



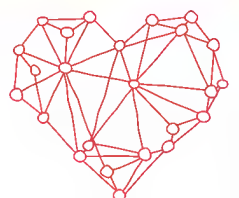
indelabilityarts

BUSINESS PLAN

2020 - 2022



www.indelabilityarts.com



OUR MISSION

indelabilityarts is an inclusive theatre company that provides professional artistic and training opportunities for artists and community members who identify as having a disability.

Our mission is simple:

**To provide creative, innovative opportunities for
Queensland artists with disabilities.**

ABOUT US

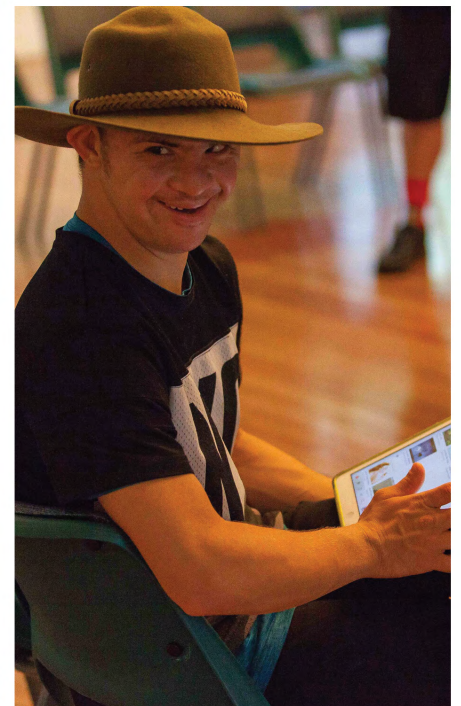
For over the past 5 years, indelabilityarts has made a body of work that challenges and questions ideas and concepts that intrigue our ensemble. It is our desire to unpack original stories and push boundaries of expectations for ourselves and audiences to create exciting, vulnerable & empathetic work.

indelabilityarts was formed in 2015 as a professional theatre company for artists who identify as living with disability. As a company, we nurture the social, personal, physical and mental wellbeing of people with a disability through performance making and offering an ongoing skills development workshop series for community members with a passion and interest in the performing arts.

Through our inclusive practice, we foster acceptance and understanding for those who usually feel marginalised, discriminated against, or excluded from arts practice so that they can access and create works that both reflect their experiences and pushes the boundaries for success.

Our company comprises:

- A board of 7 members all with a diverse range of artistic and business skills, including members with disability.
- Two Artistic Directors who co-founded indelabilityarts, each with immense credibility and an impressive and extensive experience in the arts, disability and education sectors;
- A company development officer with a wealth of experience in office management.
- A program and marketing co-ordinator with a deep knowledge and understanding of both the arts and disability sectors.
- Two associate artists who bring a range of diverse skills to assist in productions and workshops; and
- A core ensemble of eight performers with multi-disciplinary backgrounds and skills sets that give the company its creativity.
- Workshop attendees, who are provided potential pathways for professional careers into the arts.



indelabilityarts, while Brisbane based, have toured extensively throughout Queensland and has performed interstate at prestigious events such as the Adelaide Fringe Festival in 2018 & 2020.

OUR VALUES

1. Inclusiveness – Embracing the values and diversity of individuals within the company.
2. Accessibility – Every show and workshop are made available to anyone to participate.
3. Collaboration – Working with and alongside organisations and industry peers that are striving towards a common goal of supporting indelabilityarts in creating professional pathways for people with disability.
4. Innovation – Challenging ideas and concepts to create new original work that pushes boundaries of expectation for the ensemble and audiences alike.

OUR GOALS

1. A Financially Sustainable Company

- 1.1 Prepare recurrent grant funding bids with Australia Council, Arts Queensland & NDIA in line with their published timelines to seek to secure multi-year recurrent funding from 2020:
 - a. Arrange meetings with representative from these organisations to confirm eligibility criteria and critical success factors
 - b. Seek feedback on grant funding results of submitted bids, whether successful or unsuccessful.
- 1.2 Prepare a schedule of other appropriate grants funding rounds to which indelabilityarts considers it is eligible to submit a bid and ensure that these are completed by the relevant dates – this schedule is to include the Arts and Disability sectors.
- 1.3 Develop a digital and hardcopy communication strategy to enable the company to identify and approach suitable corporate businesses in Queensland to support the company through sponsorship arrangements. Seek corporate sponsorship from large Queensland-based corporates with a target of 10 corporate companies in 2020/2021
- 1.4 Finalise Business Plan and undertake an update of all relevant marketing material that will be essential in making business representations to external parties



2. Challenging perceptions by championing access

- 2.1 Promote the social, emotional, psychological and physical wellbeing of all members and neutralise the need to discuss accessibility.
- 2.2 Educate the broader community about the awareness of disability.
- 2.3 Provide broader opportunities to extend the skill sets and the running of day to day management of the company for ensemble members for long term employment.
- 2.4 Access 'expertise' when required for shows, developments and workshops.
- 2.5 Consult our ensemble and board members when needing to discuss advocacy and consultancy arrangements with specific projects.

3. Instigate service delivery models that meet expectations of the audience, community and company members

- 3.1 Continue the delivery of workshop programs; touring strategies, professional development opportunities, cross company development, performances and members networking
- 3.2 Further finesse the process mapping of the lifecycle of a typical production from concept design to actual performance:
 - a. Ensure time and cost commitments are clearly understood:
 - b. Timing of external expertise requirements are adequately covered off:
 - c. Grant funding requirements are synchronised: and
 - d. Confirm and program peak workload commitments
- 3.3 Analyse our preferred bi- annual performance production cycle for the company, noting in particular:
 - a. The workloads that are undertaken in parallel;
 - b. The time commitments required of key personnel or seeking supplementary skillsets as required; and
 - c. Synchronisation with specific grant funding requirements
- 3.4 Deliver two fulltime workshop classes for 2020 incorporating the following design elements:
 - a. Confirm workshop content for each workshop series:
 - b. Nominate alternative workshop facilitators to free up key resources to commit to the performance production side of the business;
 - c. Understand the capability and cost requirements for alternative facilitators to be engaged;
 - d. Introduce workshop guidelines that set out:
 - i. Annual (or series) fee structures for participants;
 - ii. Optimal workshop participants numbers (minimum 8 maximum 20).
- 3.5 Commence discussions with nominated disability organisations about the potential for workshops on their premises for a defined number of participants.

4. Exploring diverse innovative works:

- 4.1 Develop original works with artists and creatives while exploring a range of extant texts.
- 4.2 Assess the suitability of alternative touring funding models.
- 4.3 Assess alternative performance options – short performances that can be delivered in conjunction with other delivery models, for example, a support act to another Theatre Company production to achieve greater visibility and exposure, including digital and performance access.
- 4.4 Seek out smart communications companies we can align ourselves with. Smart behind the scenes to connect with technical options.



Wilbur the Optical Whale

5. Securing enduring relationships that align with our core values;

- 5.1 Continue to build our digital connectivity with audiences.
- 5.2 Explore greater marketing, alliance and networking opportunities with specific organisations identified and/or targeted across the disability, education and arts sector.
- 5.3 Develop an enhanced social media strategy for enhanced profiling and marketing opportunities for the company.
- 5.4 Take existing relationships to the next level by exploring reciprocal opportunities.

OUR POINT OF DIFFERENCE

indelabilityarts pushes boundaries and expectations with its artists and audiences to think outside the box of what is attainable. In delivering on its mission statement, indelabilityarts services are conveniently categorised into two streams – performances and workshops.

Performances

Since its inception in 2015, indelabilityarts has created three original and distinctly diverse shows: Look Mum...No Hands!!! A cabaret style comedy show for adults, Love me; which focuses on mental health and well-being in young people; and Wilbur the Optical Whale, a show created for children that explores accepting others and celebrating difference.

We are creating inclusive pathways and employment for people with disabilities, indelabilityarts is artist led and our artists are at the forefront of creating the work. It is essential that the ideas, goals and future leading of this company is guided by people with disability.



Weekly Innovation Award

Show: Wilbur the Optical Whale
Festival: Adelaide Fringe Festival



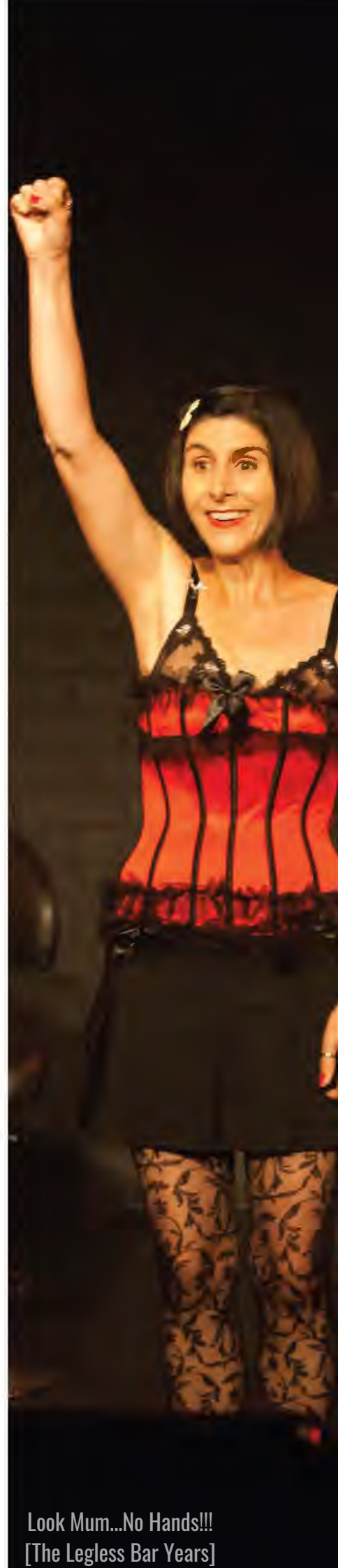
Overall Access Award

Show: Wilbur the Optical Whale
Festival: Adelaide Fringe Festival

Workshops

indelabilityarts seeks to upskill through growing self-confidence and communication through the art of performance for community members with disability. We do this through a range of ongoing skills-based content, foundation training, providing members with the opportunity to be challenged in their desire to create authentic honest end of year performances that are guided by professional industry artists.

We want our company ensemble members working alongside community members to connect with and open pathways of working that perhaps have not been thought of before. If our ensemble can engage with people with disabilities in other communities then that will enable other artists in their hometowns to create and feel empowered about what can be achieved.



Look Mum...No Hands!!!
[The Legless Bar Years]

The workshop content is continuously being refined each series, designed to draw out and reinforce specific skill sets and core competencies that will benefit the specific participants. The professional ensemble members from indelabilityarts are encouraged to take a leadership role within the workshops, mentoring participants, passing on their skills, and being positive role models within class. Several workshop participants have transitioned from workshops to ensemble members. We develop our content based on the participants we have and can tailor each class to individuals needs and ability.

OUR BUSINESS AND MARKET MODEL

indelabilityarts, as a viable business, has two major product lines: artistic performances, and artistic, skill-based workshops.

To date indelabilityarts has been dependent on grant funding at appropriate stages in order to progress its performance agenda. We are seeking to minimise this risk and pursue a funding model that is adjusted to provide a more sustainable future. indelabilityarts has been currently operating to a bi-yearly performance cycle and is keen to keep working to this model in the future. Workshops are run on a series basis and at multiple locations across Brisbane, including regional, residencies and one-off workshops when on tour with performances.

The genesis of indelabilityarts was from within the arts sector. The company is familiar with this sector and is an active participant in seeking out funding support, in-kind support and utilizing networking opportunities to ensure that it has access to the best that the sector has to offer.

More importantly within the community, indelabilityarts is working hard to connect organisations from diverse sectors, from the arts industry to the disability sector. We promote accessibility and inclusivity within arts practices and community spaces. We have also recognised the training sector in Queensland as a potential market for the company's workshop services, and further opportunities in this sector will be investigated over the life of this strategic plan.



OUR FINANCIAL BASE

In the past four years the revenue base of the business has been steadily growing and keeping ahead of expenses. (Refer Figure 1 below)

After some detailed analysis of its current business model and some initial financial modelling of its total cost structure, it is estimated that the company will require an annual revenue stream of some \$350,000 to fully achieve its business objectives.

This can be achieved in a number of ways:

- ❖ Seeking potentially greater corporate sponsorship over multi-years from the corporate sector.
- ❖ Adjusting the grant funding mix received by the company so that there is proportionally a larger quantum of recurrent funding received rather than quite specific grant funding provisions for specific productions developed by the company

Figure 2 below illustrates that grant funding received between 2016 and 2019 was largely tied to funding of productions, e.g. funding in 2017 for “Look Mum...No Hands” allowed the company to tour the production in 2018 but also accounts for the decline in grant funding in that year as we were awaiting grant outcomes. The increased grant funding cycle is then repeated with ‘Wilbur the Optical Whale’ in 2019.

- ❖ The grant funding by NDIA in 2019 has made a significant adjustment to the revenue profile of the organisation and only serves to reinforce the point about attracting grant funding that this is not specifically anchored to a specific production.

Figure 1

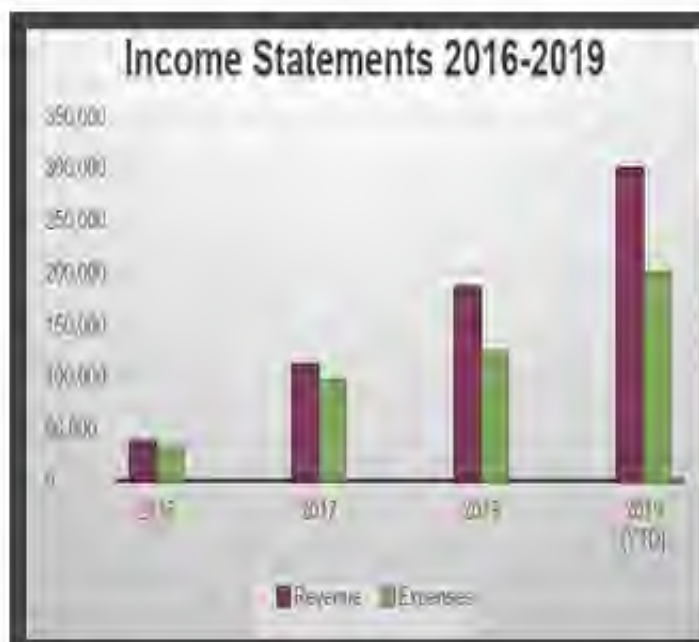
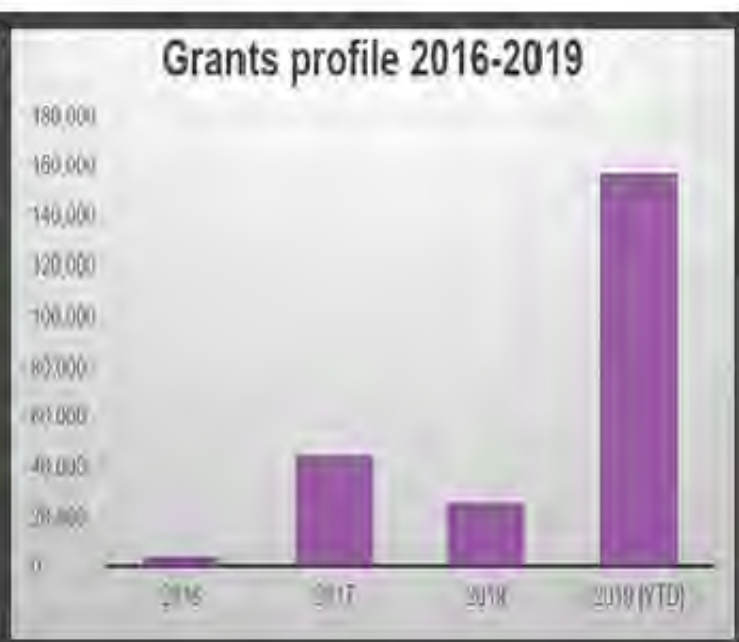


Figure 2



KEY TARGETS

- SHORT TERM GOALS AND STRATEGIES FOR 2020

Key Targets

- ❖ Prepare recurrent grant funding bids with Australia Council, Arts Queensland and NDIA in line with their published timelines to seek to secure multi-year recurrent funding from 2020. Complete a robust draft submission a month prior to grant deadlines. (NDIA: Draft due: April 2020. Grant submission due: May 2020. Australia Council: Rolling fund, draft due end of May. Grant submission due June 2020. Arts QLD QASP: Rolling fund, draft due end of May. Grant submission due June 2020.)
- ❖ Develop a communication strategy to enable the company to identify and approach suitable corporate businesses in Queensland to support the company through sponsorship arrangements. Write a cover letter and approach selected businesses 3 months in advance of their EOFY reporting. Have all material and artefacts ready to go by end of April 2020. Develop a business plan video to showcase for businesses. This will be compiled by July 2020
- ❖ Strengthen the skill sets of company members and ensure they are in place for the day to day running of the company. Priority skill sets include: ADMINISTRATIVE: marketing, grant writing, developing company documents, reviewing policies and procedures, collaborating with other business and individuals; WORKSHOPS: tailoring and creating workshop content to the need of participants, writing a structure for workshops, develop skills on how to deliver workshops; PERFORMANCE: looking after our physical, emotional and mental well-being as artists, training weekly in various art forms, so that, as an ensemble, the team are tour ready.
- ❖ Confirm the performance process: Mapping the lifecycle of a typical production. We work bi-annually, we create a show every 2 years, e.g. Wilbur is tour ready for 2021, we are now (April 2020) sourcing and applying for funding for the next show and collaboration. Lifecycle of a typical production is: Year 1: Six months collaborate and develop story. Six months to test and perform the new show locally. Year 2: Tour first show while applying for funding for development of second show.
- ❖ Workshop implementation – Due to COVID -19 we have had to push back opening new workshops. Redlands and Technicolour Gold Coast could be both up by the end of 2020. We will reassess this target once bans are lifted. We will monitor workshop revenue every 3 months with a target to increase revenue by 25% over a twelve month period during a normal delivery cycle. We will continue to focus on online classes with private and interested students and how this pathway can be sustainable for future classes.
- ❖ Discussions commence with nominated disability organisations about the potential for workshops on their premises for a defined number of participants. Continue to connect with other organisations, target to trial two such initiatives by end of 2020.
- ❖ Explore broader opportunities through marketing, alliance and networking opportunities with specific organisations identified across the disability, arts, training, education and social media sector. We aim to connect with two new companies in the sector to assist in delivery of our/their services within the next twelve months.



indelabilityarts

*Providing creative opportunities for
Queensland artists with disabilities*



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