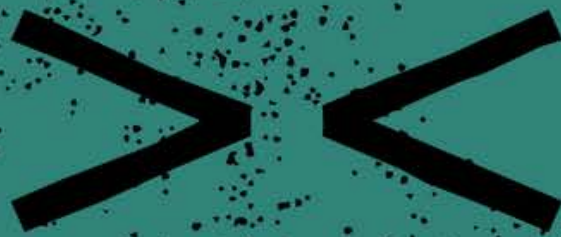


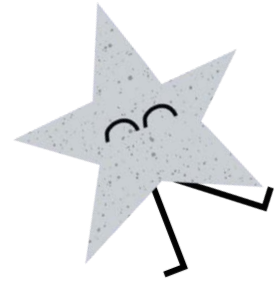
monkey baa

Strategic Plan
2024-27

Young People
empowered
by creativity



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Acknowledgement of Country

Monkey Baa respectfully acknowledges the Traditional Custodians of this nation and honours their continued cultural and spiritual connection to the lands, waters and seas. We pay our respects to Elders past and present, on whose land we work, live and share stories.

Monkey Baa is based in Sydney NSW and we respectfully acknowledge the Gadigal people of the Eora nation as the Traditional Owners and Custodians of the unceded land on which we work.

Sustainability Statement

Monkey Baa is committed to a net zero emissions future. As a signatory to Arts on Tour's Net Zero Commitment, we are aiming to be carbon neutral by 2030. We will achieve this through various strategies, including measuring emissions, setting reduction targets and developing an action plan to reduce emissions from energy usage, procurement, travel and waste.

Welcome!

It is with great pleasure to present to you our 2024-27 Strategic Plan. Monkey Baa has a proud history of creating engaging and relevant theatre for young people for over 26 years.

Over the past two years we carefully evaluated our current position and thoughtfully considered our future. This Strategic Plan has been informed by an extensive organisational analysis matched with an understanding of the Australian theatre sector and broader social trends in our community.

Our strategy focuses on building Monkey Baa's artistic capacity, creative innovation, and necessary company evolution to maintain enduring relevance in our community.

We have a bold, adventurous vision; where all young people are emboldened by creativity. Our mission is to empower young people to navigate and shape their lives through inspirational theatre and creative experiences.

Importantly, this strategy will build our organisation's capacity to reach a wider and more diverse audience across Australia. To deliver our strategy we will have to evolve and change. We are therefore committed to the implementation of a sustainable new business model with new collaborations and strategic partnerships at the core.

We acknowledge everyone at the Monkey Baa family - our artists, creatives, venue partners, donors, collaborators and most importantly our young audiences. We are excited about our next chapter and invite you to join us on this journey!



Libbie Doherty
Chair



Kevin du Preez
Executive Director



Eva Di Cesare
Artistic Director

Introduction

Hello! We are Monkey Baa

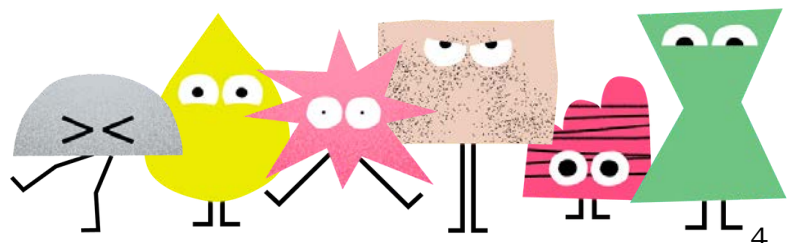
Monkey Baa creates great theatre for young people. For over 26 years, we have presented award-winning shows and creative experiences empowering young people across Australia and internationally.

At Monkey Baa, our Artistic Vision is driven by a unique and innovative creative process that has evolved, and continues to evolve, over the past two decades. We have always placed young people at the centre of our work, they are the heart of everything we do. We have deep respect for young people and for the artists we collaborate with; inviting them to share in the creation of our works. We invite them to share ideas and power throughout the creative process.

We take our performances on the road, reaching audiences in both bustling cities and remote country towns. As one of Australia's most extensive touring companies, we have completed 28 national tours, visiting 135 regional and remote communities, as well as undertaking five successful international tours. Our dedication to bringing theatre to young people has resulted in over 3,650 performances, touching the lives of more than 1.6 million.

We bring relevant and important stories to life on the stage, challenging and inspiring young people to experience new perspectives and emotions. In addition to our shows, we believe in involving young people behind the scenes through learning programs and workshops. This way, they can discover something new, have fun, and see their ideas and voices reflected on stage.

Monkey Baa operates as a Not-for-Profit company limited by guarantee, based in Gadigal/Sydney. Under the leadership of Kevin du Preez (Executive Director) and Eva Di Cesare (Artistic Director), our dedicated team of 12 core staff ensures the smooth operation of our organisation. Each year, we engage over 80 talented artists, creatives, technical crew and other professionals to bring our productions to life. Our work is guided by our Youth Advisory Council (YAC) and a committed and engaged Board of Directors. Monkey Baa's annual turnover amounts to \$3 million, sourced from government funding, earned revenue and private contributions.



“What Monkey Baa achieves time and again is remarkable. They know how to bring the magic of theatre to young people and to do it in a way that encourages excellence, innovation and resilience. They really are a company with so much to share and so much to give. And I'm so lucky to be counted as one of their stable of artists.”

Jenevieve Chang

Artist, Yong & The Peasant Prince

“Monkey Baa is renowned for producing award-winning, outstanding theatre that is vibrant, thought provoking, imaginative and sometimes downright silly.”

Brad Rush

Redland Performing Art Centre

“Monkey Baa's work makes kids think as well as feel.”

Jackie French AM

Award-winning author and
Monkey Baa patron



Our Vision



A world where all young people are emboldened by creativity.

Our Mission



We empower young people to shape and navigate their lives through inspirational theatre and creative experiences.

Our Values

Imagination

We encourage boundless dreaming and celebrate the unexpected.

Playfulness

We embed the joy of creative play in everything we do.

Connection

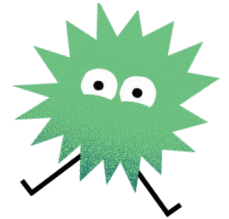
We prioritise inclusivity, supportiveness, flexibility and mutual kindness.

Respect

We take a young person-centred approach to all aspects of our work.

Strategic Goals

These goals will guide our work over the next 4 year towards our vision and enacting our mission.



Goal #1 Bold and adventurous work

Foster the development of daring and radically imaginative works that resonate with young people across Australia.

Goal #2 Connected young audience

Empower and connect a diverse and expansive community of young people through innovative programs and platforms.

Goal #3 Artists lead the way

Support artists to take the lead in shaping our artistic vision and driving the development and advancement of our sector.

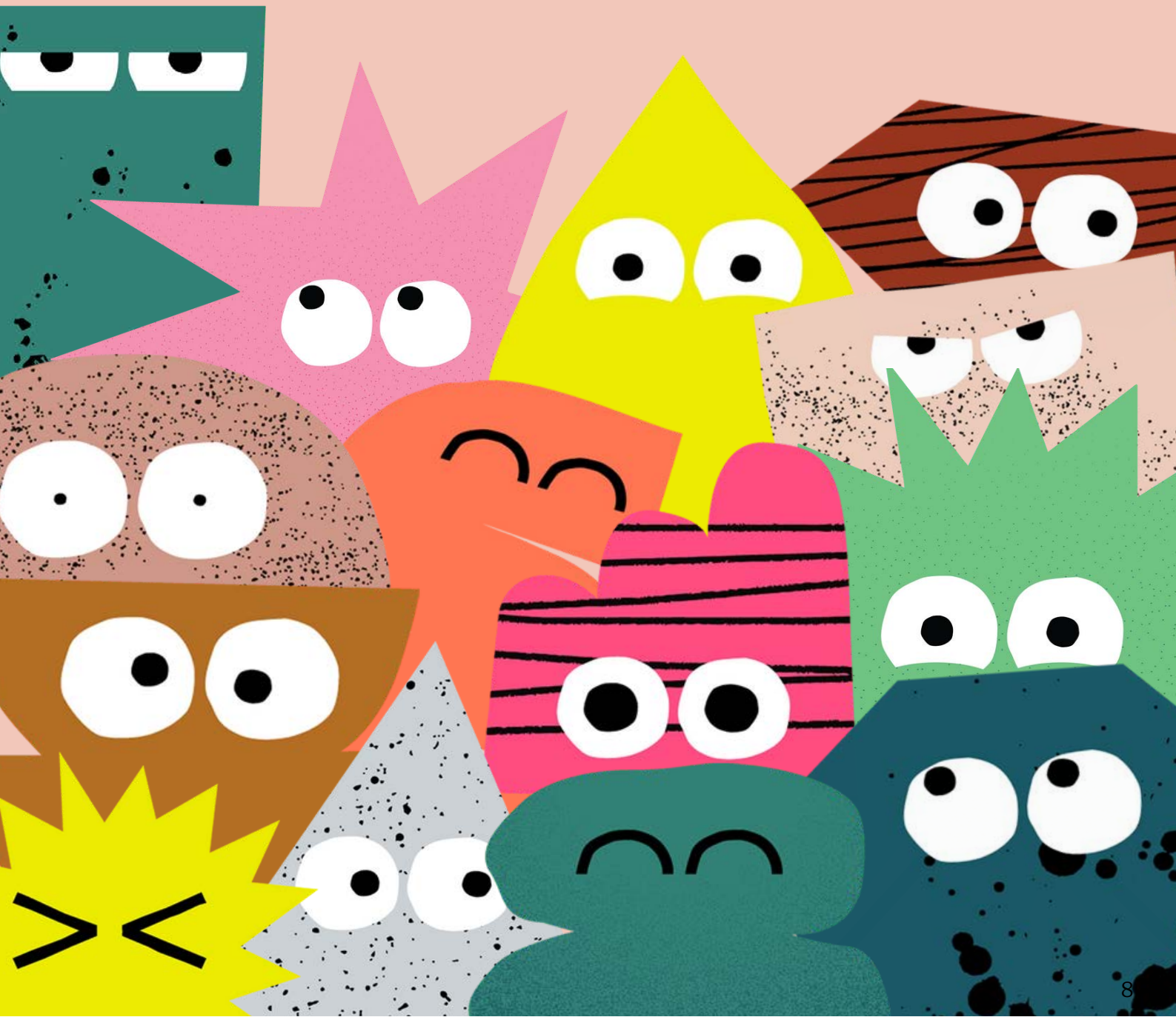
Goal #4 Future fit company

Build a resilient and sustainable company that supports our artistic and organisational goals and adapts to future challenges.

Goal #5 Equity and belonging

Facilitate the ongoing development of the Monkey Baa culture by achieving greater equity and belonging for all staff and artists.

**Young people
are at the heart
of what we do**



Artistic Rationale

We create and present life changing theatre for young people

We collaborate with imaginative young people, award-winning creatives and internationally acclaimed authors, in bringing our shows to life.

We share our shows all over Australia, to big cities and remote country towns, in an effort to make theatre accessible to young Australians everywhere.

The stories we share embrace social and cultural connections, celebrating our rich cultural communities. Our stories reflect and inspire young audiences to learn about the world and their place in it.

Our creative process roots itself in ethical storytelling and power-sharing. Our rehearsal room is a home for all worlds and experiences.

After evolving over 26 years, Monkey Baa's Artistic Rationale continues to champion the following core elements:

Voice of young people

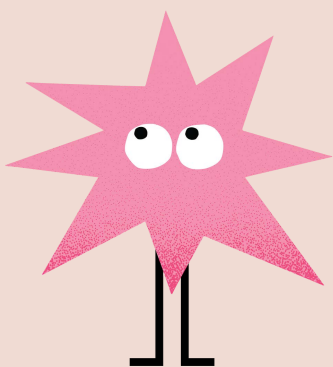
Over the past decade, we have developed a unique approach that involves young people in the creation of our work. Central to our creative process is consultation from and collaboration with young people. We put young people at the core of our projects.

Storytelling

Our approach to storytelling goes beyond mere adaptation of Australian literature for the stage. We carefully select stories that directly reflect our young audiences, drawing from a combination of well-known and nuanced Australian narratives.

Community of artists

We challenge our notions of 'artistic excellence' by collaborating with and mentoring artists who align with our organisation's values, but who come from varied artistic practices. Our process fosters a safe and mentoring environment for artists, supporting career development and helping artists thrive.



We facilitate opportunities for young people to have autonomy and take risks in a safe encouraging atmosphere.

Values-driven collaboration

Our collaborations are guided by a strong set of values that form the foundation of our organisation. We embrace and promote safe environments for a diverse community of artists; cultivating an atmosphere of inclusivity and respect.

Champion diversity

We believe in the principle of 'nothing about them without them', making space for artists from historically marginalised backgrounds to develop our shows with them. By prioritising ethical storytelling, inclusivity and proactive cultural sensitivity; we aim to create meaningful experiences for all our creators, performers and audiences.

We go beyond just cultural consultation and collaborate meaningfully by sharing power in our spaces.

Time and space

We understand the significance of granting extended creative development periods to allow ideas to fully flourish. With an approximate duration of 18 months, this generous timeframe provides our artists with the necessary resources to explore and refine their creative concepts, enabling them to reach their maximum potential.

These key elements form the foundation of Monkey Baa's Artistic Rationale, allowing us to create ingenious and impactful theatre experiences for young audiences.



What we do

Our Works and Presentations

We make and present award-winning theatre for young audiences. Through our creative experiences, we aim to captivate and inspire young minds nationwide. Our commitment is reflected in our diverse range of accessible programs and presentations.

We embark on national and regional tours, ensuring young people have access to high-quality theatre experiences regardless of where they live or how they like to learn. Our expanded metropolitan tours bring the magic of theatre to more young people and enables business growth. We prioritise showcasing new works whilst also remounting popular productions to expand access to all of our work. Our international reach is growing and as we progress with this strategy, we have set our sights on resuming international tours.

Commissioning and developments

We are passionately dedicated to creating and commissioning new Australian works. Our commitment to nurturing independent artists is reflected in our ongoing efforts.

We have several new works in development, working closely with emerging and established playwrights and creatives as they shape their stories. Through creative developments, we create our own works and provide a supportive environment for artists to experiment and push boundaries. By fostering a culture of innovation and collaboration, we strive to contribute to the richness and diversity of the Australian theatre landscape.

Artist Programs

We believe in the power of developing artists and our industry. Our Creative Associate Program offers unique opportunities for artists to collaborate with us on projects of their choosing, fostering artistic exchange and blasting the boundaries of theatre for young audiences.

In 2025, we will establish a new Artistic Directorate who will play a crucial role in guiding and shaping our Artistic Vision. They will provide mentorship and support to emerging artists, encouraging their growth and creative potential alongside their own development as leaders in our company. We also run a Theatre for Young Audiences (TYA) Development Program, which focuses on nurturing emerging talent specifically in the field of theatre for young audiences.





Learning and Engagement Programs

As part of our commitment to providing enriching experiences, we offer a range of learning and engagement programs. Our learning programs are designed to engage young audiences in meaningful and educational ways.

Through workshops, school incursions, and educational resources, we aim to spark curiosity and ignite a love for the arts. Our engagement programs are about connecting with young people and facilitating dialogue and collaboration. By providing inclusive and accessible experiences, we strive to inspire and empower young people to explore their creative potential.

Community and Partnerships

We are deeply committed to developing and collaborating with our communities. Our National Schools Access Program aims to ensure that theatre is accessible to all students, regardless of their background or location. Through partnerships with charities, we contribute to important causes and use the power of theatre to drive positive change.

Additionally, our partnerships in Western Sydney allow us to connect with the vibrant and diverse communities in the region, fostering meaningful and long-lasting relationships. By working closely with our communities, we aim to create theatre that resonates and reflects the voices of all Australians.

“Monkey Baa injects so much love and care into storytelling and they effortlessly ignite imagination in young audiences all over Australia.”

Vincent Hooper

Actor and Teaching Artist

Milli, Jack and the Dancing Cat, Monkey Baa

Operational Context

The world outside our stage door looks nothing like it did three years ago. Yet our ambition to create exhilarating theatre and creative experiences for young people is stronger than ever.

The operational context of Monkey Baa is shaped by various challenges and opportunities that directly impact the lives of young people, our artists and the organisation.

Awareness of these challenges is fundamental to our strategic thinking and helps us navigate complexities in our operating environment. What remains most crucial is the maintenance of our unique artistic creative process and supporting the development of our audience.

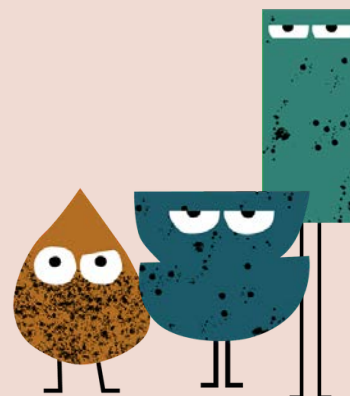
What's important to young people has changed drastically. After going through the challenges of COVID, we're thinking about their future. Especially around their mental health and well-being, equality, how they use technology, and the impacts of climate change (to name a few!). We're excited that arts and culture are gaining more attention and importance in the minds of governments across all Australian states and territories.

Over the last 12 months, at a federal level and currently in NSW, governments have articulated new policies in the arts, culture and creative industries. There are also numerous reports demonstrating the benefits of alignment with arts and education. This is a thrilling development, with some of these issues explored further in the Policy Alignment section.

Primary issues influencing our strategy

The world young people live in

Today's young people are more tuned into their surroundings and the challenges that directly affect their lives, interests and overall well-being. They place significant importance on mental health, diversity, equality and climate change, which play a central role in shaping their perspectives. As a result, these factors heavily influence their preferences, requirements, and expectations regarding the arts and how they engage with the world around them.



Equity and belonging

Young people don't strive for or seek equality, they expect it as a natural part of society and wish to experience it in their daily lives. Monkey Baa plays an important role in addressing these social issues through the work we develop and present for young people. We provide a platform for diverse and ethical storytelling, promote inclusion and foster a strong sense of belonging.

Impact of technology

Technology has transformed the way young people interact with each other, consume information and engage with the world. Their use of digital platforms for communication and entertainment presents opportunities for our organisation to adapt our engagement strategies and explore innovative ways to connect, particularly with regional and remote audiences.

Climate change

Climate change is an urgent and pressing concern for young people, and they are actively involved in movements and initiatives to tackle environmental challenges. Incorporating themes related to climate change and environmental stewardship in our productions will resonate with young audiences and contribute to their awareness and engagement.

Economic impact on families

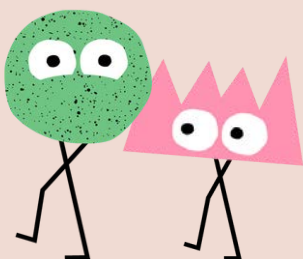
The increase in interest rates and the rising cost of living directly impact the spending capacity of all families. In response to these local economic challenges, Monkey Baa places high importance on accessibility, regardless of the socio-economic context of our audience. We strive to make our productions available and affordable to everyone, understanding the financial pressures many families face.

The cost of Monkey Baa's existence

The cost of touring has increased by up to 30% in the past two years. This is having a significant impact on touring companies and exploring new models of sustainable touring is at a critical point for companies, ours included. Mitigating increases, monitoring the situation and managing costs are vital to ensure we achieve the greatest reach to our audiences and continuing to make and present art around Australia.

The cost of compliance and regulations

The rapid changes in industrial awards and regulations have a direct impact on our company, particularly in relation to wages and working conditions. Staying up-to-date and compliant with these changes is essential to ensure fair treatment of our employees, maintain operational efficiency and meet industry standards.



Goal #1

Bold and adventurous work

Foster the development of daring and radically imaginative works that resonate with young people across Australia.

Success looks like:

- A portfolio of artistic creations that captivate and engage young audiences, leaving a lasting impact on their lives.
- The creation of 10 new Australian works over the duration of this strategy.
- Recognition as a leading organisation for delivering adventurous work that pushes artistic boundaries.
- Our evaluation framework demonstrates ongoing artistic vibrancy and increased audience engagement.



To achieve this, we will implement the following tactics:

Evolving creative process

Continuously nurture and evolve our creative development process to ensure that Monkey Baa maintains relevance and stands as a unique brand in the TYA sector.

Champion relevance

Explore themes and narratives that directly reflect the realities and experiences of today's young people, ensuring that our work remains relatable, immediate and impactful. Working with young people and artists to identify stories that need to be told.

Ethical storytelling

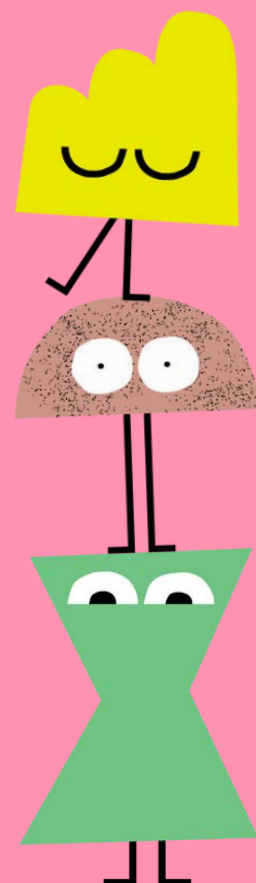
Platform stories that give voice to a broader range of experiences, ensuring that our work resonates with and centres narratives of all our audiences' identities and experiences. Give space to and provide resources for artists who are best to tell these stories. Our creative development rooms are a space of shared creative power.

Commission new works

Invest in new theatrical works and experiences for young people by engaging artists to create the stories they want to tell. Strengthen our Commissioning Fund through collaborative partnerships with donors and other stakeholders, fostering a vibrant ecosystem of original TYA productions.

Large scale work

Forge partnerships with presenters and festivals that enable the creation of a new large-scale immersive and interactive production, elevating the impact and reach of our work.



Goal #2

Connected young audience

Empower and connect a diverse and expansive community of young people through innovative programs and platforms.

Success looks like:

- The Monkey Baa footprint will be bigger! We will aim to increase our audience numbers by 25% over the four-year plan.
- Our program evaluation will provide evidence that our work fosters a sense of connection and belonging for more young people around Australia.
- We will reach more regional and remote areas, ensuring accessibility to theatre experiences for young people across Australia.



To achieve this, we will implement the following tactics:

Expended offering

Grow our offerings beyond Sydney and establish a presence in other metropolitan markets, forging new partnerships with venues and presenters.

Remote locations

Implement a comprehensive plan to reach more remote locations with our touring productions, ensuring that young people in these areas have access to high-quality theatre experiences.

National access

Develop a targeted National Theatre Access program, focusing on engaging and supporting young people from low socioeconomic (LSE) schools. Establish a Fund that schools can access to pay for transport to attend our shows around Australia.

Digital presence

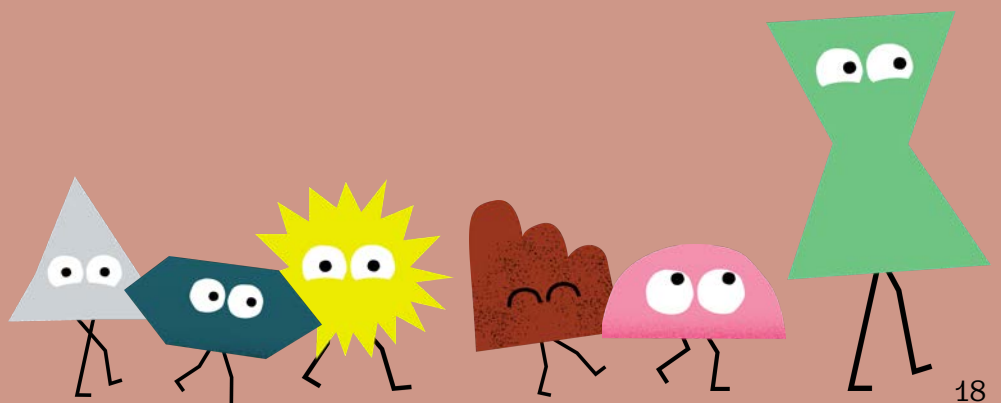
Enhance our digital engagement strategies and platforms to broaden our reach and connection with young people and their communities.

Beyond borders

Develop a new international strategy, building upon our past successful touring activities in the US and now building relationships in Asia Pacific.

In-schools program

Develop and implement a comprehensive Schools Incursions Program over the next four years, bringing theatre experiences directly to schools and engaging students in interactive and educational workshops.



Goal #3

Artists lead the way

Support artists to take the lead in shaping our artistic vision and driving the development and advancement of our sector.

Success looks like:

- Empowered artists who have the resources and platforms to drive artistic innovation and create impactful work.
- 20% increase in artists employed in our organisation, ensuring that they are on salary and have stable, long-term employment.
- A thriving Theatre for Young Audiences (TYA) sector that fosters artists' careers and nurtures passionate artists who are new or undiscovered in the sector.
- TYA is valued, the impact and critical importance of our work recognised.



To achieve this, we will implement the following tactics:

Expanded artists programs

Expand our successful Creative Associate Program, seeking additional funding and support to offer opportunities to 2 or 3 passionate artists each year.

Artistic Leadership

Led by the Artistic Director, establish an Artistic Directorate to guide, support and mentor other artists with whom we collaborate, fostering an environment that nurtures their creative growth and exploration in a collaborative space. This leadership team will shape the future artistic journey of the company.

Support industry Development

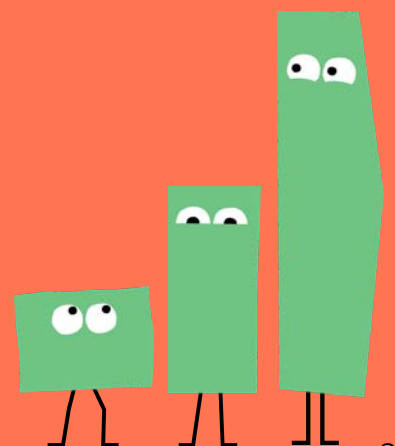
Consolidate our industry support into a comprehensive TYA Development program that includes mentoring of artists, commissioning and production of new theatre for young people.

Back Artists' Careers

Foster collaboration and knowledge exchange between artists, ensuring the transfer of skills, experiences and perspectives to diversify the artists we work with.

Advocate for Change

Actively lead in advocacy efforts within the TYA sector, promoting the value and importance of theatre for young audiences.



Goal #4

Future fit company

Build a resilient and sustainable company that supports our artistic and organisational goals and adapts to future challenges.

Success looks like:

- A company that is strategically agile, adaptable enabled to effectively navigate the evolving Australian arts and cultural landscape.
- The development of a new and sustainable business model that takes a resident company to a company present in many parts of Australia.
- A company that demonstrates sustainable practices embedded in the organisation.
- Long-term growth and success of the company is supported with overall growth of 10% p.a. of revenues across the organisation and financial reserves ratio to grow to 20%.



To achieve this, we will implement the following tactics:

A new Business Model

Devise and implement a new business model in accordance with an agreed Growth Plan, exploring innovative self and co-presenting models from 2024.

Sustainable Programs

Embed sustainable work practices across the organisation. Shift towards a more sustainable touring model by developing flexible, smaller-scale itineraries that achieve national coverage over multiple tours and years.

A thriving culture

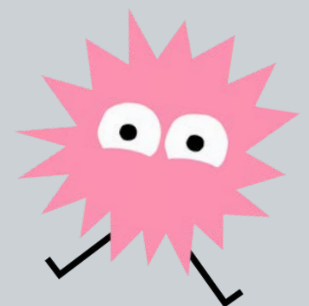
Support continuous professional development to ensure our team is equipped with the necessary skills and knowledge to thrive in a rapidly evolving industry.

Strong partnerships

Foster strategic alliances that enhance our resources, expand our network and increase our collective ability to achieve artistic and organisational goals.

Build financial reserves

Build longer-term sustainability by strengthening our reserves policy that provides a safeguard against disruptions and support the future development of creative projects.



Goal #5

Equity and belonging

Facilitate the ongoing development of the Monkey Baa culture by achieving greater equity and belonging for all staff and artists.

Success looks like:

- Monkey Baa is known as a culturally safe place to work and be seen as a diverse and inclusive organisation.
- Our artistic teams, creators and casts, will represent diversity representation across various backgrounds, experiences and perspectives.
- Our Board and staff will mirror our audiences and reflect the diversity of our community.
- A company with meaningful engagement across marginalised communities with proactive strategies that address inequities and promote a sense of belonging.



To achieve this, we will implement the following tactics:

First Nations

Initiate the organisation's inaugural Reconciliation Action Plan (RAP), fostering meaningful and ongoing dialogue with First Nations Elders and artists.

Embed diversity

Champion action plans that focus on promoting equity, diversity and inclusion, with specific attention to cultural diversity, people with disabilities and the LGBTQIA+ community.

Policy transparency

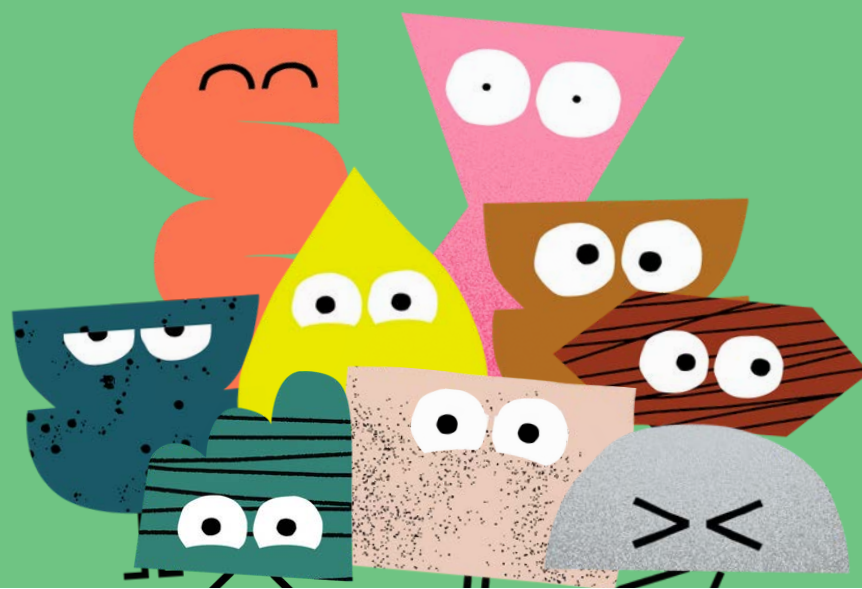
Examine policies and procedures across the organisation, including governance, programming, fundraising, communication and operations, through a lens of equity.

Equity framework

Commit to accountability, transparency and ongoing learning by regularly assessing progress, engaging in self-reflection, and actively seeking feedback from staff, artists and the community.

Capacity building

Commitment to the development of an ongoing program of cultural awareness training and induction.



Who we are here for

Primary Audience

Our primary audience are young people between the age of 5 to 16 years. We are taking a balanced approach to creating experiences for children (5-12 years) and increasingly more for teenagers (13-16 years).

Secondary Audience

When our resources allow and strategic opportunity presents itself, we also focus on our secondary audience. This includes early childhood (0-4 years) and early adulthood (17-18+ years).

Ancillary Audience

We know parents, carers and other significant people in young people's lives enjoy our work. We are also strategically focusing on this segment of our audience.

Location

Our young audience is based all over Australia. In cities, regional and remote towns and overseas. We engage with young people in theatres around Australia, in schools, in community and online.

Equity Focus Areas

- Aboriginal and Torres Strait Islander young people(s).
- Culturally and linguistically diverse young people and/or young people of colour.
- Young people with disability and/or who are d/Deaf.
- Young people who identify as LGBTQIA+ or are discovering their orientation, gender identity, gender expression, or a combination.
- Young people in regional and remote Australia.

Secondary Audience	Primary Audience		Secondary Audience
Early Childhood (0-4 years)	Children (5-12 years)	Teenagers (13-16 years)	Senior High+ (17-18+ years)
Ancillary Audience			
Parents, Carers, Teachers and Community			



Other stakeholders

Artists

Our artists reflect the society we live in. We prioritise work with a range of professional artists from across Sydney and NSW. We also engage with artists from around Australia and internationally.

Community

Our community is diverse and reflects who we are as Australians. We connect with young people and their communities across metro, regional and rural locations. We bring young people to the theatre, and we take theatre to young people.

Funding bodies

Our primary funding bodies include Australia Council for the Arts, Create NSW, City of Sydney and the Office for the Arts. We continue to build strong relationships with funders at all levels of Government.

Governing Body

The Board stewards our strategic vision and governs our organisation to enable the company to achieve its strategic goals. Our guiding instruments are set out in our constitution and strategic plan.

Team

The Monkey Baa team works closely together to achieve our strategic vision and deliver on our overall plan. We are a close group of theatre and arts professionals with extensive experience, knowledge and expertise.

Partners

We are actively engaging with partners which include our donors, sponsors, suppliers, presenters and venues across Australia. Our approach to partnership is based on ethical decision making for reciprocal outcomes for all.

Policy Alignment

Monkey Baa is strongly supported across three tiers of government – Federal, State and local. Monkey Baa is providing direct alignment to several key policies. They are:

New Federal Arts Policy

The release of the National Cultural Policy "Revive" by the Australian Government provides an opportunity for Monkey Baa to align its goals and activities with the government's vision for the arts and creative sectors. The pillars of the policy we will align our work with are:

- First Nations First
- A Place for Every Story
- Centrality of the Artist
- Strong Cultural Infrastructure
- Engaging the Audience

The policy's reference to youth arts and increased engagement for young Australians can create more avenues for collaboration and support.



Creative Australia

The modernisation of the Australia Council and the establishment of Creative Australia, along with other organisations, can hopefully offer more opportunity for organisations such as us to partner with Government. A collective effort can enhance the outcomes for young people and their participation in the arts.

Office for Youth

The establishment of the Office for Youth within the government signifies a commitment to actively engaging with young people. This presents an opportunity for Monkey Baa to contribute to policy development and advocate for the interests of young artists and audiences.

New NSW Government and Revised Arts Policy

The alignment between the new NSW arts policy and the federal Cultural policy can create a supportive environment for Monkey Baa's activities. The focus on Western Sydney as a cultural hub presents an opportunity to tap into a growing population and diverse communities.

A new Business Model

The future of our company

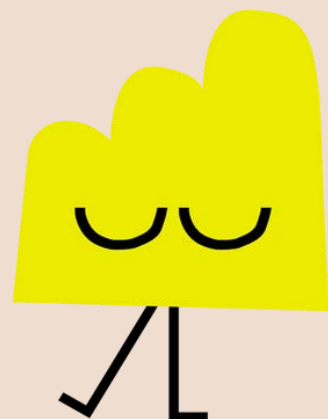
Over the past two years, Monkey Baa has undertaken a considered Strategic Review process. We have devised a Growth Plan to support the next phase of the company's development.

Its objective is to drive the organisation through a period of sustained growth, enabled by a new business plan and operational model to present and tour our remarkable work. We will transition away from our venue in Darling Quarter as we complete our lease and forge new presenting partnerships across the country.

A driving focus of this change is to build the artistic capacity, support creative innovation and maintain relevance of all our work. Importantly, the changes proposed will build our organisation's capacity to reach a wider and more diverse audience across Australia.

This Plan will be implemented over the next 18 months.







This decision enables us to grow and thrive as an organisation. We want to ensure Monkey Baa is still around in 25 years and we need to adapt to build sustainability and stay relevant.



Changing our operating model

Our current business model is a Producer and Venue model that integrates the production and touring of new and existing work. Our current model includes the management (through a licence arrangement) of our current home venue at ARA Darling Quarter Theatre (ARA DQT).

In 2024, we will transition to a Producer-only model. This will enable the company to expand its artistic program and increase presentation capacity through a strategic focus and alignment with a range of new venues in diverse communities.

	Current Model	New Model
 Present and tour theatre for young audiences	Touring and presented season at ARA DQT	National & regional touring, new metropolitan tours
 Create and commission new Australian works	1-2 per year	2-3 per year
 Develop artists and our industry	Limited focus	Expanded and more opportunities
 Provide learning and engagement programs	Sydney focus	National, regional and digital delivery
 Develop and collaborate with our communities	Greater Sydney and CBD focus	Deepen Western Sydney, regional & national engagement
 Venue management and provide space for hire	Manage theatre space	Depart theatre



Expand



Continue



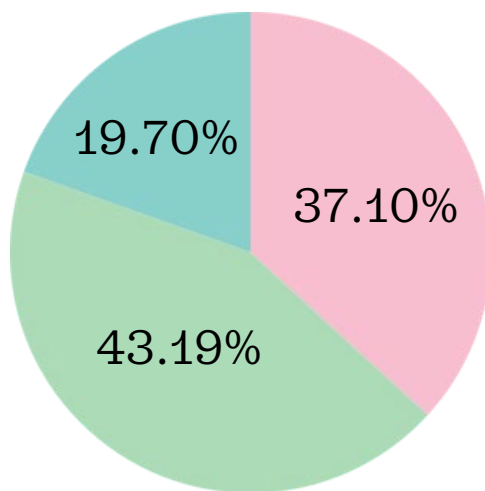
Conclude

Financial Strategy

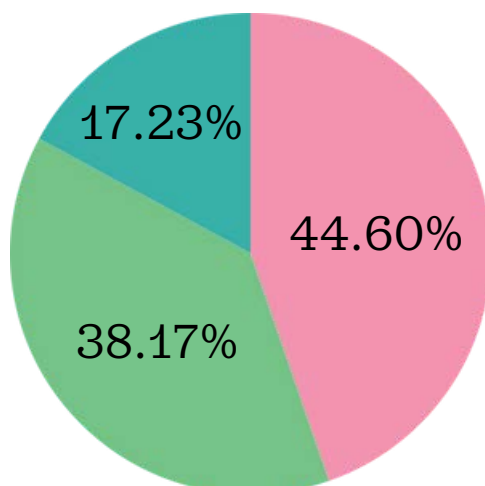
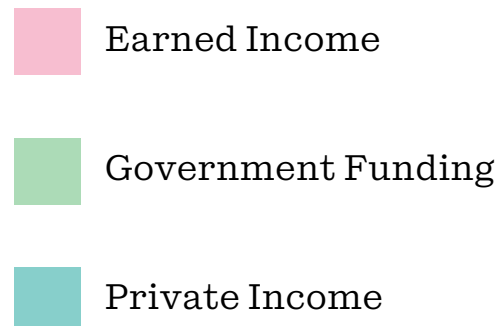
We have adopted key financial strategies to maximise the outcome of the new model and secure our organisation's financial future.

Diversifying income

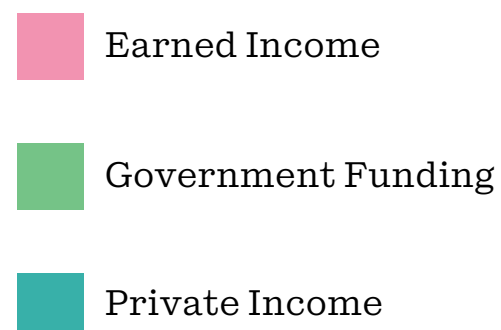
The new model emphasises co and self-presenting seasons to generate increased earned income. By focusing on generating revenue through ticket sales, co-presenting fees, workshops, and other earned income sources, Monkey Baa aims to reduce reliance on insecure funding and diversify income streams.



Current Model



New Model



Streamlining expenses

Over the next 18 months we will be consolidating program areas and eliminate costs associated with the theatre. These efforts will be redirected to expanding core operations, capacity to self-presenting, marketing and delivering enhanced learning and artists programs. Monkey Baa aims to streamline expenses and improve cost-effectiveness.

Increase operational funding

Key to our success is a strong foundation to build from.

We aim to shift our funding model to provide more security around operational funding. We are adopting a 25% contribution of all projects towards operational costs and pursuing increased operational funding from Government.

Grow our Commissioning Fund

Established in 2022, our Commissioning Fund supports longer-term creative development goals. We will raise funding through targeted campaigns with donors, government partners and other foundations. We will aim to allocate approximately 2.5% - 3% of our annual expenditure towards the Fund.

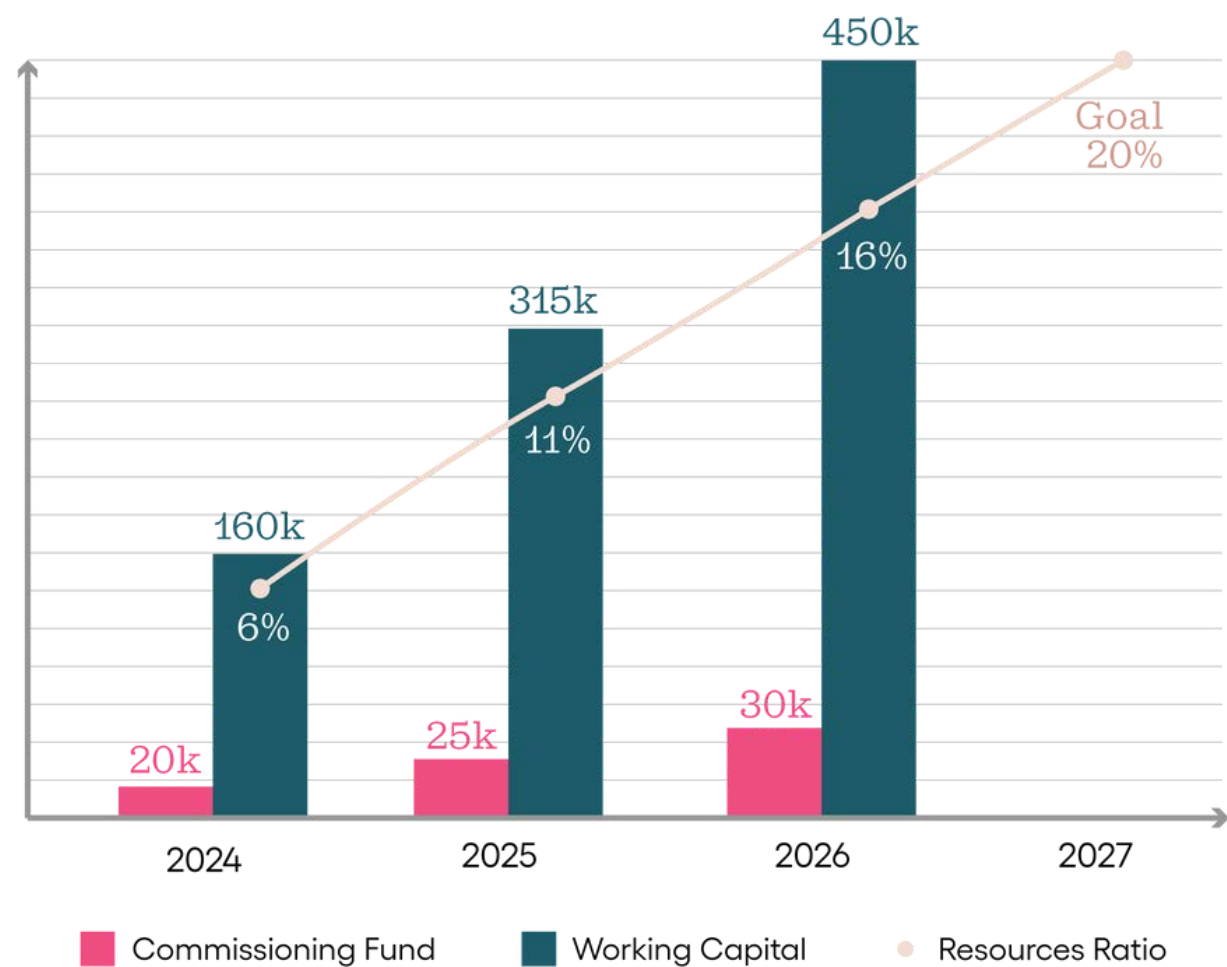


Build reserves

We will actively build our reserves to strengthen our ability to respond to future disruption.

We have adopted a goal to build our reserves over the next five years and have set a target of 20% Reserve Ratio. To achieve this, we will need to ensure we invest approximately 150K profit every year.

Building Reserves and Commissioning Fund



Governance and Management

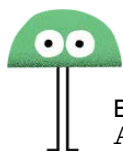
Monkey Baa is a Not-for-Profit Company Limited by Guarantee, with administration base in Sydney while delivering a national program of activity and performances.

We recognise the critical importance of robust governance and effective management in achieving our strategic objectives. This ensures the long-term success and sustainability of our company.

Our Team

Monkey Baa is led by Eva Di Cesare (Artistic Director) and Kevin du Preez (Executive Director) with the support of a dedicated team of 10 core staff members.

We are a collective of dedicated people who are passionate about bringing the joy of theatre to young people across Australia. Our shared objective is to empower young people through inspirational and creative experiences.



Eva Di Cesare
Artistic Director



Kevin du Preez
Executive Director



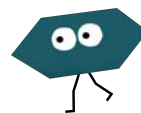
Emma Khamis
Producer



Laura Watson
Head of Production



Jem Page
Technical Lead



Felicity Nicol
Creative Associate



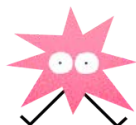
Shaotong Li
Marketing
Coordinator



Alexander Andrews
Learning and
Engagement Specialist



Mai Le
Venue Hire
Administrator



Amelie Downie
Customer
Experience Lead



Laura Pike
Project Manager



Annabelle Radford
Graphic Designer

Our Board

The board stewards our strategic vision and governs the organisation to achieve its goals. We place great emphasis on maintaining a diverse and skilled board that can effectively fulfill its responsibilities.

Monkey Baa has implemented best practice governance policies which includes a clear Code of Conduct, policies around confidentiality, conflict of interest, risk management and delegation. Our guiding instrument is our constitution that was updated in April 2021.

The Monkey Baa Board meets 6 times a year that includes 5 board meetings and one strategy session. A minimum of 5 and a maximum of 12 directors are required, and members are selected via a nomination and selection process.

Our board succession planning efforts focus on identifying individuals with the necessary expertise, experience and alignment with our mission and values.

Board sub-committees

- Audit & Finance Committee (with an external independent member)
- Fundraising Committee

Advisory Panels

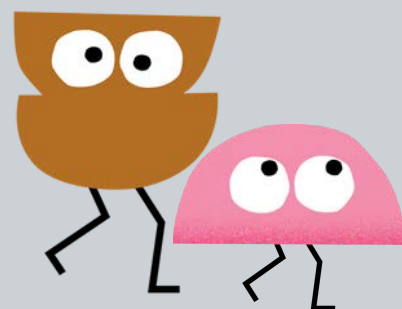
To enhance our governance structure, we established key stakeholder groups that informs our work in a variety of ways.

Youth Advisory Committee

Our Youth Advisory Council (YAC) empowers young people through theatre and creative experiences, providing advice, representation, connection and amplifying their voice within our organisation. In return, opportunities are offered to learn about theatre, make a difference, network, attend productions and advance careers in the arts industry.

Learning Advisory Panel

Our Learning Advisory Panel directly connects teachers and students with the work of Monkey Baa. The group are our advocates and promotes the learning outcomes of our work.



Organisational culture

We believe that organisational culture is fundamental to Monkey Baa's success. We strive to build and nurture a culture that embraces collaboration, creativity and continuous improvement. We empower our staff and stakeholders to contribute their best to our mission.

Child safety

Child safety is a paramount concern for Monkey Baa. Our comprehensive child safety policies and procedures outline our responsibilities, guidelines and reporting mechanisms. We adhere to relevant regulations and best practices to ensure the well-being and protection of children in our care.

Reporting and evaluation

To maintain transparency and accountability, we implement robust reporting and evaluation mechanisms. We produce an annual report, board reviews, KPI performance evaluation, Executive Performance reviews, staff and artists surveys.

Succession

Effective succession planning is vital to the ongoing success of Monkey Baa. Through proactive initiatives, including training, mentorship and professional development opportunities, we aim to build a pipeline of capable leaders who can seamlessly assume key roles as needed.





monkeybaa.com.au