

QUEENSLAND PERFORMING ARTS CENTRE 2017-2021 STRATEGIC PLAN

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's Strategic Plan 2017-20 outlines the Trust's ambitions for QPAC in fulfilling its mandate to contribute to the cultural, social and intellectual development of all Queenslanders. QPAC firmly believes the performing arts helps people to express themselves as well as connect with others by challenging everyone to see life through a different lens. In delivering a rich and full program, QPAC takes on a number of roles including a presenter, a leader in arts learning and a manager of the Centre at South Bank. Signature programs such as QPAC's exclusive International Series and residency program, the biennial Out of the Box Festival and Clancestry provide highlights in a rich and full program.

LINKS WITH QUEENSLAND GOVERNMENT PRIORITIES

BUILDING SAFE, CARING AND CONNECTED COMMUNITIES

QPAC's programs present the stories and heritage of our diverse communities, reflecting individual and shared experiences and providing insights into different perspectives and backgrounds through the creative talents of artists and technicians.

QPAC is an inclusive space, accessible to people of all abilities.

CREATING JOBS AND A DIVERSE ECONOMY

QPAC contributes to a diverse Queensland economy by actively growing cultural tourism through programs and partnerships as well as initiating and participating in exchanges of creative work, technical skills and knowledge with local and international partners.

STRATEGIC RISKS AND OPPORTUNITIES

QPAC acknowledges a changing local and global context. The objectives and strategies within this plan reflect Queensland's growth, changing demographics and lifestyle patterns, technological innovations and cultural shifts. The plan addresses the expanded role cultural institutions play in knowledge-based societies that encourage creativity and innovation.

With our theatre bookings at capacity, QPAC's key opportunities in the coming four years center on continuing to grow our audience reach and engagement. In our role as a leading cultural destination, QPAC is looking forward to welcoming visitors to the Gold Coast 2018 Commonwealth Games and the preparations for the opening of the Queens Wharf Brisbane in 2022.

While confident of our capacity to achieve this, we remain cognisant of challenges including meeting the expectations of diverse audiences; ensuring QPAC has the systems, resources and workforce capacity to enable sustained growth; and responding to competition for discretionary spend.

Queensland Government funding for QPAC for the next three years is: (\$000)
2017-18 (8,520) 2018-19 (8,557) 2019-20 (8,606)

OUR PLACE

OUR PROGRAM

OUR AUDIENCES & COMMUNITIES

OUR ORGANISATION & PARTNERS

OUR SUSTAINABILITY & GROWTH

OBJECTIVES

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 collaboration and creativity

Build financial 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 conversation and reflection

Share the stories and heritage of our diverse communities

Unlock the potential of our existing relationships with donors, sponsors and businesses, through two way creative partnerships

Grow profitability to ensure continued viability as an arts enterprise and in the role we play

Extend audience experiences through our role as a welcoming, approachable and knowledgeable arts leader

Build new relationships to grow our capacity as producer, presenter and investor

Be of social, economic and cultural value to the Queensland community

Develop our role and relationships with arts industry partners, to demonstrate leadership in thinking and practice

Encourage innovative thinking and seek further opportunities to develop commercial entrepreneurialism

Uphold the reputation of QPAC and the safety and security of our audience, staff and stakeholders

Initiate exchanges of creative work, technical skills and knowledge, on a local and international level

Use data insights and creative digital platforms to engage with a wider audience and enhance delivery

Streamline our systems to better connect our people, expertise, resources and data

Prepare for growth in demand, through continued investment and support of arts partnerships

PERFORMANCE INDICATORS

Visitation

Attendance at all performances and events

Venue utilisation

Total number of days booked in four main venues

Audience satisfaction

Audience members surveyed who rated their enjoyment highly

Employee engagement

Number of employees who respond to the staff survey

Sustainable business growth

Positive brand identification

Audience 'Love it' score on brand love survey question

Sold occupancy

Total number of tickets sold

% of audience identifying as from culturally diverse backgrounds

Non-government revenue as a % of total revenue

Revenue earned from management of commercial services or private sources

Percentage of seasons by Qld artists/companies

Regional engagement

Regional audience engagement with QPAC presentations or via digital