

Queensland Performing Arts Trust

Strategic Plan 2023-2027

The Queensland Performing Arts Trust pays respect to the Aboriginal and Torres Strait Islander ancestors of the lands and waters of Queensland, their spirits, culture, and their legacy. We acknowledge the important role that Aboriginal and Torres Strait Islander Peoples continue to play within the Queensland performing arts community. Through the foundations laid by their ancestors, our First Nations Peoples give strength, inspiration and courage to current and future generations towards creating a better Queensland for all.

Every day we stage compelling works of scale and cultural significance, capturing the voices of our time and place. We push boundaries and collaborate with partners who share our vision for Queensland as a bold and inclusive creative force, bringing the world to Queensland and helping take Queensland to the world.

We seek innovative ways to bring artists and audiences together, applying lessons and improving towards a sustainable future with regards to climate, economics, health and wellbeing, and community inclusion and diversity.


VISION

A thriving arts centre for everyone.


PURPOSE

The purpose of the Queensland Performing Arts Trust (QPAT) under the *Queensland Performing Arts Trust Act 1977* is to operate the Queensland Performing Arts Centre (QPAC) and to contribute to the cultural, social and intellectual development of all Queenslanders. QPAT will respect, protect, and promote human rights in our decision making and actions.


WHAT WE DO




CREATE POWERFUL EXPERIENCES THROUGH ART




ENGAGE A LARGE AND DIVERSE AUDIENCE ON SITE AND ONLINE




WELCOME ALL TO A THRIVING AND CREATIVE PRECINCT



MAINTAIN A ROBUST AND SUSTAINABLE FINANCIAL AND GOVERNANCE FOUNDATION



ENCOURAGE AN INCLUSIVE, POSITIVE, AND CREATIVE WORKPLACE CULTURE



DEVELOP AND SUSTAIN RELATIONSHIPS WITH ARTS COMPANIES, COMMUNITIES, SUPPORTERS

STRATEGIC PRIORITIES

| PRIORITIES                     | FIRST NATIONS ART   | CONNECT  | CULTIVATE  |
|--------------------------------|---|--|--|
|                                | Reconciliation led by First Nations knowledge   | audiences with art   | an environment for thriving and sustainable arts   |
| WITHIN OUR ORGANISATION        | Increase First Nations voices in programming and in decision making   | Deliver an outstanding experience for audiences  | Attract and retain a workforce with a diversity of background and experience and the capacity and creativity to advance our ambitions  |
| THROUGH OUR PROGRAM            | Facilitate truth telling through program choices  | Present works of scale which are compelling, have cultural significance, and reflect our time and place                  | Ensure our physical infrastructure meets growing demand while maintaining the highest standards of quality and sustainability          |
| WITH AUDIENCES AND COMMUNITIES | Increase opportunities for First Nations peoples to participate in arts experiences at QPAC                         | Reflect the full breadth and diversity of Queensland in our audiences and on our stages                                  | Collaborate with partners who share our vision for Queensland  |
| MEASURED BY                    | Increase in number of First Nations artists engaged<br>Increase in number of First Nations peoples within audiences | Increase in visits to QPAC both on site and online<br>Increase diversity of audience<br>High level audience satisfaction | High level of staff retention, satisfaction, and safety<br>Maintain high percentage of venue utilisation<br>Increase in earned revenue |

# OPPORTUNITIES AND RISKS

## OPPORTUNITIES

- QPAC will open a fifth theatre, making it one of the largest performing arts centres in Australia. The capacity for up to 300,000 additional attendees per year creates an opportunity to significantly expand programming and artists
- QPAC’s new theatre forms part of a number of significant city infrastructure projects underway. The Neville Bonner Bridge will bring pedestrians from Brisbane City and the Queens Wharf development across to South Bank and the Cultural Centre. The Brisbane Metro project will deliver a redeveloped Cultural Centre bus station and a much-improved public realm to the local area
- The 2032 Brisbane Olympic and Paralympic Games will create opportunities to showcase performing arts in Queensland to domestic and international travellers. Given this, QPAC is focused on the growth of the local sector through performance opportunities and technical capacity

## RISKS

- In response to the still lingering impacts of the recent pandemic and flooding event and in anticipation of possible future disruptions, QPAC aims to remain adaptable, working closely with local and national arts companies to ensure audiences have access to the best quality programming
- QPAC’s theatres and other facilities need continual investment to ensure they are state of the art and of the highest standard and that time is created in planning schedules to carry out essential maintenance and renewal
- In the short-to-medium term, construction activities in QPAC’s immediate area create significant challenges to pedestrian movements and external programming; however, QPAC is working closely with the delivery authorities to minimise these impacts

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

| 2023-24 | 2024-25 | 2025-26 |
|---------|---------|---------|
| \$9.14M | \$9.31M | \$9.37M |

# STRATEGIC ALIGNMENT

QPAC’s strategies link with the Queensland Government’s objectives for the community:

| Objective       | Sub-objective  | QPAC Strategies   |
|-----------------|--|---|
| Good jobs       | Supporting jobs<br>Investing in skills                               | Attract and retain a workforce with a diversity of background and experience and the capacity and creativity to advance our ambitions   |
| Better services | Connecting<br>Queensland   | Ensure our physical infrastructure meets growing demand while maintaining the highest standards of quality and sustainability<br><br>Present works of scale which are compelling, have cultural significance, and reflect our time and place<br><br>Increase opportunities for First Nations peoples to participate in arts experiences at QPAC |
| Great lifestyle | Honouring and<br>embracing our rich and<br>ancient cultural heritage | Increase First Nations voices in programming and in decision making<br><br>Facilitate truth telling through program choices   |

QPAC shares the Queensland Government’s priorities in *Creative Together 2020-2030: A 10-year Roadmap for arts, culture and creativity in Queensland*, which will socially, culturally and economically assist to renew and transform the State. QPAC’s strategies align with the Roadmap pillars as follows:

| Pillar   | QPAC Strategies  |
|--|--|
| Embrace Brisbane 2032 across Queensland          | Ensure our physical infrastructure meets growing demand while maintaining the highest standards of quality and sustainability<br>Collaborate with partners who share our vision for Queensland                                   |
| Elevate First Nations arts                       | Increase First Nations voices in programming and in decision making<br>Facilitate truth telling through program choices<br>Increase opportunities for First Nations peoples to participate in arts experiences at QPAC           |
| Activate Queensland’s places and spaces          | Deliver an outstanding experience for audiences  |
| Drive social change and strengthen communities   | Reflect the full breadth and diversity of Queensland in our audiences and on our stages<br>Attract and retain a workforce with a diversity of background and experience and the capacity and creativity to advance our ambitions |
| Share our stories and celebrate our storytellers | Present works of scale which are compelling, have cultural significance, and reflect our time and place<br>Collaborate with partners who share our vision for Queensland   |