

QUEENSLAND THEATRE COMPANY STRATEGIC PLAN 2021-2024

Vision

To lead from Queensland

Mission

To create collective experiences that change lives

Values

Living our values through a spirit of openness:

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

Artistic Vision

Leading

the country in nurturing diverse, new Queensland stories and new talent

Elevating

Aboriginal and Torres Strait Islander artists with an emphasis on developing a steady pipeline of Queensland First Nations' stories

Reaching

new audiences locally, regionally and nationally to share Queensland stories

Delivering

the highest quality and most accessible education and youth programs in the country

Building

sustainable relationships with smaller companies to ensure a strong theatre ecology in Queensland and to drive social change

Background

Queensland Theatre Company (Queensland Theatre) has an enduring commitment to fostering the social and cultural development and engagement of Queenslanders, and beyond. The Company was established in 1970 under the *Queensland Theatre Company Act 1970* which has the objective to 'contribute to the cultural, social and intellectual development of all Queenslanders' and guiding principles:

- 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;
- content relevant to Queensland should be promoted and presented

Queensland Government funding allocated for Queensland Theatre's operations over the next three years is:

2021	2022	2023
\$3,851,310	\$3,900,191	\$3,949,756

Contribution to the Community

Queensland Theatre contributes to the Queensland Government's objectives for the community built around *Unite and Recover- Queensland's Economic Recovery Plan*. As a cultural destination, Queensland Theatre contributes to 'supporting jobs and investing in skills' by:

- attracting and facilitating investment in the performing arts industry, in developing career and talent pathways for artists and arts professionals, and for the engagement and development of young aspiring artists throughout Queensland, which is crucial to the sustainability of the arts and enables job creating opportunities; and
- contributing to cultural tourism by presenting unique, exclusive and popular productions that draw visitors to Queensland.

Strategic Opportunities

- New Artistic Director with national reputation for developing new stories.
- Developing and sharing Queensland's unique First Nations stories with the rest of Australia and the world
- Intensified regional engagement that builds social cohesion; attracts new audiences, artists and sponsors; and develops and presents new Queensland stories.
- Introduction of new, more agile ways of working including a digital theatre program offering and content that attracts and retains audiences.
- Building digital expertise and capability to enable expansion of education and youth programs, broadening audience reach and attraction of key donors.
- Queensland Theatre home venue, Bille Brown Theatre, strengthens the brand, increases operational efficiencies and flexibility, builds audience connection.
- Enhanced reputation that builds Queensland Theatre profile and attracts nationally recognised artists.
- Attraction of new audiences from an increased population for Brisbane and South East Queensland and residential density around the Queensland Theatre precinct.

Note: QT acknowledges the uncertainty around the level and duration of impact on the objectives outlined in this plan as a result of COVID-19. In the absence of sufficient certainty to adjust performance indicators, they have been retained while acknowledging that COVID-19 circumstances may significantly impact capacity to reach some or all targets.

Strategic Risks

- Financial sustainability if revenue declines due to lower paid audience attendance, an inability to attract donors or corporate partners due to competition in philanthropy and sponsorships, or a significant reduction in government funding.
- Business continuity due to theatre venue closure from a government directive.
- Reputational impairment from poor programming, production quality, inadequate customer service, or the emergence of a high profile theatre harassment case.
- Environmental risks such as a natural disaster or public health event that present disruption to operations and business continuity.
- Inability to attract and retain key workforce skills and expertise.
- Workplace health and safety is compromised resulting in increased staff absenteeism and potential for increased workers' compensation expense.

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GOALS	STRATEGIES	PERFORMANCE INDICATORS
<p>TO CREATE theatre experiences of the highest quality</p>	<ul style="list-style-type: none"> Elevate First Nations artists and stories Provide agile programs for nurturing and presenting new and diverse stories Develop a vibrant artistic culture 	<ul style="list-style-type: none"> Number of productions presenting a First Nations' perspective or story Number of new Australian works presented Number of Australian commissions Number of new Australian works in development
<p>TO REACH as many people as possible</p>	<ul style="list-style-type: none"> Attract and retain a wide audience to strengthen Queensland communities Increase audience accessibility to drive social change Broaden the Company's geographic reach, especially to regional Queensland Develop digital programs to reach new audiences 	<ul style="list-style-type: none"> Total audience attendances (mainstage Brisbane) Total paid attendances (mainstage Brisbane) Tours and interstate co-productions Digital season tickets sold
<p>TO INVEST in talent and create pathways</p>	<ul style="list-style-type: none"> Provide employment opportunities for artists and arts workers, especially Queenslanders Provide professional development opportunities for artists and arts workers Provide integrated education and youth programs Engage with Queensland regional artists, companies and under-served communities 	<ul style="list-style-type: none"> Number of Australian artists and arts workers (employed) Partner small to medium companies Number of participants in education and youth programs Number of Queensland regional stories developed and shared
<p>TO MANAGE a sustainable theatre company</p>	<ul style="list-style-type: none"> Strong governance and management capabilities Increase private income through existing revenue streams and new initiatives Ensure strong expenditure controls 	<ul style="list-style-type: none"> Box-office income % increase/decrease Private sector income (philanthropy, fundraising, sponsorship): % increase/decrease per year % of revenue from non-government sources
<p>TO BE a great place to work</p>	<ul style="list-style-type: none"> Create a positive work environment 	<ul style="list-style-type: none"> Staff turnover

Acknowledgements

Queensland Theatre acknowledges the Jagera and Turrbal people who are the Traditional Custodians of the land on which we work. We pay our respects to their Elders both past and present, and to all Aboriginal and Torres Strait Islander peoples. We also respect, protect and promote human rights in our decision-making and actions.