



BOROONDARA
City of Harmony

Town Hall Gallery Art Collection Strategy

2010 - 2015

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1. Executive summary

The Town Hall Gallery is one of the leading municipal galleries in Victoria and the Town Hall Gallery Art Collection Strategy will guide the strategic direction of the collection's growth over the next five years.

Proposals are included which will guide the process of acquiring further work for the collection, in terms of ethical considerations, legal obligations, resource allocation and selection criteria.

An extensive consultation process was conducted with the Boroondara community, stakeholders and industry professionals. Research was also undertaken into public art collections in Australia and internationally to ensure that the strategy was reflecting current best practice.

2. Introduction

2.1. Vision and purpose

The vision of the Town Hall Gallery Art Collection is to collect innovative, contemporary and historical art that reflects Boroondara's diverse community as well as art by significant Australian artists who have lived or worked in the municipality.

The purpose of this strategy is to establish a strategic approach to the development and acquisition of art works into the Town Hall Gallery Collection for the next 5 years. The strategy will inform capital works bids and grant applications to fund future acquisitions.

2.2. Scope

The THG Art Collection Strategy will provide advice in relation to the following:

- Gallery and museum collection processes;
- Development of criteria for the identification of appropriate acquisitions to further the collection;
- Scheduling of projects and appropriate documentation;
- Recommend an approach to future acquisitions and collecting;
- Interpret Council's vision for the Town Hall Gallery Collection and indicate strategic direction for its growth; and
- Decommissioning guidelines.

Additional issues identified in the strategy are:

- To secure sustainable funding to build the collection. This includes the continuation of annual Capital Works funding to acquire works and also the investigation of funding from the philanthropic and private sectors;
- To increase opportunities to access the collection; and
- To develop marketing and promotional plan that covers collection exhibitions, public program, research opportunities and access via new technologies.



3. Background

The Town Hall Gallery Collection has close to 1,000 items. It aims to nurture a sense of community and shared history within Boroondara. The collection also aims to enhance public spaces and community well-being. It has the potential to tell a unique story about the role of local government in the evolution of the social and cultural life in Boroondara.

The collection is divided into four components; Art Collection, History Collection, Local Government Collection and Public Art Collection. The Collection comprises items acquired by the former cities of Hawthorn, Kew and Camberwell, as well as the City of Boroondara.

The Town Hall Gallery Art Collection Strategy will promote the development and access to the collection within the proposed Hawthorn Town Hall arts precinct.

The strategy incorporates reviews of existing documentation in order to place the strategy firmly within the overarching Arts and Cultural Strategy 2008-2013. It will also guide the process of acquiring further work for the Town Hall Gallery (THG) Art collection, in terms of ethical considerations, legal obligations, resource allocation and selection criteria.

3.1. Context and Methodology

The process and methodology of developing the strategy incorporated reviews of existing documentation in order to place the strategy firmly within Council's overarching arts and cultural commitments.

In response to the requirements of the Town Hall Gallery Art Collection Strategy Project Brief a working methodology was developed. This involved:

- Extensive internal and external consultation;
- Physical inspection of collection objects;
- Physical inspection of comparable collections in other galleries;
- Communication with a number of regional and state galleries, and government cultural agencies;
- Evaluation of current building layouts and some possible future site developments;
- Site analysis to identify redevelopment constraints and opportunities;
- Review of musicological, collection management and interpretation principles, theory and current practice; and
- Review of current staffing structure and practices.

Proposals are included which will guide the process of acquiring further work for the collection, in terms of ethical considerations, legal obligations, resource allocation and selection criteria.

3.2. Terminology

The terms *museum* and *gallery* are used interchangeably in this document, but are used to refer to an art museum, or specifically the Town Hall Art Gallery.

3.3. Consultation

Extensive community consultation was undertaken in 2008 and documented in *Arts & Culture in Boroondara*. This included some information that relates directly to art in the municipality.

During this process a list of art collection strategy stakeholders was identified. They included:

- Town Hall Gallery Collection Advisory Committee
- Leisure and Cultural Services - people who have to use the strategy
- Hawthorn Town Hall Expert panel
- Mayor / Councillors
- Other collecting organizations
- Risk Management Team
- DEWHA / ATO in regards to Deductible Gift Recipient Status
- Boroondara artists and arts groups
- Professional and amateur artists
- Art dealers/galleries
- Collectors
- Historical Societies
- People who are interested in culture

A survey was undertaken of individuals and organisations which are currently on the Town Hall Art Gallery email database. This list includes Boroondara artists and arts groups, professional and amateur artists, art dealers and galleries, collectors, historical societies, and people who are generally interested in culture.

Stakeholder	Involve / Collaborate / Inform / Consult	Method
Town Hall Gallery Collection Advisory Committee	collaborate	committee meeting
Cultural Services - people who have to use the strategy	collaborate	committee meeting
Hawthorn Town Hall expert panel	involve	committee meeting
Mayor / Councillors	involve and inform	committee meeting of Town Hall Management Group (two representatives)
other collecting organizations	inform	Phone/email
risk management	consult	Phone/email
projects and strategy	involve	Phone/email
DEWHA / ATO in regards to DGR program	inform	Phone/email
Boroondara artists and arts groups	consult	Phone/email
professional and amateur artists	consult	Phone/email
art dealers / galleries	consult	Phone/email
collectors	consult	Phone/email
historical societies	inform	Phone/email
people who are interested in culture	consult	Phone/email

Questions were proposed in order to collect possible ideas for themes relating to the type of art respondents would like to see in the Council collection. Some general observations provide the impetus for proposed general directions. These include:

- Work by local artists, residents of Boroondara

- Very broad range of contemporary art in a variety of mediums
- Good artworks by significant historical, modern and contemporary artists.
- Indigenous artists
- Works of excellence that follow a particular theme, style, period, and possibly relate to your area
- A broad collection of works to educate and please the local community
- Include more craft-work ... interactive and multi-media installations
- So long as the standard was kept very high
- Works of art, both contemporary and historical, that relate to the City of Boroondara; the people and place
- Current collection policy is OK

The draft THG Collection Strategy was available for public comment for 6 weeks, from 20 July to 30 August 2010. The invitation to participate in the consultation process was advertised in The Bulletin and on the Council website.

3.4. Corporate framework

This strategy supports Council's Mission and Vision by addressing the following objective(s) in the Council Plan 2010-2015 from the *Our Boroondara, our city, our future*.

Vision theme 1: Community wellbeing

The sense of community within Boroondara will continue to be at the heart of what makes our City an attractive place, now and into the future.

Vision theme 2: Managing a sustainable environment

By working together and changing practices in our natural and built environments, we can help create a city and a future that are sustainable.

Vision theme 3: Planning a well-designed sustainable city

Boroondara must be developed in a sustainable way – not only for the benefit of our environment but to preserve and enhance the existing character of our City.

Vision theme 4: Connecting our city

If we are to create a truly vibrant and inclusive City for our future, then we must ensure it is a connected City with safe, accessible and sustainably transport solutions.

The key themes and aspirations are underpinned by the key ideas of community connectedness and sustainability. These ideas are supported by principles that guide the actions of Council.

They are:

- consultation
- effective governance
- innovation
- knowledge
- partnerships
- participation
- planning

Council adopted the Arts and Cultural Strategy 2008-2013 which sets the direction for arts and culture in Boroondara to ensure participation and access by all sections of the community.



4. Goals and Objectives

The THGAC Strategy addresses Council's visions in general, and in particular those embedded in the Arts and Cultural Strategy. This Strategy provides a five year collecting vision to fulfill the purpose of the collection, which is to nurture a sense of community and shared history within Boroondara.

The THGCAC has the following guiding principles:

- To collect works on principles which value: a contemporary vision, excellence, innovation, high aesthetic quality, relevance and authenticity.
- To acquire works of art of outstanding quality in accordance with the gallery's acquisition policies.
- To build on the strengths of the collection.

Goal 1: To represent contemporary art in the City of Boroondara

Objective 1.1 Collect innovative contemporary art

Goal 2: To represent the diverse cultural interests and values of the whole community

Objective 2.1 Identify the means by which the diverse cultural interests of the community can be represented in the collection

Objective 2.2 To build a collection that reflects Boroondara's culturally diverse community and reflects a diversity of practices and ideas.

Goal 3: To document historic and contemporary aspects of artistic production in Boroondara

Objective 3.1 Identify and research artists who have been active and are currently active in Boroondara

Objective 3.2 Build a collection by significant Australian artists who have lived, worked or trained in the municipality

Objective 3.3 Build a collection within the broader parameters of Australian art where this informs the collection

Goal 4: To secure sustainable funding to build the collection.

Objective 4.1 Develop a funding plan to maximize internal and external funding sources

Objective 4.2 Secure increased funding for the five year program

Objective 4.3 Develop a specific sustainable cultural grants program to support local and emerging artists

Goal 5: To develop opportunities for enabling awareness of and access to the collection and the principles it embodies

Objective 5.1 Develop a space in the New Town Hall Gallery in Hawthorn Town Hall for the display of works from the collection



Objective 5.2 Develop program and services that provide opportunities to access the collection

Objective 5.3 Provide opportunities to access the collection using new technologies

Objective 5.4 Develop opportunities to communicate the significance of the collection to the community

Goal 6: To support local and emerging artists through the acquisition of their work

Objective 6.1 Identify and research local and emerging artists

Objective 6.2 Develop a program that supports the acquisition of work by local and emerging artists

4.1. Actions

Goal 1: To represent contemporary art in the City of Boroondara

Objective	Action	Completion	Timeframe	Resources
1.1 To collect innovative contemporary art	Acquire contemporary art that conforms to the acquisition policy	Acquisitions made and budget expended.	Ongoing	Capital works budget annually and from the THG Cultural gift fund

Goal 2: To represent the diverse cultural interests and values of the whole community

Objective	Action	Completion	Timeframe	Resources
2.1 Identify the means by which the diverse cultural interests of the community can be represented in the collection	Undertake periodic community consultations	Community consultation and surveying completed as part of THGAC strategy review.	To be completed by July 2013.	Operational
	Consider opportunities for reflecting this diversity in the composition of the advisory committee	New appointments made to the Town Hall Gallery Collection Advisory Committee	Annually with a three year tenure.	N/A
2.2 Build a collection that reflects Boroondara's culturally diverse community and reflects a diversity of practices and ideas.	Consider works for acquisition that reflect the community's diversity while continuing to acquire works in diverse media and themes.	Renewal of Town Hall Gallery Collection Acquisition Policy	To be completed by October 2012.	Town Hall Gallery Collection operational budget



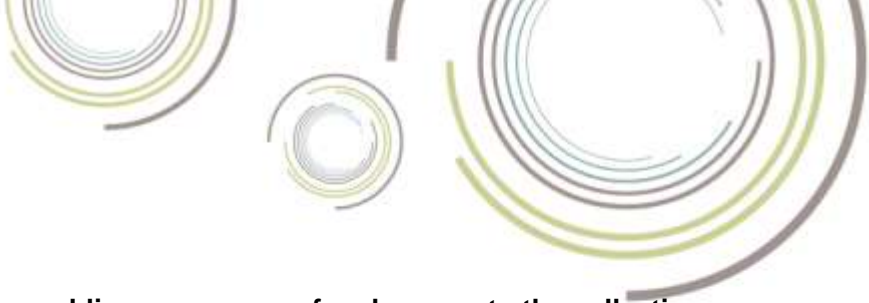
Goal 3: To document historic and contemporary aspects of artistic production in Boroondara

Objective	Action	Completion	Timeframe	Resources
3.1 Identify and research artists who have been active and are currently active in Boroondara	Develop research files and an active and current database of visual artists in municipality, and keep up to date.	Database created	Database created by June 2011. Updates ongoing.	Town Hall Gallery Collection operational budget
	Develop a program to actively encourage local artists to engage and register with the Gallery	Include the artist database in the promotional strategy for the Town Hall Gallery Collection.	Promotional strategy completed by end of 2011.	Town Hall Gallery Collection operational budget
3.2 Build a collection by significant Australian artists who have lived, worked or trained in the municipality	Develop a confidential research file of relevant work in the possession of private owners	Research file completed.	Ongoing	Town Hall Gallery Collection operational budget
	Include a focus on local historical artists in the exhibitions and public program	Exhibitions held once a year in current THG.	Ongoing	Visual Arts operational budget
	Develop a publishing program (hard copy and online) which makes information on local historical artists available	Articles produced every 6 months and published	Ongoing beginning 2011.	New expenditure from Town Hall Gallery Collection operational budget
	Include a focus on local contemporary artists in the exhibitions and public program	Exhibitions curated and public programs held.	Ongoing.	Visual Arts operational budget
3.3 Build a collection within the broader parameters of Australian art where this informs the collection	Acquire work by non-local artists when the work or the artist relates strongly to other works in the collection or other artists represented in the collection	Research completed on key significant artists already represented in the collection.	Ongoing	Capital works budget annually and from the THG Cultural gift fund



Goal 4: To secure sustainable funding to build the collection.

Objective	Action	Completion	Timeframe	Resources
4.1 Develop a funding plan to maximize internal and external funding sources.	Develop a funding plan with a diverse portfolio of sources	Funding plan completed	2012	Operational budget
4.2 Secure increased funding for the five year program.	Identify external funding sources within the government, philanthropic and private sectors	Funding plan completed	2012	New expenditure to increase the capital works budget for THG Collection acquisitions
	Identify opportunities for Council to encourage corporate support for the collection (acquisitions, management, access)	Funding plan completed.	2012 and ongoing.	N/A
4.3 Develop a specific sustainable cultural grants program to support local and emerging artists.	Explore the possibility of allocating a fixed amount annually from arts and culture fund monies for local artists	Proposal of commencing a cultural grants program	2013	New expenditure



Goal 5: To develop opportunities for enabling awareness of and access to the collection and the principles it embodies

Objective	Action	Completion	Timeframe	Resources
5.1 Develop a space in the new Town Hall Gallery in Hawthorn Town Hall for the display of works from the Collection	Ensure a permanent space is included in the designs for the new gallery at Hawthorn Town Hall which focuses on changing displays of the collection	Permanent Collection gallery space provided in the Hawthorn Town Hall re-development.	2013	New expenditure
5.2 Develop programs and services that provide opportunities to access the collection	Develop exhibitions and public programs which focus on the collection	Exhibitions and programs held	Annually and ongoing.	Visual Arts operational budget
	Investigate the appointment of a public programs / marketing staff member	To be investigated during Cultural restructure.	2013	New expenditure
5.3 Provide opportunities to access the collection and information on the collection using new technologies	Develop other new technology opportunities	Information about the collection included on all of Town Hall Gallery social media pages.	2010	Town Hall Gallery Collection operational budget
5.4 Develop opportunities to communicate the significance of the collection to the community	Develop a five-year marketing campaign	Marketing plan created.	To be completed by end of 2011.	Town Hall Gallery Collection operational budget



Goal 6: To support local and emerging artists through the acquisition of their work

Objective	Action	Completion	Timeframe	Resources
6.1 Identify and research local and emerging artists of note	Develop research files and an active and current database of emerging visual artists in municipality, and keep up to date	Database created	To be completed by 2011 - updates ongoing.	Town Hall Gallery Collection operational budget
6.2 Develop a program that supports the acquisition of work by local and emerging artists of note	Allocate a fixed amount annually from Town Hall Gallery Acquisition fund for emerging artists	To be approved and added to renewed Town Hall Gallery Collection Acquisition Policy.	To be completed by October 2012.	Capital works budget annually and from the THG Cultural gift fund
	Identify external sources of grants and government support for emerging artists		Ongoing	N/A



5. Implementing and monitoring

Implementation of the strategy will be through the Arts and Culture Department. Quarterly reporting will be made to the Town Hall Gallery Collection Acquisition Advisory Committee.

5.1. Evaluation

The key performance indicators for the evaluation of the strategy will be the completion of the actions. The progress of the actions and outcomes will be monitored by the Town Hall Gallery Collection Acquisition Advisory Committee and reported to Council through the Quarterly Performance Review.

5.2. Accountabilities

For all queries or feedback regarding this strategy, please use the contact details for the responsible officer below.

Contact	Contact number	Contact e-mail
Curator	9278 4775	mnowak@boroondara.vic.gov.au

The responsible officer coordinates the implementation and maintenance of this strategy; ensuring that stakeholders are informed and that the strategy is monitored and reviewed.

5.3. Corporate Governance

The Town Hall Gallery Collection Acquisition Advisory Committee provides recommendations to Council regarding the growth and development of the Town Hall Gallery Collection through acquisition criteria.


The function of the Committee is to provide professional expertise in relation to the Gallery's art and heritage collection. In particular, its tasks are to:

- Consider proposed acquisitions submitted by the Town Hall Gallery Curator within the budget allocation
- Consider and recommend to the Management Group proposed de-accessions from the Collection
- Advise and assist staff in pursuing potential donors or bequests to, or sponsors of, the Collection
- Advise and assist staff in the development of public access to the Collection

5.4. Risk Management

The management of the Town Hall Gallery Art Collection adheres to the City of Boroondara Risk Management policies and protocols including:

- Occupational Health and Safety;
- Council Assets;
- Council Liability;
- Council reputation; and
- Environment protection



In addition, the City is bound to apply accepted legal and ethical standards and protocols in all aspects of its work. These guidelines refer directly to acquisition and de-accession practices and procedures, as well as to the expected standards of care that must be applied to a collection. 5.1 Museums Australia Code of Ethics

5.4.1. Museums Australia (1999), Inc. Code of Ethics, in particular section 3 Acquisitions to Museum Collections, section 6 Disposals, and section 8 Personal Responsibility of the Museum Officer to the Collections.ⁱ

As members of the Australian museum community's professional association, Museums Australia, both the Town Hall Gallery and its staff are obliged to adhere to the ethical guidelines of this document. The document extends to all of the main museum types, not just art museums, but many of the references to working with heritage, natural, scientific and cultural material may also apply directly to some areas of art museum practice.

5.4.2. 5.2 International Council of Museums Code of Ethicsⁱⁱ

ICOM's Code of Ethics (2006) forms the basis for nationally developed codes, such as those of Australia (referenced in 5.1), and provides the foundation for museum and gallery practices worldwide. By its own definition, *it sets minimum standards of professional practice and performance for museums and their staff.*

5.4.3. 5.3 Museums Australia Indigenous Guidelinesⁱⁱⁱ

Museums Australia Inc (2005), *Continuous Cultures, Ongoing Responsibilities Principles and Guidelines for Australian Museums working with Aboriginal and Torres Strait Islander cultural heritage.*

The Town Hall Gallery collection currently contains no works by indigenous artists, but it is likely that such work will enter the collection in the future.

5.4.4. 5.4 Valuing Art, Respecting Culture: Protocols for working with the Australian Indigenous visual arts and craft sector^{iv}

This document presents protocols both to guide non-Indigenous people in their relationships with Indigenous artists and communities, and assist Indigenous artists to define their rights. It has been prepared by the National Association for the Visual Arts (NAVA).

5.4.5. Australian Registrars Committee Code of Ethics

Law, C., Belcher, C. and Cooper, C. (2003), *Everyday Decisions. A Code of Ethics for Australian Registrars*, Australian Registrars Committee, Campbelltown.

5.5. Financial Implications

Council has allocated \$30,000 in the 2009-10 Capital Works program and \$32,500 in the 2010-11 Capital works program.

Due to the additional gallery spaces and exhibitions of the proposed Hawthorn Town Hall Arts Precinct additional resources will require consideration in future budget deliberations. Investigation into creating a Friends of the THG program to assist with fundraising for new acquisitions will occur in the lead up to the new gallery as part of the Hawthorn Town Hall arts precinct.

THG Art Collection has been part of the Cultural Gifts Program for two years without any donations having been made. It is expected that donations of works are likely to be made when the Hawthorn Town Hall arts precinct is open and there is a specific display area for collection works.

The actions contained in the strategy identify the funding sources. Over the five year period eleven actions can be funded from the operational budget, three actions from capital works budget and five actions will require new priority works funding.

6. References

6.1. Related documents

The Town Hall Gallery is guided by various management policies, some of which are official documents of the City of Boroondara; others are research studies which collect primary data. Many of these documents have a strong impact on how the Town Hall Gallery Art Collection strategy will be developed.

It is evident that many of these documents build on the findings of the ones which precede them. This review does not include other documents and research which will be referred to in this study but have not been generated by the City of Boroondara or its contractors, such as general art and culture studies.

Relevant policy documents and other reports

Title	
1	Arts & Culture in Boroondara 2008
2	Arts and Cultural Strategy 2008-2013
3	Our Boroondara – Our City, Our Future
4	Summary of the Indigenous Heritage Study
5	The Town Hall Gallery Governance Document 2007-2010
6	City of Boroondara Public Art Strategy
7	Trust Deed. Town Hall Gallery Gift Fund
8	Town Hall Gallery Collection Acquisition Policy
9	Sponsorship and Acknowledgement Policy and Sponsorship Guidelines
10	Town Hall Gallery Art Collection Strategy Background Paper by Cultural Connotations 2010.

6.2. Definitions

All artworks in Boroondara are part of the Town Hall Gallery Collection and are managed according to the Town Hall Gallery Governance Document, which includes the Town Hall Gallery Collection Acquisition Policy.

THGAC	Town Hall Gallery Art Collection
Local artist	This is an artist who lives or has lived, worked or has worked in Boroondara, and includes artists of a diversity of cultural backgrounds, ages, genders, creative practices.
Work by local artists	This is work produced by local artists here and overseas, the work of expatriates or works by artists who contribute to Boroondara's cultural heritage.



Work of local subject matter	This identifies work which illustrates local cultural values, and work which explores local subject matter.
Town Hall Gallery	Town Hall Gallery is owned and managed by City of Boroondara and showcases 12 exhibitions per year including exhibits drawn from the Town Hall Gallery Collection, local artists, external touring exhibitions and external artist hirers.
Touring exhibition	This is a type of exhibition that is available for circulation on a local, national or international level. The exhibition is created by a host gallery or museum and can be loaned to other galleries for a fixed period of time.

7. Acknowledgements

The contribution of community members, stakeholders, visual artists and colleagues throughout the extensive consultation process is appreciated.

In particular, acknowledgment must be made to the author of the report and background information which is the basis of this strategy.

Prepared for: City of Boroondara
Author: Annette Welkamp, Cultural Connotations

i www.museumsofaustralia.org.au/dbdoc/maethics.pdf

ii <http://icom.museum/ethics.html#intro>

iii http://www.museumsofaustralia.org.au/dbdoc/ccor_final_feb_05.pdf

iv <http://www.visualarts.net.au/files/VARC.pdf>