

# **Museums & Galleries of NSW**

**2016-2018 Strategic Plan**



## EXECUTIVE SUMMARY

Our 2016 -18 Strategic Plan has been prepared in response to sector-wide consultation, reference to Arts NSW funding guidelines and *Create in NSW* (2015) priorities. In doing so, this plan outlines our Values, Purpose, Methods and Outputs towards achieving targets set.

Our Methods and Outputs or, 'what we do', are built around four key areas: *delivering Services, providing Resources, creating Connections, and observing strong Governance.*

Our work, reporting framework and performance indicators are aligned to these areas to achieve outcomes consistent with M&G NSW's Values and Purpose. This Strategic Plan also supports the ambitions outlined in *Create in NSW*; that are to *drive Excellence, Access and Strength* within the NSW arts and cultural sector.

This plan ensures;

- Maintenance of our relationships across NSW and delivery of an enhanced program developed through partnership and consultation.
- Support for NSW Aboriginal cultural ownership and community aspiration.
- Delivery of targeted devolved funding to support and nurture cultural heritage activity at the local level.
- Sector access to a strong portfolio of negotiated financial support through the Office of Environment & Heritage, The Sir William Dobell Art Foundation and Copyright Agency Cultural Fund.
- Continued use of proactive and online communication strategies.

M&G NSW's leadership and organisational structures are designed to deliver services to a diverse sector base. Our core teams work across disciplines but are structured around the varied needs of the museums and galleries with which we work.

Our 2016-18 Plan details a simplified, flatter structure under the CEO – indicating a level of shared responsibility and authority. Overseen by the Board, the role of the CEO is supported by the General Manager Finance and Administration, and Managers for the areas of Gallery Programs and Touring Exhibitions, Museums and Collections, the Aboriginal Sector and Communications, Information and Resources.

Each of these management roles continues to work collaboratively to devise programs for sector development, research and resource delivery. This approach is also designed to utilise the skill sets of staff, encourage collaboration and knowledge transfer across the organisation, and support improved multi-disciplinary working relationships and service delivery.

This submission to Arts NSW seeks additional resources to maintain our operations and to deliver outcomes for the sector, including funds to enhance professional and skill development. It also expresses an intention to collaborate with and support Regional Arts Boards. As a first step, we will broaden Peer Panel representation to include two Regional Arts Development Officers (RADOs).

In developing this plan we acknowledge that changes to the current service organisation structure, funded by Arts NSW, are likely to be considered over the next three year period. The M&G NSW Board sees value in discussing alternate service delivery models and expresses an enthusiasm to be involved. We would also argue for a continuation of the services and support outlined in this application. If that occurs, and they are provided under a new structure, the challenge for any change would be to ensure improved connection and enhanced delivery at the local level.

We look forward to working with government, the community and the sector to consolidate recent achievements and to introduce new initiatives that enhance our ability to deliver improved services and support for museums and galleries across NSW. We believe that the small to medium museum and gallery sector is critical to helping local communities unlock their full potential. Our team is genuinely excited about continuing to empower the individuals and organisations that work to nurture strong and thriving communities throughout the cities, suburbs and rural, regional and remote towns of our State.



**Michael Rolfe**  
**CEO**



**Jennifer Barrett**  
**Chair**

## VALUES AND PURPOSE

As a result of extensive consultation with sector representatives, stakeholders, funding agencies and staff during 2014-2015, Museums & Galleries of NSW (M&G NSW) adopted a new strategic framework based on a refreshed Purpose and defined Methods and Outputs, within a clear and ethical set of Values outlining what we stand for and how we behave.

The NSW Government cultural framework, *Create in NSW*, and the NSW State Plan have also informed our approach and highlighted the importance of cultural engagement and participation to achieve strong sustainable communities.

Our stated Values and Purpose position us well to ensure that galleries, museums and Aboriginal cultural centres can contribute to this vision and are able to reflect, challenge, involve and support their communities in a variety of ways.

### Our Values:

**Respect** for Aboriginal people and their right to cultural ownership and more generally for the diversity of opinion and knowledge

**Relevance** to contemporary cultures, government policy, industry, community and sector needs

**Collaboration** to develop and deliver services

**Inclusivity** of diversity of practices, range of knowledge, access, disability and special needs

**Integrity** be trustworthy, accountable and transparent

### **Our Purpose: is to support small to medium galleries, museums and Aboriginal cultural centres in NSW to maximise their impact and help create strong and thriving local communities.**

The museums, galleries and Aboriginal cultural centres of NSW provide historical, contemporary and future context. They tell stories about their communities and reflect on what they might become. Their programs record history and grow ideas; they generate and support creative processes that contribute to economic, social and health related wellbeing. They help build resilient and sustainable communities.

M&G NSW respects and encourages this contribution. In support of it we acknowledge that cultural impact is also achieved by placing an emphasis on excellence, access and strength. Lively and relevant engagement ensures program activity is best understood through meanings created, community involvements generated and connections achieved by galleries and museums themselves, and by our work serving and supporting what they do.

## **METHODS AND OUTPUTS**

M&G NSW uses four key Methods to assist museum, galleries, artist run initiatives and Aboriginal cultural centres maximise their cultural impact within their communities and across the State.

The four Methods used are:

### **Services – provision of programs**

We deliver Services to support gallery, museum and Aboriginal program activities and projects. This includes the promotion of organisations in the sector to the general public, the provision of touring exhibitions, the delivery of capacity building programs, and formal and informal learning opportunities through skill development workshops, seminars and events.

### **Resources – advice, supporting and funding**

We provide advice, support and collateral that respond to sector need. This includes a range of alternative and targeted funding opportunities, for small and large projects, and widely used ‘on-demand’ text and rich media practical guides, case studies and research reports, undertaken for and about the sector and NSW culture.

### **Connections – enhancing direct and social media connections**

We create connections that support our Purpose, the delivery of our programs and the richness of NSW arts and culture overall. M&G NSW programs provide opportunities for people to connect face to face and remotely through the use of technology and social media.

In addition to this, the development and harnessing of networks connected to Local Government, State and National Institutions, and our partner service organisations, assists museums and galleries to improve program delivery, and to support and work with their communities.

### **Governance – promoting transparency, accountability and integrity**

We observe strong Governance to ensure stability, sustainability, transparency and accountability. This method keeps the organisation connected to its agreed reportable outcomes. It also allows for purposeful Board engagement, managed risk and financial health.

Each program or “output” is defined by its Method of delivery and is fully described later in this plan along with performance indicators.

A table showing methods and outputs of the organisation follows.

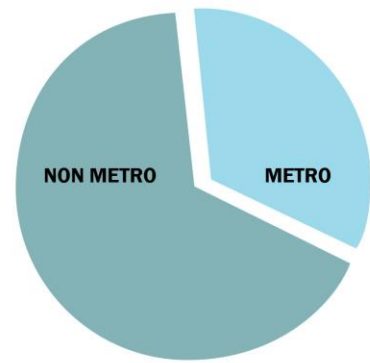
## Methods and Outputs of Museums & Galleries of NSW

SERVICES	RESOURCES	CONNECTIONS	GOVERNANCE
Promotion of NSW museums, galleries, Aboriginal cultural centres and artist run initiatives	Devolved grants from Government	Sector networking	Clear statement of values and purpose
Touring Exhibitions	Devolved grants from philanthropic/commercial agreements	Partnerships with Western Sydney and regionally based cultural organisations	Regular Board and management meetings
Standards Program	Downloadable and streaming audio and video	Partnerships with State and Federal cultural institutions	Written policy and procedure
Museum Advisor Program	Fact sheets, 'how-to' and case studies	Partnerships with Local Government	Reconciliation Action Plan
Aboriginal Programs	Cultural Research	Partnerships with service and membership based organisations	Transparent financial reporting and external audit
Professional and Skills Development	Public and sector presentations	Partnerships with non-arts Government departments	Peer panel assessment of grants
IMAGinE Awards	Consultants Register	National Standards Taskforce	Strong strategic planning process

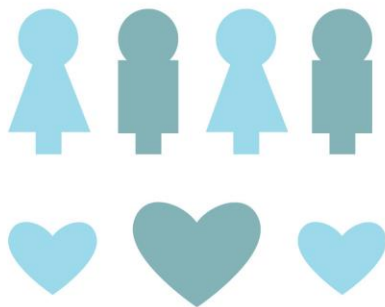
# CONTEXT AND ENVIRONMENT

There are almost **500** museums, galleries, artist-run initiatives and Aboriginal cultural centres in NSW.

They employ **400** staff and rely on **8,000** volunteers.

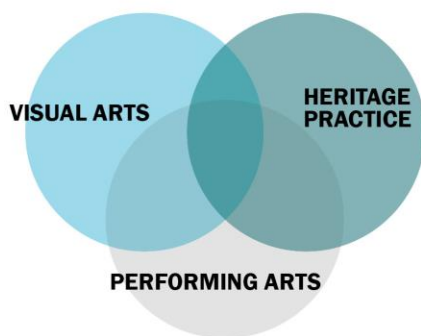


66% are located outside the greater Sydney Metropolitan area.



Small to medium museums and galleries reported **5,000,000** visits in 2012/13 & more than **2,900,000** objects are cared for in their collections.

Local government supports 54% of all the organisations in the sector. Changes over the next three years resulting from the Fit for the Future process may affect the levels of support available to the sector.



Increasingly artists, curators and collection custodians are looking to explore interdisciplinary ways of working in order to maintain contemporary cultural relevance for audiences and communities.

Information technology remains a challenge. Issues include access to reliable fast broadband outside metro areas and limited computer literacy.

Source: 2013 Sector Census and Survey and sector consultation



# STAKEHOLDERS

Our stakeholders influence M&G NSW programs and contribute to strategy. They also assist M&G NSW to deliver programs, resources and connections to the sector.

Our key stakeholders fall into four broad groups:

- **The Sector**
- **Funding Bodies**
- **Program Partners**
- **The Public (audiences)**

Our 2013 Sector Survey and Census revealed almost 500 museums, galleries, artist run spaces and Aboriginal cultural centres in NSW. The needs and aspirations of volunteers, paid staff and audiences influence and help direct *Services, Resources and Connections* provided by M&G NSW.

We regard the following organisations and networks as fundamental to assisting the reach and effectiveness of the work we do:

## Member Organisations

- Regional & Public Galleries of NSW
- Museums Australia /NSW/National
- NSW Local Councils and Local Government NSW (LGNSW)
- NSW Aboriginal Land Councils
- National Exhibitions Touring Support Australia (NETS)
- Aboriginal Cultural Heritage Arts Association (ACHAA)

## Service Organisations

- Accessible Arts
- Arts Law
- Regional Arts NSW and Regional Arts Boards

## Large, State and Federal Cultural Institutions

- National Maritime Museum
- State Cultural Institutions
- Museum of Contemporary Art Australia
- Carriageworks

The strategic direction of Arts NSW influences the delivery and structure of our programs.

Australia Council strategy and grant programs also strongly influence the direction of our visual arts touring programs.

Where we are able to align sector aspirations with those of other State and Federal government departments/agencies, such as the Office of Environment and Heritage and Aboriginal Affairs, M&G NSW works to deliver additional resources and benefits to the sector.

Our program partners also influence and enable program delivery. With their support we are able to develop and deliver additional resources. These partners include

- Sir William Dobell Art Foundation
- Aboriginal Affairs NSW
- Copyright Agency Limited
- NSW Heritage Branch
- Destination NSW
- Corporate Partners
- Philanthropic Trusts
- Macquarie University PACE Program

Current and future audiences for small to medium museums, galleries, artist run spaces, and Aboriginal cultural centres remain central to program thinking and sector support.

# ARTISTIC PROGRAM BY METHOD

## SERVICES

Promotion of the NSW museums, galleries, Aboriginal cultural centres and artist run initiatives

Touring exhibitions

Standards programs

Museum advisor program

Aboriginal programs

Professional and Skills Development

IMAGinE Awards

### We will continue to:

- Provide public exposure and promotion of the almost 500 small to medium museums, galleries and Aboriginal cultural centres of NSW
- Deliver sector focused e-newsletters promoting opportunities and best practice
- Publish public focused monthly e-newsletters highlighting visitor experiences and opportunities
- Curate, create and publish materials that reflect the audience experience at museums, galleries, artist run initiatives and Aboriginal cultural centres
- Manage at least 7 tours of contemporary visual arts and crafts annually
- Manage the online National Exhibition Register
- Advocate for the maintenance of NSW Aboriginal culture
- Deliver a range of professional and skills development events including the annual IMAGinE Awards, celebrating and highlighting excellence across the sector
- Manage the Museums Advisor program in 15 Local Government areas

### What's new?

- Targeted campaigns with incentives to increase subscriptions for our public and sector focused e-newsletters
- Expanded web platforms and communication channels for sector resources, including iTunesU, Vimeo and Wikipedia
- Development and trial of an online visitor experience log
- Increased recognition of our role as a conduit linking audiences and organisations
- Stronger partnerships leveraging sector connection with state and national visual arts/museum practice and innovation
- Delivery of a 2<sup>nd</sup> Summit on NSW Aboriginal Cultural Futures in Western Sydney
- Creation of a PP/T (2 days) Aboriginal Programs Officer
- Re-defined outcomes and deliverables for the Museum Advisor Program
- Creation of an alternate delivery model for the Standards Program
- Development and pilot of a Level 2 Standards Program (for previous participants)

## RESOURCES

Devolved grants from Government

Devolved grants from philanthropic/commercial agreements

Downloadable and streaming audio and video

Fact sheets and case studies

Cultural Research

Public and sector presentations

Consultants Register

### **We will continue to:**

- Manage devolved funding on behalf of Arts NSW
- Devolve money on behalf of philanthropic organisations
- Provide a range of relevant and accessible resources on the M&G NSW website
- Undertake benchmarking research within the sector to better identify trends and developments
- Share information online and at sector and non-sector conferences and events
- Provide a searchable database of consultants and suppliers of services to the sector

### **What's new?**

- A devolved grant program funded by Sir William Dobell Foundation
- Planned additional resources added to the M&G NSW website
- Expansion of platforms from where M&G NSW branded resources can be accessed
- Expanded use of real-time digital tools for delivery of resources
- Research into the movable, tangible and intangible NSW Aboriginal cultural heritage held in Aboriginal and non-Aboriginal collections in NSW

## CONNECTIONS

Strengthening and extending connections

Partnerships with Western Sydney and regionally based cultural organisations

Partnerships with State and Federal cultural institutions

Partnerships with Local Government

Partnerships with service and membership based organisations

Partnerships with non-arts Government departments

### **We will continue to:**

- Provide at least 7 opportunities per annum for face-to-face meetings in a regional or metropolitan setting
- Work with a range of regionally based organisations for the creation and delivery of professional development events and touring exhibitions
- Partner with large cultural institutions to allow structured access to skills and resources, and through the Placement and Mentorship Programs
- Partner with Local Government to provide support for volunteer operated museums through the Museum Advisor and Standards Programs
- Partner with Regional & Public Galleries of NSW and Museum Australia NSW to deliver the IMAGinE awards and other skills development events
- Partner with Office of Environment and Heritage to provide funding to museums and galleries for assessment and repairs to heritage buildings

### **What's new?**

- Increased opportunities for online networking through social media and real-time engagement such as YouTube Live, Twitter and Facebook
- New partnerships with regional galleries for the creation of touring exhibitions
- New partnerships with Regional Arts Boards and Regional Arts NSW
- Enhanced relationships and efficiencies through Arts Exchange tenant relationships and service support
- New partnerships with Aboriginal Affairs NSW
- Stronger partnerships with Destination NSW
- A partnership with iZi Travel storytelling app for the museum and gallery sector

## **GOVERNANCE OF M&G NSW**

Clear statement of Values and Purpose

Regular Board and management meetings

Written policy and procedure

Reconciliation Action Plan

Transparent financial reporting and external audit

Peer panel assessment of grants

Strong strategic planning process

### **We will continue to:**

- Publish company Values and Purpose on the M&G NSW website
- Convene at least 5 Board meetings a year and hold monthly management meetings
- Review existing policies to agreed schedule
- Implement and assess our RAP Stage I
- Undertake an external audit and provide clear financial reporting
- Schedule regular Finance and Risk Management Committee (FARM) meetings
- Undertake Peer Panel assessments as required
- Consult, articulate, implement and assess as part of our planning and delivery processes

### **What's new?**

- Development and implementation of RAP Stage II – Innovate Reconciliation Action Plan
- Revision of current administrative processes and procedures
- Development of meaningful internal financial reporting and advice to better assist program managers
- Peer Panel drawn from a wider pool as opposed to a sector based system
- General remarks on funding rounds made publicly available on-line

# DETAILED PROGRAM – SERVICES

## Promotion of NSW museums, galleries, Aboriginal cultural centres and artist run initiatives

Launched in 2013, the geo-locational, mobile friendly M&G NSW website provides a comprehensive list of NSW based museums, galleries, artist run initiatives and Aboriginal cultural centres. It enables the public to search by location, collection or theme, create trails and connect with a wide variety of organisations. Each listed organisation, from our major cultural institutions to small volunteer operated museums have contact details, opening hours and information on their collections and programs listed.

The programs of each listed organisation are promoted to the general public through *M&Gazine*, an e-newsletter distributed ten times per year to 3,000 people. Highlighted in *Alert*, a fortnightly sector focused e-newsletter with a distribution of 2,500, are “best practice” stories, resources and opportunities. Our social media channels (Facebook, Twitter and Instagram) further support and inform website content and provide platforms for interaction and engagement.

An e-newsletter for the NSW Aboriginal Culture, Heritage and Arts Association (ACHAA), compiled by M&G NSW, continues to provide relevant information and opportunities, as well as celebrating the achievements of this segment of the sector. It is distributed to ACHAA members, associates and other stakeholders.

In partnership with Macquarie University, a new digital resource, currently under development, will be trialed in 2017. MUSE (working title) will enable organisations to capture visitor experiences in real time. This in-turn will provide data and narratives to better articulate the audience impact of sector programs.

## Touring Exhibitions Program

As the NSW agency for the National Exhibitions Touring Support (NETS) network (supported by the Australia Council for the Arts), M&G NSW will continue to deliver best practice touring exhibitions of contemporary visual culture to remote, regional and metropolitan communities during 2016-18. This program will extend throughout Australia with a particular focus on NSW.

We aim to develop our NETS activity in three key areas:

- Creation and activation of partnerships within the national contemporary visual arts network with organisations such as Biennale of Sydney and Artspace as well as regionally located organisations such as the new Murray Art Museum Albury, Bathurst, Hawkesbury and Penrith regional galleries
- Incorporation of interdisciplinary practice in selected projects and
- Development of access and engagement programs designed to consider, allow and grow audience participation.

We have planned exhibitions that include: the Visions of Australia funded project, *Your Most Obedient Servant*, a partnership between the Australia Museum, M&G NSW and Penrith Regional Gallery, which will tour nationally in 2016-17; and *The Patient Subject*, which explores how biological sciences and medicine intersect with human experience, intelligence, culture and community, and focuses on the interaction of artists, practitioners and professionals across a range disciplines.

Over the next three years, we will continue to facilitate opportunities for regional and remote communities to engage with exciting and contemporary visual arts. By developing new partnerships across the cultural sector in NSW, we also aim to expand audiences for our programs by introducing literary and performative elements.

### **Standards for Sustainable Museums Program**

Established in 2003, the Standards for Sustainable Museums Program delivers external expertise and self-evaluation of the key indicators outlined in the *National Standards for Australian Museums and Galleries*. This program primarily provides volunteer managed museums with a clear benchmark and pathway for sustainable museum and governance practice.

During the program participants receive two visits from external reviewers and each participates in a practical workshop that addresses identified needs. Over 110 museums have undertaken the program, engaging more than one-thousand volunteers in the process. A review of Standards in 2013 identified that; participants had increased their external funding after participation, more than 30% had increased volunteer numbers, and over half saw an increase in public visitation. The majority of organisations (69%) believed that the Standards Program had enabled them to have stronger regional networks

To date, this program has been delivered on a region-by-region basis. In 2016-18 M&G NSW will pilot an alternative delivery model which will enable organisations, regardless of location, to participate in the program at the same time.

A Stage II Standards Program, to provide more advanced development for previous Standards participants, is also to be piloted.

### **Museum Advisor Program**

Modelled on the Heritage Advisors Network, more than 40 councils have participated in this program since its inception in 2000. Engaging with 118 museums over that time, the Museum Advisor Program connects volunteer run museums with the skills and knowledge of professional museum workers.

Each Local Government participant matches funding to employ a museum advisor, for up to 10 local, and primarily volunteer operated museums, with additional funds provided to assist with travel expenses. During the 2016-18 Plan, the program will be re-evaluated so that each advisor partnership is required to have a strategic and/or business plan for each of its participating organisations.

## **Aboriginal Programs**

In the 2016-2018 Plan, M&G NSW will continue its support of the NSW Aboriginal Culture, Heritage and Arts Association (ACHAA), to strengthen NSW Aboriginal culture. While recent years have seen a decline in the number of sustainable centres, by supporting ACHAA, M&G NSW will assist in areas of governance, access to more diverse funding sources, and continued development of collection management and public programs.

In 2017, M&G NSW will coordinate the 2<sup>nd</sup> NSW Aboriginal Cultural Futures Summit (in Western Sydney) to identify the changes and trends in the NSW Aboriginal cultural sector since 2011. M&G NSW will continue to promote the use of on-line collection management systems that allow cultural protocols to be observed, such as Mukurtu.

## **Professional and skills development**

In our support of and advocacy for best practice, M&G NSW delivers a range of professional and skills development seminars, conferences and workshops that increase expertise and foster critical debate. Our professional development events are delivered in both regional and metropolitan locations and are often broadcast for wider distribution. They cover a range of areas and practice based disciplines including: access to funding, collection care and management, use of information technology and governance.

## **IMAGinE Awards**

The IMAGinE Awards continue to identify, celebrate and promote best practice in the sector. With strong support across the sector, they provide an annual focus for the achievements of both paid and volunteer staffed organisations.

In 2016-18 we aim to achieve an increased public awareness of these industry awards.

### **Comments**

*"Thanks M&G NSW for the opportunity to promote and share our collections with the wider community. It's a great way to feature what we are doing in our regions, and best of all, it's free!!!"*

**Tongarra Museum**

*"...it was truly a wonderful experience to host this incredible exhibition (In-Habit) here – I had fear(s) but it was truly an amazing opportunity for the Gallery and our visitors. Thank you for all your incredible support on this project – there's no way we could have pulled it off without you, Lillian and the SCAF team. Our own volunteers were also incredibly diligent and motivated – bless them all. It did cost a bit more than anticipated, but I don't regret the over spend for a moment. It was truly inspiring; Even Council staff were totally blown away... Thanks again, you're gems at MG."*

**Susi Muddiman Director Tweed River Art Gallery & Margaret Olley Art Centre**

*"Thanks for presenting this event. I think it's important that we celebrate the achievements of museums and galleries and individuals."*

**2014 IMAGinE Awards night attendee**



# DETAILED PROGRAM – RESOURCES

## Devolved grants from government

The **Mentorship, Fellowship and Volunteer Placement Program** provides professional and skill development opportunities for public gallery and museum staff and volunteers, through placements with cultural institutions in NSW, interstate or overseas.

A continuation of the OEH supported **Building Improvement Program** has been confirmed with a further \$150,000 grant over two years (16/17) confirmed.

A refocused **Curatorial Support Initiative Program** will provide publicly funded art galleries, auspiced or incorporated artist run spaces and Aboriginal cultural centres, throughout NSW, with financial assistance for a range of projects encompassing contemporary curatorial practice and strategy, including engagement, residencies, mentorships, exchanges and artist/curator connections.

The **Volunteer Museum Grants** will continue to provide funds to assist volunteer managed museums undertake short term projects, develop long term strategies and/or participate in skills development programs.

## Other devolved grants

In collaboration with the Copyright Agency Limited (CAL) M&G NSW will continue to provide **Artist or Curator in Residence** grants enabling opportunities for both artists and galleries to develop new work or exhibition projects.

In a new partnership, with the Sir William Dobell Foundation, M&G recently launched the annual Dobell Exhibition Grant for NSW regional galleries. This grant will assist in the creation of high quality exhibitions that speak to a broad audience across NSW and are supported by innovative public and education programs that creatively engage both artists and the community.

## Resources: downloads, audio and video streaming

Currently M&G NSW provides a range of rich media resources on topics including strategic planning, branding, collection care, exhibition development, exhibition installation and industry research.

In 2016-18 M&G NSW will use a diverse range of digital tools and platforms, such as webinars, Google Hangouts and YouTube, to engage and deliver real time resources to regional NSW.

## Fact sheets, 'how-to' and case studies

Currently there are over 80 accessible and topical on-line and downloadable resources available from the M&G NSW website. We plan to develop additional resources, and importantly, existing resources are regularly reviewed to ensure relevance.

## Cultural research

Over the last 6 years M&G NSW has enhanced its reputation for reliable and robust research by investigating a range of sector issues and needs, including audience benchmarking, economic and social value of culture, Aboriginal issues and program evaluation.

In 2016-18 a key research project will be undertaken to document the movable, tangible and intangible materials held in Aboriginal and non-Aboriginal collections in NSW that relate to NSW Aboriginal culture.

While we also plan to develop a new research strategy, M&G NSW will continue to deliver a responsive and opportunistic research program to take advantage of partnerships and external resources as they arise.

### **Public and sector presentations**

Public and sector presentations provide a key platform for M&G NSW to raise awareness of the organisation and its services, research findings and sector affecting issues. Past presentation opportunities have included national and international conferences, VIVID forums, local government conferences, research symposiums as well as targeted special interest groups. Most of these opportunities are by invitation insuring a receptive and interested audience. M&G NSW will continue to take advantage of such opportunities in 2016-18.

### **Consultants Register**

Searchable by area of practice and location, the online consultants register provides a valuable resource, particularly to regional and small organisations seeking expertise in a particular area of practice. The Register enables suppliers to connect with the sector at no charge.

In 2016-18 the register will continue to be assessed annually, to ensure it provides reliable, relevant and reputable advice.

#### **Comments**

*“Overall this was a memorable and momentous experience, one of the highlights of my career; and I will benefit from the Fellowship for many years to come.”*

**2014 Fellowship recipient Roslyn Sugarman, Sydney Jewish Museum**

*“Museums & Galleries of NSW has brought us together, brought all the museums together. We can ask them things we want to know and they can ask us. Our doors are open to them - as their doors are open to us.”*

**Bob Harris, Bowraville Folk Museum, 2014 Standards Program participant.**

*‘We are appreciative of the work that Museums & Galleries of NSW has undertaken for Evocities and the importance of such collaborative research, along with the on-going relationship between State and Local Government for the arts and cultural sector’*

**Phil Pinyon, General Manager, Wagga Wagga City Council.**

# DETAILED PROGRAM – CONNECTIONS

## **Sector networking**

Even in this digital age, face-to-face meetings continue to provide the best opportunities for a diverse range of participants to strengthen networks, build relationships and reduce any sense of isolation created by distance, a lack of knowledge or inadequate resources.

M&G NSW will continue to offer both face-to-face and on-line opportunities for the sector to gather and share information. These will be delivered through our professional development and capacity building programs.

## **Partnerships with Western Sydney and regionally based cultural organisations**

By working in partnership with organisations based in Western Sydney and regional NSW, M&G NSW is able to better deliver targeted on-the-ground services that meet the needs of the sector. Partnership projects to be delivered or developed in this plan are confirmed with Bathurst Regional Gallery & Penrith Regional Gallery.

## **Partnerships with State and Federal cultural institutions**

By working in partnership with the State and Federal cultural institutions, M&G NSW is able to facilitate and unlock resources for the small to medium sector museums, galleries and Aboriginal cultural centres.

Partnerships nominated as part of this plan include coordination of mentorship and volunteer placements with the Museum of Contemporary Art and Australian National Maritime Museum, and a new exhibition and collection development outreach project with the Australian Museum. There is also ongoing support towards an enhanced AGNSW/RPG NSW relationship, and continued development events with the Museum of Applied Arts & Sciences and Sydney Living Museums.

## **Partnerships with Local government**

As a key supporter of the sector, local governments continue to make a valuable, contribution to the sector by supporting programs such as Museum Advisor, Standards and most associated M&G research activities. They also provide facilities, fund and maintain programs and collections, and employ staff and support volunteers.

## **Partnerships with service and membership based organisations**

Membership based organisations such as Regional & Public Galleries of NSW, Museums Australia NSW, ACHAA and the Royal Australian Historical Society provide immediate and grass roots access to paid and volunteer staff across the sector.

In 2016-18 we propose continued and enhanced partnering with service organisations such as the Arts Law Centre of Australia, Regional Arts NSW, Regional Arts Boards, Local Government NSW, NSW Aboriginal Land Councils and Accessible Arts. This helps to share resources, provided better targeted programs and strategic overlays, delivered regionally.

## **Partnerships with non-arts government departments**

Partnerships with other departments and programs of Government such as Tourism, Aboriginal Affairs, Veterans Affairs and Heritage, at both State and Federal level, have proved advantageous to the sector. As part of this plan M&G NSW will continue its partnership with the Office of Environment and Heritage to deliver building improvement support to museums and galleries. M&G NSW will also continue to work with Destination NSW to highlight and promote the cultural assets of regional NSW. Aboriginal Affairs will be approached to assist with the delivery of the 2nd NSW Aboriginal Cultural Futures Summit, in 2017.

### **Comments**

*“Such conferences are vital for our sector where distances between institutions are often vast and opportunities to network and share ideas are limited.”*

**2014 Regional & Public Galleries of NSW Conference delegate**

*“Simply continue with this excellent program please. Regional galleries need services like this.”*

**Shoalhaven City Art Gallery**

*“My experience at Port Arthur is one that I will never forget. Seeing behind the scenes of such a large internationally recognised tourist attraction and world heritage site has given me drive to make the Old Dubbo Gaol bigger and better.”*

**2014 Mentorship recipient Merrin Starr, Old Dubbo Gaol**

*“I really enjoy the afternoon seminars that M&G NSW and Museum of Sydney puts on. In our busy work lives I feel that I can take the time out which I don't always feel I can do with longer conferences etc. They provide time away from work to hear about what other people are up to and reflect on our own work and institutions.”*

**Impact Seminar 2015 delegate**

*“I found it most valuable to step back and get a bit of distance from my work and to hear about what fellow professionals are doing. It is very easy to get caught up in the minutia of day-to-day work and I think that understanding of the broader context we are working in is critical.”*

**2014 Regional Public Galleries NSW Conference delegate**

*“We all can be speaking with one voice to Government and sharing our knowledge to strengthen our industry”*

**Daisy Williams, Armidale and Region Aboriginal Cultural Centre and Keeping Place on ACHAA**

# DETAILED PROGRAM – GOVERNANCE OF M&G NSW

## **Clear statement of Values and Purpose**

Sector consultation in 2015 has led to M&G NSW redefining its Values and it has helped to clarify its Purpose. The process informed the revised code of conduct, the strategic planning process and every program and proposed output of the organisation.

## **Regular Board and management meetings**

M&G NSW will continue to maintain a regular schedule of Board meetings to enable the Board to be actively involved in the direction, reporting and measurement of the company's program and goals.

## **Written policy and procedure**

Over the next 3 years M&G NSW will continue to document and review its administration procedures. It will also review policies, covering areas such as Delegations, Fraud, Code of Conduct, Leave, Intellectual Property and Third Party Usage, Social Media and Privacy.

## **Reconciliation Action Plan**

M&G NSW's Reconciliation Action Plan (RAP) will continue to guide how the organisation can build strong relationships and develop respect with and between Aboriginal and Torres Strait Islander peoples and other Australians. Our RAP focuses on Relationships, Respect and Opportunities.

Continued use of cultural competence training for staff, use of local representatives for Welcome to Country, Acknowledgement of Country and promotion of opportunities for engagement with key events, such as National Reconciliation Week and NAIDOC, will help build knowledge, understanding and reciprocity in the sector.

## **Transparent financial reporting and external audit**

The annual audit of the organisation, as well as the timely acquittal of grants, provides a necessary external evaluation of the use of funding received from government, business and philanthropic sources.

## **Peer Panel assessment of grants**

The assessment of grants by a panel drawn from the sector helps reduce any perceived or actual bias in the awarding of public money. In 2016-2018 M&G NSW will draw from a panel of self-elected and invited peers to assess our devolved programs.

## **Strong strategic planning processes**

The 2016-18 Plan was developed over an 18 month period with the sector, the Board of M&G NSW and stakeholder involvement. It includes the creation of an annual business plan to ensure outputs and indicators remain relevant and on track, with 6 monthly progress assessments against agreed indicators. Our goal has been to develop a more agile framework of Purpose, Method and Output to better respond to the current state of the sector.

## M&G NSW OUTPUTS AND PERFORMANCE INDICATORS 2016-2018

### SERVICES we provide to support galleries, museums, Aboriginal organisations, and their programs, activities and projects

OUTPUT/PROGRAM	Description	KPI	2016	2017	2018
<b>Promotion of NSW museums, galleries, Aboriginal cultural centres and artist run initiatives</b>	<i>Maintenance and development of M&amp;G NSW website and communication channels</i>	Traffic sources	Multiple sources over the period		
		Length of visit	2 min 45 sec	2 min 50 sec	2 min 55 sec
		Number of pages visited per session	2.75	2.9	3.1
		Page views	281,500	300,000	330,000
		Users	97,165	116,598	139,917
		Sector e-newsletter	Published 20 times each year of the period		
		Public e-newsletter	Published 10 times each year of the period		
<b>Touring Exhibitions</b>	<i>Tour management and development of Contemporary Visual Arts and Craft exhibitions</i>	Number of Exhibitions toured	9	8	8
		Exhibitions developed	2	2	2
		New venue	One new venue not included in the touring program of the last 4 years		
		Resources for engagement	60% of exhibitions	70% of exhibitions	80% of exhibitions
<b>Standards Program</b>	<i>Capacity building program to create sustainable community and volunteer run museums</i>	Delivery of program	Non-region based program delivery trialled	Non-region based program delivery trialled and assessed	Non-region based program delivery implemented
		Past participant programs – Standards 2.0	developed and trialled	trialled and assessed	implemented
		Number of participants	5 organisations	6 organisations	6 organisations
<b>Museum Advisor Program</b>	<i>On the ground support, co-funded with local government for community and volunteer run museums</i>	Number of Local Government areas partnered	15 programs delivered in at least 15 local government areas – nb this is the maximum number of programs on available funding		

## M&G NSW OUTPUTS AND PERFORMANCE INDICATORS 2016-2018

OUTPUT/PROGRAM	Description	KPI	2016	2017	2018
<b>Aboriginal Programs</b>	<i>Capacity building workshops for Aboriginal organisations</i>	Support for NSW Aboriginal Organisations	Secretariat support for NSW Aboriginal Culture, Heritage and Arts Assoc (ACHAA).		
		Skills workshops targeted to Aboriginal organisations	1 in partnership with ACHHA	Cultural Futures II summit	1 in partnership with ACHHA
<b>IMAGinE Awards</b>	<i>NSW sector awards celebrating excellence, and recognising contributions of organisations, volunteer and paid workers</i>	Number of nominations	At least 65 nominations each year		
		Media coverage	Articles (including online) in metropolitan and regional areas		
		Best practice case studies produced	10	15	20
<b>Professional and skills development</b>	<i>Workshops, events, seminars and conferences delivered across NSW</i>	Number of workshops, events, seminars or conferences delivered	8	9	9
		Regional delivery	50% held outside Sydney Metro area		
		Number of participants	250 paying participants each year 140 funded participants each year		
		Real time on-line content (webinar/YouTube Live, Google hangout)	1 event each year possible on available resources		
		Online engagement opportunities	50% of public events possible on available resources		

## M&G NSW OUTPUTS AND PERFORMANCE INDICATORS 2016-2018

### RESOURCES we provide to galleries, museums, Aboriginal organisations, and their program, activities and projects

OUTPUT/PROGRAM	Description	KPI	2016	2017	2018
<b>Devolved Arts NSW grant program</b>	<i>Monies devolved on behalf of the NSW State government including</i>		All grants devolved in a timely manner and in each year of funding		
	<i>Volunteer Museum Grants</i>	Regional focus	At least 60% of funded projects delivered in Western Sydney or regionally each year		
	<i>Curatorial Support Initiatives (CSI)</i>	Curators supported	4 projects each year		
	<i>Regional museum network</i>	Networks established	1 established each year		
	<i>Collection Documentation</i>	Collections more accessible	1 project funded each year		
	<i>Mentorships and Fellowships</i>	Increase in skills	2 Fellowships and 4 mentorships undertaken each year		
	<i>Volunteer Placements</i>	Increase in skills	4 placements undertaken each year		
<b>Devolved grant programs funded through philanthropy or sponsorship</b>	<i>Monies devolved on behalf of philanthropic organisations and foundations or sponsorship agreements. Including</i>		All grants devolved in a timely manner and in each year of funding		
	<i>CAL – Artist/Curator in Residence (ACR)</i>	Artist and curators work in galleries	4 projects funded each year		
	<i>Dobell Foundation - Exhibition Development grant (DEG)</i>	Exhibition developed	1 exhibition development grant awarded each year		



## M&G NSW OUTPUTS AND PERFORMANCE INDICATORS 2016-2018

OUTPUT/PROGRAM	Description	KPI	2016	2017	2018
<b>Devolved grant program from other government agencies and departments</b>	<i>Monies devolved to the sector on behalf of other government departments including</i>		All grants devolved in a timely manner and in each year of funding		
	<i>Environmental assessment grants (OEH)</i>	Assessments of buildings	4 assessments undertaken each year		
	<i>Remedial Building works (OEH)</i>	Building maintenance	2 building projects funded each year		
<b>Downloadable and streaming audio and video</b>	<i>Rich media resources created for and distributed via the M&amp;G NSW website and iTunesU</i>	Content creation	At least 5 new audio or video files available each year		
<b>Fact Sheets, how-to's and case studies</b>	<i>Downloadable and HTML resources</i>	Content creation	150 articles new articles each year		
		Content current	26 fact sheets reviewed and updated each year		
<b>Cultural research</b>	<i>A responsive research program that provides robust data on and for the sector. This may include: sector-wide collated data; economic impact and social benefit; and audience evaluation and benchmarking.</i>	Publication of research	1 major research paper published each year		

## M&G NSW OUTPUTS AND PERFORMANCE INDICATORS 2016-2018

<b>OUTPUT/PROGRAM</b>	<b>Description</b>	<b>KPI</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
<b>Public and sector presentations</b>	<i>Presentations on research, M&amp;G NSW services, sector trends and local issues</i>	Wider awareness of M&G NSW services and research	At least 8 presentations delivered each year		
<b>Consultants Register</b>	<i>A searchable, online list of individuals or organisations providing services</i>	Register is used by suppliers and sector	45 consultants listed	55 consultants listed	65 consultants listed

## M&G NSW OUTPUTS AND PERFORMANCE INDICATORS 2016-2018

<b>CONNECTIONS we make or facilitate</b>					
<b>OUTPUT/PROGRAM</b>	<b>Description</b>	<b>KPI</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
<b>Sector networking</b>	<i>Opportunities for volunteer and paid staff to meet and share information in formal and informal settings.</i>	Face to face events	8 sector networking events presented each year		
<b>Partnerships with Western Sydney and regionally based cultural organisations</b>	<i>Working with museums, galleries, Regional Arts boards and other organisations to deliver services, develop resources and gather data</i>	Sector collaboration	8 partnerships created each year		
<b>Partnerships with State and federal cultural institutions</b>	<i>Working with organisations to deliver services, develop resources and gather data</i>	Sector collaboration	4 partnerships created each year		
<b>Partnerships with Local Government</b>	<i>Working with Local Government to deliver services, develop resources and gather data</i>	Local government support of museums and galleries	15 partnerships created each year		
<b>Partnerships with service and membership based organisations</b>	<i>Working with organisations to deliver services, develop resources and gather data</i>	Sector collaboration	4 partnerships created each year		
<b>Partnerships with non-arts government departments</b>	<i>Working with non-arts government departments and agencies to deliver services, develop resources and gather data</i>	Additional support provided to the sector	2 partnerships created each year		
<b>National Standards Taskforce</b>	<i>National coalition of organisations that sets agreed benchmarks for best practice in museums and galleries</i>	Standards remain relevant	Benchmarks reviewed each year		

## M&G NSW OUTPUTS AND PERFORMANCE INDICATORS 2016-2018

GOVERNANCE we observe					
OUTPUT/PROGRAM	Description		2016	2017	2018
<b>Clear Statement of Values and Purpose</b>	<i>M&amp;G NSW's Values and Purpose are clearly stated and presented</i>	Transparency in values	Values and Purpose Statements published on the M&G NSW website		
<b>Regular Board and Management meetings</b>	<i>The Board meets at least 5 times each year to review, plan and discuss operations and financial performance</i>	Board meetings	5 Board meetings per year		
		Management meetings	At least one senior staff meeting each month		
		Board health maintained		External Board Audit	
<b>Written policy and procedure</b>	<i>Policies and procedures are written and reviewed by staff, management and Board</i>	Policies and procedures are current and relevant	Policies are reviewed on a regular cycle		
			Procedures are notated		
			Policy and procedures are included in staff induction		
<b>Reconciliation Action Plan (RAP)</b>	<i>Actions M&amp;G NSW will take to build strong relationships and develop respect between Aboriginal and Torres Strait Islander peoples and other Australians</i>	Plan is implemented	RAP implemented Develop Stage II RAP	Implement Stage II RAP	Review Stage II RAP
<b>Transparent financial reporting</b>	<i>Reports are presented in an easy to understand format. An external audit is undertaken each year</i>	Financial reporting	Successful external audit		
			Regular financial reports presented to Board and staff		

## M&G NSW OUTPUTS AND PERFORMANCE INDICATORS 2016-2018

<b>OUTPUT/PROGRAM</b>	<b>Description</b>		<b>2016</b>	<b>2017</b>	<b>2018</b>
<b>Peer Panel Assessment process</b>	<i>Grants are assessed by panels including members of peer advisors</i>	Sector consultation	Peer advisory group maintained		
			All devolved funding assessment includes at least one peer		
<b>Strong strategic planning process</b>	<i>Planning and performance is reviewed by Board, management and staff</i>	Planning demonstrated	Key performance indicators met		
			Annual business plan produced and implemented		

# Communications Strategy 2016-2018

## Introduction

This communications and marketing strategy outlines the key goals and activities for M&G NSW for 2016-2018. It briefly describes the environment in which our communications take place, the channels or methods to be used, and the desired outcomes and impacts of those methods.

## Environment

Comprised of a mix of museums, galleries, artist run initiatives and Aboriginal cultural centres, the NSW museum and gallery sector is complex and multi-layered. There is diversity in access to resources, skills and understanding of communications and marketing. A “one-size fits all” approach is rarely possible.

Geographically, organisations are spread across the state. Of the current 152 local government areas, 124 have museums, galleries, heritage and/or aboriginal organisations. Just over 40% of these councils have only one organisation located within their boundary.

Some professionally staffed museums and galleries face the challenges of being restricted by councils in the use of social media and online tools, and yet for other this is not an issue.

Access to human and financial resources is a challenge for volunteer segment of the sector. Varying levels of digital literacy have also been identified as a challenge. Sometimes the greatest barrier is simply a lack of desire to simply adapt to new communication methods.

## Audience

There are effectively two audiences we seek to connect with: those who work within the sector and the general public. Recent ABS statistics indicate that approximately 23% of NSW residents attended a gallery or museum in the last 12 months. This level of participation is echoed in Roy Morgan’s national data with 19-20% attending galleries or museums. This level of participation has been consistent over the last 10 years.

The relaunch of the M&G NSW website in October 2013 enabled the organisation to create a comprehensive listing of the not-for-profit museum and gallery sector in NSW. Currently there are more than 400 organisations are listed on the site.

Our traditional core audience of sector workers can be segmented by area of practice as well as type of employment – i.e. paid or volunteer. Whereas general broadcast tools such as web articles, postings and e-newsletters work across all segments, each of them requires bespoke and unique communications. The operational structure of a number of volunteer run organisations required both broadcast and narrow-cast methods to be utilised, ensuring effective reach.

Use of mobile and tablet devices continue to expand with more smart phones sold than personal computers since 2011. The current website infrastructure acknowledges this and around 20% of our page views are coming from a mobile audience.

## **Resources & Communications Channels**

M&G NSW uses a range of communication channels to effectively connect with segments of our audience.

- Direct Mail including printed collateral on events, opportunities and workshops
- Direct peer-to-peer email
- Fortnightly sector focused e-newsletters
- Monthly general public focused e-newsletters
- Articles, videos and other rich media hosted on the M&G NSW website
- Telephone advice
- Social Media: Twitter and Facebook

To effectively connect to, and enable broader audience engagement with the general public, e-based channels are used. In this world content is “king” and the creation of engaging, desirable and shareable content is a key driver of this work.

To better leverage this, it is important to understand what our audience values. This requires continued analysis of web and e-newsletter metrics.

## **Social Media**

Reaching audiences through social media channels alone is not enough to maintain engagement. There is also the challenge that increased reach drives an expectation of better service, interaction and belonging.

With Facebook over 1000 likes, the primary audience is a hybrid one made up of those working in the industry and those who consume arts and culture. Facebook delivers relatively low engagement on unique M&G content, perhaps as a result of audiences already receiving it through our e-news. International arts, culture and heritage news and entertaining articles, generate greater interest.

Twitter conversations are more meaningful with M&G NSW having a unique Twitter presence at conferences and other events. While the Twitter account continues to grow and engages many of the large CIs and ‘influencers’, including some mainstream media, more can be done in partnership with other organisations to boost audiences and followers.

## **Successes of Recent Strategies**

The re-launch of the M&G NSW website delivered a number of benefits to the organisation and the sector. Its geo-locational, mobile responsive framework continues to provide a unique resource for tourists. The ability to plan and create trips as well as the provision of curated tourist trails has been a popular feature.

It has also continued to provide timely, reliable and relevant HTML, downloadable and rich media resources to the sector.

The provision of behind-the-scenes videos and articles document processes as well as helping to build knowledge in the sector.

Since the launch of the public facing e-newsletter, *M&Gazine*, subscriptions have grown to over 2800. The inclusion of *At Home*, a series of interviews with and about NSW Aboriginal artists, has been a feature of this e-publication.

<b>Purpose</b>	<b>Method</b>	<b>Impact</b>
<b>Increase engagement with M&amp;G NSW content</b>	Move away from a supply driven model and towards a conversation or shared knowledge base	Increased numbers of visitors to M&G NSW website and increased session times Stronger social media engagement
	On-line advertising	Increased number of subscribers to public and sector e-newsletters
	Incentivised e-newsletters	
<b>Sustainable content creation</b>	Use of multiple authors including the harnessing sector expertise	Reliable and accessible information
	Improving mechanisms for sector organisations to provide relevant content such as events and employment opportunities	Real time information
<b>Strengthen M&amp;G NSW brand</b>	Implementation of advanced SEO and on-line advertising to extend the reach of publications and social media	M&G NSW seen as a “go-to” organisation for the general public and the sector when seeking information and connections
	Identify and populate publicly accessible channels, such as Vimeo, Wikipedia, iTunesU	
<b>Utilise online and emerging technologies</b>	Partner with technology enabled organisations to pilot online professional development events for remote NSW	Greater access to programs
	Research simple low-cost video conferencing content and service provision	
<b>Maintain promotion of M&amp;G NSW programs</b>	Targeted collateral for events	Wide knowledge of M&G NSW events such as IMAGinE Awards and professional development programs Strong attendance at events
	Use of appropriate channels for promotion	



**M&G NSW BOARD**

**CEO**  
(1.0)

**External Consultants  
as required**  
(HR/Research)

**External Financial  
Consultant**

**Aboriginal  
Programs  
Manager**

(0.8)

**Gallery  
Programs and  
Touring  
Exhibitions  
Manager**

(1.0)

**Museum  
Programs &  
Collections  
Manager**

(0.8)

**Finance and  
Administration  
Manager**

(1.0)

**Communications  
& IT  
Manager**

(1.0)

**Aboriginal  
Programs  
Coordinator**

(0.2)

**Gallery  
Programs and  
Touring  
Exhibitions  
Coordinator**

(1.0)

**Museum  
Programs &  
Collections  
Coordinator**

(0.8)

**Program &  
Events  
Coordinator**

(0.6)

**Communications  
& IT  
Coordinator**

(1.0)

# LIST OF BOARD AND STAFF

## Board

Name	Skill area	Board Role
Jennifer Barrett	Museum research and higher education. Community cultural development.	Chair
Michael Paul Braybrooks OAM	Local Government NSW and finance	FARM Committee and Public Fund Committee
Ray Christison	Volunteer museum practice and Regional Heritage Advisor	
Susi Muddiman	Regional gallery operation and marketing	Public Fund Committee
Phil Gordon	Aboriginal, legal and governance	
Rebecca Olejnik	Communications and marketing	
Louise Silburn	Strategic planning and change management	
Kevin Sumption	National CI management	
Frank Zaknich	Local Government GM and Finance	Deputy Chair and FARM Committee

## Staff

### Michael Rolfe

Michael Huxley  
 Rachel Arndt  
 Jason Gee  
 Steve Miller  
 Tamara Lavrencic  
 Currently Vacant  
 Madeleine Brady  
 Margot Stuart-Smith  
 Melissa Abraham  
 Jasmin Dessmann

### CEO

General Manager (P/t)  
 Gallery Programs & Touring Exhibitions Manager (P/t)  
 Communications Manager  
 Aboriginal Programs Manager (P/t)  
 Museum Program & Collections Manager  
 Social Media & Website Content Coordinator  
 Gallery Programs & Touring Exhibitions Coordinator  
 Museum Program & Collections Coordinator  
 Aboriginal Programs Coordinator (P/t)  
 Gallery Programs & Touring Exhibitions Coordinator/Information and Resources Coordinator (P/t)

M&G NSW Operational Chart



