

QUEENSLAND THEATRE STRATEGIC PLAN

1 January 2018 – 31 December 2021

Vision

To lead from Queensland

Mission

To create collective experiences that change lives

Values

Living our values through a spirit of openness:

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

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 & 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

Opportunities

- Creation of the Bille Brown Theatre improves Company's overall sustainability through reduction in venue hire costs and increased patronage.
- Attraction of nationally recognized artists enhances Company's reputation and builds audience base.
- Expansion of education and youth program attracts key donors and builds broader financial base.
- Increased diversity of programming and casting attracts larger audience of broader racial diversity and cultural tourists.
- Intensified regional engagement builds social cohesion; attracts new audiences, artists and sponsors; and creates new Queensland stories.

Strategic Risks

- Bille Brown Studio expansion has a cost overrun leading to major impact on the Company's ongoing viability
- Paid attendance at theatre productions drops below expectations leading to significantly reduced income stream thereby affecting the long-term viability of the Company.
- Natural disaster resulting in damage to our administration, workshop, wardrobe and theatre and leading to cancellation of performances and loss of business continuity.
- Workplace health and safety at the Company is compromised resulting in staff absences and increased workers compensation.
- Reputation of Company affected through poor quality productions or inappropriate customer service resulting in decreased audience numbers and subsequent decline in income.

State Funding

Under the current tripartite funding agreement (2016-18) Queensland government will provide base funding of \$3,342,270 (indexed annually) towards operations and non-indexed rental subsidy of \$359,820 in 2018. Assuming indexation remains at 1.4%, subsequent total funding provided for 2019 and 2020 will be \$3,748,881 and \$3,796,327 respectively.

Framework

Queensland Theatre 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 maximizing 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

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 Ensemble which promotes social cohesion and inclusivity

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:

- (a) leadership and excellence should be provided in the arts of the theatre;
- (b) there should be responsiveness to the needs of communities in regional and outer metropolitan areas;
- (c) respect for Aboriginal and Torres Strait Islander cultures should be affirmed;
- (d) children and young people should be supported in their appreciation of, and involvement in, the arts of the theatre;

- (e) diverse audiences should be developed;
- (f) capabilities for life-long learning about the arts of the theatre should be developed;
- (g) opportunities should be supported and enhanced for international collaboration and for cultural exports, especially to the Asia-Pacific region; and
- (h) content relevant to Queensland should be promoted and presented.

QUEENSLAND THEATRE STRATEGIC GOALS

GOALS	STRATEGIES	PERFORMANCE INDICATORS
<p>TO CREATE theatre of the highest quality</p>	<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
<p>TO REACH as many people as possible</p>	<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
<p>TO INVEST in talent and create pathways</p>	<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
<p>TO MANAGE a sustainable company</p>	<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 and staff ▪ Venue hire and bar sales ▪ Positive working capital ▪ Reduction in power costs
<p>TO BE a great place to work</p>	<ul style="list-style-type: none"> ▪ Create a positive work environment ▪ Enhance Queensland Theatre building infrastructure 	<ul style="list-style-type: none"> ▪ Annual performance reviews of Board members and staff ▪ Extent of building improvements