

Queensland Theatre Company

Strategic Plan 2015 - 2018

(1 January 2015 – 31 December 2018)



**queensland
theatre
company**

Queensland Theatre Company (QTC) Strategic Plan

1 January 2015-31 December 2018

Mission, Purpose, Values, Goals & Vision	Framework
<p>MISSION Through our theatre-making we aim to excite and inspire audiences throughout Queensland, Australia and our near neighbours (Asia-Pacific region).</p> <p>PURPOSE To present, produce, develop and tour classic and contemporary theatrical works and programs which entertain and showcase our stories and creative talent.</p> <p>VALUES</p> <ul style="list-style-type: none"> ➤ Dynamic ➤ Entrepreneurial ➤ Collaborative ➤ Storytelling ➤ Diverse ➤ Sustainable ➤ Welcoming <p>GOALS</p> <ol style="list-style-type: none"> 1. Be recognised for a consistently high standard of work 2. Reach a wider audience 3. Strengthen industry and community relationships 4. Maintain a strong and balanced infrastructure for the Company <p>ARTISTIC VISION The Artistic Vision and the broader Strategic Plan are based around the following central ideas:</p> <ul style="list-style-type: none"> ➤ Greater capacity and broad audience for the MainHouse program (subscription season) ➤ Greater artistic presence in the Company – through artists, ideas, projects ➤ Clearly articulating and resourcing artistic research and development of the Company <hr/> <p>STRATEGIC SHIFT / PRIORITIES Some of the priorities proposed in 2015 are:</p> <ul style="list-style-type: none"> ➤ Inclusion of commercial productions in mainstage program to achieve growth in audiences, box office income, increased sponsorship and cultural tourism ➤ Increased programming in the GreenHouse to promote it as a key arts destination and strengthen commercial and entrepreneurial capacity. ➤ Expansion of touring to achieve greater returns on investment, respond to regional needs, explore international collaboration, promote Queensland content and increase the public value of theatre ➤ Further development of QTC headquarters to improve environmental sustainability of the building and increase usage by wider arts sector and community. ➤ Build on existing partnerships with key arts and community organisations, sponsors and international collaborators to increase connectivity and returns on government investment. <p>STATE FUNDING The Queensland government provides QTC with base funding of \$3,199,432 (indexed annually) towards operations and \$358,000 annually towards rental. QTC operates on a calendar financial year and its turnover for 2015 is estimated to be in excess of \$11,000,000</p>	<p>The plan has been established within the objectives and principal activities 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:</p> <ol style="list-style-type: none"> a. Leadership and excellence should be provided in the arts of 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. <p>In developing this plan Queensland Theatre Company recognises the important role it plays in contributing to the Queensland Government's Objectives for the Community – Getting Queensland Back on Track specifically through support of the following pledges:</p> <ul style="list-style-type: none"> ➤ <i>Grow a four pillar economy</i>: QTC maintains a financially strong, balanced company and diversifies earning potential through new initiatives ➤ <i>Lower the cost of living by cutting waste</i>: QTC has a sustainability policy which adds to community well being ➤ <i>Deliver better infrastructure and better planning</i>: QTC's business model is predicated on greater asset utilisation by community, audiences & artists. ➤ <i>Revitalise front-line services for families</i>: QTC offers extensive youth and education programs. <p>Other key documents that have informed this plan include:</p> <ul style="list-style-type: none"> ➤ Government Response to The Queensland Plan – in particular the areas of: <i>opportunity for all, community connection, liveable regions, growing prosperity, inclusive participation, indigenous opportunity, Liveability, embracing / respecting diversity, investing in local businesses and workers, industry development & diversification, connecting to our communities, investing in & adopting sustainable & renewable solutions.</i> ➤ Arts for All Queenslanders - the four principles of the policy are inherent in the goals and strategies of QTC's Strategic Plan. Further the Strategic Plan actively supports the four priorities to deliver arts for all Queenslanders: <ul style="list-style-type: none"> • <i>Returns on Arts and Cultural Investment</i>: QTC provides leadership in the sector through provision of physical and intellectual infrastructure to small to medium companies and community groups; investing reserves in developing new work & improving physical assets; and through regional & national touring. • <i>Strengthen Commercial and entrepreneurial capacity</i>: QTC leverages government funding for creation of new work/ community programs; actively commercialising our assets; growing our audience base. • <i>Grow Public Value of Arts and Culture</i>: QTC has strong social media and online presence, youth & education programs, active community building programs, strong participation in key public forums to promote the value of arts. • <i>Strengthen Cultural Tourism</i>: QTC works with Brisbane Marketing, festivals and local government, and tours regularly. ➤ Arts and Cultural Investment Framework Assessment Criteria* Quality Reach Impact Viability

Queensland Theatre Company Strategic Plan

1 January 2015-31 December 2018

Goals	Strategies	Performance Indicators
<p>Be recognised for a consistently high standard of work</p> <p>(Quality*)</p>	<ul style="list-style-type: none"> ➤ Holistic programming of a diverse range of productions/events/works ➤ Development of an artistic culture within QTC ➤ Ensure flexible and responsive systems to support the creation of a diversity of work 	<ul style="list-style-type: none"> ➤ Self & external evaluation through Executive & Management team appraisal, Artistic associates, Positive Media Reviews, Audience surveys ➤ # new works
<p>Reach a wider audience</p> <p>(Reach*)</p>	<ul style="list-style-type: none"> ➤ Gain a better understanding of the Queensland theatre market ➤ Develop a clear brand identity ➤ Attract and retain more customers in existing product categories ➤ Increase audience accessibility ➤ Offer theatre in more places 	<ul style="list-style-type: none"> ➤ Total number of audience/participants: 2015 – 140,000 2016 – 150,000 ➤ # regional, national & international tours
<p>Strengthen industry and community relationships</p> <p>(Impact*)</p>	<ul style="list-style-type: none"> ➤ Support a vibrant local performing arts sector ➤ Provide support and development opportunities for local artists ➤ Provide pathways for youth and education sector ➤ Engage with regional artists, companies and under-served communities ➤ Communicate evidence of our community value to attract new partners 	<ul style="list-style-type: none"> ➤ #co-productions / guest productions ➤ # tours / sell offs of QTC work ➤ # of women directors employed ➤ # of indigenous artists employed ➤ # young people engaged ➤ # regional attendees / participants ➤ Qualitative analysis of communities served
<p>Maintain a strong, and balanced infrastructure for the Company</p> <p>(Viability*)</p>	<ul style="list-style-type: none"> ➤ Better financial result for MainHouse productions ➤ Increasing income through existing revenue streams and new initiatives ➤ Ensuring strong expenditure controls ➤ Develop an environmentally sustainable Company ➤ Create a positive work environment 	<ul style="list-style-type: none"> ➤ % change & dollar value of box office sales ➤ Achieving balanced financial position at year end. ➤ Annual performance review of Board members and of QTC staff

Risk Management Plan

QTC's risk management plan is reviewed quarterly by the Audit committee. Key risks are outlined below:

- Paid attendance drops significantly below expectation
- Reduction in government funding
- Fraud – internal and external
- Change in government policy
- Change in key management personnel – Artistic Director and Executive Director
- Loss of performances due to natural disaster or artist incapacity
- Industrial Action
- Fire or flood in building
- Reputational risk due to actions of key personnel and/or due to production quality
- Venues not purchasing touring productions
- Negative impact of increased Indigenous focus