



# Queensland Performing Arts Trust

## STRATEGIC PLAN 2020-2024

QPAC'S FORWARD PROGRAM IS CURRENTLY BEING RESHAPED DUE TO UNCERTAINTY ARISING FROM THE COVID-19 PANDEMIC IN QUEENSLAND AND RESULTANT IMPACTS. THIS STRATEGIC PLAN WILL THEREFORE BE SUBJECT TO CHANGE.

### A CENTRE OF INSPIRING ARTS FOR ALL QUEENSLANDERS

#### ADVENTUROUS ARTS

*Deliver art that excites*

Challenge ourselves and others to deliver new creative perspectives

Create a bold arts program that captures and responds to the world around us

Present First Nations artists and promote self-determination, participation and respect

#### CAPTIVATED AUDIENCES

*Amplify audience engagement*

Reflect the heart of Queensland as a vibrant and welcoming public place

Encourage creative participation to deepen enjoyment and understanding of the arts

Reach across Queensland and beyond

#### CREATIVE PEOPLE

*Foster leadership and collaboration*

Embrace innovation while promoting respect and integrity

Learn and improve to lead change and seize opportunity

Cultivate dynamic and productive partnerships

#### 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 will respect, protect and promote human rights in our decision-making and actions. We are passionate in supporting First Nations work, artists and artworkers.

Art inspires empathy, optimism, and community cohesion. Through nurturing the creation of art on stage, sharing stories, and inviting audiences to imagine an alternative world, we seek to make a positive impact on people's lives.

Our combined knowledge and expertise equip 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

QPAC recognises that we are a place of connections and partnerships with communities, other organisations, artists and audiences. Our forward program will attract local, national and international audiences to our venues. Our performing arts sector will find a platform by our continued support for innovation and creativity in the presentation of local works.

## LINKS WITH GOVERNMENT'S OBJECTIVES FOR THE COMMUNITY

QPAC contributes to the government's objectives for the community which are built around *Unite and Recover – Queensland's Economic Recovery Plan* by safeguarding the health of all who come onsite and complying with all health directions. QPAC directly employs and also supports the employment of artists, creatives, technicians, venue management and support staff in delivering quality programming and exchanges of creative work.

## OPPORTUNITIES AND RISKS

Queensland's growth, changing community expectations and technical innovation in the sector require careful consideration in future planning and agility in operations. QPAT seeks to flourish as its environment changes, while remaining responsive to community needs, industry standards and Government imperatives.

COVID-19 has significantly impacted service delivery and represents a major risk to programming and operations in 2020-21. In the absence of certainty to adjust performance measure targets, normal targets have been retained while acknowledging that capacity to reach some or all targets may be severely compromised. In response, we will work with stakeholders, clients and artists to support a resurgence and build future resilience across the arts and cultural sector.

The opening of QPAC's new theatre that is planned for completion in 2022 presents an enormous opportunity to reimagine the audience and artist experience in the Centre. The theatre is integral to QPAT's growth strategies in expanding the breadth of its program and the reach across the State. During its construction, QPAT will partner with the Queensland Government, construction specialists, designers and technical experts in ensuring that its ambitions are realised.

While construction is underway, QPAT will work closely with building contractors and Government representatives to ensure that disruption is minimised, and the Centre remains accessible at all times.

Over the course of this strategic planning period, it is likely that other major construction projects will be underway in the vicinity. QPAT is actively involved in understanding the projects and their potential impacts. While confident in its capacity to achieve its objectives, QPAT continues to work hard in ensuring excellence in performing arts and diversity of its program, increasing engagement and understanding and growth of new audiences.

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

2020-21	2021-22	2022-23
\$5.37M	\$10.64M	\$8.71M