

QUEEN VICTORIA MUSEUM AND ART GALLERY



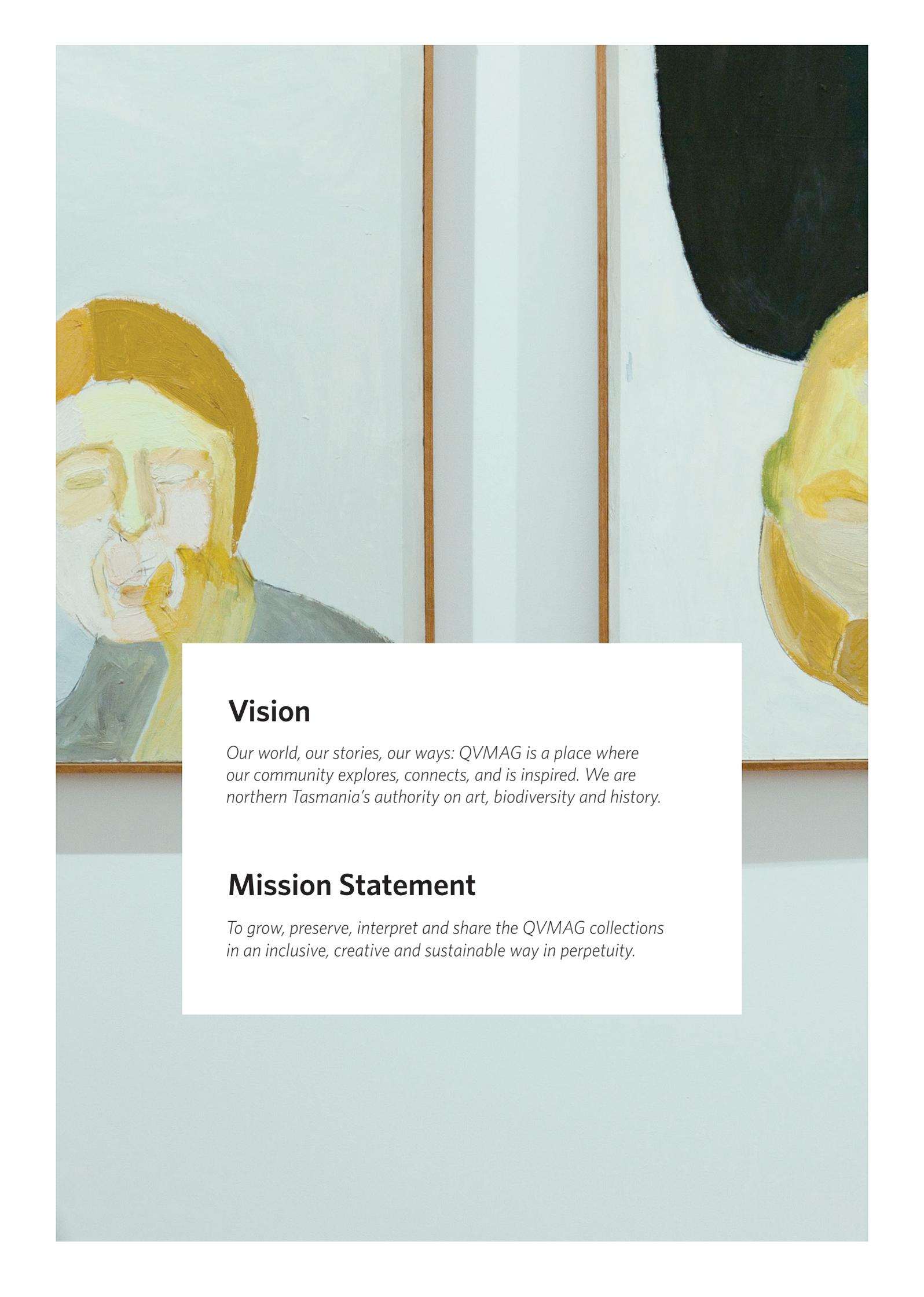
STRATEGIC PLAN
2018-2022



City of **LAUNCESTON**
QUEEN VICTORIA
MUSEUM & ART GALLERY



Tasmanian
Government

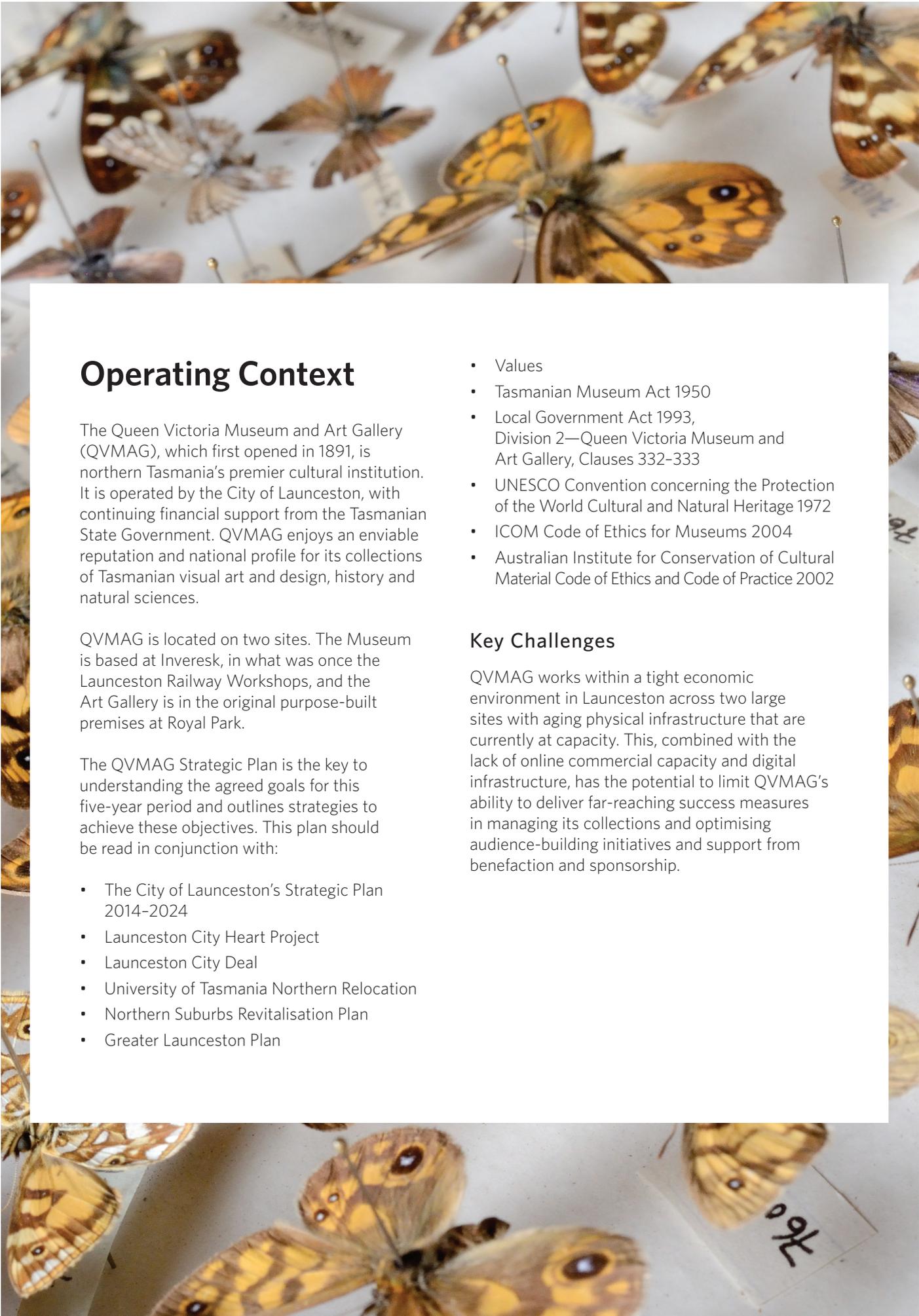


Vision

Our world, our stories, our ways: QVMAG is a place where our community explores, connects, and is inspired. We are northern Tasmania's authority on art, biodiversity and history.

Mission Statement

To grow, preserve, interpret and share the QVMAG collections in an inclusive, creative and sustainable way in perpetuity.



Operating Context

The Queen Victoria Museum and Art Gallery (QVMAG), which first opened in 1891, is northern Tasmania's premier cultural institution. It is operated by the City of Launceston, with continuing financial support from the Tasmanian State Government. QVMAG enjoys an enviable reputation and national profile for its collections of Tasmanian visual art and design, history and natural sciences.

QVMAG is located on two sites. The Museum is based at Inveresk, in what was once the Launceston Railway Workshops, and the Art Gallery is in the original purpose-built premises at Royal Park.

The QVMAG Strategic Plan is the key to understanding the agreed goals for this five-year period and outlines strategies to achieve these objectives. This plan should be read in conjunction with:

- The City of Launceston's Strategic Plan 2014-2024
- Launceston City Heart Project
- Launceston City Deal
- University of Tasmania Northern Relocation
- Northern Suburbs Revitalisation Plan
- Greater Launceston Plan

- Values
- Tasmanian Museum Act 1950
- Local Government Act 1993, Division 2—Queen Victoria Museum and Art Gallery, Clauses 332-333
- UNESCO Convention concerning the Protection of the World Cultural and Natural Heritage 1972
- ICOM Code of Ethics for Museums 2004
- Australian Institute for Conservation of Cultural Material Code of Ethics and Code of Practice 2002

Key Challenges

QVMAG works within a tight economic environment in Launceston across two large sites with aging physical infrastructure that are currently at capacity. This, combined with the lack of online commercial capacity and digital infrastructure, has the potential to limit QVMAG's ability to deliver far-reaching success measures in managing its collections and optimising audience-building initiatives and support from benefaction and sponsorship.

GOAL 1 – Our World

Building QVMAG’s collections and investing in research and expertise

OBJECTIVE 1.1

Preserve the collections so that current and future generations can benefit from them

Key strategies:

1. Ensure that collection storage spaces, storage systems, and environmental conditions are suitable for the long-term preservation of the objects.
2. The registration of collection items into a Collection Management Database System.
3. Digitisation of the collections.
4. Protect the collections by identifying and/or carrying out conservation treatments.
5. Ensure that all staff understand and apply safe collection handling practices.

How our success will look:

1. Refurbished, climate-controlled collection stores housing collection items with provenance accessible to the staff and the community.
2. All collection objects are registered into the Collection Management Database System.

OBJECTIVE 1.2

Judiciously develop and strengthen the collections

Key strategies:

1. Develop and apply criteria that drives the acquisition of material that aligns with existing collection areas, strengths and opportunities.
2. Develop and apply criteria to rationalise existing collections, including conducting significance assessments.
3. Foster, activate and maintain strong professional relationships with key colleagues associated with core collecting disciplines, e.g. artists, scientists, archaeologists, historians, collectors and benefactors.

How our success will look:

1. Professionally curated collections that are a reference point for research and exhibition.
2. Implementation of criteria that guide collection expansion and deaccessioning.
3. Increased proportion of the collections on public display.
4. Fully assessed collection items registered into the Collection Management Database System.

OBJECTIVE 1.3

Carry out and support research that improves the community’s knowledge and understanding of the collections, and the region’s heritage, arts and environment

Key strategies:

1. Conduct, and foster, collections and topic-based research that contributes to exhibitions, publications and digitisation.
2. Provide the community with access to, and understanding of, the collections and their value.

How our success will look:

1. Well researched, planned, developed and delivered exhibitions.
2. High-quality publications.
3. QVMAG is a recognised hub for research into northern Tasmania’s art, biodiversity and history.

GOAL 2 – Our Stories

Community engagement and exhibitions

OBJECTIVE 2.1

Make the work of QVMAG accessible to a diverse audience

Key strategies:

1. Identify our audience and community and implement an ongoing consultation process.
2. Involve our community in building and curating our programs onsite, offsite and online.
3. Assess barriers to access and implement strategies to remove them.
4. Develop metrics to measure QVMAG's work in terms of its impact and consequence.

How our success will look:

1. Development and delivery of increased online and onsite visitation by a diverse audience, measurable by visitor surveys and analytics.
2. Increased engagement with Collections Online and external platforms.
3. Measurable positive impact and consequences of our work.

OBJECTIVE 2.2

Boost community understanding of QVMAG collections and associated research, exhibition, education and public programs

Key strategies:

1. Maintain flexibility in response to visitor feedback and changing trends.
2. Reintroduce the Art Gallery with new direction and focus.

How our success will look:

1. Updated perceptions and knowledge of QVMAG throughout the community.
2. Our community becomes our strongest advocate.
3. Increased positive and qualitative feedback metrics, financial support, partnerships, visitation and engagement in programs.

4. Increased online and onsite visitation by wider and more diverse audience.
5. Refreshed Art Gallery repositioned and connected to our community.

OBJECTIVE 2.3

Present a relevant, diverse, high-quality and immersive program of exhibitions, events, public and education programs

Key Strategies:

1. Connect and shape our education programs with National Curriculum outcomes.
2. Shape education and public programs to deliver agreed social inclusion outcomes and remove barriers to access.
3. Integrate and develop exhibition-specific public and education programs from inception of each project as part of an exhibition-specific budget.
4. Finalise three-year exhibition program and associated workflow.
5. Build slow and fast programming streams of activity and reshape work programs of curators and educators to facilitate this.

How our success will look:

1. Increase in diversity of our audiences.
2. Ability to plan and budget with confidence and to deliver high-quality and integrated exhibition, education and public programs.

GOAL 3 - Our Ways

Organisational resilience and governance

OBJECTIVE 3.1

Establish our business on a sustainable basis

Key strategies:

1. Collaborate with City of Launceston and other stakeholders to secure funding and in-kind support for operations and programs.
2. Increase revenue and other income in a sustainable and ethical manner.
3. Further develop online commerce capacity.
4. Ensure resources are used sensibly, in accordance with museum best practice.
5. Recognise staff and volunteer contributions to organisational excellence.
6. Provide a safe and healthy workplace.
7. Continually improve risk management strategies.

How our success will look:

1. Effective management of existing and new resources, in a sound financial and environmentally responsible way.
2. Staff satisfaction and retention.
3. Increased commercial activity and income.

OBJECTIVE 3.2

Enhance our professional culture and governance

Key strategies:

1. Strengthen viable creativity and entrepreneurship within the workplace.
2. Continuously improve processes in alignment with strategic and directorate planning.
3. Comply with nationally recognised museum practices and codes of ethics.

How our success will look:

1. An innovative organisation that is secure and accountable, always demonstrating high professional standards and practice.

