

LA BOITE

2021 - 2025 STRATEGIC PLAN



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ACKNOWLEDGMENT OF COUNTRY

At La Boite, we acknowledge the traditional custodians of the land on which we work – the Turrbal and Jagera people. We pay our respects to their Elders past, present, and emerging. We honour the Aboriginal and Torres Strait Islander people, the First Australians, whose lands, winds and waters we all now share, and their ancient and enduring cultures.

This country was home to storytelling long before La Boite and we are grateful for the privilege of sharing our stories today. This always was, and always will be, Aboriginal land. We engage with Aboriginal and Torres Strait Islander peoples, supporting their right to self-determine artistic identity, while promoting artists and emerging talent, audience development and community engagement.

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STATEMENTS

“La Boite is a company that is bringing to life the words many of us have on paper in our strategies and operational plans. They are a company for the world of today and they make theatre that reflects this.”

LOUISE BEZZINA

Artistic Director, Brisbane Festival

Nearly a century of operation requires resilience and ingenuity. Much has changed since its inception in 1925, but La Boite's appetite for development, transformation and renewal remains the same.

La Boite continues to develop artists and audiences who seek to represent and engage in our rich and diverse culture. We exist to push the boundaries of theatre and its form by collaborating with extraordinary people who enrich and diversify the narratives, practices and voices on Australia's main stages.

OUR VISION

To be Australia's most diverse theatre company.

OUR MISSION

To create powerful connections between artists and audiences through stories that entertain, move, empower, surprise and transfix.

WE VALUE

RELATIONSHIPS

La Boite is people-centred, embedding a mindset of thoughtful risk-taking, creativity and innovation while being responsive to our partners' shared strengths and aspirations, and enhancing audience expectations.

RESILIENCE

Through a passionate dedication to diversity, La Boite will thrive with considered, confident and connected strategies that strengthen the company.

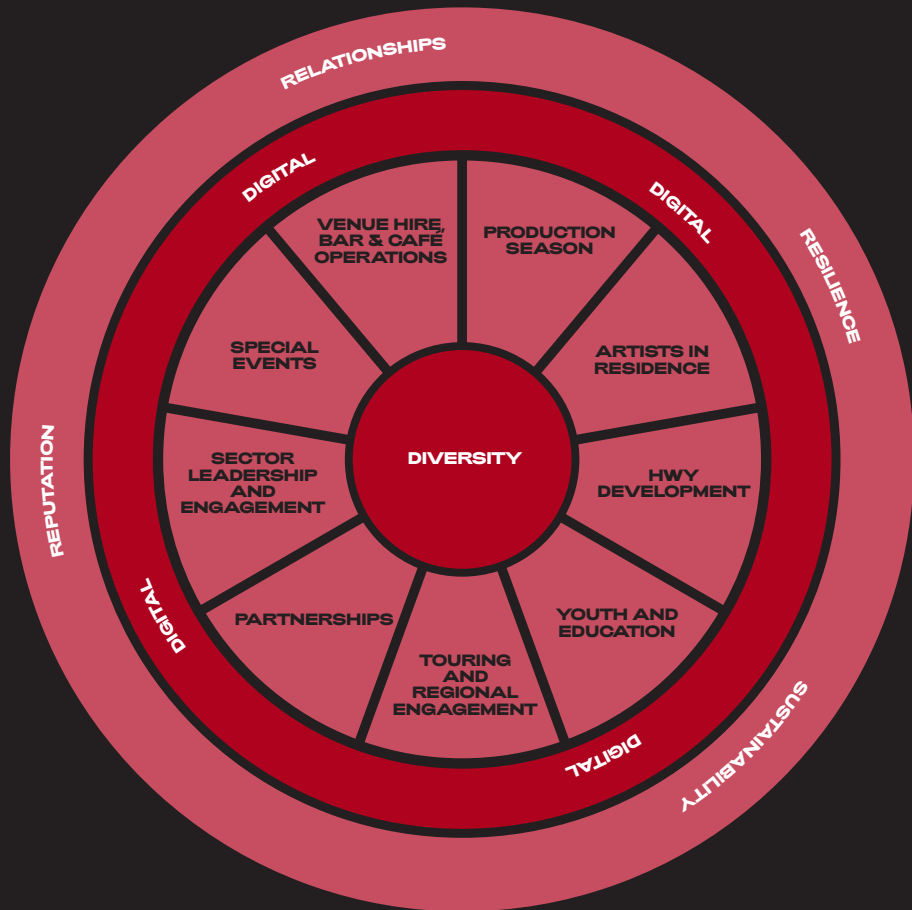
REPUTATION

La Boite will continue to grow and strive for greater profile, cementing its role as a vital cultural hub in Brisbane, Queensland and Australia while also distinguishing itself globally as a passionate and necessary storytelling institution.

SUSTAINABILITY

La Boite will strengthen its sustainability and independence through commercial growth, enabling increased artistic and audience development.

WHAT WE DO?



PRODUCTION SEASON

In each annual season, work will be programmed with a careful mix of both risk-taking critical new works, and more commercial, box-office focused productions that consider existing audiences.

ARTISTS IN RESIDENCE

Through its rigorous development pipeline, La Boite supports artists with bespoke 12- to 24-month programs designed to develop their specific work and processes. This includes commissions, creative developments and ongoing investment through extended sector collaboration to create new works.

HWY DEVELOPMENT

La Boite supports artist and audience development through the HWY Development program, which includes a series of public showings of work in developments by local and nationally significant artists, workshops and masterclasses, critical discourse and extended activity throughout the year.

YOUTH & EDUCATION

La Boite's programs align with the Queensland and National Drama Curriculums and provides educational and training experiences for school students, teachers and emerging artists, making our annual Youth & Education offerings both relevant and responsive.

TOURING AND REGIONAL ENGAGEMENT

By delivering regional and national touring productions, direct transfers, as well as securing co-productions of new works, La Boite strategically aligns itself with like-minded companies and organisations to expand regionally and consolidate audience engagement.

PARTNERSHIPS

By developing valuable and engaged partnerships that focus on special projects and productions, La Boite cultivates deep connections and collaborations through reciprocity, access, integration and ongoing conversations about the value of the arts.

SECTOR LEADERSHIP AND ENGAGEMENT

La Boite's Board and management will continue to advocate for the company and the wider arts sector across local, state, national and international platforms. This includes leadership and participation at arts markets, forums, assessment panels, mentorship opportunities and extracurricular artistic engagements.

SPECIAL EVENTS

As part of La Boite's Place-making Strategy, La Boite will curate a program of community engagement activities and multi-artform public programming within our precinct. Collaborating and engaging with communities is integral to the works we present and develop in our annual program.

VENUE HIRE, BAR & CAFE OPERATIONS

Since its 2017 renovation, the La Boite Espresso Bar has expanded its offering to service audiences and the local community. La Boite can cater to many different events and functions in both our Roundhouse Theatre, La Boite Studio, bar and foyer areas.

DIGITAL

As we enter our second century of operations, La Boite focuses on ensuring that digital touchpoints exist in all we do to enhance our physical interactions. La Boite embraces and adopts technology with purpose, in the pursuit of operational excellence and our commitment to accessibility for artists, audiences and communities.

CONTEXT

In its inner-city Kelvin Grove setting, La Boite is Australia's longest continuously running theatre company, celebrating 100 years of continual operation in 2025. Nearly a century of existence takes both resilience and ingenuity; at La Boite, we are responding to changes in society by reflecting its diversity on our stages. We are home to the iconic 400-seat Roundhouse Theatre, **the country's only purpose-built theatre-in-the-round.**

As Brisbane's second tier theatre company, La Boite is a vital part of the city's theatre ecology and wider cultural landscape, occupying the space between independent practice and the state's largest theatre company, Queensland Theatre.

La Boite plays a crucial role in the local, state and national arts sector as **an incubator and producer** of risky, innovative, and critical new work. La Boite is committed to local artists and provides a critical pipeline of new work across the performing arts sector in Queensland. La Boite strives to **redress the imbalance of representation** on our stages by focusing on artists, voices, and stories that have existed on the fringes without a significant platform.

In 2019, of the artists that La Boite engaged, 51% were women and 45% were culturally and linguistically diverse (CALD) or First Nations People. In addition, over 20% of our audience identified as CALD or First Nations People. With diversity now entrenched in La Boite's identity, the company's next phase is to continue our journey of representation and diversity across all levels of the organisation.

2020 was one of the most challenging and disruptive of La Boite's 95-year history. Due to the COVID-19 pandemic La Boite was forced to cancel the 2020 season however, never closed the doors to artists and creatives. La Boite focused on and **prioritised innovation, sector sustainability and growth** and of the 252 people engaged in 2020; 70% were artists, 60% women or female identifying, 20% First Nations People and 30% Culturally and Linguistically Diverse.

La Boite's creative vision aligns demographically with **Brisbane's increasing cultural diversity.** The Brisbane population is growing at a rate of 2% per year¹ with a marked increase in Queensland's immigration intake from non-English speaking nations since 2005, predominately from India, China, South Africa, the Philippines and South Korea². Queensland has a higher proportion of

Aboriginal and/or Torres Strait Islander people (4%) compared to Australia (2.4%) and La Boite continues its ongoing commitment to enabling self determined pathways for First Nations people, stories and presentations on our stages. With theatre and dance representing some of the highest growth areas in public participation in the arts³, La Boite's dedication to progressive representation and diversity means it is well-positioned to be making theatre that is both bold and relevant.

La Boite will be moving forward with a strong, deliberate focus on its audience, addressing challenges of relevancy, box office targets, return visitation and cultivating the symbiotic relationship between the work that we make and the individuals who engage with it. La Boite boasts a strong, youthful audience base (**over 40% of our audience is under 30; over 30% high school-age**). This demographic is the future of arts patronage and requires consistent guidance, investment and authentic engagement. In future planning and campaigns, the company will bring artists and audiences together through dialogue and curated opportunities to engage deeper with the work. As we deliver this strategy, we will undertake rigorous research to inform future planning and programming.

La Boite is operationally funded by the Queensland Government through Arts Queensland and the Federal Government through the Australia Council for the Arts. In 2017, La Boite was successful in securing three-year organisational funding from Brisbane City Council for the first time in the company's history.

That same year, La Boite secured funds from Queensland University of Technology (QUT), owners of the Roundhouse Theatre, to undertake major capital works valued at \$1.5 million to renovate the foyer and bar areas and upgrade the theatre's lighting gantry. These local, state and federal support networks further highlight our vital place in the cultural fabric of Brisbane.

The renovation of the La Boite Espresso Bar has introduced another revenue stream to achieve (over time) a more self-sufficient funding model, including venue hire for events, and bar and cafe operations. More importantly, it is anticipated that these branches of the business will foster our commitment to new work and diversity through community and sector connectedness and better audience experiences.

1. <https://www.brisbane.qld.gov.au/about-council/governance-and-strategy/business-in-brisbane/business-opportunities/brisbane-community-profiles>
2. <https://www.dlgrma.qld.gov.au/multicultural-affairs/multicultural-communities/multicultural-diversity-figures.html>
3. Australia Council, National Arts Participation Survey 2016

ARTISTIC VISION

“I love La Boite because of their true commitment to being inclusive, dynamic, local and relevant. By wanting to bring diverse stories to their stage they created the platform for me, a mature Chinese woman, to finally have a real voice. They gave me an opportunity which relaunched my entire acting career. Supported my needs for being a working mother of two young ones and have become like my second family. Thank you La Boite! ”

**HSIAO-LING TANG,
SINGLE ASIAN FEMALE (2017 - ONGOING)
#35REASONS**

Our artistic vision and our business strategy are deeply interconnected. The following principles guide our artistic rationale and drive our ongoing assessment of our artistic and cultural vibrancy. A holistic approach to our strategic plan will drive every aspect of the company.

La Boite will continue to **champion diversity** with ongoing and meaningful development and **representation of gender, First Nations, CALD, LGBTIQ+, d/Deaf and/or disabled artists** and their work. This involves the programming of critical artists, companies, stories, and storytellers that produce vital theatre that connects with audiences on a personal, political, and global level. La Boite invests in artists, companies, and new theatre forms that sit at the forefront of contemporary theatre practice. The connectedness, relevance, and cultural significance of these narratives will articulate a vision for a future of arts practice in Brisbane and beyond.

We will **unify artists, audiences and communities** through a shared journey of development, creation, and delivery of high-calibre theatre works. Alongside the commitment to diversity and representation on our stages, La Boite will invest in the growth of audiences and deeply understand and align with the overarching vision for the company and its ongoing contribution to the sector.

The company will act as **a vital incubator for the seeding and development of new work** within the Brisbane and Queensland sector through the delivery of a comprehensive annual Artist Development program which includes Artists in Residence, Assistant Creatives, HWY and more.

Fiercely local and outward-looking. La Boite will continue to grow its significant legacy as a local theatre company. As a producing house, we champion and develop our local artists and value their wisdom and essential contribution. La Boite will continue to foster artistic growth and the company’s impact and outreach on a local, national, and international scale.

GOALS & STRATEGIES

ARTISTS AND AUDIENCES TOGETHER

We will develop daring and passionate artists and audiences through a shared journey.

La Boite will;

- incorporate equally both artists and audiences when curating and producing theatre and live performance;
- grow shared pathways, open digital resources and collaborate with local artistic leaders and institutions to better work collaboratively;
- build an audience development strategy that focusses on diverse communities that translates complimentary ticket holders to ticket buyers over a period of time;
- develop HWY into a program of year round events that educate and engage audiences on a deeper level through the delivery of critical discourse through our works-in-development and main stage seasons;
- execute a clear brand awareness campaign that engenders understanding of La Boite, its history, location, artistic vision and its role within the community;
- implement a touring strategy that secures sustainable and smart national tours and deliberate transfers of popular new works;
- produce and deliver a Youth & Education program that is reflective of the needs of institutions, educators and students while also developing the sector's future actors, practitioners and audiences.

CREATE

We will create new and impactful theatre and experiences.

La Boite will;

- create cutting-edge work with diverse communities that is transformative and enables people to thrive;
- present a standard of work that is notable for its ambition, excellence and artistic quality;
- produce and present work against a framework that ranges in scale and suitability for various sites including our Roundhouse Theatre, La Boite Studio and outdoor surrounds;
- foster an Artist in Residence and rolling HWY program that effectively supports and delivers aspirational and outstanding work that pushes the boundaries of contemporary theatre practice in Brisbane and Australia;
- introduce, in collaboration with our partner QUT, a successful, curated and shared place-making strategy and program that enhances and extends our precinct long-term.
- produce high quality digital content that supports and compliments our theatre and live programs

GOALS & STRATEGIES

LEADERSHIP

We will develop, nurture and lead partnerships and leadership frameworks.

La Boite will;

- grow our deeply-engaged relationships with partners who connect us to the community;
- develop new voices for the stage;
- enact a living Cultural Competency Framework that enables La Boite to develop, present, co-produce and lead ground-breaking diverse work and restructure the organisation to make space for the required cultural changes;
- contribute to and attend national and international events to reinforce La Boite's profile and reputation while building opportunities;
- advocate for our own artists as well as the broader sector through representation, participation and ongoing sector development;
- enhance diversity within the Board, staff and artists through dynamic succession and recruitment.

FIT FOR THE FUTURE

We will become future-fit, investing in the right research and technology while diversifying revenue streams.

La Boite will;

- integrate digital technology into all areas of our business resulting in fundamental changes to how La Boite operates and how we deliver value to our stakeholders;
- further diversify revenue streams through growth in our venue's activities including the bar, cafe, functions and venue hire;
- build reserves to 15% - 20% of expenditure, while committing to an annual spend of no less than 3% - 5% of surplus for the development of new work through our artist in development programs;
- create a sponsorship strategy that aligns with the La Boite brand, program and business model for local and national partners;
- introduce and deliver an ongoing Capital Campaign to invest in equipment and technology;
- build a longitudinal evaluation to research our impact and align our programs with the needs and interests of our audiences and partners so we can better understand and respond to the ever-changing influences, interests and expectations of our audience (current, emerging and untapped);
- nurture our organisational culture to be healthy, safe and sustainable;
- build sustainable work practises including, carbon offsetting and reducing energy consumption (recycling sets, green riders etc);
- create an Artistic Development Reserve, allocating up to 3% - 5% of surplus ensuring a commitment to the development of new Australian stories.

KEY PERFORMANCE INDICATORS

GOALS & STRATEGIES	KPI	SOURCE	2019 PRE-COVID	2021	2022	2023	2024	2025
ARTISTS & AUDIENCES TOGETHER We will develop daring and passionate artists and audiences through a shared journey.	Growth in total attendance numbers (complimentary & ticket purchasers) <ul style="list-style-type: none"> Main stage Special Events Touring Venue Hire Youth & Education 	Tessitura	42,818 22,430 1127 16,000 2155 1066	Growth +3%	Growth +5%	Growth +3-5%	Growth +3-5%	Growth +3-5%
	La Boite teams engagement within the arts sector to be maintained at a consistently high level	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Measure and grow diversity of audiences and artists; <ul style="list-style-type: none"> % CALD-identified audience % ATSI-identified audience % school audience % under 35s audience 	Tessitura Survey Monkey	41% 26% 30% 40%	Growth+3%	Growth +5%	Sustain	Growth +3-5%	Sustain
	Build HWY through a year round program of special events that seek to build critical discourse around the annual season and development programs	Number of events	28	30-35	Sustain	35-40	Sustain	40-45
	Increase brand and presence recognition	Audience reach Google analytics	5.5mil reach	+5-10%	+5-10%	+5-10%	+5-10%	+5-10%
	Increased exposure across national publications, social media and broadcast media	Google analytics	680+ mentions	730+	780+	830+	880+	930+
	National/international Tours or Transfers	2	1-2	1-2	1-2	1-2	1-2	1-2
	Deliver Youth & Education programs to ever-changing curriculum and industry training needs in collaboration with in Industry leaders (measured against curriculum and participant and teachers feedback)	Survey Monkey Teachers Advisory Group		Maintain active Metropolitan teachers Advisory Group Establish Regional Advisory Group >80% good or excellent	Maintain active teachers Advisory Group >80% good or excellent	Maintain active teachers Advisory Group >80% good or excellent	Maintain active teachers Advisory Group >80% good or excellent	Maintain active teachers Advisory Group >80% good or excellent
	Growth in Youth & Education programs and participation <ul style="list-style-type: none"> Number of programs offered Delivery of programs (locally, regionally & nationally) Attendance of students Attendance of teachers Attendance of young and emerging artists 	Number of events Tessitura	9 4478 476 52	+10%	+10%	Sustain	Sustain	Sustain
	Deliver digital programs, products that enable access and support smarter processes		Establish Digital Offering	8	Growth +40%	Growth +3-5%	Growth 3+5%	Sustain
Conduct qualitative research with current and lapsed attendees to identify drivers of engagement and impact Proportion of audiences who are satisfied with their experience (%) -	Survey Monkey Focus Groups	>80% good or excellent feedback	>80% good or excellent	>80% good or excellent	>80% good or excellent	>80% good or excellent	>80% good or excellent	

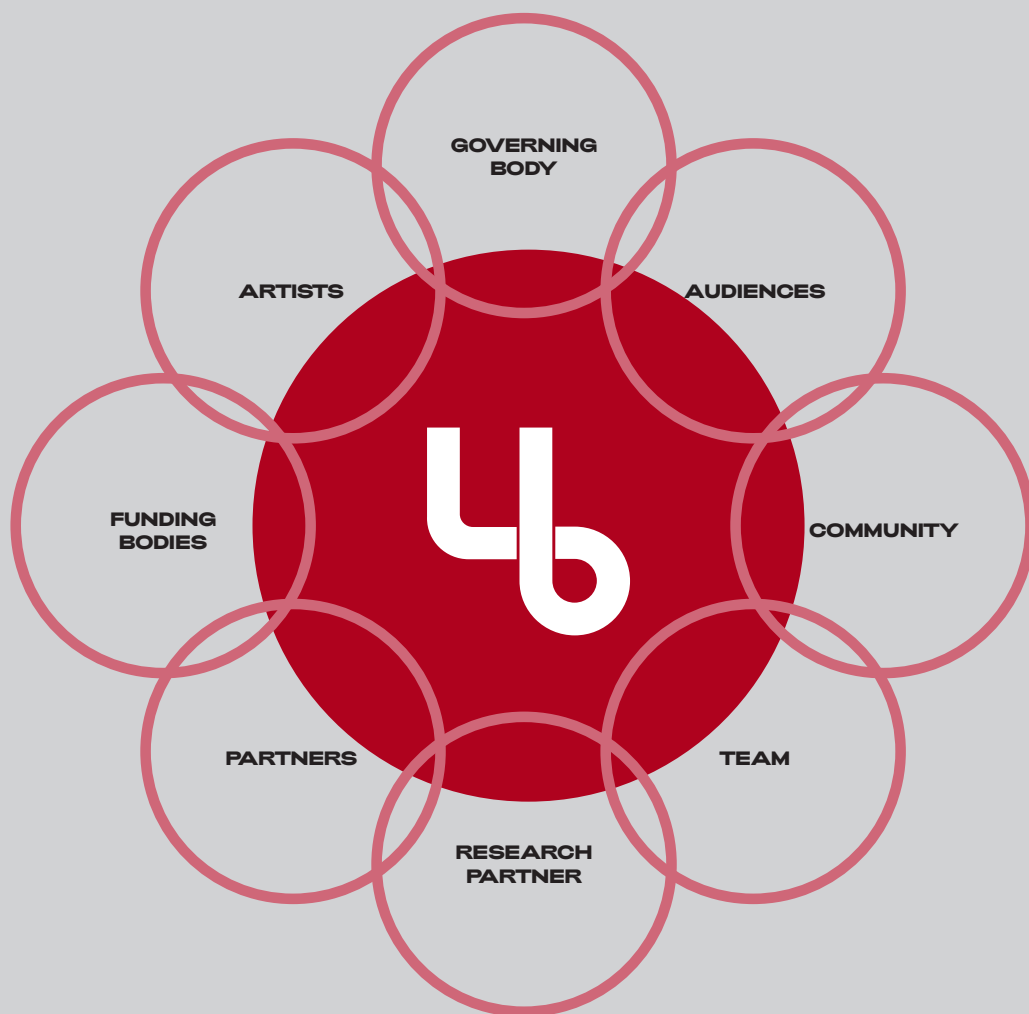
KEY PERFORMANCE INDICATORS

GOALS & STRATEGIES	KPI	SOURCE	2019 PRE-COVID	2021	2022	2023	2024	2025
CREATE We will create new and impactful theatre and experiences.	Number of productions La Boite produced annually • Roundhouse Theatre productions • La Boite Studio productions • Young Artist Company outcomes • La Boite productions created in-the-round • Special events, site activations and experiences	Number of events	5 0 2 1 5	5 0 2 2 6	4 - 5 2 2 2 - 3 6	4- 5 2 2 2 - 3 7	4- 5 2 2 2 - 3 7	4-5 3 2 2 - 3 7 - 8
	Conduct qualitative research with attendees on their overall satisfaction, likelihood to recommend with their experience	Survey Monkey Focus Groups	>80% good or excellent feedback	>80% good or excellent	>80% good or excellent	>80% good or excellent	>80% good or excellent	>80% good or excellent
	Number of artists engaged through Artist Development Program, Artist in Residence Associate Creatives and La Boite HWY		127	115 – 125	sustain	+5%	sustain	+2-3%
	Artist in Residence and or HWY projects progressed to full production at La Boite		1	2	2-3	2-3	2-3	2-3
	Significant local, national and/or international collaborations Includes co-producing, residencies, artist exchanges	Number of partnerships	9	11	12	13	13	sustain
	New Australian Work developed and/or presented Productions Developments		2-3 7	2-3 7	2-3 7	2-3 7	2-3 7	2-3 7
	As part of a shared Place-Making Strategy with partner QUT and Brisbane City Council Build & sustain number of free and low-cost experiences within La Boite Precinct Proportion of audiences who are satisfied with their experience	Number of events Survey Monkey	Establish	10 >80%good or excellent	Sustain >80%good or excellent	12 >80%good or excellent	Sustain >80%good or excellent	14 >80%good or excellent

KEY PERFORMANCE INDICATORS

GOALS & STRATEGIES	KPI	SOURCE	2019 PRE-COVID	2021	2022	2023	2024	2025
LEADERSHIP We will develop, nurture and lead partnerships and leadership frameworks	Number of deeply engaged and aligned partnerships with organisations	Number of partnerships	36	35	+5%	sustain	sustain	sustain
	Number of formal community partnerships Positive measured feedback from partners	Informal and formal feedback	>80% good or excellent feedback	>80% good or excellent feedback	>80% good or excellent feedback	>80% good or excellent feedback	>80% good or excellent feedback	>80% good or excellent feedback
	Develop Cultural Competency Framework that responds to all arms of organisation including but not limited to: • production season • developments • operations • venue hires		Establish	Establish	Review and deliver	Review and deliver	Review and deliver	Review and deliver
	Attendance at national and international events and active sector leadership through advocacy and participation		2	2-4	4-6	4-6	6-8	6-8
	Retention of staff by fostering opportunities for growth through provision of professional development opportunities	Number of opportunities	Establish program and opportunities					
	Diversification of • Board • staff • volunteers			Establish target of over 50% of organisation by 2025	Growth 5%	Growth 5%	Growth 5%	Growth 5%
FIT FOR THE FUTURE We will become future-fit, investing in the right research and technology while diversifying revenue streams.	Increase % venue revenue (including hire + events, bar and cafe)	n/a			>10%	>5%	>5%	Sustain
	Build reserves at >15 - 20% (net assets/expenditure)			10%	13%	15%	>1-2%	>1-2%
	Allocate additional 3-5% of surplus to be invested directly into Artist in Development reserve		3-5%		3-5%	5%	5%	sustain
	Increase of ticket sales revenue		+5%		+5%	+%5	+%5	sustain
	Grow sponsorship, philanthropic and foundation income/contra through strategic targets and narratives aligned with program and business models.	Establish	Establish		+10%	+10%	+5%	sustain
	Individual board members commitment for a minimum of 4 x business development meetings per year (one per quarter)	Establish	Establish		sustain	sustain	sustain	sustain
	Build Artistic Development Reserve			Establish	3-5%	3-5%	3-5%	3-5%
	Deliver ongoing and successful capital campaign that supports the upgrading of infrastructure	Establish	Establish		sustain	sustain	sustain	sustain
	Increase carbon offsetting and reduce energy consumption	N/A	Measure		reduce	reduce	reduce	reduce

STAKEHOLDERS AND THEIR ROLES



GOVERNING BODY

The Board work with the CEO to develop and implement strategies and supporting policies to enable the company to fulfil the objectives set out in the organisation's constitution and strategic plan.

AUDIENCES

Our growing and diverse audience aligns with La Boite's values, celebrating the development of new work. They reflect the diversity of our program and remain passionate about theatre and its forms, inviting them to a theatre that places their voices and stories on stage. La Boite will increase return visitation and continue to service and engage our strong youthful audience. We will continue to work with local and interstate partners to ensure our work reaches diverse audiences locally and nationally through touring and co-productions.

COMMUNITY

We witness the transformative storytelling that can happen in communities and we want to make stories that reflect diverse voices, share our values and align with our goals, passions and ambitions. Our community is broad and diverse; urban and regional, individuals of all ages and genders, First Nations, LGBTQI+, CALD, d/Deaf and/or disabled and the wider arts sector.

TEAM

The La Boite team respectfully and generously combine their efforts, skills, resources and arts-sector knowledge to deliver our goals.

RESEARCH PARTNER

Patternmakers, a research agency specialising in culture, creativity and community, will provide a Research Framework and Data Roadmap for La Boite. Areas of investigation include audience development, best practice for engaging with diverse communities, and a dynamic place-making strategy as well as informing La Boite's internal decisions regarding external stakeholder needs.

PARTNERS

La Boite creates and seeks engaged relationships with all sponsors, donors and partners that have aligned values and an interest in building reciprocity. Long term corporate partners, including Brisbane Airport Corporation, deepen their partnership through alignment with innovative projects and programs while community partners such as Multicultural Australia and Screen Queensland support La Boite in connecting with targeted and aligned communities.

La Boite pursues development and production partnerships with the local and national arts sector, particularly the independent and small- to medium-sector, including Dead Puppet Society, Digi Youth Arts and Playlab, with major partnerships including Brisbane Festival, Opera Queensland, QPAC, HOTA, Arts Centre Melbourne, and Australian Plays Transform (APT).

FUNDING BODIES

La Boite's primary funding bodies include the Queensland Government through Arts Queensland, the Federal Government through Australia Council for the Arts as well as Brisbane City Council.

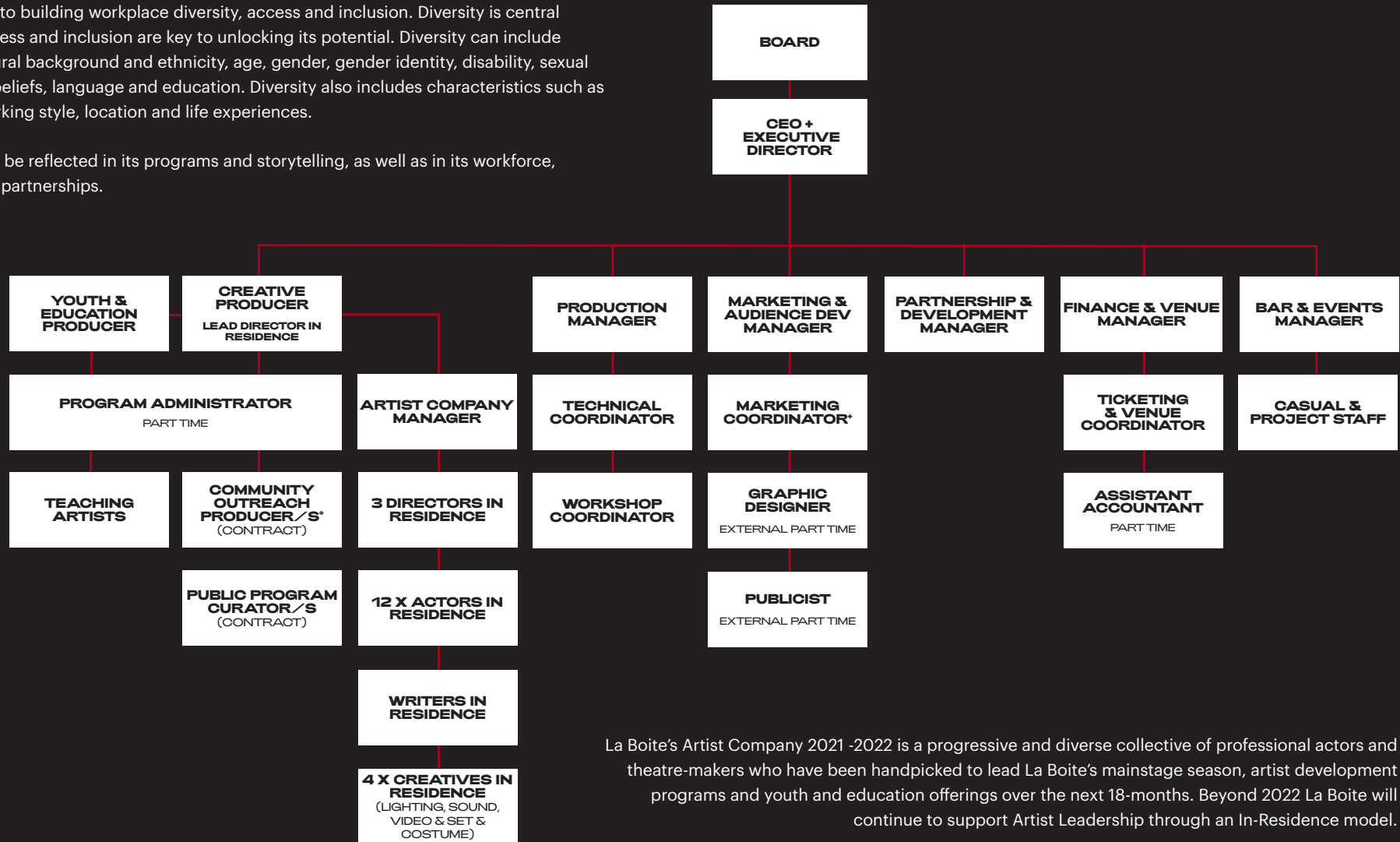
ARTISTS

The performing arts sector is a diverse stakeholder. La Boite works with local Brisbane and Queensland makers, while also connecting and collaborating with national and international artists and organisations. La Boite's diverse storytellers represent the community in which we live, bringing to life the urgent and necessary stories not limited by form or style. In 2019, 47% of all artistic engagements went to CALD or First Nations artists.

OUR TEAM

La Boite is committed to building workplace diversity, access and inclusion. Diversity is central to innovation, and access and inclusion are key to unlocking its potential. Diversity can include factors including cultural background and ethnicity, age, gender, gender identity, disability, sexual orientation, religious beliefs, language and education. Diversity also includes characteristics such as professional skills, working style, location and life experiences.

La Boite's diversity will be reflected in its programs and storytelling, as well as in its workforce, audiences, artists and partnerships.



La Boite's Artist Company 2021 -2022 is a progressive and diverse collective of professional actors and theatre-makers who have been handpicked to lead La Boite's mainstage season, artist development programs and youth and education offerings over the next 18-months. Beyond 2022 La Boite will continue to support Artist Leadership through an In-Residence model.

Organisational structure as of February 2021

GOVERNANCE

BOARD RECRUITING AND SUCCESSION PLANNING

La Boite Theatre Ltd is a charity and public company limited by guarantee. Its Board of directors has oversight of the organisation and reports to members at annual general meetings. Board members retire after three years and, if eligible and nominated, may be re-elected.

Succession plans have been developed with three new members joining the Board in 2020, with specific alignment to the goals set out in our Strategic Plan including but not limited to the development of a CCF and our *Place-making Strategy*. The La Boite Board meet bi-monthly and Board sub-committees are established to ensure adequate governance and to assist the executive team achieve the company's goals.

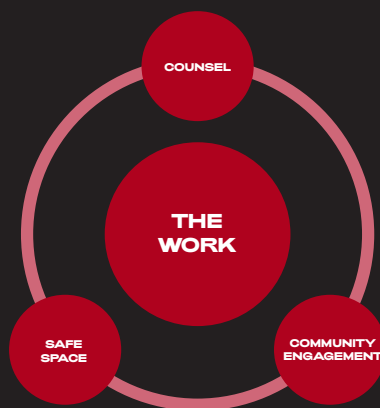
Board sub-committees include the:

- Financial & Risk Committee (meet 5 x times per year)
- Philanthropy & Fundraising Committee (meet 3 x per year)
- Marketing Committee (meet 3 x per year)
- Cultural Counsel/s (meet as required)

CULTURAL COUNSEL FRAMEWORK

La Boite will build on its trusted long-term engagement model and extend its experience working with diverse communities. To ensure that the work being made is best-placed to serve its community, the artists and our audiences, La Boite is committed to a Cultural Counsel Framework (CCF) that is built on three interdependent domains;

1. Counsel
2. Safe Spaces
3. Community Engagement



As part of its CCF, La Boite ensures that, depending on the specifics of the work or project, counsel will be sought from those best-placed at that point in time to contribute, leading to a genuinely inclusive engagement and operation.

STAFF RECRUITING AND SUCCESSION PLANNING

La Boite's people-centred strategy places equal importance on its wide-ranging group of stakeholders, including but not limited to artists, audiences, partners, the local and national sector and the diverse communities La Boite engages with annually.

The Executive and Board are committed to building professional development opportunities through training, conferences and mentoring for all staff, and to continue to cultivate an environment that fosters teamwork and job satisfaction.

La Boite is committed to ensuring safe spaces and working practices across the organisation. Through strategic leadership, a zero tolerance policy, and ongoing cultural change, the company continues to support working spaces that are free from harassment, discrimination, bullying, and all other abuses of power. These values are deeply embedded within the creative spaces, artistic practices, reporting structures, and workplace culture of the organisation.

As part of our broader program of special events that align with our Place-making Strategy, La Boite plans to recruit specialised Public Program Curators (contract), who curate events and experiences each quarter that align with the program and themes of both QUT and La Boite activities.

Most importantly, with all recruitment La Boite will proactively seek out diverse candidates across staff, volunteers and artists, not always relying on those who might not have the confidence, the connections, the communication skills or previous experience to apply for a role. Just as we nurture the creation of new works through artists in residence, La Boite will nurture new staff.

FINANCIAL OVERVIEW

Over the five years (and beyond) of this 2021 – 2025 Strategic Plan, La Boite’s financial goal is to increase and diversify revenue and core operational funding while building cash reserves. This will ensure La Boite’s long-term sustainability as we become less reliant on government subsidy.

Our 2016 – 2020 Business Plan also drove strategies to increase our reserves, however the 2016 and 2018 financial years resulted in significant deficits. La Boite has a proven track record for strong expenditure control, delivering consistent value for money, however there is considerable volatility in income generation. The 2016 and 2018 years saw shortfalls in corporate sponsorships, ticket sales and partnerships. La Boite’s focus on delivering ambitious new work requires a dedicated audience base and a strong brand story, this has been the focus of the company since 2019. La Boite is continuing to address this by aiming to deliver a balanced annual production season and refocusing on bringing artists and audiences together for future campaigns and strategies.

As a direct result of COVID-19 in 2020, La Boite suffered a 48% shortfall (\$914k) in earned income compared to budget with partnerships, bar, venue hire and box office income vanishing overnight. Through the

Australian Government’s COVID-19 relief measures, including the cash boosting subsidy and JobKeeper La Boite received \$747k support and was able to continue to employ 25 permanent and casual staff members through the JobKeeper initiative. Due to this subsidy and other COVID-19 recovery funding 2020 saw an overall surplus position of \$277k which La Boite are using to offset a decrease in earned income for 2021 while ensuring the continued commitment to our programs.

In late 2020 La Boite was successful in its application to the Federal Government’s Restart Investment to Sustain and Expand (RISE) fund. This significant grant of \$1M was received in March 2021 and enabled the creation of the La Boite Artist Company. The Company is made up of 22 people engaged over a period of 18 months. The RISE funding will enable La Boite to create works of scale and provide significant employment opportunities, which otherwise would not have been possible, while seeing savings in artist’s salaries and wages until June 2022. These savings are expected to result in a notable surplus for 2022.

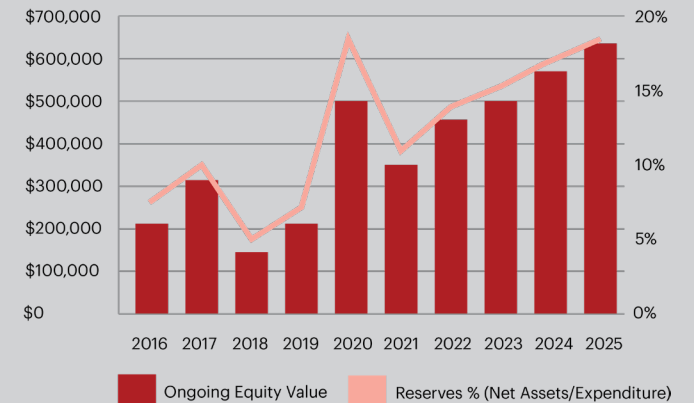
After the conclusion of RISE funding and due to the expected ongoing economic

impact of COVID-19 on the broader community, La Boite is not anticipating returning to pre-COVID (2019) surplus results until 2024. During this time La Boite will be focussing on re-establishing corporate sponsorships, partnerships, our commercial ventures and attempting to return ticket prices to 2019 levels. Therefore, our budgets are calculating a conservative surplus across 2023 and 2024.

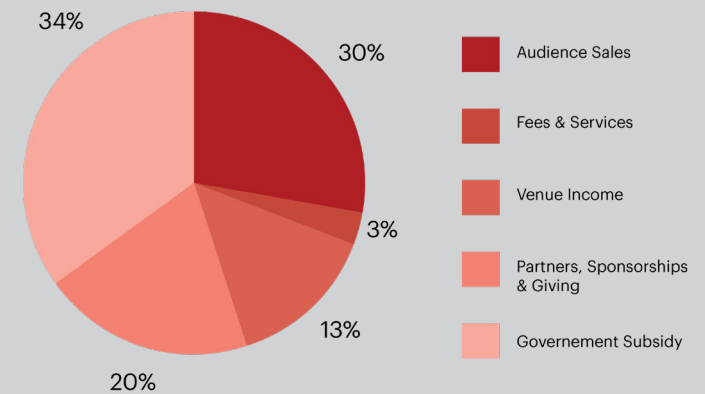
Our financial strategy is to grow existing commercial revenue streams through more efficient and tactical management of our bar and cafe operations, venue hire and events, Creative Workshop facility, digital offerings and Youth & Education programs, as well as developing strong alignments and narratives for corporate and private giving programs.

In addition to the goal of building La Boite’s cash reserves to a minimum of 20% by 2025, the company is also committed to creating an Artistic Development Reserve. This reserve which would see 3-5% from surplus earmarked for the development of new work into the future, safeguarding the company’s commitment to this essential aspect of the Australian theatre landscape.

CUMULATIVE RESERVES



SOURCES OF INCOME



FINANCIAL OVERVIEW

For La Boite to deliver tangible outcomes across our four strategic goals – Artists and Audiences Together, Create, Leadership and Fit for the Future – the company requires the ongoing funding of \$720,000 p/annum from Arts Queensland as well as the now secured additional support from the federal government to enable the initiatives outlined here.

Additionally, in collaboration with QUT, our partners and owners of La Boite’s Roundhouse Theatre, we will be developing a key Capital Campaign, an intensive fundraising campaign with a specific dollar-amount goal to provide necessary additional funding which would otherwise have been dependent on Grants and Foundations.

2021-2025 LA BOITE INITIATIVES	OUTCOMES
Develop a longitudinal evaluation that measures impact and satisfaction across all goals of the organisation	Gather, manage and report qualitative and quantitative data, satisfaction, impact and longevity Continued partnership with Patternmakers to deliver elements of framework and roadmap developed in 2019
Develop Place-making Strategy	Work collaboratively with local artistic leaders and institutions in creating shared pathways and open resources Build and sustain the number of free and low-cost experiences Continue to diversify revenue streams through growth in our venue and commercially-based activities including the bar, cafe, functions and venue hire
Investment in Artist Development program	Significant local, national and/or international collaborations New Australian work developed and/or presented Increase in number of artists engaged through Artist Development programs
Recruitment of key personnel in core organisational areas	Develop a shared artistic leadership model and continue the La Boite Artist Company with Directors in Residence post 2022. Ensure cultural competency throughout the development and presentation of diverse work with the engagement of Community Outreach Producers and Cultural Advisors. Diversify revenue streams through growth in our venue and commercial based activities including the bar, cafe, functions and venue hire with a dedicated Bar & Events Manager. Growth in Youth & Education program, participation, regional and remote presence and increased exposure across national publications, social media and broadcast media and audience reach with a full-time Youth & Education Manager. Development of digital programs increasing accessibility and significant operations.

INCOME/ EXPENDITURE	2020	2021 (PROJECTED)	2022	2023	2024	2025
Earned Income						
Event income	\$ 364,414	\$ 711,563	\$ 983,930	\$ 1,028,876	\$ 1,076,835	\$ 1,127,087
Other activities income	\$ 245,441	\$ 337,840	\$ 387,109	\$ 439,902	\$ 501,564	\$ 560,418
Private Sector income	\$ 372,706	\$ 480,260	\$ 536,946	\$ 589,724	\$ 620,676	\$ 653,777
Other income	\$ 3,442	\$ 1,500	\$ 1,530	\$ 1,568	\$ 1,615	\$ 1,664
Total Earned Income	\$ 986,003	\$ 1,531,163	\$ 1,909,515	\$ 2,060,071	\$ 2,200,690	\$ 2,342,947
Government Income - Operational Grants						
Australian Government (Incl JobKeeper and RISE)	\$ 1,056,040	\$ 944,790	\$ 935,690	\$ 479,750	\$ 484,548	\$ 489,393
Arts Queensland	\$ 796,502	\$ 863,179	\$ 720,000	\$ 720,000	\$ 720,000	\$ 720,000
Brisbane City Council	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Total Grants & Subsidies Income	\$ 1,882,542	\$ 1,837,969	\$ 1,685,690	\$ 1,229,750	\$ 1,234,548	\$ 1,239,393
Total Income	\$ 2,868,545	\$ 3,369,132	\$ 3,595,205	\$ 3,289,821	\$ 3,435,238	\$ 3,582,340
Expenditure						
Salaries, wages & fees	\$ 1,807,965	\$ 2,242,739	\$ 2,199,146	\$ 1,931,666	\$ 2,005,814	\$ 2,078,915
Program, production & touring	\$ 204,933	\$ 366,579	\$ 312,717	\$ 320,010	\$ 328,981	\$ 338,220
Other program costs	\$ 149,995	\$ 197,899	\$ 196,910	\$ 209,938	\$ 225,336	\$ 243,289
Marketing & promotion	\$ 262,580	\$ 546,808	\$ 602,704	\$ 616,397	\$ 633,239	\$ 650,586
Infrastructure costs (administration)	\$ 165,891	\$ 172,465	\$ 168,235	\$ 171,766	\$ 176,110	\$ 180,584
Total Expenditure	\$ 2,591,364	\$ 3,526,489	\$ 3,479,713	\$ 3,249,778	\$ 3,369,480	\$ 3,491,593
Operating Surplus/ Deficit	\$ 277,181	\$ -157,357	\$ 115,492	\$ 40,043	\$ 65,758	\$ 90,746

BALANCE SHEET	2020	2021 (PROJECTED)	2022	2023	2024	2025
Current assets	\$ 843,720	\$ 1,163,953	\$ 811,798	\$ 864,818	\$ 943,553	\$ 1,047,276
Non-current assets	\$ 219,141	\$ 174,164	\$ 161,187	\$ 148,210	\$ 135,233	\$ 122,256
Total Assets	\$ 1,062,861	\$ 1,338,117	\$ 972,985	\$ 1,013,028	\$ 1,078,786	\$ 1,169,532
Current liabilities	\$ 530,982	\$ 969,988	\$ 495,000	\$ 495,000	\$ 495,000	\$ 495,000
Non-current liabilities	\$ 27,029	\$ 20,636	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Total Liabilities	\$ 558,011	\$ 990,624	\$ 510,000	\$ 510,000	\$ 510,000	\$ 510,000
Net Assets	\$ 504,850	\$ 347,493	\$ 462,985	\$ 503,028	\$ 568,786	\$ 659,532
Retained earnings	\$ 227,669	\$ 504,850	\$ 345,493	\$ 462,985	\$ 503,028	\$ 568,786
Operating Surplus/ Deficit	\$ 277,181	\$ 157,357	\$ 115,492	\$ 40,043	\$ 65,758	\$ 90,746
Total Equity (including Artist Development Reserve)	\$ 504,850	\$ 347,493	\$ 462,985	\$ 503,028	\$ 568,786	\$ 659,532
% reserves	19%	10%	13%	15%	17%	19%
Total income	\$ 2,868,545	\$ 3,369,132	\$ 3,595,205	\$ 3,289,821	\$ 3,435,238	\$ 3,582,340
Total expenditure	\$ 2,591,364	\$ 3,526,489	\$ 3,479,713	\$ 3,249,778	\$ 3,369,580	\$ 3,491,593
Net Result	\$ 277,181	\$ -157,357	\$ 115,492	\$ 40,043	\$ 65,758	\$ 90,746

RISK MANAGEMENT PLAN

LIKELIHOOD	CONSEQUENCES				
	1 (INSIGNIFICANT)	2 (MINOR)	3 (MODERATE)	4 (MAJOR)	5 (CATASTROPHIC)
A (ALMOST CERTAIN)	M	H	H	E	E
B (LIKLEY)	M	M	H	H	E
C (POSSIBLE)	L	M	M	H	E
D (UNLIKELY)	L	M	M	M	H
E (RARE)	L	L	M	M	M

DESCRIPTION	CAUSE	LIKELIHOOD	CONSEQUENCE	RISK	CONTROLS	ACTION PLAN
ENVIROMENTAL RISKS						
Increased carbon output	Inadequate resources or expertise to address carbon reduction Loss of stakeholder support if unable to address issue; costs of containing carbon output	Possible	Moderate	High	Investigate stakeholder expectations; green partnership to address green issue	Maintain plan to reduce emissions; source green partner to increase support

DESCRIPTION	CAUSE	LIKELIHOOD	CONSEQUENCE	RISK	CONTROLS	ACTION PLAN
FINANCIAL RISKS						
Failure to secure long-term funding needs through corporate, philanthropy or gov't	Under resourcing of corporate devt area; incompatibility of proposals and corporate business priorities; change in gov't priorities	Possible	Major	Medium to High	Board and additional resources continue to be directed to increase corporate devt support; lobbying and addressing of gov't funding criteria; regular renewal and reinvigoration of product and program	Targeted fundraising campaign; gov't funding submission in line with guidelines and priorities; annual artistic assessment
Cutback of discretionary spend from patrons and corporates	External factors; economic downturn; interest rate rises	Possible	Moderate	Moderate	Review of box office predictions; keep budgeted ticket income projections under 60%	Close monitoring and analysis of trends
Inability to cover increasing venue costs & maintenance	Venue with more equipment, but no relative increase in funding	Likely	Major	High	Implementation of reviewed asset mgt plan; OH&S review; equipment audit	Annual review of asset mgt plan and venue OH&S; build and conduct a strategic capital campaign
Production budget blow-out	Unexpected rise in costs of materials; inadequate contingency costing capacity in budgets	Possible	Minor	Medium	Strong financial reporting and control over budgets; weekly expenditure reports	Longer design deadlines and firm design briefs; weekly review of budgets vs actual
Not achieving budgeted box office targets on productions	Unfavourable reviews; external factors; increased competition; decreased disposable income	Possible	Moderate	Medium to High	Conservative budgets based on historical data and trends; increased marketing activity and editorial coverage	Stronger controls on pre-sale data; research & review of audience trends; increase mkt activity
Failure to renew/extend La Boite Roundhouse Theatre Sublease on the same terms	Sublease with QUT landlords for the Roundhouse Theatre expires on 30 December 2028	Almost certain	Minor	Medium to High	Begin reviewing operational, structural plans. Stakeholder discussions and negotiations	Proactive discussions across all stakeholder groups, early negotiations for renewal with landlord

DESCRIPTION	CAUSE	LIKELIHOOD	CONSEQUENCE	RISK	CONTROLS	ACTION PLAN
OPERATIONAL RISKS						
IT network & cybersecurity breakdown	Lack of maintenance; equipment not upgraded; external or internal attack	Possible	Major	High	High level of IT support and maintenance; IT audit – develop IT priority maintenance list; increased IT maintenance budget; cybersecurity insurance	Ongoing review and update of cyber security policy; continuation of cyber insurance with insurers; always in consultation with IT & telecommunication experts
Failure to target audience	Marketing not reaching target audience; lack of brand awareness; inadequate distribution of materials	Possible	Moderate	Moderate	Well-researched marketing campaigns; increased knowledge of audience trends and hubs; strong brand; experienced manager	Increased analysis of marketing data & external environmental trends; engage Community Outreach producers
Loss of key management and their corporate knowledge	Loss of one or more management team; salaries for key mgt staff at lower end of industry standards	Possible	Major	High	Succession plans in place Annual review of staff; individual staff development plans; appropriate IT systems and documentation to retain corporate knowledge	Review succession plan for senior management; review staff remuneration
Loss of access to venue due to extenuating circumstances	Fire, loss of lease	Unlikely	Extreme	High	Annual insurance review; WHS policies in place; long-term lease in place	Continue management of insurance/WHS; monitor lease; development of disaster recovery plan
Ineffectual Board	Time restraints; inability to attract high-calibre skilled members	Possible	Moderate	Moderate	Succession plans in place Annual review of Board; Board sub-committees in place	Annual review of succession plan for Board; annual Board self-assessment and satisfaction survey; annual review Board incentives & development opportunities

DESCRIPTION	CAUSE	LIKELIHOOD	CONSEQUENCE	RISK	CONTROLS	ACTION PLAN
REPUTATIONAL RISKS						
New artistic work becomes unavailable or lower quality	High quality artists leave Brisbane for other capital cities Lack of resources to invest in creative development and commissioning of new work Demand for new work decreases	Possible	Moderate	High	Partner with other organisations to share costs and increase funds for developing new work Invest directly in the development of new work; dedicate operational funds to development	Increase survey audiences and artists to analyse trends and impacts Engage external research and evaluators Invest in development pipeline to ensure a pool of works available
Significant reduction in public approval for artistic work	Extreme artistic risk taking	Unlikely	Major	Moderate	Artistic self-evaluation, external panel evaluation Surveying audience members Board oversight of artistic program Set consistent program framework to build confidence and regularity with audiences	Annual review and approval of artistic program by Board Engage external research and evaluators
Inability to attract corporate partners and donors	Lack of corporate interest. Late campaigns to solicit support Ineffective messaging and targeting Slow development of suitable project	Unlikely	Moderate	Moderate	Annual development plan with articulated key messages and timeline Continued discussion with partners throughout the year including reporting and obtaining feedback on partnership performance Development timelines factored into artistic and other operational planning cycle Employment of skilled grants writer	Annual development plan messaging reviewed by the board
Artistic ambition stifled by funding	Overall lack of financial growth	Possible	Moderate	Moderate	Increased drive for philanthropic, corporate and venue-hire income Focus on strong internal working relationships between programming and development departments Opportunistic matching of artistic ambition with ad hoc available funding initiatives Build new relationships with other funding sources (foundations, corporate partners etc)	Increase targets for earned income Regular review of available funding initiatives from gov't and philanthropic trusts

DESCRIPTION	CAUSE	LIKELIHOOD	CONSEQUENCE	RISK	CONTROLS	ACTION PLAN
COVID-19 RISKS						
Insufficient training and education for Staff, Artists, external providers and Volunteers, in relation to health, hygiene and measure to reduce the possible spread of COVID-19	Inadequate resources or expertise Failure to follow Work Health Safety Plan Possible spread of COVID-19	Low	Moderate	High	La Boite operates under the COVID-19 Queensland Live Performance Venues/Theatres COVID Safe Plan; Constant updates to requirements as laid out by Government officials; Controlling high risk activities to reduce contamination	Ongoing training and induction of all policies and procedures
Queensland Government reinstates lockdown measures	Cancellation of all public facing activities	Medium	Moderate	High	Transition all public facing activity into online/digital content	Development of contingency plans based on learned experiences
Expenditure is greater than budget/ available funds	Organisation must commit additional funds to the project	Low	Moderate	Low	Expenditure controls in place; budget in accordance Award wages	Close monitoring of budgets
Box Office Income is not realised	Deficit position for company	Medium	Moderate	Low	Box office income budgeted conservatively; skilled marketing teams and consultants to develop programs	Audience and Marketing development strategy developed for annual program