

EXHIBITIONS POLICY

Approved 9 May 2022
Queensland Art Gallery Board of Trustees

1. PURPOSE

This policy provides the rationale for the development of the Queensland Art Gallery | Gallery of Modern Art ('the Gallery' or 'QAGOMA') exhibitions program. It also provides guidance on the Gallery's different exhibition models and considerations, overviews the decision-making process for the approval of the exhibition program, and outlines key governance controls.

2. SCOPE

This policy applies to all exhibitions presented at QAGOMA including those presented in the Gallery's Australian Cinémathèque and Children's Art Centre. It also applies to QAGOMA Touring exhibitions to regional Queensland, interstate, or international venues.

3. POLICY STATEMENT

The exhibition program at QAGOMA is central to the Gallery's primary objective, as stated in the *Queensland Art Gallery Act 1987* ('the Act'), which is 'to contribute to the cultural, social and intellectual development of all Queenslanders', by 'displaying works of art; and promoting artistic taste and achievement through the illustration of the history and development of the visual arts'. Further, the exhibition program is developed with due regard to the Vision, Purpose, Principles and Objectives of the Gallery's Strategic Plan.

In line with the *Human Rights Act 2019*, QAGOMA acknowledges the importance of respecting, protecting, and promoting human rights. When making a decision under this policy, the decision-makers must comply with that obligation.

4. DEFINITIONS

The following definitions apply to this document:

Acquisition: the acceptance, through gift or purchase, of a work of art into the Gallery's Collection in accordance with the Gallery's Acquisitions Policy for Works of Art.

Collection: is the total collective works of art in various media that are formally accessioned into the Gallery's collection of works of art. In this policy, Collection may also refer to trust-owned collections held in the care and control of QAGOMA, for example, The Josephine Ulrick and Win Schubert Charitable Trust Collection.

Collection rotation: refers to the periodic rotation of Collection works displayed in the Gallery's Collection galleries.

Exhibition: a temporary public display of works of art and related objects, presented at and/or (co-)organised by QAGOMA. May be ticketed or non-ticketed. Definition of exhibition types that are in the scope of this policy are as follows:

- **Blockbuster exhibition:** high-profile exhibitions where the target audience is in the range of 100,000+. Other aims and characteristics of blockbuster exhibitions include: potential to increase QAGOMA's profile as a major cultural event destination; attract significant interstate and international visitation; create significant economic value to Queensland; and defray investment in the exhibition through ticket sales and flow-on revenue generated in the Gallery's food and

beverage and retail outlets. Blockbuster exhibitions usually occupy all ground floor galleries of GOMA.

- **Major exhibition:** audience visitation usually projected at under 100,000. Scale of major exhibitions are usually best suited to QAG Gallery 4, GOMA Gallery 1.1 or GOMA Gallery 1.3.
- **Collection exhibition:** exhibitions featuring works from QAGOMA's Collection and presented in dedicated temporary collection exhibition spaces in both QAG and GOMA.
- **Australian Cinémathèque program or exhibition:** cinema programs held in the Gallery's cinemas at GOMA and moving-image related exhibitions.
- **Children's Art Centre project:** developed specifically for children up to 12 years of age and their families and carers. Usually developed by the Gallery in collaboration with contemporary artists and presented within the dedicated Children's Art Centre spaces at GOMA.
- **Learning exhibition project** (e.g., Open Studio): a display with particular learning outcomes and activities for audiences.
- **QAGOMA Touring exhibition:** an exhibition of works from the Collection that the Gallery tours to regional Queensland venues. This term can also apply to exhibitions organised or co-organised by QAGOMA that tour to interstate or international venues.

Exhibition program: QAGOMA's current and forward program of exhibitions.

5. POLICY ELEMENTS

5.1 PRINCIPLES

The following principles underpin the Gallery's approach to its exhibition program:

- **Gallery Vision and Purpose:** The exhibition program is informed by the Gallery's Vision, Purpose, Principals and Objectives as set out in the current Strategic Plan. It presents a broad range of art and design, both contemporary and historical, with a particular focus on contemporary art from Australia, Asia and the Pacific.
- **Scope:** The exhibition program consists of a diverse range of exhibitions that includes Australian and international contemporary and historical content. In alignment with the Gallery's Vision, as outlined in the Strategic Plan, and congruent with focus areas for the Collection, per the Collection Development Plan, the exhibition program will have a focus on Queensland, Indigenous Australian, Australian, Asian and Pacific content across a wide range of media.
- **Research and scholarship:** Exhibitions aim to meet the highest standards of curatorial scholarship, introduce new research where possible, and include a focus on innovative approaches to interpretation and presentation of content.
- **Collection focus:** Where applicable, exhibitions should complement, highlight, contextualise or enable greater access to works from the Gallery's Collection or provide opportunities for Collection development, in accordance with the Gallery's Collection Development Plan.
- **Inclusion:** The Gallery's exhibition program strives to be diverse and accessible to a wide range of specialist and general audiences. It is a balanced program of both ticketed and non-ticketed exhibitions, including a variety of ticketing options to provide access to a broad audience. Audience engagement is enhanced through innovative interpretation, display methods, public engagement and learning programs for visitors of all ages. It also includes online access including social media and marketing programs.
- **First Nations engagement and consultation:** The Gallery is committed to a consultative curatorial and exhibition management process when developing exhibitions of works of art by Aboriginal peoples, Torres Strait Islander peoples and Australian South Sea Island peoples. This process is undertaken with artists and their communities and with due regard to the Gallery's Reconciliation Action Plan and the guidance of QAGOMA's Indigenous Advisory Panel.

- **Resources:** The exhibition program is planned and implemented in a sustainable and responsible manner with regard for:
 - the responsible use of human, material, and financial resources
 - the Gallery’s existing and future priorities and commitments
 - the strategic management of risks
 - sound financial management practices during exhibition development, planning and delivery
 - the integration of environmental sustainability practices, as outlined in the Gallery’s Sustainability Policy.
- **Artistic expression:** We respect the right of artists to creatively communicate diverse views about the past, present and future. In presenting a complex diversity of visions, belief systems and personal world views, the Gallery has in place systems to support the management of sensitive content.
- **Partners:** The exhibition program supports the development, expansion and strengthening of important collaborations with key national and international galleries, and partner and touring organisations.
- **Access:** The integration of best practices for access, as outlined in the Gallery’s Disability Action Plan.

5.2 FORWARD EXHIBITION PROGRAM

QAGOMA usually works towards a confirmed three-year forward exhibition program for major exhibitions and blockbusters to facilitate planning, enable fundraising opportunities to be developed, and loans to be negotiated. However, the exhibition program must retain sufficient flexibility to allow exhibition and display opportunities to be capitalised upon.

5.3 EXHIBITION MODELS

The Gallery’s exhibition program supports a range of exhibition models including, but not limited to, the following:

- Significant new major or blockbuster exhibitions with wide appeal that develop audiences, build on the Gallery’s national and international profile, and support Brisbane and Queensland as a cultural tourism destination.
- The Gallery’s flagship contemporary art exhibition series, ‘The Asia Pacific Triennial of Contemporary Art’ (APT), and other major Collection-focused exhibitions provide significant opportunities to further develop the Gallery’s contemporary art collections. This type of exhibition is intended to highlight new acquisitions, Collection strengths, and to stimulate scholarly research into the Collection.
- Exhibitions developed by the Gallery that may feature works borrowed from institutional lenders or private collections, in accordance with the Gallery’s Loans Policy.
- Monographic or group exhibitions.
- Collection focussed exhibitions.
- Exhibitions developed in collaboration with partner organisations.
- Australian Cinémathèque programs and exhibitions. These may stand alone or align with major exhibitions and form an important part of the overall exhibition experience.

- Learning and Public Engagement projects, including Children's Art Centre projects. These may be developed in collaboration with artists, stand alone or align with major exhibitions, and form an important part of the overall exhibition experience.
- Inbound touring exhibitions from interstate or international galleries or partner organisations.
- Outbound Collection-based exhibitions developed by the Gallery that tour to regional Queensland through Regional Services. QAGOMA's traveling exhibitions to regional communities throughout Queensland are an essential part of QAGOMA's commitment to providing access to the Collection. Traveling exhibitions are generally drawn from the Gallery's temporary exhibitions program to minimise extraneous workload and maximise the impact of effort made in exhibitions production.
- The Gallery supports outbound international travelling exhibitions that foster partnership opportunities, fundraising opportunities, and the reputation building that international touring may provide.

5.4 GALLERY SPACES

QAGOMA has fourteen gallery spaces at QAG, and eleven gallery spaces and two cinemas at GOMA, that are committed to exhibitions and programs.

The Gallery's permanent Collection spaces include:

- Australian Collection galleries (QAG Galleries 10, 11, 12 and 13).
- Indigenous Australian Collection galleries (QAG Galleries 1 and 2).
- International and Asian Collection galleries (QAG Galleries 7, 8 and 9).

The Gallery's temporary Collection Exhibition spaces usually include: QAG Galleries 5 and 6 and GOMA Galleries 3.1, 3.2, 3.3, 3.4 and 3.5.

The Gallery's temporary Exhibition spaces usually include: QAG Galleries 4 and 14, GOMA Galleries 1.1, 1.2, 1.3 and 2.1.

The Gallery's Children's Art Centre projects are usually included in GOMA Gallery 1.4 and Park Gallery

As a general principle, temporary exhibitions will not be presented within the permanent Collection galleries. This allows the Exhibitions Management team to stabilise the workflow of the temporary exhibition projects and the continued scheduling of changing permanent Collection displays.

5.5 FUNDING AND REVENUE CONSIDERATIONS

As inclusion and access are key principles of the Gallery's Strategic Plan, the Gallery offers a balanced program of ticketed and non-ticketed exhibitions and programs. Core funding from the Queensland Government supports free public access to both QAG and GOMA and to the Collection (whether onsite or through regional touring exhibitions).

Ticketed admission supports presentation of blockbuster and major exhibitions, cinema programs, and after-hours programs that engage diverse audiences. Ticket prices are benchmarked against other State galleries, cultural institutions, and formative market research. Concessions are available, including for children, youth, students, seniors, and pensioners. In addition to paid entry, the high costs of ticketed exhibitions and programs are offset through grants and sponsorship (cash and in-kind) from both government and non-government sponsors (see QAGOMA Sponsorship Policy), private patrons, and the opportunity for risk sharing of blockbuster or high risk projects with other venues or presenting organisations.

5.6 EXHIBITION PROPOSALS AND APPROVAL PROCESS

Exhibition proposals may be accepted from internal and external sources, however, QAGOMA is rarely able to support unsolicited exhibition proposals, as the majority of exhibitions presented are developed in-house by the Gallery's curatorial team or in collaboration with partner institutions. A limited number of projects are developed externally, often by invitation, with other arts organisations, partner institutions, curators, or artists.

Preliminary exhibition proposals are submitted to the Gallery's Exhibitions Manager and then scheduled for presentation and review of the concept by QAGOMA's Executive Management Team and the Exhibitions Scheduling Committee, which includes members of the Senior Leadership Team. The preliminary proposal should outline the curatorial rationale for the exhibition and provide indicative information about its scope, budget, timing and scale, including if possible any works of art containing sensitive content. Preliminary proposals are considered on their merit, using the principles and terms of this policy. Exhibition proposal approvals are also subject to financial expenditure delegations as per the Queensland Art Gallery Board of Trustees Instrument of Delegation.

Where a major or blockbuster exhibition is included in the exhibition program, attendance is the key consideration for programming the exhibition. External stakeholders are consulted as needed at an early stage of the review process.

Once the preliminary exhibition proposal is approved, a more extensive exhibition scoping document is developed in accordance with internal procedures. This scoping document, which includes budget impacts, is presented for further consideration and in-principle approval by the Director and Deputy Director, Collection and Exhibitions. At this time the exhibition is included in the forward exhibition program.

5.7 EXHIBITION PROJECT MANAGEMENT MEETINGS

Once an exhibition has been approved and scheduled, its delivery is managed by the Exhibitions Management Team through regular exhibition project and logistics meetings. These meetings are the primary vehicle for information sharing and coordinating the many supporting activities and deliverables relating to the delivery of an exhibition, including the management of works of art containing sensitive content.

5.8 EXHIBITION BUDGETS AND REPORTING

All exhibition proposals will be carefully evaluated for financial feasibility prior to commencement. This includes consideration of:

- projected financial outcomes
- balancing the need for ticketed revenue with non-ticketed exhibitions is essential to providing wider access for Queensland audiences
- ensuring adequate funding is available.

Evaluation of expenditure and income is monitored throughout the exhibition program, often spanning multiple financial years, including the performance of individual projects, in accordance with established reporting procedures.

At the completion of a major or blockbuster exhibition an Exhibition Report is compiled to reconcile the performance of the exhibition against targets. This report is shared with the Executive Management Team and the Board where the financial delegation requires their oversight.

5.9 CONFLICT OF INTEREST

As the visual arts sector, both nationally and internationally, is highly dependent on networks and relationships, it is important that any conflicts of interest in the development of exhibitions, including selection of artists, works of art, touring venues, contractors, or suppliers is declared. If a conflict of interest exists, the individual concerned should exclude themselves from any discussion or decision in relation to matters in which they have declared an interest.

5.10 RECORD KEEPING

In accordance with the Gallery's Recordkeeping Policy and established internal procedures, staff will maintain records for each exhibition and the exhibition program, documenting relevant information and decision-making.

6 ROLES AND RESPONSIBILITIES

BOARD OF TRUSTEES

- Approve the Gallery's forward exhibition program.
- Approve individual exhibition budgets when the budget exceeds the Director's delegation.

DIRECTOR

- Has overall responsibility for the strategy and presentation of the Gallery's exhibitions program.
- Is responsible for informing the Board of exhibitions or works of art that may contain sensitive content that could result in controversy.
- Ensure that the processes relating to exhibition development and execution conform to relevant QAGOMA governing documents.

EXECUTIVE MANAGEMENT TEAM

- Assess and approve exhibition proposals, which may be internally generated, externally presented or negotiated.
- Review major and blockbuster exhibition performance to identify and embed learnings for future programming.

DEPUTY DIRECTOR, COLLECTION AND EXHIBITIONS

- Leads the strategy for the exhibitions program, including overseeing the delivery of the exhibition program to ensure quality standards, timelines and budgets are met.
- Ensure that the processes relating to exhibition development and execution conform to relevant QAGOMA governing documents.
- Is responsible for appropriately managing exhibitions or works of art that may be considered as sensitive content, in consultation with curatorial staff and the Director.

ASSISTANT DIRECTOR, LEARNING AND PUBLIC ENGAGEMENT

- Leads the strategy for Children's Art Centre, Learning programs and regional touring exhibitions that fall under this policy remit.
- Is responsible for appropriately managing relevant works of art, potential program content or program partner materials that may be considered as sensitive content, in consultation with the Director.

EXHIBITIONS MANAGER

- Manages the process for assessment and approval of exhibition proposals, which may be internally generated, externally presented or negotiated.
- Provides high level logistics analysis and feedback on exhibition proposals.
- Leads the scheduling, planning and development of the exhibitions program, including the organisation and management of exhibitions to ensure timelines and budgets are met.
- Responsible for consulting individual work groups regarding the many supporting activities and deliverables relating to exhibitions, with the exhibition project and logistics meetings being the primary vehicle for formal information sharing.
- Responsible for the development and management of the exhibitions budget.

EXHIBITIONS SCHEDULING COMMITTEE

- Responsible for reviewing exhibition proposals and providing appropriate advice and feedback on merit and feasibility.

CURATORIAL, CHILDREN'S ART CENTRE, AND LEARNING STAFF INVOLVED IN EXHIBITIONS

- Where relevant interpret, study and develop the Collection.
- Where relevant provide initial feedback on content of externally curated exhibition proposals received.
- Develop exhibition or project proposals for consideration by the Exhibitions Scheduling Committee and the Executive Management Team.
- Work with the Exhibitions Management team and other relevant groups to realise approved exhibitions and projects.
- Are responsible for appropriately reporting, to their appropriate EMT member, works of art, potential program content or program partner materials that maybe considered sensitive content

7 ADMINISTRATION

7.1 RELATED DOCUMENTS

Acquisitions Policy for Works of Art

Collection Development Plan

Human Rights Act 2019

Loans Policy

Provenance and Due Diligence Policy

Queensland Art Gallery Act 1987

Queensland Art Gallery Board of Trustees Instrument of Delegation

Sponsorship Policy

Strategic Plan

Sustainability Policy

7.2 DOCUMENT OVERSIGHT

Approval Authority	Queensland Art Gallery Board of Trustees		
Document type	Collection and Exhibitions		
Document Owner	Deputy Director, Collection and Exhibitions		
Release	Internal and external	File reference	QR/22/15029
Approval date	9 May 2022	Next review by	May 2025

7.3 DOCUMENT HISTORY

Version	Approved by	Date	Revisions
1.0	Queensland Art Gallery Board of Trustees	22 August 2011	Establishment of policy
1.1	Queensland Art Gallery Board of Trustees	20 June 2016	Updating policy to comply with new template

2.0	Queensland Art Gallery Board of Trustees	9 May 2022	Substantive revision undertaken after benchmarking with other galleries, libraries, archives and museum (GLAM) sector institutions. New policy sections include consideration of the <i>Human Rights Act 2019</i> , Definitions, Gallery Spaces, Funding and Revenue, Exhibition Project Management Meetings, Budgets and Reporting, Conflict of Interest, Record Keeping, and Roles and Responsibilities. For clarity, the exhibition proposal process has been expanded and the Australian Cinémathèque, Children's Art Centre and Learning-based exhibitions are referenced.
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