



Imaginary Theatre

STRATEGIC PLAN

2017 - 2020

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Executive Summary

VISION

To be a world leading innovator, creating inspirational arts experiences that nurture wonder, imagination and play for today's children, and fostering connectivity, creativity and humanity in tomorrow's adults.

MISSION

Imaginary creates inspiring arts experiences with children, their families, and communities. In the space where childhood, creativity and community meet, Imaginary provides vital opportunities for children to play and flourish. In everything we do, Imaginary is inspired by and embodies the qualities of playfulness, curiosity, integrity and imagination. Locally and globally from playgrounds to playhouses, combining trusted and trail-blazing practice, Imaginary transforms and enriches the lives of children.

The past 10 years have seen Imaginary invest in the development of our artistic and business practices. We have created art and arts experiences that have engaged 85,000 people, in Queensland, nationally, and internationally. Our creations have excited imaginations, inspired creative responses, and empowered children to collaboratively think, make and do.

Our Strategic Plan for 2017 - 2020 builds on these strong foundations, enabling us to grow our capacity and generate significant artistic, cultural, social, and economic outcomes for Queensland. Built on a child-centred philosophical foundation, our entrepreneurial models of artistic collaboration and production will be grounded locally, but geared globally. The continuing pursuit of innovation in practice and delivery will position and profile Imaginary as one of Queensland's new wave arts companies, energetically outward looking, working nimbly across art forms, platforms and cultures, and creating meaningful connections with communities.

By 2020, Imaginary will be firmly established and widely known as Queensland's dedicated and leading arts organisation for children aged 0-12.

We will achieve this through our five goals:

CREATE: Produce inspirational, world leading arts experiences for Queensland, Australian, and international children.

ENGAGE: Connect artists, children and communities through creative practice.

LEAD: Be Queensland's integral sector and community leader in our field.

PROMOTE: Communicate our artistry and vision through a compelling brand identity.

GROW: Build the agility and sustainability of our business.

We will do this with the combined passion, energy and expertise of our creative and producing teams, united by a shared vision for the positive impact Imaginary can continue to make in the lives of children, in Queensland and beyond.

This Strategic Plan outlines the basis for investment in our core infrastructure, currently being sought through new and existing government, cultural, philanthropic and corporate partnerships. Strategic investment in our infrastructure will mean:

- The Full-time employment of our Artistic Director, and General Manager/Executive Producer..
- The employment of a part-time Administrator and Marketing Coordinator to support our program delivery, and financial management.
- A stronger and more financially robust organisation, bringing stability and sustainability.
- An increase in the time and resources invested in the creation and distribution of our work, ensuring consistent quality, and extending reach.
- Increased capacity of the Imaginary leadership team to engage in rich partnerships with partners locally and globally.

Context

HISTORY

In our 10 year history, Imaginary has become one of Australia's leading, and Queensland's only, specialist producer of innovative multi-arts experiences for children aged 12 and under. Imaginary delivers a diverse program of high-quality arts projects, across three programming streams – Art For Children, Art With Children, and Creative Services and Partnerships.

ART FOR CHILDREN

Since 2006, Imaginary have created and toured contemporary theatre for children, authentically engaging audiences and positioning children as sophisticated consumers of and participants in contemporary culture. This programming stream drives artistic innovation, associating Imaginary's brand with high quality arts and cultural products, enabling the organisation to successfully compete in local and global markets.

Achievements across 2006-2015 include:

- 11 metropolitan Queensland seasons.
- 4 regional Queensland seasons.
- 5 presentations at major national arts festivals (Brisbane Festival, Out of the Box, and Come Out).
- 2 national tours to 54 venues across Australia.
- 3 international tours (South Korea, India).
- A new-work developed through an international collaboration.
- 70,000+ audience attendances
- 106 Queensland artists and arts workers employed
- 100% of surveyed audiences found the work to be of a high to very high quality.
- 89% of surveyed parents/carers/educators enjoyed the work as much as their children.

ART WITH CHILDREN

Since 2012, Imaginary have produced socially engaged projects where Queensland artists collaborate with children through intergenerational creative processes, positioning participants as artists in their own right, and as contributors to the cultural and social fabric of their communities. This programming stream drives social impact and community reach, generating meaningful connections with diverse Queensland communities, providing employment opportunities for artists, and inspiring our unique brand of innovation through collaboration with children and their communities.

Achievements across 2012-2015 include:

- 2 Artist-in-Residence projects in a metropolitan Queensland school and Kindergarten.
- 2 Artist-in-Residence projects in non-metropolitan Queensland schools.
- 1 Artist-in-Residence outcome presented at a major venue and 1 at a contemporary arts festival.
- 567 children engaged across 38 weeks of in school delivery.
- 435 hours of arts delivery in classrooms.
- 35 educators engaged.
- 30 hours spent in professional development and exchange with educators.
- Combined community reach of 1500+ people.
- \$10 000 of in-kind sponsorships attracted.
- 12 Queensland artists and arts workers employed.

Context

CREATIVE SERVICES AND PARTNERSHIPS

Since 2013, Imaginary has designed and delivered creative services for organisations and venues seeking to engage children and their communities in high-quality arts experiences, events and programs, through innovative models of delivery and partnerships.

This programming stream has driven financial growth and regular employment opportunities, mobilising creative capital in a commercial context to diversify revenue, building sustainability and viability.

Achievements across 2013-2016 include:

- Development of a new audio-immersive, site-specific performance. (Queensland University of Technology).
- A Queensland National Trust Heritage award.
- Annual contract for the curation and delivery of the children's program for a large performing arts centre. (Powerkids - Brisbane Powerhouse).
- Delivery of an early-years audience engagement pilot project with 4 regional venues across South-East Queensland.
- 12,500 children and families/carers engaged since 2015.
- \$193,000 of earned income generated since 2013.
- 6 new partnerships developed since 2015.
- Employment for 25 Queensland artists and arts workers since 2013,
- 12 emerging Queensland artists developed and mentored since 2013.

Imaginary has been active in the international arts market, enabling the formation of significant international partnerships, increasing the organisations audience reach, income diversification, market knowledge, reputation, and critical review.

Achievements across 2013-2016 include:

- Participated in 8 international and 9 national performing arts markets.
- Participated in 14 international and 7 national Theatre for Young Audiences congresses/symposiums.
- Attended 14 International children's festivals for inspiration, network development, and benchmarking.
- Featured articles in 3 international research/industry publications.
- Delivered 5 work-in-progress showings of '보인다 - I See You' in Seoul.
- The engagement of Artistic Director Thom Browning as collaborating director for Theatre Workshop Madam Bach in Denmark.
- The awarding of an 'International Society of the Performing Arts' Global Fellowship to General Manager / Executive Producer, Fiona MacDonald.

INTERNAL ENVIRONMENT

Strengths

- Our brand is known as one of quality and integrity, in Queensland, nationally, and internationally.
- Our team of skilled artists and arts workers are respected for their vision, rigor and authenticity.
- Our partnerships are built on trust, and philosophical alignment.
- Our networks are broad and dynamic, built over a decade: locally, nationally, and internationally.
- Our markets are large, hungry, and self-renewing.
- Our business is energised and agile, demonstrating significant producing and management capability.
- Our work is about ideas and innovation, nurturing the growth of a creative and resilient population.

Challenges

- Our Artistic Director and General Manager/Executive Producer currently contribute approximately 50% of their total work as in-kind, which is unsustainable.
- With a focus on quality and rigour, and without organisational funding, our work has high fixed costs attributed to development, presentation and servicing infrastructure. This impacts our effectiveness in markets where subsidised or commercial competitors can offer works at a lower cost to markets, either through offsetting presenter costs, or offering lower quality work,
- Due to the nature of our markets, our work has a proportionally low market price point compared to adult markets, limiting earned income for the organisation, our presenters and partners.
- Our growth, and our ability to respond to market demand, has been inhibited by our limited capacity to train new personnel to create, produce and deliver new projects.

EXTERNAL ENVIRONMENT

Imaginary is an established innovator within the local, national and international Youth Arts landscape. We are a 21st century arts organisation engaging in entrepreneurial models of production. Whilst our diverse programming streams place us in unique market position, our products and services do intersect with a range of competitors.

In Queensland, Imaginary is the only arts organisation of its kind. Whilst our Art for Children programming stream sees our markets intersection with several other small Queensland companies (such as deBase Productions and Shake and Stir), all three of our business streams demonstrate quality, scope, and success unparalleled across the state.

The Queensland Youth Arts sector has experienced a downturn in recent years, with a considerable number of organisations closing, including our state peak body. This has impacted sector leadership and fragmented once strong sector networks. However, the closure of Youth Arts organisations in Queensland has created market opportunities which Imaginary have responded to in shaping its scope and business model. One outcome is that we have been able to provide employment opportunities for specialist artists and arts workers in our field, deepening our shared expertise.

Nationally, Australia has a healthy and resilient Youth Arts sector with many sustainable organisations making quality work with and for children. A decline in strong sector leadership and networks has taken place nationally over recent years, due largely to the closure of our national peak body, Young People and the Arts Australia. The health of the national sector is currently threatened by increasingly competitive funding environments.

Many of Imaginary's national competitors, including Polyglot Theatre, Patch Theatre Company, and Terrapin Puppet Theatre, sell work into the same markets as Imaginary, and have a strong national and international track record, supported by long-term state and federal investment in their infrastructure. Despite the comparative scale of our personnel and resources, Imaginary punches well above our weight. Nationally, our Creative Partnerships and Services programming stream is unique, and increasingly in demand. Internationally, Imaginary is developing a strong market presence within a vast and competitive environment. Our ongoing market development strategy in Asia has seen multiple international activities take place in that region. Imaginary continues to develop its relationships in European and North American markets.

The key to Imaginary's success has been strong partnerships with key stakeholders. Long-term relationships with Brisbane Powerhouse, Queensland Performing Arts Centre, and Queensland University of Technology have been at the foundation of our growth, supported by a strong track record with funders including Brisbane City Council, Arts Queensland, The Australia Council, and the Department of Foreign Affairs and Trade. We are known for our focus on building authentic relationships with our stakeholders, characterised by philosophical alignment, strategic thinking, and a shared commitment to extending reach.

Our key challenges are:

- Uncertainty of income, including grant funding, in an increasingly competitive environment.
- Extending the reach of our programs more broadly across Queensland, beyond the South East.
- Overcoming geographic isolation from key international markets.
- The need to balance innovation and sustainability.
- Ensuring that our values and vision remain strong and focused as we grow our artistic and management personnel.

Our key opportunities are:

- Touring - building a presence and reputation for the Art for Children programming stream in key state, national and international markets.
- Art with Children projects that engage regional Queensland communities through long-term partnerships.
- Extending the reach of Creative Partnerships and Services programming stream more broadly to the non-arts sector
- Sector leadership that contributes to the renewal of Youth Arts in Queensland.

Context

MARKETS

Imaginary mobilises our creative capital across three programming streams. The unique offering of our expertise in authentically engaging children in high quality creative experiences, is transferable to diverse contexts.

Across all three streams, the end users of our products and services are children, their families, educators, and communities. We position children as more than a market –they are our creative partners – and this is at the core of our work. By engaging authentically with children and their communities, we make work generating significant market value.

Markets for the Art for Children stream consist of:

- Queensland and national programmers of theatre for children, seeking artistic quality and commercial return, including regional and metropolitan venues.
- Queensland, national, and international programmers of contemporary theatre and arts experiences for children, seeking innovative forms and cultural impact, including venues, galleries and festivals.

In this stream, Imaginary currently has:

- Mature markets in Brisbane and South East Queensland and developing markets across regional Queensland.
- Mature markets nationally.
- Developing markets in Asia - South Korea, India, and Japan.
- Emergent markets in Europe, and North America.

Markets for our Art with Children consist of:

- Queensland, national, and international programmers of socially engaged projects with children, seeking authentic community collaboration, and innovative artistic outcomes.
- Queensland schools seeking specialist, immersive arts programs for their students and teachers.
- Local governments, seeking to invest in creative projects that engage local children and generate cultural capacity, innovation and community pride.

In this stream, Imaginary currently has:

- Developing programmer markets in Queensland, including festivals and venues.
- Developing markets internationally, including the UK, North America, Europe and Asia.
- Developing markets in Queensland schools.
- Developing markets across Queensland local governments.

Markets for our Creative Partnerships and Services stream consist of:

- Queensland civic cultural spaces, seeking best-practice consultation, community engagement, curation, programming and delivery services in the field of children's arts engagement.
- Queensland and national heritage spaces and museums, seeking to commission innovative site-specific works for children, with a focus on heritage activation.
- Queensland artists, educators, and child-services employees, seeking professional development and training opportunities in the field of children's arts engagement.

In this stream, Imaginary currently has:

- Developing markets in Queensland civic cultural spaces.
- Developing markets in Queensland and national heritage spaces and museums.
- Emergent markets with Queensland artists, educators, and child-service employees.

Strategic Snapshot

GOAL	STRATEGY	KPI
CREATE Produce inspirational, world leading arts experiences for Queensland, Australian and international children.	<ul style="list-style-type: none"> Produce high quality arts experiences across three streams: Art for children, Art with Children, Creative Partnerships and Services. Maintain artistic practice that is imaginative, rigorous and reflective in every aspect. Ensure that the child is at the centre of all our processes and outcomes. Work with and develop artists of the highest calibre. Seek out national and international best-practice to inform and inspire us. 	<ul style="list-style-type: none"> Deliver at least 1 Art for Children presentation with a public outcome annually. Create/present 2 Art for Children new works. Tour works to 4 International locations. Deliver 4 national tours/presentations. Implement the 'Critical Appraisal Framework' in 2017, with 75% of new works evaluated. Consultation with children involved in the development of every new work Establish the 'Imaginary Think Tank', a child-led advisory board, commencing in 2018, engaged in consultative processes that contribute to strategic and program planning 4 times per year from 2018-2020. Engage and develop 2 new Associate Artists.
ENGAGE Connect artists, children and communities through creative practice.	<ul style="list-style-type: none"> Ground creative practice in genuine collaboration with Queensland children and their communities. Develop a diversity of creative partnerships that broaden the ways artists and children connect. Build and maintain community and market networks locally, nationally, and internationally. Extend the reach of creative capital by providing services and products inside and outside the arts sector. 	<ul style="list-style-type: none"> Collaborate and co-create with 80 children annually. Engage 25,000 people annually. Deliver activity in 6 Queensland cities or towns. Build partnerships in 3 regional Queensland cities or towns Develop 4 new partnerships. Attend 3 Queensland, 2 National and 2 International arts markets to increase presenter networks and partnerships. Provide services or products to 4 non-arts partners. Deliver 2 Creative Partnership and Services commissions.
LEAD Be Queensland's integral sector and community leader in our field.	<ul style="list-style-type: none"> Invest in the professional and leadership development of Queensland artists and arts workers. Mentor emerging practitioners through career development opportunities. Lead a process that will rebuild strong Youth Arts sector networks in Queensland. Advocate for the children's right for cultural participation within the arts sector. Be at the forefront of local and global arts and child-related practice and discourse, Model the inclusive engagement of culturally, socially and gender diverse personnel. 	<ul style="list-style-type: none"> Maximise leadership development of senior staff and artists through 2 professional development activities. Mentor 4 secondments/interns Deliver 16 artist development workshops Deliver 16 educator development workshops Develop and implement best-practice 'Artist Development Framework' for the engagement and training of 6 emerging artists from 2018-2020. Convene an annual Queensland Youth Arts Sector meeting. Represent Queensland's Youth Arts Sector at 1 ASSITEJ International World Congress. Demonstrate active leadership in presentations on 4 industry panels Engage with 3 new local governments to increase children's cultural activity. Participate in 2 leading International conferences Participate in 4 leading National conferences Develop and implement diversity and access frameworks. Board to maintain 50% female or other gendered personnel
PROMOTE Communicate our artistry and vision through a compelling brand identity.	<ul style="list-style-type: none"> Implement effective and efficient marketing, communication and promotional strategies. Communicate our artistic program through rigorous and high quality documentation. Increase community and industry visibility Refresh branding. 	<ul style="list-style-type: none"> Rebrand visual identity by 2018. Create new website. Engage a marketing coordinator. Increase e-news subscription by 200% by 2020 Photograph and film every project. Create 2 short project documentaries per year. Increase website hit rate by 150% by 2020 Refine social media strategy reaching 4000 Facebook fans, 2500 Twitter followers, 300 Instagram followers. 4 editorial articles in Australian online/print press. Inclusion in 2 major publications in QLD.
GROW Build the agility and sustainability of our business.	<ul style="list-style-type: none"> Develop and strengthen existing income streams. Identify new income streams. Obtain DGR and TCC status. Engage skilled personnel. Implement and review improved financial management systems. Develop and maintain a balanced, skilled and committed Board. Work towards environmentally sustainable. arts-business practice. 	<ul style="list-style-type: none"> In-kind support maintained, valued at \$100 000/annum New income secured from 2 trusts/foundations Philanthropic income increased by 10% each year 8 new financial partners/sources secured Maintain cash reserves at 15% of annual turnover Maintain 7 Board members Engage an administrator Complete an environmental audit by end mid 2018. Implement an environmental sustainability strategy by end 2018

Artistic Plan: Create, Engage & Lead

RATIONALE

For Imaginary, children are the ultimate audiences, participants, and collaborators. Through our practice, we know first hand that the space in which children and artists meet is dynamic, rich and full of potential. It is an unfettered world of mutual inspiration where anything is possible. It is a space for radical and transformative ideas, a site of deep complexity and reflection, and a model for intergenerational exchange. It is here, where childhood, creativity and community meet that Imaginary works. Generating significant artistic, cultural, social, and economic outcomes, our work demonstrates the value of arts and culture in the lives of children and their communities,

Underpinning all Imaginary's work are these five philosophical principles.

The cultural rights of children

"Every child has the right to relax, play and join in a wide range of cultural and artistic activities" -

UN Convention on the Rights of the Child.

The notion that children have the same cultural rights as adults, and as such, are entitled to access arts experiences and the benefits of a creative life, leads Imaginary position children as sophisticated creators and consumers of arts and culture, and as key contributors to the cultural life of their communities. We recognise that equal access to the arts for many children may be compromised by geographical location, socio-economics, or cultural disadvantage. As part of our work we advocate for greater access to the arts for children and their communities.

The power of the imagination

"There are two worlds, the world of everyday and the world of the imagination.... Theatre should be the meeting place between these two worlds."

Peter Brook

Our greatest asset is the imagination of those we create for, and collaborate with. Imagination is a defining human quality that allows us to transcend the everyday and explore new ways of understanding. We know that children are deeply connected to their imaginations, and we are inspired by the freedom in which they move between the real and the imagined. We strive to embody this in our work. In this way, our artistic creations are genuine dialogues with children, aligning real and imaginary worlds in time and space. These dialogues enable rich shared experiences between children and adults that inspire new ways of thinking, being and connecting.

The art of play

"Play is the highest form of research"

Albert Einstein

We take our cues from children, the experts in their own creative form: play. Play is an innate capacity, central to cognitive, physical, social, and emotional development. We accept children as 'artists at play' and sophisticated creative beings in their own right. In our creative processes, we rekindle and develop our own sense of play, using it to make work in languages that our audience tacitly understand.

Open exploration

"Because children have no preconceptions of what art is, they are open to the possibilities of what art can be".

Dave Brown

The fluidity in which children engage in, and create art, inspires Imaginary's multi-disciplinary approach. Not confined by cultural preconceptions and traditional art form boundaries, we find children open to the exploration of sophisticated contemporary forms. We are committed to making art that explores a full spectrum of human emotion, acknowledging that the inner emotional world of children is just as vast and complex as those of adults.

Open collaboration

"Alone we can do so little, Together we can do so much."

Helen Keller

Imaginary's strength is that it is not one person's brainchild, or a copy of an existing model. Imaginary is a powerful idea and a set of ideals animating the space between art, children, creativity and community. Through our collaborative practice and artist development, these ideas are constantly being transmitted to and tested with newly emerging and established artists alike.

Program Summary

In our **Art for Children** stream, artists will engage children and their communities as audiences and participants in extraordinary artistic works. We will investigate, consult and test with children, to ensure our work is crafted on an understanding of how audiences of varying developmental and age levels (including adults) engage with our artistic forms. Our creations will reflect the diversity and complexity of contemporary life in ways that resonate deeply with children and adults alike. We will offer experiences that inspire creativity and imagination, whilst contributing to broader social and cultural conversations.

2017 Highlights include:

- **보인다 I See You**, a contemporary work of theatre for 2-5 year olds. After a 2016 Brisbane premiere, the work will tour to Caloundra, Redland, Logan and Gold Coast, and then presented at the Come Out Children's Festival in Adelaide, Australia's longest running children's festival. This is the first national tour of this international co-production, created in collaboration between artists in Brisbane and Seoul, in partnership with QPAC's Out of the Box Festival, and the ASSITEJ Korea Summer Festival.
- The reworking and return of our incredibly successful **TASHI** performances, which after touring to over 50 performing arts centres nationally since 2010, including 8 in Queensland, will set off on a national tour, co-delivered in partnership with ARTOUR.
- Creative Development on new work in development, **Circle**, a suite of interactive new-media works where children will play and move in worlds of sound, light and colour. This innovative project sees Imaginary developing world first interactive technologies, enabling children to play kinaesthetically in 21st century playgrounds.
- Creative development of a **New Page to Stage** theatre production for 6-12 year olds, designed for on-selling into the strong Queensland and National markets we have built over many years.

In our **Art with children** stream, artists and children will collaborate through intergenerational processes, positioning participants as artists in their own right, and as key contributors to the cultural and social dynamic of their communities. These projects will include both community and public outcomes delivered in respectful partnership with local artists and organisations. They will frame both the process and artefacts of collaborations as sophisticated contemporary arts practice, and showcase the potential of children to their communities and giving children agency in civic cultural spaces/forums.

2017 Highlights include:

- Imaginary will present **Giants Among Us**, an urban intervention and performance installation exploring children's lived perspectives of their city, at the Belfast Children's Festival. Children and artists will collaborate to stage a temporary takeover of city streets via digital projection and audio-immersive performance,
- Delivered in partnership with Creative Regions (Bundaberg), Imaginary will deliver a 10-week **Artists in Schools** program in 3 small primary state schools in the Northern Bundaberg / Southern Gladstone region. This is the commencement of a pilot for a 3-5 year project that will address social and cultural disadvantage, and enrich the creative lives of children and educators through immersive arts participation across multiple art forms.

Program Summary

In our **Creative Services and Partnerships** stream, we will design creative services for organisations seeking to engage children and their communities in high-quality creative experiences, events and programs. This will include commissions of new work, programming and producing services for festivals, events and venues, design of bespoke arts engagement activities for diverse contexts, and strategic consultation for organisations wishing to develop or expand their creative engagement of children and families.

2017 Highlights include:

- A year long partnership with Brisbane Powerhouse for the delivery of **Powerkids: Little Artists at Play**, a creative play workshop series for children aged 0-5 years, their parents and carers.
- A commissioning partnership with Her Majesty's Theatre and Ballarat Regional Council for the creation of **Majestic**, an audio-immersive, site specific performance for children aged 8-12, in their heritage theatre, the oldest operating Victorian Theatre in Australia.
- Four times a year, we will open the doors to the **Imaginary Laboratory**, a series of workshops aimed at extending our reach and network, sharing our philosophy and methodology with Queensland artists and educators.
- In a new partnership with the **Arts Centre Gold Coast**, we will provide curation, producing and delivery services for a new stream of annual outdoor family programming.

2017 Program Matrix

IMAGINARY THEATRE GOALS					Imaginary Theatre Program	ARTS QUEENSLAND CRITERIA			
CREATE	ENGAGE	LEAD	PROMOTE	GROW		QUALITY	REACH	IMPACT	VIABILITY
ART FOR CHILDREN									
✓	✓	✓			보인다 See You	✓	✓	✓	✓
✓	✓		✓		TASHI	✓	✓	✓	✓
✓	✓	✓		✓	Circle	✓		✓	✓
✓	✓				New Page to Stage	✓			✓
ART WITH CHILDREN									
✓	✓	✓	✓	✓	Giants Among Us	✓	✓	✓	✓
✓	✓	✓		✓	Artists in Schools	✓	✓	✓	✓
CREATIVE PARTNERSHIPS AND SERVICES									
✓	✓	✓	✓		Powerkids: Little Artists at Play	✓	✓	✓	✓
	✓	✓	✓	✓	Small Stages	✓	✓	✓	✓
✓	✓		✓	✓	Arts Centre Gold Coast	✓	✓	✓	✓
✓	✓		✓	✓	Majestic	✓	✓	✓	
✓	✓			✓	Imaginary Workshops	✓	✓	✓	
		✓	✓	✓	Imaginary Laboratory	✓	✓	✓	
	✓	✓	✓	✓	Market Development		✓		✓

Marketing Plan: PROMOTE

Imaginary offers a diverse range of products and services categorised under our three programming streams. These streams require specific marketing approaches.

Our key challenges, addressed through this plan, include:

- Communication of a clear, consistent brand, incorporating our three programming streams, across multiple markets.
- Working with our market partners to communicate a clear value proposition to children and families, often in competition to brand-orientated, commercial entertainment.
- The limited marketing expertise, resources and capacity within the organisation to date.
- Limited media coverage of, and editorial interest in our field of practice.

Our key opportunities, delivered through this plan, are to:

- Create and communicate a clear and consistent brand identity that encapsulates our three programming streams and articulates our values to our markets, audiences and sector.
- Engage personnel with marketing expertise and capacity into the organisations.
- Generate strategic marketing relationships with our markets and professional networks to increase sector, media and public awareness of Imaginary, and build a stronger reputation for Imaginary works.

PROMOTE - STRATEGIES

Implement effective and efficient marketing, communication and promotional strategies

- Engage a marketing and communications specialist to our Board, who will develop communications protocols and promotional frameworks for our three programming streams.
- Engage a casual marketing coordinator to implement these protocols and frameworks.
- Develop the marketing and publicity skills of our producing staff.
- Ensure consistency of brand identity and value propositions in our partnerships.

Communicate our artistic program through rigorous and high quality documentation.

- Ensure every project maintains a healthy budget line for quality photography and videography costs.
- Build ongoing collaborative relationships with skilled photographers and videographers.
- Create regular video and photographic content specific to social media,

Increase community and industry visibility

- Deliver a consistent and engaging Social Media strategy.
- Implement publicity protocols for projects and organisational activity.
- Support partners to promote our work through provision of stunning marketing content that represents our value proposition and connects to our markets.

Refresh branding

Imaginary's logo and branding is 7 years old. A new visual identity, planned for 2017, will offer a clear and consistent brand proposition to our markets, audiences and participants. It will include:

- Design of a new logo
- Website redesign
- Printed collateral (Business cards, letterheads, and related material)
- Promotional collateral (T-shirts, USB drives)

Financial Plan: GROW

Further details of how we can implement financial strategies that underpin artistic vision, flows from conclusions made in context section including.

ANALYSIS OF FINANCIAL SITUATION

The past 2 years of rapid growth have proven successful creatively and financially for Imaginary. 2014 profits have been invested in organisational capacity during 2015 and 2016. Imaginary demonstrates significant value for money, and maximises the impact of every dollar, but organisational income is at an unsustainably low level. Our 2-year capacity investment plan (2014-2016) has seen Imaginary increase activity driven by modest project budgets through project funding, commissions and box office royalties. Over the life of this plan Imaginary built the company's track record, expanded creative capacity, and grew the business in readiness for organisational funding. Imaginary is now at a tipping point and strategic investment in our infrastructure will bring about financial stability and ensure delivery of planned activities. Without Arts Queensland organisational investment, Imaginary risks operating beyond capacity, and our Board would not allow the company to continue on this unsustainable trajectory.

In our current position Imaginary has:

- Maintained reserves of approximately 15-20% of annual turnover for the past 5 years
- Ensured the organisation is cash flow positive
- Managed a fluctuating annual turnover, dependent on project funding success and commissions, to the range of \$185 000 - \$350 000, adjusting accounting and finance procedures responsive to this dynamic financial environment.
- A Board of Directors that have maintained prudent, risk averse financial control of the organisation to ensure its obligations are met.
- Undertaken independent audits every year to ensure independent transparency and accountability.

Our financial strengths are:

- We have strong and diverse partnerships across sectors
- We hold few liabilities
- We have trusted products and a proven track-record with partners and funders
- Our products and services are in increasingly high demand
- We are a small and agile organisation with ability to respond to opportunities as they arise
- We have consistently retained earnings

Our financial challenges are:

- Funding volatility - our reliance on project grants in an increasingly limited and competitive environment.
- Perceived public value of our products - work for children is falsely perceived as less expensive to make than work for adults, restricting income from our markets, resulting in our fixed costs (wages, rent, insurances, admin) being undercut.
- Fluctuating international markets - foreign currency changes, and foreign exchange rates in proportion to cultural/regional fees.
- Our limited development capacity, including limited human resources and expertise to secure sponsors, and manage large sponsorship partnerships.
- We do not have DGR and TCC status, making us currently ineligible to receive direct donations from many trusts and foundations

GROW - Strategies

Develop and strengthen existing income streams

- Deliver a high-quality artistic program.
- Maintain long-term partnerships.
- Report and respond to partners and funders effectively.

Seek new income streams

- Support Management Team to undergo training in fundraising (eg through Creative Partnerships)
- Attend arts markets and networking events
- Build new non-arts sector partnerships (Education, Health, Communities)

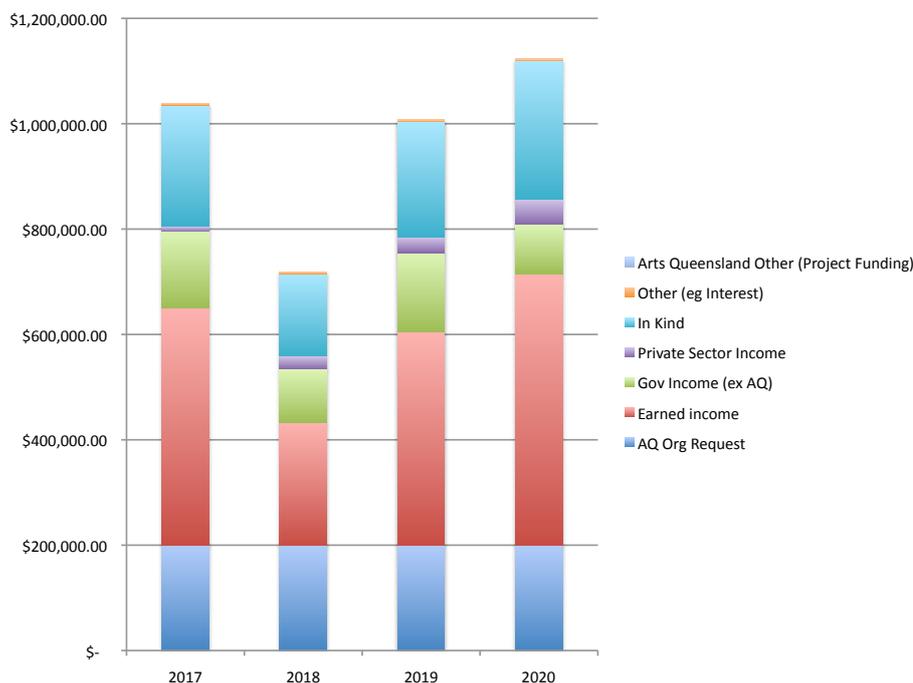
Obtain DGR and TCC status

- 2017 secure ROCO placement and DGR and TCC status
- 2017 develop donations, trusts and foundations fundraising plan for 2017 - 2020.
- Secure trusts and foundations investment.
- Build ongoing giving program.

Implement and review improved financial Management systems

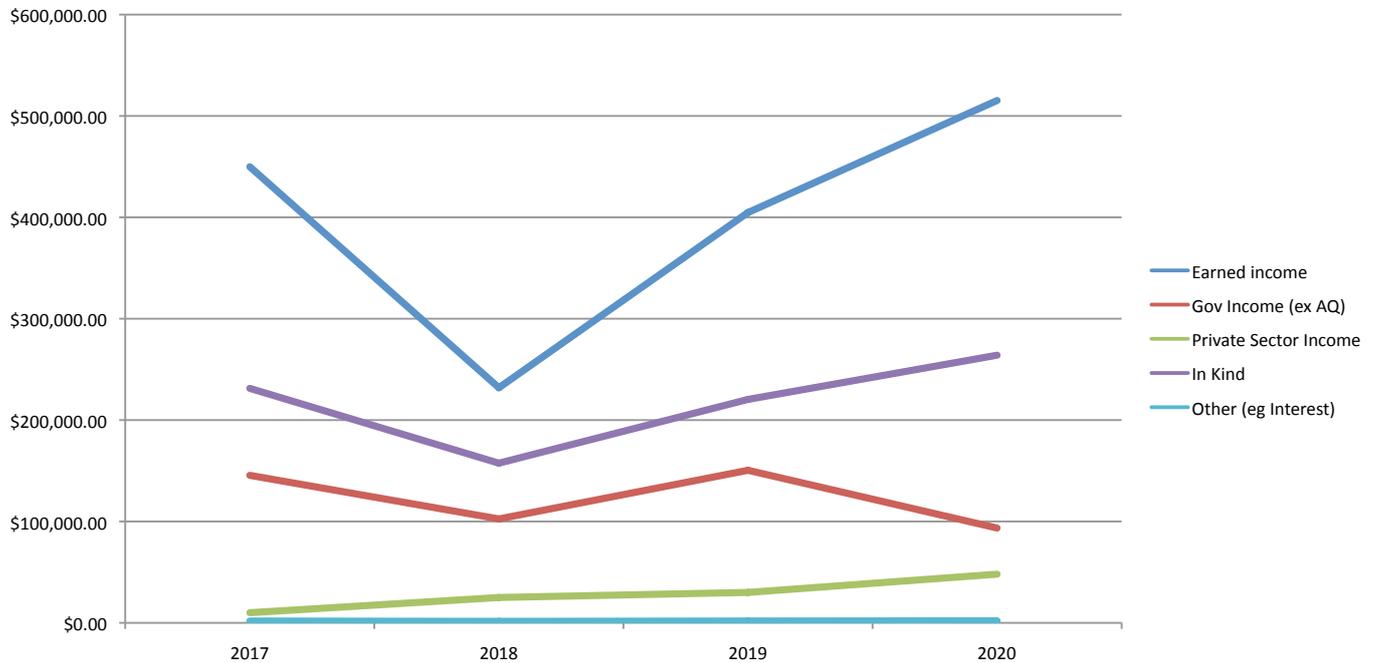
- Review Xero accounting system.
- Review all financial forms and procedures.
- Review delegations and approvals systems.
- Build frameworks for consistent project management in small to large scales.
- Review Banking institution.

INCOME MIX TRENDS

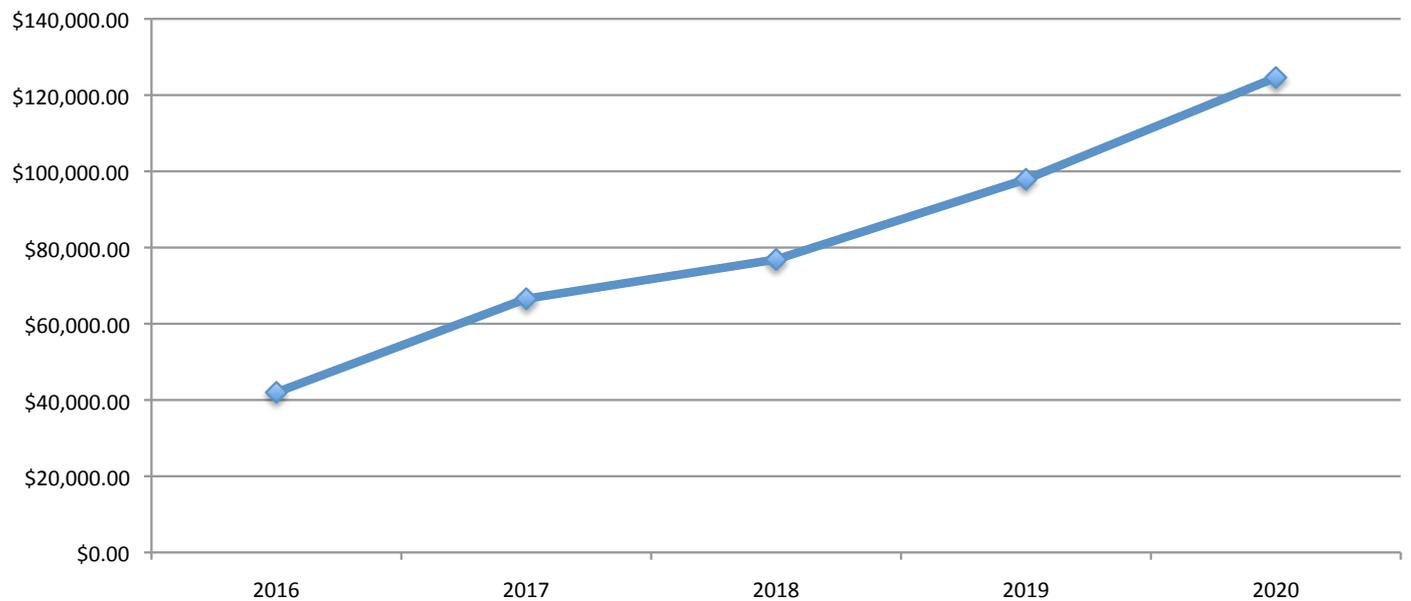


GROW - Strategies

NON-GRANT INCOME TREND



RETAINED EARNINGS



Financial Forecast 2017 - 2020

INCOME	2017	2018	2019	2020	NOTES
Earned income	449900	231900	404720	515260	
Gov Income (ex AQ)	145500	102500	150500	93500	Continued project & touring support from Australia Council, Ministry for the Arts, Brisbane City Council, DFAT and state initiatives
Private Sector Income	10000	25000	30000	48000	2017 - focussed on giving. From 2018 building trusts & foundations investment
In Kind	231300	157500	220400	264000	Venue partnerships, volunteers, in-kind sponsorships
Other (eg Interest)	1800	1500	1800	2000	Interest earned
Arts Queensland Other (Project Funding)	0	0	0	0	Proposed program plan does not require project support. Opportunities arising may require Arts QLD project investment.
AQ Org Request	200000	200000	200000	200000	Org request contributes to core wages, overheads, market development and creative investment in new works, remounts and tours
Total Income	\$1,038,500.00	\$718,400.00	\$1,007,420.00	\$1,122,760.00	2018 drop is attributed to no large national tour & unconfirmed opportunity in Creative Partnerships & Services stream. Confirmation likely by end 2016.

EXPENDITURE	2017	2018	2019	2020	NOTES
Salaries/Wages/Fees (inclusive of on costs)	445075	364797	492945	515445	Increase to wages & on-costs matches output.
Program/ Production/ Exhibition/ Touring/ Program costs	284551	134804	203900	245900	Includes touring and logistics costs, allowances, design and construction, materials, props, costumes, production expenses, equipment hire and purchases, consumables
Marketing and Promotion	25500	22500	32400	34600	Includes documentation, web hosting and promotions
Infrastructure (inc Administration costs)	27500	28500	35750	36110	Includes rents, storage, office, admin costs, insurances, account keeping, auditing, general maintenance
in kind expense	231300	157500	221400	264000	Includes venue hire, equipment, vehicles, volunteers
Total Expenses	\$1,013,926.00	\$708,101.00	\$986,395.00	\$1,096,055.00	
Net Result	\$24,574.00	\$10,299.00	\$21,025.00	\$26,705.00	

Management Plan: GROW & LEAD

ORGANISATIONAL OVERVIEW

Imaginary is a small and dynamic arts organisation fuelled by the passion, skill and expertise of our artists and staff, led by a driven Management Team and Board. Though there is a management structure for reporting and accountability, the team of contract, casual, part-time staff and volunteers all engage with the executive team regularly, and the day to day functionality of the organisation has a somewhat flat, collaborative structure.

MANAGEMENT TEAM

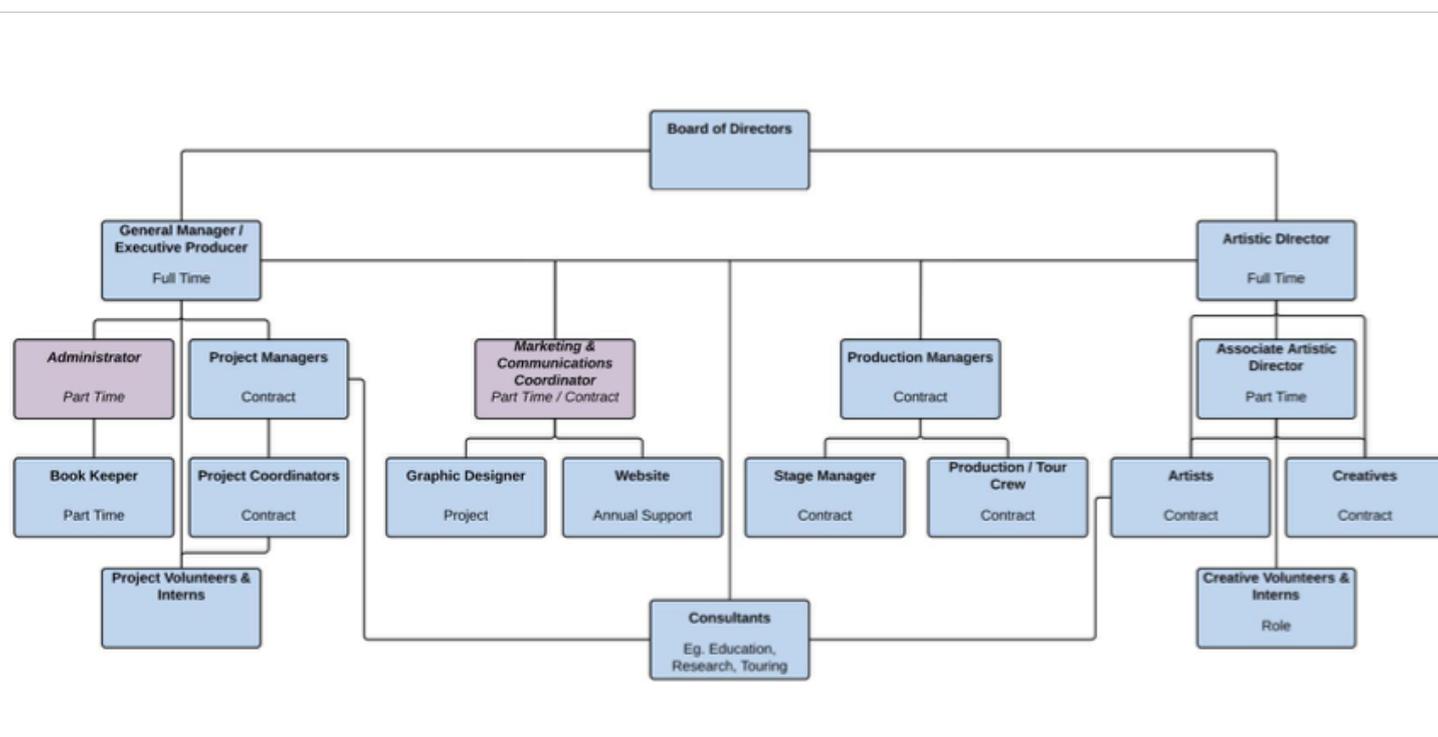
General Manager/Executive Producer: Responsible for the overall delivery of the artistic program including promotion of works and touring, finances, governance, administration, staff and resource management, fundraising and grant management, partnerships, strategy, marketing and communications, and implementation of policy and procedures.

Artistic Director: Responsible for the creation and delivery of the artistic program, including partnership brokering and liaison, fundraising and grant coordination, strategic vision. Manages creative personnel, education liaison and is involved in marketing and promotions, networking and project delivery.

Associate Artistic Director: Supports the Artistic Director with direction and creative development of artistic program. Develops and coordinates select artistic programs and supports development of emerging creatives and volunteer coordination. Is actively involved as an artist in the artistic program.

ORGANISATIONAL FLOWCHART

Note: Positions in purple shading are new roles to be established over the next quadrennium.



Board and Governance

Imaginary's Board is an active group of experienced professionals who have and will continue to work alongside Management to guide the rapid and strategic growth of the organisation. Imaginary has recently undergone a staged and planned Board turn over period with significant new Directors joining the company in a transition period of long term Directors (some with 5 or 10 year terms). Imaginary's Board make-up is reflective of a small organisation operated by founding members, who take active leadership roles within the organisation at both Management and Board level.

The Board convenes regularly with a minimum of 8 meetings per year. It has implemented a series of Management delegations and approval processes via subcommittees to ensure Imaginary remains responsive and agile, yet measured and astute. These subcommittees meet as necessary between Board meetings. Imaginary has a defined Board approved list of roles and responsibilities for the Board of Management, which includes each member bringing specialist experience in allied industries to the live performing arts as well as approval of finances, contractual obligations, risk assessments and strategic initiatives.

Imaginary strives to have Board members with the following skills and expertise:

- Legal
- Finance
- Education
- Arts Industry/Touring
- Philanthropy/Fundraising
- Marketing/Communications.

At all times Imaginary's Board of Directors must include:

- Chair
- Deputy Chair
- Secretary
- Treasurer

Imaginary Board members must nominate for their position annually and must be current financial members of the organisation to nominate and vote. The Chair and a founding member in consideration of the Roles and Responsibilities and productivity annually review the Board's requirements. Board terms are not for a fixed duration but are responsive to the mix of skills across the Directorship, the goals set by the Board, the outcomes of reviews and in accordance with the company's Constitution (held with ASIC). This structure allows for consistency and strength where there is commitment and prevents loss of knowledge from high turnover of Directors. Imaginary can have a maximum of 9 Directors.

DIRECTOR	EXPERTISE	TERM
Chris Smeed	Chair, Finance specialist. MBA / MPA, Business Management and Finance Consultant. Extensive experience in startup companies along with Arts and Health Not-for-Profits.	1 year
Dr Mark Radvan	Arts Industry specialist. Senior Lecturer Acting, Queensland University of Technology. Founding Artistic Director & Chair.	10 years
Associate Professor Sandra Gattenhof	Deputy Chair. Arts Education specialist. Head of Drama, Queensland University of Technology. Former Drama Australia and Drama QLD chair.	1 year
Peta Stilgoe OAM	Legal Specialist. Senior Member QLD Civil & Administrative Tribunal.	.5 years
Johanna Searles	Education & Arts Industry specialist. Early years educator. Former project coordinator Community Partnerships UK & Kite 'Yonder' Teacher Artist.	1 year
Fiona MacDonald	Treasurer. Founding member. Current General Manager/Executive Producer	10 years
Thom Browning	Secretary. Founding member. Current Artistic Director	10 years
Available	Marketing/Communications	
Available	Philanthropy/Fundraising	

At the time of this Strategic plan, there are two open Board positions to be filled in 2016. The Board has the power to co-opt additional Directors throughout the year if deemed necessary outside of the AGM.

Succession Plan

Imaginary has founding members who make up our Management Team, and are part of our Board, driving this unique arts organisation. Imaginary Directors, who are not founding members, work alongside those who are to ensure good governance, transparency and strategy. These Board members bring a breadth of knowledge to support the organisation and the annual Board review ensures the skills and experience on the Board continues to service the organisation most effectively.

Due to the consistent presence of the 3 founding members within the organisation at Board level, there is a living history amongst the Board, supported by documented and recorded accounts. These assets are utilised in passing on information to new Directors and staff at times of renewal.

Current Management has committed to further 4 year terms, and as these positions are held by dedicated founding members, continuity is highly likely. A succession plan is in place should unforeseen circumstances lead to the temporary or permanent loss of one of these core staff to the company.

Imaginary uses the following strategies in seeking new staff, and in recording knowledge for unforeseen circumstances where casual or project staff are lost or move on:

- Staff and artists regularly update Management on projects
- Regular project reviews and reporting delivered by lead staff
- Regular training and opportunities for volunteers and emerging artists/arts workers allowing for exchange between current staff/artists and potential new staff/artists
- Regular engagement with collaborators, partners, the Youth Arts and broader arts sector facilitates connectivity critical to the identification and engagement of future staff.
- Regular company meetings bringing project staff together to gain understanding of whole of organisation programs, goals and strategy.

Because Imaginary operates in a niche field where creative skill sets are highly specialised, the company constantly connects with the local and national sector to keep abreast of personnel changes and potential recruitment of experienced staff.

The strategic investment which Imaginary is seeking will offer more secure full time and part time roles for existing staff, and create opportunities for new paid positions on projects across the organisation. Imaginary prides itself on offering a fun, flexible, creative, and inclusive work environment and will continue to strive for these conditions to ensure long-term staff retention and the growth of this specialist field.

Strategies - GROW & LEAD

GROW

Engage skilled personnel

- Staff to undergo mentorships and training in financial systems and fundraising.
- Operational support allows for bookkeeping and administrative staff for financial systems.

Develop and maintain a balanced, skilled and committed Board

- Maintain and regularly update Board position descriptions
- Undertake a Board audit with Board Connect
- Support Directors to take Board development courses
- Support Management Team to investigate best-practice governance
- Recruit specialist personnel

Work towards environmentally sustainable arts-business practice

- Engage consultant to facilitate environmental impact audit
- Implement company recycling policy
- Continue to reuse and upcycle project materials
- Offer resource sharing with similar organisations
- Practice energy saving measures in the office and on projects
- Pay for carbon offsets on domestic and international flights

LEAD

Invest in the professional and leadership development of Queensland artists and arts workers

- Support professional development for Management Team
- Participate in leadership programs such as Australia Council Leadership Program
- Engage in mentorships
- Deliver and develop best-practice processes with artists

Support emerging practitioners through career development opportunities

- Offer internships, secondments and volunteer positions with mentoring sessions
- Engage junior staff on projects
- Offer workshop programs to share and exchange

Model the inclusive engagement of culturally, socially and gender diverse personnel

- Use inclusive language in all promotional copy and call outs
- Use non-offensive, inclusive imagery
- Engage diverse personnel on projects and the board
- Develop a policy on diverse representation in the workplace
- Maintain high percentage of women on the Board

Lead a process that will rebuild strong Youth Arts sector networks in Queensland.

- Engage in sector leadership activity with other leading Youth Arts organisations.
- Lead peer-led networking across the state.
- Continue to be the communication point between Queensland's Youth Arts sector, and Australian ASSITEJ representative, Sue Giles (VIC).

Risk Assessment

Likelihood:	L= Low	M= Medium	H= High		
Consequence:	1 = None	2 = Negligible	3 = Some	4 = Critical	5 = Catastrophic

RISK	IMPACT	STRATEGIES TO MITIGATE
Loss of staff at Management level	L-4	Board and Management maintain open communication and work together on strategic plan. Ensure workloads are documented and files are backed up and accessible
Loss of key Directors	M-3	Strive for open communication between Board and Management regarding responsibilities and achievements. Maintain 7 Board members at all times. Maintain a list of skill-mix and roles and responsibilities to seek replacements swiftly
Staff burn out	H-3	Provide a safe, desirable, flexible and fun workplace. Staff meet regularly to assess workloads. Board approval on new projects to ensure capacity and deliverability. Offer access support for staff with diverse needs.
Staff under performing	L-3	Provide a safe, desirable, flexible and fun workplace. Implement clear reporting processes for staff Management. Provide mentoring and professional development opportunities. Offer access support for staff with diverse needs
Major incident involving staff or Board	L-4	Ensure policies and protocols are in place and all staff and Board are adequately briefed for safe working environments. Ensure staff are adequately trained and the company is adequately Insured for damage, injury, defamation and loss
Board underperforming	M-3	Maintain process of review & constitution regulations for involvement. Board invested in goals and vision. Chair and Management Team maintain clear working relationship
Low project grant success	M-4	Allow time for multiple submissions, continue to build partnerships and philanthropic fundraising options. Management to keep abreast of strategy and policy to ensure connection to funders. Make high quality work, communicate about the work clearly.
International touring engagements lessen	M-3	Maintain networks across diverse markets, create high quality tourable work. Investigate market trends and keep in contact with key presenters on programming desires.
National touring presentations lessen	M-4	Maintain networks nationally. Create high quality tourable work. Liaise with industry leaders on trends and funding options
Loss of key presenting partners	L-4	Build and maintain strong relationships based upon clear communication and exchange of goals and outcomes. Deliver high quality products. Build new partnership interest annually.
Company makes annual loss	M-3	Maintain Board approval on annual spending. Ensure retained earnings maintained by striving for minimum 5% return to company on all projects
Creative work not up to quality	L-4	Maintain peer engagement and evaluation processes on new works. Maintain bench marking of work to International best-practice standards. Engage high calibre artists
Lack of resources to meet demand for projects	M - 4	Properly budget and risk assess projects to ensure adequate finances, staffing and time are allocated. Maintain Board engagement on program plan to ensure deliverability.
IT - loss of data	L - 4	Maintain use of Google Drive and backup systems
Under-Insured	L - 4	Submit thorough brief to broker annually. Maintain regular checks of policy against project briefs
Lack of visibility in media	M - 3	Engage marketing Board member and staff to build promotions strategy and engage media for projects and company promotion
Ticketed workshops low attendance	M - 3	Continue to offer high quality products. Build marketing/ promotions capacity to adequately support advertising for participants
Decrease to in-kind value of partnerships	L - 4	Maintain relationships-focussed partnerships with clear communications about in-kind values and partnership needs
Volunteer availability decreases	M - 3	Maintain safe & enjoyable work conditions, continue to engage with Universities and volunteering QLD
Not obtaining DGR & TCC status	L - 4	Change regulator from ASIC to ACNC, Build ROCO application and ATO submission with support from Creative Partnerships Australia