

# STRATEGIC PLAN 2019–23

QUEENSLAND ART GALLERY | GALLERY OF MODERN ART

## VISION

To be the leading institution for the contemporary art of Australia, Asia and the Pacific

## PURPOSE

To engage people with art and artists through memorable and transformative experiences

## PRINCIPLES

Access for all

Recognition of Aboriginal and Torres Strait Islander peoples

Leadership built on research and innovation

Commitment to a sustainable, collaborative and inclusive workplace

## INTRODUCTION

The Queensland Art Gallery | Gallery of Modern Art (QAGOMA) is a single institution located across two riverside buildings in the Queensland Cultural Centre at Brisbane's South Bank. QAGOMA develops and conserves the state collection of over 18 000 works of art, and stages a dynamic program of Australian and international exhibitions. Home to the Children's Art Centre and the Australian Cinémathèque, QAGOMA delivers cultural experiences onsite, online, and through touring exhibitions and programs. QAGOMA is governed by a Board of Trustees and guided by the *Queensland Art Gallery Act 1987*, which has the object to 'contribute to the cultural, social and intellectual development of all Queenslanders'.

Queensland Government funding allocated for the Gallery's operations over the next three years is:

2019–20 (\$'000)	2020–21 (\$'000)	2021–22 (\$'000)
34 927	34 900	33 612

## CONTRIBUTION TO THE COMMUNITY

QAGOMA is committed to the Queensland Government's, objectives for the community, *Our Future State: Advancing Queensland's Priorities*.

The Gallery helps to build and **Keep communities safe** by welcoming all visitors; facilitating participation by children and families, visitors with disability, young people

and students, seniors, and people in remote, regional, and outer metropolitan areas of the state; and by featuring art and artists from diverse cultures to increase social cohesion through understanding and tolerance of difference.

As a cultural tourism destination, the Gallery contributes to **Creating jobs in a strong economy** by drawing local, interstate and international visitors to Queensland, and works to strengthen the state's visual arts sector by collecting and presenting the work of Queensland artists.

QAGOMA supports **A great start for all our children** by working with artists to create programs, books and activities for children, and providing teaching and learning resources to help children and young people connect with the enduring power of art and ideas.

## OPPORTUNITIES AND CHALLENGES

Since the Queensland Government's restoration of limited-life blockbuster and major exhibitions funding in 2016–17, QAGOMA has achieved record visitation for two consecutive years, growing its direct economic contribution to cultural tourism for Queensland. This success encourages the engagement of high-profile national and international partners, which in turn creates more opportunities to secure exclusive-to-Queensland exhibitions. In 2021–22, the milestone tenth exhibition in the Gallery's flagship Asia Pacific Triennial of Contemporary Art (APT) series provides an occasion to profile the achievements of the series over 30 years. Digital transformation opportunities have been identified as crucial across multiple aspects of the Gallery's program and operations, and continue to form part of QAGOMA's strategic focus. To deliver on this digital transformation it is essential that QAGOMA attracts funding in the near term.

In a competitive economic environment, ensuring funding to deliver an innovative program and sustained audience growth is an ongoing challenge. Limitations on art storage facilities pose a challenge to future growth of the Collection, and ageing building infrastructure and equipment are also ongoing considerations. A number of large local infrastructure projects, including the Brisbane Metro upgrade, present risks to audience visitation outcomes due to restricted precinct access. The Gallery has representation on the relevant stakeholder groups as a mitigation strategy. Wider environmental risks, which are actively managed by QAGOMA, include potential natural disasters, emerging cyber security threats and public safety risks.

# OBJECTIVES

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## COLLECTION AND EXHIBITIONS

Build Queensland's globally significant Collection and deliver compelling exhibitions

### STRATEGIES

- 1.1 Develop and exhibit the Collection with a focus on contemporary art from Australia, Asia and the Pacific and a commitment to Queensland art and artists.
- 1.2 Develop and deliver blockbuster and major exhibitions that hold wide audience appeal.
- 1.3 Develop the Asia Pacific Triennial of Contemporary Art, Australia's leading exhibition series on the region's contemporary art.
- 1.4 Take a leading role in research and debate in the arts and share knowledge broadly.

### PERFORMANCE INDICATORS

Value of acquisitions gifted to the Queensland Art Gallery Collection

Visitors whose experience of exhibitions exceeded their expectations

Number of external publications, papers presented and awards

2

## AUDIENCES AND ENGAGEMENT

Connect people with the enduring power of art and ideas

### STRATEGIES

- 2.1 Offer exceptional experiences onsite and online that target attendance and enhance visitor satisfaction.
- 2.2 Encourage lifelong learning for people of all ages through QAGOMA Learning and the Children's Art Centre.
- 2.3 Provide exhibitions and programs to Queenslanders in regional, remote, and outer metropolitan communities.
- 2.4 Engage with and provide access for diverse audiences and communities.

### PERFORMANCE INDICATORS

Visits to QAGOMA onsite and at touring venues

Website visits and use of digital interactives

Audience satisfaction with onsite visit

Percentage of visits originating from interstate or overseas

Percentage of visitors whose experience at QAGOMA inspired lifelong learning

3

## PARTNERSHIPS AND PRACTICES

Build our community of partners and organisational capability

### STRATEGIES

- 3.1 Collaborate to extend the Gallery's capacity and influence through partnerships and networks.
- 3.2 Attract philanthropic support for our inspiring and ambitious program through the QAGOMA Foundation.
- 3.3 Develop non-government revenue through sponsorships, grants and profitable commercial services.
- 3.4 Sustain an innovative and inclusive workplace that empowers people to perform at their best.
- 3.5 Improve the functionality of the Gallery's physical spaces to enhance visitor experience.

### PERFORMANCE INDICATORS

Non-government revenue as a percentage of total revenue

User charges as a percentage of total revenue

Queensland Government subsidy per visit