

STAGE QUEENSLAND

STRATEGIC PLAN 2025

Connecting, supporting and
re-energising Queensland's
performing arts sector

*shake & stir theatre co's Animal Farm by George Orwell.
Created by shake & stir theatre co. Photo by Dylan Evans*



Foreword & Welcome

Stage Queensland is proud to unveil its new Strategic Plan 2025, a four-year strategy to support, re-energise and connect the State's performing arts industry. Our vision for 2022 to 2025 is timely, achievable and highly relevant. It embraces resilience and the ability to adapt to the changing needs of our members and the communities they serve.

The devastating impact of COVID-19 upon our member organisations and the broader performing arts sector in early 2020 instigated a shift in Stage Queensland's priorities and service delivery. Our track record and leadership during this time exemplifies the quality of our work and our ability to contribute to a state-wide and holistic response. We are proud of our achievements, which could only have been accomplished in conjunction with our valued members, partners and supporters.

As we enter our 38th year of operation and shift gears into a brand-new strategic planning cycle, Stage Queensland is committed to working with stakeholders towards long-haul tactics and a coordinated road to recovery. Our new strategy guides our decision-making and operational direction over the next four-years. It broadcasts who we are and what we do, as well as our values and priorities. It defines the key motivations that drive our strategic targets, the outcomes we seek, and how we will measure and value our success. As a living document, it will remain flexible and adaptive to emergent conditions and the changing needs of our sector.

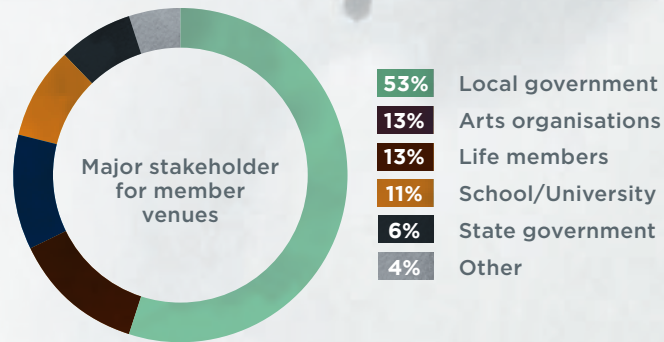
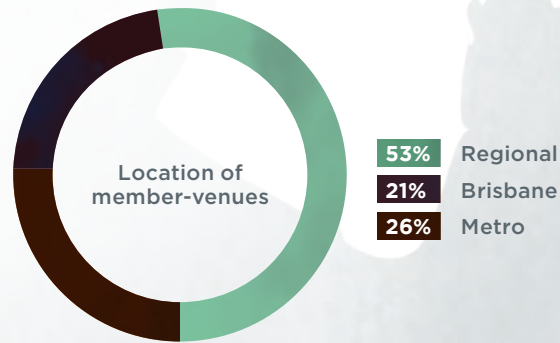
Through purposeful collaboration with our industry partners and increased focus on building capacity, capability and a unified voice for advocacy, we look forward to generating new opportunities for producers, presenters, artists and industry workers to thrive.

Stage Queensland acknowledges the custodians and first people of this country and respect their ongoing relationship and responsibility to their land and sea.



Tenori at The Events Centre, Caloundra

Who We Are and What We Do



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Number of Local Government Areas represented by Stage Queensland members

Stage Queensland is recognised nationally as the peak body for performing arts centres in Queensland. As a lead service organisation, we represent 42 members and service over 1300 of their staff across 25 local government areas. Membership also includes theatres in both secondary and tertiary education settings, and performing arts producers seeking to broaden engagement with presenters in Queensland.

Our services support a vital network of professionally managed metropolitan and regional performing arts venues stretching from the Gold Coast in the south to Mount Isa in the west and Cairns in the north.

We work with our members, industry partners and producing organisations to champion and create:

- » productive, outcome-focused connections between producers and presenters
- » platforms for dialogue, knowledge-sharing and meaningful exchange about things that matter to the industry
- » quality performing arts industry professionals and industry-specific training opportunities across the gamut of performing arts presentation and production
- » essential performing arts infrastructure required to fuel the vitality and sustainability of Queensland's performing arts industry
- » a critical mass and solid case for important industry issues and the continued revitalisation of the industry.

Our Vision 2022 – 2025

Stage Queensland plays a leading role in shaping and supporting a re-energised, sustainable and well-connected Queensland Performing Arts sector.

Over the next four years we will optimise our services, concentrating on increasing the sector's capacity and capability. Through collaboration with our industry partners, we will galvanise a unified voice for advocacy and work together to create new opportunities and innovative pathways to the future.



Gaia by Luke Jerram at HOTA, Home of the Arts. Photo by Scott Belzner, sb4photos



Babushka in Happily Ever After. Photo by Natalia Muszkat

Our Values

INCLUSION we recognise that the performing arts are an essential and transformational ingredient in community wellbeing, liveability and connectivity. We are committed to working with the sector to ensure all Queenslanders have access to, and engagement in quality performing arts experiences.

COLLABORATION we value the imagination, skills and vitality of Queensland's performing arts community and acknowledge the essential support of our members, partners and investors. We are committed to working together to get the job done, showing the way through example and effective leadership.

BEST-PRACTICE we embrace quality, innovation and excellence in all that we do and represent. We are committed to maintaining a high standard, entrepreneurial and future-focused practice to support the sector led by the expertise, passion and professionalism of our management team, our sub-committees and our staff.

CREATIVITY we champion innovation and the development of artistic experiences that enrich and enlighten local audiences as well as empowering the creative talent of artists and producers. We are committed to maintaining a central role for the creation and presentation of performing arts across Queensland.

RESILIENCE we take pride in our ability to adapt to the changing needs of our members and the communities that they serve. We are committed to working with our stakeholders towards long-haul strategies to revitalise and sustain the industry, as well as coordinated measures to support government recovery initiatives.

Our Priorities

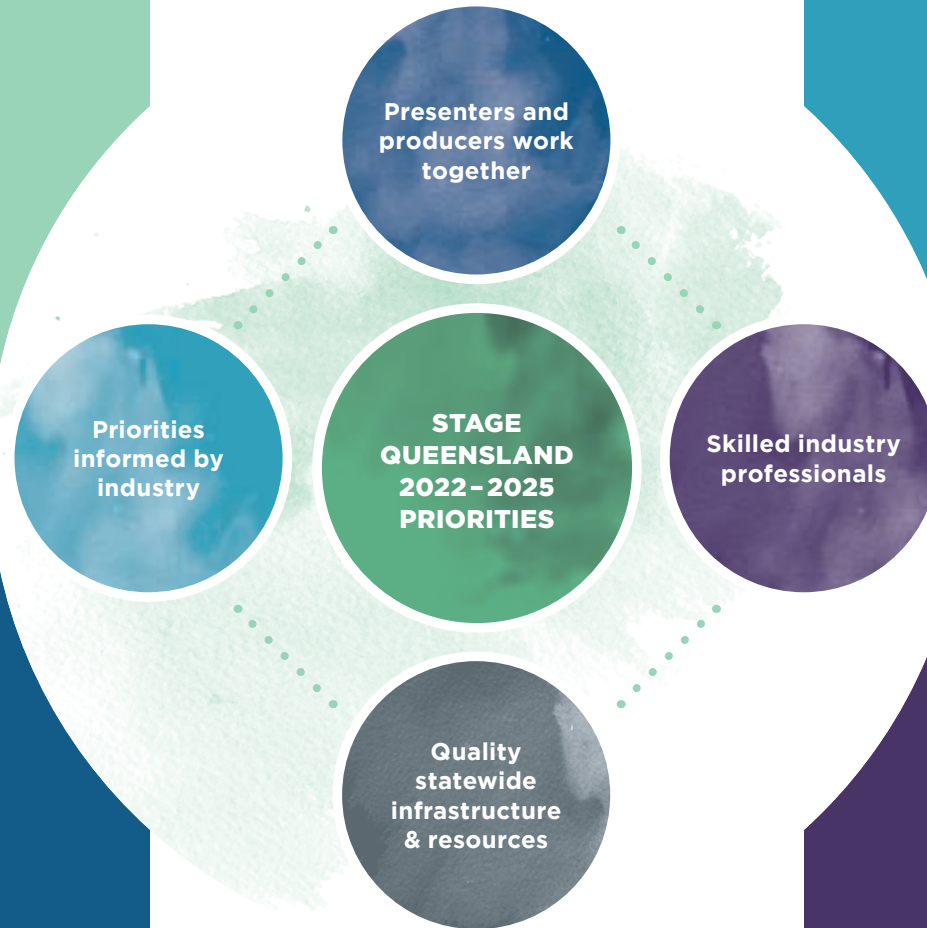
OUR DRIVERS

INTERNAL

- » Solid, strategic and forward-looking direction underpinned by our desire to support and sustain Queensland's Performing Arts industry.
- » The intrinsic belief that the performing arts are essential and fundamental to creating vibrant places to live, work and visit.
- » Ongoing momentum created by significant achievements already made and prevailing opportunities.

EXTERNAL

- » The needs and aspirations of the sector.
- » Overwhelming need for recovery and revitalisation of the State's performing arts industry.
- » State Government priorities and ten-year roadmap for arts, culture and creativity.



INTERNAL

- » Decentralised leadership fuelled by exemplary on-the-ground practitioner knowledge and expertise.
- » Diverse geographic reach spanning metropolitan and regional destinations.
- » Entrepreneurial and future- focused business operations, good governance and our ability to adapt to change.

EXTERNAL

- » Motivated and engaged membership as well as combined effort of Queensland's key producers and presenters.
- » Our valued partners, collaborators & investors.
- » State and Federal government priorities for recovery.

OUR ENABLERS

Delivering Outcomes by 2025

PRIORITY 1: PRESENTERS AND PRODUCERS WORK TOGETHER

This priority is about building strong and effective industry partnerships. It seeks to galvanise and connect presenters and producers to stimulate the exchange of ideas, trends and resources that will build audiences, create employment and generate new opportunities for artists and industry workers to thrive.

Key Motivations and Strategies

- » **NETWORKS, PARTNERSHIPS AND COLLABORATIONS:** building strong and effective industry partnerships, alliances and networks to encourage a collective voice, new opportunities and pathways to the future.
- » **ACCESS AND INCLUSION:** initiating targeted and meaningful approaches to strengthen and support access to, and inclusion in the performing arts for all sectors of the Queensland community.
- » **FIRST NATIONS CREATIVE PRACTICE:** collaborate with First Nations Producers to develop new partnership models and effective communication strategies between Queensland presenters and First Nations producers.

OUTCOMES WE WANT TO SEE BY 2025	MEASURES FOR SUCCESS
Increased platforms for presenters and producers to collaborate, network and work together.	
Productive and cooperative outcome-focused government and industry partnerships that have long-term impact.	<p>Qualitative: Presenters and producers reporting new industry collaborations, networks and partnerships, and high-level appreciation of, and satisfaction with, SQ services.</p>
Expanded opportunities and tangible outcomes for inclusive, equitable and accessible engagement and participation in the performing arts.	<p>Quantitative: SQ reporting increased number of collaborative activities delivered; increased number and diversity of attendances/reach; and increased number of partnerships forged.</p>
Targeted opportunities and platforms for First Nations producers to present and promote their creative product across Queensland venues.	

PRIORITY 2: SKILLED INDUSTRY PROFESSIONALS

This priority is about developing quality performing arts industry professionals and boosting the growth and capability of Queensland's performing arts sector. It aspires to best practice ideals and exposure to new knowledge and skills through research and advocacy platforms, online resources, and industry-specific training and professional development across the gamut of performing arts presentation and production.

Key Motivations and Strategies

- » **INFORMED ADVOCACY:** developing evidence to support and advocate a case for expanded industry-specific training opportunities.
- » **NEW KNOWLEDGE AND SKILLS:** facilitating and supporting the development of formal and informal training and professional development opportunities for industry practitioners.
- » **RESOURCES AND ONLINE PLATFORMS:** connecting producers and presenters to a wide range of industry-specific information and templates on policies, procedures and best practice methods.

OUTCOMES WE WANT TO SEE BY 2025	MEASURES FOR SUCCESS
Clearer understanding of industry-specific skills, gaps and expectations across diverse performing arts venue operations.	<p>Qualitative: Members, stakeholders and sector participants reporting exposure to new knowledge and increased capacity and capability flowing from SQ activities, and high-level appreciation of, and satisfaction with, SQ professional development services.</p> <p>Quantitative: SQ reporting an increased number and diversity of professional development, mentorships, training opportunities and resources for knowledge sharing delivered.</p>
Increased formal and informal industry-specific training and professional development opportunities, points of entry and pathways to employment.	
Increased industry-specific resource sharing and peer support.	

PRIORITY 3: QUALITY STATEWIDE INFRASTRUCTURE

This priority is about the development of best-practice performing arts infrastructure required to fuel the vitality and sustainability of Queensland’s performing arts industry. It recognises the diversity and multitude of statewide venues and facilities as essential capital assets requiring standardised and effective approaches to planning and investment, and embraces new and emerging performance space models such as digital platforms, popups, and unconventional outdoor places.

Key Motivations and Strategies

- » **INFORMED ADVOCACY:** contributing to industry research that informs, complements and responds to government and industry priorities.
- » **MAINTAINING CAPITAL INFRASTRUCTURE:** inspiring effective, consistent, responsive and quality infrastructure.
- » **BUILDING BETTER PERFORMING ARTS VENUES:** positioning SQ as a gateway, and place to go for information on best-practice design principles and fundamentals for building world-class performing arts facilities.

OUTCOMES WE WANT TO SEE BY 2025	MEASURES FOR SUCCESS
Targeted industry discussions on innovations and trends that encourage and support the sustainability, capability and diversity of Queensland’s performing arts infrastructure.	<p>Qualitative: Member venues and stakeholders reporting stronger investment and increased capability to deliver best-practice performing arts asset development and management, along with high-level appreciation of, and satisfaction with, SQ infrastructure resources.</p> <p>Quantitative: SQ reporting an increased number and diversity of stakeholders utilising and benefiting from SQ’s Infrastructure resources and one-on-one support.</p>
Effective, preventative and best practice procedures for performing arts asset management across the state.	
Increased investment in Queensland’s performing arts infrastructure.	
SQ recognised as a gateway to information on best-practice design principles and fundamentals for building and renewing performing arts facilities.	

PRIORITY 4: PRIORITIES INFORMED BY INDUSTRY

This priority is about adaptive and responsive measures to support and advocate industry needs and aspirations. It recognises the extraordinary challenges of the past 18 months and aspires to whole-of-industry measures and focused sector-wide collaboration towards revitalisation and long-term growth of Queensland’s performing arts industry.

Key Motivations and Strategies

- » **OPERATIONAL CAPACITY:** building the capacity, capability and resourcing of Stage Queensland’s operations and services.
- » **INDUSTRY RESEARCH:** participating in the development and dissemination of industry research that informs, complements and responds to State government and industry priorities.
- » **READINESS AND RECOVERY:** formulating and delivering a coordinated road to recovery, with Queensland venues delivering best-practice health and safety.

OUTCOMES WE WANT TO SEE BY 2025	MEASURES FOR SUCCESS
Sustained investment and resources enabling SQ’s growth, reach and expanded services.	<p>Qualitative: Member venues and stakeholders reporting high-level usefulness and impact of evidence-based analysis and reports produced and/or disseminated by SQ, a more consistent and uniformed approach to the delivery of best practice health and safety, and high-level appreciation of, and satisfaction with, SQ’s Industry initiatives.</p> <p>Quantitative: SQ reporting growth and diversity in SQ membership and investment in SQ operations and services; number of industry-led priorities achieved; and increased number of stakeholders utilising SQ’s updated Industry Plan and one-on-one support.</p>
A solid body of industry research that informs, complements and responds to State government and industry priorities.	
A strong consortium of industry bodies and critical mass to advocate and drive industry priorities.	
A coordinated road to recovery, with Queensland venues delivering best-practice health and safety.	

Our Plan of Action 2022 – 2025

As a fundamental and separate component of the four-year Strategy, a comprehensive Implementation Plan has been developed to define the process and actions we will undertake to bring the strategic plan to life. It steps out our strategic targets and the actions we will undertake to deliver on our goals, the timelines we aim to meet, the outcomes we seek to achieve, and how we will measure and value our success.

As we move through our 4-year planning cycle, it will remain flexible and adaptive to emergent conditions and the changing needs of our sector.



Wolfgang's Magical Musical Circus by Circa. Photo by Dylan Evans.

STAGE QUEENSLAND

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