

QMF:

STRATEGIC PLAN 2024-28

Between The Tides
The Reef Trail- July 2023

A silhouette of a person with long, dark, curly hair, seen from the back and side. They are holding a boomerang in their right hand, which is extended forward. The background is a dramatic sky at sunset or sunrise, with large, billowing clouds in shades of orange, yellow, and brown. The sun is visible as a bright, glowing orb behind the clouds in the upper center of the frame.

ACKNOWLEDGEMENT OF COUNTRY

Queensland Music Festival respectfully acknowledges the Traditional Custodians of all the lands, seas and skies where we work across Queensland. We extend our respects for their enduring connection to the remarkable terrain, where creative works take place, performances resonate, and celebrations come to life. We pay our respects to Elders past and present, and to all Aboriginal and Torres Strait Islanders of all communities who also work and live on these lands.

We are committed to a journey of continuous organisational learning, embedding First Nations' perspectives and knowledges in our programs, policies, and processes, and appropriately resourcing First Nations' expertise.

First Nations leadership will be sought and respected at all times to ensure the safekeeping of cultural content that we are entrusted with sharing through Queensland Music Festival.

EXECUTIVE SUMMARY

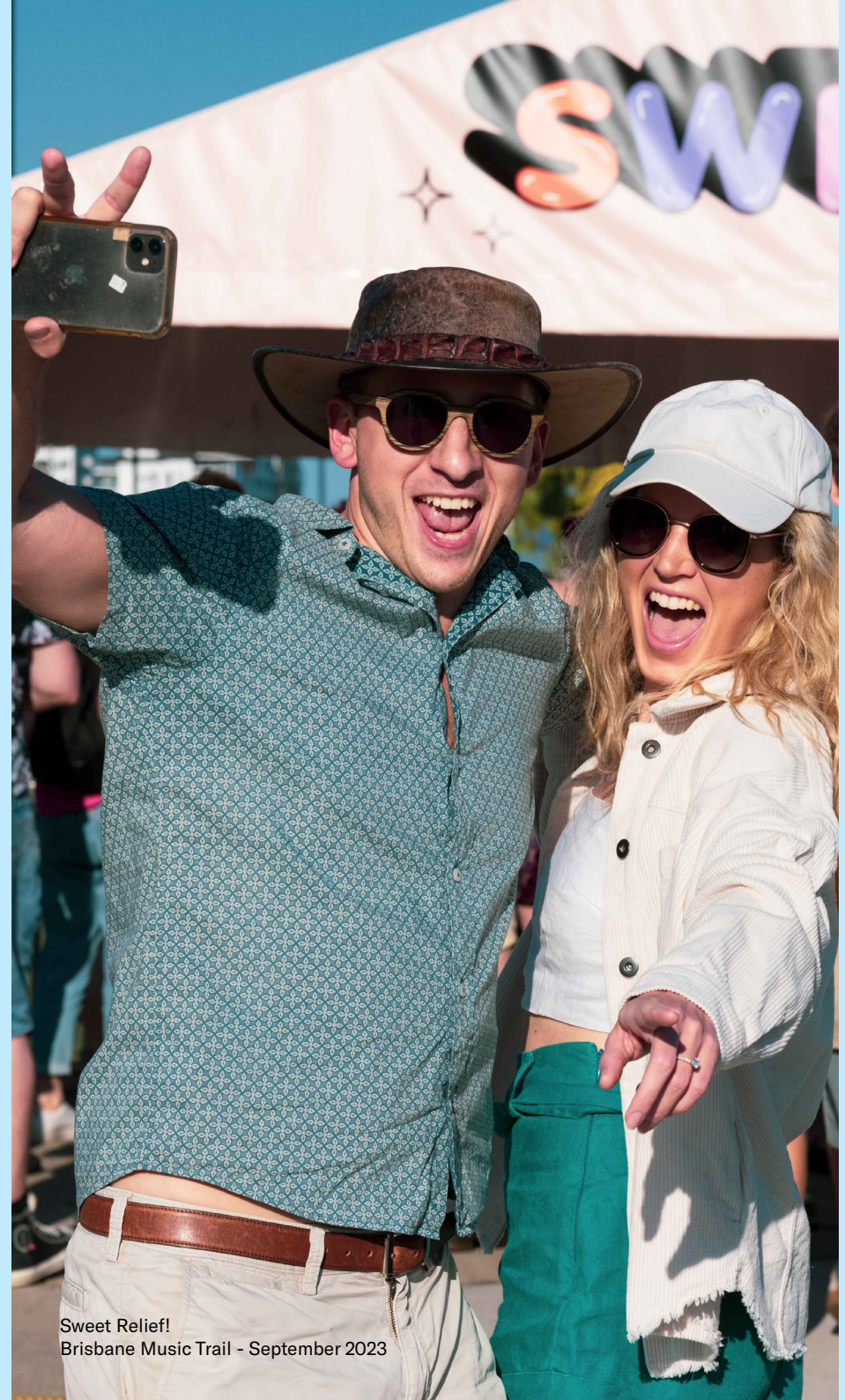
Queensland Music Festival (QMF) presents our Strategic Plan for 2024-2028, aimed at fostering cultural vitality and engaging communities throughout the state. Crafted collaboratively by the QMF Executive Team, Independent Board, and staff, our plan is backed by a rigorous macro and micro strategic review process and outlines a comprehensive approach to leveraging music as a catalyst for social, economic, and cultural impact.

QMF elevates Queensland's cultural landscape by co-creating iconic music events that celebrate the state's diversity and foster a sense of place. Through collaborative engagement, QMF seeks to deliver measurable outcomes, elevate cultural identity, and align with community aspirations.

Guided by our values of Integrity, Tenacity, Distinctiveness, and Unity, QMF aspires to become an essential part of Queensland's cultural and tourism ecosystems. Approaching opportunities with conscious intention, QMF aims to deliver impactful experiences for locals and visitors alike.

Four core principles—Creativity, Community, Destination, and Sustainability—guide QMF's decision-making processes. Grounded by these principles, six Strategic Objectives—Transformational Experiences, First Nations Priority, Organisational Capability, Audience Development, Strategic Partnerships, and Stakeholder Engagement—serve as the framework for action.

Our Strategic Plan focuses on achieving three key outcomes: Social Impact, Economic Impact, and Cultural Impact. By demonstrating tangible benefits to stakeholders and the wider community, we aim to enrich Queensland's cultural fabric and foster connection through the power of music.



Sweet Relief!
Brisbane Music Trail - September 2023

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ABOUT QMF

QMF is a pioneering music and cultural tourism agency dedicated to harnessing the transformative power of music for building stronger communities and a brighter future. Through innovative programs and partnerships, we facilitate initiatives that reimagine spaces, empower indigenous communities, diversify regional economies, and support artists directly. With a focus on research-backed strategies, we collaborate with artists, industry, government, corporate, and philanthropic partners to deliver impactful projects that celebrate Queensland's cultural diversity and heritage.

Celebrating over 20 years of community transformation, QMF is at the forefront of driving social change through music. Originating as a state-wide biennial festival, we have evolved into an incubator for innovative music, cultural, and social programs. Our signature initiative, QLD Music Trails, pioneers music and cultural tourism by curating unforgettable experiences where renowned artists perform in breathtaking Queensland locations. We create a journey where music transcends boundaries, connecting people to their heritage and each other, as we embark on extraordinary adventures through the heart of Queensland's diverse landscapes.

GOVERNANCE

Queensland Music Festival Pty Ltd operates under the Corporations Act 2001 as an initiative of the Queensland Government via Arts Queensland, holding charity status with DGR accreditation and delivering on its Constitutional Objectives. An independent Board appointed by the Queensland Arts Minister ensures diverse expertise from public and private sectors in arts, tourism, and related industries. Subcommittees for finance, risk, and stakeholder engagement support the six annual board meetings. An external Indigenous Australian Advisory Committee oversees QMF's engagement with First Nations Elders, communities, and artists. The Board undergoes annual performance reviews following Essential Governance Practices by Creative Australia, including appraising the CEO's execution of the strategic plan and organisational management.



Queensland Music Festival was established.

1999



1M+ audience reached and 105 Queensland locations visited.

2000 - 2020



Evolved into QMF, a strategic music agency.

2020



Delivered pilot QLD Music Trail "The Outback Trail".

2021



Received multi-year funding from State Government to roll out Trails state-wide.

2022



Delivered six trails, including our signature The Outback Trail.

2023



An essential part of Queensland's cultural and tourism ecosystems.

2024 & BEYOND



THE QMF APPROACH

A snapshot of QMF: who we are and how we operate.



Yarrabah Music and Cultural Festival
The Tropics Trail- November 2023

PURPOSE

- To engage communities throughout Queensland in collaborative processes of social, economic, and cultural development that draw on the unique power of music to create measurable outcomes.
- To elevate the cultural identity of Queensland through the co-creation of iconic, placemaking music events across the State.
- To facilitate collaboration between relevant arts sector organisations and individuals to deliver our objectives in a manner that is high-quality, cost-effective and aligned to community aspirations.

VISION

QMF will be an essential part of Queensland's cultural and tourism ecosystems, co-curating and delivering enduring and impactful experiences for locals and visitors.

MISSION

To contribute to the vitality of Queensland through iconic music and cultural experiences that amplify our State's diverse identity and cultivate connection to our distinct places.

VALUES

INTEGRITY

We do the right thing.

TENACITY

As collaborators, we accept the challenges of leading from the front.

DISTINCTIVENESS

We are trailblazers and we're inspiring everyone to join us.

UNITY

We all rise together. We empower each other to reach our potential.



DIVERSIFIED PRODUCT STRATEGY

QMF is an ever-evolving music and cultural tourism agency. With a rich history and a unique cross-section of connections across government and industry, we are well placed to develop a Diversified Product Strategy.

QLD MUSIC TRAILS

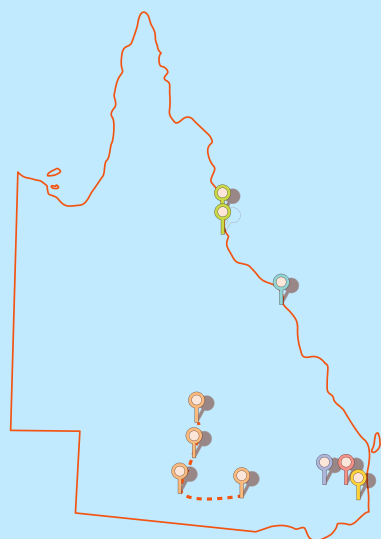
A first-of-its-kind music tourism experience.

The QLD Music Trails are a one-of-a-kind road trip meets music festival, where trail-goers are invited to discover the wonders of Queensland through curated itineraries of iconic music events in extraordinary and unexpected locations.

2023 SNAPSHOT

6 TRAILS
ANNUALLY

47K+
AUDIENCE



- BRISBANE MUSIC TRAIL
- THE SCENIC RIM TRAIL
- THE SOUTHERN TRAIL
- THE OUTBACK TRAIL
- THE REEF TRAIL
- THE TROPICS TRAIL

QMF COMMUNITY EVENTS

QMF community events are designed to bring people together through the power of music and art, creating meaningful experiences and building stronger communities.

Through workshops, performances, and interactive activities, we have provided platforms for local artists and musicians to showcase their talents, encouraging creativity and cultural expression. These events have also facilitated collaborations between community members, artists, and organisations, promoting inclusivity and diversity within these regions.

QMF: A STRATEGIC AGENCY

QMF has a rich history of co-designing, and delivering successful music and cultural events, as well as pioneering new innovative initiatives in this space. We are now looking to create opportunities for QMF to leverage its expertise, unique perspectives, relationships and resources to deliver agency services aimed at supporting and uplifting existing music and cultural festivals, sporting events, and/or to provide 'seed' support for new festivals and events. Our intention is to enable and empower more events, and communities to successfully showcase Queensland's incredible culture, music and destinations.

STAKEHOLDER VALUE PROPOSITION

QMF believes in creating meaningful and mutually beneficial relationships with our stakeholders.

Community Impact: QMF is committed to enriching communities across Queensland through the power of music. By partnering with us, stakeholders contribute to cultural enrichment, social connection, and community development initiatives that leave a lasting positive impact.

Creative Excellence: We curate diverse and innovative audience experiences that highlight Queensland stories and destinations, empower local talent and celebrate cultural diversity. Stakeholders have the opportunity to support and be associated with world-class performances that inspire and captivate audiences.

Visitor Economy: QMF engages diverse audiences, seeking to appeal to visitors and locals alike, by programming diverse content that attracts a broad audience. Stakeholders can connect with these audiences through tailored marketing, sponsorships, and partnerships to boost brand visibility and engagement.

Regional Collaboration: QMF collaborates with regional artists, communities, and organisations to promote inclusivity and showcase the unique cultural heritage of Queensland. Stakeholders can participate in collaborative projects that foster creativity, innovation, and cross-cultural exchange.

Sustainability and Legacy: QMF is committed to sustainable practices and leaving a positive legacy for future generations. Stakeholders can align with our values of environmental responsibility and social impact, contributing to a sustainable and vibrant cultural landscape.

First Nations: First Nations perspectives and knowledge is respected and represented in our planning, programming, and partnerships, creating connections between audiences and First Nations communities and artists, story-telling, and culture.

Industry Building: We build mutually enriching partnerships, creating capacity building opportunities and working together to contribute to Queensland's economic growth in the creative industries and tourism sector.



STRATEGIC DIRECTION

Our comprehensive Strategic Review and Framework for implementation.

KEY STRATEGIC OPPORTUNITIES & RISKS

In today's dynamic landscape, this overview identifies the opportunities and risks faced by QMF. We are committed to proactive and informed decision-making, fostering agility and resilience to seize opportunities and mitigate risks.



Sweet Relief!
Brisbane Music Trail - September 2023

Strategic Opportunities

- Long-term State and Federal policy commitment to revitalising arts and tourism sectors, coupled with significant public and private investment in culture and tourism infrastructure and offerings.
- Development of collaborative, mutually enriching industry relationships with strategic partners and stakeholders that effectively deliver social, cultural, and economic benefit.
- Longstanding regional focus and community commitment has created significant expertise, and nurtured close relationships which provide unique and unmatched access to a range of regions, and communities.
- Research and evaluation partnerships providing impact data and critical audience/market information.
- Being a designated 2032 Olympic & Paralympic Games legacy organisation by the Queensland State Government present incredible access and opportunity to play a leading role in presenting Queensland to the world through our range of established regional QLD Music Trails and partner events.

Strategic Risks

- Reliance on securing financial resources and funding to develop and sustain the business model long-term.
- Operating across a vast geographical landscape and in an evolving industry, creating program development and sustainability challenges.
- Uncontrollable elements impacting safety and security such as natural disaster, extreme weather, pandemics, terrorism, geopolitical tensions, or personal and cyber attacks.
- Changing economic conditions impacting financial investment, industry market conditions and consumer spending.
- Failure to remain relevant or innovate to meet shifting social and cultural trends and consumer behaviours.

STRATEGIC FRAMEWORK

QMF is a catalyst for collaboration between communities, tourism, and the music and creative industries, working shoulder-to-shoulder to present and support powerful experiences of Queensland’s diverse destinations and the richness of our cultural identity. This framework ensures a purpose-driven strategy and outlines the structure behind the Strategic Plan.



PRINCIPLES

The Principles guide all decision-making and underpin QMF’s strategic direction.

CREATIVITY

Embrace and support the diverse ecosystem of music and culture across our regions, amplify opportunities for artists and arts workers, champion the development of arts infrastructure, and reflect and cultivate Queensland’s artistic vibrancy.

COMMUNITY

Collaborate and co-design with community to cultivate the conditions for building capability, accessibility and connectedness across Queensland and ensure we authentically represent the breadth of our stories.

DESTINATION

Leverage the natural and cultural assets of iconic and emerging destinations to develop an authentic sense of place that will build robust visitor economies throughout Queensland.

SUSTAINABILITY

Actively support and implement responsible practices, fostering social, cultural, economic, and environmental sustainability.



STRATEGIC OBJECTIVES

In alignment with The Principles, The Strategic Objectives set out QMF’s goals, with relative Strategies and Measures, building and action plan and a process for tracking progress.

1. TRANSFORMATIONAL EXPERIENCES

Present and support powerful experiences of Queensland’s cultural identity through music events.

2. FIRST NATIONS PRIORITY

Respect and recognise First Nations perspectives and knowledge in our planning, programming, and partnerships.

3. ORGANISATIONAL CAPABILITY

Strengthen our organisation and build long-term sustainability.

4. AUDIENCE DEVELOPMENT

Enhance the QMF brands as mainstays of Queensland cultural tourism by reaching and cultivating a wide, diverse audience.

5. STRATEGIC PARTNERSHIPS

Cultivate an ecosystem of strategic partnerships that mutually enrich and strengthen our collective impact.

6. STAKEHOLDER ENGAGEMENT

Forge strong collaboration with stakeholders to empower social, cultural, and economic benefit from events.



OUTCOMES

The above Principles and Strategic Objectives are developed to provide actions toward three key outcomes for Queensland communities, government, and the private sector.

SOCIAL

Strengthening community pride and social connection for all Queenslanders.

ECONOMIC

Realising Queensland’s economic potential through diversification of our tourism offering.

CULTURAL

Elevating the cultural identity and importance of Queensland, especially our regional places.

CREATIVITY	COMMUNITY	DESTINATION	SUSTAINABILITY
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STRATEGIC OBJECTIVE 1:
TRANSFORMATIONAL EXPERIENCES

Present and support powerful experiences of Queensland’s cultural identity through music events.

STRATEGIES

Curate iconic music and cultural experiences that celebrate and contribute to the artistic vibrancy of Queensland and reflects the diversity of artists, audiences, and place.

Develop and maintain collaborations with communities to support and co-curate experiences that authentically connect audiences with the cultural identity unique to each destination.

Embrace innovation in event design, production techniques and engagement between brand and audience, to create immersive and memorable experiences.

Champion responsible, viable event delivery ensuring safe, accessible, inclusive experiences realistic in scale to location.

Adopt proactive planning and a pragmatic approach to trail development, prioritising the welfare of communities and the long-term sustainability of our events.

MEASURES

Net promoter score for each event.

Increased length of stay and spend to realise growth in Overnight Visitor Expenditure.

Develop 2-3 year forward program, inclusive of new content and partnered events.

Creative Strategies and Framework developed for each major event.

Online review and post-event surveys.

Improved digital landscape and purchase experience.

OUTCOMES

SOCIAL	ECONOMIC	CULTURAL
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The Long Sunset
The Scenic Rim Trail - April 2022

PRINCIPLES

CREATIVITY	COMMUNITY	DESTINATION	SUSTAINABILITY
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STRATEGIC OBJECTIVE 2: FIRST NATIONS PRIORITY

Respect and recognise First Nations perspectives and knowledge in our planning, programming, and partnerships.

STRATEGIES

Acknowledge and engage with First Nations leadership to cultivate respect and recognition.

Advance representation and participation of First Nations artists and arts workers within QMF planning and programming.

Meaningfully incorporate, empower, and celebrate all First Nations businesses in QMF events.

Strengthen approach to recruiting, developing and retaining First Nations staff within QMF and across our events.

Support promotion of cultural preservation, language revitalisation, and transmission of traditional and contemporary knowledge within First Nations communities.

Engage with First Nations communities to develop environmentally responsible event planning and delivery that supports Caring for Country.

MEASURES

Year-on-year growth in engagement of First Nations artists and arts workers.

Value of contracts with First Nations workers and businesses.

Established staff training for cultural awareness with First Nations communities.

Updated First Nations Engagement Strategy.

OUTCOMES

SOCIAL	ECONOMIC	CULTURAL
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CREATIVITY	COMMUNITY	DESTINATION	SUSTAINABILITY
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STRATEGIC OBJECTIVE 3:
ORGANISATIONAL CAPABILITY

Strengthen our organisation and build long-term sustainability.

STRATEGIES

Uphold ethical, cohesive leadership and governance, strengthen and align staff capability, and increase resilience through reduced risk.

Attract and retain a diverse and talented workforce within an equitable, collaborative workplace that prioritises staff well-being.

Strengthen organisational efficiency and stability through strategic development and investment in purpose-built business systems and infrastructure.

Fortify financial sustainability by growing philanthropic, public, corporate and commercial revenue, optimising existing funding, and securing grants.

Develop and implement sustainable practices across all operations to advance our social, cultural, and environmental responsibilities.

MEASURES

High level of staff retention, performance, and well-being.

Develop four-year diversified product and financial strategy.

Growth in corporate, commercial, public and philanthropic revenue.

Risk profile lowered.

Sustainability action plan developed.

OUTCOMES

SOCIAL	ECONOMIC	CULTURAL
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Opera At Jimbour
The Southern Trail – May 2023

PRINCIPLES

CREATIVITY	COMMUNITY	DESTINATION	SUSTAINABILITY
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The Long Sunset
The Scenic Rim Trail - April 2022

STRATEGIC OBJECTIVE 4: AUDIENCE DEVELOPMENT

Enhance the QMF brands as mainstays of Queensland cultural tourism by reaching and cultivating a wide, diverse audience.

STRATEGIES

Cultivate and engage diverse audiences of local, national and international visitors through inclusive and accessible programming and partnerships.

Evolve the brand strategy to elevate QMF's profile within government and industry, grow public brand recognition and conversion to event participation.

Ongoing research and analysis into audience behaviours and market trends, informing responsive programming and strategic marketing.

Deliver accessible, seamless service and exceptional experiences at every audience touch point.

Attract out-of-region audiences and encourage return visitation through innovative audience engagement strategies, improved digital experiences, and expanded reach.

MEASURES

Diversify out-of-region visitors to emerging destinations.

Develop ongoing audience development strategy.

Viable growth of audience numbers.

Year on year/event on event return visitation.

Increased media mentions and reach.

Increase brand recall and engaged database.

OUTCOMES

SOCIAL	ECONOMIC	CULTURAL
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CREATIVITY	COMMUNITY	DESTINATION	SUSTAINABILITY
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STRATEGIC OBJECTIVE 5:
STRATEGIC PARTNERSHIPS

Cultivate an ecosystem of strategic partnerships that mutually enrich and strengthen our collective impact.

STRATEGIES

Engage across the tourism network to inform and socialise QMF brands, strengthen our visitor offerings, and build executional capacity.

Strengthen and advance partnerships with music and arts organisations through co-programming and cross-promotion, amplifying employment and capacity-building opportunities for artists and arts workers.

Sustain research and evaluation partnerships to measure and articulate impact to stakeholders, and inform best-practice in cultural tourism.

Pursue and expand aligned cross-industry partnerships and commercial opportunities to innovate trail offerings and leverage new audiences.

Expand and grow relationships with government, tourism industry, and arts partners to raise the profile and impact of Queensland’s cultural tourism.

MEASURES

Year-on-year growth in opportunities for Queensland artists, arts workers, and arts businesses.

Impact of cross-sector investment leverage.

Develop strategic partnerships growth and management strategy.

OUTCOMES

SOCIAL	ECONOMIC	CULTURAL
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Yarrabah Music and Cultural Festival
The Tropics Trail - November 2023

PRINCIPLES

CREATIVITY	COMMUNITY	DESTINATION	SUSTAINABILITY
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STRATEGIC OBJECTIVE 6: STAKEHOLDER ENGAGEMENT

Forge strong collaboration with stakeholders to empower social, cultural, and economic benefit from events.

STRATEGIES

Empower communities to benefit from sharing their natural and cultural assets by collaboratively engaging with community, consulting leaders and advisory groups in research and development, co-designing, and delivery of events.

Support aligned community-led events and initiatives that increase brand recognition and provide opportunities for local artists and arts workers.

Design programming opportunities that empower local talent, encourage regional participation, and connect Queensland communities, building social capital.

Champion long-term capacity building in community, developing local skills and infrastructure to meet event demand, whilst facilitating fair economic opportunities for local businesses.

MEASURES

Local area population participation.

Local businesses and suppliers engaged.

Develop community capacity building strategy.

OUTCOMES

SOCIAL	ECONOMIC	CULTURAL
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QMF Partner Appreciation Event
Cairns - November 2023

QMF: QLD MUSIC TRAILS

WWW.QMF.ORG.AU



@QLDMUSICFEST

Opera At Jimbour
The Southern Trail - May 2023