

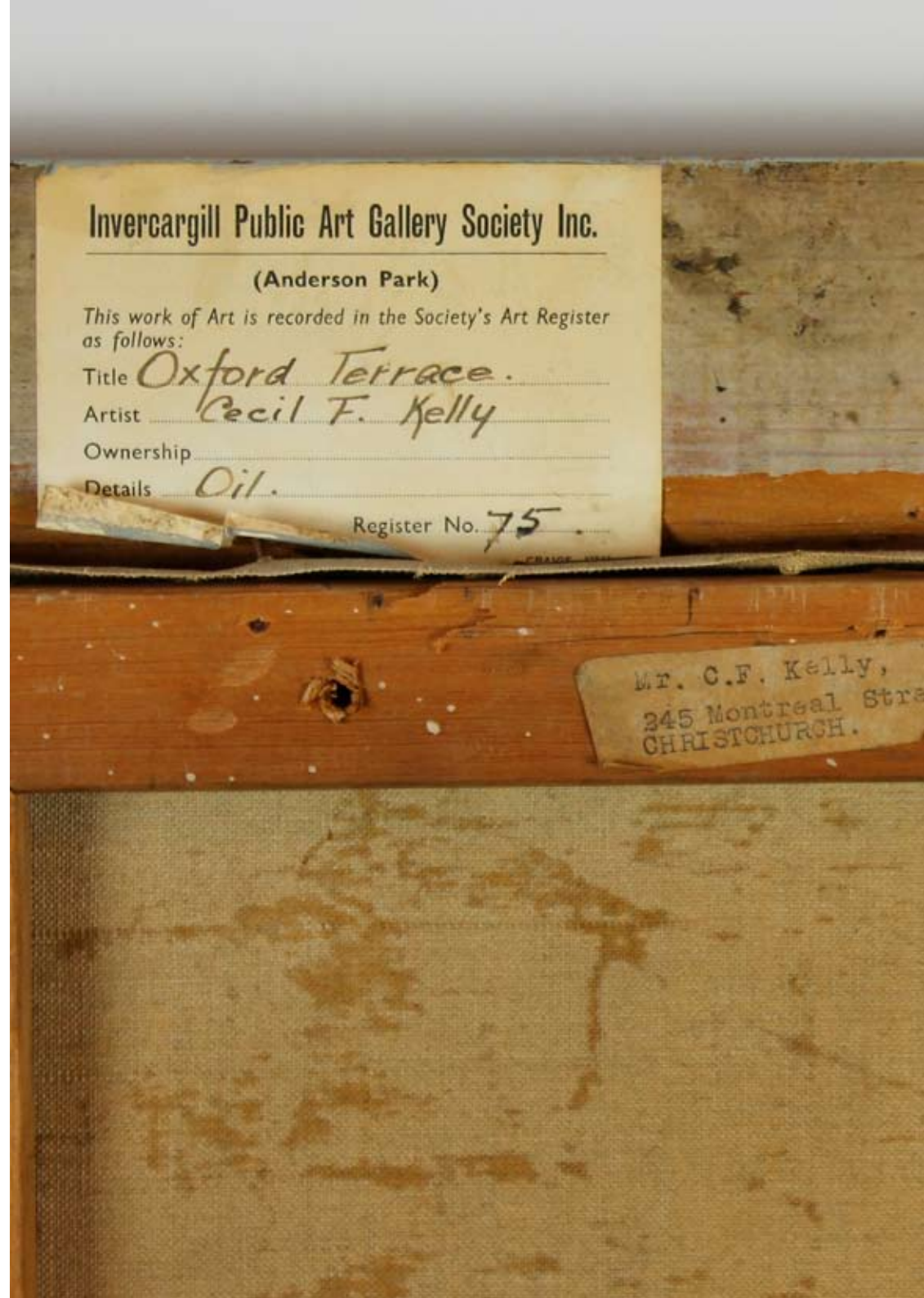
# Invercargill Public Art Gallery

*looking and moving forward*

*embrace  
what art  
can be*

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## Introduction

The Invercargill Public Art Gallery has embarked on a process of change as it navigates its way from the edge, to the centre of the city. Central to this process is the community and its art collection that we have been entrusted to care for.

Starting this journey has enabled the Gallery to refocus on who we are, what we do and who we do it for.

We are enthusiastic about what the future holds and the benefits this will bring to our community. The road may twist and turn at times, but this brings opportunities to challenge and push us to rediscover what is most important.

This document outlines where we have come from, where we want to go and how we are going to get there. It is an open conversation about our future we would like you to be a part of.





## Our purpose, our vision

Art is about looking — looking at ourselves and the world we live in. It is not one thing, but many and defies simple definitions. For us, art is about possibilities – experiences, emotions, memories, choices, beauty, suffering, dreams... It is a vehicle to discover ourselves, each other and our world.

We want people to feel comfortable with art, that through art they are bolder, that they grow – as individuals and as a community.

Our vision is that you are able to *embrace what art can be...*

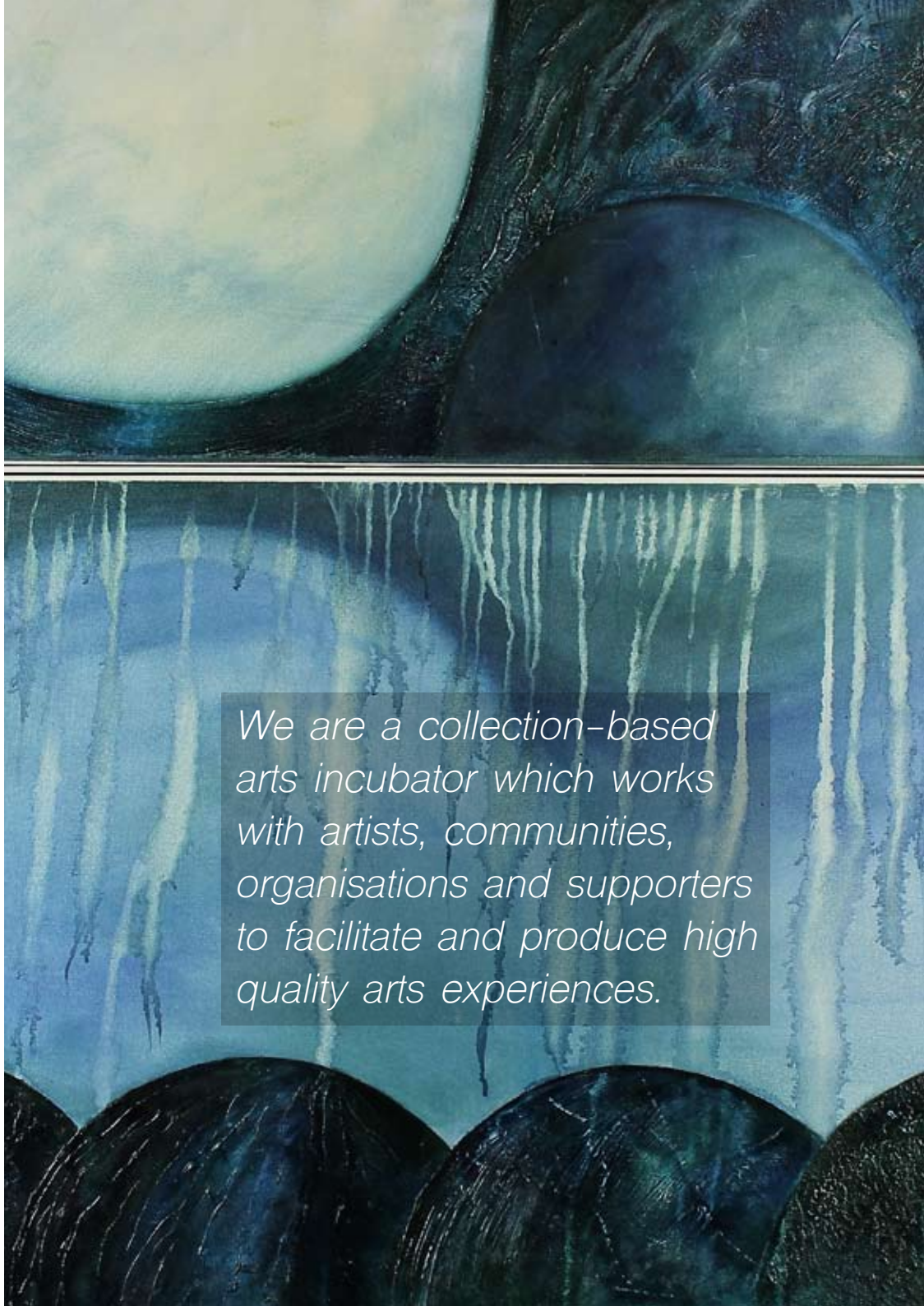


## Our mission

Connections are key to building audiences and communities. We are part of a larger “we” and need to work with others to achieve our mission. As a collection-based arts incubator we want to explore our world with you through the lens of art.

We want this to be a high quality experience that builds our community and enables people to grow and be bolder, in themselves and the decisions they make.

Mountain Valley, Rocks and Pool III, Evening Rain, 1981 (detail) John Scott – IPAG Cat No. 530



*We are a collection-based arts incubator which works with artists, communities, organisations and supporters to facilitate and produce high quality arts experiences.*



## Our values

Our values are the foundation which support our vision and enable us to be bolder in our mission. They speak to the core of what drives us forward and underpin the philosophy of our purpose.

### > People first

We will build a community of confident art explorers

### > Commitment to quality

We are focused on supporting and stimulating great creative thinking, creative production and creative experience

### > Relentlessly curious

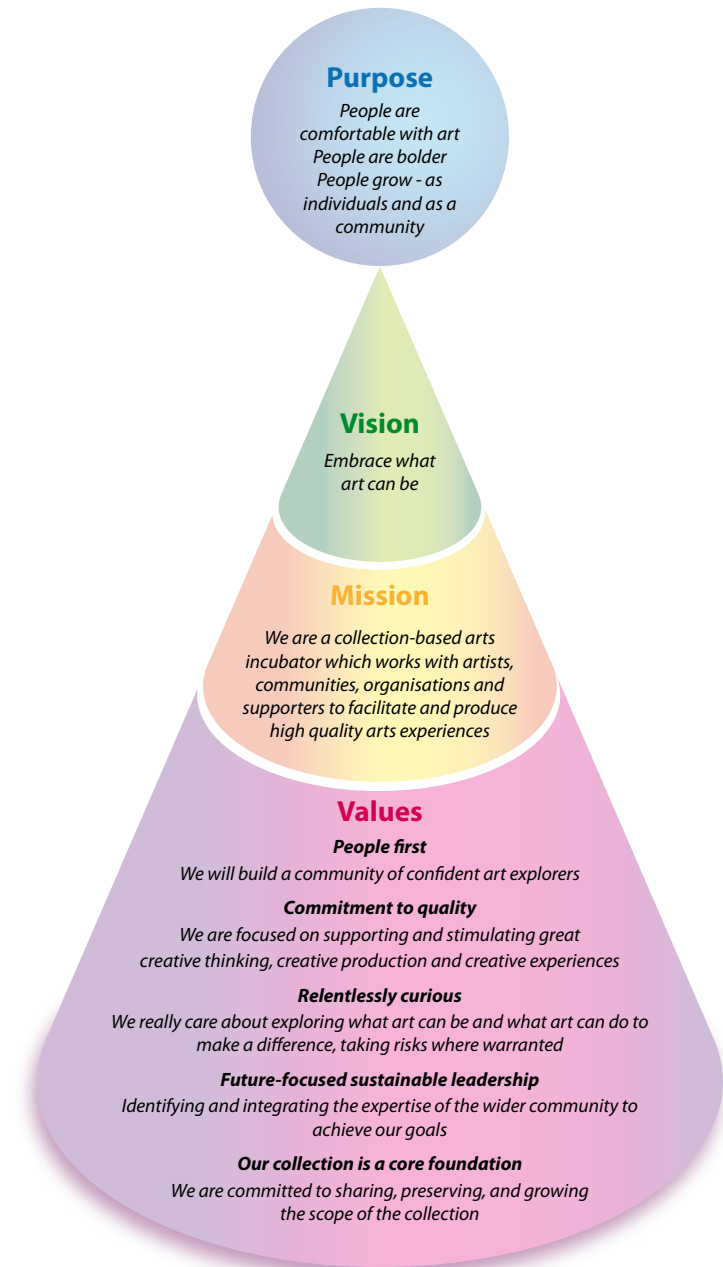
We really care about exploring what art can be and what art can do to make a difference, taking risks where warranted

### > Future-focussed sustainable leadership

We work in an integrated way, with leadership in the wider community

### > Our collection is a core foundation

We are committed to sharing, preserving, and growing the scope of the collection



## How did we arrive here?

The history of Invercargill Public Art Gallery begins with the desire by the people of Invercargill for a public art gallery in the city centre. What became the foundation of our art collection started in the 1930s. Without a permanent home, the collection was exhibited at various city venues until 1951 when the city was gifted the former home of Sir Robert and Lady Elizabeth Anderson.

The art gallery thrived at this location, building its collection and reputation as an important part of Invercargill's cultural identity. The Gallery's growth over the last sixty-five years also brought the need to expand and improve its storage capabilities. Staffing levels were increased with an emphasis on professional best practice and programming, including more exhibitions.

Through the development of the 2010-20 strategic plan it was identified that an extension to Anderson House would be a priority before 2020 to enable continued expansion of the collection and improved display capabilities.

The closure of Anderson House to the public in early 2014 due to seismic issues has given the Gallery governing body the impetus to reassess its purpose and the future of the collection.





## Why this shift?

As a public art gallery, what we do is on behalf of the community we belong to. The collection we are developing and care for belongs to the people of Invercargill. It is our responsibility to use this, and everything else we do, to the advantage of our community.

The change of name back to Invercargill Public Art Gallery is indicative of this thinking and a reaffirmation of the original intent of those who began the collection.

This, along with work done by the Southland Regional Development Strategy Group, has led to the decision that moving the public art gallery to the centre of the city will help build the vibrant urban centre which Invercargill needs.

We want to build a confident community of art explorers – people who are open to embrace what art can be. We want art to be accessible to everyone, not only to look at, but to involve themselves in through discussions, activities, talks and all sorts of other events. Being close to where the people are, in a place where they feel welcome, helps break some of the barriers that limit their engagement.



## What will this vision look like in 5 years?

In five years our vision is that the Invercargill Public Art Gallery will be functioning as an accessible, social, welcoming, free and cool place where many people want to be. We will be resourced with five FTE professional staff in a purpose-fit building with secure, sustainable funding in place.

We will have a reputation for delivering an expansive programme of exhibitions, events and other initiatives that engage our local community and attract quality artists and creative practitioners from around the country and further afield.

We will have excellent ongoing partnerships with businesses, sponsors and partners who enjoy the process of working with us. Our relationships to other arts organisations, funders, local government and iwi will be strengthened.

Outreach to the community will include education programmes for schools and other education facilities as well as family-centred holiday programmes.

To best achieve this vision, the Gallery will have an effective governance team with agreed performance objectives that supports the staff to achieve the very best of what art can be for the community.



*Our vision is about an active participation in art – in what art is, and in what art does. It is not centred around what a building looks like, but rather what a community of engaged art explorers looks like.*



## How will we get there?

Understanding who we are as an organisation is paramount to working out how to move forward sustainably. Much work has been done by the Gallery staff and governing council to explore the history of the organisation and how it has functioned over time. This document has come about through many hours of debate, consultation and analysis.

Strategic planning has been supported through working with leading industry consultants including Neil Roberts (2010–20 strategic plan) and more recently, Tim Walker, in the development of this document.

The following pages map out the next phase of our journey. They are some of the nuts and bolts ideas we have developed around bringing our vision to reality. An honest look at the Gallery's strengths, weaknesses, opportunities and threats was undertaken to help inform the strategy.

The initial steps we have taken so far have allowed a glimpse of the potential for a new public art gallery in the city. Our engagement with the public and key funders in the development of this strategy has been positive. There is clearly a thirst for a greater presence of the arts in the city and the establishment of a creative hub. We see this strategy as the pathway to achieving these. We are optimistic that our future success will be one shared with our supporters and our wider community.





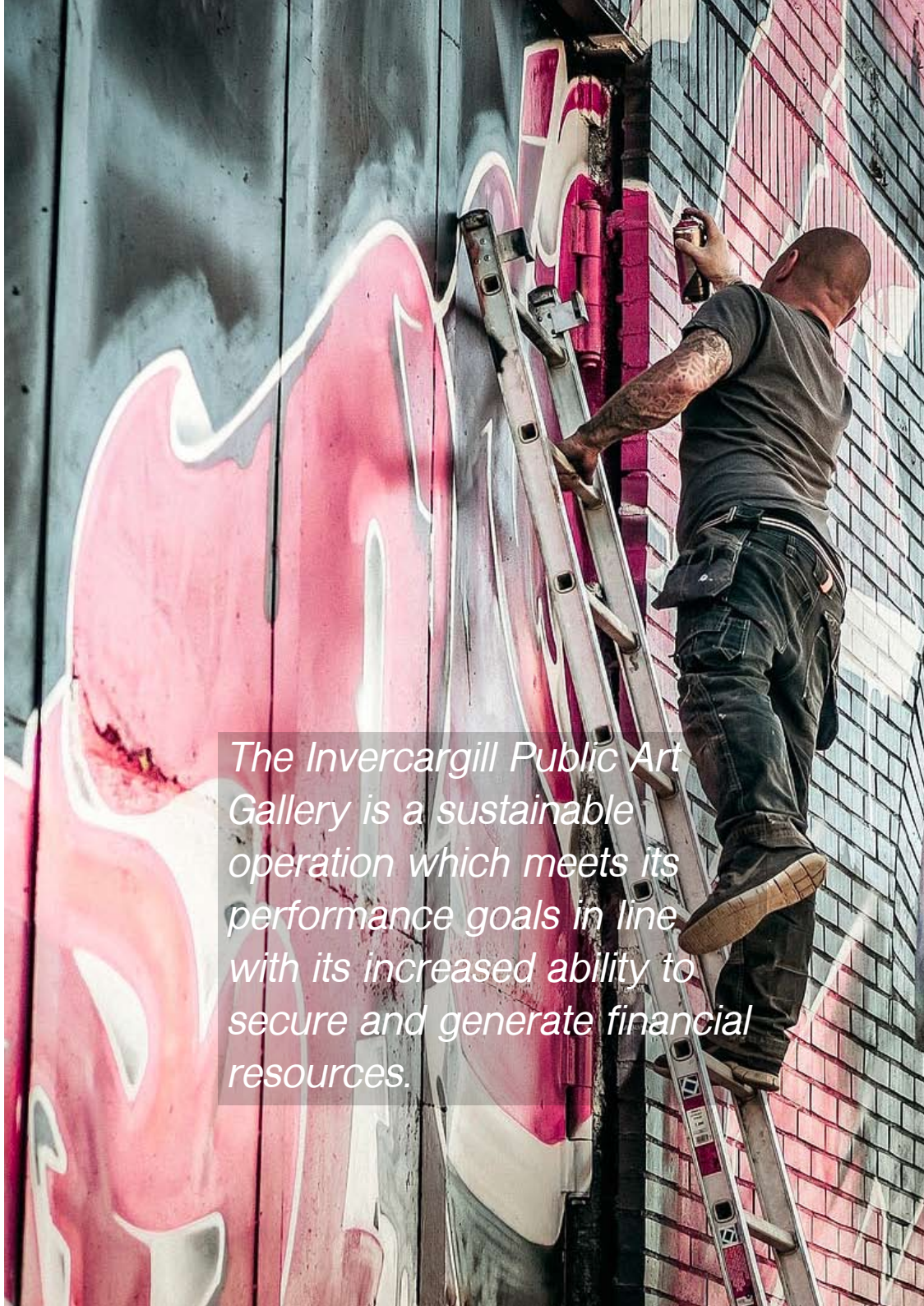
## > Performance and financial goals

*Financial* – Financial stability will be supported by a memorandum of understanding with the Invercargill City Council outlining their commitment to the Gallery's funding on an ongoing basis. A further three multiyear funding partnerships will be sought with private/business entities.

A revised membership/patronage scheme will be developed to generate targeted revenue, including in-kind sponsorship. New revenue streams will be identified that are synergous with the core operation of the Gallery eg: events, venue hire and merchandise.

*Collection* – The collection will be fully accessioned and a programme for its conservation will be in place. A comprehensive acquisition policy will be developed and actively pursued with a stand alone budget that includes at least one major new artwork purchase each financial year.

*Programming* – Programming will be developed around community participation utilising the Gallery's collection as well as invited artists and external exhibitions. A collaborative approach with other Southland institutions and community groups will enable a wider reach and more ambitious programming. Each year we will produce a signature event/experience that will attract national attention.

A man with tattoos, wearing a dark t-shirt and jeans, is standing on a ladder and painting a large mural on a brick wall. The mural features a large, stylized pink and white shape, possibly a flower or a face, against a dark background. The man is holding a paint can and a brush, and is in the process of applying paint to the wall. The ladder is leaning against the wall, and the man is positioned on the right side of the frame. The text is overlaid on the right side of the image.

*The Invercargill Public Art Gallery is a sustainable operation which meets its performance goals in line with its increased ability to secure and generate financial resources.*



## > Customer and stakeholder relationships

*Audiences* – Projects will be developed for the five key audience segments around an engagement and development strategy. Opportunities to stretch audience expectations and understandings will be undertaken. Summative and qualitative reviews will be used to assess outcomes against targets and objectives.

*Artists and creative practitioners* – Projects will be developed around wider artistic practice, including alternative media, with at least one 'incubator' arts initiative generated per year.

*City Council* – A multiyear MOU outlining clear expectations from each partner will be agreed with the Invercargill City Council.

*Iwi* – The Gallery's partnership with iwi will be normalised.

*Cross sector partners* – At least two other partnership relationships will be established across social, cultural, environmental and economic sectors based on win – win outcomes.

*Members/supporters* – The membership structure of the Gallery's incorporated society will be reviewed and adjusted to better facilitate the needs of the Gallery and the important role the Society plays.



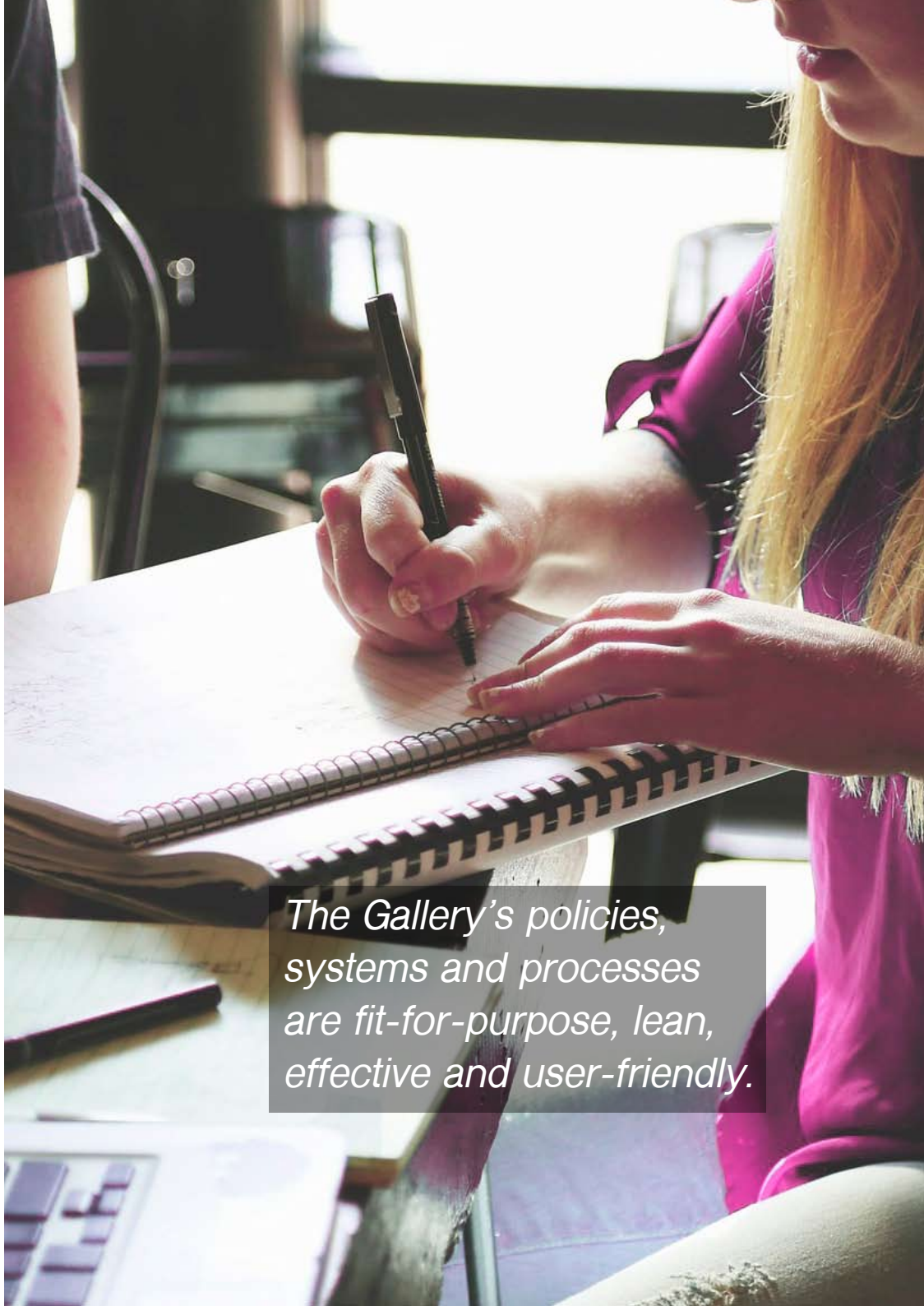
*Invercargill Public Art Gallery is a people and partnership-centric organisation, which generates value for artists and the community through sustainable future-focused leadership.*

## > Operational methods

*Policies, systems and processes* – All policies, systems and processes are reviewed and updated as necessary to reflect the new vision for the Gallery.

*Partnership management* – Effective templates for MOUs, partnership proposals and agreements, including conflict resolution processes, and specific processes for mana whenua and iwi are developed. Assessment of all partnerships are undertaken by a third party each year.

*Compliance* – All compliance requirements are fully understood and all requirements are in place to ensure there are minimal issues to be resolved.



*The Gallery's policies, systems and processes are fit-for-purpose, lean, effective and user-friendly.*



## > Organisational capability

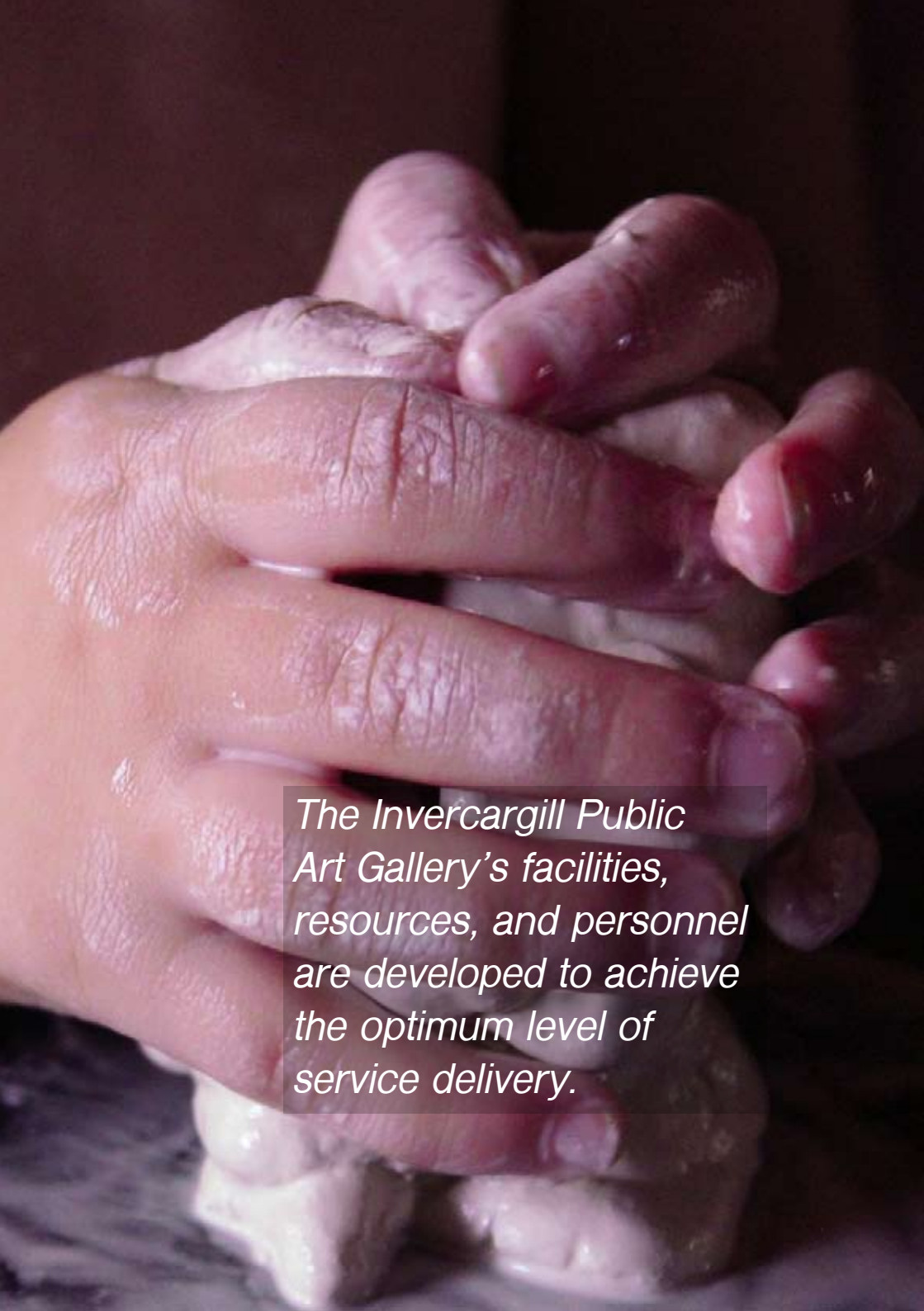
*Facilities* – A purpose-fit facility, located in the Invercargill CBD in proximity to other appropriate agencies. Its design is suitable for the ongoing needs of the Gallery to fulfil its vision, programming and collection responsibilities.

*Governance* – The governance entity is fit for purpose and ensures the institution is effective.

*Board* – The governing board are well equipped with key skills and experience to provide effective governance.

*Staff* – High calibre staff are recruited, developed and retained to deliver the strategic and operational goals of the Gallery.

*Technology* – Technology is invested in to best enable the smooth delivery of the Gallery's programming and operational requirements.



*The Invercargill Public Art Gallery's facilities, resources, and personnel are developed to achieve the optimum level of service delivery.*

## > PR and communications

*PR* – A PR strategy and plan are developed to ensure the relationships, partnerships and perceptions required for success are effectively established, maintained and managed. A measurable positive impact on Invercargill's national image is achieved at least once per year.

*Communications* – A communications strategy and plan which maximises the value of free media and clarifies the Gallery's core messages related to the strategic goals are developed and delivered. The opening of the new building will be used to leverage local and national media coverage.

*Brand/story* – The Gallery's brand is developed to align with the purpose, vision, mission and values of the Gallery. Ongoing assessment utilising our partners, funders, members and audiences will be used to measure effectiveness of key messages.

*Social media* – A social media strategy and campaign are developed and delivered in line with brand and communication strategies. Social media is used to assess community engagement. At least two projects are developed maximising social media participation per year.

*Ambassadors and champions* – Relationships are built to establish ambassadors and champions of the Gallery within key sectors of the community.



*The Invercargill Public Art Gallery has a strong reputation locally and regionally, and in specific sectors nationally, based on a clear brand and point-of-difference story of why it exists, what it is and how it operates.*

Produced by Invercargill Public Art Gallery Inc.

Current Governing Council of IPAG is: Dave Kennedy *TTC, BTchLn (President)*, Sharon Ayto *RN, Dip Nursing (Comp), PG Cert (Secretary)*, Bernard Matthews *(Treasurer)*, Mick Hesselin *Reg'd Architect*, Barbara Wilson *BEd, DipTch*, Noreen Melvin *BA (English), BFA (Melbourne)*, Graham Fletcher *BCom, Chartered Accountant (retired), member CAANZ*, Cr Neil Boniface, Cr Lindsay Abbot, Mayor Tim Shadbolt *(ex-officio)*.

IPAG senior staff: Stephen Davies *MA (Fine Art), BFA, Grad Dip Tch (Sec) (Manager/Curator)*, Sarah Brown *PG Dip Museum Studies, BA (Assistant Manager)*, Claire Baker *MMS, BSocCom, BA (Asst. Manager, maternity cover)*.

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