

**Museums
& Galleries
of NSW**



**Strategic Plan
2023 - 2026**

Acknowledgement of Country

Museums & Galleries of NSW acknowledges the Traditional Custodians of the lands on which we live and work. We pay respect to them as First Nations people with continuing connection to land, place, waters and community.

We also acknowledge that Aboriginal led arts and cultural expression is an essential representation of our society, and that self-determination is central to the well-being of First Nations' peoples and communities, and our vision to support the recognition of Aboriginal peoples and culture throughout New South Wales.



Cover: Tony Albert, *Terra Nullius (with Scrooge)*, participatory work in progress, 2021-ongoing, acrylic paint on canvas as part of *OCCURRENT AFFAIR*, NAS Gallery, National Art School, 2023. Photography by Samu Carvajal. **Above:** Tony Albert with artwork participants, *Terra Nullius (with Scrooge)*, 2021-ongoing, acrylic paint on canvas as part of *OCCURRENT AFFAIR*, NAS Gallery, National Art School, 2023.

An exhibition from The University of Queensland Art Museum touring with Museums & Galleries of NSW. This project has been assisted by the Australian Government through the Australia Council for the Arts, its arts funding and advisory body. This project is assisted by the Australian Government's Visions of Australia program.

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Introduction

M&G NSW has an energetic and experienced team, which has diverse skills and experience.

From Board leadership to our well-informed staff, extensive partnerships, and sector and peer panel involvement, we bring great depth and understanding to our work with small to medium museum, gallery and Aboriginal cultural centres.

Vision & Purpose

Our **Vision** is to empower the sector to be vital hubs at the centre of their communities.

Our **Purpose** is to support the capacity building of small to medium museums, galleries and Aboriginal cultural centres so they can realise and maximise their impact on their communities.

Values

Our Organisational Values refer to the internal culture of the organisation, and how we outwardly engage with our partners and the wider sector.



Respect

We value Aboriginal people and their right to cultural ownership and their need for cultural self-determination.



Relevant

We remain relevant to contemporary cultures, government policy, industry, community and sector needs.



Collaborative

We embrace a spirit of sharing, partnering and learning.



Inclusive

We believe that diversity across cultures, people, ability and geography represents a strong sector and organisation.



Ethical

We are trustworthy, accountable and transparent, and work consciously to increase diversity and environmental sustainability.

‘We have used M&G NSW as a go to place when we needed advice and direction. Our security blanket!’

2022 SECTOR CENSUS PARTICIPANT

About us

Established in 1999, Museums & Galleries of NSW (M&G NSW) is a well-recognised not-for-profit company funded by the NSW Government through Create NSW, with project support from the Federal Government through the Australia Council for the Arts.

M&G NSW is recognised as the leading Peak Body providing services, support and advocacy for museums, galleries and Aboriginal cultural centres across NSW. We aim to help create exciting and inspiring experiences for audiences and visitors, while contributing to strong, thriving local communities.

We are an energetic and experienced team of arts and culture professionals.

While our attention is primarily on the 500 plus small to medium organisations in NSW, the impact and reach of our touring exhibition program is nationally recognised and our widely distributed website resources are used across Australia and referenced internationally.

M&G NSW's work aims to inspire communities and audiences to engage with, experience and be captivated by art, artefacts, stories, histories and the challenge of connecting these to contemporary culture and ideas.

Executive Summary

This Strategic Plan will shape the direction and work of Museums & Galleries of NSW (M&G NSW) from 2023 – 2026.

The initial development phase of this document was undertaken in the latter part of 2019. M&G NSW staff, our Board and a range of stakeholders were invited to help set priorities for the 2021 - 2024 period. However, the impacts of the COVID-19 pandemic disrupted the final delivery of this plan.

The appointment of a new CEO in March 2021, Brett Adlington, and the launch of the NSW Government's Museum Strategic Roadmap, has since provided an opportunity to reassess our work methods and how we work with the sector. Going forward we will foster greater cross-sector engagement between museums, galleries, Aboriginal cultural centres and other arts and cultural institutions and organisations through all our exhibition touring, programming, mentorships and education programs.

Through regular review and reporting, and the ongoing analysis of our work, we will refine aspects of our program over the pending four-year period, to ensure our goals and strategies become clear and responsive actions and outcomes.

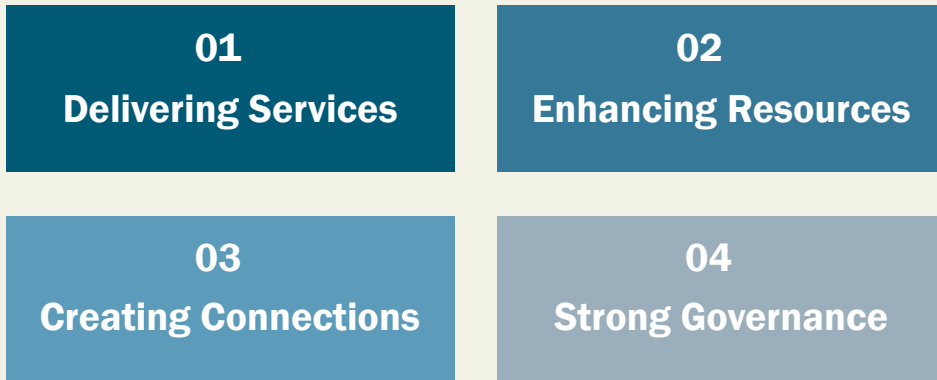


‘M&G NSW is a vital peak body for the NSW gallery and museum sector for advocacy, funding, professional development, exhibition development, communications, and sector support.’

**2022 SECTOR
CENSUS PARTICIPANT**

The Nature of Our Service Delivery

Our methods, or how we deliver our work, are focused around **four key areas**:



Our work, reporting framework, and performance indicators are aligned to these four key areas to achieve outcomes consistent with M&G NSW's Core Values and Vision, and to support Create NSW's ambitions to:

1. Enhance creative leadership and programming excellence in NSW;
2. Grow NSW arts and cultural activity that drives community and social benefits; and,
3. Strengthen NSW as a leader in arts and cultural governance and financial management.

Our 2023 - 2026 Plan is built on a simplified, flatter organisational structure under the CEO. This approach fosters a greater level of shared responsibility and authority.

Overseen by the Board, the role of the CEO is supported by the Manager Finance and Administration, and Managers for the areas of Touring Exhibitions; Funding and Programs; Sector Development; Training and Engagement; and Communications, Information and Resources.

Each of these management roles will continue to work collaboratively to devise programs for sector development, research, and resource delivery. This approach will also utilise the skill sets of all staff, encourage collaboration and knowledge transfer across the organisation; and support improved multi-disciplinary working relationships and service delivery.

Changes Ahead

The life of this Strategic Plan will see a major shift in operations due to the likely separation of the Aboriginal Culture, Heritage and Arts Association (ACHAA) from M&G NSW, to become an independent Peak Body. M&G NSW's prior commitment to supporting Aboriginal cultural centres through the Aboriginal programs team will be overseen by ACHAA once established. A Memorandum of Understanding between the two organisations will detail how we will work with each other going forward, including shared programs and knowledge sharing.

More broadly, M&G NSW looks forward to working with government, the community and the sector, to further consolidate long-term achievements and to introduce new initiatives that enhance our ability to deliver services and support. In the wake of the pandemic and major environmental disasters, we believe that now, more than ever, the small to medium museum, gallery and Aboriginal cultural centre sector is critical to enabling local communities exercise their full potential to help foster community wellbeing.

Our team is genuinely excited about continuing to empower individuals and cultural organisations to nurture strong and thriving communities throughout the cities, suburbs and rural, regional and remote towns of NSW.



M&G NSW Staff and Board Members at the 2022 IMAGinE Awards at Chau Chak Wing, University of Sydney. Photo by Lucy Parakhina.

Our Impact & Output (2019 - 2022)

1,222

sector enquiries answered



338

projects highlighted in the **IMAGinE Awards** publications



4,000+

volunteers were involved in the **Museum Advisor Program**, delivered across **24 local government areas** and working with **130 museums and historical societies**



1,578,323

website visits



531 professional development opportunities offered with

8,581

participants



141

artists were included in **16 M&G NSW touring exhibitions** across every state and territory to **88 venues (46 in NSW)**

465,566

people attended these exhibitions



The **2022 Sector Census** reported that **M&G NSW** had:

80%

across the state have worked with M&G NSW in some capacity

48%

of organisations were provided with specific sector advice

47%

of organisations were supported to access additional funding

34%

of organisations were assisted to be actively involved in M&G NSW skills development opportunities



527

online resources and articles developed



182

grants dispersed totalling

\$820,459



Our Sector (2019 - 2022)



5.5 million +

people attend **small to medium museum and gallery events** in NSW in 2018

59 public and regional galleries



50 contemporary and community art spaces



58%

of organisations have **sustainability measures** planned or in place



69%

of organisations partner with **non-arts sector** to deliver programs



91% of organisations manage a collection



73% of these organisations have **partially or fully digitised** their collection



95% identified that there is **at least one risk** to their collection



359

community museums



54

public & regional museums



26 Aboriginal cultural centres and keeping places



69%

of organisations are fully **volunteer run**



2.5 million

volunteer hours are contributed **annually**



4,069

exhibitions



21,572

events & public programs produced by NSW galleries and museums in 2018



New Initiatives and Future Aspirations

In considering our role as a peak body for the sector, our 4-year plan incorporates a range of new initiatives, many within an ESG framework (Environmental, Social, Governance).

These targets will not only better prepare M&G NSW for the future but seek to embed greater environmental and social awareness into the sector we support. This will also include enhancing the social capacity of the small to medium sector to connect more strongly with their communities.



Jeremy Kruckel, Gallery Technician at Wagga Wagga Art Gallery during his Mentorship Program at the Art Gallery of NSW, 2019. Photo by Vanessa Low.

Aspirations	Actions
1. Support Aboriginal Cultural Heritage Arts Association (ACHAA) to become an independent peak body	Implement a Memorandum of Understanding with ACHAA to determine reciprocal levels of organisational and cultural support
2. Formalise our commitment and planning around prioritising First Nations cultures	Implementing a new Reconciliation Action Plan to guide First Nations support and advocacy post-ACHAA independence
3. Prioritise environmental sustainability and build sector resilience against climate threats	Undertake a carbon audit of the organisation
	Develop a series of support initiatives for the sector to reduce our climate footprints
	Implement low carbon touring options
	Respond as needed to disaster situations
	Deliver a series of regional workshops to enhance disaster preparedness
4. Embed Storyplace as an ongoing funded program	Partner with Museums of History NSW to provide targeted support for the regional sector through the Storyplace Touring Roadshow
	Partner with Powerhouse to provide support for the Extending Storyplace project, with the aim to build this support into other areas over ensuing years
	Secure funding for an ongoing Storyplace position
5. Build sector capacity through partnering with Create NSW to support delivery of the NSW Strategic Museum Roadmap	Implement Stipend Program (Lights On, Doors Open) for volunteer-led museums
	Deliver an expanded regionally specific Standards Program supported by Create NSW funding
	Work with ACHAA to trial program for the sector on ethical care of First Nations cultural material
	Work with TAFE NSW to deliver a training program for the sector
6. Promote awareness of wellbeing and social impacts of cultural sector	Partner with Health Infrastructure to deliver the Arts and Health Award alongside the IMAGInE Awards
7. Enhance national touring capacity	Work with NETS agencies to provide more unified touring initiatives
	In partnership with NETS agencies, develop National Touring Standards
	Create more sustainable ways to build in programming to tours

Diversity and Sustainability

Diversity Statement

At Museums & Galleries of NSW, we appreciate the importance of creating an environment in which our Board, volunteers and employees feel valued, included and empowered to bring their knowledge and great ideas to the table.

We recognise that each person's unique experiences, perspectives, and viewpoints across our various programs and activities are critical to creating services that engage with and inspire people throughout NSW. Therefore, our goal is to foster an environment that is an incubator for great ideas, attractive to the best talent, and creates a sense of pride across the organisation.

Our diversity and inclusion efforts will focus on:

- Leading and managing inclusively – embracing NSW Aboriginal and other First Nations people, those from culturally and linguistically diverse backgrounds, people with disability, and different gender identities and sexual orientations.
- Creating a work environment that fosters growth and advancement.
- Engaging with museums, galleries and Aboriginal cultural centres, and their audiences, in a way that reflects and respects unique perspectives and experiences.

Our diversity and inclusion objectives, and progress towards achieving them, will be assessed regularly and aligned with company values, strategies and program objectives. It is acknowledged that M&G NSW's reflection of diversity begins with Board membership and its engagement with a contemporary Australian identity that also maintains deep sector knowledge of volunteer and professionally run organisations across NSW.

Sustainability

Museums & Galleries of NSW acknowledges the role that human induced climate change is having on the communities we work with and support.

The last few years have seen devastating impacts on collections held in the small to medium sector as a result of climate related disasters.

We also know that our actions and activities as an organisation can also have a negative impact on the environment. Our touring program, public events and programs, staff travel, and office space all have a climate footprint. This impact is also replicated across the small to medium sector across the state. However, we know that many cultural organisations in NSW are committed to operating in a more environmentally conscious way. Our 2022 Sector Census found that 58% of organisations have commenced or are planning to commence sustainability measures.

Through the life of this Strategic Plan, M&G NSW will commit to:

- Conducting a Carbon Audit of our activities to provide baseline knowledge
- Report on progress to reduce our emissions through our Annual Review
- Partner with the Australian Museum, International Conservation Services and Regional Public Galleries NSW to provide training and resources for the small to medium cultural sector to reduce their emissions
- Share these resources across the sector to encourage more organisations to reduce their climate footprint.



M&G NSW Peers at the In the Studio event at Parramatta Artists' Studios. Photo by Jacque Manning, courtesy of Parramatta Artists' Studios.

M&G NSW Board

 <p>Ray Christison, Chair Archaeologist, historian and heritage consultant specialising in rural and regional heritage</p>	 <p>Susi Muddiman OAM, Deputy Chair Director, Tweed Regional Gallery & Margaret Olley Art Centre</p>	 <p>Judy Jaeger Group Manager Culture, Community & Recreation at Maitland City Council</p>	 <p>John Thompson Finance Manager, M&G NSW (Company Secretary)</p>	 <p>Danny Yap Real Estate Professional & Investor</p>
 <p>Suzanne Cotter Director, Museum of Contemporary Art</p>	 <p>Tamara Hynd Curator, Shellharbour City Museum</p>	 <p>Phil Gordon Heritage Consultant</p>	 <p>Kylie Tung Associate Director, Ernst & Young</p>	 <p>Brett Adlington CEO, M&G NSW</p>

Key Partners

Government and funding partners	Sector partners	Current Program partners
<ul style="list-style-type: none"> NSW State Government/Create NSW Australia Council for the Arts Health Infrastructure NSW Sir William Dobell Foundation Local government authorities 	<ul style="list-style-type: none"> ACHAA RPG NSW AMaGA NSW Local Government NSW NETS Australia National Public Galleries Alliance Museums of History NSW Powerhouse Australian Museum Art Gallery of NSW International Conservation Services NAVA Accessible Arts Sydney Contemporary The Centre for Volunteering Regional museums, galleries and cultural centres 	<ul style="list-style-type: none"> Museum of Contemporary Art UQ Art Museum Artspace Carriageworks UNSW Galleries Goulburn Regional Art Gallery Blacktown Arts Centre Australian Centre for Contemporary Art, Melbourne Museum of Old and New Art (Mona), Hobart The Condensery Wagga Wagga Art Gallery Storyplace partners

Our Operating Environment

New South Wales is home to Australia's most extensive network of museums, public galleries and Aboriginal cultural centres. These places and spaces are hubs of community activity showcasing local identities, regional and nationally significant stories, artists and collections. They are vital conduits for education and learning; exchanging ideas, heritage, and culture; and play an instrumental role in community wellbeing and connectivity.

The ongoing impacts of the COVID-19 pandemic, coupled with major environmental disasters, have had resourcing impacts on our sector.

The 2021 COVID Sector Survey found 66% percent of organisations reported a reduced number of volunteers. Post-COVID financial impacts are continuing to be felt with cost-of-living pressures and difficulties in recruiting staff. This is especially the case in regional areas with housing being in short supply, impacting on out of region recruitment.

Any severe and prolonged economic downturn will challenge sector-wide sustainability and collection care responsibilities. However, we acknowledge that government is increasingly recognising the value and impact of the cultural sector. The NSW State Government has committed to implementing

a cultural policy for the state, which will incorporate the recently developed *NSW Museum Strategic Roadmap*; while the release of the National Cultural Policy, *Revive: a place for every story, a story for every place* position arts and culture as a vital element of Australian public life.

Across Australia, public galleries, museums and Aboriginal cultural centres provide historical, contemporary and future context. They tell stories about their communities and reflect on what they might become. Their programs record histories, and generate and support creative processes that contribute to economic, social and health related wellbeing. They help build resilient and sustainable communities.

M&G NSW respects and encourages this contribution. In support of it we acknowledge that cultural impact is also achieved by placing an emphasis on excellence, access, creativity and self-determination. Lively and contemporary engagement, including increased online and virtual programming, ensures cultural activity is best understood through meanings created, community involvement generated, and connections achieved by galleries, museums and Aboriginal cultural centres themselves, and by our work supporting and helping to generate what they do.



‘The strength of M&G NSW program opportunities for regional galleries is not only the opportunity to engage with world class learning and practice, but the chance also for colleagues to interact, be heard and be seen by partner organisations.’

CULTURAL MEDIATION WORKSHOP PARTICIPANT 2019

Left: Cultural Mediation workshop at Wollongong Art Gallery, 2020. Photo by Document Photography.

Our stakeholders influence M&G NSW programs and contribute to this strategy. They also assist M&G NSW to deliver programs, resources and connections to the sector. Our key stakeholders fall into four broad groups:

The Sector	Funding Bodies	Program Partners	The Public (Audience)
<p>500 small to medium sized organisations made up of public galleries, museums, volunteer run museums, artist run spaces and Aboriginal cultural centres and their audiences. 66% of these are outside metro areas of NSW.</p> <p>The sector also includes the NSW State Cultural Institutions and State Significant Organisations.</p> <p>Overlaid with these are the programs and activities of our National Cultural Institutions.</p> <p>Peak Bodies and Membership Organisations:</p> <ul style="list-style-type: none"> Aboriginal Cultural Heritage Arts Association (ACHAA) National Exhibitions Touring Support (NETS) Australia Regional Public Galleries of NSW (RPG NSW) Australian Museums and Galleries Association (AMaGA) Local Government NSW Indigenous Art Code National Standards Taskforce National Public Galleries Alliance National Association Visual Arts (NAVA) Accessible Arts Arts Law Regional Arts NSW 	<p>Create NSW's strategic direction informs the delivery and structure of our programs with their ambitions to:</p> <ul style="list-style-type: none"> Enhance creative leadership and programming excellence in NSW; Grow NSW arts and cultural activity that drives community and social benefits, and; Strengthen NSW as a leader in arts and cultural governance and financial management. <p>Australia Council strategy and grant programs also strongly influence the direction and national reach of our contemporary visual arts touring program.</p> <p>We will form stronger alliances with other NETS agencies to amplify national touring.</p>	<p>Our program partners also influence and enable program delivery. With their support, we are able to develop and deliver additional resources.</p> <p>These partners include:</p> <ul style="list-style-type: none"> ACHAA RPG NSW AMaGA NSW Local Government NSW NETS Australia National Public Galleries Alliance Sir William Dobell Foundation Local Government NSW Art Gallery of NSW Museums of History NSW Australian Museum International Conservation Services Powerhouse NAVA Accessible Arts Sydney Contemporary Health Infrastructure NSW Museum of Contemporary Art UQ Art Museum Artspace Carriageworks UNSW Galleries Goulburn Regional Art Gallery Blacktown Arts Centre The Condensery Wagga Wagga Art Gallery Philanthropic Trusts All participating venues and exhibition tour partners Museum Advisors and Standards partners Museums and Galleries Qld Public Galleries Association of Victoria Storyplace partners 	<p>Current and future audiences for small to medium museums, galleries, artist run spaces, and Aboriginal cultural centres remain central to program thinking and sector support.</p> <p>M&G NSW's 2018 Sector Census found more than 5.5m people were recorded visiting the NSW small to medium sector (2022 Census covered a period of pandemic-related lockdowns).</p> <p>Between 2019 to 2022, our touring exhibition program connected with over 465,556 people across 88 venues (46 NSW)</p>

Environmental Scan

National Cultural Policy

In January 2023, the Federal Government released a new cultural policy, **Revive: a place for every story, a story for every place**. This long-awaited policy identifies a number of initiatives supporting our sector. These include strategies to better protect the careers of artists and arts workers; supporting the role the arts play in education, health, and therapy; increased funding to the Regional Arts Fund; the development of an Arts and Disability plan; the re-establishment of intergovernmental meetings between Commonwealth, state and territory cultural ministers, and the Australian Local Government Association; and the update of 'Significance 2.0: a guide to assessing the significance' of collections which assists in determining the significance of cultural and heritage objects.

Additionally, Australia Council for the Arts will be releasing a tender document mid-2023 for the 7 NETS agencies (including M&G NSW) to further develop a stronger touring network nationally.

NSW Government Vision for Regional Communities and Action Plan 2023-25

In 2022 the NSW Government delivered **Our Vision for Regional Communities**. This visioning document and action plan focuses on 4 key areas:

1. Healthcare
2. Education
3. Regional homes
4. Communities and places

Through the support of local, state and national government, as well as the through the tireless work of volunteers and community, the cultural sector plays a crucial role in supporting the liveability of regional communities, in particular when considering this activity against the following long-term directions:

- Support organisations to plan and deliver high quality arts, cultural and sporting activities and facilities
- Create places that promote health and wellbeing

- Build community wellbeing and resilience
- Support the development of new and enhanced community events and activities
- Support young people to build confidence and knowledge about their opportunities and to connect with their peers and with mentors
- Design services and places that meet the diverse needs of people in their local communities and build connections to help include everyone

M&G NSW will work with Create NSW and Local Government NSW to ensure that these directions are supported through adequate resources.

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NSW Strategic Museum Roadmap

Throughout 2021/2022, M&G NSW has worked closely with Create NSW on the development of the **NSW Strategic Museum Roadmap**.

It is expected the Roadmap will be introduced in 2023, with expected benefits for the museum sector to be announced as funding becomes available. M&G NSW will likely play a strong role in the delivery of initiatives stemming from this roadmap.

Disaster

Since the 2019/2020 bushfires, and extensive flooding in 2022, M&G NSW has played **a key role in working with the sector to support organisations through disaster situations**. Partnerships between the sector, government and business have provided effective models for supporting recovery efforts.

These events have led M&G NSW to develop additional workshops and resources to ensure the sector is prepared in the face of increased climate disasters.

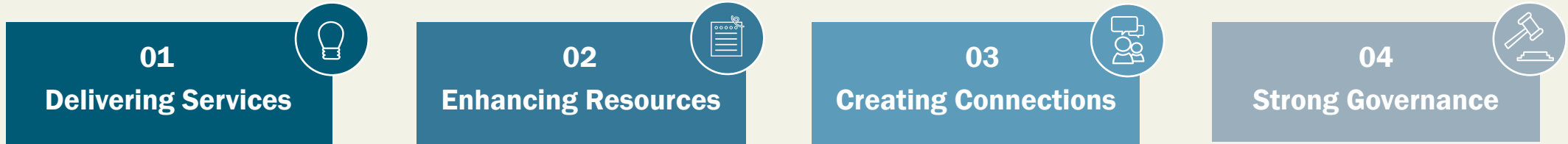
Aboriginal Cultural Heritage Arts Association

From 2023, ACHAA will be moving towards independence to become an Aboriginal-led Peak Body for the sector.

M&G NSW will develop an MOU with ACHAA, outlining areas of support, and boundaries of activity to ensure a mutually supported cultural sector.

Operational Framework

Our Operational Framework is centred on four key areas:



Operational Overview: Services

We deliver **Services** to strengthen and showcase gallery and museum program activities and projects and work with ACHAA to support Aboriginal cultural centres. These include a national program of touring exhibitions, NETS Australia website coordination, the delivery of engagement and capacity building programs, and formal and informal learning opportunities through skill development workshops, seminars and events.



Mel O'Callaghan, *Centre of the Centre*, 2019, three-channel video, installation view Glasshouse Regional Gallery, 2021. Photo by Jeremy Rogers.



S1. Promotion of NSW museums, galleries, Aboriginal cultural centres and artist run initiatives

Our promotion of the sector is led by our website, providing a comprehensive list of NSW-based museums, galleries, artist run initiatives and Aboriginal cultural centres and fortnightly delivery of Alert to 5,000 subscribers. We administer the National Exhibition Register, which allows galleries, curators and artists Australia wide to promote their exhibition's availability for tour.



S2. Touring Exhibitions and Audience Development Program

M&G NSW delivers best practice touring exhibitions of contemporary visual culture to remote, regional and metropolitan communities throughout NSW and across Australia. With a focus on audience development, the program allows opportunities for communities to engage with exciting and inspiring contemporary visual arts, and for increased connections to be made between art, artists and audiences. Through the development of new partnerships, training resources and engagement tools, we aim to increase audience participation, staff professional development, community engagement and practical learning across the cultural sector. Program delivery will be enhanced through stronger alignment with NETS agencies.



S3. Standards Program, including Standards Excellence

The Standards Program provides focused attention to small and volunteer-run museums, galleries and Aboriginal cultural centres to ensure their operations are in keeping with the new Australian National Standards 2.0. This is important to ensure NSW's cultural heritage is preserved and articulated for the future, while forming connections to museum best practice certification Australia wide. This program primarily provides participating facilities with clear benchmarks and a pathway for sustainable museum and governance practice, with a Stage Two, or 'excellence' component to be launched during the life of this plan. The program will be placed on hold in 2023 while a new, more efficient delivery mechanism is developed and implementation of funding from Create NSW to expand the Program is considered.



S4. Museum Advisor Program

Our Museum Advisor Program (MAP) connects museum professionals with small and volunteer-run museums for ongoing support. The Advisor provides expertise in nominated areas of need—whether it is for improving visitor experience, strategic planning or cataloguing collections. The MAP is run with support and partnership arrangements with local government. The MAP will be revised in 2023 to offer more flexibility.

Historically MAP has run as a follow on from Standards. Each council participant matches available funding to employ a Museum Advisor, with additional funds provided to assist with travel expenses. On demand will operate in a similar way but with more flexibility to respond, as demanded.



S5. Build sector capacity and networking

Our professional and skills development seminars, conferences and workshops increase expertise and foster critical debate, which are delivered in both regional and metropolitan locations and are often broadcast for wider distribution. The IMAGinE Awards celebrate and promote best practice in the sector. We provide advice, support and advocacy for the sector.



S6. Support the cultural ambitions of Aboriginal communities Aboriginal Programs

M&G NSW has provided secretariat support aiding the formation of the Aboriginal Culture, Heritage and Arts Association (ACHAA) to become a standalone, Aboriginal-led Peak Body. ACHAA will likely achieve independence in the life of this Strategic Plan. M&G NSW and ACHAA will develop an MOU to ensure mutual support of respective sectors. M&G NSW will continue to ensure First Nations priorities are met across all aspects of its programs.



S7. Manage and build on Storyplace

M&G NSW will build on the success of Storyplace and will strongly advocate for the resourcing of Storyplace as a permanent program and with a permanent position in the M&G NSW team and seek to secure an ongoing funded project position in the organisation. Launched in 2022, Storyplace publishes stories about the history and culture of NSW and is inspired by the objects, archives and artworks cared for by museums, galleries and Aboriginal cultural centres, located throughout regional NSW. The project is built on and fosters regional partnerships and sector-based skills development. This important initiative will continue to be delivered through a range of funding mechanisms.

'This service allowed access to world-class artists, curators and ideas in specialized areas, thus broadening the scope of what WAG is able to deliver to its audiences.'

WARRNAMBOOL ART GALLERY

Operational Overview: Resources

Our **Resources** build sector knowledge through providing advice, support and resources that respond to sector needs and growth. This includes a range of alternative and targeted funding opportunities for small and large projects, including fellowships; nationally used 'on-demand' text and rich media practical guides, case studies and research reports, undertaken for and about the sector and NSW culture.



R1. Enhance sector capacity through distributing devolved funding

Between 2019 to 2022, we distributed 182 grants totalling \$820,459, primarily through Create NSW but also with the support of the Sir William Dobell Art Foundation and NSW Health Infrastructure. Through the NSW Strategic Museum Roadmap, four pilot programs will be introduced: Stipend Program for volunteer-led museums; funding to expand Standards Program; ethical care of First Nations cultural material with ACHAA; and training in partnership with TAFE NSW.



R2. Support collection digitisation

Storyplace has become a significant project amplifying collection digitisation across the state, winning the Resources and Publications section of the 2023 National Trust Awards. *Crystal Clear*, our digitisation manual and webinar, is the definitive digitisation resource for the small to medium sector. We will continue to grow this platform through the life of this Plan, including seeking an ongoing project position in the organisation.



R3. Develop sector resources

Currently, there are over 228 accessible and topical online and downloadable resources available from the M&G NSW website on topics including strategic planning, branding, collection care, exhibition development, exhibition installation and industry research. These resources are regularly reviewed to ensure relevance. Our website also includes Consultants and Suppliers Registers to connect the sector with relevant professionals, services and products. Our administration of the NETS Australia website and the National Exhibition Register provides a dedicated platform for the promotion of exhibition products across the country.



R4. Measure and demonstrate Impact

Our four-yearly Sector Census has become a relied upon piece of cultural research for the sector, and government. It now has a strong reputation for reliable and robust research by investigating a range of sector issues and needs, including audience benchmarking, economic and social value of culture, Aboriginal issues and program evaluation. We will continue to deliver public presentations as a way to raise awareness of the organisation and its services, research findings and sector affecting issues.

Photographic studio set-up at Orange Regional Museum, courtesy Annie Stevens and ORM for M&G NSW, 2018.



Operational Overview: Connections

We create **Connections** and develop partnerships to assist us in delivering on our Purpose of building the capacity of the sector. M&G NSW programs provide opportunities for people to connect face to face and remotely.

In addition to this, the development and harnessing of networks connected to local government, state and national institutions, and our partner service organisations, assists galleries and museums to improve program delivery, and to support and work with their communities.



Volunteers at the Wollondilly Heritage Centre with Standard Program assessor Tamara Lavrencic, 2022.



C1. Develop/nurture existing and new partnerships

M&G NSW has fostered numerous partnerships to extend our ability to support the small to medium sector. These partnerships include government, major Cultural Institutions, local government, sector colleagues and other peak bodies, alliances, and service and membership-based organisations.



C2. Participate in National Standards Taskforce

The National Standards for Museums and Galleries 2.0 is the guiding document for the sector to achieve its objectives, from high-level policy, planning and stakeholder liaison, to practical everyday activities. The taskforce is a national coalition overseeing this document, with M&G NSW playing a secretariat role throughout 2023 and 2024.



C3. Collaborate with NETS agencies

The National Exhibition Touring Support is the national network committed to the delivery of best practice touring exhibitions of contemporary visual culture to remote and metropolitan communities throughout Australia. This planning period will see an enhanced collaborative model, aligned with Australia Council funding for NETS agencies.



C4. Increase Visibility

We will continue to build awareness of our organisation to government and our sector through our programs, website and building on Storyplace.

‘Storyplace has been great for the museum. It has brought the volunteers’ attention to the collection... We have found out so much about our artefacts through the stories. The stories bring the artefacts to life.’

MORPETH MUSEUM

Operational Overview: Governance

We observe strong **Governance** to ensure stability, sustainability, transparency, diversity and accountability. This method keeps the organisation connected to its agreed reportable outcomes. It also allows for purposeful Board engagement, managed risk and financial health.



G1. Improve organisational capacity

This plan will seek to increase revenue to ensure greater financial sustainability, while also looking to implement an ongoing Storyplace project role.



G2. Demonstrate transparency

Our strong governance measures ensure the ongoing viability of the organisation. These include Responsive Strategic Planning, Strong Financial Reporting and oversight, a Peer Register to transparently administer public money, regular Board Meetings and clear and regularly reviewed written Policies and Procedures.



G3. Commitment to ESG principles

Aligning with our Value to act Ethically, M&G NSW will place a greater focus on the inclusion of Environmental Social Governance principles throughout our organisation. This includes implementing our second Innovate Reconciliation Action Plan; conducting a carbon audit of the organisation; supporting the sector on their own climate sustainability journeys.

‘The Museum Advisor Program plays an essential role supporting and assisting the growth and development of our community museums....the program has played an important social role by encouraging new and existing volunteers to participate in the running and management of our museums.’

JENNIFER CONNOR, TOURISM AND ECONOMIC DEVELOPMENT OFFICER, LOCKHART SHIRE COUNCIL

Left: Artist and curator panel at *Void* Education Symposium, Bathurst Regional Art Gallery, 2019. Photo by Vanessa Low.

Our Outputs and Actions - Services



Services are **critical part of our delivery** to the sector. We deliver Services to support gallery, museum, and Aboriginal program activities and projects. This includes the provision of touring exhibitions, the delivery of capacity building programs, and formal and informal learning opportunities.

Output	Actions	KPI	2023	2024	2025	2026
S1. Promotion of NSW museums, galleries and Aboriginal cultural centres	Maintenance and development of M&G NSW website and communication channels	Users	220,000	225,000	230,000	235,000
		Percentage of return users	25%	25%	25%	25%
		Percentage of NSW users	50%	50%	50%	50%
		No. of overseas/interstate digital audiences (web sessions)	195,000	195,000	195,000	195,000
		Published sector e-newsletter	20	20	20	20
		Social media subscribers across all channels	13,250	15,000	15,500	16,000
S2. Deliver Touring Exhibition program	Implement regional and national touring exhibition program	No. of Exhibitions toured & partnered	10	10	10	10
		No. of audiences	90,500	90,500	90,500	90,500
		Venues not included in touring program in previous 4 yrs	2	2	2	2
		% with Engagement Resources	100%	100%	100%	100%
		No. training and professional development programs	7	7	7	7
		No. of Exhibition partnerships supporting museum and gallery practice	1	1	1	1
		Partner with NETS agencies on national initiatives	-	-	7	7
S3. Standards Program	Deliver Program through additional Create NSW funding	No. Programs delivered	-	10	10	10
S4. Museum Advisor Program	Maintain existing co-funded Program. Revise to offer on demand and project-based support	No. of Local Government areas partnered with	20	20	20	20

Output	Actions	KPI	2023	2024	2025	2026
S5. Build sector capacity and networking	Opportunities for professional and skill development programs and events	No. of professional development opportunities offered to NSW organisations	64	59	59	28
	Let's Get Prepared: Disaster planning for sector and communities	No. of workshops held	3	5	0	0
	Respond and assist with climate related disasters	Response provided	As needed	As needed	As needed	As needed
	Support sector (and public) through Sector Advice Service	No. of responses to enquiries	350	375	400	400
		Hours supporting enquiries	120	150	170	190
	Annual IMAGinE Awards celebrating excellence in the sector	No. of nominations	80	80	80	80
	Support cultural needs of communities across the state	% LGAs engaged with through programs, funding and visits	51	51	55	55
S6. Support cultural ambitions of Aboriginal communities	Opportunities for employment of First Nations cultural workers	No. of First Nations creatives paid through M&G NSW programs	31	30	30	30
	Support and celebrate First Nations artistic and cultural leaders	No. of First Nations-led projects, programs and productions	3	3	3	3
		Audiences overall for First Nations work	22,500	22,500	25,000	25,000
	Support transition of ACHAA to independent Peak Body	Develop MOU outlining reciprocal support	MOU activated	MOU activated	MOU activated	MOU activated
S7. Manage and build on the Storyplace project	Execute Storyplace Roadshow project (2023/2024)	Project implemented	1	1	-	-
	Execute Extending Storyplace Project (2023/2024)	No. of new stories uploaded to Storyplace	70	110	-	-
	Support regional / small museums, galleries and cultural centres to contribute to Storyplace	No. of new / community-based stories uploaded to Storyplace	25	25	25	25

Our Outputs and Actions - Resources



Resourcing remains central to our delivery. We provide advice, support, and collateral that respond to sector need. This includes providing a range of alternative and targeted funding opportunities, for small and large projects, widely used 'on-demand' text and rich media practical guides, case studies, and research reports, for and about the sector and NSW culture.

Output	Actions	KPI	2023	2024	2025	2026
R1. Enhance sector capacity through distributing devolved funding	Volunteer Museum Grants	% of Create NSW devolved funding delivered outside of metropolitan Sydney	60%	60%	60%	60%
	Audience Development Fund	No. of projects funded	5	5	5	5
	Mentorships, Fellowships & Volunteer Placements	No. of professional development programs awarded	5	5	5	5
	NSW Volunteer-led Museums Stipend program	No. museums supported	100	100	tbc	tbc
	Dobell Exhibition Grant	No. exhibition developed	2	2	2	2
	NSW Health Infrastructure Arts and Health Award	No. of nominations received	10	11	12	13
R2. Support collection digitisation	Storyplace online platform	No. of stories uploaded through partnerships and project funding	100	80	60	50
	Extending Storyplace	No. of North West NSW organisations partnered with	5	5	0	
	Promote awareness of Storyplace through touring project	No. regional hubs partnered with	8	8	0	0
R3. Develop sector resources	Downloadable and streaming audio and video resources developed	No. new video or audio stories, resources and interviews available	10	10	10	10
	Fact Sheets, how-to resources and case studies	No. new articles published	80	80	80	80
		No. sector resources developed and updated	15	15	15	15
	Consultants Register, a searchable, online list providing services to the sector	No. Consultants listed	60	60	60	60
Searchable, online list of suppliers to the sector including linking to Supply Nation	No. Suppliers listed	50	55	60	65	

Output	Actions	KPI	2023	2024	2025	2026
R4. Measure and demonstrate Impact	Collect Impact information stemming from M&G NSW services and programs	Communicate Impact through Annual Review	1	1	1	1
	A responsive research program providing robust data on and for the sector including sector Census and resultant fact-sheets	No. research papers developed	1	1	1	2
	Presentations on research, M&G NSW services, sector trends and local issues	No. of presentations delivered	6	6	6	6

‘M&G NSW provides invaluable resources and services, that are significantly impactful on the ability of the Gallery to present and develop creative programming for our communities and regional audiences, particularly relevant in an increasingly fraught and complex professional/industry environment.’

2022 SECTOR CENSUS PARTICIPANT

Right: Audiences engage with Patricia Piccinini's *Ghost*, 2012, at Wagga Wagga Art Gallery, 2018. Photo by Tayla Martin.



Our Outputs and Actions - Connections



We create **Connections to support our Purpose**; the delivery of our programs and the richness of NSW arts and culture overall. M&G NSW programs provide opportunities for people to connect face to face and remotely through the use of technology and social media.

Output	Actions	KPI	2023	2024	2025	2026
C1. Develop/nurture existing and new partnerships	Further maintain and embed existing strategic and operational partnerships locally, across the state and nationally	No. of Connections with service and membership-based organisations	8	8	8	8
		No. of Connections with state, federal cultural institutions	3	3	3	3
		No. Western Sydney and regional sector Connections	9	9	9	9
C2. Participate in National Standards Taskforce	National coalition of organisations that sets agreed benchmarks for best practice in museums and galleries	Attend Taskforce meetings	2	2	2	2
	2023 M&G NSW Secretariat for Taskforce	Secretariat role undertaken	Secretariat	Secretariat	-	-
C3. Collaborate with NETS agencies	Enhance NETS collaboration per Australia Council funding	No. of collaborative initiatives developed	1	1	1	1
	Manage NETS website for both NETS and non-NETS tours	Maintain NETS website	Site maintained	Site maintained	Site maintained	Site maintained
C4. Increase Visibility	Continue to implement and update the M&G NSW Communications Strategy incorporating website, social media and other channels	No. page views of M&G NSW website	1,000,000	1,100,000	1,200,000	1,300,000
	Continue to promote Storyplace website	No. page views of Storyplace website	25,000	25,000	30,000	35,000

Our Outputs and Actions - Governance



We observe strong **Management to ensure stability, sustainability, transparency and accountability**. This method keeps the organisation connected to its agreed reportable outcomes. It also allows for purposeful Board engagement, managed risk and financial health for the organisation.

Output	Actions	KPI	2023	2024	2025	2026
G1. Improve organisational capacity	Maintain cash reserves as per Reserves Policy a figure equivalent to	25% of the previous year's retained as a cash reserve	25%	25%	25%	25%
	Secure increase in core funding	% increase core funding	5%	10%	15%	20%
	Secure permanent Storyplace project position	Position confirmed	-	-	1 role confirmed	-
G2. Demonstrate transparency	Board meet at least 5 times each year to review, plan and discuss operations and financial performance	No. of Board meetings	5	5	5	5
	Transparent financial reporting	No. external audits completed	1	1	1	1
	Clear Statement of Vision, Values and Purpose	Vision, Values and Purpose are clearly stated and presented	Published on website	Published on website	Published on website	Published on website
	Ensure strong strategic planning process	Strategic Plan endorsed by Board and implemented	Plan implemented	Plan implemented	Plan implemented	Plan implemented
	Policies, procedures and staff handbook are written and reviewed by staff, management and Board	No. of policies and procedures reviewed	5	5	5	5
	Update staff contracts to match current legislation	Contracts updated	Contracted updated	-	-	-
	Support ACHAA in developing policies for transition	Policies and procedures provided to ACHAA	As required	-	-	-
	Grants are assessed by panels including members of Peer Panel	Maintenance of Peer Panel	Panel maintained	Panel maintained	Panel maintained	Panel maintained

Output	Actions	KPI	2023	2024	2025	2026
G3. Commitment to ESG principles	Implement Reconciliation Action Plan (RAP III)	Plan is implemented	RAP actions implemented	RAP actions implemented	RAP actions implemented	RAP actions implemented
	Conduct Carbon Audit of organisation	No. of new initiatives implemented from Carbon Audit	2	2	2	2
	Increase digital and light footprint programs	No. of digital/low carbon projects delivered	4	6	8	10
	Develop resources and initiatives for sector to reduce carbon footprint	No. of climate related resources and initiatives developed/partnered	2	2	2	2
	Ensure M&G NSW plans and programs for diverse communities and audiences	No. of public reports highlighting Diversity outcomes (Annual Review)	1	1	1	1



‘Without M&G NSW, the NSW Aboriginal Culture, Heritage & Arts Association (ACHAA) would not exist. M&G initiated bringing the founding members together to form the association. As the Association has grown in members and recognition, M&G NSW continues to bring us together for conferences, workshops and meetings with stakeholders as well as providing secretariat and one on one support.’

**JEANETTE CREW, CHAIR,
ACHAA AND YARKUWA INDIGENOUS KNOWLEDGE**

Left: The Aboriginal Culture, Heritage and Arts Association of NSW (ACHAA) at the 2023 Annual Conference at Yarrowarra Aboriginal Cultural Centre, on Gumbaynggirr Country at Corindi Beach. Photo by Marly Morgan.

Our Resourcing Strategy 2023 - 2026

This Resourcing Strategy outlines funding, staff structure, and related assets needed to implement strategies identified in this 2023 - 2026 Plan. Priority is given to securing the identified core funding uplift from Create NSW and secure a proportion of NETS funding from the Australia Council as well as funding for touring exhibition programs and projects.

Between 2012 to March 2023, M&G NSW's core funding has increased by 13% (\$830k - \$945K), while inflation in that time has risen 38.5%. The net result is that funding for the organisation has gone backwards. For the 2023-2026 period we seek \$1,149,550pa core operational support (an increase of \$204,550pa) to ensure the organisation is able to meet demands and expectations from government and the sector and remunerate staff adequately.

It is clear through constant sector feedback and most significantly, as reported by the 2017/18 NSW Legislative Council's Inquiry into NSW Museums and Galleries, more resources are required to support and strengthen the small museum and collections sector in NSW. The NSW State Government Strategic Museum Roadmap identified 4 pilot projects to be carried out in 2023/24 to build sector capacity:

1. Stipend for NSW Volunteer-led Museums (\$260,000) – M&G NSW managed
2. Expansion of Standards Program (\$15,000) – M&G NSW managed
3. Embedding First Peoples engagement in the National Standards (\$80,000) – partnering with ACHAA
4. Collections management training (\$13,500) – partnering with TAFE

To that end, we have identified the need for ongoing devolved funding for the M&G NSW led projects.

This Plan also recognises that projects such as Storyplace and regional digitisation require additional resources over the next four years. Part of this has been addressed by existing funding, but the aspiration is that there is a dedicated position for this role.

It should be noted that in our various partnership capacities, M&G NSW does not have sole responsibility for implementing or resourcing all the identified strategies listed. Other stakeholders, such as local government, state cultural

institutions and agencies, membership organisations and individuals also have a role to play in assisting with, and delivering, these outcomes.

The integrated and agile nature of this Strategic Plan means that it's essential for it to be reviewed with cross-referencing, flexibility and adjustment, as each key area of M&G NSW's operational framework progresses, and funding levels are confirmed.



Secure Additional Create NSW Multi-Year Core Funding + \$204,550

Increase to M&G NSW core operational funding to offset lack of CPI adjustments.



To more effectively support small community museums, secure ongoing Create NSW devolved funding uplift of \$275,000pa

Volunteer-led Museum Stipend Program (\$260,000) + Expansion of Standards Program (\$15,000). This is in conjunction with other initiatives arising from the NSW Strategic Museum Roadmap and partnering in delivery of programs with Powerhouse and Museums of History NSW.



Secure funding for Storyplace project officer

With the ongoing development of Storyplace - documentation and digitisation of regional NSW collections – there is a need to secure ongoing funding of \$100,000 annually to employ a project officer.



Funding for M&G NSW Projects (when identified)

We aim to secure project funding as required for key projects outlined 2023–2026 including for our touring exhibition program and related projects (through the Australia Council and Visions of Australia), and activities associated with other projects as needed.

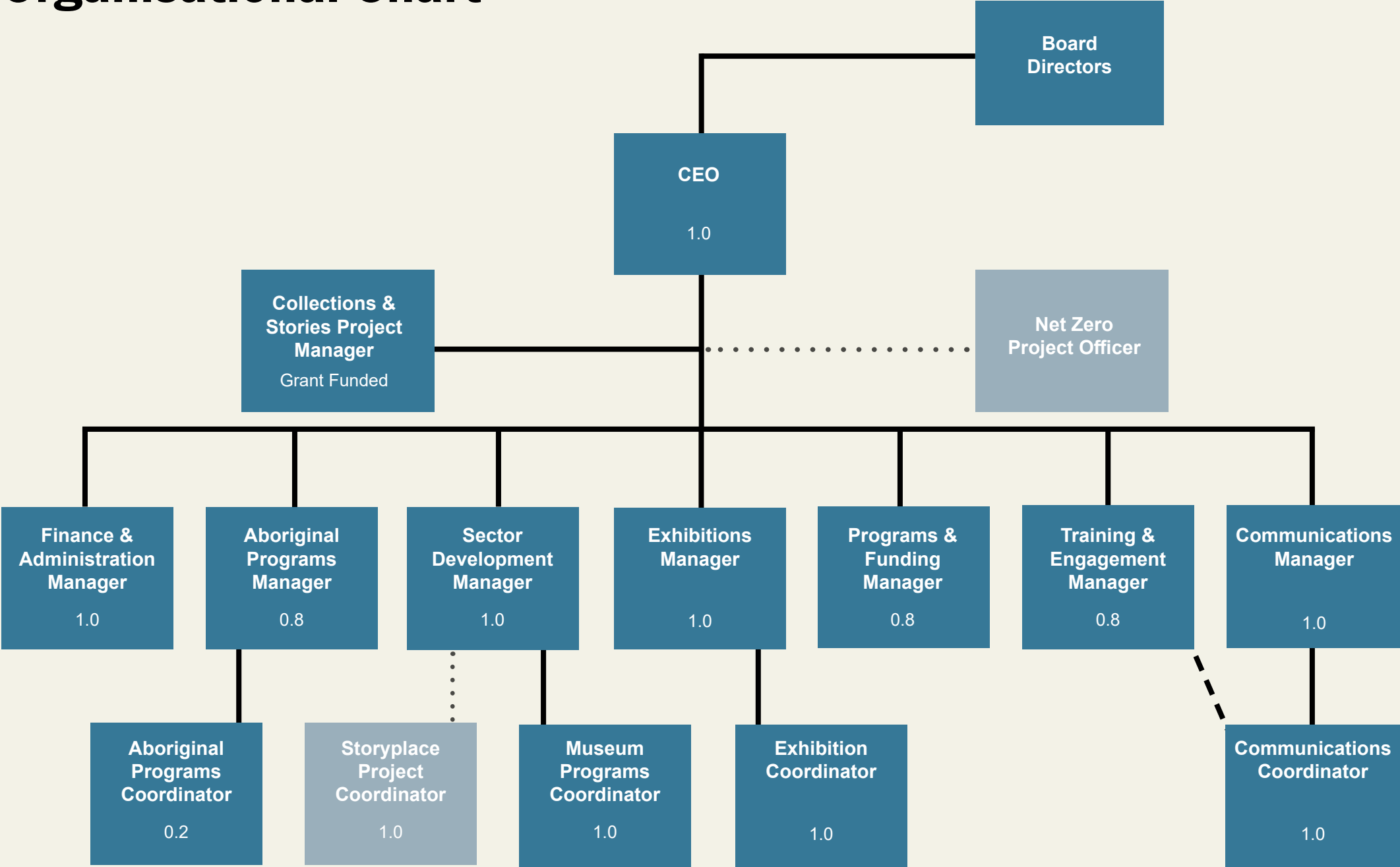
Statement of Financial Position

Museums & Galleries of NSW moves into its next strategic period with strong reserves, excellent liquidity, and sound financial management at a Board and operational level. Reliant on funding for the delivery of most of its programs, M&G NSW is able to leverage additional income through the provision of a variety of services to the sector including: touring exhibitions, professional and skills development, research, specialised programs and one-off projects. Other income is derived from local government, other government departments, philanthropic funding from business, foundations and individuals, including sponsorship.

	2023 FORECAST	2024	2025	2026
INCOME				
Grants	2,252,656	1,925,859	1,703,635	1,703,634
Earned Income	188,516	152,800	152,640	153,522
Sponsorship & Donations	66,000	66,000	66,000	66,000
Total Income	\$2,507,172	\$2,143,659	\$1,922,275	\$1,923,156
EXPENSES				
Staffing Costs	1,017,384	906,013	999,094	1,025,631
Administration & Operations	192,737	198,000	198,000	198,000
Travel & Accommodation	175,699	175,000	175,000	175,000
Project Costs	1,277,425	888,859	646,635	644,884
Total Expenses	\$2,663,245	\$2,167,872	\$2,018,729	\$2,043,515
Surplus /(Defecit)	(\$156,073)	(\$24,213)	(\$96,454)	(\$120,359)

	2023 FORECAST	2024	2025	2026
ASSETS				
Cash in Hand	297,001	152,507	542,916	467,557
Other Current Assets	1,100,000	1,100,000	500,000	500,000
Non-Current Assets	71,567	50,000	40,000	30,000
Total Assets	\$1,468,568	\$1,302,507	\$1,082,916	\$997,557
LIABILITIES				
Creditors and Income in Advance	30,000	30,000	30,000	30,000
Grants in Advance	585,455	458,137	325,000	350,000
Payroll Provisions	154,530	140,000	150,000	160,000
Total Liabilities	\$769,985	\$628,137	\$505,000	\$540,000
EQUITY				
Current Year Earnings	(156,073)	(24,213)	(96,454)	(120,359)
Retained Earnings	854,656	698,583	674,370	577,916
Total Equity	\$698,583	\$674,370	\$577,916	\$457,557

Organisational Chart



Communications Plan 2023 - 2026

Overarching Communication Objective

Ensure Museums & Galleries of NSW is recognised as the leading provider of services for the State's galleries, museums & Aboriginal cultural centres – helping to create exciting and inspiring experiences for visitors and strong, thriving local communities. Our key communications and engagement objectives are connected to the broader audience engagement mission of the organisation. This strategy is built on three key drivers: creating **Connections**, delivering **Services**, and providing **Resources**, as well as assisting with observing strong **Governance**.

There are two key audiences we seek to connect with:

- those who work within the sector
- the general public who are interested in museums, galleries, and heritage culture news



Communications Manager Jason Gee interviews Julian Bickersteth from International Conservation Services for an M&G NSW resource video, 2022.

Overall	Sector	Public	Overall
<p>Raise M&G NSW's profile: 'who we are and what we do' - in a clear, deliberate and consistent way with target audiences</p>	<p>Support M&G NSW's objectives of delivering services, programs and making connections for NSW galleries, museums and cultural centre</p>	<p>Inspire the public to visit the State's galleries, museums and cultural centres & ensure M&G NSW is seen as a valuable source of information for cultural tourists</p>	<p>Produce effective, sustainable and innovative communication channels and content that reflect M&G NSW's tone, and that increases collaboration between M&G NSW & its stakeholders</p>
<p>Set clear key messages to be used in all communication channels and forums with stakeholders:</p> <ul style="list-style-type: none"> • Revise & implement social media engagement plan • Create new channels or opportunities to showcase M&G NSW's expertise and thought leadership • Lift brand profile and what we do • Develop M&G NSW spokespeople: including increasing capability & use of board members as spokespeople 	<p>Produce channels and content that:</p> <ul style="list-style-type: none"> • Educate and lift the standards of the sector to improve visitor experiences • Recognise excellence in the sector • Promote collaboration between M&G NSW and the sector, and within the sector 	<p>Produce channels and content that:</p> <ul style="list-style-type: none"> • Raise the profile of the 500+ museums and galleries in NSW • Develop skills and resources to ensure the sector are equipped to develop visitation strategies and attract visitors • Drive visitation by highlighting the unique and diverse experiences of the various museums and galleries that the state has to offer 	<p>Provide the public web presence and promotion of 500 small to medium museums, galleries and Aboriginal cultural centres in NSW:</p> <ul style="list-style-type: none"> • Deliver sector focused e-newsletters promoting opportunities and best practice. • Pursue the opportunities for online networking through social media, downloadable resources and digital service delivery through forums and webinars • Provide a range of relevant and accessible resources on the M&G NSW website, including strategic planning, branding, collection care, exhibition development, exhibition installation and industry research • Provide an online database of consultants and suppliers of services to the sector



Digital Communications

The M&G NSW website continues to develop and deliver highly valued information and resources to the sector. Our Forums site hosts multiple forums/group conversations to facilitate knowledge sharing amongst various groups throughout the state. Additionally, Webinars create connections across the state for the sharing of expertise and skills. These tools will provide advice, support, and collateral that respond to sector needs.



Exposure

We will continue to provide public exposure and promotion of the 500 small to medium museums, galleries and Aboriginal cultural centres in NSW. Our website maintains a listing of 489 museums, galleries and Aboriginal cultural centres across NSW. These pages continue to be the only web presence and contact point for many smaller organisations. We plan to grow the number of organisation profiles listed in the coming years to reflect the full number.



E-News

Deliver a sector focused e-newsletter (Alert) promoting opportunities and best practice. It features sector news articles, jobs, resources, grant information and professional development opportunities. Alert highlights the talent, new ideas and innovation that serve and inspire our audiences.



Resources

Provide a range of relevant and accessible resources on the M&G NSW website. Currently M&G NSW provides a range of online resources, with topics that cover strategic planning, branding, collection care, exhibition development, exhibition installation and industry research. We intend to use online polling to ensure our online resources are delivering on sector needs and to fill any short falls.



Consultants and Suppliers Register

Provide a navigable database of consultants and suppliers of services to the sector. Searchable by area of practice and location, the online Consultants Register provides a valuable resource, particularly to regional and small organisations seeking expertise in a particular area of practice. The Register enables suppliers to connect with the sector at no charge. Assessed annually to ensure it provides reliable, relevant and reputable advice. A new Suppliers Register has also commenced.



Social Media

We will continue to pursue opportunities for online networking through social media to promote our services and goals for the sector.



M&G NSW's Communications and Training & Engagement Managers interview Deborah Ely AM for the 2021 IMAGInE Awards at Chau Chak Wing Museum.

Risk Management

M&G NSW has adopted a risk management methodology in line with the Commission of Sponsoring Organisations.

M&G NSW categorises Risk as **Strategic, Operational, Financial** or **Compliance**. A Risk Register is held and reviewed each year as part of the preparation for the annual audit. The Register also outline any actions in place to mitigate or lower the impact or consequences of an event action or program.

		IMPACT				
		(1) - Insignificant	(2) - Minor	(3) - Moderate	(4) - Major	(5) - Extreme
LIKELIHOOD	(5) - Almost Certain	Medium Risk	High Risk	High Risk	Critical Risk	Critical Risk
	(4) - Likely	Medium Risk	Medium Risk	High Risk	High Risk	Critical Risk
	(3) - Possible	Low Risk	Medium Risk	Medium Risk	High Risk	High Risk
	(2) - Unlikely	Low Risk	Low Risk	Medium Risk	Medium Risk	High Risk
	(1) - Rare	Low Risk	Low Risk	Low Risk	Medium Risk	Medium Risk

RISK	MITIGATING ACTIONS & CONTROL	LIKELIHOOD 1 = rare 5 = almost certain	IMPACT 1 = insignificant 5 = extreme	RATING Low High Medium Critical
1 Strategic				
1.1	Significant reduction or loss of support from Create NSW <ul style="list-style-type: none"> Regular communications with Create NSW staff at a senior level Correct acquittal process Demonstrated value and impact Strategic alignment of programs to Create NSW priorities 	2	5	High Risk
1.2	Significant and concurrent changes in board <ul style="list-style-type: none"> Board succession planning Use of skills matrix 	1	3	Low Risk
1.3	Planning cycle not complete (Planning, Implementation, Assessment, Revision) <ul style="list-style-type: none"> Grant acquittal processes Regular reporting including assessment of programs 	1	3	Low Risk
1.4	Disconnection from Sector <ul style="list-style-type: none"> Use of peer panel Collection of sector feedback on programs Communicate impact of programs 	1	3	Low Risk

RISK		MITIGATING ACTIONS & CONTROL	LIKELIHOOD 1 = rare 5 = almost certain	IMPACT 1 = insignificant 5 = extreme	RATING Low High Medium Critical
2 Financial					
2.1	Insolvency	<ul style="list-style-type: none"> Reporting on solvency ratios Tight budgetary controls Monitoring of cash flow 	1	5	Medium Risk
2.2	Significant cost increase	<ul style="list-style-type: none"> Tight budgetary controls Monitoring of cash flow 	1	3	Low Risk
2.3	Embezzlement/Fraud	<ul style="list-style-type: none"> All transfers require 2 signatories All income invoiced Separation of data entry and Account Management CEO/Board counter-sign over \$20,000 	1	3	Low Risk
2.4	Unauthorised expenditure	<ul style="list-style-type: none"> Delegation schedule implemented Accounts reconciled Payment authorisation process enforced 	1	3	Low Risk
2.5	Unable to secure additional external funding	<ul style="list-style-type: none"> Programs not commenced until funding secured 	3	2	Medium Risk
3 Operational					
3.1	Loss of key staff (CEO)	<ul style="list-style-type: none"> Succession planning 	3	2	Medium Risk
3.2	Serious injury to staff at the workplace	<ul style="list-style-type: none"> WH&S polices, training and awareness 	1	3	Low Risk
3.3	Loss of records	<ul style="list-style-type: none"> Regular external backup of key data 	1	4	Medium Risk
3.4	Harassment and bullying in the workplace	<ul style="list-style-type: none"> Code of Conduct 	1	3	Low Risk

RISK		MITIGATING ACTIONS & CONTROL	LIKELIHOOD 1 = rare 5 = almost certain	IMPACT 1 = insignificant 5 = extreme	RATING Low High Medium Critical
3.5	High turnover of staff	<ul style="list-style-type: none"> Living wages Flexible workplace Positive working environment Awareness of capacity 	2	3	Medium Risk
3.6	Damage to artworks	<ul style="list-style-type: none"> Qualified installers for each venue Comprehensive condition reporting Suitable carriers of artworks 	3	3	Medium Risk
3.7	Poorly delivered programs	<ul style="list-style-type: none"> Effective management of timeline Use of expert speakers in topic Management and reporting of programs against KPI's Review of programs 	3	1	Insignificant Risk

4 Compliance

4.1	Failure to lodge acquittals in a timely manner	<ul style="list-style-type: none"> Effective management of timeline 	1	3	Low Risk
4.2	Failure to meet ACNC/ASIC Regulations	<ul style="list-style-type: none"> Effective management of timeline Audit conducted in a timely manner FARM committee reporting 	1	3	Low Risk
4.3	Failure to meet ROCO requirements	<ul style="list-style-type: none"> Effective management of timeline Audit conducted in a timely manner FARM committee reporting 	1	3	Low Risk



Above / Practical session at *Void* Education Symposium, Bathurst Regional Art Gallery, 2019.
Photo by Vanessa Low.



Museums & Galleries of NSW is supported by the NSW Government through Create NSW and is assisted by the Australian Government through the Australia Council, its arts funding and advisory body.



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