



COVENTRY (installation view) 2020. Photograph by Simon Scott Photography.

NERAM STRATEGIC PLAN 2022 - 2027



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.



VISION

To be a cultural meeting place for the New England region and an iconic destination museum. To be home to a dynamic intersection of local and national arts culture, and to play a vital role in strengthening community through artistic expression, programming and education.

MISSION

To enrich the cultural life of our community and visitors with outstanding, diverse artistic programs showcasing NERAM's collections; provide access to national and contemporary art; and enable a thriving arts community.



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

OUR VALUES

NERAM STRATEGIC PLAN 2022 - 2027

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.

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.

GENEROSITY

NERAM recognises and encourages the generosity of our community and supporters and in turn aims to be a cultural conduit for the benefit of the entire New England region.

INCLUSIVENESS

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.

GROWTH & LEARNING

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

OBJECTIVES

01 Celebrating Our Collections

02 Delivering Programs and Education

03 Engaging Community

04 Strengthening Finances

05 Building Operational Sustainability

01 CELEBRATING OUR COLLECTIONS

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

- > Enact an artistic policy that celebrates the collection and fosters its future growth.
- > Add value and cultural significance to the NERAM Collections through strategic acquisitions, donations, gifts and bequests.
- > Apply best practice in the care and preservation of our Collections and promote the Adopt-An-Artwork program as an important initiative in supporting critical conservation needs of the Collections.
- > Promote NERAM's collection as a gateway to inspiration and education.
- > Make the NERAM Collections broadly accessible, online, through artwork loaning, touring initiatives and publications.

MEASURES OF SUCCESS

- Collection-based exhibitions make up at least 20% of NERAM's annual program
- 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 1 annual tour and 6 external loans)
- Value of acquisitions gifted to NERAM
- Establishment of Acquisitions Fund (Target \$50,000/ year by the end of 2025)

02 DELIVERING PROGRAMS AND EDUCATION

Provide our community and visitors access to outstanding arts experiences.

> Deliver Exhibitions and programs that are renowned for their excellence and establish NERAM as the sought after place to frequent in New England.

> Design NERAM's exhibitions and programs to inspire, educate, challenge and entertain.

> 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 local and national recognition of NERAM's focus, experience and commitment to arts education.

> Design NERAM's exhibitions and programs to appeal to all of our diverse communities.

> NERAM to be part of a active network of collaborators, institutions and communities to build cultural capacity across the New England Region.

MEASURES OF SUCCESS

- Balanced and appealing exhibition program measured through audience feedback and annual visitor survey
- Increased on-site visitation at NERAM (target 75,000 visitors annually by 2027)
- Increased percentage of interstate and international visitors (target 30% interstate 13% international by 2027)
- Participation in on-site and outreach creative learning programs across all ages and diverse community groups
- Number of partnership programs grows by 5% annually

03 ENGAGING COMMUNITY

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

- > Utilise communication channels that are accessible and relevant to all of our community.
- > Build engagement efforts to encourage strong partnerships and sponsorship.
- > Build engagement across social, cultural, education and outreach activities and foster a culture of belonging for participants and communities.
- > Strengthen NERAM's reputation as an accessible and inclusive space that welcomes and supports diverse perspectives, cultures and communities.
- > The NERAM experience aims to nurture a sense of community ownership.
- > NERAM will be the foundation of building an outstanding New England Cultural Precinct.
- > NERAM will celebrate the commitment of our partners, sponsors and volunteers.

MEASURES OF SUCCESS

- Growth of online engagement, retain and grow audiences
- Develop new partnerships
- Conduct an annual stakeholder survey to measure engagement and reputation
- Secure commitment for the development of the New England Cultural Precinct
- Improve NERAM's stewardship programs

04 STRENGTHENING FINANCES

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

- > Engage in detailed financial planning to provide certainty and security to NERAM through revenue growth.
- > Engage in detailed fundraising planning to build a compelling case for support and secure giving commitments.
- > Develop a commercial mindset to leverage capacity and opportunities for revenue generation.
- > Ensure operating and financial requirements are clearly articulated.

MEASURES OF SUCCESS

- Foundation growth (\$2.5million by 2025, \$5million investment endowment by 2029)
- Diversity in funding sources and reduced dependency on government funding
- Staged improvements to NERAM facilities
- Establishment of Acquisitions Fund (Target \$50,000 by the end of 2025)
- Annual giving and fundraising revenue (target \$100,000 annually)

05 BUILDING OPERATIONAL SUSTAINABILITY

Support the ongoing and future success of NERAM

- > Develop and fund a NERAM Master Plan.
- > Embrace emerging technologies to enhance the visitor experience and Museum operations.
- > Invest in NERAM's human capital.
- > Apply best practice in Not-for-Profit Governance and Administration.
- > Become indispensable to the future of the New England Region and its communities.

MEASURES OF SUCCESS

- Increased visitation
- Acquire phased funding to achieve FTE requirements
- Accountable, transparent, responsible and strategic leadership
- Compliant to all legislative regulations

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 elected 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)
- Education Officer (PT)
- Finance and Administration Officer (PT)
- Front of House Coordinator (PT)
- Gallery Technician (PT)
- Communications Officer (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 Teachers' College
University of New England