

## Council Policy

### Glen Street Theatre Complimentary Tickets

#### Policy Statement

Northern Beaches Council is committed to supporting the arts and creative communities through the management of a professional performing arts venue. Glen Street Theatre is an integral part of the Northern Beaches cultural fabric and a high profile example of Council building strong relationships with the community and providing cultural leadership.

The strategic, discretionary use of complimentary tickets is a tool to facilitate the governance, promotion, revenue generation, staff training, customer service and community engagement outcomes that underpin Council's investment in Glen Street Theatre.

#### Principles

- Council wishes to maximise its investment in Glen Street Theatre and demonstrate best practice in professional theatre management, as identified by industry peak bodies PAC Australia and Live Performance Australia. Glen Street Theatre is a member of both organisations.
- Theatre tickets are perishable inventory and can only deliver value if they are used.
- Government subsidised performing arts venues in Australia maximise the outcomes from government investment through the strategic use of complimentary tickets in order to deliver on their business objectives, their community obligations, and to defray risk in the following ways:

##### 1. Good Governance

Provision of complimentary tickets on a discretionary and transparent basis to the community's elected representatives and senior council staff provides an opportunity to monitor Council's investment in the delivery of arts events and venue management.

##### 2. Outreach and Accessibility

Arts venues and organisations across the country, from time to time at the discretion of delegated staff, provide complimentary tickets to accredited educational institutions and non-profit organisations who service constituents suffering economic disadvantage that prevents them from accessing the arts.

##### 3. Professional Development and Training

Council supports the training and development of staff to deliver high quality customer service, which can only be delivered by knowledgeable staff. It is the widespread practice of performing arts companies and venues in Australia to provide complimentary tickets to staff as part of the on-going training so that they may understand how their roles impact upon the overall patron experience and to learn about theatre content and practice. Understanding the patron experience is key to service quality and continuous improvement. Complimentary tickets are only provided to Glen Street Theatre staff for training and professional development purposes, or as part of their fundamental roles in managing and marketing the theatre, not as a benefit, a gift or a reward.

##### 4. Maximise Ticket Sales

A full and successful opening night drives the word of mouth, social, broadcast and print media that results in future ticket sales. The identification and invitation of media and high profile arts figures generates publicity for the venue and Council. The strategic, discretionary

distribution of complimentary tickets for traditional and online marketing opportunities that enables the venue to reach new markets is also a successful and widespread practice within the industry.

## 5. Maximise Venue Utilisation and Revenue Partnerships

In order to attract potential hirers and producers, tickets may be provided to demonstrate the quality of the venue in operation. Key to developing partnerships with community organisations, businesses, and state and federal government that maximise activity and minimise expenses, is an understanding of alignment and opportunity, often realised through experiencing the theatre in action. The distribution of complimentary tickets outlined in this policy enables greater participation from those who may not normally pay to attend, but who play key decision-making roles with respect to arts and culture.

### Scope and Application

This policy applies to all complimentary tickets issued by Glen Street Theatre that are not the subject of written agreements with venue hirers, sponsors, government funding bodies or third party providers, undertaken in consideration of the supply of grants, goods or services. It does not cover tickets supplied to rectify a customer service issue.

The Director of Glen Street Theatre is responsible for the approval of all complimentary tickets referred to under this policy, with oversight by the Executive Manager Community Arts & Culture, within the following framework.

Stakeholder/Comp Type	Permitted Use	Parameters*
Councillors	2 tickets each, by invitation to Opening Nights	Non-transferrable to other recipients or dates. Response to invitation within RSVP date. Total maximum 8 performances per Annual Season.
Chief Executive Team; Executive Manager Community, Arts & Culture	2 tickets each, by invitation to Opening Nights	Non-transferrable to other recipients or dates. Response to invitation within RSVP date. Total maximum 8 performances per Annual Season.
Media	2 tickets each, by invitation to Opening Nights	Non-transferrable to other dates. Current media only. All Opening Nights permitted.
Opening Night VIPs e.g. state and federal government representatives, arts industry leaders	2 tickets each, by invitation to Opening Nights	Transferrable dependent upon attendance rationale. All Opening Nights permitted.
Educational and non-profit organisations servicing those suffering economic disadvantage.	Pre-determined number of tickets for a specific performance, where sales are less than 50% of capacity.	Non-transferrable. Number of tickets determined by Director.  Recipients jointly determined by the Director and the relevant Council business unit for the target market.

Stakeholder/Comp Type	Permitted Use	Parameters*
Glen Street Theatre permanent staff (for training purposes, not when attending as part of position requirements).	1 ticket per show to any performance.	Not transferrable to other recipients. Total maximum 8 performances per annual season. May be required to vacate seat for paying or VIP patrons
Glen Street Theatre casual staff (for training purposes, not when attending as part of position requirements)	1 ticket per show to any performance.	Not transferrable to other recipients. Employee must have worked a shift in the previous 4 operating weeks. Total maximum 4 performances per annual season. May be required to vacate seat for paying or VIP patrons
Potential future venue users & revenue partners e.g. hirers, producers, sponsors	2 tickets each for organisation to one performance.	Transferrable to another date. May be transferrable to another person within the same organisation.
Donation requests for tickets from Community, Charity or Educational institutions within the LGA	2 tickets for specific performances where sales are less than 50% of capacity.	Transferrable to other performances where sales are less than 50% of capacity.

\*The provision of complimentary tickets is dependent upon the availability of tickets for a given performance.

### Management Controls

Complimentary tickets are documented through the professional ticketing software system. No-one is permitted into the auditorium without a valid ticket. The system provides an audit trail to identify ticket holders.

Opening Night lists will document the invitation criteria and be authorised by the Director and saved in Councils Document Management System

### **Request for Donation**

Glen Street Theatre may be approached to provide a donation to community, charity or educational organisations within the LGA. These requests represent a loss of income to Northern Beaches Council and will be managed in line with the organisational fee waiver request process and require CEO approval.

### **References and related documents**

Council Code of Conduct

### **Definitions**

*Annual Season* – The Glen Street Theatre program is based on a calendar year. The annual season is defined as events and productions that are actively programmed by the Theatre and presented at Councils financial risk. The numbers of shows vary per year. The annual season does not include events and productions by hirers of the theatre or joint venture arrangements.

*Availability* – The number of seats left unsold for a performance, taking into account projected future sales.

*Opening Nights* - Performances pre-determined by Glen Street Theatre as part of the annual season. Not all productions may have designated opening nights.

## Responsible Officer

Executive Manager Community, Arts and Culture

## Review Date

7 April 2026

## Revision History

Revision	Date	Details	TRIM Ref
1	28 Aug 2018	First Glen Street Theatre Complimentary Tickets policy for adoption following public exhibition – no changes made from draft.	2018/239704
2	7 April 2022	Maximum allocation reduced by 1 to reflect current programming  Definition: <i>Annual Season</i> includes joint venture arrangements  Request for Donation: to align to Northern Beaches Council process for Fee Waiver	2021/730274