

STRATEGIC PLAN 2016–20

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 onsite and online

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 Board of Trustees' *Strategic Plan 2016–20* outlines the Queensland Art Gallery | Gallery of Modern Art (QAGOMA) ambition to inspire, lead and excel — delivering exceptional art to Queenslanders, and connecting visitors from Australia and abroad with Queensland's rich cultural holdings. The vision builds on the Gallery's standing as a global leader in the contemporary art of Australia, Asia and the Pacific, primarily through the Queensland Art Gallery Collection and the ground-breaking exhibition series, the Asia Pacific Triennial of Contemporary Art. A strong focus on life-long learning throughout the plan reflects our mission to attract and engage audiences with art and culture in ways that can inform debate, change perceptions and enrich lives.

CONTRIBUTION TO THE QUEENSLAND GOVERNMENT'S OBJECTIVES FOR THE COMMUNITY

QAGOMA initiatives make a significant contribution to key Queensland Government objectives, including:

- Building safe, caring and connected communities

The Gallery's multifaceted exhibitions and broad range of public programs actively encourages inclusive communities and promotes understanding of diverse cultural perspectives. The Gallery also facilitates participation by many different sectors of the community, including children and families, young people and, through its extensive touring program, those living in regional and remote areas of the state.

- Creating jobs and a diverse economy

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

In addition to these objectives, the *Queensland Art Gallery Act 1987* and its stated object to 'contribute to the cultural, social and intellectual development of all Queenslanders' guides the initiatives of this plan. The Act also informs the Gallery's strategic focus on leadership in the visual arts, life-long learning for its audiences, and Queensland art and artists.

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

2016–17 (\$'000)	2017–18 (\$'000)	2018–19 (\$'000)
32 173	32 765	32 894

CHALLENGES

The tight economic environment in Queensland could limit the Gallery's ability to present major international exhibitions and deliver growth in attendance, and thus is identified as a key strategic risk. This has the potential to also impede Gallery achievement in related areas such as cultural tourism and its associated economic benefit to the broader community, revenue from commercial services, and support from donors, benefactors and sponsors.

OBJECTIVES

1

COLLECTION AND EXHIBITIONS

Build Queensland's globally significant Collection and deliver compelling exhibitions

PERFORMANCE INDICATORS

- Value of acquisitions by artists from Australia, Asia and the Pacific as a percentage of total acquisitions
- Visitors whose experience of exhibitions exceeded their expectations
- Number of external publications, papers presented and awards

STRATEGIES

- 1.1 Develop 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 memorable, dynamic and diverse exhibitions and cinema programs.
- 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 scholarly and professional research and debate in the arts and share knowledge broadly.

2

AUDIENCES AND ENGAGEMENT

Connect people with the enduring power of art and ideas

PERFORMANCE INDICATORS

- Visits to QAGOMA onsite and at touring venues
- Interactions with QAGOMA content online
- Audience satisfaction with onsite visit
- Percentage of visitors whose motivation to visit was life-long learning

STRATEGIES

- 2.1 Drive growth of our audiences through international exhibitions, touring, onsite programming, and digital initiatives.
- 2.2 Deepen engagement with art, artists and ideas by offering exceptional experiences onsite and online.
- 2.3 Encourage life-long learning for people of all ages and abilities through accessible, interactive, social and digital educational environments.
- 2.4 Respond to the needs of diverse audiences and communities through research, culturally sensitive programming and ongoing evaluation.

3

PARTNERSHIPS AND PRACTICES

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

PERFORMANCE INDICATORS

- Percentage of visits originating from interstate or overseas
- Value of acquisitions gifted to the Queensland Art Gallery Collection
- Non-government revenue as a percentage of total revenue
- Non-government cash revenue per visit
- Queensland Government subsidy per visit
- Percentage of visitors whose motivation to visit was life-long learning

STRATEGIES

- 3.1 Collaborate with leading international artists and art museums, tourism and media partners to bring exceptional art to Queensland.
- 3.2 Through the QAGOMA Foundation increase philanthropic support for our inspiring and ambitious program.
- 3.3 Develop our non-government sources of revenue through the raising of funds and profitable commercial services.
- 3.4 Collaborate with knowledge partners to develop audiences and promote understanding of art.
- 3.5 Sustain a collaborative, innovative and inclusive organisation.