

# STRATEGIC PLAN 2017–21

QUEENSLAND ART GALLERY | GALLERY OF MODERN ART

## VISION

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

## MISSION

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 through research, learning and innovation

Commitment to a sustainable, collaborative and inclusive culture

## INTRODUCTION

The Queensland Art Gallery | Gallery of Modern Art (QAGOMA) is Queensland's premier visual arts institution. As one of Australia's three most visited art galleries, the Gallery is embraced by audiences as an inclusive and inspiring space for creativity, diversity and culture. This plan, presented by the Queensland Art Gallery Board of Trustees, outlines the Gallery's strategic focus for the next four years. The development and presentation of blockbuster and major exhibitions is pivotal to this period following the Queensland Government's reinstatement in 2016–17 of four-year major exhibitions funding. The Government's investment of \$10.8 million, including \$2 million in matched funding, will enhance Queensland's reputation as an outstanding tourist destination.

Through the life of this plan the Gallery will continue to develop its standing as a leading ambassador to Asia and the Pacific through relationships built over more than 20 years of the internationally acclaimed Asia Pacific Triennial of Contemporary Art (APT). The Gallery will also develop and showcase its 17 000-strong art collection, deliver programs of excellence through QAGOMA Learning, the Children's Art Centre and the Australian Cinémathèque, and extend audience reach and reputation through the QAGOMA Touring program.

## CONTRIBUTION TO THE QUEENSLAND GOVERNMENT'S OBJECTIVES FOR THE COMMUNITY

### Building safe, caring and connected communities

The Gallery's exhibitions and programs encourage inclusive communities and promote understanding of diverse cultural perspectives. The Gallery facilitates participation by many different sectors of the community, including Indigenous Queenslanders, children and families, young people, seniors, and those living in regional and remote areas of the state.

### Creating jobs and a diverse economy

The Gallery is one of Queensland's leading cultural tourism destinations, drawing local, interstate and international visitors. Over the past decade the Gallery's international exhibitions program has delivered a combined economic benefit to the state of more than \$100 million. QAGOMA actively promotes Queensland's art and artists.

### Delivering quality frontline services

The Gallery strives to deliver the highest standard of frontline services to well over one million visitors each year, in areas such as visitor experience, learning and public programs, school and tour groups, and retail and food and beverage services.

The Gallery's objectives are also guided by the *Queensland Art Gallery Act 1987* and its 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:

2017–18 (\$'000)	2018–19 (\$'000)	2019–20 (\$'000)
32 772	32 915	33 286

## OPPORTUNITIES AND CHALLENGES

Key priorities for the Gallery include re-invigorating its blockbuster and major exhibitions program following restoration of limited-life funding for this purpose in 2016–17. The first year of funding has already seen an increase in attendance, and a significant opportunity exists to further build visitation and achieve ambitious tourism and sponsorship targets in the coming three years, including for APT9 in late 2018. More broadly, while the Gallery continually strives to find operational efficiencies, the pressures of rising costs and subdued economic forecasts have the potential to impede the Gallery's ability to fund innovation and continued excellence.

# 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 Curate programs led by 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 life-long learning for people of all ages through QAGOMA Learning and the Children's Art Centre.
- 2.3 Provide exhibitions and programs to all Queenslanders through the Gallery's regional services.
- 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 motivation to visit was life-long learning

3

## PARTNERSHIPS AND PRACTICES

Build our community of partners and organisational capability to deliver the best value for Queensland

### STRATEGIES

- 3.1 Strengthen the Gallery's national and international reputation and collaborative networks through institutional partnerships and touring initiatives.
- 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 commercial services.
- 3.4 Sustain a collaborative, innovative and inclusive organisation.

### PERFORMANCE INDICATORS

Non-government revenue as a percentage of total revenue

User charges as a percentage of total revenue

Queensland Government subsidy per visit