

AMaGA Victoria

Enabling a dynamic Victorian museum and
gallery sector embedded in community



2021-25

STRATEGIC PLAN

WWW.AMAGAVIC.ORG.AU

Contents

Acknowledgment of Country	2
Executive summary	3
Our charter and vision	4
Our purpose	5
We believe statement	6
Our values defined	7
Our goals defined	8
Connect	9
Enable	10 - 11
Advocate	12 - 13
Future focus	14
Appendices	
A: Project descriptions	15 - 16
B: Image credits	17



Acknowledgement of Country

AMaGA Victoria acknowledges the Wurundjeri people of the Kulin Nation, on whose land we proudly work. On behalf of our regional and remote team, we would also like to acknowledge the Traditional Owners of the various lands on which they live and work. We pay our respect to Elders past and present, and recognise their abiding connection to this land, its waterways and community.

We extend our respect to all First Peoples living and working on this land now called Victoria. We acknowledge that sovereignty has never been ceded. It always was and always will be Aboriginal land.

AMaGA Victoria is committed to *First Peoples: A roadmap for enhancing Indigenous engagement in museums and galleries* and bringing change to First Peoples communities and our sector.

Executive summary

Established in 1993, Australian Museums and Galleries Association (AMaGA) Victoria – formerly Museums Australia (Victoria) – has actively served as the peak body for Victorian museums for nearly three decades. Our organisation is central to the creative industries ecology, supporting over 1000 institutions across the state. We acknowledge and celebrate the diversity of the sector we serve, comprising of museums, galleries, science and cultural centres, Indigenous keeping places, historical societies and houses, and botanic gardens, zoos and aquaria.

At our core, we enable the development of quality museums and galleries by sharing knowledge, brokering expertise, and strengthening networks. These activities provide pathways to evidence-based programming and services that strategically build on the needs of an ever-changing sector.

Through our work, we aid in the long-term preservation of and access to Victoria's rich cultural heritage. We advocate for best practice in collections care, experience development, storytelling and space activation. With the generous support of Creative Victoria, we work with sector members through key initiatives like the Museum Accreditation Program and Victorian Collections to build their capacities for safe-guarding collections, creating successful public outcomes and engendering positive community impacts.

Museums are a reflection of the world around us – engaging the issues of current social, cultural, and political climates. As such, we endeavour to actively and effectively respond to the challenges and opportunities of our time. It is through a purposeful and responsive strategic framework that AMaGA Victoria can continue to foster a more agile, adaptable and sustainable sector.



Our charter

AMaGA Victoria promotes collecting organisations to all levels of government and the community, and fosters high standards in all aspects of museum and gallery management through research, policy formulation, publications, and training.

AMaGA Victoria offers opportunities for advancement for paid staff, volunteers, contractors, and others interested in museums.

Our vision

**| A dynamic
Victorian
museum
and gallery
sector
embedded in
community |**

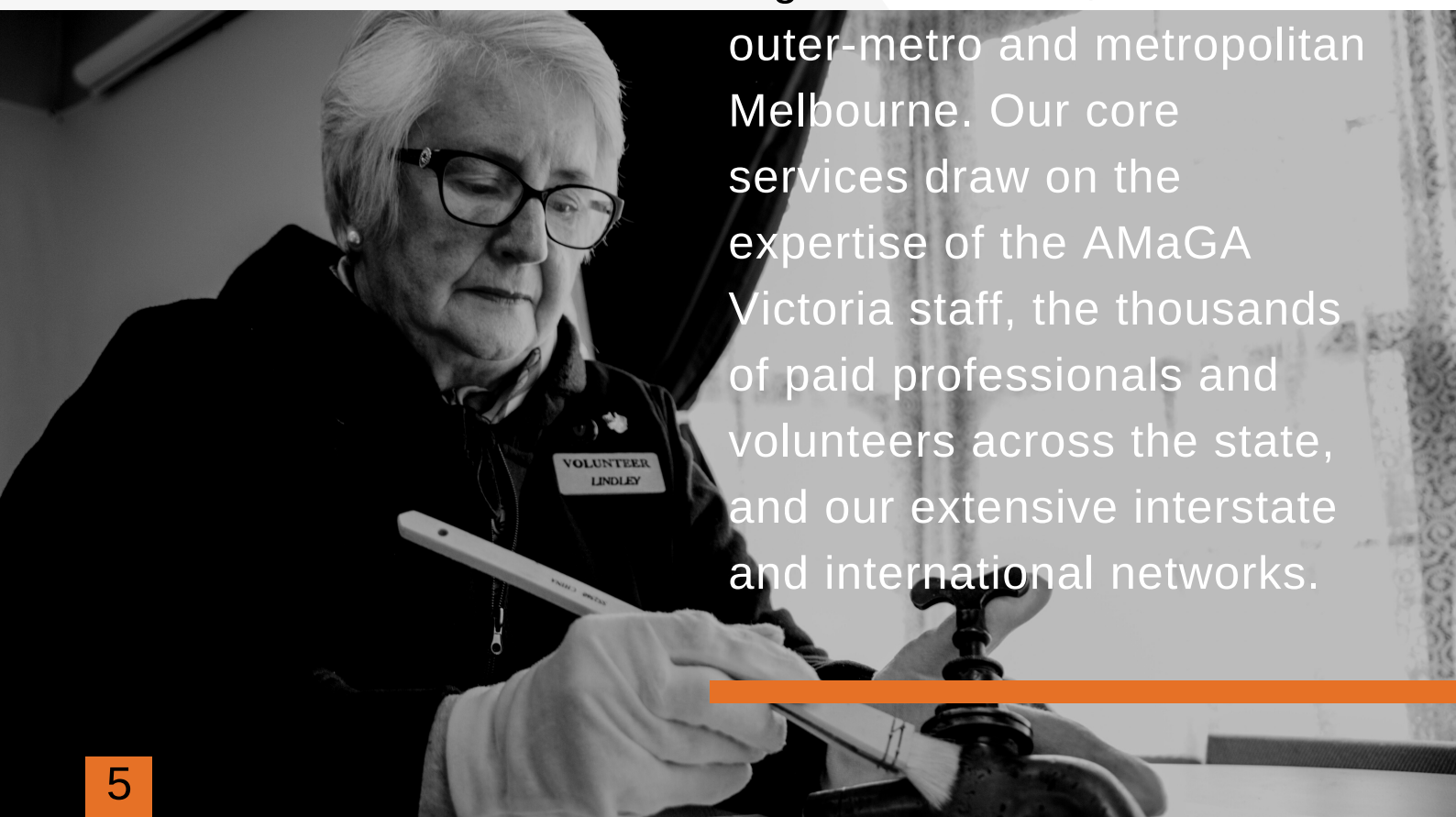
As the peak body for the Victorian museum and gallery industry, AMaGA Victoria aims to facilitate the exchange of information and ideas in ways which affirm the value of museums, stimulate debate about principles and standards, and inform and inspire staff, volunteers and supporters.

Our purpose

***| To enable
and inspire
change in our
sector and how
people see and
understand
the world |***

AMaGA Victoria's programs and services directly serve the needs of more than 1000 museums, galleries and community collecting organisations. We provide essential support to ensure they continue to develop fantastic visitor experiences and protect the 44 million cultural treasures under their custodianship.

Our work spans both large and small institutions across regional Victoria, as well as outer-metro and metropolitan Melbourne. Our core services draw on the expertise of the AMaGA Victoria staff, the thousands of paid professionals and volunteers across the state, and our extensive interstate and international networks.



We believe...

Museums and galleries help people **understand** the world by using objects and ideas to interpret the past and present and explore the future. They **preserve** and research collections and make objects and information **accessible** in physical and digital environments. They are established in the public interest as permanent not-for-profit organisations that engage with and contribute **long-term value** to their communities.

“ The mission of museums has been significantly enriched in recent years. Care, preservation and display of heritage will always be their core function.

However, today museums are increasingly recognising their role as agents of social and economic change.

They generate knowledge for and about society, are a place for social interaction and dialogue, and a source of creativity and innovation for the local economy. ”

The OECD-ICOM Guide for Local Governments, Communities and Museums, 2019





Our values

LEADERSHIP

- **Innovation** – we see new ideas and ways of doing things as opportunities
- **Excellence** – we deliver quality service in a professional and ethical manner
- **Integrity** – we hold ourselves to account for everything that we do
- **Courage** – we commit to facilitating challenging conversations
- **Trust** – we respect and build mutual trust

RELATIONSHIPS

- **Collaboration** – we value working with others
- **Engagement** – we understand and meet the changing needs of our sector through consultation and stakeholder engagement
- **Empower** – we work with museums and galleries in support of their development

INCLUSION

- **Care** – we see people and communities as central to our work
- **Diversity** – we acknowledge all differences and encourage accessibility
- **Equity** – we create an open and safe environment



Our goals

01 - **CONNECT** | bringing people together

We are a conduit, connecting the sector to itself, Victorians and the world.

02 - **ENABLE** | sharing knowledge and expertise

We grow capability across the sector.

03 - **ADVOCATE** | telling our stories

We give a voice to the sector, celebrating its strengths and contributions.

04 - **FUTURE FOCUS** | looking to the horizon

We support the sector in responding to the key challenges and opportunities of our time.

01 Connect

We bring people together by:

- Delivering and promoting face-to-face and digital opportunities to encourage sector networking, discussion, and knowledge-sharing
- Regularly communicating with members and the wider sector
- Providing expert guidance through sharing resources, knowledge and networks
- Outwardly promoting the activities and initiatives of the Victoria cultural sector

Our priorities:

- Maintain and build a community of practice and engagement for the sector
- Increase regional access to Victoria's cultural experiences
- Develop pathways for emerging professionals and foster relationships with future members
- Build meaningful relationships with Victorian First Peoples communities
- Grow organisational capacity to rapidly respond to sector needs during times of uncertainty or emergency

STRATEGIC INITIATIVES	SUCCESS INDICATORS
Support AMaGA National Office in implementing membership growth initiatives	Increase in Victorian membership base
Increase regional capacity and visitation through strategic projects by facilitating regional access grant initiatives (RCAP and CHART)	Successful distribution of funds to regional collecting organisations, creating more equitable access to cultural experiences
Develop initiatives that support early career opportunities by leveraging partnerships with key stakeholders	Increase in membership and engagement for emerging professionals
Develop First Peoples focused and led initiatives by engaging in open-dialogue with appropriate community members	Successful cultivation of relationships and improved trust and engagement with First Peoples communities
Provide first point of contact for information and support by increasing our capacity in regional Victoria	On-going regional support for emergent situations with improved response times and resource distribution

02 Enable

We share knowledge and expertise by:

- Providing accessible, relevant and affordable professional development and practical training that educates, stimulates and challenges
- Collaborating with users and stakeholders to design programs and services
- Supporting industry standards and peer recognition
- Developing an understanding of ethics responsive to contemporary practice

Our priorities:

- Create a professional development calendar to provide structured and strategic up-skilling and defined learning outcomes
- Ensure professional development opportunities are accessible to all museum workers regardless of ability, economic situation or geographic location
- Adopt a consultative co-designed and/or First Peoples led process when researching and implementing programs, professional development and training involving First Peoples
- Develop partnerships to strategically leverage our existing capacity within targeted communities
- Provide best practice advice and guidance through targeted professional development and accredited programs
- Encourage and enable respectful, ethical and inclusive behaviour from presenters, facilitators, staff and attendees

STRATEGIC INITIATIVES

Develop and deliver focused content that is current and at the forefront of the sector
(**Forum**)

Provide collection management, digitisation tools and capacity-building opportunities (**VC** and **RDP**)

Produce accessible, engaging and affordable online programs, utilising digital tools to enhance networking and interaction

SUCCESS INDICATORS

Increased number of programs aimed specifically at professional learning and capabilities

Attendees report increased enrichment of relevant knowledge and skills

Increased number of online or hybrid professional learning opportunities
Increased requests for training on demand

02 Enable...

STRATEGIC INITIATIVES	SUCCESS INDICATORS
<p>Develop and deliver training events and program content that supports our sector to implement the principles of the <i>Roadmap (MAP)</i></p> <p>Develop functionality for VC that encourages moral, legal and ethical protocols are followed when managing and accessing First Peoples content</p>	<p>More First Peoples engaged in the development, delivery and attendance of programs and services</p> <p>Protocols and training developed and implemented across the sector</p>
<p>Strategically respond to circumstances, challenges or funding opportunities that arise through initiatives involving key stakeholders, audiences or members</p>	<p>Targeted projects for specific audiences are developed as needed</p>
<p>Complete the MAP Review and implement its recommendations</p>	<p>MAP successfully relaunched with a sustainable approach, responsive to sector opportunities and challenges</p>
<p>Develop a Code of Conduct for attendees of our programs and events</p>	<p>Participants have an enhanced understanding of respectful and ethical conduct, and cultural protocols</p>

03 Advocate

We tell our stories by:

- Celebrating and building the role of museums and galleries as drivers of social, cultural, educational and economic growth
- Providing platforms and opportunities to celebrate and acknowledge the achievements and contributions of our sector
- Communicating sector needs, concerns and goals to key stakeholders, giving a voice to our membership

Our priorities:

- Champion the achievements and diversity of our membership and broader sector
- Amplify First Peoples voices in a meaningful and purposeful way
- Foster an environment where cultural safety and competency informs our work
- Provide platforms for members to share their collections and stories
- Influence government initiatives by communicating social impacts and needs of our sector
- Provide a voice for our membership to help shape the direction of sector policies, programs and initiatives

STRATEGIC INITIATIVES

Ensure sector changes and challenges are reflected by conducting regular review of **Awards** categories

Complement significant events of our diverse communities by developing relevant programming

Commission Victorian Collections Stories told from a First Peoples perspective and featuring their collections

Consult with First Peoples to inform our development of a Cultural Competency and Safety Framework

SUCCESS INDICATORS

Broader participation and increased audiences for our annual **Awards**

Increased First Peoples content on Victorian Collections

Cultural Competency and Safety Framework has informed our programs and planning

03 Advocate...

STRATEGIC INITIATIVES

Improve the functionality, adaptability and user experience of the Victorian Collections Stories platform

Develop a strategic approach to data collection by demonstrating sector needs, concerns and goals

Strategically contribute to a broad range of sector Boards and working groups (**National Standards Taskforce**)

Respond to governments and industry partners on behalf and in support of our members

SUCCESS INDICATORS

Increased number of Victorian Collections Stories published

Advocacy is evidence-based, leading to sustainable funding, partnerships and support

AMaGA Victoria is recognised as a focused and forward-thinking voice actively sought for advice

Initiatives are held in high regard by key stakeholders, government bodies and our membership

04 Future focus

We look to the horizon by:

- Promoting innovation, creativity, diversity and inclusion
- Providing thoughtful sector leadership in a rapidly changing world
- Building sustainability and resilience for ourselves and across the sector
- Encouraging and engaging in difficult conversations
- Delivering programming that is relevant to the emerging needs of the sector

Our priorities:

- Increase capacity for digital literacy across the sector
- Improve sustainable practices across our internal workflows
- Expand regional services and increase access to distributed collections
- Build responsiveness and adaptability into our programs
- Gain a comprehensive understanding of Victorian collecting organisations through research and activities to better serve their needs

STRATEGIC INITIATIVES	SUCCESS INDICATORS
Cultivate strategic partnerships in the development and delivery of digital literacy content across the state	Reported increase in levels of digital literacy and engagement, especially in small to medium organisations
Implement paperless work practices, preference sustainable vendors/products and conduct sustainability audits Promote sustainable ethos within training and sector events	Sustainable ethos and green museum practices are increasingly adapted by our staff members as well as by the membership we serve
Develop a centralised regional services hub to improve service levels and efficiencies	Increased regional-based services and programming, and stakeholder engagement
Consider risk mitigation and scenario planning to ensure program adaptability	Reduction in programming disruptions and cancellations due to external circumstances
Create map demonstrating distribution of membership organisations, program participants, and potential stakeholders	More data driven and evidence-based decision making and programming

Appendix A

Program descriptions

Awards |

The annual Victorian Museums and Galleries Awards recognise outstanding achievements and service in the museum, gallery, and collecting sector. This prestigious event celebrates organisations and individuals whose passion and work build a strong Victorian museum and gallery industry.

CHART |

The Culture, Heritage and Arts Regional Tourism program is funded by the Federal Government and facilitated in partnership by AMaGA and the Federation of Australian Historical Societies (FAHS). Through this program, \$3 million in grant funding has been made available to assist community arts, heritage and cultural organisations in regional Australia as they recover from the impacts of COVID-19. This program will conclude in mid-2022.

Forum |

The Victorian Museums and Galleries Forum is an annual event dedicated to discussing current topics in the museum and gallery sector.

MAP |

The Museum Accreditation Program is a peer review program supporting Victorian museums, galleries, historical societies, heritage sites, and archives to ethically preserve and manage collections and enrich community experiences. MAP guides ongoing development through the application of the *National Standards for Australian Museums and Galleries*, contributing to a skilled and sustainable sector.

National Standards Taskforce |

The Taskforce is a collaborative working group established to continually review the *National Standards for Australian Museums and Galleries* so that it remains relevant to the needs of Australian museums and galleries.

RCAP |

The Regional Collections Access Program is funded by the Victorian Government and delivered in partnership by AMaGA Victoria, Public Galleries Association of Victoria (PGAV) and Regional Arts Victoria (RAV). In order to support more exhibitions and partnerships across the state, RCAP has been designed to provide new funding opportunities to regional galleries and museums. Funding gained through the Program may be used to develop or improve their organisation's facilities, making them better equipped for hosting high-profile loans as well as to care for their own significant collections. This program will conclude in 2022.

RDP |

The Regional Digitisation Project is a digitisation initiative delivered as a part of Victorian Collections and made possible by the support of Creative Victoria. The Project is designed to provide regional organisations with facilitated on-site training and digitisation assistance.

Roadmap |

The Australian Museums and Galleries Association *First Peoples: A Roadmap for Enhancing Indigenous Engagement in Museums and Galleries* is a 10-Year plan committed to improving Indigenous engagement and employment. The Roadmap was developed for the museums and galleries sector, in consultation with the sector. It should be read in conjunction with the Project Report, *First Peoples and Australian Museums and Galleries*. The Audit report should also be referenced.

VC |

Victorian Collections is funded by Creative Victoria and supported by our technology partner, Museums Victoria. Victorian Collections is a free, web-based collection management and publishing system that is also complemented by a curated stories platform and on-going training and support program. The collections management system is a complete and industry-standard cataloguing tool for cultural organisations of all shapes and sizes. Hundreds of organisations have contributed to its growing database of objects and stories, creating a central portal to Victoria's rich cultural heritage and diverse histories.

Appendix B

Image credits

Cover image |

Photographed by Joel Checkley, *AMaGA (Museums Australia) National Conference*, 2018

Page 1 |

Photographed by Joel Checkley, *Mariko Inagaki in collection store at Australian Sports Museum and Melbourne Cricket Club*, 2021

Page 4 |

Photographed by Joel Checkley, *Ari Hunter, Cameron Auty and Frances Paterson*, 2016

Page 5 |

Photographed by Joel Checkley, *Lindley Renwick working with object at Flagstaff Hill Maritime Museum and Village*, 2019

Page 6 |

Photographed by Joel Checkley, *Ashleigh Giffney at Burke Museum*, 2021

Page 7 |

Photographed by Joel Checkley, *Karen Mundine of Reconciliation Victoria presenting at National Conference*, 2018

Page 8 |

Photographed by Joel Checkley, *Ash Robertson and Peter Fogarty at Ringwood RSL*, 2018

Back cover image |

Photographed by Simon Fox, *Victorian Museums Awards*, 2019

AMaGA Victoria exists to create
and further an environment in
which Victorian museums and
galleries flourish and develop.

This work wouldn't be possible
without the generous support of
our core funder, Creative
Victoria, and our program
partners and sponsors.



**MUSEUMS
VICTORIA**



Contact us

PO Box 385
Carlton South
VIC 3053

Office: (03) 8341 7344
Regional Freecall: 1800 680 082

info@amagavic.org.au
www.amagavic.org.au

AMaGA Victoria