

QVMAG Review - 22.07.2015

INTRODUCTION

This report was prepared by the Committee appointed by the City of Launceston Council (CoL) ***“to review the Strategic Direction of the Queen Victoria Museum and Art Gallery (QVMAG) and report back to Council with recommendations on its future direction”***. The Committee was given specific tasks, namely to:

1. Review the current Charter of the QVMAG.
2. Review the existing Strategic Plan.
3. Distil and determine relevance of previous reviews of the QVMAG.
4. Consult with relevant stakeholders including employees of QVMAG, the Museum Governance Advisory Board (MGAB), Friends of QVMAG, QVMAG Arts Foundation, Aldermen, relevant museums and art galleries and others as deemed appropriate.

(It is not intended for this to be a broad public consultation as this has been done previously, however this may still be part of the committee's final recommendations).
5. Review current governance arrangements.
6. Consider other operating structures.
7. Review current funding arrangements.

The motion was proposed following a presentation to the Strategic Policy and Planning Committee by the MGAB on governance and other issues facing QVMAG. The report was designed to be prepared and delivered in a tight time frame with the intent of highlighting to Aldermen the guiding current legislative, governance, operating and service delivery activities of the QVMAG with a view to identifying improvements that would best position QVMAG in a rapidly changing environment.

The main opportunities and challenges identified for QVMAG are:

- the significant opportunities to better align QVMAG strategies with strategic directions of CoL and others; to leverage new technologies, marketing and delivery strategies; to revisit financing and governance structures.
- The perception of QVMAG as an iconic Tasmanian institution but it requires financial subsidies above normal levels of a regional city council.
- Maximising the performance of a valuable CoL asset.
- The current governance, operational and financing model limits QVMAG's efficiency and effectiveness.

By virtue of time constraints, the report could never be a complete body of work on the QVMAG as that requires greater consultation than the timeframe would allow, rather it is designed to give high level recommendations and future directions for the Council highlighting the potential of this significant asset. Hence, the report focuses on the current strategy, its alignment with CoL strategy and the recommended strategies to be adopted for the future.

EXECUTIVE SUMMARY

The results of the Committee's deliberations are summarised in recommendations listed below. The reasons for the recommendations are detailed in the body of the report. The Committee notes that the recommendations on specific strategies and future directions are inter-related, not stand alone, and that the recommendations are best considered in their entirety in order for QVMAG to best position itself for the future and best contribute to the CoL Strategic Plan.

Recommendation 1 – Strategic Plan

That QVMAG Strategic Plan 2012-2107, including its guiding vision, is reviewed to ensure best alignment with the Strategic Themes of the CoL Strategic Plan 2014 and the recommendations in this report.

Recommendation 2 - Funding

That beneficial alignments with other Tasmanian museums and galleries be explored in the interests of seeking overall efficiency and equity in use of State Government funds.

Recommendation 3 – Funding and Community Support

That an evaluation of QVMAG be commissioned that demonstrates its economic, social and environmental value to its community and the special contribution it makes to the educational, intellectual, human, social and natural capital of its community.

Recommendation 4 - Governance

That options for establishment of an independent skills-based Board of Governance be investigated and the best option implemented.

Recommendation 5 – Organisational Structure

That the organisational structure of CoL be reviewed and measures be implemented to more effectively leverage opportunities and pool resources across complementary business units.

Recommendation 6 – Marketing Strategies

That QVMAG brand culture and profile be revisited and strengthened, including repositioning for Tourism (local, state, national and international).

Recommendation 7 – Digital Opportunities

That QVMAG is provided with specific funding to assess the advantages offered by rapidly evolving digital technology to widen its audience and improve its operational performance and efficiency.

The Committee concluded that taking a “strategic solution based approach” to QVMAG’s current opportunities and challenges, based on QVMAG’s value proposition, in addition to the necessary “cost/efficiency” approach, would help both QVMAG and CoL realise their potential for sustainability and growth into the future:

- to create a new business model for QVMAG that maximises potential market growth, future audiences, visitation and sustainability;
- to better align with and leverage off key strategic Tasmanian opportunities;
- to reposition QVMAG with a vision recognising its centrality to the social, economic, environmental and cultural life of Tasmania, especially Northern Tasmania, and
- to ensure CoL is allocating its broader resources, particularly tourism to maximum effect in promoting visibility of QVMAG.

QVMAG is uniquely positioned as part of a wider network of museums and art galleries that are considered increasingly as hubs in the social, economic, cultural and educational life of their regions. (Refer to **Appendix 2**)

The Committee notes that there are a number of other matters beyond the scope of this report that will need further consideration in developing QVMAG strategies and directions, including the possible UTAS relocation, linkage to tertiary education funding, collaborative research and education opportunities and the like.

DETAILS AND RESULTS OF THE REVIEW

1. Review of Current Charter

QVMAG does not have a formal charter. It is auspiced by legislation as detailed in **Appendix 1**.

QVMAG’s is presently guided by its current vision as contained in the QVMAG Strategic Plan endorsed by Council. The vision for QVMAG is to be the key cultural destination and asset in the City of Launceston and our northern region. QVMAG’s role is to act as a central place of engagement and learning with the natural and cultural environments. Experiences at QVMAG aim to engage, inform and inspire people. QVMAG aims to be dynamic, collaborative and enterprising. It aims to be a leader in the cultural life of Launceston and the region. To achieve this QVMAG objectives are to:

- strive to be a cultural and intellectual leader in our community
- ensure its relevance to its local, national and international community
- be an institution that is resourceful, inclusive, enterprising and quality driven have an appropriately positioned qualified and skilled staff team accountable for operational, program and collection outcomes, and
- share and increase access to its collections, skills and knowledge

The Committee’s **Recommendation 1** on review of the Strategic Plan, presumes this vision would also be reviewed to ensure it is still fit for purpose and that it aligns with the current

strategic direction of CoL.

2. Review of the existing QVMAG Strategic Plan 2012-2107

Alignment with CoL Strategic Themes

The Committee notes the significant progress achieved by QVMAG in progressive implementation of its QVMAG Strategic Plan 2012-2017, especially its progress on cost management.

The current QVMAG Strategic Plan predates the current CoL Strategic Plan and the Greater Launceston Plan and current major strategic initiatives including, City Heart, Northern Suburbs Revitalisation Strategy and the UTAS relocation study. The Strategic Plan would benefit from a closer alignment to ensure maximum benefits to QVMAG and Launceston in general. Without wishing to pre-empt the outcome of this report the Committee saw significant opportunities in improving site visibility with better way finding and collaboration with major projects.

Notwithstanding that, the Committee notes the close alignment of the strategies of the QVMAG Plan with the eight Strategic Themes of the CoL Plan. **Appendix 2** evidences the ways in which QVMAG meets the objectives of the Strategic Themes. The Committee's **Recommendation 1** proposes that the QVMAG Strategic Plan is reviewed to ensure best alignment with the CoL Plan.

3. Relevance of Previous Reviews of QVMAG

The Committee took into account previous reviews of QVMAG including those by KPMG, MGAB and most particularly the MMC Link report of 2013, *Future Directions*. In formulating its recommendations, the Committee noted that the MMC Link report presented “*a coherent summary of issues, questions and opportunities that will ideally stimulate a more informed debate about the direction of the QVMAG*”¹, rather than specific future directions and strategies. To that extent, the MMC Link report complements this report. The Committee did not consider any other previous reports on QVMAG in any depth.

4. Stakeholder Consultation

The Committee sought input and feedback from the staff of QVMAG, the MGAB and had informal discussions with other museum professionals and administrators of cultural institutions. The Committee notes stakeholder consultation has not included all those that may believe they have stake in the QVMAG and the original brief noted that this would be the case. Should the general direction of this report be adopted by the Aldermen, the Committee sees the opportunity in the review of the Strategic Plan paves the way for wider consultation with community and specialist stakeholders (eg. museum, business and digital sectors).

5. Review of Current Governance Arrangements

After consultation with the MGAB, the Committee concluded that, given the Board's advisory only status, it does not add significant value to the governance of QVMAG. The Committee took

¹ MMC Link report *Future Directions*, 2013

note of the views formed by the current MGAB, reviewed governance arrangements at similar cultural institutions and researched the subject via the internet.

The Committee formed the view that the MGAB should be replaced by a devolved and independent skills-based Board with appropriate levels of responsibility and accountability. **(Recommendation 4)** The Committee noted that there could be significant advantages in considering joint governance arrangements covering like institutions in Tasmania that improve overall efficiency and offer more equitable State Government funding opportunities. The Committee believes it is desirable to explore the benefits of alignment of the interests of some or all Tasmanian public museums and galleries in governance, administration, policy development, digital strategy development and implementation, research, education programmes, strengths in specialty areas, and the like.

Links to a number of internet based papers supporting the recommendation are attached as **Appendix 4**.

The Committee notes the legislative auspicing of the QVMAG as set out in **Appendix 1** and understands there is likely to be a need to review and amend legislation depending on the investigations and ultimate recommendations.

The Committee understands the Tasmanian Museum and Art Gallery (TMAG) is currently undertaking a review of its governance and operating structure. The Committee sees potential and significant benefits in TMAG and QVMAG meeting to discuss whether any mutually beneficial collaboration or partnership could exist between the two institutions. Given the significance of these two institutions, the Committee believes any joint discussions would be viewed favourably by the State Government and that the State Government may be a source of funding for any comprehensive review.

6. Operating Structures

QVMAG's existing structure is essentially sound, however the existing organisational structure of CoL and internal structure of QVMAG compromises its ability to successfully leverage opportunities to access expertise across CoL and internally at QVMAG to achieve stronger business, education, tourism and community engagement outcomes. With respect to **Recommendation 5**, the Committee believes there is an imperative to more effectively leverage opportunities and pool resources across complementary business units with strong commonalities to enhance cross-City projects and results e.g. Marketing, Tourism, Communications, Events and Community Engagement.

The Committee references as a Case Study, the City of Bendigo where Economic Development, Bendigo Art Gallery, Tourism, Major Projects and Major Events are situated in the City Futures Directorate and under the same Director. The structure enables the managers of the different business units to work together efficiently, pool resources and maximise resources for mutually beneficial outcomes creating more substantial returns and focussed and stronger outcomes.

The City of Bendigo structure is highlighted on the following link: https://www.bendigo.vic.gov.au/About_the_City/The_Organisation/Organisation_Structure_Chart/City_Futures_Directorate#.VWWCgM-qpBc

7. Funding Arrangements

The Committee notes QVMAG's reliance on funding from the CoL and the apparent inequity in State Government funding as between QVMAG and TMAG but understands this largely emanates from the ownership structure. The Committee is aware of ongoing discussions between CoL and the State Government in this regard. As outlined in **Recommendation 2** (as with Recommendation 3 in relation to governance), the Committee believes it is opportune to explore beneficial alignments with other Tasmanian museums and galleries, especially TMAG, in the interests of efficiency and equity in the use of State and Local Government funds (eg. conservation services, freight and insurance etc.)

To assist and support funding submissions, the Committee recommends as **Recommendation 3** that an Evaluation of QVMAG be commissioned that demonstrates its economic, social and environmental value to its community and the special contribution it makes to the educational, intellectual, human, social and natural capital of its community.

The Committee understands that the value of an organisation such as QVMAG to its community cannot be solely measured in dollars and cents but needs to also be understood in the context of its social and environmental capital. We do not believe such an assessment has ever been done and therefore in order to understand its true value such an assessment is necessary to determine its baseline value. Any assessment should be designed to enable ongoing measurement to:

- provide continuous improvement targets
- ensure the organisation is focussed on adapting to changes in their environment as they occur

By a clear articulation and understanding of these values, opportunities to drive philanthropy and other funding opportunities will be greatly enhanced.

8. Marketing and Promotion

The QVMAG embodies much of Tourism Tasmania's and Northern Tasmania's tourism offering (currently ranked number 2 of 53 things to do in Launceston by Trip Advisor). It is a central hub of creativity, knowledge and education. Its inclusion in Launceston, Northern Tasmania and Tasmania's destination marketing is largely absent.

Its role in celebrating, showcasing and promoting Launceston, Northern Tasmania and Tasmania's vibrant Arts scene appears to be undervalued and thus not showcased or capitalised upon.

The Committee recommends that a more co-ordinated marketing plan through CoL Tourism and Events department is required. A client service model where the CoL Tourism and Events are the consultant and/or service provider and QVMAG is the client should be considered whereby a

brief is worked up in order to promote the client with clear accountabilities between the consultant and the client. **(Recommendation 6)**

In addition, QVMAG needs to develop its external partnerships to leverage key Tasmanian tourism opportunities, including Tourism Northern Tasmania, Tamar Valley Tourism Association, Tamar Valley Wine Route, Tourism Tasmania, Business Events Tasmania and Events Tasmania. It is unclear whether this role is a direct collaboration by QVMAG and these organisations or whether a more streamlined approach would be to work through CoL's departments skilled to maximise these opportunities.

Brand loyalty and awareness is essential for any business. Engaging effectively and meaningfully with a younger audience base is critical for QVMAG's sustainability and relevance. It is imperative therefore for QVMAG to embrace a greater sense of community engagement and ownership. As late as last year the Northern Young Professionals Network (NYPN) adopted growing the supporter base of QVMAG as one of only two major initiatives that was seen as the NYPN's focus leading into 2020, the other being tackling intergenerational unemployment. QVMAG needs to engage networks such as the NYPN and others to work with management, staff and Friends of the Museum to make younger audience engagement a reality.

9. Digital Opportunities/Risks

The Committee notes and highlights as one of its major recommendations, **Recommendation 7**, that QVMAG's strategy and future directions are heavily focussed on exploring and developing advantages offered by rapidly evolving digital technology.

QVMAG has an opportunity to progressively develop its audience engagement and capabilities in future years by embracing the virtual museum concept and its many digital offshoots. There is a real risk of loss of relevance, loss of patronage, loss of audience and financial support if the opportunity is not pursued. Like all museums and galleries, QVMAG needs to add to its traditional emphasis on presentation, display and interpretation of art and artefacts by providing ready digital access and inter-active audience engagement that extends the experience beyond the physical boundaries of traditional exhibits and untethers content from a particular space and time. This can be achieved by investing in and developing, for example, open and inter-active internet access that allow audiences to shape their own cultural experiences, offering smart phone apps, virtual tours, taking displays to digital audiences, or "crowd sourcing" of collections content.

QVMAG should also look to invest in electronic Collections Management and Relationship Management systems that enhance its capabilities and efficiency across all operational units. Museums already hold their collections in trust for the public, both from an ethical and a legal perspective. Building digital infrastructure to support data sharing is as fundamental as creating exhibit galleries and collections storage facilities.

These opportunities can be investigated either

- by QVMAG alone,

- jointly with other Tasmanian museums that face the same challenges. e.g. TMAG and associate museums, or
- in conjunction with other institutions elsewhere that share the same aspiration. Many leading museums and galleries are well advanced in this direction. This provides opportunities to consult with, or partner with, such institutions to achieve fast and efficient transition. e.g. Rijksmuseum, Powerhouse Museum,

Some internet links that highlight the importance of engagement with the digital world, the opportunities afforded by it and risks of not doing so are referenced in **Appendix 3**.

CONCLUDING REMARKS

In the context of the CoL's renewed and concentrated efforts to invest in and reinvigorate through projects such as City Heart and the Northern Suburbs, the time is right to examine the huge potential that QVMAG presents to help deliver those outcomes and to be the focus of deep engagement with its community and more broadly, that of the State.

The recommendations presented to the Aldermen are ones that will deliver those outcomes and refocus QVMAG's programming and operations into the future to align QVMAG's ongoing strategy with the following key parameters:

1. Best practice business models for contemporary regional museums and their applicability to QVMAG in the context of this report;
2. The quantification of economic , social and cultural benefits that could accrue;
3. The types of collaborations and partnerships with governments, businesses and communities most likely to leverage value (e.g. the Greater Launceston Plan and City Heart); and
4. Governance and financing models that flow from 1-3 including user pays model especially for visitors outside of CoL

The Committee commends the recommendations to the Alderman.

APPENDICES

Appendix 1

Current Legislative Framework of the QVMAG

The current operations and funding of the QVMAG are controlled pursuant to the **Local Government Act 1993** and the **Launceston Corporation Act 1941** with specific references as follows:

Local Government Act 1993 Section 332

Division 2- Queen Victoria Museum & Art Gallery 332 Endowment

(1) By way of permanent endowment for the Queen Victoria Museum and Art Gallery, there is to be paid out of money provided by the Parliament to the Launceston City Council in each year an amount to be used by the Launceston City Council towards --

- (a) the salaries and persons employed by the Launceston City Council in relation to the Queen Victoria Museum and Art Gallery and;
- (b) the maintenance, management and other charges in respect of the Queen Victoria Museum and Art Gallery, and;
- (c) obtaining specimens of natural history, goods, chattels, paintings and works of art for the Queen Victoria Museum and Art Gallery.

(2) The Launceston City Council may supplement that fund in each year as it thinks fit.

Local Government Act 1993 Section 333

333 Management

(1) The Launceston City Council has the management and control of the Queen Victoria Museum and Art Gallery and its contents and may sell and exchange the contents and generally act in such a manner as appears best calculated to advance the objects of the institution.

(2) The Launceston City Council once in every year, is to report the proceedings and progress of the institution to the Minister responsible for the administration of the **Tasmanian Museums Act 1950** and a copy of every report is to be laid before parliament within 14 sitting days after it is received.

Launceston Corporation Act 1941- Division II. Museum and Art Gallery Section 304

(1) By way of permanent endowment the Queen Victoria Museum and Art Gallery there shall be paid out of consolidated revenue to the council in each year and every year such sum as parliament shall direct as a fund to be used by the council towards the-

- (i) Salaries of persons employed by the council in relation thereto:
- (ii) Maintenance, management and other charges in respect thereof: and

(iii) Obtaining specimens of natural history, goods, chattels, paintings and works of art therefore

(2) The council may supplement such fund as last aforesaid in each year as the council shall think fit.

Section 305

(1) The council shall have the entire management and superintendence of the said Museum and Art Gallery and the contents thereof, and may sell and exchange the contents and generally act in such manner as shall appear to the council best calculated to advance the objects of such institution.

(2) The council shall, once every year report the proceedings and progress of the institution to the Governor and a copy of every such report shall be laid before Parliament within fourteen sitting days after same shall have been received.

QVMAG Mission, Vision and Statement of Purpose as set out in the QVMAG Strategic Plan:

Mission

Our mission is to be a leader in the intellectual and creative development of Launceston and the State by increasing our understanding and enjoyment of our natural and cultural heritage.

Vision

QVMAG vision for the future is to promote itself as a key cultural asset and gateway to the city of Launceston and our northern region. QVMAG role is to act as a central place of engagement and learning with the natural and cultural environments. Experiences at QVMAG are designed and developed to engage, inform and inspire people. QVMAG is dynamic, collaborative and enterprising. It is a leader in the cultural life of Launceston and our region. To achieve this QVMAG will:

- extend its cultural and intellectual leadership in our community
- ensure its relevance to its local, national and international community
- be an institution that is resourceful, inclusive, enterprising and quality driven
- have an appropriately positioned qualified and skilled staff team accountable for operational, program and collection outcomes
- share and increase access to its collections, skills and knowledge
- continue to strengthen its unique collections through strategic and sustainable collection development
- make learning an engaging and entertaining life-long experience
- demonstrate sustainable practices of leadership and management in its systems, planning, processes, and decision-making
- maintain environmentally responsible practices
- provide a forum for a wide range of contemporary cultural and scientific issues
- conduct leading edge research that is generated by its program and collections focus
- promote an internal culture that ensures the delivery of significantly enhanced visitor experiences and program outcomes
- develop active collaboration strategies with state, national and international entities to enhance programming and research outcomes, rationalise collections and develop partnership-funding opportunities.

Statement of Purpose

The purpose of the Queen Victoria Museum and Art Gallery is to create opportunities through its collections and programs for enhancing understanding, enjoyment and engagement with visual arts, history and science of the local community and wider public.

City of Launceston's Strategic Plan Theme	What is QVMAG doing now to meet this?
SP1 - A creative and innovative City	<ul style="list-style-type: none"> • Innovation Circle – Partnership with Bitlink, Definium Technologies. • New learning/education initiatives - ArtPlay; ArtHigh; • Research Links - Honorary Research Associates, Universities, international museum sector • Collaborations with UTAS; Department of Education (Tas); Department of State Growth; Australian Government (Inspiring Australia & Ministry for the Arts); Council of Australasian Museum Directors; Museums Australia • QVMAG is a place where primary research is conducted through its professional staff of national and international standing e.g. Projects - The Sydney Cove project; the Thylacine Precious Little Remains; Urban Wildlife Citizen Science among others
SP2 - A city where people choose to live	<ul style="list-style-type: none"> • Life long learning provider - U3A; Probus; ADFAS; People with Specific Needs; Early Childhood programs-Playgroup; Holiday programs • Tourism destination • Place of recreation and entertainment • QVMAG Friends - a gathering place, social connector for like-minded individuals [as at 31.5.2015 – 506 financial memberships that represent 843 individuals] • QVMAG Volunteers – the largest employer of volunteers for the City of Launceston providing over 160 people with opportunities to contribute its output. Ages range from 18 to 87 years old. • QVMAG presents over 39 exhibitions and displays per year; over 150 education and public programs that results in visitation of over 130,000 (as at 23.6.2015) • QVMAG Education programs are fully subscribed - eg. as at 23.6.2015 <ul style="list-style-type: none"> ▪ Playgroup program represents 84 sessions with 1500 children and 1400 accompanying adults and babies attending; ▪ School Holiday Programs represent 25 workshops attended by 500 participants; ▪ School groups represent Primary - 225 groups consisting of 5000 children & 860 supervising adults; Secondary - 122 groups consisting of 2736 students and 213 supervising adults; Tertiary 42 groups consisting of 261 students and 153 supervisors
SP3 - A city in touch with its region	<ul style="list-style-type: none"> • Partnerships with business, cultural, tourism and educational organisations • Research & Expert advice - Natural and Physical Sciences, History, Visual and Decorative Arts

	<ul style="list-style-type: none"> • Repository of Launceston (and northern Tasmania) historical records • Strong and responsive Education relationship with local and regional schools and their teachers (refer to visitation statistics - SP2) • Range of public programs across the three primary disciplines
SP4 - A diverse and welcoming city	<ul style="list-style-type: none"> • Aboriginal Reference Group • Diversity of collections reflect the cultural mix of the Launceston and regional communities • Partnerships with: <ul style="list-style-type: none"> ▪ Migrant Resource Centre ▪ Arts organisations such as Tasmanian International Arts Festival, BOFA ▪ Junction Arts Festival ▪ TasTAFE – ESL courses ▪ UTAS - School of Architecture ▪ St Giles, Interweave Arts • NAIDOC Week signature event • QVMAG Friends - a gathering place, social connector for like-minded individuals • QVMAG Volunteer Program – where people with specialised interests, skills and community values participate and contribute whilst gaining unique social, learning and skills development opportunities
SP5 - A city that values its environment	<ul style="list-style-type: none"> • Natural Sciences fosters internships for university students • Significant and large Natural Science research collection • Partnership with Australian Maritime College (TAS) • Annual National Science Week and collaborations • Holder of City of Launceston's building and planning records • QV Museum is Australia's only large scale, intact and conserved Industrial heritage site • Champion and member of Launceston's cultural and civic environment • QVMAG implementing energy saving measures throughout its infrastructure – e.g. LED lighting; solar panel project etc.
SP6 - A city building its future	<ul style="list-style-type: none"> • Innovation Circle - through collaboration with technology sector provides career path and future workforce for Launceston • Provider of experiential and national curriculum based education • Connector for business, high net-worth individuals, cultural and education institutions • Arts Foundation - benefactor circle that invests in, supports and conserves the cultural heritage within QVMAG • QVMAG conserves and protects Launceston's cultural heritage for future generations with nearly 1000 collection works treated in the last year

<p>SP7 - A city that stimulates economic activity and vibrancy</p>	<ul style="list-style-type: none"> • Tourism attraction [Trip advisor 4.5 star rating, ranked 2 of 53 things to do in Launceston] • Conference venue (partnerships with Tramsheds, LGAT and UTAS) • Commercial activities - 2 shops; education programs; 2 cafes • Employer of 45 FTE staff • Visitation of over 130,000 (as at 23.6.2015) with 53% local, 19% other Tasmanian; 19% interstate and 9% international
<p>SP8 - A secure, accountable and responsive Organisation.</p>	<ul style="list-style-type: none"> • Flagship organisation for City of Launceston brand (tourist, rate payers etc.) • City Archive

Appendix 3

Digital Opportunities

The links and quote listed below highlight the digital opportunities for museums and galleries:

[http://www.arup.com/Publications/Museums in the Digital Age.aspx](http://www.arup.com/Publications/Museums%20in%20the%20Digital%20Age.aspx)

<http://www.nytimes.com/2013/05/29/arts/design/museums-mull-public-use-of-online-art-images.html?>

http://www.youtube.com/embed/a6W2ZMpsxhg?feature=player_embedded

“The revolution in the way we document, collect, curate and exhibit....is already under way. Digital imaging, storing, discovery and sorting tools are opening museum collections to audiences we haven’t previously imagined”. “

“The concept of museums and galleries as solely physical repositories... is rapidly changing”....

The digital world’s ability to deliver “remote-access customised user experience.....makes foot access through endless galleries filled with dusty glass cases.....seem rather quaint”.

“We can and are using crowd sourcing to locate an unprecedented range of historical documents, objects, records, images, and oral histories.....making art in all kinds of new mediums....which open up extraordinary virtual user experiences”.

(Ross Harley, *“Our Digital Stuff: Rethinking cultural storage and retrieval in a fast-moving world”*. Museums Australia Magazine, Summer 2015).

<http://www.hyperallergic.com/.../the-6-issues-that-will-guide-the-future-of-museums/>

Appendix 4

Governance

The links listed below offer contemporary views on governance of museums, galleries and similar cultural institutions:

<http://www.mca.com.au/about/our-people/board/>

<http://simpsons.com.au/wp-content/uploads/chapter-2-governance.pdf>

<http://www.nationalarchives.gov.uk/documents/information-management/the-opportunity-of-devolution-for-museums-libraries-and-archives.pdf>

(<http://www.abc.net.au/radionational/programs/booksandartsdaily/agwa-talks3a-the-future-of-arts-philanthropy/5888718>).

<http://museum.wa.gov.au/about/trustees-governors-boards>

Appendix 5

QVMAG Review Committee:

Chair, Alderman Hugh McKenzie, Alderman Danny Gibson, Neil MacKinnon and Janine Healey (Museum Governance Advisory Board), Richard Mulvaney (Director, QVMAG) and Belinda Cotton (Public Programs Coordinator, QVMAG). With input from Professor David Adams, UTAS School of Management.