

ITEM 6 POST EXHIBITION - WOLLONGONG ART GALLERY STRATEGIC PLAN 2020-2025

Framing Our Future, Wollongong Art Gallery Strategic Plan 2020-2025, provides a strategic framework to guide Wollongong Art Gallery (WAG) to effectively respond to the opportunities and challenges presented by our city's cultural and creative landscape. It details the actions we will deliver over the next five years and demonstrates a commitment to the cultural life in Wollongong.

Framing Our Future, was developed in consultation with our key stakeholders, including our community through several engagement processes, as well as direct audience/user feedback, which captured the priorities, thoughts and ideas of local creatives and community members.

Council at its meeting on 29 June 2020 endorsed the public exhibition of draft *Framing Our Future* from 2 July to 6 August 2020 inclusive. 15 submissions were received during the exhibition period, providing valuable feedback. All feedback received from the exhibition period has been considered and minor amendments to the strategy and implementation plan have been recommended.

This report seeks Council's adoption for the draft *Framing Our Future*, Wollongong Art Gallery Strategic Plan 2020-2025.

RECOMMENDATION

- 1 Council adopt the *Framing Our Future* Wollongong Art Gallery Strategic Plan 2020-2025.
- 2 Council note the *Framing Our Future* Wollongong Art Gallery Strategic Plan 2020-2025 - Implementation Plan.
- 3 Council note *We Asked, You Said, We Did* (summary of submissions).

REPORT AUTHORISATIONS

Report of: Sue Savage, Manager Community Cultural + Economic Development
Authorised by: Kerry Hunt, Director Community Services - Creative and Innovative City

ATTACHMENTS

- 1 Framing Our Future Wollongong Art Gallery Strategic Plan 2020-2025 - Draft
- 2 Framing Our Future Wollongong Art Gallery Strategic Plan 2020-2025 - Implementation Plan
- 3 Framing Our Future Wollongong Art Gallery Strategic Plan 2020-2025 - Engagement Report
- 4 Framing Our Future Wollongong Art Gallery Strategic Plan 2020-2025 - We Asked, You Said, We Did

BACKGROUND

WAG, (then Wollongong City Gallery) ceased operation as a not-for-profit company in June 2009 and came under direct management of Wollongong City Council in July of that year. While WAG has operated with internal strategic documents, it has not had a formal strategic plan, developed through engagement with community and endorsed by Council during this time.

Framing Our Future provides contextual detail to support our cultural strategies identified within Creative Wollongong 2019-2024 and Our Wollongong 2028 Community Strategic Plan. This plan also sits alongside a number of intersecting 'supporting documents', which are connected to the Community Strategic Plan. These documents provide further detail on how we are going to achieve positive outcomes for our community.

Framing Our Future seeks to build on the work WAG has done to bring art and cultural programs and activity to Wollongong, while more strongly aligning with other Council initiatives and community, cultural and economic directions.

Framing Our Future, identifies 21 strategies that sit under six key focus areas:

1. Place
2. Program
3. Collection
4. Visitor Experience
5. Profile
6. Partnerships

Framing Our Future captures the community's vision and ideas for a better WAG and cultural experience and outlines a series of strategic actions that will contribute to creating a more engaging, challenging, vibrant and social gallery space and program.

PROPOSAL

This report seeks Council's endorsement of the *Framing our Future*, Wollongong Art Gallery Strategic Plan 2020-2025 and for Council to note the 'We Asked, You Said, We Did' summary of submissions and Implementation Plan.

CONSULTATION AND COMMUNICATION

The development of *Framing Our Future* was informed by an extensive community and internal engagement process (undertaken in June 2017, July 2019 and the recent exhibition period 2 July - 6 August 2020 inclusive), which captured the priorities, thoughts and ideas of over 179 local creatives, community members, business owners and staff from across Council. *Framing Our Future* was also informed by feedback from Council's Creative Wollongong 2019-2024 Cultural Plan and feedback from Museums and Galleries NSW Guess Who's Going to the Gallery, state-wide regional gallery survey 2012, (including 489 surveys from our visitors).

People shared their thoughts and ideas via several methods:

- Community survey
- Five community workshops
- One pop up stall
- Two targeted workshops with creative practitioners
- Two meetings with local Aboriginal groups and organisations
- One visioning workshop
- Two Gallery staff workshops

During the public exhibition, copies of the draft *Framing Our Future* and feedback forms were distributed via:

- Wollongong Art Gallery website
- Wollongong Art Gallery Facebook
- Wollongong Art Gallery Instagram
- Council's website
- Email to artist networks
- Creative Wollongong cultural newsletter

Results of public exhibition

The draft *Framing Our Future* was placed on public exhibition from 2 July to 6 August 2020 inclusive. 15 submissions were received following the public exhibition.

The key feedback themes related to the six focus areas identified within *Framing Our Future*. Themes included: support for a café and expanded retail offering, improvement to the Gallery building and investment in infrastructure, partnerships and collaboration, marketing, education and after-hours events, inclusivity, curatorial vision and employment opportunities.

Summary of changes to the plan following exhibition

All feedback received from the exhibition period has been considered and minor amendments to the strategies and implementation actions have been recommended. Key changes to the draft *Framing our Future* and associated Implementation Plan (working document), include:

- Updated action 1.1.2 - Investigate furniture, technical equipment and facility enhancements for improved visitor experience
- Update action 1.1.3 - Pilot options to use the front entrance and garden to better connect WAG to the community
- Updated action 1.1.4 - Undertake feasibility study for Gallery Café and Gift Shop
- Updated strategy 1.2 - Investigate opportunities for WAG building and infrastructure to ensure fit for future
 - New action 1.2.4 - Investigate improvements to building for enhanced accessibility
 - Updated action 2.4.1 - Build capacity to develop Young Curators Program
 - New action 2.4.2 - Schedule specific programs for people with a disability at WAG
 - Updated action 5.2.1 - Develop a strategic plan for the marketing and promotion of WAG

Refer 'We Asked, You Said, We Did' summary of submissions [Attachment 4].

PLANNING AND POLICY IMPACT

This report contributes to the delivery of Our Wollongong 2028 Goal 3 “Wollongong is a creative, vibrant city”. It specifically delivers on the following:

Community Strategic Plan	Delivery Program 2018-2022	Operational Plan 2020-21
Strategy	4 Year Action	Operational Plan Actions
3.2.1 Museums and galleries are promoted as part of the cultural landscape.	3.2.1.1 Provide support to existing and emerging artists and performers.	Update the Wollongong Art Gallery Strategic Business Plan.

Framing Our Future is a supporting document under Council's Integrated Planning and Reporting Framework. The plan links to other supporting documents including:

- Creative Wollongong 2019-2024
- A City for People: Wollongong Public Spaces Public Life 2016
- Public Art Strategy 2016-2021
- Economic Development Strategy 2013-2023
- Disability Inclusion Action Plan (Draft) 2020 - 2025

SUSTAINABILITY IMPLICATIONS

The six key focus areas outlined in *Framing Our Future* and the associated implementation plan, provide a framework for the delivery of a range of strategies and actions which will promote more efficient and improved service delivery through collaboration, connection and partnership. The plan details a pathway for process improvements in marketing, access, collection management, infrastructure and program development so that WAG can remain relevant to our stakeholders, while supporting opportunity and innovation within the dynamic arts and cultural sector.

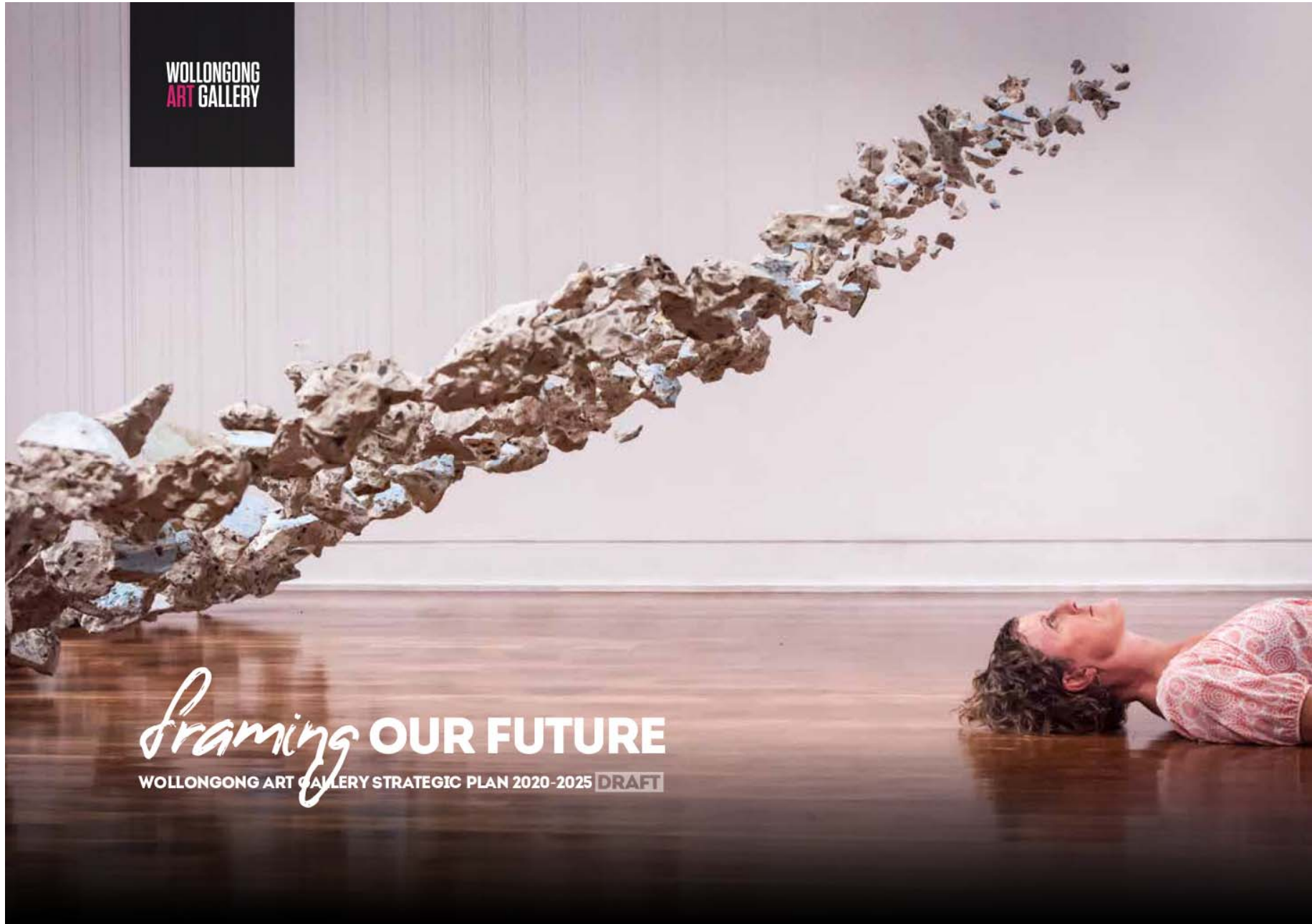
FINANCIAL IMPLICATIONS

The implementation of *Framing Our Future* will be primarily funded through existing operational and capital budgets. Many of the strategies and actions in *Framing Our Future* are already identified in the forward program and will not require additional funds. Other strategies and actions rely on a continuation of what we have already planned, albeit working differently, reprioritising and/or altering the timing of existing planned projects.

The Implementation Plan outlines funded actions and funding gaps. Any unfunded actions will be considered each year as part of the annual planning process. Where appropriate, potential grant opportunities will be pursued.

CONCLUSION

The arts, heritage and culture play an important role in our city. They bring people together, celebrate our identity, encourage learning and provide new opportunities for employment. *Framing Our Future*, Wollongong Art Gallery Strategic Plan 2020-2025, captures the community's priorities for the future development of WAG and provides a framework to deliver engaging and challenging projects and programs over the next five years in line with community expectations.





acknowledgement of country

Wollongong Art Gallery would like to show their respect and acknowledge the Traditional Custodians of the Land, Elders past and present and extend that respect to other Aboriginal and Torres Strait Islander People.

image (cover): Lizzie Buckmaster Dove, *Pool, the Alchemy of Blue*, 2013, installation photograph
image (left): Christian Thompson, (detail) *He of the Empowered Gaze*, 2016, c-type print on Fuji pearl metallic paper

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image: Rosemary Laing, (detail) *groundspeed (Red Piazza) #3*, 2001, c-type photograph

LORD MAYOR'S MESSAGE

Arts and culture are vital to the growth of strong regional centres like Wollongong. We know that the most innovative and thriving centres across Australia publicly celebrate the arts and involve the broader community in creative experiences.

Wollongong Art Gallery is an important part of our cultural landscape and a place where artistic expression encourages people to consider a spectrum of historic and contemporary issues.

The Gallery is located in a beautiful old building and provides many diverse possibilities to engage our community through the production, presentation, collection and interpretation of visual arts. As a source of cultural enrichment and inspiration, the visual arts are a key focus of this Strategic Plan.

This Plan highlights a number of operational and strategic opportunities for the Gallery over the next five years that can substantially improve the visitor experience as well as the development and expansion of the art collection.

It will guide the Gallery in enhancing the cultural and creative experience in Wollongong while contributing to this city's social connectivity, economic development and community wellbeing.

Gordon Bradbery AM
Lord Mayor Councillor







**ART BY ITS VERY NATURE PROMPTS A CONVERSATION OF
THOUGHT, MESSAGES, MEANINGS AND EMOTIONS THAT
RESONATE WITH AUDIENCES THROUGH VARIOUS FORMS.**

image: Daniel Mudie Cunningham, *Oh Industry*, 2009, digital film, 4:11 minutes duration, still image

OVERVIEW

Established in 1978 Wollongong Art Gallery (WAG) has been delivering an important cultural service to the region for over 40 years and continues to be a catalyst in enlivening and enriching the cultural dimension of the city, region and state by engaging in contemporary issues of relevance, interest and public benefit.

The development of this Plan has allowed us the opportunity for some critical self-reflection enabling us to explore new ideas and approaches to what we do and how we do it - an opportunity to redefine and refocus our Vision, Mission and Purpose.

Our Strategic Plan 2020 - 2025 builds on our achievements and sets six clear focus areas for the next five years to broaden our reach and deepen our influence with our diverse audiences.

This Plan was developed in consultation with our key stakeholders, including our community through several engagement processes as well as direct audience/user feedback. Effectively this engagement process and resulting strategic plan has provided a pathway for change, so that WAG can remain relevant to our stakeholders and to contemporary life in an increasingly evolving marketplace.

Over the life of this Plan, WAG will concentrate on leading more challenging and meaningful conversations, making art more accessible and stimulating to new audiences and creating new experiences through innovative, thought-provoking exhibitions and activities.

We will achieve these outcomes through imagination, distinctiveness and originality in both our exhibition program and activities; contributing broadly to artistic practice and the sector; and engaging with the diversity and complexity of our people, locally and regionally.

John Monteleone
Gallery Director

“WE BELIEVE THINGS LIKE ART HISTORY AND THE INDIVIDUAL ARTIST’S INTENTION ARE INTERESTING AND IMPORTANT—BUT ONLY ALONGSIDE OTHER VOICES AND APPROACHES THAT REMIND US THAT ART, AFTER ALL, IS MADE AND CONSUMED BY REAL, COMPLEX PEOPLE—WHOSE MOTIVES MOSTLY ARE OBSCURE, EVEN TO THEMSELVES.”

Introduction MONA. MUSEUM of OLD and NEW ART, Tasmania

image: Jenny Orchard, *Creatures of Consequence, Marvels of Thing Imagined and Miraculous Aspects of Things Existing*, exhibition installation photograph, 2019

STRATEGIC CONTEXT

COUNCIL'S PLANNING PROCESS

The Framing Our Future WAG Strategic Plan provides contextual detail to support our cultural strategies identified within Creative Wollongong 2019-2024 and Our Wollongong 2028 Community Strategic Plan.

This Plan also sits alongside a number of intersecting 'supporting documents', which are connected to the Community Strategic Plan. These documents provide further detail on how we are going to achieve positive outcomes for our community.

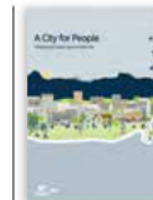
Framing Our Future is linked to the following supporting documents:



Creative Wollongong
2019-2024



Public Art
Strategy
2016-2021



A City for People -
Wollongong
Public Spaces
Public Life 2016



Economic
Development
Strategy
2019-2029





“I WOULD LIKE TO SEE MORE CUTTING-EDGE CONTEMPORARY ART WHICH PROVOKES DEBATE AND CONTROVERSY.”

Engagement participant

image: Janet Tavener, (detail) *Victorian banquet*, 2013, sugar paste, food colouring dimensions variable

WAG - OUR PURPOSE

VISION

To shape and enrich the quality of life for the residents and visitors to the region, leading the way through innovative art and cultural experiences to create an extraordinary Wollongong.

MISSION

To make a powerful contribution to the cultural life of Wollongong, the region and NSW by collaborating with creative communities to offer extraordinary art experiences that engage, challenge and inspire diverse audiences.

OUR GUIDING PRINCIPLES

The following principles underpin our programs and operations:

- » We believe the experience of our visitors is paramount
- » We imbed accessibility as a fundamental principle in everything we do
- » We commit to excellence in the acquisition, collection, preservation and presentation of art in our care, in our time and for future generations
- » We commit to the highest standards of critical thinking while engaging new methodologies and welcoming new points of view
- » We celebrate art and artists as central to our sense of who we are
- » We listen and contribute to our communities
- » We foster respect and recognition for all who visit and work with us

(I would like to see) “a lot more social media interaction to aid in promoting the gallery and its events and also more collaborative projects with regional galleries or Sydney galleries or international galleries.”

Engagement participant

image: Jan Fieldsend, *Woolgatherers' Arrangement at Coalcliff Pool*, 2016, concrete aggregate (from Coalcliff pool), coal from Coalcliff, sea sponge, wool

DEVELOPING OUR PLAN

As a NSW regional gallery we are acutely aware that our prime purpose is to expose and engage our community and visitors to a range of diverse art and cultural experiences. Equally important is our role in supporting artists and creatives while promoting the continued development of innovative thinking and quality art making in Australia.

ENGAGING WITH OUR COMMUNITY

The process for developing our Strategic Plan has included Council and arts sector led community engagement to help inform specific goal setting and future planning.

Targeted WAG engagement occurred in 2017 and again in July/August 2019. This included a high school information stall, world café, a number of workshops for the general public, targeted focus groups and an on-line survey. These activities saw us engage with diverse members of the community and the creative sector across the region with 179 people participating in these engagement initiatives.

Aspects of the comprehensive community engagement process undertaken in 2018 for the development of Council's Creative Wollongong 2019-2024 cultural plan and feedback from Museums and Galleries NSW *Guess Who's Going to the Gallery*, state-wide regional gallery survey 2012, (including 489 surveys from our visitors), also informed this plan.

Draft actions and strategies were then developed based on research and the information gathered from these engagement initiatives.





"WOULD LIKE TO SEE THE GIFT SHOP EXPANDED AND WITH MORE AVAILABLE STOCK FROM THE AREA AND YOU NEED A CAFE"

Engagement participant

image: George Gittoes, (detail) *The Vietnamese Refractory Sprayer*, 1989, oil on canvas

WHAT OUR COMMUNITY TOLD US: KEY MESSAGES

WE ARE A DIVERSE COMMUNITY WITH VARIOUS INTERESTS, VIEWPOINTS AND EXPECTATIONS.

The Community recognised that WAG is a place where they can enjoy the opportunity to participate in the wide range of enriching education and learning programs available. They acknowledged that WAG presents a varied and exciting range of exhibitions, programs and events. They also appreciated that the programs are affordable and accessible – everyone has access to art through different program opportunities and feels welcome and represented at WAG. Our volunteer program, which provides visitor assistance in interpreting exhibitions, was also supported.

Things the community told us they want:

- » To create more interaction with the Arts Precinct and broader CBD
- » To see more exhibitions that engage with and tell regional stories
- » To encounter more art and ideas that challenge expectations and beliefs
- » To see more exhibitions that promote inclusion particularly for marginalised groups
- » More opportunities for young people to easily engage and actively participate
- » More opportunities to engage and learn about Aboriginal culture
- » To make visiting the Gallery a more social experience with a cafe and bigger gift shop
- » Improved marketing and communications particularly through social media platforms
- » The gallery to contribute to the night life of the city and the evening economy

"WHILE THE PANEL RECOGNISED THE IMPORTANT ROLE WAG PLAYS IN PROVIDING CULTURAL EXPERIENCES TO THE COMMUNITY, THEY FEEL THAT THERE ARE OPPORTUNITIES TO TAKE PROGRAMMING TO THE 'NEXT LEVEL' THROUGH MORE RIGOROUS ENGAGEMENT WITH CRITICAL CONCEPTUAL IDEAS AND WORKING WITH MORE CREATIVES FROM OUTSIDE."

Feedback from Arts Funding & Development, Create NSW

"THE MOST COMMONLY CITED PERSONAL REASON FOR VISITING THE (WOLLONGONG) GALLERY WAS TO STIMULATE MY MIND (61%)."

M&G NSW, Guess Who is Going to the Gallery, 2012

Image: Daniel Mudie Cunningham, *True Colours*, 2009, digital film, 4:11 minutes duration, still image

ENGAGING WITH THE ART SECTOR

In order to plan for the future, WAG needs to ensure that community desires, needs and expectations are addressed within the context of its role and position within the art sector.

WAG is a member of a network of regional galleries around Australia whose purpose is to bring the best art and cultural material to their communities and to promote the continuing development of art through contemporary practice.

The success of our Strategic Plan is also dependent on WAG's ability to continue to develop strong partnerships within the Arts Sector and other key stakeholder groups. This includes galleries within the sector, peak arts organisations and funding bodies.

These groups set a high standard in program development and delivery and recognise there are key drivers for galleries to both engage with their communities as well as promote the development of Australian art.





"I personally love wonder and awe. Work that challenges how we see things but also immersive experiences that change the day to day and provide a suspension of reality."

Engagement participant

image: Jacky Redgate, *Work-to-Rule IV*, 1986-1987, Cibachrome photograph

WHAT THE ARTS SECTOR AND STAKEHOLDERS TOLD US: KEY MESSAGES

The important role that WAG plays in providing cultural experiences to the community, particularly with local engagement, was acknowledged by art sector funding and peak organisations. Our solid arts-based approach to community engagement was also acknowledged.

Feedback also indicated the need to strengthen our art critical approach to lift our profile and influence within the art sector further driving the impact of our program. The opportunity to more strongly emphasise the essence of artistic practice – creative thinking, collaboration, risk-taking, and innovation – was also identified.

These areas can be further reflected and fostered in our program to the benefit of communities and the broader arts sector by:

» Being ambitious and expanding our profile to become the creative 'centre' for Wollongong, the region and beyond

- » Leading through a stronger "outward" looking focus within the art sector and by strengthening partnership opportunities and promoting and sharing more broadly
- » Investigating how to increase/broaden our revenue base by identifying a range of other government, business and philanthropic funding opportunities
- » Creating a broader range of accessible online and offsite communication opportunities including maximising social media and digital platforms to promote our programs
- » Ensuring there is the organisational capacity to allow a more rigorous approach to program development while enhancing our community and art sector outcomes.
- » Expanding our engagement with Aboriginal communities by working together to develop projects and programs with key partners and creatives.

➤ OUR WAY FORWARD

KEY OPPORTUNITIES AND CHALLENGES EMERGED THAT SHARE MANY COMMON THEMES WITH A FOCUS ON ENGAGING, CHALLENGING AND INSPIRING OUR AUDIENCES. THESE HAVE BEEN DIVIDED INTO SIX FOCUS AREAS: PLACE, PROGRAM, COLLECTION, VISITOR EXPERIENCE, PROFILE AND PARTNERSHIPS.

"(more) work by and for local communities sharing stories and engaging imaginations. A variety of genres and media."

Engagement participant

image: Annette Bezor, *Romance is in the Air*, 1987, synthetic polymer paint, oil, gold thread on canvas

OPPORTUNITIES & CHALLENGES

PLACE

In contemporary society, the role of art galleries is constantly evolving. As social/cultural/ economic patterns and demands have changed, so too have people's expectations of their visiting experiences at galleries. WAG's role in the community, our location and our neighbours, our relationship with our audience, as well as our position as a NSW regional gallery within the art sector all inform and impact on what we program and how we present cultural material to our visitors.

PROGRAM

WAG has the opportunity to become the 'go-to' location for creative engagement for locals and visitors. This requires the development and presentation of exhibitions that are drawn from the best available at a regional, national and international level. The Program needs to extend into more accessible hours with a focus on our diverse community, including Aboriginal people, young people, people with disability and people who are culturally and linguistically diverse.

In a highly competitive marketplace and through complex funding models we must continually find new and more dynamic ways to tell stories that resonate with and engage broad audiences while encouraging conversation through diverse perspectives.

ART COLLECTION

The collection is a dynamic community and cultural asset that underpins many of our exhibitions and programs. As such we should take every opportunity to explore how to further develop the collection through artwork acquisition and gift.

There is also an opportunity to take advantage of the digital future to assist with collection management and collection presentation.

To ensure the conservation and integrity of the artworks, industry standard exhibition and storage spaces and HVAC climate control system as well as resourcing for an ongoing art conservation and maintenance program are essential.

Managing these aspects of the collection opens opportunities for us to borrow significant work from other galleries and institutions and the potential for WAG to host major national and international exhibitions. Wollongong City Council has demonstrated significant support for the collection over many years. Continued ongoing support will greatly benefit and enhance this important community and cultural asset and WAG's ability to safeguard the integrity of the collection into the future.





» OUR WAY FORWARD

"I like to feel engaged and uplifted, exposed to new ideas and different viewpoints. I would like to see the top terrace used as an entertainment/ café area. This could also be a space for an artists' shop/book shop."

Engagement participant

image: Rosie Deacon, *Fashion Forest Seduction*, 2019, installation photograph

OPPORTUNITIES & CHALLENGES

VISITOR EXPERIENCE

A recurring theme through the engagement process and visitor feedback, has been that we need to provide a stronger social experience to our visitors. We are one of the few regional galleries of this scale to not have an in-house Café and retail shop which impacts on service delivery and visitor experience.

Recent cultural sector surveys have shown that an in-house Café and retail shop are important pull factors for members of the public visiting galleries and encourages them to stay longer, enhancing the social aspect of their experience.

PROFILE

While developing high quality exhibitions and programs is essential to WAG, securing a leadership place within the art sector and how we communicate that message is equally important.

Digital and social media has fundamentally changed the way people access, absorb and disseminate information and we must have 'in house' capacity to meet these changing needs. Essential to this is the effective use of our gallery website and Facebook, as well as developing our profiles with platforms such as Instagram and Twitter.

PARTNERSHIPS

We can build our reputation and brand through strategic, regional and community partnerships by broadening our stakeholder base and developing new approaches to building networks. This includes artists, collectors, galleries, educational organisations and the broader arts-sector and community.

image: Stephen Bird, *Bastard Son of Royal Doulton*, 2015, artist installation photograph

OUR IMPLEMENTATION PLAN 2020 - 2025

We encourage the use of the Gallery as a space where creativity and innovation grow and thrive, ideas flourish and where the Gallery will be a vital part of the community.

We promote opportunities for engagement with community in a spirit of openness to encourage access and participation.

The opportunities and challenges identified present us with a set of six clear focus areas for moving forward as set out in a schedule of tangible actions to be delivered through the following

Implementation Plan over the life of this Strategic Plan. It will provide WAG the pathway to make a powerful contribution to the cultural life of Wollongong, the region and NSW and offer extraordinary art experiences that engage, challenge and inspire our diverse audiences.



1.PLACE

To enable WAG to offer the best arts and cultural experiences, we will invest in the development of the WAG building and surrounds and in programming that connects us more closely to a sense of place.

PLACE						
NUMBER	STRATEGY	DELIVERY STREAM	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
1.1	Improve our site-based social experience	<ul style="list-style-type: none"> • WAG • City Works • Project Delivery • Open Space and Environment • ISP 				
1.2	Investigate improvements to WAG building and infrastructure to ensure fit for future	<ul style="list-style-type: none"> • WAG • City Works • Project Delivery • City Strategy 				
1.3	Investigate programming opportunities that respond to our building, surrounds and the stories that bring people and place together	<ul style="list-style-type: none"> • WAG 				

2.PROGRAM

WAG's program is at the heart of the service we deliver to our community and other visitors. Ensuring stories that are relevant and resonate with our community and diverse audience, are accessible and presented in varied, interesting and challenging ways, is central to the success of this strategic plan. Balancing cutting-edge approaches in

programming and making them accessible to the broader community is fundamental to audience participation, community engagement and social inclusion. Supporting artists and cultural production and providing innovative and transformative cultural experiences will remain our focus as we program into the future.

PROGRAM						
NUMBER	STRATEGY	DELIVERY STREAM	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
2.1	Stimulate creative practice through presenting exhibitions of quality and significance to Wollongong	<ul style="list-style-type: none"> • WAG • Cultural Development • Youth Services • Library & Community Services 				
2.2	Engage new and alternative programming methods to tell community stories	<ul style="list-style-type: none"> • WAG • City Works • Project Delivery • City Strategy 				
2.3	Increase our commitment to engaging and presenting local and South-Coast Aboriginal stories	<ul style="list-style-type: none"> • WAG • Community Development 				
2.4	Develop programs that have a social and cultural impact, promote social inclusion, connection and well-being in the community	<ul style="list-style-type: none"> • WAG • Youth Services • Community Development • Cultural Development 				

3.COLLECTION

The WAG art collection is a dynamic community and cultural asset that underscores many of our exhibitions and programs. The collection contributes to the cultural enrichment of the local and broader community and is an important resource for teaching, learning and

research. The development, preservation, conservation and curatorial interpretation of the collection is fundamental to WAG's role as custodian of this important asset for current audiences and future generations.

COLLECTION						
NUMBER	STRATEGY	DELIVERY STREAM	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
3.1	Continue to interpret our impressive art collection in new ways	<ul style="list-style-type: none"> • WAG • Cultural Development • Library & Community Services 				
3.2	Develop capacity to conserve and maintain the collection	<ul style="list-style-type: none"> • WAG • City Works • Project Delivery • Finance 				
3.3	Develop capacity to increase collection holdings	<ul style="list-style-type: none"> • WAG 				

4. VISITOR EXPERIENCE

Providing an environment where respect and recognition for all who visit and work with us is a fundamental principle in everything we do. Listening, responding and contributing to our communities

and providing access and an active and engaged visitor experience underpins all aspects of our program planning and development, now and into the future.

VISITOR EXPERIENCE						
NUMBER	STRATEGY	DELIVERY STREAM	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
4.1	Imbed accessibility as a fundamental principle in everything we do	<ul style="list-style-type: none"> • WAG • Community Development • Youth Services 				
4.2	Ensure staff and volunteers are prepared in their ability to communicate to diverse people on challenging topics	<ul style="list-style-type: none"> • WAG 				
4.3	Expand public programs to provide better access, connect people and encourage participation and new audiences	<ul style="list-style-type: none"> • WAG • Community Development • Cultural Development • IT • Communications • Youth Services 				
4.4	Evaluate social, community and cultural impact of programs on visitors	<ul style="list-style-type: none"> • WAG • Community Development • Engagement 				

5. PROFILE

Key to the ongoing success of WAG, is how it is positioned and viewed within both the community and the art sector. To ensure its relevance and standing moving forward, WAG must take advantage of all the tools available to it, including new digital platforms.

These will encourage people to participate and will build WAG's reputation and promote our distinctive brand, through focused and targeted marketing of our quality cultural production and services.

PROFILE						
NUMBER	STRATEGY	DELIVERY STREAM	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
5.1	Advance WAG's reputation ensuring it continues to remain relevant in a dynamic Arts Sector	<ul style="list-style-type: none"> • WAG • Communications 				
5.2	Expand our marketing and communication profile by implementing new methods to communicate, market and promote WAG's programs.	<ul style="list-style-type: none"> • WAG • Communications • Marketing 				
5.3	Promote and represent arts and culture as an integral component of community life	<ul style="list-style-type: none"> • WAG • Communications • Cultural Development • Community Development • Youth Services 				

6. PARTNERSHIPS

Constructive strategic partnerships and collaborations provide opportunities to combine and share expertise and resources, develop new sources of funding, expand capacity and will help grow WAG's customer base, as well as organisational networks and relationships.

PARTNERSHIPS						
NUMBER	STRATEGY	DELIVERY STREAM	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
6.1	Investigate strategic partnerships with artists	<ul style="list-style-type: none"> • WAG • Cultural Development 				
6.2	Seek and support professional development collaborations and or partnerships with external organisations	<ul style="list-style-type: none"> • WAG • Cultural Development • Youth Services • Community Development 				
6.3	Investigate opportunities for funding and capacity building	<ul style="list-style-type: none"> • WAG 				
6.4	Investigate and / or consolidate community partnerships	<ul style="list-style-type: none"> • WAG 				





1. PLACE

1.1 IMPROVE OUR SITE-BASED SOCIAL EXPERIENCE								
NUMBER	ACTION	DELIVERY STREAM / PARTNERS	RESOURCING	MEASURES	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
1.1.1	Review Gallery arrival experience and first impressions	WAG ISP City Works Project Delivery	Existing operational budget	Report and Recommendations				
1.1.2	Investigate furniture, technical equipment and facility enhancements for improved visitor experience	WAG ISP City Works	Unfunded	Report and Recommendations Source budget				
1.1.3	Pilot options to use the front entrance and garden to better connect WAG to the community	WAG ISP City Works Open Space & Environment	Unfunded	Pilots delivered Evidence of Community use/ engagement with space				
1.1.4	Undertake feasibility study for Gallery Café and Gift Shop	WAG ISP City Works Project Delivery	Unfunded	Report and Recommendations				

2 IMPLEMENTATION ACTION PLAN

1.2 INVESTIGATE IMPROVEMENTS TO WAG BUILDING AND INFRASTRUCTURE TO ENSURE FIT FOR FUTURE								
NUMBER	ACTION	DELIVERY STREAM / PARTNERS	RESOURCING	MEASURES	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
1.2.1	Undertake feasibility for building modification, including 2nd entrance and interface with adjacent arts precinct	WAG ISP City Works Project Delivery City Strategy	Existing project budget	Report and Recommendations				
1.2.2	Investigate improvements to building for enhanced accessibility	WAG ISP Community Development	Unfunded	Report and Recommendations				
1.2.3	Upgrade CBUS (lighting control system)	WAG ISP City Works	Existing capital budget	System Installed Energy efficiency enhanced Lighting control				
1.2.4	Install digital projection infrastructure for the building facade	WAG ISP City Works City Strategy	Existing operational budget	Project delivered # digital projects				

1.3 INVESTIGATE PROGRAMMING OPPORTUNITIES THAT RESPOND TO OUR BUILDING, SURROUNDS AND THE STORIES THAT BRING PEOPLE AND PLACE TOGETHER								
NUMBER	ACTION	DELIVERY STREAM / PARTNERS	RESOURCING	MEASURES	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
1.3.1	Develop a digital projection program for the façade of the building responding to community	WAG Community Development	Existing operational budget Investigate funding opportunities	Project delivered # digital projects				

2. PROGRAM

2.1 STIMULATE CREATIVE PRACTICE THROUGH PRESENTING EXHIBITIONS OF QUALITY AND SIGNIFICANCE TO WOLLONGONG								
NUMBER	ACTION	DELIVERY STREAM / PARTNERS	RESOURCING	MEASURES	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
2.1.1	Develop and support new multidisciplinary arts projects	WAG Cultural Development Youth Services Library & Community Services	Existing operational budget	# projects # participants # visitors Stakeholder feedback				
2.1.2	Bring selected touring exhibitions of quality and significance to Wollongong	WAG Peer arts organisations	Existing operational budget	# touring exhibitions # visitors				
2.1.3	Produce selected exhibitions for touring	WAG	Existing operational budget	# projects suitable for tour # exhibitions toured				
2.1.4	Investigate and implement contemporary gallery models and platforms for exhibition and program presentation	WAG	Unfunded	Report and Recommendations # new project models # new exhibition delivery platforms # visitors Stakeholder feedback				

2.2 ENGAGE NEW AND ALTERNATIVE PROGRAMMING METHODS TO TELL COMMUNITY STORIES								
NUMBER	ACTION	DELIVERY STREAM / PARTNERS	RESOURCING	MEASURES	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
2.2.1	Encourage/ develop/ support, local regional artists	WAG	Existing operational budget	# local artists supported				
2.2.2	Undertake projects through targeted visiting curator program	WAG	Existing operational budget	# curators engaged # projects # Young curators engaged				
2.3 INCREASE OUR COMMITMENT TO ENGAGING AND PRESENTING LOCAL AND SOUTH COAST ABORIGINAL STORIES								
2.3.1	Produce projects every year that engage local/ regional Aboriginal stories	WAG Community Development	Existing operational budget	# projects investigated # projects delivered Aboriginal community participation # Aboriginal curators engaged				

2.4 DEVELOP PROGRAMS THAT HAVE A SOCIAL AND CULTURAL IMPACT, PROMOTE SOCIAL INCLUSION, CONNECTION AND WELL BEING IN THE COMMUNITY								
NUMBER	ACTION	DELIVERY STREAM / PARTNERS	RESOURCING	MEASURES	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
2.4.1	Build capacity to develop young curators program	WAG Youth Services	Existing operational budget	# young curators engaged # projects				
2.4.2	Schedule specific programs for people with disability at WAG	WAG Community Development Cultural Development	Existing operational budget	# projects # Community participants Stakeholder feedback				
2.4.3	Investigate models for community curatoriums and other methods to directly involve community in story development	WAG Community Development Cultural Development	Existing operational budget	Report and Recommendations # Community participants				
2.4.4	Continue to develop the Community Access Gallery	WAG	Existing operational budget	# projects # Community participants				

3. COLLECTION

3.1 CONTINUE TO INTERPRET OUR IMPRESSIVE ART COLLECTION IN NEW WAYS								
NUMBER	ACTION	DELIVERY STREAM / PARTNERS	RESOURCING	MEASURES	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
3.1.1	Use alternative presentation, digitisation and access to diversify our storytelling through our art collection	WAG	Existing operational budget	# digital/ online projects delivered # audience views # stories developed				
3.1.2	Develop reciprocal lending partnerships with other cultural institutions to enhance exhibition program development	WAG Peer Art Organisations Library and Community Services	Existing operational budget	# partner organisations # incoming and outgoing art loans				
3.2 DEVELOP CAPACITY TO CONSERVE AND MAINTAIN THE COLLECTION								
3.2.1	Undertake an audit of WAG's storage capacity and investigate best practice options for maximising on-site storage	WAG City Works Project Delivery	Unfunded	Report and Recommendations				

3.2.2	Investigate the establishment of a specific budget to conserve and maintain the Art Collection	WAG ISP Finance	Unfunded	Report and Recommendations Budget sourced Maintenance delivered				
3.2.3	Install industry standard HVAC climate control system	ISP City Works	Existing capital budget	Installation of HVAC completed				
3.3 DEVELOP CAPACITY TO INCREASE COLLECTION HOLDINGS								
3.3.1	Investigate opportunities to increase art acquisition budget to allow purchase of more significant Australian art for the Art Collection	ISP WAG	Unfunded	Additional budget sourced				
3.3.2	Continue to develop and manage the gift of artworks by benefactors and art institutions directly and through the Cultural Gifts Program	WAG	Existing operational budget	# works gifted Value works gifted				

4. VISITOR EXPERIENCE

4.1 IMBED ACCESSIBILITY AS A FUNDAMENTAL PRINCIPLE IN EVERYTHING WE DO								
NUMBER	ACTION	DELIVERY STREAM / PARTNERS	RESOURCING	MEASURES	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
4.1.1	Develop targeted programs for specific groups	WAG Community Development Youth Services	Existing operational budget	# new programs # new participants				
4.1.2	Investigate and Implement enhanced access strategies such as braille labels, QR code access, Auslan tours	WAG Community Development Communications Marketing	Existing operational budget	# and type of strategies implemented # new participants engaged				
4.2 ENSURE STAFF AND VOLUNTEERS ARE PREPARED IN THEIR ABILITY TO COMMUNICATE TO DIVERSE PEOPLE ON CHALLENGING TOPICS								
4.2.1	Integrate Cultural Mediation practices within our programs	WAG M&GNSW	Existing operational budget L&D budget M&GNSW partner funding	Completion of training program # staff engaged # programs where new skills used				

4.3 EXPAND PUBLIC PROGRAMS TO PROVIDE BETTER ACCESS, CONNECT PEOPLE AND ENCOURAGE PARTICIPATION AND NEW AUDIENCES								
NUMBER	ACTION	DELIVERY STREAM / PARTNERS	RESOURCING	MEASURES	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
4.3.1	Develop a diverse range of education and public programs, across multiple platforms to encourage participation and new audiences	WAG Community Development Cultural Development IT Communications Youth Services	Existing operational budget	# new education and public programs # participants # first time and repeat visitors Stakeholder feedback				
4.3.2	Pilot a range of different 'Gallery After Dark' models	WAG City Centre Events Youth Services	Existing operational budget	# programs delivered # attendees				

4.4 EVALUATE SOCIAL, COMMUNITY AND CULTURAL IMPACT OF PROGRAMS ON VISITORS								
NUMBER	ACTION	DELIVERY STREAM / PARTNERS	RESOURCING	MEASURES	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
4.4.1	Investigate tools and methodologies for qualitative evaluation of programs	WAG Community Development Engagement	Existing operational budget	Report delivered Options Identified				
4.4.2	Include different evaluation processes in programs to provide data on their efficacy	WAG Community Development Engagement	Existing operational budget	Options identified # and types of evaluation received				

5. PROFILE

5.1 ADVANCE WAG'S REPUTATION ENSURING IT CONTINUES TO REMAIN RELEVANT IN A DYNAMIC ARTS SECTOR								
NUMBER	ACTION	DELIVERY STREAM / PARTNERS	RESOURCING	MEASURES	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
5.1.1	Promote WAG's cultural production within the Arts Sector including peer organisations and funding bodies	WAG Communications	Existing operational budget	Evidence of promotion # industry Critical Reviews # Collaborative partnerships and activities				
5.2 EXPAND OUR MARKETING AND COMMUNICATION PROFILE BY IMPLEMENTING NEW METHODS TO COMMUNICATE, MARKET AND PROMOTE WAG'S PROGRAMS.								
5.2.1	Develop a strategic approach to marketing and promotion of WAG activities including via digital platforms	WAG Communications Marketing	Existing operational budget	Evidence of promotion # coverage Development and implementation of social media strategy # audience engaged				

5.3 PROMOTE AND REPRESENT ARTS AND CULTURE AS AN INTEGRAL COMPONENT OF COMMUNITY LIFE								
NUMBER	ACTION	DELIVERY STREAM / PARTNERS	RESOURCING	MEASURES	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
5.3.1	Promote the diversity of WAG's cultural production in the community	WAG Communications Community Development Youth Services	Existing operational budget	# programs # participation Evidence of promotion				

6. PARTNERSHIPS

6.1 INVESTIGATE STRATEGIC PARTNERSHIPS WITH ARTISTS								
NUMBER	ACTION	DELIVERY STREAM / PARTNERS	RESOURCING	MEASURES	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
6.1.1	Build networks with artists from emerging to established	WAG	Existing operational budget	# artists engaged # projects # emerging and mid-career artists engaged				
6.2 SEEK AND SUPPORT PROFESSIONAL DEVELOPMENT COLLABORATIONS AND OR PARTNERSHIPS WITH EXTERNAL ORGANISATIONS								
6.2.1	Cultivate a proactive approach to building networks with collectors, galleries and peer organisations	WAG	Existing operational budget	# new networks established # collaborations # peer relationships developed				
6.2.2	Investigate collaborations including Department of Education and Training, Museum & Galleries NSW, UOW, NAVA, AGNSW, MCA etc.	WAG	Existing operational budget	# collaborations				

6.3 INVESTIGATE OPPORTUNITIES FOR FUNDING AND CAPACITY BUILDING								
NUMBER	ACTION	DELIVERY STREAM / PARTNERS	RESOURCING	MEASURES	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
6.3.1	Work closely with the Friends of the Gallery to develop fundraising programs	WAG	Existing operational budget	# partner projects delivered # & value funding achieved				
6.3.2	Investigate partnership opportunities with philanthropic organisations and individuals	WAG	Existing operational budget	# partnerships established Funding received Gifts received				
6.4 INVESTIGATE AND OR CONSOLIDATE COMMUNITY PARTNERSHIPS								
6.4.1	Continue to grow relationship with Friends of the Gallery and volunteers	WAG	Existing operational budget	Ongoing Friends of the Gallery program # members Friends of the Gallery # volunteers				
6.4.2	Investigate partnership opportunities with community-based organisations across the LGA.	WAG	Existing operational budget	# partnerships				

image (cover): Mai Nguyen-Long, (detail) *Mis/Alignment*, 2013, synthetic polymer paint on 44 canvas boards, 163x336cm. Collection Wollongong Art Gallery, purchased 2014





Engagement Report

**Wollongong Art Gallery (WAG) Framing Our Future 2020-2025
Draft Strategic Plan**

August 2020

Z20/181080

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Executive Summary

Wollongong Art Gallery (the Gallery) has developed an important cultural service to the region for over 40 years. The Framing Our Future 2020 - 2025 Strategic Plan (the Plan) will guide the Gallery over the next five years to enhance the cultural and creative experience in Wollongong to ensure it remains relevant to our community, the arts and contemporary life. The Plan was developed through extensive consultation with key stakeholders including the artists, the community and the arts industry.



The Plan includes six focus areas: Place; The Program; The Collection; The Visitor Experience; the Gallery's Profile, and Partnerships.

The community was invited to comment on the Plan during its public exhibition from 2 July – 6 August 2020. We asked through an online survey whether the community supported the Plan and if they had any comments or ideas they'd like to see addressed in the Plan. Feedback could be provided via the online survey, email or phone. Due to Covid-19 restrictions, no face-to-face engagement activities were planned.

A variety of methods were used to promote the engagement and invite the community to comment. A project page on Council's engagement website included the Plan, Frequently Asked Questions, an online survey tool, and links to further information. The engagement was promoted via an e-newsletter to Engagement HQ's Register of Interests; a notice in the Illawarra Mercury; social media posts via Council's and the Gallery's channels; a media release which coincided with Gallery's reopening to the public; Council's Community Newsletter July 2020 edition and a poster displayed at all Council libraries and at the Gallery. Emails were sent to key stakeholders including all Neighbourhood Forums and previous

engagement participants. Gallery staff also sent emails to their extensive networks including arts teachers, Friends of the Gallery, artists, industry professional and arts organisations.

15 submissions were received via the online survey. The Plan received significant support from survey respondents. Of the 15 who undertook the online survey 11 supported the Plan and four offered qualified support. Positive comments were received including *'This is a wonderful plan with great potential to grow the creative and cultural life of the region'*.

A range of ideas were submitted to improve the visitor experience, the Gallery space, and to enhance its audience, profile, programs and partnerships. Ideas included having a café and gift shop; improvements to the Gallery building internally and externally to make it easier to access and navigate; and, integrating the Gallery with the Arts Precinct. The community suggested additions and improvements to Gallery facilities including purchasing a kiln; upgrading equipment for exhibition launches; upgrading the internal display space; and providing additional seating space.

Suggestions were made to broaden the Gallery's audience, to reach our culturally and linguistically diverse communities, young people, and people with disability. Ideas included having expanded hours events with after dark programs and additional educational offerings.

The Gallery's recent increased social media presence was recognised by some while others asked for greater online engagement and a higher profile within the region. Partnership suggestions included building strategic relationships with artists and other organisations. Ideas around the collection and exhibitions included having a strong curatorial vision and providing a permanent space for rotational exhibitions.

Background

Wollongong Art Gallery (the Gallery) has been delivering an important cultural service to the region for over 40 years. With a collection of over 3,000 artworks, the Gallery hosts high profile exhibitions as well as exhibitions by local and regional artists and community groups. It also delivers a diverse program of educational activities and public programs.

The Framing Our Future 2020 – 2025 draft Strategic Plan (the Plan) was placed on public exhibition for comment from 2 July – 6 August 2020. The development of the Plan allowed the Gallery the opportunity to explore new ideas and opportunities to redefine and refocus its Vision, Mission and Purpose. It will provide a pathway for change, so that the Gallery can remain relevant to our community, the arts and to contemporary life.

The Plan was developed through extensive consultation with key stakeholders including the general community and supports the Gallery's cultural strategies identified within Creative Wollongong 2019-2024 and Our Wollongong 2028 Community Strategic Plan.

The Plan sets six focus areas for the next five years:

- Place
- The Program
- The Collection
- The Visitor Experience
- The Gallery's Profile, and
- Partnerships.

Related strategies include:

- Creative Wollongong 2019-2024
- Our Wollongong 2028 Community Strategic Plan
- A City for People – Wollongong Public Spaces Public Life 2016
- Public Art Strategy 2016 – 2021
- Economic Development Strategy 2019 - 2029
- Delivery Program Operational Plan 2019 – 2022 (key project – develop Strategic Business Plan)

We asked the community whether they supported the Plan and whether they had any comments or ideas they'd like to see addressed in the Plan.

Stakeholders

Stakeholders identified prior to the commencement of the engagement period included:

- The Gallery's extensive list of networks including:
 - industry professional and arts organisations
 - artists
 - arts teachers
 - friends of WAG
 - gallery visitors
- Engagement HQ Register of Interests
- Previous engagement participants
- The broader community
- Neighbourhood Forums

Methodology

The engagement ran from 2 July to 6 August 2020 and was designed to gather comment through an online survey, the engagement email or phone. A variety of communication methods were used to ensure the community were aware of the engagement. This included:

- A media release issued on 1 July 2020 tied in with the Gallery's reopening to the public
- A notice placed in the Illawarra Mercury on 8 July 2020
- Social media postings on 29 June, 3 July and 28 July 2020
- Emails promoting the public exhibition sent to key stakeholders, with the invitation to share through their networks
- An e-newsletter sent to Engagement HQ's Culture and Arts Register of Interest participants
- Posters displayed at all branch libraries and at the Gallery
- Wollongong Community Newsletter July 2020 issue
- Notice was included in the Council's Cultural Services E-newsletter.

Results

This section of the report provides details on the engagement participation results (Table 1), the on-line participation summary (Table 2), support for the Plan (Table 3) and feedback themes (Table 4).

Engagement Participation Results

Details of the number of participants for each engagement activity are presented in Table 1.

Table 1: Engagement participation results

Engagement activity	Participation
Submissions received during the engagement period	15

Online Engagement Results

A total of 15 submissions were received online. Table 2 presents the usage statistics for the project page on Council's website.

Table 2: Summary of online participation

Measure and Explanation	Usage
Unique Site Visits – Total number of visits to the project page	168
Aware – Total number of users who viewed the project page	139
Informed – Total number of users who opened a hyperlink or read a document	74
Engaged – Total number of users who have actively contributed to the project via the project page	15

Submission results

We asked whether the community supported the Plan. 11 survey respondents expressed their support for the Plan with four providing qualified support. No submissions opposed the Plan.

Table 3: Survey Question 1: Do you support the Framing Our Future 2020-2025 draft Strategic Plan?

Options	Responses
Yes	11
Somewhat	4
No	0

We also asked the community whether they had any comments or ideas they'd like to see addressed in the Plan. Feedback for this question was received via the online survey. Positive comments were received including *'This is a wonderful plan with great potential to grow the creative and cultural life of the region'*. The community also suggested a range of ideas to improve the Gallery experience; upgrade its building and facilities and to broaden its audience. Ideas have been themed and categorised within six focus areas of the Plan: Place, the Program, the Collection, the Visitor Experience, the Gallery's Profile, and Partnerships. Some themes are relevant across multiple focus areas.

Table 4: Results question 2 Comments or ideas - feedback themes.

Themes – comments and ideas	Focus Area
Theme 1 – café food offering	Visitor Experience
Theme 2 – retail offering	Visitor Experience
Theme 3- Gallery building upgrades	Place/ Visitor Experience
Theme 4 – partnerships and collaboration	Partnerships
Theme 5 – access and inclusivity	Program/Visitor Experience/Place
Theme 6 – social media	Profile
Theme 7 – education	Program/Visitor Experience
Theme 8 – after hours events	Program/Visitor Experience
Theme 9 – investment in facilities	Place/Visitor Experience/ Place
Theme 10 – employment opportunities	Partnerships
Theme 11 – relationships with artists	Partnerships
Theme 12 – curatorial vision and exhibition spaces	Collection

The Visitor Experience

Many respondents suggested improvements to the visitor experience by having a 'better retail and food strategy'. Ideas included having a café, gift shop and book shop. It was submitted that having a café and shop were important features of a major regional art gallery; that it was a financial and artistic loss, not to sell souvenirs; and that the gift shop would be good 'if reasonably priced'. Examples of other regional art gallery cafes were provided.

Upgrades to the Gallery building and its facilities were also suggested to improve the visitor experience, by making the space easier to access and navigate.

Place

Several comments were made about improving the Gallery building, both externally and internally. Suggestions included that the building be physically opened and integrated with the Arts Precinct; that it be painted in a bright colour; and having a purpose-built addition with examples provided of other regional gallery buildings.

It was suggested that Council should commit to significant capital improvements.

Other ideas were to invest in more facilities, including a '*large, quality, ceramic kiln*'; have better equipment for exhibition launches – to have '*decent microphones, improved acoustics*'; upgrading the internal display space; and providing additional seating space. These ideas also relate to improving the Visitor Experience.

The Program

Suggestions included having program offerings which would reach across Wollongong's diverse community including our culturally and linguistically diverse communities, young people, and people with disability. Some suggested that the Gallery should have expanded hours events with after dark programs, '*paint and sip nights*'. Extended hours to broaden the Gallery's audience was mentioned. One person stated that the purchase of a kiln could help to expand program offerings and existing educational workshops. The Plan's educational programs were also given support - '*it's great to see education overtly and implied in the plan*'.

The Gallery's Profile

While some had positive comments about the Gallery's recent social media presence, particularly Instagram, others asked for greater online engagement to make the Gallery more visible. It was stated the Gallery needed a raised profile in the region with a suggestion that the Gallery be painted in a vibrant Art Deco colour to raise the building's profile to attract a wider range of visitors.

Partnerships

Partnership themes included the Gallery building strategic relationships with artists and organisations and having more and broadened employment opportunities. Collaboration was suggested with the University of Wollongong, particularly their Arts Faculty and with other regional galleries.

The Collection

Ideas around the collection and exhibitions included having *'boldness and strong curatorial vision'* and providing a permanent space for rotational exhibitions.



Here is a snapshot of what you said and what we did with your feedback.

Place

You said

You want the Wollongong Art Gallery (WAG) to be a place where you can enjoy art in a social environment and that a café and gift shop would enhance your experience. You would like to see the WAG more integrated with the Arts Precinct. You wanted to make the WAG façade, entrance and foyer more inviting and the WAG space easier to navigate.

We did

We listened and understand that (64%) of people who responded to the Framing our Future survey would like to see us investigate ways to make the building more welcoming and a place to gather and socialise with amenities such as a café and gift shop being a central part of that experience.

Council is committed to providing opportunities for our community to engage in arts and cultural activities and to providing a space that is welcoming, accessible and an integrated and important part of Arts Precinct and the city landscape.

Through the life of this Plan we will investigate ways in which we can make changes to the building to improve site-based social experience.

Program

You said

You like what we do but would like to see us be bolder and create a program with a strong curatorial vision that challenges expectation. You would like to see us explore creativity through more focussed education and public programs. You would also like to us to support and engage more closely with artists and the local art community.

We did

The draft Plan includes actions to develop and support new multidisciplinary arts projects; to bring selected significant touring exhibitions to Wollongong; investigate and implement contemporary gallery models and platforms for exhibition and program presentation; develop a diverse range of education and public programs, across multiple platforms to encourage participation and new audiences; and to encourage, develop and support local and regional artists.

Collection

You said

You wanted a commitment for significant capital improvement of the WAG building.

We did

We have included four actions in the Framing Our Future implementation plan that focus on capital improvements to enhance site-based social experience and three that address improvements to the management and care of the art collection which is an important community, cultural and financial asset and one of the most significant regional art collections in Australia.

Visitor Experience

You said

That the social aspect of visiting the WAG is important to you. That you would like to see extended hours and stronger connectivity with exhibitions and programs that reflect you and your stories.

We did

We see visitor experience as paramount to the WAG's future moving forward and have included actions in the Plan that address this through a range of strategies for the physical space, the services available and provided and programs that are developed and delivered. Actions include; review WAG arrival experience and first impressions; investigate furniture, technical equipment and facility enhancements for increased visitor comfort; pilot options to use the front entrance and garden to better connect WAG to the community; undertake a feasibility study for an integrated gallery café and gift shop; investigate models for community curatoriums and other methods to directly involve community in story development; schedule specific programs for people with disability at the WAG and develop a diverse range of education and public programs, across multiple platforms to encourage participation and new audiences.

Profile

You said

You would like to see a greater online presence and engagement with social media and promotion of WAG through high profile exhibitions and broader marketing.

We did

We have included actions in the Plan to expand our marketing and communication profile by implementing a new strategic marketing plan, including methods to communicate, market and promote WAG's programs and to expand and implement appropriate and targeted promotional material via digital platforms. We will also expand our profile by producing, presenting and bringing exhibitions of quality and significance to Wollongong, as well as produce selected exhibitions for touring to other galleries.

Partnerships

🗨️ You said

You would like to see WAG develop more and stronger strategic relationships, partnerships and collaborations with local artists and external organisations.

▶▶ We did

The Plan includes several actions that directly address WAG developing important strategic relationships. We have incorporated actions; to build networks with artists from emerging to established; Seek and support professional development collaborations and or partnerships with external organisations; Investigate collaborations with Department of Education and Training, Museum & Galleries NSW, University of Wollongong, National Association of Visual Artists, Art Gallery NSW and Museum of Contemporary Art. We will also cultivate a proactive approach to building networks with collectors, galleries and peer organisations.