



Albert Irvin, *Discoverer* 1972, synthetic polymer paint on canvas. Gift of Chandler Coventry 1979, The Chandler Coventry Collection.

# **NERAM** **STRATEGIC PLAN** **2020 - 2025**



# INTRODUCTION

New England Regional Art Museum (NERAM) is an inclusive space for people to encounter and be immersed in culture and visual art. Located in Armidale in regional NSW, the Museum includes multiple galleries, workshop studios, artist residence, café and retail space.

NERAM is the custodian of a nationally significant Collection of over 5000 works of historic, modern and contemporary art that is recognised for its exceptional quality and breadth. We present a dynamic program of exhibitions and events that strengthen and enrich the experience of our community and those of visitors to the region.

The New England Regional Art Museum Ltd is a not-for-profit company limited by guarantee and 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 work closely with our stakeholder groups such as Packsaddle, Friends of NERAM Inc., our dedicated team of volunteers and the NERAM Foundation to build our cultural capacity and expand our impact on the New England region. We are poised, in the next five years, to broaden visitor engagement at NERAM, offering new opportunities and experiences to see and participate in the arts.



Jane Taylor-Burton *Grace* 2018. Beaten steel, silk, latex, beeswax, linen thread, lead fishing sinkers. Installation view in EMANATE. Photo by Simon Scott Photography.



*HINTON: treasures of Australian Art* installation view 2019.  
Photograph by Simon Scott Photography.

## VISION

To be a dynamic centre for art, culture and creativity that engages and inspires our community and visitors.

## MISSION

To enrich the cultural life of the New England region by engaging our community and visitors with diverse and outstanding artistic programs that showcase NERAM's collections and provide access to national and contemporary arts practices.



# OUR VALUES

NERAM STRATEGIC PLAN 2020 - 2025

## CREATIVITY

We apply a creative approach to NERAM's operation and offer our community and audiences opportunities and experiences to stimulate and share their creativity. Imagination, innovation and critical thinking is important to success at NERAM and within the region.

## ACCESS AND RESPECT FOR ALL

NERAM embraces inclusion and diversity. We strive to provide a safe and respectful environment for all staff, volunteers and visitors, where everyone is welcome and supported to engage in cultural activities.

## CUSTODIANSHIP

As Custodians of NERAM's outstanding Collections, our responsibility is to ensure best practice in conservation, presentation and interpretation. We aim to cultivate and to build the significance and relevance of the NERAM Collections through exhibitions, research and strategic acquisitions.

## LEARNING AND PARTICIPATION

NERAM encourages lifelong learning in our community through creative educational activities which create opportunities for everyone to experience, appreciate and enjoy the arts.

## SUSTAINABILITY

NERAM is committed to sustainable economic and environmental practices to ensure all that we do today serves to support the Museum, our community and the planet into the future.

## OBJECTIVES

**01** Collections and Exhibitions

**02** Engaging Audiences

**03** Collaborations

**04** Building Futures

# 01 COLLECTIONS AND EXHIBITIONS

Care for and facilitate access to NERAM's nationally significant Collections and deliver a program of compelling exhibitions.

- > Interpret and exhibit the full range and breadth of artwork from the NERAM Collections, which have broad appeal and include historic, modern and contemporary Australian art.
- > Deliver significant and engaging exhibitions that connect and contribute to current national practices and interests, that inspire, educate, challenge and entertain a wide range of audiences.
- > Apply the highest standards of care and preservation to our Collections' management and promote the Adopt-An-Artwork program as an important initiative in supporting critical conservation needs of the Collections.
- > Expand the reach, impact and recognition of Collections and programs through artwork loaning, touring initiatives and publications.
- > Increase the accessibility of the NERAM Collections through digital and on-line platforms.

## MEASURES OF SUCCESS

- Balanced and appealing exhibition program measured through audience feedback and annual visitor survey
- Continued support for the Adopt-An-Artwork program (target \$30,000 in new adoptions per year)
- Successful completion of funded conservation treatments
- Number of touring exhibitions and artwork loans (target 2 annual tours and 6 external loans)
- Engagement on all NERAM on-line platforms

## 02 ENGAGING AUDIENCES

Be a cultural and social hub for our communities and visitors to connect with art and each other

- > Creatively integrate culture (museum), dining (café) and retail (shop) activities to make NERAM an established destination and to attract expanded attendance.
- > Build local and national recognition of NERAM's Collections and program to attract new audiences and cultural tourism by developing programs that focus on audience experience and through strategic marketing.
- > Encourage lifelong learning and participation for the whole New England region through NERAM's engagement and education programs that include outreach activities and community participation.
- > Build engagement with schools, students and their families through a dedicated schools creative arts program.
- > Strengthen NERAM's reputation as an accessible and inclusive space that welcomes and supports diverse perspectives, cultures and communities.
- > Employ effective and stimulating on-line and social media strategies to connect and engage with new and external audiences.

### MEASURES OF SUCCESS

- Increased on-site visitation at NERAM (target 75,000 visitors annually by 2025)
- Successful partnership with a café operator who shares NERAM's vision
- Increased commercial activity and revenue (target 10% annual increase in all commercial revenue)
- Increased percentage of interstate and international visitors (target 30% interstate 13% international)
- Participation in on-site and outreach creative learning programs across all ages and diverse community groups

# 03 COLLABORATIONS

Build our cultural and organisational capacity and impact through collaboration and expansion of our networks.

> Attract and maintain successful and sustainable partnerships with community groups, funding bodies, government, individuals and businesses for shared benefit to the region.

> Continue to work with the Armidale Regional Council to achieve objectives of the ARC Cultural Strategy and NERAM's vision and mission.

> Build capacity and achieve NERAM's vision and mission in collaboration with our community and key stakeholders (Friends of NERAM, Packsaddle, UNE etc).

> Engage in inter-institutional and community collaboration to generate a culture of mutual generosity, shared resourcing and cooperative action.

> Meaningfully build our community and network of engaged donors and attract philanthropic support for NERAM's vision, mission, program and vision.

> Expand our external network of advocates and champions to build recognition of NERAM's vision, mission, programs and aspirations.

## MEASURES OF SUCCESS

- Continue to strengthen our partnership with ARC
- Number of collaborative programs produced annually with partners such as ACCKP and UNE (target 4 collaborative programs annually)
- Annual giving and fundraising revenue (target \$100,000 annually)
- Expanded national brand recognition, participation and support measured in increased artwork loans, national collaborations, national press and interstate visitation
- Nominated NERAM advocates in Brisbane, Sydney and Canberra (target 2 per city by 2021)



# 04 BUILDING FUTURES

Ensure NERAM's facilities and funding are improved, grown and developed to facilitate a sustainable and exciting future for NERAM

- > Develop and fund a Master Plan for NERAM building facilities.
- > Build the NERAM Foundation through fundraising and carefully managed investment strategy, to generate income as a key funding contributor for NERAM's programs and operations.
- > Maximise revenue generation from onsite commercial operations and assets to support NERAM's operation.
- > Apply best practice in Not-for-Profit Governance and Administration.
- > Sustainable development of staff structure to maintain professional support for all aspects of NERAM's operation.
- > Continue to improve the environmental performance of NERAM's facility and operation through the Sustainable NERAM initiative.
- > Add value and cultural significance to the NERAM Collections through strategic acquisitions, donations, gifts and bequests.

## MEASURES OF SUCCESS

- Foundation growth (\$2.5million by 2025, \$5million investment endowment by 2029)
- Successful café operation and 10% annual increase in commercial revenue
- Value of acquisitions gifted to NERAM
- Accountable, transparent, responsible and strategic leadership
- Diversity in funding sources and reduced dependency on government funding
- Staged improvements to NERAM facilities
- All new facility development to incorporate green and sustainable strategies
- Establishment of Acquisitions Fund (Target \$50,000 by the end of 2025)

## NERAM OPERATIONS AND GOVERNANCE

The New England Regional Art Museum Ltd is a not-for-profit company limited by guarantee and is governed by a skills-based Board of Directors that is voted for by members of NERAM Ltd. The Board provides strategic advice regarding NERAM's operation and contributes support and governance via various committees including:

- Foundations and Trusts Investment Committee
- Collections Advisory Committee
- Finance Committee
- Building Committee
- Business Development Committee

The NERAM Staff Team is managed by the Art Museum Director and currently includes:

- Art Museum Director
- Manager Exhibitions and Curatorial
- Registrar and Collections Manager (PT)
- Finance and Administration Officer (PT)
- Front of House Coordinator (PT)
- Gallery Technician (PT)
- Gallery Assistants (PT) x 2



# OUR COLLECTIVE



- Armidale Regional Council
- Armidale Aboriginal Cultural Centre and Keeping Place
- Create NSW
- Friends of NERAM
- Margaret Olley Art Trust
- New England Conservatory of Music
- NERAM Supporters
- NERAM Volunteers
- NERAM Community
- Packsaddle
- Schools
- Sustainable Living Armidale
- The Old Teacher's College
- University of New England