

2017 – 2021

# THE GALLERY AT BAYSIDE ARTS & CULTURAL CENTRE BOARD STRATEGIC PLAN



**Front Cover Image**

Terry Batt, *Blue Chinese Bowl  
with Fruit* 2016 (detail)

oil on linen

Entry 2016 Bayside Acquisitive  
Art Prize. Courtesy of the artist  
and Niagara Galleries

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**Image Right**

David Ray,  
*Safari* 2010,  
Porcelain, enamels  
and liquid gold.  
David Ray:  
Contemporary  
Ceramics 22 October  
– 13 November  
2011, The Gallery  
at Bayside Arts and  
Cultural Centre.  
Courtesy the artist  
and Nellie Castan  
Gallery. Photograph  
by Shannon McGrath.





## FOREWORD

I am pleased to present to Council this strategic plan which outlines the role that the Gallery at the Bayside Arts and Cultural Centre (BACC) will play over the next four years. Our focus will be to ensure that arts and culture are accessible to everyone in the Bayside Community and that by 2021 we will have created a welcoming space that is valued and supported by local residents, community organisations and local businesses.

In August 2016 Bayside City Council appointed a new Section 86 committee (Gallery@BACC Board) to drive the strategic direction and management of the Gallery at the Bayside Arts and Cultural Centre and Bayside Art and Heritage Collection. The Board has developed this strategic plan in order to grow and strengthen the Gallery, as well as ensure

the management of the Arts and Heritage Collection for future generations. This document sets out our strategic vision for the Gallery and Council's Collection of Art and Heritage.

Our goals centre on presenting innovative and creative programs that engage and inspire our community as well as strengthening our resource base while ensuring good governance processes.

The Gallery @BACC Board is committed to achieving the goals as outlined below in the next four years.

**Angelina Beninati, Chair, Gallery @BACC Board**

## OVERVIEW

The establishment of the Gallery at the Bayside Arts and Cultural Centre has been the most significant investment by Council in arts and culture to date. It plays an important role in engaging visitors of various ages, interests and backgrounds in the visual arts, local history and cultural expression. The Gallery is Council's largest purpose-built public exhibition space and houses the Council's Art and Heritage Collection.

The Gallery provides high quality art exhibitions, public programs and events. It showcases local culture and heritage and supports the work of local and emerging artists. The Gallery provides an opportunity for visitors of all types to engage with art through an annual program of approximately ten temporary exhibitions across a range of genres from historical to contemporary art. In addition to showcasing important work by significant and established Australian practitioners, the Gallery supports the work of local Bayside artists and arts organisations. Through the Access Gallery program, which currently operates as a hire space providing artists with the opportunity to exhibit in a professional gallery environment.

The Bayside City Council Art and Heritage Collection was principally formed by combining the collections of the former Sandringham and Brighton City Councils when these merged in 1994 along with parts of Moorabbin and Mordialloc. These collections were established over many years, via acquisitions, retention of official material and through donation and purchase of items. Many of the artworks were acquired by Council staff or Mayors. Others, including public art, were obtained via acquisitive prizes or by commission. The Council's Art and Heritage Collection comprises artworks and social history items, which largely have social and historical value to the local area. There is a small component of contemporary art (around 30 items), which is strengthened annually by the Bayside Acquisitive Art Prize. Council allocates funding annually to support the acquisition of art for the collection.

# VISION

THE CITY OF BAYSIDE  
OFFERS INSPIRING,  
CREATIVE, ARTISTIC AND  
CULTURAL EXPERIENCES  
FOR ITS COMMUNITY AND  
VISITORS TO ENJOY.



## MISSION

Through this strategic plan the Gallery @ BACC aims to create a welcoming space that is widely recognised and supported by the Community by 2021. The Gallery@BACC Board will deliver this by working with residents, local businesses and organisations to maximise engagement, increase financial support and presenting an innovative and creative program.

## STRATEGIC PLANNING CONTEXT

This strategic plan maps the goals, objectives, success indicators and targets for the Gallery@BACC over the next four years against which performance will be measured.

**Image Left**  
Installation view,  
SNAPSHOTS: Prue  
Acton, 13 February  
– 31 May 2016, The  
Gallery at Bayside  
Arts and Cultural  
Centre.



**This Page**  
Anna Louise  
Richardson,  
Installation view, Gift  
Horse, 1 - 23 April  
2017 The Gallery at  
Bayside Arts and  
Cultural Centre.





# GOALS

OVER THE NEXT FOUR YEARS, THE GALLERY@BACC BOARD WILL REALISE ITS VISION AND MISSION THROUGH THE ACHIEVEMENT OF FOUR GOALS. THE GOALS CENTRE ON DELIVERING AN INNOVATIVE PROGRAM AND INCREASING OUR COMMUNITY ENGAGEMENT AS WELL AS INCREASING RESOURCES.

## GOAL 1

DELIVER AN INNOVATIVE AND CREATIVE PROGRAM.

## GOAL 2

MAXIMISE ENGAGEMENT.

## GOAL 3

MANAGE AND INCREASE CURRENT RESOURCES.

## GOAL 4

OPERATE IN ACCORDANCE WITH GOOD GOVERNANCE PRINCIPLES.

## GOAL 1

### DELIVER AN INNOVATIVE AND CREATIVE PROGRAM

#### STRATEGIC OBJECTIVE: THE OUTCOME WE ARE SEEKING TO ACHIEVE

- 1.1.0 Delivery of a unique, high quality and dynamic arts and culture experience that creates a strong sense of Bayside.

#### STRATEGIES: OUR PRIORITIES OVER THE NEXT 4YEARS

- 1.1.1 Consolidate, manage, preserve, promote and grow the arts and heritage collection.
- 1.1.2 Manage and deliver a relevant and diverse exhibitions program that presents contemporary ideas and reflects Bayside's unique qualities.
- 1.1.3 Create active engagement and meaningful experiences for the Bayside community and visitors.
- 1.1.4 Provide opportunities and support for the artistic community.

#### STRATEGIC INDICATORS: HOW WE WILL MEASURE OUR SUCCESS

- › The Council Art & Heritage Collection represents the Collecting priorities identified in the Arts and Heritage Collections Policy. Target: up to 3 new acquisitions including one new public art commission every year.
- › Satisfaction rating from Gallery attendees increases year on year. A baseline will be set in 2017.
- › Number of exhibitions/programs that reflect the unique qualities of the Bayside community and reflect contemporary ideas. A baseline will be set in 2017.
- › Increased number of entries to the Bayside Acquisitive Art Prize year on year.

## GOAL 2

### MAXIMISE ENGAGEMENT

#### STRATEGIC OBJECTIVE: THE OUTCOME WE ARE SEEKING TO ACHIEVE

- 2.1.0 An arts and culture program that inspires and engages the community and is widely recognised and supported by residents, local businesses and organisations in a variety of ways.

#### STRATEGIES: OUR PRIORITIES OVER THE NEXT 4 YEARS

- 2.1.1 Understand our community and identify target audiences who have the highest propensity to engage and spend time participating in arts and cultural activities.
- 2.1.2 Identify opportunities to market to new audiences and grow the Gallery's visitation base.
- 2.1.2 Communicate, market and promote to this target audience.
- 2.1.3 Monitor and evaluate all activities for continuous improvement, greater understanding and responsiveness.

#### STRATEGIC INDICATORS: HOW WE WILL MEASURE OUR SUCCESS

- Increased participation in and attendance of arts and cultural activities. Target over 40,000 participants over four years. A baseline will be set in 2017.
- The proportion of people participating in arts and cultural activities who report engaging in these for the first time will increase year on year. A baseline will be set in 2017.
- Community Participation rates in arts and cultural services increase year on year. A baseline will be set in 2017.
- Number of local businesses supporting programs increases year on year. A baseline will be set in 2017.

## GOAL 3

### MANAGE AND INCREASE CURRENT RESOURCES

#### STRATEGIC OBJECTIVE: THE OUTCOME WE ARE SEEKING TO ACHIEVE

- 3.1.0 A sustainable funding model that makes the best use of current resources and seeks new ways to grow in-kind support and increase financial income.

#### STRATEGIES: OUR PRIORITIES OVER THE NEXT 4 YEARS

- 3.1.1 Maximise resources derived from local, state and federal governments.
- 3.1.2 Maximise resources from donations, sponsorships, corporate and philanthropic partnerships.
- 3.1.3 Maximise contribution made via in-kind support, staff, volunteers and from other non-financial sources.

#### STRATEGIC INDICATORS: HOW WE WILL MEASURE OUR SUCCESS

- Number of volunteers for arts and culture registered in Councils volunteer management system increases year on year by 50%, from 5 volunteers to 8 in year 1.
- Number of donations to the collection have tripled by 2021, from 2 to four in Year 1.
- Increase in partnerships with corporate and philanthropic organisations resulting in 20% increase in income generated.
- Successfully obtain funding as a result of increase in grant applications. Target apply for four funding grants annually and receive one.



**This Page**

Installation view,  
Focused: Photomedia  
Works from the Ten  
Cubed Collection, 11  
February – 26 March  
2017, The Gallery  
at Bayside Arts and  
Cultural Centre.







**Image**

Jennifer Goodman,  
*Zephyr*, 2016  
oil on linen.  
Entry 2017 Bayside  
Acquisitive Art Prize.  
Courtesy the artist  
and Gallerysmith,  
Melbourne.

## GOAL 4

### OPERATE IN ACCORDANCE WITH GOOD GOVERNANCE PRINCIPLES

#### STRATEGIC OBJECTIVE: THE OUTCOME WE ARE SEEKING TO ACHIEVE

- 4.1.0 The Board operates according to good governance principles and Council policy, planning and operational frameworks.

#### STRATEGIES: OUR PRIORITIES OVER THE NEXT 4 YEARS

- 4.1.1 Develop, agree to and operate within an agreed Code of Conduct.  
4.1.2 Regular internal review and reflection held to assess process and outcome.  
Quarterly review to assess effectiveness of governance by the Board.  
4.1.3 Governance is effective.

#### STRATEGIC INDICATORS: HOW WE WILL MEASURE OUR SUCCESS

- › No compliance issues identified.
- › Regular internal review and reflection held to assess process and outcome.

#### PERFORMANCE REPORTING AND ACCOUNTABILITY

The Gallery@BACC Board's performance will be assessed through an annual written report to Council against the implementation of this Strategic Plan. Formal reporting will be through Bayside City Council's Annual Report. The performance of individual members and the performance of the Board as a whole will be assessed annually and reported back to Council.

# OUR PEOPLE

## **IMPLEMENTATION: OUR PEOPLE AND CAPACITY TO DELIVER**

Supporting the vision of the Gallery Board requires a review of the skills and capabilities of the Arts and Culture Unit. In order to achieve the outcomes and strategic priorities Council needs to:

### **DEVELOP KNOWLEDGE AND DATA**

Use evidence and knowledge to develop our programs.  
Create a functional database.

### **BUILD STRONG PARTNERSHIPS**

Work effectively with other units of Council and foster collaboration in the Community.

### **SUPPORT OUR PEOPLE AND LEADERSHIP**

Work effectively with other units of Council and foster collaboration in the Community.  
Build strong governance.  
Recruit talented and skilled people.  
Retain skilled people through training and development.



	FOUR YEAR OUTCOME	INDICATORS OF SUCCESS
	<p>The Gallery's programs are based on understanding the community and using research to inform plans and decisions.</p> <p>Curatorial knowledge and experience is used to develop innovative programs.</p> <p>Information about our audiences is captured, analysed and evaluated for the purpose of continuous improvement.</p>	<p>The Gallery has an effective Customer Relationship Management system used for the purpose of marketing and communication.</p> <p>The Gallery's programming reflects community needs and expectations.</p> <p>The quality of programming is acknowledged through external recognition (i.e. media, LGPro Arts &amp; Culture SIG; PGAV etc).</p>
	<p>Public awareness and support for the Gallery increases year on year.</p> <p>The Gallery staff work effectively with other units of Council to produce mutually beneficial outcomes.</p> <p>The Gallery staff build partnerships with government funding bodies and business partners to deliver strategic priorities.</p>	<p>Increase in the number of projects that involve the Gallery and other units of Council year on year.</p> <p>Increase in the number of local businesses that report a positive relationship with the Gallery year on year.</p> <p>Increase in Council support for Gallery activities and events year on year.</p> <p>Baseline scores will be developed in 2018 to measure growth.</p>
	<p>The Gallery manages its four year operational budget.</p> <p>The Arts and Culture Unit is effectively structured and supported to ensure delivery of the strategic plan.</p> <p>Skilled and motivated staff are evident in the Arts and Culture Unit.</p> <p>The Gallery's strong governance model ensures the delivery of the four year strategy and complies with Council reporting requirements.</p>	<p>Income and expenditure targets are met with little variance to budget.</p> <p>Staff and their performance meet the outcomes of the strategic plan.</p> <p>Operational, strategic and financial risks are managed effectively.</p>

