

NERAM

STRATEGIC PLAN 2017-2020



About NERAM

New England Regional Art Museum (NERAM) is the leading tourist attraction and cultural facility in Armidale in the heart of the New England North West region of New South Wales, Australia.

The New England Regional Art Museum Ltd is a not-for-profit company limited by guarantee responsible for managing the museum facilities, art collections and programs on behalf of the community of Armidale and region. To do this the New England Regional Art Museum currently receives funding support from the Armidale Regional Council, Create NSW, the Margaret Olley Art Trust and philanthropic donors and supporters from our community. We also work closely with our stakeholder groups such as Packsaddle, Friends of NERAM Inc. and the NERAM Foundation.

The museum is the custodian of one of the most nationally significant collections of Australian art outside a capital city with over 5000 artworks including the Howard Hinton Collection, the Chandler Coventry Collection, the Armidale City Collection and the NERAM Collection. NERAM is visited by over 45,000 people a year and also houses the Museum of Printing, a Museum Shop, and a café and Packsaddle artist studio.

Our Vision

NERAM is a leader and creative catalyst for artistic and cultural expression in New England and beyond.

Our Mission

To create diverse artistic programs and exhibitions of national and international significance which showcase NERAM's collections and express our regional culture and identity.

Our Values

- Excellence and creativity
- Generosity and volunteering
- Diversity and inclusion
- Respect and enjoyment
- Sustainability and financial prudence

GOALS AND STRATEGIC OBJECTIVES:



1. Our Culture

To welcome and engage with the whole community by creating a supportive space for people to discover the visual arts and which encourages self-expression, program participation and long term involvement in NERAM.

Strategic Objectives:

- 1.1 Provide range of quality visitor experiences including art exhibitions, gallery café and museum shop;
- 1.2 Improve facilities and galleries to maintain operational effectiveness and visitor appeal.

2. Our Program

To develop and deliver an audience focused artistic program that provides excellent visitor experiences that engage with old and new audiences, encourages research into our collections, creates educational interactions and builds local, statewide, national and international partnerships.

Strategic Objectives:

- 2.1 Develop and promote annual NERAM artistic program to attract range of audiences;
- 2.2 Develop well researched exhibitions drawn from NERAM collections;
- 2.3 Develop the Museum of Printing as an attraction based upon a 'living museum' model;
- 2.4 Work collaboratively with partners to develop exhibitions.

3. Our Collections & Facilities

To ensure NERAM's collections are well resourced, managed, conserved and interpreted and that our buildings and facilities are managed in a sustainable way to be safe, well maintained and fit for purpose.

Strategic Objectives:

- 3.1 Promote the Adopt-an-Artwork program as main fundraising initiative for NERAM collections and plan effective conservation treatment of collections;
- 3.2 Ensure NERAM collection management procedures and facilities are industry best practice;
- 3.3 Create access to the NERAM collection through exhibitions, publications and research programs;
- 3.4 Maintain and improve NERAM buildings, grounds and facilities;
- 3.5 Implement sustainable energy efficiency initiatives.

4. Our Governance and People

To operate in an accountable, transparent and responsible manner to ensure the strategic, financial and operational success of the organisation and that recognizes the important contributions made by the board, staff, volunteers and other stakeholders.

Strategic Objectives:

- 4.1 Implement best practice in Not for Profit governance and administration;
- 4.2 Support our people (staff and volunteers);
- 4.3 Implement prudent financial management and budgetary processes;
- 4.4 Support effective operations of NERAM stakeholder and supporter groups.

5. Our Relationships

To attract and maintain strong, successful and sustainable relationships and partnerships with community groups, funding bodies, government, individuals and businesses to achieve our mission and ensure our long term success.

Strategic Objectives:

- 5.1 Develop relationship with existing funding partners and attract new funding bodies;
- 5.2 Develop strong relationships with existing individual donors and supporters and grow the pool of donors and supporters;
- 5.3 Build the NERAM Foundation as the key recipient of donations;
- 5.4 Develop ongoing sponsorship program with local and other businesses;
- 5.5 To build and support relationship with Armidale and Region Aboriginal Cultural Centre and Keeping Place (ARCCCKP) and other neighbours in the 'Cultural Precinct'.

6. Our Brand

To build a nationally recognized and respected brand that reflects our values, provides a source of community pride as well as generating growing visitation, philanthropic support and government assistance.

Strategic Objectives:

- 6.1 Implement national branding and marketing strategy for NERAM which includes 'key messages';
- 6.2 Build regional audience for NERAM programs.

7. Community Catalyst

To create new opportunities for the New England region through innovative and creative activities that support local arts, community and cultural development.

Strategic Objectives:

- 7.1 Support and encourage innovative arts events and activities around region;
- 7.2 Engage with wider region through exhibitions and programs.

8. Learning and Participation

To encourage lifelong learning in our community through artistic and educational activities which create opportunities for students, artists, community members and visitors to experience, appreciate and enjoy the arts.

Strategic Objectives:

- 8.1 Develop and deliver lifelong learning programs at NERAM;
- 8.2 Develop funding and other partnerships to deliver targeted educational and learning programs;
- 8.3 Develop Museum of Printing as a regional education facility/resource;
- 8.4 Masterplan to include feasibility study for Regional Arts Education Centre (to include auditorium/lecture theatre, library, media lab, volunteer facilities, studio spaces & function centre);

9. Our Financial Strength

To ensure the resources required for NERAM to operate effectively and sustainably are available through effective revenue generation, good financial management, reporting, budgeting and forward planning.

Strategic Objectives:

- 9.1 Maximise revenue generation from onsite operations (shop, tenants, venue hire, memberships, art classes, donations);
- 9.2 Implement prudent financial management and budgetary processes;
- 9.3 To maintain and expand capital / trust funds to generate annual income to support NERAM'S programs and operations.



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VISION

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MISSION

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WHO FOR

Our New England community, lovers of arts and cultural experiences, audiences across Australia and beyond

Strategic Priorities

Key Messages

Signposts for Success

	Strategic Priorities	Key Messages	Signposts for Success
Our Culture	Welcoming and engaging the whole community	Everyone is welcome	Feedback from our valued community, volunteers, audiences and staff;
Our Program	Audience focused artistic programs which inspire and educate	Expanding artistic expression	Feedback from audiences; Art classes growing in enrolments;
Our Collections and Facilities	Excellent management, conservation and interpretation	An iconic collection and building	Sustainable energy generation; Conservation program in place; Dedicated exhibition space for Collections; Creation of a safe, functional and aesthetic facility; First class café that complements the operation of NERAM
Our Governance and People	Accountable, transparent, responsible strategic, financial and operational leadership	Strong and responsible leadership	The performance of the Board; Staff are positive about their performance and delivery of strategic direction;
Our Relationships	Strong, successful and sustainable relationships and partnerships	Relationships are central	20 year funding agreement with ARC; New programs and opportunities;
Our Brand	Nationally recognised and respected arts and cultural organisation located in New England	Brand clearly conveys NERAM's role and purpose	NERAM's identity and purpose is well-known within the region and also by arts/cultural stakeholders beyond, including other galleries, funding bodies and donors;
Community Catalyst	Generating and supporting innovative and creative endeavours	A positive contributor to community	NERAM recognised as a driver of creativity in the community;
Learning and Participation	Creating educational opportunities and experiences	Learning creates connections	A high level of engagement is apparent with students of all ages; positive feedback from participants and teachers;
Our Financial Strength	Ensuring financial resources underpin all activities	NERAM will withstand, grow and do	Foundation is growing and generating income for operations; The strength of the financial performance and balance sheet.

GUIDING PRINCIPLE

We care for, we develop and challenge, and we share all that has been gifted and created through the New England Regional Art Museum

VALUES

Excellence and creativity

Generosity and volunteering

Diversity and inclusion

Respect and enjoyment

Sustainability and financial prudence