



The Role You Play





Our Purpose Create, Connect, Enrich

Our Commitment Earn the Encore

The Role You Play

Our Priorities

People

A caring, connected and inquisitive community

The Performing Arts

A home for the arts and artists to flourish

Audience Focused

You are welcome

Custodianship

Treasuring the past, creating new stories

Business Excellence

Striving for the highest standards

Our Foundations



Passion for
the Arts



Dedicated and
Tenacious Team



Pride in
Place



Service
Excellence

Our Values

Leadership

We work with courage and conviction for the good of Arts Centre Melbourne

Community

We work together with diverse perspectives and act with integrity

Care More

We create a safe and secure environment for everybody

Creativity

We use our imaginations and sense of adventure to stay one idea ahead

A Welcome From Claire

Arts Centre Melbourne is so much more than just the place we work. Our iconic site hosts a rich history of treasured experiences and offers the promise of a bright and vibrant future for generations to come.

As custodians of this cultural legacy, we are responsible for ensuring our organisation continues to thrive. Which is why I have immense pride in launching "The Role You Play," defining our purpose, our vision, our priorities and our values.

This document provides us with a clear direction to live by, every day, making Arts Centre Melbourne a great place to be. It is more than a poster or booklet, it is about how we work together as an ensemble to earn the encore for everything that we do.

Together we can achieve our vision for the future.

Claire Spencer
Chief Executive Officer

Our Purpose

Create, Connect, Enrich

What we do makes a difference

- Making Melbourne more creative and vibrant
- Making the arts more welcoming and accessible
- Presenting works of local, national and international significance to engage, inspire and challenge our audiences.
- Being the Melbourne home for Australia's leading performing arts companies
- Bringing families and communities together across generations and cultural divides
- Inspiring curious minds of all ages through innovative and contemporary arts practice
- Preserving the legacy and building Australia's Performing Arts Collection
- Leveraging our unique position in the industry, providing leadership within the creative and cultural sector

How we work matters

- We work as an ensemble, recognising that each person has an important role to play in a team effort
- We value all of our presenters and work with them to create a shared experience that resonates with audiences
- We warmly welcome all members of the community to discover their arts centre
- We work with passion, focus and commitment
- We nurture and develop the next generation of leaders, artists and audiences

Our Commitment

Earn the EnCORE - Working as an ensemble and on show everyday

Building on Victoria's original vision for Arts Centre Melbourne, we shall:

- Be visionary and pioneering
- Build vitality and relevance in the arts for the next generation
- Demonstrate leadership across the creative and cultural sector
- Turn performances into events, and events into memorable stories
- Be 'curtain up'; always performance-ready

Hammer Hall, photography Korte Ballis





Image credits: Mariss Jansons, Royal Concertgebouw Orchestra, photography Anne Dokter;
Sweet Charity backstage, photography Alan Molye; Home, photography Andy Drewitt;
Play Me, I'm Yours, photography Shane Bell.

“ Turn performances into events,
and events into memorable stories

Our Priorities

Our Priorities are the top five focus areas that ensure we work as an ensemble to earn the encore.

Our Priorities are the most important thing we must focus on for each part of the organisation.

1 People

A caring, connected and inquisitive community

2 The Performing Arts

A home for the arts and artists to flourish

3 Audience Focused

You are welcome

4 Custodianship

Treasuring the past, creating new stories

5 Business Excellence

Striving for the highest standards

Beyond by Circa, photography by Dylan Evans

“

Bringing families and communities together across generations and cultural divides...



1 Our People

A caring, connected and inquisitive community



Arts Centre Melbourne team members

Working together as one team, celebrating creativity, caring for each other and encouraging lifelong learning.

How

- Engage** as one Team in achieving our Strategy
- Collaborate** as a Team to perform at our best, with a focus on learning
- Embrace** learning and increased capability
- Create** new ways of working, ensuring we perform as an ensemble

What we shall do:

- Walk and talk our Values, every moment
- Treat feedback as a gift and actively seek it out
- Talk directly and respectfully to one another and become better listeners
- Build a high performance culture through carefully holding people to account
- Reward collaboration and teamwork
- Be connected in how we think and work, develop frameworks and protocols for collaborative working
- Provide a program of learning and development opportunities
- Become a community of best practice and reflection

What success looks like:

- Team members are engaged and motivated
- Continuous improvement and learning is integrated seamlessly into our work
- Internal career pathways are developed and activated
- We have clear capability frameworks aligned to outcomes and our team embodies those qualities and skills
- Increased internal succession for leadership positions, year on year
- We recognise teamwork and collaboration
- Our employment brand is strong and we are an employer of choice in our region and industry

2 The Performing Arts

A home for the Arts and Artists to flourish



Othello the Remix, photography Alan Moyle; Ballet rehearsal, photography Damien Vincenzi.

We champion the development and promotion of the performing arts, engaging with our supporters to realise our shared vision.

How

- Advocate** for arts and culture and the positive impact it has on the community
- Partnership** and **inclusivity** are embodied in all we do
- Turn** every performance into an event and never be bland
- Engage** with and **listen** to our supporters

What we shall do:

- Become a gathering place for audiences and artists and the community to connect
- Provide a Melbourne home for performing arts companies and artists, utilising our venues and expertise to enable them to perform at their best, spread their impact and build their businesses
- Develop and deliver a balanced and high quality performing arts program through a re-imagined mix of co-production, co-presentation and Arts Centre Melbourne presentation
- Leverage existing capabilities, redevelop and continually enhance our theatres and spaces to the acclaim of artists and presenters
- Leverage our unique venue proposition
- In collaboration with our philanthropic and corporate partners, extend the reach of our program and amplify its impact

What success looks like:

- The lives of Melburnians and visitors to the site are enriched through our cultural offering
- Our resident companies are vibrant and successful and we celebrate our valued partnerships together
- The venues are busy and vibrant, occupancy is ahead of the 10-year average and the main stage program is wrapped with opportunities to amplify the experience
- The program enriches more of our community through its increased reach, impact and connectivity through online delivery, digital live broadcast and The Channel
- Artists feel at home in a supported environment, confident about taking creative risks in their practice
- Our supporters are loyal and engaged and our supporter base continues to grow, enabling us to deliver more experiences

3 Audience Focused

A place where you are welcome



We welcome the community and foster deep connections to the performing arts.

How

Deliver an outstanding and consistent visitor experience

Build trust with our audiences and supporters

Actively seek and respond to customer feedback

Go the **extra mile** to accommodate visitors and be **considerate** of the diverse needs of our audiences



Home, photography Andy Drewitt;
Gorgonzola installation,
photography Andy Drewitt

What we shall do:

- Lay out the welcome mat
- Ensure that our audiences know who we are and what we stand for
- Listen and respond to our audiences to evolve what we offer, how we interact, and the experiences we deliver
- Provide the amenities, technology and services that reflect the changing and diverse needs of our audiences
- Ensure that all Arts Centre Melbourne experiences contribute to creating memorable stories
- Leverage our position, creative offering and reputation to encourage people to support us, to visit more, stay longer and explore
- Evaluate our programs and assess their cultural, social and economic impact

What success looks like:

- Our audience indicators of engagement grow year on year – for ticketed and free attendances
- Increased membership and donor community
- Our database continues to grow and is supported by an engaged social media community
- Every member of our team is customer focused, we are all “front of house”
- Arts Centre Melbourne is a year-round “must do” experience
- Our programs have a clearly measurable impact that surpasses value for money expectations
- Increase in customer feedback, both positive and negative – the latter being constructive and direct

4 Custodianship

Treasuring the past, creating new stories



Australia's Performing Arts Collection

Melburnians love Arts Centre Melbourne and so do we. Our position in Melbourne's psyche is unique and we are a powerful cultural symbol. We honour those who have provided the city with this gift and will make sure it is here and accessible for generations to come.

How

Develop a bold vision for the future

Respect our Indigenous culture, our heritage and environment, ensuring it meets the expectations and needs of contemporary visitors

Engage with our partners and neighbours, ensuring that our plans are cohesive and integrated in the broader whole

Increase **access** to our Collections

What we shall do:

- Build for the future through a carefully considered Masterplan, Business Case and funding strategy that redevelops the Theatres Building and connects the daisy chain of cultural venues in the Arts Precinct
- Create a home for Australia's Performing Arts Collection, enabling the Collection to grow whilst increasing access for all visitors
- Continuously maintain and develop critical assets and infrastructure and enhance the public amenity and services

What success looks like:

- Connecting the City and the Arts Precinct with cultural activation all year round
- A thoughtfully maintained precinct, supported by the Victorian Government via recurrent maintenance funding
- The Collection is appropriately housed, largely digitised and enthusiastically supported

5 Business Excellence

Striving for the highest standards



Production bump-in, photography John Gollings

Our business credentials are clear and trusted. We are lean and agile and responsive to our customers and environment. We achieve the optimal balance of risk and reward and actively manage the risks that may prevent us achieving our strategy.

- How** **Safety** is everyone's responsibility and always comes first
- We are a **learning** organisation and seek to **continually improve**
- Deliver on our **promises** and hold ourselves to **account**
- Mindful and efficient **interactions**
- Identify and manage **risk**

What we shall do:

- We shall prioritise safety at all times
- Seek out and remove unnecessary bureaucracy
- Build a business platform that is best in class, sustainable, and scalable for the future
- Have a clear plan that is well understood and we measure ourselves against it
- Test our competing priorities against our strategy
- Develop a financially sustainable and vital business, with operating reserves, and risk management set at a level that provides resilience
- Engage with our stakeholders in relationships of mutual respect and recognition, always exploring partnerships as our way of business
- Work collaboratively with the Victorian Government in carrying out our legislative responsibilities and the exploration and leverage of new opportunities

What success looks like:

- We are the benchmark for safety in our industry
- Operating reserves reach target levels and meet the needs of our business
- Our revenue sources are diversified allowing us to invest in our people, community and future business growth
- Our cost base is well managed and flexible to a changing economic environment
- We anticipate and take considered risks within agreed tolerances
- Our systems and processes are robust and flexible – they meet customer needs
- We have strong mutually beneficial business relationships with our stakeholders and partners
- Trusted adviser to government on Creative Industries and broader community issues

Our Foundations

The elements of our success that remain critical to who we are today and tomorrow



Passion for the Arts



Dedicated and Tenacious Team



Pride in Place



Service Excellence



Spire, photography Kate Ballis and Tom Blöchlford

“A place for the arts to flourish”



Royal Shakespeare Company

Passion for the Arts

- Belief in the transformative power of the arts
- Visionary and internationally credible arts experiences
- Advocates for arts, culture and community
- Cultural capital cultivated for future generations



Production bump-in Arts Centre Melbourne, photography Peter Casamento

Dedicated and Tenacious Team

- Collaborate, communicate, care and connect
- Strive to always raise the bar
- Be performance-ready with a curtain-up attitude
- Explore new ways of working together



Arts Centre Melbourne, photography John Gollings

Pride in Place

- We are the heart of the arts in Melbourne
- Respect for the history of our iconic spaces
- Take a leadership role in the Arts Precinct and Victoria
- Understand our story and how this shapes our future



Hamer Hall, photography Peter Casamento

Service Excellence

- Work together to achieve improvement
- Grow great partnerships
- Audience-focused and always on show
- Deliver on promises and ask difficult questions respectfully

Our Values



Tech Specs

Leadership

We work with courage and conviction to achieve our strategy.

We are honest and straightforward and hold each other to account.

We celebrate success and learn from our mistakes.

We are part of an evolving industry and advocate for change and increased support.



Home, photography Jeremy Vincent

Community

We connect people of all ages and backgrounds to participate in the arts as audiences, as performers, as learners and as critics.

We take a positive approach to communication and knowledge-sharing, which embeds trust and cooperation in our community.

We foster partnerships and inclusivity with integrity.



Diavolo Dance Theatre

Care More

We create a safe and secure environment for everybody, where we respect and look after each other.

We take the additional steps necessary and do it with integrity and pride.

We look out for one another while we work to a common goal.



Opera Australia, photography Jeff Busby

Creativity

We use our imagination and sense of adventure to stay one idea ahead.

We are innovative and agile in our dynamic environment and industry.

Our Venues:

Theatres Building (State Theatre, Playhouse, Fairfax Studio, Gallery 1)
Hamer Hall, Sidney Myer Music Bowl, The Channel

artscentremelbourne.com.au
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Image credits: (clockwise from top) Bangarra Dance Theatre; Ballerina, photography Ogilvy; Foyer bars, photography Peter Casamento; Spire, photography David Simmonds; *Raising the Roof*, The Bombay Royale, photography Ben King; Diavolo Dance Theatre.

**CREATIVE
VICTORIA**

