

STRATEGIC PLAN 2020–24

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 18 500 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:

2020–21 (\$'000)	2021–22 (\$'000)	2022–23 (\$'000)
34 975	33 666	31 134

CONTRIBUTION TO THE COMMUNITY

QAGOMA is committed to the Queensland Government's objectives for the community, built around *Unite and Recover – Queensland's Economic Recovery Plan*.

The Gallery contributes to **Safeguarding our health** through the positive impacts that engagement with art and culture has on individual and community wellbeing, including emotional and social connection, resilience, understanding and tolerance of difference, and sense of belonging. As a cultural tourism destination that presents exclusive-to-Queensland blockbuster and major exhibitions, the Gallery is **Supporting jobs**, contributing to Queensland's economy, and working to continually strengthen the state's visual arts sector and champion the work of its artists.

QAGOMA is **Investing in skills** through its leading role in art education for all ages and abilities, its Digital Transformation

Initiative, and its creative career pathway programs for young people. The Gallery's program of touring exhibitions and programs in regional Queensland contributes to **Growing our regions**, and the Gallery's 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 and promoting environmental awareness through aspects of its program.

In line with the *Human Rights Act 2019*, QAGOMA acknowledges the importance of respecting, protecting and promoting human rights.

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) in FY22.
- Secure exclusive-to-Queensland blockbuster and major exhibitions that contribute to significant cultural tourism and economic outcomes for Queensland.
- Increase and transform the way in which audiences can access the Collection through the Gallery's Digital Transformation Initiative.
- Position QAGOMA to develop and establish an All Ages Learning Centre in QAG that will deliver digital and hands-on programs focused on the learning potential and transformative power of art.

STRATEGIC RISKS

- *Note: QAGOMA acknowledges the uncertainty around the level and duration of impact on the objectives outlined in this plan as a result of the Novel coronavirus (COVID-19) disease. In the absence of enough certainty to adjust performance indicators, they have been retained while acknowledging that COVID-19 may significantly impact capacity to reach some or all targets.*
- 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.
- 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 mechanism to limit negative impacts.
- Wider environmental risks, which are actively managed by QAGOMA, include potential natural disasters, emerging cyber security threats and public safety risks.

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 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 profitable 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

Queensland Government subsidy per visit

Reduction of landfill waste and energy consumption