



Young and Hungry Arts Trust

Strategic Plan 2018 – 2021

What we do

Experienced | Professional | Accessible

Young and Hungry Arts Trust (Y&H) supports young and emerging creatives into the world of the performing arts. It might be sparking an interest in students, supporting young people to jump into theatre appreciation, going deep into the technical aspects of production or working with playwrights to showcase their work.

We have been delivering for over 24 years and understand our role in the sector.

- We take theatre into schools where we work with teachers to provide a theatre experience that speaks to young people and supports curriculum delivery.
- We support school students to attend theatre productions, write reviews and share their experience with peers.
- We provide mentoring and opportunities to interact with professional practitioners.
- We promote NZ plays through support and mentoring for script writers and promote our alumni in whatever aspect of performing arts they choose to focus on.
- We commission scripts and make them available through Playmarket, and they may at times be performed through our theatre in schools (Y&H Tours, formerly EnsembleImpact).

Our reach is both national and local. Young and emerging creatives can access Y&H once, or use us as a pathway to a career in the sector. We welcome beginners and those already in the

performing arts sector. We also work closely with partners and others in the arts and education sectors to deliver an outstanding experience.

Our Vision

To nurture the development of tomorrow's performing arts practitioners and audiences.

Our Purpose

To provide a safe and supportive environment where young and emerging creatives are empowered and encouraged to create, participate in and appreciate NZ theatre.

Our Values

Our Values describe the Y&H experience.

Give it a go – we're here to support you achieve your goals.

Put your hand up – we'll link you with the expertise you need.

Be open – we're here to give you new and lasting experiences.

Share what you learn – let's build a vibrant community.

Leave a legacy – so that NZ plays are shared, scripted and enjoyed.

Objectives

Our five objectives support the development of tomorrow’s theatre practitioners and audiences, and the future of the Young and Hungry Arts Trust.

1. SPARK	To support young people ¹ to experience and learn about theatre.
2. JUMP	To provide young people with the opportunity to experience, critique and understand what’s needed for a successful performance.
3. GOING DEEP	To provide opportunities for young people to deepen expertise in all aspects of performing arts production.
4. SHOWCASE	To provide opportunities to promote NZ plays and aspiring playwrights, actors and designers.
5. SUSTAIN Y&H	To ensure Y&H is a successful and sustainable organisation.

“Although, in all honesty, I often dread the Y&H marathon I am always relieved I came, especially when the writing is so on par with young people, as this year’s productions were. Experiencing young people’s voices performed by young people is really essential in this industry. So often young people appear misrepresented in theatrical productions and it’s great that we have Y&H to keep us on point and contemporary. Well done for keeping it fresh!” - *Industry Colleague*

“The student audience was delighted and engaged. It’s great to see real acting craft with no frills... the transformations were real and right in front of or eyes.” –*Marian College, Christchurch*

¹ The term young people describes those still at school and in tertiary education, through to emerging playwrights and practitioners starting out on their career.

What we're excited about

Organisations change over time, and we're no different. Looking ahead, we are keen to explore a range of new initiatives.

1. The potential to grow the revenue, reach and impact of Y&H Tours, in particular to the regions and schools that are not able to readily access the performing arts. Our plan is to identify multiple ways to leverage off the annual tour and re-use materials and resources to provide additional sources of revenue, while providing schools with more options to purchase the Y&H Tours experience.
2. The new possibility of connecting Ambassadors from other theatres around the country and provide a curated platform for them to share reviews, receive comments, promote shows and share what they're learning. This helps build the community and Y&H connections with other theatres.
3. Finding new ways to share Y&H resources which will benefit a wider number of people. There are options requiring minimal effort and resource that could have impact both educationally and financially.
4. Develop new products to replace the Y&H Tours follow-up workshop, which are more flexible. This might be in the form of a scripted, acted and produced Breaking Down Theatre Conventions digital recording which would be made available for a fee to schools.
5. Develop a new series of workshops where young people and aspiring playwrights can interact with experienced professionals. These initiatives will be designed to support the development of performing arts skills and to support emerging playwrights.
6. Explore the possibility of making the Y&H Tours show into one that is equally suitable for a general audience.

"Being a rural school it is often difficult to access appropriate performances to watch in preparation for the external exams. The performance... provided a vast array of material for the students to discuss. It was also good for the students to see some different approaches to interpreting scripts, these will be most useful in their practical work [internal assessments]." – *Central Hawkes Bay College, Waipukurau.*

Bold steps

These initiatives have been identified to ensure we achieve our objectives.

1. SPARK

Objective: To support young people to experience and learn about theatre.

What we did in 2017

Y&H Tours (formerly EnsembleImpact) gave 37 school performances over 7 weeks and connected with audiences of 3,000+. School performances increased by 76% from 2016.

Provided a free online study guide accompanying the show which included a Masterscript and classroom resources around exam requirements.

Provided, for the first time, 12 post performance workshops facilitated by the actors that was available for a small extra fee.

Provided digital access to a film of the show via a password protected site and made it available to the schools who booked Y&H Tours.

Next steps to 2021

1.1 Increase the number of Y&H Tour performances by 25%.

1.2 Continue to develop quality resources for teachers and young people:

- a) Establish an Education Advisory Group to enhance the relevance of Y&H Tours and materials to the school curriculum.
- b) Develop options to reuse materials to provide longer life and wider reach than just the current tour.
- c) Investigate feasibility of developing a Breaking Down Theatre Conventions digital version for schools to purchase to enhance their teaching materials.

“Thank you! The film will be particularly good for external exams as remembering a show for that long is difficult.” –*Kaitaia College, Northland*

“EnsembleImpact takes the students to the parts of their brains that they need to explore and understand. What makes it even more valuable, is the fact all the plays came from our neck of the woods; which is still unbelievable for most of our kids who believe all plays and successful movies come from America.” – *Hamilton Teacher*

2. JUMP

Objective: To provide young people with the opportunity to experience, critique and understand what's needed for a successful performance.

What we did in 2017

In partnership with schools we identified 20 Y&H Ambassadors in the Wellington region and negotiated free tickets for them to attend stage performances and write reviews of plays.

Y&H Ambassadors were provided with a Welcome Pack which included fliers for upcoming shows, schedule of dates, and examples/guides of what constitutes a good review.

Auditioned 130 young people to be offered mentoring during the production of the three plays in the Y&H Festival.

Next steps to 2021

2.1 Grow the Y&H Ambassadors programme to deepen the experience and engagement:

- a) Continue to work with up to 24 Ambassadors in the Wellington region.
- b) Investigate the value of developing a curated online community of Ambassadors throughout NZ where reviews and experiences are shared.
- c) Develop online materials to support the development of young people as theatre reviewers.

2.2 Provide opportunities for experienced theatre practitioners and young people to meet and discuss performing arts techniques:

- a) Establish an annual programme of meet-ups where experienced practitioners are available to explore selected theatre topics.

"I had no idea that drama was allowed to be cool & fun." - Finn Teppett, Y&H Ambassador 2009, commissioned playwright 2017

"Y&H provides a great opportunity and develops students in so many ways, both as Ambassadors or as practitioners." - Focus group participant

3. GOING DEEP

Objective: To provide opportunities for young people to deepen expertise in all aspects of performing arts production.

What we did in 2017

Our Y&H Festival provided mentoring for: 22 actors; 4 assistant directors; 3 stage managers; 3 costume designers; 3 lighting designers; 3 sound designers; 1 composer; 2 props designers and 4 publicists. Participants were aged between 17-25.

The Y&H Festival showcased 3 plays by NZ playwrights. 214 secondary school students from 7 schools attended the performances.

Festival attendance was up 19% and gross box office by 43%.

Next steps to 2021

3.1 Take a pause and reconsider ways of providing opportunities for young people wanting a career in the performing arts:

- a) Develop a range of options for specialist and technical skills development.
- b) Look at the partnerships required to support new initiatives.
- c) Develop an annual programme of events to mentor individuals and support technical skills development, that may vary from year to year.

3.2 Connect young and aspiring practitioners with professionals in their field:

- a) Trial a Producers Workshop, developed within the Akina Foundation social enterprise process.
- b) Trial a range of writing and technical workshops applying the Akina Foundation “growing income streams” process.
- c) Explore opportunities to develop further workshops.

3.3 Build closer relationships with alumni to open up new opportunities:

- a) Maintain an up to date alumni database.
- b) Schedule regular communications.
- c) Map communication channels.

“Working with the amazing industry professionals showed me that it was possible to work in theatre and gave me the confidence, skills and contacts to make it a reality.” - *Stage Manager in 2016 Festival, now working professionally*

“I love that Y&H is really interested in integrating the different disciplines e.g. design , lighting, costume from day one in the room with the actors and directors. It gets me really excited about how projects can move and shape with both the actors and the crew team having creative input along the way as opposed to coming in at the very end of a process and just doing what they are told. It pushes everyone in their area to have a stake and make something that both supports the vision of the play and excite themselves creatively.”
Festival participant 2016

4. SHOWCASE

Objective: To provide opportunities to promote NZ plays and aspiring performing arts professionals.

What we did in 2017

Supported the production of 3 plays which were all world premieres, as part of the Y&H Festival.

Produced *Outliers*, a 50 minute programme with excerpts from 9 NZ playwrights and delivered it 46 times around NZ, within Y&H Tours.

Registered 3 new plays with Playmarket.

Next steps to 2021

4.1 Support emerging NZ playwrights:

- a) Review current Y&H Playwright's Initiative model of delivery.
- b) Provide a showcase for NZ playwrights within Y&H Tours.
- c) Investigate ways in which aspiring playwrights can work on their plays with support from experienced professionals.
- d) Raise awareness of, and accessibility to, our canon of Y&H plays.

4.2 Expand opportunities to develop skills of performing arts practitioners:

- a) Investigate a range of performance opportunities to showcase skills of emerging performing arts practitioners, such as workshop showings, play readings etc.
- b) Progress those deemed feasible in terms of participant value and organisational sustainability.

“The discussions with the actors throughout the process have been quite invaluable. It made me quite aware of the potential controversies and issues audiences might have with the text and prepared me for them. It has been a great process overall though. A formative experience for me as a playwright”. - *Nathan Joe, Playwright “Like Sex” 2016*

“Having been commissioned by Young and Hungry (twice) has been so invaluable for me as a playwright. It has not only given me confidence, but also the building blocks to become a better writer. It has given me support and my work exposure. It has introduced me to the wider theatre community. But above all, it has cemented my love of theatre and theatre making, not only as a practitioner but also as an audience member.” - *Pip Hall*

5. SUSTAIN Y&H

Objective: To ensure Y&H is a successful and sustainable organisation.

What we did in 2017

Grew Y&H Tour box office by 62% in the first year that we had control over the end to end process.

Our new website was launched, which contributes to raising the profile and brand of Y&H.

Marketing materials were updated.

Surveys and focus groups provided valuable data about audience response and needs.

Initiated a programme review focussing on the Playwrights Initiative and Festival of New Theatre.

Transferred accounts to Xero to improve reporting.

Fulfilled reporting requirements to Creative NZ.

Next steps to 2021

5.1 Sustainable and appropriately resourced:

- a) New revenue generating options are developed within the four new Y&H work streams – SPARK, JUMP, GOING DEEP and SHOWCASE.
- b) Relationships with existing funders and patrons are valued, strengthened and renewed.
- c) Appropriate use of staff, professional assistance, skilled volunteers and interns.

5.2 New partnerships are identified and entered into:

- a) A partnership development plan is in place to support success with the four new Y&H work streams – SPARK, JUMP, GOING DEEP and SHOWCASE.

5.3 Y&H brand is more widely known:

- a) A social networking and communications plan is in place to maintain contact with alumni, stakeholders, partners and potential Y&H users.
- b) Developing a unified Y&H brand across all activities.

5.4 Legislative requirements are met:

- a) Health and Safety requirements are met in our organisation and at all Y&H events.
- b) Best practice business policies are reviewed and updated.
- c) Maintain good governance and managerial structures.



YOUNG & HUNGRY

