

QUEENSLAND THEATRE COMPANY STRATEGIC PLAN

1 January 2019 – 31 December 2022

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 regional engagement

Unifying Purpose
With all productions and other programs coming under the QT banner, with unified messaging

Optimally matching
shows to venues

Opportunities

- Optimisation of Bille Brown Theatre, strengthening the brand and increasing audiences through ancillary programming
- Increased national touring/co-production opportunities with Bille Brown Theatre (*Fangirls*, *City of Gold*, *Hydra* in 2019)
- Enhanced reputation attracting nationally recognised artists
- Expansion of Education and Youth Programs, attracting key donors
- Increased diversity of programming and casting attracts larger audiences of broader racial diversity and cultural tourists
- Intensified regional engagement builds social cohesion; attracts new audiences, artists and sponsors; and develops and presents new Queensland stories
- Increased population for Brisbane and South East Queensland, increased residential density within 3km of the Brisbane CBD

Strategic Risks

- Bille Brown Theatre does not attract expected audiences
- Paid attendance at theatre productions drops below expectations leading to significantly reduced income stream thereby affecting the long-term viability of the Company
- Company is implicated in a high profile sexual harassment or bullying case, leading to reputational damage
- 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 worker's 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 (2019-21), Queensland government will provide base funding of \$3,389,060 (indexed annually) towards operations and non-indexed rental subsidy of \$359,820 in 2019. Assuming indexation remains at 1.4%, subsequent total funding provided for 2020 and 2021 will be \$3,801,364.32 and \$3,854,583.42 respectively.

Framework

Queensland Theatre contributes to the Queensland Government's objectives for the community by:

Create jobs in a strong economy

- Offering employment to artists and arts workers
- Providing professional development opportunities for artists and arts workers
- Attracting and retaining a wide audience
- Providing Education and Youth Programs
- Growing Aboriginal and Torres Strait Islander Programs
- Increasing private sector investment

Queensland Theatre Company Act 1970

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 objective 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;
- (h) content relevant to Queensland should be promoted and presented.

QUEENSLAND THEATRE COMPANY STRATEGIC GOALS

GOALS	STRATEGIES	PERFORMANCE INDICATORS
<p>TO CREATE experiences 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 Programs ▪ Provide agile programs for nurturing new stories ▪ Grow international relationships 	<ul style="list-style-type: none"> ▪ Number of new productions ▪ Number of artistic staff ▪ Number of productions presenting an Aboriginal and Torres Strait Islander perspective or story ▪ Number of commissions and creative developments ▪ Number of international relationships
<p>TO REACH as many people as possible</p>	<ul style="list-style-type: none"> ▪ Strengthen our brand identity ▪ 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"> ▪ Number of audience surveys ▪ Audience numbers (Brisbane) ▪ Accessible tickets sold (youth, \$20 tickets, industry season tickets) ▪ 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 companies ▪ Number of placements ▪ Number of workshops - education and youth ▪ 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 (>\$5k) ▪ Maintain minimum reserves of 20% as required under the Tripartite funding agreement ▪ Venue hire and bar sales ▪ Positive working capital ▪ Transition to LED theatre lighting
<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 ▪ Living Company Values 	<ul style="list-style-type: none"> ▪ Annual performance reviews - Board members and staff ▪ Audience accessibility initiatives – number of hearing impaired subscribers ▪ Number of staff values group meetings