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Geelong Gallery

GEELONG GALLERY – Strategic plan 2012-2016

MISSION	The Geelong Gallery will be acclaimed throughout the region and nationally for the excellence, imagination and wide appeal of its programs and collections.
GOALS	<p>The Geelong Gallery will:</p> <ol style="list-style-type: none"> 1. Manage, display and expand the collection of works of art for the benefit and enjoyment of present and future generations. 2. Provide outstanding facilities to display, store, research and conserve the collection and to optimise visitor experience. 3. Ensure that the Gallery is effectively governed and managed on behalf of the community. 4. Plan and implement programs that increase understanding and appreciation of the visual arts, raise funds for Gallery operations, expand Membership and increase community engagement with the institution. 5. Promote community and visitor access to the Gallery and the arts. 6. Provide cultural leadership for the sector and the region.

GOALS	STRATEGIES	ACTIONS
<p>Collection</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Develop the Gallery's collection in line with the Acquisition Policy. <input type="checkbox"/> Display the Gallery's collection to maximum advantage. <input type="checkbox"/> Conduct and publish research on the collection and in respect of temporary exhibitions. <input type="checkbox"/> Maintain accurate records and catalogues of all works in the collection. <input type="checkbox"/> Manage a conservation program in line with industry protocols. <input type="checkbox"/> Negotiate and monitor inward and outward loans according to industry guidelines. 	<ul style="list-style-type: none"> <input type="checkbox"/> Acquire suitable works of art by purchase, bequest and gift. <input type="checkbox"/> Encourage the donation of suitable works through the Australian Government's Cultural Gifts Program or directly from donors. <input type="checkbox"/> Mount stimulating and distinctive displays of selected works from the Gallery's collection. <input type="checkbox"/> Review the Gallery's Acquisition Policy every 5 years and amend as necessary. <input type="checkbox"/> Contribute articles to scholarly and popular journals. <input type="checkbox"/> Post research on the collection on the Gallery's web site. <input type="checkbox"/> Prepare publications on the collection or specific aspects of it. <input type="checkbox"/> All works to be catalogued on the Gallery's data base. <input type="checkbox"/> New acquisitions to the Gallery's collection are tabled at board meetings following consideration by the Acquisitions committee. <input type="checkbox"/> Ensure that the Gallery's database is backed up each week and copies of backup files are stored off site. <input type="checkbox"/> Review and update annually the Gallery's priority list of works of art for conservation. <input type="checkbox"/> Pursue grants for conservation treatment of works of art on the conservation priority list or as necessary for exhibition purposes. <input type="checkbox"/> As appropriate, conduct a minimum of two significant conservation treatments each year. <input type="checkbox"/> Recommendations and approvals for outward loans are tabled for consideration at Board meetings. <input type="checkbox"/> Appropriate insurance and other arrangements are in place for inward loans. <input type="checkbox"/> Comprehensive facility reports are kept up to date for provision to lenders of major loans.

<p>Facilities</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure that environmental conditions and security systems meet museum industry standards. <input type="checkbox"/> Ensure that the Gallery building is a prominent and key resource within the Geelong arts precinct. <input type="checkbox"/> Effectively but judiciously utilise the Gallery facility and resources to generate revenue (eg The Gallery Shop and venue hire). 	<ul style="list-style-type: none"> <input type="checkbox"/> As far as possible, maintain industry Gold Level recognition in respect of environmental conditions, general handling as well as security systems. <input type="checkbox"/> Conduct quarterly maintenance checks on lift, air conditioning, fire protection and pest control. <input type="checkbox"/> Ensure the effective operation of CCTV and other security systems to provide maximum protection for all gallery spaces and the collection. <input type="checkbox"/> Maintain all appropriate insurance policies including for the collection and works on loan to the Gallery. <input type="checkbox"/> Provide secure, accessible and environmentally appropriate storage facilities on site and off site for works of art not on display. <input type="checkbox"/> Maintain Gallery representation on relevant precinct planning committees. <input type="checkbox"/> Lobby all levels of government for the funding and facilities needed to successfully expand and redevelop the Gallery in line with the Vision for a substantially enhanced facility. <input type="checkbox"/> Consistent with a risk assessment of any proposed venue hire functions, ensure that the hire of Gallery spaces is effective and profitable. <input type="checkbox"/> Allocate appropriate space and resources for the operations of the Gallery Shop and conduct annual reviews of turnover and consider opportunities for growth.
<p>Governance</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure that Gallery staff, paid and unpaid, are supported within a positive employment framework. <input type="checkbox"/> Ensure that the Gallery operates on a sound financial footing. 	<ul style="list-style-type: none"> <input type="checkbox"/> Conduct EBA negotiations as required and monitor conditions throughout the term of the agreement. <input type="checkbox"/> Establish and monitor guidelines for the engagement of volunteer staff. <input type="checkbox"/> Support professional development opportunities for staff. <input type="checkbox"/> Develop the Gallery's Annual Budget to deliver an achievable and financially successful result for the organisation. <input type="checkbox"/> Monitor the budget on a monthly basis.

	<ul style="list-style-type: none"> <input type="checkbox"/> Annually review all aspects of governance and management. <input type="checkbox"/> Provide clear, accurate information regarding the Gallery to the public and funding bodies. 	<ul style="list-style-type: none"> <input type="checkbox"/> Undertake all statutory reporting requirements as and when required. <input type="checkbox"/> Conduct annual reviews of the Strategic Plan. <input type="checkbox"/> Conduct annual review of Board performance. <input type="checkbox"/> The Boards will consider policies and instruments such as: <ul style="list-style-type: none"> ▪ Board Membership and induction ▪ Board Members' professional development ▪ Succession planning for Board and management ▪ Regular review of the Gallery Constitution. <input type="checkbox"/> Convene an audit committee to oversee budgetary matters and risk management. <input type="checkbox"/> Prepare the following in an accurate, informative and timely manner: <ul style="list-style-type: none"> ▪ The Gallery's Annual Report ▪ Submissions to government and other principal partners for triennial funding ▪ Acquittals for funding bodies ▪ Timely responses to requests from other government agencies.
<p>Programs</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Implement fundraising, Membership and other programs to support Gallery operations. 	<ul style="list-style-type: none"> <input type="checkbox"/> Aim to deliver annual exhibition sponsorship as indicated in Gallery annual budgets over the period 2012 to 2015. <input type="checkbox"/> Plan for increase in Membership and audiences annually for the period 2012 to 2015. <input type="checkbox"/> Liaise with the President and committee of the Grasshoppers for the delivery of two fundraising events each year. <input type="checkbox"/> Liaise with the President and committee of the Friends of the Gallery in presenting ten morning lectures or lunches each year.

	<ul style="list-style-type: none"> <input type="checkbox"/> Develop and deliver a varied, balanced and ambitious exhibition program each year. <input type="checkbox"/> Schedule a stimulating mix of public programs and events to foster support of the Gallery and arts appreciation in the wider community. <input type="checkbox"/> Offer an educational experience tailored to the current Victorian Curriculum that is not available in the class room and will be made available to primary and secondary school students and teachers in the region. <input type="checkbox"/> Disseminate widely information on the Gallery's Programs and its collection. 	<ul style="list-style-type: none"> <input type="checkbox"/> Liaise with the Chairman and committee of the Geelong Art Gallery Foundation in presenting two events each year. <input type="checkbox"/> The Gallery Director, Curator and appropriate staff to develop and annual program delivering approx 20 exhibitions each year. <input type="checkbox"/> Initiate a minimum of: <ul style="list-style-type: none"> ▪ 4 Opening functions for major exhibitions through the year. ▪ 10 illustrated lectures each year through the Friends of the Gallery ▪ 5 public floor talks for major exhibitions ▪ 1 guided tour of the Gallery each Saturday <input type="checkbox"/> Fulfil the expectations of an annual education program identified in the Gallery's agreement with the Victorian Department of Education and Early Childhood Development <input type="checkbox"/> Conduct specifically-tailored gallery tours for young children at least once each week in school holidays. <input type="checkbox"/> Distribute four (4) <i>Newsletters</i> each year <input type="checkbox"/> Devise, design, print and distribute catalogues for selected major exhibitions <input type="checkbox"/> Contribute four (4) articles each year to external publications.
Access	<ul style="list-style-type: none"> <input type="checkbox"/> Engage strategically with community organisations and events to promote access to the Gallery's resources. <input type="checkbox"/> Promote the Gallery programs in the full range of media. <input type="checkbox"/> Collaborate on marketing strategies with tourism, cultural and sibling gallery organisations. <input type="checkbox"/> Maintain an effective web page and monitor its usage and accuracy. 	<ul style="list-style-type: none"> <input type="checkbox"/> Engage annually with a minimum of six (6) partner organisations/events. <input type="checkbox"/> Secure annually a minimum of six (6) notices/articles/reviews of Gallery initiatives/exhibitions in metropolitan and local media outlets <input type="checkbox"/> Evidence of a minimum of four (4) collaborative projects each year. <input type="checkbox"/> Update data on the Gallery's web site each week and conduct a comprehensive annual review of the web site. <input type="checkbox"/> Analyse and assess web site usage.

<p>Leadership</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Participate in major arts and cultural planning initiatives in the region. <input type="checkbox"/> Participate in state and national arts and cultural planning activities where appropriate. <input type="checkbox"/> Maintain effective professional networks within and outside Geelong. <input type="checkbox"/> Provide professional advice to government agencies, community groups and other arts related organisations. 	<ul style="list-style-type: none"> <input type="checkbox"/> Actively participate as a member of Arts Precinct programming and planning committees. <input type="checkbox"/> Report to the Board on participation in state and national planning activities. <input type="checkbox"/> Evidence that networks, as identified in government acquittal reports, are maintained, including representation of local arts groups and practitioners. <input type="checkbox"/> Provide professional advice to the City of Greater Geelong on arts related matters in line with the Gallery's triennial funding agreement.
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