

Queensland Theatre Company Strategic Plan

queenslandtheatre.com.au

1 January 2017 - 31 December 2020

Vision

To lead from Queensland

Mission

To create collective experiences that change lives

Values

We love what we do and we excel in it through our:

- Ambition
- Energy
- Generosity
- Inclusivity
- Integrity
- Audacity

Goals

- To **CREATE** theatre of the highest quality
- To **REACH** as many people as possible
- To **INVEST** in talent and create pathways
- To **MANAGE** a sustainable company
- To **BE** a great place to work

Artistic Vision

Leading the country

in nurturing new stories and new talent

Combining the best

of Queensland with the best of the rest of Australia

Growing

the company's commitment to Aboriginal and Torres Strait Islander work, education and youth, and touring throughout Queensland

A new identity

with Queensland Theatre Company becoming Queensland Theatre and all productions coming under the one banner

Optimally matching

shows to venues

Framework

Queensland Theatre Company contributes to the Queensland Government's objectives for the community by:

Creating jobs and a diverse economy

- Leading the nation in career pathways for artists and arts professionals
- Creating pathways for small to medium and independent companies and artists
- Growing cultural tourism through Queensland exclusives, partnerships and initiatives
- Improving physical infrastructure and maximising venue utilisation

Delivering quality frontline services

- Delivering the highest quality theatrical experiences to existing and new audiences in Brisbane and regional Queensland
- Engaging young people in Brisbane and regional Queensland through our Education and Youth programs

Protecting the environment

- Implementing sustainable practices in all aspects of our business
- Generating renewable energy (solar) and recycling materials

Building safe, caring and connected communities

- Growing our successful programs in Aboriginal and Torres Strait Islander theatre, regional touring, community engagement and education and youth
- Logan Youth Project

In addition to the above, in performing its functions, the Company must have regard to the object of, and guiding principles of the *Queensland Theatre Company Act 1970*. The object of the Act is to contribute to the cultural, social and intellectual development of all Queenslanders. The guiding principles behind achievement of this object are:

- leadership and excellence should be provided in the arts of the theatre;
- there should be responsiveness to the needs of communities in regional and outer metropolitan areas;
- respect for Aboriginal and Torres Strait Islander cultures should be affirmed;
- children and young people should be supported in their appreciation of, and involvement in, the arts of the theatre;
- diverse audiences should be developed;
- capabilities for life-long learning about the arts of the theatre should be developed;
- opportunities should be supported and enhanced for international collaboration and for cultural exports, especially to the Asia-Pacific region; and
- content relevant to Queensland should be promoted and presented.

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Goals

Strategies

Performance Indicators

TO CREATE theatre of the highest quality	<ul style="list-style-type: none">• Offer diverse programming• Develop a vibrant artistic culture• Grow Aboriginal and Torres Strait Islander Program• Grow international relationships	<ul style="list-style-type: none">• Number of new productions• Artistic residencies, commissions and creative developments• Number of Aboriginal and Torres Strait Islander productions• Number of international relationships
TO REACH as many people as possible	<ul style="list-style-type: none">• Attract and retain a wider audience• Increase audience accessibility• Broaden the Company's geographic reach• Grow the Company's digital footprint	<ul style="list-style-type: none">• Audience numbers• Accessible tickets sold• Tours and interstate co-productions• Social media followers
TO INVEST in talent and create pathways	<ul style="list-style-type: none">• Support a vibrant and diverse local performing arts sector• Provide professional development opportunities for artists and arts workers• Provide education and youth programs• Engage with regional artists, companies and under-served communities	<ul style="list-style-type: none">• Partnerships with small to medium and independent companies• Number of placements• Contact hours in education program• Attendees/participants at regional residencies, tours and workshops
TO MANAGE a sustainable company	<ul style="list-style-type: none">• Highlight the value of our Company to existing and potential partners• Strong governance and management capabilities• Increasing income through existing revenue streams and new initiatives• Ensuring strong expenditure controls• Improve environmentally sustainable practices	<ul style="list-style-type: none">• Additional government and private sector partnerships• Annual performance review of Board members• Venue hire and bar sales• Positive working capital• Reduction in power costs
TO BE a great place to work	<ul style="list-style-type: none">• Create a positive work environment• Enhance Queensland Theatre Company building infrastructure	<ul style="list-style-type: none">• Annual performance reviews of Board members and staff• Building improvements

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State Funding

The Queensland government provides QTC with base funding of \$3,610,443 (indexed annually) towards operations and \$358,000 annually towards rental. QTC operates on a calendar financial year and its turnover for 2016 is estimated to be in excess of \$11,000,000.

Risk Management Plan

QTC's risk management plan is reviewed quarterly by the Audit committee.

Key risks are outlined below:

- Paid attendance drops significantly below expectation
- Reduction in government funding
- Fraud – internal and external
- Change in government policy
- Change in key management personnel – Artistic Director and Executive Director
- Loss of performances due to natural disaster or artist incapacity
- Industrial Action
- Fire or flood in building
- Reputational risk due to actions of key personnel and/or due to production quality
- Venues not purchasing touring productions