



**geelong
performing
artscentre**

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chairman's welcome

our stage enriches your world...

As Chairman of the Geelong Performing Arts Centre (GPAC) Trust, it gives me great pleasure to welcome you to our annual report – a report which captures the colour and life of the performing arts and GPAC's success in entertaining the greater Geelong community.

I am delighted to report that in its 23rd year, GPAC has enjoyed another fine season with full theatres delivering high quality performances to over 142,000 patrons. Fully two thirds of our theatre usage is by companies and groups from the community – a testament to the vibrancy of performing arts in the region.

This was the first year of delivering on our new five year strategic plan. This plan has set a number of ambitious goals which have stretched the organisation. The Trust is pleased with the progress we have made towards achieving those goals. As part of this strategic plan, we have deepened our relationships with our community, business partners and the four local government areas where our patrons live. We valued the opportunity to help develop the G21 Arts, Culture and Heritage pillar, which recognised that development of the cultural precinct in which GPAC sits should be a Lighthouse project.

We have further refined the centre's master plan in consultation with our partners, consistent with Geelong's Cultural Precinct development. We see the master plan as a critical development for the vibrancy of the arts in the region. It will deliver a more successful performing arts hub and a livelier arts scene for the next 23 years. We will continue to work to gain strong community, business and government support over the coming year to bring the master plan to fruition.



As part of its strategic plan to deliver on a number of new initiatives, GPAC budgeted for a small deficit for the year after several years of modest surpluses. Due to the hard work of GPAC staff, the final result was an improvement on the budget resulting in a very small deficit.

The Trust values and applauds the professionalism, love of the arts, energy and commitment of GPAC staff. They have again done a magnificent job for the centre and our community. I thank them for their work and the joy they bring to our patrons. I would also like to thank fellow Trust members, in particular our outgoing Trust members in 2003, Peter Mitchell, Patricia Murdock and Cathy Roth, for their support of the centre and their contribution to the Trust.

GPAC is a Victorian Government agency, and relies on the support of the Bracks Government and Minister Delahunty. In turn, I am pleased that GPAC's strategic plan contributes to the realisation of the government's arts policy, Creative Capacity +.

I look forward to the coming year, when again: Our stage can enrich your world.

TIM ORTON
Chairman

general manager's report

Welcome to our annual report for 2003-04 which provides an insight to the busy life of an arts centre and our many achievements. This was another successful year for GPAC with over 250 different performances in our theatres and scores of classes and other arts activities.

Our arts community in the greater Geelong region continues to flourish and produce excellent performances such as *Grease*, *Jaffa*, *Oklahoma*, *Shirley Valentine*, *Sleeping Beauty* and *Stuart Little* delighting audiences and providing a wonderful opportunity for the community to participate in the magic of theatre. The theatres were heavily used by local dance schools for their annual concerts and the region's primary and secondary schools staged a wide variety of concerts, musicals and graduation ceremonies.

GPAC presented a range of theatre programs that ensured audiences could enjoy some of Australia's leading professional theatre companies without having to travel to Melbourne. We are very reliant on the national touring framework to access these companies and were challenged by the shortfall in Playing Australia funding for touring product. We continue to work with the arts industry to guarantee the future health of this program. Despite these challenges the Shell Theatre Season 2004 achieved an increase in the number of subscribers.

I thank the staff of GPAC for their ongoing commitment, professionalism and hard work this year. Our staff excel at their work and represent GPAC in a truly positive way.

I also thank all our sponsors, supporters and partners who have once again made it possible for GPAC to continue to provide such high quality performances for our theatre-going public.

SALLY BECK
General Manager



highlights for 2003-04

- Theatre Season, Family Magic and Musical Mornings subscriptions all exceed targets
- 142,119 attendances with 99.4% of those surveyed rating box office and ushers as being good to excellent
- 237 training sessions delivered comprising 217% of target
- Successful launch of Green Room Club, GPAC's corporate hospitality suite
- A new three-year partnership with local water service provider Barwon Water commenced, providing greater, affordable access to community users through reduced venue rental costs
- Two new sponsors Harwood Andrews Lawyers and V& R Fruit & Vegetable Pty Ltd, join GPAC as show sponsors
- Occupancy targets for Ford and Blakiston Theatres exceeded
- *Wicked Sisters* by Griffin Theatre Company is a sell out season
- Poppykettle Artists In Residence (PAIR) project implemented. The project involved 300 school children working with professional artists to develop the opening ceremony performance at the Alcoa Poppykettle Festival
- Geelong Dance Expo is reinvented as Splash!dance Festival, in conjunction with the City of Greater Geelong as sponsors of the inaugural Australian Choreographic Competition. The new look festival will for the first time incorporate a free family fun day.

strategic plan 2003-08

our vision

To make the Geelong region renowned for its creativity, energy and engagement of the arts.

our mission

As a quality arts facility and dynamic organisation GPAC is an integral component of the fantastic lifestyle the Geelong region has to offer. We aim to

- provide access to performing arts
- provide opportunities to participate in performing arts
- entertain, stimulate and challenge our audiences
- nurture our community's artistic talent

our credo

Our stage enriches your world

our goals

GPAC's ambition is captured by four overarching goals, to:

1. develop art and community
2. expand our audiences and activities
3. contribute to our region's innovation
4. ensure outstanding services and spaces

These goals will help deliver the Victorian Government's commitment to the arts articulated in its policy Creative Capacity+ :

1. Arts for all Victorians:
a culture of participation
2. On the threshold:
an economy based on innovation
3. Creative place:
a dynamic arts sector

our values

We are passionate about the performing arts.

We strive to provide both visitors and staff with a memorable experience by providing impeccable customer service.

We practise a positive and professional approach to our work, expressing a genuine enthusiasm, sense of fun and can do attitude.

We believe in teamwork, demonstrated by mutual respect, and open and honest communication.

We provide a secure and environmentally sound facility that ensures the safety of employees and customers.



goal 1

develop art and community...

GPAC is built on the foundation of developing strong robust partnerships that ensure quality programs are developed and delivered. Working effectively with local and community organisations ensures that we embed in our work practices a framework that ensures all of our community has access to professional, quality theatre.

partnerships that deliver...

As one of 10 partners in the VicHealth Major Arts Partnership Scheme (MAPS) GPAC worked in conjunction with a number of external agencies to support those in the community who might otherwise find themselves excluded from the centre, due to being socially disconnected or from low socio-economic backgrounds, increasing their access to the arts and developing a greater sense of wellbeing in a healthy, safe and inclusive environment.



Partnerships with a variety of non-arts agencies included:

- Surf Coast Shire – brought socially disconnected seniors to the Musical Mornings concert program.
- Bethany Community Support – facilitated and supported the development of the Bethany Women's Circus.
- United Way – donated tickets for a number of fundraisers supporting over 55 health and human service organisations in the region.
- Vision Australia – monthly update of all GPAC programs and events on their radio station targeting the vision impaired.
- Barwon Water – three-year partnership to provide affordable access of GPAC's theatres to schools and local organisations through reduced venue rental.
- CREATE – opportunity for students of Aged Care and Home and Community Care courses to develop hands on practical skills.
- Besen Family Foundation – Poppykettle Artists in Residence (PAIR) project involved 300 school children working with professional artists to develop the opening ceremony performance at the Alcoa Poppykettle Festival.

Supporting our local producers is part of our culture. Whether it's assisting them with technical knowledge, utilising our networks and available markets to grow their profile or supporting them financially, GPAC is ever mindful of its pledge in its five year (03-08) strategic plan.

This year GPAC assisted a number of local and non-local small producers achieve their goals. They included:

- pinkFish Productions with Shirley Valentine.
- Sensitive to Noise, a Halit-Meuller work about post-natal depression.
- Sunstruck, a community theatre workshop.
- Bethany Women's Circus, formed after workshops with the Footscray Womens Circus were held at GPAC. Their first planned performance is at the official opening of a new house and program at Bethany Community Services.
- Dislabelled, an Australian Theatre for the Deaf production about the pitfalls of the dating game deaf people encounter in a hearing world.

To ensure that we support and develop the youth arts scene in Geelong we developed a Memorandum of Understanding with the Courthouse Youth Arts Centre. The Memorandum of Understanding will see the two organisations working closer together nurturing young people in our region.



donations that support others ...

Ever mindful of helping local organisations raise funds for themselves, this year GPAC donated over \$16,000 of tickets to the local community. Whilst some were used by the organisations for their own clients to access the arts others used them in various fundraising activities from auctions to trivia nights, rowing regattas to school fetes.

These much-needed funds provided a myriad of items for the local community, which included:

- A new multicultural aged care facility.
- New equipment for local kindergartens.
- Primary school equipment.
- New renal dialysis equipment at a local hospital.
- Equipment for TS Barwon Cadets, the local naval voluntary youth organisation.
- Access to horse riding lessons for local children with a disability.
- Replacement of ageing surgical equipment at the local hospital, Barwon Health.



goal 2

expand our audiences and activities...

With a diverse range of nationalities within the region and a wide range of tastes, we constantly strive to program events that appeal to the majority of the greater Geelong region. Working with local producers to bring new and innovative work to the centre whilst continuing to support those who have remained loyal to us is key to the activity.

With an annual attendance of over 142,000 visits to the centre in 2003-04 we are committed to ensuring that our venues are well utilised and in demand. Encouraging new producers and welcoming back 'old friends' is part of our plan to maximise the usage of the facility and provide programs that meet the needs of the greater Geelong region.

home is where the art is...

Geelong has a vibrant amateur theatre scene, replete with individuals and organisations that are producing a diverse range of exciting, original and fresh theatre. They enjoy strong audience participation and consistently demonstrate a high level of excellence in all areas of their art forms. Some of the city's favourites featured on our stages this year include GSODA, Lyric Theatre Company, Footlight Productions, Medimime, pinkFish and Musicbox Theatre Company.

cradle to the grave...

Providing professional theatre and entertainment is the backbone of our promise to the community and the suite of programs on offer to the Geelong public ensured that all ages had the opportunity to experience live theatre at it best. As producers, GPAC offered the following programs in 2003-04:



>Shell Theatre Season

The 2003 Shell Theatre Season was marketed with the theme 'Come Out and Play' and 2004 with 'Have a Ball'. Once again GPAC dazzled local audiences with the quality and typical diversity of its subscription season program, bringing the best of the country's talent and touring companies to Geelong.

As part of the 2003 Season, Griffin Theatre Company's *Wicked Sisters* played to sell out audiences. This popular production staged in the Blakiston Theatre was the hit of the season. A brand new Melbourne cabaret, *All Het Up*, opened 2004 and the season continued with productions from Perth Theatre Company and Playbox Theatre Company.

>Musical Mornings

In its 20th year Musical Mornings continued to bring iconic national performers to the seniors of the region. The ever-popular Kamahl had audiences singing in the aisles whilst Johnny Young brought back many memories playing favourite hits from his television show.

>Family Magic – Bendigo Bank Big Time Arts Club

Renamed Family Magic, the Big Time Arts Club - our theatre season for children - saw an increase in subscriptions to 578. This is an important contribution to our development of new audiences, delivering programs that develop and inspire, encouraging children to live well and make good choices. The program features local companies alongside the best touring children's theatre from all around Australia.

>Alcoa Education Program

The Alcoa Education Program offers a variety of opportunities for school children to become engaged in the arts, from 'behind the curtain' discovery tours of GPAC for primary schools to workshops with Bell Shakespeare Company for older students.

The education program is available to over 68,000 school children in the region and with a bus subsidy to assist those from low socioeconomic areas attend the centre, the program is as popular as ever.

>Take Over

Take Over is a program designed to give secondary students a hands-on experience of working in a professional theatre. The program this year was a great success with new schools participating and benefiting from an additional script development workshop and prescribed learning outcomes for lighting, sound and stage management.

>Class Clowns

With a record number of regional students entered in the competition this year, Class Clowns was a great success. Two students from the regional heats were selected for the grand final at Melbourne Town Hall.

>Alcoa Poppykettle Festival

The Alcoa Poppykettle Festival, our yearly arts festival for primary school children, was again a huge triumph. The inclusion of the PAIR project delivered during the two terms leading up to the event meant the spirit of the festival was effective for many months.

>Geelong Schools Music and Movement Festival

Providing the opportunity for primary and secondary schools to perform live music and/or movement items on the stage in the Ford Theatre, the Geelong Schools Music and Movement Festival continues to thrive.

>Kudos Award Night

The kudos award night celebrates the role of the performing arts in education and is a fantastic opportunity for students to perform in a professional theatre and share their experiences with other schools and the wider community.

>Professional Development (PD)

To support teachers GPAC offered a range of PD workshops providing the opportunity for teachers to gain real experience with industry professionals as well as share ideas with their peers.



best of the fest...

Travelling Film Festival Geelong, Melbourne Comedy Festival Roadshow and Raw Comedy Regional Heats were just some of the festivals that travelled the short distance down the Princes Highway to Geelong ensuring that our audiences were able to see and experience the latest films, funniest acts and up and coming performers right on their doorstep.

foyer entertainment...

A number of foyer performances were delivered during the theatre season shows focussing on providing local artists the opportunity to showcase their talent and skills to the theatre going public.

thankyou

GPAC would like to thank the following for partnering us to bring the arts to Geelong

government

GPAC gratefully acknowledges the State of Victoria for its generous support. We thank Minister for the Arts Mary Delahunty MP and our local parliamentarians for their ongoing interest, encouragement and advocacy of GPAC.



major partner



program sponsors

Theatre Season



Education



Musical Mornings



presenting sponsors



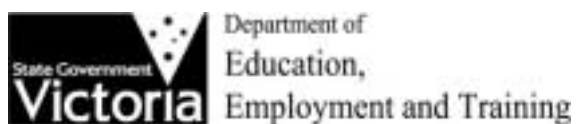
acts of support



green room club

Corporate Members





Family Magic

Community Access



Private Members

Mr Graeme Brown

Mr Peter Callan

Mr Peter and Mrs Ann Cramp

Dr Patrick and Mrs Deborah Lockie

Dr Christopher and Mrs Lisa McGrath

Drs James and Elizabeth Magarey

Mr David and Mrs Angela Smith

you saw it here first...

GPAC's vast array of theatre, seminars, concerts and festivals

concerts

Church of Latterday Saints

Gene Pitney

Hi- Five

John Rowles

Mr Whiskas

My Song by Shandelle Cook

Oxford Primary School

Paul Kelly

Renee Geyer

Royal Scots Guard

Starsearch

Surfside Primary School World Safari

Treorchy Male Choir

Victorian Welsh Male Choir

dance

Anne Carrick School of Dance Concert

Bellarine Calisthenics Concert

DMC Danceworks Concert

Eastside Calisthenics Concert

Geelong Ballet Centre Concert

Geelong Calisthenics Concert

Geelong Talent and Event Management Concert

Georgian State Ballet

Hightone Dance Academy Concert

Kerryn Louise Rayner School of Dance

Ocean Grove Calisthenics Concert

Ragus The Show by Retfar Entertainment

Regional Calisthenics Concert

Sandra Clack Ballet Concert

Simone Dickinson Dance School Concert

Tap High Concert

The Nutcracker by The Dancers Company

True Attitude Concert

Ultimate Dance Concert

Val Hannah Dance Concert

Westcoast Calisthenics Concert

Wingrove Calisthenics Concert

Wish Upon A Star Concert



classes

Anne Carrick School of Dance

Bethany Circus Workshops

Geelong Dance Expo

Geelong Talent and Event Management

Impetus Dance Theatre

Jamie Bromley Break-dancing

Philippines School of Self-Defence

Stagecoach/Stepping Stones Theatre Arts School

Val Hannah School of Dance

education

Alcoa Poppykettle Festival

Class Clowns by Melbourne Comedy Festival

Geelong Dance Network

Geelong Schools Music Festival

Kudos Theatre Awards

Takeover Performances

Takeover Skills Day

Takeover Wise Up Day

film

Bethany Film Festival

How Green Was My Valley by Victorian Welsh Male Choir

Travelling Film Festival Geelong

graduations and awards

Business and Community (Bollie) Awards

Bellaire Primary School

Bellarine Secondary College

Christian College Graduations

Corio Bay Secondary College Awards

Gordon Institute of TAFE Awards

Newcomb High School Graduations

Newcomb High School Awards

Regional Training Awards

seminars, conferences and meetings

Accident Compensation
Alcoa Australia
Barwon Water
Bell Shakespeare Company
Education Program
City of Greater Geelong
Department of Human Services
DMP Marketing
Geelong – A 21st Century Lifestyle
Book Launch
Geelong Bypass Project by Vic Roads
Geelong College Meetings
Geelong Otway Tourism
Gordon Institute of TAFE Meeting
GPAC Professional Development
Workshops for teachers
GSAT Lecture
Hayden Real Estate Training Sessions
IRS Aged Care Workshop
Kempe Engineering Meeting
Kings Funeral Seminar
Peak Events Workcover Seminar
Push by the Courthouse Youth Arts
Centre
Young Ones Talent Agency
Zonta Assist

theatre

A Funny Thing Happened on the Way
to the Forum by Lyric Theatre
Company
Animal Farm by Geelong College
Babes in the Woods by Medimime
Bananas In Pyjamas by International
Concert Attractions
Broadway Goes to Hollywood by
Kardinia International College



Dislabelled by Australian Theatre of
the Deaf
Godspell by Geelong College
Grease by Geelong Musical Comedy
Company
Jaffa by Hydra Productions
Joseph and The Amazing
Technicolour Dreamcoat by Christian
College
Macbeth by Melbourne Theatre
Company
Nunsense by Footlight Productions
Oklahoma by Lyric Youth Theatre
Rhinoceros by Sacred Heart College
Secret Bridesmaids Business by
pinkFish Productions
Sensitive to Noise by Bluebottle

Shirley Valentine by pinkFish
Productions

Sleeping Beauty by GSODA

Stuart Little by Music Box Theatre
Company

West Side Story by Sacred Heart
College

comedy

ABC Radio Debate
Certified Male by ACHE
Comedy Roadshow by Melbourne
Comedy Festival
Defending the Caveman by Ross
Mollison Productions
Ross Nobel
Strassman by David Strassman
Tokyo Shockboys

musical mornings

Johnny Young and the All Star Band
by Promac Productions
Joy of Christmas by Gaslight
Company
Kamahl by Bill Davidson
Karen Knowles by Promac
Productions
Marlene - a Tribute to Dietrich by
Promac Productions
My Fair Lady by Style Music
Peter Allen Songbook by Promac
Productions
Silvie Paladino by Promac
Productions
The Mikado by The Gilbert and
Sullivan Company
Tune in Tomorrow by Lux Radio
Theatre

you saw it here first...

theatre season shows

All Het Up by Lush Productions

Alone It Stands by Ross Mollison Productions

Flying Blind by Legs On The Wall

Ruby Moon by Playbox Theatre Company

Shadow of the Eagle by Perth Theatre Company

Wallflowering by HIT Productions

Wicked Sisters by Griffin Theatre Company

family magic – big time arts club

His Majesty's New Clothes by Barking Gecko Theatre Company

Muckheap by Polyglot Puppet Theatre

Pinocchio by Garry Ginivan Attractions

Rumplestiltskin by Buzz Dance Theatre

Sleeping Beauty by GSODA Junior Players

The Deep by Spare Parts Puppet Theatre

Costa Hall events

A Tribute to Broadway by Potpourri

Adam Harvey

Assemblies of God

Australia Conference

Belmont High School Awards

Catholic Regional College Awards

Christian College Awards

Christian College Music Evening



Clive James

Clonard College Awards

Concert of the Decade III (1st Concert)

Concert of the Decade III (2nd Concert)

Deakin Graduations (April)

Deakin Graduations (October)

Deakin University Steinway Piano Launch

Geelong Advertiser Scholarship

Geelong College Foundation Concert

Geelong College Speech Day

Geelong Concert Band

Geelong Grammar School Carnival of Choirs

Geelong Grammar School Senior House Music Concert

Geelong Grammar School Summer Music Camp

Geoffrey Tozer

Golden Key Awards

Ivan Rebhoff in Concert

Jason McCartney Speech

Kardinia International College Awards

Matthew Flinders Girls High School Awards

Melbourne Symphony Orchestra

National Works & Engineers Conference

Oberon High School Awards

Regional Dental Health Seminar

Shoot Out Film Festival

St Josephs College Awards

Terry Clarke

Ulysses Motor Cycle Club Annual General Meeting

Western Heights College Awards

Western Heights College Graduations



tickets please...

As the largest Ticketek outlet in regional Victoria and a busy box office selling tickets for our own events and programs, local customers value GPAC's ability to deliver a consistently high level of service providing ticketing services for a range of events and venues other than those at GPAC.

in 2003-04 these were

Barcode by The National Hotel

Stuart Little by Music Box Theatre Company

Sylvia by Geelong Repertory Theatre Company

Russell Morris by Acorn Productions

Masters Apprentices by Acorn Productions

Changing the World by Courthouse Youth Arts Centre



Normie Rowe by Acorn Productions

Diesel by Acorn Productions

Slava Grigoryan by Moonstone Productions

Remember Ronald Ryan by Geelong Repertory Company

Pseudo Echo by Acorn Productions

Hansel and Gretel by Music Box Theatre Company

Max Merritt by Acorn Productions

Boeing Boeing by Geelong Repertory Theatre Company

Mark Seymour by Acorn Productions

Dressage and Show Jumping by AEA Burong

Spectrum by Acorn Productions

Joe Cocker Tribute by Acorn Productions

Brian Cadd by Acorn Productions

Russell Morris by Queenscliff Town Hall

Concert Series by Minya Winery

Playboy of the Modern World by Geelong Repertory Theatre Company

Margaret Ulrich by Acorn Productions

Ross Wilson by Acorn Productions

Anthony Warlow In Concert by Adrian Bohm presents

Taming of the Shrew by pink Fish Productions

Chain by Acorn Productions

Cotton Keays and Morris by Acorn Productions

Vika and Linda Bull by Acorn Productions

Circus Royale

Daryl Braithwaite by Acorn Productions

Max Merritt by Acorn Productions

Seagull by Geelong Repertory Company

Playwright Competition by Geelong Repertory Theatre Company

The Drifters by Acorn Productions

James Reyne by Acorn Productions

Frankie J Holden by Acorn Productions

Girls Girls Girls by Acorn Productions

Celtic Festival

Mental as Anything by Acorn Productions

Kevin Borich by Acorn Productions

our stage enriches your world...

The theatres continue to be well used by a diversity of producers for a wide range of events.

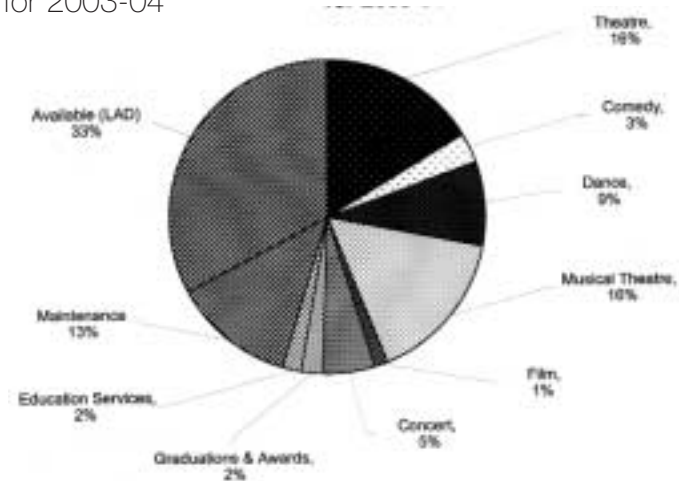
The majority of the available days are low attractive days (LAD) for example, public holidays, Sundays and early week days.

theatre usage by event type

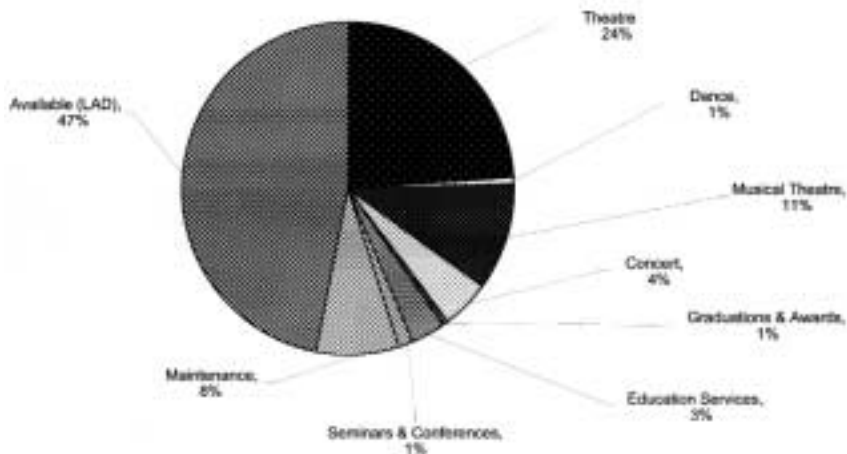
Theatre was the major use of the Ford and Blakiston Theatres in 2003-04 with Musical Theatre a close second.

Deakin Waterfront Costa Hall usage continues to be dominated by concerts.

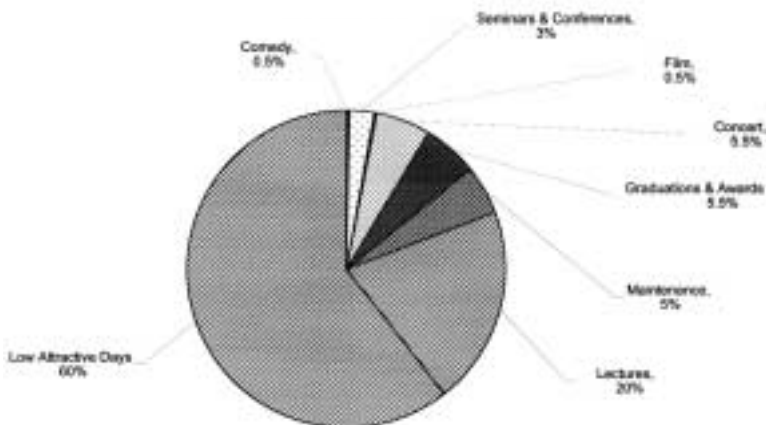
Ford Theatre
Number of days venue used categorised by event type for 2003-04



Blakiston Theatre
Number of days venue used categorised by event type for 2003-04



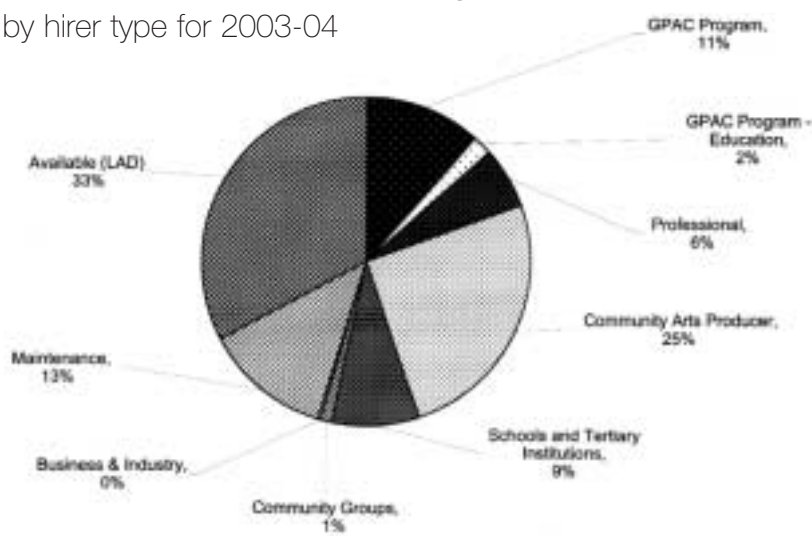
Deakin Waterfront Costa Hall
Number of days venue used categorised by event type for 2003-04



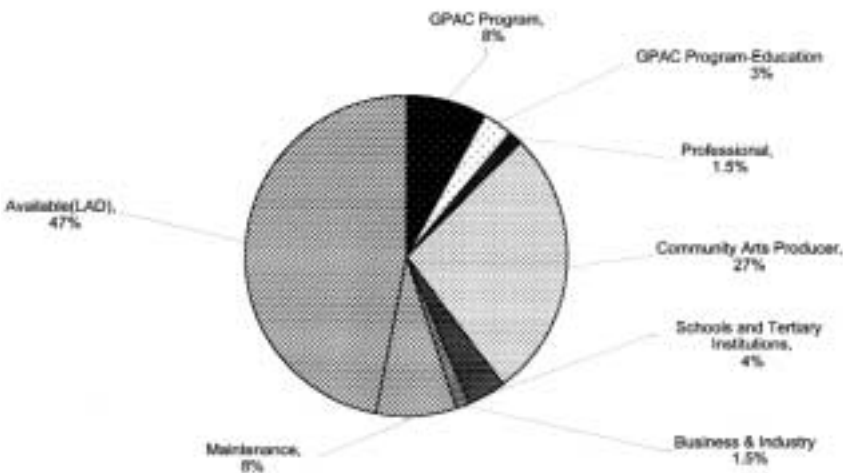
theatre usage by hirer type

In 2003-04 all three venues have shown an increase in usage by community arts producers. Schools and tertiary institutions taking up the opportunity to perform in the Ford Theatre nearly doubles in 2003-04 from the previous year.

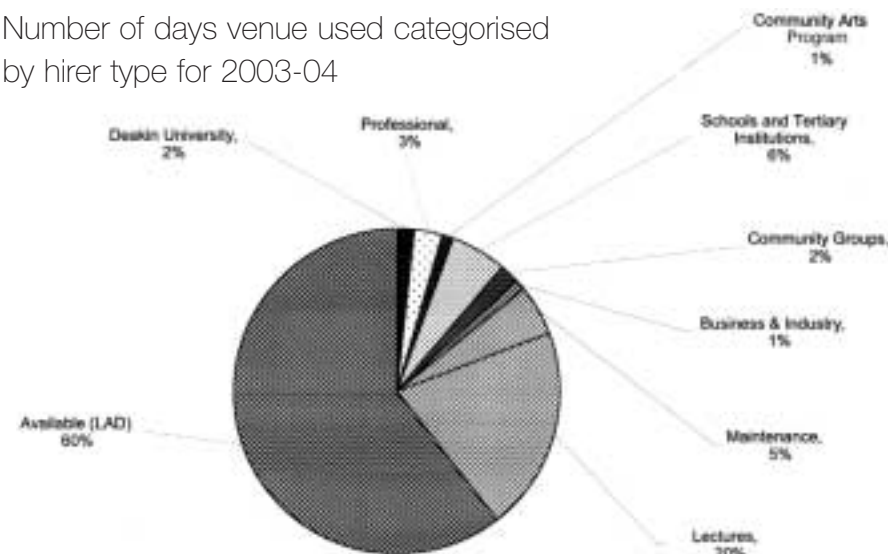
Ford Theatre
Number of days venue used categorised
by hirer type for 2003-04



Blakiston Theatre
Number of days venue used categorised
by hirer type for 2003-04



Deakin Waterfront Costa Hall
Number of days venue used categorised
by hirer type for 2003-04



goal 3

contribute to our region's innovation...

As an integral part of the community GPAC is the ideal vehicle to contribute to the region's innovation. Using existing partnerships and creating new ones, we are working to ensure that we are a key organisation that partners the City of Greater Geelong, Surf Coast Shire, Golden Plains Shire and the Borough of Queenscliff in a combined effort to drive the region forward.

hear ye! hear ye...

To engender support in the community, with masterplan in hand, GPAC Trust, and senior management, apprised senior federal, state and local government officials of its vision for the future.

The masterplan is integral to GPAC's ability to continue into the next phase of its life. With an ageing building and equipment, the implementation of the masterplan is key to the continued existence of the centre and its ability to grow with the region.

Many community and business organisations learned of our plans through business presentations and face-to-face meetings, ensuring that if funding is secured community and business leaders are well placed to offer support and assistance. Organisations and boards such as the Geelong Chamber of Commerce, Geelong Otway Tourism, Rotary and Kiwanis clubs, Geelong Racing Club Committee and others received detailed presentations on our vision for the future. Their response was supportive and cohesive in their recognition for the future development of the centre.

Pillars and wedges...

GPAC is part of the Geelong Regional Alliance Ltd. known as G21 and was actively involved in the development of the Geelong Region Strategic Plan, a blueprint to achieve the desired long-term vision for the greater Geelong region.

A number of regionally significantly projects emerged from the planning process called Lighthouse Projects. One of these is the development of a Regional Cultural Precinct that recog-



nises opportunities for development of existing and new infrastructure to support the arts, conferencing, research, learning and telecommunications. GPAC's master plan for our facilities is a key component of this arts precinct.

The State Government's Department of Sustainability and Environment, in consultation with major stakeholders, has developed a planning framework for an area in central Geelong called the Western Wedge. The transformation of this area will create a vibrant, active urban precinct that compliments the city centre and waterfront. This in turn will revitalise the area and add to the overall attraction and diversity of Geelong as a place to live, work, study and visit. GPAC is located within the Western Wedge and recognises this planning framework as a great opportunity for our future.

we are not alone...

As one of 43 regional Victorian and Tasmanian arts centres, GPAC has been providing support to its peak body Victorian Performing Arts Association (VAPAC) in the form of Executive Services for the last 15 years.

This involvement is invaluable to both parties as it provides GPAC the opportunity to gain an understanding of the challenges that are faced by both the larger and smaller regional centres and the members of VAPAC receive supportive and consistent executive support over a long period of time ensuring strong and effective partnerships are maintained.

The leadership role undertaken by GPAC focuses on supporting the key strategies of VAPAC: Networking, Management, Facilities and Product.

western wedge



goal 4

ensure outstanding services and spaces...

Our people are the strength of this organisation. The building in which they work must also be strengthened by constant upgrades until we reach our goal of building a new home for the arts in central Geelong: An outstanding place and space for the performing arts.

Until we secure that future our people will continue to provide high class service to all those who enter our doors.

securing the future...

Whilst we continue to implement an asset management program, major maintenance and capital improvements have been carried out on our plant and equipment. Significant repairs and maintenance that have been completed include roof plumbing works, repairs to the emergency lighting systems and public amenities.

As part of Arts Victoria's funding program Creating Place and Space, extensive modifications have been carried out to lighting bridges, access to work areas and to implement improved safety measures to our counterweight fly system. We are also in the process of implementing significant upgrades to the Ford Theatre house lighting and our buildings security system.

working together...

During the year a temporary restructure was necessary to accommodate the scheduled long service leave of three senior managers. The change involved amalgamating the role of the Technical Manager and the Venue Operations Manager and this saw the department managed by two different people over the course of eight months. Throughout this period venue operation systems and procedures



have ensured hirer satisfaction in all areas and key staff embraced the change with enthusiasm and support.

hands up...

An outstanding place needs outstanding people and GPAC prides itself on giving its staff every opportunity to grow and learn. This year over 200 training opportunities were made available to GPAC staff.

Training programs offered ranged from first aid, developing multicultural audiences, testing and tagging of technical equipment, fire fighting, privacy laws and implementing the privacy act to a three-day workshop for senior managers focusing on leadership, strategic planning and people management.

engaging people...

Making it all happen backstage requires trained and enthusiastic people, with aspirations to ensure that hirers, both local and national, receive a professional and outstanding level of service.

Strengthening the technical team in 2003-04 saw the appointment of a number of key personnel and the training of casual employees to maintain the GPAC standard. These include:

- appointment of a head technician
- four new theatre technicians employed
- all casual supervising technicians trained to tag and test electrical equipment

welcome to ...

Emma Dyer, Education Program Coordinator, replaced Sue Evans-Atherton who took up an opportunity to study at the Victorian College of the Arts.

Julie Stefanoff, Business Development Manager, joined the team on a 12-month contract covering a maternity leave.

Olivia Mann, Administration Assistant, Marketing, replaced Rebecca Gangemi at the conclusion of her 12-month traineeship.

Jess Fraser was engaged in a newly created position at the box office on a permanent part time basis.

Helen Brown, employed as assistant accountant, initially on a maternity relief contract accepts a permanent part-time position.

Wendy Jones returned to her position as assistant accountant after maternity leave.



food glorious food...

artistic catering, a Melbourne based company specialising in outstanding food, service and event management with operations at a number of major metropolitan attractions, was awarded the contract for all food and beverage services for the centre. This new partnership presents wonderful opportunities for improvement in our overall catering services.



gpac trust membership

Tim Orton	Chairman, Finance Subcommittee, Business Development Subcommittee
Richard East	Programming Subcommittee
John Bugg	Audit Subcommittee
Andrew Dunbabin	Finance Subcommittee, Audit Subcommittee, Business Development Subcommittee
Julie Dyer	Deputy Chair, Programming Subcommittee
Lynden Costin	Programming Subcommittee
Graeme Goldsworthy	Finance Subcommittee, Business Development Subcommittee, Audit Subcommittee
Kate Torpey	Programming Subcommittee
Peter Mitchell	Deputy Chair (outgoing resigned 5 August 2003) Business Development Subcommittee
Patricia Murdock	(Outgoing, term concluded 31 December 2003) Audit Subcommittee
Cathy Roth	(Outgoing, term concluded 31 December 2003) Business Development Subcommittee



Staff data

Employment type	2003-04				2002-03			
	Male	Female	Total	EFT	Male	Female	Total	EFT
Ongoing	5	15	20	16	5	14	19	16
Casual	17	33	50	11	25	28	53	12
Total	22	48	70	27	30	42	72	28

10-year anniversaries

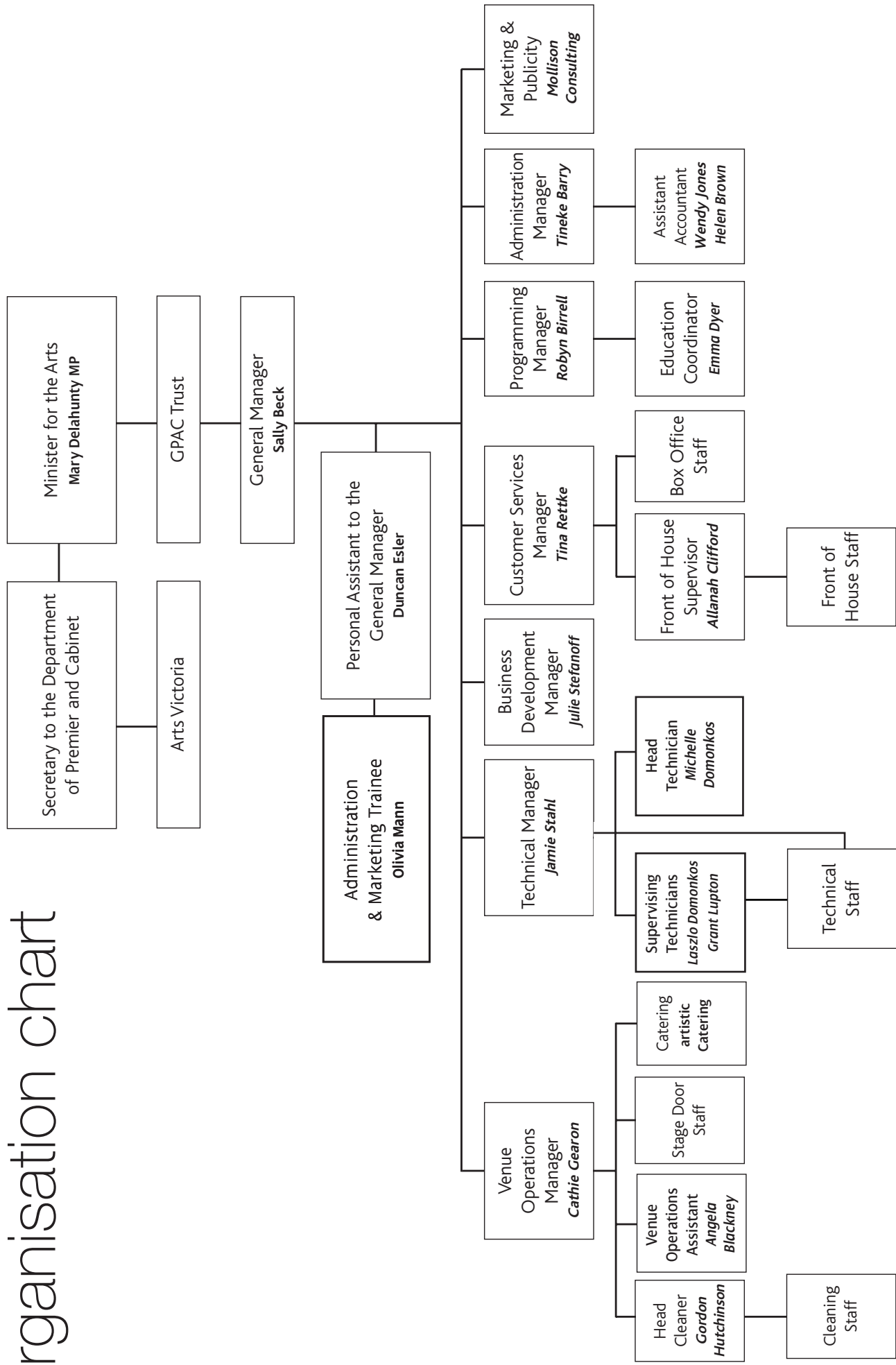
This year four employees joined the group of people who have been employed at GPAC for 10 years:

- Cathie Gearon
- Di Kibbis
- Simon Lewis
- Eril Rankin-Stubbings

STAFF EMPLOYED DURING 2003-04

General Manager	Sally Beck		
Administration Manager	Tineke Barry		
Business Development Manager	Robyn Erwin	Julie Stefanoff	
Customer Services Manager	Tina Rettke		
Marketing	Mollison Consulting, Brad Martin		
Publicity	Mollison Consulting, Lizzie Joyce		
Programming Manager	Robyn Birrell		
Technical Manager	Jamie Stahl		
Venue Operations Manager	Cathie Gearon		
Personal Assistant to the General Manager	Duncan Esler		
Assistant Accountants	Wendy Jones	Helen Brown	
	Julaine Robertson	Genine McCorkell	Corinne Marriner
Assistant to Customer Services Manager	Kim Hodgkinson		
Education Coordinator	Sue Evans-Atherton	Emma Dyer	
Front of House Supervisor	Allanah Clifford		
Head Cleaner	Gordon Hutchinson		
Head Technician	Michele Domonkos		
Supervising Technicians	Laszlo Domonkos	Grant Lupton	
Venue Operations Assistant	Angela Blackney		
Box Office Staff	Kate Banovac	Kimberlee Bone	Julie Brylow
	Emma Dyer	Jessica Fraser	Karen Garratt
	Peter Jukes	Ruth Sutherland	Jenny Waugh
Cleaning Staff	Jacinta Egberts	Nathan Flett	Debra Jones
	Wendy Munro	Kevin Pope	
Front of House Staff	Mykel Brown	Brian Brylow	Betty Clarke
	Lynda Clifford	Gillian Fillman	Maree Ford
	Val Foster	Ineke Geue	Helen Grull
	Catherine Johnson	Dianne Kibbis	Sandra Lovell
	Carolyn O'Neill	Michael Parker	Tim Petersen
	Vicki Rigby	Paul Scorpo	Peter Wills
	Eril Rankin-Stubblings	Nola Wright	
Stage Door Staff	Keith Halfpenny	Marie Hutchinson	Gill Morrison
	Gerry Morrison		
Technical Staff	Clint Balfour	Peter Balfour	Alison Bartlett
	Simon Bray	Tim Butler	Merryn Butterfield
	Lex DeVries	Daniel East	Gregory Edge
	Simon Farrow	Kennie Greagen	Luke Grose
	Julie Hall	Shane Haugh	Glen Hirst
	Claire James	Simon Lewis	Vanessa Manteit
	Dino Rotis	Nicholas Russell	Martin Schmidt
	Mark Sharer	Donald Shaw	
Administration Staff	Lyndal Barry		
Administration and Marketing Trainee	Rebecca Gangemi	Olivia Mann	
School-Based Apprentice	Haley Duffield		

organisation chart



networks and memberships

GPAC staff are actively involved in several key national boards and committees, and staff members offer their skills and knowledge in Geelong and the region whenever possible.

national

- Australia Council Theatre Board
- Australian Performing Arts Centres Association (APACA) – Executive Member
- Australian Presenters Group (APG)

state

- Arts Industry Council
- Arts Victoria Arts Portfolio CEO's Forum
- Arts Victoria Communications Managers Network
- Arts Victoria Corporate Managers Forum
- Arts Victoria Risk Management Coordination Committee
- Box Office Managers Network
- Technical Managers Network
- Victorian Association Performing Arts Centres
- Victorian Council for the Arts

local

- City by the Bay Tourism
- Geelong Chamber of Commerce
- Geelong Regional Alliance
- Selection committee for the arts manager for the City of Greater Geelong
- United Way Allocations Committee
- Zonta Club of Geelong Central



output statements 2003-04

Performance Indicator	Target 2003-04	Actuals 2003-04	% of target achieved 2003-04	Actuals 2002-03
Objective 1 Grow patronage to GPAC GPAC attendances				
Total attendance at GPAC comprising -	150,000	141,382	94%	153,091
GPAC theatre programs	35,000	27,561	79%	36,194
GPAC education programs	16,000	10,194	64%	12,596
Venue hire shows and events	99,000	103,627	105%	104,301
Education offsite attendances	2,000	737	37%	1,834
GPAC subscribers				
Theatre Season subscribers	1,360	1,541	113%	1,292
Family Magic subscribers	500	578	116%	578
Musical Mornings Season 1 subscribers	480	564	118%	472
Musical Mornings Season 2 subscribers	300	494	165%	442
Objective 2 Grow venue utilisation and yield Venue hire income				
Total venue hire income comprising -	\$ 260,000	\$ 239,377	92%	\$254,949
GPAC programs	\$ 50,000	\$ 57,189	114%	\$66,122
Hirers	\$ 210,000	\$ 182,188	87%	\$188,827
Occupancy				
Ford Theatre	65%	66%	102%	81%
Blakiston Theatre	50%	53%	106%	52%
Costa Hall	50%	31%	62%	44%
Marketing				
Number of new names on database	7,000	5,497	79%	6,804
On-line access	20,000	33,381	167%	21,507

Performance Indicator	Target 2003-04	Actuals 2003-04	% of target achieved 2003-04	Actuals 2002-03
Objective 3				
Grow sponsorship and fundraising to \$400,000 by 2004				
Sponsorship and fundraising total comprising -	\$ 308,000	\$ 283,455	92%	\$221,659
Cash	\$ 229,500	\$ 182,455	80%	\$154,659
In-kind	\$ 78,500	\$ 101,000	129%	\$67,000
Objective 4				
Pro-actively source and promote a selection of diverse, satisfying and challenging product				
Total attendances at GPAC comprising -	150,000	141,382	93%	153,091
Theatre		42,589		39,078
Comedy		6,336		10,740
Dance and dance classes		31,299		31,516
Musical		21,576		22,568
Film		3,062		3,570
Concerts		16,568		20,504
Seminars and conferences		4,958		4,638
Community / private functions		4,210		7,881
Education		10,784		12,596
New programs	3	2	67%	5

output statements 2003-04

Performance Indicator	Target 2003-04	Actuals 2003-04	% of target achieved 2003-04	Actuals 2002-03
<p>Objective 5</p> <p>Build and contribute to a vibrant regional entertainment and arts scene</p> <p>Value of sponsored venue rental and expenses</p> <p>No of partnerships with Geelong arts organisations</p> <p>No of members, friends and volunteers</p> <p>No of public programs</p> <p>No of performances</p>	<p></p> <p>\$ 40,000</p> <p>3</p> <p>100</p> <p>15</p> <p>250</p>	<p></p> <p>\$ 31,341</p> <p>6</p> <p>165</p> <p>13</p> <p>265</p>	<p></p> <p>78%</p> <p>200%</p> <p>165%</p> <p>87%</p> <p>106%</p>	<p></p> <p>\$46,752</p> <p>9</p> <p>203</p> <p>14</p> <p>243</p>
<p>Objective 6</p> <p>Maintain and develop strong relationships with the community and government</p> <p>Value of ticket give-aways</p>	<p></p> <p>\$ 10,000</p>	<p></p> <p>\$ 16,314</p>	<p></p> <p>163%</p>	<p></p> <p>\$15,264</p>
<p>Objective 7</p> <p>Sustain state of the art facilities</p> <p>Customer satisfaction with services and programs to a level of 3 or higher on a scale of 1-5 as defined below.</p> <p>1-Poor 2-Fair 3-Good 4-Very Good 5-Excellent</p>	<p></p> <p>90%</p>	<p></p> <p>98%</p>	<p></p> <p>109%</p>	<p></p> <p>Gap measurement method used in 2002-03 -0.30</p>

output statements 2003-04

Performance Indicator	Target 2002-03	Actuals 2003-04	% of target achieved 2003-04	Actuals 2003-04
<p>Objective 8</p> <p>Ensure that GPAC is an 'employer of choice' and is renowned for developing staff that are highly sought</p> <p>Number of training sessions delivered</p>	109	237	217%	186
<p>Objective 9</p> <p>Strengthen and maintain corporate governance</p> <p>Document essential corporate governance policies</p> <p>Achieve neutral operating budget or better</p>	<p>By 30 June 2004</p> <p>Operating break-even or surplus</p>	<p>Delegations policy approved</p> <p>Operating deficit</p>	<p>Achieved</p> <p>Not achieved</p>	<p>10%</p> <p>Operating surplus achieved</p>
<p>Objective 10</p> <p>Initiate, develop and assess long range opportunities for GPAC</p>	<p>Promotion of master plan via community communication program</p>			

compliance data

Summary of financial results with previous four year comparisons

000's	2004	2003	2002	2001	2000
Revenue from ordinary activities	2,820	2,647	3,561	2,476	2,625
Expenses from ordinary activities	(2,494)	(2,594)	(2,350)	(2,686)	(2,212)
Operating surplus/(deficit) before provisions	326	53	1211	(210)	413
Depreciation	(338)	(317)	(311)	(518)	(553)
Employee entitlements	7	(21)	(11)	(54)	(16)
Results from ordinary activities surplus/(deficit)	(5)	(285)	889	(782)	(156)
Total assets	18,620	15,486	15,748	14,659	17,541
Total liabilities	691	754	732	531	577

In the financial year ending 30 June 2004, GPAC's result from ordinary activities was significantly affected by:

- The receipt of a one-off capital grant from government of \$364,000 from the Creating Place and Space program to upgrade building and equipment safety.
- The decrease in box office income from \$635,327 in 2003 to \$444,352 in 2004 due to the strategic decision to take less financial risk in the presentation of theatre programs. This has resulted in decreased business activity and is reflected in a number of performance measures including:

> Note 3 to the financial reports shows that the number of programs decreased from 45 in 2003 to 40 in 2004.

> Output statements show that attendances dropped from 153,091 in 2003 to 141,382 in 2004.

> Output statements show that the number of public programs decreased from 14 in 2003 to 13 in 2004.

Total assets increased mainly due to a revaluation of land and buildings which increased the value of these assets by \$3.2 million.



employment and conduct principles

GPAC complies with the public sector employment and conduct principles that state:

- Employment decisions are based on merit
- Employees are treated fairly and reasonably
- Equal employment opportunity is provided
- Employees have reasonable avenues of redress against unfair or unreasonable treatment

GPAC operates a non-smoking workplace, encourages healthy eating and places emphasis on ensuring all every staff member receives training in all aspects of the arts industry.

industrial relations

No days were lost through industrial disputation.

enterprise partnership agreement

Staff are employed under the GPAC Enterprise Partnership Agreement, which incorporates the Performing Arts Centres Award 1992 and the Arts and Entertainment Administration Award 1990.

The second generation GPAC Enterprise Agreement was certified in the Australian Industrial Relations Commission and came into force on 26 September 2001 for a two year period. This delivered wage increases, secured working conditions and committed the organisation to a range of business improvement projects. Negotiations commenced on the third generation agreement.

corporate governance

The Trust was established by the GPAC Trust Act 1980 No. 9406. The Minister responsible is Mary Delahunty MP Minister for the Arts.

The Act provides that the functions of the Trust shall be:

- to complete the construction of the Centre, which shall be known as the GPAC.
- to care for, improve and maintain the Centre.
- to control and manage the Centre.
- to present and produce theatrical performances, operas, plays, dramas, ballets and musical and other performances and entertainments of any kind whatsoever in the Centre and outside the Centre.



- to promote the use of the Centre by persons and bodies whom the Trust consider suitable to use it.
- to perform any other functions appropriate to the Centre as the Minister may approve.

The programs, activities and achievements reported on previous pages reflect the functions of the Trust and are evaluated by the output statements.

trust subcommittees and terms of reference

Business Development Sub-Committee

Peter Mitchell (Chair, resigned Aug 2003), Graeme Goldsworthy (Chair), Cathy Roth (outgoing Dec 2003) Andrew Dunbabin, Tim Orton

The role of the committee is as follows:

1. to act as a support group for the Business Development Manager.
2. to develop new business development initiatives to pursue.
3. to provide contacts in the Geelong community for the Business Development Manager to pursue.
4. to participate in the organisation of fundraising events.

Programming Sub-Committee

Julie Dyer (Chair), Richard East, Kate Torpey, Lynden Costin

The role of the committee is as follows:

1. The committee should meet at key times throughout the year as required by the GPAC Trust and report back to the Trust at regular meetings.
2. The committee will work in alignment with the Finance Committee and financial procedures to support the entrepreneurial programming of GPAC.
3. The committee members will actively contribute to the priorities and direction of the Strategic Plan in the strategic areas of programming and audience development
4. The committee members should help implement and deliver the Strategic Plan by advocacy, active participation, and reporting on community perceptions.

Audit Sub-Committee

John Bugg (Chair), Patricia Murdock (outgoing Dec 2003) Andrew Dunbabin, Graeme Goldsworthy

The audit sub-committee provides a forum, which can address issues relating to management of risk, transactions with external parties and financial reporting obligations.

Internal Audit

- to establish an internal audit programme.
- to review the internal auditing function including the degree of coordination with the external auditor.
- to consider matters arising from the internal audit projects.
- to evaluate effectiveness of the internal auditing function by reviewing its achievement of the agreed outcomes.
- to comply with laws and regulations.
- to consider relevant government policies.
- to provide an independent reporting line to the General Manager.
- to monitor the ethical standards of GPACT.
- to consider risk management issues.

External Audit

- to consider matters arising from the external audit.
- to follow up the implementation of recommendations made by the external auditors.

Financial Reporting

- to review the annual audited statements (including any accompanying management report) prior to their approval by the Trust.

Finance Sub-Committee

Andrew Dunbabin (chair), Graeme Goldsworthy, Tim Orton

The finance sub-committee advises the Trust on the most appropriate way to fulfil its responsibilities with regard to financial management, accounting and reporting practices as prescribed by the GPAC Trust Act 1980 and the Financial Management Act 1994.

It meets on a monthly basis and makes recommendations to the Trust for approval regarding:

- Annual operating budget.
- Entrepreneurial venture budgets.
- Capital expenditure priorities.
- Monitoring of monthly financial result against budget.
- Internal control relating to the finance system.
- Pricing of services.
- Cost effectiveness.



compliance with *Buildings Regulations Act 1993*

All building works undertaken by GPAC comply with current building regulations.

compliance with National Competition Policy

The Trust is committed to the implementation of the Victorian Government's Competitive Neutrality Policy.

consultancies

The Trust did not engage consultants, as defined by Part 9 in the Directions of the Minister for Finance under the *Financial Management Act 1994* during the year ended 30 June 2003

Correction of personal information

Requests for correction or amendment of information about a person that is contained in a document held by the agency should be in writing and should specify the name and address of the person making the request and particulars of why it is believed that the information is incomplete, incorrect, out of date or misleading. The application should specify the amendments he or she wishes to be made.

cultural diversity

As part of our commitment to cultural diversity our senior management undertook a workshop in developing programs that embrace multicultural audiences. This also included attending presentations from Multicultural Arts Victoria on audience development. We continue to work with Geelong Ethnic Communities Council to broaden our programming and support.

environmental

GPAC is aware of the government's 15% energy reduction target and the

purchase of 5% Green Power for all Statutory Authorities.

fees and charges

Hiring charges and booking fees were increased to cover the increased cost of providing these services. Increases were made to the cost of venue labour in line with wage increases. When charging for services GPAC complies with National Competition Policy by charging fair market prices for all ser-



vices provided. From 1 July 2004 the application fee increases to \$20.50.

Freedom of Information (FOI)

The Trust produces the following regular publications:

- Annual Report.
- Fortnightly 'What's On' e-mail bulletins.
- Bi-monthly 'Caught In The Act' newsletter.

FOI requests should be directed to the General Manager, 50 Little Malop Street Geelong VIC 3220. In accordance with the Freedom of Information Act 1982, a \$20 application fee must accompany all requests.

The subject and the date range of the information sought should be indicated as precisely as possible. Where a request does not identify the document(s) requested, the applicant will be advised and given an opportunity to consult with officers in order to reformulate the request.

The types of documents that are not accessible under FOI are detailed in Part IV of the *Freedom of Information Act*. Such documents identified in GPAC response to a request and reasons for the exempt status will be given. Under the Act an applicant can appeal a decision to Internal Review, which will be conducted by the Principal Officer. Further appeals to the Ombudsman or the Administrative Appeal Tribunal can be made under Part VI of the Act.

Other publications produced by the Trust are marketing materials for the Trust's annual entrepreneurial ventures, which are obtained from box office.

Charges for access to documents will be in accordance with the *Freedom of Information Act 1982* and the *Freedom of Information (Charges) Regulations 1993*. The Act specifies that access to information be provided at the lowest reasonable cost. The following charges will apply:

- application Fee: \$20.00 per application.
- photocopy Fee: \$0.20 per A4 page
- search Fees (identification and location of documents): \$20.00 per hour or part of an hour.
- supervision Fees (where a document is inspected at GPAC): \$5.00 per quarter hour or part quarter hour.
- deposits (in cases where charges will be substantial): \$25.00 or 50% of the calculated charge, whichever is the lesser amount.

Charges other than the application fee may be waived if the request is a routine request or if the request is for access to a document relating to the personal affairs of the applicant. The application fee may be waived or reduced if payment of the fee would cause hardship for the applicant.

It is the aim of the FOI to make the maximum amount of information available promptly and inexpensively. FOI requests should be as specific as possible so that the request can be processed efficiently.

relevant information

The following information has been prepared and is retained by the Trust and can be made available to the Minister for the Arts, Members of Parliament and the public.

- (a) a statement that declarations of pecuniary interests have been duly completed by all relevant officers.
- (b) details of shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary.
- (c) details of publications produced by the entity about the entity and the places where the publications can be obtained.
- (d) details of changes in prices, fees, charges, rates and levies charged by the entity.
- (e) details of any major external reviews carried out on the entity.
- (f) details of major research and development activities undertaken by the entity.
- (g) details of overseas visits undertaken including a summary of objectives and outcomes of each visit
- (h) details of major promotional, public relations and marketing activities undertaken by the entity to devel-

- op community awareness of the entity and the services it provides.
- (i) details of assessments and measures taken to improve the occupational health and safety of employees.
- (j) a general statement on industrial relations within the entity and details of time lost through industrial accidents and disputes.
- (k) a list of major committees sponsored by the entity, the purposes



of each committee and the extent to which the purposes have been achieved.

Whistleblowers Protection Act 2001

GPAC complies with the requirements of the act and has implemented the Department of Premier and Cabinet's procedures under section 68 for handling disclosures under the *Whistleblowers Act 2001*. As required by the legislation, these procedures are provided in the appendix to the annual report.

This section of the report contains information that is required to be published annually under section 104 of the *Whistleblowers Protection Act 2001* ('the Act').

For the year 2003/04:

GPAC has received no disclosures during the year.

GPAC has not referred any disclosures to the Ombudsman for determination as to whether they are public interest disclosures during the year.

The Ombudsman has not referred any disclosed matters to GPAC during the year.

GPAC has not referred any disclosed matters to the Ombudsman to investigate during the year.

Ombudsman has not taken over any investigation of disclosed matters from the GPAC during the year.

GPAC has made no request under section 74 of the Act to the Ombudsman to investigate disclosed matters during the year.

GPAC has not declined to investigate a disclosed matter during the year.

There have been no disclosed matters that were substantiated on investigation. There has been no action required to be undertaken arising from an investigation, since there have been no investigations.

The Ombudsman has not made any recommendation under the Act that relates to the GPAC.

The nominated Protected Disclosure Officer (PDO) is Lynden Costin who can be contacted on 03 5227 0952.

gpac financial statement



Geelong Performing Arts Centre Trust
Statement of Financial Performance
For the year ended 30 June 2004

	Note	2004			2003		
		\$	\$	\$	\$	\$	\$
		Operations	Infrastructure	Total	Operations	Infrastructure	Total
Revenue from ordinary activities							
Government grants							
Department of Premier and Cabinet	2	747,441	364,000	1,111,441	705,129		705,129
Department of Education		31,323		31,323	31,323		31,323
Australia Council					10,704		10,704
Trading income							
Box office	3	444,352		444,352	635,327		635,327
Booking fees		292,612		292,612	298,208		298,208
Venue hire	5	603,861		603,861	600,446		600,446
Sponsorship and fundraising		182,405		182,405	154,773		154,773
Catering commission		23,768		23,768	57,901		57,901
Management fees		45,585		45,585	45,000		45,000
Outside of operating activities							
Interest		60,294		60,294	65,060		65,060
Proceeds on disposal of assets	6					28,923	28,923
Other		24,725		24,725	14,440		14,440
Total revenue from ordinary activities		2,456,366	364,000	2,820,366	2,618,311	28,923	2,647,234
Expenses from ordinary activities							
Human resources							
Salaries and related		1,319,561		1,319,561	1,345,663		1,345,663
Consultants		103,414		103,414	123,083		123,083
Staff development		29,063		29,063	25,494		25,494
Trading							
GPAC programs		402,347		402,347	483,123		483,123
Education programs		30,940		30,940	34,580		34,580
Marketing		22,624		22,624	18,912		18,912
Operating		119,613		119,613	133,447		133,447
Buildings and facilities							
Repairs and maintenance		133,863		133,863	132,571		132,571
Utilities		109,599		109,599	110,307		110,307
Depreciation			338,357	338,357		316,948	316,948
Written down value of asset disposals	6		7,732	7,732		18,471	18,471
Administration and finance							
Administration		105,379		105,379	101,378		101,378
Information technology		12,672		12,672	14,418		14,418
Audit		12,650		12,650	11,500		11,500
Bad and doubtful debts		5,493		5,493	1,023		1,023
Insurance		68,064		68,064	56,612		56,612
Lease expenses		4,728		4,728	4,728		4,728
Total expenses from ordinary activities		2,480,010	346,089	2,826,099	2,596,839	335,419	2,932,258
Result from ordinary activities							
(surplus/(deficit))		(23,644)	17,911	(5,733)	21,472	(306,496)	(285,024)
Net increase in asset revaluation reserve			3,202,858	3,202,858			
Total changes in equity other than those resulting from transactions with the Victorian Government in its capacity as owner		(23,644)	3,220,769	3,197,125	21,472	(306,496)	(285,024)

The above statement of financial performance should be read in conjunction with the accompanying notes

Geelong Performing Arts Centre Trust
Statement of Financial Position
As at 30 June 2004

	Note	2004 \$	2003 \$
Current assets			
Cash assets	12(a)	1,241,004	1,084,325
Receivables		132,146	184,193
Inventories		2,000	2,000
Other	11	101,694	57,334
Total current assets		1,476,844	1,327,852
Non-current assets			
Property plant and equipment	8	17,143,197	14,157,768
Total non-current assets		17,143,197	14,157,768
Total assets		18,620,041	15,485,620
Current liabilities			
Payables	9	493,402	549,469
Provisions	10	153,034	145,133
Total current liabilities		646,436	694,602
Non-current liabilities			
Provisions	10	45,039	59,577
Total non-current liabilities		45,039	59,577
Total liabilities		691,475	754,179
Net assets		17,928,566	14,731,441
Equity			
Contributed capital	7a)	6,749,905	6,749,905
Accumulated surplus/(deficit)	7c)	598,430	604,163
Reserves	7b)	10,580,231	7,377,373
Total equity	7d)	17,928,566	14,731,441

The above statement of financial position should be read in conjunction with the accompanying notes

Geelong Performing Arts Centre Trust
Statement of Cash Flows
For the year ended 30 June 2004

	Note	2004 \$	2003 \$
		Inflows(outflows)	Inflows(outflows)
Cash flows from operating activities			
Cash receipts from customers		1,669,355	2,106,094
Government grants		1,142,764	722,205
Interest received		60,294	65,060
Payments to suppliers and employees		(2,587,074)	(2,790,244)
Net cash inflow from operating activities	12b)	285,339	103,115
Cash flows from investing activities			
Payments for property plant and equipment		(128,660)	(822,787)
Proceeds from sale of property plant and equipment		-	28,923
Net cash outflow from investing activities		(128,660)	(793,864)
Net increase(decrease) in cash held		156,679	(690,749)
Cash at beginning of year		1,084,325	1,775,074
Cash at end of year	12a)	1,241,004	1,084,325

The above statement of cash flows should be read in conjunction with the accompanying notes

1 Accounting policies

a) Basis of preparation

This general-purpose financial report has been prepared in accordance with the Financial Management Act 1994, Australian Accounting Standards Board and Urgent Issues Group Consensus Views. It is prepared in accordance with the historical cost convention, except for certain assets and liabilities which, as noted, are at valuation. The accounting policies adopted and the classification and presentation of items, are consistent with those of the previous year, except where a change is required to comply with an Australian accounting standard or Urgent Issues Group Consensus View, or an alternative accounting policy permitted by an Australian accounting standard, is adopted to improve the relevance and reliability of the financial report. Where practicable, comparative amounts are presented and classified on a basis consistent with the current year.

b) Property plant and equipment

Subsequent to the initial recognition as assets, non-current physical assets, other than plant and equipment are measured at fair value. Plant and equipment is measured at cost. Revaluations are made with sufficient regularity to ensure that the carrying amount of each asset does not vary materially from its fair value at the reporting date. Revaluations are assessed annually and supplemented by independent assessments, at least every three years. Land and buildings were revalued by Landlink Property Group, valuers approved by the Valuer-General, at 30 June 2004 on the basis of the market value of land and depreciated replacement cost of buildings. Building additions are valued at cost.

The valuation of land and buildings is in accordance with the Victorian Government Policy – Revaluation of Non-Current Physical Assets.

Depreciation is calculated using the straight line basis to write off the net cost of each item of property, plant and equipment (excluding land) over its expected useful life. Historic buildings have an expected remaining useful life of 66 years. Other buildings have an expected remaining useful life of 76 years. Plant and equipment items have



expected useful lives ranging from 3 to 20 years. Depreciation rates have not altered from the previous year.

c) Inventories

Stocks of lighting consumables are valued on the weighted average cost basis and are carried at the lower of cost and net realisable value.

d) Long service leave

Provision for long service leave is made for staff in accordance with the terms of the relevant awards. The liability represents the present value of the estimated future cash outflows to be made by the employer resulting from employees' services up to balance date. Liabilities for long service leave which are not expected to be settled within twelve months are discounted using rates supplied by the Department of Treasury and Finance. In determining the liability for long service leave, consideration has been given to future increases in wage and salary rates and GPACT's experience with staff departures. Related on-costs have also been included in the liability.

e) Annual leave

Provision has been made in the financial statements as a current liability for all outstanding annual leave as at balance date. Annual leave is provided in accordance with relevant Awards. The amount unpaid at balance date represents the amount that GPACT has a present obligation to pay resulting from employees' services provided up to the balance date. The provision has been calculated at nominal amounts based on the amount expected to be paid when the liability is settled.

f) Sick leave

No provision is made for sick leave as there is no liability to pay for accumulated leave and the sick leave to be taken in future reporting periods is not expected to be greater than entitlements which are expected to accrue in those periods.

Geelong Performing Arts Centre Trust

Notes to the Financial Report

For the year ended 30 June 2004

g) Revenue recognition

Revenue represents amounts earned from sales of products or services, for completed programs and hire of venues, interest and other items. Government grants are recognised on receipt except where they are for specific programs whereby they are

recognised at time of performance. Income from the hire of venues is recognised when payments are due. Booking fees are recognised as income when tickets are sold. Income from the sale of tickets is recognised when the shows have been performed. Rental income for commercial and retail areas is recognised monthly in advance. Bar and catering services are contracted to an independent operator. GPACT receives a return based on a percentage of gross turnover. This revenue is recognised on a monthly basis.

h) Government contributions

Pursuant to a Government directive under the Financial Management Act 1994, capital contributions are treated as revenue.

i) Contributed capital

Consistent with UIG Abstract 38 Contributions by Owners Made to Wholly-Owned Public Sector Entities appropriations for additions to net assets have been designated as contributed capital. Other transfers that are in the nature of contributions or distributions have also been designated as contributed capital.

j) Leases

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the periods in which they are incurred.

k) Receivables

Trade receivables are recognised and carried at original invoice amount less a provision for any uncollectible debts.



An estimate for doubtful debts is made when collection of the full amount is no longer probable. Bad debts are written off as incurred.

l) Payables

Liabilities for trade creditors and other amounts are carried at cost which is the fair value of the consideration to be paid in the future for goods and services received, whether or not billed to GPACT.

m) Goods and services tax

Revenues, expenses and assets are recognised net of the amount of GST except:

- where the GST incurred on the purchase of goods and services is not recoverable from the taxation authority, in which case the GST is recognised as part of the acquisition of the asset or as part of the expense item as applicable; and
- Receivables and payables are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the Statement of Financial Position.

Cash flows are included in the Statement of Cash Flows on a gross basis and the GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the taxation authority are classified as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to the taxation authority.

n) Superannuation

All superannuation contributions are expensed in the Statement of Financial Performance. A total of \$ 99,909 was contributed to a number of superannuation funds. GPACT has no loans from superannuation funds.

Geelong Performing Arts Centre Trust
Notes to the Financial Report
For the year ended 30 June 2004

	2004 \$	2003 \$
2 Department of Premier and Cabinet		
Current		
Operations	692,000	674,000
Other		
Playbox Theatre Touring Grant	43,640	-
Guarantee Against Loss	11,801	10,009
Fringe Inventions Exhibition Grant	-	8,620
Leadership and Management Training	-	12,500
	747,441	705,129
Capital		
Creating Place and Space	364,000	-
	1,111,441	705,129

3 Box office

GPACT presented 40 programs (2003 – 45) during the period covered by these accounts including both GPAC and education programs.

4 Intra-entity charges

GPACT eliminates the effect of intra-entity charges from the financial report. Intra-entity charges apply to GPAC programs and Education programs to reflect the full cost of presenting those programs. The impact of eliminating intra-entity charges is:

- a) To reduce the cost of GPAC programs from the full cost of \$554,022 (2003 \$687,919) by intra-entity charges of \$151,675 (2003 \$204,796) to give a net cost of \$402,347 (2003 \$483,123).
- b) To reduce the cost of Education programs from the full cost of \$65,247 (2003 \$57,349) by intra-entity charges of \$34,307 (2003 \$22,769) to give a net cost of \$30,940 (2003 \$34,580).

Total intra-entity charges of \$185,982 (2003 \$227,565) comprise venue hire costs of \$176,902 (2003 \$214,728) and booking fees of \$9,080 (2003 \$12,837).

5 Venue Hire

Venue rental		
Ford theatre	84,986	85,901
Blakiston theatre	20,189	19,930
Foyer, gallery, studios	47,583	54,190
Rental income – commercial and retail areas	29,432	28,806
Venue labour and other recoveries	421,671	411,619
	603,861	600,446

Geelong Performing Arts Centre Trust
Notes to the Financial Report
For the year ended 30 June 2004

	2004 \$	2003 \$
6 Asset disposals		
Proceeds on disposal	-	28,923
Written down value	(7,732)	(18,471)
Profit (loss) on disposal	(7,732)	10,452

7 Contributed capital, reserves and total equity

a) Contributed capital

Balance 1 July	6,749,905	6,749,905
Transfer from accumulated surplus	-	-
Balance 30 June	6,749,905	6,749,905

b) Reserve – asset revaluation

Balance 1 July	7,377,373	7,377,373
Transfer from surplus – revaluation of land and buildings	3,202,858	-
Balance 30 June	10,580,231	7,377,373

c) Accumulated surplus

Balance 1 July	604,163	889,187
Surplus (deficit)	(5,733)	(285,024)
Balance 30 June	598,430	604,163

d) Total equity

Balance 1 July	14,731,441	15,016,465
Total changes in equity recognised in the Statement of Financial Performance	3,197,125	(285,024)
Balance 30 June	17,928,566	14,731,441

e) Nature and purpose of reserves

Asset revaluation reserve

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets, as described in accounting policy note 1b).

Geelong Performing Arts Centre Trust
Notes to the Financial Report
For the year ended 30 June 2004

	2004 \$	2003 \$
8 Property plant and equipment		
Land at independent valuation 2004	2,600,000	1,532,000
Buildings at independent valuation 2004	13,329,680	11,393,679
Building improvements at independent valuation 2004	200,000	200,000
Building improvements at cost	-	329,526
Less accumulated depreciation	-	(391,628)
	13,529,680	11,531,577
Plant and equipment at cost	1,378,096	1,320,876
Less accumulated depreciation	(364,579)	(226,685)
	1,013,517	1,094,191
Total property plant and equipment	17,143,197	14,157,768

Reconciliations of the carrying amounts of each class of property plant and equipment at the beginning and end of the current financial year are set out below.

	Land	Buildings	Plant & equipment	Total
Carrying amount at 1 July 2003	1,532,000	11,531,577	1,094,191	14,157,768
Additions	-	62,926	65,735	128,661
Disposals	-	-	(7,732)	(7,732)
Depreciation	-	(199,681)	(138,677)	(338,358)
Revaluation	1,068,000	2,134,858	-	3,202,858
Carrying amount at 30 June 2004	2,600,000	13,529,680	1,013,517	17,143,197

Property plant and equipment subject to operating leases

	Independent valuation 2004	Accumulated depreciation	Depreciation expense for the year
Building			
Historical buildings (Zone A)	1,996,000	-	25,768

9 Payables

Current		
Trade creditors	157,951	299,844
Tickets sold in advance	246,334	156,527
Income in advance	78,554	76,912
GST and PAYG liability	10,563	16,186
	493,402	549,469

Included in the trade creditors amount for 2003 is a payable of \$53,840 to Local Authorities Super due to a shortfall in the defined benefit superannuation fund

Geelong Performing Arts Centre Trust
Notes to the Financial Report
For the year ended 30 June 2004

	2004 \$	2003 \$
10 Provisions		
Current		
Annual Leave	72,002	70,634
Long Service Leave	81,032	74,499
	153,034	145,133
Non-current		
Long Service Leave	45,039	59,577
Aggregate carrying amount of provisions	198,073	204,710

Movements in provisions during the current financial year are set out below.

	Annual leave	Long service leave	Total
Carrying amount at 1 July 2003	70,634	134,076	204,710
Leave accrued	71,940	22,653	94,593
Leave taken	(70,572)	(30,658)	(101,230)
Carrying amount at 30 June 2004	72,002	126,071	198,073

11 Other assets

Prepayments	101,694	57,334
--------------------	----------------	---------------

12 Notes to the statement of cash flows

a) Reconciliation of cash

For the purpose of the statement of cash flows, cash includes cash on hand and at bank and short term deposits, at call net of outstanding bank overdrafts. Cash as at the end of the year in the statement of cash flows is reconciled to the related items in the balance sheet as follows:

Cash on hand	2,350	2,350
Cash at bank	210,043	182,975
Term deposits	1,028,611	899,000
	1,241,004	1,084,325

b) Reconciliation of result from ordinary activities to net cash inflow (outflow) from operating activities

Result from ordinary activities	(5,733)	(285,024)
Add(less) non-cash items		
Loss (profit) on sale of assets	7,732	(10,452)
Depreciation	338,357	316,948
Changes in operating assets and liabilities		
Increase (decrease) in payables	(56,067)	4,671
Increase (decrease) in provisions	(6,637)	17,852
Decrease (increase) in receivables	52,047	47,760
Decrease (increase) in other assets	(44,360)	11,360
Net cash inflow (outflow) from operating activities	285,339	103,115

Geelong Performing Arts Centre Trust
Notes to the Financial Report
For the year ended 30 June 2004

2004
\$

2003
\$

13 (a) Operating lease commitments

Lease commitments for non-cancellable operating lease payable.

Within one year	4,728	4,728
Later than one year but not later than five years	3,940	8,668
	8,668	13,396

(b) Operating lease receivables

Lease payments receivable from leasing out office space and from shop rentals

Within one year	11,156	26,375
Later than one year but not later than five years	2,543	14,841
	13,699	41,216

14 Contingent liabilities

There are no contingent liabilities.

15 Unspent government capital grants

At 30 June 2004 GPACT holds \$548,900 in unspent capital grants, comprising \$363,400 relating to the Creating Place and Space grant and \$185,500 relating to Disability Access. These funds must be spent on capital assets relating to building safety and disability access in accordance with the terms and conditions of the grant agreements.

Geelong Performing Arts Centre Trust
Notes to the Financial Report
For the year ended 30 June 2004

16 Responsible persons

The Minister responsible for GPACT is Mary Delahunty MP, Minister for the Arts.

The names of responsible persons who were Trust members at any time during the financial year are:

	Position	Appointment status
Mr Tim Orton	Chairman	On-going appointment
Cr John Bugg	Chair Audit Sub-committee	On-going appointment
Mr Andrew Dunbabin	Chair Finance Sub-committee, Audit Subcommittee	On-going appointment
Ms Julie Dyer	Chair Programming Sub-committee	On-going appointment
Mr Peter Mitchell	Chair Business Development Sub-committee	Resigned 5 August 2003
Mr Graeme Goldsworthy	Audit Subcommittee, Finance Subcommittee, Business Development Subcommittee	On-going appointment
Mr Richard East	Programming Subcommittee	On-going appointment
Ms Lynden Costin	Programming Subcommittee	On-going appointment
Ms Kate Torpey	Programming Subcommittee	On-going appointment
Ms Patricia Murdock	Audit Subcommittee	Term concluded 31 December 2003
Ms Cathy Roth	Business Development Subcommittee	Term concluded 31 December 2003

The names of persons who were responsible persons at any time during the financial year other than Trust members are:

Ms Sally Beck	General Manager
---------------	-----------------

Remuneration of responsible persons

No remuneration was paid to any responsible person who is a Trust member. The Minister's remuneration is disclosed in the financial statements of the Department of Premier and Cabinet.

No executive officer received remuneration over \$100,000.

Retirement benefits

No retirement benefits were paid by the reporting entity in connection with the retirement of responsible persons.

Other transactions of responsible persons and their related entities

Business transactions were conducted with the organisation, The Courthouse, owned by the City of Greater Geelong, of which Ms Lynden Costin is the General Manager. The transactions included venue rental charges made by The Courthouse to GPACT in the amount of \$1,544 (2002/03 \$979) and equipment hire and booking fee charges made by GPACT to The Courthouse of \$192 (2002/03 \$Nil).

Business transactions were conducted with the organisation, WHK Day Neilson, of which Mr Andrew Dunbabin is a partner. The transactions included sponsorship income of \$5,000 (2002/03 \$5,000) paid to GPACT by WHK Day Neilson.

The above transactions were undertaken in the ordinary course of business and were at arms length and at normal commercial terms.

17 Financial Instruments

a) Terms conditions and accounting policies

GPACT's accounting policies including terms and conditions of each material class of financial asset, financial liability, both recognised and unrecognised at balance date, are as follows:

Recognised Financial Instruments	Note Ref	Accounting Policy	Terms and Conditions
(i) Financial assets			
Cash assets	12a)	Cash and bank deposits are carried at principal amounts. Interest is recognised as it is earned.	All cash and bank balances are at call and have an effective interest rate of 5.2%.
Receivables		Assets are recognised for amounts to be received in the future for services provided to members.	Terms are normally 'payment within 30 days'. Interest may be charged on late payment at the discretion of the Trust at 13.2%
(ii) Financial Liabilities			
Payables	9	Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Trust.	Trade liabilities are normally settled on 30 day terms

b) Interest rate risk

GPACT's exposure to interest rate risks and the effective interest rates of financial assets and financial liabilities, both recognised and unrecognised are as follows:

Financial Instruments	Floating interest rate		Non-interest bearing		Total carrying amount as per statement of financial position		Weighted average effective interest rate	
	2003/04	2002/03	2003/04	2002/03	2003/04	2002/03	2003/04	2002/03
(i) Financial assets								
Cash assets	1,241,004	1,084,325			1,241,004	1,084,325	5.2%	4.5%
Receivables			132,146	184,193	132,146	184,193	N/A	N/A
Total financial assets					1,373,150	1,268,518		
(ii) Financial liabilities								
Payables			493,402	549,069	493,402	549,069	N/A	N/A
Total financial liabilities					493,402	559,069		

c) Credit Risk

The maximum exposure to credit risk, excluding the value of any collateral or other security, at balance date to recognised financial assets is the carrying amount, net of any provisions of doubtful debts, as disclosed in the balance sheet and notes to the financial statements. GPACT does not have any material credit risk to any single debtor or group of debtors under financial instruments.

d) Net fair values

The net fair value of GPACT's financial assets and financial liabilities are not expected to be significantly different from each class of asset and liability as disclosed above and recognised in the balance sheet as at 30 June 2004.

Geelong Performing Arts Centre Trust
Notes to the Financial Report
For the year ended 30 June 2004

	2004 \$	2003 \$
18 Superannuation		
GPACT made superannuation contributions for employees as follows:		
Vision Super Pty Ltd	80,972	139,346
Other superannuation funds	18,937	11,705
	99,909	151,051

In respect of contributions to Vision Super Pty Ltd (the Fund) there are two categories of membership, each of which is funded differently.

LASPLAN Members

The Fund's LASPLAN category receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings in accordance with the Superannuation Guarantee Legislation (9% in 2003/04). No further liability accrues to the employer as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

During 2003/04 GPACT's superannuation contribution relating to LASPLAN members was \$80,972 (\$75,748 in 2002/03).

Defined Benefits Members

GPACT makes employer contributions to the defined benefits category of the Fund at rates determined by the Fund's Trustee. The rate is currently 9.25% of superannuation salary (9.25% in 2002/03).

During 2003/04 GPACT's superannuation contribution relating to that year's defined benefits members' service was \$11,073 (\$64,794 in 2002/03).



In addition GPACT reimburses the Fund for the difference between resignation and retrenchment benefits paid to its retrenched employees. Employees also make member contributions to the Fund. As such, assets accumulate in the Fund to meet member benefits, as defined in the Trust Deed, as they accrue.

GPACT's past service liability to the Fund as at 30 June 2004 is \$Nil (30 June 2003 \$Nil).

GPACT has an ongoing obligation to share in the future experience of the Fund. Favourable or unfavourable variations may arise should the experience of the Fund differ from the assumptions made by the Fund's actuary in estimating the Fund's accrued benefits liability.

The most recent full actuarial review of the Fund was undertaken by the Fund's actuary, Grant Harslett, FIA, FIAA of Towers Perrin, as at 31 December 2002. The fund's liability for accrued benefits was determined by reference to expected future salary levels and by application of a market-based risk-adjusted discount rate and relevant actuarial assumptions. It was determined that the net assets of the Fund, which includes amounts owed by GPACT to the Fund, were more than sufficient to meet the accrued benefits of the Fund's defined benefit category members.

In respect of contributions to other superannuation funds GPACT has no responsibility for unfunded liabilities associated with those funds. Employer contributions are based on a fixed percentage of employee earnings in accordance with the superannuation guarantee legislation (9% in 2003/04).

There are no superannuation contributions relating to the superannuation guarantee legislation outstanding as at 30 June 2004.

19 Impacts of adopting Australian Accounting Standards Board equivalents to International Accounting Standards Board standards

For reporting periods beginning on or after 1 January 2005, all Australian reporting entities are required to adopt the financial reporting requirements of the Australian equivalents to International Financial Reporting Standards (IFRS). This requirement also extends to any comparative financial information included within the report. The first day of the comparative period, 1 July 2004, effectively becomes the transition date for GPACT. Any adjustments arising from changes in the recognition or measurement of assets and liabilities at the transition date arising from the adoption of IFRS will be made against accumulated funds at the transition date.

GPACT has taken the following steps in managing the transition to Australian equivalents to IFRS:

- established a steering committee for the oversight of the transition to and implementation of the Australian equivalents to IFRS.
- reviewed GPACT's current accounting policies and the proposed new standards to identify key issues and the likely impacts resulting from the adoption of Australian equivalents to IFRS.
- commenced an education and training process for all stakeholders to raise awareness of the changes in reporting requirements and the processes to be undertaken.
- initiated reconfiguration and testing of user systems and processes to meet new requirements.



GPACT has identified a number of changes to the existing accounting policies that may have a material impact on GPACT's future financial position and performance following the adoption of the requirements of Australian equivalents to IFRS. These include:

Valuation of assets. In accordance with the Victorian Government Policy – Revaluation of Non-Current Physical Assets, the Department currently measures its non-current physical assets, other than plant, equipment and vehicles, at fair value subsequent to initial recognition. Plant, equipment and vehicles are measured on a cost basis. Revaluations are assessed annually and supplemented by independent assessments at least every three years. The new standard continues to offer a choice for measuring each class of non-current physical assets either at cost or at fair value. However, non-current assets measured at fair value will only be required to be revalued at least every three to five years and all assets in a class must be revalued at the same time. The Victorian Government has not yet concluded whether it will make any changes to the valuation basis of any class of asset or the methodology or frequency at which revaluations are performed. The financial effects of any such changes are unknown.

Geelong Performing Arts Centre Trust

Notes to the Financial Report

For the year ended 30 June 2004

Impairment of assets. Under the new standards, an asset will be required to be assessed for impairment each year. If indicators of impairment exist, the carrying value of an asset will need to be assessed to ensure that the carrying value does not exceed its recoverable amount, which is the higher of its value-in-use and fair value less costs to sell. For GPACK, value-in-use of an asset is its depreciated replacement cost. Other than inventories, financial assets and assets arising from construction contracts, impairment testing will apply to all assets regardless of whether they are measured on a cost or fair value basis. Where the carrying value of an asset exceeds its recoverable amount, the difference will be written-off as an impairment loss to the statement of financial performance except to the extent that the write-down can be debited to an asset revaluation reserve amount applicable to that class of asset. Any impairment losses at transition date will be adjusted against the accumulated funds.

Inventories. Inventories will continue to be measured at the lower of cost and net realisable value under the new standards. All items of inventory are subject to an impairment test. In the event that the circumstances that lead to an impairment write-down no longer exist or are favourable a reversal of the write-down through the statement of financial performance is required to be effected.



Superannuation. Even though there is no liability, at 1 July 2004, for the present value of unfunded superannuation liability arising from the service of employees who are members of defined benefit superannuation schemes, GPACK recognises its ongoing obligation to share in the future experience of the fund. The present value liability which may arise is calculated using the expected long-term earnings rate of investments held by the superannuation funds. Under the new standard, the present value of the net defined benefit liability must be calculated using a long-term bond rate. These two rates may be different, leading to a difference in the calculation of the present liability. It is expected that the long-term bond rate may be revised more frequently than the expected long-term earnings rate, leading to greater volatility. In addition, the measurement of assets held by the defined benefit superannuation fund will also change. Under the existing accounting standard, plan assets are measured at net market value, taking into account the cost of realisation. The new standard requires plan assets to be measured at fair value and is silent on the issue of cost of realisation. This may result in an adjustment to GPACK's unfunded superannuation liability at transition date.

**GEE LONG PERFORMING ARTS CENTRE TRUST
STATEMENT OF CERTIFICATION**

We certify that the attached financial statements for Geelong Performing Arts Centre Trust have been prepared in accordance with Standing Direction 4.2 of the Financial Management Act 1994, applicable Financial Reporting Directions, Australian accounting standards and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the statement of financial performance, statement of financial position, statement of cash flows and notes to and forming part of the financial statements, presents fairly the financial transactions during the year ended 30 June 2004 and financial position of Geelong Performing Arts Centre Trust as at 30 June 2004.

We are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



Tim Orton
Chairman of the Trust



Sally Beck
General Manager and Accountable Officer



Tineke Barry
Administration Manager and Chief Financial Officer

16 September 2004



AUDITOR GENERAL
VICTORIA

REPORT OF AUDITOR-GENERAL'S DELEGATE

**TO THE MEMBERS OF THE PARLIAMENT OF VICTORIA,
THE RESPONSIBLE MINISTERS AND THE MEMBERS OF THE
GEELONG PERFORMING ARTS CENTRE TRUST**

Audit Scope


The accompanying financial report of the Geelong Performing Arts Centre Trust for the financial year ended 30 June 2004, comprising statement of financial performance, statement of financial position, statement of cash flows and notes to the financial statements, has been audited under the delegated authority provided by the Auditor-General under the Audit Act 1994. The Members of the Geelong Performing Arts Centre Trust are responsible for the preparation and presentation of the financial report and the information it contains. An independent audit of the financial report has been carried out in order to express an opinion on it to the Members of the Parliament of Victoria, responsible Ministers and the Members of the Department as required by the Audit Act 1994.

The audit has been conducted in accordance with Australian Auditing Standards to provide reasonable assurance as to whether the financial report is free of material misstatement. The audit procedures included an examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial report is presented fairly in accordance with Accounting Standards and other mandatory professional reporting requirements in Australia and the financial reporting requirements of the Financial Management Act 1994, so as to present a view which is consistent with my understanding of the Department's financial position, financial performance and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

Audit Opinion

In my opinion, the financial report presents fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia and the financial reporting requirements of the Financial Management Act 1994, the financial position of the Geelong Performing Arts Centre Trust as at 30 June 2004 its financial performance and cash flows for the year then ended.



J Pasias
Partner
PKF Chartered Accountants
Delegate of J.W. Cameron
Auditor-General

20 September 2004
Melbourne

Victorian Auditor-General's Office Level 34, 140 William Street, Melbourne Victoria 3000
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Department of
Premier and Cabinet

Procedures under Section 68 for
Handling Disclosures under the

WHISTLEBLOWERS PROTECTION ACT 2001

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1. Statement of support to whistleblowers

The Department of Premier and Cabinet is committed to the aims and objectives of the *Whistleblowers Protection Act 2001* (the Act). It does not tolerate improper conduct by its employees, officers or members, nor the taking of reprisals against those who come forward to disclose such conduct.

2. Purpose of these procedures

These procedures establish a system for reporting disclosures of improper conduct or detrimental action by the Department of Premier and Cabinet and its employees. The system enables such disclosures to be made to the protected disclosure coordinator or to one of the nominated protected disclosure officers. Disclosures may be made by employees or by members of the public.

The Australia Day Committee, Victorian Economic and Environmental Social Advisory Council and Victorian Multicultural Commission adopt these procedures as if they were their own.

These procedures are designed to complement normal communication channels between supervisors and employees.

3. Objects of the Act

The *Whistleblowers Protection Act 2001* commenced operation on 1 January 2002. The purpose of the Act is to encourage and facilitate the making of disclosures of improper conduct by public officers and public bodies. The Act provides protection to whistleblowers who make disclosures in accordance with the Act, and establishes a system for the matters disclosed to be investigated and rectifying action to be taken.

4. Definitions of key terms

Three key concepts in the reporting system are improper conduct, corrupt conduct and detrimental action. Definitions of these terms are set out below.

4.1 Improper conduct

A disclosure may be made about improper conduct by a public body or public official. Improper conduct means conduct that is corrupt, a substantial mismanagement of public resources, or conduct involving substantial risk to public health or safety or to the environment. The conduct must be serious enough to constitute, if proved, a criminal offence or reasonable grounds for dismissal.

Examples

To avoid closure of a town's only industry, an environmental health officer ignores or conceals evidence of illegal dumping of waste.

An agricultural officer delays or declines imposing quarantine to allow a financially distressed farmer to sell diseased stock.

A building inspector tolerates poor practices and structural defects in the work of a leading local builder.

4.2 Corrupt conduct

Corrupt conduct means:

- Conduct of any person (whether or not a public official) that adversely affects the honest performance of a public officer's or public body's functions;
- The performance of a public officer's functions dishonestly or with inappropriate partiality;
- Conduct of a public officer, former public officer or a public body that amounts to a breach of public trust;
- Conduct by a public officer, former public officer or a public body that amounts to the misuse of information or material acquired in the course of the performance of their official functions; or
- A conspiracy or attempt to engage in the above conduct.

Examples

A public officer takes a bribe or receives a payment other than his or her wages or salary in exchange for the discharge of a public duty.

A public officer favours unmeritorious applications for jobs or permits by friends and relatives.

A public officer sells confidential information.

4.3 Detrimental action

The Act makes it an offence for a person to take detrimental action against a person in reprisal for a protected disclosure. Detrimental action includes:

- Action causing injury, loss or damage;
- Intimidation or harassment; and
- Discrimination, disadvantage or adverse treatment in relation to a person's employment, career, profession, trade or business, including the taking of disciplinary action.

Examples

A public body refuses a deserved promotion of a person who makes a disclosure.

A public body demotes, transfers, isolates in the workplace or changes the duties of a whistleblower due to the making of a disclosure.

A person threatens, abuses or carries out other forms of harassment directly or indirectly against the whistleblower, his or her family or friends.

A public body discriminates against the whistleblower or his or her family and associates in subsequent applications for jobs, permits or tenders.

5. The reporting system

5.1 Contact persons within the Department of Premier and Cabinet

Disclosures of improper conduct or detrimental action by the Department of Premier and Cabinet or employees of the Department, may be made to the following officers:

- The protected disclosure coordinator and protected disclosure officer for the Department, Ms Sharne Bryan, Senior Legal Adviser, Level 2, 1 Treasury Place, Melbourne ☎ 9651 5165.
- Protected disclosure officers for the Organisational Units of the Department are as follows:

DEPARTMENT OF PREMIER AND CABINET	ADDRESS	PDC CONTACT	PDC PHONE
	Level 2, 1 Treasury Place, Melbourne, 3002	Ms Sharne Bryan Senior Legal Adviser	9651 5165

ORGANISATIONAL UNITS OF THE DEPARTMENT	ADDRESS	PDO CONTACT	PDO PHONE
Office of Women's Policy	Level 3, 1 Treasury Place Melbourne 3002	Ms Rena de Francesco, Policy Officer	9651 0526
Arts Victoria	Level 6, 2 Kavanagh Street Southbank 3006	Ms Isolde Forstmanis Executive Services Manager	9954 5072

Following is a register of the Public Bodies and Public Officers for whom the Department of Premier and Cabinet has responsibility. Disclosures of improper conduct or detrimental action may be made to Ms Sharne Bryan, Senior Legal Adviser, Level 2, 1 Treasury Place, Melbourne ☎ 9651 5165 or the Protected Disclosure Officers nominated by the public bodies listed below. Disclosures of improper conduct or detrimental action may also be made to the Ombudsman.

PUBLIC BODY	ADDRESS	PDO CONTACT	PDO PHONE
Australia Day Committee	Level 6, 2 Kavanagh Street Southbank 3006	Ms Isolde Forstmanis Executive Services Manager	9954 5072
Public Records Advisory Council	Level 2, Casselden Place 2 Lonsdale Street Melbourne 3000	Ms Deborah Watmough	9348 5616
Victorian Economic & Environmental Social Advisory Council	Level 2, 1 Treasury Place Melbourne 3002	Ms Sharne Bryan	9651 5165
Victorian Relief Committee	134 Jeffcott Street West Melbourne 3003	Mrs Jane Nathan	9328 4129
Victorian Interpreting & Translating Service	Level 1, 371 Spencer Street Melbourne 3000	Ms Senada Softic	9280 1950

PUBLIC BODY	ADDRESS	PDO CONTACT	PDO PHONE
Film Victoria	3 Treasury Place Melbourne 3002	Ms Eleni Bertes	9651 0642
Australian Centre for the Moving Image	3 Treasury Place, Melbourne 3002	Ms Catherine Dynan, Executive Services Manager	9651 0625
Geelong Performing Arts Centre Trust	(50 Little Malop Street) PO Box 991 Geelong 3220	Lynden Costin	03 5227 0952
Library Board of Victoria	328 Swanston Street Melbourne 3000	Ms Kate Brown, Secretary	8664 7505
Museums Board of Victoria	11 Nicholson Street Carlton 3053 GPO Box 666E Melbourne 3001	Ms Grace D'Agostino Acting Manager, Human Resources	8341 7746
Council of Trustees of the National Gallery of Victoria	112 Macaulay Road North Melbourne (PO Box 7259 Melb 8004)	Ms Robyn Worsnop	9208 0274
Victorian Arts Centre Trust	(100 St Kilda Rd, Melbourne 3004) PO Box 7585 Melbourne 8004	Mr Warwick Knight	9281 8340
Victorian Council of the Arts	Level 6, 2 Kavanagh Street Southbank 3006 (Private Bag 1 South Melbourne 3205)	Mr Michael Nation	9954 5053
Queen Victoria Women's Centre Trust	210 Lonsdale Street Melbourne 3000	Mr Ted Kobelt	9663 8799
Victorian Multicultural Commission	1 Treasury Place Melbourne 3002	Ms Sharne Bryan	9651 5165
Federation Square Management Pty Ltd. ACN 085 731 479	Level 3, 172 Flinders Street Melbourne 3000	Mr Bill Blakeney	9655 1904
Public Record Office Victoria	Victorian Archives Centre 112 Macaulay Road North Melbourne (PO Box 2100 North Melbourne 2100)	Ms Deborah Watmough	9348 5616
Office of the Governor	Government House Government House Drive Melbourne 3004	Ms Louise Kinder, Executive Officer, Office of the Governor	9655 4230
Office of the Chief Parliamentary Counsel	Level 2, 1 Macarthur Street, Melbourne 3002	Mr Terry Evans, Manager Business Administration	9651 2192

PUBLIC OFFICERS	ADDRESS	PDO CONTACT	PDO PHONE
Chief Parliamentary Counsel	Level 2, 1 Macarthur Street, Melbourne 3002	Mr Terry Evans, Manager Business Administration	9651 2192
Chairperson of the Multi-cultural Commission	Ground Floor 1 Treasury Place Melbourne 3002	Ms Sharne Bryan	9651 5165
Secretary of the Department of Premier and Cabinet	Level 2, 1 Treasury Place Melbourne 3002	Ms Sharne Bryan	9651 5165
Official Secretary Office of the Governor	Government House Government House Drive Melbourne 3004	Ms Louise Kinder, Executive Officer, Office of the Governor	9655 4230

All correspondence, phone calls and emails from internal or external whistleblowers will be referred to the protected disclosure coordinator.

Where a person is contemplating making a disclosure and is concerned about approaching the protected disclosure coordinator or a protected disclosure officer in the workplace, he or she can call the relevant officer and request a meeting in a discreet location away from the workplace.

5.2 Alternative contact persons

A disclosure about improper conduct or detrimental action by the Department of Premier and Cabinet or employees of the Department, may also be made directly to the Ombudsman:

The Ombudsman Victoria
Level 22, 459 Collins Street
Melbourne Victoria 3000
(DX 210174)
Internet: www.ombudsman.vic.gov.au
Email: ombudvic@ombudsman.vic.gov.au

Tel: 9613 6222
Toll Free: 1800 806 314

Ombudsman: Dr Barry Perry Tel: (03) 9613 6202

The following table sets out where disclosures about persons other than employees of the Department of Premier and Cabinet should be made.

Person who is the subject of the disclosure	Person/body to whom the disclosure must be made
Employee of a public body	That public body or the Ombudsman
Member of Parliament (Legislative Assembly)	Speaker of the Legislative Assembly
Member of Parliament (Legislative Council)	President of the Legislative Council
Councillor	The Ombudsman
Chief Commissioner of Police	The Ombudsman or Deputy Ombudsman
Member of the police force	The Ombudsman, Deputy Ombudsman or Chief Commissioner of Police

6. Roles and responsibilities

6.1 *Employees*

Employees are encouraged to report known or suspected incidences of improper conduct or detrimental action in accordance with these procedures.

All employees of the Department of Premier and Cabinet have an important role to play in supporting those who have made a legitimate disclosure. They must refrain from any activity that is, or could be perceived to be, victimisation or harassment of a person who makes a disclosure. Furthermore, they should protect and maintain the confidentiality of a person they know or suspect to have made a disclosure.

6.2 *Protected disclosure officers*

Protected disclosure officers will:

- Be a contact point for general advice about the operation of the Act for any person wishing to make a disclosure about improper conduct or detrimental action;
- Make arrangements for a disclosure to be made privately and discreetly and, if necessary, away from the workplace;
- Receive any disclosure made orally or in writing (from internal and external whistleblowers);
- Commit to writing any disclosure made orally;
- Impartially assess the allegation and determine whether it is a disclosure made in accordance with Part 2 of the Act (that is, a protected disclosure);
- Take all necessary steps to ensure the identity of the whistleblower and the identity of the person who is the subject of the disclosure are kept confidential; and
- Forward all disclosures and supporting evidence to the protected disclosure coordinator.

6.3 *Protected disclosure coordinator*

The protected disclosure coordinator has a central clearinghouse role in the internal reporting system. He or she will:

- Receive all disclosures forwarded from the protected disclosure officers;
- Receive all phone calls, emails and letters from members of the public or employees seeking to make a disclosure;
- Impartially assess each disclosure to determine whether it is a public interest disclosure;
- Refer all public interest disclosures to the Ombudsman;
- Be responsible for carrying out, or appointing an investigator to carry out, an investigation referred to the public body by the Ombudsman;
- Be responsible for overseeing and coordinating an investigation where an investigator has been appointed;
- Appoint a welfare manager to support the whistleblower and to protect him or her from any reprisals;
- Advise the whistleblower of the progress of an investigation into the disclosed matter;
- Establish and manage a confidential filing system;
- Collate and publish statistics on disclosures made;
- Take all necessary steps to ensure the identity of the whistleblower and the identity of the person who is the subject of the disclosure are kept confidential; and
- Liaise with the chief executive officer of the public body.

6.4 Investigator

The investigator will be responsible for carrying out an internal investigation into a disclosure where the Ombudsman has referred a matter to the public body. An investigator may be a person from within an organisation or a consultant engaged for that purpose.

6.5 Welfare manager

The welfare manager is responsible for looking after the general welfare of the whistleblower. The welfare manager will:

- Examine the immediate welfare and protection needs of a whistleblower who has made a disclosure and seek to foster a supportive work environment;
- Advise the whistleblower of the legislative and administrative protections available to him or her;
- Listen and respond to any concerns of harassment, intimidation or victimisation in reprisal for making disclosure; and
- Ensure the expectations of the whistleblower are realistic.

7. Confidentiality

The Department of Premier and Cabinet will take all reasonable steps to protect the identity of the whistleblower. Maintaining confidentiality is crucial in ensuring reprisals are not made against a whistleblower.

The Act requires any person who receives information due to the handling or investigation of a protected disclosure, not to disclose that information except in certain limited circumstances. Disclosure of information in breach of section 22 constitutes an offence that is punishable by a maximum fine of 60 penalty units (\$6000) or six months imprisonment or both.

The circumstances in which a person may disclose information obtained about a protected disclosure include:

- Where exercising the functions of the public body under the Act;
- When making a report or recommendation under the Act;
- When publishing statistics in the annual report of a public body; and
- In criminal proceedings for certain offences in the Act.

However, the Act prohibits the inclusion of particulars in any report or recommendation that is likely to lead to the identification of the whistleblower. The Act also prohibits the identification of the person who is the subject of the disclosure in any particulars included in an annual report.

The Department of Premier and Cabinet will ensure all files, whether paper or electronic, are kept in a secure room and can only be accessed by the protected disclosure coordinator, protected disclosure officer, the investigator or welfare manager (in relation to welfare matters). All printed material will be kept in files that are clearly marked as a Whistleblower Protection Act matter, and warn of the criminal penalties that apply to any unauthorised divulging information concerning a protected disclosure. All electronic files will be produced and stored in a separate secure designated directory and be given password protection which is accessible only by the protected disclosure coordinator. All materials relevant to an investigation, such as tapes from interviews, will also be stored securely with the whistleblower files.

The Department of Premier and Cabinet will not email documents relevant to a whistleblower matter and will ensure all phone calls and meetings are conducted in private.

8. Collating and publishing statistics

The protected disclosure coordinator will establish a secure register to record the information required to be published in the annual report, and to generally keep account of the status of whistleblower disclosures. The register will be confidential and will not record any information that may identify the whistleblower.

The register will contain the following information:

- The number and types of disclosures made to public bodies during the year;
- The number of disclosures referred to the Ombudsman for determination as to whether they are public interest disclosures;
- The number and types of disclosed matters referred to the public body by the Ombudsman for investigation;
- The number and types of disclosures referred by the public body to the Ombudsman for investigation;
- The number and types of investigations taken over from the public body by the Ombudsman;
- The number of requests made by a whistleblower to the Ombudsman to take over an investigation by the public body;
- The number and types of disclosed matters that the public body has declined to investigate;
- The number and types of disclosed matters that were substantiated upon investigation and the action taken on completion of the investigation; and
- Any recommendations made by the Ombudsman that relate to the public body.

9. Receiving and assessing disclosures

9.1 Has the disclosure been made in accordance with Part 2 of the Act?

Where a disclosure has been received by the protected disclosure officer or by the protected disclosure coordinator, he or she will assess whether the disclosure has been made in accordance with Part 2 of the Act and is, therefore, a protected disclosure.

9.1.1 Has the disclosure been made to the appropriate person?

For the disclosure to be responded to by the Department of Premier and Cabinet, it must concern an employee, member or officer of the Department of Premier and Cabinet. If the disclosure concerns an employee, officer or member of another public body, the person who has made the disclosure must be advised of the correct person or body to whom the disclosure should be directed. (See the table in 5.2). If the disclosure has been made anonymously, it should be referred to the Ombudsman.

9.1.2 Does the disclosure contain the essential elements of a protected disclosure?

To be a protected disclosure, a disclosure must satisfy the following criteria:

- Did a natural person (that is, an individual person rather than a corporation) make the disclosure?
- Does the disclosure relate to conduct of a public body or public officer acting in their official capacity?
- Is the alleged conduct either improper conduct or detrimental action taken against a person in reprisal for making a protected disclosure?
- Does the person making a disclosure have reasonable grounds for believing the alleged conduct has occurred?

Where a disclosure is assessed to be a protected disclosure, it is referred to the protected disclosure coordinator. The protected disclosure coordinator will determine whether the disclosure is a public interest disclosure.

Where a disclosure is assessed not to be a protected disclosure, the matter does not need to be dealt with under the Act. The protected disclosure officer will decide how the matter should be responded to in consultation with the protected disclosure coordinator.

9.2 *Is the disclosure a public interest disclosure?*

Where the protected disclosure officer or coordinator has received a disclosure that has been assessed to be a protected disclosure, the protected disclosure coordinator will determine whether the disclosure amounts to a public interest disclosure. This assessment will be made within 45 days of the receipt of the disclosure. In reaching a conclusion as to whether a protected disclosure is a public interest disclosure, the protected disclosure coordinator will consider whether the disclosure shows, or tends to show, that the public officer to whom the disclosure relates:

- Has engaged, is engaging or proposes to engage in improper conduct in his or her capacity as a public officer; or
- Has taken, is taking or proposes to take detrimental action in reprisal for the making of the protected disclosure.

Where the protected disclosure coordinator concludes that the disclosure amounts to a public interest disclosure, he or she will:

1. Notify the person who made the disclosure of that conclusion; and
2. Refer the disclosure to the Ombudsman for formal determination as to whether it is indeed a public interest disclosure.

Where the protected disclosure coordinator concludes that the disclosure is not a public interest disclosure, he or she will:

1. Notify the person who made the disclosure of that conclusion; and
2. Advise that person that he or she may request the public body to refer the disclosure to the Ombudsman for a formal determination as to whether the disclosure is a public interest disclosure, and that this request must be made within 28 days of the notification.

In either case, the protected disclosure coordinator will make the notification and the referral within 14 days of the conclusion being reached by the public body. Notification to the whistleblower is not necessary where the disclosure has been made anonymously.

10. Investigations

10.1 *Introduction*

Where the Ombudsman refers a protected disclosure to the Department of Premier and Cabinet for investigation, the protected disclosure coordinator will appoint an investigator to carry out the investigation.

The objectives of an investigation will be:

- To collate information relating to the allegation as quickly as possible. This may involve taking steps to protect or preserve documents, materials and equipment;
- To consider the information collected and to draw conclusions objectively and impartially;
- To maintain procedural fairness in the treatment of witnesses and the person who is the subject of the disclosure; and
- To make recommendations arising from the conclusions drawn concerning remedial or other appropriate action.

10.2 Terms of reference

Before commencing an investigation, the protected disclosure coordinator will draw up terms of reference and obtain authorisation for those terms by the Secretary of the Department. The terms of reference will set a date by which the investigation report is to be concluded, and will describe the resources available to the investigator to complete the investigation within the time set. The protected disclosure coordinator may approve, if reasonable, an extension of time requested by the investigator. The terms of reference will require the investigator to make regular reports to the protected disclosure coordinator who, in turn, is to keep the Ombudsman informed of general progress.

10.3 Investigation plan

The investigator will prepare an investigation plan for approval by the protected disclosure coordinator. The plan will list the issues to be substantiated and describe the avenue of inquiry. It will address the following issues:

- What is being alleged?
- What are the possible findings or offences?
- What are the facts in issue?
- How is the inquiry to be conducted?
- What resources are required?

At the commencement of the investigation, the whistleblower should be:

- Notified by the investigator that he or she has been appointed to conduct the investigation;
- Asked to clarify any matters; and
- Provide any additional material he or she might have.

The investigator will be sensitive to the whistleblower's possible fear of reprisals and will be aware of the statutory protections provided to the whistleblower.

10.4 Natural justice

The principles of natural justice will be followed in any investigation of a public interest disclosure. The principles of natural justice concern procedural fairness and ensure a fair decision is reached by an objective decision maker. Maintaining procedural fairness protects the rights of individuals and enhances public confidence in the process.

The Department of Premier and Cabinet will have regard to the following issues in ensuring procedural fairness:

- The person who is the subject of the disclosure is entitled to know the allegations made against him or her and must be given the right to respond. (This does not mean the person must be advised of the allegation as soon as the disclosure is received or the investigation has commenced);
- If the investigator is contemplating making a report adverse to the interests of any person, that person should be given the opportunity to put forward further material that may influence the outcome of the report and that person's defence should be fairly set out in the report;
- All relevant parties to a matter should be heard and all submissions should be considered;
- A decision should not be made until all reasonable inquiries have been made;
- The investigator or any decision maker should not have a personal or direct interest in the matter being investigated;
- All proceedings must be carried out fairly and without bias. Care should be taken to exclude perceived bias from the process; and

- The investigator must be impartial in assessing the credibility of the whistleblowers and any witnesses. Where appropriate, conclusions as to credibility should be included in the investigation report.

10.5 Conduct of the investigation

The investigator will make contemporaneous notes of all discussions and phone calls, and all interviews with witnesses will be taped. All information gathered in an investigation will be stored securely. Interviews will be conducted in private and the investigator will take all reasonable steps to protect the identity of the whistleblower. Where disclosure of the identity of the whistleblower cannot be avoided, due to the nature of the allegations, the investigator will warn the whistleblower and his or her welfare manager of this probability.

It is in the discretion of the investigator to allow any witness to have legal or other representation or support during an interview.

10.6 Referral of an investigation to the Ombudsman

The protected disclosure coordinator will make a decision regarding the referral of an investigation to the Ombudsman where, on the advice of the investigator:

- The investigation is being obstructed by, for example, the non-cooperation of key witnesses; or
- The investigation has revealed conduct that may constitute a criminal offence.

10.7 Reporting requirements

The protected disclosure coordinator will ensure the whistleblower is kept regularly informed concerning the handling of a protected disclosure and an investigation.

The protected disclosure coordinator will report to the Ombudsman about the progress of an investigation.

Where the Ombudsman or the whistleblower requests information about the progress of an investigation, that information will be provided within 28 days of the date of the request.

11. Action taken after an investigation

11.1 Investigator's final report

At the conclusion of the investigation, the investigator will submit a written report of his or her findings to the protected disclosure coordinator. The report will contain:

- The allegation/s;
- An account of all relevant information received and, if the investigator has rejected evidence as being unreliable, the reasons for this opinion being formed;
- The conclusions reached and the basis for them; and
- Any recommendations arising from the conclusions.

Where the investigator has found that the conduct disclosed by the whistleblower has occurred, recommendations made by the investigator will include:

- The steps that need to be taken by the Department of Premier and Cabinet to prevent the conduct from continuing or occurring in the future; and
- Any action that should be taken by the [name of public body] to remedy any harm or loss arising from the conduct. This action may include bringing disciplinary proceedings against the person responsible for the conduct, and referring the matter to an appropriate authority for further consideration.

The report will be accompanied by:

- The transcript or other record of any oral evidence taken, including tape recordings; and
- All documents, statements or other exhibits received by the officer and accepted as evidence during the course of the investigation.

Where the investigator's report is to include an adverse comment against any person, that person will be given the opportunity to respond and his or her defence will be fairly included in the report.

The report will not disclose particulars likely to lead to the identification of the whistleblower.

11.2 Action to be taken

If the protected disclosure coordinator is satisfied that the investigation has found that the disclosed conduct has occurred, he or she will recommend to the Secretary the action that must be taken to prevent the conduct from continuing or occurring in the future. The protected disclosure coordinator may also recommend that action be taken to remedy any harm or loss arising from the conduct.

The protected disclosure coordinator will provide a written report to the Premier, Minister for Multicultural Affairs, Minister for Arts or the Minister for Women's Policy (whichever is appropriate), the Ombudsman and the whistleblower setting out the findings of the investigation and any remedial steps taken.

Where the investigation concludes that the disclosed conduct did not occur, the protected disclosure coordinator will report these findings to the Ombudsman and to the whistleblower.

12. Managing the welfare of the whistleblower

12.1 Commitment to protecting whistleblowers

The Department of Premier and Cabinet is committed to the protection of genuine whistleblowers against detrimental action taken in reprisal for the making of protected disclosures. The protected disclosure coordinator is responsible for ensuring whistleblowers are protected from direct and indirect detrimental action, and that the culture of the workplace is supportive of protected disclosures being made.

The protected disclosure coordinator will appoint a welfare manager to all whistleblowers who have made a protected disclosure. The welfare manager will:

- Examine the immediate welfare and protection needs of a whistleblower who has made a disclosure and, where the whistleblower is an employee, seek to foster a supportive work environment;
- Advise the whistleblower of the legislative and administrative protections available to him or her;
- Listen and respond to any concerns of harassment, intimidation or victimisation in reprisal for making disclosure;
- Keep a contemporaneous record of all aspects of the case management of the whistleblower including all contact and follow-up action; and
- Ensure the expectations of the whistleblower are realistic.

All employees will be advised that it is an offence for a person to take detrimental action in reprisal for a protected disclosure. The maximum penalty is a fine of 240 penalty units (\$24,000) or two years imprisonment or both. The taking of detrimental action in breach of this provision can also be grounds for making a disclosure under the Act and can result in an investigation.

Detrimental action includes:

- Causing injury, loss or damage;
- Intimidation or harassment; and
- Discrimination, disadvantage or adverse treatment in relation to a person's employment, career, profession, trade or business (including the taking of disciplinary action).

12.2 Keeping the whistleblower informed

The protected disclosure coordinator will ensure the whistleblower is kept informed of action taken in relation to his or her disclosure, and the time frames that apply. The whistleblower will be informed of the objectives of an investigation, the findings of an investigation, and the steps taken by the Department of Premier and Cabinet to address any improper conduct that has been found to have occurred. The whistleblower will be given reasons for decisions made by the Department of Premier and Cabinet in relation to a protected disclosure. All communication with the whistleblower will be in plain English.

12.3 Occurrence of detrimental action

If a whistleblower reports an incident of harassment, discrimination or adverse treatment that would amount to detrimental action taken in reprisal for the making of the disclosure, the welfare manager will:

- Record details of the incident;
- Advise the whistleblower of his or her rights under the Act; and
- Advise the protected disclosure coordinator or chief executive officer of the detrimental action.

The taking of detrimental action in reprisal for the making of a disclosure can be an offence against the Act as well as grounds for making a further disclosure. Where such detrimental action is reported, the protected disclosure coordinator will assess the report as a new disclosure under the Act. Where the protected disclosure coordinator is satisfied that the disclosure is a public interest disclosure, he or she will refer it to the Ombudsman. If the Ombudsman subsequently determines the matter to be a public interest disclosure, the Ombudsman may investigate the matter or refer it to another body for investigation as outlined in the Act.

12.4 Whistleblowers implicated in improper conduct

Where a person who makes a disclosure is implicated in misconduct, the Department of Premier and Cabinet will handle the disclosure and protect the whistleblower from reprisals in accordance with the Act, the Ombudsman's guidelines and these procedures. The Department of Premier and Cabinet acknowledges that the act of whistleblowing should not shield whistleblowers from the reasonable consequences flowing from any involvement in improper conduct. Section 17 of the Act specifically provides that a person's liability for his or her own conduct is not affected by the person's disclosure of that conduct under the Act. However, in some circumstances, an admission may be a mitigating factor when considering disciplinary or other action. The Secretary of the Department will make the final decision on the advice of the protected disclosure coordinator as to whether disciplinary or other action will be taken against a whistleblower. Where disciplinary or other action relates to conduct that is the subject of the whistleblower's disclosure, the disciplinary or other action will only be taken after the disclosed matter has been appropriately dealt with.

In all cases where disciplinary or other action is being contemplated, the Secretary of the Department must be satisfied that it has been clearly demonstrated that:

- The intention to proceed with disciplinary action is not causally connected to the making of the disclosure (as opposed to the content of the disclosure or other available information);
- There are good and sufficient grounds that would fully justify action against any non-whistleblower in the same circumstances; and
- There are good and sufficient grounds that justify exercising any discretion to institute disciplinary or other action.

The protected disclosure coordinator will thoroughly document the process including recording the reasons why the disciplinary or other action is being taken, and the reasons why the action is not in retribution for the making of the disclosure. The protected disclosure coordinator will clearly advise the whistleblower of the proposed action to be taken, and of any mitigating factors that have been taken into account.

13. Management of the person against whom a disclosure has been made

The Department of Premier and Cabinet recognises that employees against whom disclosures are made must also be supported during the handling and investigation of disclosures. The Department of Premier and Cabinet will take all reasonable steps to ensure the confidentiality of the person who is the subject of the disclosure during the assessment and investigation process. Where investigations do not substantiate disclosures, the fact that the investigation has been carried out, the results of the investigation, and the identity of the person who is the subject of the disclosure will remain confidential.

The protected disclosure coordinator will ensure the person who is the subject of any disclosure investigated by or on behalf of a public body is:

- Informed as to the substance of the allegations;
- Given the opportunity to answer the allegations before a final decision is made;
- Informed as to the substance of any adverse comment that may be included in any report arising from the investigation; and has
- His or her defence set out fairly in any report.

Where the allegations in a disclosure have been investigated, and the person who is the subject of the disclosure is aware of the allegations or the fact of the investigation, the protected disclosure coordinator will formally advise the person who is the subject of the disclosure of the outcome of the investigation.

The Department of Premier and Cabinet will give its full support to a person who is the subject of a disclosure where the allegations contained in a disclosure are clearly wrong or unsubstantiated. If the matter has been publicly disclosed, the Secretary of the Department of Premier and Cabinet will consider any request by that person to issue a statement of support setting out that the allegations were clearly wrong or unsubstantiated.

14. Criminal offences

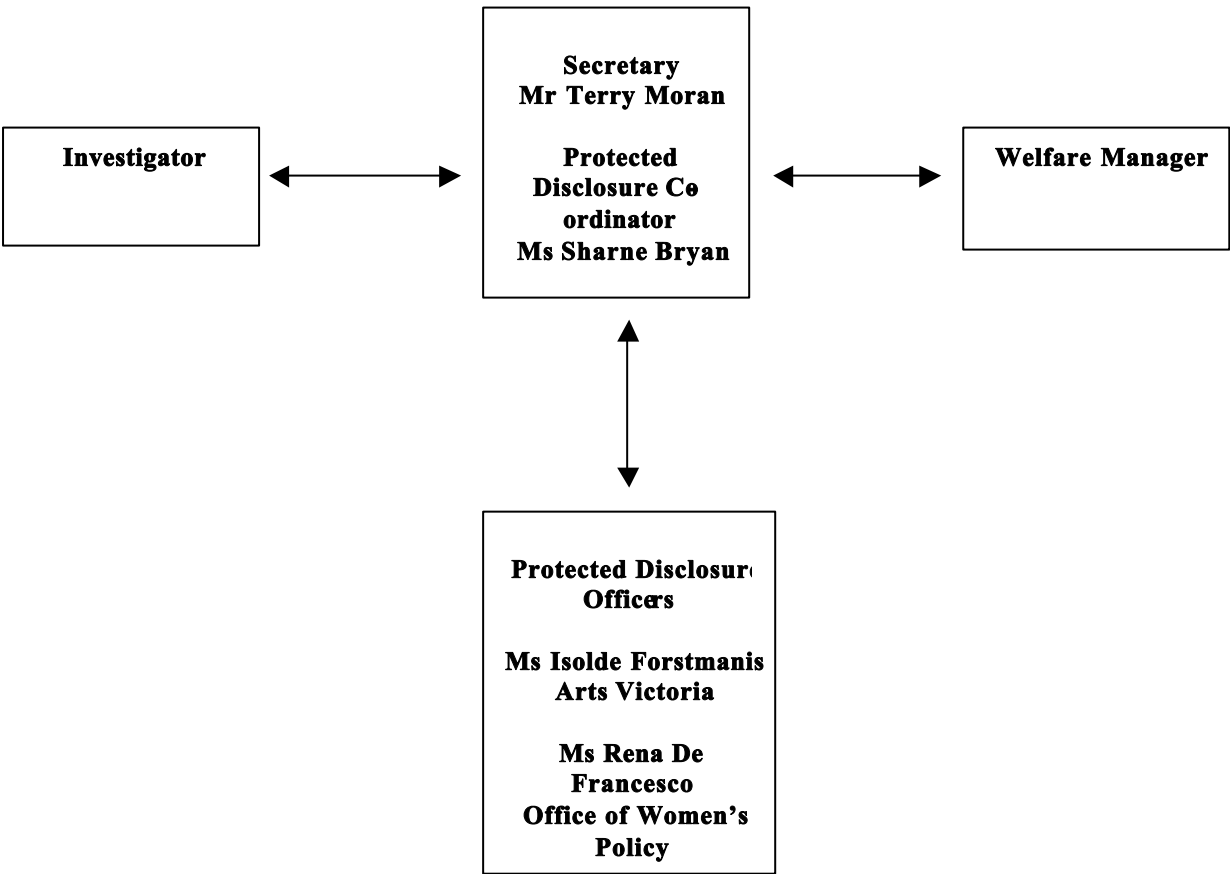
The Department of Premier and Cabinet will ensure officers appointed to handle protected disclosures and all other employees are aware of the following offences created by the Act:

1. It is an offence for a person to take detrimental action against a person in reprisal for a protected disclosure being made. The Act provides a maximum penalty of a fine of 240 penalty units (\$24,000) or two years imprisonment or both.
2. It is an offence for a person to divulge information obtained as a result of the handling or investigation of a protected disclosure without legislative authority. The Act provides a maximum penalty of 60 penalty units (\$6,000) or six months imprisonment or both.
3. It is an offence for a person to obstruct the Ombudsman in performing his responsibilities under the Act. The Act provides a maximum penalty of 240 penalty units (\$24,000) or two years imprisonment or both.
4. It is an offence for a person to knowingly provide false information under the Act with the intention that it be acted on as a disclosed matter. The Act provides a maximum penalty of 240 penalty units (\$24,000) or two years imprisonment or both.

15. Review

These procedures will be reviewed annually to ensure they meet the objectives of the Act and accord with the Ombudsman s guidelines.

Reporting Structure for the Department of Premier and Cabinet



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