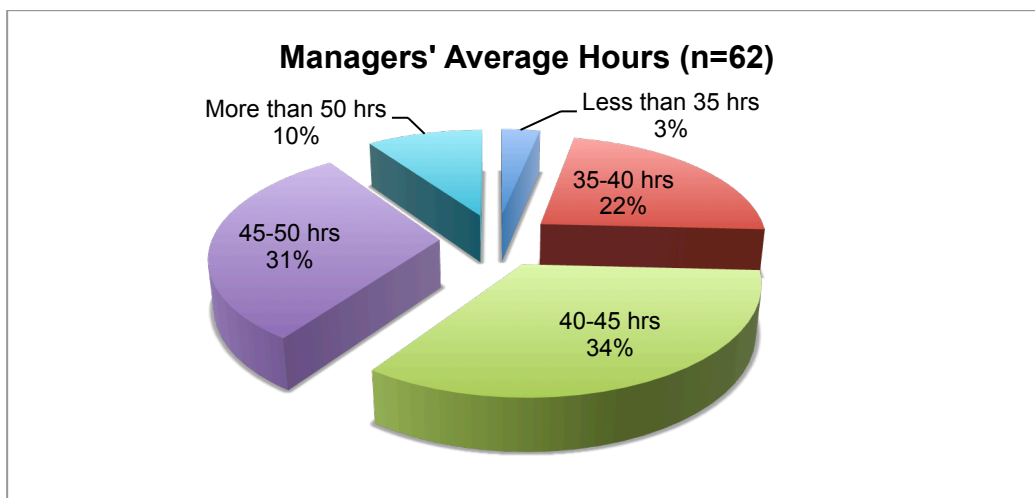


Figure 13: Additional Responsibilities taken by Centre Managers

Centre managers were asked to clarify how overtime was remunerated. TOIL (Time off in lieu of payment) is the most common way of dealing with overtime, particularly for venues with less than \$2M turnover. Three venues reported receiving additional payment for overtime. Venues with higher turnover more commonly have overtime included within their salary. Work/life balance is a concern in many workplaces and in this survey, 19% of all venue managers reported that additional hours and overtime is 'largely ignored'.

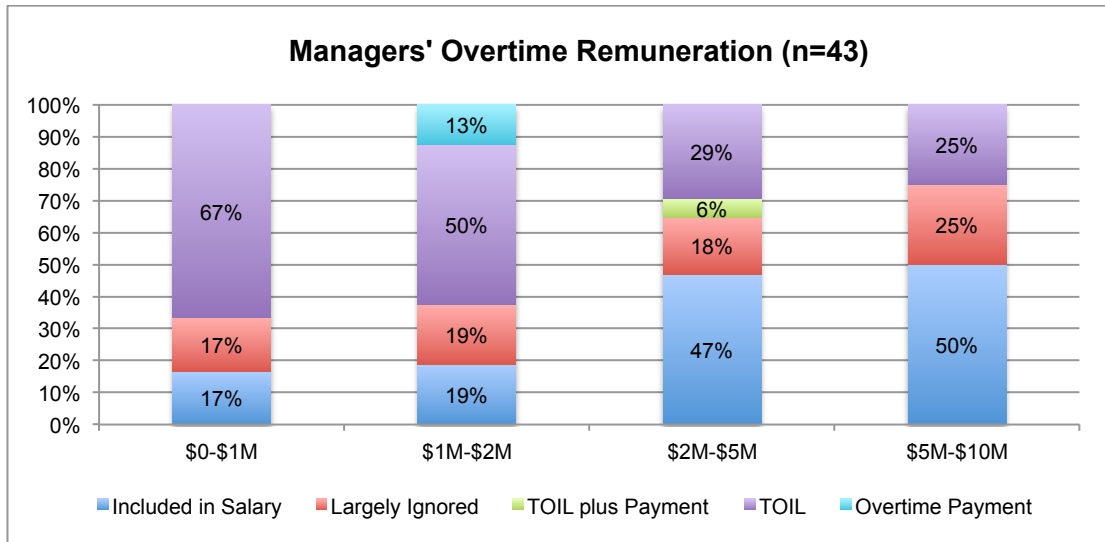


Figure 14: Centre Managers' Overtime Remuneration

When comparing the 2015 results with the past two surveys, the category 'largely ignored' has shown an increase of 5% while TOIL has reduced by 3% since 2013. The acknowledgment via payment for overtime was only reported by two venues with a turnover between \$1M and \$2M. The availability of TOIL plus overtime payment has reduced significantly and was only reported by one venue in 2015.

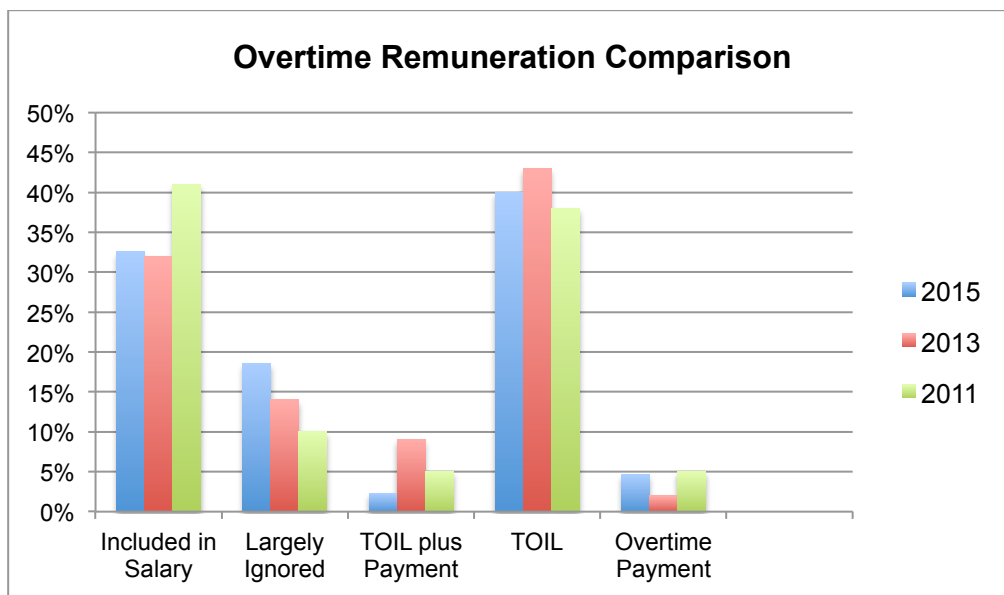


Figure 15: Overtime Remuneration Comparison 2011 to 2015

### Venue Staff

Similar to the information on centre managers' remuneration, respondents were asked to select from pre-defined salary ranges rather than provide specific salary figures. Once again, for a better understanding of the range we have included the mode – which is the value that appears most often, and the median – which is the middle value of the data set. The information is presented by organisation turnover to assist with comparisons.

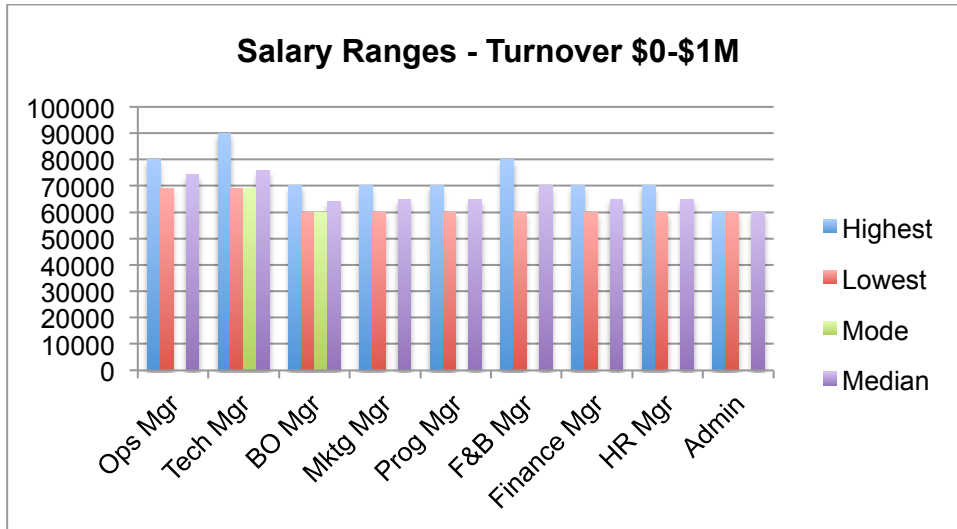


Figure 16: Venue Staff Salaries - Turnover \$0 - \$1M

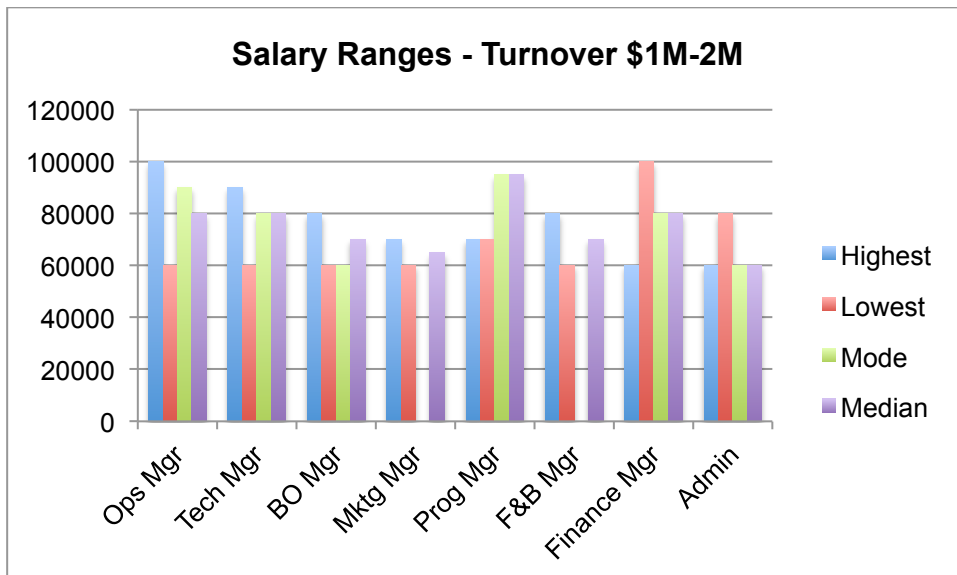


Figure 17: Venue Staff Salaries - Turnover \$1M - \$2M

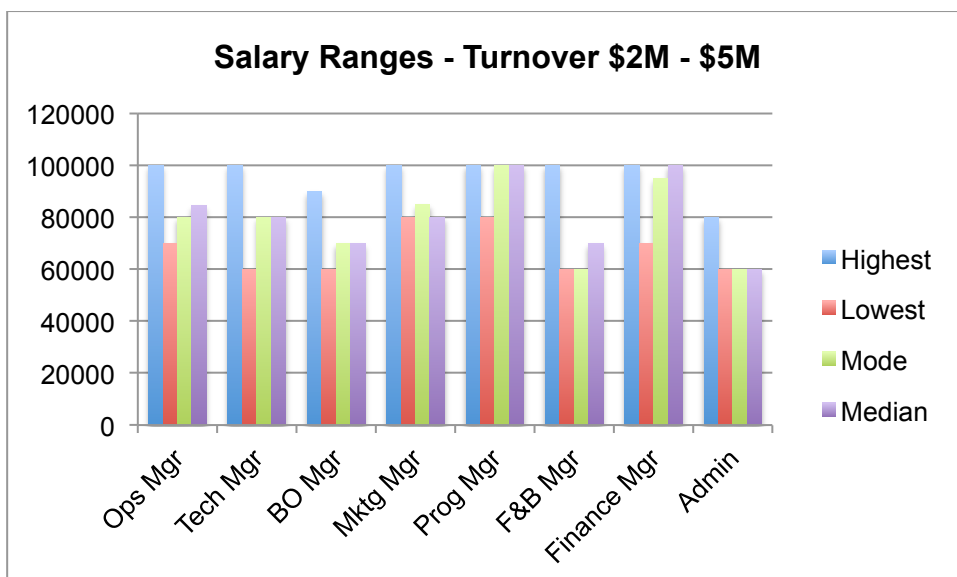


Figure 18: Venue Staff Salaries - Turnover \$2M - \$5M

In the group of venues with turnover between \$2M and \$5M there was no data reported for Human Resource Managers (Figure 18). For Administration personnel, the majority of venues reported their staff are paid at \$60,000 or less.

In Figure 19, the number of venue respondents is small and data was not provided for salary ranges for Program or Human Resource Manager roles. Finance Manager and Administration roles were only reported by one of these venues.

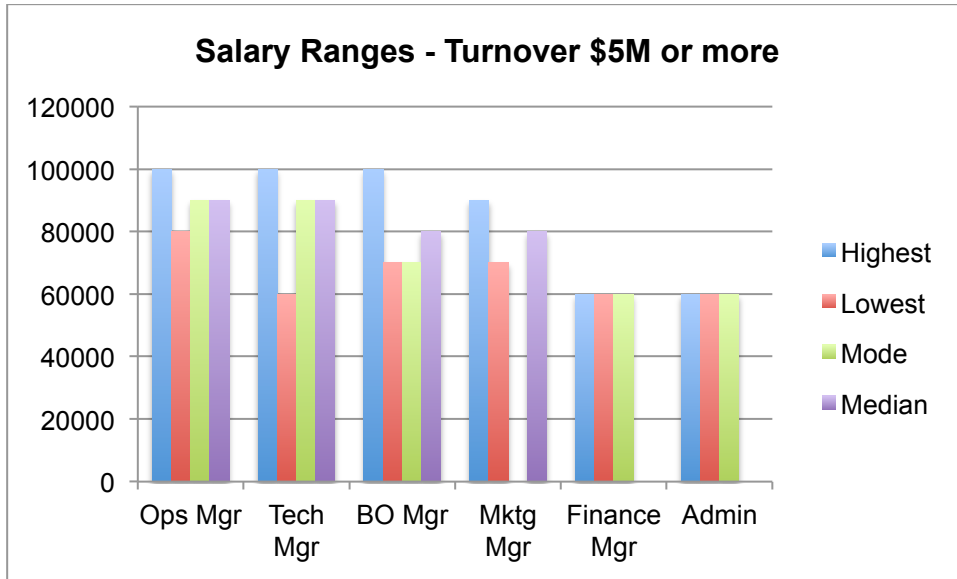


Figure 19: Venue Staff Salaries - Turnover \$5M - \$10M

The following charts show different aspects of conditions of employment.



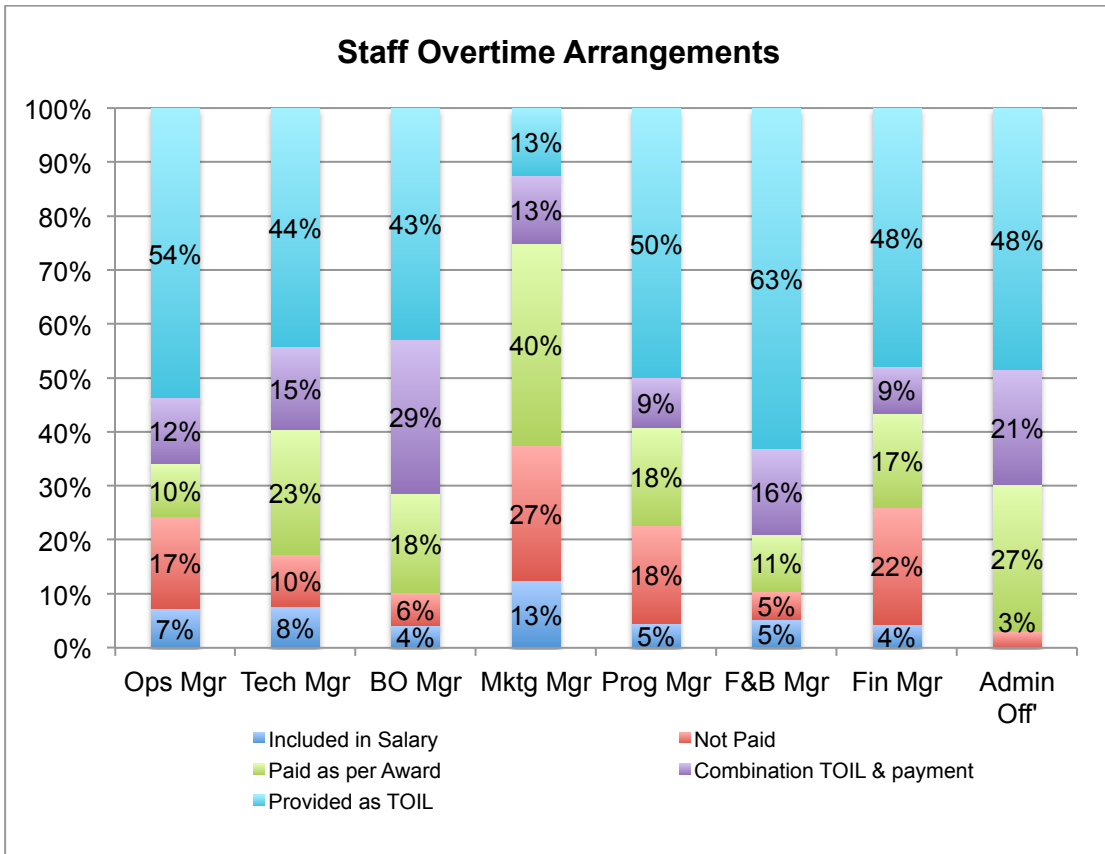


Figure 20: Staff Overtime

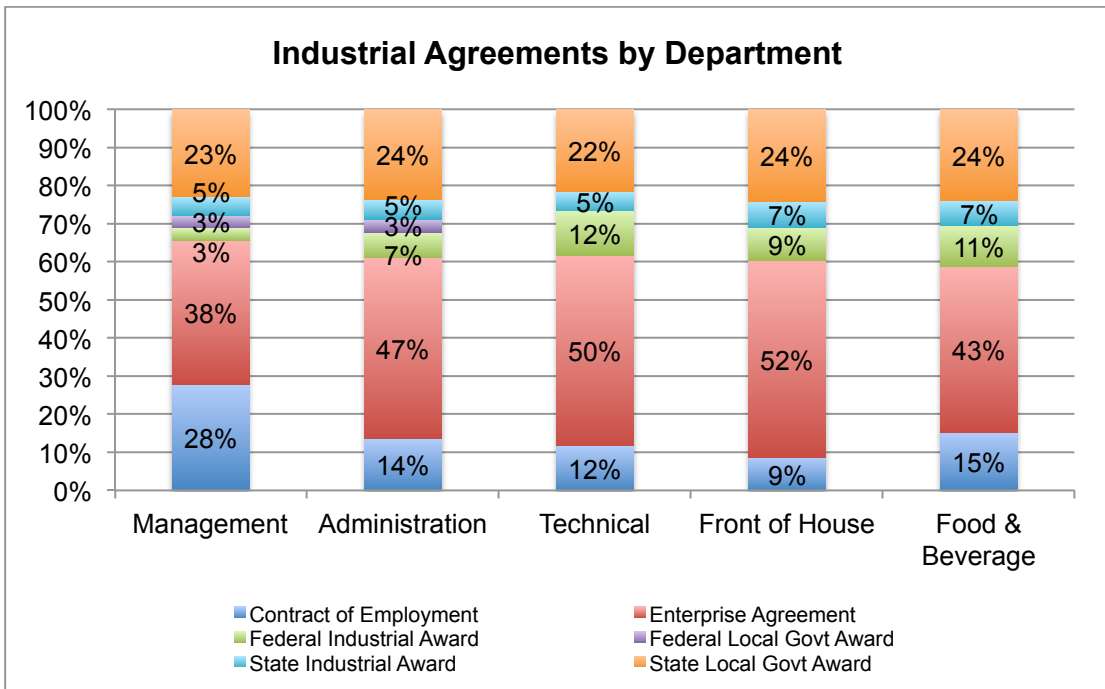


Figure 21: Venue Staff Industrial Agreements

## Staffing Levels

The following charts plot the number of full-time equivalent (FTE) staff employed by centres across the various departments. It shows the percentage of respondents that staff each department at a particular level of FTEs. Data from centres with a turnover of more than \$5M was insufficient to be significant and has been omitted.

In respondent venues with a turnover of less than \$1million per annum, there is no public programs department.

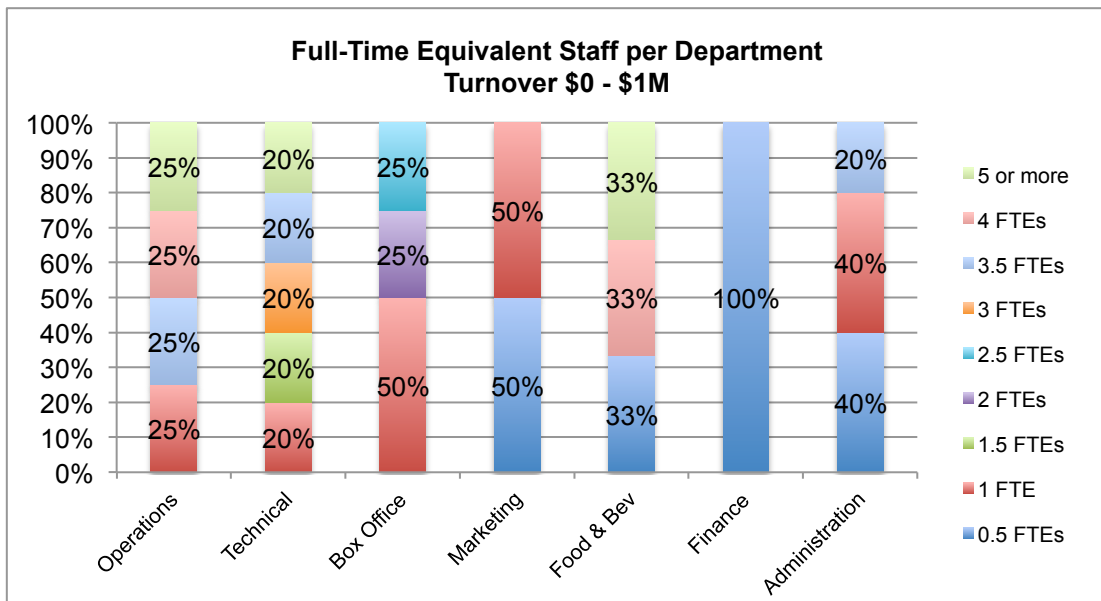


Figure 22: FTE Staff per Department – Turnover \$0 to \$1M

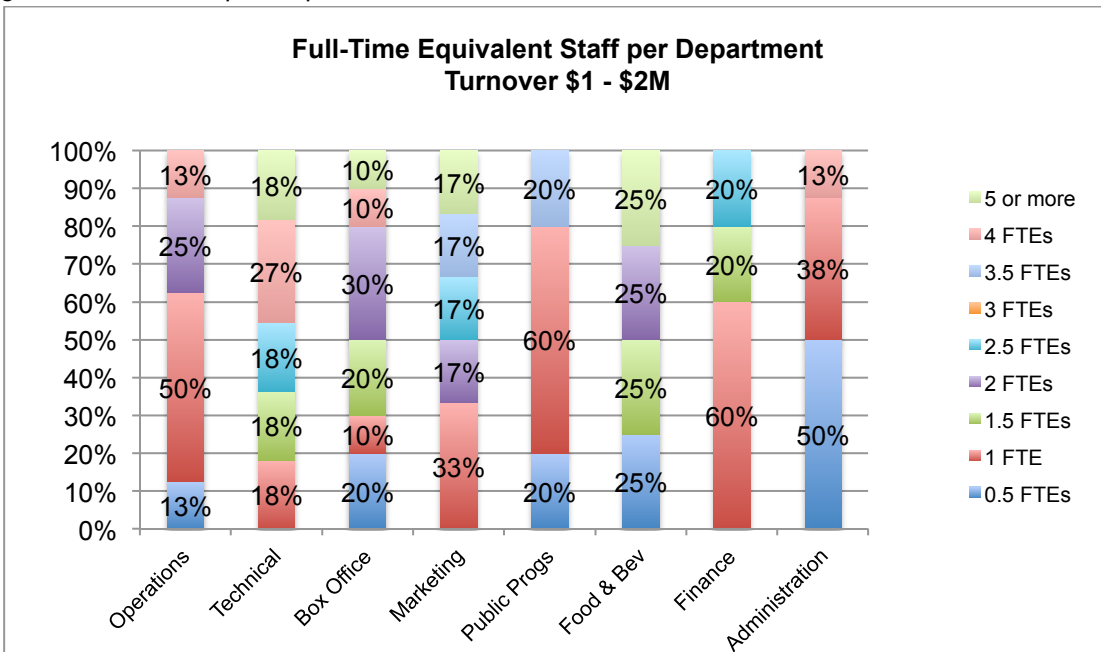


Figure 23: FTE Staff per Department – Turnover \$1 to \$2M

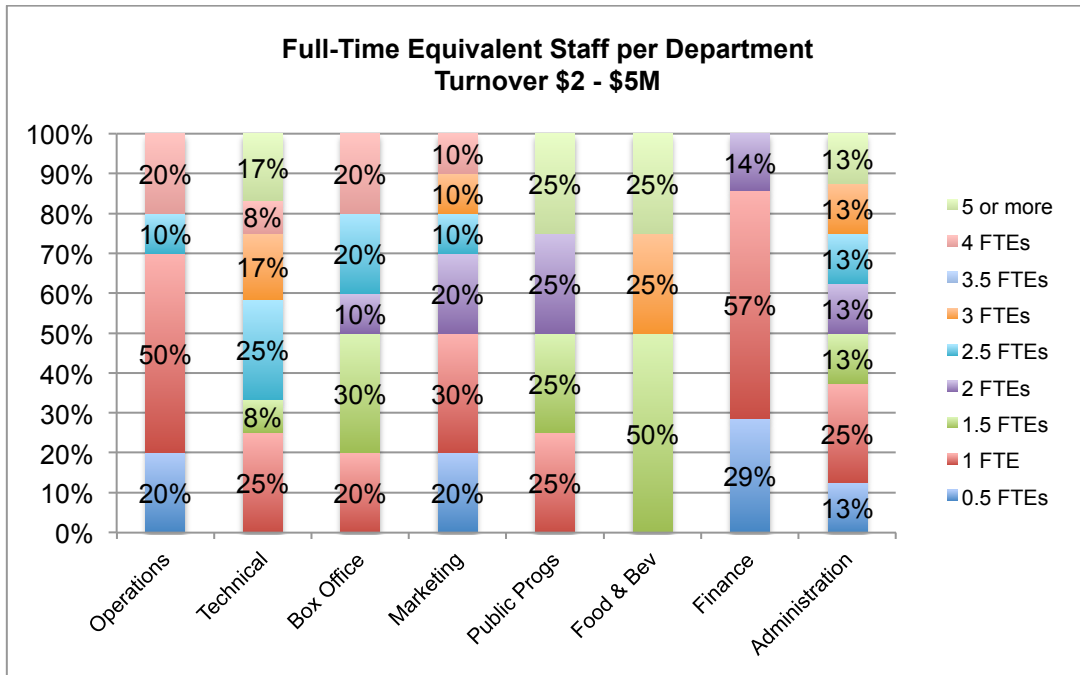


Figure 24: FTE Staff per Department – Turnover \$2 to \$5M

Total FTE across the 53 respondent venues and all departments provides an indication of the level of employment generated by the sector. A total of 746 people are employed across respondent venues with an average of 14 staff per venue. Figure 23 shows the spread of departments and percentage of skilled persons required on average per venue.

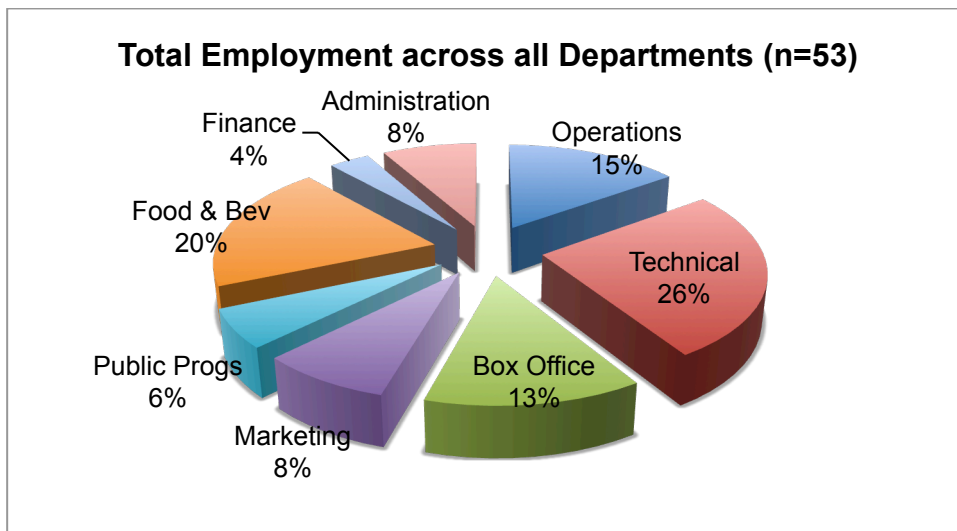


Figure 25: Total Employment in Respondent Venues

# Venue Operations

## Commercial Hire Rates – Primary Space

| Capacity                          | Venue –<br>Primary Performance Space            | State | Commercial Hire (Package Rate) |         |                |                         |                              | Commercial Hire<br>(Rehearsal Rate) |         |
|-----------------------------------|---|-------|--------------------------------|---------|----------------|-------------------------|------------------------------|-------------------------------------|---------|
|                                   |   |       | Per<br>week                    | Per day | Per<br>session | Hours<br>per<br>session | Vs % of<br>Net Box<br>Office | Per Hour                            | Per Day |
| Under<br>500<br>Seats             | BEMAC - Brisbane Multicultural Arts Centre      | QLD   |                                | 1,200   | 720            | 4                       |                              | 150                                 | 1,200   |
|                                   | Broome Civic Centre [Shire of Broome]           | WA    | 3,435                          | 1,145   | 625            | -                       |                              | -                                   | 1,145   |
|                                   | Burnie Arts and Function Centre                 | TAS   |                                | 695     |                |                         |                              | 75                                  |         |
|                                   | Colac Otway Performing Arts and Cultural Centre | VIC   | NA                             | 1,400   | 950            | 4                       | NA                           | NA                                  | 1,400   |
|                                   | Devonport Entertainment and Convention Centre   | TAS   | -                              |         | -              | -                       | 8.5%                         | 160                                 | 320     |
|                                   | Don Russell Performing Arts Centre              | WA    |                                |         | 610            | < 8                     |                              | 41                                  |         |
|                                   | Dubbo Regional Theatre and Convention Centre    | NSW   | NA                             | 1,560   | NA             |                         | 10%                          | 120                                 | 675     |
|                                   | Judith Wright Centre of Contemporary Arts       | QLD   | 8,260                          | 2,060   |                |                         | -                            |                                     | 1,240   |
|                                   | Karralyka Centre                                | VIC   |                                |         |                |                         |                              | 261                                 | 2,088   |
|                                   | Marion Cultural Centre                          | SA    | 14,455                         | 1,947   | 825            | 4                       | NA                           | 150                                 | 1,947   |
|                                   | Matt Dann Theatre & Cinema                      | WA    | NA                             | 855     | 433            | 4                       |                              |                                     | 540     |
|                                   | Mildura Arts Centre                             | VIC   |                                | 1,350   |                |                         |                              | 83                                  |         |
|                                   | Monkey Baa Theatre Company                      | NSW   | by<br>request                  | 4,150   | 2,500          | 5                       |                              | 215                                 | 4,150   |
|                                   | Pilbeam Theatre                                 | QLD   |                                | 1,160   |                |                         | 10%                          | 75                                  |         |
|                                   | Playford Civic Centre                           | SA    | 1,947                          | 583     |                |                         |                              | 120                                 | 583     |
|                                   | Portland Arts Centre                            | VIC   |                                |         | 75             | 1                       |                              |                                     |         |
|                                   | QUT Gardens Theatre                             | QLD   | 17,300                         | 3,850   |                |                         |                              |                                     |         |
|                                   | Street Theatre                                  | ACT   | 5,000                          |         |                |                         |                              |                                     |         |
|                                   | The Cube Wodonga                                | VIC   |                                | 1,943   | 1,227          | 4                       | NA                           |                                     |         |
|                                   | The Hopgood Theatre                             | SA    |                                |         | 1190           | 6                       | 12.5%                        | 4 hours                             | 250     |
| Wagga Wagga Civic Theatre         | NSW   |       | 2,200                          |         |                | 12%                     |                              |                                     |         |
| West Gippsland Arts Centre        | VIC   | NA    | 1,400                          | 1,400   | 10             | NA                      | 55                           | NA                                  |         |
| Whitehorse Performing Arts Centre | VIC   | NA    | NA                             | 1,500   | 5              |                         | 150                          |                                     |         |

| Capacity               | Venue -<br>Primary Performance Space                  | State | Commercial Hire (Package Rate) |         |                |                         |                              | Commercial Hire<br>(Rehearsal Rate) |         |
|------------------------|---|-------|--------------------------------|---------|----------------|-------------------------|------------------------------|-------------------------------------|---------|
|                        |   |       | Per<br>week                    | Per day | Per<br>session | Hours<br>per<br>session | Vs % of<br>Net Box<br>Office | Per Hour                            | Per Day |
| 500 to<br>999<br>Seats | Manning Entertainment Centre                          | NSW   | 3,600                          | 1,000   | 1,000          | 8                       | 10%                          | 100                                 | 800     |
|                        | Barossa Arts & Convention Centre                      | SA    |                                | 2,500   |                |                         |                              |                                     | 1,350   |
|                        | Brolga Theatre  | QLD   |                                |         | 920            |                         | 10%                          | 68                                  |         |
|                        | Redland Performing Arts Centre                        | QLD   |                                | 1,209   |                |                         | 10%                          | 76                                  | 533     |
|                        | Eastbank Centre - Riverlinks Venues                   | VIC   |                                | 2,010   |                |                         |                              |                                     | 520     |
|                        | Frankston Arts Centre                                 | VIC   |                                |         | 2,420          | 5                       |                              | 220                                 |         |
|                        | Bathurst Memorial Entertainment Centre                | NSW   |                                | 1,400   | 700            | 4                       | 10%                          | 119                                 | 700     |
|                        | Albury Entertainment Centre                           | NSW   |                                | 1,795   |                |                         | 12%                          | 140                                 |         |
|                        | Shoalhaven Entertainment Centre                       | NSW   | NA                             | 1,925   | 1,925          | 8                       | NA                           | NA                                  | 970     |
|                        | Clocktower Centre                                     | VIC   |                                |         | 545            | 1                       |                              | 290                                 |         |
|                        | University Theatres - University of Western Australia | WA    |                                |         | 880            |                         |                              |                                     | 440     |
|                        | Orange Civic Theatre                                  | NSW   | \$1246                         | NA      | NA             | NA                      | 12.5%                        |                                     |         |
|                        | Her Majesty's Theatre                                 | VIC   | NA                             | 3,280   |                | 9                       | NA                           | 225                                 | 1,250   |
|                        | Bunbury Regional Entertainment Centre                 | WA    |                                | 3,468   |                | 16                      |                              | 172                                 | 520     |

|                      |  |       |                                |         |             |                   |                        |                                  |            |
|----------------------|--|-------|--------------------------------|---------|-------------|-------------------|------------------------|----------------------------------|------------|
|                      | Theatre Royal                                | TAS   |                                | 1,500   |             |                   | 12%                    |                                  | 330        |
|                      | Mandurah Performing Arts Centre              | WA    |                                | 2,890   |             |                   | n/a                    | 158                              |            |
|                      | The Events Centre                            | QLD   |                                | 3,315   | 1,150       | 6                 |                        | 6 hrs \$1150                     | 3,315      |
|                      | Cairns Civic Theatre                         | QLD   | 8,400                          | 1,200   | 600         | 4                 | 10%                    | 149                              | 1,200      |
|                      | Joan Sutherland Performing Arts Centre       | NSW   | NA                             | NA      | NA          | NA                | NA                     | 220                              | NA         |
|                      | Seymour Centre                               | NSW   | 38,200                         | 8,375   |             |                   |                        | Negotiable                       | Negotiable |
|                      | Illawarra Performing Arts Centre             | NSW   |                                |         | 1,370       | 5                 | 10%                    | 160                              |            |
|                      | The Glasshouse Port Macquarie                | NSW   |                                |         | 1,480       | 4                 | 11%                    | 290                              |            |
|                      | Griffith Regional Theatre                    | NSW   |                                |         | 750         | 4                 | 12%                    | 65                               |            |
|                      | Riverside Theatres Parramatta                | NSW   | 29,459                         | 5,509   | 5,509       | 4                 | 10-30%                 | na                               | 5,509      |
|                      | Gladstone Entertainment Convention Centre    | QLD   |                                |         | 1,300       | 4                 | 10%                    | 150                              |            |
|                      | Queens Park Theatre                          | WA    |                                | 1,190   |             |                   | 10%                    |                                  |            |
|                      | Capitol Venues and Events                    | VIC   |                                |         | 1,900       | 5                 |                        | 132                              |            |
|                      | Geelong Performing Arts Centre               | VIC   | 11,743                         | 2,258   |             |                   |                        |                                  | 903        |
|                      | Esperance Civic Centre                       | WA    | NA                             | NA      | NA          | NA                | NA                     | NA                               | 1,600      |
|                      | Ipswich Civic Centre                         | QLD   | Negotiable                     | 1,340   | 870         | 3                 | 10%                    | 140                              | 1,260      |
|                      | Melbourne Theatre Company                    | VIC   | 22,000                         | 4,400   | 4,400       | 12                |                        |                                  | 2,200      |
|                      | NIDA Parade Theatres                         | NSW   | 21,000                         | 4,700   |             |                   |                        |                                  | 2,200      |
| Capacity             | Venue – Primary Performance Space            | State | Commercial Hire (Package Rate) |         |             |                   |                        | Commercial Hire (Rehearsal Rate) |            |
|                      |  |       | Per week                       | Per day | Per session | Hours per session | Vs % of Net Box Office | Per Hour                         | Per Day    |
| 1,000 to 1,999 seats | His Majesty's Theatre                        | WA    | 13,500                         | 2,700   |             |                   |                        |                                  | 1,060      |
|                      | Empire Theatre                               | QLD   |                                | 2,900   |             |                   | 10%                    |                                  | 2,900      |
|                      | Canberra Theatre Centre                      | ACT   | 26,950                         | 3,850   |             |                   |                        |                                  | 2,464      |
|                      | Mackay Entertainment & Convention Centre     | QLD   |                                | 2,300   | 1,190       | 5                 | 10%                    | 155                              | 1,000      |
|                      | City Recital Hall Angel Place                | NSW   |                                | 11,499  |             |                   |                        |                                  |            |
|                      | Monash University Academy of Performing Arts | VIC   |                                | 4,990   |             |                   |                        |                                  | 1,573      |
| Over 2,000           | Arts Centre Melbourne                        | VIC   | 86,865                         | 17,373  |             |                   |                        |                                  |            |

## Commercial Hire Rates – Secondary Space

| Capacity                         | Venue – Secondary Performance Space             | State | Commercial Hire (Package Rate) |         |             |                   |                        | Commercial Hire (Rehearsal Rate) |         |
|----------------------------------|---|-------|--------------------------------|---------|-------------|-------------------|------------------------|----------------------------------|---------|
|                                  |   |       | Per week                       | Per day | Per session | Hours per session | Vs % of Net Box Office | Per Hour                         | Per Day |
| Under 500 seats                  | Albury Entertainment Centre                     | NSW   |                                | 470     |             |                   |                        |                                  |         |
|                                  | Barossa Arts & Convention Centre                | SA    |                                | 1,300   |             |                   |                        |                                  | 700     |
|                                  | BEMAC - Brisbane Multicultural Arts Centre      | QLD   |                                | 850     | 510         | 4                 |                        | 106                              | 850     |
|                                  | Bunbury Regional Entertainment Centre           | WA    |                                | 1,575   |             | 16                |                        | 236                              |         |
|                                  | Capitol Venues and Events                       | VIC   |                                |         | 1,270       | 5                 |                        | 88                               |         |
|                                  | Colac Otway Performing Arts and Cultural Centre | VIC   | NA                             | 725     | 470         | 4                 | NA                     | NA                               | 725     |
|                                  | Eastbank Centre - Riverlinks Venues             | VIC   |                                | 1,380   |             |                   |                        |                                  | 520     |
|                                  | Empire Theatre                                  | QLD   |                                | 1,100   |             |                   | 10                     |                                  | 1,100   |
|                                  | Esperance Civic Centre                          | WA    | NA                             | NA      | NA          | NA                | NA                     | NA                               | 420     |
|                                  | Frankston Arts Centre                           | VIC   |                                |         | 1,360       | 5                 |                        | 110                              |         |
|                                  | Geelong Performing Arts Centre                  | VIC   | 4,486                          | 864     |             |                   |                        |                                  | 343     |
|                                  | Griffith Regional Theatre                       | NSW   |                                |         | 140         | 4                 |                        | 65                               |         |
|                                  | His Majesty's Theatre                           | WA    | 1,800                          | 300     |             |                   |                        |                                  | 300     |
| Illawarra Performing Arts Centre | NSW   |       |                                | 680     | 5           | 10                | 115                    |                                  |         |

|                  |   |       |                                |         |             |                   |                        |                                  |            |
|------------------|---|-------|--------------------------------|---------|-------------|-------------------|------------------------|----------------------------------|------------|
|                  | Ipswich Civic Centre                                  | QLD   | Negotiable                     | 990     | 330         | 3                 | 10%                    | 110                              | 990        |
|                  | Joan Sutherland Performing Arts Centre                | NSW   | NA                             | NA      | NA          | NA                | NA                     | 220                              | NA         |
|                  | Judith Wright Centre of Contemporary Arts             | QLD   | 1,650                          | 500     |             |                   |                        |                                  | 230        |
|                  | Mandurah Performing Arts Centre                       | WA    |                                | 990     |             |                   | NA                     | 150                              |            |
|                  | Melbourne Theatre Company                             | VIC   | 5,500                          | 1,100   | 550         | 6                 |                        |                                  | 1,100      |
|                  | Mildura Arts Centre                                   | VIC   |                                |         |             | 115               |                        | 115                              |            |
|                  | NIDA Parade Theatres                                  | NSW   | 6,600                          | 1,600   |             |                   |                        |                                  | 850        |
|                  | Queens Park Theatre                                   | WA    |                                | 310     |             |                   |                        |                                  |            |
|                  | Redland Performing Arts Centre                        | QLD   |                                | 430     |             |                   | 10                     | 56                               | 430        |
|                  | Riverside Theatres Parramatta                         | NSW   | 7,543                          | 1,604   | 1,604       | 4                 | 10-30%                 | NA                               | 1,604      |
|                  | Shoalhaven Entertainment Centre                       | NSW   | NA                             | 580     | 290         | 4                 | NA                     | NA                               | 580        |
|                  | Street Theatre  | ACT   | 1,500                          |         |             |                   |                        |                                  |            |
|                  | The Glasshouse Port Macquarie                         | NSW   |                                |         | 360         | 4                 |                        |                                  |            |
|                  | The Hopgood Theatre                                   | SA    |                                |         | 260         | 4                 |                        | per 4 hours                      | 260        |
|                  | Theatre Royal   | TAS   | 1,100                          | 385     |             |                   |                        |                                  | 220        |
| Capacity         | Venue – Secondary Performance Space                   | State | Commercial Hire (Package Rate) |         |             |                   |                        | Commercial Hire (Rehearsal Rate) |            |
|                  |   |       | Per week                       | Per day | Per session | Hours per session | Vs % of Net Box Office | Per Hour                         | Per Day    |
| 500 to 999 seats | Bathurst Memorial Entertainment Centre                | NSW   |                                | 1,258   | 677         | 4                 | 10%                    | 119                              | 677        |
|                  | Burnie Arts and Function Centre                       | TAS   |                                | 910     |             |                   |                        | 75                               |            |
|                  | Canberra Theatre Centre                               | ACT   | 15,785                         | 2,255   |             |                   |                        |                                  | 1,551      |
|                  | Dubbo Regional Theatre and Convention Centre          | NSW   |                                | 1,295   |             | 8                 | 10%                    | 120                              | 620        |
|                  | Orange Civic Theatre                                  | NSW   |                                | 1,010   |             |                   | 11%                    |                                  |            |
|                  | Seymour Centre  | NSW   | 31,000                         | 6,880   |             |                   |                        | Negotiable                       | Negotiable |
|                  | University Theatres - University of Western Australia | WA    |                                | 1,320   |             |                   |                        |                                  | 660        |

| Capacity         | Venue – Secondary Performance Space      | State | Commercial Hire (Package Rate) |         |             |                   |                        | Commercial Hire (Rehearsal Rate) |               |
|------------------|--|-------|--------------------------------|---------|-------------|-------------------|------------------------|----------------------------------|---------------|
|                  |  |       | Per week                       | Per day | Per session | Hours per session | Vs % of Net Box Office | Per Hour                         | Per Day       |
| Over 1,000 seats | Mackay Entertainment & Convention Centre | QLD   | NA                             | 7,800   | 5,000       | Day & Evening     | 10%                    | Discretion al                    | Discretion al |
|                  | Arts Centre Melbourne                    | VIC   | 88,321                         | 17,648  |             |                   |                        |                                  |               |

### Commercial Hire Rates - Tertiary Space

| Capacity        | Venue – Tertiary Performance Space     | State | Commercial Hire (Package Rate) |         |             |                   |                        | Commercial Hire (Rehearsal Rate) |         |
|-----------------|--|-------|--------------------------------|---------|-------------|-------------------|------------------------|----------------------------------|---------|
|                 |  |       | Per week                       | Per day | Per session | Hours per session | Vs % of Net Box Office | Per Hour                         | Per Day |
| Under 500 seats | Bathurst Memorial Entertainment Centre | NSW   |                                | 228     | 118         | 4                 | NA                     | 59                               | 228     |
|                 | Canberra Theatre Centre                | ACT   | 924                            | 154     |             |                   |                        |                                  | 154     |
|                 | Capitol Venues and Events              | VIC   |                                |         | 417         | 5                 |                        | 47                               |         |
|                 | Empire Theatre                         | QLD   |                                | 850     |             |                   | 10%                    |                                  | 850     |

|                  |   |     |       |       |       |    |        |            |            |
|------------------|---|-----|-------|-------|-------|----|--------|------------|------------|
|                  | Illawarra Performing Arts Centre                      | NSW |       |       | 330   | 5  | 10%    | 45         |            |
|                  | Joan Sutherland Performing Arts Centre                | NSW | NA    | NA    | NA    | NA | NA     | 88         |            |
|                  | Redland Performing Arts Centre                        | QLD |       | 683   |       |    | 10     | 70         | 683        |
|                  | Riverside Theatres Parramatta                         | NSW | 5,576 | 1,084 | 1,084 | 4  | 10-30% | NA         | 1,084      |
|                  | Seymour Centre  | NSW | 6,100 | 1,950 |       |    |        | Negotiable | Negotiable |
|                  | Street Theatre  | ACT | 1,000 |       |       |    |        |            |            |
|                  | The Glasshouse Port Macquarie                         | NSW |       | 350   | 175   | 4  |        |            |            |
|                  | University Theatres - University of Western Australia | WA  |       | 440   |       |    |        |            | 440        |
| 500 to 999 seats | Arts Centre Melbourne                                 | VIC |       |       |       |    |        |            |            |
| 1,000 to 1,999   | Geelong Performing Arts Centre                        | VIC | 33064 | 6608  |       |    |        |            |            |
|                  |   |     | 16356 | 3145  |       |    |        |            |            |

### Additional Performance Spaces

| Capacity        | Venue – Additional Performance Space   | State | Commercial Hire (Package Rate) |         |             |                   |                        | Commercial Hire (Rehearsal Rate) |            |
|-----------------|--|-------|--------------------------------|---------|-------------|-------------------|------------------------|----------------------------------|------------|
|                 |  |       | Per week                       | Per day | Per session | Hours per session | Vs % of Net Box Office | Per Hour                         | Per Day    |
| Under 500 seats | Bathurst Memorial Entertainment Centre | NSW   |                                | 337     | 169         | 4                 | NA                     | NA                               | 337        |
|                 | Capitol Venues and Events              | VIC   |                                | 217     | 128         | 4                 |                        |                                  | 217        |
|                 | Empire Theatre                         | QLD   |                                | 700     |             |                   | 10%                    |                                  | 700        |
|                 | Seymour Centre                         | NSW   | 5,900                          | 985     |             |                   |                        | Negotiable                       | Negotiable |
|                 | Arts Centre Melbourne                  | VIC   | 13,450                         | 2,688   |             |                   |                        |                                  |            |
| 1,000 to 1,999  | Illawarra Performing Arts Centre       | NSW   |                                |         | 1,900       | 5                 | 10                     | 190                              |            |

### Community Rates

Almost all venues offer discounted rates for community groups, however the definition varies between centres. The following chart shows the principal types of qualifications hirers require to access these rates and the percentage of venue respondents that apply those criteria.

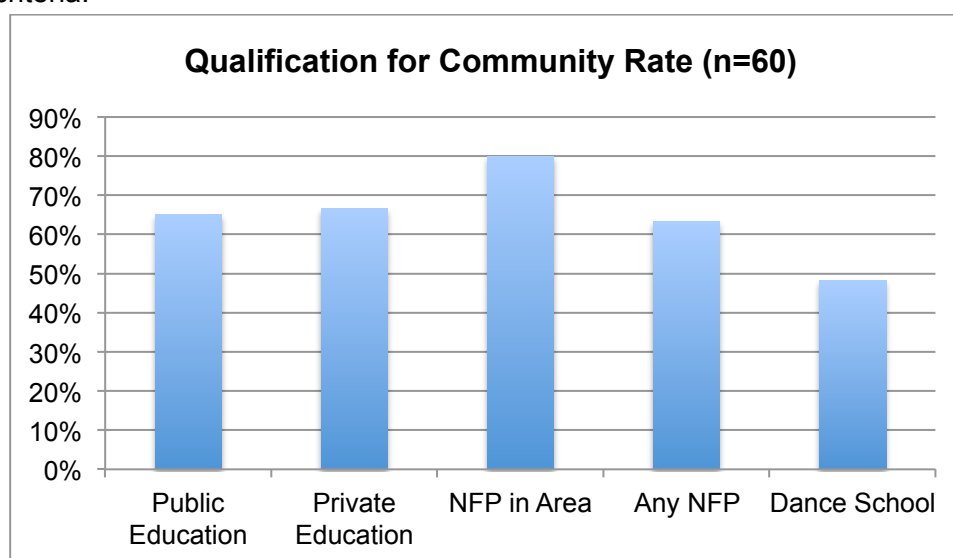


Figure 26: Qualification Criteria for Community Hire Rates

Some venues also reported providing different hire rates for specific groups in the communities including schools (18 venues), Eisteddfod groups (10 venues) and Conferences (11 venues). A number of venues advised of further discounting for specific community groups including long-term community hirers and for meetings or community events organised by the owner of their building.

### Community Hire Rates - Primary Space

| Capacity         | Venue –<br>Primary Performance Space            | State | Commercial Hire (Package Rate) |         |             |                   |                        | Commercial Hire (Rehearsal Rate) |         |
|------------------|---|-------|--------------------------------|---------|-------------|-------------------|------------------------|----------------------------------|---------|
|                  |   |       | Per week                       | Per day | Per session | Hours per session | Vs % of Net Box Office | Per Hour                         | Per Day |
| Under 500 Seats  | BEMAC - Brisbane Multicultural Arts Centre      | QLD   |                                | 600     | 360         | 4                 |                        | 75                               | 600     |
|                  | Broome Civic Centre [Shire of Broome]           | WA    | 1,725                          | 575     | 315         | -                 | -                      | -                                | 575     |
|                  | Burnie Arts and Function Centre                 | TAS   |                                | 278     |             |                   |                        | 30                               |         |
|                  | Colac Otway Performing Arts and Cultural Centre | VIC   | NA                             | 1,050   | 705         | 4                 | NA                     | NA                               | 1,050   |
|                  | Devonport Entertainment and Convention Centre   | TAS   |                                |         |             |                   |                        | 80                               | 160     |
|                  | Don Russell Performing Arts Centre              | WA    |                                |         | 490         | <8                |                        | 41                               |         |
|                  | Dubbo Regional Theatre and Convention Centre    | NSW   |                                | 1,275   |             | 8                 |                        | 90                               | 638     |
|                  | Judith Wright Centre of Contemporary Arts       | QLD   | 6,695                          | 1,720   |             |                   |                        |                                  | 995     |
|                  | Karralyka Centre                                | VIC   |                                |         |             |                   |                        | 193                              | 1,544   |
|                  | Marion Cultural Centre                          | SA    | 9,912                          | 1,298   | 550         | 4                 | NA                     | 100                              | 1,298   |
| Capacity         | Venue –<br>Primary Performance Space            | State | Commercial Hire (Package Rate) |         |             |                   |                        | Commercial Hire (Rehearsal Rate) |         |
| Under 500 Seats  | Matt Dann Theatre & Cinema                      | WA    | NA                             | 428     | 214         | 4                 |                        |                                  |         |
|                  | Mildura Arts Centre                             | VIC   |                                | 515     |             |                   |                        | 83                               |         |
|                  | Monkey Baa Theatre Company                      | NSW   | by request                     | 2,700   | 1,750       | 5                 |                        | 176                              | 2,700   |
|                  | Pilbeam Theatre                                 | QLD   |                                | 620     |             |                   | 10%                    | 62                               |         |
|                  | Playford Civic Centre                           | SA    | 973                            | 292     |             |                   |                        | 120                              | 292     |
|                  | Portland Arts Centre                            | VIC   |                                |         | 29          | 1                 |                        |                                  |         |
|                  | QUT Gardens Theatre                             | QLD   | 13,840                         | 3,080   |             |                   |                        |                                  |         |
|                  | The Cube Wodonga                                | VIC   | NA                             | 1,538   | 992         | 4                 | NA                     | NA                               | 335     |
|                  | The Hopgood Theatre                             | SA    |                                |         | 930         | 6                 |                        | 4 hours                          | 250     |
|                  | Wagga Wagga Civic Theatre                       | NSW   |                                | 850     | 650         | 3pm-12pm          |                        | 63                               |         |
|                  | West Gippsland Arts Centre                      | VIC   | 5,160                          | 860     | 860         | 10                | NA                     | 55                               | NA      |
|                  | Whitehorse Performing Arts Centre               | VIC   |                                |         | 1,185       | 5                 |                        | 150                              |         |
| Capacity         | Venue -<br>Primary Performance Space            | State | Commercial Hire (Package Rate) |         |             |                   |                        | Commercial Hire (Rehearsal Rate) |         |
| 500 to 999 seats | Albury Entertainment Centre                     | NSW   |                                | 1,292   |             |                   |                        | 95                               |         |
|                  | Barossa Arts & Convention Centre                | SA    |                                | 1,350   |             |                   |                        |                                  | 750     |
|                  | Bathurst Memorial Entertainment Centre          | NSW   |                                | 981     | 491         | 4                 | 10%                    | 96                               | 491     |
|                  | Brolga Theatre                                  | QLD   |                                |         | 430         |                   | 8%                     | 68                               |         |
|                  | Bunbury Regional Entertainment Centre           | WA    |                                | 2,254   |             | 16                |                        | 57                               | 338     |
|                  | Cairns Civic Theatre                            | QLD   | 5,650                          | 650     | 324         | 4                 | 10%                    | 81                               | 650     |



|   |     |            |            |                        |    |           |                               |            |
|---|-----|------------|------------|------------------------|----|-----------|-------------------------------|------------|
| Capitol Venues and Events                 | VIC |            |            | 1,676                  | 5  |           | 81                            |            |
| Clocktower Centre                         | VIC |            |            | 505                    | 1  |           | 200                           |            |
| Eastbank Centre - Riverlinks Venues       | VIC |            | 1,380      |                        |    |           |                               | 445        |
| Esperance Civic Centre                    | WA  | NA         | NA         | NA                     | NA | NA        | NA                            | 1,280      |
| Frankston Arts Centre                     | VIC |            |            | 1,760                  | 5  |           | 220                           |            |
| Geelong Performing Arts Centre            | VIC | 10,674     | 2,053      |                        |    |           |                               | 822        |
| Gladstone Entertainment Convention Centre | QLD |            |            | 520                    | 4  | 10%       | 60                            |            |
| Griffith Regional Theatre                 | NSW |            |            | \$400 or \$2.50 / seat | 4  |           | First 4 hours free, \$65 / hr |            |
| Her Majesty's Theatre                     | VIC | NA         | 2,560      |                        | 9  |           | 225                           | 1,250      |
| Illawarra Performing Arts Centre          | NSW |            |            | 870                    | 5  | 10%       | 120                           |            |
| Ipswich Civic Centre                      | QLD | Negotiable | 1,005      | 525                    | 3  | NA        | 90                            | 720        |
| Joan Sutherland Performing Arts Centre    | NSW | NA         | NA         | NA                     | NA | NA        | 110                           | NA         |
| Mandurah Performing Arts Centre           | WA  |            | 2,200      |                        |    | NA        | 150                           |            |
| Manning Entertainment Centre              | NSW | 3,600      | 500        | 500                    | 8  | 10%       | 100                           | 800        |
| Melbourne Theatre Company                 | VIC | 22,000     | 4,400      | 4,400                  | 12 |           |                               | 2,200      |
| NIDA Parade Theatres                      | NSW | 15,000     | 3,000      |                        |    |           |                               | 1,750      |
| Orange Civic Theatre                      | NSW |            | \$865 perf |                        |    | 12.5% NBO |                               |            |
| Queens Park Theatre                       | WA  |            | 595        |                        |    | 5%        |                               |            |
| Redland Performing Arts Centre            | QLD |            | 725        |                        |    | 10%       | 46                            | 320        |
| Riverside Theatres Parramatta             | NSW | 25,045     | 4,662      | 4,662                  | 4  | 10-30%    | NA                            | 4,662      |
| Seymour Centre                            | NSW | Negotiable | Negotiable |                        |    |           | Negotiable                    | Negotiable |
| Shoalhaven Entertainment Centre           | NSW | NA         | 935        | 935                    | 8  | NA        | NA                            | 385        |
| The Events Centre                         | QLD |            | 3,015      |                        | 6  |           | 6 hours                       | 3,015      |
| The Glasshouse Port Macquarie             | NSW |            |            | 888                    | 4  |           | 174                           |            |
| Theatre Royal                             | TAS |            | 1,000      |                        |    |           |                               | 330        |

| Capacity        | Venue – Primary Performance Space            | State | Commercial Hire (Package Rate) |         |             |                   |                        | Commercial Hire (Rehearsal Rate) |         |
|-----------------|--|-------|--------------------------------|---------|-------------|-------------------|------------------------|----------------------------------|---------|
|                 |  |       | Per week                       | Per day | Per session | Hours per session | Vs % of Net Box Office | Per Hour                         | Per Day |
| More than 1,000 | Canberra Theatre Centre                      | ACT   |                                |         |             |                   |                        |                                  |         |
|                 | City Recital Hall Angel Place                | NSW   |                                | 8,440   |             |                   |                        |                                  | 3,874   |
|                 | Empire Theatre                               | QLD   |                                | 1,800   |             |                   | 10%                    |                                  | 1,800   |
|                 | His Majesty's Theatre                        | WA    | 12,500                         | 2,500   |             |                   |                        |                                  | 1,000   |
|                 | Mackay Entertainment & Convention Centre     | QLD   | 0                              | 2,000   | 810         | 5                 | 10%                    | 155                              | 1,000   |
|                 | Monash University Academy of Performing Arts | VIC   |                                | 4,670   |             |                   |                        |                                  |         |

### Community Hire Rates – Secondary Venue

| Capacity        | Venue – Secondary Performance Space        | State | Commercial Hire (Package Rate) |         |             |                   |                        | Commercial Hire (Rehearsal Rate) |         |
|-----------------|--|-------|--------------------------------|---------|-------------|-------------------|------------------------|----------------------------------|---------|
|                 |  |       | Per week                       | Per day | Per session | Hours per session | Vs % of Net Box Office | Per Hour                         | Per Day |
| Under 500 seats | Albury Entertainment Centre                | NSW   |                                | 423     |             |                   |                        |                                  |         |
|                 | Barossa Arts & Convention Centre           | SA    |                                | 700     |             |                   |                        | 13.4                             | 350     |
|                 | BEMAC – Brisbane Multicultural Arts Centre | QLD   |                                | 425     | 255         | 4                 |                        | 53.15                            | 425     |
|                 | Bunbury Regional Entertainment Centre      | WA    |                                | 1,260   |             | 16                |                        | 189                              |         |
|                 | Capitol Venues and Events                  | VIC   |                                |         | 1,118       | 5                 |                        | 81                               |         |

|  |   |     |            |       |       |     |        |             |       |
|--|---|-----|------------|-------|-------|-----|--------|-------------|-------|
|  | Colac Otway Performing Arts and Cultural Centre | VIC | NA         | 620   | 395   | 4   | NA     | NA          | 620   |
|  | Eastbank Centre – Riverlinks Venues             | VIC |            | 1,020 |       |     |        |             | 445   |
|  | Empire Theatre                                  | QLD |            | 800   |       |     | 10%    |             | 800   |
|  | Esperance Civic Centre                          | WA  | NA         | NA    | NA    | NA  | NA     | NA          | 336   |
|  | Frankston Arts Centre                           | VIC |            |       | 890   | 5   |        | 110         |       |
|  | Geelong Performing Arts Centre                  | VIC | 4,064      | 782   |       |     |        |             | 312   |
|  | Griffith Regional Theatre                       | NSW |            |       | 140   |     |        | 65          |       |
|  | His Majesty's Theatre                           | WA  | 1,800      | 300   |       |     |        |             | 300   |
|  | Illawarra Performing Arts Centre                | NSW |            |       | 490   | 5   | 10%    | 90          |       |
|  | Ipswich Civic Centre                            | QLD | Negotiable | 495   | 165   | 3   | NA     | 55          | 495   |
|  | Joan Sutherland Performing Arts Centre          | NSW | NA         | NA    | NA    | NA  | NA     | 110         | NA    |
|  | Judith Wright Centre of Contemporary Arts       | QLD | 1,350      | 425   |       |     |        |             | 185   |
|  | Mandurah Performing Arts Centre                 | WA  |            | 770   |       |     | NA     | 135         |       |
|  | Melbourne Theatre Company                       | VIC | 5,500      | 1,100 | 550   | 6   |        |             | 1,100 |
|  | Mildura Arts Centre                             | VIC |            |       |       | 115 |        | 115         |       |
|  | NIDA Parade Theatres                            | NSW | 3,000      | 850   |       |     |        |             | 600   |
|  | Queens Park Theatre                             | WA  |            | 180   |       |     |        |             |       |
|  | Redland Performing Arts Centre                  | QLD |            | 172   |       |     | 10     | 22          | 172   |
|  | Riverside Theatres Parramatta                   | NSW | 6,429      | 1,356 | 1,356 | 4   | 10-30% | NA          | 1,356 |
|  | Shoalhaven Entertainment Centre                 | NSW | NA         | 470   | 235   | 4   | NA     | NA          | 470   |
|  | Street Theatre                                  | ACT | Negotiable |       |       |     |        |             |       |
|  | The Glasshouse Port Macquarie                   | NSW |            |       | 216   | 4   |        |             |       |
|  | The Hopgood Theatre                             | SA  |            |       | 260   | 4   |        | per 4 hours | 260   |
|  | Theatre Royal                                   | TAS | 990        | 250   |       |     |        |             | 110   |

| Capacity         | Venue – Secondary Performance Space                   | State | Commercial Hire (Package Rate) |            |             |                   |                        | Commercial Hire (Rehearsal Rate) |               |
|------------------|---|-------|--------------------------------|------------|-------------|-------------------|------------------------|----------------------------------|---------------|
|                  |   |       | Per week                       | Per day    | Per session | Hours per session | Vs % of Net Box Office | Per Hour                         | Per Day       |
| 500 to 999 seats | Bathurst Memorial Entertainment Centre                | NSW   |                                | 697        | 396         | 4                 | 10%                    | 96                               | 396           |
|                  | Burnie Arts and Function Centre                       | TAS   |                                | 364        |             |                   |                        | 30                               |               |
|                  | Canberra Theatre Centre                               | ACT   |                                |            |             |                   |                        |                                  |               |
|                  | Dubbo Regional Theatre and Convention Centre          | NSW   | 0                              | 1035       | 0           | 8                 | 0                      | 80                               | 517           |
|                  | Orange Civic Theatre                                  | NSW   |                                |            |             |                   |                        |                                  |               |
|                  | Seymour Centre  | NSW   | Negotiable                     | Negotiable |             |                   |                        | Negotiable                       | Negotiable    |
|                  | University Theatres - University of Western Australia | WA    |                                |            |             |                   |                        |                                  |               |
| Over 1,000 seats | Mackay Entertainment & Convention Centre              | QLD   | NA                             | 7,000      | 4,660       | Day & Evening     | 10%                    | Discretionary                    | Discretionary |

### Community Hire Rates – Tertiary venue

| Capacity        | Venue – Tertiary Performance Space     | State | Commercial Hire (Package Rate) |         |             |                   |                        | Commercial Hire (Rehearsal Rate) |         |
|-----------------|--|-------|--------------------------------|---------|-------------|-------------------|------------------------|----------------------------------|---------|
|                 |  |       | Per week                       | Per day | Per session | Hours per session | Vs % of Net Box Office | Per Hour                         | Per Day |
| Under 500 seats | Bathurst Memorial Entertainment Centre | NSW   |                                | 208     | 110         | 4                 | NA                     | 52                               | 208     |
|                 | Capitol Venues and Events              | VIC   |                                |         | 605         | 5                 |                        | 56                               |         |
|                 | Empire Theatre                         | QLD   |                                | 630     |             |                   | 10%                    |                                  | 630     |

|                |  |     |            |            |       |    |        |            |            |
|----------------|--|-----|------------|------------|-------|----|--------|------------|------------|
|                | Illawarra Performing Arts Centre       | NSW |            |            | 255   | 5  | 10%    | 40         |            |
|                | Joan Sutherland Performing Arts Centre | NSW | NA         | NA         | NA    | NA | NA     | 66         | NA         |
|                | Redland Performing Arts Centre         | QLD |            | 273        |       |    | 10%    | 28         | 273        |
|                | Riverside Theatres Parramatta          | NSW | 5,001      | 1,035      | 1,035 | 4  | 10-30% | NA         | 1,035      |
|                | Seymour Centre                         | NSW | Negotiable | Negotiable |       |    |        | Negotiable | Negotiable |
|                | Street Theatre                         | ACT | Negotiable |            |       |    |        |            |            |
|                | The Glasshouse Port Macquarie          | NSW |            | 210        | 105   | 4  |        |            |            |
| 1,000 to 1,999 | Geelong Performing Arts Centre         | VIC | 2,859      |            |       |    |        | 1,141      | 2,859      |

## Community Rates – Additional Spaces

| Capacity        | Venue – Tertiary Performance Space     | State | Commercial Hire (Package Rate) |            |             |                   |                        | Commercial Hire (Rehearsal Rate) |            |
|-----------------|--|-------|--------------------------------|------------|-------------|-------------------|------------------------|----------------------------------|------------|
|                 |  |       | Per week                       | Per day    | Per session | Hours per session | Vs % of Net Box Office | Per Hour                         | Per Day    |
| Under 500 seats | Bathurst Memorial Entertainment Centre | NSW   |                                | 312        | 156         | 4                 | N/A                    | N/A                              | 312        |
|                 | Capitol Venues and Events              | VIC   | 642                            | 115        | 75          | 4                 | 0                      | 0                                | 115        |
|                 | Empire Theatre                         | QLD   |                                | 550        |             |                   | 10                     |                                  | 550        |
|                 | Seymour Centre                         | NSW   | Negotiable                     | Negotiable |             |                   |                        | Negotiable                       | Negotiable |
| 1,000 to 1,999  | Illawarra Performing Arts Centre       | NSW   |                                |            | 1500        | 5                 | 10                     | 150                              |            |

## Hire Package Inclusions

There is very little difference between commercial and community hire package inclusions. Most packages have similar inclusions for both commercial and community hirers. Differences are seen in the inclusion of duty managers and technical staff for community hirers. The following chart shows the percentage of respondents that include each specific charge within their overall hire fee.

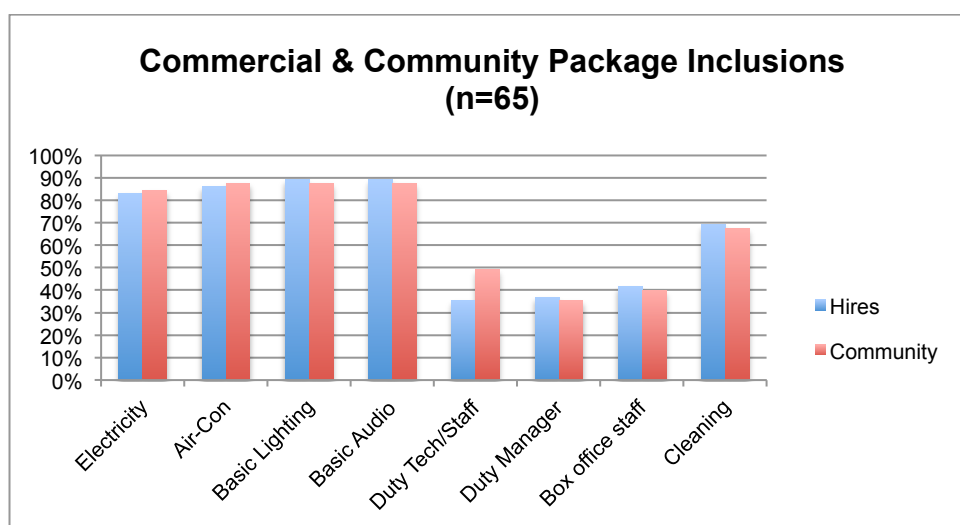


Figure 27: Hire Package Inclusions – Commercial –v– Community

Almost one-third of venues respondents (72%) provide basic marketing advice to hirers of the venue at no additional charge. This result is a significant change from the 2013 survey where 54% of venues provided this support at no additional cost.

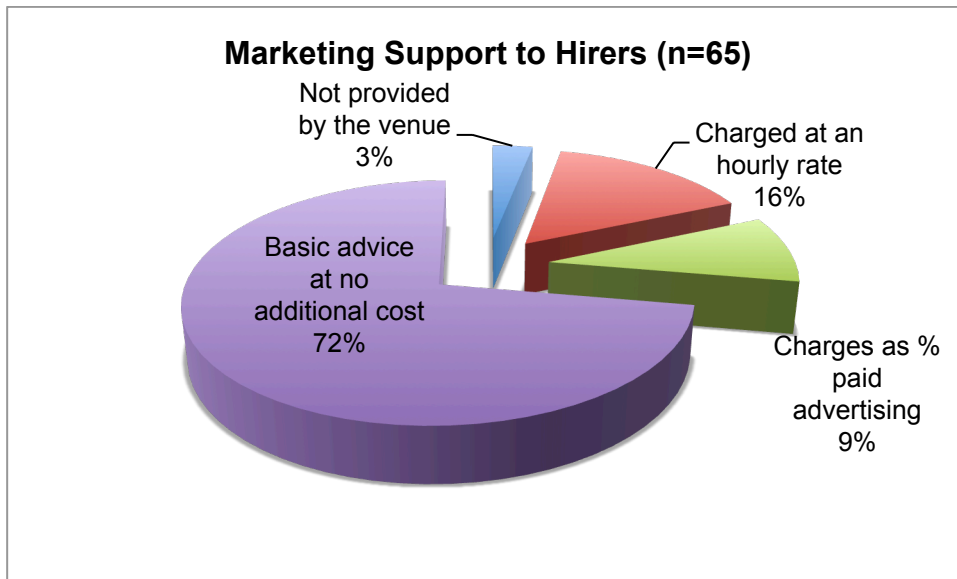


Figure 28: Marketing Services for Hirers

The treatment of cleaning charges has changed between 1%-5% for most categories allowing for a doubling of the percentage of venues (from 7% in 2013 to 14% in 2015) charging cleaning at a flat rate of between \$150 and \$300.

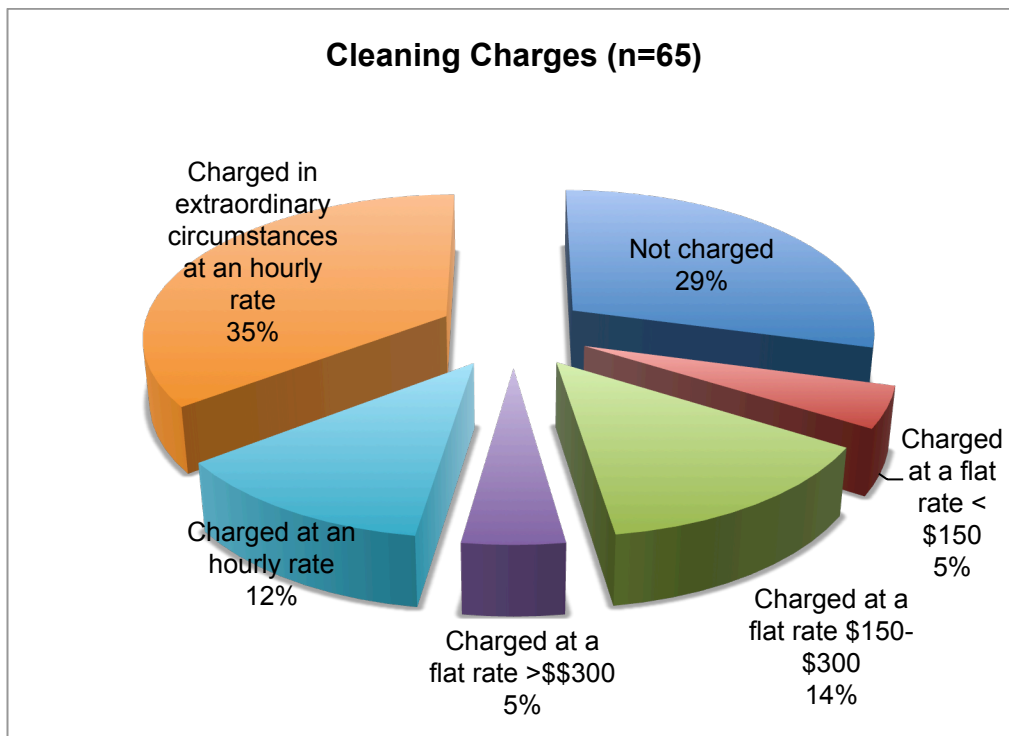


Figure 29: Cleaning Charges

## Staff Charge Out and Minimum Staffing

The following tables are set out by state rather than audience capacity as hirer and owner comparisons are often made in a geographical area. Further, a number of centres use state industrial awards, making comparison based on jurisdiction more appropriate.

## Staff Charge Out Rates

| Venue  | State | Duty Manager     |          | Usher            |          | Merch Seller     |          | Box Office       |          | Stage Door       |          |
|--|-------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|
|  |       | Rate \$/hr       | Min.Call | Rate \$/hr       | Min.Call | Rate \$/hr       | Min.Call | Rate \$/hr       | Min.Call | Rate \$/hr       | Min.Call |
| Canberra Theatre Centre                      | ACT   | \$60-<br>\$64.90 | 4 hrs    | \$35-<br>\$39.90 | 4 hrs    | \$35-<br>\$39.90 | 4 hrs    | \$45-<br>\$49.90 | 4 hrs    | \$35-<br>\$39.90 | 4 hrs    |
| Street Theatre                               | ACT   | \$35-<br>\$39.90 | 4 hrs    |                  |          | \$20-<br>\$24.90 | 4 hrs    | \$30-<br>\$34.90 | 4 hrs    |                  |          |
| Albury Entertainment Centre                  | NSW   |                  |          | \$30-<br>\$34.90 | 3 hrs    | \$30-<br>\$34.90 | 3 hrs    | \$35-<br>\$39.90 | 2 hrs    |                  |          |
| Bathurst Memorial Entertainment Centre       | NSW   | \$40-<br>\$44.90 | 1 hr     | <\$20            | 1 hr     | \$40-<br>\$44.90 | 1 hr     | \$40-<br>\$44.90 | 1 hr     |                  |          |
| City Recital Hall Angel Place                | NSW   | \$50-<br>\$54.90 | 3 hrs    | \$40-<br>\$44.90 | 3 hrs    | \$40-<br>\$44.90 | 3 hrs    | \$40-<br>\$44.90 | 3 hrs    | \$40-<br>\$44.90 | 4 hrs    |
| Dubbo Regional Theatre and Convention Centre | NSW   |                  |          | \$25-<br>\$29.90 | 3 hrs    | \$25-<br>\$29.90 | 3 hrs    |                  |          | \$55-<br>\$59.90 | 3 hrs    |
| Griffith Regional Theatre                    | NSW   | \$45-<br>\$49.90 | 3 hrs    | \$40-<br>\$44.90 | 2 hrs    | \$40-<br>\$44.90 | 2 hrs    |                  |          |                  |          |
| Illawarra Performing Arts Centre             | NSW   | \$45-<br>\$49.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    | \$40-<br>\$44.90 | 3 hrs    |                  |          |
| Joan Sutherland Performing Arts Centre       | NSW   | \$40-<br>\$44.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    |
| Manning Entertainment Centre                 | NSW   | \$40-<br>\$44.90 | 4 hrs    |                  |          | \$40-<br>\$44.90 | 3 hrs    | \$40-<br>\$44.90 | 3 hrs    |                  |          |
| Monkey Baa Theatre Company                   | NSW   | \$35-<br>\$39.90 | 4 hrs    | \$35-<br>\$39.90 | 4 hrs    | \$35-<br>\$39.90 | 3 hrs    | \$35-<br>\$39.90 | 4 hrs    | \$35-<br>\$39.90 | 4 hrs    |
| NIDA Parade Theatres                         | NSW   | \$35-<br>\$39.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    |
| Orange Civic Theatre                         | NSW   |                  |          |                  |          | \$30-<br>\$34.90 | 2 hrs    |                  |          |                  |          |
| Riverside Theatres Parramatta                | NSW   | \$45-<br>\$49.90 | 4 hrs    | \$45-<br>\$49.90 | 4 hrs    | \$45-<br>\$49.90 | 4 hrs    |                  |          | \$45-<br>\$49.90 | 4 hrs    |
| Seymour Centre                               | NSW   |                  |          |                  |          | \$30-<br>\$34.90 | 4 hrs    |                  |          |                  |          |
| Shoalhaven Entertainment Centre              | NSW   | \$55-<br>\$59.90 | 2 hrs    | \$55-<br>\$59.90 | 2 hrs    | \$55-<br>\$59.90 | 1 hr     | \$55-<br>\$59.90 | 2 hrs    | \$55-<br>\$59.90 | 3 hrs    |
| The Glasshouse Port Macquarie                | NSW   | \$50-<br>\$54.90 | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    |                  |          |                  |          |
| Wagga Wagga Civic Theatre                    | NSW   | \$45-<br>\$49.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    |                  |          |
| BEMAC - Brisbane Multicultural Arts Centre   | QLD   | \$25-<br>\$29.90 | 4 hrs    | \$20-<br>\$24.90 | 4 hrs    | \$20-<br>\$24.90 | 4 hrs    | \$25-<br>\$29.90 | 4 hrs    | \$20-<br>\$24.90 | 4 hrs    |
| Brisbane Powerhouse                          | QLD   | \$40-<br>\$44.90 | 4 hrs    | \$35-<br>\$39.90 | 4 hrs    | \$40-<br>\$44.90 | 4 hrs    | \$40-<br>\$44.90 | 4 hrs    |                  |          |
| Brolga Theatre                               | QLD   | \$50-<br>\$54.90 | 4 hrs    |                  |          |                  |          |                  |          |                  |          |
| Cairns Civic Theatre                         | QLD   | \$50-<br>\$54.90 | 3 hrs    | \$40-<br>\$44.90 | 3 hrs    | \$40-<br>\$44.90 | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    | \$55-<br>\$59.90 | 3 hrs    |
| Empire Theatre                               | QLD   | \$50-<br>\$54.90 |          |                  |          | \$50-<br>\$54.90 |          |                  |          |                  |          |
| Gladstone Entertainment Convention Centre    | QLD   | \$55-<br>\$59.90 | 3 hrs    | > \$65           | 1 hr     | \$55-<br>\$59.90 | 3 hrs    | \$55-<br>\$59.90 | 3 hrs    |                  |          |
| Judith Wright Centre of Contemporary Arts    | QLD   | \$45-<br>\$49.90 | 4 hrs    | \$45-<br>\$49.90 | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    |                  |          |
| Lake Kawana Community Centre                 | QLD   | \$45-<br>\$49.90 | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    |
| Mackay Entertainment & Convention Centre     | QLD   | \$55-<br>\$59.90 | 2 hrs    | \$55-<br>\$59.90 | 2 hrs    | \$55-<br>\$59.90 | 2 hrs    | \$55-<br>\$59.90 | 2 hrs    |                  |          |
| Pilbeam Theatre                              | QLD   | \$60-<br>\$64.90 | 3 hrs    |                  |          | \$45-<br>\$49.90 | 3 hrs    |                  |          |                  |          |
| QUT Gardens Theatre                          | QLD   | \$55-<br>\$59.90 | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    |                  |          |
| Redland Performing Arts Centre               | QLD   | \$50-<br>\$54.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    |                  |          |                  |          |

| Venue   | State | Duty Manager     |          | Usher            |          | Merch Seller     |          | Box Office       |          | Stage Door       |          |
|---|-------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|
|   |       | Rate \$/hr       | Min.Call | Rate \$/hr       | Min.Call | Rate \$/hr       | Min.Call | Rate \$/hr       | Min.Call | Rate \$/hr       | Min.Call |
| The Events Centre                               | QLD   | \$50-<br>\$54.90 | 2 hrs    | \$50-<br>\$54.90 | 2 hrs    | \$50-<br>\$54.90 | 2 hrs    | \$50-<br>\$54.90 | 2 hrs    | \$50-<br>\$54.90 | 2 hrs    |
| Barossa Arts & Convention Centre                | SA    | \$45-<br>\$49.90 | 1 hr     | <\$20            | 1 hr     | \$45-<br>\$49.90 | 1 hr     | <\$20            | 1 hr     | <\$20            | 1 hr     |
| Marion Cultural Centre                          | SA    | \$50-<br>\$54.90 | 3 hrs    | \$50-<br>\$54.90 | 3 hrs    | \$50-<br>\$54.90 | 3 hrs    | \$50-<br>\$54.90 | 3 hrs    | \$50-<br>\$54.90 | 3 hrs    |
| The Hopgood Theatre                             | SA    | \$45-<br>\$49.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    | \$30-<br>\$34.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    |
| Burnie Arts and Function Centre                 | TAS   | \$40-<br>\$44.90 | 3 hrs    | \$40-<br>\$44.90 | 2 hrs    | \$40-<br>\$44.90 | 2 hrs    | \$40-<br>\$44.90 | 2 hrs    | \$40-<br>\$44.90 | 2 hrs    |
| Devonport Entertainment and Convention Centre   | TAS   | \$35-<br>\$39.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    |
| Theatre Royal                                   | TAS   | \$35-<br>\$39.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    |                  |          |                  |          |
| Arts Centre Melbourne                           | VIC   | \$35-<br>\$39.90 | 4 hrs    | \$25-<br>\$29.90 | 3 hrs    | \$25-<br>\$29.90 | 3 hrs    |                  |          |                  |          |
| Capitol Venues and Events                       | VIC   | \$45-<br>\$49.90 | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    |
| Clocktower Centre                               | VIC   | \$55-<br>\$59.90 | 4 hrs    | \$50-<br>\$54.90 | 4 hrs    | \$50-<br>\$54.90 | 4 hrs    |                  |          |                  |          |
| Colac Otway Performing Arts and Cultural Centre | VIC   | \$60-<br>\$64.90 | 3 hrs    | \$60-<br>\$64.90 | 3 hrs    | \$60-<br>\$64.90 | 3 hrs    |                  |          |                  |          |
| Eastbank Centre - Riverlinks Venues             | VIC   | \$45-<br>\$49.90 | 4 hrs    | \$40-<br>\$44.90 | 3 hrs    | \$40-<br>\$44.90 | 2 hrs    |                  |          |                  |          |
| Frankston Arts Centre                           | VIC   | \$55-<br>\$59.90 | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    |                  |          |                  |          |
| Geelong Performing Arts Centre                  | VIC   | \$40-<br>\$44.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    | \$25-<br>\$29.90 |          | \$40-<br>\$44.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    |
| Her Majesty's Theatre                           | VIC   | \$45-<br>\$49.90 | 2 hrs    | \$40-<br>\$44.90 | 2 hrs    | \$40-<br>\$44.90 | 2 hrs    | \$45-<br>\$49.90 | 2 hrs    | \$40-<br>\$44.90 | 2 hrs    |
| Karralyka Centre                                | VIC   | \$40-<br>\$44.90 | 3 hrs    | \$40-<br>\$44.90 | 2 hrs    | \$40-<br>\$44.90 | 2 hrs    | \$40-<br>\$44.90 | 2 hrs    |                  |          |
| Melbourne Theatre Company                       | VIC   | \$40-<br>\$44.90 | 4 hrs    | \$35-<br>\$39.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    |                  |          |                  |          |
| Mildura Arts Centre                             | VIC   | \$55-<br>\$59.90 |          | \$45-<br>\$49.90 | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    |
| Monash University Academy of Performing Arts    | VIC   | \$50-<br>\$54.90 | 3 hrs    | \$40-<br>\$44.90 | 2 hrs    | \$40-<br>\$44.90 | 2 hrs    | \$50-<br>\$54.90 | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    |
| Portland Arts Centre                            | VIC   |                  |          | \$35-<br>\$39.90 | 1 hr     | \$35-<br>\$39.90 | 1 hr     | \$35-<br>\$39.90 | 1 hr     | \$35-<br>\$39.90 | 1 hr     |
| The Cube Wodonga                                | VIC   | \$45-<br>\$49.90 | 3 hrs    | \$40-<br>\$44.90 | 2 hrs    | \$40-<br>\$44.90 | 2 hrs    | \$40-<br>\$44.90 | 2 hrs    | \$40-<br>\$44.90 | 2 hrs    |
| West Gippsland Arts Centre                      | VIC   | \$50-<br>\$54.90 | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    |                  |          |                  |          |
| Whitehorse Performing Arts Centre               | VIC   |                  |          | \$35-<br>\$39.90 | 4 hrs    | \$35-<br>\$39.90 | 1 hr     |                  |          |                  |          |
| Broome Civic Centre [Shire of Broome]           | WA    | > \$65           | 1 hr     | > \$65           | 1 hr     | > \$65           | 1 hr     | > \$65           | 1 hr     | > \$65           | 1 hr     |
| Bunbury Regional Entertainment Centre           | WA    | \$55-<br>\$59.90 | 4 hrs    |                  |          | \$55-<br>\$59.90 | 1 hr     |                  |          |                  |          |
| Don Russell Performing Arts Centre              | WA    | \$40-<br>\$44.90 | 3 hrs    |                  |          |                  |          | \$35-<br>\$39.90 | 3 hrs    |                  |          |
| Esperance Civic Centre                          | WA    | \$55-<br>\$59.90 | 2 hrs    |                  |          | \$55-<br>\$59.90 | 2 hrs    |                  |          |                  |          |
| His Majesty's Theatre                           | WA    | \$50-<br>\$54.90 | 4 hrs    | \$35-<br>\$39.90 | 4 hrs    | \$35-<br>\$39.90 | 4 hrs    |                  |          | \$40-<br>\$44.90 | 4 hrs    |
| Mandurah Performing Arts Centre                 | WA    | \$45-<br>\$49.90 | 4 hrs    | \$35-<br>\$39.90 | 3 hrs    |                  |          |                  |          |                  |          |

| Venue   | State | Duty Manager     |          | Usher            |          | Merch Seller     |          | Box Office       |          | Stage Door       |          |
|---|-------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|
|   |       | Rate \$/hr       | Min.Call | Rate \$/hr       | Min.Call | Rate \$/hr       | Min.Call | Rate \$/hr       | Min.Call | Rate \$/hr       | Min.Call |
| Matt Dann Theatre & Cinema                            | WA    | \$50-<br>\$54.90 | 1 hr     | \$50-<br>\$54.90 | 1 hr     | \$50-<br>\$54.90 | 1 hr     | \$50-<br>\$54.90 | 1 hr     | \$50-<br>\$54.90 | 1 hr     |
| Queens Park Theatre                                   | WA    | \$45-<br>\$49.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    |
| University Theatres - University of Western Australia | WA    | \$45-<br>\$49.90 | 4 hrs    | \$35-<br>\$39.90 | 4 hrs    | \$35-<br>\$39.90 | 4 hrs    | \$35-<br>\$39.90 | 4 hrs    |                  |          |

### Minimum Staffing Levels

| Venue   | State | Minimum FOH Staffing Levels NOT included in Hire Charges |        |               |            |                   |        |               |            |
|---|-------|--|--------|---------------|------------|-------------------|--------|---------------|------------|
|   |       | Theatre Performances                                     |        |               |            | Unticketed Events |        |               |            |
|   |       | Duty Manager   | Ushers | Ticket Seller | Stage Door | Duty Manager      | Ushers | Ticket Seller | Stage Door |
| Canberra Theatre Centre                         | ACT   | 1  | 8      | 2             | 1          | 1                 | 8      | -             | 1          |
| Street Theatre                                  | ACT   | 1  | 2      |               |            | 1                 | 2      |               |            |
| Albury Entertainment Centre                     | NSW   | 1  | 4      | 1             |            | 1                 | 4      | 1             |            |
| Bathurst Memorial Entertainment Centre          | NSW   | 1  | 3      | 1             | -          | 1                 | 2      | -             | -          |
| City Recital Hall Angel Place                   | NSW   | 1  | >8     |               | 1          | 1                 | 4      |               | 1          |
| Dubbo Regional Theatre and Convention Centre    | NSW   |  | 4      |               | 1          |                   |        |               |            |
| Griffith Regional Theatre                       | NSW   | 1  | 2      |               |            | 1                 | 1      |               |            |
| Illawarra Performing Arts Centre                | NSW   | 1  | 2      |               |            | 1                 | 2      |               |            |
| Joan Sutherland Performing Arts Centre          | NSW   | 1  | 2      | 1             | -          | 1                 | 1      | -             | -          |
| Manning Entertainment Centre                    | NSW   | 1  | 8      | 1             | -          | 1                 | 2      | -             | -          |
| Monkey Baa Theatre Company                      | NSW   | 1  | 1      |               |            | 1                 | 1      |               |            |
| NIDA Parade Theatres                            | NSW   | 1  | 6      | 1             | 1          | 1                 | 6      | -             | 1          |
| Riverside Theatres Parramatta                   | NSW   | 1  | 2      |               | 1          | 1                 | 2      |               | 1          |
| Seymour Centre                                  | NSW   | 1  | 4      | 2             | 1          | 1                 | 4      |               | 1          |
| Shoalhaven Entertainment Centre                 | NSW   | 1  | 2      | 1             | 1          | 1                 | 1      | -             | 1          |
| The Glasshouse Port Macquarie                   | NSW   | 1  | 4      |               |            | 1                 |        |               |            |
| Wagga Wagga Civic Theatre                       | NSW   | 1  | 3      | -             | -          | 1                 |        |               | -          |
| BEMAC - Brisbane Multicultural Arts Centre      | QLD   | -  | 2      | 1             | >1         | -                 | -      | -             | -          |
| Brolga Theatre                                  | QLD   | 1  | 4      | 1             | >1         | 1                 | 4      | -             | >1         |
| Cairns Civic Theatre                            | QLD   | 1  | 2      | 1             | -          | 1                 | 2      | -             | -          |
| Empire Theatre                                  | QLD   | 1  | 6      |               | 1          | 1                 | 6      |               | 1          |
| Gladstone Entertainment Convention Centre       | QLD   | 1  | 1      | 1             | -          | 1                 | 1      | -             | -          |
| Judith Wright Centre of Contemporary Arts       | QLD   | 1  | 1      | 1             |            | 1                 | 1      |               |            |
| Lake Kawana Community Centre                    | QLD   | 1  | 3      | 1             | -          | 1                 | 3      | -             | -          |
| Mackay Entertainment & Convention Centre        | QLD   | 1  | 2      | 1             | -          | 1                 | 2      | -             | -          |
| Pilbeam Theatre                                 | QLD   | 1  | 4      | 1             | -          | 1                 | 2      | -             | -          |
| QUT Gardens Theatre                             | QLD   | 1  | 2      | 1             | -          | 1                 | -      | -             | -          |
| Redland Performing Arts Centre                  | QLD   | 1  | 4      |               |            | 1                 | 4      |               |            |
| The Events Centre                               | QLD   | 1  | 2      | 1             |            | 1                 | 1      |               |            |
| Barossa Arts & Convention Centre                | SA    | 1  | -      | -             | -          | 1                 | -      |               | -          |
| Marion Cultural Centre                          | SA    | 1  |        |               |            | 1                 |        |               |            |
| The Hopgood Theatre                             | SA    | 1  | 3      | -             | >1         | 1                 | 2      | -             | >1         |
| Burnie Arts and Function Centre                 | TAS   | 1  | 2      | 1             | -          | 1                 | 1      | -             | -          |
| Devonport Entertainment and Convention Centre   | TAS   | 1  | 3      | 1             | 1          | 1                 | 3      | 1             | 1          |
| Theatre Royal                                   | TAS   | 1  | 4      |               |            | 1                 | 4      |               |            |
| Arts Centre Melbourne                           | VIC   | 1  | >8     |               |            |                   |        |               |            |
| Capitol Venues and Events                       | VIC   | 1  | -      | 1             | -          | 1                 | -      | -             | -          |
| Clocktower Centre                               | VIC   | 1  | 4      | -             | -          | 1                 | 4      | -             | -          |
| Colac Otway Performing Arts and Cultural Centre | VIC   | 1  | 1      |               |            | 1                 |        |               |            |
| Eastbank Centre - Riverlinks Venues             | VIC   | 1  | 4      | 1             |            | 1                 | 4      |               |            |
| Frankston Arts Centre                           | VIC   | 1  | 1      | 1             |            | 1                 | 1      |               |            |



| Venue   | State | Minimum FOH Staffing Levels NOT included in Hire Charges |        |               |            |                   |        |               |            |
|---|-------|--|--------|---------------|------------|-------------------|--------|---------------|------------|
|   |       | Theatre Performances                                     |        |               |            | Unticketed Events |        |               |            |
|   |       | Duty Manager   | Ushers | Ticket Seller | Stage Door | Duty Manager      | Ushers | Ticket Seller | Stage Door |
| Geelong Performing Arts Centre                        | VIC   | 1  | 6      | 1             | 1          | 1                 | 6      |               | 1          |
| Her Majesty's Theatre                                 | VIC   | 1  | 3      | 1             | 1          | 1                 | 3      | -             | 1          |
| Karralyka Centre                                      | VIC   | 1  | 2      | 1             | -          | 1                 | 2      | -             | -          |
| Melbourne Theatre Company                             | VIC   | 1  | 5      |               |            | 1                 | 5      |               |            |
| Mildura Arts Centre                                   | VIC   | 1  | 2      | 1             | -          | 1                 | 2      | -             | -          |
| Monash University Academy of Performing Arts          | VIC   | 1  | 5      |               |            | 1                 | 5      |               |            |
| Portland Arts Centre                                  | VIC   |  |        | 2             | 1          |                   | 1      |               | 1          |
| The Cube Wodonga                                      | VIC   | 1  | 1      | 1             | -          | 1                 | 1      | -             | -          |
| West Gippsland Arts Centre                            | VIC   | 1  | 2      |               |            | 1                 | 2      |               |            |
| Whitehorse Performing Arts Centre                     | VIC   |  | 4      |               |            |                   | 4      |               |            |
| Broome Civic Centre [Shire of Broome]                 | WA    | 1  | 1      | 1             | -          | -                 | -      | -             | -          |
| Don Russell Performing Arts Centre                    | WA    |  |        | 1             |            |                   | 1      |               |            |
| Esperance Civic Centre                                | WA    | 1  | 2      | 1             |            | 1                 | 2      |               |            |
| His Majesty's Theatre                                 | WA    | 1  | >8     |               | 1          | 1                 | -      |               | 1          |
| Mandurah Performing Arts Centre                       | WA    | 1  | 4      | -             | -          | 1                 | 4      | -             | -          |
| Matt Dann Theatre & Cinema                            | WA    | 1  | -      | 1             | -          | 1                 |        |               |            |
| Queens Park Theatre                                   | WA    | 1  | 2      | 1             | -          | 1                 | 2      | -             | -          |
| University Theatres - University of Western Australia | WA    | 1  | 7      | 1             |            | 1                 | 5      | -             |            |

| Venue  | State | Technical Manager |          | Duty Technician  |          | Senior Technician |          | Technician       |          |
|--|-------|-------------------|----------|------------------|----------|-------------------|----------|------------------|----------|
|  |       | Rate \$/hr        | Min Call | Rate \$/hr       | Min Call | Rate \$/hr        | Min Call | Rate \$/hr       | Min Call |
| Canberra Theatre Centre                      | ACT   |                   |          | \$45-<br>\$49.90 | 4 hrs    | \$45-<br>\$49.90  | 4 hrs    | \$45-<br>\$49.90 | 4 hrs    |
| Street Theatre                               | ACT   | \$35-<br>\$39.90  | 4 hrs    | \$35-<br>\$39.90 | 4 hrs    |                   |          |                  |          |
| Albury Entertainment Centre                  | NSW   | \$50-<br>\$54.90  | 1 hr     | \$50-<br>\$54.90 | 1 hr     | \$50-<br>\$54.90  | 1 hr     | \$50-<br>\$54.90 | 1 hr     |
| Bathurst Memorial Entertainment Centre       | NSW   | \$40-<br>\$44.90  | 2 hrs    | \$40-<br>\$44.90 | 2 hrs    | \$40-<br>\$44.90  | 2 hrs    | \$40-<br>\$44.90 | 2 hrs    |
| City Recital Hall Angel Place                | NSW   |                   |          | \$50-<br>\$54.90 | 4 hrs    | \$50-<br>\$54.90  | 4 hrs    | \$50-<br>\$54.90 | 4 hrs    |
| Dubbo Regional Theatre and Convention Centre | NSW   |                   |          | \$55-<br>\$59.90 | 3 hrs    |                   |          |                  |          |
| Griffith Regional Theatre                    | NSW   | \$55-<br>\$59.90  |          | \$55-<br>\$59.90 |          | \$50-<br>\$54.90  |          | \$40-<br>\$44.90 |          |
| Illawarra Performing Arts Centre             | NSW   |                   |          | \$50-<br>\$54.90 | 4 hrs    |                   |          | \$45-<br>\$49.90 | 4 hrs    |
| Joan Sutherland Performing Arts Centre       | NSW   | \$55-<br>\$59.90  | 3 hrs    | \$55-<br>\$59.90 | 3 hrs    | \$55-<br>\$59.90  | 3 hrs    | \$55-<br>\$59.90 | 3 hrs    |
| Manning Entertainment Centre                 | NSW   |                   |          | \$40-<br>\$44.90 | 4 hrs    |                   |          |                  |          |
| Monkey Baa Theatre Company                   | NSW   | \$40-<br>\$44.90  | 4 hrs    | \$35-<br>\$39.90 | 4 hrs    | \$35-<br>\$39.90  | 4 hrs    | \$35-<br>\$39.90 | 4 hrs    |
| NIDA Parade Theatres                         | NSW   | \$40-<br>\$44.90  | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    | \$35-<br>\$39.90  | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    |
| Orange Civic Theatre                         | NSW   |                   |          | \$55-<br>\$59.90 | 3 hrs    |                   |          |                  |          |
| Riverside Theatres Parramatta                | NSW   | \$45-<br>\$49.90  | 4 hrs    | \$45-<br>\$49.90 | 4 hrs    | \$45-<br>\$49.90  | 4 hrs    | \$45-<br>\$49.90 | 4 hrs    |
| Shoalhaven Entertainment Centre              | NSW   |                   |          | \$55-<br>\$59.90 | 3 hrs    |                   |          |                  |          |
| The Glasshouse Port Macquarie                | NSW   |                   |          | \$50-<br>\$54.90 | 3 hrs    | \$50-<br>\$54.90  | 3 hrs    | \$50-<br>\$54.90 | 3 hrs    |
| Wagga Wagga Civic Theatre                    | NSW   |                   |          | \$45-<br>\$49.90 | 3 hrs    | \$35-<br>\$39.90  | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    |

| Venue   | State | Technical Manager |          | Duty Technician  |          | Senior Technician |          | Technician       |          |
|---|-------|-------------------|----------|------------------|----------|-------------------|----------|------------------|----------|
|   |       | Rate \$/hr        | Min Call | Rate \$/hr       | Min Call | Rate \$/hr        | Min Call | Rate \$/hr       | Min Call |
| BEMAC - Brisbane Multicultural Arts Centre      | QLD   | \$45-<br>\$49.90  | 4 hrs    | \$45-<br>\$49.90 | 4 hrs    | \$50-<br>\$54.90  | 4 hrs    | \$45-<br>\$49.90 | 4 hrs    |
| Brisbane Powerhouse                             | QLD   |                   | 4 hrs    |                  | 4 hrs    |                   | 4 hrs    |                  | 4 hrs    |
| Brolga Theatre                                  | QLD   |                   |          |                  |          |                   |          | \$50-<br>\$54.90 |          |
| Cairns Civic Theatre                            | QLD   |                   |          | \$55-<br>\$59.90 | 3 hrs    |                   |          |                  |          |
| Empire Theatre                                  | QLD   | \$50-<br>\$54.90  |          | \$50-<br>\$54.90 |          | \$50-<br>\$54.90  |          | \$50-<br>\$54.90 |          |
| Gladstone Entertainment Convention Centre       | QLD   | \$55-<br>\$59.90  | 3 hrs    | \$55-<br>\$59.90 | 3 hrs    | \$55-<br>\$59.90  | 3 hrs    | \$55-<br>\$59.90 | 3 hrs    |
| Judith Wright Centre of Contemporary Arts       | QLD   |                   |          | \$45-<br>\$49.90 | 4 hrs    | \$45-<br>\$49.90  | 4 hrs    | \$45-<br>\$49.90 | 4 hrs    |
| Lake Kawana Community Centre                    | QLD   | \$45-<br>\$49.90  | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    | \$45-<br>\$49.90  | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    |
| Lake Kawana Community Centre                    | QLD   |                   | 3 hrs    |                  | 3 hrs    |                   | 3 hrs    |                  | 3 hrs    |
| Mackay Entertainment & Convention Centre        | QLD   | \$55-<br>\$59.90  | 2 hrs    | \$55-<br>\$59.90 | 2 hrs    | \$55-<br>\$59.90  | 2 hrs    | \$55-<br>\$59.90 | 2 hrs    |
| Pilbeam Theatre                                 | QLD   | \$60-<br>\$64.90  | 3 hrs    | \$60-<br>\$64.90 | 3 hrs    | \$60-<br>\$64.90  | 3 hrs    | \$60-<br>\$64.90 | 3 hrs    |
| QUT Gardens Theatre                             | QLD   | > \$65            | 1 hr     | \$60-<br>\$64.90 | 3 hrs    | \$55-<br>\$59.90  | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    |
| Redland Performing Arts Centre                  | QLD   | \$50-<br>\$54.90  | 3 hrs    | \$50-<br>\$54.90 | 3 hrs    |                   |          | \$50-<br>\$54.90 | 3 hrs    |
| The Events Centre                               | QLD   | \$50-<br>\$54.90  | 2 hrs    | \$50-<br>\$54.90 | 2 hrs    | \$50-<br>\$54.90  | 2 hrs    | \$50-<br>\$54.90 | 2 hrs    |
| Barossa Arts & Convention Centre                | SA    |                   |          | \$60-<br>\$64.90 | 1 hr     |                   |          |                  |          |
| Marion Cultural Centre                          | SA    |                   |          | \$50-<br>\$54.90 | 3 hrs    |                   |          |                  |          |
| Playford Civic Centre                           | SA    | \$40-<br>\$44.90  | 3 hrs    |                  |          |                   |          | \$40-<br>\$44.90 | 3 hrs    |
| The Hopgood Theatre                             | SA    | \$50-<br>\$54.90  | 1 hr     | \$40-<br>\$44.90 | 3 hrs    | \$45-<br>\$49.90  | 3 hrs    | \$30-<br>\$34.90 | 3 hrs    |
| Burnie Arts and Function Centre                 | TAS   | \$45-<br>\$49.90  | 2 hrs    | \$45-<br>\$49.90 | 2 hrs    | \$45-<br>\$49.90  | 2 hrs    | \$45-<br>\$49.90 | 2 hrs    |
| Devonport Entertainment and Convention Centre   | TAS   | \$40-<br>\$44.90  | 3 hrs    |                  |          |                   |          | \$35-<br>\$39.90 | 3 hrs    |
| Theatre Royal                                   | TAS   | \$40-<br>\$44.90  | 3 hrs    | \$40-<br>\$44.90 | 3 hrs    | \$40-<br>\$44.90  | 3 hrs    | \$40-<br>\$44.90 | 3 hrs    |
| Arts Centre Melbourne                           | VIC   | \$50-<br>\$54.90  | 4 hrs    | \$45-<br>\$49.90 | 4 hrs    | \$45-<br>\$49.90  | 4 hrs    | \$40-<br>\$44.90 | 4 hrs    |
| Capitol Venues and Events                       | VIC   |                   |          | \$45-<br>\$49.90 | 3 hrs    |                   |          |                  |          |
| Clocktower Centre                               | VIC   |                   |          |                  |          | \$55-<br>\$59.90  | 4 hrs    | \$50-<br>\$54.90 | 4 hrs    |
| Colac Otway Performing Arts and Cultural Centre | VIC   | \$60-<br>\$64.90  | 3 hrs    | \$60-<br>\$64.90 | 3 hrs    | \$60-<br>\$64.90  | 3 hrs    | \$60-<br>\$64.90 | 3 hrs    |
| Eastbank Centre - Riverlinks Venues             | VIC   | \$45-<br>\$49.90  | 4 hrs    | \$45-<br>\$49.90 | 4 hrs    | \$45-<br>\$49.90  | 4 hrs    | \$45-<br>\$49.90 | 4 hrs    |
| Frankston Arts Centre                           | VIC   | \$55-<br>\$59.90  | 3 hrs    | \$55-<br>\$59.90 | 3 hrs    | \$55-<br>\$59.90  | 3 hrs    | \$55-<br>\$59.90 | 3 hrs    |
| Geelong Performing Arts Centre                  | VIC   |                   |          |                  |          |                   |          | \$40-<br>\$44.90 | 3 hrs    |
| Her Majesty's Theatre                           | VIC   | \$50-<br>\$54.90  | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    | \$45-<br>\$49.90  | 3 hrs    | \$40-<br>\$44.90 | 3 hrs    |
| Karralyka Centre                                | VIC   | \$40-<br>\$44.90  | 3 hrs    | \$40-<br>\$44.90 | 2 hrs    | \$40-<br>\$44.90  | 2 hrs    | \$40-<br>\$44.90 | 2 hrs    |
| Melbourne Theatre Company                       | VIC   |                   |          | \$50-<br>\$54.90 | 4 hrs    | \$50-<br>\$54.90  | 4 hrs    | \$45-<br>\$49.90 | 4 hrs    |
| Mildura Arts Centre                             | VIC   |                   |          | \$55-<br>\$59.90 | 3 hrs    |                   |          |                  |          |

| Venue   | State | Technical Manager |          | Duty Technician  |          | Senior Technician |          | Technician       |          |
|---|-------|-------------------|----------|------------------|----------|-------------------|----------|------------------|----------|
|   |       | Rate \$/hr        | Min Call | Rate \$/hr       | Min Call | Rate \$/hr        | Min Call | Rate \$/hr       | Min Call |
| Monash University Academy of Performing Arts          | VIC   | \$50-<br>\$54.90  | 3 hrs    | \$50-<br>\$54.90 | 3 hrs    | \$55-<br>\$59.90  | 3 hrs    | \$50-<br>\$54.90 | 3 hrs    |
| Portland Arts Centre                                  | VIC   |                   |          | \$40-<br>\$44.90 | 1 hr     |                   |          |                  |          |
| The Cube Wodonga                                      | VIC   | \$45-<br>\$49.90  | 2 hrs    | \$45-<br>\$49.90 | 3 hrs    | \$45-<br>\$49.90  | 2 hrs    | \$45-<br>\$49.90 | 2 hrs    |
| West Gippsland Arts Centre                            | VIC   | \$50-<br>\$54.90  | 3 hrs    | \$50-<br>\$54.90 | 3 hrs    | \$50-<br>\$54.90  | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    |
| Whitehorse Performing Arts Centre                     | VIC   |                   |          | \$45-<br>\$49.90 | 4 hrs    |                   |          | \$35-<br>\$39.90 | 4 hrs    |
| Broome Civic Centre [Shire of Broome]                 | WA    | > \$65            | 1 hr     | > \$65           | 1 hr     | > \$65            | 1 hr     | > \$65           | 1 hr     |
| Bunbury Regional Entertainment Centre                 | WA    |                   |          | \$55-<br>\$59.90 | 4 hrs    | \$55-<br>\$59.90  | 4 hrs    | \$55-<br>\$59.90 | 4 hrs    |
| Don Russell Performing Arts Centre                    | WA    |                   |          | \$40-<br>\$44.90 | 3 hrs    |                   |          | \$40-<br>\$44.90 | 3 hrs    |
| Esperance Civic Centre                                | WA    |                   |          | \$55-<br>\$59.90 | 4 hrs    |                   |          |                  |          |
| His Majesty's Theatre                                 | WA    |                   |          | \$50-<br>\$54.90 | 4 hrs    |                   |          | \$40-<br>\$44.90 | 4 hrs    |
| Mandurah Performing Arts Centre                       | WA    | \$45-<br>\$49.90  | 3 hrs    | \$45-<br>\$49.90 | 3 hrs    |                   |          |                  |          |
| Matt Dann Theatre & Cinema                            | WA    | > \$65            | 1 hr     | \$50-<br>\$54.90 | 1 hr     | \$50-<br>\$54.90  | 1 hr     | \$50-<br>\$54.90 | 1 hr     |
| Queens Park Theatre                                   | WA    | \$35-<br>\$39.90  | 3 hrs    | \$35-<br>\$39.90 | 3 hrs    | \$45-<br>\$49.90  | 1 hr     | \$35-<br>\$39.90 | 3 hrs    |
| University Theatres - University of Western Australia | WA    | \$60-<br>\$64.90  | 4 hrs    | \$50-<br>\$54.90 | 4 hrs    | \$50-<br>\$54.90  | 4 hrs    | \$40-<br>\$44.90 | 4 hrs    |

| Venue  | State | Min. Production Staff for Events per Performance |                             | Overtime Penalties |       |
|--|-------|--|-----------------------------|--------------------|-------|
|  |       | Theatre Performances                             | Unticketed event            | Included           | Extra |
| Canberra Theatre Centre                      | ACT   | 1 per department                                 | 1 per department            |                    | ✓     |
| Street Theatre                               | ACT   | 1  | 1                           | ✓                  |       |
| Albury Entertainment Centre                  | NSW   | 2  | 2                           | ✓                  |       |
| Bathurst Memorial Entertainment Centre       | NSW   | 1  | 1                           |                    | ✓     |
| City Recital Hall Angel Place                | NSW   | 2  | 2                           |                    | ✓     |
| Dubbo Regional Theatre and Convention Centre | NSW   | 1 per department                                 | 1 but included in base hire | ✓                  |       |
| Griffith Regional Theatre                    | NSW   | 1 but included in base hire                      | 1 but included in base hire |                    | ✓     |
| Illawarra Performing Arts Centre             | NSW   | 1 per department                                 | 1 per department            |                    | ✓     |
| Joan Sutherland Performing Arts Centre       | NSW   | 1 per department                                 | 1 per department            | ✓                  |       |
| Manning Entertainment Centre                 | NSW   | 1 per department                                 | 1 per department            |                    | ✓     |
| Monkey Baa Theatre Company                   | NSW   | 1 but included in base hire                      | 1 but included in base hire |                    | ✓     |
| NIDA Parade Theatres                         | NSW   | 1 per department                                 | 1 per department            |                    | ✓     |
| Orange Civic Theatre                         | NSW   | 1 but included in base hire                      | 1 but included in base hire | ✓                  |       |
| Riverside Theatres Parramatta                | NSW   | 1 per department                                 | 1 per department            |                    | ✓     |
| Seymour Centre                               | NSW   | 1 but included in base hire                      | 1 but included in base hire |                    | ✓     |
| Shoalhaven Entertainment Centre              | NSW   | 1 per department                                 | 1 per department            |                    | ✓     |
| The Glasshouse Port Macquarie                | NSW   | 1 but included in base hire                      | -                           |                    | ✓     |
| Wagga Wagga Civic Theatre                    | NSW   | 2  | 1                           |                    | ✓     |
| BEMAC - Brisbane Multicultural Arts Centre   | QLD   | 1 per department                                 | 1 per department            |                    | ✓     |
| Brisbane Powerhouse                          | QLD   | 1 per department                                 | 1 per department            |                    | ✓     |
| Brolga Theatre                               | QLD   | 1 but included in base hire                      | 1 but included in base hire |                    | ✓     |
| Cairns Civic Theatre                         | QLD   | 1  | 1                           | ✓                  |       |
| Empire Theatre                               | QLD   | 1  | 1                           |                    | ✓     |

| Venue   | State | Min. Production Staff for Events per Performance |                             | Overtime Penalties |       |
|---|-------|--|-----------------------------|--------------------|-------|
|   |       | Theatre Performances                             | Unticketed event            | Included           | Extra |
| Gladstone Entertainment Convention Centre             | QLD   | 1  | 1                           | ✓                  |       |
| Judith Wright Centre of Contemporary Arts             | QLD   | 3  | 2                           |                    | ✓     |
| Lake Kawana Community Centre                          | QLD   | 4  | 2                           | ✓                  |       |
| Mackay Entertainment & Convention Centre              | QLD   | 1 but included in base hire                      | 1 but included in base hire | ✓                  |       |
| Pilbeam Theatre                                       | QLD   | 1  | 1                           | ✓                  |       |
| QUT Gardens Theatre                                   | QLD   | 1 per department                                 | 1 per department            |                    | ✓     |
| Redland Performing Arts Centre                        | QLD   | 3  | 3                           |                    | ✓     |
| The Events Centre                                     | QLD   | 2  | 2                           |                    | ✓     |
| Barossa Arts & Convention Centre                      | SA    | 1  | 1                           | ✓                  |       |
| Marion Cultural Centre                                | SA    | 1 but included in base hire                      | 1 but included in base hire |                    | ✓     |
| Playford Civic Centre                                 | SA    | 1 but included in base hire                      |                             | ✓                  |       |
| The Hopgood Theatre                                   | SA    | 1 but included in base hire                      | 1 but included in base hire |                    | ✓     |
| Burnie Arts and Function Centre                       | TAS   | 1  | 1                           | ✓                  |       |
| Devonport Entertainment and Convention Centre         | TAS   | 1  | 1                           |                    | ✓     |
| Theatre Royal   | TAS   | 2  | 2                           |                    | ✓     |
| Arts Centre Melbourne                                 | VIC   | > 4  |                             |                    | ✓     |
| Capitol Venues and Events                             | VIC   | 1 per department                                 | 1 per department            |                    | ✓     |
| Clocktower Centre                                     | VIC   | 2  | 2                           |                    | ✓     |
| Colac Otway Performing Arts and Cultural Centre       | VIC   | 1 but included in base hire                      | 1 but included in base hire |                    | ✓     |
| Eastbank Centre - Riverlinks Venues                   | VIC   | 1 but included in base hire                      | 1 but included in base hire | ✓                  |       |
| Frankston Arts Centre                                 | VIC   | 1 but included in base hire                      | 1 but included in base hire |                    | ✓     |
| Geelong Performing Arts Centre                        | VIC   | 3  | 3                           |                    | ✓     |
| Her Majesty's Theatre                                 | VIC   | 1 per department                                 | 1 per department            |                    | ✓     |
| Karralyka Centre                                      | VIC   | 2  | 2                           |                    | ✓     |
| Melbourne Theatre Company                             | VIC   | 1 per department                                 | 1 per department            |                    | ✓     |
| Mildura Arts Centre                                   | VIC   | 1  | 1                           | ✓                  |       |
| Monash University Academy of Performing Arts          | VIC   | 3  | 3                           |                    | ✓     |
| Portland Arts Centre                                  | VIC   | 1  | 1                           | ✓                  |       |
| The Cube Wodonga                                      | VIC   | 1 but included in base hire                      | 1 but included in base hire |                    | ✓     |
| West Gippsland Arts Centre                            | VIC   | 1 per department                                 | 1 per department            |                    | ✓     |
| Whitehorse Performing Arts Centre                     | VIC   | 1  | 1                           |                    | ✓     |
| Broome Civic Centre [Shire of Broome]                 | WA    | 1  | 1                           | ✓                  |       |
| Bunbury Regional Entertainment Centre                 | WA    | 2  | 2                           | ✓                  |       |
| Don Russell Performing Arts Centre                    | WA    | 1 per department                                 | 1                           | ✓                  |       |
| Esperance Civic Centre                                | WA    | 1 but included in base hire                      | 1 but included in base hire | ✓                  |       |
| His Majesty's Theatre                                 | WA    | 1 per department                                 | 1 per department            |                    | ✓     |
| Mandurah Performing Arts Centre                       | WA    | 2  | 2                           |                    | ✓     |
| Matt Dann Theatre & Cinema                            | WA    | 1 per department                                 | 1 per department            |                    | ✓     |
| Queens Park Theatre                                   | WA    | 1 per department                                 | 1 per department            |                    | ✓     |
| University Theatres - University of Western Australia | WA    | 1 per department                                 | 1 per department            |                    | ✓     |

## Ticketing Operations

There is an increase in the options available to respondent venues to source software and external agencies to provide ticketing operations. In 2013, the most popular systems were reported as ProVenue/Tickets.com at 35% and SABO/Seat Advisor at 36%. The 2015 results show an increase by 2.2% in use of SABO/Seat Advisor and a reduction by over half for ProVenue/Tickets.com to 15.8%. New entrants to this market include TicketServ, PatronBase and Try Booking.

About 20% of respondents reported using multiple systems with a primary system for program inventory and secondary systems also available at their box office. Approximately one sixth of respondents (15.7%) use external agencies.

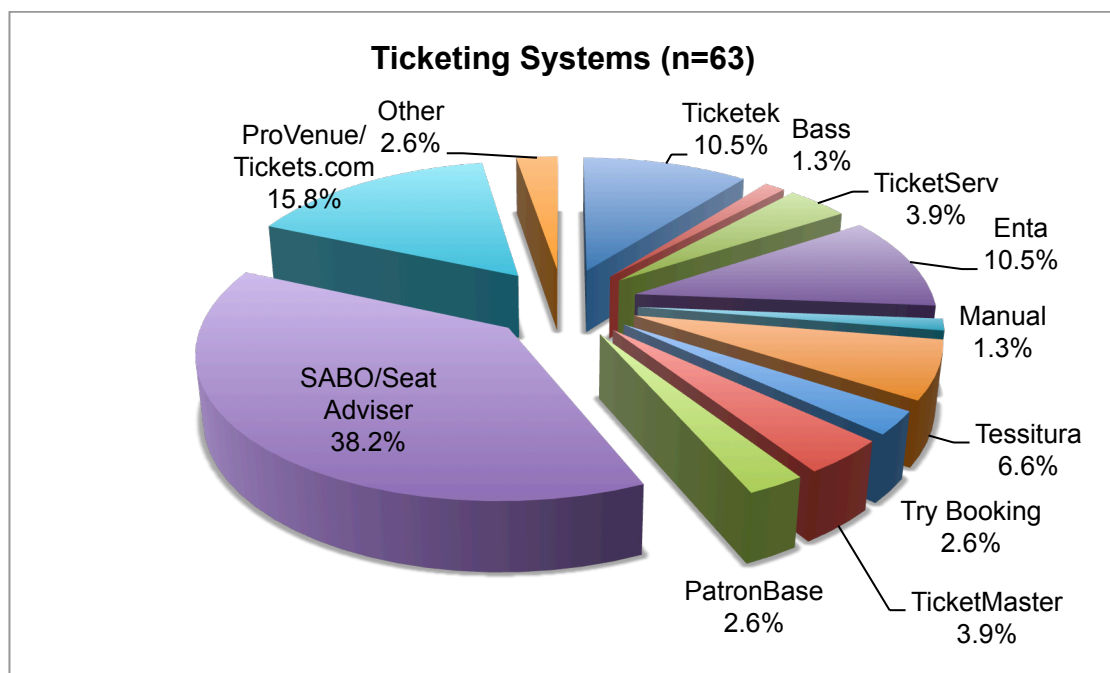


Figure 30: Ticketing Systems used by Respondents

Most respondents (74.6%) have two or more points-of-sale in their box office with almost half (46%) operating with two points-of-sale for ticketing (Figure 31). 17.2% of venues reported using external box office outlets and of these, 58% have only one outlet with the remainder operating with up to 4 external outlets.

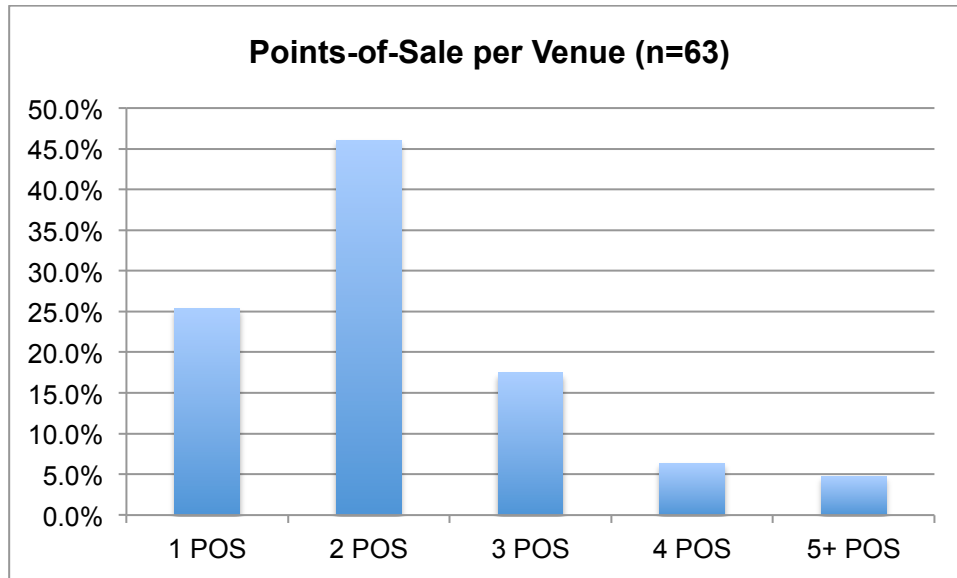


Figure 31: Points-of-Sale per Venue

The following charts allow centres to benchmark their sales channels usage. The charts show the percentage of respondents on the y-axis and the level of usage for each sales channel on the x-axis.

Almost 97% of venues report using all three sales channels, telephone, counter and on-line in their box office. Since 2013, the use of on-line channels for sales has increased significantly over sales via telephone and counter.

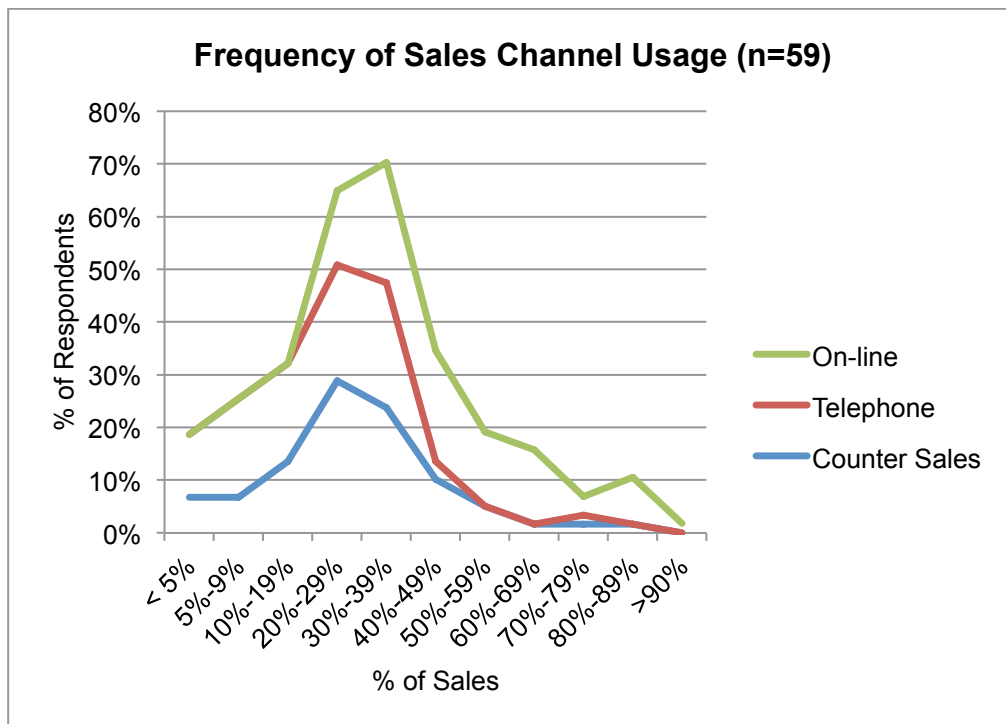


Figure 32: Frequency of Sales Channel Usage (on-line, telephone & counter sales)

Figure 33 provides sales channels used externally by nine respondent venues. “External Agency” refers to sales through a third party in another location, while “Outlet” refers to a box office run by the venue at another location.

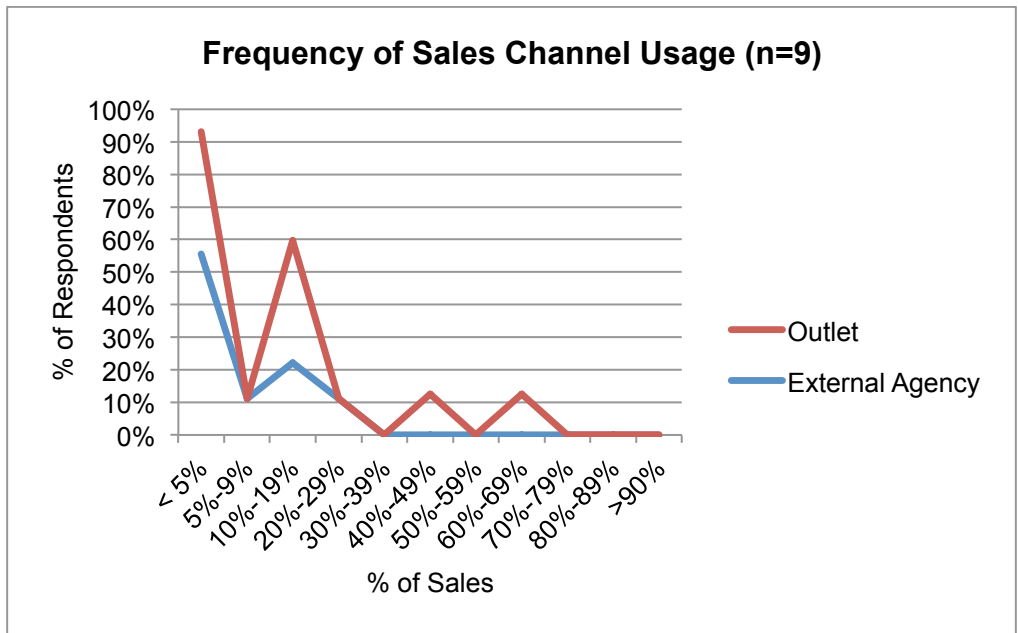


Figure 33: Frequency of Usage for External Sales Channels

### Ticketing Charges

Centres deal with ticketing fees in a range of ways as the following charts and tables demonstrate. In terms of event builds, 41% of respondents reported they charge a fee to build a new event in their ticketing software and 22% charge to edit an event already on sale. Most charge a fee between \$40 and \$100 with 63.3% charging per performance while 36.7% charge per event for this service.

Figure 34 shows how respondents charge for card merchant fees.

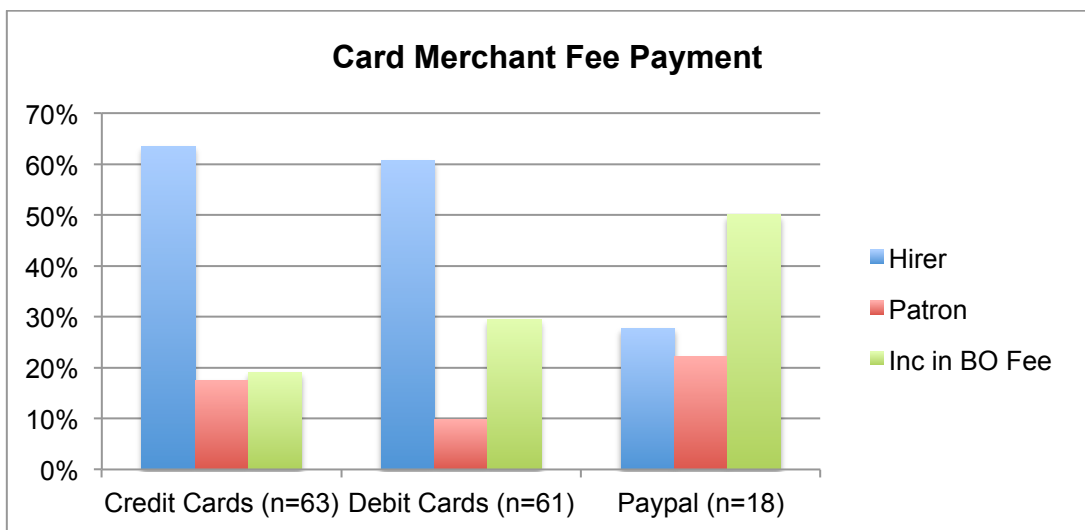


Figure 34: Card Merchant Fee Payment

| Ticket Face Value                            |       | Inside Charges Per Ticket |           |            |           |            |           |            |           |            |           |            |           |
|--|-------|---------------------------|-----------|------------|-----------|------------|-----------|------------|-----------|------------|-----------|------------|-----------|
|  |       | Comps                     |           | \$15       |           | \$25       |           | \$50       |           | \$75       |           | \$100+     |           |
| Venue  | State | Commercial                | Community | Commercial | Community | Commercial | Community | Commercial | Community | Commercial | Community | Commercial | Community |
| Canberra Theatre Centre                      | ACT   |                           |           | \$1.50     |           | \$2.00     |           | \$3.00     |           | \$3.50     |           | \$4.00     |           |
| Street Theatre                               | ACT   | \$2.00                    | \$2.00    | \$4.00     | \$3.00    | \$4.00     | \$3.00    | \$4.00     | \$3.00    | \$4.00     | \$3.00    | \$4.00     | \$3.00    |
| Albury Entertainment Centre                  | NSW   | \$2.00                    | \$1.20    | \$3.50     | \$2.50    | \$3.50     | \$2.50    | \$4.00     | \$2.50    | \$4.50     | \$2.50    |            |           |
| Bathurst Memorial Entertainment Centre       | NSW   | \$0.40                    | \$0.40    | \$1.50     | \$1.00    | \$1.50     | \$1.00    | \$2.50     | \$2.00    | \$4.00     | \$3.00    | \$4.00     | \$3.00    |
| Dubbo Regional Theatre and Convention Centre | NSW   | \$1.00                    | \$1.00    | \$5.50     | \$5.50    | \$5.50     | \$5.50    | \$5.50     | \$5.50    | \$5.50     | \$5.50    | \$5.50     | \$5.50    |
| Griffith Regional Theatre                    | NSW   | \$3.00                    | \$2.50    | \$3.00     | \$2.50    | \$3.00     | \$2.50    | \$3.00     | \$2.50    | \$3.00     | \$2.50    | \$3.00     | \$2.50    |
| Illawarra Performing Arts Centre             | NSW   | \$1.00                    | \$1.00    | \$3.20     | \$3.20    | \$3.20     | \$3.20    | \$4.50     | \$4.50    | \$6.00     | \$6.00    | \$6.00     | \$6.00    |
| Joan Sutherland Performing Arts Centre       | NSW   | \$1.00                    | \$1.00    | \$4.00     | \$2.50    | \$4.00     | \$2.50    | \$4.00     | \$2.50    | \$4.00     | \$2.50    | \$4.00     | \$2.50    |
| Manning Entertainment Centre                 | NSW   |                           |           | \$2.00     | \$2.00    | \$2.00     | \$2.00    | \$2.00     | \$2.00    | \$2.00     | \$2.00    | \$2.00     | \$2.00    |
| Monkey Baa Theatre Company                   | NSW   | \$1.00                    | \$0.40    | \$2.50     | \$1.50    | \$2.50     | \$1.50    | \$2.50     | \$1.50    | \$2.50     | \$1.50    | \$2.50     | \$1.50    |
| NIDA Parade Theatres                         | NSW   | \$0.40                    | \$0.40    | \$1.50     | \$1.50    | \$2.00     | \$2.00    | \$2.00     | \$2.00    | \$3.50     | \$3.50    | \$3.50     | \$3.50    |
| Orange Civic Theatre                         | NSW   | \$0.40                    | \$0.40    | \$2.00     | \$4.00    | \$4.00     | \$4.00    | \$6.00     | \$6.00    | \$6.00     | \$6.00    | \$6.00     | \$6.00    |
| Riverside Theatres Parramatta                | NSW   | \$1.00                    | \$1.00    | \$2.80     | \$2.80    | \$2.80     | \$2.80    | \$5.50     | \$5.50    | \$6.00     | \$6.00    | \$6.00     | \$6.00    |
| Seymour Centre                               | NSW   | \$0.40                    | \$0.40    | \$2.20     | \$2.20    | \$2.60     | \$2.40    | \$3.00     | \$2.80    | \$3.60     | \$3.00    | \$3.60     | \$3.00    |
| Shoalhaven Entertainment Centre              | NSW   | \$1.00                    | \$1.00    | \$2.20     | \$1.20    | \$3.60     | \$2.00    | \$5.50     | \$2.80    | \$6.00     | \$3.20    | \$6.00     | \$3.20    |
| The Glasshouse Port Macquarie                | NSW   | \$1.00                    | \$1.00    | \$1.50     | \$1.50    | \$3.00     | \$3.00    | \$4.00     | \$4.00    | \$5.00     | \$5.00    | \$6.00     | \$6.00    |
| Wagga Wagga Civic Theatre                    | NSW   | \$0.40                    | \$0.40    | \$1.50     | \$1.50    | \$3.80     | \$2.80    | \$3.80     | \$2.80    | \$3.80     | \$2.80    | \$3.80     | \$2.80    |
| BEMAC - Brisbane Multicultural Arts Centre   | QLD   | \$0.40                    | \$0.40    | \$3.00     | \$3.00    | \$3.00     | \$3.00    | \$6.00     | \$6.00    | \$6.00     | \$6.00    | \$6.00     | \$6.00    |
| Brisbane Powerhouse                          | QLD   |                           |           | \$2.60     | \$2.60    | \$2.60     | \$2.60    | \$2.60     | \$2.60    | \$2.60     | \$2.60    | \$2.60     | \$2.60    |
| Brolga Theatre                               | QLD   | \$1.00                    | \$1.00    | \$2.60     | \$2.60    | \$2.80     | \$2.80    | \$5.00     | \$5.00    | \$5.00     | \$5.00    | \$5.00     | \$5.00    |
| Cairns Civic Theatre                         | QLD   | \$2.20                    | \$2.20    | \$3.40     | \$3.40    | \$3.40     | \$3.40    | \$3.40     | \$3.40    | \$3.40     | \$3.40    | \$3.40     | \$3.40    |
| Empire Theatre                               | QLD   | \$1.50                    | \$1.50    | \$2.60     | \$2.60    | \$4.00     | \$4.00    | \$4.00     | \$4.00    | \$5.00     | \$5.00    |            |           |
| Gladstone Entertainment Convention Centre    | QLD   | \$1.00                    | \$1.00    | \$2.50     | \$1.50    | \$2.50     | \$1.50    | \$4.50     | \$3.00    | \$4.50     | \$3.00    | \$4.50     | \$3.00    |
| Judith Wright Centre of Contemporary Arts    | QLD   | \$1.00                    | \$1.00    | \$2.20     | \$2.20    | \$4.00     | \$4.00    | \$4.00     | \$4.00    |            |           |            |           |
| Lake Kawana Community Centre                 | QLD   |                           |           | \$3.50     | \$3.50    | \$3.50     | \$3.50    | \$3.50     | \$3.50    | \$3.50     | \$3.50    | \$3.50     | \$3.50    |
| Lake Kawana Community Centre                 | QLD   |                           | \$3.50    | \$3.50     | \$3.50    | \$3.50     | \$3.50    | \$3.50     | \$3.50    | \$3.50     | \$3.50    | \$3.50     | \$3.50    |
| Mackay Entertainment & Convention Centre     | QLD   |                           |           | \$3.50     | \$3.50    | \$5.00     | \$5.00    | \$5.50     | \$5.50    | \$5.50     | \$5.50    | \$5.50     | \$5.50    |
| Pilbeam Theatre                              | QLD   | \$3.00                    | \$2.50    | \$3.60     | \$2.50    | \$3.60     | \$2.50    | \$4.00     | \$2.80    | \$5.00     | \$3.00    | \$6.00     | \$3.80    |
| QUT Gardens Theatre                          | QLD   | \$0.40                    | \$0.40    | \$2.00     | \$2.00    | \$3.50     | \$3.50    | \$4.50     | \$4.50    | \$4.50     | \$4.50    | \$4.50     | \$4.50    |
| Redland Performing Arts Centre               | QLD   | \$2.00                    | \$2.00    | \$3.50     | \$3.20    | \$3.50     | \$3.20    | \$3.50     | \$3.20    | \$3.50     | \$3.20    | \$3.50     | \$3.20    |
| The Events Centre                            | QLD   | \$1.20                    | \$1.00    | \$3.60     | \$3.00    | \$3.60     | \$3.00    | \$3.60     | \$3.00    | \$3.60     | \$3.00    | \$3.60     | \$3.00    |
| Townsville Civic Theatre                     | QLD   |                           |           |            |           |            |           |            |           |            |           |            |           |
| Barossa Arts & Convention Centre             | SA    | \$2.60                    | \$2.60    | \$2.60     | \$2.60    | \$2.60     | \$2.60    | \$2.60     | \$2.60    | \$2.60     | \$2.60    | \$2.60     | \$2.60    |
| The Hopgood Theatre                          | SA    | \$2.00                    | \$2.00    | \$3.00     | \$3.00    | \$4.00     | \$4.00    | \$4.50     | \$4.50    | \$5.00     | \$5.00    | \$5.00     | \$5.00    |



|   |       | Inside Charges Per Ticket |           |            |           |            |           |            |           |            |           |            |           |
|---|-------|---------------------------|-----------|------------|-----------|------------|-----------|------------|-----------|------------|-----------|------------|-----------|
| Ticket Face Value                               |       | Comps                     |           | \$15       |           | \$25       |           | \$50       |           | \$75       |           | \$100+     |           |
| Venue   | State | Commercial                | Community | Commercial | Community | Commercial | Community | Commercial | Community | Commercial | Community | Commercial | Community |
| Burnie Arts and Function Centre                 | TAS   | \$3.50                    | \$1.00    | \$3.50     | \$2.20    | \$3.50     | \$3.20    | \$4.00     | \$3.20    | \$4.00     | \$3.20    | \$4.00     | \$3.20    |
| Devonport Entertainment and Convention Centre   | TAS   | \$4.00                    | \$2.50    | \$4.00     | \$2.50    | \$4.00     | \$2.50    | \$4.00     | \$2.50    | \$4.00     | \$2.50    | \$4.00     | \$2.50    |
| Theatre Royal                                   | TAS   |                           |           | \$3.40     | \$3.40    | \$4.00     | \$4.00    | \$4.50     | \$4.50    | \$5.00     | \$5.00    | \$5.00     | \$5.00    |
| Arts Centre Melbourne                           | VIC   | \$2.00                    | \$2.00    | \$3.00     | \$3.00    | \$3.50     | \$3.50    | \$5.00     | \$5.00    | \$6.00     | \$6.00    | \$6.00     | \$6.00    |
| Capitol Venues and Events                       | VIC   | \$2.00                    | \$1.00    | \$4.00     | \$2.00    | \$4.00     | \$2.00    | \$4.00     | \$2.00    | \$4.00     | \$2.00    | \$4.00     | \$2.00    |
| Clocktower Centre                               | VIC   | \$1.00                    | \$1.00    | \$3.40     | \$2.40    | \$3.40     | \$2.40    | \$3.40     | \$2.40    | \$3.40     | \$2.40    | \$3.40     | \$2.40    |
| Colac Otway Performing Arts and Cultural Centre | VIC   |                           |           | \$2.80     | \$1.50    | \$2.80     | \$1.50    | \$2.80     | \$1.50    | \$2.80     | \$1.50    | \$2.80     | \$1.50    |
| Eastbank Centre - Riverlinks Venues             | VIC   | \$0.40                    | \$0.40    | \$5.00     | \$2.50    | \$5.00     | \$2.50    | \$5.00     | \$2.50    | \$5.00     | \$2.50    | \$5.00     | \$2.50    |
| Frankston Arts Centre                           | VIC   | \$3.80                    | \$2.20    | \$3.80     | \$2.20    | \$3.80     | \$2.20    | \$3.80     | \$2.20    | \$3.80     | \$2.20    | \$3.80     | \$2.20    |
| Geelong Performing Arts Centre                  | VIC   | \$2.20                    | \$2.20    | \$3.60     | \$3.00    | \$3.60     | \$3.00    | \$3.60     | \$3.00    | \$3.60     | \$3.00    | \$3.60     | \$3.00    |
| Her Majesty's Theatre                           | VIC   | \$1.00                    | \$1.00    | \$1.50     | \$1.50    | \$4.50     | \$3.20    | \$4.50     | \$3.20    | \$4.50     | \$3.20    | \$4.50     | \$3.20    |
| Karalyka Centre                                 | VIC   | \$1.00                    | \$1.00    | \$4.00     | \$2.00    | \$4.00     | \$2.00    | \$4.00     | \$2.00    | \$4.00     | \$2.00    | \$4.00     | \$2.00    |
| Melbourne Theatre Company                       | VIC   | \$1.20                    | \$1.20    | \$2.20     | \$2.20    | \$3.50     | \$3.50    | \$5.00     | \$5.00    | \$5.50     | \$5.50    | \$6.00     | \$6.00    |
| Mildura Arts Centre                             | VIC   |                           |           | \$4.00     | \$1.50    | \$4.00     | \$1.50    | \$4.00     | \$1.50    | \$4.00     | \$1.50    | \$4.00     | \$1.50    |
| Monash University Academy of Performing Arts    | VIC   | \$1.00                    | \$1.00    | \$3.80     | \$2.40    | \$3.80     | \$2.40    | \$3.80     | \$2.40    | \$3.80     | \$2.40    | \$3.80     | \$2.40    |
| Portland Arts Centre                            | VIC   | \$3.00                    | \$3.00    | \$3.00     | \$3.00    | \$3.00     | \$3.00    | \$3.00     | \$3.00    | \$3.00     | \$3.00    | \$3.00     | \$3.00    |
| The Cube Wodonga                                | VIC   | \$2.20                    | \$1.20    | \$4.00     | \$2.20    | \$4.00     | \$2.20    | \$4.00     | \$2.20    | \$4.00     | \$2.20    | \$4.00     | \$2.20    |
| West Gippsland Arts Centre                      | VIC   | \$1.00                    | \$1.00    | \$3.60     | \$2.40    | \$3.60     | \$2.40    | \$3.60     | \$2.40    | \$3.60     | \$2.40    | \$3.60     | \$2.40    |
| Whitehorse Performing Arts Centre               | VIC   |                           |           | \$3.50     | \$1.50    | \$3.50     | \$1.50    | \$3.50     | \$1.50    | \$3.50     | \$1.50    | \$3.50     | \$1.50    |
| Broome Civic Centre [Shire of Broome]           | WA    | \$4.00                    |           | \$4.00     | \$4.00    | \$4.00     | \$4.00    | \$4.00     | \$4.00    | \$4.00     | \$4.00    | \$4.00     | \$4.00    |
| Bunbury Regional Entertainment Centre           | WA    | \$2.50                    | \$2.50    | \$3.60     | \$3.60    | \$3.60     | \$3.60    | \$6.00     | \$6.00    | \$6.00     | \$6.00    | \$6.00     | \$6.00    |
| Don Russell Performing Arts Centre              | WA    |                           |           | \$1.20     | \$1.20    | \$1.20     | \$1.20    | \$1.20     | \$1.20    |            |           |            |           |
| Esperance Civic Centre                          | WA    | \$5.00                    | \$4.00    | \$5.00     | \$4.00    | \$5.00     | \$4.00    | \$5.00     | \$4.00    | \$5.00     | \$4.00    | \$5.00     | \$4.00    |
| His Majesty's Theatre                           | WA    | \$0.40                    |           | \$4.50     |           | \$5.50     |           | \$6.00     |           | \$6.00     |           | \$6.00     |           |
| Koorliny Arts Centre                            | WA    |                           |           |            |           |            |           |            |           |            |           |            |           |
| Mandurah Performing Arts Centre                 | WA    | \$3.50                    | \$3.50    | \$3.50     | \$3.50    | \$3.50     | \$3.50    | \$6.00     | \$6.00    | \$6.00     | \$6.00    | \$6.00     | \$6.00    |
| Matt Dann Theatre & Cinema                      | WA    |                           |           | \$4.00     | \$4.00    | \$4.00     | \$4.00    | \$4.00     | \$4.00    | \$4.00     | \$4.00    | \$4.50     | \$4.00    |
| Queens Park Theatre                             | WA    | \$0.20                    | \$0.20    | \$3.00     | \$3.00    | \$3.00     | \$3.00    | \$3.00     | \$3.00    | \$3.00     | \$3.00    | \$3.00     | \$3.00    |

| Transaction Charges                          |       |                 |        |         |         |              |        |         |         |                            |        |         |         |                               |        |         |         |                            |        |         |         |                            |        |         |         |
|--|-------|-----------------|--------|---------|---------|--------------|--------|---------|---------|----------------------------|--------|---------|---------|-------------------------------|--------|---------|---------|----------------------------|--------|---------|---------|----------------------------|--------|---------|---------|
| Venue  | State | Telephone Sales |        |         |         | Online Sales |        |         |         | Counter Sales (Primary BO) |        |         |         | Counter Sales External Agency |        |         |         | Refund at Patron's Request |        |         |         | Refund due to Cancellation |        |         |         |
|  |       | Fee             | Per    | To Max  | Paid by | Fee          | Per    | To Max  | Paid by | Fee                        | Per    | To Max  | Paid by | Fee                           | Per    | To Max  | Paid by | Fee                        | Per    | To Max  | Paid by | Fee                        | Per    | To Max  | Paid by |
| Street Theatre                               | ACT   | \$4.00          | ticket | no max. | Hirer   | \$4.00       | trans  | no max. | Patron  | \$4.00                     | ticket | no max. | Hirer   |                               |        |         |         | N/C                        |        |         |         | \$3.00                     | ticket | no max. | Hirer   |
| Albury Entertainment Centre                  | NSW   | \$3.00          | trans  | no max. | Patron  | N/C          | trans  | no max. | Patron  | \$3.00                     | trans  | no max. | Patron  |                               |        |         |         | \$1.50                     | ticket | no max. | Patron  | \$1.50                     | ticket | no max. | Hirer   |
| Dubbo Regional Theatre and Convention Centre | NSW   | \$3.00          | trans  | no max. | Patron  | N/C          |        |         |         | N/C                        |        |         |         |                               |        |         |         | N/C                        |        |         |         | \$5.00                     | ticket | no max. | Hirer   |
| Griffith Regional Theatre                    | NSW   | N/C             |        |         |         | \$1.50       |        |         | Patron  | N/C                        |        |         |         | N/C                           |        |         |         |                            |        |         |         | \$3.00                     |        |         | Hirer   |
| Illawarra Performing Arts Centre             | NSW   | \$6.00          |        | \$6.00  | Patron  | \$6.00       |        | \$6.00  | Patron  | N/C                        |        |         |         | -                             |        |         |         | -                          |        |         |         | 2 x original B/Fee         |        |         | Hirer   |
| Joan Sutherland Performing Arts Centre       | NSW   | \$4.00          | trans  | \$4.00  | Patron  | \$4.00       | trans  | \$4.00  | Patron  | \$4.00                     | trans  | \$4     | Patron  |                               |        |         |         | \$4.00                     | trans  | \$4.00  | Patron  | N/C                        |        |         |         |
| Manning Entertainment Centre                 | NSW   | Original B/F    | ticket | no max. | Patron  | Original B/F | ticket | no max. | Patron  | Original B/F               | ticket | no max. | Patron  | Original B/F                  | ticket | no max. | Patron  | N/C                        | ticket | no max. | Patron  | Original B/F               | ticket | no max. | Patron  |
| Monkey Baa Theatre Company                   | NSW   | \$2.00          | trans  |         |         | \$2.00       | trans  |         |         | \$2.00                     | trans  |         |         | N/C                           |        |         |         | N/C                        |        |         |         | N/C                        |        |         |         |
| NIDA Parade Theatres                         | NSW   | \$1.50          | ticket |         | Hirer   | \$1.50       | ticket |         | Hirer   | N/C                        | ticket |         | Hirer   | \$1.00                        | ticket |         | Hirer   |                            |        |         |         |                            |        |         |         |
| Orange Civic Theatre                         | NSW   | Original B/F    | ticket |         | Patron  | Original B/F | ticket |         | Patron  | Original B/F               | ticket |         | Patron  | Original B/F                  | ticket |         | Patron  | Original B/F               | ticket |         | Patron  | Original B/F               |        |         | Hirer   |
| Riverside Theatres Parramatta                | NSW   | \$5.00          | trans  | no max. | Patron  | \$4.00       | trans  | no max. | Patron  | \$3.00                     | trans  | no max. | Patron  |                               | trans  | no max. | Patron  | N/C                        | trans  | no max. | Patron  | N/C                        | trans  | no max. | Patron  |
| Seymour Centre                               | NSW   | \$6.00          | trans  | \$6.00  | Patron  | \$4.00       | trans  | \$4.00  | Patron  | N/C                        |        |         | Patron  | N/C                           |        |         | Patron  | \$5.00                     | ticket | no max. | Hirer   | N/C                        |        |         |         |
| Shoalhaven Entertainment Centre              | NSW   | \$4.00          | trans  | \$4.00  | Patron  | \$4.00       | trans  | \$4.00  | Patron  | N/C                        |        |         |         | N/C                           |        |         |         | \$3.00                     | ticket | no max. | Patron  | N/C                        |        |         |         |
| The Glasshouse Port Macquarie                | NSW   | \$5.00          | trans  |         | Patron  | \$3.00       | trans  |         | Patron  | \$3.00                     | trans  |         | Patron  | N/C                           |        |         |         | N/C                        |        |         |         | 2 x original B/Fee         | ticket |         | Hirer   |
| BEMAC - Brisbane Multicultural Arts Centre   | QLD   | \$1.00          | trans  |         | Patron  | \$3.00       | ticket |         | Patron  | \$1.00                     | trans  |         | Patron  | N/C                           |        |         |         | N/C                        |        |         |         | N/C                        |        |         |         |
| Brisbane Powerhouse                          | QLD   | \$6.00          | trans  | \$6.00  | Patron  | \$6.00       | trans  | \$6.00  | Patron  | \$6.00                     | trans  | \$6     | Patron  | \$6.00                        | trans  | \$6     | Patron  | \$6.00                     | trans  | \$6.00  | Patron  | \$6.00                     | trans  | \$6.00  | Hirer   |
| Brolga Theatre                               | QLD   | \$3.00          | trans  |         | Patron  | \$3.00       | trans  |         | Patron  | N/C                        |        |         |         | N/C                           |        |         |         | N/C                        |        |         |         | N/C                        |        |         |         |
| Cairns Civic Theatre                         | QLD   | \$5.00          | trans  | no max. | Patron  | \$5.00       | trans  | \$5.00  | Patron  | \$5.00                     | trans  | \$5     | Patron  | \$5.00                        | trans  | \$5     | Patron  | \$2.00                     |        |         |         | N/C                        | ticket | no max. | Patron  |
| Empire Theatre                               | QLD   | \$5.00          | trans  | \$5.00  | Patron  | \$5.00       | trans  | \$5.00  | Patron  |                            |        |         |         |                               |        |         |         |                            |        |         |         |                            |        |         |         |
| Gladstone Entertainment Convention Centre    | QLD   | \$3.00          | trans  | no max. | Patron  | \$3.00       | trans  | no max. | Patron  | N/C                        |        |         |         |                               |        |         |         |                            |        |         |         |                            |        |         |         |
| Judith Wright Centre of Contemporary Arts    | QLD   | \$4.00          | trans  |         | Hirer   | \$4.00       | trans  |         | Hirer   | N/C                        | trans  | \$4     | Hirer   |                               |        |         |         | 2 x original B/Fee         | ticket |         | Patron  | 2 x original B/Fee         | ticket |         | Hirer   |

| Venue   | State | Telephone Sales |        |         |         | Online Sales |        |         |         | Counter Sales (Primary BO) |        |         |         | Counter Sales External Agency |        |         |         | Refund at Patron's Request |        |         |         | Refund due to Cancellation |        |         |         |
|---|-------|-----------------|--------|---------|---------|--------------|--------|---------|---------|----------------------------|--------|---------|---------|-------------------------------|--------|---------|---------|----------------------------|--------|---------|---------|----------------------------|--------|---------|---------|
|   |       | Fee             | Per    | To Max  | Paid by | Fee          | Per    | To Max  | Paid by | Fee                        | Per    | To Max  | Paid by | Fee                           | Per    | To Max  | Paid by | Fee                        | Per    | To Max  | Paid by | Fee                        | Per    | To Max  | Paid by |
| Lake Kawana Community Centre                  | QLD   | \$3.00          | trans  |         | Patron  | N/C          | trans  |         |         | N/C                        | trans  |         |         | N/C                           | trans  |         |         | N/C                        | trans  |         |         | N/C                        | trans  |         |         |
| Mackay Entertainment & Convention Centre      | QLD   | \$3.00          | trans  | no max. | Patron  |              |        |         |         |                            |        |         |         |                               |        |         |         |                            |        |         |         |                            |        |         |         |
| Pilbeam Theatre, Rockhampton                  | QLD   | \$5.00          | trans  |         |         | \$1.50       | ticket |         |         | N/C                        |        |         |         | N/C                           |        |         |         | \$3.00                     |        |         |         | 2 x original B/Fee         |        |         |         |
| QUT Gardens Theatre                           | QLD   | \$3.00          | trans  |         | Patron  | N/C          |        |         |         | \$3.00                     | trans  |         | Patron  |                               |        |         |         |                            |        |         |         |                            |        |         |         |
| Redland Performing Arts Centre                | QLD   | \$3.00          | trans  | no max. | Patron  | \$3.00       | ticket |         | Patron  | N/C                        |        |         | Patron  |                               |        |         |         |                            |        |         |         |                            |        |         |         |
| The Events Centre                             | QLD   | \$6.00          | trans  | no max. | Patron  | N/C          | ticket |         |         | N/C                        | ticket | no max. |         | N/C                           | ticket |         |         | N/C                        | ticket |         |         | 2 x original B/Fee         | ticket | no max. | Hirer   |
| Barossa Arts & Convention Centre              | SA    | \$5.00          | trans  | no max. | Patron  | \$5.00       | trans  | no max. | Patron  | \$5.00                     | trans  | no max. | Patron  | \$5.00                        | trans  | no max. | Patron  | N/C                        | ticket | no max. | Patron  | N/C                        | ticket | no max. | Patron  |
| Marion Cultural Centre                        | SA    | \$3.00          | ticket | no max. | Hirer   | -            |        |         |         | \$3.00                     | ticket | no max. | Hirer   |                               |        |         |         |                            |        |         |         | \$3.00                     | ticket | no max. | Hirer   |
| The Hoppood Theatre                           | SA    | \$3.00          | trans  | no max. | Patron  | \$2.00       | trans  | no max. | Patron  | \$3.00                     | trans  | no max. | Patron  |                               | ticket | no max. | Patron  | \$2.00                     | ticket | no max. | Patron  | 2 x original B/Fee         | ticket | no max. | Hirer   |
| Burnie Arts and Function Centre               | TAS   | \$3.00          | trans  |         | Patron  | \$5.00       | trans  |         | Patron  | N/C                        | trans  |         | Patron  |                               |        |         |         | \$4.00                     | trans  |         | Patron  | Original B/F               | trans  |         | Hirer   |
| Devonport Entertainment and Convention Centre | TAS   | N/C             |        |         |         | \$2.00       | ticket | no max. | Patron  | N/C                        |        |         |         | -                             |        |         |         | \$4.00                     | ticket | no max. | Patron  | \$4.00                     | ticket | no max. | Hirer   |
| Theatre Royal                                 | TAS   | N/C             |        |         |         | \$2.00       | trans  | no max. | Patron  | N/C                        |        |         |         | N/C                           |        |         |         | \$3.00                     | ticket | no max. | Patron  | N/C                        |        |         |         |
| Arts Centre Melbourne                         | VIC   | \$8.00          | trans  | \$10    | Patron  | \$8.00       | trans  | \$10    | Patron  | N/C                        | trans  |         |         | \$3.00                        | ticket | \$10    | Patron  |                            |        |         |         | Original B/F               | trans  | no max. | Hirer   |
| Capitol Venues and Events                     | VIC   | Original B/F    | ticket | no max. | Hirer   | Original B/F | ticket | no max. | Hirer   | Original B/F               | ticket | no max. | Hirer   |                               |        |         |         | N/C                        |        |         |         | 2 x original B/Fee         | ticket | no max. | Hirer   |
| Clocktower Centre                             | VIC   |                 |        |         |         | \$7.00       | trans  | no max. | Patron  |                            |        |         |         |                               |        |         |         |                            |        |         |         |                            |        |         |         |
| Frankston Arts Centre                         | VIC   | N/C             |        |         |         | \$1.50       | ticket | no max. | Patron  | N/C                        |        |         |         |                               |        |         |         | Original B/F               | ticket | no max. | Patron  | 2 x original B/Fee         | trans  | no max. | Hirer   |
| Her Majesty's Theatre                         | VIC   | N/C             |        |         |         | N/C          |        |         |         | N/C                        |        |         |         | N/C                           |        |         |         | \$5.00                     | ticket | no max. | Patron  | N/C                        |        |         |         |
| Karralyka Centre                              | VIC   | \$3.00          | trans  | no max. | Patron  | \$3.00       | trans  | no max. | Patron  | \$3.00                     | trans  | no max. | Patron  | N/C                           | trans  | no max. | Patron  | N/C                        | trans  | no max. | Patron  | N/C                        | trans  | no max. | Patron  |
| Melbourne Theatre Company                     | VIC   | \$7.00          | trans  | no max. | Patron  | \$7.00       | trans  | no max. | Patron  | N/C                        |        |         |         |                               |        |         |         | Original B/F               | ticket | no max. | Patron  | N/C                        |        |         |         |
| Mildura Arts Centre                           | VIC   |                 |        |         |         |              |        |         |         |                            |        |         |         |                               |        |         |         | \$3.00                     | trans  | no max. | Patron  |                            |        |         |         |

| Venue   | State | Telephone Sales |        |         |         | Online Sales |        |         |         | Counter Sales (Primary BO) |        |         |         | Counter Sales External Agency |        |        |         | Refund at Patron's Request |        |         |         | Refund due to Cancellation |        |         |         |
|---|-------|-----------------|--------|---------|---------|--------------|--------|---------|---------|----------------------------|--------|---------|---------|-------------------------------|--------|--------|---------|----------------------------|--------|---------|---------|----------------------------|--------|---------|---------|
|   |       | Fee             | Per    | To Max  | Paid by | Fee          | Per    | To Max  | Paid by | Fee                        | Per    | To Max  | Paid by | Fee                           | Per    | To Max | Paid by | Fee                        | Per    | To Max  | Paid by | Fee                        | Per    | To Max  | Paid by |
| Portland Arts Centre                                  | VIC   | \$3.00          | ticket |         | Patron  | \$3.00       | ticket |         | Patron  | \$3.00                     | ticket |         | Patron  | \$3.00                        | ticket |        | Patron  | \$3.00                     | ticket |         | Patron  |                            |        |         |         |
| The Cube Wodonga                                      | VIC   | N/C             |        |         |         | N/C          |        |         |         | N/C                        |        |         |         | N/C                           |        |        |         | N/C                        |        |         |         | N/C                        |        |         |         |
| West Gippsland Arts Centre                            | VIC   | N/C             | ticket |         |         | N/C          | ticket |         |         | N/C                        | ticket |         |         | N/C                           | ticket |        |         | \$3.00                     | ticket |         |         | N/C                        | ticket |         |         |
| Whitehorse Performing Arts Centre                     | VIC   | \$4.00          | trans  |         | Patron  | \$3.00       | trans  |         | Patron  | N/C                        |        |         |         |                               |        |        |         | \$3.00                     | ticket | no max. | Patron  |                            |        |         |         |
| Broome Civic Centre [Shire of Broome]                 | WA    | \$4.00          | ticket | no max. | Hirer   | \$4.00       | ticket | no max. | Hirer   | \$4.00                     | ticket | no max. | Hirer   | N/C                           |        |        |         | N/C                        |        |         |         | N/C                        |        |         |         |
| Bunbury Regional Entertainment Centre                 | WA    |                 |        |         |         |              |        |         |         |                            |        |         |         |                               |        |        |         |                            |        |         |         | 2 x original B/Fee         | ticket |         |         |
| Esperance Civic Centre                                | WA    | Original B/F    |        |         |         | Original B/F |        |         |         | Original B/F               |        |         |         | Original B/F                  |        |        |         | Original B/F               |        |         |         | Original B/F               |        |         |         |
| His Majesty's Theatre                                 | WA    | \$7.00          | trans  |         | Patron  | \$7.00       | trans  |         | Patron  | \$7.00                     | trans  |         | Patron  | \$7.00                        | trans  |        | Patron  | \$4.00                     | ticket |         | Patron  | N/C                        |        |         |         |
| Mandurah Performing Arts Centre                       | WA    | \$4.00          | trans  | no max. | Patron  | \$4.00       | trans  | no max. | Patron  | N/C                        |        |         |         |                               |        |        |         | N/C                        |        |         |         | N/C                        |        |         |         |
| Matt Dann Theatre & Cinema                            | WA    | \$4.00          | ticket | no max. | Patron  | \$3.00       | ticket | no max. | Patron  | \$4.00                     | ticket | no max. | Patron  | N/C                           |        |        |         | N/C                        |        |         |         | N/C                        |        |         |         |
| Queens Park Theatre                                   | WA    | N/C             |        |         |         | N/C          |        |         |         | N/C                        |        |         |         | N/C                           |        |        |         | \$3.00                     | ticket | no max. | Patron  | \$3.00                     | ticket | no max. | Hirer   |
| University Theatres - University of Western Australia | WA    | \$5.00          | trans  | \$5.00  | Patron  | \$2.00       | ticket | no max. | Hirer   | N/C                        |        |         |         |                               |        |        |         | \$5.00                     | trans  | \$5.00  | Patron  | \$5.00                     | trans  | \$5.00  | Hirer   |

## Subscribers and Volunteers

| Venue  | State | No. of Subscribers | No. of Shows in Subs Package | Membership, Friends or Loyalty Programs        |                                   |  |                |
|--|-------|--------------------|------------------------------|--|-----------------------------------|--|----------------|
|  |       |                    |                              | Operated by Venue – Members Volunteer in Venue | Operated by Venue – no Volunteers | Separate Organisation – Members Volunteer in Venue | No. of Members |
| Canberra Theatre Centre                      | ACT   | 500                | > 10                         |  |                                   |  |                |
| Street Theatre                               | ACT   |                    |                              |  | ✓                                 |  | 50-100         |
| Albury Entertainment Centre                  | NSW   | 100-150            | 8                            |  | ✓                                 |  | 100-200        |
| Bathurst Memorial Entertainment Centre       | NSW   | 200-300            | > 10                         |  |                                   |  |                |
| City Recital Hall Angel Place                | NSW   |                    |                              |  | ✓                                 |  | 200            |
| Dubbo Regional Theatre and Convention Centre | NSW   | 300-400            | > 10                         | ✓  |                                   |  |                |
| Griffith Regional Theatre                    | NSW   |                    |                              |  | ✓                                 |  | 100-200        |
| Illawarra Performing Arts Centre             | NSW   | 500                | > 10                         |  |                                   |  |                |
| Joan Sutherland Performing Arts Centre       | NSW   | 200-300            | > 10                         |  |                                   |  |                |
| Manning Entertainment Centre                 | NSW   | Nil                | Nil                          | ✓  |                                   |  | 50-100         |
| Monkey Baa Theatre Company                   | NSW   | Nil                | Nil                          |  |                                   |  |                |
| NIDA Parade Theatres                         | NSW   | Nil                | Nil                          |  |                                   |  |                |
| Orange Civic Theatre                         | NSW   | 500                | > 10                         |  |                                   |  |                |
| Riverside Theatres Parramatta                | NSW   | 400-500            | > 10                         |  | ✓                                 |  | 200            |
| Shoalhaven Entertainment Centre              | NSW   | Nil                | Nil                          |  | ✓                                 |  | 100-200        |
| The Glasshouse Port Macquarie                | NSW   | Nil                | Nil                          |  | ✓                                 |  | 200            |
| Wagga Wagga Civic Theatre                    | NSW   | 400-500            | > 10                         |  |                                   |  |                |
| BEMAC - Brisbane Multicultural Arts Centre   | QLD   | Nil                | Nil                          |  | ✓                                 |  | 50-100         |
| Brisbane Powerhouse                          | QLD   | Nil                | Nil                          |  |                                   |  |                |
| Brolga Theatre                               | QLD   |                    |                              |  |                                   | ✓  | 200            |
| Cairns Civic Theatre                         | QLD   | Nil                | Nil                          |  |                                   |  |                |
| Empire Theatre                               | QLD   |                    |                              |  |                                   | ✓  | 400            |
| Gladstone Entertainment Convention Centre    | QLD   | < 50               | 6                            |  |                                   | ✓  | 50-100         |
| Lake Kawana Community Centre                 | QLD   | < 50               | 7                            |  | ✓                                 |  | 25-50          |
| Mackay Entertainment & Convention Centre     | QLD   | Nil                | Nil                          | ✓  |                                   |  | 200            |
| Pilbeam Theatre                              | QLD   | < 50               | 10                           |  |                                   | ✓  | 50-100         |

| Venue   | State | No. of Subscribers | No. of Shows in Subs Package | Membership, Friends or Loyalty Programs        |                                   |  |                |
|---|-------|--------------------|------------------------------|--|-----------------------------------|--|----------------|
|   |       |                    |                              | Operated by Venue – Members Volunteer in Venue | Operated by Venue – no Volunteers | Separate Organisation – Members Volunteer in Venue | No. of Members |
| QUT Gardens Theatre                             | QLD   | 150-200            | 5                            |  |                                   |  |                |
| The Events Centre                               | QLD   | Nil                |                              | ✓  |                                   |  | 200            |
| Barossa Arts & Convention Centre                | SA    | Nil                | Nil                          | ✓  |                                   |  | 50-100         |
| Marion Cultural Centre                          | SA    | < 50               | > 10                         |  |                                   |  |                |
| The Hoppgood Theatre                            | SA    | Nil                | Nil                          |  | ✓                                 |  | 50-100         |
| Burnie Arts and Function Centre                 | TAS   | 500                | > 10                         |  |                                   |  |                |
| Devonport Entertainment and Convention Centre   | TAS   | 100-150            | > 10                         |  |                                   |  |                |
| Theatre Royal                                   | TAS   | 500                | 10                           |  |                                   | ✓  | 100-200        |
| Arts Centre Melbourne                           | VIC   |                    |                              |  | ✓                                 |  | 200            |
| Capitol Venues and Events                       | VIC   | 150-200            | > 10                         |  | ✓                                 |  | 200            |
| Clocktower Centre                               | VIC   | 200-300            | 8                            |  |                                   |  |                |
| Colac Otway Performing Arts and Cultural Centre | VIC   | < 50               | 7                            |  |                                   |  |                |
| Eastbank Centre - Riverlinks Venues             | VIC   |                    |                              |  | ✓                                 |  | 200            |
| Frankston Arts Centre                           | VIC   |                    |                              |  | ✓                                 |  | 200            |
| Geelong Performing Arts Centre                  | VIC   | 500                | 9                            | ✓  |                                   |  | 200            |
| Her Majesty's Theatre                           | VIC   | 50-100             | > 10                         |  | ✓                                 |  | 100-200        |
| Karralyka Centre                                | VIC   | 50-100             | 9                            |  | ✓                                 |  | 50-100         |
| Melbourne Theatre Company                       | VIC   | 500                | > 10                         |  | ✓                                 |  | 200            |
| Mildura Arts Centre                             | VIC   | Nil                | Nil                          |  |                                   | ✓  | 50-100         |
| The Cube Wodonga                                | VIC   | Nil                | Nil                          |  | ✓                                 |  | 50-100         |
| West Gippsland Arts Centre                      | VIC   |                    |                              |  | ✓                                 |  | 200            |
| Whitehorse Performing Arts Centre               | VIC   | 500                | 6                            |  |                                   |  |                |
| Bunbury Regional Entertainment Centre           | WA    | Nil                | Nil                          |  |                                   | ✓  | 200            |
| Don Russell Performing Arts Centre              | WA    | Nil                | Nil                          |  |                                   |  |                |
| Esperance Civic Centre                          | WA    | Nil                | Nil                          |  | ✓                                 |  | 25-50          |
| Mandurah Performing Arts Centre                 | WA    | Nil                | Nil                          |  |                                   | ✓  | 200            |
| Matt Dann Theatre & Cinema                      | WA    | Nil                | Nil                          |  | ✓                                 |  | 25-50          |
| Queens Park Theatre                             | WA    | Nil                | Nil                          |  |                                   | ✓  | <25            |

Volunteers take on various roles in centres. The 2015 survey asked venues to estimate the number of hours that volunteers work in four different areas within their venues.

The use of volunteers in front of house positions has the highest participation rate with a significant annual contribution of approximately 43,390 hours. This contribution remains comparatively constant to the 2013 results. In addition, volunteers provide 8,250 hours in food and beverage services, 1,640 hours in administration and 660 in technical areas.

In the Figure below, the percentage of venues engaging volunteers in each role is shown within each category of venue turnover. 17 venues that use volunteers did not provide turnover figures. The results show that volunteers undertaking technical roles have reduced since 2013. In the participating venues with more than \$5M turnover, no volunteer programs are in place.

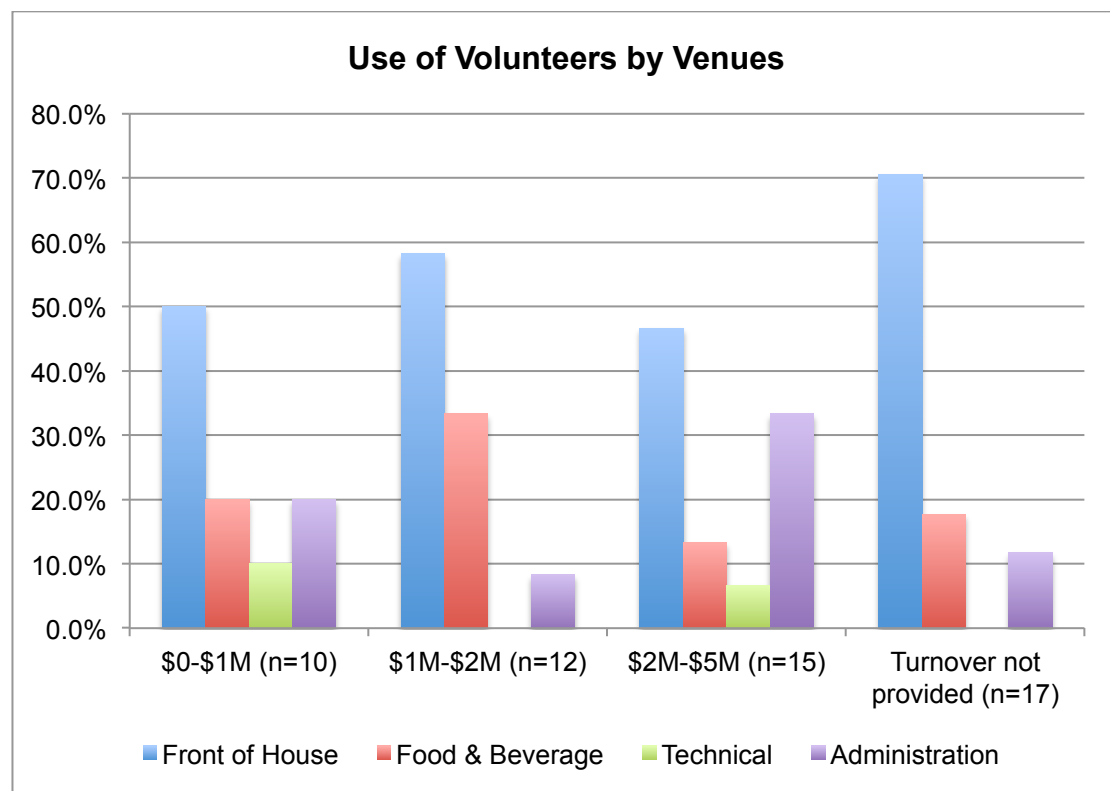


Figure 35: Use of Volunteers

## Other Venue Services and Charges

Figure 36 shows a variety of arrangements are in place for the provision of food and beverage services within respondent venues. Most venues (84%) manage their own bars. The provision of food is managed through a variety of options for both patrons and delivery to artists backstage.

For an increasing number of venues, food provision is being taken on as part of core business and less are outsourcing these services. When comparing these results with 2013, the provision of light meals and snacks has been introduced by approximately 15% more venues and possibly correlates to the 9% increase in venues now operating their own bar. Provision of catering by the venue has also increased from approximately 10% to 25% of respondent venues.

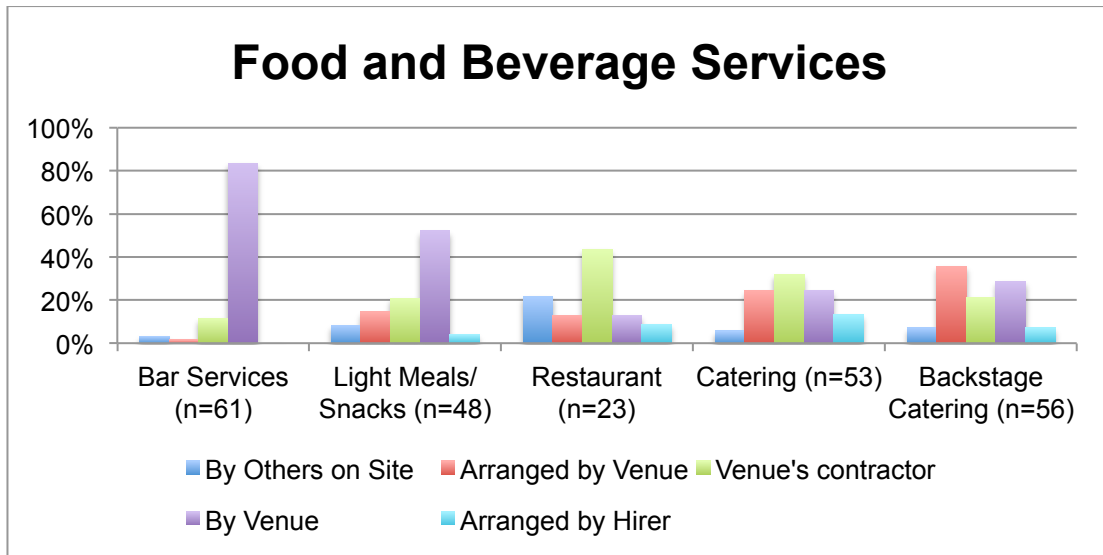


Figure 36: Food and Beverage Services

Figure 37 shows the commission charged by respondents on programs, merchandise and equipment hire. The most frequently charged percentage commission on programs and merchandise was 10% consistent with past surveys. In 2013, almost half of the respondents (45%) did not charge commission on equipment hire. This has slightly reduced to 43% although the number charging higher percentage rates of 15% and 20% has also reduced since 2013.

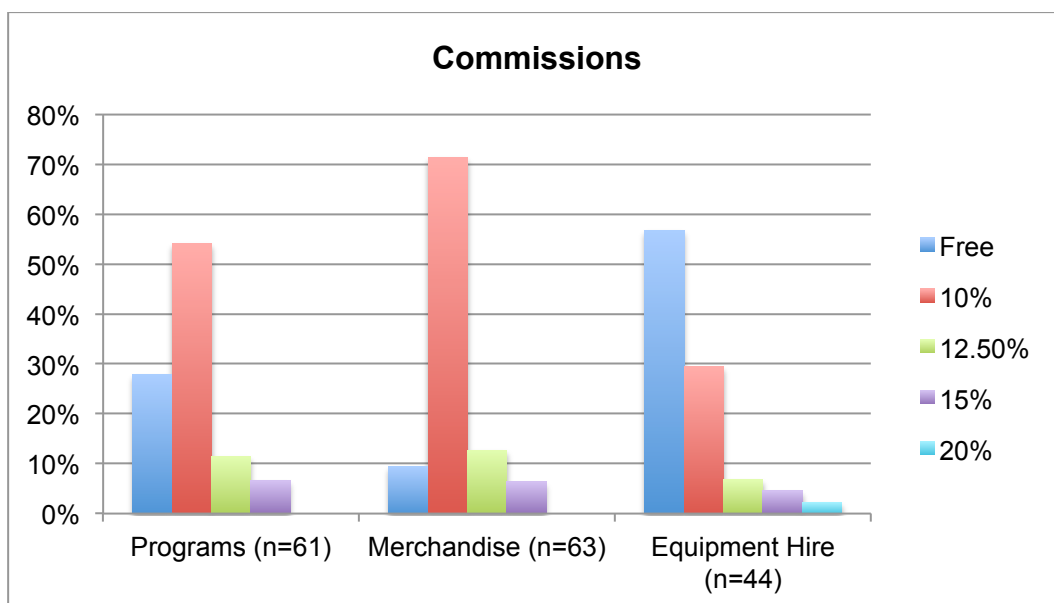


Figure 37: Commissions on Programs, Merchandise and Equipment Hire



| Outsourced Services and Functions to Building Owner |       |         |        |         |        |                 |        |                      |        |          |        |                   |        |
|---|-------|---------|--------|---------|--------|-----------------|--------|----------------------|--------|----------|--------|-------------------|--------|
|   |       | Finance |        | Payroll |        | Human Resources |        | Building Maintenance |        | Cleaning |        | Building Security |        |
| Venue   | State | No cost | Charge | No cost | Charge | No cost         | Charge | No cost              | Charge | No cost  | Charge | No cost           | Charge |
| Albury Entertainment Centre                         | NSW   |         | ✓      |         | ✓      |                 | ✓      | ✓                    |        |          | ✓      |                   | ✓      |
| Bathurst Memorial Entertainment Centre              | NSW   |         | ✓      |         | ✓      |                 | ✓      |                      |        |          | ✓      |                   | ✓      |
| Dubbo Regional Theatre and Convention Centre        | NSW   |         | ✓      |         | ✓      |                 | ✓      |                      | ✓      |          | ✓      |                   | ✓      |
| Griffith Regional Theatre                           | NSW   | ✓       |        | ✓       |        | ✓               |        |                      | ✓      |          | ✓      |                   | ✓      |
| Illawarra Performing Arts Centre                    | NSW   |         |        |         |        |                 |        |                      |        |          |        | ✓                 |        |
| Joan Sutherland Performing Arts Centre              | NSW   |         |        |         |        |                 |        |                      |        |          |        |                   | ✓      |
| Manning Entertainment Centre                        | NSW   | ✓       |        | ✓       |        | ✓               |        |                      |        |          | ✓      |                   | ✓      |
| Monkey Baa Theatre Company                          | NSW   | ✓       |        | ✓       |        | ✓               |        | ✓                    |        |          | ✓      |                   | ✓      |
| NIDA Parade Theatres                                | NSW   | ✓       |        | ✓       |        | ✓               |        | ✓                    |        | ✓        |        | ✓                 |        |
| Orange Civic Theatre                                | NSW   | ✓       |        | ✓       |        | ✓               |        | ✓                    |        |          | ✓      |                   | ✓      |
| Riverside Theatres Parramatta                       | NSW   | ✓       |        | ✓       |        | ✓               |        |                      |        |          |        |                   |        |
| Seymour Centre                                      | NSW   |         | ✓      |         | ✓      |                 | ✓      |                      |        |          |        |                   | ✓      |
| Shoalhaven Entertainment Centre                     | NSW   |         | ✓      |         | ✓      |                 | ✓      | ✓                    |        |          |        |                   |        |
| The Glasshouse Port Macquarie                       | NSW   |         | ✓      |         | ✓      |                 | ✓      |                      | ✓      |          | ✓      |                   | ✓      |
| Wagga Wagga Civic Theatre                           | NSW   | ✓       |        | ✓       |        | ✓               |        |                      |        | ✓        |        | ✓                 |        |
| BEMAC - Brisbane Multicultural Arts Centre          | QLD   |         | ✓      |         | ✓      |                 | ✓      |                      | ✓      |          | ✓      |                   | ✓      |
| Brisbane Powerhouse                                 | QLD   |         |        |         |        |                 |        |                      |        |          | ✓      |                   | ✓      |
| Brolga Theatre                                      | QLD   | ✓       |        | ✓       |        | ✓               |        |                      |        |          |        |                   | ✓      |
| Cairns Civic Theatre                                | QLD   |         | ✓      |         | ✓      |                 | ✓      |                      | ✓      |          | ✓      |                   | ✓      |
| Empire Theatre                                      | QLD   |         |        |         |        |                 |        |                      |        |          |        | ✓                 |        |
| Gladstone Entertainment Convention Centre           | QLD   |         | ✓      |         | ✓      |                 | ✓      |                      |        |          |        |                   |        |
| Judith Wright Centre of Contemporary Arts           | QLD   | ✓       |        | ✓       |        | ✓               |        |                      |        | ✓        |        | ✓                 |        |
| Lake Kawana Community Centre                        | QLD   | ✓       |        | ✓       |        | ✓               |        | ✓                    |        |          | ✓      |                   | ✓      |
| Mackay Entertainment & Convention Centre            | QLD   |         | ✓      |         | ✓      |                 | ✓      | ✓                    |        | ✓        |        |                   | ✓      |
| Pilbeam Theatre                                     | QLD   | ✓       |        | ✓       |        | ✓               |        |                      |        |          |        | ✓                 |        |
| QUT Gardens Theatre                                 | QLD   | ✓       |        | ✓       |        | ✓               |        |                      | ✓      | ✓        |        | ✓                 |        |
| Redland Performing Arts Centre                      | QLD   |         | ✓      |         | ✓      |                 | ✓      |                      | ✓      |          | ✓      |                   | ✓      |
| The Events Centre                                   | QLD   |         |        |         | ✓      |                 | ✓      |                      |        |          |        |                   |        |
| Barossa Arts & Convention Centre                    | SA    | ✓       |        | ✓       |        | ✓               |        |                      |        |          | ✓      | ✓                 |        |
| Marion Cultural Centre                              | SA    | ✓       |        | ✓       |        | ✓               |        |                      | ✓      | ✓        |        | ✓                 |        |
| Playford Civic Centre                               | SA    |         |        |         |        |                 |        |                      |        |          | ✓      |                   |        |
| The Hopgood Theatre                                 | SA    | ✓       |        | ✓       |        | ✓               |        | ✓                    |        | ✓        |        | ✓                 |        |

| Venue   | State | Finance |        | Payroll |        | Human Resources |        | Building Maintenance |        | Cleaning |        | Building Security |        |
|---|-------|---------|--------|---------|--------|-----------------|--------|----------------------|--------|----------|--------|-------------------|--------|
|   |       | No cost | Charge | No cost | Charge | No cost         | Charge | No cost              | Charge | No cost  | Charge | No cost           | Charge |
| Burnie Arts and Function Centre                 | TAS   |         | ✓      |         | ✓      |                 | ✓      |                      | ✓      |          | ✓      |                   | ✓      |
| Devonport Entertainment and Convention Centre   | TAS   |         | ✓      |         | ✓      |                 | ✓      |                      | ✓      |          | ✓      |                   | ✓      |
| Capitol Venues and Events                       | VIC   |         | ✓      |         | ✓      |                 | ✓      |                      |        |          | ✓      |                   | ✓      |
| Clocktower Centre                               | VIC   | ✓       |        | ✓       |        | ✓               |        |                      |        |          | ✓      |                   | ✓      |
| Colac Otway Performing Arts and Cultural Centre | VIC   | ✓       |        | ✓       |        | ✓               |        |                      |        |          | ✓      |                   | ✓      |
| Eastbank Centre - Riverlinks Venues             | VIC   |         | ✓      |         | ✓      |                 | ✓      |                      | ✓      |          | ✓      |                   | ✓      |
| Frankston Arts Centre                           | VIC   |         | ✓      |         | ✓      |                 | ✓      |                      | ✓      |          | ✓      |                   | ✓      |
| Geelong Performing Arts Centre                  | VIC   |         |        |         |        |                 |        |                      | ✓      |          |        |                   | ✓      |
| Her Majesty's Theatre                           | VIC   | ✓       |        | ✓       |        | ✓               |        |                      |        |          |        |                   |        |
| Karralyka Centre                                | VIC   | ✓       |        | ✓       |        | ✓               |        | ✓                    |        | ✓        |        | ✓                 |        |
| Mildura Arts Centre                             | VIC   | ✓       |        | ✓       |        | ✓               |        |                      | ✓      |          | ✓      | ✓                 |        |
| Monash University Academy of Performing Arts    | VIC   |         | ✓      |         | ✓      |                 | ✓      |                      | ✓      |          | ✓      | ✓                 |        |
| Portland Arts Centre                            | VIC   | ✓       |        | ✓       |        | ✓               |        |                      | ✓      |          | ✓      |                   | ✓      |
| The Cube Wodonga                                | VIC   |         | ✓      |         | ✓      | ✓               |        |                      | ✓      |          | ✓      |                   | ✓      |
| West Gippsland Arts Centre                      | VIC   | ✓       |        | ✓       |        | ✓               |        |                      |        |          | ✓      |                   | ✓      |
| Whitehorse Performing Arts Centre               | VIC   |         | ✓      |         | ✓      |                 | ✓      |                      |        |          |        |                   |        |
| Broome Civic Centre [Shire of Broome]           | WA    | ✓       |        | ✓       |        | ✓               |        | ✓                    |        |          | ✓      |                   | ✓      |
| Don Russell Performing Arts Centre              | WA    |         | ✓      |         |        | ✓               |        |                      | ✓      | ✓        |        | ✓                 |        |
| Esperance Civic Centre                          | WA    |         | ✓      |         |        |                 | ✓      |                      | ✓      |          | ✓      |                   | ✓      |
| His Majesty's Theatre                           | WA    | ✓       |        |         |        | ✓               |        | ✓                    |        | ✓        |        |                   | ✓      |
| Mandurah Performing Arts Centre                 | WA    |         |        |         |        | ✓               |        |                      |        |          |        |                   | ✓      |
| Matt Dann Theatre & Cinema                      | WA    | ✓       |        |         |        | ✓               |        | ✓                    |        | ✓        |        | ✓                 |        |
| Queens Park Theatre                             | WA    | ✓       | ✓      |         |        | ✓               |        | ✓                    |        |          | ✓      |                   | ✓      |

## Appendix A – Respondents

|   |     |
|---|-----|
| Canberra Theatre Centre                         | ACT |
| Street Theatre                                  | ACT |
| Albury Entertainment Centre                     | NSW |
| Bathurst Memorial Entertainment Centre          | NSW |
| City Recital Hall Angel Place                   | NSW |
| Dubbo Regional Theatre and Convention Centre    | NSW |
| Griffith Regional Theatre                       | NSW |
| Illawarra Performing Arts Centre                | NSW |
| Joan Sutherland Performing Arts Centre          | NSW |
| Laycock Street Community Theatre                | NSW |
| Manning Entertainment Centre                    | NSW |
| Monkey Baa Theatre Company                      | NSW |
| NIDA Parade Theatres                            | NSW |
| Orange Civic Theatre                            | NSW |
| Riverside Theatres Parramatta                   | NSW |
| Seymour Centre                                  | NSW |
| Shoalhaven Entertainment Centre                 | NSW |
| The Glasshouse Port Macquarie                   | NSW |
| Wagga Wagga Civic Theatre                       | NSW |
| BEMAC - Brisbane Multicultural Arts Centre      | QLD |
| Brisbane Powerhouse                             | QLD |
| Brolga Theatre                                  | QLD |
| Cairns Civic Theatre                            | QLD |
| Empire Theatre                                  | QLD |
| Gladstone Entertainment Convention Centre       | QLD |
| Ipswich Civic Centre                            | QLD |
| Judith Wright Centre of Contemporary Arts       | QLD |
| Lake Kawana Community Centre                    | QLD |
| Mackay Entertainment & Convention Centre        | QLD |
| Pilbeam Theatre, Rockhampton                    | QLD |
| QUT Gardens Theatre                             | QLD |
| Redland Performing Arts Centre                  | QLD |
| The Events Centre, Caloundra                    | QLD |
| Townsville Civic Theatre                        | QLD |
| Barossa Arts & Convention Centre                | SA  |
| Marion Cultural Centre                          | SA  |
| Murray Bridge Town Hall                         | SA  |
| Playford Civic Centre                           | SA  |
| The Hopgood Theatre                             | SA  |
| Burnie Arts and Function Centre                 | TAS |
| Devonport Entertainment and Convention Centre   | TAS |
| Theatre Royal                                   | TAS |
| Arts Centre Melbourne                           | VIC |
| Capitol Venues and Events                       | VIC |
| Clocktower Centre                               | VIC |
| Colac Otway Performing Arts and Cultural Centre | VIC |
| Drum Theatre                                    | VIC |
| Eastbank Centre - Riverlinks Venues             | VIC |
| Frankston Arts Centre                           | VIC |
| Geelong Performing Arts Centre                  | VIC |
| Her Majesty's Theatre                           | VIC |
| Karralyka Centre                                | VIC |

|   |     |
|---|-----|
| Melbourne Theatre Company                             | VIC |
| Mildura Arts Centre                                   | VIC |
| Monash University Academy of Performing Arts          | VIC |
| Portland Arts Centre                                  | VIC |
| The Cube Wodonga                                      | VIC |
| West Gippsland Arts Centre                            | VIC |
| Whitehorse Performing Arts Centre                     | VIC |
| Broome Civic Centre, Shire of Broome                  | WA  |
| Bunbury Regional Entertainment Centre                 | WA  |
| Don Russell Performing Arts Centre                    | WA  |
| Esperance Civic Centre                                | WA  |
| His Majesty's Theatre                                 | WA  |
| Koorliny Arts Centre                                  | WA  |
| Mandurah Performing Arts Centre                       | WA  |
| Matt Dann Theatre & Cinema                            | WA  |
| Queens Park Theatre                                   | WA  |
| University Theatres - University of Western Australia | WA  |

## Appendix B – Survey Questionnaire



### 1. Introduction

This is the final part of the 2015 APACA Survey

The survey covers your venue's fees and charges and the remuneration of you and your staff.

You can return to the survey any number of times to complete various questions and you can email your centre's email link to various members of your team for completion of questions relevant to their area of responsibility.

**BUT, PLEASE DON'T USE A SURVEY LINK THAT HAS NOT BEEN SPECIFICALLY SENT TO YOUR CENTRE.**

Please do not include dollar signs ['\$'], commas or spaces in numeric responses and please enter a zero for zero values, do not leave the field blank or enter 'N/A'.

If you require assistance regarding clarification of definitions and/or questions please direct your enquiry via email to Rick Heath [ed@apaca.com.au] or call 1300 66 52 63 [please note WA time zone]

1. Your Name:

\* 2. Organisation name: (ie the APACA member)

Other (please specify)

3. State/Territory:

NT  QLD  NSW  ACT  VIC  TAS  SA  WA



## 2. Venue Hire Charges - Primary Space

You will have the opportunity to provide Venue Hire charges for up to four spaces. Please enter details for your primary performance space on this page.

If you have different rates for a different days of the week please include the highest rate on this survey.

### 4. Audience capacity of the primary space

- Under 500
- 500 to 999
- 1,000 to 1,999
- Over 2,000

After you have entered the venue charges you will be able to indicate what is or is not included in the package hire rate.

### 5. Commercial Hire (Package Rate)

Per week

Per day

Per session

Hours per session

Vs % of Net Box Office

### 6. Commercial Hire Rehearsal Rate

Per hour

Per day

7. Community Subsidised Hire (Package Rate)

Per week

Per day

Per session

Hours per session

Vs % of Net Box Office

8. Community Subsidised Hire Rehearsal Rate

Per hour

Per day

9. Do you have any other hire rates for this spaces other than Commercial and Community Use ?

Schools

Eisteddfod

Conferences

Groups

Other (please specify)

\* 10. Does the centre operate more than one space for which you wish to enter venue charges



### 3. Venue Hire Charges - Space 2

After you have entered the venue charges you will be able to indicate what is or is not included in the package hire rate.

#### 11. Audience capacity of the space

- Under 500
- 500 to 999
- 1,000 to 1,999
- Over 2,000

#### 12. Commercial Hire (Package Rate)

Per week

Per day

Per session

Hours per session

Vs % of Net Box Office

#### 13. Commercial Hire Rehearsal Rate

Per hour

Per day



14. Community Subsidised Hire (Package Rate)

Per week

Per day

Per session

Hours per session

Vs % of Net Box Office

15. Community Subsidised Hire Rehearsal Rate

Per hour

Per day

\* 16. Do you wish to enter venue charges for another space



#### 4. Venue Hire Charges - Space 3

After you have entered the venue charges you will be able to indicate what is or is not included in the package hire rate.

##### 17. Audience capacity of the space

- Under 500
- 500 to 999
- 1,000 to 1,999
- Over 2,000

##### 18. Commercial Hire (Package Rate)

Per week

Per day

Per session

Hours per session

Vs % of Net Box Office

##### 19. Commercial Hire Rehearsal Rate

Per hour

Per day

20. Community Subsidised Hire (Package Rate)

Per week

Per day

Per session

Hours per session

Vs % of Net Box Office

21. Community Subsidised Hire Rehearsal Rate

Per hour

Per day

\* 22. Do you wish to enter venue charges for another space



## 5. Venue Hire Charges - Space 4

After you have entered the venue charges you will be able to indicate what is or is not included in the package hire rate.

### 23. Audience capacity of the space

- Under 500
- 500 to 999
- 1,000 to 1,999
- Over 2,000

### 24. Commercial Hire (Package Rate)

Per week

Per day

Per session

Hours per session

Vs % of Net Box Office

### 25. Commercial Hire Rehearsal Rate

Per hour

Per day

26. Community Subsidised Hire (Package Rate)

Per week

Per day

Per session

Hours per session

Vs % of Net Box Office

27. Community Subsidised Hire Rehearsal Rate

Per hour

Per day



## 6. Venue Hire Charges - applies to all spaces in the venue

\* 28. Does the package hire rate for COMMERCIAL USE include

|                                      | Yes                   | No                    |
|--------------------------------------|-----------------------|-----------------------|
| Electricity                          | <input type="radio"/> | <input type="radio"/> |
| Air-conditioning                     | <input type="radio"/> | <input type="radio"/> |
| Basic Lightng<br>Equipment           | <input type="radio"/> | <input type="radio"/> |
| Basic Audio Equipment                | <input type="radio"/> | <input type="radio"/> |
| Duty Technician /<br>Technical Staff | <input type="radio"/> | <input type="radio"/> |
| Duty Manager                         | <input type="radio"/> | <input type="radio"/> |
| Box Officer Ticket<br>Seller         | <input type="radio"/> | <input type="radio"/> |
| Cleaning                             | <input type="radio"/> | <input type="radio"/> |

29. What qualifies a hirer for the Community Use hire rate  
(you may select a number of responses)

- Public Educational Institution (Kindergarden, Primary or Secondary School)
- Private Educational Institution (Kindergarden, Primary or Secondary School)
- Not for Profit group or organisation based in the LG area
- Not for Profit group or organisation regardless of origin or base location
- Dance School providing recreational and entry level training

\* 30. Does the package hire rate for COMMUNITY USE include

|                                   | Yes                   | No                    |
|-----------------------------------|-----------------------|-----------------------|
| Electricity                       | <input type="radio"/> | <input type="radio"/> |
| Air-conditioning                  | <input type="radio"/> | <input type="radio"/> |
| Basic Lighting Equipment          | <input type="radio"/> | <input type="radio"/> |
| Basic Audio Equipment             | <input type="radio"/> | <input type="radio"/> |
| Duty Technician / Technical Staff | <input type="radio"/> | <input type="radio"/> |
| Duty Manager                      | <input type="radio"/> | <input type="radio"/> |
| Box Officer Ticket Seller         | <input type="radio"/> | <input type="radio"/> |
| Cleaning                          | <input type="radio"/> | <input type="radio"/> |

\* 31. If you charge for the provision of marketing and publicity services please provide details.  
Marketing and publicity services are

- not provided by the venue
- basic advice and support is provided at no additional cost
- is provided and charged at a set hourly rate
- is provided as a percentage of the value of paid advertising placed for the hirer

\* 32. If you charge for cleaning staff in addition to standard venue rental charges please provide details.  
Additional cleaning is

- not charged
- charged at a flat rate per performance of less than \$150
- charged at a flat rate per performance of between \$150 and \$300
- charged at a flat rate per performance of more than \$300
- charged at an hourly rate and based on actual time to clean
- only charged in extraordinary circumstances and at an hourly rate and based on actual time to clean



## 7. Staff Recharge Rates - Front of House

These are the rates charged to hirer for the services provided by venue staff in Front of House.

### 33. Staff recharges rates per hour charged to the hirer

|               | Rate \$/hr           | Min. Call            |
|---------------|----------------------|----------------------|
| Duty Manager  | <input type="text"/> | <input type="text"/> |
| Usher         | <input type="text"/> | <input type="text"/> |
| Merch. Seller | <input type="text"/> | <input type="text"/> |
| Box Office    | <input type="text"/> | <input type="text"/> |
| Stage Door    | <input type="text"/> | <input type="text"/> |

### 34. Minimum Front of House staff level for events for each performance venue

(include only those staff that are at the hirer's expense i.e. if the venue provides the box office ticket seller at the venue's expense do not include that position in this question)

|                      | Duty Manager         | Ushers               | Ticket Seller        | Stage Door Keeper    |
|----------------------|----------------------|----------------------|----------------------|----------------------|
| Theatre performances | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Unticketed events    | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |





## 8. Staff Recharge Rates - Production

These are the rates charged to hirer for the services provided by venue staff in the Production department. If you have only one rate for production staff please enter this at the Duty Technician question below.

### 35. Staff recharges rates per hour charged to the hirer

|                   | Rate \$/hr           | Min. Call            |
|-------------------|----------------------|----------------------|
| Technical Manager | <input type="text"/> | <input type="text"/> |
| Duty Technician   | <input type="text"/> | <input type="text"/> |
| Senior Technician | <input type="text"/> | <input type="text"/> |
| Technician        | <input type="text"/> | <input type="text"/> |

### \* 36. Minimum Production staff level for events for each performance

The answer "One for each department in use" means that if a hirer is using the venues lighting, sound or mechanical systems one venue technician a minimum of one of the head technicians must be engaged

|                      | Technical Staff      |
|----------------------|----------------------|
| Theatre performances | <input type="text"/> |
| Unticketed events    | <input type="text"/> |

### 37. Award overtime penalties are

- applied to the above rates and charged to the hirer
- included in the above flat rates



## 9. Box Office Services

38. Box Office system used (you can select more than one)

- ProVenue / Tickets.com
- TIKEX
- Ticketek
- Bass
- TicketServ
- Enta
- SABO / Seat Advisor
- Manual hard tickets
- Tesatura
- TryBooking

Other (please specify)

39. Does the venue have external Box Office outlets removed from the primary venues

- No  Yes, 1  Yes, 2  Yes, 3  Yes, 4+

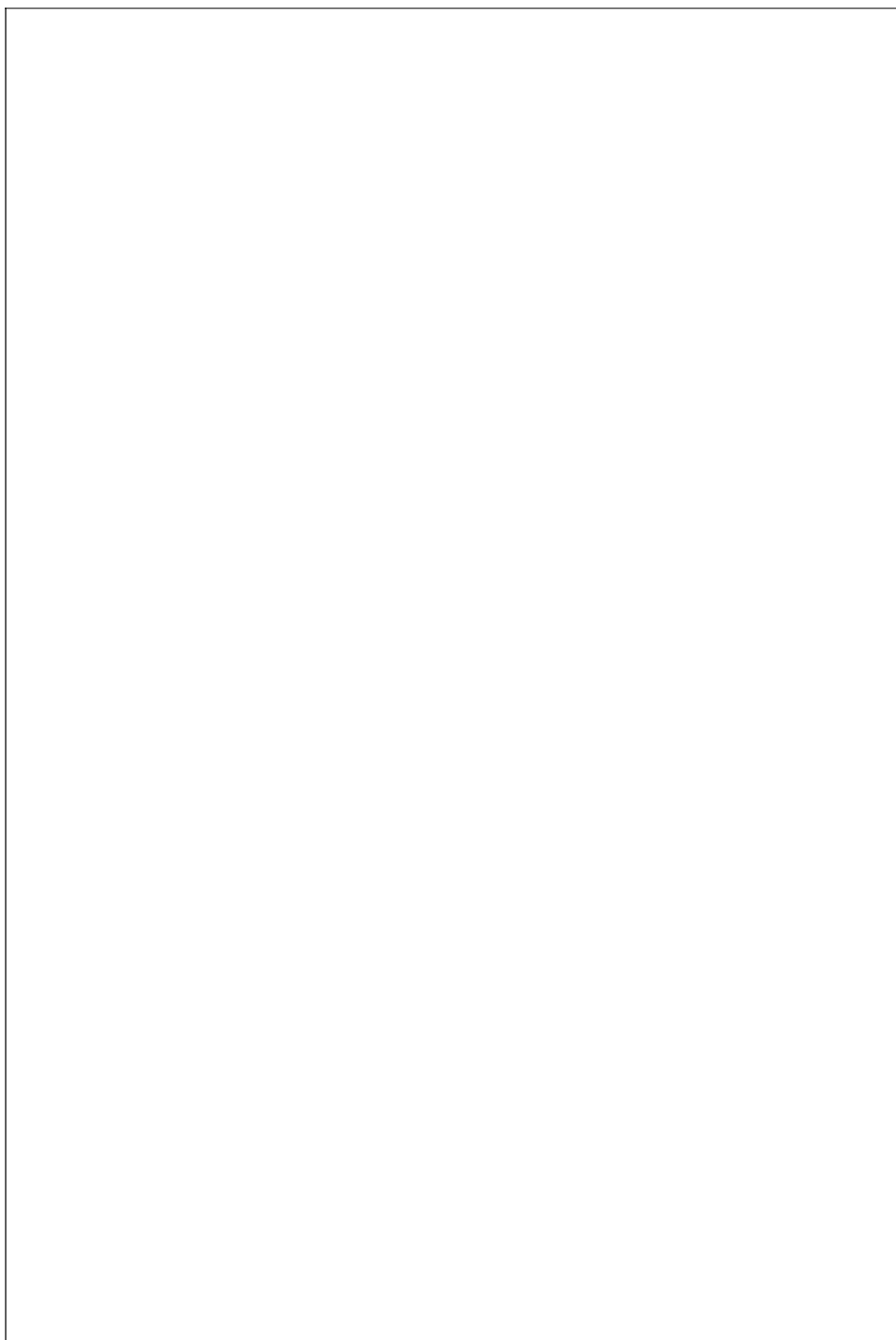
40. Number of points-of-sale in the primary box office

- 1  2  3  4  5 or more

41. Of the methods of sale available at your Box Office please estimate the percent of sales by each method

|                 | % of Sales           |
|-----------------|----------------------|
| Counter Sales   | <input type="text"/> |
| Telephone       | <input type="text"/> |
| Online          | <input type="text"/> |
| External Agency | <input type="text"/> |
| Outlet          | <input type="text"/> |

14



15



## 10. Box Office Services

### 42. Booking Fees

(select the booking fee that applies to a ticket with the following net values)

|               | Commercial           | Community            |
|---------------|----------------------|----------------------|
| Complimentary | <input type="text"/> | <input type="text"/> |
| \$15          | <input type="text"/> | <input type="text"/> |
| \$25          | <input type="text"/> | <input type="text"/> |
| \$50          | <input type="text"/> | <input type="text"/> |
| \$75          | <input type="text"/> | <input type="text"/> |
| \$100+        | <input type="text"/> | <input type="text"/> |

### 43. Event Build Fee

|                    | Rate                 | per                  |
|--------------------|----------------------|----------------------|
| Original build     | <input type="text"/> | <input type="text"/> |
| Edit on sale event | <input type="text"/> | <input type="text"/> |

Please provide details of any additional box office charges

For the purposes of this question an 'Inside Charge' is a charge included in the public selling price of a ticket and is not disclosed to the patron and an 'Outside Charge' is a charge that is added to this selling price and is disclosed.

44. Other box office charges

|   | Fee                  | per                  | max. per transaction | Type ie Paid for     |
|---|----------------------|----------------------|----------------------|----------------------|
| Charge for tickets sold by telephone          | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Charge for tickets sold online                | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Charge for counter sale at primary box office | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Charge for counter sale at external agency    | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Refund at the request of the patron           | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Refund as a result of cancellation            | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

45. Merchant fee for tickets purchased on purchase cards

|             | Charged to           |
|-------------|----------------------|
| Credit Card | <input type="text"/> |
| Debit Card  | <input type="text"/> |
| Paypal      | <input type="text"/> |

46. If you offer a subscription season please indicate the number of subscribers ?

47. If you offer a subscription season please indicate the number of shows in your subscription package?

48. Please provide details of any Membership, Friends or loyalty program

| Type                   | No. members          |
|------------------------|----------------------|
| - <input type="text"/> | <input type="text"/> |



## 11. Venue Catering Charges

### 49. Food and Beverage services

|                            | Service provided     | by                   |
|----------------------------|----------------------|----------------------|
| Beverage / Bar Services    | <input type="text"/> | <input type="text"/> |
| Food- Light Meals / Snacks | <input type="text"/> | <input type="text"/> |
| Full restaurant meals      | <input type="text"/> | <input type="text"/> |
| Function Catering          | <input type="text"/> | <input type="text"/> |
| Backstage Catering         | <input type="text"/> | <input type="text"/> |



12. Staff Recharge - other services

50. Commission Rates

Charge

Programs

Other merchandise

Equipment Hire



### 13. Administration Charges

51. Are any of the following functions or services outsourced to the building owner or parent organisation i.e. Local Government. Please indicate if the cost of providing this service is recorded against the operating expenditure of the venue.

|                      | Provided at No Cost      | On Charged to Venue      |
|----------------------|--------------------------|--------------------------|
| Finance              | <input type="checkbox"/> | <input type="checkbox"/> |
| Payroll              | <input type="checkbox"/> | <input type="checkbox"/> |
| Human Resources      | <input type="checkbox"/> | <input type="checkbox"/> |
| Marketing            | <input type="checkbox"/> | <input type="checkbox"/> |
| Building Maintenance | <input type="checkbox"/> | <input type="checkbox"/> |
| Cleaning             | <input type="checkbox"/> | <input type="checkbox"/> |
| Building Security    | <input type="checkbox"/> | <input type="checkbox"/> |

52. How many house seats do you hold per performance when the venue is hired by an external party





#### 14. Salary - Venue Manager

53. Venue Manager Salary (Cash component only)

54. Overtime is

- paid in addition to Salary above
- included in Salary
- is remunerated by the provision of TOIL (Time Off in Lieu)
- is remunerated by a combination of TOIL and paid overtime
- is largely ignored by my employer despite all of their 'talk' of work life balance

55. On average over the past three months how many hours has the Centre Manager worked per week

- <35 hours
- 35 - 40 hours
- 40 - 45 hours
- 45 - 50 hours
- more than 50 hours

56. In many centres the person that has direct management responsibility for the Performing Arts program and venue often has other operational responsibilities. Please indicate if you also manage the following programs

- Art Gallery / Visual Arts programs
- Events and Community Celebrations
- Community Arts programs
- Heritage programs
- Showgrounds
- Stadiums

Other (please specify)

57. The employment / engagement is under the terms of an

- industrial award
- enterprise agreement
- private contract of employment
- contract for service via a separate legal entity

Other (please specify)

58. A motor vehicle is

- provided by the employer for commuter (private to and from work) use only
- provided by the employer for full private use
- not provided by the employer but an additional payment is made to the employee
- not provided by the employer but an additional payment is made to the employee which must be used to lease a suitable vehicle ie a novated lease
- not provided by the employer

59. Where superannuation is provided at a level above the legislative requirement (ie 9%) please provide details.

(This is the amount paid by your employer - do not include your pre-tax salary sacrifice or post-tax private contribution)

60. Is a performance bonus paid

- Yes  No

61. Please provide details of any other remuneration or non-cash benefits provided. You may select more than one option.

- Mobile phone - business calls only
- Mobile phone - all calls
- Laptop available for private use
- Uniforms
- Clothing allowance
- Subsidized residential housing
- Professional memberships
- Travel for professional development

22

62. Total value of the package provided (including all benefits and superannuation)

23



## 15. Salary - Venue Staff

### 63. Staff Salary and Conditions

|                             | Salary               | Overtime is          |
|-----------------------------|----------------------|----------------------|
| Operations Manager/Director | <input type="text"/> | <input type="text"/> |
| Technical Manager/Director  | <input type="text"/> | <input type="text"/> |
| Box Office/FOH Manager      | <input type="text"/> | <input type="text"/> |
| Marketing Manager/Director  | <input type="text"/> | <input type="text"/> |
| Program Manager             | <input type="text"/> | <input type="text"/> |
| F&B Manager                 | <input type="text"/> | <input type="text"/> |
| Finance Manager             | <input type="text"/> | <input type="text"/> |
| HR Manager                  | <input type="text"/> | <input type="text"/> |
| Admin. Officer              | <input type="text"/> | <input type="text"/> |



## 16. Employment Agreements

64. Venue staff (as above) are engaged under the terms of

|                   | Type of Agreement    |
|-------------------|----------------------|
| Management        | <input type="text"/> |
| Admin. staff      | <input type="text"/> |
| Technical         | <input type="text"/> |
| Front of House    | <input type="text"/> |
| Food and Beverage | <input type="text"/> |

65. Provide the total number of FTE (Full-time equivalent) employees, including casual staff and contractors in each department.

For example, if you employed 3 casual staff for 20 hours per a week that would be  $3 \times 20 = 60$  hours, which is 1.5 FTE's.

|                   |                      |
|-------------------|----------------------|
| Operations        | <input type="text"/> |
| Technical         | <input type="text"/> |
| Box Office        | <input type="text"/> |
| Marketing         | <input type="text"/> |
| Public Programs   | <input type="text"/> |
| Food and Beverage | <input type="text"/> |
| Finance Manager   | <input type="text"/> |
| Administration    | <input type="text"/> |

66. Provide the TOTAL number of FTE (Full-time equivalent) staff employed across your entire organisation (including yourself, contracted and casual staff).

67. If the venue utilises volunteers in what areas are they engaged

- Front of House
- Food and Beverage
- Technical
- Administration

68. If the venue utilises volunteers, please enter the total number of hours worked per annum in each area in which they are engaged [please enter '0' if no hours are volunteered]

|                   |                      |
|-------------------|----------------------|
| Front of House    | <input type="text"/> |
| Food and Beverage | <input type="text"/> |
| Technical         | <input type="text"/> |
| Administration    | <input type="text"/> |



17. Programming / Cultural Plan

69. Does your centre have a written programming policy or plan?

Yes

No

Other (please specify)

70. Does your centre have a written audience development plan or strategy?

Yes

No

Other (please specify)

71. Does your Local Council have a Cultural Plan?

Yes

No

Other/Comment:



## 18. Cultural Plan

72. Does your Local Council Cultural Plan refer to the activities or goals of your centre?

Yes

No

Other/Comment (please specify)





## 19. THANK YOU

Thank you for completing this survey.

Subject to the timing of responses, we hope to be able to distribute the survey to participating members by the end of April. Thanks for your patience.

73. Can you please confirm that you have completed this part of the survey?

- Yup all done
- Nup still lookin' - I'll be back to add more responses

74. Do you have any comments regarding questions that you found difficult to answer ?

75. Any other comments

## Appendix 7 - Examining Perth's Performing Arts Infrastructure: Committee for Perth (2013)



## Examining Perth's Performing Arts Infrastructure

Actions to position Perth as a global leader in the arts

June 2013

## About the Committee for Perth

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The Committee for Perth is a member funded think tank focused on maintaining and improving the liveability of the Perth metropolitan region by ensuring its vibrancy, economic prosperity, cultural diversity and sustainability.

We currently have over 90 members representing a broad cross sector of the business community, civic institutions and local government and rely solely on our members' financial contribution to enable us to undertake the work, research and activities that we do. A full membership listing is included as Appendix F.

The role of the Committee for Perth is to advocate on issues that we believe will help us realise our vision for Perth and we have developed a unique model of advocacy through which this is achieved. Regardless of whether a project is our initiative or one implemented by government or others, we remain informed advocates for projects that we believe will benefit future Perth whatever stage they are at in concept or development.

Further information about the Committee for Perth and our work can be obtained from our website at [www.committeeforperth.com.au](http://www.committeeforperth.com.au)



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## Foreword

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In late 2008 the Committee for Perth released its landmark report *A Cultural Compact for Western Australia, the 10 year challenge (the Compact)*. In the report we invited the arts and cultural sector, the Western Australian Government and other political parties, the business and philanthropic sectors and Local Government Authorities to commit to work through the report's recommendations together for 10 years to revitalise our capital city, regional cities and towns and to achieve:

- a vibrant state where arts and cultural appreciation and activity are part of everyday life for all Western Australians;
- acknowledgement of the importance of Aboriginal culture and the arts to the future fabric of Western Australia;
- the engagement of young artists who chose to stay, return to, or visit because they are encouraged and supported within an incubator environment;
- a dynamic capital city that all Western Australians are proud of; and
- bold and courageous art that places WA firmly on the international stage.

Since *the Compact* was released there has been a significant re-energisation and coalescence across the sector itself, governments and the business and philanthropic sectors which has brought the vision closer to reality.

In *the Compact* we noted the need to address deficiencies in arts infrastructure. This was not addressed in *the Compact* project because we understood that the Department of Culture and the Arts was undertaking an audit of arts and cultural infrastructure across the state which would inform the development of an infrastructure plan. Many years later we await that plan which we believe would be a key enabler to fully realising the vision.

Without such a plan, the conversations about needs, wants, gaps and desires continues without direction. The Committee for Perth therefore decided to commission this quantitative audit of performing arts venues in Perth as a first step in examining the region's major performing arts venues in their current context and against the backdrop of decades of predicted population growth. The report also compares how Perth fares in terms of infrastructure provision against a number of other cities.

It is our desire that the research efforts in this report, which culminate in a number of recommendations, again act as a catalyst for renewed energy and focus in planning for the future. We have identified that additional research will be required to progress this issue including a qualitative analysis of venues, research into venue cost and funding and broad stakeholder consultation to determine the needs and aspirations of the performing arts sector.

We are confident that by highlighting the major infrastructure gaps in Perth's current and future infrastructure this report will lay the foundation for further investigation and action that leads to a genuinely vibrant and sustainable arts and cultural sector for the benefit of all Western Australians.

Marion Fulker  
CEO, Committee for Perth

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# Executive Summary

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Cities today are increasingly competing with each other. They compete to attract investment, people, businesses and company headquarters, along with sporting and cultural events. Cultural prowess and economic success are becoming interlinked and cultural vibrancy is recognised as central to a city's liveability.

In this context, high quality cultural facilities are integral to any liveable, modern city, and while Perth is considered highly liveable in terms of a high standard of living, the area of arts and culture has not traditionally been viewed as one of the region's strengths.

In recognition of the role cultural facilities play in developing a competitive city as well as the importance of effective long term planning for cultural infrastructure needs, the Committee for Perth commissioned two pieces of work :-

- an audit of major performing arts infrastructure in the Perth and Peel region; and
- an analysis of the audit in order to benchmark Perth's major performing arts infrastructure offerings against other cities.

This report is the combined findings of those research projects. Purely quantitative in nature, it is intended to help the Western Australian government in planning for Perth's future performing arts needs. It also will assist the Committee for Perth and other associated organisations in advocating for improved cultural infrastructure in Perth.

Perth's cultural sector is flourishing. Attendance at performing arts events is increasing and there is significant evidence that Perth's people not only have a growing appetite for arts and culture but that there remains untapped potential for audience growth.

In addition, ongoing rapid population and economic growth could direct Perth towards attendance growth up to or even in excess of 34% by 2021, meaning that Perth's existing cultural infrastructure, some of which is already struggling to meet demand, will come under enormous pressure over the next decade.

Furthermore, over the next 40 to 50 years Perth will need adequate performing arts infrastructure to meet the demand of an estimated population of four million people, meaning that Perth will need infrastructure that is of comparable size and quality to that in metropolitan Melbourne today. This means that the number of performing arts venues in Perth will need to approximately double.

In addition to this, Tourism Western Australia has a target to double the value of tourism in Western Australia by 2020. Achieving this target requires positioning WA as a recognised events destination for locals and visitors, and providing every visitor with the opportunity to have an Indigenous cultural experience – both goals that are likely to increase demand for cultural facilities and specifically highlight the need for a world-class Indigenous cultural centre in Perth.

The report includes an audit of 35 venues in the Perth and Peel region with a seating capacity of 200 or more that are currently used as performing arts venues. Of these, 22 are indoor venues whose primary function is for the performing arts and 13 are outdoor venues or stadiums, 6 of which do not have performing arts as their primary function but do stage large concerts and festival style events.

In addition to the audit, a smaller selection of 21 venues, each with a seating capacity of 500 and a location within 20 kilometers of the Perth city centre, has been used to provide a comparison of performing arts infrastructure in Perth with that in seven other national and international cities. This comparison indicates that Perth generally compares favourably with the other cities on a number of venues and seating per capita basis but it also identifies some major infrastructure gaps.

In particular it has found that:

- Perth is very well served in some infrastructure categories (particularly large outdoor venues) but relatively poorly served in others.
- Perth appears to be relatively well served with dance and drama theatres.
- Perth has a relatively large number of arenas/large multipurpose venues compared to benchmarked cities.
- Perth has a comparatively high proportion of stadiums that are primarily for sporting use but are also occasionally used for performing arts events. This may reflect the popularity of outdoor events in the region, but could also be a reflection on the lack of large purpose built venues in the region, particularly prior to the opening of the Perth Arena.
- Perth has an undersupply of lyric theatres, with currently only one lyric theatre and no dedicated lyric theatre for musicals.
- Perth has an undersupply of concert halls with 0.5 venues per million people compared to an average of 1.35 venues per million across the benchmarked cities.
- Perth has a slight undersupply of contemporary music venues.

The report indicates that investment in some types of performing arts infrastructure is needed to meet current demand in Perth and to enable performing arts attendance rates to continue to grow.

It is also evident that very substantial medium and long term investment in performing arts infrastructure will be required to meet the demand generated by population growth – investment that should also aim to position Perth as a global leader in the arts.





On the basis of the report findings, we make the following recommendations to the State Government:

1. The State Government prepares a long term Plan for Arts and Cultural Infrastructure that positions Perth as a global leader in arts and culture.
2. The Infrastructure Plan should be completed within 12 months and funding decisions flowing from the Plan commence in the 2014-15 Budget
3. Priority infrastructure requirements to be addressed in the Plan include:
  - the development of an Indigenous cultural centre in Perth that includes performing arts space in order to meet the demand for Indigenous cultural events both within the Indigenous communities and the tourism sector.
  - the development of a new major lyric theatre in Perth that is suitable for large scale opera, ballet and musical theatre.
  - whether there is a need for an additional concert hall or recital hall.
4. The plan should develop locational criteria for major infrastructure to ensure that it makes a positive contribution to the urban landscape and capitalises on the potential for city activation and economic benefits.

The scope of works of this report has been to analyse the commercial performing arts infrastructure that is presently in use in the Perth and Peel region with an audience capacity of over 200, offering ticketed events and available for public hire.

Following a review of the draft report by the Committee for Perth's Revitalising Working Group and representatives of the Chamber of Arts and Culture, it is felt that the report gives rise to other considerations that require further examination from within the sector. These include:

- Should additional work be undertaken to examine in detail the demand for dance and drama theatres in Perth to identify whether there remains a shortage of supply; whether there is a shortage of high quality theatres; and whether there is a need for additional rehearsal space in the region?
- Should additional work be undertaken to examine cultural infrastructure funding in Perth in comparison to other cities and identify potential funding opportunities to ensure that existing, new and renewed cultural infrastructure remains financially viable through its projected life cycle?
- Is the current situation in regards to suitability, availability and affordability of performance and rehearsal venues acceptable?
- Are adequate considerations for costs of and funding for the ongoing maintenance and improvement of existing venues in place?
- Would a further study into global audience and live performance trends and demographics provide useful information as to the nature of the performing arts venues that are likely to be in demand in the future?
- Should consideration be given to the development of a proposal to incentivise developers to provide a lyric theatre / rehearsal space and arts administration facility as part of a precinct / arts hub in the Elizabeth Quay waterfront project area?

## 1.0 Introduction

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In this era of globalisation, cities are increasingly competing with each other. They compete to attract investment, people, businesses and company headquarters, along with sporting and cultural events. Cultural prowess and economic success are becoming interlinked and cultural vibrancy is recognised as central to a city's liveability.

High quality cultural facilities are therefore integral to a liveable, modern city. While Perth is considered highly liveable in terms of a high standard of living, the area of arts and culture has not traditionally been viewed as one of the region's strengths. Perth has long been criticised for lacking vibrancy and recreation choice and as a community we smarted when Lonely Planet labelled our city 'dullsville'.

The Committee for Perth is a think tank and advocate for a bright future for the Perth region. Our vision of this future is one in which Perth becomes increasingly innovative, culturally vibrant and forward thinking.

The Committee supports the aspirations of local arts champion, the Chamber of Arts and Culture to 'imagine Western Australia as a global leader in the arts'.

Ensuring that Perth has high quality arts and cultural infrastructure is integral to this aspiration.

Recognising this importance, the Committee for Perth commissioned Hames Sharley (WA) Pty Ltd to conduct an audit of major performing arts venues in the Perth metropolitan region and long-term research consultant to the Committee, Gemma Davis to analyse how well Perth fares.

This report is the combined findings of those research projects. It is intended to help the Western Australian government in planning for Perth's future performing arts needs. It also will assist the Committee for Perth and other associated organisations in advocating for improved cultural infrastructure in Perth.

The purpose of this report is therefore to examine existing and likely future demand for performing arts infrastructure in Perth as the region grows and changes; and to audit Perth's existing performing arts infrastructure to identify existing infrastructure gaps and priority needs. The report also aims to identify the likely performing arts infrastructure needed to make Perth a liveable and vibrant city into the future.

This report provides a comprehensive overview of major performing arts venues in Perth and enables comparison with other cities in Australia and overseas. The report:

- Provides an overview of the demand for and importance of arts and cultural activities and infrastructure to Perth and the Western Australian economy.
- Examines the findings of a comprehensive, desktop review of performing arts venues across Perth.
- Benchmarks Perth's performing arts infrastructure against that in other Australian capitals and cities overseas.
- Identifies infrastructure gaps in Perth.
- Makes recommendations on major performing arts infrastructure needs for the future.

## 2.0 Methodology

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To provide a comprehensive review of supply and demand for cultural facilities a three stage methodology has been used to undertake this study. This has included:

1. A summary of performing arts demand and attendance trends and likely future demand growth.
2. An audit of existing performing arts venues and facilities in Perth and Peel focused on commercial venues that have a seating capacity of 200 or more, that offer ticketed performances and are available for public hire. The selection of venues considered was informed by discussion with the Department of Culture and the Arts. 35 venues from across the region met the required criteria and were included in the study.

Each venue has been audited to achieve consistent data capture and includes: venue name; street address; Local Government Authority; primary and secondary purposes; stage configurations; operator and management arrangements; funding sources; seating capacity in all configurations; images of the exterior and interior of the facility; the year the venue was built, dates of significant renovations with an outline of the works undertaken; additional amenities within the facility such as bars, dining venues, exhibition spaces or meeting rooms.

3. A comparison of major performing arts venues in Perth with those in three national and four international cities using benchmark data from *Planning Sydney's Cultural Facilities* review prepared by Sweet Reason Pty Ltd in 2011 for the City of Sydney. The Sydney benchmark data only included venues located within 20 kilometres of the city centre with a seating capacity of 500 or more and so, in order to make a like for like comparison, we only used data from the 21 Perth venues that also meet this criteria.

The comparison cities are:

- Sydney
- Brisbane
- Melbourne
- Manchester
- Hong Kong
- Copenhagen
- Chicago



## 3.0 Demand for Arts and Culture in Perth

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Perth's arts and cultural sector is flourishing. With a booming economy and expanding population, Perth's people have a growing appetite for arts and culture. The local arts and culture scene is in the midst of a period of renewed energy and creativity and the sector has more private sector support and champions than ever before.

Attendance statistics for some of Perth's major performing arts companies show they are experiencing solid attendance growth which in part has been assisted by investment in new infrastructure. This increase in patronage is bucking national and international trends of audience decline.

The huge success of new performing arts initiatives in Perth such as Fringe World Perth is encouraging a broader range of community participation and developing new arts and cultural enthusiasts.

Growing audiences when cities elsewhere are experiencing a drop in patronage, coupled with projections for continued population and economic growth for this region, signifies an opportunity for Perth to become a global leader in arts and culture.

However Perth is still fighting criticism for lacking vibrancy, sophistication and recreation choice, from its own residents, from national business and academic leaders<sup>1</sup> and from international 'liveability' surveys such as the Economist Intelligence Unit<sup>2</sup> and Mercer Consulting<sup>3</sup>, both of which rate Perth relatively poorly against their culture, recreation and environment criteria.

These criticisms and negative perceptions should not be ignored as they have a direct negative impact on our own satisfaction with living in Perth; on Perth's national and international reputation; and on the region's ability to attract and retain talented people and investment dollars.

It is also evident that, despite the cultural attendance growth that has been achieved, Perth's cultural participation rates fall well below the nation's leader, the Australian Capital Territory, and there is potential for Perth to develop a significantly stronger cultural tourism sector.

This section provides a snap shot of attendance at performing arts venues and events in Western Australia and the Perth and Peel region based on the most recently available statistical data. It examines attendance trends and the benefits of cultural sector growth and provides indicators for the future.

<sup>1</sup> Wetzstein S (2010) *Perceptions of Urban Elites on Four Australian Cities: How does Perth compare?*, Committee for Perth, Perth [www.committeeforperth.com.au](http://www.committeeforperth.com.au)

<sup>2</sup> Economist Intelligence Unit (2011) *Global liveability report*, EIU, London

<sup>3</sup> Mercer Consulting (2012) *Quality of Living Survey 2012*, Mercer LLC, New York

### 3.1 Attendance at Performing Arts Venues in Western Australia

Western Australia has not traditionally had a reputation as a cultural leader and statistics indicate that performing arts attendance in the state has been average in comparison with other states and territories.

In 2009-10, a total of 945,500 people or 53.7% of people aged over 15 years in Western Australia and 55.5% of people over 15 living in Perth attended a performing arts venue<sup>4</sup>.

This is consistent with the national average of 53.6% attendance but is behind the nation's leader, the Australian Capital Territory which achieved 63.9% attendance (among those aged 15 years and older).

Comparing attendance in 2005-06 with that in 2009-10 indicates that overall rates have remained relatively stable.

In 2009-10, 16% of people aged over 15 in Western Australia attended a theatre performance, compared to 16.8% in 2005-06; 12% went to a musical or opera, compared to 14.8% in 2005-06; 9% attended classical music concerts compared to 10.8% in 2005-06; and dance performances attracted 11% of people in 2009-10 compared to 9.7% in 2005-06. In 2009-10 17% (compared to 17.6% in 2005-06) of people in the state attended other types of performing arts<sup>5/6</sup>.

Younger people are the most culturally active age group in the state. In the 12 months prior to April 2009 over two thirds (72%) of Western Australian children aged 5 to 14 years attended a public library, museum, art gallery or performing arts event at least once outside school hours<sup>7</sup>.

Of people aged over 15 years, individuals in the 15 to 34 year age group are the most culturally active and are the most likely people to attend a performing arts event, with annual attendance rates of between 64.4% (25 to 34 year olds) and 68.4% (18 to 24 years olds). Popular music concerts are the most attended performing arts events by people in these age groups<sup>8</sup>.

Indigenous Western Australians are also highly culturally engaged. In 2008, one third (29%) of Indigenous persons aged 15 years and older living in Western Australia participated in at least one Indigenous creative activity, with the most popular activities being art and craft and writing or story-telling; while more than two thirds (70%) attended at least one Indigenous cultural event<sup>9</sup>.

<sup>4</sup> Australian Bureau of Statistics (2013) *Arts and Culture in Australia, A Statistical Overview* Category Number 4172.0, Commonwealth of Australia, Canberra

<sup>5</sup> Australian Bureau of Statistics (2012) *Attendance at Selected Cultural Venues and Events 2005-06*, Catalogue Number: 4114.0, Commonwealth of Australia, Canberra

<sup>6</sup> Australian Bureau of Statistics (2007) *Attendance at Selected Cultural Venues and Events 2005-06*, Catalogue Number: 4114.0, Commonwealth of Australia, Canberra

<sup>7</sup> National Centre for Culture and Recreation Studies, Australian Bureau of Statistics (2012) *Culture Report 2012 for Western Australia*, Western Australian Department of Culture and the Arts, Perth

<sup>8</sup> Australian Bureau of Statistics (2012) *Attendance at Selected Cultural Venues and Events 2005-06*, Catalogue Number: 4114.0, Commonwealth of Australia, Canberra

<sup>9</sup> Australian Bureau of Statistics (2009) *2008 National Aboriginal and Torres Strait Islander Social Survey (NATSISS)*, Commonwealth of Australia, Canberra

## 3.2 International Performing Arts Trends

There is international evidence that the structure of the performing arts system is undergoing a fundamental shift, with the recorded and broadcast performing arts industry becoming more concentrated; increasing numbers of small, local, low budget organisations; and a few very large non-profit and commercial organisations growing larger and staging ever more elaborate productions on a global scale<sup>10</sup>.

Within this paradigm shift, midsized non-profit organisations are expected to experience the greatest difficulties in attracting adequate revenues to cover their costs and opera companies, symphony orchestras, ballet companies and theatre groups serving small and medium-sized cities in particular will be facing realities of ageing audiences, escalating costs, and static or even declining funding forcing them to rethink their primary mission – the audiences they want to reach, and their organisational structure<sup>11</sup>.

## 3.3 Current Attendance Trends in Perth

There is evidence that this shift is having some bearing on performing arts attendance in Australia and in major east coast cities. Yet the story for Perth is a good one in that overall performing arts attendance in Perth is rising and, contrary to national and international trends, this growth is occurring across a wide range of performing arts types and organisations.

A 2011 Australia wide survey of live entertainment industry ticket attendances and revenues indicates that in 2010 and 2011 Western Australia accounted for between 10% and 11% of the live entertainment industry (behind New South Wales 34-36.5%; Victoria 31-34%; and Queensland 12.5-12%)<sup>12</sup>.

However the same survey indicates that Western Australian attendance figures are significantly higher in some categories than this proportion suggests with the state accounting for 12.8% of attendance at ballet and dance performances; nearly 33% of multi-category festival attendance (the highest attendance figure in Australia); and approximately 16.5% of attendance at single category festivals.

There are also indicators that Western Australia's share of the performing arts market is increasing. For example, in 2011 1,788,262 tickets were sold to live performances in Perth compared to 1,468,882 tickets in 2009, an increase of 22%.

An analysis of 2012 ticket and audience figures for individual companies prepared by media organisation *Crikey* also indicates that while audience figures for many of the major performing arts companies and organisations have been stagnating in recent years, Western Australia's major theatre, ballet and opera companies have experienced solid growth<sup>13</sup>.

The analysis compared data from 17 large opera, music, theatre and dance companies from 2007 to 2011. It found that most major Australian performing arts companies are shedding audiences, and attendances in total have declined by 6% over the past five years.

Of the 17 companies surveyed, 10 have seen declining audiences since 2007. This includes all six of the largest performing arts companies with audiences of more than 200,000 annually. Australia's largest performing arts organisation, Opera Australia, is down about 130,000 attendances from its 2008 peak.

Yet Perth companies are an exception. For example *Crikey* reported that, from 2007 to 2011, Black Swan Theatre Company had more than doubled its footprint.

<sup>10</sup> McCarthy, Brooks A, Lowell J, Zakaras L (2001) *The Performing Arts in the New Era*, RAND Corporation, Santa Monica

<sup>11</sup> Ibid.

<sup>12</sup> Ernst & Young (2011) *Ticket Attendance and Revenue Survey*, Live Performance Australia, Melbourne

<sup>13</sup> Ibid

In 2011, paid attendance to Black Swan productions increased by 60%, three of the company's five major productions reached sell out capacity and the season of one production was extended for an additional week to meet popular demand. Attendances as a percentage of capacity also grew by 8% (to 85%) despite the company moving performances to the newly opened State Theatre Centre's 575 seat Heath Ledger Theatre from the 427 seat Playhouse Theatre, indicating that the company's growth was most likely previously constrained by seating capacity<sup>14</sup>.

The Western Australian Symphony Orchestra and the Western Australian Ballet have also experienced more modest but very healthy gains.

For example, the Western Australian Ballet achieved a 15% increase in box office income in 2011; a 5% increase in main stage attendance and a 220% increase in education and access participation from 2008 to 2011<sup>15</sup>.

Similarly the Western Australian Symphony Orchestra achieved a 4.5% increase in revenue from subscriptions and ticket sales from 2010 to 2011<sup>16</sup>.

It is also evident from the annual reports of all three companies that the reported gains can be at least partially attributed to new creative directions and innovative strategies to engage with the community and build new audiences. These types of strategies are essential in the current age of shifting public and audience expectations and Western Australian creative industries are clearly showing leadership in adapting and capitalising on this change.

### 3.3.1 Perth International Arts Festival

The success of Perth's original festival, the Perth International Arts Festival (known as the Perth Festival) established in 1953 also demonstrates the appetite for arts and culture in Perth.

At the completion of the 2013 festival in March this year, with the Lotterywest Festival Films still to run, the Festival reported that it had exceeded its box office target of \$4,800,000, reached a paid audience of about 190,000, and engaged approximately half a million people in festival activities and events<sup>17</sup>.

Together, for a few months of the year, Perth Festival and Fringe World transform Perth into a vibrant melting pot of creativity - reaching vast audiences and demonstrating that Perth's people are hungry for new cultural experiences.

### 3.3.2 Fringe World Festival

An additional boost to audience numbers has been achieved through the establishment of the staggeringly successful Fringe World festival.

The inaugural Fringe World festival was held in 2012. According to an impact assessment of the 2012 festival prepared by BOP Consulting, Fringe World attracted audience numbers in excess of 150,000 people in its first year, 50,438 of whom attended ticketed performances, generating box office revenue of over \$1,038,500<sup>18</sup>.

But that was just the start. Figures from the 2013 Fringe World indicate that this year's ticket sales more than doubled to 110,000 with more than \$2,000,000 spent through the box office and total attendance (to both ticketed and non-ticketed events) reaching 215,000<sup>19</sup>.

<sup>14</sup> Ernst & Young (2009) *Ticket Attendance and Revenue Survey*, Live Performance Australia, Melbourne

<sup>15</sup> Western Australian Ballet Company (2012) *Annual Report 2011*, Western Australian Ballet Company, Perth

<sup>16</sup> Western Australian Symphony Orchestra (2012) *WASO Annual Report 2011*, Western Australian Symphony Orchestra, Perth

<sup>17</sup> Perth International Arts Festival (2013) Media Release Perth International Arts Festival Draws to a Close 4 March 2013, <http://www.perthfestival.com.au/About/Media/Media-Releases/>

<sup>18</sup> BOP Consulting (2012) *Impact Assessment of the Fringe World Festival*, Artrage, Perth

<sup>19</sup> Artrage (2013) *Fringe World Festival 2013 Results Snapshot*, Unpublished

Yet, perhaps even more significant is the fact that Fringe World appears to have successfully tapped into new cultural audiences in Perth, substantially increased city vibrancy, made people feel safe in the city centre, given people a new sense of pride in the city and helped to re-invigorate Perth's arts and cultural scene.

A survey of more than one thousand 2012 Fringe World audience members and more than two thousand eight hundred 2013 attendees indicated that:

- 44% of 2012 respondents and 49% of 2013 respondents are not regular attendees at arts events.
- 76% of 2012 respondents and 70% of 2013 respondents would have stayed at home if Fringe World had not been happening.
- 86% of respondents in 2012 and 90% of 2013 respondents said that Fringe World increased their pride in Perth.
- 83% of 2012 respondents and 89% of 2013 respondents said that Fringe World promoted Perth as a city that is globally connected.
- 99% said that they intended to attend Fringe World again in 2013 and 2014<sup>20</sup>.

This shows that Perth's people see arts and culture as central to Perth's development as a vibrant, competitive, globally connected city, and that new events like Fringe World are making a contribution to the city that goes far beyond entertainment or dollars and cents – they are positively contributing to Perth's competitive identity. Critically, it also indicates that there is untapped demand for arts and cultural events in Perth.

Fringe World Director Marcus Canning has also observed that Fringe World has had a positive impact on Perth's local arts and culture scene.

"From the performing arts sector, one thing that I've really been pleased with at the Fringe this year is the growth of local practitioners plugging in," he said, saying local performers "saw the success of the 2012 festival and have all really jumped on board" ... "The excitement is palpable."<sup>21</sup>

### 3.4 Contribution to the Economy

Cultivating Perth's arts and cultural resurgence is in the best interests of both our society and our economy.

The arts and cultural sector is a significant and growing part of the economy. In 2009-10 Australian households spent four per cent of their income—more than \$19 billion—on arts and cultural goods and services, demonstrating the economic value of culture in everyday life<sup>22</sup>.

In Perth, a 2007 study estimated the direct output of Perth's creative industries to be \$4.6 billion, and total value (including flow on effects) was estimated to be in excess of \$10.6 billion. Of this the music and performing arts sectors generated an estimated \$331 million in economic output<sup>23</sup>.

It is reasonable to assume that this output is likely to have increased significantly in the past 6 years, with Fringe World alone estimated to have generated spending within the Perth economy (including application of relevant gross value added multiplier) of over \$14.5 million in its first year<sup>24</sup>.

<sup>20</sup> Ibid.

<sup>21</sup> Eltham B, (2013) *And the centre of arts innovation is ... Perth*, Crikey 15 February 2013, [www.crikey.com.au](http://www.crikey.com.au)

<sup>22</sup> Australian Government (2012) *Creative Australia – The National Cultural Policy*, Commonwealth of Australia, Canberra <http://creativeaustralia.arts.gov.au/full-policy/>

<sup>23</sup> Telsis Consulting et al (2007) *Perth's Creative Industries – An Analysis*, Department of Culture and the Arts, Government of Western Australia, Perth

<sup>24</sup> BOP Consulting (2012) *Impact Assessment of the Fringe World Festival*, Artrage, Perth



### 3.5 Population Growth

Population growth alone will drive demand for more arts and cultural activities, events and infrastructure in Perth's future, and this growth is occurring at a rapid pace.

At June 2011, the population of Greater Perth was 1.83 million people<sup>25</sup>, which was 78% of the state's total population. Between 2001 and 2011, Greater Perth increased by 380,100 people, or 26%. This was the fastest growth of all capital cities in Australia<sup>26</sup>.

It is further predicted that Perth will grow to a population of between 2.1 million and 2.45 million by the year 2021 and between 2.8 million and 4.2 million by 2056<sup>27</sup>. Based on historic growth patterns in Perth and the economic outlook for the region, we believe that a medium to high growth scenario is most likely.

This means that, even if performing arts attendance rates remain the same, Perth's performing arts sector will need to cater for audience growth of between 24% and 34% just to keep pace with growth needs over the next eight years.

Longer term it is reasonable to expect that Perth will need to cater for growth in demand of approximately 80% to more than 100% by 2056.

Accommodating this demand will require a doubling in the capacity of our performing arts infrastructure in just over 40 years - meaning that what Perth has slowly built over more than 100 years now has to be reproduced in just 40.

### 3.6 Tourism Growth

It is fair to assume that what is good for residents is also good for visitors. Therefore it can be expected that as Perth grows so too will the number of visitors that the region attracts.

National projections for Perth's tourism sector predict only modest growth however Tourism Western Australia has a target to double the value of tourism in Western Australia - from \$6 billion a year in 2010 to \$12 billion a year by 2020<sup>28</sup>.

This is a target which the organisation believes is achievable and will require the development of seven 'strategic pillars' which include positioning WA as a recognised events destination for locals and visitors and providing every visitor with the opportunity to have an Aboriginal tourism experience - both goals in which the arts and cultural, and performing arts sectors should play an important role.

The need for an Indigenous cultural centre in Perth with the inclusion of a space for performing arts has also been well documented and supported, and the demand for such a centre is likely to substantially increase as demand for cultural tourism in the State grows.

<sup>25</sup> Australian Bureau of Statistics (2012) *2011 Census of Population and Housing*, Commonwealth of Australia

<sup>26</sup> Ibid.

<sup>27</sup> Australian Bureau of Statistics (2011) *Regional Population Growth Catalogue Number: 3218.0*, Commonwealth of Australia, Canberra

<sup>28</sup> Tourism Western Australia (2012) *Annual Report 2011-12*, Government of Western Australia, Perth

### 3.7 Key Findings

- Perth's arts and cultural sector is thriving. Attendance at performing arts events is increasing and there is significant evidence that Perth's people not only have a growing appetite for arts and culture but that there remains untapped potential for audience growth.
- Perth's population is expected to increase by 24% to 34% (from 2011 to 2021) which will very significantly increase demand for performing arts in the region and place enormous pressure on existing arts and culture infrastructure over the next decade.
- Longer term it is reasonable to expect that Perth will need to cater for growth in population and associated arts and culture demand of between 80% and 100% by 2056 – meaning that the region will need to effectively double its infrastructure capacity in just 40 years.
- Evidence suggests that performing arts attendance has already increased in the past three years with three of the state's top performing arts companies reporting solid growth.
- The strong growth reported by State Theatre Company Black Swan in 2011 coincided with the opening of the new State Theatre Centre, which significantly increased performance seating capacity.
- Continued growth of performing arts companies in the medium to longer term could be constrained by lack of seating capacity within existing venues.
- The Perth International Arts Festival performances and events continue to reach very large audiences and engage close to one third of the region's population, indicating that there is broad demand for arts and cultural activities.
- Perth's Fringe World has delivered a major boost to the city and the local arts and cultural sector by attracting large, new audiences and activating the central area and reinvigorating the local arts and cultural scene.
- Indigenous Western Australians are among the most culturally active in the State, with more than two thirds of Indigenous people aged over 15 participating in at least one Indigenous cultural event per annum, reinforcing the need for Perth to have its own dedicated Indigenous performing arts space.
- There is widespread acknowledgement of the need for an Indigenous Cultural Centre that includes performing arts space in Perth to meet local Indigenous, non-Indigenous and tourist demand for Indigenous performing arts and culture. It is also evident that demand for a dedicated Indigenous cultural space is likely to increase with population and tourism growth, and specifically with growth in cultural tourism.
- WA Tourism has a target to double the value of tourism in WA by 2020 which is likely to increase demand for arts and culture in the Perth region.
- The Tourism WA strategy to grow tourism includes goals to raise WA's role as an event destination and deliver Aboriginal tourism experiences to visitors – both goals in which the arts and cultural sector can play a vital role.

## 4.0 Audit of Perth's Existing Performing Arts Facilities

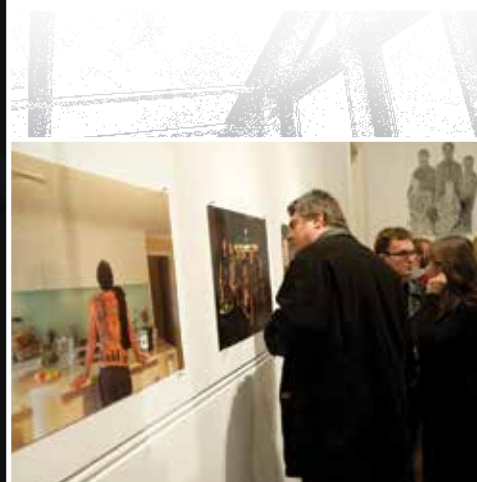
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In order to identify whether Perth's existing performing arts infrastructure is adequate to meet current demand and what investment will be required to meet demand in the medium and long term, the Committee for Perth commissioned Hames Sharley Pty Ltd to undertake a major audit of existing performing arts venues and facilities in Perth and Peel. The audit focused on commercial venues that have a seating capacity of 200 or more, that offer ticketed performances and are available for public hire. The selection of venues considered was informed by discussion with the Department of Culture and the Arts.

35 venues from across the region met the required criteria and were included in the study, ranging from intimate indoor theatre spaces to large outdoor arenas and stadia.

### 4.1 Index of Venues and Map Reference Numbers

The following table provides reference to the numbering of the venues on the map (located on page 18). Detailed information on each venue is shown in alphabetical order in Appendix B.



| Map No. | Venue                              | Address   |
|---------|------------------------------------|---|
| 1       | Bassendean Steel Blue Oval         | Cnr of Guildford Road and West Road, Bassendean |
| 2       | Belvoir Amphitheatre               | 1177 Great Northern Highway, Upper Swan         |
| 3       | Challenge Stadium                  | Stephenson Avenue, Mount Claremont              |
| 4       | Claremont Showgrounds              | Equestrian Centre, Graylands Road, Claremont    |
| 5       | Crown Theatre Perth                | Great Eastern Highway, Burswood                 |
| 6       | Don Russell Performing Arts Centre | Murdoch Road, Thornlie                          |
| 7       | Fremantle Arts Centre              | 1 Finnerty Street, Fremantle                    |
| 8       | Fremantle Town Hall                | 8 William Street, Fremantle                     |
| 9       | His Majesty's Theatre              | 825 Hay Street, Perth                           |
| 10      | Joondalup Arena                    | Kennedya Drive, Joondalup                       |
| 11      | Kalamunda Performing Arts Centre   | 48 Canning Road, Kalamunda                      |
| 12      | Kings Park                         | Fraser Avenue, Kings Park                       |
| 13      | Koorliny Theatre                   | 20 Sulphur Road, Kwinana                        |
| 14      | Mandurah Performing Arts Centre    | Ormsby Terrace, Mandurah                        |
| 15      | Metcalfe Theatre at the Empyrean   | 12 Lake Street, Northbridge                     |
| 16a     | NIB Stadium                        | 310 Pier Street, Perth                          |
| 16b     | Dolphin Theatre                    | UWA, 35 Stirling Highway, Crawley               |
| 16c     | New Fortune Theatre                | UWA, 35 Stirling Highway, Crawley               |
| 16d     | Octagon Theatre                    | UWA, 35 Stirling Highway, Crawley               |
| 16e     | Sunken Gardens                     | UWA, 35 Stirling Highway, Crawley               |
| 17      | Winthrop Hall                      | UWA, 35 Stirling Highway, Crawley               |
| 18      | Paterson's Stadium                 | Subiaco Road, Subiaco                           |
| 19      | Perth Arena                        | 700 Wellington Street, Perth                    |
| 20      | Perth Concert Hall                 | 5 St Georges Terrace, Perth                     |
| 21      | Perth Zoo                          | 20 Labouchere Road, South Perth                 |
| 22      | Quarry Amphitheatre Reabold Hill,  | Oceanic Drive, City Beach                       |
| 23      | Regal Theatre                      | 474 Hay Street, Subiaco                         |
| 24      | Riverside Theatre,                 | PCEC, 21 Mounts Bay Road, Perth                 |
| 25      | Short Street Theatre               | 1 Short Street, Fremantle                       |
| 26      | Speigletent                        | Perth Cultural Centre (mobile venue)            |
| 27      | State Theatre Centre               | 174-176 William Street, Perth (cnr Roe St)      |
| 28      | Subiaco Arts Centre                | 180 Hamersley Road, Subiaco                     |
| 29      | Swan Park Theatre                  | Gray Drive, Midvale                             |
| 30      | The Bakery                         | 233 James Street, Northbridge                   |
| 31      | WACA Stadium                       | WACA grounds, Nelson Crescent, East Perth       |

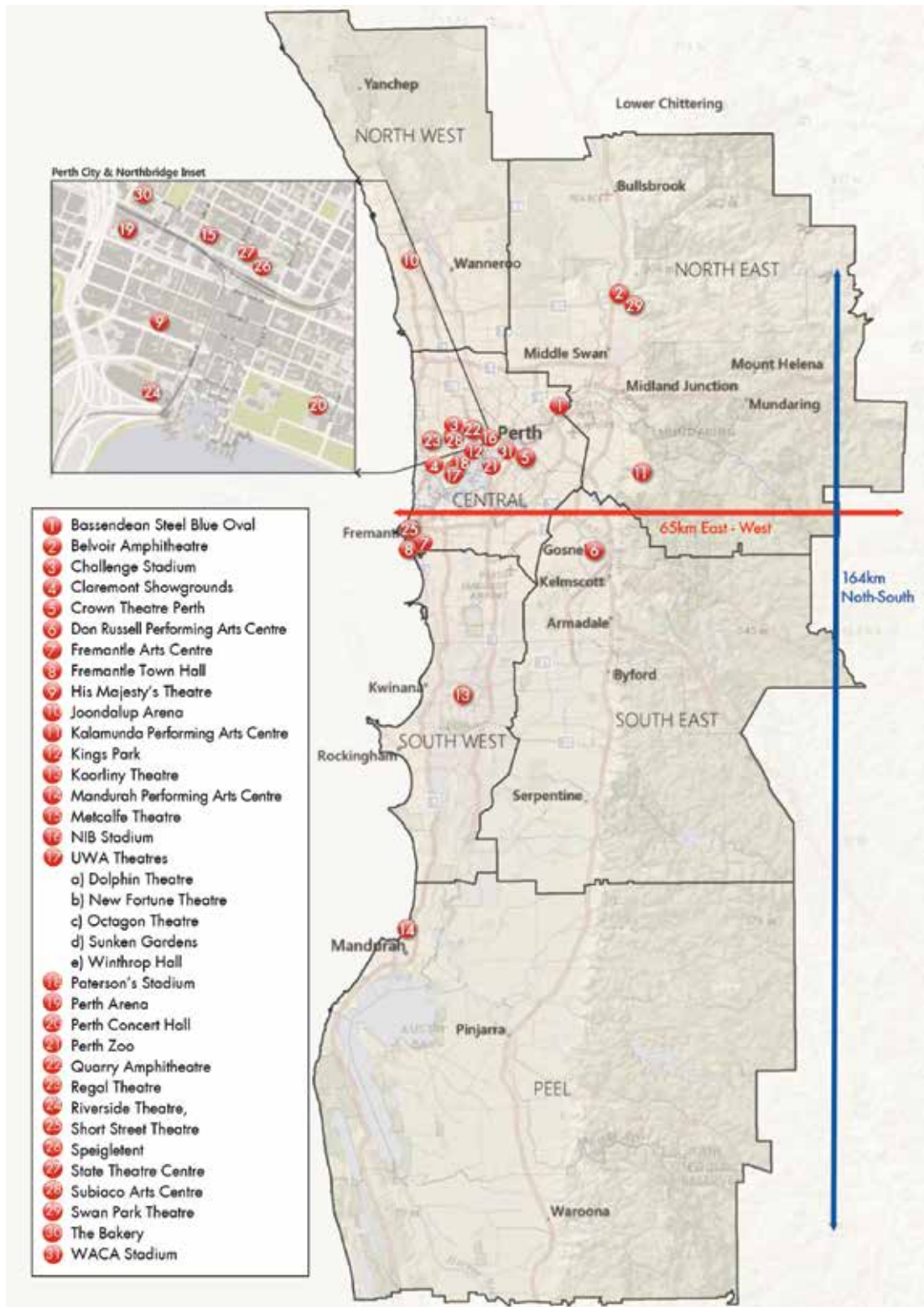
Some venues were investigated and excluded on the basis that they did not meet all of the requirements of the audit as outlined above. These include:

- PICA, Northbridge
- Blue Room, Northbridge
- Harbour Theatre, Fremantle
- Somerville Auditorium, UWA, Crawley

## 4.2 Summary of Audited Venues by Primary Use and Capacity

A number of the venues were used for a variety of purposes such as theatre and concerts and did not have a primary purpose. Where this is the case, more than one primary use has been identified.

| Map No. | Venue                              | Seating Capacity | Primary Use |          |                              |       |          |       |                                |             |              |       |   |   |
|---------|------------------------------------|------------------|-------------|----------|------------------------------|-------|----------|-------|--------------------------------|-------------|--------------|-------|---|---|
|         |                                    |                  | Theatre     | Concerts | Community Based Performances | Dance | Musicals | Opera | Broad range of performing arts | Conferences | Calisthenics | Sport |   |   |
| 1       | Bassendean Steel Blue Oval         | 2,500            |             | X        |                              |       |          |       |                                |             |              |       |   | X |
| 2       | Belvoir Amphitheatre               | 4,500            |             | X        |                              |       |          |       |                                |             |              |       |   |   |
| 3       | Challenge Stadium                  | 5,031            |             | X        |                              |       |          |       |                                |             |              |       |   | X |
| 4       | Claremont Showgrounds              | 55,000           |             | X        | X                            |       |          |       |                                |             | X            |       |   |   |
| 5       | Crown Theatre Perth                | 2,311            |             |          |                              |       |          |       |                                |             | X            |       |   |   |
| 6       | Don Russell Performing Arts Centre | 210              | X           |          |                              |       |          |       |                                |             |              |       |   |   |
| 7       | Fremantle Arts Centre              | 3100             |             |          |                              |       |          |       |                                |             | X            |       |   |   |
| 8       | Fremantle Town Hall                | 294              |             | X        |                              |       |          |       |                                |             |              |       |   |   |
| 9       | His Majesty's Theatre              | 1,240            | X           |          |                              |       | X        | X     | X                              | X           |              |       |   |   |
| 10      | Joondalup Arena                    | 25,000           |             | X        |                              |       |          |       |                                |             |              |       |   | X |
| 11      | Kalamunda Performing Arts Centre   | 257              |             | X        |                              |       |          |       |                                |             |              |       |   |   |
| 12      | Kings Park                         | 6000             | X           | X        | X                            |       | X        |       | X                              | X           |              |       |   |   |
| 13      | Koorliny Theatre                   | 244              |             |          | X                            |       |          |       |                                |             |              |       |   |   |
| 14      | Mandurah Performing Arts Centre    | 800              |             |          |                              |       |          |       |                                |             | X            |       |   |   |
| 15      | Metcalfe Theatre at the Empyrean   | 280              | X           |          |                              |       |          |       |                                |             |              |       |   |   |
| 16a     | NIB Stadium                        | 35,000           |             | X        |                              |       |          |       |                                |             |              |       |   | X |
| 16b     | Dolphin Theatre                    | 198              |             |          |                              |       |          |       |                                |             | X            |       |   |   |
| 16c     | New Fortune Theatre                | 250              |             | X        |                              |       |          |       |                                |             |              |       |   |   |
| 16d     | Octagon Theatre                    | 758              |             |          |                              |       |          |       |                                |             | X            |       |   |   |
| 16e     | Sunken Gardens                     | 385              |             |          |                              |       |          |       |                                |             | X            |       |   |   |
| 17      | Winthrop Hall                      | 974              |             |          |                              |       |          |       |                                |             | X            |       |   |   |
| 18      | Paterson's Stadium                 | 43,405           |             | X        |                              |       |          |       |                                |             |              |       |   | X |
| 19      | Perth Arena                        | 15,500           |             | X        |                              |       |          |       |                                |             |              |       |   |   |
| 20      | Perth Concert Hall                 | 1,731            |             | X        |                              |       |          |       |                                |             |              |       |   |   |
| 21      | Perth Zoo                          | 4,500            |             |          | X                            |       |          |       |                                |             |              | X     |   |   |
| 22      | Quarry Amphitheatre Reabold Hill   | 556              |             | X        |                              |       |          |       |                                |             |              |       |   |   |
| 23      | Regal Theatre                      | 1,086            | X           |          |                              |       |          |       |                                |             |              |       |   |   |
| 24      | Riverside Theatre,                 | 2,500            |             | X        |                              |       |          |       |                                |             |              | X     |   |   |
| 25      | Short Street Theatre               | 215              | X           |          |                              |       |          |       |                                |             |              |       |   |   |
| 26      | Speigletent                        | 320              | X           |          |                              |       |          |       |                                |             |              |       |   |   |
| 27      | State Theatre Centre               | 809              | X           |          |                              |       |          |       |                                |             |              |       |   |   |
| 28      | Subiaco Arts Centre                | 305              | X           |          |                              |       |          |       |                                |             |              |       |   |   |
| 29      | Swan Park Theatre                  | 594              |             |          | X                            |       |          |       |                                |             |              |       | X |   |
| 30      | The Bakery                         | 650              |             | X        |                              |       |          |       |                                |             |              |       |   |   |
| 31      | WACA Stadium                       | 24,500           |             | X        |                              |       |          |       |                                |             |              | X     |   | X |



### 4.3 Summary of Audited Venues by *Directions 2031* Regions

The following table provides a breakdown of venues into the *Directions 2031* planning regions.

| Map No.                  | Venue                              | Address   |    |
|--------------------------|------------------------------------|---|----|
| <b>North East Region</b> |                                    |   |    |
| 2                        | Belvoir Amphitheatre               | 1177 Great Northern Highway, Upper Swan         | NE |
| 11                       | Kalamunda Performing Arts Centre   | 48 Canning Road, Kalamunda                      | NE |
| <b>North West Region</b> |                                    |   |    |
| 10                       | Joondalup Arena                    | Kennedya Drive, Joondalup                       | NW |
| <b>Central Region</b>    |                                    |   |    |
| 1                        | Bassendean Steel Blue Oval         | Cnr of Guildford Road and West Road, Bassendean | C  |
| 3                        | Challenge Stadium                  | Stephenson Avenue, Mount Claremont              | C  |
| 4                        | Claremont Showgrounds              | Equestrian Centre, Graylands Road, Claremont    | C  |
| 5                        | Crown Theatre Perth                | Great Eastern Highway, Burswood                 | C  |
| 7                        | Fremantle Arts Centre              | 1 Finnerty Street, Fremantle                    | C  |
| 8                        | Fremantle Town Hall                | 8 William Street, Fremantle                     | C  |
| 9                        | His Majesty's Theatre              | 825 Hay Street, Perth                           | C  |
| 12                       | Kings Park                         | Fraser Avenue, Kings Park                       | C  |
| 15                       | Metcalfe Theatre at the Emphyrean  | 12 Lake Street, Northbridge                     | C  |
| 16                       | NIB Stadium                        | 310 Pier Street, Perth                          | C  |
| 17a                      | Dolphin Theatre                    | UWA, 35 Stirling Highway, Crawley               | C  |
| 17b                      | New Fortune Theatre                | UWA, 35 Stirling Highway, Crawley               | C  |
| 17c                      | Octagon Theatre                    | UWA, 35 Stirling Highway, Crawley               | C  |
| 17d                      | Sunken Gardens                     | UWA, 35 Stirling Highway, Crawley               | C  |
| 17e                      | Winthrop Hall                      | UWA, 35 Stirling Highway, Crawley               | C  |
| 19                       | Paterson's Stadium                 | Subiaco Road, Subiaco                           | C  |
| 19                       | Perth Arena                        | 700 Wellington Street, Perth                    | C  |
| 20                       | Perth Concert Hall                 | 5 St Georges Terrace, Perth                     | C  |
| 21                       | Perth Zoo                          | 20 Labouchere Road, South Perth                 | C  |
| 22                       | Quarry Amphitheatre Reabold Hill   | Oceanic Drive, City Beach                       | C  |
| 23                       | Regal Theatre                      | 474 Hay Street, Subiaco                         | C  |
| 24                       | Riverside Theatre                  | PCEC, 21 Mounts Bay Road, Perth                 | C  |
| 25                       | Short Street Theatre               | 1 Short Street, Fremantle                       | C  |
| 26                       | Speigletent                        | Perth Cultural Centre (mobile venue)            | C  |
| 27                       | State Theatre Centre               | 174-176 William Street, Perth (cnr Roe St)      | C  |
| 28                       | Subiaco Arts Centre                | 180 Hamersley Road, Subiaco                     | C  |
| 29                       | Swan Park Theatre                  | Gray Drive, Midvale                             | C  |
| 30                       | The Bakery                         | 233 James Street, Northbridge                   | C  |
| 31                       | WACA Stadium                       | WACA grounds, Nelson Crescent, East Perth       | C  |
| <b>South West Region</b> |                                    |   |    |
| 13                       | Koorliny Theatre                   | 20 Sulphur Road, Kwinana                        | SW |
| <b>South East Region</b> |                                    |   |    |
| 6                        | Don Russell Performing Arts Centre | Murdoch Road, Thornlie                          | SE |
| <b>Peel Region</b>       |                                    |   |    |
| 14                       | Mandurah Performing Arts Centre    | Ormsby Terrace, Mandurah                        | P  |

## 4.4 Stakeholder feedback

During the process of conducting the audit and preparing this report, informal feedback was received from a number of stakeholders which suggested that:

- there is a need for more theatres with a capacity of 800 to 1,000;
- there is a shortage of affordable, appropriately sized rehearsal space in the region;
- some performing arts companies have a need for appropriate administration space;
- Perth is in need of a dedicated recital hall or appropriately sized new music venue; and
- venue maintenance and cost is an ongoing problem that is limiting the financial sustainability of performing arts venues in the region.

## 4.5 Key Findings

- There are 35 commercial venues in the Perth and Peel region with a seating capacity of 200 or more that are currently used as performing arts venues.
- Of these, 22 are indoor venues and 13 are outdoor venues or stadiums.
- 24 of these venues have a seating capacity of 500 or more.
- 26 are purpose built performing arts venues while 9 are either stadiums that are primarily used for sporting events, or outdoor parks/gardens that have been subsequently developed as performing arts venues.
- The venues are relatively dispersed, with four of the region's major venues located more than 20 kilometres away from the Perth city centre (reflecting the dispersed nature of the region's urban growth).
- Stakeholder feedback suggests that there is a need for more theatres with a seating capacity of between 800 and 1,000 and that there is a shortage of suitable affordable rehearsal and administration space in the region
- Stakeholder feedback suggests that funding for venue maintenance is a significant ongoing issue for performing arts venues in the region.





## 5.0 Benchmarking Perth's Performing Arts Infrastructure

International research indicates that the amount and quality of cultural infrastructure in a city is an indicator of cultural vibrancy.

The 2012 *'World Cities of Culture'* report<sup>29</sup> shows that world cities of culture like London, Paris and New York are very well supplied with cultural infrastructure, and that this infrastructure not only supports cultural industries but makes a very significant contribution to city economies, by stimulating new jobs and growth and is an important tool in urban regeneration.

For example, New York is home to 420 theatres hosting more than 43,000 performances per year; London supports 214 theatres showing in excess of 32,000 performances; and Paris is home to 353 theatres attracting nearly 27,000 performances per annum.

This section provides a comparison between the number, capacity and types of venues in Perth and seven other Australian and international cities on a direct and per population basis.

Benchmarking data for the comparison cities has been taken from the 2011 *Planning Sydney's Cultural Facilities* report<sup>30</sup> which selected the international cities of Manchester, Hong Kong, Copenhagen and Chicago based on their international standing, regional representation, size and a sense of similar cultural aspiration. Melbourne and Brisbane were also included for a more local comparison.

It is our view that this already existing data is relevant to Perth and provided a useful benchmark from which to analyse the state of Perth's performing arts and cultural infrastructure.

As the Sydney study provides data on performing arts venues with a seating capacity of approximately 500 or more that are located within 20 kilometres of the city centre, only the Perth venues which meet this criteria have been included in this analysis. As a result, out of the 35 venues that we audited, only 21 have been included in the comparison data, with the remaining 14 having been excluded on the grounds of capacity or distance from the CBD. Stadiums have been included in the comparison to ensure that the data is directly comparable with that gathered in the benchmark cities. Those venues that were included are detailed in Table 1 in the seven categories that were used in the original Sydney study.

Table 1 Summary of Perth Venues by Category

| Venue Type               | Venue Name  |
|--------------------------|---|
| Concert Hall             | Perth Concert Hall  |
| Contemporary Music       | The Bakery*   |
| Lyric Theatre-Major      | His Majesty's Theatre   |
| Lyric Theatre- Musicals  |   |
| Dance and Drama Theatre  | Octagon Theatre<br>Regal Theatre<br>State Theatre Centre  |
| Arena/Large Multipurpose | Crown Theatre<br>Perth Arena<br>Riverside Theatre<br>Bassendean Steel Blue Oval<br>Challenge Stadium<br>Claremont Showgrounds<br>NIB Stadium<br>Paterson's Stadium<br>WACA Stadium<br>Winthrop Hall |
| Outdoor Spaces           | Fremantle Arts Centre<br>Kings Park<br>Perth Zoo<br>Quarry Amphitheatre   |

\* It is noted that there are two dedicated contemporary music venues in Perth however The Astor requested not to be included in this survey. Whilst this venue has therefore not been featured in the audit, it has been included in the comparative data in order to get the most accurate results.

<sup>29</sup> BOP Consulting (2012) *World Cities Culture Report*, Mayor of London, London

<sup>30</sup> Sweet Reason Pty Ltd (2011) *Planning Sydney's Cultural Facilities*, Arts NSW, Sydney [www.artsnsw.com.au](http://www.artsnsw.com.au)

## 5.1 Benchmark Data: Number, Type and Capacity of Venues

The following tables provide a summary of the comparative data collected for Perth and each of the comparison cities.

Table 2 provides a direct comparison of the number and average capacity of venues across seven venue categories – concert hall, contemporary music, lyric theatre (major), lyric theatre (musicals), dance and drama theatres, arena/large multipurpose theatres, and outdoor spaces.

Table 3 compares the number of venues per category on a per capita basis (i.e. number of venues per million people).

Table 2 Number and Average Seating Capacity of Venues 1

| Venue Type               | Sydney                                     | Melbourne                                 | Brisbane                                  | Manchester                                | Copenhagen                                | Chicago                                   | Hong Kong                                | Perth                                      | Average |
|--------------------------|--|---|---|---|---|---|--|--|---------|
| Concert Hall             | 4 venues<br>Average<br>capacity<br>1,605   | 6 venues<br>Average<br>capacity<br>1,677  | 6 venues<br>Average<br>capacity<br>1,243  | 4 venues<br>Average<br>capacity<br>2,286  | 5 venues<br>Average<br>capacity<br>1,225  | 3 venues<br>Average<br>capacity<br>1,870  | 2 venues<br>Average<br>capacity<br>1,727 | 1 venue<br>PCH<br>Capacity<br>1,731        | 3.9     |
| Contemporary Music       | 4 venues<br>Average<br>capacity<br>1,638   | 7 venues<br>Average<br>capacity<br>1,989  | 3 venues<br>Average<br>capacity<br>5,067  | 1 venue<br>Capacity<br>1,300              | 6 venues<br>Average<br>capacity<br>783    | 9 venues<br>Average<br>capacity<br>1,372  | 0  | 2 venues<br>Average<br>Capacity<br>775     | 3.875   |
| Lyric Theatre - Major    | 1 venue<br>Capacity<br>1,507               | 1 venue<br>Capacity<br>2,079              | 1 venue<br>Capacity<br>2,000              | 2 venues<br>Average<br>capacity<br>1,825  | 2 venues<br>Average<br>capacity<br>1,546  | 3 venues<br>Average<br>capacity<br>3,697  | 1 venue<br>Capacity<br>1,734             | 1 venue<br>HMT<br>Capacity<br>1,240        | 1.5     |
| Lyric Theatre - Musicals | 3 venues<br>Average<br>capacity<br>1,867   | 4 venues<br>Average<br>capacity<br>1,610  | 0   | 3 venues<br>Average<br>capacity<br>1,492  | 2 venues<br>Average<br>capacity<br>856    | 5 venues<br>Average<br>capacity<br>1,822  | 6 venues<br>Average<br>capacity<br>1,133 | 0  | 2.87    |
| Dance and Drama Theatre  | 6 venues<br>Average<br>capacity<br>724     | 7 venues<br>Average<br>capacity<br>671    | 2 venues<br>Average<br>capacity<br>795    | 4 venues<br>Average<br>capacity<br>586    | 3 venues<br>Average<br>capacity<br>583    | 4 venues<br>Average<br>capacity<br>718    | 3 venues<br>Average<br>capacity<br>905   | 3 venues<br>Average<br>capacity<br>884     | 4       |
| Arena/Large Multipurpose | 10 venues<br>Average<br>capacity<br>21,700 | 7 venues<br>Average<br>capacity<br>33,086 | 8 venues<br>Average<br>capacity<br>17,920 | 3 venues<br>Average<br>capacity<br>37,500 | 2 venues<br>Average<br>capacity<br>22,500 | 2 venues<br>Average<br>capacity<br>20,959 | 5 venues<br>Average<br>capacity<br>4,980 | 10 venues<br>Average<br>capacity<br>20,922 | 5.87    |
| Outdoor Spaces           | 5  | 4   | 2   | 0   | 2   | 5   | 4  | 4 venues<br>Average<br>capacity<br>3,539   | 3.25    |
| **TOTAL                  | 33   | 36  | 22  | 17  | 22  | 31  | 21                                       | 21   | 25.375  |

Source: Sweet Reason Pty Ltd, 2011, Planning Sydney's Cultural Facilities, Arts NSW, Sydney

\* Benchmarking data was sourced through desktop research, and data collected was confirmed by arts sector representatives of each city. It was noted by Sweet Reason Pty Ltd that the level of detail gathered for Sydney venues was significantly more extensive than that collected for the comparator cities. Similarly, more detailed information was available for artist run initiatives in Sydney, Melbourne and Brisbane than for comparable international venues.

Table 3 Number of venues per million people

| Venue Type               | Sydney | Melbourne | Brisbane | Manchester | Copenhagen | Chicago | Hong Kong | Perth | Average |
|--------------------------|--------|-----------|----------|------------|------------|---------|-----------|-------|---------|
| Concert Hall             | 0.8    | 1.5       | 3.3      | 1.5        | 2.6        | 0.3     | 0.3       | 0.5   | 1.35    |
| Contemporary Music       | 0.9    | 1.75      | 1.7      | 0.4        | 3.15       | 0.9     | 0         | 1.1   | 1.2     |
| Lyric Theatre-Major      | 0.2    | 0.25      | 0.55     | 0.8        | 1.0        | 0.3     | 0.14      | 0.55  | 0.47    |
| Lyric Theatre-Musicals   | 0.7    | 1         | 0        | 1.15       | 1.0        | 0.5     | 0.8       | 0     | 0.64    |
| Dance and Drama Theatre  | 1.3    | 1.75      | 1.1      | 1.5        | 1.6        | 0.4     | 0.4       | 1.7   | 1.2     |
| Arena/Large Multipurpose | 2.2    | 1.75      | 4.4      | 1.15       | 1.0        | 0.2     | 0.7       | 5.5   | 2.1     |
| Outdoor Spaces           | 1.1    | 1         | 1.1      | 0          | 1.0        | 0.5     | 0.6       | 2.2   | 0.94    |

A number of observations are immediately apparent when comparing Perth to the benchmarked cities:

- The total number of venues in Perth is comparable with other cities, however Perth's venues tend to be smaller.
- Perth is undersupplied with concert halls, with one venue compared to an average of 3.9 across the benchmarked cities, and 0.5 venues per million people compared to an average of 1.35 venues per million.
- Perth has only one lyric theatre with a seating capacity of 1,240, compared to an average of 1.5 in the benchmarked cities with an average seating capacity of 2,055. This is, however, slightly above the per capita average on a per population basis.
- Perth does not have a major lyric theatre dedicated to musicals.
- Perth has just 2.0 dedicated contemporary music venues compared to an average of 3.9 in the benchmarked cities, however this is comparable with the city average on a per capita basis, with Perth having 1.1 venues per million people compared to an overall average of 1.2.
- Perth is relatively well served with dance and drama theatres (with 3 compared to the benchmarked average of 4) and 1.7 venues per million people compared to an average of 1.2.
- Perth compares favourably in regard to supply of arenas/large multipurpose venues, however it is noted that this is partially due to the large number of sports stadiums in the region that are only occasionally used as performing arts venues. This may be due to Perth's climate, which suits outdoor events in summer, but could also reflect a lack of purpose built, large multipurpose venues in the region, particularly prior to the development of the Perth Arena. Despite this Perth's supply of indoor arenas and large multipurpose venues is generally consistent with the average - and has been very significantly boosted by the construction of the Perth Arena.
- Perth is well supplied with outdoor performance spaces.

A further comparison of performing arts infrastructure within each of the cities is provided by comparing the total number of seats and venues in the benchmarked cities on a per population basis.

Table 4 compares the total number and seating capacity of venues in Perth with those in the benchmark cities.

Table 4: Number of seats and venues surveyed for each city  
(including outdoor venues and stadiums)

| City       | Population* | Total Seats | Seats Per 1,000 People | Total Venues | Venues Per 1,000,000 Population |
|------------|-------------|-------------|------------------------|--------------|---------------------------------|
| Chicago    | 9,700,000   | 136,448     | 14                     | 31           | 3.2                             |
| Copenhagen | 1,894,521   | 62,380      | 32.9                   | 22           | 11.5                            |
| Hong Kong  | 7,100,000   | 39,601      | 5.6                    | 21           | 2.9                             |
| Manchester | 2,600,100   | 132,110     | 50.8                   | 17           | 6.5                             |
| Melbourne  | 4,000,000   | 290,317     | 72.6                   | 36           | 9                               |
| Brisbane   | 1,800,000   | 181,104     | 100.6                  | 22           | 12                              |
| Sydney     | 4,500,000   | 272,021     | 60.5                   | 33           | 7.3                             |
| Perth      | 1,800,000   | 230,551     | 128.1                  | 21           | 11.7                            |
| Average    | N/A         | 167,954     | 58.13                  | 25.38        | 8                               |

Source: Sweet Reason Pty Ltd, 2011, Planning Sydney's Cultural Facilities.

\* It is noted that Planning Sydney's Cultural Facilities was prepared in 2011. As a result the population statistics included are outdated but have not been altered due to the need to ensure the data provides an accurate representation of facilities/population at the time of collection.

It should also be noted however that the figures for Perth are correct as of end of 2012 in order to capture the more recently opened West Australian State Theatre and Perth Arena in the data.



Table 5 provides a comparison between the total number and seating capacity of venues in the benchmark cities *excluding* outdoor venues and stadiums. These venues have been excluded due to the comparatively large number of these venue types in Perth and their limited availability for performing arts as well as limitations in data availability for some international venues. Please note that indoor stadiums have not been excluded.

Table 5: Number of seats and venues surveyed for each city  
(*excluding outdoor venues and outdoor stadiums*)

| City       | Population | Total Seats | Seats Per 1,000 People | Total Venues | Venues Per 1,000,000 Population |
|------------|------------|-------------|------------------------|--------------|---------------------------------|
| Chicago    | 9,700,000  | 49,330      | 5.0                    | 25           | 2.5                             |
| Copenhagen | 1,894,521  | 27,380      | 14.5                   | 19           | 9.5                             |
| Hong Kong  | 7,100,000  | 39,601      | 5.6                    | 17           | 1.7                             |
| Manchester | 2,600,100  | 42,110      | 16.2                   | 16           | 5.4                             |
| Melbourne  | 4,000,000  | 66,717      | 16.7                   | 29           | 6.3                             |
| Brisbane   | 1,800,000  | 39,046      | 21.7                   | 16           | 6.7                             |
| Sydney     | 4,500,000  | 70,521      | 15.7                   | 25           | 4.2                             |
| Perth      | 1,800,000  | 33,490      | 18.6                   | 12           | 6.6                             |
| Average    | N/A        | 46,024      | 14.25                  | 19.9         | 5.36                            |

Source: Sweet Reason Pty Ltd, 2011, Planning Sydney's Cultural Facilities.

\* It is noted that Planning Sydney's Cultural Facilities was prepared in 2011. As a result the population statistics included are outdated but have not been altered due to the need to ensure the data provides an accurate representation of facilities/population at the time of collection.

It should also be noted however that the figures for Perth are correct as of end of 2012 in order to capture the more recently opened West Australian State Theatre and Perth Arena in the data.

These comparisons indicate that:

- Perth has fewer venues overall than the average (21 as opposed to an average of 25) but is well served on a seating per capita and venue per capita basis.
- Including outdoor stadiums and venues Perth has the largest number of seats available per capita of any of the benchmarked cities although it is noted that a significant proportion of these seats are within stadiums which are primarily for sporting use.
- Excluding outdoor venues and stadiums the number of seats available per capita in Perth is well above the overall average but is below Copenhagen and Brisbane.
- Perth also has a higher number of venues per capita than the average, although the region has fewer venues per million people than Copenhagen and Brisbane.
- There is a general trend for medium sized cities to have a larger number of venues and seats per capita than major cities.
- It is noted that the quality of venues has not been considered in this analysis and it is likely that some venues are less attractive and functional for users than others; and that some of the cities included in this analysis may have higher quality venues than others.

## 5.2 Observed Trends in Performing Arts Infrastructure

The report *Planning for Sydney's Cultural Facilities* makes some additional, general observations arising from the examination of the performing arts life in the benchmark cities. A summary of these observations is outlined below:

- Melbourne, Manchester and Chicago have all undertaken careful renovations of old venues in the last few decades as well as building new ones. Cities that have invested in their performance venue infrastructure have developed reputations for being lively, culturally vibrant cities with a wide range of performance experiences on offer.
- In some cases, investment in existing and new infrastructure has led to a resurgence of a theatre district and helped to enliven the surrounding city centre.
- The most successful and active venues are often those with the most striking architectural features – whether in the meticulous restoration of former glory or in the creation of bold, striking new buildings.
- Cities with a good supply of venues tend to have a more active cultural life at many levels throughout the community.
- A clear and strong thread emerged – that cultural facilities are more successful when they are aggregated and integrated within a particular precinct.
- It was observed in the cases of Melbourne and Chicago (and, incidentally from common experience in other cities including London and New York) that a critical mass of venues within one precinct can provide a vibrancy which is more than the sum of its parts. Once these precincts are established (or revived), they tend to become a significant tourist attraction and are promoted as a key feature of the character of a city.
- Cultural development provides an opportunity to revitalise previously 'dead' urban space. Salford Quays in Manchester, Millennium Park in Chicago, and the planned Federation Square East development in Melbourne are all cited as examples of the regeneration of urban/industrial voids into active, central cultural environments.



### 5.3 Key Findings

- Perth generally compares favourably with other cities on a number of venues and seating per capita basis indicating that Perth has an active and vibrant performing arts sector.
- Perth is very well served in some infrastructure categories (particularly large outdoor venues) but relatively poorly served in others.
- Perth has no major lyric theatre that caters specifically for musicals.
- Perth has an undersupply of concert halls with 0.5 venues per million people compared to an average of 1.35 venues per million across the benchmarked cities.
- Perth has a slight undersupply of contemporary music venues.
- Perth appears to be relatively well served with dance and drama theatres, although stakeholder feedback indicates that theatre venues are hard to find, and there is a need for more (affordable) theatres with between 800 to 1,000 seat capacities. This suggests that there is either a disconnect between perception as opposed to actual supply, or between the number of venues and the quality of venues (i.e. the number of venues that are attractive to local performers).
- Perth compares favourably in regard to the number of arenas/large multi-purpose venues in the region, the capacity of which has been substantially boosted by the opening of the Perth Arena.
- Perth has a comparatively high proportion of stadiums that are primarily for sporting use but are also occasionally used for performing arts events. This may reflect the popularity of outdoor events in the region, but could also be a reflection on the lack of large purpose built venues in the region, particularly prior to the construction of the Perth Arena.
- Performing arts infrastructure in the region is primarily concentrated in inner and middle suburbs, with the only distinct cluster being in Northbridge.
- International research indicates that concentrating new performing arts infrastructure within a cultural precinct or theatre district has been shown to both contribute to the success of venues and to generate vibrancy within the precinct that is 'more than the sum of its parts'.
- A number of cities have invested in renovations of old venues in the last few decades as well as building new ones. The report *Planning Sydney's Cultural Facilities* found that cities that have invested in their performance venue infrastructure have developed reputations for being lively, culturally vibrant cities with a wide range of performance experiences on offer.



The **Committee for Perth** supports the growth of accessible cultural and arts activities in the Perth region.



## 6.0 Conclusions and Recommendations

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### 6.1 Conclusions

Perth's arts and cultural sector is thriving. Attendance at performing arts events is increasing and there is significant evidence that Perth's people not only have a growing appetite for arts and culture but that there remains untapped potential for audience growth.

This trend towards increased demand for arts and cultural events, as well as projected rapid population and economic growth could direct Perth towards attendance growth up to or even in excess of 34% by 2021, meaning that Perth's existing cultural infrastructure, some of which is already struggling to meet demand, will come under enormous pressure over the next decade.

In just 40 to 50 years Perth will need adequate performing arts infrastructure to meet the demand of an estimated population of four million people, meaning that Perth will need infrastructure that is of comparable size and quality to that in metropolitan Melbourne today. This means that the number of performing arts venues in Perth will need to approximately double.

Tourism Western Australia also has a target of doubling the value of tourism in Western Australia by 2020. To achieve this, Tourism Western Australia has identified seven strategic goals, including positioning WA as a recognised events destination for locals and visitors and providing every visitor the opportunity to have an Indigenous cultural experience – both goals that are likely to increase demand for cultural facilities.

It is evident that our existing performing arts infrastructure is not adequate to meet this growth in demand.

While Perth generally compares favourably with other cities in regards to the number of venues and seating per capita basis, the region also has some very clear infrastructure gaps.

In particular Perth has an undersupply of lyric theatres and concert halls, and the region's supply of contemporary music venues is slightly lower than the average across the comparison cities.

In addition, while Perth appears to be adequately supplied with dance and drama theatres, stakeholder feedback indicates that theatre venues are hard to find, and there is a need for more (affordable) theatres with between 800 to 1,000 seat capacities. This suggests that there is either a disconnect between perception as opposed to actual supply, or between the number of venues and the quality of venues (i.e. the number of venues that are attractive to local performers). This issue may require further investigation.

Stakeholder feedback also suggests that Perth is lacking rehearsal spaces that are affordable and of an appropriate size; that there is a need for permanent administration and rehearsal spaces for some companies; and that the cost of venue maintenance is an ongoing issue for the sector.

There is an opportunity to develop an Indigenous cultural centre which includes performing arts space in Perth.

International research suggests that when developing new cultural infrastructure, a critical mass of venues within one precinct both assists in increasing the success of the venue itself and can also provide a vibrancy which is more than the sum of its parts. Once these precincts are established (or revived), they tend to become significant tourist attractions and are promoted as a key feature of the character of a city.

Finally, this audit indicates that investment in some types of performing arts infrastructure is needed to meet current demand in Perth and to enable performing arts attendance rates to continue to grow.

It is also evident that very substantial medium and long term investment in performing arts infrastructure will be required to meet the demand generated by population growth – investment that should aim to position Perth as a global leader in the arts.

## 6.2 Recommendations for State Government

On the basis of these findings, it is recommended that:

1. The State Government prepares a long term Plan for Arts and Cultural Infrastructure that positions Perth as a global leader in arts and culture.
2. The Infrastructure Plan should be completed within 12 months and funding decisions flowing from the Plan commence in the 2014-15 Budget
3. Priority infrastructure requirements to be addressed in the Plan include:
  - the development of an Indigenous cultural centre in Perth that includes performing arts space in order to meet the demand for Indigenous cultural events both within the Indigenous communities and the tourism sector.
  - the development of a new major lyric theatre in Perth that is suitable for large scale opera, ballet and musical theatre.
  - whether there is a need for an additional concert hall or recital hall.
4. The plan should develop locational criteria for major infrastructure to ensure that it makes a positive contribution to the urban landscape and capitalises on the potential for city activation and economic benefits.

### 6.3 Considerations for the arts and cultural sector

The scope of works of this report has been to analyse the commercial performing arts infrastructure that is presently in use in the Perth and Peel region with an audience capacity of over 200, offering ticketed events and available for public hire.

This report has been fully funded by the Committee for Perth through the membership contributions of Perth's business, civic and local government communities. It is a non-sectoral, quantitative audit of the infrastructure and, as such, the report does not offer either commentary or analysis on how the venues are used; how often they are used and how often they are available; hire costs and restrictions; programs or budgeting for maintenance or upgrade; or the current condition and quality.

For example, despite the report findings positioning Perth's current infrastructure offerings in a positive light, an audit alone does not take into account the needs of specific performing arts companies, including the need for one of Perth's major arts bodies the WASO, to have a suitable permanent administration and rehearsal spaces.

Following a review of the draft report by the Committee for Perth's Revitalising working group and representatives of the Chamber of Arts and Culture, it is felt that the report gives rise to other considerations that require further examination. These include:

- Should additional work be undertaken to examine in detail the demand for dance and drama theatres in Perth to identify whether there remains a shortage of supply; whether there is a shortage of high quality theatres; and whether there is a need for additional rehearsal space in the region?
- Should additional work be undertaken to examine cultural infrastructure funding in Perth in comparison to other cities and identify potential funding opportunities to ensure that existing, new and renewed cultural infrastructure remains financially viable through its projected life cycle?
- Is the current situation in regards to suitability, availability and affordability of performance and rehearsal venues acceptable?
- Are adequate considerations for costs of and funding for the ongoing maintenance and improvement of existing venues in place?
- Would a further study into global audience and live performance trends and demographics provide useful information as to the nature of the performing arts venues that are likely to be in demand in the future?
- Should consideration be given to the development of a proposal to incentivise developers to provide a lyric theatre / rehearsal space and arts administration facility as part of a precinct / arts hub in the Elizabeth Quay waterfront project area?



## Appendices

## Appendix A: Full List of References

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## Appendix B: Venue Summaries, Performing Arts Perth

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### Bassendean Steel Blue Oval

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Typical seating and stage layout floorplan



Source: [www.waflgoldenera.blogspot.com](http://www.waflgoldenera.blogspot.com)

## Bassendean Steel Blue Oval

|   |  |
|---|--|
| Street Address  | Cnr of Guildford Road and West Road,<br>Bassendean   |
| Suburb  | Bassendean   |
| Best contact person for venue audit   | Tim Clark – <a href="mailto:tclark@bassendean.wa.gov.au">tclark@bassendean.wa.gov.au</a><br>Ross Rayson – <a href="mailto:rrayson@bassendean.wa.gov.au">rrayson@bassendean.wa.gov.au</a> |
| Map Ref   | 1  |
| <i>Directions 2031</i> Region   | Central  |
| Local Government Authority  | Town of Bassendean   |
| Phone number  | (08) 9377 8000   |
| Email   | <a href="mailto:mail@bassendean.wa.gov.au">mail@bassendean.wa.gov.au</a>   |
| Venue website   | <a href="http://www.bassendean.wa.gov.au">http://www.bassendean.wa.gov.au</a>  |
| Operator and management arrangements  | Hiring of venue through the Town of Bassendean   |
| Funding sources   |  |
| Primary purpose   | Sport: WAFL  |
| Secondary purpose   | Hiring venue for concerts, sporting and other purposes   |
| Stage configuration options   | Feasible for variety of uses   |
| Seating capacity (including seating capacity in all configurations)                               | 40,000 patrons standing for concert<br>1,500 seats on stands.  |
| Facilities included   | <ul style="list-style-type: none"> <li>• Stands, pavilions, large grass bank, and lounges for members</li> <li>• Broadcast facilities</li> <li>• Changerooms</li> </ul>                  |
| Year constructed  |  |
| Significant renovations - year of works and details   |  |
| Additional amenities in the facility<br>e.g. Bars, dining venues, exhibition space, meeting rooms | <ul style="list-style-type: none"> <li>• Corporate lounges</li> <li>• Train Station close by (within walking distance)</li> </ul>  |

Source: [www.newsite.eventpersonnelaustralia.com.au](http://www.newsite.eventpersonnelaustralia.com.au)

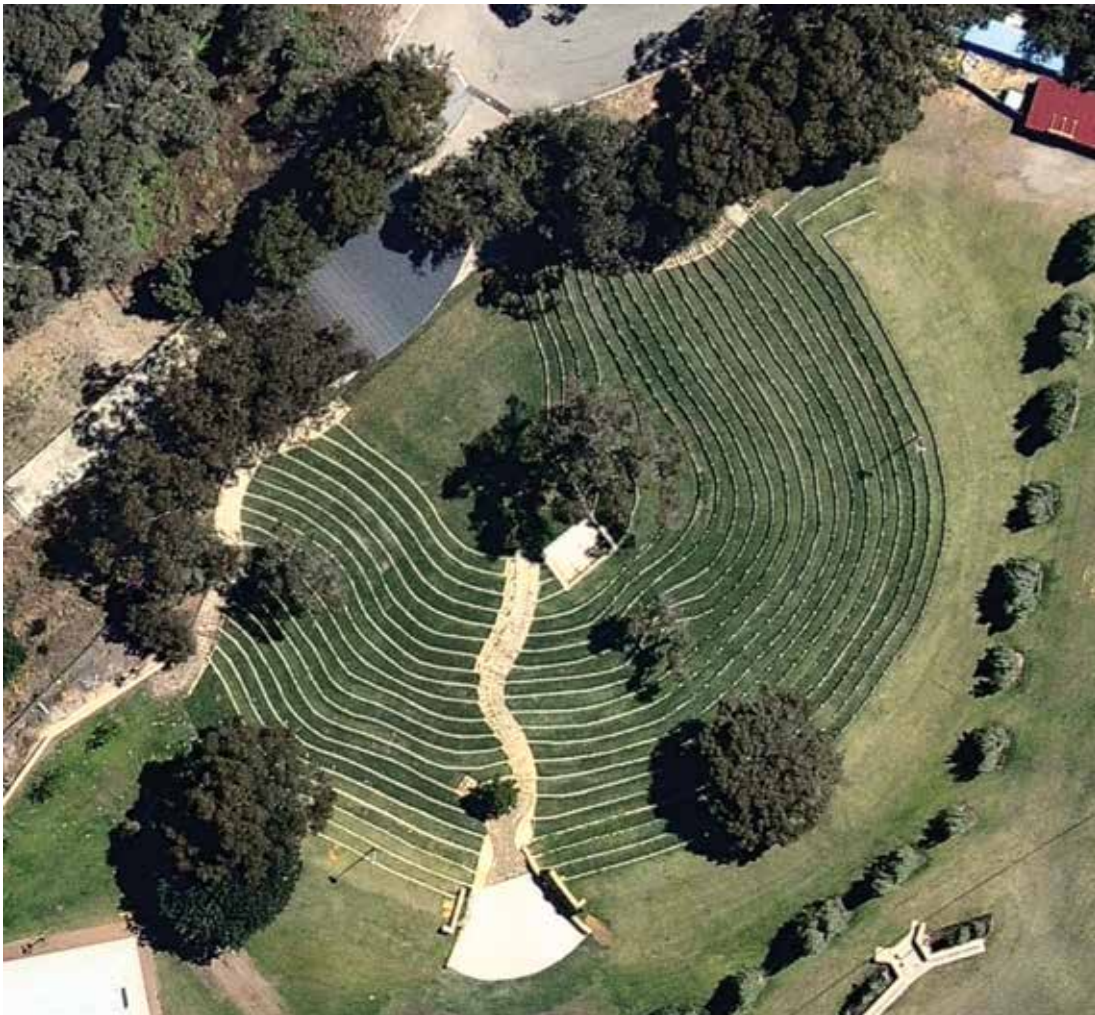
[www.inmycommunity.com.au](http://www.inmycommunity.com.au)



# Belvoir Amphitheatre, Upper Swan

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Typical seating and stage layout floorplan



Source: [www.nearmap.com](http://www.nearmap.com)



## Belvoir Amphitheatre, Upper Swan

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|  |   |
|--|---|
| Street Address   | 1177 Great Northern Hwy   |
| Suburb   | Upper Swan  |
| Best contact person for venue audit  | Tanya - Events Co-ordinator   |
| Map Ref  | 2   |
| <i>Directions 2031</i> Region  | North-East  |
| Local Government Authority   | City of Swan  |
| Phone number   | 9296 3033   |
| Email  | admin@Belvoir.net.au  |
| Venue website  | <a href="http://www.belvoir.net.au/">http://www.belvoir.net.au/</a> |
| Operator and management arrangements   | Ticketing through Ticketmaster                                      |
| Funding sources  |   |
| Primary purpose  | Hiring venue for concerts   |
| Secondary purpose  |   |
| Stage configuration options  |   |
| Seating capacity<br>(including seating capacity in all configurations)                               | Amphitheatre seats maximum 4,500 patrons                            |
| Facilities included  |   |
| Year constructed   |   |
| Significant renovations - year of works and details  |   |
| Additional amenities in the facility<br>e.g. Bars, dining venues, exhibition space,<br>meeting rooms |   |

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Source: [www.my247.mobi/perth](http://www.my247.mobi/perth)





## Challenge Stadium, Mount Claremont

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|   |  |
|---|--|
| Street Address  | Stephenson Avenue,   |
| Suburb  | Mount Claremont  |
| Best contact person for venue audit   | Hellen Hill, Venues West   |
| Map Ref   | 3  |
| <i>Directions 2031</i> Region   | Central  |
| Local Government Authority  | Town of Cambridge  |
| Phone number  | (08) 9441 8222   |
| Email   | contactus.challenge@venueswest.wa.gov.au   |
| Venue website   | <a href="http://www.venueswest.wa.gov.au/">http://www.venueswest.wa.gov.au/</a>      |
| Operator and management arrangements  | Venues West  |
| Ticketing through Ticketmaster  |  |
| Funding sources   | State government and self funding  |
| Primary purpose   | Multi purpose sport and aquatic centre   |
| Secondary purpose   | Recreation, entertainment, functions and banquet, music and concerts                 |
| Stage configuration options   | Feasible for variety of uses: Sport and Stage with floor standing                    |
| Seating capacity (including seating capacity in all configurations)                               | Full Concert: 5031(Standing room on the floor)                                       |
| Reserved Seated: 4259 (Seated Floor)  |  |
| Basketball total Capacity 4,424   |  |
| Facilities included   | Gym, Swimming pool   |
| Year constructed  | 1986   |
| Significant renovations - year of works and details   | 2013/14 – additional of new WAIS facility to SE corner of Challenge Stadium building |
| Additional amenities in the facility<br>e.g. Bars, dining venues, exhibition space, meeting rooms | Shop, cafe and creche facilities   |

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Source: [www.gtaust.com](http://www.gtaust.com)

[www.roxettecafe.com](http://www.roxettecafe.com)



# Claremont Showgrounds, Claremont

## Typical seating and stage layout floorplan



Source: Supplied by Claremont Showgrounds and permission to use images from [www.claremontshowground.com.au](http://www.claremontshowground.com.au)



Source: [www.soundwave.com](http://www.soundwave.com)

## Claremont Showgrounds, Claremont

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|   |  |
|---|--|
| Street Address  | Gate 1 Graylands Road, Claremont   |
| Suburb  | Claremont  |
| Best contact person for venue audit   | Peter Cooper, Chief Operating officer  |
| Map Ref   | 4  |
| <i>Directions 2031</i> Region   | Central  |
| Local Government Authority  | Town of Claremont  |
| Phone number  | (08) 6263 3100   |
| Email   | venuesales@raswa.org.au  |
| Venue website   | <a href="http://www.claremontshowground.com.au/venues/outdoor-areas">http://www.claremontshowground.com.au/venues/outdoor-areas</a>                        |
| Operator and management arrangements  | Booking through Claremont Showgrounds and Ticketmaster   |
| Funding sources   | Self Funded  |
| Primary purpose   | Perth Royal Show , performances, fairs, marquee dinner functions, social club fairs, concerts, markets, filming, outdoor events, vehicle shows and shines  |
| Secondary purpose   |  |
| Stage configuration options   | Feasible for variety of uses   |
| Seating capacity (including seating capacity in all configurations)                               | 45,000 - 55,000 patrons  |
| Facilities included   | Exhibition space, Ovals that can be adjusted to be event specific.   |
| Year constructed  | 1902   |
| Significant renovations - year of works and details   | 1999 - Tranformation of Speedway into multipurpose arena   |
| Additional amenities in the facility<br>e.g. Bars, dining venues, exhibition space, meeting rooms | <ul style="list-style-type: none"> <li>• Catering</li> <li>• Train station</li> <li>• Exhibition space</li> <li>• Meeting rooms</li> <li>• Bars</li> </ul> |

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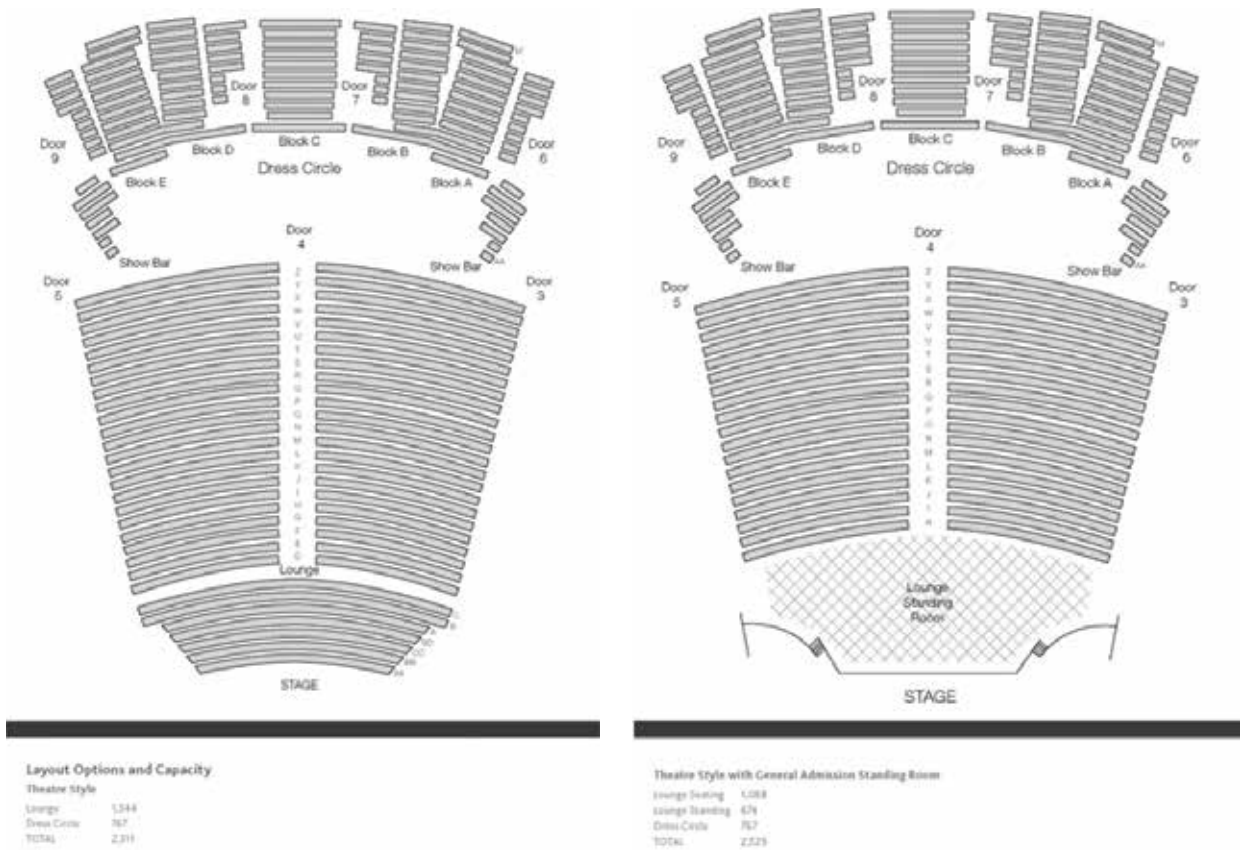
Source: [www.novation.com.au](http://www.novation.com.au)

[www.ticketinventory.com](http://www.ticketinventory.com)



# Crown Theatre Perth, Burswood

## Typical seating and stage layout floorplan



Source: Leander Harder, Entertainment Co-ordinator – Theatre, Crown Perth

## Crown Theatre Perth, Burswood

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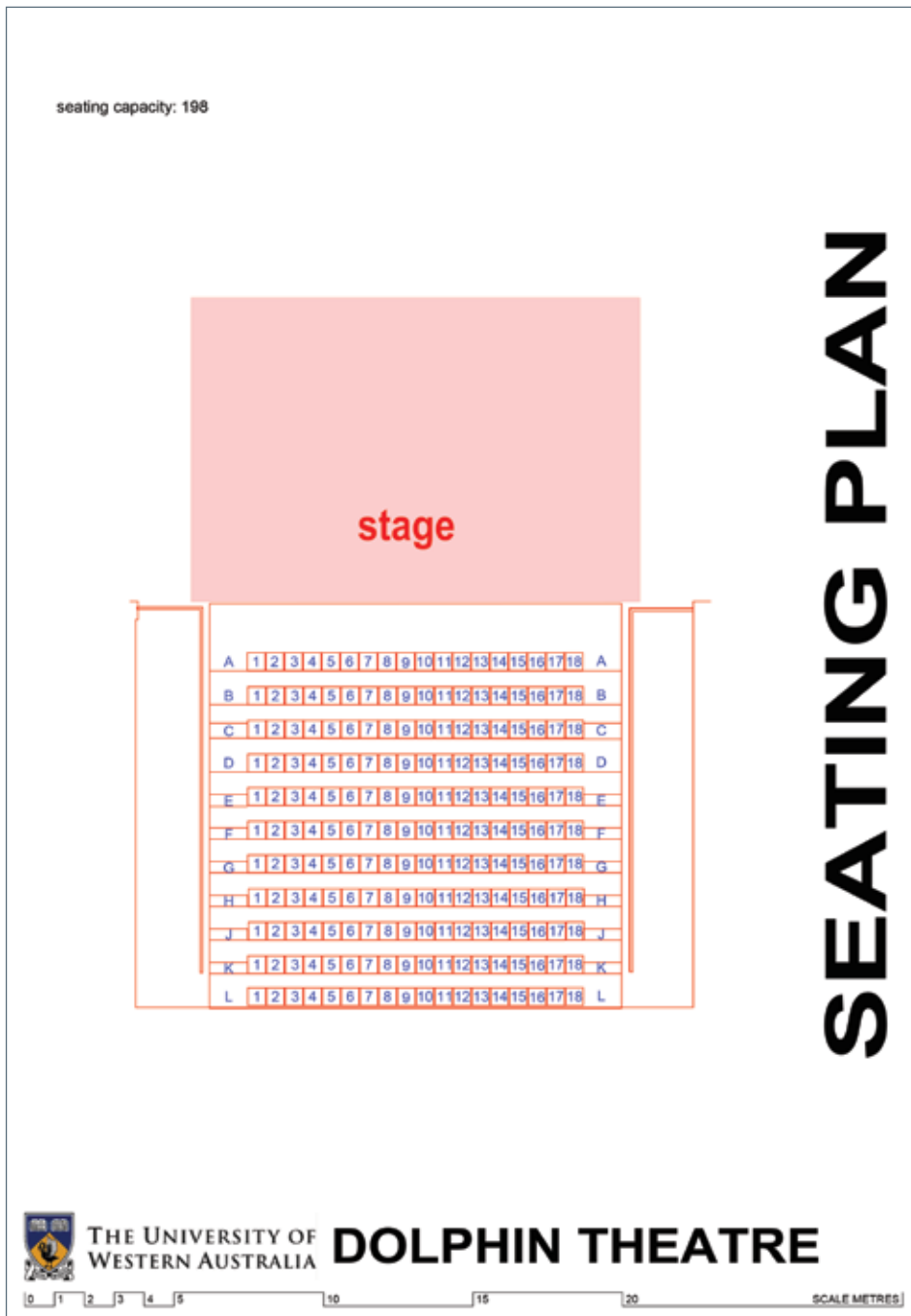
|  |  |
|--|--|
| Street Address   | Great Eastern Hwy  |
| Suburb   | Burswood   |
| Best contact person for venue audit  | Leanda Harder - Entertainment coordinator for Crown Theatre  |
| Map Ref  | 5  |
| <i>Directions 2031</i> Region  | Central  |
| Local Government Authority   | Town of Victoria Park  |
| Phone number   | 9362 7685  |
| Email  | Leanda.harder@crownperth.com.au  |
| Venue website  | <a href="http://www.crownperth.com.au/entertainment/crown-theatre-perth">http://www.crownperth.com.au/entertainment/crown-theatre-perth</a>  |
| Operator and management arrangements   | Privately owned. Venue managed in-house. Management hires out the facility. Ticketek are the contracted ticketing provider   |
| Funding sources  | Exclusively funded by Crown/James Packer.  |
| Primary purpose  | Mix of long running musicals, concerts, theatrical performances, dance performances, children's events, school events  |
| Secondary purpose  | Conference plenary sessions, product launches  |
| Stage configuration options  | Nil – the stage is fixed   |
| Seating capacity (including seating capacity in all configurations)                            | 2,311 patrons  |
| Facilities included  | The proscenium opening is 18m x 8.5m. The stage is 14.5m deep from the front lip to the cyc. Dressing rooms; foyers; Green Rooms; laundry; wardrobes; Male and Female Chorus rooms |
| Year constructed   | 1985   |
| Significant renovations - year of works and details  | In 2000 the theatre had a major rebuild – changed dress circle, new fly lines for stage  |
| Additional amenities in the facility e.g. Bars, dining venues, exhibition space, meeting rooms | 3 bars in the foyers; meeting rooms; exhibition space  |

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# Dolphin Theatre, UWA, Crawley

## Typical seating and stage layout floorplan



Source: University Theatres





Source: University Theatres

## Dolphin Theatre, UWA, Crawley

|  |   |
|--|---|
| Street Address   | The University of Western Australia,<br>35 Stirling Highway   |
| Suburb   | Crawley   |
| Best contact person for venue audit  | Bookings Coordinator  |
| Map Ref  | 17a   |
| <i>Directions 2031</i> Region  | Central   |
| Local Government Authority   | City of Subiaco   |
| Phone number   | (08) 6488 7407  |
| Email  | bookings-theatres@uwa.edu.au  |
| Venue website  | <a href="http://www.theatres.uwa.edu.au/venues/dolphin">http://www.theatres.uwa.edu.au/venues/dolphin</a> |
| Operator and management arrangements   | Run by University Theatres  |
| Funding sources  | None  |
| Primary purpose  | Performing Arts   |
| Secondary purpose  | Education   |
| Stage configuration options  | Standard  |
| Seating capacity (including seating capacity in all configurations)                            | 198   |
| Facilities included  | Full performance facilities with fly tower (manual hemp)  |
| Year constructed   | 1976  |
| Significant renovations - year of works and details  | Refurbished in 1994   |
| Additional amenities in the facility e.g. Bars, dining venues, exhibition space, meeting rooms | Bar and workshop  |



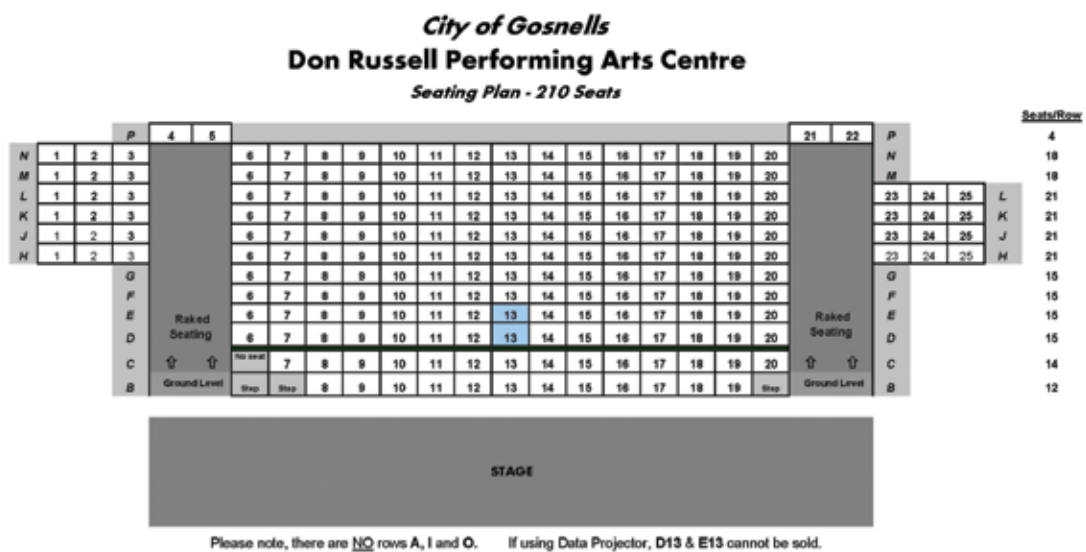
Source: Image supplied by Robert Housley - Manager



Source: www.gosnells.wa.gov.au

## Don Russell Performing Arts Centre, Gosnells

Typical seating and stage layout floorplan



## Don Russell Performing Arts Centre, Gosnells

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|  |  |
|--|--|
| Street Address   | Murdoch Rd   |
| Suburb   | Thornlie (next to the Forest Lakes Shopping Centre)  |
| Best contact person for venue audit  | Robert Housley – Manager   |
| Map Ref  | 6  |
| <i>Directions 2031</i> Region  | South-East   |
| Local Government Authority   | City of Gosnells   |
| Phone number   | 9493 4577  |
| Email  | drpac@gosnells.wa.gov.au   |
| Venue website  | <a href="http://www.gosnells.wa.gov.au">http://www.gosnells.wa.gov.au</a>  |
| Operator and management arrangements   | Owned and managed by the City of Gosnells, this is a purpose-built performing arts facility  |
| Funding sources  | City of Gosnells   |
| Primary purpose  | Theatre productions for local performing arts groups, community cultural groups and professional performing arts companies   |
| Secondary purpose  | Fully equipped dance studio is hired out to private dance teachers   |
| Stage configuration options  | It is a proscenium arch style theatre and stage extensions can be added to make it deeper, giving up to 1/3 more stage floor space   |
| Seating capacity (including seating capacity in all configurations)                            | Capacity for 210 patrons   |
| Facilities included  | Usual sound and lighting technology of a modern theatre but also has an audio loop under the chairs. Has showers and toilets and a combined dressing room  |
| Year constructed   | 1994   |
| Significant renovations - year of works and details  | Using Federal funding, the internal configuration was improved 3 years ago. Minor internal upgrade planned in 2013. Ideally looking at doubling size of foyer to cope with capacity crowds; increase depth of the stage; provide room for cross-over at back of stage; build second facility behind the venue to cater for the dance component |
| Additional amenities in the facility e.g. Bars, dining venues, exhibition space, meeting rooms | Kitchen is available for hire  |

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Source: Fremantle Arts Centre

## Fremantle Arts Centre

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### Typical seating and stage layout floorplan



## Fremantle Arts Centre

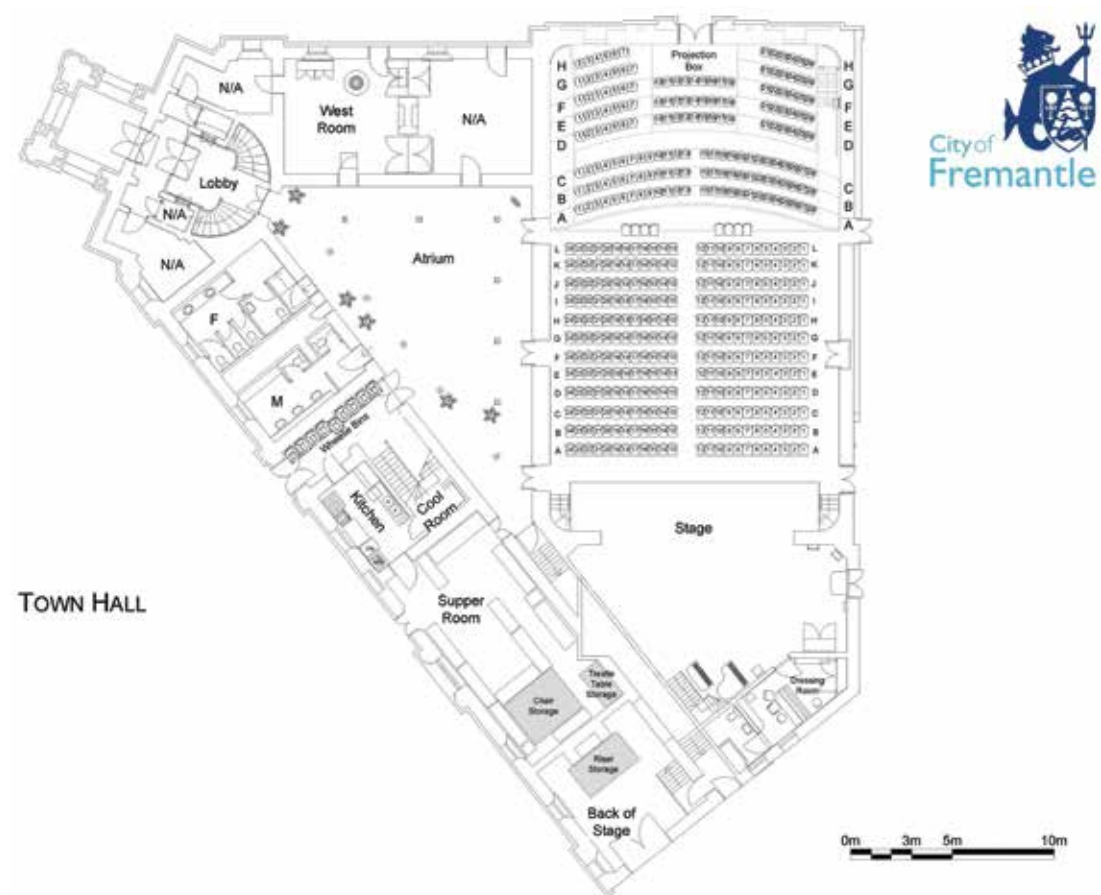
|  |  |
|--|--|
| Street Address   | 1 Finnerty Street  |
| Suburb   | Fremantle  |
| Best contact person for venue audit  | Pete Stone – General Manager   |
| Map Ref  | 7  |
| <i>Directions 2031</i> Region  | Central  |
| Local Government Authority   | City of Fremantle  |
| Phone number   | 61 8 9432 9568   |
| Email  | petes@fremantle.wa.gov.au  |
| Venue website  | www.fac.org.au   |
| Operator and management arrangements   | Business Unit of City of Fremantle   |
| Funding sources  | City of Fremantle, State Government – multi-year contract, Govt Grants, philanthropic foundations, sponsors, earned income |
| Primary purpose  | Multi-arts organisation  |
| Secondary purpose  |  |
| Stage configuration options  | See attached document  |
| Seating capacity (including seating capacity in all configurations)                            | See attached document  |
| Facilities included  |  |
| Year constructed   | Outdoor heritage venue   |
| Significant renovations - year of works and details  | NA   |
| Additional amenities in the facility e.g. Bars, dining venues, exhibition space, meeting rooms | Multi-art venue with galleries, course program/teaching studios, artist studios, shop, café, gardens                       |

Source: Fremantle Arts Centre



# Fremantle Town Hall, Fremantle

## Typical seating and stage layout floorplan



Source: Supplied by Charlotte Cooper-Dickson

## Fremantle Town Hall, Fremantle

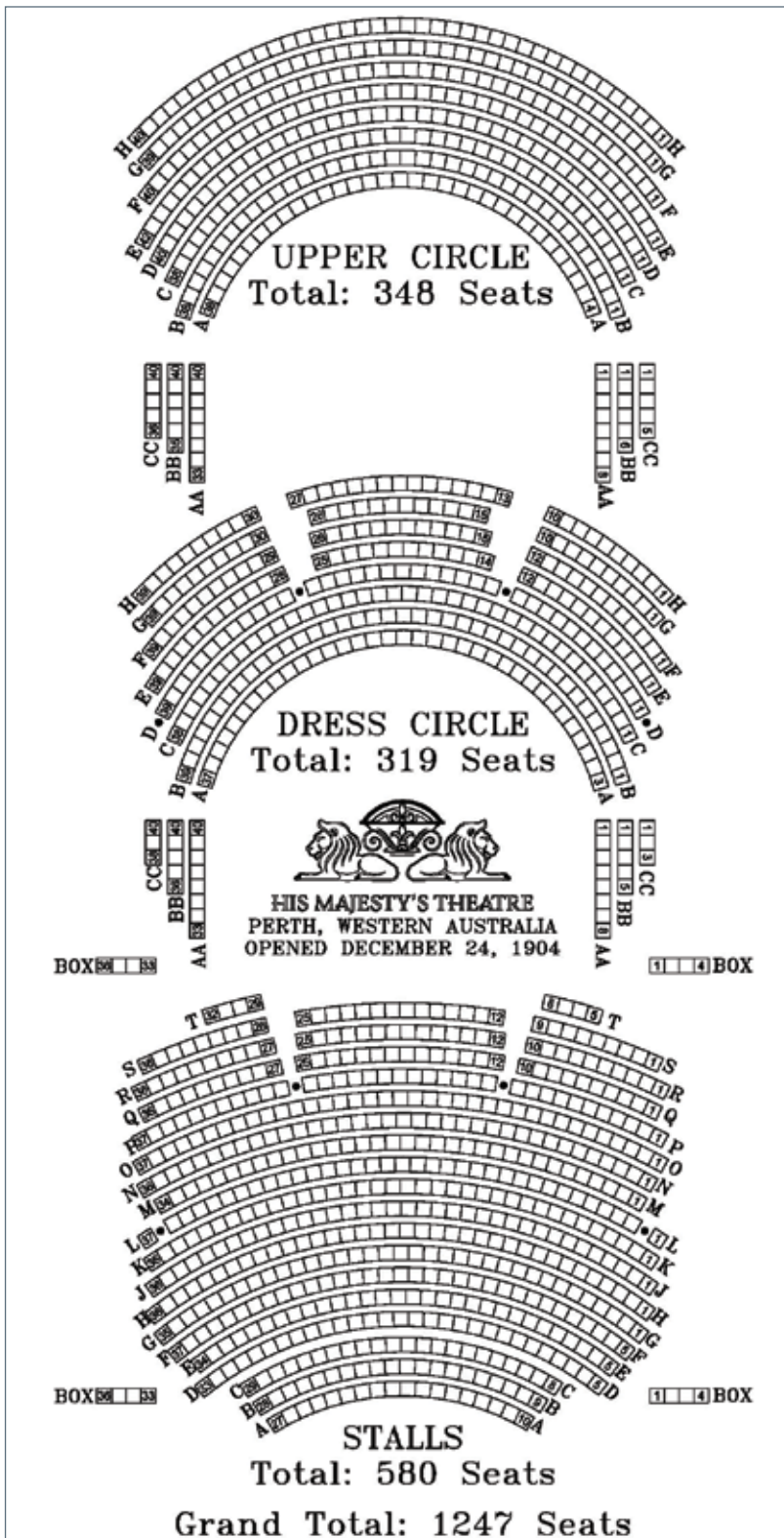
|  |  |
|--|--|
| Street Address   | 8 William Street   |
| Suburb   | Fremantle  |
| Best contact person for venue audit  | Charlotte Cooper-Dickson - Bookings Officer  |
| Map Ref  | 8  |
| <i>Directions 2031</i> Region  | Central  |
| Local Government Authority   | City of Fremantle  |
| Phone number   | 9432 9702  |
| Email  | bookings@fremantle.wa.gov.au   |
| Venue website  | Does not have own website  |
| Operator and management arrangements   | City of Fremantle owned. Hires the hall to clients   |
| Funding sources  | City of Fremantle  |
| Primary purpose  | Hiring of facility to external clients for functions   |
| Secondary purpose  | Concerts   |
| Stage configuration options  | Stage can be made shallower by drawing across a heavy curtain  |
| Seating capacity (including seating capacity in all configurations)                            | Main Hall seats 294 patrons; the Balcony seats 169 patrons and the East Room seats 30. Total seating capacity for venue is 493   |
| Facilities included  | Kitchen for heating food only. Piano; tables & chairs; very small Green Room   |
| Year constructed   | 1887   |
| Significant renovations - year of works and details  | Refurbishment completed in 1986/7 for the America's Cup. Specific work not identified<br>Ideally would like a commercial kitchen; 2 new green rooms; permanent stage lighting; house sound system; overhaul of stage layout and fixtures and a repaint |
| Additional amenities in the facility e.g. Bars, dining venues, exhibition space, meeting rooms | Atrium and the West Room   |

Source: Website and supplied by Charlotte Cooper-Dickson



# His Majesty's Theatre, Perth

Typical seating and stage layout floorplan







Source: Image supplied by Perth Theatre Trust

## His Majesty's Theatre, Perth

|  |  |
|--|--|
| Street Address   | 825 Hay St   |
| Suburb   | Perth  |
| Best contact person for venue audit  | Alan Ferris - General Manager - Perth Theatre Trust Properties   |
| Map Ref  | 9  |
| <i>Directions 2031</i> Region  | Central  |
| Local Government Authority   | City of Perth  |
| Phone number   | (08) 9265 0900   |
| Email  |  |
| Venue website  | <a href="http://www.hismajestystheatre.com.au/">http://www.hismajestystheatre.com.au/</a> or<br><a href="http://www.perththeatretrust.com.au">http://www.perththeatretrust.com.au</a>  |
| Operator and management arrangements   | His Majesty's Theatre is managed by the external service provider, AEG Ogden (Perth). Ticketing is through Ticketek  |
| Funding sources  | State Government appropriation   |
| Primary purpose  | Providing accommodation for resident company, the West Australian Opera and houses The Museum of Performing Arts. Provides a wide range of performing arts events by local, national and international companies and is a major venue for the annual Perth International Arts Festival |
| Secondary purpose  | Hiring out space to companies, also offering on-site catering. A Ticketek outlet is located on the ground floor  |
| Stage configuration options  | Stage can be extended by using the orchestra pit   |
| Seating capacity (including seating capacity in all configurations)                            | 1,240 patrons  |
| Facilities included  | 11 Dressing Rooms; Green Room; Sound Proof Conductor's Room; Tune-up and Rehearsal Rooms; Wardrobe - full facilities; Visiting Management Offices with phone and fax lines   |
| Year constructed   | 1902 - 1904  |
| Significant renovations - year of works and details  | 1977-80 – amalgamation of Theatre & hotel to form accommodation for resident companies, WA Ballet & WA Opera   |
| Additional amenities in the facility e.g. Bars, dining venues, exhibition space, meeting rooms | Restaurant, cafe and bar   |

# Joondalup Arena

## Typical seating and stage layout floorplan



**VenuesWest Arena Joondalup**

More than 100,000 people will be cheering and celebrating at the heart of the community. VenuesWest Arena Joondalup is a state-of-the-art venue, offering everything you need for your event. From world-class sound and lighting to the finest catering and bar service, we have everything you need to make your event a success.

**Venue Configuration**

With a wide range of facilities available for hire, indoor and outdoor, VenuesWest Arena Joondalup is the perfect venue for your event. From a large 40,000 seat arena to an outdoor arena, we have everything you need to make your event a success.

**Indoor Facilities**

- MAIN INDOOR STADIUM
- FUNCTION ROOMS

**Outdoor Facilities**

- OUTDOOR ARENA
- THE LAWN OF LOVE
- ATHLETICS OVAL

The weather team has a great idea for your event. We can provide you with a weather team to provide you with the best possible weather for your event. We can also provide you with a weather team to provide you with the best possible weather for your event.

**Main Indoor Stadium**

The Main Indoor Stadium is a state-of-the-art venue, offering everything you need for your event. From world-class sound and lighting to the finest catering and bar service, we have everything you need to make your event a success.

**Outdoor Facilities**

Our outdoor facilities offer everything you need for your event. From world-class sound and lighting to the finest catering and bar service, we have everything you need to make your event a success.

**Outdoor Arena**

Home to the West Perth Football Club, the outdoor arena is a state-of-the-art venue, offering everything you need for your event. From world-class sound and lighting to the finest catering and bar service, we have everything you need to make your event a success.

**Athletics Oval**

The Athletics Oval is a state-of-the-art venue, offering everything you need for your event. From world-class sound and lighting to the finest catering and bar service, we have everything you need to make your event a success.

**The Lawn of Love**

This area is perfect for your event. From world-class sound and lighting to the finest catering and bar service, we have everything you need to make your event a success.

**Venue Location**

VenuesWest Arena Joondalup is a state-of-the-art venue, offering everything you need for your event. From world-class sound and lighting to the finest catering and bar service, we have everything you need to make your event a success.

**Function Rooms**

With a wide range of facilities available for hire, indoor and outdoor, VenuesWest Arena Joondalup is the perfect venue for your event. From a large 40,000 seat arena to an outdoor arena, we have everything you need to make your event a success.

**Function Rooms**

- PREMIER SUITE
- VENUE SUITE 1
- VENUE SUITE 2
- VENUE SUITE 3
- VENUE SUITE 4
- VENUE SUITE 5

**Facilities**

- BAR
- FOOD
- DRINKS
- PARKING

**This venue has hosted bands such as** *Snoop Dogg, Chemical Brothers, Green Day, Foo Fighters, Oasis, Powderfinger and Kings of Leon.*

**"the heart of the community"**

Source: Image extract from Venues West Promoters Guide

## Joondalup Arena

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|   |   |
|---|---|
| Street Address  | Kennedya Drive  |
| Suburb  | Joondalup   |
| Best contact person for venue audit   | Viki Shelver  |
| Map Ref   | 10  |
| <i>Directions 2031</i> Region   | North West  |
| Local Government Authority  | City of Joondalup   |
| Phone number  | (08) 93007143   |
| Email   | contactus.arena@venueswest.wa.gov.au/<br>events@venueswest.wa.gov.au  |
| Venue website   | <a href="http://www.venueswest.wa.gov.au/">http://www.venueswest.wa.gov.au/</a>   |
| Operator and management arrangements  | Venues West<br>Ticketing through Ticketmaster   |
| Funding sources   | State government and self funding   |
| Primary purpose   | Multi purpose sport, recreation and aquatic centre  |
| Secondary purpose   |   |
| Stage configuration options   | Feasible for variety of uses: Sport and Stage with floor standing   |
| Seating capacity (including seating capacity in all configurations)                               | 25,000 patrons  |
| Facilities included   | Gym, Swimming pool, indoor courts, function rooms, outdoor netball courts, AstroTurf hockey field, football oval, rugby oval, tennis courts |
| Year constructed  | 1986  |
| Significant renovations - year of works and details   | 1999/2000 addition of Aquatic Centre (8x50m competition pool and 3x25m plus leisure pool)   |
| Additional amenities in the facility<br>e.g. Bars, dining venues, exhibition space, meeting rooms | Sportsbar, cafe and childcare<br>Function rooms   |

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Source: Images supplied by Venues West





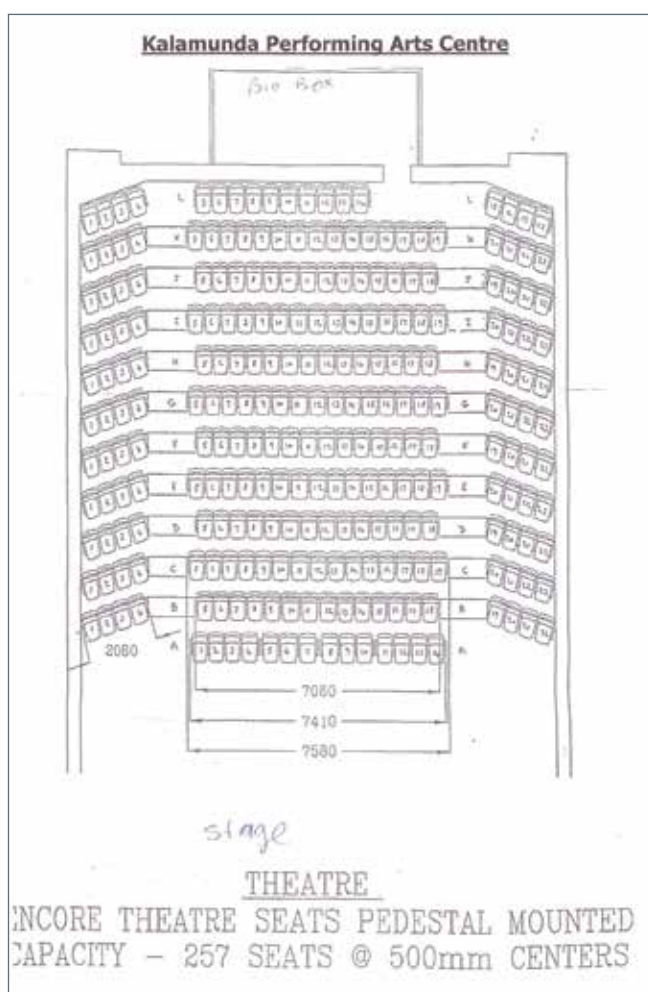
Source: www.mingor.net (copyright © of the webmaster)



Source: www.aboundsounds.com.au

## Kalamunda Performing Arts Centre, Kalamunda

Typical seating and stage layout floorplan



Source: Hames Sharley

## Kalamunda Performing Arts Centre, Kalamunda

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|  |   |
|--|---|
| Street Address   | 48 Canning Rd   |
| Suburb   | Kalamunda   |
| Best contact person for venue audit  | Catherine Daniels - Administrator   |
| Map Ref  | 11  |
| <i>Directions 2031</i> Region  | North-East  |
| Local Government Authority   | Shire of Kalamunda  |
| Phone number   | 9257 2558 (Tue-Thu: 0900 – 1500 hrs; Fri: 0900 – 1700)  |
| Email  | performingarts@kalamunda.wa.gov.au  |
| Venue website  | <a href="http://www.kalamunda.wa.gov.au/">http://www.kalamunda.wa.gov.au/</a>   |
| Operator and management arrangements   | Owner/operated is Shire of Kalamunda. Ticketing through Performing Arts Centre or Zig-Zag Cultural Centre   |
| Funding sources  | Shire of Kalamunda. Proposal on table to source additional sponsorship  |
| Primary purpose  | Primarily hired out to community groups, schools and dance teachers   |
| Secondary purpose  | Hoping to arrange events such as concerts in future.  |
| Stage configuration options  | Sprung stage can be reconfigured into a catwalk or made smaller by removing the front block   |
| Seating capacity (including seating capacity in all configurations)                            | Auditorium seats for 257 patrons<br>Agricultural Hall seats 230<br>Teaching area seats 60 patrons<br>Total capacity is 547  |
| Facilities included  | The large foyer has a ticket box, bar area and comfortable seating. A hangtrac system enables this area to also be used for small exhibitions. A smaller teaching area can be used as a Black Box theatre. Kitchen in the Agricultural Hall |
| Year constructed   | 1996 – Department of Education helped finance the building so it has shared use – up to 150 free hours. Agricultural Hall is more than 100 years old and is Heritage Listed   |
| Significant renovations - year of works and details  | None  |
| Additional amenities in the facility e.g. Bars, dining venues, exhibition space, meeting rooms | None  |

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## Kings Park and Botanic Garden

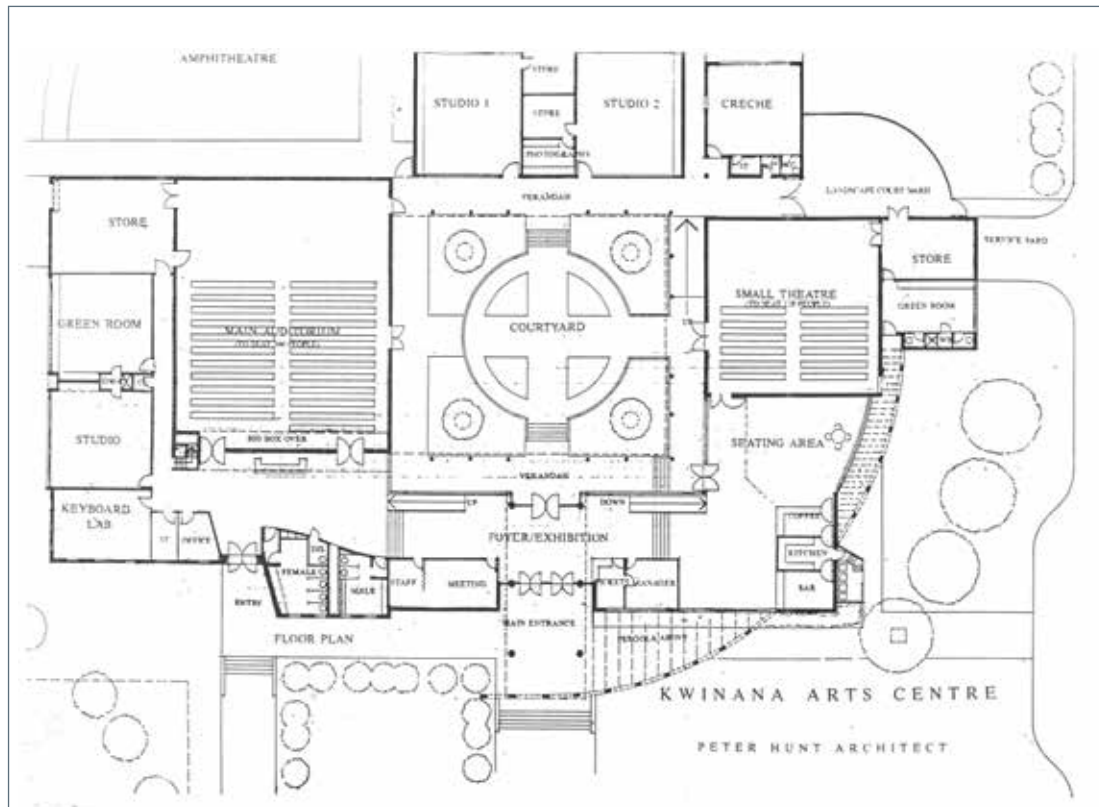
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|   |   |
|---|---|
| Street Address  | Fraser Avenue   |
| Suburb  | Kings Park, West Perth  |
| Best contact person for venue audit   | Events Co-ordinator Zoe Fulwood or Park Management Officer  |
| Map Ref   | 12  |
| <i>Directions 2031</i> Region   | Central   |
| Local Government Authority  | Not applicable (State Government A class reserve land not officially within local council area)   |
| Phone number  | (8) 9480 3624/ (8) 9480 3600  |
| Email   | enquiries@bgpa.wa.gov.au  |
| Venue website   | <a href="http://www.bgpa.wa.gov.au/kings-park">http://www.bgpa.wa.gov.au/kings-park</a>   |
| Operator and management arrangements  | Botanic Gardens and Parks Authority   |
| Funding sources   | Approximately two thirds State Government funding for operational costs, and one third of annual budget generated from own source revenue including leases, licences, sales, consultancies, sponsorships and similar.   |
| Primary purpose   | Significant conservation, recreational, historical / cultural and tourism purposes as the premier public Park, including the State War Memorial and State Botanic Garden.   |
| Secondary purpose   | Family and Community gatherings and celebrations, Services (e.g. ANZAC day and many memorial services), School Programs, Tours and Walks, Outdoor Concerts, Theatre and Cinema.   |
| Stage configuration options   | Feasible for variety of uses, no fixed seating  |
| Seating capacity (including seating capacity in all configurations)                               | 6,000 capacity in Botanic Garden precinct for a concert event<br>2,000 capacity in Synergy Parkland for Outdoor Cinema<br>800 capacity for Shakespeare in the Park venue<br>500 capacity for Children's Theatre at Saw Avenue Amphitheatre<br>Floor plans are not available as these are temporary venues for fixed periods each summer only. Seating is Festival style (on grass). |
| Venues for hire for family social gatherings and special occasions.                               | Sportsbar, cafe and childcare<br>Function rooms   |
| Facilities included   | Education programs, Events, Public Toilets, Pathways, Playgrounds, Parklands, Shelters, Bushlands, Memorials, Cafes / Restaurants, general visitor amenities  |
| Year constructed  | The whole of Kings Park was set aside as a park for public purposes in 1831 and gazetted and protected as a park in 1872. The 17 hectare Botanic Garden was established 1965.   |
| Significant renovations - year of works and details   | Ongoing renovations throughout the history of the Park, with most recent 20 years being a period of rapid refurbishment and development of amenities to support growing visitation and reputation of the Park.  |
| Additional amenities in the facility<br>e.g. Bars, dining venues, exhibition space, meeting rooms | Limited seminar facilities in some buildings<br>Dining facilities in 3 cafes, a kiosk and a restaurant.<br>High end gallery and gift shop in Aspects of Kings Park with WA and Australian designed products.  |

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# Koorliny Theatre, Kwinana

Typical seating and stage layout floorplan





## Koorliny Theatre, Kwinana

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|  |  |
|--|--|
| Street Address   | 20 Sulphur Road  |
| Suburb   | Kwinana  |
| Best contact person for venue audit  | Ryan Taaffe – General Manager  |
| Map Ref  | 13   |
| <i>Directions 2031</i> Region  | South-West   |
| Local Government Authority   | Town of Kwinana  |
| Phone number   | 9467 7118  |
| Email  | ryan@koorliny.com.au   |
| Venue website  | www.koorliny.com.au  |
| Operator and management arrangements   | Leased from the Town of Kwinana and managed by a not-for-profit Board. Manage their own ticketing  |
| Funding sources  | Town of Kwinana; AMEX Corporation P/L; Kwinana Courier; Kwinana Industries Council; CSBP   |
| Primary purpose  | Hiring out the venue   |
| Secondary purpose  | Some theatrical productions  |
| Stage configuration options  | Stages can be decreased or increased in the 2 theatres   |
| Seating capacity (including seating capacity in all configurations)                            | 1,000 Amphitheatre; 244 proscenium arch theatre; 100 black box theatre. Total capacity is 1,364  |
| Facilities included  | Sound and lighting rigs; technician; dressing room. Also has a dance studio, multi-purpose studios and a courtyard, all of which can be used for business functions, product releases, conferences and training programs |
| Year constructed   | 1991   |
| Significant renovations - year of works and details  | 2001 – Amphitheatre added (Bicentennial funding). Looking at potentially increasing stage size and seating capacity  |
| Additional amenities in the facility e.g. Bars, dining venues, exhibition space, meeting rooms | Theatre bar  |

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Source: Supplied by Ryan Taaffe, General Manager Koorliny Theatre.



# Mandurah Performing Arts Centre, Mandurah

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## Typical seating and stage layout floorplan



Source: Hames Sharley



Source: Hames Sharley



Source: MPAC supplied image of the Auditorium

## Mandurah Performing Arts Centre, Mandurah

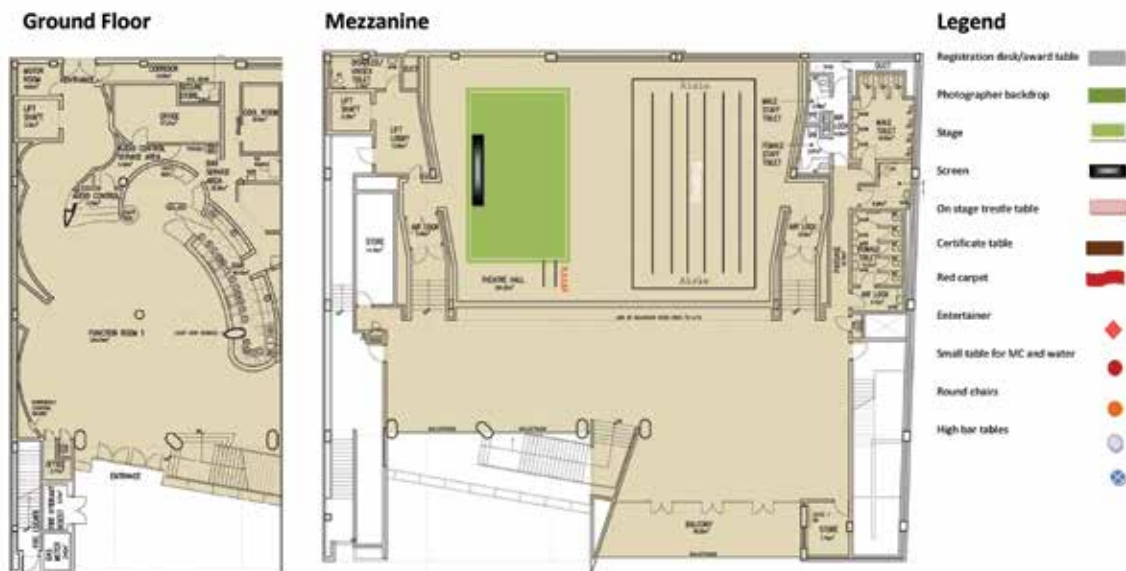
|  |   |
|--|---|
| Street Address   | Ormsby Terrace  |
| Suburb   | Mandurah  |
| Best contact person for venue audit  | Christine Steer – Operations Manager  |
| Map Ref  | 14  |
| <i>Directions 2031</i> Region  | Peel  |
| Local Government Authority   | City of Mandurah  |
| Phone number   | 9550 3930   |
| Email  | operations@manpac.com.au  |
| Venue website  | <a href="http://www.manpac.com.au/">http://www.manpac.com.au/</a>   |
| Operator and management arrangements   | Owned by City of Mandurah. Managed by not-for-profit Board. Do own ticketing except for on-line tickets which are available through Tickets.com                       |
| Funding sources  | City of Mandurah; Lotterywest; Bendigo Bank   |
| Primary purpose  | Provide arts and culture to Peel community  |
| Secondary purpose  | Add to cultural opportunities through workshops, education & recreational programs in visual and performing arts  |
| Stage configuration options  | Stages can be enlarged by using the orchestra pit in the Boardwalk Theatre and by retracting seating in the Fishtrap Theatre, in which the stage is part of the floor |
| Seating capacity (including seating capacity in all configurations)                            | Seating for a total of 944 patrons: Boardwalk Theatre accommodates 800 and Fishtrap Theatre 144   |
| Facilities included  | 4 change rooms with showers & toilets; Green Room   |
| Year constructed   | 1997  |
| Significant renovations - year of works and details  | None so far but ideally looking to increase size of the stage and increase seating capacity to the Fishtrap Theatre   |
| Additional amenities in the facility e.g. Bars, dining venues, exhibition space, meeting rooms | Bar   |



Source: www.media140.com & www.showmeperth.com.au

## Metcalfe Theatre at the Emyrean, Northbridge

Typical seating and stage layout floorplan



## Metcalfe Theatre at the Empyrean, Northbridge

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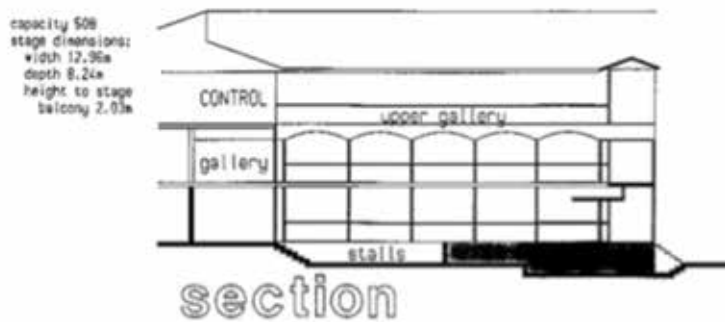
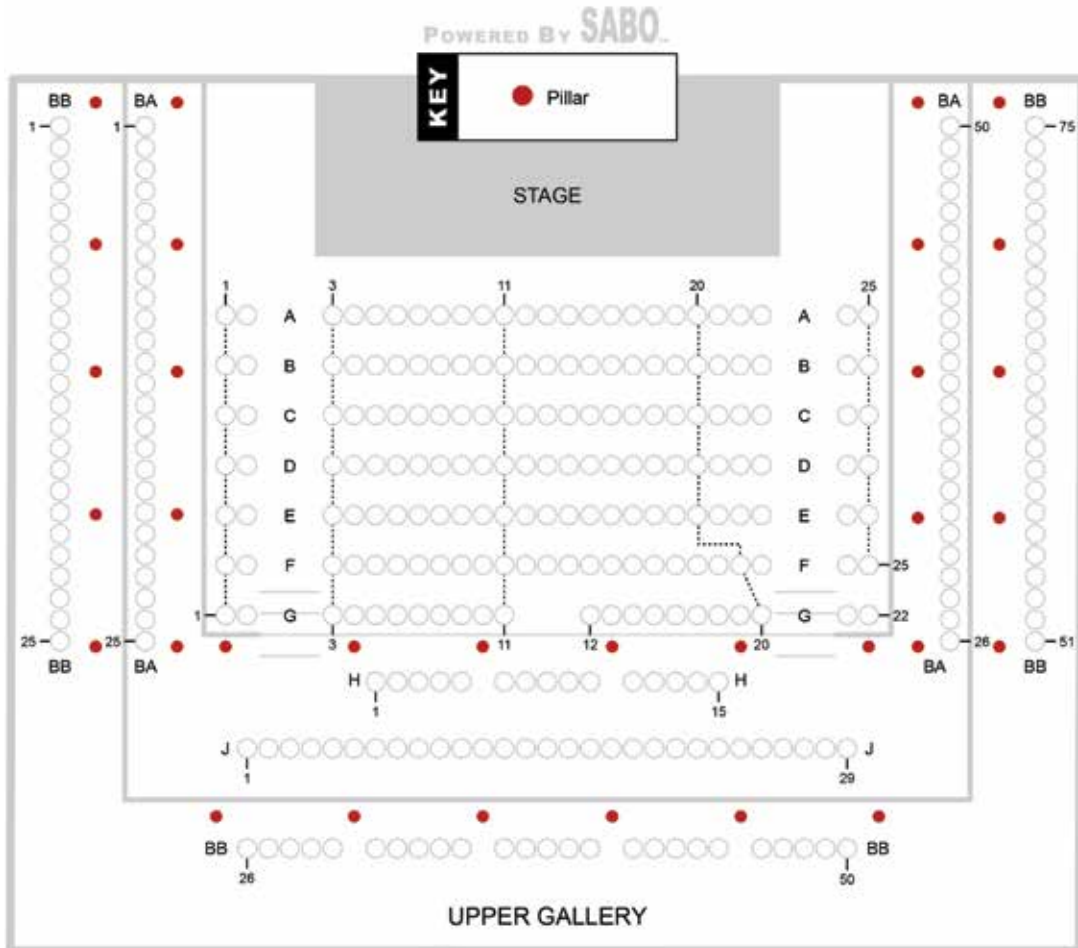
|  |  |
|--|--|
| Street Address   | 12 Lake St   |
| Suburb   | Northbridge  |
| Best contact person for venue audit  | Sam Outhred – Functions Manager  |
| Map Ref  | 15   |
| <i>Directions 2031</i> Region  | Central  |
| Local Government Authority   | City of Perth  |
| Phone number   | 9228 1600  |
| Email  | sam@empyrean.net.au  |
| Venue website  | <a href="http://www.empyrean.net.au/">http://www.empyrean.net.au/</a>  |
| Operator and management arrangements   | Venue is owner operated – managed by 2 directors and functions manager. Ticketing through Moshtix  |
| Funding sources  | The owners and fees from their hospitality training academy, Empyrean Educational Institute  |
| Primary purpose  | Mainly corporate functions. Boasts some of the best acoustics in theatre design. The Metcalfe Theatre offers the best setting for stage productions, visiting entertainers or important corporate seminars |
| Secondary purpose  | Live theatre and awards nights   |
| Stage configuration options  | Large stage (17m x 8m) can be reduced by curtains  |
| Seating capacity (including seating capacity in all configurations)                            | Theatre: 300 but most often capped at 280. Total capacity of theatre, lobby and mezzanine is 550   |
| Facilities included  | 2 change rooms, Green Room   |
| Year constructed   | 1997   |
| Significant renovations - year of works and details  | 2008 – completely re-designed. Looking to potentially build toilets on the ground floor (E Lobby area) so functions can be held in both areas simultaneously   |
| Additional amenities in the facility e.g. Bars, dining venues, exhibition space, meeting rooms | E Lobby has fully licensed bar; 14 TVs; Wi-Fi; DJ equipment; additional audio and visual capabilities<br>Mezzanine has a balcony   |

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# New Fortune Theatre, UWA, Crawley

Typical seating and stage layout floorplan



The University of Western Australia  
**NEW FORTUNE THEATRE**  
1974 12 76 12 77 24 77 1974

Source: University Theatres



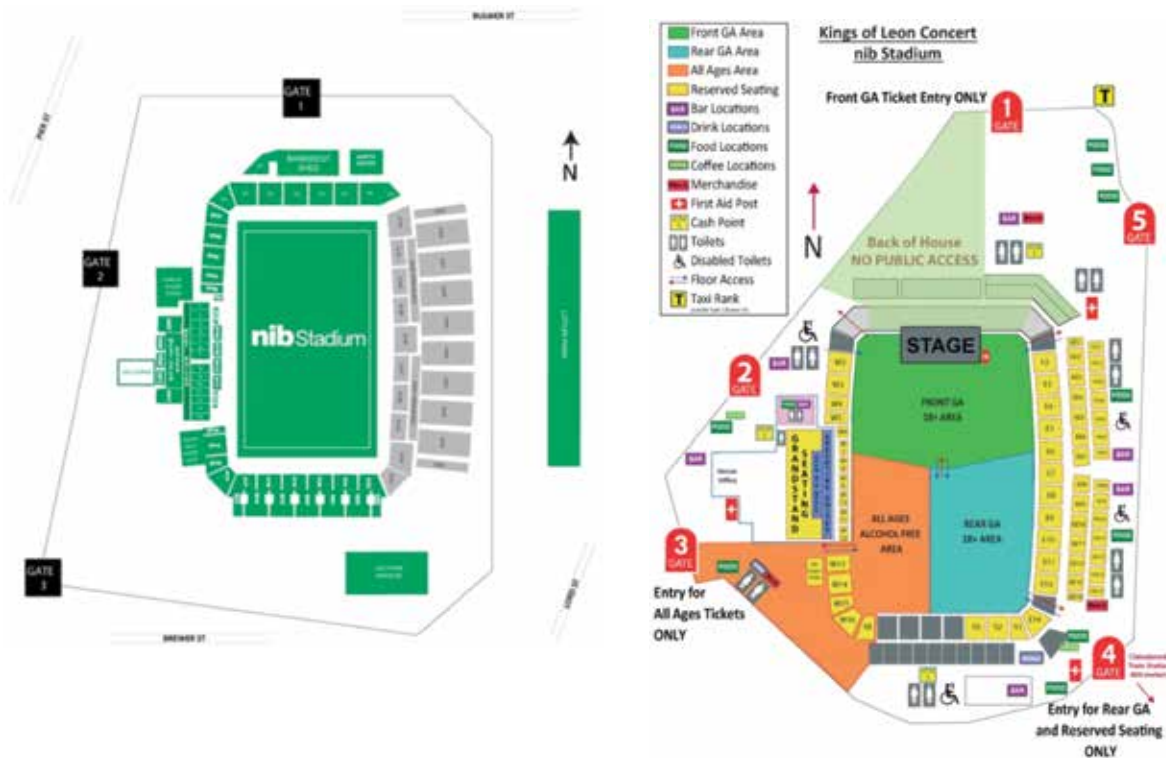
Source: University Theatres

## New Fortune Theatre, UWA, Crawley

|  |   |
|--|---|
| Street Address   | The University of Western Australia,<br>35 Stirling Highway   |
| Suburb   | Crawley   |
| Best contact person for venue audit  | Bookings Coordinator  |
| Map Ref  | 17b   |
| <i>Directions 2031</i> Region  | Central   |
| Local Government Authority   | City of Subiaco   |
| Phone number   | (08) 6488 7407  |
| Email  | bookings-theatres@uwa.edu.au  |
| Venue website  | <a href="http://www.theatres.uwa.edu.au/venues/fortune">http://www.theatres.uwa.edu.au/venues/fortune</a> |
| Operator and management arrangements   | Run by University Theatres  |
| Funding sources  | None  |
| Primary purpose  | Performing Arts   |
| Secondary purpose  | Education   |
| Stage configuration options  | None  |
| Seating capacity<br>(including seating capacity in all configurations)                               | 350   |
| Facilities included  | Open air theatre. The only Elizabethan style theatre in the southern hemisphere                           |
| Year constructed   | 1964  |
| Significant renovations - year of works and details  | None  |
| Additional amenities in the facility<br>e.g. Bars, dining venues, exhibition space,<br>meeting rooms | None  |

# NIB Stadium

## Typical seating and stage layout floorplan



Source: Supplied by NIB Stadium - [www.nibstadium.com.au](http://www.nibstadium.com.au)

## NIB Stadium

|                                      |   |
|--------------------------------------|---|
| Street Address                       | 310 Pier Street   |
| Suburb                               | Perth   |
| Best contact person for venue audit  | Sam Burling (Brand Manager)   |
| Map Ref                              | 16  |
| Directions 2031 Region               | Central   |
| Local Government Authority           | City of Vincent   |
| Phone number                         | (08) 9422 1500  |
| Email                                | <a href="mailto:info@nibstadium.com.au">info@nibstadium.com.au</a>  |
| Venue website                        | <a href="http://www.nibstadium.com.au/">http://www.nibstadium.com.au/</a>                                 |
| Operator and management arrangements | Allia Venue Management<br>Ticketing through Ticketmaster (currently)<br>Catering through Mustard Catering |



|  |   |
|--|---|
| Funding sources  | Confidential, however nib Health Cover is the 'stadium' naming rights sponsor and Bankwest is the 'shed' naming rights sponsor.   |
| Primary purpose  | Multi-purpose rectangular facility primarily for hosting sporting events, though also for concerts and functions in spaces throughout the stadium.  |
| Secondary purpose  | Concerts  |
| Stage configuration options  | Feasible for variety of uses: Sport and Stage with floor standing or seating, function spaces with various layout options.  |
| Seating capacity (including seating capacity in all configurations)                            | The stadium encompasses an area of approximately 4.4 hectares with a playing surface of 132 metres by 88 metres. NIB Stadium maximum spectator capacity for sporting events will be 20,565 once the State Government redevelopment is completed. The facility can cater for up to 35,000 spectators for concerts including standing on the pitch.   |
| Facilities included  | <ul style="list-style-type: none"> <li>• Playing area with lights</li> <li>• Team change rooms</li> <li>• Referee rooms</li> <li>• Physiotherapy rooms</li> <li>• Function rooms</li> <li>• Corporate suites</li> </ul>   |
| Year constructed   | The land on which the stadium was built was made a public reserve in 1904 where rugby was played. Perth Oval Main ground was developed in 1910.   |
| Significant renovations - year of works and details  | <p>2003 - \$11.4 million redevelopment to transform it into a rectangular pitch (funded by State &amp; Local governments)</p> <p>2009/2010 - installation of temporary seating and corporate facilities</p> <p>2012/2013 - \$95.14 million redevelopment including:</p> <ul style="list-style-type: none"> <li>• replacing temporary seating in the east with a permanent undercover stand containing a range of corporate, retail, toilet, merchandise and storage facilities;</li> <li>• replacing temporary seating the south with a permanent uncovered stand;</li> <li>• a new Gate 4 incorporating additional entry points and box offices;</li> <li>• a new marquee will be installed in the south;</li> <li>• new pitch flood lighting towers and a new control room will be installed in the SE corner of the ground;</li> <li>• new corporate facilities will be installed in the NE corner of the ground;</li> <li>• 2 large, permanent screens will be installed onto the NW and SE corners of the venue;</li> <li>• LED signage will be installed along the eastern pitch perimeter;</li> <li>• a range of works will be under taken at Gate 1 to address cosmetic and risk items; and</li> <li>• the pitch will be reconstructed and seating installed into the northern bowl from July to October 2013.</li> </ul> |
| Additional amenities in the facility e.g. Bars, dining venues, exhibition space, meeting rooms | <ul style="list-style-type: none"> <li>• VIP Event Facilities</li> <li>• Function rooms</li> <li>• Media Facilities</li> <li>• Lounge</li> </ul>  |



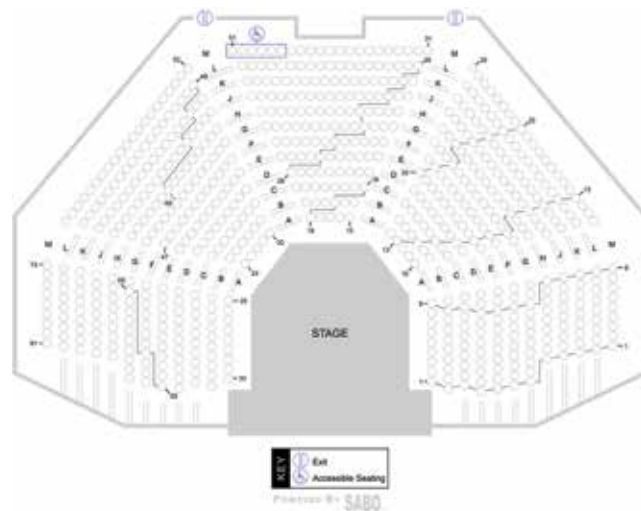
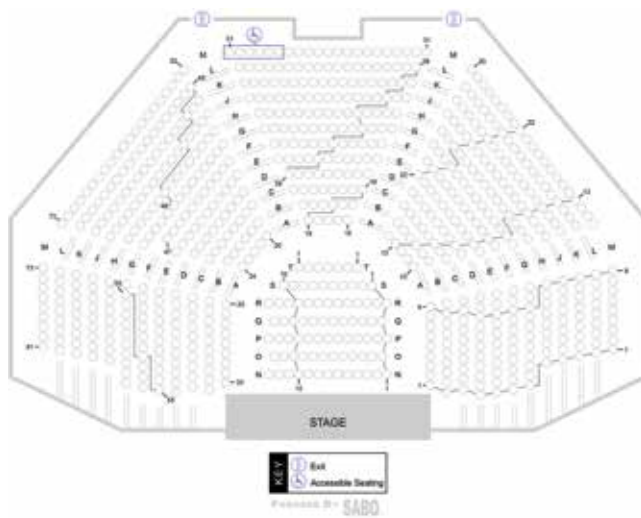
Source: www.lostoncampus.com.au



Source: www.nearmap.com

## Octagon Theatre, UWA, Crawley

### Typical seating and stage layout floorplan



Source: University Theatres

## Octagon Theatre, UWA, Crawley

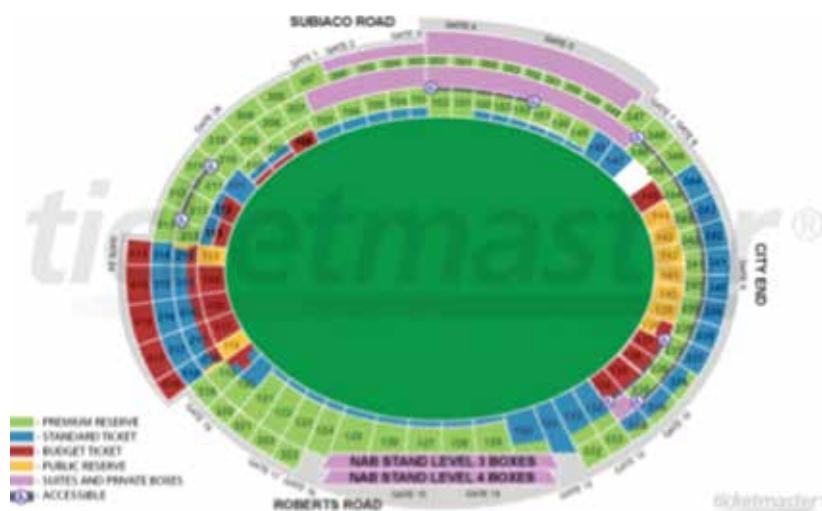
|  |   |
|--|---|
| Street Address   | The University of Western Australia,<br>35 Stirling Highway   |
| Suburb   | Crawley   |
| Best contact person for venue audit  | Bookings Coordinator  |
| Map Ref  | 17c   |
| <i>Directions 2031 Region</i>  | Central   |
| Local Government Authority   | City of Subiaco   |
| Phone number   | 6488 7407   |
| Email  | Bookings-theatres@uwa.edu.au  |
| Venue website  | <a href="http://www.theatres.uwa.edu.au/venues/octagon">http://www.theatres.uwa.edu.au/venues/octagon</a> |
| Operator and management arrangements   | Run by University Theatres  |
| Funding sources  | None  |
| Primary purpose  | Performing Arts   |
| Secondary purpose  | Education   |
| Stage configuration options  | Standard, Orchestra, Double Stage Extension, Platform   |
| Seating capacity<br>(including seating capacity in all configurations)                               | Standard 701, Orchestra Pit 701,<br>Stage Extension 663, Forestage Seating 758                            |
| Facilities included  | Full performance facilities   |
| Year constructed   | 1969  |
| Significant renovations - year of works and details  | None  |
| Additional amenities in the facility<br>e.g. Bars, dining venues, exhibition space,<br>meeting rooms | Bar, rehearsal studio and workshop  |

Source: University Theatres & UWA Website



# Paterson's Stadium

## Typical seating and stage layout floorplan



Source: [www.ticketmaster.com.au](http://www.ticketmaster.com.au)

## Paterson's Stadium

|   |   |
|---|---|
| Street Address  | Subiaco Road  |
| Suburb  | Subiaco   |
| Best contact person for venue audit   | Shane Harris  |
| Map Ref   | 18  |
| <i>Directions 2031</i> Region   | Central   |
| Local Government Authority  | City of Subiaco   |
| Phone number  | (08) 9381 2187  |
| Email   | sharris@wafc.com.au   |
| Venue website   | <a href="http://www.patersonsstadium.com.au/">http://www.patersonsstadium.com.au/</a>   |
| Operator and management arrangements  | Venue managed by WAFC   |
| Ticketing through Ticketmaster  |   |
| Funding sources   | Internal  |
| Primary purpose   | AFL and other major sporting events   |
| Secondary purpose   | Concerts and functions  |
| Stage configuration options   | Feasible for variety of uses: Sport and Stage with field standing   |
| Seating capacity (including seating capacity in all configurations)                               | 43,405 AFL games<br>Up to 60,000 in concert mode with full venue and oval use   |
| Facilities included   | TAB, Wheelchair bays, Cash facilities, Oval with night lighting, Scoreboards and Video Screens.   |
| Year constructed  | 1908  |
| Significant renovations - year of works and details   | 3 Tier Stand - Opened 31 August 1969<br>2 Tier Stand - Opened 27 April 1981<br>NAB Stand - Opened 14 May 1995<br>Eastern Stand - Opened 11 March 2000 |
| Additional amenities in the facility<br>e.g. Bars, dining venues, exhibition space, meeting rooms | 7 Function rooms  |

Source: [www.perthnow.com.au](http://www.perthnow.com.au)

[www.thedailytelegraph.com.au](http://www.thedailytelegraph.com.au)

[www.yoursubi.com.au](http://www.yoursubi.com.au)





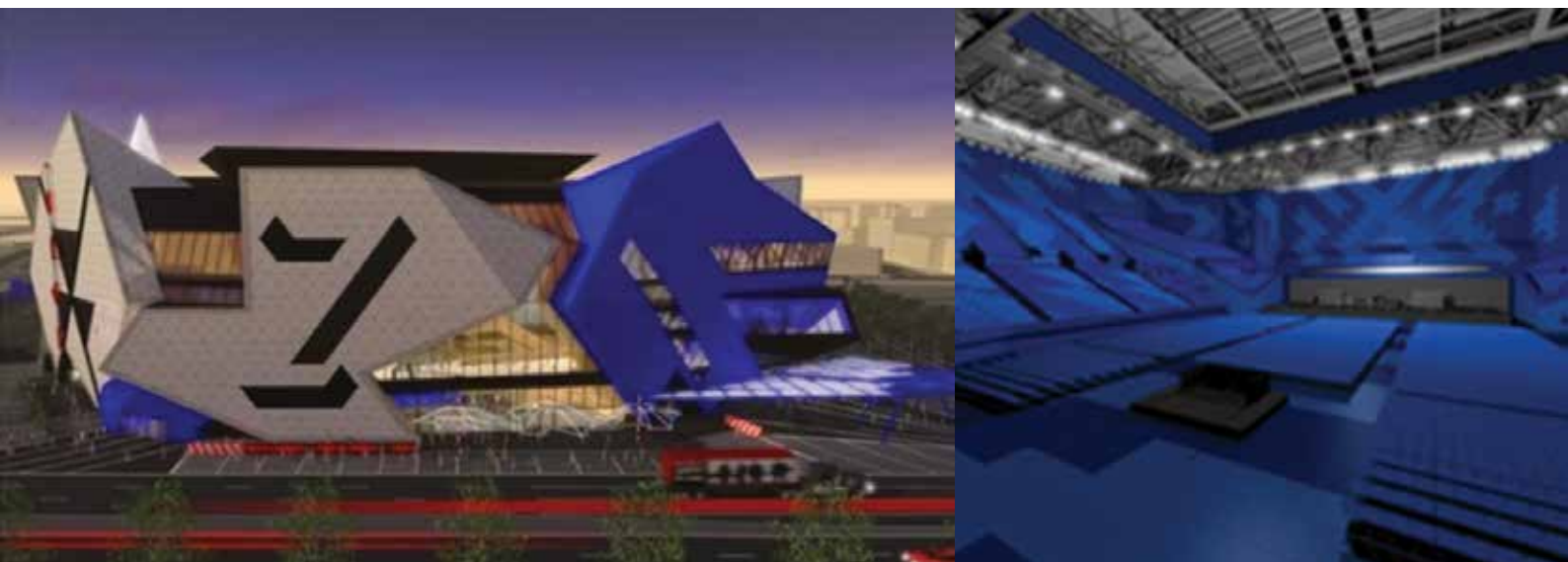
## Perth Arena, Perth

---

|  |   |
|--|---|
| Street Address   | 700 Wellington Street   |
| Suburb   | Perth   |
| Best contact person for venue audit  | John Lynch  |
| Map Ref  | 19  |
| <i>Directions 2031</i> Region  | Central   |
| Local Government Authority   | City of Perth   |
| Phone number   | 9441 8222   |
| Email  | info@pertharena.com.au  |
| Venue website  | http://www.pertharena.com.au  |
| Operator and management arrangements   | Owned by VenuesWest on behalf of the State Government. Managed by Ogden IFC. Ticketing through Ticketmaster   |
| Funding sources  | Government of Western Australia   |
| Primary purpose  | Providing a world class venue for entertainment productions and international performers  |
| Secondary purpose  | Venue for sporting and corporate events. Home of the Perth Wildcats and the Hopman Cup  |
| Stage configuration options  | Feasible for a variety of uses  |
| Seating capacity (including seating capacity in all configurations)                            | The Perth Arena can seat 15,500 patrons. A flexible curtaining system makes many sizes and configurations, down to 3,500. The Granite Room can seat up to 510 in theatre style                    |
| Facilities included  | Retractable roof; tennis court; LED super screen in main bowl (13.6 x 8m); 5 function rooms; 36 hospitality suites for VIP patrons; catering, merchandise & beverage outlets; underground parking |
| Year constructed   | 2007 - 2012 (opened 10 November 2012)   |
| Significant renovations - year of works and details  | None  |
| Additional amenities in the facility e.g. Bars, dining venues, exhibition space, meeting rooms | Bars, food outlets, function rooms  |

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Source: Photo supplied by VenuesWest





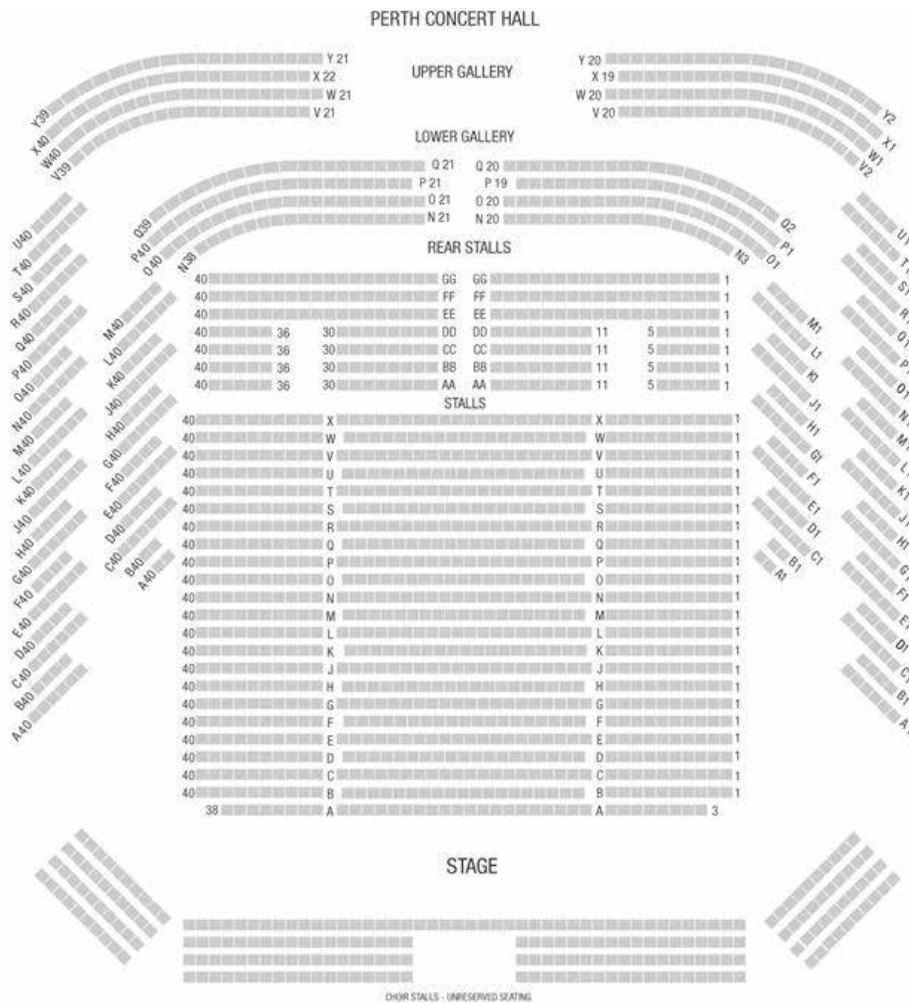
Source: Image supplied by Perth Theatre Trust



Source: PCH website

## Perth Concert Hall, Perth

### Typical seating and stage layout floorplan





## Perth Concert Hall, Perth

---

|  |   |
|--|---|
| Street Address   | 5 St Georges Tce  |
| Suburb   | Perth   |
| Best contact person for venue audit  | Alan Ferris – General Manager Perth Theatre Trust<br>Ph: 6552 7552  |
| Map Ref  | 20  |
| <i>Directions 2031</i> Region  | Central   |
| Local Government Authority   | City of Perth   |
| Phone number   | 9231 9900   |
| Email  | Alan.ferris@ptt.wa.gov.au   |
| Venue website  | <a href="http://www.perthconcerthall.com.au">www.perthconcerthall.com.au</a> or<br><a href="http://www.perththeatretrust.com.au/">http://www.perththeatretrust.com.au/</a>  |
| Operator and management arrangements   | The Perth Concert Hall, is owned by the City of Perth and has been leased to the Perth Theatre Trust since 1980. The day to day operations of the Perth Concert Hall are managed by the external service provider, AEG Ogden (Perth). Ticketing is through Ticketek   |
| Funding sources  | City of Perth   |
| Primary purpose  | The facility is the principal performing and rehearsal venue of the West Australian Symphony Orchestra. In addition to regular seasons by the Orchestra, other fine arts companies use the venue  |
| Secondary purpose  | The Perth Concert Hall is also hired by many organisations that present leading international contemporary artists. Also plays a civic role in hosting university and school graduations, business conventions and civic functions  |
| Stage configuration options  | 20m wide at front, tapering to 14m at rear.<br>Extensions available   |
| Seating capacity (including seating capacity in all configurations)                  | 1,731 divided into 3 main levels  |
| Facilities included  | The main foyer level accommodates offices, a ticketing outlet, a café and the Wardle Room which is available for hire for functions   |
| Year constructed   | 1971-73   |
| Significant renovations - year of works and details                                  | 1982 extend into VIP car park area to provide additional office accommodation; 1984 Forecourt landscaped; 1985 Cooling towers in air conditioning replaced; c.1988 Concert Hall re-roofed; c.1992 Restaurant refurbished; asbestos removed; 1994 New artists' facility completed; 1998 Replacement of air conditioning; 1999 Pedestrian link between Commonwealth Family Law Courts and Concert Hall; 2008 Major upgrades to the concrete exterior of the concert hall; 2011 replaced escalators between main entrance and underground car park |
| Additional amenities<br>e.g. Bars, dining venues,<br>exhibition space, meeting rooms | Restaurant  |

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# Perth Zoo

## Typical seating and stage layout floorplan



Source: [www.perthzoo.wa.gov.au](http://www.perthzoo.wa.gov.au) - extract from Perth Zoo Masterplan

## Perth Zoo

|   |  |
|---|--|
| Street Address  | 20 Labouchere Road   |
| Suburb  | South Perth  |
| Best contact person for venue audit   | Ceri Price, Commercial Operations Manager  |
| Map Ref   | 21   |
| <i>Directions 2031</i> Region   | Central  |
| Local Government Authority  | City of South Perth  |
| Phone number  | (8) 9474 0444  |
| Email   | email@perthzoo.wa.gov.au   |
| Venue website   | http://www.perthzoo.wa.gov.au/   |
| Operator and management arrangements  | Perth Zoo<br>Most concerts outsourced to external promoters<br>Ticketing available through Ticketmaster<br>Catering through Mustard Catering (Spotless)  |
| Funding sources   | Self funded revenue, Government funding (Government Agency)  |
| Primary purpose   | Recreation, wildlife conservation research, animal breeding and conservation education   |
| Secondary purpose   | Functions and events   |
| Stage configuration options   | Temporary major concert stage  |
| Seating capacity (including seating capacity in all configurations)                               | Max capacity 4,500 with other options from 30+ pax   |
| Facilities included   | Concert area with lawn dance area, function centre, conference centre, small lawns, marquee, cafes, outdoor theatre.<br>Full catering options through Mustard Catering   |
| Year constructed  | 1898   |
| Significant renovations - year of works and details   | Too many to mention  |
| Additional amenities in the facility<br>e.g. Bars, dining venues, exhibition space, meeting rooms | Wedding, meeting and conference functions Group Picnic facilities, Children Birthday facilities, Catering, 2x cafes and function room, Exhibit spaces for functions, Carousel, Giraffe feeding tower, Japanese Gardens with outdoor amphitheatre |

Source: Supplied by Perth Zoo and [www.perthzoo.wa.gov.au](http://www.perthzoo.wa.gov.au)

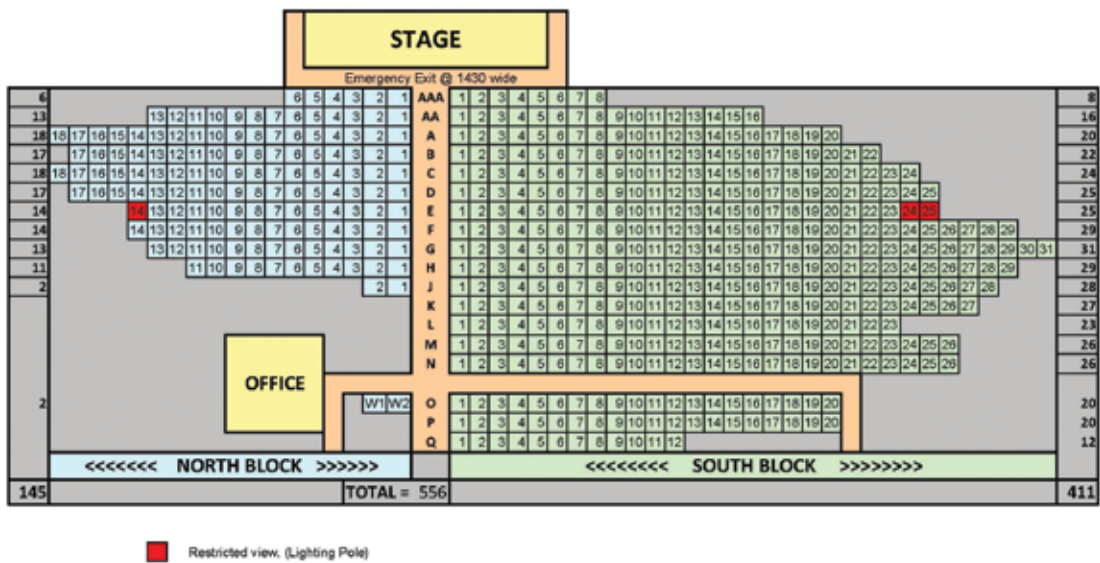




Source: Jon Davison/eyeinthesky.com.au

## Quarry Amphitheatre, City Beach

### Typical seating and stage layout floorplan



Source: Justin Friend, Quarry Amphitheatre

## Quarry Amphitheatre, City Beach

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|   |   |
|---|---|
| Street Address  | Reabold Hill, Oceanic Dve   |
| Suburb  | City Beach  |
| Best contact person for venue audit   | Justin Friend – Events coordinator  |
| Map Ref   | 22  |
| <i>Directions 2031</i> Region   | Central   |
| Local Government Authority  | Town of Cambridge   |
| Phone number  | 9385 7144   |
| Email   |   |
| Venue website   | <a href="http://www.quarryamphitheatre.com.au">www.quarryamphitheatre.com.au</a>          |
| Operator and management arrangements  | Owned and operated by Town of Cambridge<br>Ticketing through Ticketmaster                 |
| Funding sources   | Town of Cambridge   |
| Primary purpose   | Hire of venue for performances  |
| Secondary purpose   | Hire of venue for corporate and private events  |
| Stage configuration options   | 23m x 19m open air fixed stage  |
| Seating capacity (including seating capacity in all configurations)                               | 556   |
| Facilities included   | 2 dressing rooms underneath the stage (cavern area) with showers/toilets; rehearsal floor |
| Year constructed  | 1986  |
| Significant renovations<br>- year of works and details  | None to date, but plans in pipeline for major redevelopment which is definitely needed    |
| Additional amenities in the facility<br>e.g. Bars, dining venues, exhibition space, meeting rooms | Cafe  |

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Source: Supplied by Quarry Amphitheatre

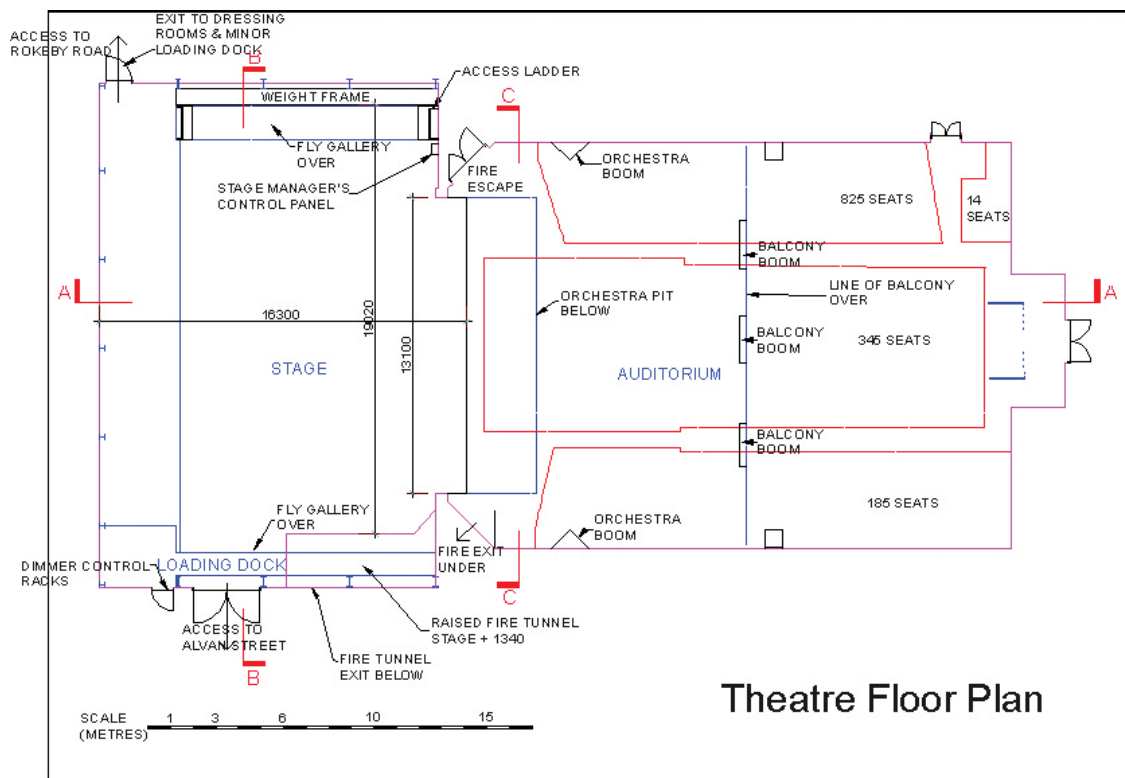




Source: Permission (Stan Bird) to use from website ([www.regaltheatre.com.au](http://www.regaltheatre.com.au))

## Regal Theatre, Subiaco

### Typical seating and stage layout floorplan



Source: [www.regaltheatre.com.au](http://www.regaltheatre.com.au)

## Regal Theatre, Subiaco

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|  |  |
|--|--|
| Street Address   | 474 Hay St   |
| Suburb   | Subiaco  |
| Best contact person for venue audit  | Kim Knight – Manager   |
| Map Ref  | 23   |
| <i>Directions 2031 Region</i>  | Central  |
| Local Government Authority   | City of Subiaco  |
| Phone number   | 1300 795 012<br>0448 111 308 (Kim)   |
| Email  | kim@regaltheatre.com.au  |
| Venue website  | www.regaltheatre.com.au  |
| Operator and management arrangements   | Interstar leases theatre from Baker Theatre Trust. Tickets through Ticketek        |
| Funding sources  | No external funding source   |
| Primary purpose  | Live performances – concerts and theatre   |
| Secondary purpose  | Nil  |
| Stage configuration options  | Large stage can be made smaller by using curtains                                  |
| Seating capacity (including seating capacity in all configurations)                            | 1,086  |
| Facilities included  | 7 dressing rooms; Green room with kitchen & lounge facilities, bathrooms & showers |
| Year constructed   | 1937-38  |
| Significant renovations - year of works and details  | Future renovations required – subject to finance                                   |
| Additional amenities in the facility e.g. Bars, dining venues, exhibition space, meeting rooms | Bar & lounge upstairs, ticketing office downstairs                                 |

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Source: Permission (Stan Bird) to use from website ([www.regaltheatre.com.au](http://www.regaltheatre.com.au))



# Riverside Theatre, PCEC, Perth

Typical seating and stage layout floorplan



Source: PCEC website



## Riverside Theatre, PCEC, Perth

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|  |  |
|--|--|
| Street Address   | 21 Mounts Bay Rd   |
| Suburb   | Perth  |
| Best contact person for venue audit  | Jay Pustkuchen, Head of Operations   |
| Map Ref  | 24   |
| <i>Directions 2031</i> Region  | Central  |
| Local Government Authority   | City of Perth  |
| Phone number   | 9338 0300  |
| Email  | info@pcec.com.au   |
| Venue website  | <a href="http://www.pcec.com.au/home.aspx">http://www.pcec.com.au/home.aspx</a>  |
| Operator and management arrangements   | Privately owned and is operated exclusively by Spotless Facility Services Pty Ltd. Tickets sold through Ticketek                               |
| Funding sources  | Privately funded   |
| Primary purpose  | Catering for large exhibitions, conferences and events   |
| Secondary purpose  | None   |
| Stage configuration options  | Can be half or full sized; uses 2m and 4m extensions   |
| Seating capacity (including seating capacity in all configurations)                            | The Riverside Theatre can seat 2,500 patrons   |
| Facilities included  | State of the Art lighting & sound; 3 projectors; Green Room; VIP room; 4 dressing rooms; hearing augmentation throughout; 2 interpreter booths |
| Year constructed   | 2004   |
| Significant renovations - year of works and details  | None   |
| Additional amenities in the facility e.g. Bars, dining venues, exhibition space, meeting rooms | Espresso bar in foyer, other bar in foyer  |

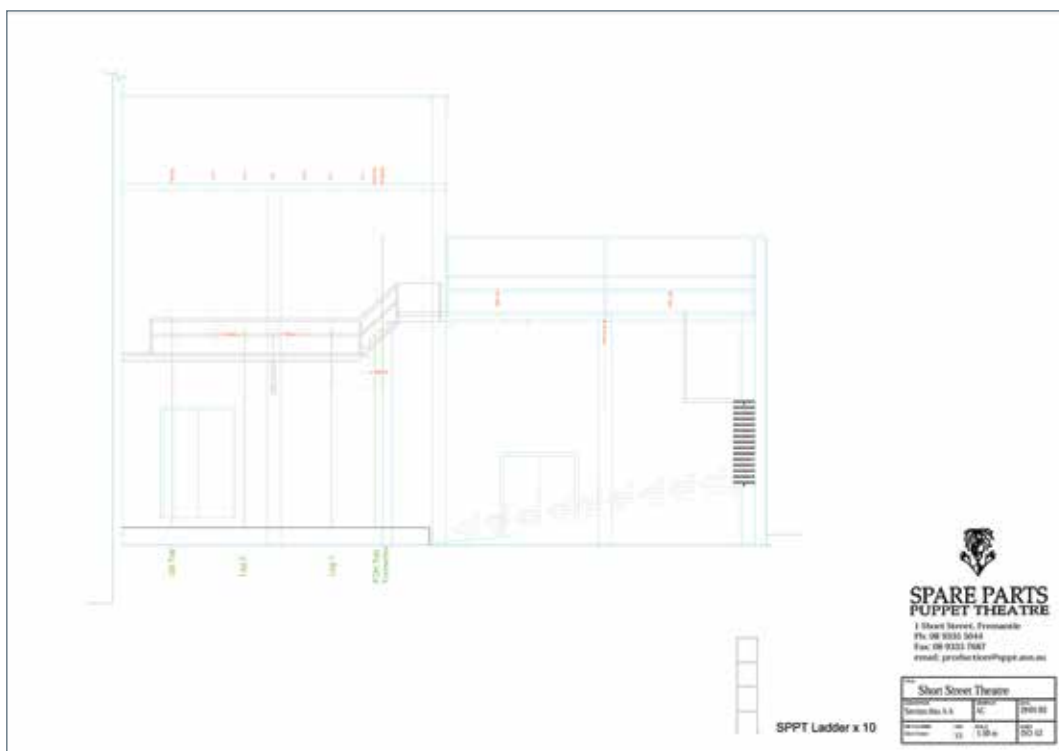
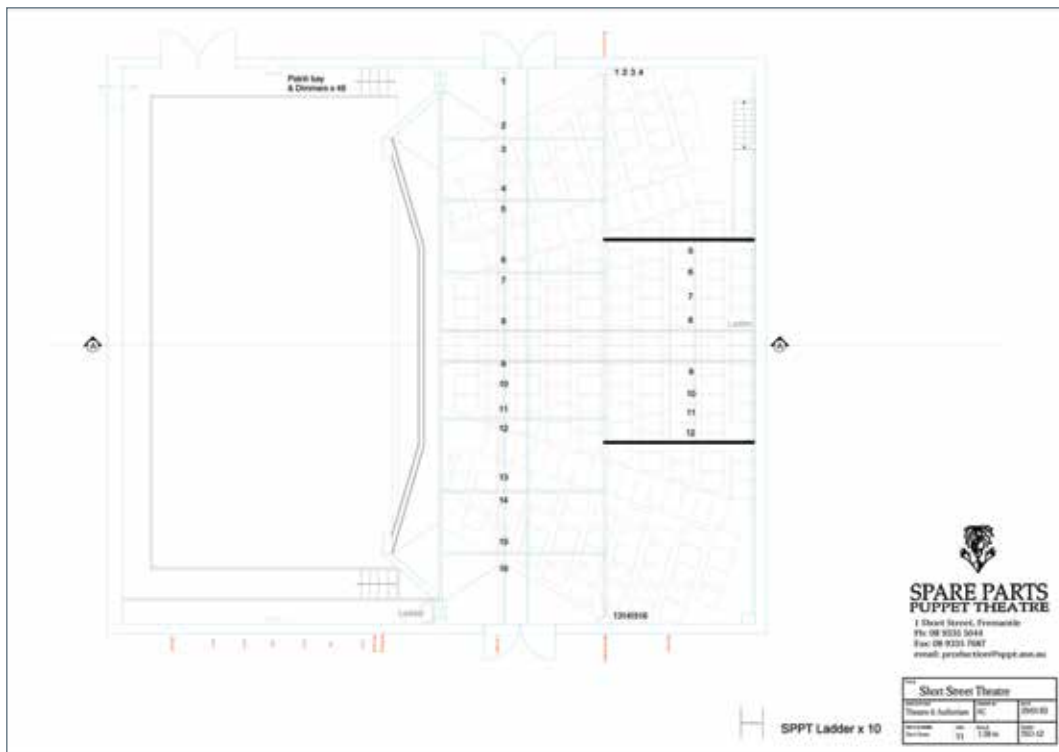
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Source: PCEC website



# Short Street Theatre, Fremantle

Typical seating and stage layout floorplan



## Short Street Theatre, Fremantle

|  |  |
|--|--|
| Street Address   | 1 Short St   |
| Suburb   | Fremantle  |
| Best contact person for venue audit  | Megan Roberts – Business Manager   |
| Map Ref  | 25   |
| <i>Directions 2031</i> Region  | Central  |
| Local Government Authority   | City of Fremantle  |
| Phone number   | 9335 5044  |
| Email  | admin@sppt.asn.au  |
| Venue website  | <a href="http://www.sppt.asn.au/">http://www.sppt.asn.au/</a>  |
| Operator and management arrangements   | Owned by State Government – Spare Parts Puppet Theatre lease and arrange all activities and bookings       |
| Funding sources  | State Government Department of Culture and the Arts  |
| Primary purpose  | Spare Parts Puppet Theatre   |
| Secondary purpose  | Hire out occasionally, mainly for the Fremantle Festival   |
| Stage configuration options  | Static stage (no options to extend) but can be made smaller by curtaining                                  |
| Seating capacity (including seating capacity in all configurations)                            | Licensed for 215 but usually cap seating at 190  |
| Facilities included  | Rehearsal space; foyer which houses the Puppet Museum  |
| Year constructed   | Facade is heritage listed  |
| Significant renovations - year of works and details  | Extensions were made but not sure of the year. Ideally looking for a major renovation to increase capacity |
| Additional amenities in the facility e.g. Bars, dining venues, exhibition space, meeting rooms | None   |

Source: [www.sppt.com.au](http://www.sppt.com.au); [www.panaramio.com](http://www.panaramio.com): Diana house (sauvaehouse113)



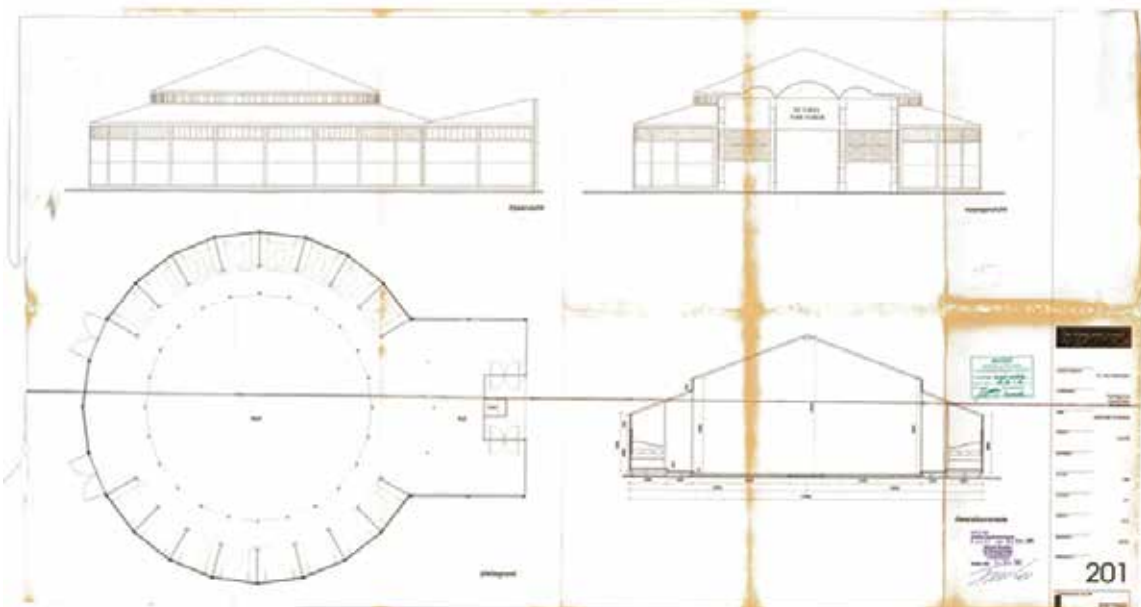


Source: [www.goodperthunting.wordpress.com](http://www.goodperthunting.wordpress.com)

## Spiegeltent

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Typical seating and stage layout floorplan



## Spiegeltent

|  |   |
|--|---|
| Street Address   | Mobile venue  |
| Suburb   | Mobile venue  |
| Best contact person for venue audit  | Amber Hasler  |
| Map Ref  | 26  |
| <i>Directions 2031</i> Region  | Central   |
| Local Government Authority   | Mobile venue  |
| Phone number   | 92276288  |
| Email  | amber@artrage.com.au  |
| Venue website  | artrage.com.au / fringeworld.com.au / fringeontheroad.com.au                                |
| Operator and management arrangements   | ARTRAGE   |
| Funding sources  | Various   |
| Primary purpose  | Cabaret & Theatre   |
| Secondary purpose  | Music & Comedy  |
| Stage configuration options  | Variable  |
| Seating capacity (including seating capacity in all configurations)                            | 260 - 320   |
| Facilities included  | All   |
| Year constructed   | Acquired by Artrage 2010 from Klessen Family of Llommer. Some components over 100 years old |
| Significant renovations - year of works and details  | None  |
| Additional amenities in the facility e.g. Bars, dining venues, exhibition space, meeting rooms | None  |

Source: [www.goodperthunting.wordpress.com](http://www.goodperthunting.wordpress.com)

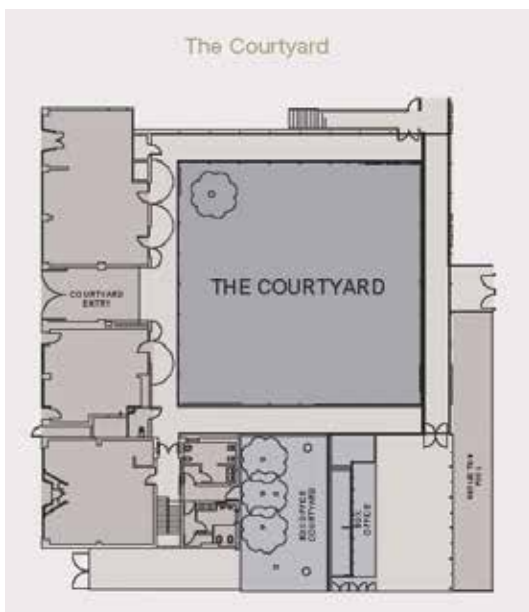
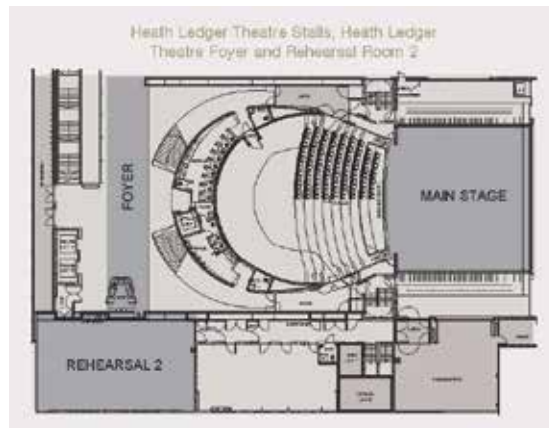
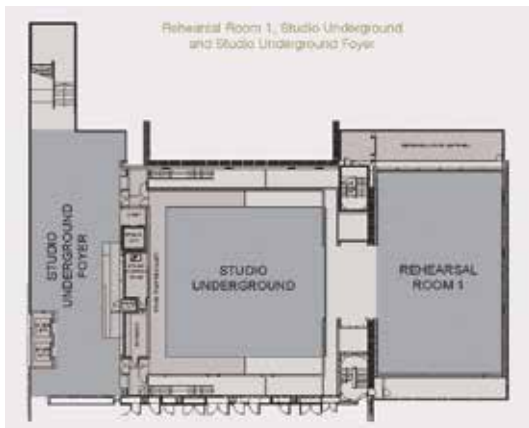




Source: Kerry Hill Architects CentreStage winning design for the State Theatre Centre of WA

## State Theatre Centre, Northbridge

### Typical seating and stage layout floorplan



Source: The State Theatre Centre

## State Theatre Centre, Northbridge

|  |  |
|--|--|
| Street Address   | 174-176 William Street, cnr Roe St   |
| Suburb   | Northbridge  |
| Best contact person for venue audit  | Alan Ferris, General Manager, Perth Theatre Trust<br>Ph: 6552 7552   |
| Map Ref  | 27   |
| <i>Directions 2031</i> Region  | Central  |
| Local Government Authority   | City of Perth  |
| Phone number   | 9212 9300  |
| Email  | Alan.ferris@ptt.wa.gov.au  |
| Venue website  | www.bsstc.com.au<br><a href="http://www.perththeatretrust.com.au/">http://www.perththeatretrust.com.au/</a>  |
| Operator and management arrangements   | The day to day operations of The Centre are managed on behalf of the Perth Theatre Trust by the external service provider, AEG Ogden (Perth). Ticketing through Ticketek   |
| Funding sources  | State Government (Dept of Culture and the Arts)  |
| Primary purpose  | The State Theatre Centre presents contemporary performing arts, such as theatre and dance, in diverse ways with a focus on distinctive professional and contemporary work produced locally, nationally and internationally |
| Secondary purpose  | The State Theatre Company and The Black Swan Theatre are located at the venue  |
| Stage configuration options  | Variable   |
| Seating capacity (including seating capacity in all configurations)                            | 575 seats Heath Ledger Theatre, 234 seats Studio Underground   |
| Facilities included  | The Courtyard, a multi-purpose outdoor events space; two rehearsal rooms; two flexible use private suites; a running wardrobe and workshop   |
| Year constructed   | 2007-2010  |
| Significant renovations - year of works and details  | None   |
| Additional amenities in the facility e.g. Bars, dining venues, exhibition space, meeting rooms | Breakout room, Bar, Restaurant   |

Source: The State Theatre Centre ; [www.2011.Perthfesitval.com.au](http://www.2011.Perthfesitval.com.au) ; [www.heraldsun.com.au](http://www.heraldsun.com.au)

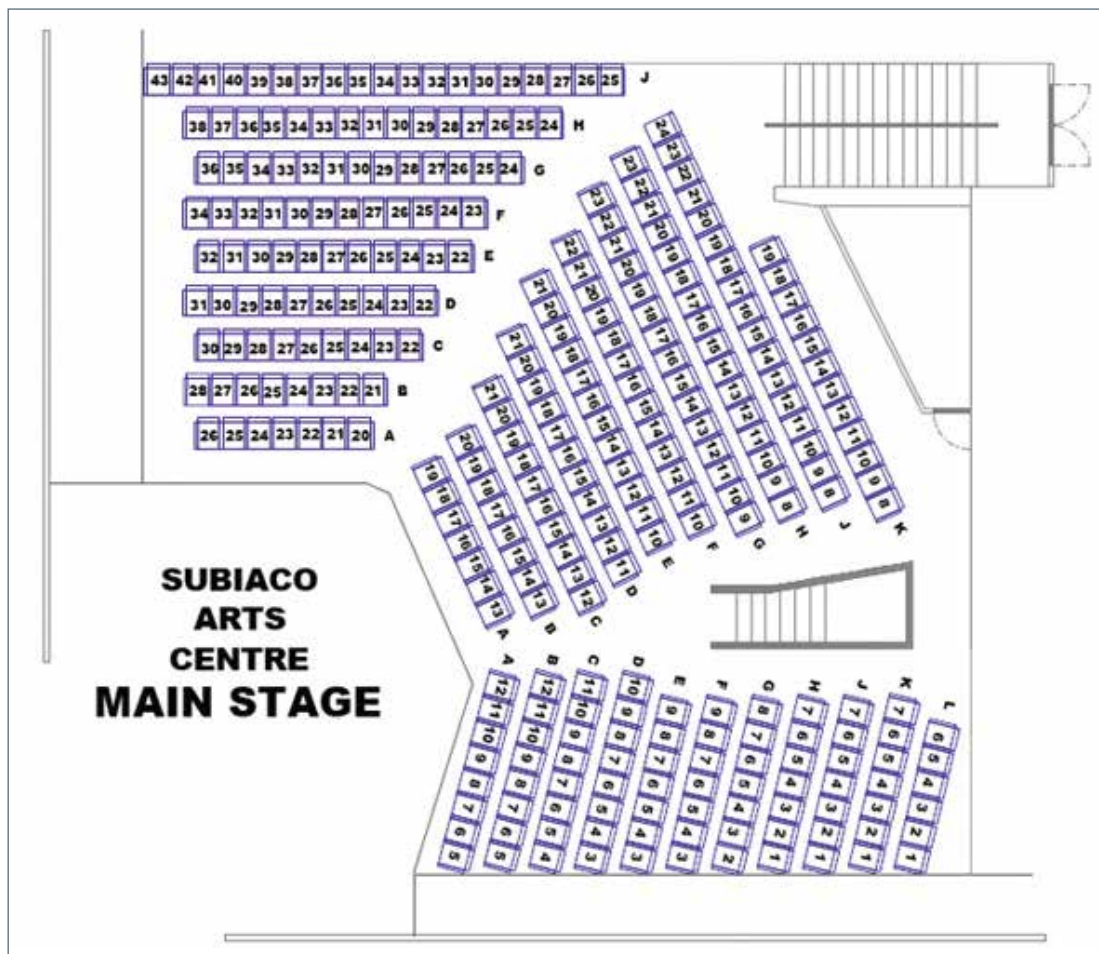




Source: Image supplied by Perth Theatre Trust

## Subiaco Arts Centre, Subiaco

### Typical seating and stage layout floorplan



Source: [www.subiacoartscentre.com.au](http://www.subiacoartscentre.com.au)



## Subiaco Arts Centre, Subiaco

|  |  |
|--|--|
| Street Address   | 180 Hamersley Rd   |
| Suburb   | Subiaco  |
| Best contact person for venue audit  | Alan Ferris, General Manager, Perth Theatre Trust<br>Phone: 6552 7552  |
| Map Ref  | 28   |
| <i>Directions 2031 Region</i>  | Central  |
| Local Government Authority   | City of Subiaco  |
| Phone number   | (08) 9323 3400   |
| Email  |  |
| Venue website  | <a href="http://www.perththeatretrust.com.au">www.perththeatretrust.com.au</a>   |
| Operator and management arrangements   | The Subiaco Arts Centre is owned by the City of Subiaco. The Perth Theatre Trust has leased the Centre since 1984 when the building, originally built as the Subiaco City Hall, was converted to a performing arts centre<br><br>The day to day operations are managed by the external service provider, AEG Ogden. Ticketing through Ticketek |
| Funding sources  | City of Subiaco  |
| Primary purpose  | Theatre  |
| Secondary purpose  | Barking Gecko Theatre Company is based here  |
| Stage configuration options  | Fixed stage  |
| Seating capacity (including seating capacity in all configurations)                            | Main auditorium seats 305, Studio seats 115 and amphitheatre seats 500. Total capacity of 920  |
| Facilities included  | Ticketing Outlet on the ground floor of the Centre   |
| Year constructed   | 1956 as the Subiaco Town Hall  |
| Significant renovations - year of works and details  | In 2006 a \$4.7 million refurbishment was carried out by the State Government and the City of Subiaco. Renovations included upgraded rehearsal, studio and theatre spaces, improved patron amenities and disability access   |
| Additional amenities in the facility e.g. Bars, dining venues, exhibition space, meeting rooms | Bar Foyer, Bar Foyer Alcove, Rehearsal room, Gallery, multi-purpose room, The Undercroft and a meeting room  |

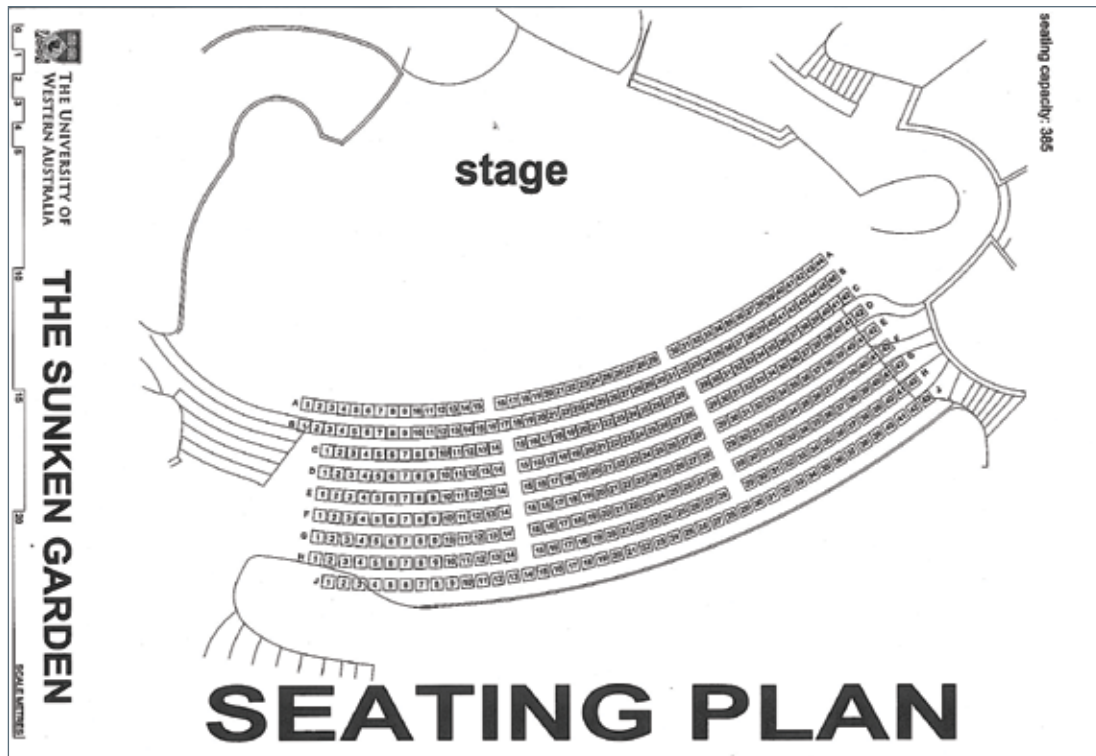
Source: [www.psstructures.com.au](http://www.psstructures.com.au)

Source: Image by OlyaB : [www.justberry.com.au](http://www.justberry.com.au)



# Sunken Gardens, UWA, Crawley

## Typical seating and stage layout floorplan



Source: University Theatres



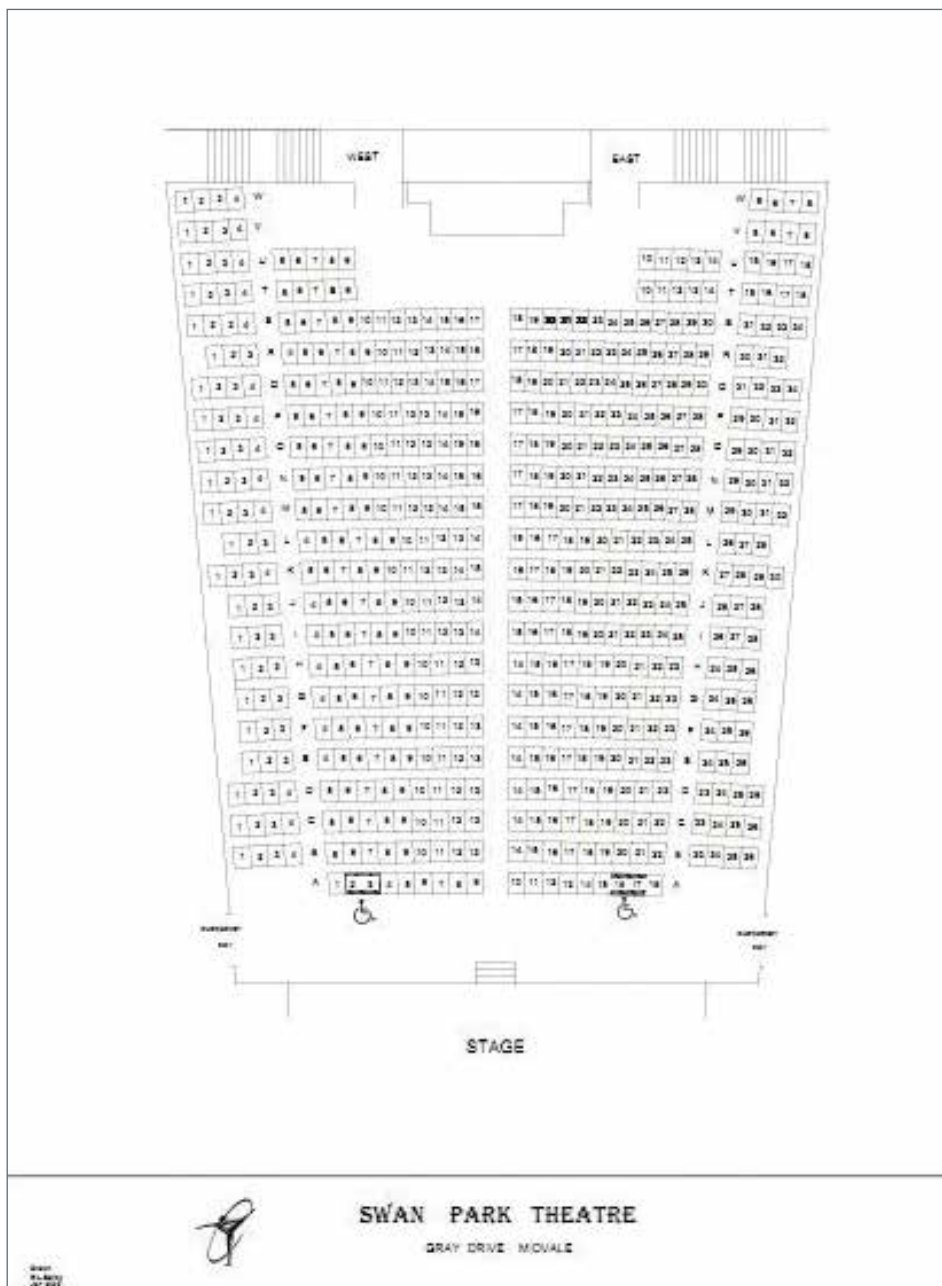
Source: [www.treasures.uwa.edu.au](http://www.treasures.uwa.edu.au)

## Sunken Gardens, UWA, Crawley

|  |   |
|--|---|
| Street Address   | The University of Western Australia, 35 Stirling Highway  |
| Suburb   | Crawley   |
| Best contact person for venue audit  | Bookings Coordinator  |
| Map Ref  | 17d   |
| <i>Directions 2031</i> Region  | Central   |
| Local Government Authority   | City of Subiaco   |
| Phone number   | 6488 7407   |
| Email  | <a href="mailto:bookings-theatres@uwa.edu.au">bookings-theatres@uwa.edu.au</a>  |
| Venue website  | <a href="http://www.theatres.uwa.edu.au/venues/sunken-garden">http://www.theatres.uwa.edu.au/venues/sunken-garden</a> |
| Operator and management arrangements   | Run by University Theatres  |
| Funding sources  | None  |
| Primary purpose  | Performing Arts   |
| Secondary purpose  | Education   |
| Stage configuration options  | Fixed Stage   |
| Seating capacity<br>(including seating capacity in all configurations)                               | 300 (on grass), 385 (on seats)  |
| Facilities included  | Open air auditorium   |
| Year constructed   | 1929  |
| Significant renovations - year of works<br>and details   | None  |
| Additional amenities in the facility<br>e.g. Bars, dining venues, exhibition space,<br>meeting rooms | None  |

# Swan Park Theatre, Midvale

## Typical seating and stage layout floorplan



Source: Image by OlyaB : [www.justberry.com.au](http://www.justberry.com.au)

## Swan Park Theatre, Midvale

|  |  |
|--|--|
| Street Address   | Gray Drive   |
| Suburb   | Midvale  |
| Best contact person for venue audit  | Carolyn Selby – Manager  |
| Map Ref  | 29   |
| <i>Directions 2031</i> Region  | North-East   |
| Local Government Authority   | City of Swan   |
| Phone number   | 9274 3958  |
| Email  | info@swanparktheatre.com.au  |
| Venue website  | www.swanparktheatre.com.au   |
| Operator and management arrangements   | Run by Calisthenics WA   |
| Funding sources  | State Government Department of Sport & Recreation  |
| Primary purpose  | Purpose built Calisthenics Theatre – the home of Calisthenics WA                                   |
| Secondary purpose  | Hired out to external agencies – schools, colleges, community groups, international touring groups |
| Stage configuration options  | Fixed Stage  |
| Seating capacity (including seating capacity in all configurations)                            | 594  |
| Facilities included  | 10m <sup>2</sup> stage, 17 dressing rooms and rehearsal room                                       |
| Year constructed   | 1990   |
| Significant renovations - year of works and details  | Unsure of date - Additional dressing rooms   |
| Additional amenities in the facility e.g. Bars, dining venues, exhibition space, meeting rooms | Foyer, kiosk, meeting room   |

Source: Image by OlyaB : [www.justberry.com.au](http://www.justberry.com.au)

Source: [www.swan.wa.gov.au](http://www.swan.wa.gov.au)

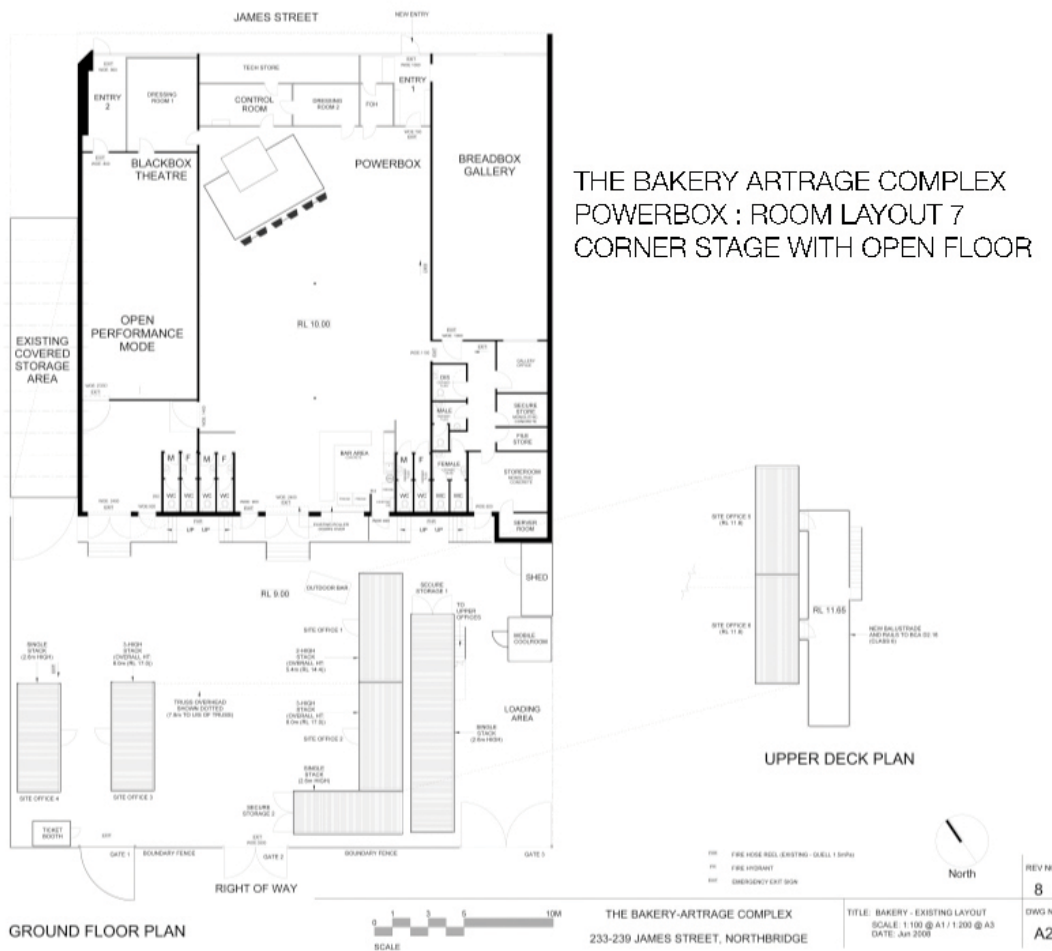




Source: www.somewhereelse.com.au

## The Bakery

### Typical seating and stage layout floorplan



## The Bakery

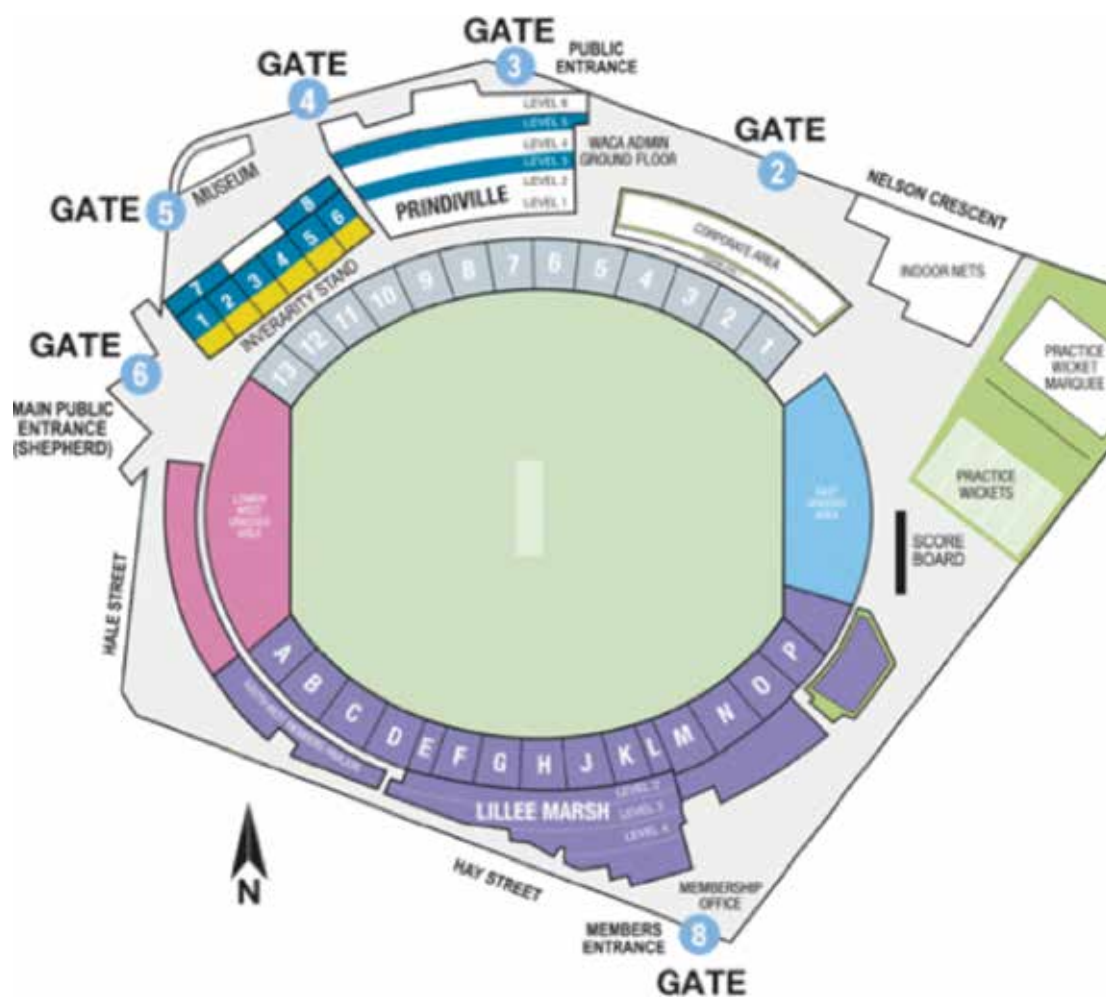
|   |  |
|---|--|
| Street Address  | 233 James St                                 |
| Suburb  | Northbridge                                  |
| Best contact person for venue audit   | Amber Hasler                                 |
| Map Ref   | 30   |
| <i>Directions 2031</i> Region   | Central                                      |
| Local Government Authority  | City of Perth                                |
| Phone number  | 9227 6288                                    |
| Email   | amber@artrage.com.au                         |
| Venue website   | www.artrage.com.au /<br>www.nowbaking.com.au |
| Operator and management arrangements  | ARTRAGE                                      |
| Funding sources   | Box office, bar, venue hire                  |
| Primary purpose   | Music Venue / Multi-arts                     |
| Secondary purpose   | Exhibition / Performance                     |
| Stage configuration options   | Adaptable                                    |
| Seating capacity<br>(including seating capacity in all configurations)                            | 650 flatfloor                                |
| Facilities included   | All  |
| Year constructed  | 2002   |
| Significant renovations - year of works and details   | 2010   |
| Additional amenities in the facility e.g. Bars,<br>dining venues, exhibition space, meeting rooms | Bars, Exhibition spaces, Rehearsal rooms     |

Source: [www.nowbaking.com.au](http://www.nowbaking.com.au)



# WACA Stadium

Typical seating and stage layout floorplan



Source: [www.austadiums.com.au](http://www.austadiums.com.au)



## WACA Stadium

---

|   |  |
|---|--|
| Street Address  | WACA grounds, Nelson Crescent  |
| Suburb  | East Perth   |
| Best contact person for venue audit   | John Soutar, Business Manager  |
| Map Ref   | 31   |
| <i>Directions 2031</i> Region   | Central  |
| Local Government Authority  | City of Perth  |
| Phone number  | (8) 9265 7222  |
| Email   | functions@waca.com.au  |
| Venue website   | <a href="http://www.waca.com.au/">http://www.waca.com.au/</a>  |
| Operator and management arrangements  | Tickets through Ticketmaster   |
| Funding sources   |  |
| Primary purpose   | Cricket  |
| Secondary purpose   | Events, Concerts   |
| Stage configuration options   | Feasible for variety of uses: Sport and Stage with field standing  |
| Seating capacity (including seating capacity in all configurations)                               | 24,500 patrons   |
| Facilities included   | Scoreboard and Media<br>Night lighting and indoor Centre<br>Changerooms  |
| Year constructed  | 1880   |
| Significant renovations - year of works and details   | 1895 First Grandstand<br>1931 Farley Stand Demolished<br>1954 Replacement of scoreboard<br>1960 Players Pavilion with WACA administration<br>1970 Additional seating<br>1984 - 1988 Realignment and resurfacing of ground, construction of new terracing and outer seating.<br>1986 Six large light towers installed.<br>2002 Redevelopment - ground capacity reduced and playing arena decreased by 31m and eastern and western boundaries. |
| Additional amenities in the facility<br>e.g. Bars, dining venues, exhibition space, meeting rooms | Function Facilities, Catering, ATM   |

---

Source: [www.gaurdian.co.uk](http://www.gaurdian.co.uk)

[www.sportskeeda.com](http://www.sportskeeda.com)

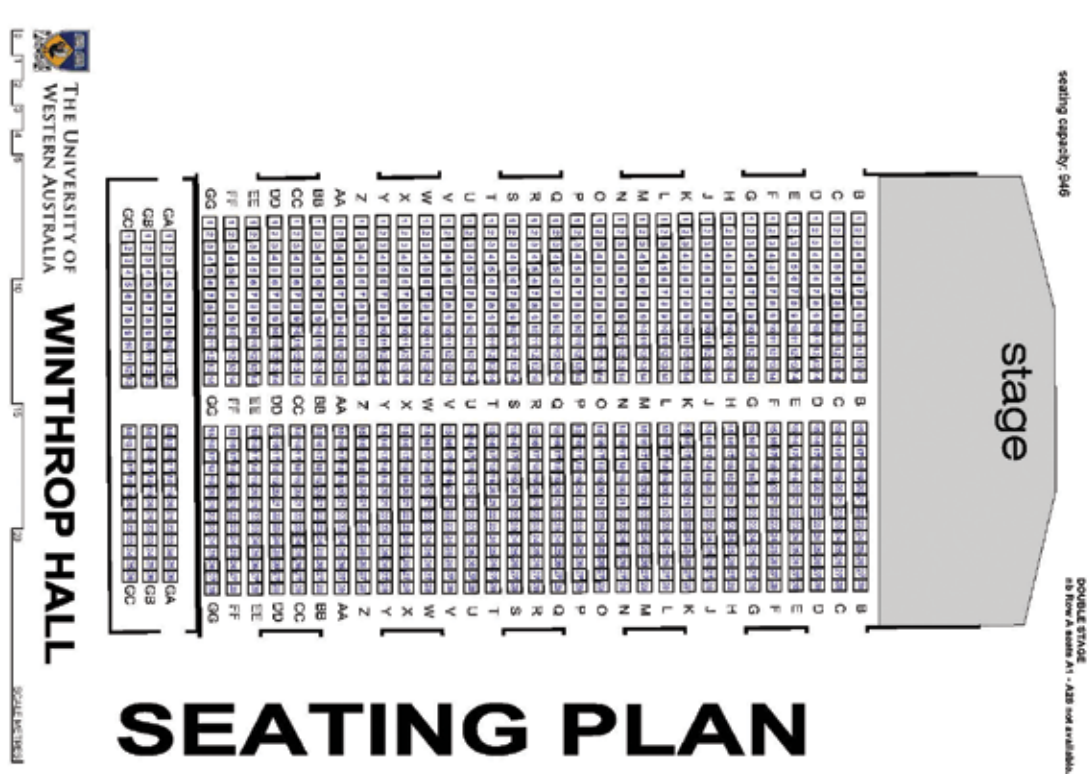




Source: University Theatres

## Winthrop Hall, UWA, Crawley

### Typical seating and stage layout floorplan



Source: www.theatres.uwa.edu.au

## Winthrop Hall, UWA, Crawley

---

|   |   |
|---|---|
| Street Address  | The University of Western Australia,<br>35 Stirling Highway   |
| Suburb  | Crawley   |
| Best contact person for venue audit   | Bookings Coordinator  |
| Map Ref   | 17e   |
| <i>Directions 2031</i> Region   | Central   |
| Local Government Authority  | City of Subiaco   |
| Phone number  | 6488 7407   |
| Email   | bookings-theatres@uwa.edu.au  |
| Venue website   | <a href="http://www.theatres.uwa.edu.au/venues/winthrop">http://www.theatres.uwa.edu.au/venues/winthrop</a> |
| Operator and management arrangements  | Run by University Theatres  |
| Funding sources   | None  |
| Primary purpose   | Performing Arts   |
| Secondary purpose   | Education   |
| Stage configuration options   | Standard, Recital, Double Stage Extension   |
| Seating capacity<br>(including seating capacity in all configurations)                            | Standard 974 seats, Recital 675 seats, Double<br>Stage Extension 946 seats                                  |
| Facilities included   | Full performance facilities, organ  |
| Year constructed  | 1932  |
| Significant renovations - year of works and details   | None  |
| Additional amenities in the facility e.g. Bars,<br>dining venues, exhibition space, meeting rooms | Undercroft exhibition space and dressing room   |

---

Source: University Theatres



# Appendix C

## Acknowledgements: Project team

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### Marion Fulker, CEO and Project Manager

Marion Fulker is the inaugural Chief Executive Officer of the Committee for Perth, joining the organisation in January 2007.

Holding a Masters in Business Administration from Curtin University, Marion has been a Councillor with the Heritage Council of Western Australia (HCWA) since 2005 and was appointed Chair in 2009 for a period of 4 years. She is also on the Board of the Australian Urban Design Research Centre.

In the past decade Marion has travelled extensively throughout the US, UK and Australia to examine how cities work. Her focus has been on inner city vibrancy, public transport and infrastructure, local government reform, waterfronts and cultural events and institutions. Marion is passionate about Perth and ensuring its future liveability, vibrancy, cultural diversity and economic prosperity.



### Gemma Davies, Researcher and Report Author Benchmarking and Trends analysis

Gemma Davis is a contract research consultant to the Committee for Perth. She holds an Honours degree in Urban and Regional Planning. She has over 11 years experience in research, strategic planning, policy development and urban planning in Australia, Ireland and New Zealand in private and public roles.



### Richard Kingsbury, Insight Communication & Design

Richard Kingsbury is an Executive Director of Insight, an organisation that specialises in designing effective communication.

Insight has extensive international experience and has worked with more than 250 clients throughout the world in marketing and communication planning, brand identity and image development, advertising, product packaging, websites and multimedia presentations, interpretive exhibitions and displays, signage and corporate reports.





**Jacqueline Larsen, Consultant  
Editor**

Jacqueline has a Masters Degree in English Literature and has over 10 years experience in business writing, editing and graphic design along with an awarded career in event design and production.

Jacqueline is a published author and experienced presenter in creative thinking and musical workshops, and works with the Committee as a writer and designer.

She designs and produces corporate documentation, proofreads and edits research and submissions and writes and designs the monthly e-newsletter.



**Geoff Parnell, Hames Sharley**

Geoff Parnell is the Director, Strategic Services with Hames Sharley and has over thirty eight years of extensive and varied business experience across a wide range of organisations and industry sectors in executive line management roles and as a consultant. Geoff's experience has enabled him to successfully identify and scope organisations' required facility needs and deliver strategic asset and facility business plans and effective facility solutions for a wide range of organisations in the private, not for profit and state and local government sectors. Geoff has presented papers on strategic planning, asset and facilities planning and service delivery strategies to national and international conferences and seminars. He is also the Chairman of Mosaic Community Care, a NFP organisation in the disability sector.



**Rebecca Spencer, Hames Sharley**

Rebecca Spencer is the Senior Research Planner with Hames Sharley and has a range of strategic planning and applied social and economic research experience gained from 10 years consulting in Australia. In addition, she spent three years in Hong Kong with an international property consulting company. Since returning to Perth Rebecca has worked on projects that involve consumer behavior dynamics, market feasibility, distribution network planning, community participation planning strategies and policy, plus site and centre analysis.



**Liesel Perks, Landscape Architect**

Liesel has worked in design in South Africa and Western Australia. Her experience includes research and design in urban planning and retail and commercial development projects. Liesel brings to all her projects her ability to adapt concepts and designs to the relevant environment responding to cultural sensitivities. She is highly skilled with presentation graphics including 3D modelling and rendering presentation drawings, AutoCAD, REVIT drafting, contract documentation and presentation of GIS data.

# Appendix D: Committee for Perth Membership

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## Foundation Members



## Corporate Members



## Executive Members

|                             |  |
|-----------------------------|--|
| Aurizon                     | Norman Disney & Young                  |
| Corrs Chambers Westgarth    | Perth Convention and Exhibition Centre |
| Crown Perth                 | PricewaterhouseCoopers                 |
| Hawaiian                    | Property Development Management        |
| Hyatt Regency Perth         | RPS                                    |
| Ipsos Australia             | Santos                                 |
| Leighton Properties Pty Ltd | St Ives Group Pty Ltd                  |
| Mirvac                      | Wilson Group Limited                   |
| Monadelphous Group          | WorleyParsons                          |

## Business Members

|                                    |   |
|------------------------------------|---|
| ABN Group                          | Johnstaff (WA) Pty Ltd                      |
| APP Corporation                    | Lester Group                                |
| Argonaut Limited                   | Marketforce                                 |
| ARUP Pty Ltd                       | Mermaid Marine                              |
| Ashurst                            | Navitas Ltd                                 |
| Australand Holdings Ltd            | North West Shelf Venture                    |
| Bristow Helicopters Australia      | Oakajee Port and Rail                       |
| Cedar Woods Properties Limited     | Peet Limited                                |
| CJD Equipment Pty Ltd              | Perron Group                                |
| Clarity Communications             | Perth Energy Pty Ltd                        |
| Clifford Chance                    | Programmed Group                            |
| Colliers International             | RSM Bird Cameron                            |
| Cox Howlett & Bailey Woodland      | Sinclair Knight Merz                        |
| DBP                                | Southern Cross Austereo                     |
| Downer Australia                   | St John of God Healthcare                   |
| FJM Property                       | Stockland                                   |
| Gold Corporation                   | The Brand Agency                            |
| Hames Sharley                      | Thinc Projects                              |
| HASSELL                            | TPG - Town Planning Urban Design & Heritage |
| Hess Exploration Australia Pty Ltd | TRG Properties Pty Ltd                      |
| Holman Fenwick Willan              | Urbis Pty Ltd                               |
| Jackson McDonald                   | West Coast Eagles Football Club             |

## Local Government Members

|                   |                     |
|-------------------|---------------------|
| City of Fremantle | City of South Perth |
| City of Gosnells  | City of Subiaco     |
| City of Melville  | Shire of Kalamunda  |
| City of Perth     |                     |

## Appendix E: Information Gathering Issues

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Some venues we identified as being within the project scope were reluctant to provide information, however most have. The Astor Theatre asked not to be included in the project.

In some instances, obtaining photos or floor plans of venues was not possible without approvals that would take longer than the project period to obtain. Where this has occurred gaps will be noticeable. Also some images were only available via web sites and therefore quality is not as high as would normally be desired.

Photography used throughout this report have been reproduced with the kind permission of:

---

### The Black Swan Theatre Company

Play  
*Who's afraid of Virginia Wolf*  
Image by Gary Marsh

Play  
*Life x 3*  
by Yasmina Reza

Play  
*Female of the Species*  
Image by Gary Marsh

Play  
*Jandamarra*  
Image by Gary Marsh

### Central TAFE

### The City of Fremantle

*Crowd shots March 06 021 (2)*  
Fremantle Arts Centre

*Bon Scott Project Opening  
Night 8*

*Fashion Talks with Ericaamerica*  
Photography: Ivan Shaw

*Bon Scott Project Opening  
Night 21*

### The West Australian Music Industry Association Inc.

*Little Birdy*  
Live at The WAMi Festival  
Photography: Michael Wylie



## The Department of Culture and the Arts

### The Kids

Art in Bloom

#### Kangaroos

St George's Tce

*Sculpture artists:*

Joan Walsh-Smith & Charles Smith

*Installation artist:* Rose Skinner

Art in Bloom

#### Percy Buttons

Hay Street Mall

*Sculpture artists:*

Charles Smith & Joan Walsh-Smith

*Installation artist:* Minaxi May

Art in Bloom

#### Meteorite\_(Fire\_Water\_Earth)

Forrest Place

Sponsored by Forrest Chase

*Sculpture artist:* Malcolm McGregor

*Installation artist:* Natalie Williamson

Art in Bloom

#### Der Rufer (The Caller)

Perth Cultural Centre

*Sculpture artist:* Gerhard Marcks

*Installation artist:* Central TAFE WA Art Students

### Awesome Festival

Felicity Groom and the Black Black Smoke

Improvilicious audience  
at the 10th ArtsEdge conference

Josh Fontaine

Million Puppet Project

Perth Concert Hall

### Schvendes

Sculpture by the Sea

#### Bound

*Artist:* Bess Williams

Sculpture by the Sea

#### Through the Looking Glass

*Artist:* Kirsten Hay

Sculpture by the Sea

#### Remnants (monument series)

*Artist:* Jennifer Cochrane



[www.committeeforperth.com.au](http://www.committeeforperth.com.au)

Committee for Perth Limited  
Ground Floor, 996 Hay Street, Perth WA 6000  
t: (08) 9481 5699 f: (08) 9481 7738



Actively improving the liveability of Perth

## Appendix 8 - Joondalup Performing Art Centre Facility Social Return On Investment - Technical Appendices: Pracsys (September, 2016)



## City of Joondalup

JPACF Analysis – Economic and Social Impacts

Briefing Note

September 2016

| Document Control |  |   |                  |                   |
|------------------|--|---|------------------|-------------------|
| Document Version | Description                                  | Prepared By                                 | Approved By      | Date Approved     |
| v 1.0            | JPACF Analysis – Economic and Social Impacts | Francesca Catalano, Sam Mazzer, Robert Kyne | Michael Chappell | 29 July 2016      |
| v 2.0            | JPACF Analysis – Economic and Social Impacts | Francesca Catalano, Dawson Demassiet-Huning | Michael Chappell | 19 September 2016 |
| v 2.1            | JPACF Analysis – Economic and Social Impacts | Francesca Catalano, Dawson Demassiet-Huning | Michael Chappell | 30 September 2016 |

#### Disclaimer

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## 1 Background

The justification for a project such as the Joondalup Performing Art Centre Facility (JPACF) relies on a holistic view of the benefits beyond tickets and local spend to the real, tangible benefits of positive social outcomes derived from cultural attendance and production and the real economic returns to increasing the pool of creative individuals and outputs.

Pracsys was engaged to examine the potential economic and social impacts of the proposed JPACF on the relevant catchment of the facility. Pracsys was engaged initially in March 2016 to support the City in a funding application under the National Stronger Regions Fund (NSRF), during which the work to examine the potential for the project to address social disadvantage and support the growth of creative industries was completed. Further work was more recently completed by Pracsys that seeks to quantify the potential social benefits of JPACF in the form of Social Return on Investment analysis. Key findings of this work are summarised below, with outcomes of the study to be incorporated in an updated Business Case for the project.

### 1.1 Key Findings

An estimated 609 jobs will be supported (directly and indirectly) due to the construction of JPACF. The operation of JPACF is expected to create 47 jobs (directly and indirectly) through the operations of the facility and supplies purchased. In addition, 91 jobs are expected to be created across the retail, food and beverage and tourism industries as a result of increased visitation and tourism in the region.

The analysis calculates a Present Value for the project benefits of \$328.5 million, a Net Present Value of \$182.4 million and BCR of 2.34. This indicates that the project delivers significant social and economic return on investment.

The arts foster a culture of inclusion and civic participation, facilitate the development of cognitive skills and self-confidence and support mental and physical health and wellbeing – all of which have direct and indirect impacts on disadvantage. Increased access to art and cultural experiences and provision of enabling infrastructure to support art and cultural production is therefore likely to provide improvements in relative disadvantage.

JPACF will catalyse creative industry growth in the North-West sub region which will increase economic diversity and support the knowledge-driven, strategic employment crucial to driving economic resilience.

JPACF will provide a facility to connect audiences and artists so as to increase creative output in the region and the pool of creative individuals. This translates into growth of related creative industries such as advertising, software programming, publishing and architecture. It will in doing this, expand the pool of ideas and creativity accelerating the overall rate of innovation and economic success in the North-West.

## 2 Economic Impacts

There are local and regional economic benefits associated with the development of a facility such as the JPACF. Not only will the construction and operation of the JPACF generate direct and indirect employment opportunities but the cultural activities/events will attract consumers from throughout the catchment who spend money on a ticket, eating out, parking, accommodation and other activities. This supports local businesses and provides jobs in retail and consumer service businesses.

### 2.1 One-off Investment

The project is estimated to cost \$99.73 million (as at 2016). Considerable construction employment will be generated during the two-year construction period. Initial estimates of employment have been prepared using a regionalised input-output table.

The modelling was undertaken by by Pracsys using the latest cost figures. This has estimated that:

- Direct - Construction employment associated with the \$99.73 million development is estimated at 117 jobs over the lifetime of the project. As the project is spread mostly over two years, this can be equated to 59 full time employees (FTE) per year.
- Indirect - An estimated 492 jobs would be further supported indirectly in the wider economy through the multiplier effect.

In total an estimated 609 jobs will be supported through the direct and indirect construction activities over the lifetime of the project, which equates to an average of 305 FTE per annum over the two-year construction phase.

The total economic benefit of the one-off investment is \$274 million. A detailed review of the economic benefits of the one-off investment is provided in Table 1.

**Table 1: Joondalup Performing Arts and Cultural Facility construction economic impacts**

| <b>Modelling the effect of adding \$99.73m in Construction (\$ 2016)</b> |                     |                          |                                 |                   |
|--|---------------------|--------------------------|---------------------------------|-------------------|
| <b>Summary</b>   | <b>Output (\$m)</b> | <b>Value-added (\$m)</b> | <b>Wages and salaries (\$m)</b> | <b>Local jobs</b> |
| Direct Impact  | 99.73               | 28.26                    | 13.57                           | 117               |
| Total Input Effects  | 110.06              | 44.31                    | 24.47                           | 349               |
| Consumption Effects  | 63.84               | 36.78                    | 14.92                           | 260               |
| <b>Total Impact on Australian economy</b>                                | <b>273.63</b>       | <b>109.36</b>            | <b>52.96</b>                    | <b>609</b>        |

Source: Pracsys 2016, ABS National Accounts 2012/2013 (Catalogue 5206)



## 2.2 Direct and Indirect effect of Operating Expenses<sup>1</sup>

The economic impact of the annual operations has been assessed by the City using the National Institute of Economic and Industry Research (NIEIR) © 2015 Model. This estimates that a total of 37 FTE jobs are created on a permanent ongoing basis including 20 direct FTE jobs and 17 indirect FTE jobs.

In addition, 10 jobs are created in relation to the operation, maintenance and servicing of the facility's bar/restaurant, art gallery and other additional functions of the facility. This includes six FTE jobs generated directly and four FTE jobs generated indirectly.

## 2.3 Potential Expenditure on Arts and Culture in the Catchment

Preference modelling conducted in production of the MAFS identified total potential demand for attendances within the catchment of approximately 810,000<sup>2</sup> attendances. Based on an average expenditure of \$40 per visit, this represents potential total expenditure in the order of \$32.4 million.

Stakeholder consultation indicated that approximately 124,000 attendances (15%) currently occur in Joondalup and a further 66,500 (8%) occur outside of Joondalup, representing a capture of approximately \$5.0 million and leakage of approximately \$2.6 million<sup>3</sup>.

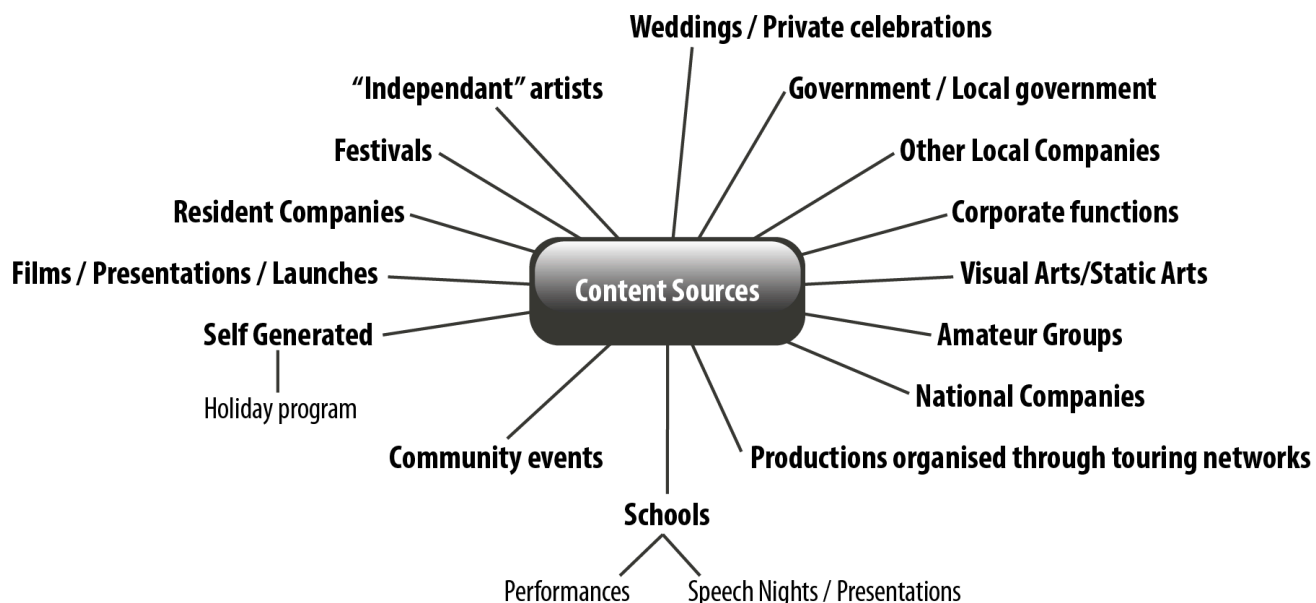
An estimated 620,000 (76%) potential attendances do not occur at all and the value of this attendance could be in the order of \$24.8 million. The ability to capture a portion of this expenditure is likely to be an attractive driver of investment in the JPACF. This expenditure pool will drive growth within industries related to a variety of different content sources. An example of these content sources are shown in Figure 1.

---

<sup>1</sup> This work was completed by City of Joondalup in the Business Case as at August 2016 and has been included here for completeness.

<sup>2</sup> This excludes film, which it is understood is predominantly being met through existing commercial facilities.

<sup>3</sup> Assuming expenditure of \$40 per visit.

**Figure 1: Arts Content Sources**

Source: Pracsys (2016)

Growth expenditure will also open up opportunities for other neighbouring institutions and companies. These partnerships could include:

- Intrastate programs
- Interstate programs
- Fringe World
- Perth International Art Festival (PIAF)
- Commercial presenters
- Fledgling industry

Linking with these institutions is likely to capture more expenditure through diversification of activity with the potential to attract a larger number of users into the future.

## 2.4 Secondary Visitation and Tourism Expenditure

Much like a major retailer such as Myer or David Jones acts as an anchor tenant for a shopping centre, the JPACF can act as a major destination for the Joondalup activity centre. In this way it supports the growth of the Joondalup Strategic Metropolitan Centre into a more liveable, attractive, vibrant, multi-purpose centre. = It is anticipated that the JPACF will attract over 100,000 attendances per year, by visitors from both within and outside of Joondalup, with significant flow on benefits for the local economy.

If these visitors were to spend anywhere between \$20 and \$80 on retail, food or beverages in the surrounding activity centre per visit, this could result in increased expenditure of between \$2 and \$11 million per annum directly supporting jobs in these industries (see Table 2 and Table 3).

If the anticipated 100,000 attendances for JPACF supported a spend of \$40 per visit, this could represent the creation of 37 direct FTE jobs a further 49 indirect FTE jobs (Table 3).

Applying a conservative assumption, were 1% of visitors to stay overnight as part of their trip (1,000 per annum) and spend on average a further \$300 on tourism activities, this could results in an injection into the tourism industry of \$300,000 per annum. Based on National Accounts and Input-Output data this could directly support 2 FTE jobs in tourism and a further 3 indirect FTE jobs.

**Table 2: Potential Secondary Expenditure – Retail, Food and Beverage**

|          | Potential Spend |           |           |            |
|----------|-----------------|-----------|-----------|------------|
| Visitors | \$20            | \$40      | \$60      | \$80       |
| 100,000  | 2,000,000       | 4,000,000 | 6,000,000 | 8,000,000  |
| 120,000  | 2,400,000       | 4,800,000 | 7,200,000 | 9,600,000  |
| 140,000  | 2,800,000       | 5,600,000 | 8,400,000 | 11,200,000 |

Source: Pracsys (2016).

**Table 3: Potential Jobs Created**

|          | Potential Spend |      |      |      |
|----------|-----------------|------|------|------|
| Visitors | \$20            | \$40 | \$60 | \$80 |
| 100,000  | 18              | 37   | 55   | 74   |
| 120,000  | 22              | 44   | 66   | 89   |
| 140,000  | 26              | 52   | 78   | 103  |

Source: Pracsys (2016) calculated using ABS (2014). 5204.0 - Australian System of National Accounts, 2013-14

## 2.5 Total Employment Generated by JPACF

It is a priority for the region to create more local jobs given the current unsustainable level of out commuting for employment. Employment opportunities generated by the construction and operation of the JPACF are will support the creation of self-contained and vibrant communities with diverse employment and lifestyle choices.

Total ongoing employment generated by JPACF is estimated in the order of 138 FTE jobs based on those jobs directly supported by the facility and those supported by secondary expenditure associated with increased visitation and tourism (see Table 4).

**Table 4: Total ongoing employment generated by the JPACF**

|   | Direct Jobs | Indirect Jobs | Total Jobs |
|---|-------------|---------------|------------|
| <b>Directly supported by Facility<sup>A</sup></b> |             |               |            |
| JPACF   | 20          | 17            | 37         |
| Suppliers   | 6           | 4             | 10         |
| <b>Secondary Expenditure<sup>B</sup></b>          |             |               |            |
| Visitation  | 37          | 49            | 86         |
| Tourism   | 2           | 3             | 5          |
| <b>Total</b>                                      | <b>65</b>   | <b>73</b>     | <b>138</b> |

Sources:

A National Institute of Economic and Industry Research (NIEIR) © 2015. Compiled and presented in economy.id.

B Pracsys (2016) calculated using ABS (2014). 5204.0 - Australian System of National Accounts, 2013-14

## 2.6 Travel Time and Vehicle Operating Cost Savings

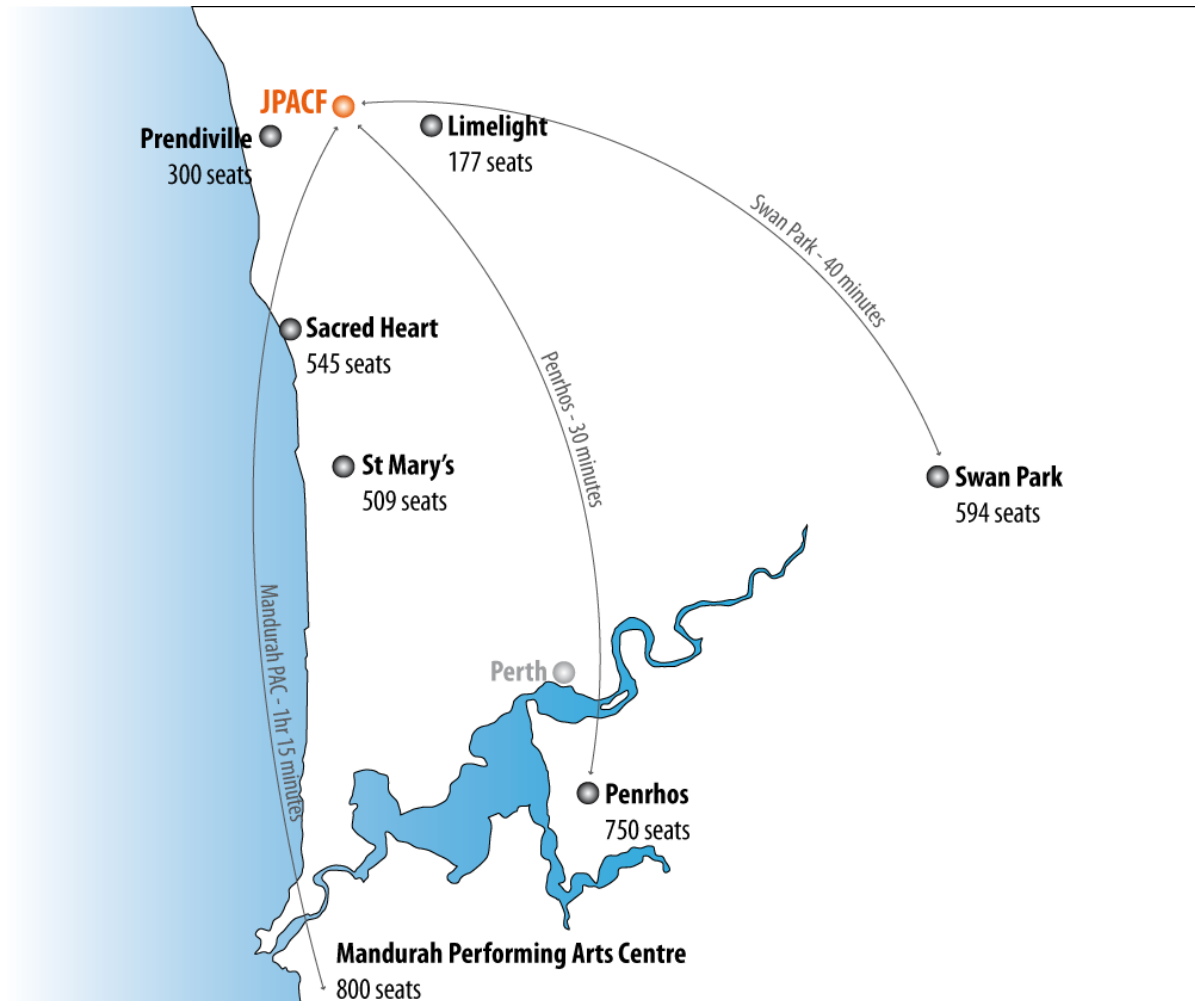
As established in the MAFS, there is a lack of arts and culture infrastructure in North West sub-region. This creates a situation in which constituents must drive further to access arts and cultural infrastructure.

The distance required to travel to a facility represents a premium over and above other costs involved in attending and participating in arts and culture. For members of the community already disadvantaged by lower incomes this represents a cost barrier to participation and attendance.

If JPACF were to be built it would provide significant cost savings in terms of reduced travel time and vehicle operating costs for residents, through the provision of a facility in closer proximity. Doing so not only represents savings to residents currently traveling far distances but also encourage increased participation and attendance.

Figure 2 demonstrates the cultural and arts infrastructure currently being used by cultural groups within the JPACF catchment area as identified in through consultation, despite being far away. Table 5 demonstrates the extent of the potential savings in vehicle travel time and operating costs that could be accrued to residents through the development of the JPACF. The figures show that there are potential vehicle operating costs savings of \$12 million per annum and a further \$4 million per annum savings in vehicle travel time savings.

**Figure 2: Performing Arts Facilities Servicing the Primary Catchment**



Source: Pracsys (2012). JPACF Market Analysis and Feasibility Study

**Table 5: Vehicle Cost Savings**

| Local Government Area | Capture Rate | Trips   | Total Km's Saved | Vehicle Operating Costs Saved (pa) | Vehicle Travel Time Saved (pa) |
|-----------------------|--------------|---------|------------------|------------------------------------|--------------------------------|
| Joondalup             | 50%          | 330,000 | 29km             | \$7,410,000                        | \$2,289,000                    |
| Wanneroo              | 40%          | 263,000 | 20km             | \$3,978,000                        | \$1,229,000                    |
| Chittering            | 40%          | 8,000   | 29km             | \$173,000                          | \$53,000                       |
| Gingin                | 40%          | 8,000   | 29km             | \$184,000                          | \$57,000                       |
| Total                 |              |         |                  | \$11,745,000                       | \$3,627,000                    |

Source: Pracsys (2016) based on vehicle operating costs in RAC (2015), *Vehicle Running Costs Guide* [<https://rac.com.au/car-motoring/info/buying-a-car/running-costs>]

Notes: Assumes average occupancy of 1.6 persons per car and average speed of 60 km/hr. Vehicle operating costs assumed to be 62c/km based on RAC (2015), *Vehicle Running Costs Guide* [<https://rac.com.au/car-motoring/info/buying-a-car/running-costs>], vehicle travel time costs assumed to be \$11.49/person-hr based on Austroads (2008) *Guide to Project Evaluation Part 4: Project Evaluation Data*.

## 2.7 Economic Benefit Cost Ratio (BCR)

### What is cost-benefit analysis?

The Federal Government's handbook on cost benefit analysis<sup>4</sup> provides the following description of cost-benefit analysis:

*Cost-benefit analysis is a method for organising information to aid decisions about the allocation of resources. Its power as an analytical tool rests in two main features:*

- *costs and benefits are expressed as far as possible in money terms and hence are directly comparable with one another; and*
- *costs and benefits are valued in terms of the claims they make on and the gains they provide to the community as a whole, so the perspective is a 'global' one rather than that of any particular individual or interest group*

Cost-benefit analysis should be viewed as closely related to, yet distinct from financial evaluation. Whilst financial evaluation looks at the net benefit to the individual organisation (in this case the City of Joondalup) cost-benefit analysis considers the community as a whole. It provides a more holistic representation of the costs and benefits associated with a project. Whilst financial evaluation takes into account cash flows in and out of the organisation only, cost-benefit analysis considers benefits such as travel time savings and 'externalities' or other unmarketed spillover effects.

<sup>4</sup> Commonwealth of Australia (2006), Handbook of Cost Benefit Analysis, January 2006  
<[https://www.finance.gov.au/sites/default/files/Handbook\\_of\\_CB\\_analysis.pdf](https://www.finance.gov.au/sites/default/files/Handbook_of_CB_analysis.pdf)>

Costs and benefits occurring at different points in time have different values and future costs and benefits are discounted in order to determine their net present value (NPV).

The handbook states that:

*“Subject to budget and other constraints and equity considerations, a project or policy is acceptable where net social benefit (total benefit less total cost), valued according to the opportunity cost and willingness to pay principles, is positive rather than negative”.*

### What is a benefit-cost ratio (BCR)?

The BCR is calculated by dividing the present value of all benefits by the present value of all costs.

$$\text{BCR} = \text{PV Benefits} / \text{PV Costs}$$

For a project to be viable, the BCR must have a value greater than 1. If the BCR is greater than 1, the NPV is positive and vice versa. BCR's are used when choices have to be made between mutually exclusive viable projects.

### The JPACF Benefit-Cost Ratio

Pracsys Economics have calculated a BCR and NPV for the JPACF taking into account vehicle travel time, vehicle operating cost and secondary expenditure within the region generated through visitation and tourism. The results of this analysis are shown in Table 15.

The analysis calculates an economic NPV for the project of \$126.9 million and BCR of 1.902. This indicates that taking into account all economic benefits, the project is viable and delivers significant positive value to the community overall, taking into account all costs.

**Table 6: Economic NPV and BCR**

| Category                             | Annual Income/Expense | \$ Total (2016 to 2059) |
|--------------------------------------|-----------------------|-------------------------|
| Income                               |                       |                         |
| Primary Theatre                      | \$1,328,000*          | \$52,766,739            |
| Secondary Theatre                    | \$230,000*            | \$9,163,000             |
| Studios, Conferences and Exhibitions | \$818,000*            | \$32,497,672            |
| Ticket Income                        | \$128,000*            | \$5,248,000             |
| Parking (escalated real/above inf)   | \$551,542*#           | \$24,813,248            |
| Food and Beverage                    | \$125,000*            | \$4,965,812             |
| Leases: Bar/restaurant               | \$77,000              | \$3,157,000             |
| Sponsorship                          | \$150,000             | \$6,150,000             |
| Secondary Expenditure to the Region  | \$4,000,000           | \$164,000,000           |
| Tourism Spend                        | \$300,000             | \$12,300,000            |
| Vehicle Travel Time Savings          | \$3,627,417           | \$148,724,089           |
| Vehicle Operating Cost Savings       | \$11,744,117          | \$481,508,799           |
| Expenses                             |                       |                         |



| Category                                 | Annual Income/Expense | \$ Total (2016 to 2059) |
|--|-----------------------|-------------------------|
| Primary Theatre                          | \$977,000*            | \$38,820,548            |
| Secondary Theatre                        | \$103,000*            | \$4,092,206             |
| Studios, Conferences and Exhibitions     | \$426,000*            | \$16,926,844            |
| Parking                                  | \$137,000             | \$5,617,000             |
| Food and Beverages                       | \$82,000*             | \$3,257,636             |
| Staff Costs                              | \$897,000*#           | \$36,652,932            |
| Marketing                                | \$323,000*            | \$12,923,589            |
| Admin and General                        | \$119,000*            | \$4,726,573             |
| Building Maintenance and Repair          | \$676,000*            | \$26,278,925            |
| Utilities                                | \$313,000*#           | \$14,371,806            |
| Asset Renewal                            | \$792,000             | \$23,760,000            |
| Estimated Capital Cost Cost              |                       | \$99,700,000            |
| Borrowings                               |                       | \$50,255,000A           |
| <b>Revenue PV</b>                        |                       | <b>\$267,489,603</b>    |
| <b>Cost PV</b>                           |                       | <b>\$140,622,276</b>    |
| <b>Economic NPV</b>                      |                       | <b>\$126,867,327</b>    |
| <b>Economic Benefit Cost Ratio (BCR)</b> |                       | <b>1.902</b>            |

Source: (Pracsys 2016)

\*These annual figures represent the steady state, assumed to be achieved in 2023/24. Income and expenses in the first years of operations as per the Financial and Options Evaluation have been used in the NPV analysis.

# Includes real cost escalation (over inflation)

A 15-year payback period assumed

B 7% discount rate has been used to calculate the Net Present Value. This is based on Treasury guidelines.

## Economic Impact Assessment in Summary

The JPACF will provide major economic benefits for the region.

- One-off Investment creates 117 Direct Jobs and 469 Indirect Jobs
- Operating Activities create 37 FTE per year (20 Direct and 17 Indirect)
- Supplier Employment create 10 FTE (6 Direct FTE and 4 Indirect)
- Visitation and tourism could support the creation of an additional 39 direct jobs and 52 indirect jobs
- An economic benefit cost ratio of 1.902 indicates that taking into account economic benefits to the region the project provides positive value net of all costs.



### 3 Creative Economy Growth

Supporting artistic and cultural attendance and participation drives economic growth in local and regional economies. Growth is supported through a three-phase system whereby:

1. The meeting of communities of interest and practice is facilitated so as to support the production and dissemination of cultural and artistic products and experiences
2. Creators and consumers of these experiences and products translate individual creativity into social and commercial outcomes through creative industries such as publishing, architecture, advertising and software IT etc.
3. Ideas and creativity are amplified, creative networks are established and a cluster of creative industries emerges. The creative industry cluster connects with the broader economy to accelerate the overall rate of innovation and commercialisation of ideas and creativity, driving economic success

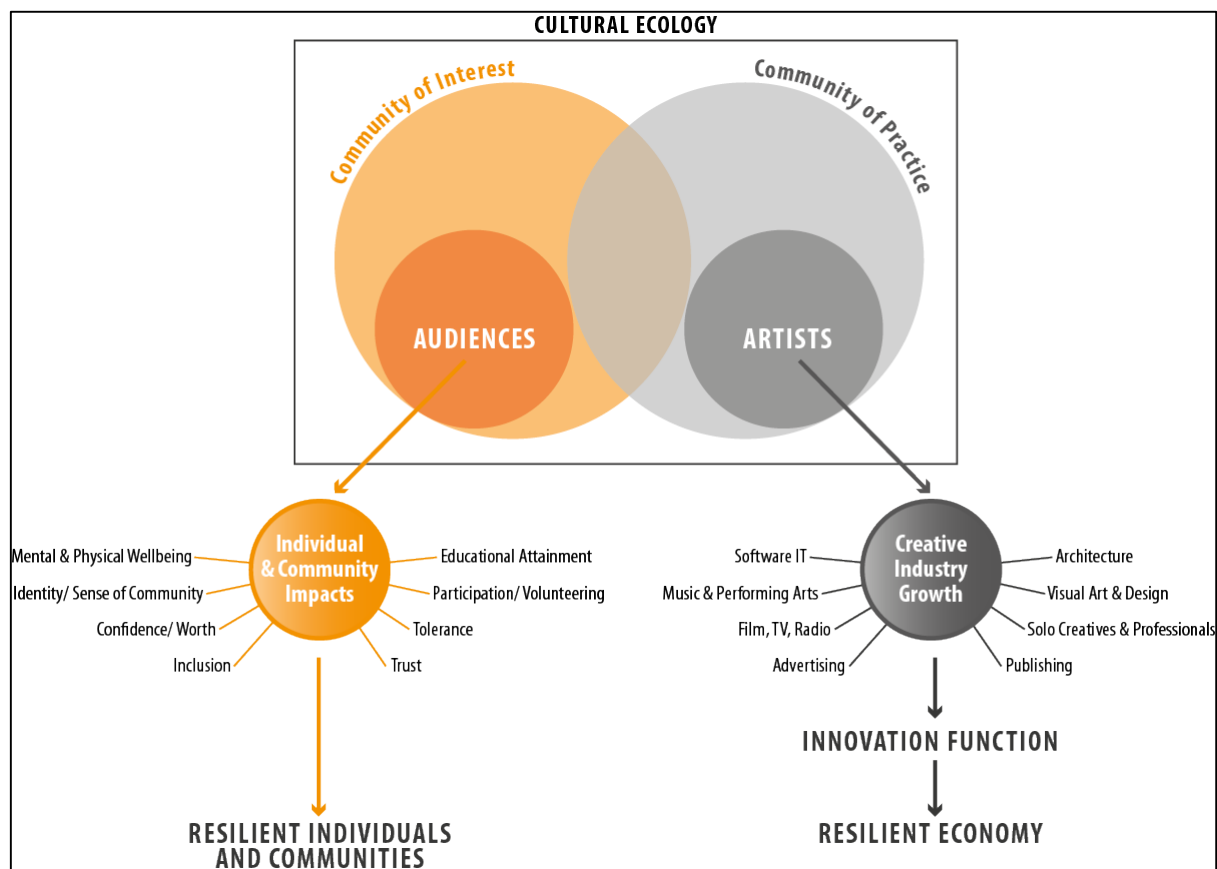
The JPACF will be the catalyst that galvanizes this process for the North-West sub region, facilitating cultural attendance and production, acting as an anchor cultural institution to facilitate the creation of a creative industry network and link with the broader economy (both public and private sector). It will in doing this, expand the pool of ideas and creativity to drive innovation and economic growth.

Exposure to and participation in such activities/events provide significant individual and community level social benefits. Research shows that they support sense of mental and physical wellbeing, which leads to positive personal attributes such as tolerance, trust, participation and even educational attainment.

Collectively these individual well-being characteristics aggregate to community cohesion, identity and pride, which are essential to well-functioning societies.

Figure 3 provides a representation of various the components of the process to realise both economic and social outcomes through arts and culture.

**Figure 3: Cultural Ecology Model**



Source: Pracsys (2016)

### 3.1 Uniting Communities of Interest and Practice

**The JPACF will provide a facility to connect audiences and artists so as to support the production and dissemination of cultural and artistic products and experiences.**

The JPACF will serve to enhance the cultural ecology of the North-West sub-region of Perth (the region) and the wider area of influence. The cultural ecology consists of the community of interest (audience and potential audience) and the community of practice (artists and associated service/equipment providers). The JPACF will be a key location where the communities of interest and practice meet for cultural exchange.

Demand modelling conducted in the preparation of the MAFS concluded that the level of formal cultural activity in the primary catchment is significantly less than could be expected of a Western Australian population of the size and demographic profile.

Modelling indicates that local residents are either travelling outside of the primary catchment area for their cultural pursuits (meaning that the cultural life of the City of Joondalup is being subsidised by other councils), or else this activity is not happening at all.

There are many producers of entertainment, culture and arts product who for many reasons, including the lack of suitable facilities, are unable to supply within the primary catchment.

The MAFS also examined barriers to participation in culture and the arts and production of artistic products. The most common barrier to increased participation was a lack of time, followed by expense/cost and lack of opportunities close to home/transport problems.

Developing the JPACF would allow those suppliers currently excluded from the market to enter, and address barriers currently being faced by potential attendees through improved access to opportunities for cultural attendance. The JPACF will therefore unite the existing and potential communities of interest and practice in order to increase the overall cultural attendance and production in the City of Joondalup.

### **3.2 Supporting Creative Industry Growth**

**JPACF will catalyse creative industry growth in the region which will increase economic diversity and support the knowledge-driven, strategic employment crucial to driving economic resilience.**

Increasing the pool of creative individuals producing art and cultural not only provides outputs for audiences to consume, but also translates into growth of related creative industries. Creative industries in turn support the growth of innovation-rich economies that are capable of adaptation and evolution to high productivity industries.

This is achieved through a process whereby artists, designers and academics translate their individual creativity into social and commercial outcomes. For example, a local artist may also be engaged within a creative institution such as an advertising agency or a publishing company. Increasing the pool of creative individuals can subsequently result in growth of creative industries which provide significant benefits to local and regional economies.

Analysis of existing creative industries within the North-West and the benefits associated with future growth of these industries has been conducted by Pracsys Economics. For the purpose of the analysis creative clusters we identified; these represent groupings of creative industries (at ANZSIC 4 Level) that share similar characteristics.

Based on 2011 ABS Census data<sup>5</sup> creative industries are underrepresented in the North-West. It is estimated that 1,235 people are employed in creative industries and this accounts for only 1.75% of total employment (see Table 7).

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<sup>5</sup> As at 2016, the most recent data from ABS available is that of 2011. This analysis will be updatable with new statistics once the 2016 Census is released.

**Table 7: North-West Creative Clusters**

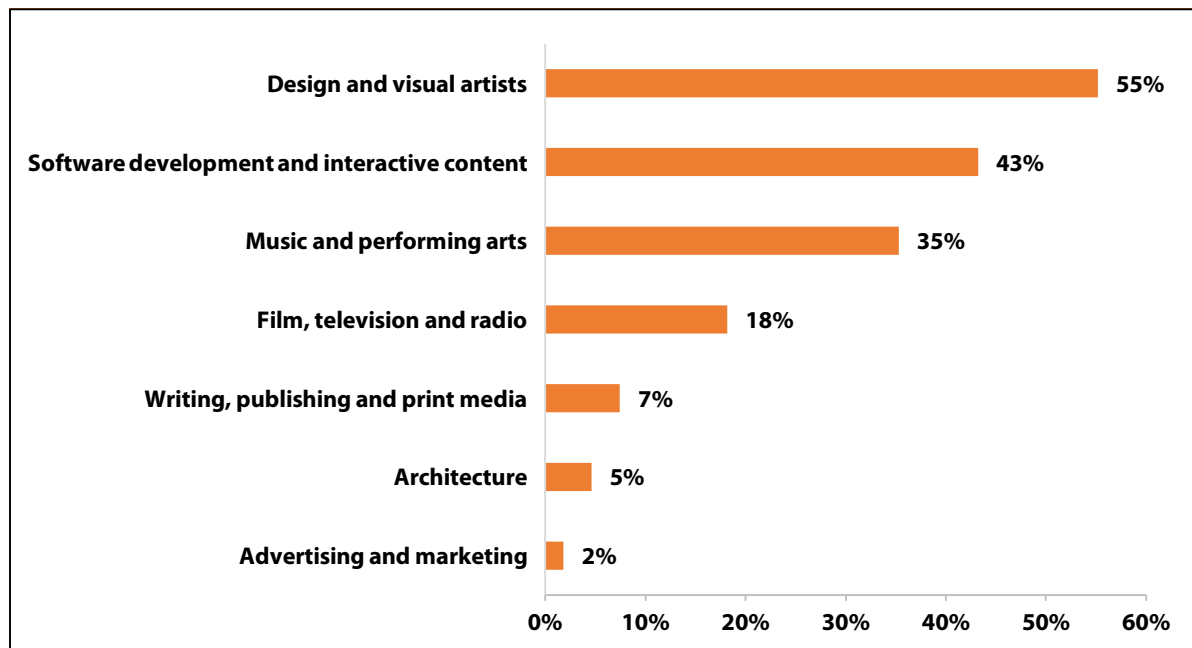
| Cluster                                      | No. Employed | Share of Creative Industries | Share of total Employment in the North West |
|--|--------------|------------------------------|---|
| Advertising and marketing                    | 113          | 9%                           | 0.16%                                       |
| Music and performing arts                    | 115          | 9%                           | 0.16%                                       |
| Design and visual artists                    | 284          | 23%                          | 0.40%                                       |
| Film, television and radio                   | 39           | 3%                           | 0.06%                                       |
| Writing, publishing and print media          | 159          | 13%                          | 0.23%                                       |
| Architecture                                 | 114          | 9%                           | 0.16%                                       |
| Software development and interactive content | 411          | 33%                          | 0.58%                                       |
| Total  | 1,235        | 100%                         | 1.75%                                       |

**Source: Pracsys (2016), ABS Place of Work (2011)**

Software development and interactive content and design and visual art are the biggest industries of employment, accounting for 33% and 23% of creative employment respectively. These industries may be associated with the presence of Edith Cowen University (ECU) which caters for a range of creative productions as well as software engineering.

Between the 2006 and 2011 Census, total employment in the North-West grew by 14,099 jobs representing a 25% increase. Creative industries have experienced similar growth in employment (24%) over this period. Design and visual artists and Software development and interactive content represented the creative clusters that experienced the most significant growth whilst Architecture and Advertising and marketing have remained relatively stable (see Figure 4).

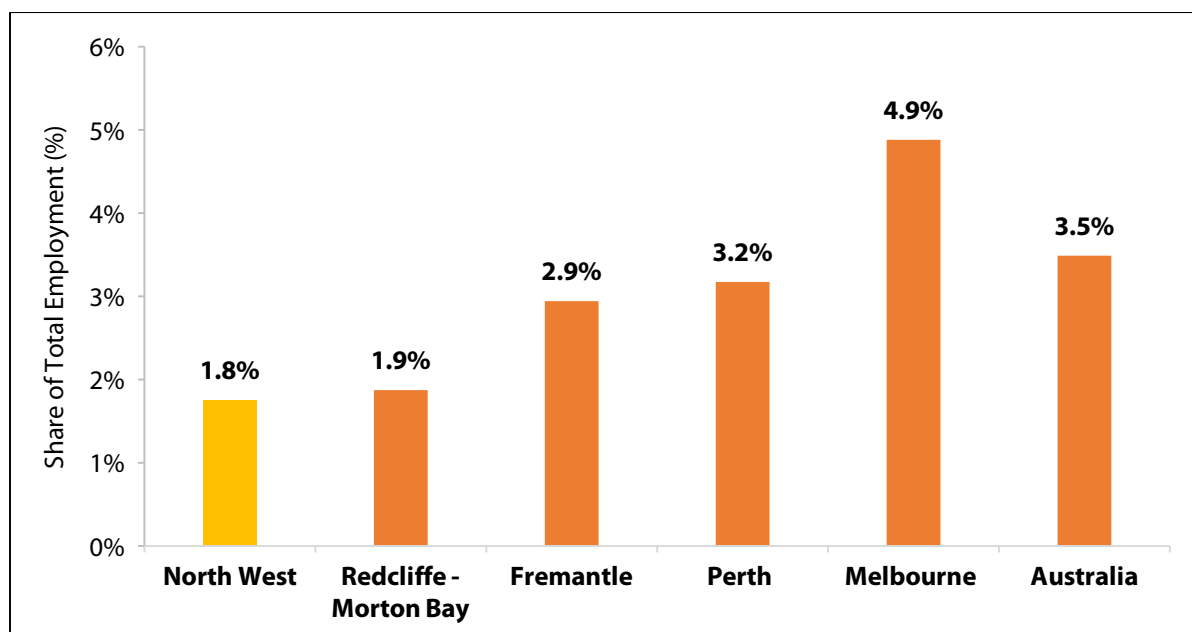
**Figure 4. Creative Cluster Employment Growth (North West Sub-Region 2006 to 2011)**



Source: Pracsys (2016), ABS Place of Work (2011), ABS Place of Work (2006)

For comparison, analysis of creative industry employment in benchmark locations identified in the MAFS has been conducted. The results highlights that the North-West has a significantly lower share of creative industry employment when compared to Perth, Australia and other creative cities such as Melbourne, Fremantle and Redcliffe-Morton Bay (see Figure 5).

**Figure 5. Creative Industry Employment (% of total employment)**



Source: Pracsys (2016), ABS Place of Work (2011)

This is indicative of a gap in the three-phase system. Although there is a pool of existing creative individuals, it is not significant enough to facilitate the growth of creative industries in line with the Nation, Greater Perth and other creative cities. This is due to the fact that many potential producers face barriers to producing creative output largely due to the lack of enabling infrastructure. The JPACF will provide the enabling infrastructure to expand the pool of creative individuals producing creative output which will support the growth of creative industries.

If the development of the JPACF facilitated growth in creative industries in line with benchmark locations, it would represent considerable growth in local jobs and associated reductions in unemployment levels.

Table 17 identifies the job creation resulting from creative industry employment in line with benchmark ratios. Employment Self Containment (ESC) was used to calculate the potential employment creation within Joondalup, accounting for the fact that a portion of newly created jobs will be filled by residents from outside of the region.

Some positions will be filled by currently unemployed persons and some will be filled by individuals that shift from employment in other jobs/industries. It is assumed that unemployed people will be able to take vacant jobs.

Analysis indicates that the growth of creative industries in line with benchmarks could reduce unemployment by 20 to 500 jobs in Joondalup (see

Table 8).

**Table 8: Employment Growth in North-West and Joondalup to Meet Creative Industry Benchmarks**

| Location    | Output of Creative Industries | Additional Jobs Required in the North West to meet Benchmark Ratio | Additional Job creation in Joondalup |
|-------------|-------------------------------|--|--------------------------------------|
| Moreton Bay | \$404 million                 | 86   | 22                                   |
| Fremantle   | \$668 million                 | 863  | 222                                  |
| Perth       | \$984 million                 | 1,032  | 265                                  |
| Australia   | \$1.6 billion                 | 1,266  | 325                                  |
| Melbourne   | \$2.1 billion                 | 2,312  | 594                                  |

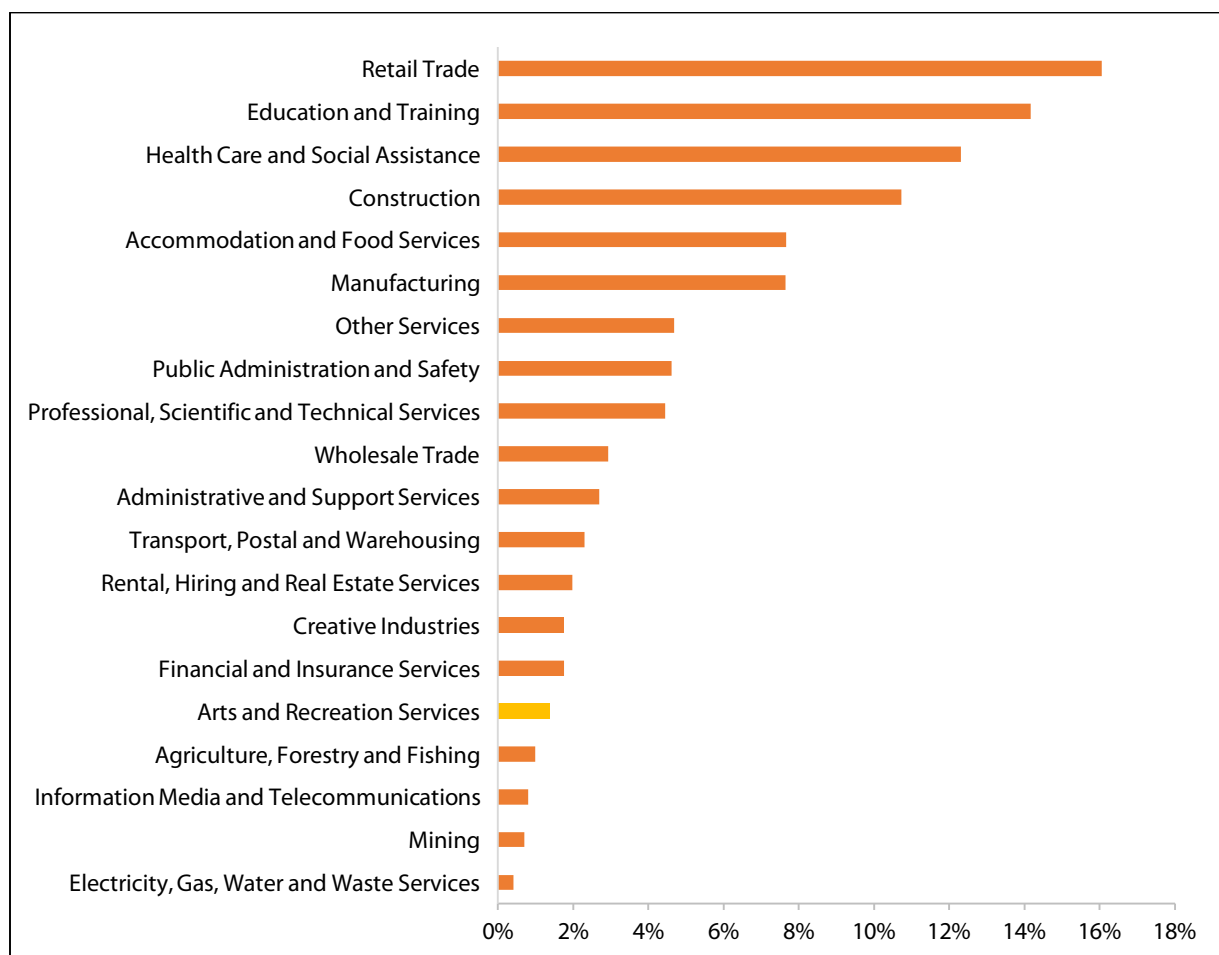
Source: Pracsys (2016) based on ABS National Accounts

### Strategic Employment and Employment Self Sufficiency<sup>6</sup>

Jobs can be broadly broken down into strategic and population driven in nature. Population driven jobs are largely consumption based and are built from population growth. Strategic jobs are export and knowledge-based, autonomous of population growth and thus act as natural catalysts for economic activity.

Perth currently sits at approximately 20% strategic employment while the North-West sits at approximately 18%. The low level of strategic employment in the North-West is not particularly surprising considering the major industries of employment are retail trade, education and training and healthcare and social assistance which are largely population driven (see Figure 6).

**Figure 6. North West Industries of Employment**



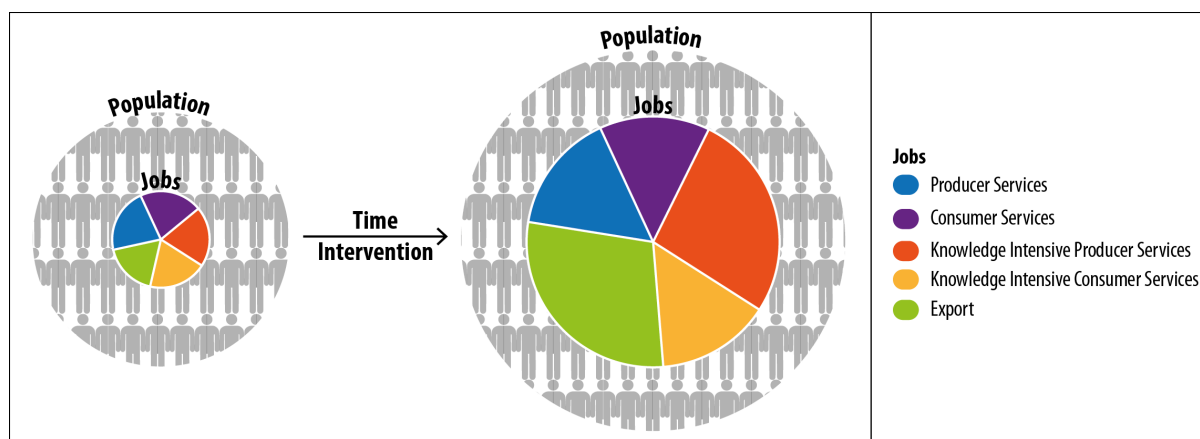
Source: Pracsys (2016)

<sup>6</sup> Employment can be broadly broken down into 5 categories: export oriented, consumer services, producer services, knowledge intensive consumer services (KICS) and knowledge intensive producer services (KIPS). Of these, export oriented and KIPS are classified as strategic employment.

According to data derived from national accounts and input-output data, creative industries are 49% export based. The growth in these creative industries will thus facilitate a transition into a more knowledge-based, strategic economy.

Strategic employment is also needed to maintain a region’s Employment Self-Sufficiency (ESS) in line with sustained population growth. Only jobs supported through means outside of local consumption can improve the ratio of jobs to population in order to support a higher ESS (see Figure 7).

**Figure 7: Intervention Effects**



Source: Pracsys (2016)

Identifying strategic industry, supporting them and building additional human, productive and natural capacity around them to facilitate the development of local supply chains is one way to increase the quantum of jobs offered and increase the share of strategic jobs. The construction of the JPACF fits these criteria by building the human and productive capacity necessary to support this growth.

Table 9 provides the ESS targets established by the Department of Planning in Perth and Peel@3.5million. In order to achieve the increased job to population ratios required to support ESS targets, strategic jobs are required. With growth in population-driven employment only, the job to population ratio will remain constant (25%) into the future and ESS targets will not be met. Specifically, for the 2021 target to be met 18,600 new strategic jobs will need to be created in the North-West.



**Table 9: Perth and Peel@3.5million North West Employment Goals**

|                                   | Current | Targets |         |         | Total Change | Total % Change |
|-----------------------------------|---------|---------|---------|---------|--------------|----------------|
|                                   | 2011    | 2021    | 2031    | 2050    |              |                |
| Population                        | 322,486 | 429,954 | 546,423 | 740,319 | 417,833      | 129.6%         |
| Labour Force                      | 163,636 | 211,087 | 268,331 | 376,386 | 212,750      | 130.0%         |
| Jobs                              | 80,566  | 126,014 | 174,201 | 229,089 | 148,523      | 184.3%         |
| Jobs to Population                | 25%     | 29%     | 32%     | 31%     | 6%           |                |
| Employment Self Sufficiency (ESS) | 49.2%   | 59.7%   | 64.9%   | 60.9%   | 11.6%        |                |

Source: Pracsys (2016), DoP (2015)

Considering that strategic employment accounts for almost half of employment in the creative clusters, if through the influence of JPACF, employment in creative industries increased to the same level as benchmark locations between 11 and 291 strategic jobs could be created in Joondalup alone. This is an important contribution to efforts made by other industry initiatives to boost the representation of strategic employment in the region and meet the established ESS goals.

Higher provision of strategic jobs will have other positive benefits for the economy and wider community. At present a significant proportion of high quality jobs are held in the central sub-region (including most of Perth's cultural infrastructure). Given this, those that wish to have jobs in these industries yet live outside the central region are forced to commute in to satisfy this requirement.

By developing infrastructure that allows these industries to grow there is potential for employment opportunities to be created closer to a person's place of residence. This can have significant flow on effects in reducing the burden on transportation networks (a significant portion of government spending) as well as other far reaching productivity and social benefits through travel time and road traffic accident savings.

### 3.3 Innovation and Economic Success

**JPACF will become a powerful router and amplifier of ideas and creativity, accelerating the overall rate of innovation and economic success in the North-West.**

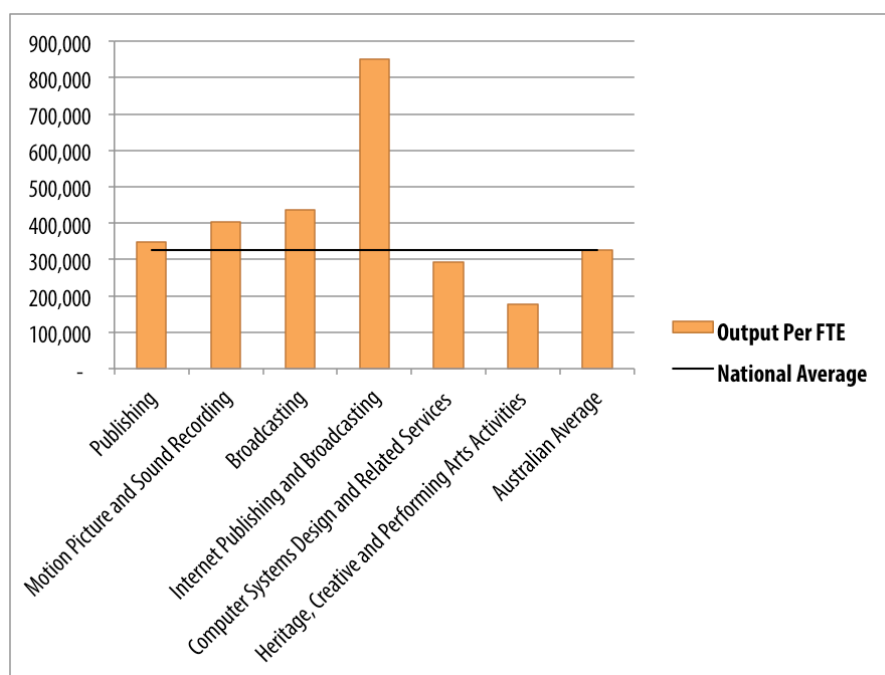
An examination of the relative productivity of creative industries provides an indicator of the potential economic benefit derived from creative industry growth.

The creative industry boasts relatively high productivity levels per FTE in comparison to the rest of the economy. This is particularly apparent in those sectors of the economy that have a more developed and mature industry associated with them, such as:

- Broadcasting
- Publishing
- Motion Picture and Sound Recording
- Internet Publishing and Broadcasting

These industries have output per FTE that is well above the national average. Creative industry output per FTE as derived from national Input Output tables is shown in Figure 16. Growth in these high productivity creative industries will drive higher incomes and higher employment levels beneficial to both national and local economies.

**Figure 8: Output per FTE – Creative Industries**



Source: Pracsys (2016)

In addition to the direct economic benefit of increased high productivity employment, the creative industries are built on core skills that act as a broad stimulant to innovation, which in turn drives growth, sustainability and prosperity. A defining feature of creative industries is the generation of creative ideas that have the potential to be commercialised and which once commercialised, underpin innovation and have a positive flow on impacts on the national economy.

Knowledge capital and ideas are the only infinitely reproducible economic resource with the potential to support exponential growth of worker productivity. Creative ideas work to facilitate the adoption and adaptation of new technologies – through design and advertising, for example – along with the embedding of new technologies raising the output per worker.

The collaborative partnerships, flexible business models, and digital technologies evident in creative industries feed innovation and offer new opportunities across all sectors leading to the development of new markets and products that create jobs. The arts overall are therefore not only for entertainment but are an essential service in the process of economic growth, development and evolution.

It is in this way that growth of the creative industry can support improved rates of employment self-sufficiency (ESS) in the North-West. The JPACF will be an amplifier of ideas and creativity, supporting the growth of



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creative talent and creative industries in order to bolster the pipeline of ideas for commercialisation. In addition, the JPACF will be an anchor institution that encourages the partnerships required to facilitate downstream commercialise ideas into private sector growth and public service innovation for the North-West. The JPACF will be a catalyst for the growth of this industry that would otherwise not have a chance to grow.

## 4 Social Impact Assessment

The economic value of the arts and cultural sector is only one part of its net worth to the community. There is now a well-established empirical evidence base supporting the view that the arts can make a vital contribution to our wellbeing. This can occur across a range of dimensions at an individual, community and broader society level.

The justification of public funding lies in the concept of market failure, that is, that the market fails to account for the broader societal benefits of arts and culture - referred to as 'externalities' - thus resulting in underinvestment (from a societal point of view) in the industry. Evidence from national and international sources demonstrates that even a modest investment in the arts at a local level can deliver significant returns on investment when the value of all benefits are taken into account.

Pracsys Economics has identified how JPACF could address disadvantage within communities of interest and in addition, conducted social return on investment (SROI) analysis in order to quantify the value of social benefits that could be realised by JPACF. The following sections of the Business Case provide the results of this analysis and culminate in the calculation of a BCR that in addition to economic variables of time travel savings, vehicle operating cost savings and visitation expenditure takes into account the broader value of social benefits.

### 4.1 Addressing Disadvantage

The 2015 study *Dropping off the Edge*<sup>7</sup> explores the geographic distribution of disadvantage across Australian states and territories, communicating the current imperative to address persistent and entrenched locational disadvantage across the country. The study looks at a range of indicators of socio-economic problems that impact on people's life opportunities and which create demand upon societal resources. This study highlights the need to when targeting services to communities, explore particular characteristics and factors that contribute to the type of disadvantage being experienced.

With respect to the JPACF, relative disadvantage has been identified in alignment with the SEIFA Index of Relative Socio-economic Disadvantage (IRSD). The SEIFA IRSD comprises a range of component variables, including:

- Income variables
- Education variables
- Employment variables
- Occupation variables
- Transport variables
- Other indicators of relative advantage or disadvantage

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<sup>7</sup> T. Vinson and M. Rawsthorne (2015). *Dropping off the Edge 2015: Persistent communal disadvantage in Australia* (pages 100 – 105)

The SEIFA Index of Disadvantage measures the relative level of socio-economic disadvantage based on a range of Census characteristics. SEIFA provides a general view of the relative level of disadvantage in one area compared to others and is used to advocate for an area based on its level of disadvantage.

The index is derived from attributes that reflect disadvantage such as low income, low educational attainment and high unemployment. The findings of the SEIFA analysis show that the JPACF will directly and indirectly address current and future problems arising in the primary catchment area, that is, the rapidly growing North-West Sub Region.

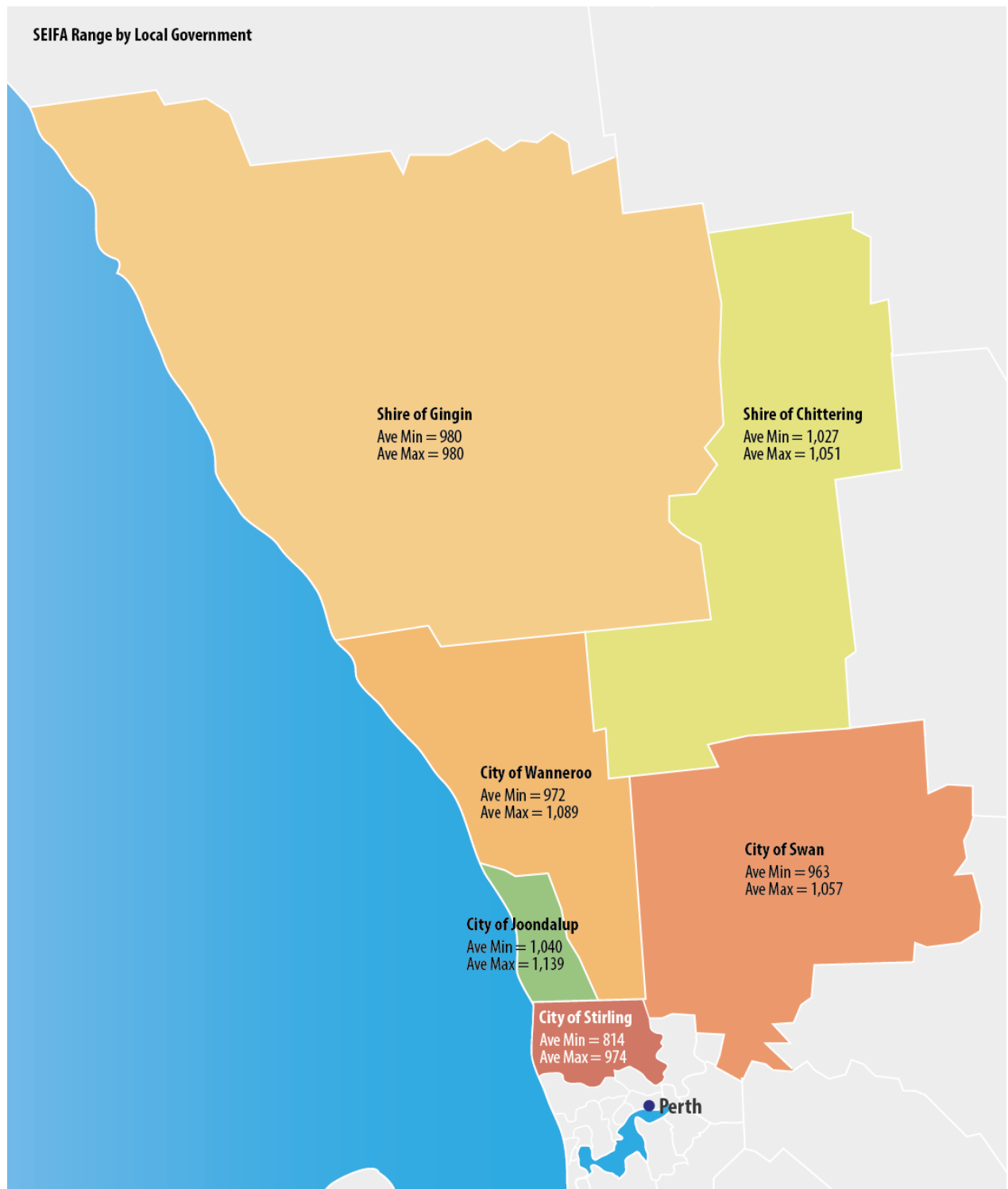
### **SEIFA Analysis**

The analysis was undertaken at Local Government Area level as well as at Statistical Level 1 (SA1), in order to more precisely identify areas with low SEIFA scores within suburbs. Areas which include average minimum scores lower than 1,000 provide evidence of relative disadvantage.

### **Key Areas of Disadvantage**

Whilst the City of Joondalup itself is relatively advantaged the catchment area that applies to the project and the broader area of influence extends to include areas with evidence of disadvantage. The City of Wanneroo (within the Primary Catchment) as well as the Cities of Stirling, Swan, Gingin and Chittering (within the area of influence) all have suburbs with average scores below 1,000 (See Figure 9).

**Figure 9: SEIFA Range by Local Government Area**



Source: Pracsys (2016) using (ABS, 2011). Socio-Economic Indexes for Areas (SEIFA), Statistical Area Level 1

Table 10 identifies suburbs within the primary catchment and their relative scores. Social indicators have been sourced to explain the type of disadvantage with indicators selected in alignment with those utilised in the 2015 study Dropping off the Edge.

**Table 10: Suburbs with Disadvantage**

| Suburb                                   | Average SEIFA Score A | Type of disadvantage (LGA Level Data)  |
|--|-----------------------|--|
| <b>Primary Catchment: Wanneroo (LGA)</b> |                       |  |
| Koondoola                                | 869                   | <b>Individual Income</b><br>Higher proportion of people earning low income (33.1% compared to 32.5%) and lower proportion of people earning high income (14.2% compared to 17.1%)  |
| Merriwa                                  | 928                   | <b>Unemployment</b><br>Similar proportion in employment, as well as a similar proportion unemployed. Overall, 95.1% of the labour force was employed (63.8% of the population aged 15+), and 4.9% unemployed (3.3% of the population aged 15+), compared with 95.3% and 4.7% respectively for Western Australia. |
| Wanneroo                                 | 981                   | <b>Volunteering</b><br>Lower proportion of population performing voluntary work (11.9% compared with 16.9%)  |
| Girrawheen                               | 897                   | <b>Occupation</b><br>Larger percentage of persons employed as Technicians and Trade Workers (19.9%) or Labourers (10.9%) compared to WA (16.7% and 9.7% respectively)  |
| Ashby                                    | 994                   | <b>Post-School Qualifications</b><br>Lower proportion of persons with bachelor degree or higher (15.2% compared to 23.4%). Higher percentage of persons with no qualification (46.4% compared to 38.7%).   |
| Two Rocks                                | 973                   | <b>Self Assessed Health</b><br>Higher proportion of the people with fair or poor self-assessed health (14.0% compared to 13.7%).   |
| Clarkson                                 | 995                   | <b>Rent Assist</b><br>Higher percentage of households receiving rent assist (17.2% compared to 13.6%)  |
| Woodvale                                 | 994                   | <b>Cultural Acceptance</b><br>Higher percentage of population who disagree/strongly disagree with acceptance of other cultures (7.6% compared to 6.6%)   |
| <b>Secondary Catchment: Swan (LGA)</b>   |                       |  |
| Cullacabardee                            | 695                   | <b>Individual Income</b><br>Lower proportion of people earning a high income (13.0% compared to 17.1%)   |
| Midvale                                  | 813                   | <b>Volunteering</b><br>Lower proportion of people who performed voluntary work (12.9% compared to 16.9%)   |
| Swan View                                | 942                   | <b>Occupation</b><br>Larger percentage of persons employed as Machinery Operators And Drivers (9.6%) and Clerical and Administrative Workers (16.3%) compared to WA (7.6% and 14.4% respectively)  |
| Midland                                  | 868                   | <b>Post-School Qualifications</b>  |
| Lockridge                                | 879                   |  |
| Bullsbrook                               | 983                   |  |

| Suburb                              | Average SEIFA Score A | Type of disadvantage (LGA Level Data)   |
|-------------------------------------|-----------------------|---|
| Stratton                            | 927                   | <p>Lower proportion of persons with bachelor degree or higher (10.8% compared to 17.5%). Higher percentage of persons with no qualification (49.0% compared to 43.%).</p> <p><b>Self Assessed Health</b><br/>Higher proportion of the people with fair or poor self-assessed health (14.9% compared to 13.7%).</p> <p><b>Rent Assist</b><br/>Higher percentage of households receiving rent assist (14.3% compared to 13.6%)</p>  |
| Koongamia                           | 909                   |   |
| Hazelmere                           | 975                   |   |
| Middle Swan                         | 980                   |   |
| Beechboro                           | 995                   |   |
| Herne Hill                          | 996                   |   |
| Secondary Catchment: Stirling (LGA) |                       |   |
| Balga                               | 913                   | <p><b>Unemployment</b><br/>At LGA level there is a lower level of unemployment (4.5% compared to 4.7%) however there is a higher rate of unemployment in certain localities compared to the state Balga (11.0%), Mirrabooka (8.3%), Westminster (13.5%) and Girrawheen (8.2%).</p> <p><b>Volunteering</b><br/>Lower proportion of people who performed voluntary work (15.9% compared to 16.9%)</p> <p><b>Occupation</b><br/>At LGA level there is a higher proportion of Professionals (25.6% compared to 19.9%) however in certain localities there is a significantly higher proportion of labourers Mirrabooka (19.8%), Balga (17.2%), Girrawheen (16.9%) and Westminster (13.5%) compared to 9.7% across the state).</p> <p><b>Cultural Acceptance</b><br/>Higher percentage of population who disagree/strongly disagree with acceptance of other cultures (7.6% compared to 6.6%)</p> <p><b>Psychological Distress</b><br/>Higher percentage of the population with high or very high psychological distress (10.6% compared to 10.5%)</p> |
| Westminster                         | 901                   |   |
| Mirrabooka                          | 900                   |   |
| Glendalough                         | 945                   |   |
| Balcatta                            | 960                   |   |
| Nollamara                           | 964                   |   |
| Osborne Park                        | 994                   |   |

Source: Pracsys (2016) utilising:  
 PHIDU (2015) Social Atlas of Australia – Cultural Acceptance, Psychological Distress, Rent Assist, Self-Assessed Health  
 Population id (2016). City of Swan, Wanneroo and Joondalup  
 ABS (2011). Census of Population and Housing  
 A Average of all SA1 level scores within the SSC

## The Link Between the Arts and Disadvantage

There is a body of evidence to support arguments that many of the intangible social impacts of the arts are connected to tangible impacts such as education, employment and income that contribute to disadvantage. Whilst some of the social or intangible impacts such as mental health and wellbeing are intuitively directly connected to a desirable social outcome there are other connections that rely on achieving an intermediate



outcome. For example, people may learn new skills and feel more confident as the result of participating in community arts activity, and this in turn may increase their employability<sup>8</sup>.

Increased access to art and cultural experiences and provision of enabling infrastructure to support art and cultural production is therefore likely to provide improvements in relative disadvantage, as measured by the SEIFA Index.

### **Social Inclusion and Civic Participation**

The arts foster a culture of inclusion within communities, which has direct and indirect impacts on disadvantage. Being socially included means that people have the resources, opportunities and capabilities they need to<sup>9</sup>:

- Learn (participate in education and training);
- Work (participate in employment, unpaid or voluntary work including family and carer responsibilities);
- Engage (connect with people, use local services and participate in local, cultural, civic and recreational activities); and
- Have a voice (influence decisions that affect them)

Those that are socially excluded can be prevented from participating in education or training, and gaining access to services and citizenship activities therefore the outcomes of social inclusion include highly tangible indicators such as increased employment rates and improved educational performance<sup>10</sup>.

Whilst the causes of social exclusion are diverse and complex it has been shown that the arts can be a significant part of the solution because they transcend barriers of language, culture, ability, and socio-economic status<sup>11</sup>. Acceptance of cultural diversity is important for building inclusive local communities and various studies point to the impacts of participation in arts and cultural activity including: building cultural bridges, building better understanding of different cultures, fostering tolerance and understanding and directly decreasing social isolation and fostering social inclusion<sup>12</sup>.

There is evidence of the significant contribution of nonprofit art and culture organisations as a result of volunteerism with many art businesses operating within a model of social enterprise, providing opportunities for volunteering. An example includes the Wangaratta Performing Art Centre in Victoria, which was constructed in 2009 to replace the Wangaratta Memorial Town Hall which had very limited facilities for presenting professional performing arts. An economic impact assessment revealed a significant increase in volunteer levels (in comparison with the old venue) with volunteer hours increasing over tenfold<sup>13</sup>.

<sup>8</sup> Jermyn, Helen (2001). *Arts and Social Exclusion: a Review Prepared for the Arts Council of England* (Page 14)

<sup>9</sup> Department of Premier and Cabinet, Australian Social Inclusion Board (2010). *Social Inclusion in Australia: How Australia is faring*

<sup>10</sup> Castanet (2003). *The Arts Ripple Effect: Valuing the Arts in Communities* (Page 11)

<sup>11</sup> Ibid.

<sup>12</sup> Cultural Ministers Council Statistics Working Group (2004). *Social Impacts of Participation in the Arts and Cultural Activities: Stage Two Report Evidence, Issues and Recommendations* (Pages 21 and 25)

<sup>13</sup> Castanet (2003). *The Arts Ripple Effect: Valuing the Arts in Communities* (Page 14)

The City of Joondalup's Community Development Plan identifies geographical and socio-economic factors as limiting civic and cultural participation. The JPACF will provide access to art and cultural experiences that reflect and celebrate diversity fostering social inclusion.

### **Cognitive Skills and Self-Confidence**

Additional individual impacts of arts participations such as increased self-confidence and the development of creative as well as non-creative skills, such as communication or organisational skills have been shown to present progress towards the harder social inclusion outcomes such as employment or education<sup>14</sup>.

Involvement in arts-based activities has been shown to create pathways for personal and social development which increase prospects for employability, particularly for young people and those from culturally diverse or disadvantaged backgrounds.

In addition, there is an understanding that the skills associated with artistic practices– creative thinking, self-discipline, collaboration, risk taking, and innovation – are skills that are in great demand in our contemporary knowledge economy<sup>15</sup> and that the skills taught by the arts will contribute to success. Arts education teaches children creativity, special thinking and abstract reasoning, all critical skill sets for tomorrow's software designers, scientists entrepreneurs and engineers<sup>16</sup>.

The site for the proposed JPACF is in close proximity to the Joondalup Learning Precinct which comprises of the three co-located education campuses of Edith Cowan University, West Coast Institute of Training and the Western Australia Police Academy. The JPACF would provide opportunities for partnerships with these institutions, with opportunities to implement best-practice art education programs as a means of developing a workforce capable of great success in the knowledge-based economy.

### **Mental and Physical Health and Wellbeing**

There is a growing body of evidence that participation in arts-based activity – such as visual art, music-making or writing – can have a measurable impact on physical health and wellbeing. As a result, the practice of applying arts initiatives to health problems and health promoting settings is becoming increasingly common.

In 2013, the Standing Council on Health and the Meeting of Cultural Ministers endorsed the National Arts and Health Framework<sup>17</sup>, which recognises and promotes greater integration of arts and health practice. The framework acknowledges the value and benefits of arts and health practice and outcomes and endorses collaborative relationships between arts and health sectors at all levels of government and with the non-government sector.

In addition to the benefits of active participation, epidemiological research suggests that promoting general cultural attendance – such as attending a cultural institution such as an art centre - also makes a difference to mental and physical wellbeing. This can be through a variety of channels, for example through improvements

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<sup>14</sup> Jermyn, Helen (2001). *Arts and Social Exclusion: a Review Prepared for the Arts Council of England (Page 20)*

<sup>15</sup> Castanet (2003). *The Arts Ripple Effect: Valuing the Arts in Communities (Page 14)*

<sup>16</sup> Robert L. Lynch (2006) *Creating a Brighter Workforce with the Arts (Page 1)*

<sup>17</sup> Meeting of Cultural Ministers and the Standing Council on Health (2014). *National Arts and Health Framework*

the social relationships and networks<sup>18</sup> and reductions in stress levels<sup>19</sup> which, in turn, increase the likelihood of good mental and physical health and wellbeing. There is now considerable evidence that the stronger a sense of belonging that people feel, the healthier they are<sup>20</sup>.

Mark O'Neill's article in the *Journal of Public Mental Health Cultural attendance and public mental health – from research to practice*<sup>21</sup> explores the implications of this research. The article argues that if general cultural attendance, as evidence suggests, contributes to healthier lives, the issue of democratic access is critical and that cultural organisations need not only meet the demand of existing audiences but address the inequalities in cultural capital and engage non-users. The article suggests that increasing general, non-intensive attendance at cultural organisations among vulnerable communities may be able to achieve a health impact at a population level.

Currently, people living in Perth's North-West have no easy access to a local performing arts and cultural facility, creating a barrier to general cultural attendance and the benefits to mental health and wellbeing that exposure to the arts provides.

The JPACF will provide an important venue to reach out to audiences and creatives with existing demand for a venue and those non-users that have, without access to a facility, been discouraged from engaging with arts and culture. In addition, the close proximity of the JPACF to the Joondalup Health Campus, the largest healthcare facility in the northern suburbs, offers exciting synergies and opportunities for enhancing the arts and health connection.

## **4.2 Social Return on Investment (SROI)**

A number of tools have been developed in order to articulate and measure the economic impact of arts and cultural institutions. The most commonly used method, economic impact assessment (EIA), examines the monetary flows through the economy and looks at the direct, indirect and induced effects of spending associated with arts and culture. This approach relies on estimates of employment and visitation as well as industrial economic data on the relationships between arts and culture and other sectors of the economy in order to determine flow on impacts.

Whilst this approach communicates the economic impact of an institution to a defined economy, the approach focuses on traditionally 'measurable' economic impacts without considering the value of social or intrinsic benefits. SROI provides an alternative valuation approach for projects. The City of Joondalup commissioned Pracsys Economics to undertake an analysis of the Social Return on Investment (SROI) of the proposed JPACF.

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<sup>18</sup> Castanet (2003). *The Arts Ripple Effect: Valuing the Arts in Communities* (Page 14)

<sup>19</sup> Mark O'Neill (2010). *Cultural attendance and public mental health – from research to practice*

<sup>20</sup> Castanet (2003). *The Arts Ripple Effect: Valuing the Arts in Communities* (Page 17)

<sup>21</sup> Mark O'Neill (2010). *Cultural attendance and public mental health – from research to practice*

Over the last decade, SROI has attracted a growing level of interest and support due to an intensified focus on impact and value for money by governments and the not for profit sector. SROI is recognised as an appropriate method to prove value by government and not-for profit organisations such as:

- Australian Government Department of the Prime Minister and Cabinet
- Australian Sports Commission (ASC)
- UK Department for Culture, Media and Arts
- Salamanca Art Centre (Hobart, Tasmania)
- Auckland Museum
- Community Arts Network WA

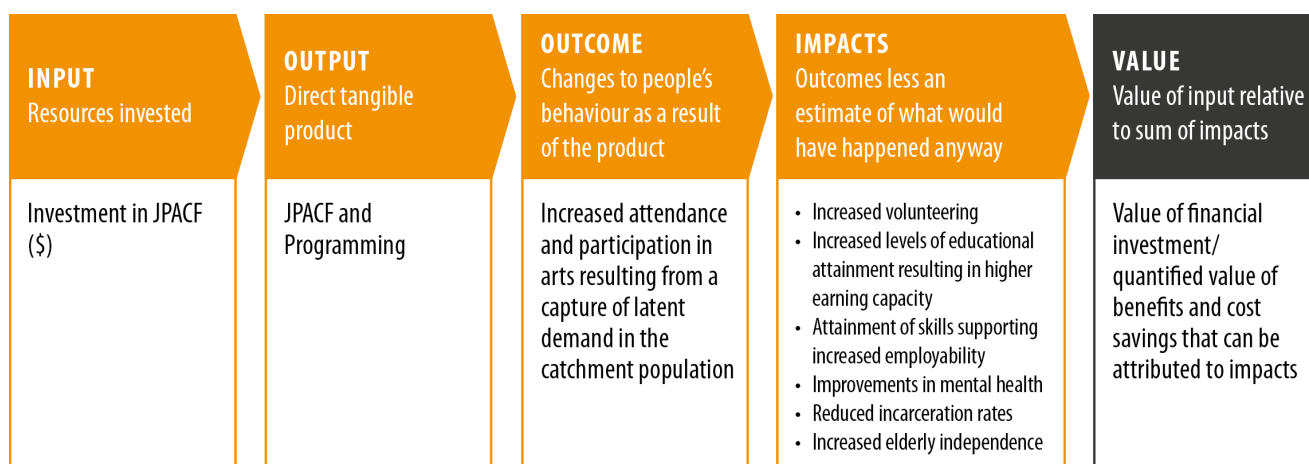
### About SROI

SROI can be defined as: “a framework for understanding, measuring and accounting for the social value of projects, programs, organisations, businesses and policies”<sup>22</sup>. SROI analysis places a monetary value on the social impact (the benefit) of an activity and compares this with the cost incurred in creating that benefit. Specifically, SROI:

- Identifies the various cost savings, reductions in spending and related benefits that accrue
- Monetises those cost savings and related benefits through use of financial proxies
- Projects those savings over an investment timeframe and discounts those back in order to determine a net present value in the same way as cost-benefit analysis

SROI is based on ‘theory of change’ which distinguishes between outcomes achieved and impact. Figure 18 provides an overview of the way in which the theory of change model has been applied by Pracsys to the JPACF project.

**Figure 10: Theory of Change**



Source: Pracsys (2016)

<sup>22</sup> Social Ventures Australia (2012) *Social Return on Investment: Lessons learned in Australia* <<http://socialventures.com.au/assets/SROI-Lessons-learned-in-Australia.pdf>>

## Methodology

Pracsys has applied a commonly used SROI valuation methodology in order to provide a measure of the financial value of social benefits that may be accrued as a result of JPACF.

The methodology involved an extensive literature review to link exposure to, and participation in arts and culture with tangible and intangible social benefits at the individual and community level. Financial proxies have been calculated and applied to the catchment population in order to provide an estimate of the monetary value of social benefits. The proxy attempts to quantify outcomes or consequences that could arise if there is no change in current behavior. The financial proxies have calculated based on desktop research and a comprehensive literature review (See SROI Technical Appendices for more information on the calculation of financial proxies).

The SROI valuation methodology applied by Pracsys included the following stages of work:

- A literature review in order to define links between arts and culture, social impact and the produce theory of change logic model
- Selection of six tangible impacts to form the focus of the SROI analysis
- Identification of appropriate financial proxies for tangible impacts
- Estimation of the scale of impact that JPACF could have on new participants
- Application of financial proxies to affected individuals in order to monetise the value of the social impacts
- Application of an additional attribution to take into account intangible impacts

It is assumed that catchment residents currently engaging in arts and culture within and outside of the catchment already enjoy the benefits of their engagement and financial proxies are therefore only applied to the people that are newly involved in arts and culture as a result of JPACF. These individuals are assumed to be those that represent latent demand, as established in the MAFS.

Revealed preference modelling conducted in production of the MAFS identified total potential demand for attendances within the catchment of approximately 810,000<sup>23</sup>. Stakeholder consultation indicated that approximately 620,000 of these attendances (76%) do not occur at all. Based on an average frequency of attendance of six artistic or cultural events per year<sup>24</sup>, total latent demand is estimated in the order of 98,300 persons. The latent demand is not specific to JPACF, rather it is pool of demand for any art or cultural event available in the catchment.

The annual social benefit is then derived from the following formula:

$$\text{Financial Benefit Per Annum (\$)} = \text{Affected Population (no.)} \times \text{Estimated effect of JPACF (\%)} \times \text{Financial Proxy (\$)}$$

<sup>23</sup> This excludes film, which it is understood is predominantly being met through existing commercial facilities.

<sup>24</sup> Australian Council of the Arts, 2015, Artfacts: Visual Arts

An annual value of potential benefits has been estimated and projected over an investment timeframe (2016 to 2059). This has been discounted back to provide a net present value (NPV).

### Limitations

There are limitations to SROI which should be acknowledged and care should be taken in interpreting the findings. Assumptions made about the size of the population exposed to the benefit and the impact JPCAF could have on these individuals' behaviour should be taken into account (see SROI Technical Appendices for more information).

In addition, significant dimensions of a creator or audience's experience are therefore not captured in an SROI valuation and accounting for the pure cultural values of the arts distinct from economic contributions remains critical<sup>25</sup>. For this reason, the analysis conducted by Pracsys has included an additional 10% (of the total SROI value calculated) to capture these benefits.

### Social Benefits Considered in the Analysis

Table 11 provides an overview of the measures and impacts considered in the SROI analysis conducted by Pracsys (See Technical Appendices for more information).

**Table 11: Social Benefits Considered**

| Impact and (Measure)                               | Financial Proxy | Beneficiary  | Rate of Incidence (%) | Population Exposed to Benefit | Description  |
|--|-----------------|--------------|-----------------------|-------------------------------|--|
| Increased employment (reduced welfare expenditure) | \$13,718        | Federal Gov. | 6.7%                  | 2,310                         | <p>Unemployed people who engage in arts as an audience member were 12% more likely to look for a job in the last four weeks when compared to unemployed people who had not engaged in the arts<sup>26</sup>.</p> <p>The Federal Government spends at least \$13,718 per annum in unemployment benefits for eligible individuals aged 22-60.</p> <p>Based on 2011 ABS Place of Residence, the catchment has an unemployment rate of 4.4%.</p> |

<sup>25</sup> Nesta (2010) *Culture of Innovation: An economic analysis of innovation in arts and culture organisations*

<sup>26</sup> UK Department of Culture, Media and Sport (2014) Quantifying the Social Impacts of Culture and Sport

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/304896/Quantifying\\_the\\_Social\\_Impacts\\_of\\_Culture\\_and\\_Sport.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/304896/Quantifying_the_Social_Impacts_of_Culture_and_Sport.pdf)

| Impact and (Measure)                                      | Financial Proxy | Beneficiary  | Rate of Incidence (%) | Population Exposed to Benefit | Description   |
|---|-----------------|--------------|-----------------------|-------------------------------|---|
| Increased educational attainment (greater taxable income) | \$3,219         | Federal Gov. | 67.3%                 | 12,716                        | <p>Within a sub-sample of 16-18 year olds, participants in the arts were 1% more likely on average to go onto further education in later years<sup>27</sup>.</p> <p>Based on the Smart Australians – Education and Innovation in Australia report by AMP it is estimated that individuals with Year 12 or equivalent will contribute at least \$3,219 per annum in tax than less educated residents.</p> <p>Based on 2011 Census data, 67.3% of catchment residents aged 20-34 have attained a year 12 or equivalent education.</p> |
| Increased social participation (increased volunteering)   | \$3,957         | Local Gov.   | 14.3%                 | 10,920                        | <p>People who engage in arts as an audience member are 6% more likely to have volunteered frequently (once a fortnight or more)<sup>28</sup>.</p> <p>Based on the 2011 ABS data it is estimated that 14.3% of residents within the catchment volunteer.</p> <p>Applying an average hourly wage to the average hours per Australian volunteer it is estimated that each individual contributes \$3,957 per annum in output.</p>  |
| Reduced mental health (reduced health expenditure)        | \$891           | State Gov.   | 13.3%                 | 7,198                         | <p>Participants in the arts were 1.37% less likely to frequently visit GPs and 0.45% to have used psychotherapy services<sup>29</sup></p> <p>The Public Health Information Development Unit (PHIDU) estimates that 10.0% of the catchment population experience mental health issues.</p> <p>Approximately \$891 is spent per affected individual per annum.</p>  |
| Reduced incarceration (reduced incarceration expenditure) | \$134,601       | State Gov.   | 0.2%                  | 108                           | <p>Specific programs have been successful at both diverting and rehabilitating people from criminal conduct<sup>30</sup>.</p> <p>The ABS estimates that 0.2% of Australian's are incarcerated.</p>  |

<sup>27</sup> Ibid.

<sup>28</sup> Ibid.

<sup>29</sup> Ibid.

<sup>30</sup> Paul Muller, Neil Cameron, Lauren Jameson, Kristel Robertson, Robert Grafton (2012) The Economic, Social and Cultural Value of the Salamanca Arts Centre 2011-2012 [http://www.parliament.act.gov.au/\\_data/assets/pdf\\_file/0018/622701/Exhibit-No.3-Belconnen-Arts-Centre.pdf](http://www.parliament.act.gov.au/_data/assets/pdf_file/0018/622701/Exhibit-No.3-Belconnen-Arts-Centre.pdf)

| Impact and (Measure)  | Financial Proxy | Beneficiary            | Rate of Incidence (%) | Population Exposed to Benefit | Description  |
|---|-----------------|------------------------|-----------------------|-------------------------------|--|
|   |                 |                        |                       |                               | On average, the Federal and State Governments spend \$134,601 per incarcerated individual per annum.   |
| Increased elderly independence<br>(reduced aged care expenditure) | \$43,351        | Federal and State Gov. | 19.8%                 | 2,011                         | <p>People aged 65 and older who participated in community- based cultural programs used less medication and visited the doctor less often than those who did not, and that they also had better physical health<sup>31</sup>.</p> <p>Approximately 19.8% of individuals aged 85+ across the State live in aged care homes.</p> <p>Aged cared subsidisations and other benefits cost the Federal Government \$43,351 per person in an aged care home per annum.</p> |

Source: Pracsys (2016) utilising various sources. See SROI Technical Appendices for more information.

## Calculating SROI

A value was assigned to reflect the scale of impact that JPACF could have on the population exposed to benefit. There are a range of factors that influence social measures considered and for this reason conservative estimates of impact have been attributed ranging from 0.01% to 6%. These have been estimated with reference to literature provided in the above table (See Technical Appendices for more information). Using the estimated effect of JPACF, and financial proxies the financial benefit per annum was calculated.

The analysis estimates that 972 people could experience social benefits as a result of JPACF, and that, with an additional 10% included to account for intrinsic impacts, there is potential for up to \$5.2 million worth of social benefits to be accrued per annum.

**Table 12: Financial Benefit Per Annum**

| Measure                     | Estimated effect of JPACF | Benefiting Individuals | Financial Proxy (\$) | Financial Benefit (per annum) |
|-----------------------------|---------------------------|------------------------|----------------------|-------------------------------|
| Reduced welfare expenditure | 5%                        | 116                    | \$13,718             | \$1,584,388                   |
| Greater taxable income      | 1%                        | 127                    | \$3,219              | \$409,375                     |
| Increased volunteering      | 6%                        | 655                    | \$3,957              | \$2,592,466                   |
| Reduced health expenditure  | 1%                        | 72                     | \$891                | \$64,129                      |

<sup>31</sup> UK Department of Culture, Media and Sport, (2015) Further analysis to value the health and educational benefits of sport and culture [www.sportthinktank.com/uploads/dcms-and-case-further-analysis-to-value-the-health-and-educational-benefits-of-sport-and-culture-\(march-2015\).pdf](http://www.sportthinktank.com/uploads/dcms-and-case-further-analysis-to-value-the-health-and-educational-benefits-of-sport-and-culture-(march-2015).pdf)





| Measure                            | Estimated effect of JPACF | Benefiting Individuals | Financial Proxy (\$) | Financial Benefit (per annum) |
|------------------------------------|---------------------------|------------------------|----------------------|-------------------------------|
| Reduced incarceration expenditure  | 0.01%                     | 0.01                   | \$134,601            | \$1,453                       |
| Reduced aged care expenditure      | 1%                        | 2                      | \$43,351             | \$91,646                      |
| Additional Intrinsic benefit (10%) |                           |                        |                      | \$474,345                     |
| <b>Total</b>                       |                           | <b>972</b>             |                      | <b>\$5,217,803</b>            |

Source: See Technical Appendices for more detail on sources of financial proxies.

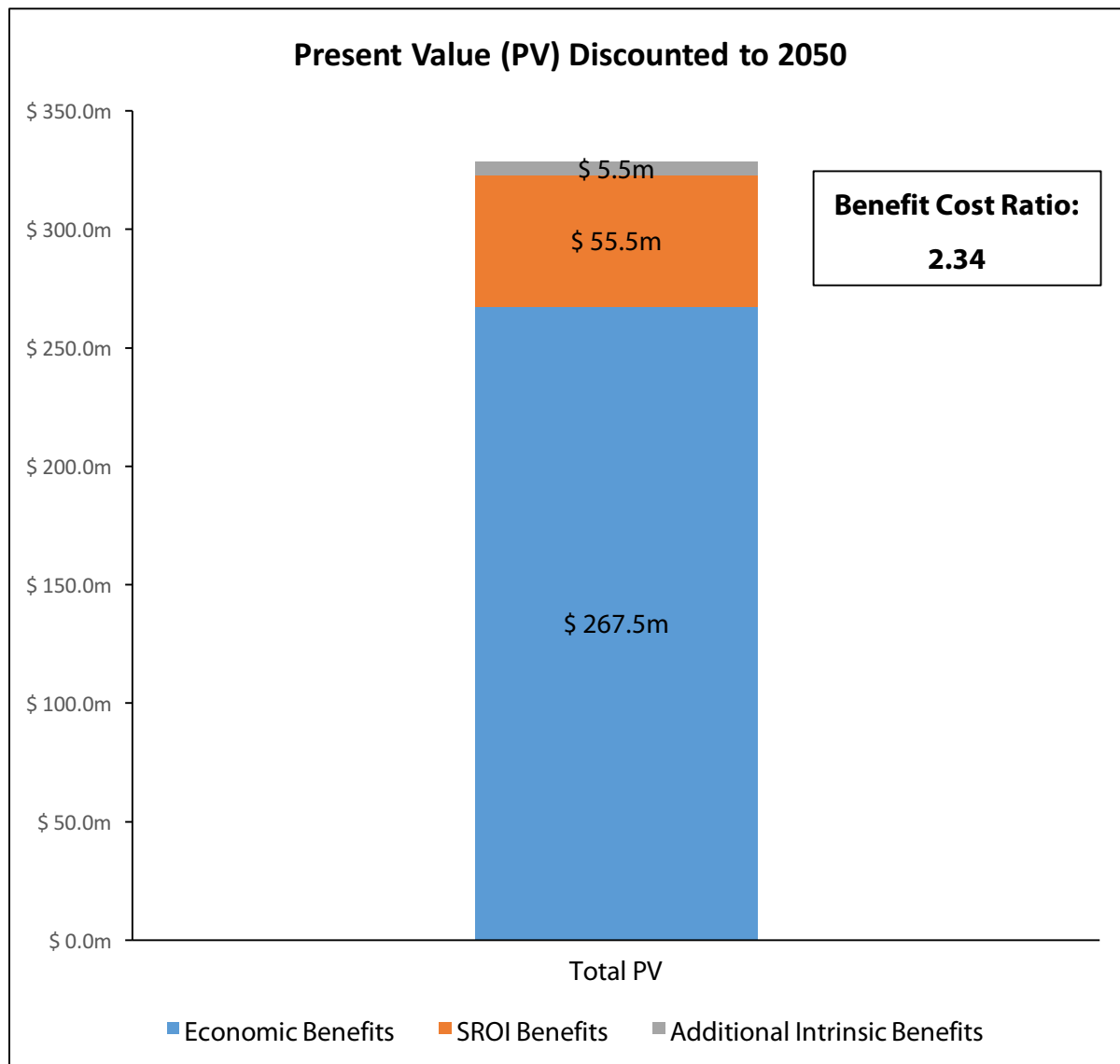
### 4.3 Social and Economic Benefit Cost Ratio

Based on the SROI analysis a BCR has been calculated to reflect the economic, social and intrinsic value of the JPACF. This BCR builds on that provided in Section 8.8 of the Business Case, that is, it includes all economic benefits as well as social benefits identified through the SROI analysis.

The results of this analysis indicate a BCR of 2.34 (see Figure 11).

A BCR between 2 and 3 positions projects favourably when they compete for funding within a limited pool. Given the JPACF represents a project whereby the vast majority of benefits are social in nature with many potential benefits difficult to quantify, the BCR of 2.34 positions the project well. It demonstrates that the project will deliver significant social and economic return on investment.

**Figure 11: JPACF Present Value (Economic, Social and Intrinsic)**



Source: Pracsys (2016)

#### 4.4 Social Impacts in Summary

It is estimated the JPACF will have the following social impact:

- strengthen local communities through the provision of accessible and inclusive arts and cultural experiences
- build on the City of Joondalup’s strong arts and cultural program to address unmet community needs and demands for arts and cultural experiences
- address regional disadvantage
- provide social benefits to up to 900 people with the value of benefits estimated to be in the order of \$5.2 million per annum

## 5 SROI Technical Appendices

### 5.1 Calculating Latent Demand

The JPACF Market and Feasibility Study (MAFS) produced by Pracsys in 2012 estimated that, based on secondary data on participation in arts and culture, there is potential for up to 810,000 attendances to arts and cultural events per annum within the catchment (Joondalup and Wanneroo).

Limits to the supply of infrastructure and programming, not all potential attendance demand can be met within the catchment area. Some attendances are achieved outside of the catchment and others do not occur at all. Attendances not completed represent 'latent demand'.

The MAFS estimated that 76% (620,000) of total potential attendances did not occur due to an undersupply of events and infrastructure in the catchment. Assuming that the average person attends six<sup>32</sup> artistic or cultural events per year, it is estimated that 98,300 people within the catchment are currently not attending arts or cultural events but may do so if supply were to increase. This pool of latent demand forms the foundation for the social return on investment calculation.

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<sup>32</sup> Australian Council of the Arts, 2015, Artfacts: Visual Arts

## 5.2 SROI METHODOLOGY

### SROI Components

The following tables outline stages of the method undertaken to forecast the potential social benefit that accrues as a result of JPACF. The numbers in the left-hand column align with the social measures mentioned in subsequent tables. The calculations and subsequent annual and total benefit over the lifetime of JPACF serve only as a scenario of potential benefit rather than a predicted forecast of impact.

**Figure 12. SROI Measures and Evidence Base**

| Measure |  | Evidence Base  | Source  |
|---------|--|--|---|
| 1       | Increased employment (reduced welfare expenditure)             | Unemployed people who engage in arts as an audience member were 12% more likely to look for a job in the last four weeks when compared to unemployed people who had not engaged in the arts.         | UK Department of Culture, Media and Sport, 2014, <i>Quantifying the Social Impacts of Culture and Sport</i>   |
| 2       | Increased educational attainment (greater taxable income)      | Within a sub-sample of 16-18 year olds, participants in the arts were 1% more likely on average to go onto further education in later years.   | UK Department of Culture, Media and Sport, 2014, <i>Quantifying the Social Impacts of Culture and Sport</i>   |
| 3       | Increased social participation (increased volunteering)        | People who engage in arts as an audience member are 6% more likely to have volunteered frequently (once a fortnight or more).  | UK Department of Culture, Media and Sport, 2014, <i>Quantifying the Social Impacts of Culture and Sport</i>   |
| 4       | Reduced mental health (reduced health expenditure)             | Participants in the arts were 1.37% less likely to frequently visit GPs and 0.45% to have used psychotherapy services  | UK Department of Culture, Media and Sport, 2014, <i>Quantifying the Social Impacts of Culture and Sport</i>   |
| 5       | Reduced incarceration (reduced incarceration expenditure)      | Specific programs have been successful at both diverting and rehabilitating people from criminal conduct.  | Paul Muller, Neil Cameron, Lauren Jameson, Kristel Robertson, Robert Grafton, 2012, <i>The Economic, Social and Cultural Value of the Salamanca Arts Centre 2011-2012</i> |
| 6       | Increased elderly independence (reduced aged care expenditure) | People aged 65 and older who participated in community- based cultural programs used less medication and visited the doctor less often than those who did not, they also had better physical health. | UK Department of Culture, Media and Sport, 2015, <i>Further analysis to value the health and educational benefits of sport and culture</i>                                |

Source: Pracsys (2016)

Accompanying each social measure is a financial proxy. Financial proxies attempt to value an outcome based on the cost that may be incurred through an alternative intervention aimed at achieving the same outcome. Values for financial proxies have been sourced from secondary data sources.

**Figure 13. Financial Proxies**

| Measure | Financial Proxy  | Source  | Beneficiary                  |
|---------|--|---|------------------------------|
| 1       | Eligible individuals (ie. 22 – 60 years old and actively looking for work) can receive \$570.60 in unemployment benefits per fortnight. This costs the Federal Government \$13,718 per individual per annum.<br>$\$570.60 \times 26 = \$13,718$  | Australia Department of Human Services, 2016, <i>New Start Allowance</i>  | Federal Government           |
| 2       | A report by AMP indicates that people who attain a year 12 level of education earn \$330,000 more over their working life (35 years) than those who don't. This equates to approximately \$9,900 per year difference. The higher educated (and earning) individual will therefore pay \$3,219 more in tax than the lower educated individual.  | AMP, 2012, <i>Smart Australians – Education and Innovation in Australia</i><br>Australian Taxation Office, 2016, <i>Individual Income Tax Rates</i>                         | Federal Government           |
| 3       | A 2010 report by Volunteering Australia estimates a volunteer hour to be worth \$27.45. Assuming an inflation rate of 2.5% a volunteer hour is worth \$31.05 in 2016. A report published by ABS indicates that volunteers contribute an average of 128 hours per year. Average contribution per volunteer: $\$31.05 \times 128 = \$3,957$  | Volunteering Australia, 2010, <i>Key Facts and Statistics About Volunteering in Australia</i><br>ABS, 2015, <i>Volunteers contribute 743 Million Hours to the Community</i> | Local Government             |
| 4       | Based on a 2014 Australian Psychological Society information paper, individuals can receive up to \$84.80 in government rebates per 50-minute appointment with a psychologist. Assuming an inflation rate of 2.5% the rebate is worth \$89.10 in 2016. It is assumed an individual will need 10 appointments in order to receive lasting benefits. Average cost per affected individual: $\$89.10 \times 10 = \$891$ | Australian Psychological Society, 2014, <i>Table of Medicare Benefits Schedule Fees and Rebates for Psychological Items</i>   | State Government             |
| 5       | An SBS report based on the Australian Productivity Commission findings suggests that in 2014 it costs the WA government \$351 per prisoner per day. Assuming a 2.5% inflation rate this equates to \$134,601 per prisoner per year. $\$368 \times 365 = \$134,601$   | SBS Australia, 2015, <i>How Much Does It Cost to Keep People in Australian Jails?</i>   | State Government             |
| 6       | Based on a 2015 Australian Productivity Report \$921.5m is spent on residential aged care per annum in WA. Assuming an inflation rate of 2.5% this equates to \$944.1m in 2016. It is also reported that 21,787 persons are in residential aged care in WA. This equates to \$43,351 per person per year. $\$944,500,000/21,787 = \$43,351$ .  | Australian Productivity Commission, 2015, <i>Attachment 13 Aged Care Services – Report on Government Services</i>   | Federal and State Government |

Source: Sources as included in table, interpreted by Pracsys (2016)

The rate of incidence is a combination of catchment specific factors (eg. Unemployment) and nation-wide factors such as the rate of incarceration. It is assumed that the nationwide factors have a similar presence in the catchment. All calculations involving the affected population are based on the above mentioned latent demand.

**Figure 14. Rate of Incidence and Affected Population**

| Measure | Rate of Incidence  | Source   | Affected Population   |
|---------|--|--|---|
| 1       | The catchment of Joondalup and Wanneroo have unemployment rates of 3.9% and 4.9% respectively. Overall, the unemployment rate is 4.4%  | ABS, 2011, <i>Place of Residence</i>   | To receive the New Start program individuals must be aged 22 – 60 and be unemployed. Applying the unemployment rate to the identified latent demand suggests that 2,310 individuals are affected within the specified population.   |
| 2       | 67.3% of the catchment have attained a year 12 or equivalent education. The measure was only taken of individuals aged 20-34 to represent the social expectations of finishing school which may not have been present when the older generations were at school. | ABS, 2011, <i>Census Community Profile</i>   | It is assumed that only individuals aged 5-17 (ie yet to finish year 12) can benefit. Of the latent demand population, 12,716 individuals are within this age group.  |
| 3       | The catchment of Joondalup and Wanneroo have volunteer rates of 16.7% and 11.9% respectively. Overall, the volunteer rate is 14.3%   | ABS, 2011, <i>Census Community Profile</i>   | Only individuals 15 years and older were included in the ABS volunteering statistics. Applying the rate of incidence to the identified latent demand suggests that 10,920 individuals are volunteers within the specified population.   |
| 4       | Approximately 9.6% and 10.4% of the Joondalup and Wanneroo population experience mental health problems respectively. Overall, the rate of mental health issues is 10%.  | Public Health Information Development Unit (PHIDU), 2015, <i>Social Health Atlas of Australia: Western Australia</i> | The report by PHIDU only considers individuals 18 years and older. Applying the rate of incidence to the relevant latent demand population suggests that 7,198 individuals are affected.  |
| 5       | As at June 2015 the ABS reported that 36,134 individuals were in incarceration across Australia. This represents 0.2% of the population at the time.   | ABS, 2015, <i>Prisoners in Australia</i>   | The report by ABS only considers individuals aged 18 years and older. Applying the rate of incidence to the identified latent demand population suggests that 108 individuals make up the incarcerated population.  |
| 6       | Based on the Australian Productivity Commission report approximately 19.2% of Australians aged 85+ receive permanent or respite aged care services   | Australian Productivity Commission, 2015, <i>Attachment 13 Aged Care Services – Report on Government Services</i>    | Although the report considers people of all ages, the SROI only includes individuals aged 85+ as they often have a lower level of independence and require care. Applying the rate of incidence to the identified latent demand suggests that 2011 individuals make up the relevant population. |

Source: Pracsys (2016)

### 5.3 SROI Analysis

For the sake of comparison, varying levels of impact have been attributed to each measure.

**Figure 15. Impact of JPACF and Financial Benefit**

| Number | Impact of JPACF | Specific Population | Benefiting Individuals | Financial Benefit (per person per annum) | Financial Benefit (per annum) |
|--------|-----------------|---------------------|------------------------|--|-------------------------------|
| 1      | 5.0%            | 2,310               | 116                    | \$13,718                                 | \$1,584,388                   |
| 2      | 1.0%            | 12,716              | 127                    | \$3,219                                  | \$409,375                     |
| 3      | 6.0%            | 655                 | 655                    | \$3,957                                  | \$2,592,466                   |
| 4      | 1.0%            | 72                  | 72                     | \$891                                    | \$64,129                      |
| 5      | 0.01%           | 108                 | 1                      | \$134,601                                | \$1,453                       |
| 6      | 1.0%            | 2                   | 2                      | \$43,351                                 | \$91,646                      |

Source: Pracsys (2016)

It is estimated that 972 people could be beneficiaries of JPACF, leading to an annual benefit of \$4,743,457. In addition to the direct annual benefit, it was assumed there would be an additional 10% of unmeasurable intrinsic factors such as the feeling of inspiration or a sense of purpose. Given the level of current annual benefits, additional intrinsic benefits are estimated at \$474,345 per annum. In total, \$5,217,803 of benefits accrue per annum.

## 5.4 Contribution to JPACF Attendance

Demand modelling undertaken by Pracsys in the 2012 Feasibility Study estimates that JPACF could attract up to 111,276 attendances per year. Applying the average rate of attendance<sup>33</sup> per year (six times) suggests that there could be 18,546 individual attendees. It is estimated that 202 individuals, approximately 1% of all attendees, could experience increased educational attainment, better mental health, lower rates of incarceration and increased elderly independence due to visitation alone.

It is estimated that 665 individuals could initiate participation in volunteering of some kind as a result of JPACF. The centre will create exposure to new social networks and connections with organisations which leads to increased rates of volunteering.

Approximately 166 unemployed persons could find employment as a result of JPACF. The decreased unemployment can occur through two channels; visitation to JPACF or the engagement in the creative hub that is likely to arise from the Centre's presence. The literature review confirms that attendance at arts and cultural events provides individuals with the skills required to gain employment and networks and connection to organisations to increase volunteering. Furthermore, it is assumed in the analysis that JPACF will contribute to an increase in the proportion of creative industries within the catchment as it increases the capacity for arts and cultural activities. This in turn will lead to opportunities for engagement and employment in creative and certain non-creative industries. These opportunities would help reduce unemployment as local individuals transitioning from low level jobs into higher creative occupations will create vacancies that are assumed to be filled by another person, with the process repeating until a low skilled unemployed individual has an employment opportunity.

## 5.5 Calculating the Net Present Value and Benefit Cost Ratio

The Net Present Value (NPV) was calculated for the economic and social benefits to indicate the opportunity costs of investing in JPACF. The analysis assumes a real discount rate of 7% and takes place between 2014 and 2059.

**Figure 16. Economic Implications**

| Category                             | Total (\$ million) |
|--------------------------------------|--------------------|
| <b>Benefits</b>                      |                    |
| Primary Theatre                      | 52.8m              |
| Secondary Theatre                    | 9.2m               |
| Studios, Conferences and Exhibitions | 32.5m              |
| Ticket Income                        | 5.2m               |
| Parking (escalated real/above inf)   | 24.8m              |
| Food and Beverage                    | 5.0m               |

<sup>33</sup> Australian Council of the Arts, 2015, Artfacts: Visual Arts



| Category                               | Total (\$ million) |
|--|--------------------|
| Leases: Bar/restaurant                 | 3.2m               |
| Sponsorship                            | 6.2m               |
| Secondary Expenditure to the Region    | 164.0m             |
| Tourism Spend                          | 12.3m              |
| Vehicle Travel Time Savings            | 148.7m             |
| Vehicle Operating Cost Savings         | 481.5m             |
| <b>Costs</b>                           |                    |
| Primary Theatre                        | 38.8m              |
| Secondary Theatre                      | 4.1m               |
| Conferences and Exhibitions            | 16.9m              |
| Parking                                | 5.6m               |
| Food and Beverages                     | 3.3m               |
| Staff Costs (escalated real/above inf) | 36.7m              |
| Marketing                              | 12.9m              |
| Admin and General                      | 4.7m               |
| Building Maintenance and Repair        | 26.3m              |
| Utilities (escalated real/above inf)   | 14.4m              |
| Estimated Capital Cost                 | 99.7m              |
| Asset Renewal                          | 23.8m              |
| Borrowings                             | 50.3m              |
| BCR                                    | <b>1.90</b>        |
| NPV                                    | <b>126.9m</b>      |

Source: Pracsys (2016)

Based on the economic NPV alone, the construction of JPACF generates a Benefit Cost Ratio (BCR) of 1.90. This is a reasonable economic return on investment for a performing arts centre.

Similarly, to the economic benefits, social benefits from the construction of JPACF have been calculated. Figure 17 includes the economic benefits and costs from Figure 16 and expands upon the social benefits that will arise. The analysis assumes a discount rate of 7% and takes place between 2014 and 2059.

**Figure 17. Economic and Social Implications**

| Category          | Total (\$ million) |
|-------------------|--------------------|
| <b>Benefits</b>   |                    |
| Economic Benefits | 1,159.2m           |
| Social Benefits   |                    |

| Category  | Total (\$ million) |
|---|--------------------|
| <i>Increased employment (reduced welfare expenditure)</i>             | 50.7m              |
| <i>Increased educational attainment (greater taxable income)</i>      | 13.1m              |
| <i>Increased social participation (increased volunteering)</i>        | 83.0m              |
| <i>Reduced mental health (reduced health expenditure)</i>             | 2.1m               |
| <i>Reduced incarceration (reduced incarceration expenditure)</i>      | 0.047m             |
| <i>Increased elderly independence (reduced aged care expenditure)</i> | 2.9m               |
| Additional Intrinsic Benefits   | 19.4m              |
| <b>Costs</b>  |                    |
| Economic Costs  | 285.2m             |
| <b>Economic and Social BCR</b>  | <b>2.34</b>        |
| <b>Economic and Social NPV</b>  | <b>182.4m</b>      |

Source: Pracsys (2016)

It is assumed that the social benefits will only start accruing when JPACF is operational in 2019. Social benefits and their related BCR and NPV should not be considered in isolation as they are negligible compared to the building and operating costs. Rather, they should be combined with the economic benefits that are estimated to accrue upon completion up until 2059. The combination of economic and social benefits generates a BCR of 2.34 and a NPV of \$182.4 million.