

# THE EMPIRE

2022 – 2025

# STRATEGIC PLAN



# FOREWORD

**Empire Theatres takes pride in our accomplishments and we are poised, ready and eager to launch a brand new strategic planning cycle.**

Building on our past successes, organisational strengths and resilience, and the potential opportunities coming our way, Empire Theatres Strategic Plan 2022 – 2025 is designed to guide our decision-making, programming and investment over the next three years.

The strategic plan is underpinned by our vision to nurture dynamic cultural growth and champion diverse and meaningful experiences for, with and by community. It presents a picture of who we are, what we value and the key priorities and outcomes that we will target.

The plan reflects our ambitions for: enriching experiences to captivate and inspire our visitors; telling our story to strengthen our reach and reputation as a focal point in the region's cultural life; and maintaining organisational stability to sustain and reinforce our integrity and quality services.

Together with our Board of Directors, our valued partner Toowoomba Regional Council, our sponsors, Empire Theatres Foundation, Friends of the Empire Theatre and our collaborators, contributors and patrons, we strive to ensure that Empire Theatres continues its momentum and exceeds all expectations.

Empire Theatres acknowledge the First Nations whose songlines traverse these lands we meet and work on, including the Western Wakka Wakka, Giabul, and Jarowair, Jagara, Yuggera and Ugarapul peoples. We also honour the First Nations people who now call the Toowoomba region home.

**THE EMPIRE**



OUR VISION

# WE WILL LEAD BY EXAMPLE

We nurture, enable and inspire dynamic cultural growth, championing experiences for, with and by community.



## OUR PURPOSE

# OUR FUNDAMENTAL BUSINESS IS THEATRE

**As custodians and managers of the largest performing arts precinct in regional Australia, we ensure the Empire Theatres' significant suite of arts and entertainment venues are valued, maintained and activated.**

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**WE WORK WITH OUR INDUSTRY PARTNERS, OUR COLLABORATORS, OUR AUDIENCE AND PATRONS TO:**

Develop dynamic, inclusive and exceptional opportunities for performing arts and community activities.

Deliver diverse, world-class performing arts experiences, anywhere.

Connect people, ideas and stories to shape and inspire imagination and creativity.

OUR VALUES

# WE ARE INSPIRED AND MOTIVATED BY PRINCIPLES THAT GUIDE AND INFLUENCE OUR OPERATIONS

**INNOVATION**

We are vibrant, adventurous, entrepreneurial and bold

**COLLABORATION**

We cannot achieve our goals on our own

**TRANSFORMATION**

We stimulate change for the better

**CREATIVITY**

We are champions for the Arts

**EXCELLENCE**

We embrace quality and best practice in all we do







# OUR PRIORITIES, GOALS, AND DESIRED OUTCOMES

**Over the next few years, Empire Theatres will target three strategic priorities and objectives.**

Joining with our valued partners, we aim to deliver an imaginative and stimulating program, expand our reach and reputation, and continue to maintain our organisational integrity.

PRIORITY 01  
**ENRICHING EXPERIENCES**

PRIORITY 02  
**TELLING OUR STORY**

PRIORITY 03  
**MAINTAINING ORGANISATIONAL STABILITY**

## PRIORITY 01

# ENRICHING EXPERIENCES

## MOTIVATION

To produce invigorating programs which captivate, inspire and enhance visitor experience.

## OUTCOMES WE WANT TO SEE BY 2025

- Meaningful engagement with First Nations communities, showcasing Indigenous stories and promoting the work of Indigenous artists.
- Programs that stimulate our community's appetite for the performing arts and deliver high-level satisfaction, enrichment and appreciation.
- Accessible, affordable and diverse cultural experiences and opportunities that bring people together, celebrate our city's rich heritage and creative expression, and break down barriers to participation.
- Platforms and spaces for artists, producers and industry professionals to collaborate, work together, share ideas and create new artistic work.
- New and emerging technologies that drive impact beyond our venues and add contemporary and creative experiences to our program.
- Diverse quality programs that target opportunities for experiential learning, creative participation and the growth and capability of the region's performing arts sector.

## MEASURES FOR SUCCESS

### QUALITATIVE

Presenters, producers, participants and audience reporting high-level appreciation, satisfaction and exposure to new knowledge and experiences.

### QUANTITATIVE

Increased number and diversity of attendances; growth in new audiences and number of collaborative activities delivered.





Stories matter.



PRIORITY 02

# TELLING OUR STORY

MOTIVATION

To expand our reach and consolidate our reputation as a leading performing arts venue.

OUTCOMES WE WANT TO SEE BY 2025

- Investment to drive new and effective audience development, expand our regional, state-wide and national reach and attract new audiences, partnerships and collaborations.
- A relaunched website and integrated customer experience plan that delivers best practice digital engagement, broadens our market exposure and broadcasts our entertainment offerings to the world.
- Solid, consistent and effective communication and messaging that emphasises our appeal as a destination, confirms our reputation as a regional hot spot for creative expression, and strengthens our position in the city's economic and tourism brand.
- Targeted connection and engagement with migrant communities, young people and under-represented sectors of our community.
- An acknowledged workforce of sector leaders and recognition of individual and company accomplishments

MEASURES FOR SUCCESS

QUALITATIVE

Partners reporting high-level impact and effectiveness of Empire Theatres' community engagement and messaging.

QUANTITATIVE

Increased growth and diversity in Empire Theatres' geographic and demographic reach and platforms for promotion and engagement.

### PRIORITY 03

# MAINTAINING ORGANISATIONAL STABILITY

### MOTIVATION

To grow and sustain our operational integrity, financial resilience and quality services.

### OUTCOMES WE WANT TO SEE BY 2025

- High-level organisational culture that continues to value, retain and attract a talented, engaged and supported workforce and volunteers.
- An effective investment attraction scheme that gains attention and brings in the capital and talent required to drive our ambitions.
- Diversified income streams that balance commercial and community-focused activity and drive high utilisation of our world-class venues, as well as our technical and operational expertise.
- A review and upgrade of software systems and processes to improve efficiencies and customer service.
- Strong, productive and outcome-focused partner relationships with Toowoomba Regional Council, Queensland Government, our sponsors and our project associates.
- Fortified alliances and collaboration with national, state and local industry networks and peak body organisations.
- Environmental responsiveness and the implementation of a sustainability action plan that guides efficient and effective use of our resources.
- Focused evaluative process to monitor and value strategic progress to ensure our services remain flexible and adaptable.

### MEASURES FOR SUCCESS

#### QUALITATIVE

Partners reporting effective, efficient and valued customer service, partnerships and collaborations. Empire Staff, Board and volunteers reporting high-level satisfaction and enthusiasm.

#### QUANTITATIVE

Increased revenue from box office and diversified income streams; increased government, corporate and business sector partnerships and collaboration; growth in resources and operational outputs.



# THE EMPIRE



Empire Theatres are owned by, and managed on behalf of, Toowoomba Regional Council