



Queensland Performing Arts Trust
STRATEGIC PLAN 2019-2023

A CENTRE OF INSPIRING ARTS FOR ALL QUEENSLANDERS

ADVENTUROUS ARTS

Deliver art that excites

Creating a bold arts program that stimulates, challenges and enthralls

Collaborating with local and international arts companies and creatives to deliver fresh new perspectives

Developing new ways to reach communities across Queensland

CAPTIVATED AUDIENCES

Amplify audience engagement

Contributing to the life of Brisbane and Queensland as a vibrant public place

Inviting access, participation and creative engagement through building context

Connecting audiences with arts experiences, no matter who or where they are

CREATIVE PEOPLE

Foster leadership, collaboration and entrepreneurship

Developing an innovative and creative workforce while promoting respect and integrity

Improving continually in expertise, rigor and efficiency to remain responsive to change and opportunity

Encouraging partnerships as an approachable and knowledgeable arts leader

Measured by:

Sold Occupancy

The size of our audiences

Collaborations

How often we collaborate

Regional Engagement

How far we reach across the State

Number of Visits onsite and online

How many access our content

Audience Satisfaction

The extent of audience engagement

Diversity of Audience

The breadth of our audience

Venue Utilisation

How efficiently we operate our theatres

Revenue earned from commercial or private sources

How entrepreneurial we are

Staff learning and development

The extent of our learning

PURPOSE

Our purpose under the *Queensland Performing Arts Trust Act 1977* is to **contribute to the cultural, social and intellectual development of all Queenslanders.**

We firmly believe that art increases empathy, engenders optimism and improves community cohesion through providing an insight into what it means to be in someone else's shoes. Through nurturing the creation of art on stage, sharing stories and inviting audiences to imagine an alternative world, we seek to have a positive impact on lives.

The breadth of our combined knowledge and expertise equips us to:

- Provide leadership and excellence in the performing arts
- Be responsive to the diversity of Queensland's communities
- Affirm respect for all cultures
- Encourage and support learning and participation

Through our forward program, we will engage local and visiting audiences both at our venue and across Queensland. Our continued support for the presentation of local works ensures the future innovation and creativity of Queensland's performing arts sector.

LINKS WITH GOVERNMENT PRIORITIES

Give all our Children a Great Start

Through *amplifying audience engagement*, we connect with young people through learning programs, live arts experiences and digital platforms which share stories relevant to our Queensland communities.

Keep Communities Safe

Our *creative people* meet industry standards for the safety and security of our community and workforce.

Create Jobs in a Strong Economy

We invest in *adventurous arts* - quality programming and exchanges of creative work - that require a range of roles and expertise within our *creative teams* and partners.

OPPORTUNITIES AND RISKS

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.

Over the next four years, we will actively support creativity, innovation and excellence in the construction of Queensland's new performing arts venue, partnering with infrastructure designers, theatre professionals and construction companies to deliver an iconic and functional state-of-the-art theatre. We recognise that major disruption will occur during construction but when commissioned, significant opportunities will flow that provide long-term benefits for QPAC, the performing arts industry and the community. We recognise that the new venue is integral to our growth strategies to expand our programs and broaden our reach. We remain conscious of the need to ensure sustainability of our performing arts sector and growth of our customer base.

During this time, we will also closely monitor the progress of major infrastructure proposals with citywide benefits that have potential to impede QPAC operations in the short term. While confident in our capacity to achieve our growth strategies, we remain vigilant in the need to increase our revenue in a climate of competition for discretionary spend. We are grateful for the continuing support of our patrons and donors so that Queensland can continue to enjoy quality and sustainable performing arts experiences.

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

2019-20	2020-21	2021-22
\$10.48M	\$10.56M	\$10.63M