



Museums & Galleries NSW

Strategic Plan 2009 – 2011

VISION

A valued, viable and highly skilled museums, galleries and collections sector which engages with its diverse communities

ROLE

The leading agency to develop, support and promote regional, community and public museums and galleries across NSW

VALUES & INFLUENCES	<p><i>Our work is informed by:</i></p> <p>The NSW State Plan: our focus is on Priority E8, increasing community participation in and engagement with NSW museums and galleries; Additional priorities relating to lifelong learning P4, improved urban environments E8 and building harmonious communities R4 also influence our approach.</p> <p>Changing community and social contexts: we respond to contextual issues impacting on our sector such as environmental sustainability, new operational models such as convergence and new legislation. We capitalise on opportunities to support our sector into the future, through information sharing,, new programs and the development of new resources.</p> <p><i>Our principles:</i></p> <p>Sustainability, social inclusion and equity and access:</p> <p><i>We value:</i></p> <p>Expertise and commitment: Our staff are gallery and museum professionals, who are passionately committed to working with the sector.</p> <p>Partnerships: We value opportunities to work collaboratively to multiply benefits for the sector</p> <p>Sector Diversity: We work across the whole museum and gallery sector and value its diversity as well as its common ground.</p>
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<p>CONTEXT</p>	<p>There are 621 museums and galleries in NSW, including 61 Regional and public galleries, 97 regional and public museums and 349 volunteer community museums , as well as 59 community galleries & artist-run-initiatives and 20 Aboriginal Cultural Centres and Keeping Places.</p> <p>Approximately 34% of these are located in greater metropolitan Sydney, with 36.% in regional/remote and 30.% in coastal areas of the state. An average of 1.5 – 2 million people visit museums and galleries outside the CBD per year. These organisations are managed by 3-400 staff and 3,500 – 4,000 volunteers. There are more than 8.5 million collection items housed in these organisations.</p> <p>Recent research undertaken by M&G NSW indicates that the sector is highly valued by the whole community, from every income level and that visitors return time and time again to participate in the experience.¹</p>
<p>STAKE-HOLDERS AND PARTNERS</p>	<p><i>Our key stakeholders are:</i></p> <p>1. Funding bodies The NSW State Government through Arts NSW, with the Australia Council, who provide ongoing core funding support.</p> <p>2. The sector <i>Our constituency comprises of:</i> Museums, galleries, Keeping Places, Artist-Run-Initiatives and individuals working in this sector who use our services, attend our programs and are informed by our communications. We work throughout NSW in both regional and metropolitan areas.</p> <p>3. Partners <i>We work in partnership with:</i></p> <ul style="list-style-type: none"> • The State's cultural institutions, to provide greater access to services for the sector and add value to their engagement with the community • Local government, through partnership programs including the Standards program, Regional Museum Advisers Program and with the Local Government and Shires Association to support broad cultural initiatives. • Sector organisations such as the Regional Galleries Association of NSW and Museums Australia – at both national and state levels - as well as with other national and state-based organisations, such as the Collections Council of Australia and Museums and Galleries Services QLD, on an as-needs basis.

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| | <ul style="list-style-type: none">• NSW Service Organisations such as Regional Arts NSW, CCD NSW, Accessible Arts, where there are opportunities to support special initiatives for our sector and enhance the sector's ability to respond to strategic community issues. |
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We have support from:

- **NSW State Government:** the NSW Heritage Office;
- **Federal Government** Visions of Australia; the Department of Veteran's Affairs, the Australian War Memorial; the Australian National Gallery
- **Corporate and Business Sector:** Country Energy, International Art Services, BlueScope Steel , TED, ABC Local Radio, Mental media, the Gordon Darling Foundation and others

SERVICES TO SECTOR Identify, support and foster innovation and creativity in the sector	Goal 1 objective	To provide services that improve the performance of the sector: increased support for the sector to enhance community engagement.
	Strategies	<ol style="list-style-type: none"> 1. Maintain a dynamic touring exhibition program for museums and galleries which promotes excellence and best practice, encourages audience development and responds to needs across the museum and gallery sector 2. Research the activities of museums and galleries to provide robust data and information; identify issues and trends; and identify and communicate opportunities for support and development 3. Research and communicate policies, directions and opportunities that will impact on the sector's strategic direction such as the NSW State Plan and other relevant planning/policy instruments at state, local and federal government level 4. Research, develop and seek resources for new programs and initiatives in response to identified needs and gaps in sector activities and to policies that impact on the sector's role and capacity
	Achieved when	<ol style="list-style-type: none"> 1. Touring services enhance the sector's presentation of innovative and creatively excellent programs lead to increased audience participation provide comprehensive educational opportunities provide best practice advice and professional development 2. Factual and reliable data is available on museums and galleries to advise stakeholders, inform government policy and the community and guide the development of the museum and gallery sector 3. Museum & Galleries NSW's (M&G NSW) research and advocacy influences sector activities sector is briefed on issues of emerging relevance M&G increases engagement with constituents a better understanding of issues is facilitated 4. New programs are developed and new resources gained for sector Funding to the sector is enhanced through new program opportunities and New relationships are established with government and non-government agencies

	Enabler	<ul style="list-style-type: none"> • Professionally managed touring services • Ongoing research which focuses on both museums and galleries data collection • Research and investigation both here and overseas on museum/gallery trends and community engagement • Consult the sector annually and brief the sector on industry issues such as convergence, social media, regional infrastructure, Indigenous, educational and community engagement and creative industries • Professional networking opportunities for sector and M&G NSW staff • Partnerships and new resources both within and outside the sector
	Key Programs	<ol style="list-style-type: none"> 1 Touring Services <ol style="list-style-type: none"> a Contemporary visual arts, craft and Aboriginal exhibitions b Experimental/new media c Museum and collections based exhibitions d State Collections (<i>Great Collections</i>) e Focussed exhibitions to support volunteer museum development f Exhibition register g Best practice advice/ professional development programs 2 Creative intelligence <ol style="list-style-type: none"> a strategic audience development research <ol style="list-style-type: none"> i) Guess who's going to the gallery? ii) partnership audience research b <i>state of the sector</i> research <ol style="list-style-type: none"> i) data collection ii) updating of gallery scoping study iii) potential development of digital media for galleries/museums 3 Intelligence Gathering <ol style="list-style-type: none"> a Facilitate a better understanding of issues of convergence 4 New Program Development <ol style="list-style-type: none"> a Programs focussing on greater engagement between the sector and Aboriginal Australians b Programs focussing on the development of learning and education in the sector c Programs focussing on youth engagement d IT and new media for the sector

	Timeframe	<ol style="list-style-type: none">1. annual exhibition program delivered2.<ul style="list-style-type: none">• 2009-2010, future opportunities to be researched by 2010• annual data collection3. annual information gathering4.<ul style="list-style-type: none">• 2009 - 2010• By 2011• By 20012• Ongoing
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SECTOR DEVELOPMENT Sound advice and relevant programs	Goal 2 Objective	To improve the capacity and sustainability of the sector high quality information, relevant and accessible programs; and strategically targeted grants are provided to support sector development and build capacity
	Strategies	<p>5. Offer targeted programs which extend the sector, build capacity, improve standards and address professional development needs</p> <p>a. Integrated sector development programs</p> <p>b. Professional development programs</p> <p>c. Information and advice</p> <p>6. Provide strategic grants assistance to museums and galleries</p> <p>7. Develop more 'self-help' resources and tools and increase the use of the web and electronic communication delivery</p> <p>8. Effectively promote M&G NSW's programs to target audiences:</p> <p>i. Long-term programming and promotion</p>
	Achieved when	<p>5. programs target expressed user requirements and a diversity of needs in the sector programs inspire sector activity, practice programs are developed in consultation with the sector programs incorporate partnership with state's cultural institutions program feedback and assessment is positive and user/attendee feedback informs future development of programs</p> <p>6. grants reach a wide range of applicants and processes are transparent</p> <p>7. An up-to-date and strategic suite of resources is continuously maintained There is increased use of information resources, especially online Information resources and content is continuously refreshed and updated to reflect changing needs</p> <p>8. M&G NSW programs draw near capacity attendances from a broad range of museums and galleries across the state as a whole promotion is timely and effectively, targets users and is driven by M&G's marketing plan on-line marketing is increased</p>

	Enabler	<ul style="list-style-type: none"> • Information from an annual survey and consultation exercise • Program development is informed by research into the sector's needs and issues, feedback and annual evaluation • A communications and marketing strategy aimed at raising the sector's awareness of M&G NSW programs and services • A fully-functioning web presence • An effective communications and promotional program • Programs are delivered as efficiently as possible, including online as appropriate • Collaboration with state cultural institutions
	Programs	<ul style="list-style-type: none"> 5 targeted programs <ul style="list-style-type: none"> a integrated sector development programs including: <ul style="list-style-type: none"> i) Standards program ii) Museum Advisors iii) Support programs for smaller galleries and Artist-run initiatives b Professional development programs for sector professionals and volunteers <ul style="list-style-type: none"> i) Workshops, seminars ii) Mentorships and fellowships c Distance advice, field visits, information resources 6 Grants programs <ul style="list-style-type: none"> a for volunteer museums, museum and gallery professionals 7 Website delivery of resources for museums and gallery sector 8 Program marketing and communications
	Timeframe	<ul style="list-style-type: none"> 5. annual program 6. annual program 7. annual program 8. annual program

COLLABORATION AND PARTNERSHIPS Strengthen and value add	Goal 3 Objective	To improve networks, partnerships and linkages for the sector: sector activities are enhanced and support is provided.
	Strategies	<p>9. Work collaboratively with state cultural institutions to facilitate programs and partnerships to benefit the small to medium sector</p> <p>10. Consult with and network with the sector and sector organisations regularly to identify and advise on needs and priorities</p> <p>11. Locate suitable government and non-government partners and foster productive relationships to add value and deliver identified programs and services</p>
	Achieved when	<p>9. Joint initiatives are developed with state cultural institutions that benefit sector State cultural institutions work collaboratively to meet sector needs, without duplication, cross purposes</p> <p>10. Opportunities are provided for sector groups to input into M&G NSW planning There is a shared understanding of the value of the sector at every level</p> <p>11. Partnerships and new relationships are achieved with peer groups, government bodies and agencies which deliver sector benefits Opportunities for new programs, funding, are provided to sector Long-term resourcing for the sector external to government is researched and achieved</p>
	Enabler	<ul style="list-style-type: none"> • MoUs and agreements with partners • Partnerships and new resources both within and outside the sector • Communications and web site
	Key Programs	<p>9. Partnership program with state cultural institutions</p> <p>10. Consultation</p> <p>a. Consult the sector annually and brief the sector on industry issues such as convergence, social media, regional infrastructure, Indigenous, educational and community engagement and creative industries</p> <p>b. Professional networking opportunities for sector and M&G NSW staff</p> <p>11. New partnership opportunities identified and communicated to sector</p>

	Timeframe	9. annual plan 10. annual program 11. identified annually
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REPRESENTATION & ADVOCACY Celebrate, advocate and speak out!	Goal 4 Objective	To advocate and communicate the value of the sector to stakeholders and the community the sector is promoted, its reputation enhanced and the value of museums and galleries is communicated
	Strategies	12. Develop and implement advocacy programs to promote the value of museums and galleries and develop a stronger public voice for the sector, and promote a nsw sector 'case' to stakeholders and the community and to celebrate the sector's achievements 13. Implement M&G NSW's communications strategy to inform and influence stakeholders, and promote the sector
	Achieved when	12. Feedback indicates an increased understanding and valuing of the sector and its role and a long-term advocacy campaign is developed and implemented programs celebrating the sector's achievements are implemented annual sector consultation is undertaken 13. The profile of museums and galleries in NSW is increased M&G NSW is acknowledged by government, the media and the sector as spokesperson, peak body and key advocate Local government, state and federal cultural policy/initiatives reflect sector issues There is increased media/community awareness of the sector in-house support for communications is strengthened
	Enabler	<ul style="list-style-type: none"> • M&G NSW communications and media strategy • Consultation and research into the sector's value to support the communications and advocacy plan • A profile in relevant media on sector issues

	Timeframe	<p>12.</p> <p>a. annual program</p> <p>b. by end 2010</p> <p>c. biannual</p> <p>d. by end 2010</p> <p>13. as required annually</p> <p>14. as required annually</p> <p>15. as required annually</p>
	Programs	<p>12. Advocacy</p> <p>a. Advocacy including:</p> <ul style="list-style-type: none"> • Local government advocacy • Advocacy to state government agencies and organisations • Advice at Federal government level <p>b. Special sector promotions</p> <ul style="list-style-type: none"> • A campaign/case for the future • IMAGinE awards • Celebration of the role of museums/galleries <p>c. Policy development to include museums and galleries issues</p> <ul style="list-style-type: none"> • Responses to government initiatives • Participate in Government' consultative forums to contribute to policy development <p>d. Representation</p> <ul style="list-style-type: none"> • on industry and government bodies • at key sector events <p>13. An ongoing communications and media campaign to promote the value of the sector</p> <ul style="list-style-type: none"> • Communications and media to promote the sector • Selective key publications are developed and distributed • Online publications and presentations • Media campaign for targeted events

MANAGEMENT AND OPERATIONS The 'go to' resource – responsive, professional and valued by the sector	Goal 5 Objective	To maintain and develop M&G NSW as an effective, progressive and responsive organisation: M&G NSW activities are sustainable and produce acknowledged benefits for the sector
	Strategies	14. Maintain a dynamic and responsive strategic and business planning process which includes consultation with and input from stakeholders and the sector 15. Continuously improve board and staff expertise 16. Investigate and develop opportunities for diversifying income and increasing self-generated funding 17. Maintain high standards of corporate governance, communication, organisational management and risk management
	Achieved when	14. Programs are reviewed and updated to improve relevance and access Feedback is integrated into individual program review Responsive and connected advisory committees 15. Succession plans are in place for key staff and the board and Skilled staff are in place to effectively support operations, Turnover levels are acceptable, Casual assistance is available for busy periods and indicators of organisational health are satisfactory and Effective performance management systems are in place Staff are supported through training and development programs 16. Revenue streams are increasingly diversified, particularly through private sector support and the generation of Business income – to achieve a 20% increase from non- arts sources in 5 years and Cost sharing of regional programs with local government New business opportunities are identified and developed including fee for service, Increased revenue from new sources including corporate relationships, grants from non-arts organisations 17. Compliance with funding terms and corporations law Effective communication Maintenance of efficient business and management practices The level of business risk and OH&S is minimised

	Enabler	<ul style="list-style-type: none"> • Annual review • Board support and involvement • Staff development • Office procedures, organisational policies and systems • Change management and in-house skills development focussed on consultation and communication
	Timeframe	<p>14. annual program and appointments 15. annual program 16. a. plan finalised by 2009 b. annual program 17. annually</p>
	Key Programs	<p>14. a. business planning and consultation b. Advisory committees c. annual review and grant acquittals 15. d. board meetings, including regional visit e. staff development 16. Business development f. touring exhibitions g. funding for specific programs 17. Annual Report</p>

	Timeframe	<p>14. business planning/consultation</p> <p>a. business plan, consult with representative sector groups - annually</p> <p>b. advisory committees meet at least once a year annually</p> <p>c. ongoing program review, annual acquittal as per required schedule</p> <p>15.</p> <p>d. Board meetings - 5-6 per year</p> <p>e. ongoing</p> <p>16. ongoing</p> <p>17. annually, audit as per statutory requirements</p>
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