

# **SCOTTISH YOUTH THEATRE BUSINESS PLAN 2016 -2019**

## **EXECUTIVE SUMMARY**

**SCOTTISH YOUTH THEATRE SCOTLAND'S  
NATIONAL THEATRE BY, FOR AND WITH YOUNG  
PEOPLE**

December 2015

## Introduction

1. Scottish Youth Theatre (SYT) is one of Scotland's national youth performing arts companies and has been providing theatre arts experiences to young people in Scotland since 1977. The courses, workshops, classes and performances produced by SYT each year involve tens of thousands of young people and the company has created hundreds of successful productions over the last 39 years. SYT works across Scotland and internationally on projects. It is based in its own purpose built facility in the centre of Glasgow with rehearsal rooms, a dance studio, offices and a studio theatre with backstage facilities.
2. SYT's alumni can be found working in all types of professions as well as theatre, film, television and radio. SYT's famous alumni include Gerard Butler, Colin McCredie, Karen Gillan, Kirstie Steele and Andrew Still. In addition, SYT has several renowned patrons including Billy Boyd, Brian Cox, Alan Cumming, Blythe Duff, Phyllida Law, Elaine C Smith, Emma Thompson and Richard Wilson.

## Vision, Mission and Values

3. Scottish Youth Theatre's future proposition is to be a theatre "by, for and with young people" with young people at the heart of the artistic proposition. SYT will create aspirational opportunities enabling more young people to engage with relevant, accredited training, high quality experiences and performance opportunities and programmes that will be designed to increase participation in and engagement with youth theatre.
4. The vision is for SYT to be nationally and internationally-recognised for making theatre "by, for and with young people".
5. SYT's mission is to achieve this by creating aspirational theatre-making experiences for young people across Scotland that places them at the heart of everything we do.
6. The vision and mission are underpinned by core values that will be evident across all areas of activity. SYT will be:
  - Aspirational – SYT will work with young people to create ambitious, relevant, transformational theatre experiences;
  - Accessible – SYT will work hard to reduce inequality and be inclusive and welcoming;
  - Collaborative – SYT will work with young people, theatre-makers and artists across Scotland and beyond;
  - Excellent – SYT aims to be recognised nationally and internationally for the high-quality of every aspect of its work;
  - Robust – SYT will ensure the above by having strong governance backed by sound processes to ensure the company's long-term sustainability.

## Aims

7. SYT's artistic vision will be achieved through a focus on five key aims:
  1. Positioning SYT and Scotland at the forefront of youth theatre internationally by:
    - creating aspirational opportunities
    - enabling young people to develop their talent
    - encouraging exploration and experimentation-including the use of digital
  2. Building strategic collaborations with Youth Theatre Arts Scotland, National Theatre of Scotland, the Royal Conservatoire of Scotland and others to strengthen all aspects of youth theatre in Scotland
  3. Transforming the SYT building into a vibrant centre for creativity, youth theatre and arts
  4. Creating opportunities that increase participation in and engagement with youth theatre
  5. Promoting equality across all areas of activity

## Objectives

8. The business plan sets out specific, measurable, achievable and time-specific business objectives:
  - develop and consolidate a wide range of partnerships, with specific partnerships in place by March 2016;
  - develop and launch SYT's new national young people's company in 2016;
  - increase the number of participants and the financial return of SYT classes, courses and Skint Knees productions each year of this plan, beginning in March 2017;
  - improve the governance of SYT:
    - recruit new board members with specific skills and networks, by February 2016
    - streamline the board committee structure, producing a board manual with clear terms of reference, and improving reporting, by January 2016;
    - implement a rigorous system of monitoring and evaluating progress against targets set out in this plan, and those which are agreed in the future.
  - appoint a CEO overall responsible to the Board for strategy, internal and external leadership and the overall success of all aspects of SYT by April 2016;
  - evolve and adopt a new staff structure with new skills in communications & marketing, sales, fundraising development, technical & operational: to make additional appointments by April 2016;

- bring the specifications of the building, equipment and digital technology up to required standards by April 2017;
- develop and promote the SYT building as an integrated arts and creativity centre supported by strong communications & marketing and appropriate skills and staff structure, by April 2017.

### **Business Model**

9. The business model to achieve these objectives has a number of key elements including:
  - the establishment of a sustainable core business which delivers a number of core services and activities;
  - a proactive and strategic approach to developing projects with partners;
  - a staff resource with new skills with a high level of capability to develop and sustain the business;
  - a cohesive strategic approach to leadership and management;
  - a focus on the operations of SYT building to contribute both to mission and business objectives.