



SUMMARY OF STRATEGIC DIRECTION **2019-2023**



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OUR VISION

Great venues – amazing experiences



OUR PURPOSE

To develop, manage and promote major facilities in Queensland for staging sport, recreational or entertainment events



OUR VALUES

Team
Achievement
Agility
Integrity

OUR CORE SERVICES

- Venue management
- Major event management
- Community and high performance access
- Asset portfolio management

OUR SUCCESS MEASURES

- Customer experience rating
- Ongoing sustainability
- Venue content
- Stakeholder feedback rating
- Improved employee engagement

OUR KEY RISKS & OPPORTUNITIES

- Supporting and enhancing fan experiences at venues
- Enhance relationships with key stakeholders
- Funding for venue maintenance, capital enhancement and commercial resourcing
- Telling the SQ story – celebrate successes and highlight value propositions

STRATEGIC OBJECTIVES

INITIATIVES



1. Amazing customer experiences

- 1.1 Explore and define SQ's "fan experience" – insights and co-design with hirers
- 1.2 Enhance customer service in all venues
- 1.3 Enhance venue access, precinct activation, place making and atmosphere
- 1.4 Explore options for digital enhancement and engagement/smart venue technology
- 1.5 Undertake regular benchmarking of customer experience



2. Financial growth and sustainability

- 2.1 Explore and grow commercial revenues
- 2.2 Continue focus on cost efficiencies
- 2.3 Plan for long-term capital investment and associated funding
- 2.4 Optimise maintenance expenditure across portfolio
- 2.5 Review/refine data capture, analysis and knowledge management for decision-making



3. Maximise content

- 3.1 Develop growth plans for content portfolio
 - Major event attraction (core and additional events)
 - High performance sport maximisation
 - Community place making/recreation/participation/events
- 3.2 Work with SQ key partners on content development and attraction



4. Collaborative stakeholder relations

- 4.1 Continue to develop government relations strategies to maximise outcomes for SQ and its stakeholders
- 4.2 Continuously improve, build and maintain mutually beneficial and positive relationships with hirers
- 4.3 Improve strategic relationships with content influencers
- 4.4 Tell the SQ Story (performance reporting; extent of venue usage; brand positioning; proactive engagement across all stakeholders; media plan)



5. High performing organisation

- 5.1 Drive "One SQ" culture across all sites (living the values)
- 5.2 Improve talent management and succession planning
- 5.3 Implement Career and Development strategy for staff
- 5.4 Design and implement a new performance cascade and accountability culture across the organisation



6. Sustainability

- 6.1 Introduce sustainable benchmarks and requirements into tender processes and service contract renewals
- 6.2 Identify innovative ways to reduce waste, water consumption and energy usage
- 6.3 Investigate and prepare to phase out single use plastic items (in alignment with proposed State Government ban from 1 July 2021)
- 6.4 Investigate smart technology and SQ fan satisfaction survey as tools to ascertain public perception of SQ sustainability efforts
- 6.5 Engage with staff, stakeholders and patrons to communicate SQ's sustainable message and inform of benefits and motivations