



The Gilbert & Sullivan Society of SA Inc.



The Sound of Music 2014

Strategic Plan  
Business Plan  
Action Plan

Three Years 2012 - 2014  
3rd Annual review, 31 December 2014

## From The President

In 2011 the Board spent a weekend working through what it thought needed to be done over the ensuing three years to deliver a strong and successful society. This is the third and final annual progress report on the three-year (2014 – 2014) strategic plan, which followed.

As in previous reports this document is designed to be more than a mere running sheet listing result of the action plans. Those tasks and activities are of course the crucial and active part of this report but they sit within the broad form of this document which, as a whole, is designed to present to members and other interested parties corporate information and housekeeping detail, plus the institutional and performance history of the Society. Better that, we think, than having the reach and breadth of the Society's outstanding history reside in cupboards and individual memories.

This may be year three of the three-year plan but it remains a work in progress, as strategic plans always are. We cannot pretend to have engaged in dogged pursuit of every item. Some actions have been achieved by deliberate selection, some by default. Some have been forced upon us by circumstances, some are redundant, some overtaken by events, some yet to be done. Many have been crowded out as we have attended to pressing matters of day to day operating, not to mention the huge task of two major productions a year. For example, *Oliver!* 2014, involved a cast of 84, an orchestra of 18 and a production crew of 74 were involved with production, direction, music, stage management, lighting, sound, costumes, publicity, sales and the like. And it wasn't much less for *Sound of Music*. And we haven't yet quantified the extent of input into the G & S Fest.

What is clear to me in my first year as President - having been a rank and file member since last leaving the presidency in 1998 is that the challenges identified three years ago have not gone away just because we have made good progress towards meeting many of them. What clear is the amount of time and effort that the Boards of the past three years have put in and of the amount of work that remains ahead of this small voluntary association.

I do hope that a report such as this gives cause to think that a strong future is ahead of us and that you the reader might be encouraged to participate in carrying one of Adelaide's premier voluntary community theatre groups into the future.

It has been a privilege to return to the leadership of the Society, and I thank you for your support in 2014.

Brian McLauchlan

## Corporate detail

The Gilbert and Sullivan Society of SA Inc, is a not for profit community theatre group. One of Adelaide's longest running community theater groups, it celebrated its 75th anniversary in 2012. The Society's principle objective is to perform the works of Gilbert and Sullivan but its repertoire extends to other works of classic operetta, classic and modern musicals which are also presented to high performance standards and critical acclaim. The Society is entirely voluntary and receives no government funding. Membership stands at 121 at 2014.

## Our Vision

(The desired future state of the society.)

The Society's vision is to be the music theatre company of choice for audiences and performers. This vision relies on the Society building on its reputation as Adelaide's premier community theatre group for which it has won numerous awards by continuing to present high quality performances to popular and artistic acclaim. In more recent years the Society has, in addition to G&S, presented a wider range of music theatre, including classic operetta, as well as musicals such as *Oklahoma!*, *My Fair Lady*, *Jesus Christ Superstar*, *Oliver!*, *Sound of Music* and award winning seasons of *Into the Woods* and *Les Miserables*.

## Our Mission

(The principal purpose of the Society.)

The Society's mission is to preserve and present the works of WS Gilbert and Arthur Sullivan through traditional and contemporary interpretations of their collaboration. Presentation of other high quality music theatre performances as outreach to a wider audience assists in this regard.

## Our Values

(How we will go about the Society's business.)

We want the way we do things to be known and recognized for displaying the values associated with honesty, respect, enjoyment, cooperation, and creativity. This means the Society will be disciplined, be open to ideas, act courageously, treat people with respect and build on our seventy-five year history.

## Goals and Objectives.

(How the Society plans to deliver on these aspirations.)

Over the three-year life of this plan the Society's broad goals are;

To mount two or three productions a year to exemplary standards.



## The Company



Les Misérables, 2008.

### Society History.

The Society has seen 76 years of continuous operation presenting the works of famed librettist WS Gilbert and composer Arthur Sullivan whose mid-late 19th century collaboration resulted in works that changed the nature of musical theatre. That these works stay strong, youthful and resonant is evidenced by the fact that they are continually performed by professional and amateur companies around the world to this day, both in their original form and in contemporary realizations. The Gilbert & Sullivan oeuvre is the society's principle repertoire but in response to declining audience interest in the works in recent years and as a result increasing capabilities the society has expanded its range to include a balance of G & S and non G & S productions across classic operetta, (*The Merry Widow*), classic musicals (*Camelot*), modern musicals (*Les Miserables*, *Sweeney Todd*, *Jesus Christ Super Star*) in full production and small-cast works. The society generally plays two or three performances per year in available theatres in Adelaide.

### Society Ownership.

The Society is a not for profit voluntary association. (ABN 245 510 475 165.) After a preliminary meeting of interested persons in November 1936 the inaugural general meeting was held in February 1937. The Society is incorporated pursuant to the Associations Incorporation Act (SA). It owns premises at 3 George Street Hindmarsh, SA 5065 and the registered office is at that address.

### The Board of Management 2014

	Office		Year first elected/appointed
Brian Mc Lauchlan	President		2014
Ric. Trevaskis	Vice President		1988
Kathryn Smiles	Treasurer	From May 2014	2014
Megan Doherty	Member	Secretary until August 2014	2014
John Hochwald	Secretary	From August 2014	2014
Louise Gillan	Member	Production Manager	2013
John Green	Ex officio	From August 2014. Property Co-ordinator	2014
Manik Meah	Member		2011
Sarah Nagy	Member	Social Co-ordinator	2013
Paula Pamment	Ex officio	Ticket Secretary	2002
Jessica Snow	Member		2014
David Williams	Member		2011

Membership is open to any interested person and is available in ordinary, junior, life, honorary, honorary life and patron categories. Membership stands at 121 at 31 December 2014.

### Society Management.

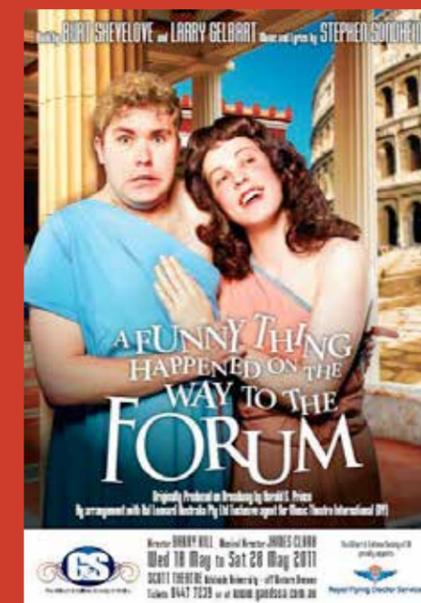
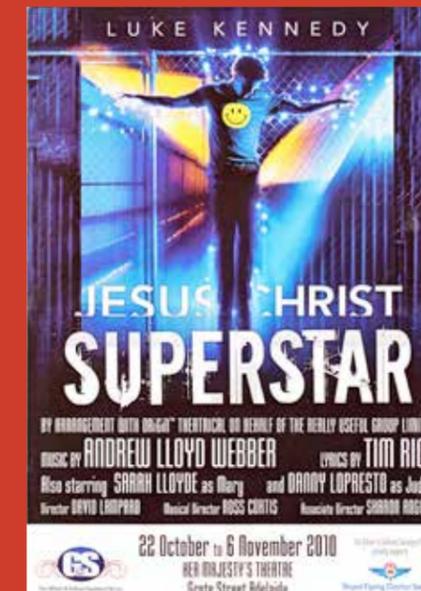
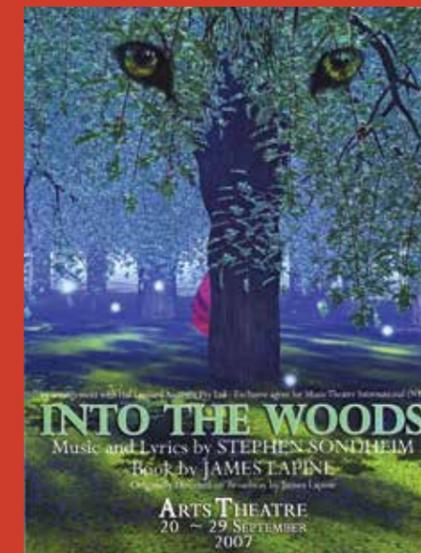
The Society is managed, subject to its constitution, by a ten person Board of Management. Board members are elected at the Society's Annual General Meeting and must be financial members of the society. Officer holders are elected for one-year terms, general members for two. The Board may also appoint others as ex officio members.

### Society Assets.

The Society owns outright its substantial premises at 3 George Street, Hindmarsh SA. Consisting of land measuring approx 17m x 40m containing an industrial warehouse type building of some 520 square metres. The building is disposed as rehearsal space, workshop, props, set, costumes and storage space, plus small office and green room.

Land and property is brought in to the balance sheet on current valuation at \$433,000. The costumes are brought in at \$165,000.

The Board is responsible for and has carriage of the society's artistic goals and objectives, production assets and financial status. It is assisted in this regard by a number of standing and ad hoc committees. All members of the board serve without honoraria and there is no paid staff.



## ANNUAL CALENDAR, 2015

The Board of the G & S Society meets monthly with formal agenda and reports, generally on the second Wednesday of every month. Minutes are usually available within one week of the meeting and are available to members upon request. Standing, production and ad hoc committees meet and report to the Board as required.

Month	Major event	Detail	Comment
January	Board meeting	Budget Review, last year. Set budget for this year.	
February	Board Meeting	Final accounts completed. Strategic Plan review. Audit completed	Review targets set for 2014
March	Annual General Meeting Board Meeting	Elect board members. Appoint Auditor	Financial accounts tabled. President's Report Treasurer's report, audited financial report and strategic plan report tabled
April	Board Meeting Production: G & S Fest.	Budget Review-1st quarter.	Informal sharing
May	Board Meeting	Post production review.	
June	Board Meeting	Insurances Review General Risk Analysis	Reviewed annually
July	Board Meeting Members morning	Budget Review- 2nd Qtr.	
August	Board Meeting. Production: Guys and Dolls		
September	Board Meeting		Policies reviewed annually
October	Board Meeting	Budget Review 3rd quarter Post production review	
November	Board Meeting	Policies Review	Policies reviewed annually
December	Board Meeting. Membership renewals	Review subscription rates. Renewal notices to go out	
Not set	Strategic planning day	Review past, assess present & plan future	Usually full day session

## ACTION PLAN

### Corporate Management

**Goal** To monitor and review the corporate activity of the society.

**Challenge** To create a robust organisation to successfully operate in a rapidly changing theatre environment.

**Response** To monitor the Action Plans that have been developed underpinned by the following "whole of Society issues."

### Actions

#### Priority

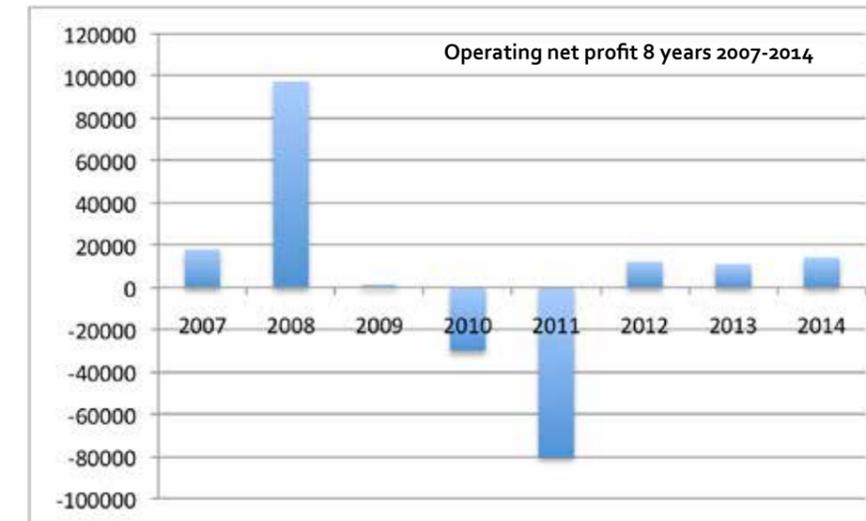
	Issue	Strategy	Response	Outcome	Comment
1	Review business model	Check sensitivity of assumptions	Whole of society budget reviews		Third review review due Feb 2015
1	Seek bequests/ sponsors / donors	Secure short term liquidity for productions	Appeal to members	\$13,000 subscribed	Not for expenses. To be held to for liquidity
2	Find secure performance home	Negotiate longer term occupancy			Not started
3	Executive Producer	Explore concept			Not started
2	AFCT	Seek support			
1	Calendar	Establish	Details compiled	In place	On going
2	Appoint High Profile ambassador				Not started
2	Archives	Secure archival collection	Appoint archivist	In place	See below*
2	Priorities	Distinguish between urgent and important	Terms of reference & power to act for committees	Delegations now in place.	
2	"grow" capacity	Mentor key production roles and board roles	Provide understudies	Assistant production manager for Oliver appointed manager for Sound of Music	Very successful transition . Needs to expand into other roles.
1	Monitor strategic business & action plans	Review plans as set out elsewhere	In place	Reviewed annually Strategic plan updated annually	Progress reported to AGMs

\* After 77 years of continuous operation it is unsurprising that the society has built up an impressive collection of artefacts, photographs, costumes, production detail, pictorial records and more recently production books, CDs and DVDs, which are not only valuable internal references to the active life of an active society, but are immensely valuable as social history. The Society's honorary archivist is engaged putting some order into the society's collection.

## Administrative Plan (1)

**Goal.** To build a strong balance sheet.

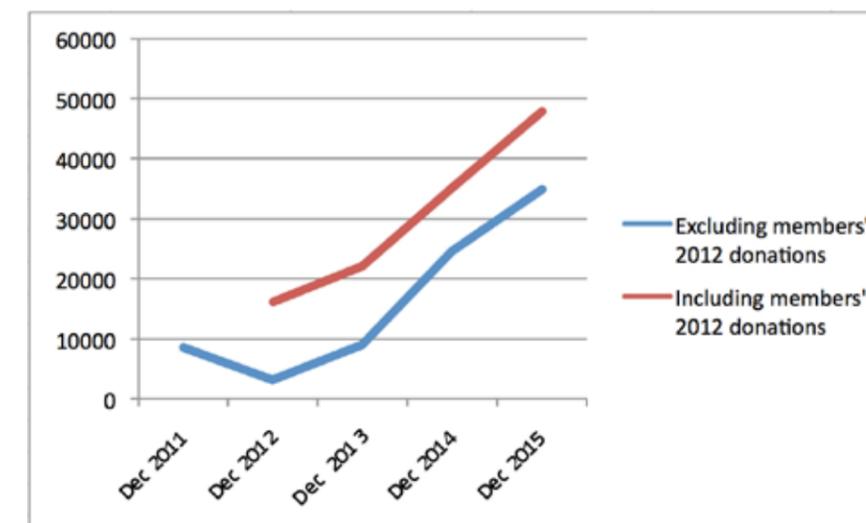
**Challenge.** The Society's annual recurrent expenditure is about \$25,000 pa. As a result of accumulated losses of some \$63,000 from Jesus Christ Super Star (2010) and \$17,000 from A Funny Thing Happened On The Way To The Forum (2011) and tickets sales down \$22,000 on budget for Mikado (2011), cash at bank was down to \$8,505 at the commencement of year one of this plan (1st Jan 2012).



**Response.** To rebuild the balance sheet the business model calls for a notional two productions a year to each bring in a minimum profit of \$15,000 to meet the annual recurrent costs of \$25,000 (aka overheads) and, even more ambitiously, to build up modest reserves to provide financial resilience for the unexpected and underwriting capacity for production risk taking.

## Estimated future cash flows

2012 - 2015



## Administrative Plan (1) continued

### Actions

#### Priority

	Issue	Strategy	Response	Outcome	Comment
1	Strengthen financial controls	Provide additional person power for Treasurer	Extra person assigned	Annual budget with three-year targets in place. Budget reviewed quarterly.	Costs now well controlled. Residual problem on the income side. See below
1	Develop Society Budget	See above	See above	Annual and strategic (3 year) budget in place	Budget (s) reviewed quarterly
1	Develop production budgets	Use Arts Management software.	Soft ware in use. "Budget thinking" now embedded into production meetings	Relevant production persons now coached in their budget role.	Production budgets are submitted to board for prior approval and outcome noted in post production review
3	Strong production costs budget control	Assign a production line manager	Manager assigned	Now a regular feature	Costs controlled.
2	Expand performing repertoire eg with small scale product- ions/general music theatre seek proposals from interested creative personnel	Formalise present ah hoc arrangements	Policy formulated for ad hoc productions	Pinafore at Maritime Museum, Trial by Jury at Law Courts in 2012. Pirates at Maritime Museum for 2013	Modest earners. Extremely valuable outreach and emeritus participation
	Other fund raisers	Quiz / film nights etc	Ad hoc committee	Successful	Quiz night raised \$3,000. Film nights less successful and a lot of work for the return
1	Obtain overdraft facility	Negotiate with bank	Substantial documentation	\$35,000 facility approved by Bank	To be drawn down only for short-term liquidity.
2	Seek bequests sponsors donors	Develop philanthropy program	Engage professional	Suggested Program submitted	Not proceeded with. Requires dedicated support which is not currently available
2	Seek new income streams	Income sources from Training, production, services Advertising, grants patrons members review finances	Bundled into a single finance committee	Broad terms of reference	Will meet Jan 2015
1	Recruit skilled help	Widen skills represented at board level	Recruit persons with specific skills	Persons with a marketing and management background elected to the board.	(Who has now left the board.) Persons with broad skills selected when filling vacancies
1	Develop an operational structure	Establish range of operational committees	Establish standing committees	Established	New org chart completed
2	Terms of reference for committees			Established	
2	Develop/review policies • O H & S • Materials Handling • Fire safety • Evacuation • Disaster management • Archives • Complaints • Discrimination/Harassment • Volunteers/ induction	Nominate a person for carriage of H. R.	Reviews commenced	Production policy Privacy policy Working with children policy  Not yet achieved	Completed Completed 1
3	Develop duty statements			In place for Secretary & Treasurer	
1	Manage and support our volunteers				
3	Succession planning	Appoint mentors			Some progress
2	Maintain & develop list of contacts		Part of data base building		Next phase of data base building
2	Maintain & develop a "who's who."	Network with kindred bodies	See above		Next phase of data base building

## Administrative Plan (2)

**Goal.** To strengthen administrative function

**Challenge.** The Society has been blessed with many board members of long standing, with acquired and intimate knowledge, a feel for what works best and a capacity to make things work. But relying on key people can hide an administrative vulnerability when, inevitably, turnover compromises continuity and customary practice.

**Response.** The plan seeks to strengthen administrative function by implementing procedure and practise common to small business.

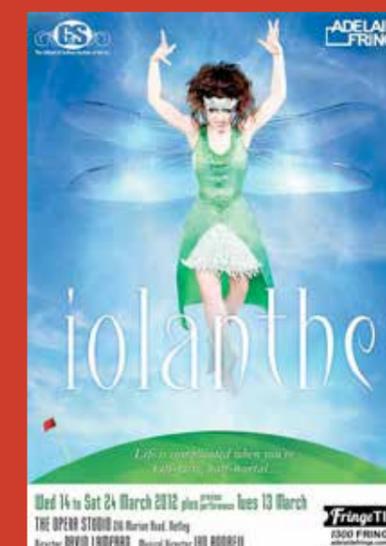
### Actions

#### Priority

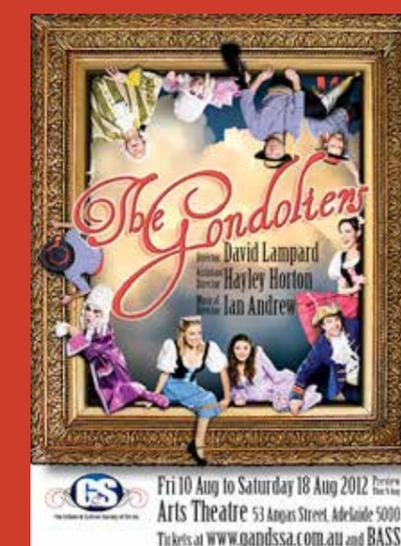
	Task	Strategy	Response	Outcome	Comment
1	Recruit a skilled person	Search membership in first instance	Experienced person found.	Persons with a marketing and management background elected to the board.	
1	Track ticket sales	Track advertising medium with ticket responses	Print advertising Web advertising Direct mail and Posters all utilized	Established Established	
2	Web site	Refresh web site	Review web management	Production policy Privacy policy Working with children policy Production review policy Auditions policy Hiring policy	Completed year 1 Completed year 1 Completed year 1 Completed year 2 In preparation Reviewed year 2
2	Social media	Employ twitter & the like		Treasurer review Secretary review	
2	Develop Strong Marketing Plan	Ascertain audiences	In preparation	Stalled	To be whole of Society approach
3	Appoint "ambassador"				
	Develop data base		Data base Mgt assigned to one person. (Secretary)	Data base now consolidated	Data base building is continuous job
	Develop list of contacts by role		See above	See above	See above
	Brand exposure				See marketing plan above
	Partnerships				



"The award winning Director has brought together a wealth of talent and experience and together with the Musical Director with his new orchestrations has produced a show of immense quality..."  
Richard Lane, Theatre Association of SA, 30 October 2011



"Of the relatively large number of amateur companies around Adelaide performing just musicals, South Australia's Gilbert & Sullivan Society demonstrates – with every show - production values higher by far than the rest..."  
Richard Flynn, Rip It Up, 15 March 2012



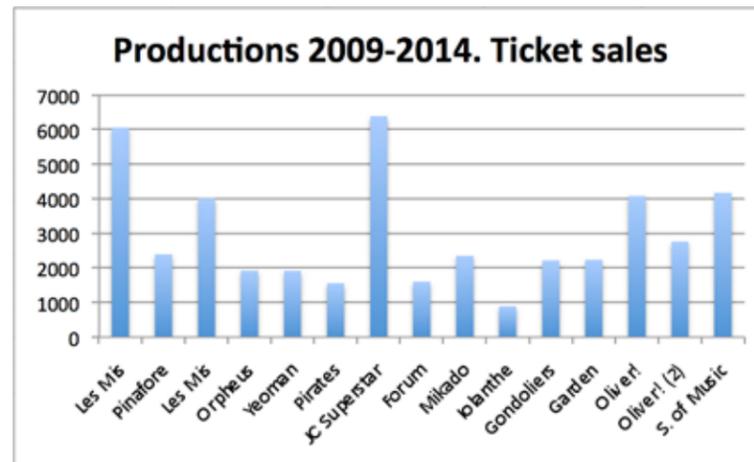
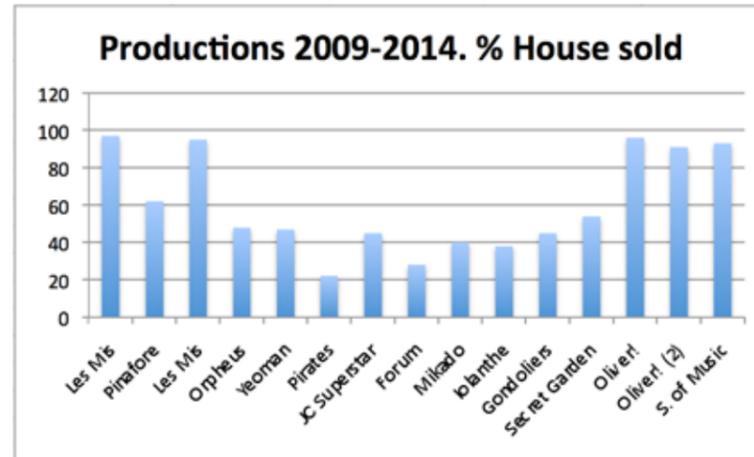
"The execution of this production is impeccable... This is simply an inspired production. The slapstick routines are welcome accompaniment to the cheesy humour, with modern references bulking out existing comedic passages."  
Ben Nielsen, Theatre People, 13 August 2012

## Production/performance Plan

**Goal.** To produce high quality productions of commercial appeal.

**Challenge.** Through an examination of past production results it has become clear that the audience for G & S shows is declining and as a consequence ticket sales are either not generating profits, or not recovering overheads. Worse, it is becoming increasingly difficult to recruit young performers into Gilbert and Sullivan pieces.

**Response.** Broadening the society's repertoire to more 'commercial' productions in the short term is seen as a method to both strengthen the balance sheet and the society's performers base, which in turn will lead to a return to presenting G & S pieces, mixed with others.



### Actions

Date	Production	Venue
March 2012	Iolanthe.	The Arts Studio
August 2012	Gondoliers (75th Anniversary production).	Arts Theatre
January 2013	The Secret Garden.	Arts Theatre
July 2013	Oliver!	Arts Theatre
Jan 2014	Oliver!	Arts Theatre
August 2014	Sound of Music	Arts Theatre
April 2015	G&S Fest	Arts Theatre
September 2015	Guys & Dolls	Arts Theatre

## Marketing Plan

**Goal.** To 'know' the audience and to have cost effective ways of targeting it.

**Challenge** The stable, reliable "G & S loyal" theatregoer is declining in numbers so others have to introduced to Gilbert's bold ideas and Sullivan's lyrical music. And at the same time the Society has to compete with other community theatre groups for the same audience in the broader music theatre market.

**Response.** Public and corporate awareness of the Society will be raised and maintained in a targeted and cost effective way through skilled marketing and publicity on many fronts and in new and creative ways, to bring the audience into the theater to see the society's shows.

### Actions

#### Priority

	Task	Strategy	Response	Outcome	Comment
1	Recruit a skilled person	Search membership in first instance	Experienced person found.	Now elected to Board	See also Administrative plan
1	Track ticket sales	Track advertising medium with ticket reponses	Print advertising Web advertising Direct mail and Posters all utilized	Strongest link is between direct mail and spike in bookings	Refine this work for year 2
2	Web site	Refresh web site	Review web management	New web manager appointed	Refreshed web site plus new App ready approx. April 2014
2	Social media	Employ twitter & the like			
2	Develop Strong Marketing Plan	Ascertain audiences	In preparation		On production basis
3	Appoint "ambassador"				
	Develop data base				Continuing
	Develop list of contacts by role				
	Brand exposure				
	Partnerships				



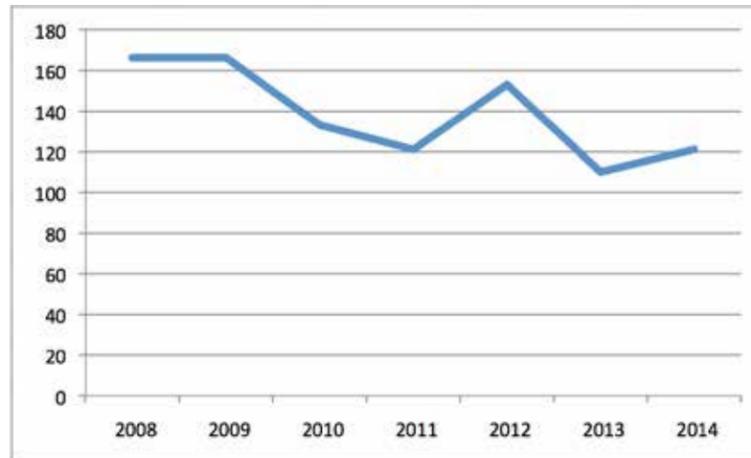


## Member Plan

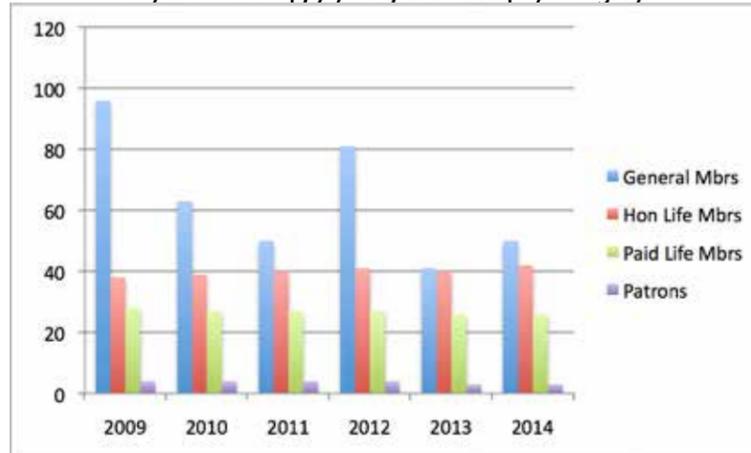
**Goal.** To increase the membership base.

**Challenge.** Membership is steady (but not extensive) with a fluctuation in annual subscription membership.

Society membership 7 years, 2008-2014



Society membership, 7 years, 2008-2014, by category



## Actions

	Task	Strategy	Response	Outcome	Comment
1	Newsletter	Revive newsletter	Designated Officer	Newsletter revived	High quality issues
1	Establish "Friends of G & SS"				
1	Subsidiary productions	Encourage & regularise	Policy developed	Trial by Jury at Law Courts & Pinafore at Maritime Museum in 2011 & Pirates in 2012	Well received small scale productions. None for 2013 & 2014.
2	Special member/ supporter events		Morning teas	Informal morning teas held 2013 & 2014	Well received by members

## THE BUSINESS MODEL

### Underlying Assumptions

#### Society Financial Management

**Recurrent Costs.** The Society has annual recurrent costs of some \$25,000.

#### Underlying Assumptions

**Recurrent Income.** Recurrent income to meet these costs is, in the first instance, obtained from surpluses from productions. Income Stream. In the normal course the society mounts two major productions a year. The production budget for each show will, wherever possible, be framed so as to achieve a surplus (income exceeding costs) of not less than \$15,000, which is seen as the break-even point. This surplus is represented as a charge against production income and styled "G & SS overheads loading." Any excess over that breakeven point is styled "net profit," and is retained and accumulated for general or special purposes.

**Non-recurrent income.** Income from minor (subsidiary) productions, quiz nights and other funds raisers is retained in the general fund and accumulated for general or special purposes.

No subsidiary productions will be mounted without the board having approved the production budget inclusive of a line for G & SS overheads loading.

**Working Capital.** Lag time between production costs necessarily incurred and ticketing income actually received is financed from working capital. Funds raised from the 2012 appeal to members will be retained as working capital and will not be applied to normal running costs of the society. The society's overdraft will only be drawn upon for temporary accommodation with such drawings approved by the board.

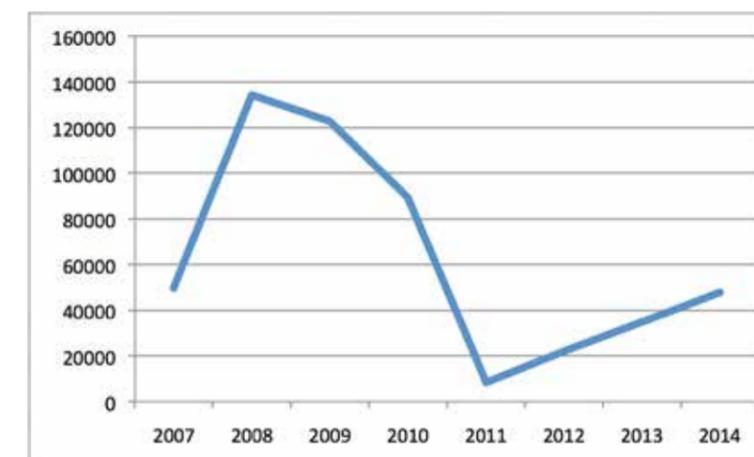
#### Production Financial Management.

A budget for each production inclusive of a surplus over and above direct production costs to meet society overheads, generally of not less than \$15,000 each, is set for the two major productions each year. Overhead recovery is scaled accordingly for other productions as approved by the board and managed by a line manager reporting to the production manager and to the Board. The producer's post-production report to the board will be inclusive of a report on production budget outcome.

Production	Business Plan Target	Production Budget profit target	Production actual profit	Production variance	Exceeded/not exceeded business plan target by
Iolanthe	15,000	2,700	2520	-180	-12,480
Gondoliers	15,000	15,000	15,090	90	90
Secret Garden	15,000	13,224	-11,001	-24,225	-26,001
Oliver! 2013	15,000	17,000	25,583	8,583	10,583
Oliver! 2014	15,000	14,500	16,117	1,617	1,117
Sound Music	15,000	15,000	23,075	18,075	3,075

These numbers indicate that the business relies upon getting the choice of production right and the model has to be enlarged to include alternative-and steady- income streams.

#### Cash at Bank. Eight years 2007 – 2014



# Seventy-seven years of The Gilbert & Sullivan Society of SA

- 1937 Socials. Five in all - The Mikado, The Gondoliers and excerpts from The Yeomen of the Guard, Ruddigore and The Pirates of Penzance .
- 1938 Socials. Six in all - The Gondoliers, Trial By Jury, HMS Pinafore and excerpts from The Mikado, The Pirates of Penzance, HMS Pinafore, Iolanthe, Ruddigore, The Gondoliers and The Yeomen of the Guard.
- 1939 Socials. Six in all - The Mikado, Patience, The Gondoliers, HMS Pinafore, Trial By Jury and excerpts from Iolanthe, The Yeomen of the Guard, HMS Pinafore, The Pirates of Penzance, Trial By Jury, a birthday cabaret soirée and an annual ball.
- 1940 Socials. Six in all - The Pirates of Penzance, The Yeomen of the Guard, The Gondoliers, Trial by Jury, excerpts from The Mikado, Iolanthe and The Pirates of Penzance.
- 1941 Soirées. Six in all - Patience, Iolanthe, The Mikado, and a concert of excerpts "Savoy Highlights."
- 1942 Presentation by "The Savoy Singers" - Trial By Jury, Excerpts from The Sorcerer, The Mikado, Ruddigore, The Pirates of Penzance, HMS Pinafore plus the first theatre production of Trial by Jury.
- 1943 - mid 1946 Recess, due to "the serious state of the war."
- 1946 Trial By Jury (first theatre production), highlights from others and members' social.
- 1947 Soirées
- 1948 The Mikado (The first full production.)
- 1949 The Yeomen of the Guard
- 1950 Patience
- 1951 The Gondoliers
- 1952 The Mikado
- 1953 Ruddigore
- 1954 The Yeomen of the Guard
- 1955 The Gondoliers
- 1956 Soirées. Four in all – Princess Ida, Trial by Jury, The Sorcerer, Patience
- 1957 Princess Ida. 1958 The Mikado. 1959 Iolanthe. 1960 The Yeomen Of The Guard 1960 1964
- 1961 The Gondoliers. 1962 The Mikado. 1963 Iolanthe. 1964 Ruddigore
- 1965 The Gondoliers
- 1966 The Gondoliers | The Mikado
- 1967 Iolanthe | The Yeomen of the Guard
- 1968 The Yeomen of the Guard | Trial By Jury/HMS Pinafore
- 1969 Patience | The Mikado
- 1970 The Gondoliers
- 1971 Cox and Box/The Pirates of Penzance | Ruddigore
- 1972 The Yeomen of the Guard | Trial By Jury/HMS Pinafore
- 1973 The Mikado | Iolanthe
- 1974 Cox and Box/The Pirates of Penzance | Princess Ida
- 1975 Trial By Jury/HMS Pinafore | Utopia Limited
- 1976 The Gondoliers | The Yeomen of the Guard
- 1977 Cox and Box/The Pirates of Penzance | The Sorcerer
- 1978 100 Years of Gilbert and Sullivan | Patience
- 1979 Ruddigore | Iolanthe
- 1980 The Gondoliers | The Mikado
- 1981 Princess Ida | The Zoo/The Pirates of Penzance
- 1982 The Yeomen of the Guard | The Sorcerer
- 1983 Trial By Jury/HMS Pinafore | Patience
- 1984 Iolanthe | Ruddigore
- 1985 The Mikado | 100 Years of Gilbert and Sullivan
- 1986 The Gondoliers | Princess Ida
- 1987 The Yeomen of the Guard | Die Fledermaus
- 1988 The Pirates of Penzance | Trial By Jury/The Sorcerer
- 1989 Utopia Limited | HMS Pinafore
- 1990 Tarantara! Tarantara! | Patience | Iolanthe
- 1991 La Vie Parisienne | The Mikado
- 1992 Engaged! | The Gondoliers
- 1993 The Pirates of Penzance | 100 Years of Gilbert and Sullivan
- 1994 The Merry Widow | The Yeomen of the Guard
- 1995 Iolanthe | Ruddigore
- 1996 Cox and Box/HMS Pinafore | Princess Ida
- 1997 Die Fledermaus | The Mikado
- 1998 The Gondoliers | Fiddler on the Roof
- 1999 The Pirates of Penzance | Patience
- 2000 Trial By Jury/HMS Pinafore | My Fair Lady
- 2001 The Yeomen of the Guard | Sweeney Todd
- 2002 The Gondoliers | Iolanthe
- 2003 The Mikado | Tarantara! Tarantara!
- 2004 Camelot | An Evening With Dennis Olsen (including Trial By Jury)
- The Pirates of Penzance
- The Sorcerer | Oklahoma!
- 2005 Iolanthe | Patience
- 2006 Gondoliers | Into The Woods
- 2007 Les Misérables | HMS Pinafore
- 2008 Les Misérables (Encore Season) | Orpheus in the Underworld
- 2009 The Yeomen of the Guard
- The Pirates of Penzance | Jesus Christ Superstar
- 2010 A Funny Thing Happened On The Way to the Forum | The Mikado
- 2011 Iolanthe | The Gondoliers
- 2012 The Secret Garden | Oliver!
- 2013 Oliver! | The Sound of Music
- 2014



The Pirates of Penzance - 1946



The Yeomen of the Guard - 1949



Patience - 1950



Princess Ida - 1957



Ruddigore - 1984