

ATTACHMENT ONE:

NATIONAL WOOL MUSEUM 30 YEAR VISION AND BUSINESS PLAN

Prepared by Future Tense for the City of Greater Geelong

June 2022



FUTURE TENSE

ACKNOWLEDGEMENT OF COUNTRY

Future Tense would like to acknowledge the Wadawurrung people as the Traditional Owners of the land discussed in this report. We acknowledge the important and ongoing place that all Indigenous people hold in the community. We pay our respects to the Elders, both past and present, and commit to working together in the spirit of mutual understanding and respect for the benefit of the broader community and future generations.

VERSION CONTROL

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TABLE OF CONTENTS

EXECUTIVE SUMMARY	5
1 NEW MUSEUM VISION	8
1.1 Vision and purpose	9
1.2 Goals	9
1.3 Strategic objectives	9
1.4 Guiding principles	9
1.5 Key pillars	10
1.6 What this looks like in practice	10
1.7 Continuing the story of wool	11
1.8 Management of Council's Collection	11
1.9 What success looks like	11
2 BENEFITS OF THE VISION	12
2.1 Community and Council alignment	13
2.2 Geelong's future	15
2.3 Building on the Museum's strengths	15
2.4 Key stakeholder support	16
2.5 Community benefit	17
3 REALISING THE VISION	18
3.1 Roadmap	19
3.2 Key activities	19
3.3 Business Plan priorities	20
NEXT STEPS	21
APPENDICES	22



Figure 1: Drawing of the front of the National Wool Museum.



Figure 2: A selection from the exhibition Necessity: Waggas and the Art of Making.

EXECUTIVE SUMMARY

To meet community aspirations, respond to audience expectations, and position Geelong as a global leader culturally, the National Wool Museum needs to evolve. It must expand its institutional scope and purpose from wool, fibre and textiles to encompass all aspects of the region – reflecting the 60,000-year story of Geelong’s ingenuity and resilience, celebrating its vibrancy and promise.

This new Vision creates a museum of and for Geelong.
It will be a place for the curious to connect with Geelong’s past, engage with its present and actively contribute to its future.

The activities of the Museum will be built around three key pillars:



By 2052, the Museum will be one of the essential drivers of Geelong’s culture of curiosity and exploration, leading the region into a sustainable, equitable and better future. It will be a thriving hub of activity, a place for creative endeavour and an essential pillar of Geelong’s public life – beloved by locals and a draw for tourists. Programming, activation and events will build skills and capabilities across all ages. Partnerships with industry will enable knowledge from the past to be applied to innovations in the present.

In expanding its scope and purpose, the Museum will be a contemporary cultural destination that builds on its wool and textile legacy by adding to the stories it preserves and presents. It will offer a journey into Geelong through its people, industries and imagined future – featuring experiences and stories found only in Geelong. This reinforces programs and activities the Museum has successfully been developing for several years.

This is a significant opportunity for Geelong. The new and expanded Museum Vision will allow the city to promote its strengths on a national and international stage and lead conversations about realising a sustainable future. It also:

- **Addresses community desires** – this Vision directly responds to the community's consistent calls to use creativity and culture to drive our future and to profile the region's heritage
- **Responds to changing audience expectations** – the new Vision brings the Museum's purpose in line with its programming and addresses global shifts in how museums act as custodians of heritage and engage with their communities
- **Delivers on Council's strategic goals and reflects where the region is heading** – by profiling Geelong nationally and internationally as an innovative and creative hub and realising the ambitions of the UNESCO Creative City of Design designation
- **Aligns the Museum with Geelong's other cultural institutions** – placing it on an equal footing to the Geelong Gallery, Geelong Arts Centre and the Geelong Heritage Centre
- **Strengthens the foreshore and knowledge precincts** – creating an active link with the retail and arts precincts, and
- **Produces significant community benefit** – in terms of both economic and social impacts through increased visitation and expanded engagement with community, industry and the cultural sector.

There is enthusiastic and serious support for the Vision from key stakeholders across economic development, tourism, heritage, creative industries, culture, community development and planning, as well as Museum staff and volunteers. The change is also strongly endorsed by key sector allies such as Museums Victoria, the Australian Museums and Galleries Association Victoria and the National Trust of Australia – Victoria.

To achieve this Vision, Council's endorsement is being sought to enable operational changes to begin behind the scenes and formalise this transformation. Simultaneously, it will kick-start an ongoing program of engagement to bring the community into the process of shaping this next stage of the Museum's life. This work will lay the foundation for development of a business case for further investment, which will examine options for meeting the needs of the expanded Vision.

The table below outlines the process:

	2022	2023	2024	2025	2026
Endorse Vision					
Commence operational changes					
Engage the community					
Develop the business case					
Secure funding					
Undertake capital works					



Figure 3: Image from Fred Murgatroyd Collection.



Figure 4: Detail of Dyson & Sons Wool Scour.



Figure 5: An element of the On The Land exhibit.



Figure 6: An education program.



Figure 7: The loom in operation.

1 NEW MUSEUM VISION

It is recommended the National Wool Museum evolve from an institution focused on wool, fibre and textiles into one that encompasses all aspects of the region. It will become an institution dedicated to Geelong's human ingenuity, resilience and enterprise – and actively shape the region's future through its relationships, programs and legacy.

1.1 Vision and purpose

VISION

A museum of and for Geelong

PURPOSE

To be a place for the curious to connect with Geelong's past, engage with its present and actively contribute to its future

1.2 Goals

- Foster curiosity
- Protect and share Geelong's story
- Enable a better future for the region, and
- Strengthen Geelong's culture.

1.3 Strategic objectives

- **Caretaking** – The Museum is a cultural leader in the care, preservation and access to Geelong's rich and layered heritage
- **Accessible and participatory experiences** – The Museum is a space for interaction, exploration, and contribution; a safe and welcoming hub of inclusion and diversity for the community and visitors
- **Ethical and sustainable practices** – The Museum is driven by ethical and sustainable practice and are industry leaders by developing new models of museum practice, and
- **Sharing Geelong** – The Museum is dedicated to sharing with the world that which can only be found in Geelong.

1.4 Guiding principles

- Position First People's living cultures, histories and knowledge at the core of our practice
- Embrace truth in storytelling
- Protect and share Geelong's culture and heritage
- Be future focused, audience centred and embrace challenges
- Offer outstanding, unique, participatory and accessible experiences
- Engage with, welcome, celebrate and anchor our communities
- Build creative and economic value, and
- Share our knowledge with the world.

1.5 Key pillars

The new Museum will be deeply engaged and connected to both our past and future. The activities of the Museum will be built around three key pillars:



1.6 What this looks like in practice

	Caretaking	Accessible experiences	Ethical and sustainable practices	Sharing Geelong
Human enterprise	Collections, exhibitions and activities feature the breadth of the region's 60,000-year legacy of industry and making	Build community through programs that utilise assets in the Collection and across the municipality	Commitment to environmental practice, financial growth, a strong brand and an engaged and high-performing workforce	Celebrate and promote the region's rich history of innovation and its current culture of ingenuity and creativity
Our relationships	Our work focuses on subjects and material where there is regional relevance, where we have comparative advantage or where they are required to provide unmissable experiences	A vibrant living centre that strives to break down barriers to access and enables the exploration of identity, and the multi-faceted and multicultural life of Geelong and the region	Deep engagement and partnership with our stakeholders, including Traditional Owners, community, and industry - contemporary principles, ideas and practice and aligned values	Be a site for bringing people together and actively building communities to advocate for and celebrate specific cultural interest
Shaping Geelong's future	Program of events focused on different challenges facing Geelong	We will grow our audiences by creating unique, engaging and contemporary experiences that showcase our collections, discoveries and stories	Connecting community and industry to the wealth of knowledge contained within the Collection. community ingenuity, imagination and aspiration	Creation of exhibitions and events that can be toured outside Geelong, including digital channels to share our story

1.7 Continuing the story of wool

It is essential to note, this Vision builds on the successes and legacy of the National Wool Museum. It is an evolution and expansion of scope. The story of wool will remain a core component of the Museum and the Collection.

1.8 Management of Council's Collection

Central to the operation of the Museum will be preservation and growth of Council's Art and Heritage Collection. As caretakers of the Collection, the Museum will ensure proper care while enabling greater access to the Collection. This will reduce risk to the Collection, ensure meaningful collecting, provide greater public and stakeholder access to valuable assets and provide expanded learning and educational opportunities.

1.9 What success looks like

By 2052, the Museum will be one of the essential drivers of a culture of curiosity and exploration, leading Geelong into a sustainable, equitable and better future. It will be a thriving hub of activity and an essential pillar of Geelong's public life – beloved by locals and a draw for tourists. Programming, activation and events will build skills and capabilities across all ages. Partnerships with industry will enable knowledge from the past to be applied to innovations in the present.

2 BENEFITS OF THE VISION

The new expanded Vision will allow Geelong to promote its strengths on a national and international stage and lead conversations about realising a sustainable future. It responds to community desires and changing audience expectations. It provides a vehicle for Council to achieve key strategic goals and realise the ambitions of the UNESCO Creative City of Design designation. It will provide significant benefits to the community and, importantly, reflects Geelong's innovative and progressive direction.

2.1 Community and Council Alignment

There are two articulations of the community's desires driving the new and expanded Vision for the Museum. The first is the Clever and Creative Future vision, built from engagement with over 16,000 residents¹. Second are the Guiding Principles for Geelong's designation as a UNESCO Creative City of Design². These were developed from extensive consultations with cross-sector stakeholders and articulate areas of focus for the region.

	Where did these aspirations come from	Objectivess the expanded Vision contributes to
Greater Geelong: A Clever and Creative Future	16,000 community members	<ul style="list-style-type: none"> • A prosperous economy that supports jobs and education opportunities • A leader in developing and adopting technology • Creativity drives culture • A destination that attracts local and international visitors • An inclusive, diverse, healthy and socially connected community, and • Development and implementation of sustainable solutions.
Geelong: Australia's Creative City of Design – Our Guiding Principles	Targeted discussions with over 60 key Council, business, education, community services, creatives, advocates, and state government stakeholders	<ul style="list-style-type: none"> • Embrace a design mindset • Nurture creative talent, and • Foster our design culture.

¹ Greater Geelong: A Clever and Creative Future.

² Geelong: Australia's Creative City of Design – Our Guiding Principles

The expanded Vision also contributes to multiple strategic aims articulated across a range of Council and regional strategies.

STRATEGY	OBJECTIVES OR AIMS
Our Community Plan	<ul style="list-style-type: none"> • Strategic Direction 1: Healthy, Caring and Inclusive Community • Strategic Direction 2: Sustainable Growth and Environment • Strategic Direction 3: Strong Local Economy, and • Measure of Success Action: Create a future vision plan for the National Wool Museum.
Arts and Culture Strategy	<ul style="list-style-type: none"> • Cultivate the strength and vitality of our City's cultural ecosystem • Engage the whole community in our City's cultural life, and • Celebrate our City's distinct, diverse and evolving cultures.
G21 Creative Industries Strategy	<ul style="list-style-type: none"> • Core Principle 1: Sustainable Creative Industries for the G21 Region, and • Core principle 2: Collaborative Creative Industries for the G21 Region.
Central Geelong Framework Plan	<ul style="list-style-type: none"> • Connected to place • A sports, tourism and events city • A city for education, innovation, arts and design • A national, state and regional centre for services, and • A city of design excellence.
Heritage Strategy	<ul style="list-style-type: none"> • Knowing • Protecting • Supporting, and • Communicating and promoting.
Our Heritage, Our Collection	<ul style="list-style-type: none"> • Recommendation 2 – Provide appropriate resourcing to oversee the collection • Recommendation 3 – Care for the collection through industry standard collection storage facilities • Recommendation 4 – Provide greater access to the collection • Recommendation 5 – Provide specialised services to care for and maintain the collection, and • Recommendation 6 – Build the diversity of the collection through acquisitions that reflect the unique character of Geelong.
Asset Management Policy	<ul style="list-style-type: none"> • Sound asset management, and • Framework for management of assets.
Reflect Reconciliation Action Plan	<ul style="list-style-type: none"> • Establish and strengthen mutually beneficial relationships • Promote reconciliation through spheres of influence and positive race relations • Increase understanding, value and recognition through cultural learning • Build respect, and • Create a physical environment that is respectful, welcoming and inclusive.

2.2 Geelong's future

As one of Australia's premiere regional cities, Geelong is bursting with possibility and opportunity. The region has a growing population, advanced engineering and education sectors, an expanding visitor economy and thriving creative sector. Cultural heritage destinations such as the Museum are critical contributors across all these growth areas.

Geelong has three tent pole cultural institutions: the Geelong Gallery, Geelong Arts Centre and the Geelong Library and Heritage Centre. Consultations with leaders of each organisation outlined their future directions:



The expanded Vision places the Museum alongside these institutions, which together present Geelong as a thriving cultural city.

2.3 Building on the Museum's strengths

The Museum has been working in this space for many years, informally presenting the broader story of Geelong. The expanded Vision formalises this work and aligns the institution's purpose with its success in programming. This will allow the Museum to flourish and strengthen its standing as a formally accredited museum. Exhibitions such as the award-winning 'On the Land: Our Story Retold' – which extended beyond wool to present First Peoples' histories – provide an example of what the new Vision for the Museum will look like in practice.

In expanding its scope and purpose, the Museum will build on its legacy with wool, adding to the stories it preserves and presents. It will offer a journey into Geelong through its people, industries and imagined future.

2.4 Key stakeholder support

There is enthusiastic and serious support for the Vision from key stakeholders across economic development, tourism, heritage, creative industries, culture, community development and planning, as well as Museum staff and volunteers.

Targeted consultations with these key stakeholders explored opportunities surrounding the Museum³. Viewpoints expressed included:

- A strong desire to see the Museum grow beyond its current scope
- The imperative that any future Vision for the institution builds on the NWM's strengths and legacy
- Support for embedding First Peoples' living culture and history within the institution
- Particular enthusiasm for focusing on the future and sustainability by celebrating Geelong's unique history
- Acknowledgment that cultural audience expectations are changing and the Museum needs to focus on expanding its appeal among both the local community and visitors to the region, and
- Geelong is aiming to be Australia's number one regional city – having a place to tell the region's story is important.

Priorities identified included the need to:

- Have honest and inclusive engagement with First Nations living cultures, histories and stories
- Embed local people in their histories and give the community a voice
- Provide safe, welcoming and inclusive access
- Activate the space through a diversity of programming
- Focus on quality over quantity
- Increase visitation, both onsite and online through locals and cultural tourists

3 See Appendix C for details.

- Be an institution that leads on social and sector issues and actively takes risks, and
- Be brave, agile and participatory.

Issues, implications and risks highlight by stakeholders included:

- Staff are stretched and under unsustainable pressure
- Facilities do not meet current requirements and demand
- Further operational resources will be required to deliver any expanded activities
- Any new Vision needs to accommodate mid-term plans currently in place
- Significant upgrades to facilities will be required to grow the Museum
- To retain its accreditation as a museum, the institution will need to continue to engage in the acquisition, preservation and public access of the Collection, and
- Consideration of the most appropriate governance and management structures is required for the expanded museum.

These findings all reinforce the new aims of the new Museum Vision.

The expanded Vision is also strongly endorsed by key sector groups such as Museums Victoria, the Australian Museums and Galleries Association Victoria and the National Trust of Australia – Victoria.

2.5 Community benefit

Alongside meeting the clearly and consistently expressed aspirations of the community, the expanded Vision is forecast to potentially produce up to \$72 million in economic and social benefits to Geelong over 30 years.

This figure comes from a high level economic and social impact assessment of undertaking the expanded Vision⁴. This was done through a Rapid Cost Benefit Analysis (CBA), which included mapping of potential space requirements, consideration of capital infrastructure and operational investments, consideration of changes in visitation and other community benefits. A conservative approach was used, using the upper end of forecast capital and operational costs while limiting the projected benefits.

These calculations are a high level assessment of the potential impact of the expanded Vision and provide an initial ‘proof of concept’ allowing Council to confidently move forward with detailed planning and assessment of the project through a long form business case.

⁴ This work was undertaken by Fran Demetriou in conjunction with Future Tense, supported by capital cost modelling by WT Partnership.

3 REALISING THE VISION

Council endorsement of this expanded vision for the Museum will enable operational changes to begin behind the scenes and set-up the transformation.

Simultaneously, the community will be brought into the process through an ongoing program of engagement to shape this next stage of the Museum's life. This work will lay the foundation for development of a business case for further investment, which will examine options for meeting the needs of the expanded vision.

3.1 Roadmap

	2022	2023	2024	2025	2026
Endorse Vision					
Commence operational changes					
Engage the community					
Develop the business case					
Secure funding					
Undertake capital works					

3.2 Key activities

Broaden the program and scope

- Expand purpose and programme
- Undertake curatorial planning to map out the application of the three key pillars
- Identify required assets and partnerships to tell those stories, and
- Develop engagement programs to support the key pillars.

Formalise Museum role as custodian of the Art and Heritage Collections

- Consolidate care and management
- Support community collecting organisations
- Identify immediate and long-term needs, and
- Plan for appropriate housing and conservation of the Collection.

Community and stakeholder engagement

- Sustained campaign to engage around the Museum's future, the shape of its program and the stories it tells
- Creative interactive mechanisms for participation, and
- Consult with partners and stakeholders around the naming and identity of the expanded Museum.

Business case for required investments to achieve the expanded vision

- Develop a long form business case in line with Victoria Treasury and Commonwealth investment gateway processes
- Undertake detailed investigations into the spatial and operational requirements, and
- Conduct a full cost benefit analysis study.

3.3 Business Plan priorities

1. **Establish a professional collections management facility** – There is an need to secure Council's Art and Heritage Collection in a fit for purpose facility aligned to international museum industry standards. It will need to include:
 - Space to house and store all of Council's Collection while not on display (including a provision for acquisition and growth)
 - Conservation and research spaces that allow for collections care as well as possible training facilities for professional development and public access opportunities for learning/observing collections care in a curated 'open collections' environment, and
 - Room to support community heritage organisations, providing them with identified museum quality storage for key collections and significant objects
2. **Build the Collection** – The expanded scope of the Vision will require the Museum to undertake a focused acquisitions and loans program so as to have the required items to program in the expanded gallery spaces.
3. **Collections care and access** – Access to collections is a growing issue globally and is an identified priority for Geelong residents. Public collections are a resource of the community and industry. Increased access will be provided through 'open collections' initiatives, exhibitions and displays, pro-active initiatives for institutional object loans and expanded digital and online collections. There are also potential revenue streams from temporary exhibition hire, image and IP licensing, as well as retail opportunities through reproductions and branded merchandise.
4. **Rebranding the Museum** – A new identity will need to be developed for the Museum. This will need to be driven by the community engagement so as to be reflective of their aspirations. A new visual identity (logo, etc) and supporting collateral (website, visitor guides, etc) and supporting marketing campaign can then be developed and launched.
5. **Upgrades to the Woolstores site** – Consideration needs to be given to how the site can be optimised to accommodate the requirements of the Museum's expanded scope. Initial investigations have shown the site can accommodate this growth. Further design exploration will be undertaken during development of the business case.
6. **Expansion of community engagement models** – Establish programs for connecting with different sections of the community based on topics of interest connected to the significant assets within the collection.
7. **Development of touring exhibitions** – Use the research work on the Collection to curate exhibitions specifically designed for the national touring market.
8. **Creative activation** – Establish a program to engage the local creative industries and creative organisations to activate the Museum and connect with audiences in innovative and novel ways.

NEXT STEPS

Stage 1

1. Council to consider endorsement of the National Wool Museum 30 Year Vision and Business Plan
2. Subject to approval, commence business development, programming engagement and operational changes to begin implementation of the Vision
3. Undertake a significance assessment of Council's Art and Heritage Collection, and
4. Identify interim and long term needs of the Collection.

Stage 2

5. Support the development of a Business Case (subject to funding) to fully scope the investment required to realise the reimagined and expanded Museum Vision and Council's Collection storage needs.

APPENDICES

Appendix A: Project methodology

Appendix B: Current state of the National Wool Museum

Appendix C: Document and stakeholder details

Appendix A: Project methodology

Future Tense was engaged to develop a 30 year Vision for the National Wool Museum and supporting Business Plan that:

- Defines the purpose and intended impact of the institution
- Positions the Museum as an essential component of Geelong's cultural life and a vehicle for achieving its clever and creative aspirations
- Ensures the Museum is valued by and connected with the community, visitors and the city's other institutions
- Enables the Museum to deliver several of Council's strategic objectives
- Positions the institution as a leader of emerging practices within the national museum sector
- Builds on the institution's legacy and successes
- Expresses a bold vision capable of unlocking investment, and
- Outlines clear steps to achieve the ambitions of the Vision.

This work is informed by ten years of research, benchmarking, collection audits, internal Council and external community engagements and collections audits, strategic reviews and planning around the National Wool Museum, Council's Collection and the Geelong's creative and cultural sectors.

To undertake this work, Future Tense used a staged process of research, development, testing and refinement.

STAGE	INPUTS
Immersion	<ul style="list-style-type: none">• Review of relevant strategies, policies and frameworks• Extensive cross-sector consultations for the development of guiding principles for the UNESCO Creative City of Design designation• Targeted consultations with National Wool Museum staff and key stakeholder from across the City of Greater Geelong and key cultural institutions• Review of the National Wool Museum organisation, including operational, financial, programming and marketing data, and• Site visit and assessments.
Distillation and exploration	<ul style="list-style-type: none">• Findings from the research compiled and possible options for the Museum developed (outlined below), and• These options were explored in workshops with key City of Greater Geelong stakeholders and National Wool Museum staff.
Refinement and testing	<ul style="list-style-type: none">• Feedback from stakeholder was used to develop a robust Vision, and• This Vision was then tested with key City of Greater Geelong managers and relevant Director, National Wool Museum staff and volunteers, Arts and Culture staff, and Portfolio Councillors.
Planning	<ul style="list-style-type: none">• Programming, engagement and operations were considered• Spatial requirements were explored and cost estimates for capital investments developed• Proposed staging outlined• A high-level cost benefit analysis and benefit mapping was undertaken to calculate the economic and social impacts of the proposed vision, and• Risks considered.

As part of the consultations with key stakeholders, three speculative propositions were developed in response to the research findings and tested with key stakeholders. The purpose was to explore different broad directions the Museum could take and use the feedback to develop the recommended Vision.

Proposition One: Stay the course and remain ‘the’ National Wool Museum – This option involved sharpening the focus on wool, fibre and textiles. It would connect past industrial and social impacts to Australia’s future. The Museum would further define itself as a national hub for both the historic and contemporary story of wool and related creative and manufacturing industries and skills.

Proposition Two: Evolve into a broad social history museum for the region – The Museum would be central to representing the history of the region. Council’s Collection would be consolidated under one entity, cared for, displayed, interpreted and developed within the Museum and across the city. It would offer visitors an engaging way of understanding the past, how it shaped our present, and its influence on the future.

Proposition Three: Become a place for exploring Geelong’s future – The Museum builds on the region’s ingenuity and future UNESCO Creative City of Design aspirations. It would be a critical hub and resource for building a sustainable future through community creativity and the creative industries. The Museum would be a ‘home’ for research, skill development, speculation and experimentation – becoming a key part of how Geelong writes its future. It would be a place for grappling with the social, economic and environmental challenges facing Geelong.

Feedback from stakeholders showed strong support for elements of Propositions Two and Three, while noting a need to build on – and not discard or abandon the legacies of the last 30 years’ focus on wool and industry. These informed development of the proposed Vision.

Appendix B: Current state of the National Wool Museum

Opened by HRH Queen Elizabeth II in 1988 as a Commonwealth Bicentenary Project, the multi-award-winning National Wool Museum (Museum) focuses on the cultural life of Australians as told through the wool, fibre and textile story. It is operated by the City of Greater Geelong and is housed within the c1872 national landmark Dennys Lascelles Woolstores (Woolstores) bridging Central Geelong and the waterfront districts. Prior to the disruptions of the COVID-19 pandemic the Museum and Shop consistently attracted between 65,000 – 80,000 visitors with an additional 70,000 – 175,000 digital online exhibition and program participants annually.

The Museum is fully accredited⁵ and manages a collection of items of state, national and international significance, including over 8,200 objects worth in excess of \$8 million⁶. It is Australia's most expansive wool focused heritage collection with particular strength in preserving the Geelong wool and textile story. Key collection items include heritage machinery, samples from Victoria's first woollen mill, a fabric sample from MacArthur's first wool clip, Australia's largest publicly held Wagga quilt collection, the Zakrzewski Spinning Wheel Collection (one of the finest such collections in the world), a significant photographic collection and one of only two known 1910 Axminster Jacquard carpet looms still in operation worldwide. In 2008, an external Significance Assessment described the national importance of the collection. Most of the National Wool Museum collection can be accessed online. The Collection is governed by the National Wool Museum Collection Policy (2017).

Since 2010 the Museum has undertaken significant work around its programming, experimenting with its themes and presentations in response to changing audience expectations and community aspirations. Education and skills development programs have also been developed alongside digital and social media outreach programs.

The National Wool Museum has increasingly developed new visitor experiences and innovative approaches to museum practice. Examples include introducing a layer of interpretation reflecting First Peoples' living culture, Reminiscence Cottage, the Little L Project in partnership with Deakin University and On the Land: Our Story Retold gallery

Today, the National Wool Museum is in a strong position, with a highly skilled and dedicated team whose exhibitions and work have attracted multiple industry awards. This is underpinned by strong management procedures and policies. This has led to the Museum becoming the de facto lead agency for the region's heritage and collecting ecosystem, managing a large portion of Council's Collection and providing support services to collecting organisations throughout the region.

As of 1 June 2022 the Museum has taken over responsibility of the Carousel at the Geelong Waterfront, with the institution absorbing its staff. Significant capital works are required on this facility and will need to be considered as part the Business Case development.

5 In 2017 the NWM was accredited through the Association of Museums and Galleries Australia – Victoria (AMaGA-Vic) Museum Accreditation Program (MAP).

6 Our Heritage, Our Collection strategic report, 2020.

CHALLENGES FACING THE MUSEUM

The achievements and strengths of the Museum notwithstanding, there are significant challenges inhibiting sustainability and growth. Additional museum standard storage is urgently required, particularly for large objects and items from Council's wider Collection.

Notable issues:

- The onsite collections store, located within the Woolstores facility, does not meet industry standard for environmental controls. This significantly impacts the ongoing care of the collection⁷, limits the capacity to borrow and host external touring exhibitions, and opens the Museum up to potential reputational damage
- The current leased offsite large item collections store presents numerous risks, including a lack of proper environmental controls, poor OH&S compliance and inadequate space. This current arrangement costs Council in excess of \$60,000 per year in lease fees and provides no opportunity to consolidate existing assets or grow the Collection
- Staffing levels and resources are inadequate to sustain current program needs and activity levels – this includes curatorial, collections, programs, operations and maintenance functions. Future Vision and growth is dependent upon increased staffing and resourcing, and
- There are additional challenges with the current Woolstores facility. Disability access is problematic, the retail space has outgrown its current footprint, there is inconsistent exhibition technology across the gallery spaces, the restaurant currently doesn't operate during the Museum's opening hours, and there are cleaning issues related to the nightclub operation.

Museums globally are facing a number of challenges, particularly around how best to manage the responsibility of being custodians of heritage and what that means for collecting, interpreting and engagement practices. Audience expectations are changing, with a growing demand for hands-on and value-added experiences over traditional passive displays. A core focus of the sector is maintaining relevance in the lives of the communities they serve and extending their reach. Thankfully, because of its solid foundations, the National Wool Museum is well placed to lead the way in tackling these challenges.

7 From the Our Heritage, Our Collection strategic report (2020) and staff consultations (2021).

Appendix C: Document and stakeholder details

STRATEGIC CONTEXT REVIEW

- Greater Geelong: A Clever and Creative Future
- Our Community Plan 2021-25
- UNESCO Creative City of Design Guiding Principles
- Arts and Cultural Strategy - 4 Year Action Plan 2021-25
- Our Heritage, Our Collection: Strategic Report on the Use and Management of the City of Greater Geelong's Heritage Collection (2020)
- Public Art Strategy (2011)
- Municipal Heritage Strategy 2017-2021
- Reflect Reconciliation Action Plan (May 2020 – May 2021)
- Central Geelong Framework Plan (draft)
- Art & Heritage Collections Policy (draft)
- G21 Creative Industries Strategy
- Revitalising Central Geelong Action Plan
- Arts and Culture Social Infrastructure Plan

STAKEHOLDER ENGAGEMENT

National Wool Museum

- Director
- Senior Curator
- Staff
- Volunteers

UNESCO Creative City of Design Guiding Principles consultations

- CEO, Wadawurrung Traditional Owners Aboriginal Corporation
- Victorian Government Architect, Office of the Victorian Government Architect
- CEO, Committee for Geelong
- Executive Director, Tourism Greater Geelong and the Bellarine
- CEO Geelong Arts Centre
- Director, Geelong Gallery
- The School of Lost Arts
- Vice Chancellor, Deakin University
- Lecturer, Architecture, Deakin University
- Co-Director, DesignMind, Deakin University International Design & Innovation Platform
- Lecturer, Arts and Education, Deakin
- Chair, Creative Geelong
- Manager Arts & Culture, City of Greater Geelong
- Director, National Wool Museum
- Manager Waterfront and Central Geelong, City of Greater Geelong
- Acting Director Economy Investment and Attraction, City of Greater Geelong
- Acting Manager Corporate Strategy, City of Great Geelong
- Manager Urban Design and Heritage, City of Greater

- Bendigo Creative City of Gastronomy, City of Greater Bendigo
- Cultural Planner, City of Greater Geelong
- Lead Smart Cities, City of Greater Geelong
- CEO, GenU (Karingal St Laurence)
- Coordinator Clever & Creative Vision, City of Greater Geelong
- Senior Manager International, Creative Victoria
- Owner, Hamilton Brothers (Federal Mills Project)
- Secretary, Creative Geelong
- Executive Producer, Platform Arts
- Founder, AustEng
- Co-Director, Boom Gallery
- CEO, Design Institute of Australia
- Senior Curator Contemporary Design and Architecture, National Gallery of Victoria
- Ballarat Creative City of Craft and Folk Art
- Director, Oxygen College
- Project Manager, Paul Kelly Creative
- CEO, Geelong Chamber of Commerce
- Partner, TRACT Consultants
- Director Community Life, City of Greater Geelong
- Stakeholder Engagement, GROW
- Executive, Avalon Airport
- Founder, Codeacious
- Director, Northern Futures
- Partner, Urbis (urban design)
- Director Strategy Screen & Design | Creative Victoria
- Head of Centre, Design & Construction, Gordon TAFE
- Manager, Melbourne Creative City of Literature
- Head of Growth, Runway
- Director, Design Centre, Worksafe
- Director, Tony Grybowski and Associates
- CEO, Bethany Community Support
- Chair, Clean Tech Innovations Geelong
- Corporate Marketing and Communications, Barwon Health

Cultural institutions

- Director, Geelong Gallery
- Director, Geelong Heritage Centre

City of Greater Geelong

- Manager, Arts and Culture
- Cultural Planner
- Director, City Planning and Economy
- Manager, Economic Development
- Executive Director, Tourism Greater Geelong and the Bellarine
- Senior Heritage Planner
- Manager, Urban Design and Heritage
- Senior Leader, Diversity and Inclusion
- Government and Advocacy Leader
- Coordinator Economic Development
- Coordinator, Corporate Asset Management
- Manager Property, Procurement and Assets
- Community Grants and Partnerships Project Manager, Financial Services
- Consultant on Arts and Culture Strategy

Councillors

- Creative Communities and Culture Portfolio Councillors
- Councillor Briefing

ORGANISATIONAL ASSESSMENT

- Draft 30 Year Vision (January 2021)
- Audience Resolution Cultural Market Research 2016
- Benchmarking report 2017
- Social infrastructure plan 2017
- Interim Strategic Plan 2017-18
- Mystery Visit Analysis 2019
- The Gordon Research Report 2017
- Arts and Culture Service Plan 2019-24
- Root Projects Masterplan 2009
- Review of financial, visitation and marketing data
- Heritage Victoria Report

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