

# Donor Report 2014



# Development Director's Report



Welcome to Melbourne Theatre Company's first Annual Report to Donors!

This report is designed to provide you, our generous Donors, with an overview of MTC's

philanthropic landscape and to celebrate some of the great achievements that your donations have supported. We understand and appreciate that, by donating to MTC, you are entrusting us with a gift – and we are incredibly grateful for your support. The truth is, we couldn't succeed without you – so thank you!

2014 was a significant and successful year for Philanthropy at MTC, highlighted by the establishment of the MTC Foundation, which was launched on 1 September 2014. The purpose of the MTC Foundation is twofold – first, to receive all annual donations to MTC and distribute them to 4 key areas of MTC's activity comprising Innovation, Education, Community and MTC Southbank; and second, to provide ongoing funding for the Company. During 2014, we began to engage highly successful business and community leaders to help manage, govern and steward donations received by the Foundation and to ensure that your gifts are properly distributed or invested, as the case may be.

In addition to launching the new MTC Foundation, in 2014 we announced a restructure of our Giving Program to come into effect in 2015, introducing new levels of giving including the Supporters Circle, Loyalty Circle, Advocates Circle, Benefactors Circle and Artistic Director's Circle. These new giving circles are intended to allow you, our Donors, to engage with the Company in more meaningful ways in the future.

In addition to restructuring our Giving Program, we also restructured the Development Department, appointing a new Philanthropy Manager, Sarah Kimball. Sarah joined us from the Canberra Symphony Orchestra in May 2014. Hopefully most of you have had an opportunity to meet and engage with her over the past year!

Financially, 2014 was a good year for MTC Philanthropy. In July 2014, we announced a groundbreaking major gift of \$2.5M over five years from Crown Resorts Foundation and the Packer Family Foundation to support our *Sharing the Light* initiative, focusing on providing subsidised \$5 tickets to students and families, touring our VCE education production regionally and establishing an Indigenous Scholarship program with VCA. This major leadership gift will impact the lives of thousands of Victorians and truly make a difference in the accessibility and affordability of transformative theatre.

In 2014 we also saw general donations rise across the board, resulting in an increase in donations by over 20% from

2013. Additionally, due to increased efficiencies and careful stewardship of donated dollars, our net income is up 80% from 2013.

Our 2014 Annual Appeal also attracted a great return – delivering nearly \$40,000 net to the Company, up from approximately \$10,000 net in 2013.

Another change we made in 2014 was to our online donation process. Starting in August 2014, we asked ticket purchasers to make an opt-out donation of 5% of their total purchase. This greatly increased our fundraising income through our ticketing process, resulting in an 188% increase in revenue from online donations above the same period in 2013. In addition, this change allowed us to engage with 2,338 new Donors.

Your generously donated funds helped produce exciting projects and activities in 2014. We applaud your vision which helped fund, amongst other things, an international tour for the first time in over 30 years, 12 new play commissions, numerous new play developments (including those in Cybec Electric) and our award-winning Education program (which toured to regional Victorian schools for the first time ever). Furthermore, MTC was able to accomplish all of this while posting a modest surplus of \$65,000 with a consolidated result of \$317,999 including the MTC Foundation.

Overall, 2014 was a highly successful year for MTC – thanks in great part to each of you! For me, personally, 2014 was

incredibly challenging and exciting. I am consistently delighted and inspired by the supportive nature of MTC's Donors. I know that MTC has an amazing future ahead – but of course progress and excellence is expensive! It will take great support in order to continue to transform lives through theatre but I believe that together, we will make this happen.

Thank you again for your ongoing support of MTC!

**Tiffany Lucas**

## 2014: Year in review



Thank you to Dr Roger Riordan and The Cybec Foundation for visionary support of early development plays through the Cybec Electric Playreading Series.

Thank you! In 2014, your donated dollars helped us to:

### Stage

**676** performances including:

**11** mainstage productions

**3** world premiers of new Australian works

**2** MTC commissions

**4** new Australian plays developed through MTC's Cybec Electric Play Reading series

**1** Family production

**1** first-ever choreographic theatre co-production (*Complexity of Belonging* which was booked to tour to three festivals in Europe during 2015)

### Support

**12** up-and-coming women through MTC's inaugural Women Directors' Program

### Mentor

**4** aspiring directors through our Assistant Directors Program

### Commission

**12** playwrights



Thank you to The Joan and Peter Clemenger Trust for supporting new Australian works through the MTC Play Commissions program.

### Engage with

**11** artists of diverse backgrounds through MTC Connect

### Tour

our Education production *Yellow Moon* regionally to Victorian schools for the first time ever



Thank you to Dr Geraldine Lazarus and Greig Gailey for supporting our regional school tour of *Yellow Moon*.

### Offer

**17** secondments and internships to theatre students

### Tour internationally

for the first time in 30 years, taking *Rupert* to Washington DC

### Expand

the NEON Festival of Independent Theatre to include **5** independent theatre companies, staging **48** performances and **14** free events for independent theatre makers and the public

### Produce

our award-winning Education program, which won **2** Best Performance Awards at the Drama Victoria Awards, welcoming **4,223** students at MTC mainstage productions, **3,791** paid attendees at Education productions and **1,429** students at other education activities

Thank you to our adventurous Donors who helped take *Rupert* to the USA.



Well done MTC Donors! You have made it possible for MTC to deliver these important activities to our community. We applaud your vision and generosity.

# Artistic Director's Report



2014 was a fantastic year for MTC, thanks in great part to our generous Donors. Twelve months ago we announced a record year for MTC. 2013 had seen our most successful box office result ever, our peers and the

press applauded our new direction, and more programming initiatives had been embarked upon in a single year than at any other time since the company began in 1953.

It was a clear sign to us that Melbourne was embracing its theatre company with exuberance.

In 2014 our mission was to consolidate this new vision and to strengthen all aspects of our operations. And so, while we didn't aim to set records in 2014, we are thrilled that our box office result is over \$1.2 million higher than the target we set ourselves, and this is despite our undertaking significant – but in our view necessary – artistic risks which are set out in more detail below. And we are especially pleased that our relationships within the broader cultural community have also thrived in 2014.

The year began for us with the hit production *Private Lives*, directed by Sam Strong, followed soon after by Robyn Nevin's applauded star turn in *Neighbourhood Watch*. We settled into

the middle of the year with another sell-out hit *The Speechmaker*, and then we closed with the winning trifecta of the musical *Once* and two plays starring two extraordinarily talented artists, with Miriam Margolyes in *I'll Eat You Last* and Bernadette Robinson in *Pennsylvania Avenue*. Within the mainstage program we also presented a radically edited ninety-minute roller-coaster adaptation of *Ghosts*, and controversial though critically-lauded productions of *Cock* and *The Sublime*.

We also took a step forward internationally with our first overseas tour in thirty years when, at the invitation of the Kennedy Center in Washington DC, we took our cabaret-style satire about Rupert Murdoch, *Rupert*, to the US.

In 2014 we expanded our education and family entertainment programs with *Big Bad Wolf*, *Yellow Moon* and *Marlin*. *Yellow Moon* undertook an extensive regional tour, and it and *Marlin* both swept the Drama Victoria Awards.

We continued our landmark NEON Festival of Independent Theatre – a first for Australia – and we staged MTC's first multi-artform dance/theatre production, *Complexity of Belonging*. *Complexity of Belonging* has now been invited to tour to the Netherlands, to Berlin and to Paris in 2015, which will see MTC's name on theatres across Europe for the first time in our history.

All these productions capped twenty-four months which have seen the landscape shift, as MTC carves out a fresh role as Melbourne's universal home of 'live storytelling', and unabashedly affirms its

place as one of the great arts companies of the nation.

And, as the saying goes, nothing succeeds like success. Interest in and support for MTC's work has grown exponentially, particularly in artistic circles, but another terrific sign of the buzz around the Company was the 5 year landmark partnership drawn up in 2014 between MTC, the new Crown Resorts Foundation and the Sydney-based Packer Family Foundation. This arrangement saw Crown identify MTC as the first cultural institution in Victoria to secure its support.

But at MTC we never rest on our laurels. There is so much more we want to do for this city, this state and this nation, and to that end our recent initiatives have been pursued with even greater zeal.

MTC's Women Directors' Program, MTC Connect program (with Multicultural Arts Victoria), regional and national touring programs, Clemenger playwright commissions (supported by The Joan and Peter Clemenger Trust), our Cybec Electric play reading series (supported by Dr Roger Riordan and the Cybec Foundation), MTC Ambassadors program, family program and expanded Education Program (supported by Dr Geraldine Lazarus and Greig Gailey) are all paying dividends in spades, with many of them setting benchmarks for arts organisations around the country.

In 2014 we welcomed Maureen Wheeler AO as a Board Member, and we have recently welcomed a further four Board

Members with Patricia Faulkner AO, Jane Hansen, Janette Kendall and Tony Burgess joining us from January 2015. This brings us close to gender parity at Board level for the first time, which we believe delivers a crucial advantage for organisations in this second decade of the twenty-first century.

In moving forward we want to reach out to even more children, students, families, Indigenous artists, and our multiple cultural communities. We want them all to be part of our story and for us to be part of theirs.

We want to break open any barriers around art, to embrace as many of the four million citizens of this city as possible, and to help make Melbourne culturally even richer, more humane, and a more educated society.

We are Melbourne's theatre company, and we think the future for culture and creative industries in our city is as bright as ever.

And as we journey into this future, we have to thank those who help make it possible – our Donors, who are with us every step of the way.

**Brett Sheehy AO**

# Executive Director's Report



First and foremost I'd like to say thank you to all of our Donors who helped make 2014 such a successful year. Last year, in my first Executive Director's Report, I looked

optimistically towards the future, energised to create a sustainable company able to support the breadth of our new artistic vision. The PriceWaterhouse Coopers productivity review had been tabled and the whole Company was committed to implementing a number of key recommendations to ensure a robust future for Melbourne Theatre Company.

2014 was an outstanding year. The Company toured internationally for the first time in 30 years, taking part in the World Stages Festival at the Kennedy Centre in Washington DC; our VCE production toured to regional Victorian schools for the first time, and the mainstage theatre productions introduced new writers, designers, directors and actors to our loyal subscribers and growing new audience.

The new production and design parameters were fully rolled out with all production expenditure on budget with an overall reduction in costs in 2014. We increased our usage of Southbank Theatre, gaining cost efficiencies across full time theatre staff and increasing use

of ancillary services such as food and beverage. The Development and Philanthropy strategy is also now fully implemented with the establishment of the MTC Foundation.

It was important to restructure our Development Department which, compared to other major arts organisations, was not reaching full potential. At the beginning of 2014, a multi-year Development Strategy was adopted by the Board, the centrepiece of which was the creation of the MTC Foundation. Launched in September 2014, the Foundation will attract higher levels of philanthropic support and provide a secure revenue stream into the future. It will also throw greater light on the invaluable work we do for the wider community in artist and playwright development, education programs, productions, and audience access. The Foundation exploded from the starting blocks with the immediate announcement of a \$2.5 million donation over five years from Crown Resorts Foundation and the Packer Family Foundation for our *Sharing the Light* initiative, which will support a raft of theatre access programs for disadvantaged youth and their families.

Working harder to attract income from the private sector has become a priority because government support is unlikely to increase. Yet, even within the public sector we probably can work a little smarter to attract funding, perhaps by approaching government departments other than those responsible for arts and culture. Many of our projects, especially

our work in education and within the wider community, might be eligible for funding from other agencies – education, health, trade, industry. In the future it is important that we do more to explore areas where theatre-making intersects with government.

Staff wellbeing was another priority. In 2014, we addressed salaries within the Company, which have tended over the years to lag below industry levels. It is only fair that if we want staff to work to stay on budget, we need to reward them. For their part, MTC staff are just as aware as management of how tight our finances are. Bearing this in mind, both management and staff entered negotiations for a new Enterprise Bargaining Agreement in good faith. In the end, we struck a deal for a pay increase from 2015 that staff and management felt was fair and equitable.

In 2014 key areas across production, IT and the theatre were given critical injections of capital and maintenance investment.

I am happy to report an end of year surplus of \$65,000 with a consolidated result including the new Foundation of \$317,999.

The recurring theme to come out of running MTC in 2014 was sustainability. Throughout the year, in all our major decisions, we were thinking long term. At current levels of box-office income, government support and private and corporate giving, I'm sure we will survive for a few more seasons. But, if we want

this sixty-one year old company to be around for its centenary, we must act now to secure its future. In 2014, we made the first crucial steps in that direction. I would like to thank our very, very generous Donors without whom we would not be able to produce theatre of such world-class excellence and present it to hundreds of thousands of people locally, nationally and internationally.

Virginia Lovett

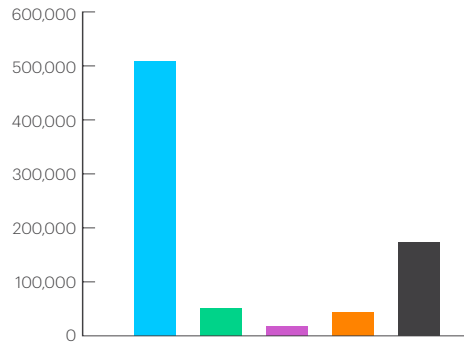
# MTC Philanthropy 2014 by the numbers

## Did you know? MTC is funded through:

- 70%** ticket sales;
- 10%** net government grants;
- 20%** other income, such as donations.

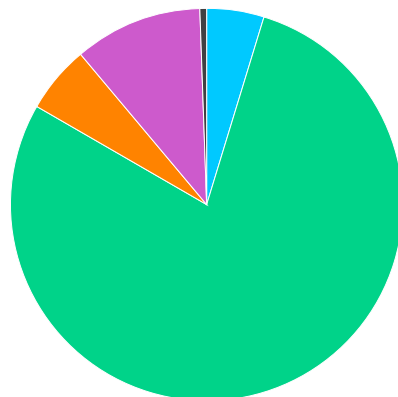
## Total amount of donations = \$795,405.45, comprising:

- Patron Donations  
**\$509,064**
- Web Suggested Donations  
**\$50,647.95**
- General Donations  
**\$18,207.50**
- Annual Appeal  
**\$44,086**
- Special Projects  
**\$173,400**



## Total number of donations = 3851, comprising:

- **Patron Donations**  
from **191** donors  
(Average donation **\$2,665**)
- **Web Suggested Donations**  
from **3002** donors  
(Average donation **\$16.87**)
- **General Donations**  
from **405** donors  
(Average donation **\$44.96**)
- **Annual Appeal Donations**  
From **210** donors  
(Average donation **\$210**)
- **Special Projects**  
from **13** donors  
(Average donation **\$13,338.46**)



# Philanthropy Manager's Message



Having joined Melbourne Theatre Company in May 2014, I am honoured to work with such devoted, knowledgeable and generous Donors who share our passion for excellence in

By consolidating all donations, whatever size, into the MTC Foundation, we are creating a powerful, responsive revenue stream that nurtures important initiatives beyond our mainstage production activities. These programs impact thousands of lives and serve as essential pathways for theatre makers of the near and distant future. They also fuel the imagination of our current stars and enable us to maintain the highest production values on stage.

theatre. There is a wide world of noble causes, so it is humbling to receive gifts to MTC which, in a manner of speaking, are really long-term investments in our shared culture, pledges in the power of theatre to transform lives, and hope for a more tolerant, inclusive society.

The MTC Foundation also allows us to deliver appropriate recognition of your valued contributions. We are always seeking ways to bring our Donors closer to the action and I appreciate hearing from you when you have ideas or suggestions for ways we can enhance your MTC experience.

As an MTC Donor, you are integral to our work on and off stage. Over the past year we have been explaining our financial picture to you because our respect for your generosity compels us to be open and upfront about the situation. And the news is quite exciting! The fact that MTC receives far less government support than many of the major performing arts companies means we have far more opportunities for Donors to get involved and make amazing things happen. You, our wonderful supporters, are central to our story.

In closing, I would just like to say thank you! Your trust in MTC is never taken for granted. Your passion and support are deeply appreciated. We have been asking you to play your part in our story and help to create theatre that transforms lives; your generosity has transformed MTC.

*Sarah Kimball*

**Sarah Kimball**

Establishing the MTC Foundation is one way we are working to ensure your contributions directly fund the activities you believe in, and this Donor Annual Report is all about showing you exactly what your dollars have done.

# Leading & Supporting Donors in 2014

MTC gratefully acknowledges our visionary donors who share our passion and support our work.

## 100,000+

Crown Resorts Foundation Packer Family Foundation

## 40,000+

**Supporter of Commissions** The Joan and Peter Clemenger Trust  
**Supporter of Cybec Electric** The Cybec Foundation

## 20,000+

**Supporters of Education** Dr Geraldine Lazarus and Greig Gailey  
**Season Donors** Louise and Martyn Myer AO  
Caroline and Derek Young AM  
Anonymous

## 10,000+

**Supporters of Open Door** Luisa Valmorbidia  
**Season Donors** Cattermole Family Norman and Betty Lees  
Macgeorge Bequest  
Susanna Mason and the late Noel Mason  
Gordon Moffatt AM and Jacqueline Moffatt  
The Myer Foundation  
Sidney Myer Fund  
Malcolm Robertson Foundation  
Maureen Wheeler AO and Tony Wheeler AO  
Anonymous

## 5,000+

**Supporters of Literary Development** Dr Andrew Buchanan and Peter Darcy  
John and Robyn Butselaar  
Jane Hemstritch  
**Supporters of Costume and Design** Sandy Bell and Daryl Kendrick  
The Dowd Foundation  
**Supporters of Education** Anne Le Huray  
Dr Michael and Lynne Wright  
**Supporters of Professional Development** Professor David Penington AC  
and Dr Sonay Hussein  
Jeanne Pratt AC  
**Season Donors** Bardas Foundation  
James Best and Doris Young  
Ian and Jillian Buchanan  
The Michael and Andrew Buxton Foundation  
Marshall Day Acoustics (Denis Irving Scholarship)  
Professor Margaret Gardner AO and Professor Glyn Davis AC  
Ian and Margaret McKellar  
Daniel Neal and Peter Chalk  
Tom and Ruth O'Dea  
Pinky Watson  
Anonymous

## 2,000+

**Supporters of Literary Development** Bill and Sandra Burdett  
Stephen and Jenny Charles  
Grant Fisher and Helen Bird  
Heather and Bob Glindemann OAM  
Robert and Jan Green  
Price and Christine Williams  
**Supporters of Costume and Design** Pat Burke  
Jan Nolan  
Rae Rothfield  
Laurel Young-Das and Heather Finnegan  
**Supporters of Education** Robert Bird and Jane Howe  
Barry and Joanne Cheatham  
Dr Helen Ferguson  
Larry Kornhauser and Sophie Russell  
Sandy and Sandra Murdoch  
Jane and Andrew Murray  
Ricci Swart  
Gillian and Tony Wood  
**Supporters of Open Door** Craig Semple  
Steven Nicholls and Brett Sheehy AO  
**Season Donors** Rosemary Ayton and Sam Ricketson  
Peter and Carolyn Berger

Marc Besen AO and Eva Besen AO  
Bill Bowness  
Beth Brown and Tom Bruce AM  
Lynne and Rob Burgess  
Janet and Michael Buxton  
Robert and Caroline Clemente  
Sandy and Yvonne Constantine  
Dr Anthony and Jillian Dortimer  
Melody and Jonathan Feder  
Paul and Janice Ferla  
Judy and Leon Goldman  
Rosemary Forbes and Ian Hocking  
Michelle Gallaher and Michael Avery  
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Henry Gold  
Murray Gordon and Lisa Norton  
Isabella Green OAM and Richard Green  
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Bruce and Mary Humphries  
Joan and George Lefroy  
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Dr Peter and Amanda Lugg  
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George and Rosa Morstyn  
Donald Murray  
Orloff Family Charitable Trust  
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Janet Reid OAM and Allan Reid

Colin and Josephine Rendell  
Ernst Riest  
Professor Barry Sheehan and Pamela Waller  
Diana and Jeffrey Sher  
Tim and Lynne Sherwood  
Trawalla Foundation  
Cheryl and Paul Veith  
Ralph Ward-Ambler AM and Barbara Ward-Ambler  
Ray and Margaret Wilson  
Greg Young  
Anonymous (12)

## 1,000+

James and Helen Angus  
Margaret Astbury  
John and Dagnija Balmford  
Miriam Bass and Peter Jaffe  
John and Lorraine Bates  
Jay Bethell and Peter Smart  
David and Rhonda Black  
Ross and Alix Bradfield  
Sally Browne Fund – Australian Communities Foundation  
Patricia L Burke  
Diana Burleigh and Chrys Black  
David Byrne  
Pam Caldwell  
Alison and John Cameron  
John and Jan Campbell  
Ingrid and Per Carlsen  
Clare and Richard Carlson  
Fiona Caro  
Chef's Hat  
Elizabeth Chernov  
Sue Clarke and Lindsay Allen  
Assoc. Professor Lyn Clearihan and Dr Anthony Palmer  
Dr Robin and Neil Collier  
John and Christine Collingwood  
Adrienne Conway  
Yvonne and Sandy Constantine  
Ann Darby  
Mark and Jo Davey  
Jocelyn Davies  
Jessica Denehey  
Mark and Amanda Derham  
Katharine Derham-Moore  
Kathy and George Deutsch  
Elizabeth and Geoffrey Donnan  
Robert Drake  
Bev and Geoff Edwards  
George and Eva Ermer  
Dr Alastair Fearn  
Nola Finn  
Jan and Rob Flew  
Gillian and Wayne Franklin  
John Fullerton  
Nigel and Cathy Garrard  
Diana and Murray Gerstman  
Gill Family Foundation  
Prue Gillies AM  
Brian Goddard  
Roger and Jan Goldsmith  
John and Jo Grigg  
Sir Andrew and Lady Grimwade  
Ian and Wendy Haines  
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Michael Heine  
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Dawn and Graham Hill OAM  
Tony Hillery and Warwick Eddington  
Gil and Sandi Hoskins  
Professor Andrea Hull AO  
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Ed and Margaret Johnson  
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Malcom Kemp  
Fiona Kirwan-Hamilton and Simon E Marks SC  
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Bettie Kornhauser  
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Dr Paul and Sue Nisselle  
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Alison Park  
Jon Peacock and Darren Lockie  
Dr Harry and Rita Perelberg  
Dr Annamarie Perlesz  
Dug and Lisa Pomeroy  
Bill and Katharine Ranken  
Peter and Terry Read  
Sally Redlich  
Victoria Redwood  
Julie and Ian Reid  
Ian and Diana Renard  
David Richards  
Dr S M Richards AM and M R Richards  
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Edwina Sahhar  
Susan Santoro  
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Diane Silk  
Judith and John Sime  
Jane Simon and Peter Cox  
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Diana and Brian Snape AM  
Shirley Strauss  
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Marjorie Taylor  
Miriam and Frank Tisher OAM  
Lyle Thomas and Christina Turner  
Peter and Liz Turner  
Kevin and Elizabeth Walsh  
Ursula Whiteside  
Mandy and Ted Yencken  
Graeme and Nancy Yeomans  
Roz Zalewski and Jeremy Ruskin  
Ange and Pete Zangmeister  
Anonymous (18)