

# QUEENSLAND THEATRE COMPANY

## Strategic Plan 2024–2027

Each year Queensland Theatre produces and presents an artistic program of Australian, international and classic theatrical works and experiences that speak to the world around us.

In doing so we are committed to First Nations creative practice and the integral role that First Nations peoples and their unique cultural expression plays in the performing arts community and our society. We commission and develop new plays, provide professional development opportunities for artists and theatre-makers and build partnerships with independent theatre companies that contribute to the ongoing development of a vibrant theatre ecology. We also champion and inspire the talent of the next generation of arts makers through a broad range of drama education, performance and playwriting programs for young people across Queensland, igniting their creativity and creative skills development and participation in the joy of theatre.

Our goals enable us to achieve our purpose — to connect people and ideas through compelling theatre experiences that inspire, entertain and challenge. This strategic plan is designed to ensure that the Company’s objective of theatrical storytelling remains vital, relevant and transformative, and to benefit the wider performing arts community of artists and audiences.

### GOALS AND STRATEGIES 2024–2027

## Create

### ENTERTAINING THEATRE

*Create entertaining theatre that reaches a wide audience*

#### Exceptional artistic program

Produce an exceptional theatre season and program that is artistically excellent, diverse, and relevant.

#### Amplify Queensland artists

Provide opportunities and platforms for showcasing Queensland artists and stories.

#### Diverse voices

New and diverse voices and stories on our stages that reflect our communities.

#### Progressive partnerships

Develop strategic and creative collaborations that expand the reach, scale and commercial success of works presented.

#### MEASURED BY

- High level audience satisfaction
- % of Queensland artists
- One production of scale programmed biennially from 2024

## Engage

### COMMUNITY AND INDUSTRY

*Deepen community and industry relationships to build engagement and participation*

#### Audience engagement

Reach new audiences in addition to our loyal subscribers and current audiences.

#### Regional connection

Greater engagement with regional audiences and artists through touring and outreach.

#### Next generation

Support the active participation of young people in the arts to encourage creativity, wellbeing and future cultural leadership.

#### Vibrant arts ecology

Deliver initiatives and opportunities that grow and develop the Queensland theatre industry.

#### MEASURED BY

- Increased audience retention and growth
- Increased participation in education and youth programs
- One mainstage production toured regionally, annually
- Increased digital engagement

## Elevate

### FIRST NATIONS CREATIVE PRACTICE

*Invest in First Nations artists and arts workers*

#### Creative practice

Build strong relationships with First Nations artists and communities to elevate First Nations stories and culture.

#### Leadership

Support pathways to First Nations leadership and self-determination of programming and priorities.

#### Engagement

Foster strong and deep engagement with First Nations communities as audiences.

#### Employment

Provide employment opportunities for First Nations peoples to develop artistic, technical and professional skills.

#### MEASURED BY

- Number of First Nations productions on stage
- % of First Nations artists engaged
- Growth in First Nations audience

## Thrive

### ENABLING A SUSTAINABLE FUTURE

*Safeguard the future and enable sustainable growth*

#### Governance

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

#### Operational capacity

Build financial and organisational resources that increase efficiency, responsiveness and sustainability.

#### Positive workplace

Cultivate a positive, inclusive, and safe workplace culture.

#### Environment sustainability

Embed environmentally sustainable practices.

#### MEASURED BY

- Increased box office revenue
- Increased private income sources
- High level of staff satisfaction



## Vision

Exceptional theatre experiences that shape the national imagination and enrich the life of our community.

## Purpose

Connecting people and ideas through theatre experiences that inspire, entertain and challenge.

## Values

**POSITIVE SPIRIT** Our passion for the performing arts drives our positive spirit and means we think and act with energy and curiosity in the best interests of the Company.

**EVERYONE BELONGS** We show respect by embracing diversity and actively fostering an inclusive environment where everyone feels valued and inspired to contribute.

**CREATING MAGIC** We approach our work courageously and creatively, striving to bring out the best in everyone and everything we do.

**STRONGER TOGETHER** We work as one team, collaborating and taking joint responsibility to achieve our vision.

## Contribution to community

Queensland Theatre supports the Queensland Government's objectives for the community:

OBJECTIVE	BY	CONTRIBUTION
Good jobs	Supporting jobs Investing in skills	Attract and facilitate investment in the performing arts industry that enables and supports job creating opportunities, skills development and career pathways for artists, arts professionals and support staff, through a diverse range of artistic programs and work.
Better services	Connecting Queensland	Through an enduring commitment to deliver activities and services for all of Queensland, we seek to enrich our community by developing and presenting transformative, entertaining and diverse theatre experiences that connect people and communities.
Great lifestyle	Honouring and embracing our rich and ancient cultural heritage	Investment in First Nations creative practice, and creating artistic opportunities and collaborations with First Nations artists to present culturally significant stories.

## Commitment to *Creative Together 2020-2030*

Queensland Theatre's supports the five pillars of Queensland Government's 10-year vision in *Creative Together 2020-2030: A 10-year Roadmap for arts, culture and creativity in Queensland* and shares the vision as follows:

**Embrace Brisbane 2032 across Queensland** — by building and presenting artistic programs and opportunities for artists and audiences that ignite experiences and cultural expression that celebrate Queensland.

**Elevate First Nations arts** — by increasing engagement and investment in First Nations creative practice, embedding First Nations artistic leadership to lead the creation and delivery of First Nations storytelling, and creating opportunities for First Nations artists to present stories with cultural significance.

**Activate Queensland's places and spaces** — by increasing audience accessibility to theatre on our stages and on tours, through our partnerships with other theatre-makers and through digital engagement and connectivity initiatives.

**Drive social change and strengthen communities** — by honouring and reflecting the diversity of our society through the transformative and entertaining stories we tell that bring communities together.

**Share our stories and celebrate our storytellers** — by amplifying Queensland artists through enabling opportunities and platforms for showcasing Queensland artists and stories.

Queensland Theatre respects, protects and promotes human rights in our decision-making and actions.

*Queensland Theatre acknowledges the Jagera and Turrbal people, the traditional custodians of the land upon which we work, and their unique relationship with the lands, seas and waterways. We pay respect to their Elders past and present, and to all Aboriginal and Torres Strait Islander peoples and acknowledge the essential creative contribution Indigenous people make to the art and culture of our country.*

## 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.
- Diverse programming to attract new audiences.
- Intensified regional engagement and demand for expanded program delivery that builds social cohesion; attracts new audiences, artists and partners.
- Introduction of new, more agile ways of working including a digital theatre program and content that increases accessibility and reach.
- Attraction of new audiences from an increased Brisbane and South East Queensland population and residential density around the Queensland Theatre precinct.

## Strategic risks

- Financial sustainability due to a decline in box office revenue, an inability to attract donors or corporate partners, or a reduction in government funding.
- Reputational impairment from poor programming, production quality or inadequate customer service.
- Extreme weather/natural disaster events that disrupt operations, damage infrastructure and cause financial loss.
- Attraction and retention of key workforce skills and expertise.
- Increased costs and complexity associated with touring Queensland given its geographic scale and decentralised communities.
- Failing to invest in and keep pace with technological change and digital infrastructure to enable broader productivity and audience accessibility.

Queensland Government funding allocated over the next three years is:

2024	2025	2026
\$4,032,282	\$4,116,748	\$4,203,158