



A five-year STRATEGY 2024-2029

SHARING THE
EXTRAORDINARY

We are a charity and a theatre organisation



Our core belief and commitment



We believe **everyone** should have the chance to **experience the joy, wonder, escape, community** and **new perspectives** that **live performance** offers

Hamilton audience, Andrew Perry; Find Your Light Chorus Line Dance Class, Neil Hanna.



We are committed to **nurturing everyone's creative journey**

Our vision



To share extraordinary
live experiences with **everyone**,
again and again

Hamilton, Jess Shurte; Comfy Ceilidh, Greg Macvean.

Our mission



We build **a sense of belonging**
across our three theatres in Edinburgh,
enriching the lives of those around
us through the strength of our **creative**
programme and partnerships

How we will do it



Our values

We care

- We take a people-centred approach
- We go above and beyond so everyone feels welcome
- We are thoughtful, respectful, and sincere

We share

- We are collaborative, transparent, and inclusive
- We truly listen and respond
- We are committed to widening access

We dare

- We rise to any and every challenge
- We are ambitious in outlook
- We are courageous

Together we deliver

- We have a 'can do' attitude and take pride in our professionalism
- When we collaborate, there is unmistakable energy
- We are trusted to deliver a quality experience every time

Strategic priorities

Organisational Advancement

Creative Strategy

Audience Development

Resilience

Organisational Advancement



AIMS

Stewardship

Preserve and improve our theatres as major cultural and community hubs for the future

Culture

Be a brilliant place to work, to perform, to visit

Inclusivity

Achieve genuine inclusion and a sense of feeling 'at home'

OBJECTIVES

Our theatres

We will achieve or exceed good facilities management practice

Environment

We will follow Theatre Green Book best practice and respond within our spheres of influence

Good Citizen

We will play our part to support Edinburgh's 20-minute neighbourhood strategy

Personal Development

Our employees will be skilled in the role they do, feel valued, heard and part of a supportive culture

Health & Wellbeing

All our employees will be safe and happy at work, and feel supported through CT's commitment to provision of a clear fair work environment

Diversity

We will be a truly inclusive organisation through visible change in the diversity of our Board, our employees and our programme

Equity

We will ensure all employees and partners match our values and are committed to inclusivity

Access

We will strive to remove all barriers to access in our buildings, our programme and for our teams and audiences

WHAT SUCCESS WILL LOOK LIKE

Our theatres are modern, sustainable, and inclusive spaces which keep pace with sector and societal change

The organisation goes above and beyond to ensure everyone feels welcome and we live our values on a daily basis

Our workforce, audience, programme and governance reflect the communities we serve

Creative Strategy



AIMS

Collaboration

Develop meaningful partnerships that collectively enhance our impact

Curation

Develop a programme of extraordinary live experiences for everyone

Empowerment

Build a sense of belonging and nurture everyone's creative journey

OBJECTIVES

Sector Development

We will contribute to the long-term health of the theatre sector through impactful collaboration and partnerships

Advocacy

We will be a vocal, visible advocate for the Scottish theatre sector and its audiences

Strategic Programming

Our programme will be strategically curated so our audiences are inspired by high quality work across our theatres

Resilience Programming

Our programming will ensure the long-term sustainability of Capital Theatres

New Work

We will contribute to the flow of new work for audiences in our venues and beyond

Creativity

Participants, audiences, artists, and employees will feel their creative potential is recognised and nurtured

Communities

Communities will benefit from increased wellbeing and reduced social isolation

Partnerships

We will collaborate on the development of new initiatives and projects

WHAT SUCCESS WILL LOOK LIKE

We are a trusted and sought after collaborator, adding value across the sector
Our distinctive and varied programme is exciting and relevant to our audiences
We work in partnership with the communities we serve and collectively make a difference

Audience Development



AIMS

Growth

Sustainably grow our audiences, ensuring they mirror the diversity of Edinburgh's population

Depth

Build authentic and lasting relationships with our audiences

OBJECTIVES

Acquisition

We will increase reach and create messaging that resonates with target audiences

Retention and Frequency

We will increase the proportion of audiences who return more regularly

Brand Connection

We will increase emotional connection to Capital Theatres

King's Theatre Audiences

We will successfully re-open the King's Theatre and engage a wide audience around the new programme

WHAT SUCCESS WILL LOOK LIKE

New and returning audiences grow year on year

Our theatres are Scotland's favourite venues and our audiences are proud to be our ambassadors

Our audiences reflect the communities we serve

CURRENTLY UNDERREPRESENTED AUDIENCES

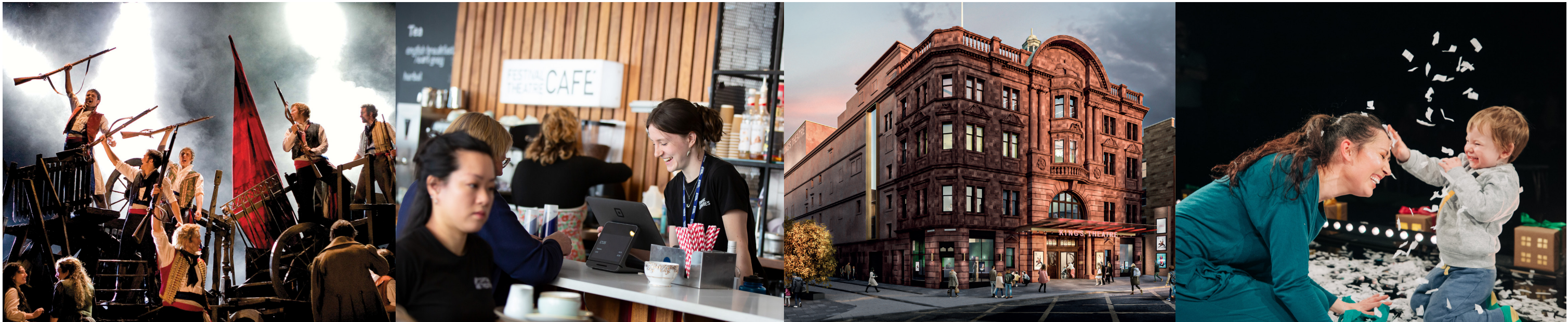
35 years old and under

Disabled people

People from varying social economic backgrounds

People from the global majority

Resilience



AIMS

Resilience

Develop financial resilience for the long term

Funding

Increase unrestricted fundraised income

OBJECTIVES

Retentions

We will ensure the balance of our creative programme results in surplus each year

Efficiency

We will increase efficiency and reduce operating costs through improved systems and processes

Trading

We will increase profit per head on Food, Beverage, and Merchandise and we will increase usage and profitability of venue space for hire

Reserves Policy

We will establish and update reserve policies

Complete King's Campaign

We will meet fundraising targets for the Capital and Heritage engagement objectives

Project Funding supports ambitions

All bids will demonstrate our increased impact, extended reach, and depth of relationship with audiences

Grow Unrestricted Income

We will create a sustainable, multi-tiered Individual Giving Programme

WHAT SUCCESS WILL LOOK LIKE

Our business acumen and financial success enable us to be a thriving charity

More funders and supporters increasingly invest in our work

And through all our actions, we'll drive a step change



Environmental sustainability

AIMS

- Be a green and sustainable business
- Make sure that a cleaner, greener and fairer future lies at the heart of everyone's visit to our city and our venues
- Carbon net zero by 2030, in line with the City of Edinburgh Council

WE WILL

- Question entrenched thinking and reluctance to change
- Examine the sources of current carbon emissions, focusing on reducing the most significant areas of carbon challenge whilst recognising the need to optimise cost benefit
- Mitigate climate change impacts, protect natural resources, and promote sustainable practices throughout our buildings
- Follow the Theatre Green Book
- Deliver and continuously update our Carbon Management plan, improving the organisation's environmental sustainability and measuring the outcomes of its success

Equity, Diversity, and inclusion

AIMS

- Foster an environment and culture where every individual can feel safe and a sense of belonging and is empowered to achieve their full potential.
- Be a truly inclusive organisation where audiences, visitors, participants, and employees feel at home
- Reflect the demographics of our location and the communities we serve in our workforce, audience, programme and governance

WE WILL

- Improve the diversity of our organisation through change in the diversity of our Board, our employees, and our programme.
- Ensure all employees and partners match our values and are committed to inclusivity.
- Strive to create a level playing field for all by removing barriers to access in our buildings, our programme, our policies, and procedures and for our teams.
- Partner with specialist external expertise to support us in achieving our aims

What will be different

We'll **connect with audiences** across Edinburgh and Scotland offering a wide programme of **extraordinary shows, reducing barriers** to attendance and creating **meaningful relationships** with the communities we serve.



James V Katherine, Mihaela Bodlovic; Hamilton wardrobe tour for students studying theatre and costume, Greg Macvean.

We'll **improve community wellbeing** and **reduce social isolation** by **empowering** the communities we are skilled in working with and are well placed to serve

Creative communities

DEMENTIA FRIENDLY COMMUNITY

- Creativity
- Peer networking
- Reducing stigma
- Capital Theatres in the community

CHILDREN AND YOUNG PEOPLE

- New schools' partnerships
- Creative learning
- Raise career aspirations

HERITAGE STORYTELLING AND PRESERVATION

- Sense of place and pride in Tollcross
- Community co-creation
- Advisory groups, panels, artists and volunteers

Wrap around activities for general public

What will be different



We'll deepen our **relationships with freelancers** and offer opportunities for skills building and **development of new work**

Artist support

OUR STRATEGIC PRIORITIES

- Present new work
- Invest in artists
- Inspire creativity
- Sustainable futures

WITH AN EMPHASIS ON

- Equity, diversity and inclusion
- Young people and early career artists
- Self-producing artists and companies
- Year-round opportunities in Edinburgh



Programme

- 125 weeks programmed across our three theatres
- Two large-scale co-productions per year
- One small scale co-production per year
- Commissioning new work with partners
- More musicals, more dance, more family, community and experimental work

Audiences

- Launching a new, engaging brand
- Launching a new website, fully accessible and user friendly
- Engaging with community groups
- Identifying and reducing barriers to attendance
- Developing and delivering an engagement and loyalty strategy

What we want to achieve over the lifetime of our strategy

1

Everyone who visits our theatres feels we consistently deliver an **extraordinary experience**; we nurture **their creative journey** through our team ethos of 'going the extra mile' and our deep-seated **culture of care** and making each person's adventure with us **feel special every time**

2

Our audiences, new and existing, **return again and again**, including more people **aged 35 and under**. Our theatres feel like **welcoming places** for people of **varying socio-economic backgrounds**, people from the **global majority** and **disabled people**

3

Our business model is **truly resilient** with sustainability in our **financial reserves**, our **environmental impact**, our **creative programming**, our **stakeholder relationships**, the wellbeing of our **employees**, the preservation of our **heritage and buildings** and the difference we make in the **communities** we serve

4

Everyone in Edinburgh, and those who visit the city, **feel connected** to our theatres by experiencing the **joy, wonder, escape, community and new perspectives** of live performance in ways that work for them



Scottish Charity Number: SC018605

capitaltheatres.com