

HOTA Gallery Exhibitions Policy

Accountabilities	
Approving Authority	Experience Gold Coast Board of Directors
Policy Owner	Gallery & Visual Arts Director
Policy Advisor	Exhibitions and Collections Manager, Curatorial and Engagement Manager
Version and Date	v 1.0 (15 April 2024)
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1. SUMMARY

- 1.1. HOTA Gallery is a meeting place that facilitates and shares new ideas and experiences in visual art both indoors and outdoors; that draws its strength from integrated arts programming, and collaborations with artists, creatives and institutional partners on a local to global scale.

HOTA Gallery will provide a unique opportunity to generate audiences and feed the precinct through our mandate to be always on. Our role within HOTA will be to build the appetite for ideas, learning and art. HOTA Gallery will continue to diversify, grow and engage our audience so that they can expect to “drop in” and experience exciting and inspiring exhibitions, programs and events.

Further, the exhibition program is developed with due regard to the Vision, and Mission, and Values of HOTA’s Strategic Plan. In line with the Human Rights Act 2019, HOTA acknowledges the importance of respecting, protecting, and promoting human rights. When making a decision under this policy, the decision-makers must comply with that obligation.

2. PURPOSE

- 2.1. This policy provides the rationale for the development of the HOTA Gallery exhibitions program. It also provides guidance on HOTA Gallery’s different exhibition models and considerations, overviews the decision-making process for the approval of the exhibition program, and outlines key governance controls.

3. SCOPE

- 3.1. This policy applies to all exhibitions presented at HOTA Gallery. It also applies to HOTA Gallery Touring exhibitions to regional Queensland, interstate, or international venues.

4. POLICY STATEMENT

4.1. Exhibition Planning

In researching and developing an exhibition project and concept, there is a comprehensive list of phases, strategic elements and considerations Management explore in undertaking due diligence before an exhibition is presented with a business case for EGC Board approval. An overview of these strategic elements is listed below. These are investigated and considered in addition to alignment of the exhibition with the HOTA Strategic Plan.

Strategic elements and considerations in the exhibition research phase include:

- 4.1.1. Attendance targets and forecasts supported by benchmarking comparable exhibitions
- 4.1.2. Audience segments strategy and key target markets
- 4.1.3. Five-year forward pipeline of exhibitions
- 4.1.4. Financial modelling of both exhibitions alone and against other exhibition commitments in FYs before and after
- 4.1.5. Operational considerations
- 4.1.6. Key strategic and operational risks
- 4.1.7. Labour and resourcing considerations
- 4.1.8. Gallery Shop alignment: merchandise and ranges
- 4.1.9. Artwork loan requests
- 4.1.10. Courier, transport and customs requirements and processes
- 4.1.11. Exhibition design and engineering requirements
- 4.1.12. Use of relevant consultant expertise
- 4.1.13. Marketing campaign strategy with sufficient lead times
- 4.1.14. Media strategy
- 4.1.15. Ticketing strategy
- 4.1.16. Food and beverage
- 4.1.17. Integration with precinct program
- 4.1.18. Corporate partnership, sponsorship and philanthropy opportunities and prospects
- 4.1.19. Stakeholder engagement, including articulating Gold Coast City's return on investment
- 4.1.20. Education, Children's Gallery, workshops and programs
- 4.1.21. Strong exhibition entrance presence in HOTA Gallery
- 4.1.22. Wayfinding signage

The purpose of this framework is to set out the three categories of HOTA Gallery exhibitions and their approval requirement. See table over page.

Exhibition Category	Exhibition Example	Budget	Frequency per FY	Board Requirement
<p>Category A:</p> <ul style="list-style-type: none"> - International headline exhibition - Major Sponsor(s) - International / National media interest - Ticketed - 600-800+ daily visitation - Multi-year budget and payment schedule - Significant investment - Gallery One 1000sqm 	<ul style="list-style-type: none"> - <i>Pop Masters: Art from the Mugar Collection, New York</i> - <i>In Search of the Author</i> - <i>Douglas Kirkland (title tbc)</i> 	<ul style="list-style-type: none"> - \$2,000,000 - \$3,600,000 per exhibition investment over the course of 2- 3 financial years - Strong revenue /sponsorship opportunities to offset investment 	1 per financial year	<p>Approval</p> <ul style="list-style-type: none"> - Report - Business case - DoA to CEO once approved
<p>Category B:</p> <ul style="list-style-type: none"> - Australian headline exhibition - National / State media interest - Sponsorship opportunities - Possibly ticketed - 300-800+ daily visitation - Multi-year budget - Medium investment - Gallery One 500-1000sqm 	<ul style="list-style-type: none"> - <i>Lyrical Landscapes: The Art of William Robinson</i> - <i>Archie 100: A Century of the Archibald Prize</i> 	<ul style="list-style-type: none"> - \$350,000 - \$1,999,999 per exhibition investment over the course of 1-3 financial years 	2-3 per financial year	<p>Approval</p> <ul style="list-style-type: none"> - Report including detailed budget - DoA to Head of Arts and Culture
<p>Category C:</p> <ul style="list-style-type: none"> - National / State exclusive - State / Local media interest. Limited marketing spends - Annual exhibitions / awards - Smaller scale 300-500sqm - Free: part of the visitor journey 	<ul style="list-style-type: none"> - <i>Children's Gallery exhibitions</i> - Josephine Ulrick and Win Schubert Photography Award - Collection Gallery changeovers - Schools exhibition - Curated exhibitions generated from the collection 	<ul style="list-style-type: none"> - \$20,000 - \$349,999 per exhibition investment over the course of 1-2 financial years 	3 per financial year Collection rehang every 18 months	<p>Noting and classified as a Board approved program under delegation to CEO</p>

4.2. Principles

The following principles underpin HOTA Gallery's approach to its exhibition program and take into account legal and ethical standards and considerations.

4.2.1. Gallery Vision, Mission and Values

The exhibition program is informed by the Vision, Purpose, Principals, Mission and Values of HOTA's Strategic Plan. It presents a broad range of art and design, both contemporary and historical, with a particular focus on contemporary art from the region.

4.2.2. Scope

The exhibition program consists of a diverse range of exhibitions that includes Australian and international contemporary and historical content. The exhibition program will have a focus on Queensland, Indigenous Australian and Australian content across a wide range of media.

4.2.3. Collection focus

Where applicable, exhibitions should complement, highlight, contextualise or enable greater access to work from HOTA Gallery's Collection or provide opportunities for Collection development, in accordance with the Collection Management Plan.

4.2.4. Inclusion

HOTA Gallery's exhibition program strives to be diverse and accessible to a wide range of audiences. It is a balanced program of both ticketed and non-ticketed exhibitions. Audience engagement is enhanced through innovative interpretation, display methods, public engagement and learning programs for visitors of all ages.

4.2.5. First Nations engagement and consultation

HOTA Gallery is committed to a consultative curatorial and exhibition management process when developing exhibitions of works of art by Aboriginal peoples, Torres Strait Islander peoples.

4.2.6. Resources

The exhibition program is planned and implemented in a sustainable and responsible manner with regard for:

4.2.6.1. Sustainability

The responsible use of human, material, and financial resources

4.2.6.2. Strategy

HOTA Gallery's existing and future priorities and commitments the strategic management of risks sound financial management practices during exhibition development, planning and delivery the integration of environmental sustainability practices, as outlined in HOTA Gallery's Sustainability Strategy.

4.2.6.3. Artistic expression

We respect the right of artists to creatively communicate diverse views about the past, present and future. In presenting a complex diversity of visions, belief systems and personal world views, HOTA Gallery has in place systems to support the management of sensitive content.

4.2.6.4. Partners

The exhibition program supports the development, expansion and strengthening of important collaborations with key national and international galleries, and partner and touring organisations.

4.2.6.5. Access

The integration of best practices for access, as outlined in HOTA Gallery's Access and Inclusion Action Plan (in development 2024/25).

4.3. **Forward Exhibition Program**

HOTA Gallery usually works towards a confirmed three-year forward exhibition program for Gallery 1 and Children's Gallery exhibitions to facilitate planning, enable fundraising opportunities to be developed, and loans to be negotiated. Tower Galleries work on a 1-2 year forward exhibition program.

4.4. **Exhibition Models**

HOTA Gallery's exhibition program supports a range of exhibition models including, but not limited to, the following:

- Significant new major or blockbuster exhibitions with wide appeal that develop audiences, build on HOTA Gallery's national and international profile, and support Gold Coast and Queensland as a cultural tourism destination.
- Exhibitions developed by HOTA Gallery that may feature works borrowed from institutional lenders or private collections, in accordance with HOTA Gallery's *Inward Loans Policy*.
- Commissioned solo or group exhibitions.
- Collection focussed exhibitions.
- Exhibitions developed in collaboration with partner organisations.
- Learning and Public Engagement projects, including Children's Gallery projects. These may be developed in collaboration with artists, stand alone or align with major exhibitions, and form an important part of the overall exhibition experience.
- Inbound touring exhibitions from interstate or international galleries or partner organisations.

4.5. **Funding and Revenue Considerations**

As inclusion and access are key principles of HOTA's Strategic Plan, HOTA Gallery offers a balanced program of ticketed and non-ticketed exhibitions and programs. Core funding from the City of Gold Coast supports free public access to HOTA Precinct, HOTA Gallery and the Collection.

Ticketed admission supports presentation of most Gallery 1 exhibitions (unless free), and afterhours programs that engage diverse audiences. Ticket prices are

benchmarked against other similar offerings in the region, cultural institutions, and formative market research. Concessions are available, including for children, youth, students, seniors, and pensioners. Where applicable, in addition to paid entry, the high costs of ticketed exhibitions and programs are offset through grants and sponsorship (cash and in-kind) from state and federal government and non-government/corporate sponsors and private donors.

4.6. Exhibition Proposals and Approval Process

4.6.1. Exhibition proposals

The exhibition program is informed by the Vision, Purpose, Principals, Mission and Values of Exhibition proposals may be accepted from internal and external sources, however, HOTA Gallery is rarely able to support unsolicited exhibition proposals, as the majority of exhibitions presented are developed in-house by HOTA Gallery's curatorial team or in collaboration with partner institutions. A limited number of projects are developed externally, often by invitation, with other arts organisations, partner institutions, curators, or artists.

4.6.2. Exhibition approvals

Preliminary exhibition proposals for Category A exhibitions are submitted or developed by Director, Gallery & Visual Arts and the Curatorial and Engagement Manager, and then scheduled for presentation and review of the concept by Experience Gold Coast Board (EGC Board). The preliminary proposal should outline the curatorial rationale for the exhibition and provide indicative information about its scope, budget, timing and scale, including if possible, any works of art containing sensitive content. Preliminary proposals are considered on their merit, using the principles and terms of this policy. Exhibition proposal approvals are subject to financial expenditure delegations as per the HOTA *Delegations of Authority Policy* and the findings of due diligence research in accordance with the *Provenance and Due Diligence Research Procedures* and PCOL scheme requirements.

4.6.2.1. PCOL requirements

As per the *Incoming Loans Policy* and *Provenance and Due Diligence Research Policy* and Procedures, the Curatorial department must undertake the Due Diligence and Approval Process for any proposed incoming loan. Proposed loans are presented for risk assessment review using Stage 1 Checklist, and if further investigation is found to be required, research progresses through Stages 2 and 3 Checklists. If a loan is approved by the Gallery Director or their delegate to progress on the basis of risk assessment, the loan will proceed in accordance with the *Incoming Loans Policy* and procedures. If not approved by the Gallery Director or their delegate to progress on the basis of due diligence findings, the loan will not proceed.

4.6.3. Exhibition stakeholders

Where a major or blockbuster exhibition is included in the exhibition program, attendance is the key consideration for programming the exhibition. External stakeholders are consulted as needed at an early stage of the review process. Once the preliminary exhibition proposal is approved, a more extensive exhibition scoping

document is developed in accordance with internal procedures. This scoping document, which includes budget impacts, is presented for further consideration and in-principle approval by the Gallery Director and Head of Arts and Culture. At this time the exhibition is included in the forward exhibition program.

4.7. Exhibition Project Management Meetings

Once an exhibition has been approved and scheduled, its delivery is managed by the Exhibitions and Collections Manager and Exhibitions Project Manager, by conducting regular exhibition project and logistics meetings. These meetings are the primary vehicle for information sharing and coordinating the many supporting activities and deliverables relating to the delivery of an exhibition, including the management of works of art containing sensitive content.

4.8. Exhibition Budgets and Reporting

All exhibition proposals will be carefully evaluated for financial feasibility prior to commencement. This includes consideration of:

- projected financial outcomes.
- balancing the need for ticketed revenue with non-ticketed exhibitions is essential to providing wider access for HOTA audiences.
- ensuring adequate funding is available.

Evaluation of expenditure and income is monitored throughout the exhibition program, often spanning multiple financial years, including the performance of individual projects, in accordance with established reporting procedures.

At the completion of a major or blockbuster exhibition an Exhibition Report is compiled to reconcile the performance of the exhibition against targets. This report is shared with the Executive Management Team and the EGC Board where the financial delegation requires their oversight.

4.9. Conflict of Interest

As the visual arts sector, both nationally and internationally, is highly dependent on networks and relationships, it is important that any conflicts of interest in the development of exhibitions, including selection of artists, works of art, touring venues, contractors, or suppliers is declared. If a conflict of interest exists, the individual concerned should exclude themselves from any discussion or decision in relation to matters in which they have declared an interest.

4.10. Record Keeping

In accordance with HOTA Gallery's Record keeping procedures, staff will maintain digital records in dedicated SharePoint locations for each exhibition and the exhibition program, documenting relevant information and decision-making. Records relating to exhibitions will be retained for a minimum of five years on the internal HOTA SharePoint system.

5. RESPONSIBILITIES

5.1. Experience Gold Coast (EGC) Board of Directors

- 5.1.1. Approve individual exhibition budgets when the budget exceeds the Chief Operating Officer's delegation

5.2. EGC, Chief Operation Officer

- 5.2.1. Approve individual exhibition budgets within delegation.

5.3. EGC, Head of Arts & Culture

- 5.3.1. Approve exhibition proposals, which may be internally generated, externally presented or negotiated.
- 5.3.2. Review major and blockbuster exhibition performance to identify and embed learnings for future programming

5.4. HOTA, Director, Gallery & Visual Arts

- 5.4.1. Has overall responsibility for the strategy and presentation of the Gallery's exhibitions program.
- 5.4.2. Is responsible for informing the Board of exhibitions or works of art that may contain sensitive content that could result in controversy.
- 5.4.3. Ensure that the processes relating to exhibition development and execution conform to relevant HOTA governing documents.

5.5. HOTA, Exhibitions and Collections Manager

- 5.5.1. Leads the strategy for the exhibitions program, including overseeing the delivery of the exhibition program to ensure quality standards, timelines and budgets are met.
- 5.5.2. Ensure that the processes relating to exhibition development and execution conform to relevant HOTA's governing documents.
- 5.5.3. Is responsible for appropriately managing exhibitions or works of art that may be considered as sensitive content, in consultation with curatorial staff and the Director.
- 5.5.4. Manages the process for assessment and approval of exhibition proposals, which may be internally generated, externally presented or negotiated.
- 5.5.5. Provides high level logistics analysis and feedback on exhibition proposals.
- 5.5.6. Leads the scheduling, planning and development of the exhibitions program, including the organisation and management of exhibitions to ensure timelines and budgets are met.
- 5.5.7. Responsible for consulting individual work groups regarding the many supporting activities and deliverables relating to exhibitions, with the exhibition project and logistics meetings being the primary vehicle for formal information sharing.
- 5.5.8. Responsible for the development and management of the exhibitions budget.

5.6. HOTA, Curatorial and Engagement Manager

- 5.6.1. Oversees, develops and curates imaginative and distinctive exhibitions and projects for display and tour, including working closely with artists, the HOTA Gallery Collection, and external sources in line with the vision and strategic outcomes of EGC and HOTA.
- 5.6.2. Manages the process for assessment and approval of exhibition proposals, which may be internally generated, externally presented or negotiated.
- 5.6.3. Collaborates with the Exhibitions and Collections Manager, and exhibitions and collections team to ensure a high standard of display and presentation of the collection, exhibitions and projects.
- 5.6.4. Negotiates with stakeholders including artists, donors, sponsors, EGC Board, partnering institutions and HOTA management.
- 5.6.5. Supervises, develops and mentors the curatorial and program team.
- 5.6.6. Leads the strategy for Children’s Gallery, Learning programs and regional touring exhibitions that fall under this policy remit.
- 5.6.7. Is responsible for appropriately managing relevant works of art, potential program content or program partner materials that may be considered as sensitive content, in consultation with the Director.
- 5.6.8. Responsible for reviewing exhibition proposals and providing appropriate advice and feedback on merit and feasibility.

Supporting Information	
Related documents	<ul style="list-style-type: none"> • Strategic Plan 2021-24 • Collection Management Plan and Acquisition Strategy 2020-23 • HOTA Outdoor Art Management Plan 2019 • Eyes to the Sky: The Strategic Vision for Visual Art at HOTA, Home of the Arts 2020 HOTA Gallery Visitor Research Report, prepared by IER 2019 • Precinct Programming Strategy: Present, Create, Engage 2018 • Way Forward Report: Gold Coast Cultural Precinct, prepared by Boccalatte 2017 • Gallery Exhibitions: Decision Making Process
Definitions and Acronyms	
Acquisition	The acceptance, through gift or purchase, of a work of art into HOTA Gallery’s Collection in accordance with HOTA Gallery’s Acquisition Strategy.
Board	The Experience Gold Coast Board (EGC), consisting of a board of directors to a super entity which consists of Destination Gold Coast, Major Events Gold Coast, Study Gold Coast, Placemakers*, and HOTA, Home of the Arts. The EGC Board will review and confirm the acquisition and deaccessioning of artworks consistent with the <i>Delegations of Authority Policy</i> , as well as reviewing and approving proposals for incoming exhibitions as per the <i>Exhibitions Policy</i> .
Children’s Gallery	Developed specifically for children up to 12 years of age and their families and carers. Usually developed by HOTA Gallery in

	collaboration with contemporary artists and presented within the dedicated Children's Gallery at HOTA.		
Collection	Works of art in various media that are HOTA Gallery property and have been formally accessioned.		
Collection rotation	Refers to the periodic rotation of Collection works displayed in HOTA Gallery's Collection galleries.		
Exhibition	A temporary public display of works of art and related objects, presented at and/or (co-organised by HOTA Gallery. May be ticketed or non-ticketed.		
Exhibition program	The forward program and schedule of temporary, collection and touring exhibitions.		
Gallery 1 Exhibition	High-profile exhibitions where the target audience is in the range of 50,000+. Other aims and characteristics of blockbuster exhibitions include: potential to increase HOTA profile as a major cultural event destination; attract significant interstate and international visitation; create significant economic value to Queensland.		
Outdoor Artscape	HOTA Gallery is situated within 14 hectares of parkland that houses both permanent and temporary art displays.		
PCOL	The Protection of Cultural Objects on Loan (PCOL) Scheme supports the future of international cultural exhibitions in Australia by providing a scheme (governed by the Protection of Cultural Objects on Loan Regulation 2014 (Cth)) to protect Australian and foreign cultural objects on loan from overseas for temporary public exhibition.		
Tower Galleries	Galleries on Levels 2, 3 and 4 of HOTA Gallery, and Display cabinet on Level 5.		
Revision History			
Version	Approved By	Approval Date	Modification
1.0	EGC Board	15 MAY 2024	Amended policy in line with current practice.

[HOTA Home of the Arts](#)

We acknowledge the Kombumerri families of the Yugambah Language Region, the traditional custodians.