QUEENSLAND PERFORMING ARTS TRUST STRATEGIC PLAN 2018 – 2022

VISION

A lifetime of unforgettable live performances for all Queenslanders.

MISSION

To engage people through live performance to enrich lives and help create connected communities.

INTRODUCTION

The Queensland Performing Arts Trust (the Trust) has been created under the *Queensland Performing Arts Trust Act 1977*, to contribute to the cultural, social and intellectual development of all Queenslanders. The Trust delivers its mandate through Queensland's leading performing arts organisation, the Queensland Performing Arts Centre (QPAC) at Brisbane's South Bank.

This Strategic Plan articulates the Trust's ambitions over the next 4 years and reinforces QPAC's standing as a producer and presenter of high quality artistic experiences, a leader in creativity and learning, and a manager of the State's most significant and iconic performing arts venues.

Our forward program includes blockbuster works from national and international producers; production of local works including the biennial Out of the Box Festival for children eight years and under and *Clancestry – A Celebration of Country* for Aboriginal and Torres Strait Islander Cultures; programming from our residency and home companies; and educational collaborations with tertiary institutions and schools.

The diverse and inclusive programming and other offerings will showcase our operations as amongst the best in Australia's cultural landscape.

LINKS WITH GOVERNMENT PRIORITIES

Give all our Children a Great Start
Keep Communities Safe

We contribute by-

- Managing our inclusive venues that are accessed and enjoyed by audiences, patrons and visitors of all ages, abilities and cultural backgrounds.
- Connecting to diverse audiences of all ages through live arts experiences and digital platforms which share the stories and heritage of our Queensland communities.
- Meeting industry standards for the safety and security of our community and workforce.

Create Jobs in a Strong Economy

We contribute by-

- Investing in quality programming and collaborating on exchanges of creative work that require a broad range of roles and expertise – creators, producers, programmers, artists, technicians, marketeers, administrators, food service workers and external service providers.
- Presenting unique and popular live productions to grow cultural tourism.

STRATEGIC RISKS AND OPPORTUNITIES

Queensland's growth, shifting demographics, changing lifestyle patterns, community expectations and technical innovations require continual business manoeuvring. The Trust believes in being agile and responsive to community needs, industry standards and Government imperatives.

We are closely monitoring the progress of major infrastructure proposals with citywide benefits that have potential to impede or enhance QPAC operations. The Queensland Heritage Listing of much of the Cultural Centre also introduces a new dimension in terms of balancing the cultural integrity of the built environment with contemporary design and innovations. Digital threats that can compromise business data and personal information are also receiving attention with state-of-art business solutions being considered.

The Trust will positively respond to audience and industry needs. Our significant program over the next 4 years will range from productions that tell our local stories to world-class exclusive performances across all genres of the performing arts. This coupled with a digital transformation will grow our audience, reaching new communities nationally and internationally through regular live streaming and digital simulcast. We'll preserve our data integrity by introducing new digital practices to protect the community from fraudulent and corrupt practices. We will also progressively renew our ageing infrastructure, particularly major theatre equipment, to reduce risk and deliver quality product to meet the expectations of our extended audiences.

While confident in our capacity to achieve this, we remain vigilant in seizing opportunities to increase our revenue in a climate of competition for discretionary spend.

The Queensland Government's funding to the Trust for QPAC's operations over the next three years is:

2018-19 $10.595M 2019-20 $10.583M 2020-21 $10.636M

QPAC QUEENSLAND PERFORMING ARTS CENTRE | Queensland Government

OBJECTIVES

Our Place	Our Program	Our Audiences & Communities	Our Organisation & Partners	Our Sustainability & Growth
Connect audiences with arts experiences, no matter who or where they are	Deliver a broad program to reflect and enrich all lives	Deepen and amplify engagement between audience, artist and artwork	Foster an organisational culture built on leadership and collaboration	Build financial, systems and workforce capacity to remain responsive to change and opportunity

STRATEGIES

Be a place of significance, with strong emotional and cultural bonds to Queensland and its people	Secure and create inspiring content to stimulate, challenge, entertain and enthrall audiences	Share local stories and content from our diverse communities	Unlock the potential of our relationships with partners, donors and sponsors	Grow profitability to ensure continued viability as a business and in the role we play
Extend audience access to experiences through our role as a welcoming, approachable and knowledgeable arts leader	Build our capacity as producer, presenter and investor	Forge and extend links between performances on stage and everyday life	Share our producing experience, market insights and technical knowledge with arts industry partners to support sector growth	Develop an expert and creative workforce that reflects the breadth of our community
Uphold the reputation of QPAC and the safety and security of our audience, staff and stakeholders	Initiate exchanges of creative work on a local and international level	Increase learning and participation in the performing arts through live and digital environments	Continue to better connect our people, expertise, resources and data	Encourage innovative thinking and seek new opportunities for commercial entrepreneurialism

PERFORMANCE INDICATORS

Visits to QPAC

Attendance at onsite performances/events and visitors online

Venue utilisation

Total number of days booked in four main venues as a % of 365 days

Audience satisfaction

Audience surveyed who rated their experience highly

Collaborations

Annual number of collaborative productions delivered with QPAC

Sustainable business growth

Actual gross revenue compared to previous years

Regional engagement

% of Qld statistical divisions where residents accessed QPAC content and performances

Sold occupancy

Total number of tickets sold as a % of total tickets offered for sale

Percentage of Seasons by Qld artists/ Companies

Calculated as a % of total seasons presented

Non-government revenue as a % of total revenue

Revenue earned from management of commercial services or private sources

Diverse Audience

% of audience identifying as Aboriginal or Torres Strait Islander or from a non-English speaking background

QPAC QUEENSLAND PERFORMING ARTS CENTRE

Queensland Government