

STRATEGIC PLAN 2021–25

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

OBJECTIVES

1

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 and events that hold wide audience appeal and contribute to non-government revenue outcomes.
- 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

Visitors who had a memorable or transformative experience at QAGOMA

Value of artworks acquired for the Collection through philanthropic support

Number of publications, papers presented and awards

2

AUDIENCES AND ENGAGEMENT

Connect people with the enduring power of art and ideas

STRATEGIES

- 2.1 Offer and promote exceptional experiences onsite and online that target attendance and enhance visitor satisfaction.
- 2.2 Encourage and develop lifelong learning for people of all ages through QAGOMA Learning, Public Engagement programs 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 exhibitions and programs

Percentage of visitors whose experience at QAGOMA inspired further 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 commercial services.
- 3.4 Sustain a safe, 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

Reduction of landfill waste and energy consumption

OVERVIEW

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 19 000 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 objective 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:

2021–22 (\$'000)	2022–23 (\$'000)	2023–24 (\$'000)
33 299	32 803	33 333

CONTRIBUTION TO THE COMMUNITY

QAGOMA is committed to the Queensland Government's objectives for the community – *Unite and Recover*. The Gallery contributes to **Safeguarding our health** through the positive impacts that engagement with art and culture have on individual and community wellbeing and mental health, including social connection, resilience, and embracing diversity. As a cultural tourism destination, the Gallery is **Supporting jobs**, contributing to Queensland's economy, and working to continually strengthen the state's visual arts sector. The Gallery's touring exhibitions contribute to **Growing our regions**, and its retail and food and beverage services support **Backing small business** by buying local and supporting Queensland makers and growers. The Gallery is working to **Protect the environment** by being a leader in sustainable museum practices.

The Gallery supports the five pillars of *Creative Together 2020–2030: A 10-Year Roadmap for arts culture and creativity in Queensland*. **Elevate First Nations art** – the Gallery's exhibitions, Collection displays and public programs recognise First Nations knowledge and truth-telling and connect Indigenous and non-Indigenous communities. **Activate Queensland's local places and global digital spaces** – the Gallery's blockbuster exhibition activations contribute to COVID-19 recovery of the arts and cultural sector in Queensland, and its Digital Transformation Initiative will greatly increase digital connectivity to the Collection and art experiences. **Drive social change across the state** – the Gallery plays a key role in facilitating participation and learning relating to the arts as a means of building community cohesion, mental health and wellbeing. **Strengthen Queensland communities** – the Gallery is actively promoting year-round cultural tourism and partners with regional and remote Queensland communities in relation to its touring program. **Share our stories and celebrate our storytellers** – the Gallery champions the work of diverse Queensland artists and stories.

STRATEGIC OPPORTUNITIES

- Profile QAGOMA as the leading institution for the contemporary art of Australia, Asia and the Pacific through the milestone tenth exhibition of the flagship Asia Pacific Triennial of Contemporary Art (APT) series in FY22.
- Secure exclusive-to-Queensland blockbuster and major exhibitions that contribute to significant cultural tourism and economic outcomes for Queensland, and re-build audience share in a pandemic environment.
- Strengthen partnerships with key stakeholders to grow QAGOMA's cultural tourism reach through the development of iconic experiences.
- Position QAGOMA to develop and establish a Learning Centre in QAG that will deliver digital and hands-on programs for all ages, focused on the learning potential and transformative power of art.
- Expand and transform the way in which audiences can access and experience the Collection through the Gallery's Digital Transformation Initiative.

STRATEGIC RISKS

- The Gallery's prevailing strategic risk is the COVID-19 global pandemic, and the Gallery continues to respond and scenario plan in the short-, medium- and long-term for current and/or potential pandemic impacts affecting museums and galleries worldwide. Identified risks or potential impacts include:
 - decreased onsite visitation and own-source revenue
 - funding and political support for the arts in a potentially prolonged global recession
 - travel restrictions impacting both cultural tourism and the securing and development of major international exhibitions and/or international loans
 - increased cost and scheduling challenges relating to freight of artworks
 - a pivot in audience engagement and event models to respond to social distancing requirements, with an accelerated reliance on digital engagement
 - the financial and social wellbeing impacts of the pandemic on staff, artists and local communities, especially relating to clusters and outbreaks
- Ensuring funding to forward plan blockbuster and major exhibitions, sustain audience growth and enable digital investment remains a critical priority. QAGOMA continues to actively pursue partnerships, sponsorships, non-government revenue, grants and donations to mitigate this risk.
- Limitations on art storage facilities, and ageing building infrastructure, impacts QAGOMA's capacity to build the Collection. QAGOMA works with Arts Queensland to put in place both short- and long-term mitigation strategies.
- Wider environmental risks, which are actively managed by QAGOMA, include potential natural disasters, cyber security threats and public safety risks.