

sam.
Shepparton Art Museum

strategic plan.

Financial Year 2020/21 to 2022/23







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Cover: Installation view from *Craftivism* featuring Ramesh Mario Nithiyendran's work *Pewter Dickhead 2*.

Left: *Craftivism* at SAM, November 2018. Now touring with NETS Victoria nationally. Photo Christian Capurro





introduction.

Greater Shepparton City Council is in the process of transitioning responsibility for the governance and management of the Shepparton Art Museum (SAM) to Shepparton Art Museum Ltd (SAM Ltd) when the museum is relocated to its new purpose-built Victoria Lake Park building end of 2020.

The new building will be home to the 'new' SAM and a broader curated creative precinct and community hub, including the relocated Greater Shepparton Visitor Centre and the Indigenous Kaiela Arts Gallery and Studio.

The following document sets out the strategy that has been developed with and endorsed by the SAM Ltd Board for the management of SAM and the creative precinct surrounding the building with the exception of spaces that will be leased separately to the Greater Shepparton Visitor Centre and Kaiela Arts.

This Document is supported by:

- New SAM Business Case and Feasibility Study
- SAM's Artistic & Curatorial Strategy
- SAM's Collections Policy¹

¹ That sets out acquisition and de-acquisition strategy for the Public Collection that has been endorsed by Council.



SAM's Collection, *Intimate Realities*, installation view, 2018.
Photo: Emiliano Fernandez

background.

The History of the Public Collection & Museum

Shepparton Art Museum is one of regional Australia's premier cultural institutions. It is the only public art gallery in Greater Shepparton and north central Victoria. Its public art collection was established in 1936. It was initially displayed in the Shepparton Town Hall before a dedicated gallery was established in 1965 inside the redeveloped Civic Centre. In 2011 the Shepparton Art Gallery was rebranded to Shepparton Art Museum or SAM. In 2012 SAM was awarded Best Small Museum of the Year by Museums Victoria. Approximately 42,000 people visit SAM every year.

In the 1970s ceramics became the focus of the gallery's acquisition policy. SAM now holds one of Australia's leading collections of historic and contemporary Australian ceramics. The collection includes objects made by the first convict potters and a large collection of domestic and decorative ceramics.

SAM's current collecting activity focuses mainly on acquiring Australian ceramics and contemporary Australian art. Ceramics and contemporary Indigenous Australian ceramics are acquired through the biennial Sidney Myer Fund Australian Ceramic Award (\$50,000) and Indigenous Ceramic Award (\$20,000) respectively.

SAM also has a growing collection of contemporary Australian art that complements and speaks to works and themes in the existing collection, such as investigations of Australian landscape traditions, ceramic art practice and the use of clay, print-making and sculptural traditions.

The current public collection is held by Council on behalf of the Greater Shepparton Community. With the transition in governance of the Museum to SAM Ltd and the establishment of the 'New' SAM building and precinct, the public collection has been complemented by the establishment of a new collection of Indigenous artworks gifted to SAM Ltd by Carrillo Gantner AC. Going forward works

collected through the Sidney Myer Fund Australian Ceramic Award and Indigenous Ceramic Award and funded through the work of the SAM Foundation will become part of the SAM Ltd collection.

On average SAM develops and presents 20 exhibitions each year, including temporary and visiting exhibitions as well as ones drawn from the Collection. Since 2015, SAM's exhibitions have been designed to be locally relevant and engage with global contemporary ideas. Temporary exhibitions are informed by our collection strengths, ensuring the collection remains contemporary through active engagement. SAM Local enables us to showcase creativity in the region, and work with artists in our region. SAM has toured exhibitions nationally with NETS Victoria, and worked with a number of touring partners to present on average one touring exhibition per year. Touring exhibitions are selected where exhibitions align with SAM's curatorial direction and engagement focus.

SAM is known for its ceramics collection, the most significant in regional Australia. Two major nationally significant acquisitive awards have supported SAM's work in this area, the Sidney Myer Fund Australian Ceramic Award and the Indigenous Ceramic Award. The donation of the Carrillo and Ziyin Gantner Collection has enabled SAM to locate Shepparton's own Indigenous people, story and culture within a broader national and First Nations context.

SAM's engagement work is core to our success. We work closely with local schools and community groups, supporting arts education in north central Victorian schools, Universities and TAFE's. SAM's programs are designed to engage, inspire, and inform audiences of all ages. Importantly, they should be fun, are often artist-led with a particular focus on life-long learning, participatory play. SAM plays an important role in offering potential career pathways in the creative space through school placements and early career opportunities.





the 'new' sam.

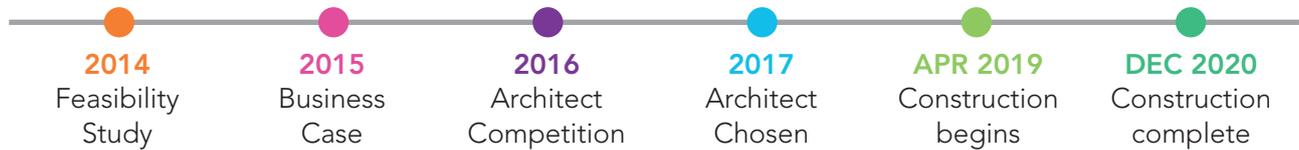
The need to address capacity constraints at the existing SAM gallery, the opportunity to access the \$2M plus collection of Aboriginal Art offered to SAM as a gift by Carrillo Gantner AC and the chance to develop a creative precinct that could help strengthen the economic and social base for Shepparton, led Council to decide to explore the development of a new site.

A feasibility study was undertaken in 2014 and business case was prepared in 2015. The business case identified that the development of a new art museum could help:

1. Lift community pride and optimism about the economic outlook for the city
2. Improve the liveability of the city
3. Improve community connectiveness and social cohesion with the Indigenous and new migrant communities
4. Increase the number of tourists to Shepparton and
5. Increase the share of tourists to Shepparton visiting museums and art galleries.

Council recognised the development as having the potential to be a pivotal investment to rebuild Shepparton City's economic performance and social cohesion. It gave in principle support for the development of a new building in 2015. An architect competition and public consultation was undertaken in 2016 with the internationally renowned architects Denton Corker Marshall appointed in 2017. Tenders for the building were issued, Kane Constructions Pty Ltd was appointed and construction commenced in 2019. The 'New' SAM building is scheduled for completion in December 2020.

Timeline



The 'New' SAM will be a five-storey, 5,300m² building. It will be home to the Museum, Greater Shepparton Visitor Centre and the Kaiela Art Gallery and Studio. It will also have an internal café and event space, with a roof top viewing deck. The surrounding precinct will include a community piazza and amphitheatre, a cultural garden, outdoor children play areas and entry into Victoria Lake Park.

The combined site will be an ideal community meeting place, providing the opportunity for the Greater Shepparton Community to connect with its Indigenous and multi-cultural heritage and interact through art, food, enjoyment and educational experiences.

Governance

To date SAM has been run by Greater Shepparton City Council. Council has been in charge of all operational aspects of the Museum, including setting the budget, employing staff and overseeing the financial performance of SAM. A Museum Director (reporting to the Council's Director of Community) has been responsible for setting the artistic and curatorial strategy for the Museum and overseeing the day to day delivery of the Museum's exhibition, education, and public programs. The Museum Director has historically worked with an Advisory Committee that oversees acquisitions into the Collection in accordance with the Museum's Collections Policy and provides support to the Museum Director.

In 2013 the SAM Foundation was established. The key role of the SAM Foundation is to source funding to assist and enhance the performance of SAM. In recent years the Foundation has played a key role in helping to secure funding for the new building.

Council has established a new legal entity, Shepparton Art Museum Ltd (SAM Ltd), that will take over responsibility for the governance and management of SAM in July 2020 in anticipation of the Museum being relocated to its new Victoria Lake Park site. SAM Ltd is a company limited by guarantee. It will operate as a not for profit organisation. It currently has a nine (9) member Board. Directors can serve for a minimum of three years to a maximum term of nine years. Two of the Directors are Greater Shepparton City Council nominated positions and one Director is from the SAM Foundation. All Board positions are unpaid, voluntary positions.

Transition

The transfer of responsibility for SAM and associated creative precinct attached to the site (excluding those areas to be leased to the Greater Shepparton Visitor Centre and Kaiela Arts) will be formalised through the execution of a series of legal agreements covering the lease of the new site, the transfer of responsibility for the care, exhibition and management of the Public Collection and transfer of components of the Collection gifted to SAM on the condition that they form part of a SAM Ltd Collection, the outsourcing of responsibility for the management of the Museum in return for a specified fee (or financial allocation) and the transfer of staff employment and other relevant commercial contracts.

The SAM Ltd Board has no authority over the development of the new SAM site or the operation of the Museum or associated creative precinct until the above agreements are signed.

Council has agreed, however, that it is important that the SAM Ltd Board be well prepared to take over the governance and management of SAM and associated building and creative precinct on transition. It has authorised the Museum Director and their Team to work with the SAM Ltd Board to develop a strategy for SAM Ltd in anticipation of the transition. This document sets out the outcomes of that work.

Ongoing Relationship with Council

Council will continue to be a key partner post-transition. The ongoing relationship between SAM Ltd and Council will be reflected in the above Custodian, Lease and Outsource Service agreements.

Under those arrangements, Council will continue to support the Museum through the provision of access to the 'New' SAM site for a peppercorn rent and an ongoing financial contribution (minimum of \$2 million per annum). SAM Ltd will be required to report to Council on its operations and performance in return for that support.²

It is expected that SAM Ltd will work to diversify and extend its funding over time through its commercial operations, government and philanthropic funding, sponsorships and bequests.

Council will play a key role in the launch of the 'New' SAM and will work collaboratively with the Artistic Director and SAM Ltd Team in relation to the curation of the creative precinct through Council's Community Division.

² As set out in the outsource Service Agreement.





This Strategy

In developing this Strategy the Museum Staff and SAM Ltd Board have been conscious that the 'New' SAM will be home both to a vibrant public museum space and a broader curated, community hub and so have developed a strategy that responds to the needs both of the **space** and the broader **place** that the SAM of the future will be.

As such the Strategy covers the:

- Care and management of the public collection
- Operation of the Art Museum and its exhibition, education and public programs
- Curation of the broader creative precinct, excluding those spaces that will be leased to the Greater Shepparton Visitor Centre and Kaiela Arts
- Operation of a physical and online retail outlet
- Commercial management or sub-leasing of café, hospitality and function spaces³
- Associated development, maintenance and management of key strategic relationships and partnerships with the Council and other creative, community, business and philanthropic partners and
- Market research, fundraising and community and audience engagement activity (including marketing and public relations) required to inform and support the above functions.

³ For the purposes of this Strategy it has been assumed that Council will be establishing commercial leases for the café and hospitality spaces with experienced commercial (or social) enterprises with the capacity to provide quality products and services that will support the positioning of the 'New' SAM as a destination experience and community hub.



our purpose (why we exist).

SAM's overarching goal or purpose is to create a community space that enriches people's lives through creative arts and cultural experiences.

our vision (what we want to achieve).

SAM will be a meeting place for the Greater Shepparton Community, providing captivating creative arts and cultural experiences that showcase and celebrate Aboriginal art and culture and engage and connect the diverse communities of Greater Shepparton with one another and the world. It will bring people to Shepparton and contribute creatively, culturally and economically to the Greater Shepparton community.

We want the new SAM to become the civic heart of Shepparton.

We want it to be a source of community hope, aspiration and pride.

To be a natural meeting place that community members come to, to have fun, engage and connect with one another. "Meet you at SAM".

To be a vibrant, inclusive and active (activated) place.

To be seen and recognised as being a reflection of Shepparton and the extended Shepparton community and area.

To be a point for connection with our Indigenous heritage and multi-cultural origins.

To be recognised within the Arts sector in Victoria, Australia and Overseas for its collections, exhibitions and programming as a leading contemporary art institution specialising in contemporary, ceramic and Indigenous art.

And to contribute creatively, culturally and economically to the Greater Shepparton Community.

our mission (how we seek to do that).

We seek to do that by using SAM's collections, exhibitions, education and public programs to engage, connect and enrich the diverse communities of Greater Shepparton, attracting artists and audiences from outside of Greater Shepparton to exhibit at and visit SAM, and touring and sharing our exhibitions and programs with other institutions and audiences across Australia and overseas.

We will use the Museum and work with Council and partners across the broader SAM precinct to:

1. Provide an inspiring, community hub for locals to frequently meet, socialise, and form as an essential part of their lifestyle
2. Put art and artist at the centre of the Museum and bring creativity into everything that we do
3. Present exemplary contemporary, international exhibitions of relevance to the Greater Shepparton Region's diverse Indigenous and multi-cultural communities
4. Provide opportunities for visitors to learn, be challenged, think about, emotionally engage with and directly make their own art
5. Provide access to SAM's Art Collections in unique and engaging ways
6. Present Indigenous art and support local Indigenous artists and community members to deliver complementary education and public programs
7. Support local artists in the development and presentation of their art and the creation of empowering experiences
8. Provide a front door to engaging experiences of nature and art in the areas surrounding the Victoria Park Lake Precinct and
9. Operate as a breakeven business, with financial support from agreed pre-set local government and SAM Foundation resources.

Guests enjoyed the Best of Friends exhibition opening in March 2019.
Photo: Serana Hunt-Hughes.





effectiveness principles that guide our work.

There are a number of principles that will be used to guide the way that SAM Ltd operates to allow it to deliver on its vision and mission.

- Creative excellence – We will always strive for creative excellence
- Connection – We will build connections with our diverse community and audience base
- Collaboration – We will work to build strong, collaborative relationships with our community, business, philanthropic and government partners
- Inclusivity – we will be inclusive and promote diversity in how we conceive, develop and deliver our work
- Reconciliation – we will recognise, respect and reflect the right of Aboriginal and First Nations Peoples to sovereignty and self-determination in the work that we do and the way that we work
- Sustainability – We will work in financially, operationally and environmentally sustainable ways.

our strategic priorities.

Four (4) key strategic pillars have been identified to best position SAM Ltd for success over the first three financial years of its operation between FY 2020/21 - FY 2022/23.

1. Creative, Cultural & Community Enrichment - Enrich the creative and cultural life of the community and support the development of the local Arts and creative sector
2. Engagement & Learning – Engage and connect the Greater Shepparton Indigenous and diverse multi-cultural community and other community groups; become a State leader in the development and delivery of quality early childhood, school-level, tertiary education and life-long learning programs; and support Art-based research
3. Economic Development – Establish SAM as an iconic visual arts attraction and help drive cultural tourism and economic activity
4. Sustainability & Growth – Build an organisation that can leverage the opportunities provided by the 'New' SAM space and place into the future.

1. Creative, Cultural & Community Enrichment - Enrich the creative and cultural life of the community and support the development of the local Arts and Creative Sector

SAM has a long track record of working collaboratively with Indigenous, non-Indigenous and overseas artists to develop and deliver exemplary contemporary visual art exhibitions and public programs.

SAM Ltd will put art and artists at the centre of the Museum. It will use the Museum Collections in unique and engaging ways to present a diverse program of contemporary exhibitions. It will run a mix of temporary and permanent exhibitions and programs and will consciously use the Collections to profile and increase recognition of Indigenous Art. It will provide opportunities for visitors to be engaged, informed, inspired and to have fun.

It will work at both a space and place level to build an inspiring, community hub for locals to frequently meet, socialise, and seek to establish the 'New' SAM as the civic heart of the Greater Shepparton Community. The New SAM will be more than an Art Museum. It will be a place to meet and share ideas; a place of pride and recognition of community and cultures; and a celebration of creative ideas and activities.

It will also support the development of the local Arts and professional craft sector through its programming and retailing activity and will establish procurement practices to profile the local Creative Sector.

What do we need to focus on?	How will we do that?	How will we know if we have succeeded?
<ul style="list-style-type: none"> Put art and artists at the centre of the Museum 	<ul style="list-style-type: none"> Engage artists through exhibitions, commissions and employment in creative programs Run an active, nationally recognised Artist in Residency program 	<ul style="list-style-type: none"> No. artists engaged No. of art works commissioned No. applications received No. artists engaged (as residents and otherwise)
<ul style="list-style-type: none"> Use the Collections in unique and engaging ways to present a diverse program of exemplary contemporary exhibitions 	<ul style="list-style-type: none"> Present temporary exhibitions p.a. of relevance to the public, and particularly the Region's diverse Aboriginal and multi-cultural communities including touring exhibitions 	<ul style="list-style-type: none"> No. exhibitions (overall, by type) Social and mainstream media coverage No. visitors (overall, by cultural background, local vs regional, interstate or international visitor, involvement in Arts Sector) Visitor and industry feedback
<ul style="list-style-type: none"> Use the Collections to profile and increase recognition of Indigenous Art 	<ul style="list-style-type: none"> Maintain Indigenous Curatorial position and develop Aboriginal Engagement Plan Maintain permanent exhibition from Indigenous Collection Present temporary exhibitions referencing Indigenous heritage, culture and Art 	<ul style="list-style-type: none"> Employment of Indigenous Curator Delivery and implementation of Aboriginal Engagement Plan (specific KPI's TBC) No. exhibitions No. visitors Indigenous Community, visitor and industry feedback
<ul style="list-style-type: none"> Collaborate with Kaiela Arts to profile Indigenous culture, Arts and artists 	<ul style="list-style-type: none"> Work with Kaiela Arts to look for opportunities to coordinate / cross-leverage programming and profile Indigenous heritage, artists and their work 	<ul style="list-style-type: none"> No. and scope of coordinated events and promotional campaigns
<ul style="list-style-type: none"> Provide opportunities for visitors to be engaged, informed, inspired and have fun through a range of public programs 	<ul style="list-style-type: none"> Develop and implement Community Engagement & Public Programming Strategy (including reference to the Children's Gallery) 	<ul style="list-style-type: none"> Delivery and implementation of Community Engagement & Public Programming Strategy (specific KPI's TBC)

What do we need to focus on?	How will we do that?	How will we know if we have succeeded?
<ul style="list-style-type: none"> • Build an inspiring, community hub for locals to frequently meet and socialise 	<ul style="list-style-type: none"> • Work with Council and other Precinct Partners to curate the Precinct and make it a vibrant, inclusive community hub • Support the presentation of a range of exhibitions in the Community Gallery 	<ul style="list-style-type: none"> • No. and scope of coordinated events • % Activation (% days programmed) of public space • Social and mainstream media coverage • Precinct visitation • Visitor feedback • Community value SAM (i.e. see it as being a place for them; an important part or civic heart of the Greater Shepparton Community; overall and by demographic and cultural group) • No. of people participating in the delivery of Community Gallery program • No. exhibitions • No. visitors • Visitor feedback
<ul style="list-style-type: none"> • Support the development of the local Arts and Craft Sector through its programming and retailing activity 	<ul style="list-style-type: none"> • Provide opportunities for local artists and craft makers to participate in the exhibition, education and public programs • Source and sell art and professional craftware produced by local artists in the SAM Ltd physical and online retail outlet and Community Gallery 	<ul style="list-style-type: none"> • No. of local artists or craft makers participating in exhibition, education and public programs • Sales of local work (\$)
<ul style="list-style-type: none"> • Use social procurement practices to profile the local creative and broader business sector 	<ul style="list-style-type: none"> • Establish and apply social procurement practices to profile the local creative sector and broader business sector 	<ul style="list-style-type: none"> • No. and % external expenditure placed with service providers based in the Greater Shepparton Region (creative and non-creative industry)

2. Engagement & Learning – Engage and connect the Greater Shepparton Indigenous and diverse multi-cultural community and other community groups; become a State leader in the development and delivery of quality early childhood, school-level, tertiary education and life-long learning programs; and support Art-based research

SAM Ltd will work to establish relationships with the different Indigenous and multi-cultural communities across Greater Shepparton and proactively involve those communities in the conception, development and delivery of its exhibition and programming activity, encourage community participation and grow visitation.

SAM Ltd will also collaborate with local schools, teachers, art education providers and the tertiary sector to develop and deliver a range of education programs. It will provide opportunities for primary and secondary school students to participate in education programs aligned to the National Curriculum. SAM Ltd will also explore options to partner with tertiary institutions in the delivery of professional Arts education and research.

SAM Ltd will also develop and deliver a Youth Ambassador Program to support youth access to career pathways and training in the Creative Sector and associated industries.

<i>What do we need to focus on?</i>	<i>How will we do that?</i>	<i>How will we know if we have succeeded?</i>
<ul style="list-style-type: none"> Establish strong, collaborative relationships with the different Indigenous and multi-cultural communities across Greater Shepparton to encourage community engagement, participation and attendance 	<ul style="list-style-type: none"> Establish an Aboriginal Advisory Group (AAG) Work collaboratively with AAG to develop Aboriginal Engagement Plan Involve AAG and broader Indigenous Community in the conception, development and delivery of its exhibition and programming activity Proactively work with Aboriginal Community to encourage community to come to the Museum and Precinct and get involved in public programs 	<ul style="list-style-type: none"> AAG established and actively involved in helping to co-conceive and implement activity in the Museum and Precinct AAG feedback (on AAG process) Level and type of Community participation Indigenous Community visitation and feedback Indigenous Community Members value SAM (i.e. see it as being a place for them; an important part or civic heart of the Greater Shepparton Community; overall and by demographic and cultural group)
	<ul style="list-style-type: none"> Establish an Exhibitions and Acquisitions Sub-Committee of the Board that includes co-opted community members that reflect the demographic and cultural diversity of the Greater Shepparton Region (EASC) to provide input and feedback on the Creative Program and Collections 	<ul style="list-style-type: none"> EASC established with clearly defined Terms of Reference (specific KPIs TBC)
<ul style="list-style-type: none"> Develop and deliver programs to engage different demographic and cultural groups across the Community 	<ul style="list-style-type: none"> Work with community groups to ensure that the broader Creative Program is inclusive, accessible and engaging to the different demographics across the Greater Shepparton Region, tailoring programs to respond to difference interests 	<ul style="list-style-type: none"> No. programs No. participants (overall, by demographic and cultural background)
<ul style="list-style-type: none"> Provide opportunities for primary and secondary school students to participate in education programs aligned to the National Curriculum 	<ul style="list-style-type: none"> Develop and implement Education Strategy 	<ul style="list-style-type: none"> Delivery and implementation of Education Strategy (specific KPI's TBC) No. schools and TAFE providers involved in education program Strength and effectiveness of key relationships No. students participating in education program (overall, by program) Teacher and participant satisfaction and feedback

<i>What do we need to focus on?</i>	<i>How will we do that?</i>	<i>How will we know if we have succeeded?</i>
<ul style="list-style-type: none"> • Explore options to partner with tertiary institutions in the delivery of education and research 	<ul style="list-style-type: none"> • Work with the University of Melbourne and La Trobe University to develop or support tertiary education programs (e.g. internships and residencies) that complement the work and objectives of the Museum 	<ul style="list-style-type: none"> • No. collaborative partners and programs • Strength and effectiveness of key relationships • Nature and scope of research supported
<ul style="list-style-type: none"> • Support youth access to career pathways and training in the Creative Sector and associated industries 	<ul style="list-style-type: none"> • Develop and deliver a Youth Ambassadors Program to provide local young people with exposure to potential career pathways and training in the Creative Sector and associated industries • Offer school level work experience placements and a tertiary level internship opportunities 	<ul style="list-style-type: none"> • No. programs • No. participants (overall, by demographic and cultural background) • Participant feedback and learning outcomes <hr/> <ul style="list-style-type: none"> • No. participants (overall, by demographic and cultural background) • Participant feedback and learning and career pathway outcomes

3. Economic Development – Establish SAM as an iconic visual arts attraction and help drive cultural tourism and economic activity

The development of the new museum space and creative precinct provides a unique opportunity to (re)position SAM as a destination experience, building greater physical and online visitation, helping to drive tourism and contributing to the local economy. SAM Ltd will work to build the awareness and profile of SAM across the Greater Shepparton Community and the Victorian, interstate and international Visual Arts Sector. It will work with Council, Arts Sector and tourism partners to promote cultural tourism.

What do we need to focus on?	How will we do that?	How will we know if we have succeeded?
<ul style="list-style-type: none"> Build awareness and profile of the 'New' SAM across the Greater Shepparton Community and the Victorian, interstate and international Visual Arts Sector and audience 	<ul style="list-style-type: none"> Work closely with Council and Precinct Partners to support the launch of the 'New' SAM 	<ul style="list-style-type: none"> Strength and effectiveness of key relationships Successful delivery of Launch Program (specific KPI's TBC) No. and scope of coordinated launch events Social and mainstream media coverage Precinct and Museum visitation for the launch Visitor feedback
	<ul style="list-style-type: none"> Develop and implement a targeted marketing and social media strategy to build awareness of SAM and promote exhibitions and events 	<ul style="list-style-type: none"> Development and implementation of Marketing & Social Media Strategy (specific KPI's TBC) Brand recognition of SAM within Greater Shepparton Community and targeted Visual Arts Sector and audience Increased no. of tourists visiting SAM Increased % of tourists to Shepparton visiting SAM⁴ Identification of SAM as a key factor in tourists' decision to visit Shepparton⁵
	<ul style="list-style-type: none"> Develop and maintain a positive relationship with Council and Precinct Partners and work with them to coordinate / cross-leverage programming and promotions Develop a strong digital offering to provide interstate and international access to the SAM Collections, help build profile and encourage visitation 	<ul style="list-style-type: none"> Strength & effectiveness of key relationships No. and scope of coordinated events and promotional campaigns Improved website analytics % of Collections being shared in digital format through website (Digital Collection) No. of unique users accessing Digital Collection
<ul style="list-style-type: none"> Work with Council, Arts Sector and other local tourism and business partners to promote cultural tourism 	<ul style="list-style-type: none"> Work with Arts Sector, business and tourism partners to develop packages to encourage visitation and overnight stays 	<ul style="list-style-type: none"> No. and scope of coordinated product offerings and promotional campaigns Take up of offerings and associated return on investment (Revenue / Investment) Increase in no. tourists to Shepparton⁶ Increase % of tourists visiting SAM staying overnight⁷
	<ul style="list-style-type: none"> Manage commercial leases and activity to reinforce SAM as a destination experience and community hub Program a 'drawcard' event in the gallery space and precinct each year to attract cultural regional, interstate and international tourism (potentially linked to Sidney Myer Fund Australian Ceramic Award and Indigenous Ceramic Award) 	<ul style="list-style-type: none"> Visitor satisfaction and feedback (perception of SAM as a destination experience and / or community hub) Successful delivery of drawcard event Precinct and Museum visitation for event No. regional, interstate and international visitors Visitor feedback

⁴ Require collaboration with Council & Greater Shepparton Visitor Centre to be able to assess.

⁵ Require collaboration with Council & Greater Shepparton Visitor Centre to be able to assess.

⁶ Require collaboration with Council & Greater Shepparton Visitor Centre to be able to assess.

⁷ Require collaboration with Council & Greater Shepparton Visitor Centre to be able to assess.

4. Sustainability & Growth – Build an organisation that can leverage the opportunities provided by the ‘New’ SAM into the future

SAM Ltd will need to work hard to ensure that the transition of SAM to SAM Ltd and the new building is effectively managed and the SAM Ltd organisation is set up for the future. In order to do that SAM Ltd will work to: build a community of government and non-government partners to help build SAM Ltd’s organisational capability and sustainability, expand and diversify its income beyond core Council funding, bed down its governance and operational processes and procedures and develop a positive, collaborative workplace culture. Ensure that SAM Ltd is a best practice institution in relation to the custodianship and exhibition of Indigenous Art and artefacts. It will Invest in digitising the Collection to help future proof the organisation. It will also establish a peer-based review panel to provide external feedback that can inform ongoing program development and ensure the quality and distinctness of its creative offering.

What do we need to focus on?	How will we do that?	How will we know if we have succeeded?
<ul style="list-style-type: none"> • Build a community of government and non-government partners to help build SAM Ltd’s organisational capability and sustainability 	<ul style="list-style-type: none"> • Establish, maintain and manage positive relationships with Council, Precinct and other key community, commercial, philanthropic and government partners 	<ul style="list-style-type: none"> • Strength and effectiveness of key relationships • Preparedness of partners to advocate for SAM
<ul style="list-style-type: none"> • Expand and diversify SAM Ltd’s income beyond core Council funding 	<ul style="list-style-type: none"> • Work with the SAM Foundation to develop and implement a Fundraising Strategy to complement Council-based funding 	<ul style="list-style-type: none"> • Delivery and implementation of Fundraising Strategy (specific KPIs TBC) • \$ raised; return on fundraising investment • Diversification of income base • No. and \$ value of bequests secured • No. Key Donors⁸ secured • No. and \$ of sponsorships
	<ul style="list-style-type: none"> • Identify and apply for relevant State and Federal Government grants to support activity 	<ul style="list-style-type: none"> • No. and \$ value of grants applied for and secured
	<ul style="list-style-type: none"> • Establish and operate physical and online retail outlets to generate commercial revenue 	<ul style="list-style-type: none"> • \$ revenue generated • Net profit contribution
<ul style="list-style-type: none"> • Bed down SAM Ltd’s governance and operational processes and procedures and develop positive, collaborative workplace culture 	<ul style="list-style-type: none"> • Establish (review) and implement appropriate Board protocols, (Sub)Committees, policies and procedures • Establish effective team management and coordination processes • Implement operational processes and procedures in line with core Operational Policies 	<ul style="list-style-type: none"> • Development and implementation of Board & Organisational Governance Framework (including delegations etc.) (specific KPIs TBC) • Organisational Health Check results • Staff feedback (Annual Staff Satisfaction Survey)
<ul style="list-style-type: none"> • Maintain a strong Friends and Membership Group 	<ul style="list-style-type: none"> • Maintain relationship with SAM Friends Association and encourage and support collaborative activities 	<ul style="list-style-type: none"> • No. Members • No. of Member-run programs • \$ contribution
<ul style="list-style-type: none"> • Ensure that SAM Ltd is a best practice institution in relation to the custodianship and exhibition of Indigenous Art and artefacts 	<ul style="list-style-type: none"> • Review policies and practices against the <i>First Peoples: Roadmap</i> prepared by AMAGA and develop and implement a strategy to align SAM Ltd activity with best practice 	<ul style="list-style-type: none"> • Review completed and Roadmap Priorities & Implementation Actions set (specific KPIs TBC)
<ul style="list-style-type: none"> • Invest in digitising the Collection to help future proof the organisation 	<ul style="list-style-type: none"> • Continue to digitise the Collections with the aim of getting them online and searchable as a community resource 	<ul style="list-style-type: none"> • % of collection that has been digitised and online

⁸ To be defined

Identified Operational Risks & Mitigation Strategies

We have used a structured risk assessment framework to identify key operational risks and have developed strategies to monitor and manage those risks.

Identified Risks	Controlled Risk Level	Planned Mitigations	Monitoring
<ul style="list-style-type: none"> Breakdown in relationship between SAM Ltd and Council; failure to establish and maintain an effective working relationship between SAM Ltd and Council at a Board and / or operational level 	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> Work to maintain an open and collaborative relationship with Council at a Board, Management and staff level Co-design process with Council's Community Division to coordinate activity in relation to the management of the building and the curation of the Precinct etc. 	<ul style="list-style-type: none"> SAM Ltd Chairperson meet regularly with Council CEO Museum Director meet / check in with key Council Partners on a regular (quarterly) basis to review working relationship and address any issues
<ul style="list-style-type: none"> Inadequate funding secured to meet contracted requirements 	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> Work to develop alternative commercial (fee for service), sponsorship, philanthropic and government funding streams 	<ul style="list-style-type: none"> Monitor progress against contractual commitments (including financial performance)
<ul style="list-style-type: none"> Lack of alignment / coordination between SAM Ltd priorities and activity and SAM Foundation 	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> Maintain strong, collaborative relationship with SAM Foundation Establish Joint Working Group made up of Foundation and SAM Ltd Board Members to support development and implementation of Fundraising Strategy, supported by Museum Director and relevant business development staff position 	<ul style="list-style-type: none"> Working Group report to SAM Foundation and SAM Ltd Boards on progress on quarterly basis
<ul style="list-style-type: none"> Breakdown or tension in relationship with SAM Friends Association 	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> Maintain strong, collaborative relationship with SAM Friends Association and continue to provide administrative and program support, attend monthly meetings and report on performance 	<ul style="list-style-type: none"> Museum Director meet / check in with President on a regular (quarterly) basis to review working relationship and address any issues
<ul style="list-style-type: none"> Industrial relations issues associated with transition from Council EBA to new Industrial Relations Award 	<ul style="list-style-type: none"> Low – Mod 	<ul style="list-style-type: none"> Develop and implement a clear communications strategy 	<ul style="list-style-type: none"> Museum Director to conduct regular team meetings and check in on and manage staff wellbeing and performance
<ul style="list-style-type: none"> Challenges in establishing new staff team and culture 	<ul style="list-style-type: none"> Low – Mod 	<ul style="list-style-type: none"> Invest time in building a new team and fostering a positive culture that supports mutual accountability and professional agency; clearly define roles and responsibilities and how team members will work together 	<ul style="list-style-type: none"> Monitor compliance with Collections policy
<ul style="list-style-type: none"> Damage to Collections during physical relocation 	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> Maintain existing policies, protocols and process for managing, storing, transporting and hanging the Collection Maintain appropriate insurance cover 	<ul style="list-style-type: none"> Review insurance cover every [two] years to ensure adequacy and appropriateness of cover
<ul style="list-style-type: none"> Breakdown in relationship with local Aboriginal Communities through the AAG and Kaiela Arts 	<ul style="list-style-type: none"> Mod 	<ul style="list-style-type: none"> Seek guidance for the local Aboriginal Community and Kaiela Arts on engagement strategy, including advisory group structure, function and composition 	<ul style="list-style-type: none"> Seek informal and formal feedback from AAG and Kaiela Arts and other Elders

Staged Key Performance Indicator & Targets

We have set ourselves targets against which to measure our performance over the next three financial years. Some of these are aspirational or 'stretch' targets; however, we believe that it is worthwhile being clear what we are striving to achieve.

Focus	Metric	KPI FY20-21	KPI FY21-22	KPI FY22-23
Activation	No. exhibitions delivered	20	25	23
	No. programs delivered	250 per year	350 per year	385 per year
Visitation	Unique website visitation	40,000	44,000	48,400
	Building attendance	80,000	95,000	106,000
	Exhibition attendance	50,000	60,000	72,000
Cultural Tourism	Non-local exhibition attendance	50%	55%	60%
Audience Satisfaction	Net Promoter Score	4/5 average score	4/5 average score	4/5 average score
Presenting Artist Satisfaction	Net Promoter Score	4/5 average score	4/5 average score	4/5 average score
Community Connection	Community Feedback Score	4/5 average score	4/5 average score	4/5 average score
Program Participation	Program attendance	4000	9000	9900
Participant Satisfaction	Net Promoter Score	4/5 average score	4/5 average score	4/5 average score
Care of Collection	Value of contributions (cash and in kind) to support SAM's Collections	Bequests No measure Cash Donations \$50,000	Bequests No measure Cash Donations \$50,000	Bequests No measure Cash Donations \$50,000
Financial Sustainability	Financial performance against budget	\$20,000 net profit per year	\$20,000 net profit per year	\$20,000 net profit per year
	Funding secured to support operations in addition to core Council contribution	\$400,000	\$450,000	\$480,000
	Liquidity of SAM Ltd - Current Ratio	Ratio Min - 1.2 : 1.0 Ideal - 1.5 : 1.0	Ratio Min - 1.2 : 1.0 Ideal - 1.5 : 1.0	Ratio Min - 1.2 : 1.0 Ideal - 1.5 : 1.0
	Value of in kind support to SAM	Volunteer Hrs \$160,000	Volunteer Hrs \$340,000	Volunteer Hrs \$340,000
Operational Performance	Unplanned staff turnover	Turnover rate: 15% annum	Turnover rate: 15% annum	Turnover rate: 15% annum
	Staff welfare and safety at work	LTIFR: 0%	LTIFR: 0%	LTIFR: 0%



appendix 1 - risk framework.

Best practice in risk identification requires the identification and categorisation of key risks based on their likelihood of occurrence and the anticipated negative consequence if they occur. Risk management responses should then be defined based on the agreed risk appetite of the organisation.

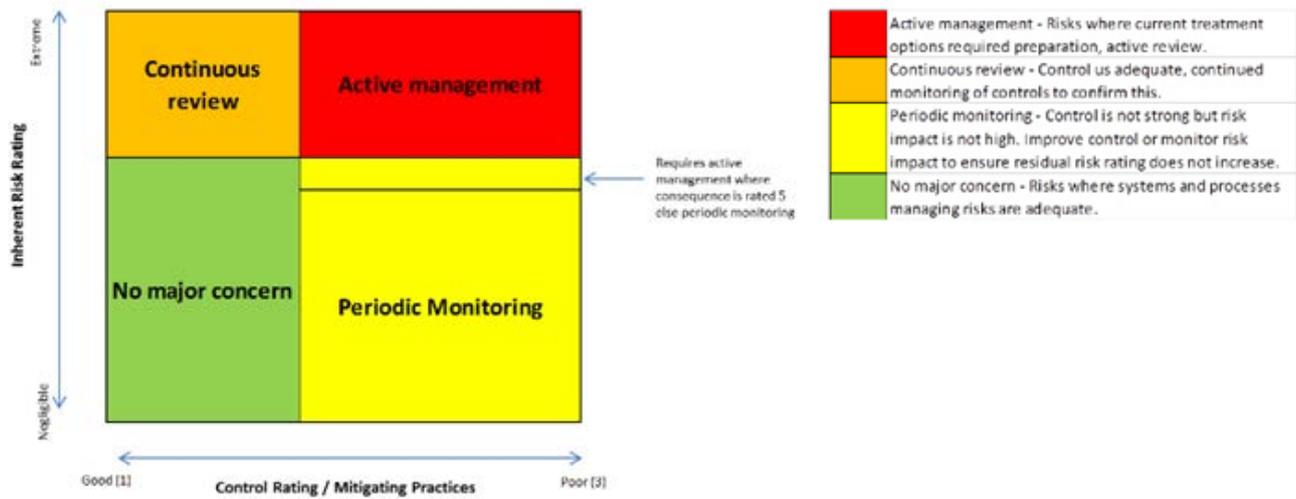
Risk Assessment Framework:

			Consequence					
			People	Financial / governance	Reputation	Business Process & Systems		
			Temporary loss of key staff	Minor impact on staff capability	Up to 5% impact on targets or <\$10k Minor failure to comply with guidelines	Up to 10% impact on targets or <\$100k Major failure to comply with guidelines	Up to 20% impact on targets or <\$1m Breach of Commonwealth law and regulations	Protracted unavailability of critical skills/people
			Adverse comments in Arts press	Adverse article in national press. Question by Minister	Adverse comments in Arts press	Adverse article in national press. Question by Minister	Intense public, political and media scrutiny	Parliamentary Inquiry or sustained adverse national media
			Minimal impact on non-core business operations. The impact can be dealt with by routine operations	Some impact on business areas in terms of delays, systems quality but able to be dealt with at operational level	Minimal impact on non-core business operations. The impact can be dealt with by routine operations	Some impact on business areas in terms of delays, systems quality but able to be dealt with at operational level	Breakdown of key activities lead to reduction in business performance, eg service/cost delays, client dissatisfaction, breaches	Critical business failure, preventing core activities from being performed
			1. Negligible	2. Minor	3. Moderate	4. Major	5. Extreme	
Likelihood	5	Almost Certain	Has occurred, in the past or circumstances could cause it to occur again	Moderate	High	High	Extreme	Extreme
	4	Likely	Has occurred in the last few years or circumstances could cause it to occur again in the next few years	Low	Moderate	High	High	Extreme
	3	Possible	Has occurred at least once in the history of the agency	Low	Moderate	Moderate	High	High
	2	Unlikely	Has never occurred but has occurred in other agencies with similar risk profile	Negligible	Low	Moderate	Moderate	High
	1	Rare	Is possible, but has not occurred to date	Negligible	Negligible	Low	Low	Moderate
Control Effectiveness Rating		Good (1) Current controls will identify risk occurrence or prevent it, enabling effective management		Fair (2) Current controls have a reasonable chance of preventing or detecting risk occurrence to enable effective management		Poor (3) Minimal chance of current control framework preventing or detecting risk occurrence to enable effective management		



Required Response (based on Risk Appetite):

Response required based on prevailing risk given inherent risk and likely effectiveness of mitigations / controls.







Drawing Wall #35 by Alex Pittendrigh, 2019. Photo: Christian Capurro.

SAM holiday program 2019.
Photo: Amina Barolli

sam.

Shepparton Art Museum

70 Welsford Street, Shepparton VIC 3630

p + 61 5832 9861

e art.museum@shepparton.vic.gov.au

w sheppartonartmuseum.com.au

   @SAM_Shepparton #SAM_Shepparton

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SAM is proudly provided by Greater Shepparton City Council and receives operational funding from Creative Victoria, the State Government funding body for the arts.

