



The Queensland Art Gallery | Gallery of Modern Art acknowledges the Traditional Owners of the land it occupies. We pay respect to Aboriginal peoples and Torres Strait Islander peoples and their Elders past, present and emerging. In the spirit of reconciliation, we recognise Australia's First Peoples as the first visual artists and storytellers and acknowledge their important ongoing contribution to our culture.



Vision

To be Australia's most inspiring and welcoming gallery, and a global leader in the contemporary art of Australia, Asia and the Pacific.

Principles

First Peoples

We celebrate and respect the strength and resilience of Aboriginal peoples and Torres Strait Islander peoples and their culture and acknowledge the role of truth-telling in Queensland's Path to Treaty.

Art and wellbeing

We recognise and promote the role of art as a catalyst for individual and community wellbeing.

Artistic expression

We respect the right of artists to creatively communicate diverse views about the past, present and future.

Purpose

To connect people with the enduring power of art and creativity.

Inclusion

We value inclusion and access as central to how we work with audiences, artists, supporters and each other.

Sustainability

We take action to support responsible social, economic and environmental outcomes.

New approaches

We embrace innovation for the betterment of our organisation and the community we serve.

QAGOMA

Objectives

Collection and exhibitions

Build Queensland's Collection of works of art and deliver compelling exhibitions.

Strategies

1.1 Develop, care for and exhibit the state art Collection, with a commitment to representing Queensland art and artists, as well as women, gender-diverse and culturally diverse artists.

1.2 Develop and promote the Asia Pacific Triennial of Contemporary Art, the Gallery's flagship exhibition series that since 1993 has focused on fostering cross-cultural inclusion and understanding through contemporary art.

1.3 Present blockbuster and major exhibitions that hold wide audience appeal and contribute to visitation, cultural tourism and own-source revenue.

1.4 Present a program of touring exhibitions and programs for Queenslanders in regional, remote and outer metropolitan communities.

Performance indicators

Visits to QAGOMA onsite and at touring venues

Value of artworks acquired through philanthropic support

Average staff hours to prepare a work of art for display at QAGOMA

Transformative experiences

Present transformative experiences and programs that enhance audience engagement, knowledge and wellbeing.

Strategies

2.1 With support from Arts Queensland, continue to work towards planning the All Ages Learning Centre envisioned for QAG.

2.2 Offer exceptional public program, learning, digital, film and cultural tourism experiences that deepen engagement with our Collection and exhibitions.

2.3 Engage with and provide access for diverse audiences and communities of all ages and abilities, including through our Children's Art Centre.

Performance indicators

Overall audience satisfaction with exhibitions and programs

Deep engagement with QAGOMA's website and digital interactives

Visitors whose experience inspired further learning

First Nations engagement

Respect and represent Aboriginal peoples, Torres Strait Islander peoples and Australian South Sea Islander peoples and work together towards meaningful reconciliation.

Strategies

3.1 Build strong relationships with First Nations peoples and communities and celebrate their artistic and cultural contributions.

3.2 Build respect between Indigenous and non-Indigenous Australians through representing First Nations art and cultures in our Collection, exhibitions, programs and policies.

3.3 Generate opportunities for First Nations peoples, such as employment, training and professional development, and through approaches to procurement of goods and services.

3.4 Implement the Gallery's Reconciliation Action Plan and report on progress and outcomes.

Performance indicator

Reconciliation Action Plan deliverables completed or satisfactorily progressed

Partners and supporters

Value and build our community of supporters and deepen their engagement with the Gallery.

Strategies

4.1 Attract private and corporate philanthropic support for our Collection, exhibitions and programs, including through major fundraising campaigns.

4.2 Secure and foster mutually beneficial corporate sponsorship relationships.

4.3 Generate revenue streams by securing government and non-government grants and operating commercial services that contribute to overall visitor experience.

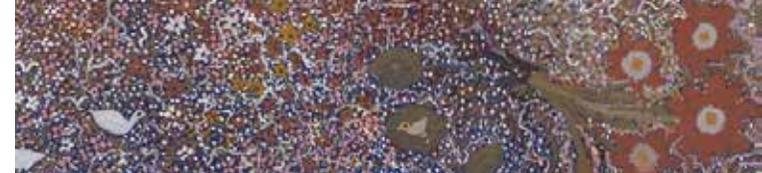
4.4 Position our recognition and member programs, including the QAGOMA Foundation, Business Leaders Network and QAGOMA Members, to encourage retention and growth.

4.5 Build and sustain productive relationships with peers and partners to progress key initiatives, including environmental sustainability.

Performance indicators

Non-government revenue as a percentage of total revenue

Reduction of landfill waste and energy consumption



Contribution to the community

QAGOMA is committed to the Queensland Government's objectives for the community – *Unite and Recover*. Our program contributes to **Safeguarding our health** through the positive impacts that engagement with art and culture has on wellbeing. As a leading cultural tourism destination, the Gallery is **Supporting jobs** and contributing to Queensland's economy. Our touring exhibitions contribute to **Growing our regions**, and our retail and food and beverage services support **Backing small business** by buying local and supporting Queensland makers and growers. We are 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*. Our contribution to the pillar **Elevate First Nations art** is articulated in our *Reconciliation Action Plan 2022–24*. The Gallery's blockbuster exhibitions **Activate Queensland's local places and global digital spaces**, and our Digital Transformation Initiative is increasing connectivity to the Collection and art experiences. To **Drive social change across the state**, we facilitate participation and learning relating to the arts as a means of building community cohesion and improving mental health and wellbeing. To **Strengthen Queensland communities**, the Gallery promotes year-round cultural tourism, and partners with regional and remote Queensland communities in relation to its touring program. To **Share our stories and celebrate our storytellers**, the Gallery champions the work of diverse Queensland artists and stories.

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

Queensland Government funding allocated for the Gallery's operations over the next three years is: 2022–23 (\$'000) 34 092, 2023–24 (\$'000) 34 675, 2024–25 (\$'000) 35 355. Funding provided by the Queensland Government is complemented by revenue from ticketed exhibitions and programs; donations, sponsorship and other grants; earnings from commercial activities; and investment income.

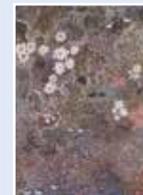
Strategic opportunities and risks

In the next four years, the Gallery has a key strategic opportunity in the All Ages Learning Centre that is in planning for the Queensland Art Gallery building. Such a centre will support jobs in Queensland and transform the Gallery's offerings of digital and hands-on programs for all ages and abilities, making a significant contribution to individual and community wellbeing through a diversity of creative experiences. The Gallery is also committed to continuing to work with Arts Queensland on storage solution opportunities, including offsite storage facilities.

The Gallery's top strategic risks and mitigating strategies are as follows:

- **Safety and security**, including the COVID-19 pandemic, extreme weather events, natural disaster, terrorism or personal attack and cyber-attack. We continue to prepare for and respond to safety and security risks, including current and/or potential pandemic impacts affecting museums and galleries worldwide.
- **Finance and funding**, including risk of insufficient funding. The securing of government and non-government funding, sponsorships, grants and donations is a critical priority, especially for the forward planning of blockbuster and major exhibitions.
- **Brand and reputation** — failing to keep pace with innovation and technological change to enhance audience access and engagement and/or improve productivity. We continue to invest in our digital infrastructure and capability through our Digital Transformation Initiative.
- **Building and asset maintenance** — limited Collection and general on-site storage capacity, and ageing building infrastructure, plant and equipment. QAGOMA works closely with Arts Queensland on short- and long-term mitigation strategies for building, storage and asset maintenance.

QAGOMA



An Elder of the Putch clan and a cultural leader of the Wik and Kugu peoples of Aurukun, **Mavis Ngallametta** is remembered for her rich legacy to her community and to art and culture nationally.

Mavis Ngallametta / Kugu-Uwanh people, Putch clan / Australia 1944–2019 / (far left) *Ngak-pungarichan (Clearwater)* 2013 / Purchased 2013. QAGOMA Foundation; and *Little swamp on the way to Obun* 2018 / Purchased 2018. QAGOMA Foundation / Collection: QAGOMA / © Estate of Mavis Ngallametta / Photographs: Natasha Harth