

## Strategic Plan 2011 – 2014

Vision, Purpose, Values and Goals	Framework
<p><b>Vision</b></p> <p>We aim to excite and inspire all Queenslanders through theatre</p> <p><b>Purpose</b></p> <p>To provide theatrical works and activities that excite, inspire, reflect and affirm our sense of community</p> <p><b>Values</b></p> <p>The Company values:</p> <ul style="list-style-type: none"> <li>➤ Our people</li> <li>➤ Respect, trust and individual differences</li> <li>➤ A positive relationship with the community</li> <li>➤ Ingenuity and flexibility</li> <li>➤ Reflection and recognition</li> <li>➤ Sustainability</li> </ul> <p><b>objectives</b></p> <p>We will:</p> <ol style="list-style-type: none"> <li>1. Create excellent work</li> <li>2. Reach a wider audience</li> <li>3. Strengthen industry relationships</li> <li>4. Add value to the community</li> <li>5. Maintain a financially strong, balanced company</li> <li>6. Maximize the potential of our people</li> </ol> <p><b>A strategic shift</b></p> <p>This Strategic Plan shows two significant phases in the Company's new strategic direction:</p> <ul style="list-style-type: none"> <li>➤ 2011, current business model and planning phase for strategic shift</li> <li>➤ 2012, implementation of new business model and artistic initiatives of new Artistic Director Wesley Enoch.</li> </ul> <p>Some of the key strategic changes proposed in 2012 are as follows:</p> <ul style="list-style-type: none"> <li>➤ More commercial mainstage program to achieve growth in audiences, and box office income</li> <li>➤ Increased investment in the Studio program, making this a key aspect of the Company's artistic rationale, and a commitment to growing artistic partnerships</li> <li>➤ Change in Company relationships with audiences, artists and community.</li> </ul>	<p>The plan has been established within the objectives and principal activities of the <i>Queensland Theatre Company Act</i></p> <p>In developing this plan, Queensland Theatre Company recognises the important role it plays in contributing to the Queensland Government's ambitions of a strong, green smart, healthy and fair State as outlined in <i>Toward Q2 – Tomorrow's Queensland</i>.</p> <p><b>Strong</b> <i>Investing in skills and creativity, to boost the productivity of our people</i></p> <ul style="list-style-type: none"> <li>• Supporting a vibrant local performing arts sector</li> <li>• Providing support and development opportunities for local artists</li> </ul> <p><i>Facilitating collaboration between research institutions and industry, and among firms that can learn from each other</i></p> <ul style="list-style-type: none"> <li>• Actively participating in national opportunities to promote Queensland theatre</li> </ul> <p><b>Smart</b> <i>Funding and delivering flexible, high quality, post-school training, that works for employers and those seeking training</i></p> <ul style="list-style-type: none"> <li>• Providing education opportunities for students, young people and educators</li> </ul> <p><b>Healthy</b> <i>Encouraging Queenslanders to live healthier lifestyles so they can avoid the need to be admitted to hospital</i></p> <ul style="list-style-type: none"> <li>• Providing active participation opportunities</li> </ul> <p><b>Fair</b> <i>Supporting safe and caring communities</i></p> <ul style="list-style-type: none"> <li>• Reaching under-served communities</li> </ul> <p><b>Green</b> <i>Improving its own carbon footprint, by reducing the emissions created by government buildings and vehicles</i></p> <ul style="list-style-type: none"> <li>• Operating sustainably to add to community well being</li> </ul> <p>Other key areas that have informed this plan include the following:</p> <ul style="list-style-type: none"> <li>➤ Queensland Arts and Cultural Sector Plan 2010 – 2013</li> <li>➤ Mapping Queensland Theatre – A Report by John Bayliss</li> <li>➤ Indigenous Theatre Forum – August 2010, Cairns</li> <li>➤ Women Theatre Directors - Outcomes from Action Planning Forum May 10 2010</li> <li>➤ Defining Artistic Vibrancy – Australia Council 2009</li> </ul>

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Objective	Strategies	Performance Indicators
<b>Create excellent work</b>	<ul style="list-style-type: none"> <li>➤ Holistic programming of a diverse range of productions/events/works</li> <li>➤ An ongoing commitment to high quality work and the development of an artistic culture</li> <li>➤ Ensure flexible and responsive systems to support the creation of a diversity of work</li> <li>➤ Exploring the boundaries of theatre</li> </ul>	70% satisfaction from audience surveys Artistic appraisal process
<b>Reach a wider audience</b>	<ul style="list-style-type: none"> <li>➤ Gain a better understanding of the Queensland theatre market</li> <li>➤ Develop a clear brand identity</li> <li>➤ Attract and retain more customers in existing product categories</li> <li>➤ Explore new product categories</li> <li>➤ Increase audience accessibility</li> <li>➤ Offer theatre in more places</li> </ul>	Total number of theatre attendees/workshop participants 2011 – 152 000 2014 – 182 000
<b>Strengthen industry relationships</b>	<ul style="list-style-type: none"> <li>➤ Supporting a vibrant local performing arts sector</li> <li>➤ Providing support and development opportunities for local artists</li> <li>➤ Supporting equity and diversity</li> <li>➤ Actively participating in national opportunities and promote Queensland theatre</li> <li>➤ Providing pathways for youth and education sector</li> <li>➤ Engage with regional artists and companies</li> </ul>	# of women directors employed # of indigenous artists employed
<b>Add value to the community</b>	<ul style="list-style-type: none"> <li>➤ Providing active participation opportunities</li> <li>➤ Reaching under-served communities</li> <li>➤ Facilitating the creation of virtual and physical networks/communities</li> <li>➤ Exploring effecting ways to measure and evaluate our community programs</li> <li>➤ Communicating evidence of our community value to attract new partners</li> <li>➤ Operating sustainably to add to community well being</li> </ul>	Total number of participants 2011 – 15 000 2014 – 16 000  Qualitative analysis of communities served
<b>Maintain a financially strong, balanced company</b>	<ul style="list-style-type: none"> <li>➤ Producing timely and accurate financial reporting, planning and analysis to facilitate financially sound decision making</li> <li>➤ Better financial result for mainstage (Cost effective mainstage productions)</li> <li>➤ Increasing income through existing revenue streams, both earned and subsidised</li> <li>➤ Diversifying earning potential through new initiatives</li> <li>➤ Ensuring strong expenditure controls</li> <li>➤ Ensuring strong governance</li> </ul>	% change and dollar value of box office sales 2011 - \$2.9m 2014 - \$3.8m
<b>Maximize the potential of our people</b>	<ul style="list-style-type: none"> <li>➤ Maintain effective and efficient internal systems for good decision making</li> <li>➤ Promoting a healthy, safety conscious culture</li> <li>➤ Developing a strong culture that values artists and theatre</li> <li>➤ Developing positive people management programs</li> </ul>	Annual performance review of staff and Board