

7.5 MONASH GALLERY OF ART STRATEGIC PLAN 2018 - 2022

(JR :ARTS12)

Responsible Committee: Monash Gallery of Art Committee of Management

RECOMMENDATION

That Council endorses the Monash Gallery of Art Strategic Plan 2018 – 2022.

INTRODUCTION

The purpose of this report is to present the Monash Gallery of Art Strategic Plan, covering the period 2018 – 2022 for endorsement by Council.

BACKGROUND

In February 2016, the 2020 Monash Gallery of Art (MGA) Strategic Plan was endorsed by Council. Since that time, MGA staffing and membership of the Committee of Management (COM) have undergone considerable change, including the appointment of a new Gallery Director, new Chair of the COM and changes to COM membership approved by Council. A revised COM Terms of Reference has been developed and subcommittees reviewed to create a framework that draws on the skills of COM members, taking best advantage of member expertise and professional knowledge to the benefit of MGA. A new Senior Curator has been appointed to commence shortly. These changes have underpinned the identification of new opportunities and the establishment of an updated vision for MGA, resulting in the development of this Strategic Plan (Attachment 1).

DISCUSSION

In October 2017, MGA COM and staff attended an all day workshop to review the existing plan and develop a revised plan, seeking to:

- discuss and confirm the purpose and vision statements for MGA;
- articulate MGA's strategy, including its objective, advantage and scope for the next 3 years; and
- discuss and refine a small number of fundamental goals and key initiatives which will drive the organisation forward in pursuit of this strategy, as well as a set of indicative measures to monitor successful delivery of the strategy.

The resulting MGA Strategic Plan 2018 – 2022 draws on the changes described above and articulates a three year Action Plan that progressively moves towards the achievement of the existing MGA vision.

The purpose of the new Plan is:

- *To champion Australian photography, and inspire audiences to embrace, explore and value photography.*

It retains its vision '*To be the Australian Home of Photography*', and makes a strategic commitment to:

MGA is Australia's leading public art gallery devoted to the collection and exhibition of photography. We engage local, national and international audiences in arts and cultural experiences. In five years, we will double visitor numbers, engagement, sector relevance and influence.

The Plan provides a framework for the development and implementation of the vision as the *Australian Home of Photography*. The four goals of the Plan are to deliver:

1. Compelling, must-see exhibitions that meaningfully contribute to arts scholarship and the advancement of photography;
2. A nationally significant collection of Australian photographs;
3. Culturally enriching experiences that inspire audiences to embrace, explore and value photography; and
4. Build our capacity to deliver our strategy by increasing revenue and developing and supporting our people.

POLICY IMPLICATIONS

The Plan continues MGA's creative and diligent aspiration to achieve the development and implementation of MGA's vision as the *Australian Home of Photography*. The MGA Strategic Plan 2018-2020 supports the delivery of the Council Plan 2017-2021. In particular, it meets the aspiration of:

Strategic Objective - An inclusive community

Our people and communities are healthy, connected and engaged.

The Strategic Plan includes a three year annual action plan, developed as the framework for MGA COM and staff to continue to identify, assess and address the priorities of the Plan. The fourth year actions of the Plan will be developed during its first three years to support Plan development.

SOCIAL IMPLICATIONS

MGA is a local cultural icon with a national reach. MGA's annual exhibition program explores a diverse range of subject matter, often highlighting seminal moments in the history of photography in Australia, celebrating and promoting photography as well as supporting artists by profiling, exhibiting and acquiring their work. Its highly successful exhibition touring program takes MGA throughout Australia's eastern states and its suite of a vibrant and culturally enriching suite of education and public programs provides local and broader audiences with a deep engagement into photography.

MGA is a community cultural meeting place for arts activity, with an increasing commitment to partnering with other Council services in the delivery of collaborative events to the community, notably Library Services, Arts and Cultural Development, Economic Development and civic events. It is a cornerstone of Council's commitment to the arts and the community's creative life and wellbeing. Its Education and Public Programs play a significant role in local lifelong learning and participation, attracting a broad community demographic range that will be subject to further analysis for program development during the life of the Plan.

HUMAN RIGHTS CONSIDERATIONS

No Human Rights considerations require review for the endorsement of this Plan.

CONSULTATION

The Strategic Plan was developed with the MGA Committee of Management and presented to the MGA Foundation. On an ongoing basis, MGA draws on visitor statistics and feedback elicited from MGA exhibitions, programs and Friends of MGA activities in the identification of strategic initiatives.

FINANCIAL IMPLICATIONS

Financial sustainability and long term financial planning are an enhanced feature of the MGA Strategic Plan 2018 – 2022. The MGA Development, Philanthropy and Sponsorship Strategy aspect of the Plan aims to increase its network of supporters and strengthen its relationships in order to grow and develop a stable long-term funding base with a target of raising an additional \$200k above current income levels.

MGA's philanthropic, fundraising and sponsorship activities over the last 27 years has resulted in securing a small number of key supporters with ties to the community. MGA plans to leverage these relationships as a base upon which to grow a larger and more diverse network of supporters. This Strategy establishes a holistic, organisation wide plan to attract, cultivate and steward supporters based upon the relationship model which provides a structure to grow and maintain meaningful and enduring relationships with a network of supporters.

Implementation of actions in the MGA Strategic Plan 2018 – 2022 that have budget and resource implications for Council, will be submitted for consideration through the annual budget planning cycle.

CONCLUSION

The new Monash Gallery of Art Strategic Plan 2018 – 2022 positions MGA to progress its role as the heart of creativity and inspiration in the Monash

community, complemented by relevant, high quality exhibition and public programming and an outstanding public gallery with a nationally significant collection. It is offered for Council's endorsement as MGA continues to explore new insights into the photographic medium, engaging the community of Monash and broader audiences.