

**Blue Roo Theatre Company Inc.**  
Annual Report  
2018/19

#### **Incorporation:**

Blue Roo Theatre Company Inc . (ABN 37 522 461 876)  
is a public company limited by guarantee.  
The registered office is located at 58 Fernberg Road,  
Paddington QLD 4064.

Phone: 0421 231 085  
Website: [www.bluerootheatre.org.au](http://www.bluerootheatre.org.au)  
Email: [info@bluerootheatre.org.au](mailto:info@bluerootheatre.org.au)

#### **Charitable status, tax concessions and fundraising:**

Blue Roo Theatre Company Inc. is registered with the Australian Charities and Not-for-profits Commission (ACNC) as a Public Benevolent Institution (PBI).

The Australian Taxation Office (ATO) has endorsed the company as an Income Tax Exempt Charity. As a result, it receives income and certain other tax concessions, along with exemptions consistent with its status as a PBI which relate to Goods and Services and Fringe Benefits taxes.

Blue Roo Theatre Company Inc. is also endorsed by the ATO as a Deductible Gift Recipient (DGR).

***Cover photo by Dylan Evans  
of performers Brigid Coote and Daniel Tomlinson***

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## 01. Who We Are



**Blue Roo is  
a theatre  
production  
company.**

Better known as Blue Roo, Blue Roo Theatre Company Inc. is committed to providing an important link between the disability community, the performing arts sector and the broader community. All performers in our productions have a disability.

We work in partnership with Arts Queensland, Centacare and the Queensland Performing Arts Centre (QPAC).

Blue Roo comprises a diverse range of individuals who give their time, skills and expertise as volunteers.

### **Vision**

To make a positive difference to the lives of Queenslanders through the performing arts.

### **Purpose**

To provide opportunities for people with disability to become involved in the performing arts.

## 02. What We Do

### OUR ACTIVITIES:

- Performances — 25
  - Tours — 1
  - Festivals — 1
  - New works — 4
- Group sessions — 184

### WHO WE REACH:

- Youth — 800
- People with disability — 3710
- Culturally & linguistically diverse backgrounds — 750
- Regional Queenslanders — 2410
- Older people — 800



### 03. FY19 Highlights



Relationship established with **QPAC**  
Sell out shows of **Time To Go**

#### Far North Queensland Tour

1260 people attended or participated in performances

New relationship created with Hinchinbrook Regional Council

Arts Queensland Playing Queensland Funding obtained to tour three indigenous communities with our **Street Theatre** in July 2019



**Arts Queensland approved** unexpended 2017-18 funds to enable:

- Planning and arrangement of a 10th Anniversary Celebration Ball for September 2019
- Redesign of Blue Roo website
- Development of marketing and promotional materials and processes
- Contracting of a Movement Director, Brian Lucas, to the Artistic team
- Contracting of a Book-keeper, Jenny Delgado, to increase financial capability
- Engagement of Artistic Director, Clark Crystal, for additional activities

**Implementation of Governance Review Report recommendations** made by Positive Solutions (2018)

Strategic direction and new **Strategic Plan (2019-24)** developed

## 04. From The President

Blue Roo Theatre Company is certainly finishing the 2018/19 financial year on a high. Together with our partners, contractors, employees and volunteers we've forged a way ahead to better establish Blue Roo in the community, with funding options, artistic opportunities and how we meet the needs of the community while making best use of resources available to us.

At the Annual General Meeting held in August 2018 a new Management Committee came in to being. The new committee brings an extensive range of experience and expertise in the areas of disability services and support, education, training, human resource management, governance, finance and law.

I am pleased to say, we've been kicking goals. It is a good way to start celebrating 10 years as a production company later in 2019.

### Artistic endeavours

We took street theatre performances to North Queensland, based in Cairns and Ingham. Engaging in the local communities the performers were among the roving entertainers at the Australian Italian Festival. The tour coincided with NAIDOC week celebrations and provided an opportunity for the performers to enjoy time with new found friends at Saint Teresa's College, Abergowrie, on NAIDOC day.

In 2018/19 Blue Roo productions worked with residents in the Wes-

ley nursing home at Chermside which culminated in the group delivering a performance to staff and residents. We worked with students in Clifford Park Special School to deliver another unique performance.

In addition to these performances our annual production, done in collaboration with Arts Queensland, Queensland Performing Arts Centre (QPAC) and Centacare, was a massive success with performances to full houses.

### Strategic direction and inclusion

Through interactions with state and federal government agencies there have been opportunities to raise the Blue Roo profile. We've done this through involvement in the Department of Communities and the Arts, Brisbane based consultation for the development of the *2019 National Arts and Disability Strategy*. This presents a vision for improving access and participation in artistic and cultural activities for people with disability.

We participated in the Small to Medium Arts Sector Roundtable with direct dialogue with the arts sector to provide the arts sector feedback on policy matters relevant to the arts portfolio, identifying ways to collectively advance the interests of the small to medium arts, cultural and creative sector and to deliver broader artistic outcomes for Queenslanders.

### Funding

In addition to continued funding from Arts Queensland and sup-



**Inclusive theatre gives opportunity for its participants to sing with their own voice.**



## 04. From The President

port from our partner Centacare, we successfully negotiated with Arts Queensland for approval of unspent funds from 2017/18. This enabled improvements to our website, planning for a 10th Anniversary Celebration Ball, development of marketing and promotional arrangements and engagement of several contractors.

### Financial performance summary

This year has been one of change as we adjusted to a new Management Committee and the implementation of the National Disability Insurance Scheme (NDIS).

The change enabled us to develop transparent governance processes and identify previously hidden costs. Despite some key financial challenges we achieved a small profit of \$817.00.

### Thank you

Thank you to the outgoing members who served on the Blue Roo Management Committee, some of whom have had a longstanding relationship with Blue Roo and maintain their commitment to the Company and work for inclusive theatre.

Thank you to Arts Queensland for the trust and support which has been provided throughout the financial year. I also want to thank Centacare for its ongoing collaboration and partnership in supporting people with disabilities.

Clark Crystal for his artistic leadership; Brian Lucas, Movement Director, for his skill and energy as he leads movement and performance skills and; Luke Scott our

Musical Director who creates the unique music telling the individual stories which makes the performers shine.

Our administration team, Jenny Delgado, book-keeper and administrative officers Mary Knox, Gabrielle Callaghan and Holly Leeson. Mary and Gabrielle resigned early in the financial year for family and employment opportunities respectively. We wish them well.

### Looking ahead

With the changing landscape associated with the NDIS, Blue Roo must adapt to this new environment which impacts the area of disability services.

We are looking forward to continual growth in our partnership with QPAC, to further develop inclusive theatre and opportunities for people with disabilities.



**Supporting creative opportunities between marginalised and non-marginalised people through artistic facilitation and collaboration is a means of challenging existing barriers and promoting social change**





## 05. Strategic Direction

During 2018/19 Blue Roo continued to pursue its purpose to provide opportunities for people with disability to become involved in the performing arts. The Company continued to actively seek opportunities for diversification in order to become financially viable through development of artistic repertoire, robust relationships, communication strategies and budget management.

While there is no intention at this point, to become a registered NDIS service provider, opportunities that arise due to the NDIS and relationships with our partners are being monitored to inform our approach within the changing environment.

As Blue Roo is primarily managed through the volunteer contributions on its Management Committee and members, it is an ongoing challenge to fulfil the Company's role as a production company. In the context of this challenge a key focus is on widening our artistic and financial base developing:

- a sponsorship strategy based on growing *Friends of Blue Roo*.
- community engagement activities such as, street theatre, regional tours, activities with local and regional councils, to bring communities and individuals together, reducing isolation, making people feel safer, sharing experiences, highlighting ability not disability
- capacity building activities such as, Artist in Residence programs, Centacare activities, works to ensure that people with a disability or in supported

care arrangements are engaging in the economic, social and cultural life of the community. Supporting individuals to become active citizens, and active citizens are more resilient, develop support options that are more enduring and build ordinary lives strengthened by relationships, not just services

- embedding best practice governance in everything we do.

As our strategic direction recognises the importance of addressing multiple factors as a production company namely: artistic endeavours which enhance social, emotional, physical development and multi level community engagement.

The strategic direction has enabled us to seek clarity and focus on how we go about our outreach and engagement across communities, partners and, potential artists and performers.



**Build partnerships**

**Discover opportunities**

**Grow friends**

**Tell the story**



**Active resilient individuals**

**Inclusive theatre**



**Build capacity**

**Financially viable**

**Trusting relationships**

**MARVIN:** NEVER WAS A STORY OF MORE WOE THAN OF  
THIS JULIET AND HER ROMEO.

**LUNA:** I USED TO THINK WE WERE ROMEO & JULIET  
MARVIN BUT I'M THE SCORPION  
REMEMBER, I WAS CREATED TO STING  
YOU. AND NOW I WILL SEND YOU UP INTO  
THE STARS. NOW GO, IT'S YOUR TIME.

**MARVIN:** A PAIR OF MARS-CROSSED LOVERS.

**LUNA:** I AM THE MOON MARVIN. I AM TIED TO THIS  
EARTH.

**MARVIN:** HOW CAN I FORGET THIS STING?

**MARVIN:** I SEE YOU...I'M COMING.

## 06. Corporate Governance

### Governance

In February 2018 Positive Solutions was engaged to review Blue Roo's Management Committee and propose recommendations to improve functioning. In March 2018 the Management Committee responded to the review and of the nine areas recommended for improvement all recommendations were accepted and an implementation plan put in place.

The recommendations ranged from: *Role and composition* — induction processes and succession planning; job description for the CEO (Artistic Director); *Board relationship* — a Code of Conduct; *Chairmanship* — periodic discussion between President and members as to their contribution; *Meetings* — establishment of one or more specialist sub-committees; *Strategy* — measure development in the organisation's capabilities; *Compliance and risk* — formally monitor risks through risk register; *Advocacy and fund raising* — plan for regular communication with key external decision makers and; *Organisational capability* — regular review of performance.

The Governance Action Plan, designed to implement recommendations of the Positive Solutions report was progressed. In 2018/19 the Management Committee implemented:

- a Governance sub-committee responsible for developing and preparing:
  - a committee member induction kit, containing a member role profile; history of the company and the committee; terms of reference for the operations of the Management Committee
  - a Code of Conduct
  - a risk register reviewed by the sub-committee and reported quarterly to the Management Committee
- an Artistic sub-committee which:
  - pursues new event opportunities and maintains existing successful events
  - maintains a Management Committee calendar of opportunities and events.

(The calendar, developed in conjunction with the Communications and Marketing sub-committee reports are provided at each Management Committee meeting)

- An operational plan maintained by this sub-committee with quarterly status reports to the Management Committee
- a Communications and Marketing sub-committee which:
  - develops, monitors and reports quarterly to the Management Committee on all communications and marketing activities.

The Management Committee held two planning days during 2018/19. The Committee identified the strategic direction for the Company formulating vision, purpose, values and strategies. A key outcome was agreement to develop a new Strategic Plan to cover the period 2019-2024. The second planning day focussed on organisational capability. Succession planning for key contractors, was recognised as a significant issue. As a result decisions were made to contract a Movement Director to build capacity and assist with succession planning.

The Blue Roo Management Committee planning day held in May 2018 enabled members the chance to discuss and share ideas about potential future challenges and opportunities. This was the first opportunity for members to hear detailed information about NDIS and discuss potential implications for Blue Roo. A strategy to monitor the roll out of the NDIS was agreed, with monitoring and discussions held at Management Committee meetings.

Experience and skills profiles have been completed by all new committee members, new policies and procedures covering finance and budget, management of social media, and selecting patrons have been implemented. The Management Committee members possess a diversity of skills, including governance, budget management, strategic and operational planning, marketing, industrial relations and relationship management. The combination and application of these skills and

## 06. Corporate Governance

experience assists the Company to be sustainable and reliable.

Additional creative project opportunities and partnerships were explored and pursued. Blue Roo has linked with Creative Partnerships, subscribes to QCOSS and engages with Culture Counts to assist with reviews and evaluations of tours and productions.

Service provider specifications and service agreements are routinely developed when engaging all contractors and we enhanced our financial management capacity, engaging a Book-keeper.

Genevieve Wells, a Management Committee member, attended a Theatrical Network Governance training program in March 2019. Key benefits included understanding the challenges facing management committees including: recruiting people to management committees who may not have a passion for the organisation they represent; lack of succession planning for when committee members resign; and lack of purpose for the committee which then leads to inconsistent decisions.

Dale Johnson, a Management Committee member, completed a 12-week intensive marketing course with the Marketers Club, Melbourne during January, February and March 2019. The course covered hard copy and digital marketing frameworks, developed our strategies for wider organisational recognition by expanding our communities of influence nationally and internationally and provided frameworks for attracting new sponsors and funding opportunities through consistent outreach and referral systems. Moving forward, we now have a sound basis for developing our sponsorship and membership base and attracting levels of private support.

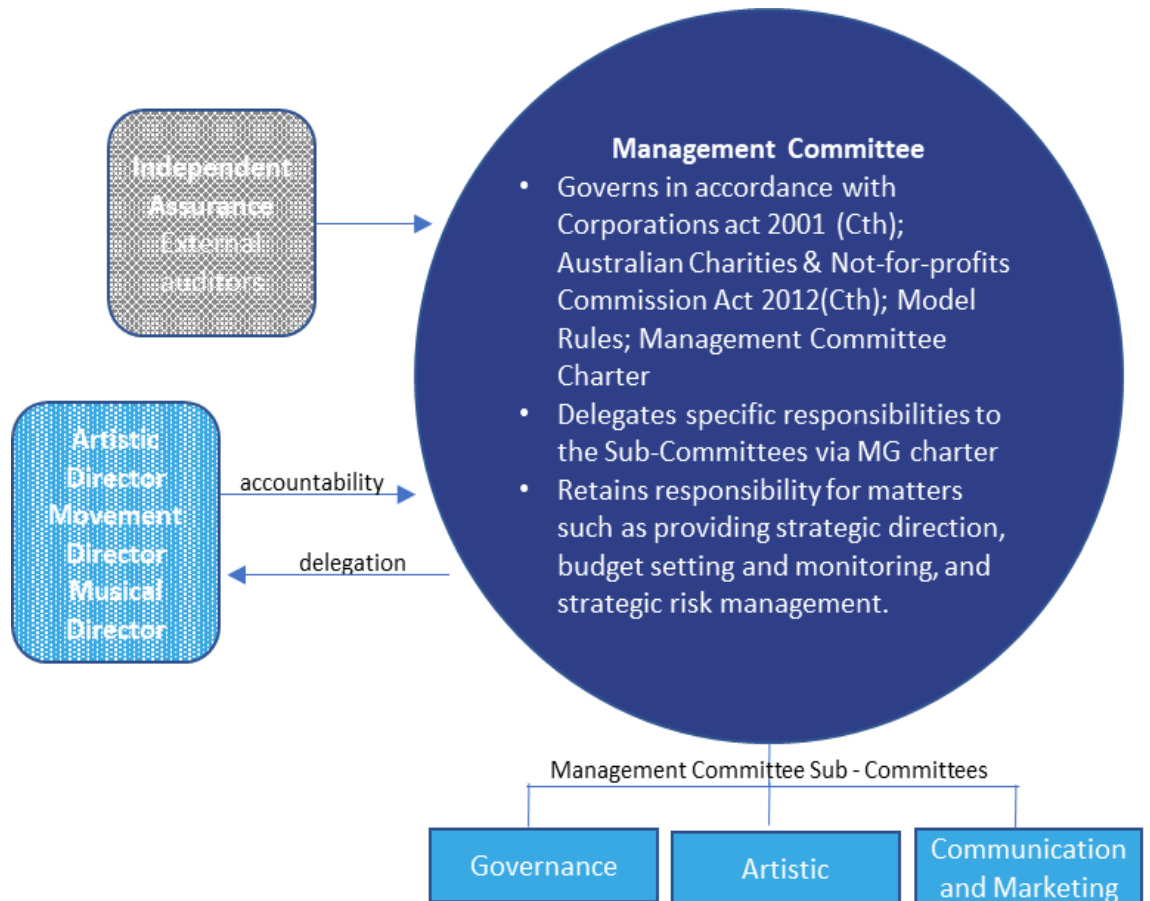
This financial year has been one of consolidation for Blue Roo. The actions undertaken by the Management Committee and its sub-committees are positioning Blue Roo for future growth and shared organisational outcomes.



## 06. Corporate Governance

### Corporate Governance Framework

The diagram shows relationship among Management Committee, its sub-committees Directors and independent assurance.



## 07. Our Team

### Management Committee Profile

#### Deborah Walker, President, *BSoc Wk, BA*



With experience in Queensland's vocational education and training sector, Deborah trained in her youth in speech and drama. Her strengths with people, change and program management, corporate governance and policy implementation are recognised within the public sector where she held senior and executive level positions.

A move to the private sector in 2017 provided Deborah with new challenges and opportunities while meeting her passion of delivering authentic and quality products and services. This passion has carried over in her commitment to the success of Blue Roo Theatre Company where she is overseeing processes essential to the future stability and growth potential within Blue Roo.

#### Tanya Fomin, Vice President, *BVoc Ed (Hon), Adv Dip Career Guide*

Tanya is a founding committee member of Blue Roo. Tanya's expertise is in the area of vocational education and training with a literacy major. She has worked in roles ranging from teaching, student support, project work and other programs within Technical and Further Education institutions.

Tanya has a history as a Disability Support Officer and has worked in the area of community literacy. Her longstanding association with Blue Roo means she has a large network of contacts in the Arts.



#### Sandra Arroll, Secretary and Treasurer, *BA, GDip Bus*



Sandra has extensive experience in the public sector in senior management positions. Her experience and expertise in training and employment programs, child safety, community and disability services assure she is a versatile member of the Management Committee. She is focused on Blue Roo's governance framework, goals and strategic direction.

Sandra's experience with government grant programs, designing, delivering and monitoring grant and funding programs in the areas of employment, disability services and capital funding for people with disability makes her a good fit in this team.

## 07. Our Team

### Management Committee Profile

**Dale Johnson, B Ed Stud, Dip Teach, Cert IV Train & Assess, JP (Qual)**

Dale has three passions in life with firm commitments to live theatre; music and comedy; excellence in teaching and advocacy for her husband's courage, ability and independence after suffering a severe stroke. She is dedicated to supporting the day-to-day resilience of the families of stroke and brain injury sufferers.

Dale has taught drama and theatre to children and young adults, literacy, numeracy and communication skills to adults and is a nationally published researcher. She brings a diverse range of skills, experience and networks to Blue Roo. She cites her greatest achievement in life as being able to 'laugh loudly on a whimsy' most days.



**Cheryl-Anne Laird, BA (Psych, Hon), GDip IR, MBA, B Law (Hon)**



Cheryl-Anne has an enviable reputation as a leading human resources and industrial relations consultant to clients in both the private and public sectors. She has built her success on forming long term partnerships with her clients and becoming a trusted expert in her field.

Cheryl-Anne has a somewhat unique mix of tertiary qualifications including Law and Psychology which has allowed her to develop a specialist expertise in assisting clients navigate the myriad of challenges which arise when employment and mental health issues combine. It was for these skills and experience as well as her commitment to and passion for social justice issues which lead to Cheryl-Anne's inclusion as a committee member.

## 07. Our Team

### Management Committee Profile

**Stewart Thompson, Dip Arts (Disability)**

Stewart represents our partner, Centacare. He has been employed by them for more than 30 years. He currently is the Director Client Services.

Stewart has extensive experience within the disability sector which has allowed him to take a strong advocacy role with significant experience in lobbying at all levels of government and in the community to influence change and policy decisions.

He continues to focus on ensuring that people have choice, independence and receive the care and support they need to enable them to maximize opportunities and participate in community life.



**Genevieve Wells, BSoc Wk**



Genevieve's true passion lies with the community sector, working with people living with severe and persistent mental illness. Her current role includes supporting people to navigate and gain access to the NDIS system, advocating for those deemed ineligible to receive support packages and assisting individuals to implement their NDIS plans.

Her area of interest is in personality disorders and dissociative identity disorders. Genevieve recognises that she is privileged to work to bring out positive change in people's lives. She draws inspiration for the people with whom she works who are resilient and persevering, often in the face of enormous obstacles.



## 07. Our Team

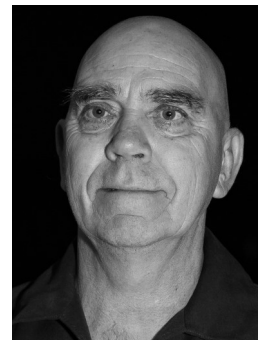
### Theatrical Profile

#### Clark Crystal, Artistic Director

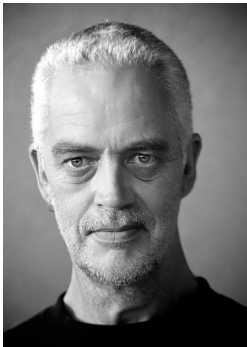
Clark is the artistic director and founder of Blue Roo. He is also a playwright, performer, applied theatre practitioner and theatre educator, with over 36 years of continuous professional experience, 19 years internationally.

Between 1988-1990 he studied theatre in Paris with the world renowned Phillippe Gaulier. This included the acting of styles of play, tragedy, melodrama, bouffon, clown, melodrama and mask. Also in direction, Shakespeare and Chekov.

Clark is an Adjunct Lecturer at Griffith University, Brisbane and invited artist to director theatre festivals for the International School's Theatre Association.



#### Brian Lucas, Movement Director, MChor, Grad Dip Chor, Assoc Dip Perf Arts, Cert IV Train & Assess



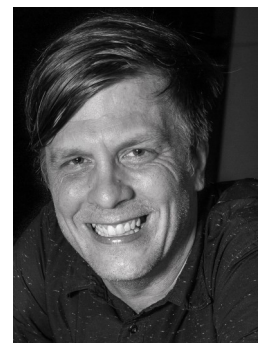
Brian is a Brisbane-based performer, choreographer, director, teacher, writer and arts-advocate whose career spans nearly 40 years. Trained in both dance and theatre, he has a national reputation for creating and performing provocative, powerful and intelligent works that bridge the divide between the two forms. Since 1995, he has created a number of critically and publicly acclaimed full-length solo works.

Brian has worked with many of Australia's and the world's most well-known performance-makers and presenters.

#### Luke Scott, Musical Director

Luke brings over 25 years of experience in composition, coupled with over 10 years of working within the disability sector.

Luke's high energy personality is counterpoint to his ability to relate with the actors, guiding them to reach beyond their potential musically. With an ability to think outside the box, Luke is determined to make the Blue Roo Theatre Company Inc. musical experience as inclusive as possible for all participants.



## 07. Our Team

### Administrative Support Profile

#### Holly Leeson—Administration Officer



Holly has primarily worked with youth (aged 12 to 25) communities and with people in both flexible education and drug and alcohol rehabilitative settings. She has experience in dance, music and visual art forms to re-engage at risk people with their communities and support networks through culturally developmental frameworks.

Holly is a widely experienced performer. Having trained in dance and voice from a young age. She has since performed in and choreographed for companies and community productions in South East Queensland.

#### Jenny Delgado, Book-keeper, Assoc Dip Bus, Cert Bus, AD Sc (High Hon)

Jenny has been providing professional bookkeeping and administrative support services to corporate and privately owned, customer-centric businesses for the last 12 years, encompassing the IT, Construction, Legal, Business Coaching, Recruitment and Media sectors.

In addition to her bookkeeping expertise, Jenny's key skills include process improvement, project support and co-ordination, tender and proposal writing, database maintenance and recruitment. Jenny's administrative, organizational, and customer service skills are outstanding and this combined with her attention to detail, strong work ethic and customer focus make her an asset to the Blue Roo team.



## 08. Our Achievements

### Organisational

The establishment of the new Management Committee has reinvigorated the Company as the members sought to better understand its workings. It was and, still is a journey. Growth for the Company has been on parallel tracks of artistic endeavour and organisational structures, policies and processes. This year was a chance to evaluate the past, identify strengths and opportunities and, put to use the suite of diverse skills and experience within the Company to enhance organisational capability into the future.

In 2018/19 the Management Committee sought to build a comprehensive governance framework. The need to clarify relationships among its partners was essential to effectively address its role as a production company. While developing processes for management the requirement for a Memorandum of Understanding (MOU) between its partner, Centacare and Blue Roo was apparent. In this year, we started to tease out what that would look like. It has proved to be a complex change management process. Staff, contractors and volunteers have been challenged, roles defined and clarified, as we emerge into a new environment.

Access to unexpended 2017/18 funds freed the Company to express its new look and feel. Blue Roo redesigned its website with new contact information and looked at sponsorship opportunities. The establishment of sub-committees allowed focused development of much needed processes including service level agreements with consultants, coordinated marketing and communication, production forecasting, reporting protocols and effective communication with the Management Committee.

### Artistic

In 2018 Blue Roo successfully completed another North Queensland Tour based in Cairns and Ingham. A total of 3350 people attended

or were participants in the Far North Queensland tour.

The tour followed a community theatre model and started with workshops in special schools as well as aged care facilities from which a production was devised and performed.

The 2018 tour saw the Street Theatre ensemble (*Commedia Dell' Arte*) collaborating with Arc Disability Services Inc., a community based organisation in the Cairns and Far North supporting children and adults who have a disability to reach their individual goals. Together they wrote and performed the song '*Where the rainforest meets the sea*'.

In particular, the Far North Queensland tour enabled people in nursing homes and clients of Ark Disability Services to experience inclusive theatre/arts performances. Increased access by regional residents was also created by the company participating in the Australian-Italian Festival in Ingham.

While in Ingham the ensemble participated in a performing arts residency with participants from the disability community of Ingham. The tour coincided with NAIDOC week where celebrations are held across Australia each July to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. NAIDOC is celebrated not only in Indigenous communities, but by Australians from all walks of life. In the midst of their touring, a day off provided an opportunity for the troupe to enjoy additional time with their new found friends at Saint Teresa's College, Abergowrie, 50 km west of Ingham, on NAIDOC day, acknowledging the Warrgamay People, the traditional owners of this country, who freely lived and hunted here as recently as the 1940's. The College acknowledged the hospitality of the Warrgamay People, the hospitality of this land, and the reciprocal relationship the College enjoys with their current generations.

In addition to the inclusion in NAIDOC week celebrations the ensemble were among the roving entertainers at the Australian Italian Festival.

## 08. Our Achievements

The festival which began in 1995 is an authentic Italian cultural event held on the first weekend of August in Ingham, North Queensland. Upon their return to Brisbane, the ensemble performed at Ipswich West Special School.

A reconnaissance trip in preparation for the 2019/20 tour occurred in June. Three Mayors were consulted: they visited all potential planned performance sites, spoke with senior nurses from the nursing homes, and three head teachers from the area.

In addition to the Street Theatre ensemble there is the *Melodrama Ensemble* which has been together for three years now. In 2018, with hard work and focus the ensemble reaped a reward for perseverance and achieved one of its goals. For the first time, they performed at the *Centacare Wilston 2018 Awards Day* with Musical Director, Luke Scott.

This year the group workshoped with Access Arts, which has been involved with people with disability or disadvantages for 35 years and, Vulcana Circus which creates performance with communities using the inspiration of those community members, the newly learned circus skills and excitement of the participants, the exchange of stories, experiences, and a range of skills in the group.

The ensemble attended four workshops with Vulcana Women's Circus and Access Arts at the Brisbane Powerhouse in New Farm. By all reports it was great fun and everyone enjoyed themselves.

A six-month, Artist in Residency programme, which engaged with students, teachers and support staff to deliver a tailored cross-curriculum programme, focussed on broad-range skills development and culminated in public performances.

The residency was successfully undertaken at Clifford Park Special School in Toowoomba. The performance outcomes of the residency achieved excellent audience capacities, and

large data public evaluation evidence of 90% considered the work excellent or good.

Our partnership with QPAC and its accompanying ability to reach more members of the general public has raised the profile of the Company and the performers.

Our ***Time To Go*** production completed its three-performance season at The Cremorne, QPAC, to full houses. The show and performers had amazing theatrical and civic engagement and there was a demand for more performances of its type.

Ninety-five percent of audiences who saw the ***Time To Go*** production and were surveyed rated the Company's work as good or excellent in areas of captivation, connection, imagination, local impact, meaning, relevance and rigour.

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*-Such a wonderful performance. Lovely to see everyone play a part.*

*- Wonderful energy and so fabulous to see what everyone can achieve together*

*-They showed determination and perseverance and appeared to support each other in the production. A wonderful effort by performers and crew.*

*- Excellent performance. Can't wait for the next one. Well done everyone.*

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Blue Roo productions have given the involved performers an opportunity to reach new heights of theatrical technique each year. The performers have become successful focussed story-tellers, generous in the presence to fellow performers and audiences and show their creative personalities.

It was a seamless production week at QPAC from beginning to end. Our experience with

## 08. Our Achievements

staff at QPAC was professional as they worked with the performers. Among the dignitaries attending the performances there were 5 from Arts Queensland and Dr Anthony Lynham (Queensland Minister for Natural Resources, Mines and Energy). Unbeknown to us there was an arts critic in attendance. The performance had a great review and Daniel Tomlinson, as Marvin, was complemented on his performance.

In our customary feedback session with the full performing ensemble we had an outstanding response as a Company. They felt so welcomed and respected during our production week residency at QPAC that they would love to return there next year for our 10th Anniversary production.



*Time To Go performances packed  
houses at QPAC*



## 09. Financial Summary

In 2018-19 the Blue Roo Theatre Company Inc. improved its financial position and developed sound financial policies and procedures evidenced by its ability to fully report its financial activities to its key funding source, Arts Queensland, and the 2018-19 Auditor's report.

Income grew from \$78,914 in 2017-18 to \$238,818 in 2018/19 primarily due to successful grant funding bids and a carry forward of \$64,400 approved by Arts Queensland.

Similarly, expenditure also grew from \$97,994 in 2017-18 to \$260,379 in 2018-19. Key expenditure items included:

- holding a 10 year anniversary ball at the Brisbane Convention and Entertainment Centre;
- ensuring the Administration Officer position was continually filled with the person working regular hours;
- employing an Associate Artistic Director and a book keeper;
- redesigning the Blue Roo website to make it more user friendly, informative, with a new capacity for online donations and memberships; and
- developing marketing and promotional arrangements, including a tiered Sponsorship and Friends of Blue Roo model.

A surplus of \$816 was achieved in 2018-19 an improvement on the previous financial year where there was a deficit of \$18,680.

The net assets held by the organisation as at 30 June 2019 was \$49,945, compared to \$49,129 at the end of the 2017-18 financial year.



## 10. Our Generous Supporters



Blue Roo Theatre Company Inc. wishes to thank our supporters who contribute financially to sustaining the Company and without whom we could not exist.

Arts Queensland has enabled Blue Roo to deliver productions and has been supportive through the process of redefining Blue Roo as a production company.

The partnership with Centacare is ongoing and operating well. A Memorandum of Understanding is being negotiated between Blue Roo and Centacare to ensure greater role clarity between the organisations.

The relationship established with QPAC is proving highly beneficial to both organisations. QPAC hosted three sell out shows of *Time To Go* on 22, 23 and 24 November 2018. Due to this success QPAC is hosting the company's 2019 major production entitled *Around* on 10, 11 and 12 October 2019.

The Far North Queensland tour in July/August 2018 was highly successful with approximately 1260 people attending or participating in the performances.

The tour resulted in a new relationship created with the Hinchinbrook Regional Council which contributed \$8,000.

Building on the success of the Far North Queensland tour in July/August 2018, the Company submitted and obtained Arts Queensland Playing Queensland funding to tour three Indigenous communities with the Street Theatre ensemble in July 2019.



## Appendix—Committee's Report

### Committee's Report

Blue Roo Theatre Company Inc  
For the year ended 30 June 2019

#### Committee's Report

Your committee members submit the financial report of Blue Roo Theatre Company Inc for the financial year ended 30 June 2019.

#### Committee Members

The names of committee members throughout the year and at the date of this report are:

Committee Member	Position
Deborah Walker	Chair
Sandra Arrold	Treasurer & Secretary
Genevieve Wells	Member
Stewart Thompson	Member
Cheryl-Anne Leird	Member
Dale Johnson	Member
Tanya Fomin	Member

#### Principal Activities

Theatre and artistic performing acts for people with disability.

#### Significant Changes

No significant changes were encountered during the Review.

#### Operating Result

The surplus/loss after providing for income tax for the financial year amounted to, as per below:


	Year Ended 30 June 2018	Year Ended 30 June 2019
Net Profit/(Loss)	(18,680)	\$ 816

## Appendix—Committee’s Report

### Going Concern

This financial report has been prepared on a going concern basis which contemplates continuity of normal business activities and the realization of assets and settlement of liabilities in the ordinary course of business. The ability of the association to continue to operate as a going concern is dependent upon the ability of the association to generate sufficient cash flows from operations to meet its liabilities. The members of the association believe that the going concern assumption is appropriate. We did not note any going concern issues.

Signed in accordance with a resolution of the Members of the Committee on:



---

Deborah Walker - President

Date 6/11/2019

## Appendix—Income and Expenditure

### Income and Expenditure Statement

Blue Roo Theatre Company Inc  
For the year ended 30 June 2019

	2019	2018
<b>Income</b>		
Donations	238,818	78,914
Fundraising	-	400
Total Income	238,818	79,314
<b>Cost of Sales</b>		
Cost of Goods Sold	350	-
Total Cost of Sales	350	-
<b>Gross Surplus</b>	<b>238,468</b>	<b>79,314</b>
<b>Other Income</b>		
Other Revenue	22,727	-
Total Other Income	22,727	-
<b>Expenditure</b>		
Depreciation	1,327	-
Travel and Accommodation	7,559	-
Accommodation & Travel	11,349	-
Advertising	619	2,886
Artistic Director	37,400	22,400
Ball - costs	22,220	-
Bookkeeping	6,075	-
Choreography	6,000	7,500
Consulting & Accounting	-	10,000
costs provided in-kind support	16,534	-
Fees	1,700	-
General Expenses	681	140
Insurance	1,021	602
Interest Expense	10	-
Music & Voice Directors	36,861	14,140
Musicians & Singers	5,420	10,490
Office Expenses	152	-
Photography & Graphic Design	1,545	2,349
Printing & Stationery	429	-
Project Partner Expenses	19,500	-
Promotion Costs	4,315	-
Rent	1,680	2,025
Set & Costumes	24,387	11,800
Subscriptions	2,061	1,785
Superannuation	1,757	978
Venue Hire	20,606	-
Wages and Salaries	18,756	10,659

The accompanying notes form part of these financial statements.

## Appendix—Income and Expenditure

### Income and Expenditure Statement

	2019	2018
Web Design & Hosting	10,414	240
Total Expenditure	260,379	97,994
Current Year Surplus/ (Deficit) Before Income Tax Adjustments	816	(18,680)
Current Year Surplus/(Deficit) Before Income Tax	816	(18,680)
Net Current Year Surplus After Income Tax	816	(18,680)

The accompanying notes form part of these financial statements.

## Appendix—Assets and Liabilities

### Assets and Liabilities Statement

Blue Roo Theatre Company Inc

As at 30 June 2019

	NOTES	30 JUN 2019	30 JUN 2018
<b>Assets</b>			
<b>Current Assets</b>			
Cash and Cash Equivalents		82,831	146,370
Total Current Assets		82,831	146,370
<b>Non-Current Assets</b>			
Plant and Equipment and Vehicles	3	3,248	3,248
Accumulated Depreciation		(1,327)	-
Total Non-Current Assets		1,921	3,248
Total Assets		84,752	149,618
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Trade and Other Payables	4	252	1,380
GST Payable		1,254	7,126
Deferred Income	6	32,949	91,006
Employee Entitlements	8	529	978
Total Current Liabilities		34,985	100,489
<b>Non-Current Liabilities</b>			
<b>Other Non-Current Liabilities</b>			
ATO - Integrated Client Account		(178)	-
Total Other Non-Current Liabilities		(178)	-
Total Non-Current Liabilities		(178)	-
Total Liabilities		34,807	100,489
Net Assets		49,945	49,129
<b>Member's Funds</b>			
Capital Reserve		49,945	49,129
Total Member's Funds		49,945	49,129

The accompanying notes form part of these financial statements.

## Appendix—Notes

Notes to the Financial Statements

# Notes to the Financial Statements

Blue Roo Theatre Company Inc  
For the year ended 30 June 2019

### 1. Summary of Significant Accounting Policies

The financial statements are special purpose financial statements prepared in order to satisfy the financial reporting requirements of the Associations Incorporation Act QLD. The committee has determined that the association is not a reporting entity.

The financial statements have been prepared on an accruals basis and are based on historic costs and do not take into account changing money values or, except where stated specifically, current valuations of non-current assets.

The following significant accounting policies, which are consistent with the previous period unless stated otherwise, have been adopted in the preparation of these financial statements.

#### Income Tax

The association is exempt from Income Tax in terms of Section 50-40 of the Income Tax Assessment Act 1997 as amended.

#### Property, Plant and Equipment (PPE)

Leasehold improvements and office equipment are carried at cost less, where applicable, any accumulated depreciation.

The depreciable amount of all PPE is depreciated over the useful lives of the assets to the association commencing from the time the asset is held ready for use.

Leasehold improvements are amortised over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

#### Impairment of Assets

At the end of each reporting period, the committee reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount. Any excess of the asset's carrying amount over its recoverable amount is recognised in the income and expenditure statement.

#### Provisions

Provisions are recognised when the association has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions are measured at the best estimate of the amounts required to settle the obligation at the end of the reporting period.

#### Cash on Hand

Cash on hand includes cash on hand, deposits held at call with banks, and other short-term highly liquid investments with original maturities of three months or less.

#### Accounts Receivable and Other Debtors

Accounts receivable and other debtors include amounts due from members as well as amounts receivable from donors. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

## Appendix—Notes

### Notes to the Financial Statements

#### Revenue and Other Income

Revenue is measured at the fair value of the consideration received or receivable after taking into account any trade discounts and volume rebates allowed. For this purpose, deferred consideration is not discounted to present values when recognising revenue.

Interest revenue is recognised using the effective interest method, which for floating rate financial assets is the rate inherent in the instrument. Dividend revenue is recognised when the right to receive a dividend has been established.

Grant and donation income is recognised when the entity obtains control over the funds, which is generally at the time of receipt.

If conditions are attached to the grant that must be satisfied before the association is eligible to receive the contribution, recognition of the grant as revenue will be deferred until those conditions are satisfied.

All revenue is stated net of the amount of goods and services tax (GST)

#### Leases

Leases of PPE, where substantially all the risks and benefits incidental to the ownership of the asset (but not the legal ownership) are transferred to the association, are classified as finance leases.

Finance leases are capitalised by recording an asset and a liability at the lower of the amounts equal to the fair value of the leased property or the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for that period.

Leased assets are depreciated on a straight-line basis over the shorter of their estimated useful lives or the lease term. Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the periods in which they are incurred.

#### Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the assets and liabilities statement.

#### Financial Assets

Investments in financial assets are initially recognised at cost, which includes transaction costs, and are subsequently measured at fair value, which is equivalent to their market bid price at the end of the reporting period. Movements in fair value are recognised through an equity reserve.

#### Accounts Payable and Other Payables

Accounts payable and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the association during the reporting period that remain unpaid. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

	2019	2018
<b>2. Cash on Hand</b>		
Business WebSavings Account	36,294.88	55,674.31
Everyday Business Account	46,536.24	90,409.49
Load & Go Card	-	286.53
<b>Total Cash on Hand</b>	<b>82,831.12</b>	<b>146,370.33</b>

The accompanying notes form part of these financial statements.

## Appendix—Notes

### Notes to the Financial Statements

	2019	2018
<b>3. Plant and Equipment, Motor Vehicles</b>		
<u>Plant and Equipment</u>		
Plant and Equipment at Cost	3,248.00	3,248.00
Total Plant and Equipment	3,248.00	3,248.00
Total Plant and Equipment, Motor Vehicles	3,248.00	3,248.00
	2019	2018
<b>4. Trade and Other Payables</b>		
<u>Trade Payables</u>		
Accounts Payable	-	1,181.56
Total Trade Payables	-	1,181.56
<u>Other Payables</u>		
PAYG Withholdings Payable	252.00	198.00
Total Other Payables	252.00	198.00
Total Trade and Other Payables	252.00	1,379.56
	2019	2018
<b>5. Tax Payable</b>		
	2019	2018
<b>6. Deferred Income</b>		
<u>Deferred Income Government Grants</u>		
Unearned Income	32,949.00	91,005.63
Total Deferred Income Government Grants	32,949.00	91,005.63
Total Deferred Income	32,949.00	91,005.63
	2019	2018
2019	2018	
<b>7. Provisions</b>		
<b>8. Employee Entitlements</b>		
Superannuation Payable	529.29	977.65
Total Employee Entitlements	529.29	977.65

The accompanying notes form part of these financial statements.



## Appendix—Movements in Equity

### Movements in Equity

Blue Roo Theatre Company Inc  
For the year ended 30 June 2019

	2019	2018
<b>Equity</b>		
Opening Balance	49,129	67,809
<b>Increases</b>		
Profit for the Period	816	(18,680)
Total Increases	816	(18,680)
Total Equity	49,945	49,129

## Appendix— Cash Flows

### Statement of Cash Flows - Direct Method

Blue Roo Theatre Company Inc

For the year ended 30 June 2019

	2019	2018
<b>Operating Activities</b>		
Receipts From Customers	-	400
Payments to Suppliers and Employees	(20,863)	(11,636)
Finance Costs	(10)	-
Cash Receipts From Other Operating Activities	278,798	86,160
Cash Payments From Other Operating Activities	(247,260)	(87,368)
Net Cash Flows from Operating Activities	10,665	(12,444)
<b>Investing Activities</b>		
Payment for Property, Plant and Equipment	-	(506)
Other Cash Items From Investing Activities	1,327	-
Net Cash Flows from Investing Activities	1,327	(506)
<b>Other Activities</b>		
Other Activities	(75,531)	92,181
Net Cash Flows from Other Activities	(75,531)	92,181
<b>Net Cash Flows</b>	<b>(63,539)</b>	<b>79,232</b>
<b>Cash and Cash Equivalents</b>		
Cash and cash equivalents at beginning of period	146,370	67,139
Cash and cash equivalents at end of period	82,831	146,370
Net change in cash for period	(63,539)	79,232

## Appendix—Annual Statement

### True and Fair Position

Blue Roo Theatre Company Inc  
For the year ended 30 June 2019

**Annual Statements Give True and Fair View of Financial Position and Performance of the Association**


We, Deborah Walker and Sandra Arrol being members of the committee of Blue Roo Theater Company Inc, certify that –

The statements attached to this certificate give a true and fair view of the financial position and performance of Blue Roo Theater Company Inc during and at the end of the financial year of the association ending on 30 June 2019.



Signed:

Dated: 23/11/2019



Signed:

Dated: 20/11/19

## Appendix—Auditor's Report

### Auditor's Report

Blue Roo Theatre Company Inc

For the year ended 30 June 2019

#### Independent Auditors Report to the members of the Association

We have audited the accompanying financial report, being a special purpose financial report, of Blue Roo Theatre Company Inc (the association), which comprises the committee's report, the assets and liabilities statement as at 30 June 2019, the income and expenditure statement for the year then ended, cash flow statement, notes comprising a summary of significant accounting policies and other explanatory information, and the certification by members of the committee on the annual statements giving a true and fair view of the financial position and performance of the association.

#### Committee's Responsibility for the Financial Report

The committee of Blue Roo Theatre Company Inc is responsible for the preparation and fair presentation of the financial report, and has determined that the basis of preparation described in Note 1 is appropriate to meet the requirements of the Associations Incorporations Act (QLD) 1981 and is appropriate to meet the needs of the members. The committee's responsibility also includes such internal control as the committee determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

#### Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We have conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the association's preparation and fair presentation of the financial report, in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the committee, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### Independence

In conducting our review, we have complied with the independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* as well as the independence requirements *Associations Incorporations Act (QLD) 1981*

In the conduct of our review, should we become aware that we have contravene the independence requirements of the act, we shall notify the association on a timely basis.

#### Emphasis of Matter

Without modifying my opinion, we draw attention to Note 1 to the financial statements, which describes the basis of accounting. The financial report has been prepared to assist Blue Roo Theatre Company Inc. to meet the requirements of the Associations Incorporation Act (QLD) 1981. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

## Appendix—Auditor's Report

### Auditor's Report

Blue Roo Theatre Company Inc  
For the year ended 30 June 2019

In our opinion, the financial report presents fairly, in all material respects (or gives a true and fair view—refer to the applicable state/territory Act), the financial position of Blue Roo Theatre Company Inc as at 30 June 2019 and (of) its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements, and the requirements of the Associations Incorporations Act 1981 (QLD).

#### **Basis of Accounting and Restriction on Distribution**

Without modifying our opinion, we draw attention to Note 1 to the financial statements, which describes the basis of accounting. The financial report has been prepared to assist Blue Roo Theatre Company Inc to meet the requirements of the Associations Incorporations Act 1981 (QLD). As a result, the financial report may not be suitable for another purpose.



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Auditor's signature: Andres Diaz  
(For Kardia Group)

Auditor's address:  
Suite 3 - 211 Logan Rd, Woolloongaba QLD 4151

Dated: 31 / 10 / 2019

## Appendix—Independence Declaration

### Auditors' Independence Declaration

Blue Roo Theatre Company Inc

For the year ended 30 June 2019

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2019 there have been no contraventions of:

- I. The auditor/Reviewer independence requirements in relation to the review; and
- II. Any applicable code of professional conduct in relation to the audit.



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Auditors' signature: Andres Diaz  
(For Kardia Group)

Auditors' address:  
Suite 3 - 211 Logan Rd, Woolloongaba QLD 4151

## Appendix—Strategic Plan

# Blue Roo Theatre Company Inc

## 2019-2024 Strategic Plan



www.blurootheatre.org.au

*Blue Roo Theatre Company Inc is a not-for-profit independent production company. We provide an important link between the disability community, the performing arts sector and the broader community, in that all performers in our productions have a disability.*

*Blue Roo Theatre Company Inc comprises a diverse range of individuals who give their time, skills and expertise as volunteers. Its Management Committee members have skills and expertise in drama, governance, risk management, HR management, legal, financial management, strategic planning and program management.*

*Blue Roo Theatre Company Inc's artistic practice is the application of the principles of action learning to inclusive theatre and the performing arts. Performers are artistically led ensuring performances are of a high artistic standard. The process is transformative and responsive to the needs of the performers, their families, and their community to enriching lives. Performers are role models for their peers and their community.*

*To make a positive difference to the lives of Queenslanders through the performing arts.*

*To provide opportunities for people with disability to be involved in the performing arts.*

### About Us

### Our Vision

### Our Purpose

### Our Values

#### Inclusivity

Include everyone

#### Excellence

Be the best you can be

#### Passion and Fun

Enjoy doing amazing things

#### Integrity

Operate with honesty, trust & fairness

#### Innovation

Encourage new ideas & methods

#### Empowerment

Build confidence & resilience

### For Individuals

*Develop self-esteem; confidence; a sense of belonging and a willingness to participate*

*Overcome loneliness and social isolation*

*Provide positive role models*

*Showcase skills and talents through creative expression*

- ✓ *Develop performing arts products which cater to the diverse needs of performers with disability e.g. full-scale production, street theatre.*
- ✓ *Partner with a variety of agencies and sponsors which support people with disability.*
- ✓ *Source funding opportunities to create and produce performing arts products and maintain the sustainability of the production company.*
- ✓ *Mentor performers to achieve their artistic goals.*
- ✓ *Evaluate our performing arts products to ensure they are consistent with our vision and purpose.*

*Highlight the contribution to the cultural life of the community by people with disabilities*

*Demonstrate that disability is a social justice concern and community responsibility rather than a charity or welfare issue*

*Eliminate discrimination, ensure quality before the law and promote recognition and acceptance within the community of the fundamental rights of people with a disability*

*Showcase the creative potential of people with disabilities*

### For Families and Community

### Our Strategies

