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“I harboured the absurd notion of motivating a small town in Ireland, a speck on the map, to become a centre of the imagination”

Bryan MacMahon

ST JOHN'S THEATRE & ARTS CENTRE

THE SQUARE, LISTOWEL, CO KERRY

STRATEGIC PLAN

2021 - 2024

Foreword



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*Listowel, where it is easier to
write than not to write”*

John B. Keane

On behalf of the Board of Directors of St John's Theatre & Arts Centre, I am privileged to be associated with the strategic plan for our wonderful arts venue which I hope will ensure the future and viability of our theatre as a centre of excellence for the visual and performing arts for the foreseeable future.

We are indebted to those who had the vision over 30 years ago to establish St John's Theatre as a unique venue for the promotion of the performing and visual arts in the town of Listowel and the wider community of North Kerry and West Limerick.

“A people without vision will perish and die.”

As the Director of the Arts Council, Maureen Kennelly recently said, “working in the arts is about building a strong bridge between the public and the arts”. There is no doubt that St John's Theatre & Arts Centre has been a constant bridge between the local community of Listowel and the arts community in general.

However, we cannot sit back and be complacent, we must plan for the future. This is all the more important in these unprecedented times when the creative sector and in particular live entertainment is only in survival mode. Now more than ever, there is a need to foster a greater degree of understanding and appreciation of the arts and entertainment sector.

It is the earnest hope of the Directors of St John's Theatre & Arts Centre that this strategic plan will ensure that our venue will remain a premier performance space for the delight of audiences in North Kerry, West Limerick and further afield for many years to come.

We, the Directors of St John's Theatre & Arts Centre, still
*“harbour the absurd notion of motivating a small town in Ireland, a speck on the map
to become a centre of the imagination.”*

Owen McMahon
Chairman



As St John's Theatre enters its 30th Year, and what a year it has been, I was absolutely thrilled, nervous and excited embarking on my new journey as Artistic Director when the venue had been under the excellent guardianship of Joe Murphy for the previous 29 years. Six months in, Covid-19 hit our universe and theatres around the world were plunged into darkness.

This theatre has achieved so much over the years and I am very proud that we have earned our place in the hearts and minds of many people in North Kerry and beyond. Covid-19 lockdown gave us time to reflect on where we've come in 30 years and decided it was time for us to refocus all our plans to take account of the new reality we now faced. And so, we decided to build on our successes and secure a vibrant future. With the support of our Board of Directors, we started a strategic planning process reviewing what we had achieved, the experiences from which we learned and consulted widely with key internal and external stakeholders. We spoke to artists, musicians and audiences, carried out market research and surveys. This exhaustive process yielded rich findings, defined our future ambition and laid out a clear set of priorities to achieve.

Our 3-year strategy presents our vision where everyone has the opportunity to enjoy and be enriched by the arts and where we ensure that we continue to provide a breath of activity in a vibrant, diverse and inclusive programme that includes all our communities. We will continue to present a year-round programme of work, creating opportunities for participation and collaboration with artists, all the while ensuring our values of integrity, relevance, innovation, engagement and partnership are central to everything we do. I look forward to bringing our values to life in our work and in how we work.

STATEMENT FROM ARTISTIC DIRECTOR

This strategy sets out to inform how we will re-focus our efforts and continue to ensure that St John's Theatre & Arts Centre will be one of the most important arts venues, centred around its community. Our priorities over the next three years are in innovation, partnership, communication, sustainability and connection. Our annual programme will respond to our community, create outstanding work with and for children and young people, build strong and effective partnerships and ensure our sustainability. A positive set of goals and targets and a bit of courage will ancor and support these priorities.

I thank the Board for their support throughout 2020 and look forward to working with them, our partners and to being part of a committed team during these ever changing times. Together we will ensure that St John's Theatre & Arts Theatre continues to mature beautifully serving its community, staff and its artists better than ever.

Like the beautiful stained glass window in the Church we will continue to have a bit of Faith, Hope and Charity and to shout about our theatre from the rooftops!

Máire Logue

Housed in a converted 19th Century Gothic Church in the centre of Listowel's Georgian Square, St John's Theatre & Arts Centre provides a flexible 150 seater space, which receives, develops and commissions professional new artistic work across music, theatre, film, literature and visual art.

We nurture and grow youth, amateur and community-based arts by providing supports and a unique space for workshops, rehearsals, and performances. We provide opportunities for our community to engage with the arts through arts education programmes that promote life-long learning to diverse communities, to artistically enrich the town of Listowel and its rural hinterland through a spirit of partnership at local and national level.

St John's Theatre & Arts Centre has established a strong reputation as the premier venue serving North Kerry and West Limerick and has been an important theatre in supporting local and emerging artists. Its unique intimate space is well suited to smaller scale touring theatre, music performances, readings and for platforming new work. It is known for its great care of visiting artists, the warmth of its welcome and hospitality and its beautifully intimate performance space, making it popular for local, national, and international visiting artists. St John's Theatre & Arts Centre has established strong local engagement and a loyal, receptive audience, consistently achieving upwards of 70% audience capacity for performances. It has developed strong community engagement through its youth arts and outreach programme, designed to reach those who may not otherwise have an opportunity to participate in creative activity. It serves the population of its immediate vicinity very well and equally serves County Kerry, West Limerick, North Cork and the wider southwest region as an arts venue and cornerstone of the County's visitor experience.

To be effective and relevant as an essential part of the arts infrastructure in Ireland, St John's Theatre & Arts Centre will align itself to the national policy context of the Arts Council. There is a natural alignment between the Arts Council's strategic policy area of public engagement, enabling more people around the country to enjoy high quality arts experiences, increasing engagement in the arts by particular communities and planning and providing for children and young people (Arts Council Strategy - Making Great Art Work 2020-2022) and to the Kerry Arts Strategy 2016-2021. The shift from traditional models of venues as platforming and presentation houses, now sees arts centres serve the function of supporting artists and the production of work, albeit within the context of the physical space and the necessity to re-think and reinvent ways of working this year in light of the Covid-19 pandemic. We have to date operated predominantly as a receiving house for touring and local performances, we are now set to embrace the necessity to broaden and diversify approaches to supporting artists. Current national restrictions associated with Covid-19 also highlight the need to maximise the opportunities presented by new and emerging technologies in terms of how St John's Theatre & Arts Centre works with artists and engages and expands its audiences.

CON TEXT



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*“St Johns is the cultural heart
of Listowel”*

OUR VISION

To be a nationally significant arts venue for the development and presentation of new, innovative, and contemporary work in the arts, which challenges, inspires and enriches the lives of the community we serve.

To be the premier creative hub for the region, strengthening North Kerry's visibility and reputational value as a key cultural destination for Irish and international visitors, contributing to the economy, employment opportunities, tourism and quality of life for its community.

OUR MISSION

We strongly believe that the arts are for every single person in our community and pride ourselves in a vibrant, dynamic, creative environment that inspires and engages artists, nurtures a diverse audience and is firmly rooted in and dedicated to the life of its community in the North Kerry market town of Listowel and its surrounds.

Our mission is to support artists and the creation of art; to connect artists and audiences; to provide opportunities for our community to develop their own creativity and create a cultural engagement that enriches the lives of diverse communities in Kerry and beyond.

OUR VALUES

Our Values are what we stand for; they guide, and motivate our attitudes, behaviours and decision making as we put creative practice at the heart of everything we do. They can be shared and expressed by our audiences, our staff, our artists, our partners.

- INTEGRITY
- RELEVANT
- INNOVATION
- CONNECTION AND ENGAGEMENT
- PARTNERSHIP



OUR WORK

We implement our mission by:

- Programming a dynamic, ambitious, high quality programme across artforms, particularly cognisant of Listowel's strong heritage of literature and community theatre
- Platforming / presenting and producing the work of artists, youth arts and other organisations/festivals that share our values
- Nurturing creative talent and ambition and supporting the professional development of artists at all stages of their careers
- Fostering an actively engaged creative community by providing opportunities for participation in artistic and creative activity / endeavour, accessible to diverse audiences across age, ability, communities and access
- Establishing partnerships with organisations at local, regional, and national level, to progress and deliver our shared ambitions

OUR STRATEGIC PRIORITIES

INNOVATE

Support and work with artists to champion and facilitate the creation and development of new work and new ideas, through innovative approaches and new ways of working.

CONNECT

Strengthen relationships and connections with our communities of place / communities of interest.

COMMUNICATE

Communicate our story with impact and give expression to the unique character and vibrancy of St John's Theatre & Arts Centre and the full scale and nature of its cultural programme.

PARTNER

Work with existing partners and forge new associations, connections and collaborations to support greater diversity and strengthen capacity in our work.

SUSTAIN

Ensure a vibrant and viable future for St John's Theatre & Arts Centre by diversifying our income streams and strengthening our financial capacity, governance practices and organisational structure.





Mary Kenny at Listowel Writers' Week Photo by Ger Holland

INNOVATE



OBJECTIVE	RECOMMENDED ACTIONS	HOW WILL WE KNOW WE HAVE ACHIEVED THIS?
<p>Review artistic programme direction and develop clear programming priorities</p>	<p>Develop a more structured and seasonal approach to programming, providing greater clarity around periods for touring work, arts development work, festivals and other events</p> <p>Promote a clear communication and identity in terms of programming orientation and curatorial direction</p> <p>Review and revise visual arts programme</p> <p>Provide opportunities for deeper engagement between artists and audiences</p> <p>Research and develop new programming contexts (e.g. festivals, seminars etc.)</p> <p>Introduce daytime performances/ workshops/ films targeted at specific audience segments, such as the local retired and tourist segment</p>	<p>We will have greater clarity on programme direction, priorities and structure over the calendar year</p> <p>Financial support to be secured by June 2021, for a visual arts curator in residence to research and develop new approaches for visual arts programme</p> <p>We will have introduced post-show talks, workshops, meet the artist to create deeper engagement for audiences</p> <p>We will have developed a series of daytime events, in partnership with relevant stakeholders, tailored to the retired population of Listowel and surrounds between September and May and for tourists between June and August</p>
<p>Strengthen our capacity to support artists at different stages of creation, development, production and presentation of work.</p>	<p>Identify priority artforms and themes in which to develop new work through St John's Theatre & Arts Centre</p> <p>Develop a programme of artist bursaries, commissions and residencies to support artists to develop new work in 2021 and 2022</p> <p>Establish an annual playwriting bursary to support new work</p> <p>Establish revised visual arts supports focusing on professional development, community engaged work with marginalised communities, visual arts bursaries, projects and commissions</p>	<p>We will have secured income streams for artist supports and commissions, through CREATE, Creative Ireland, Kerry County Council Arts Office, Arts Council, Business to Arts initiatives, Percent for Art Scheme</p> <p>By the end of 2021, we will have commissioned new work across playwriting, composition and other aspects of theatre and music</p> <p>We will have revised our visual arts programme of supports and projects by the end of 2021, in partnership with a curator in residence, Kerry Arts Office and local visual artists / networks</p>

GOAL

To support and work with artists as we champion and facilitate the creation and development of new work and new ideas, through innovative approaches and new ways of working.

OBJECTIVE	RECOMMENDED ACTIONS	HOW WILL WE KNOW WE HAVE ACHIEVED THIS?
Programme in diverse spaces to enable work that sets out to engage new audiences, in different contexts or unexpected places	<p>Develop new programming contexts in our rural hinterland of North Kerry</p> <p>Explore potential to programme/ develop work in response to spaces in the town, initially focusing on The Square in Listowel during summer months</p>	<p>We will have identified under-utilised spaces and required facilities/equipment required for outdoor performance in Listowel, in association with Listowel Business & Community Alliance, Municipal District, including financial supports for same</p> <p>We will have sourced funding for a 6 month curator in residence programme to research and develop work in context, relevant to our geographical location/North Kerry</p>
Programme work for dissemination to a national and global audience, to increase visibility of St John's Theatre & Arts Centre programme well beyond our region	<p>Upgrade and invest in equipment and new technologies that enable the best in industry standards of audio-visual production</p> <p>Develop a series of broadcast quality live stream performances</p> <p>Produce a series of high quality video and audio recordings, podcasts, and radio plays with musicians and theatre artists</p> <p>Offer work placement/ internship for students of Kerry ETB Radio Broadcast Course, to explore creation of radio plays supporting new writing</p>	<p>Upgrade of theatre will be complete by March 2021, funded through North & East Kerry Together and Department of Tourism, Art, Culture, Gaeltacht, Sport and Media</p> <p>We will have strengthened our tech production resources to meet requirements for high quality recording and digital dissemination / live streaming by March 2021</p> <p>We will have established collaboration with ETB Radio Broadcast course or Radio Kerry</p>
Build on Listowel's strong literary heritage to inspire contemporary work.	<p>Building on our strong reputation as a place to platform new work in small scale touring theatre, establish a Theatre Development Programme to support the professional development ambitions of local theatre practitioners, youth theatre and amateur drama groups</p> <p>Offer rehearsal, development and preview space for innovative young theatre companies/artists creating work for Dublin Fringe Festival</p> <p>Explore potential of partnership with national theatre organisations focusing on new writing</p>	<p>We will have established a Theatre Development Programme at St John's Theatre & Arts Centre by 2022</p> <p>We will have established a partnership and/or mentoring supports with national theatre organisations to support new writing by March 2022</p> <p>That we will be known as a place to champion new, topical writing by local artists and emerging artists responding to contemporary issues</p>



CONNECT

OBJECTIVE

Build on our youth arts programme towards establishing a Creative Youth Hub at St John's Theatre & Arts Centre to support multidisciplinary work



RECOMMENDED ACTIONS

Identify best practice and approaches in the development of a Creative Youth Hub, from which new initiatives can emerge across contemporary disciplines and digital media driven by young people

Explore potential of film making summer camps, from page to stage and screen in association with like minded festivals

Explore potential to connect with Dingle Hub, Creative Tech Fest initiative and Local Enterprise Office supports for STEAM and digital creativity with young people

Explore potential of young curator's programme focusing on new technologies and digital media across visual art and music

Establish partnership with Listowel / Kerry Libraries for Children's Book Month or other youth initiatives

HOW WILL WE KNOW WE HAVE ACHIEVED THIS?

We will have established partnership with Kerry ETB Local Creative Youth Partnership, Youth Theatre Ireland, Tech Space at Foróige Listowel, Kerry ETB National Digital Skills Centre, Cruinniú na nÓg, Music Generation.

We will have established collaborations and partnerships with film festivals that best align with the work of our Creative Youth Hub

Strengthen our connections with local organisations and businesses in our town & hinterland

Collaborate with Listowel Business & Community Alliance and other cultural organisations to strengthen the town's 'cultural' brand and offering, with potential of sharing resources to access support. Place greater emphasis on connecting our building and artistic programme with town businesses

Work more closely with businesses around marketing / promotional packages around events, such as pre-theatre supper club and accommodation packages

Host a networking event for local businesses in St John's Theatre & Arts Centre, to improve awareness of our space, our function and artistic programme among businesses in the town

Strengthen our working relationship with the larger festivals in the town

That St John's Theatre & Arts Centre will be the 'go-to' space for businesses and other local organisations to engage with the cultural programme and hire this unique venue for special corporate and community events

We will have established more meaningful collaborations with Listowel Writers Week, Revival Festival, Listowel Races, Listowel Visual Arts Festival

That cultural priorities will have been agreed and proposals developed in partnership with Listowel Business & Community Alliance and Municipal District towards funding programmes such as Rural Regeneration & Development Fund, Town & Village Renewal Scheme, LEADER etc.

GOAL

To strengthen relationships and connections with our communities of place / communities of interest to ensure we remain relevant and embedded in our place



OBJECTIVE	RECOMMENDED ACTIONS	HOW WILL WE KNOW WE HAVE ACHIEVED THIS?
<p>Review our focus for cultural engagement with our community of place to enable more people to access, participate in and enjoy creative activity</p>	<p>Strengthen our resource provision in our arts education and outreach programme, through collaboration/ partnership with other organisations</p> <p>Explore additional resourcing partnerships for 'Education and Engagement facilitator' to strengthen and deepen the impact of our work</p> <p>Explore potential of funding supports to extend our arts outreach and engagement to new sections of our community</p> <p>Strengthen connection with primary & secondary schools in the town and hinterland and connection with community groups / individuals experiencing social isolation during extended Covid-19 restrictions</p> <p>Explore potential of establishing a Volunteer Scheme or Ambassadors Scheme to strengthen connections and support our work</p>	<p>We will have confirmed support for part-time education/engagement facilitator through CE Scheme, TÚS programme, Community Services Programme or Creative Ireland initiative by December 2021</p> <p>We will have secured support through NEWKD SICAP programme for digital / outreach pilot project in 2021 – online book / theatre club aimed at active retirement groups/older residents in Listowel and North Kerry</p>
<p>Deepen our connection with the cultural heritage and contemporary concerns of our town and its rural hinterland of North Kerry</p>	<p>Research and develop projects in response to contemporary themes, through artist/curator in residence exploring themes such as climate change, green energy, marine pollution, farming, forestry, peatlands, mental health and wellbeing etc.</p> <p>Establish collaboration with Kerry Writers Museum to explore potential for a series of online discussions focusing on themes/topics important to Listowel & North Kerry, such as literary, sporting, agricultural, archaeological heritage</p>	<p>We will have established an artist/ curator in residence programme, in collaboration with relevant organisations to be identified in 2021</p>



Theatrix Youth Theatre Company, Listowel with 'The Boy in the Striped Pyjamas'. Photo by Ger Holland

COMMUNICATE

OBJECTIVE

Develop a strong brand and communications strategy to support and enhance the organisation's work



RECOMMENDED ACTIONS

Strengthen how we articulate and communicate our vision, purpose, and programme

Develop new website, to better reflect and promote the wide-ranging nature of St John's Theatre & Arts Centre programme, artists and community supports

Refresh and update logo to communicate a more contemporary brand to reflect the values and ethos of the organisation

Review and re-design format of monthly programme, to better communicate the multi-faceted programme of St. John's (including workshops, outreach, residencies and work in development, new partnerships etc)

Set targets for increased online engagement across various platforms, including website and social media platforms

Review and refine internal systems of data capture that underpins our communications strategy

Introduce online booking for audiences

HOW WILL WE KNOW WE HAVE ACHIEVED THIS?

Our new website will be launched, reflecting our multifaceted artistic programme, plus tech spec, governance, policies, by Quarter 1, 2021

We will have a refreshed our logo, which will be integrated across all print and online platforms

We will have online booking options integrated into our website by December 2021

Our funders and stakeholders will be very clear on our shared objectives and outcomes.

GOAL

Communicate our story with impact and give expression to the unique character and vibrancy of St John's Theatre & Arts Centre and the full scale and nature of its cultural programme

Strengthen communication and articulation of arts education programme

Establish clarity of purpose and strategic intent for St. John's Arts Education / Creative Learning / Outreach programme

Develop brand identity for youth arts programme such as Creative Youth Hub for creative engagement / creative learning within strategic creative industries context

Build on existing outreach work to identify priority areas and target groups for development of arts education programme

Our arts education programme activity will be included in our revised brochure, website, and other promotional platforms.

We will have established partnerships with national and regional initiatives to strengthen visibility of our creative youth hub brand (Tech Space, Creative Schools, Kerry ETB, Local Enterprise Office)

COMMUNICATE



OBJECTIVE	RECOMMENDED ACTIONS	HOW WILL WE KNOW WE HAVE ACHIEVED THIS?
Broaden and diversify our audience base	<p>Review our communications channels and evaluate their effectiveness in reaching our target audiences / market segments and attendance</p> <p>Strengthen our existing audience programmes to encourage loyal, diverse, and new audiences to reflect, enjoy and engage with contemporary arts and the work of artists</p> <p>Nurture and cultivate young audiences (under 25)</p> <p>Maximise on the opportunities that digital technologies and online streaming gives to engaging new audiences beyond the region</p> <p>Expand our promotional channels with national and regional print and broadcast media, with clarity of purpose in targeted market segments</p> <p>Target inward tour operators to understand and develop tailored package/experience for 'culturally curious tourist' segment and family tourist segment over the summer season</p> <p>Compile Audience Development Plan</p>	<p>We will have compiled an Audience Development Plan by 2022</p> <p>We will have increased audience engagement among the younger age cohort through a programme of activities driven by young people</p> <p>We will be effectively and imaginatively engaging with a significant online community by December 2021</p>



Aidan Dooley in Tom Crean; The Antarctic Explorer. Photo by Máire Logue

PARTNER

OBJECTIVE	RECOMMENDED ACTIONS	HOW WILL WE KNOW WE HAVE ACHIEVED THIS?
Develop cultural and cross sectoral partnerships and collaborations at local, regional and national level	<p>Explore strategic partnership with Kerry County Council Arts Office to establish St. John's as the key cultural partner to deliver on Kerry County Council's artist residency programme, Creative Youth Partnership, Creative Communities programme and other artists professional development programmes in North Kerry</p> <p>Establish closer working relationships with Fáilte Ireland / Kerry Tourism to explore the role of St John's Theatre & Arts Centre in cultural and creative tourism opportunities for 'destination North Kerry'</p>	Participation by our Artistic Director in a Failte Ireland/ Wild Atlantic Way Taskforce, towards preparation of a Visitor Experience Development Plan for North Kerry, will strengthen our position and placement as a key development and delivery partner for creative and cultural tourism initiatives in North Kerry
Formalise existing relationships established with venues/arts centres in the Southwest to consider joint programming, coproductions, cocommissions etc.	<p>Strengthen programming partnerships (for world/bluegrass/N American music acts and small-scale theatre) with venues in Southwest Limerick, Southwest Clare, Kerry and parts of North West Cork</p> <p>Explore resource sharing potential with venues in the county to enhance efficiencies by sharing information and resources (such as health and safety advice/processes; child protection, insurances, etc.)</p> <p>Explore potential to co-commission and co-produce new playwriting with venues in the South West</p>	We will have identified most effective ways of working with other arts centres and venues through key partnerships established ie. Kenmare Carnegie Centre, Ballyvourney Arts Centre, Sneem Arts Centre, Ionad Cultúrtha.

GOAL

To work with existing partners and forge new associations and collaborations to support greater diversity and strengthen capacity in our work



PARTNER

OBJECTIVE	RECOMMENDED ACTIONS	HOW WILL WE KNOW WE HAVE ACHIEVED THIS?
<p>Establish partnerships with Further and Third Level Education Institutions & creative industries</p>	<p>Explore potential for student placements, European programme partnerships or other partnership opportunities with relevant programmes at University of Limerick, Limerick School of Art and Design, IT Tralee, LIR Academy Dublin.</p> <p>Offer placement / work experience opportunities for students of Kerry ETB National Digital Skills Centre (Digital Media - Production Course)</p>	<p>We will have explored and established key partnerships and collaborations with third level institutions by the end of 2022</p>
<p>Develop the range and reach of our work internationally</p>	<p>Establish and build connections with Listowel's / North Kerry's international networks.</p> <p>Maximise the potential of online dissemination of work to connect with international networks</p> <p>Explore potential of international collaborations with Irish Arts Centre in London and New York and Culture Ireland</p> <p>Explore potential to connect with Listowel Diaspora in the UK and North America, through Patrons Scheme, Theatre Club and dissemination of online content, live streaming, podcasts of radio plays etc.</p> <p>Explore opportunities to formalise relationship with Acting Irish International Theatre Festival as an annual event</p>	<p>We will have identified key partners, patrons and funding supports to strengthen our potential to work with international partners, by 2023</p>



SUSTAIN

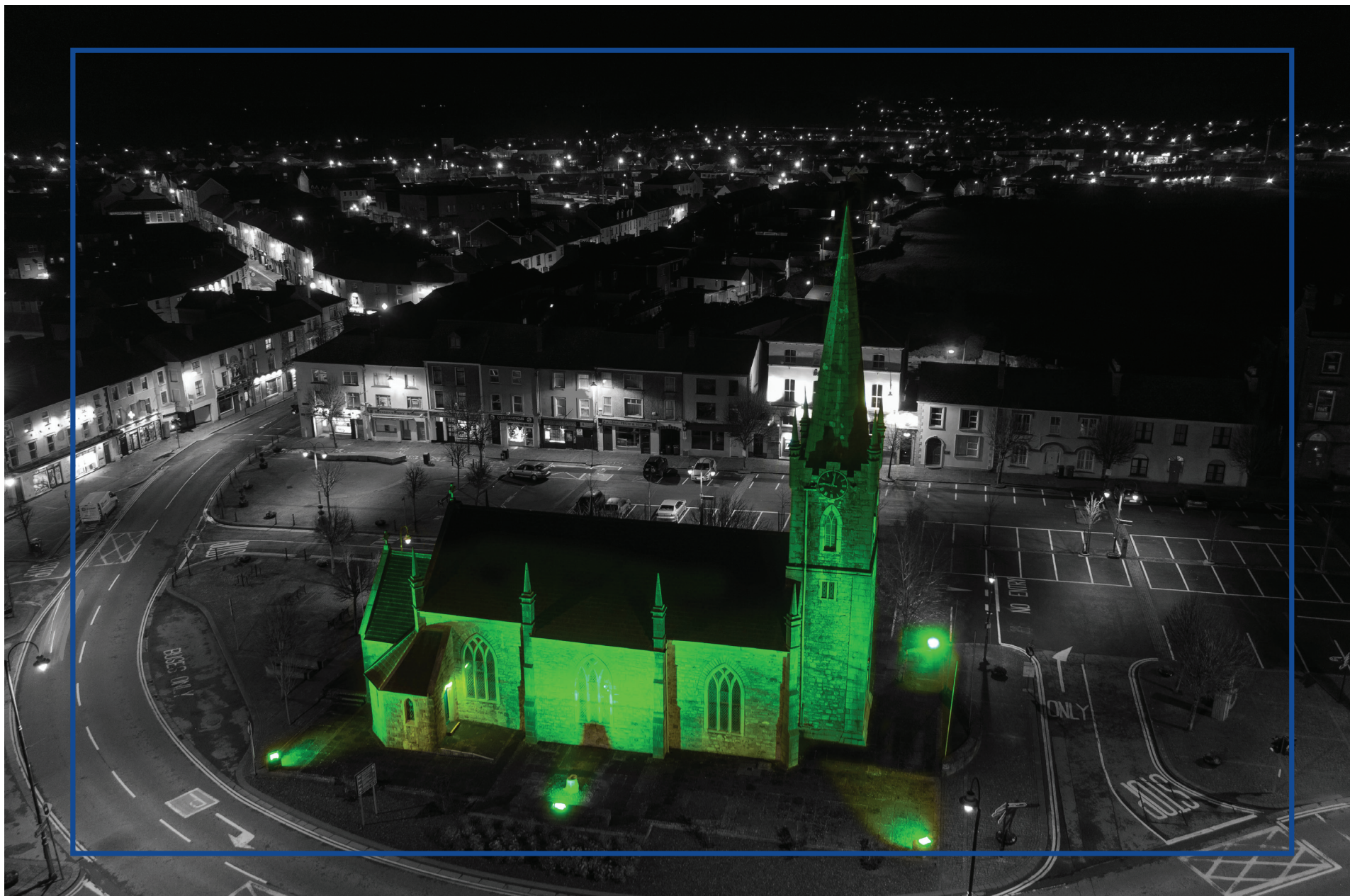
OBJECTIVE	RECOMMENDED ACTIONS	HOW WILL WE KNOW WE HAVE ACHIEVED THIS?
Put in place corporate governance protocols and management policies and processes that are informed by best practice	<p>Review and implement required governance practices and procedures in line with Governance Code best practice</p> <p>Agree and document the roles of the officers and ordinary board members and the terms of reference for sub-committees</p> <p>Consider youth, tourism, and corporate sponsorship skills/ representation on Board of Directors to support renewed organisational focus?</p>	<p>We will have a strong governance structure and robust management systems in place</p> <p>Code of Governance will be completed and in place by the deadline in May 2021</p>
Develop a robust financial strategy that strengthens and diversifies our income streams	<p>Review our business and management practices that leverages our crosssectoral alliances to build a broader base of income sources: public, private, and earned</p> <p>Agree board and executive roles around fundraising plans and actions</p> <p>Plan to strengthen our financial position and capacity through new national initiatives and funding programmes in the arts, culture, rural development, tourism and more (see Appendix 1)</p> <p>Promote venue hire policy and target high income rental</p>	<p>We will have greater financial security with an increased and diversified funding base</p> <p>We will have increased venue rental income by 10% by end of 2022</p> <p>We will have established strategic partnerships with Kerry Co Co Arts Office, Kerry Creative Ireland Programme, Kerry ETB Creative Youth Partnership and NEWKD SICAP, to support our education and outreach programme</p>
Invest in the development of resources at board and executive level to enable the organisation to achieve its full potential and deliver this strategy	<p>Review operational structure and resource requirements of the organisation to meet the ambitions of the organisation and plan to meet these needs, including due attention to succession planning</p> <p>Review current technical, producing, programming, marketing, and community engagement resources</p> <p>Establish sub- committees of the board focusing on governance and operations, health and safety, finance and artistic programme</p> <p>Explore ways of establishing a projects officer role in partnership with other organisations in the town, to maximise opportunities for cultural initiatives to benefit the town as a whole</p>	<p>We will have the expertise, skill and resilience at board and executive level to deliver on our strategic ambitions</p>

GOAL

To ensure a vibrant and viable future for St John's Theatre & Arts Centre & Arts Centre by diversifying our income streams and strengthening our financial capacity, governance practices and organisational structure.

OBJECTIVE	RECOMMENDED ACTIONS	HOW WILL WE KNOW WE HAVE ACHIEVED THIS?
Review our internal policies & systems to ensure best practice standards for staff, volunteers, artists and ensure safety and wellbeing of audiences, artists, and staff within our building	<p>Review our health and safety practices, codes, and industry standards, to ensure safety and wellbeing of audience, artists and staff within our building and develop Health & Safety policy and statement</p> <p>Review required policies to guide the actions of all involved in St John's Theatre & Arts Centre in line with best practice for arts centres, to include Child Protection, Safeguarding Children, Vulnerable Adults, Volunteers, COVID-19 Safety, GDPR, HR</p> <p>Implement procedures for regular review of policies and issues arising</p>	Policies will be available on our website from March 2022





St John's Theatre & Arts Centre & Arts Centre by night. Photo by Mairead O'Gorman

ST JOHN'S THEATRE & ARTS CENTRE & ARTS CENTRE

THE SQUARE, LISTOWEL, CO KERRY