

QUEENSLAND THEATRE COMPANY STRATEGIC PLAN 2022-2025



Queensland Theatre Company (Queensland Theatre) is one of the major performing arts companies in Australia. Established under the *Queensland Theatre Company Act 1970*, Queensland Theatre has an enduring commitment to fostering the cultural, social and intellectual development and engagement of Queenslanders.

Queensland Theatre is a producer, a presenter, a collaborator, and a venue. We develop and present an annual season of diverse theatrical productions, prioritising new Queensland and Australian stories. We are committed to championing new voices on stages and storytellers and theatre makers who create memorable work for audiences to enjoy. We design and deliver comprehensive education and youth programs reaching students across Queensland. We collaborate with local theatre companies and purposefully provide pathways and employment for Queensland artists and arts workers. We work to play our part in building a strong and vibrant arts industry with foundations upon which to renew and transform Queensland through creativity.

Queensland is the only Australian state that is home to two distinct First Nations cultures. Queensland Theatre is committed to elevating both Aboriginal and Torres Strait Islander arts and cultures by bringing unique First Nations artists and stories to the stage and fostering community connectedness, knowledge and understanding.

Our goals enable us to achieve our purpose — to connect people and ideas through exceptional theatre experiences that inspire, entertain and challenge. This strategic plan ensures that the Company's objective of theatrical storytelling remains vital, relevant and transformative, benefiting the wider performing arts community and audiences (local, regional, national and international).

GOALS/STRATEGIES

CREATE

Create diverse, high quality theatre experiences

Elevate First Nations arts and culture and increase opportunities to engage First Nations artists and arts workers in leading the creation of work.

Create an artistic program that is diverse in scale and perspectives and prioritises the development of a pipeline of new Queensland and Australian stories.

Reflect the world around us and offer meaningful opportunities for conversation, debate and connection.

Measured by:
Diverse story telling

ENGAGE

Deepen connections and reach to build strong communities

Strengthen connections with people, places and communities, fostering inclusivity, participation and engagement in the performing arts.

Build productive relationships, opportunities and platforms for collaborations that expand our reach, and contribute to the development of Queensland artists and the arts industry, especially in regional areas.

Provide opportunities for young people to be actively involved in the arts, develop their skills and explore career pathways.

Measured by:
Overall participation levels/reach

THRIVE

Safeguard the future and enable sustainable growth

Maintain a robust and sustainable financial, operational and governance foundation.

Build financial and organisational resources that promote agility, vitality and responsiveness.

Cultivate a positive, inclusive and safe workplace culture.

Measured by:
Revenue from box office and private sources

Vision

To create theatre that shapes the national imagination.

Values

We live our values through a spirit of openness. We value:

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

Artistic vision

Leading

the country in nurturing diverse, new Queensland stories

Elevating

Aboriginal and Torres Strait Islander artists and development of a pipeline of Queensland First Nations stories

Reaching

new audiences locally, regionally and nationally to share Queensland stories

Delivering

high quality and accessible education and youth programs

Building

sustainable relationships with smaller companies to ensure a strong theatre ecology in Queensland.

Through our statutory objective to 'contribute to the cultural, social and intellectual development of all Queenslanders', we are guided by the following principles:

- To provide leadership and excellence in the arts of the theatre;
- To be responsive to needs of communities in regional and outer metropolitan areas;
- To affirm respect for Aboriginal and Torres Strait Islander cultures;
- To support children and young people in their appreciation of, and involvement in, the arts of the theatre;
- To develop diverse audiences;
- To develop capabilities for life-long learning about the arts of the theatre;
- To support and enhance opportunities for international collaboration and for cultural exports, especially to the Asia-Pacific region;
- To promote and present content relevant to Queensland.

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

2022: \$3,858,196 **2023:** \$3,858,196 **2024:** \$3,858,196

Purpose

To connect people and ideas through exceptional theatre experiences that inspire, entertain and challenge.

Links with government's objectives for the community

Queensland Theatre contributes to the Queensland Government's objectives for the community – *Unite and Recover* by 'supporting jobs' and 'investing in skills' when delivering our organisation's goals and strategies. The delivery of strategic initiatives will:

- attract and facilitate 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 will provide employment opportunities for artists and arts workers, especially Queenslanders;
- support investment in the development and presentation of First Nations arts and stories to enable opportunities for First Nations artists and arts workers to continue to develop their work and new artistic pathways;
- share the Queensland Government's 10-year vision in *Creative Together 2020-2030: A 10-year Roadmap for arts culture and creativity in Queensland*.

The deliverables will contribute to vital economic and social outcomes for Queensland and its communities. Our contribution will respect, protect and promote human rights in our decision-making and actions.

Strategic risks

- Uncertainty around the ongoing impacts of Covid-19 both in terms of audience sentiment and business continuity.
- 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.
- Providing programs across Queensland given limited financial and human resources and Queensland's geographic scale and decentralised communities.
- Reputational impairment from poor programming, production quality or inadequate customer service.
- Attraction and retention of key workforce skills and expertise.

Strategic opportunities

- Developing and sharing unique First Nations stories with audiences around Australia and the world, especially in the lead up to the 2032 Olympic Games.
- Intensified regional engagement that builds social cohesion; attracts new audiences, artists and partners; and develops and presents Queensland stories.
- Demand for expanded program delivery across the state and reaching more Queenslanders, to foster community connectedness and opportunities for employment and growth of the arts industry.
- Introduction of new, more agile ways of working including a digital theatre program and content that attracts and retains audiences.
- Attraction of new audiences from an increased Brisbane and South East Queensland population and residential density around the Queensland Theatre precinct.