

1 Executive Summary

The Coliseum is a thriving, accessible producing theatre, creating and presenting high-quality plays and providing a far reaching participatory programme that integrates with all aspects of the company's work engaging the diverse communities of Oldham, Greater Manchester and further afield.

The Coliseum is the undisputed focus for the cultural life of the town. The work of the company is informed by a clear set of values that shape the way it operates. These values are creativity, inclusion, diversity, innovation, quality and an approach that encourages partnership working and is audience-centred. We take a leading role in the social agenda of Oldham, driving the cultural offer and providing unique opportunities for professionals, audiences and different communities to come together and engage with the arts.

With each contact with the company, whether it's at the Coliseum or out in the community; be it for a show, a workshop, a talk or a class, we want to delight, surprise and inspire people with an excellent experience in an environment of creativity, welcome and excitement.

Over the next three years we aim to extend our work as a powerhouse of creativity and enterprise. We see the Coliseum playing a greater role in generating artistic work for wider distribution, setting up new models for artistic production, extending our geographic reach, delivering more work targeted at young people and our diverse communities and making more widespread use of technology to inform both the content of our work and our practice.

We will continue to work with Oldham Council to develop a sustainable and effective New Coliseum and Heritage Centre that is able to enhance the provision of home-produced professional theatre in Oldham. During the course of the plan we will define and implement a programme of change management to ensure a high performing operation at the new centre.

The Business Plan provides a clear framework to develop the activities of the company. It focuses on what will change across the company's operation and identifies priorities for the future.

The key challenges we must address in delivering this ambition are:

- Maintaining our production values and level of production
- Providing resources (human and physical) to extend participatory work in theatre and related arts
- Developing new strategic partnerships, and strengthening existing ones, to expand and improve the quality of work in all areas of activity and to extend our geographical reach through co-producing and presenting work on tour
- Build attendances through the Audience Development Plan
- Diversifying income streams, as well as maximising and managing financial resources to secure our long-term financial sustainability in a period of economic unpredictability

- Further strengthening an organisational culture that encourages staff to be ambitious, responsive and eager to learn
- Maintaining the quality of experience in the current theatre building
- Building a recognisable core brand which embraces the Coliseum's far-reaching activities
- Maintaining and extending the quality of all aspects of the Coliseum's work while developing the new facility
- Offering cultural leadership within the Borough.

2 Vision, Mission and Aims

2.1 Vision

Oldham Coliseum Theatre will be recognised as a country wide benchmark for inspiring social and cultural regeneration through artistic activity. Its audience base will be representative of the entire Oldham community and beyond. Oldham Coliseum will be a vital factor in a new found community cohesion and enhanced education and lifelong learning provision in Oldham.

2.2 Mission Statement

The Oldham Coliseum's mission is to

Provide a wide variety of distinctive and high quality theatre performance and participatory activities for people from all communities in Oldham, Greater Manchester and nationally.

The Coliseum will deliver its mission by:

- Making live theatre that is both popular and inspiring
- Ensuring the Coliseum and its work is an integral part of the cultural and artistic life of its community and is a resource for all
- Developing opportunities for a wide range of participants to learn through theatre and develop their theatre skills across all areas of the company
- Acting as a major focal point in the social and economic regeneration of Oldham
- Nurturing and developing local and regional creative talent through courses, work experience, volunteering and mentoring
- Building community cohesion through participation and outreach projects which explore cultural identity and common ground
- Maintaining the quality of experience in the main theatre building whilst working in close co-operation with Oldham Council to support the development and delivery of a new theatre in Oldham
- Nurturing the Coliseum's staff to ensure a dynamic and cohesive team
- Ensuring equality of opportunity informs all aspects of the Coliseum's operation.