

# Queensland Performing Arts Trust Strategic Plan 2025-2029

With the opening of QPAC’s spectacular new performing arts venue, 2025-26 marks a pivotal point in history both for the organisation and for the performing arts sector in Queensland. An investment of this scale has a transformational impact, which will resonate for generations to come. This new theatre represents an extraordinary opportunity for QPAC to expand its programming and galvanise its workforce, for artists to reach wider audiences, and for Queensland to position itself as an internationally recognised hub of creativity and culture.

Every day, we stage compelling live performance of every scale, capturing the voices of our time and place. We serve our communities’ passion for performances and events of every genre and celebrate the history, diversity, and culture of Aboriginal and Torres Strait Islander people and their continuing role in Queensland’s performing arts community.

We connect artists with audiences across Queensland and support the next generation of artists, creatives and technical experts as we deliver a legacy of a more sustainable economic, environmental, and inclusive future. We respect, protect and promote human rights in everything we do.

Collaborating with valued partners who share our vision for Queensland as a bold, creative State makes this possible.

## VISION

A thriving arts centre for everyone.

## PURPOSE

The purpose of the Queensland Performing Arts Trust (QPAT) under the *Queensland Performing Arts Trust 1977* is to operate the Queensland Performing Arts Centre (QPAC) and to contribute to the cultural, social, and intellectual development of Queenslanders.

## THE WAY WE WORK

- Create memorable experiences
- Engage a large and diverse audience on site and online
- Welcome all to a thriving, creative precinct
- Encourage a culture of creativity, optimism, and belonging
- Maintain a robust and sustainable operating model and governance function
- Develop and sustain relationships in the cultural sector and wider community

## OBJECTIVES

Spearhead cultural transformation towards 2032	Performing arts events that thrill and inspire audiences across Queensland	Advance opportunities for Aboriginal and Torres Strait Islander cultures	Build the creative workforce of the future
<b>Measured by</b>  Growth in percentage of visitors from outside Brisbane LGA  Increase in number of first-time attendees on site and online  Increase in national tour premieres	<b>Measured by</b>  Attendance  Audience engagement/ satisfaction  Increase in audience diversity including those with accessibility requirements  Increase in range of postcodes represented in attendances  Audience data reflects the diversity of the Queensland community	<b>Measured by</b>  Audience engagement with Aboriginal and Torres Strait Islander programming  Increase in Aboriginal and Torres Strait Islander audiences  Exceed employment targets across the workforce  Exceed business partnership targets	<b>Measured by</b>  Venue utilisation  Increase in workforce diversity  Increased workforce engagement  Improved environmental sustainability measures
<b>Strategies</b>  Harness the transformational value of the new theatre and its studios  Commission new works  Collaborate with international artists and companies  Ensure fit for purpose cultural infrastructure  Deliver exclusive-to-Brisbane events and national premieres  Coordinate programming with other Brisbane events (sporting, cultural, precinct)	<b>Strategies</b>  Create an education program within QPAC including touring into schools and online  Deliver the Out of the Box Festival  Continue to expand Digital Stage content and reach  Strengthen regional partnerships in programming through tours and professional development  Strengthen partnerships with other State performing arts bodies  Use audience data to inform programming choices	<b>Strategies</b>  Deliver and optimise the impact of First Nations programming and events  Support Aboriginal and Torres Strait Islander playwright development  Support Aboriginal and Torres Strait Islander workforce opportunities	<b>Strategies</b>  Support technical workforce strategies  Formalise pathways and platforms for small-to-medium companies  Provide sector support, through mentorship, performance platforms, and market and audience insights  Ensure venues, systems, and workforce remain fit for purpose  Commission, support and present Queensland artists



# OPPORTUNITIES AND RISKS

## OPPORTUNITIES

- QPAC will open its fifth theatre in 2026, making it the largest performing arts centre under one roof in Australia. The capacity for up to 300,000 additional attendees per year creates an opportunity to significantly expand the diversity of the program and reach new audiences
- QPAC’s new theatre forms part of a range of city infrastructure projects nearing completion. With the cultural precinct and South Bank now connected to the CBD and Queens Wharf and upgraded transport through the Brisbane Metro and the Cultural Centre bus station development, QPAC has the opportunity to make a significant contribution to an improved public realm and place making
- The 2032 Brisbane Olympic and Paralympic Games will create opportunities to showcase performing arts in Queensland to domestic and international travellers. Accordingly, QPAC is focused on the growth of the local sector through performance opportunities and technical workforce strategies

## RISKS

- QPAC is 40 years old and its facilities need continual investment to ensure they are fit for purpose and meet industry benchmarks. Venue usage schedules must now be adjusted to accommodate time for essential maintenance and renewal
- Construction activities in QPAC’s immediate area continue to create significant challenges to pedestrian movements and external programming; however, QPAC is working closely with the delivery authorities to minimise impacts until their completion
- Extreme weather events have become more common in recent years, creating disruption and uncertainty. QPAC remains adaptable, working closely with government and arts companies to balance business continuity with the highest safety standards

The Queensland Government’s funding over the next three years is:

2025-26	2024-27	2025-28
\$9.77M	\$9.83M	\$9.89M

The agency supports the Government’s objectives for the community:

- A better lifestyle through a stronger economy
- A plan for Queensland’s future

# STRATEGIC ALIGNMENT

QPAC contributes to the Government’s objectives for the community. We provide “A better lifestyle through a stronger economy” by presenting compelling performance events of scale and cultural significance and creating opportunities for greater cultural tourism. We contribute to “A plan for Queensland’s future” by building a diverse and engaged audience with a lifelong connection to the performing arts, supporting opportunities for young artists and educators to connect with the stage, ensuring our workforce venues and systems are future ready, and increasing opportunities for Aboriginal and Torres Strait Islanders and people from diverse communities to participate in arts experiences at QPAC.

