

ARTS AND CULTURE STRATEGIC PLAN

2017 – 2021



Banyule
CITY COUNCIL



Cover Image: Kids ArtyFarty Fest 2014

Panels painted by Nhalinggu Bagung Art Group
– Installed at Barrbunin Beek Gathering Place 2017



“ We acknowledge the Wurrundjeri as the traditional owners of the land we now call Banyule, and celebrate the history and contemporary creativity of all Aboriginal and Torres Strait Islander peoples, the world’s oldest continuous living culture.



Landscape (1980) (detail) by Heather Simkin
– From the Banyule Art Collection

CONTENTS

①	What do we mean by Arts and Culture?	10
②	Cultural Strengths and Assets	12
③	Working towards outcomes	15
④	Arts and culture strategic plan – goals and outcomes	21
⑤	Planning Process and Strategic Themes	25
⑥	Year One 2017/18 Action Plan	31
⑦	Strategic Inputs – Year 1	37
⑧	Measuring Success	37
⑨	References	38



Deep Ocean Stall Malahang Community Festival 2016

EXECUTIVE SUMMARY

Banyule has a rich cultural heritage, with more than 50 significant aboriginal sites, strong links to the Heidelberg School of artists, iconic architecture and a dynamic artistic and cultural community.

Arts facilities operated by Banyule Council include Hatch Contemporary Arts Space and Jets Studio, and Council is custodian of an art collection of more than 500 artworks valued at over \$1.5 million. The Ivanhoe Library and Cultural Hub project is an exciting new development currently in the design stage which will provide a range of new cultural opportunities for the community.

This Arts and Culture Strategic Plan 2017-2021 aligns with national and international trends which recognise that as a domain of public policy and planning, culture has equal community value to the social, environmental, civic and economic policy domains.

It recognises and embeds a set of cultural outcomes as a means of achieving the vision and goals of the Banyule Council Plan 2017-2021. Developing cultural outcomes is a significant change in the arts and cultural sector which, lacking a defined set of outcomes (or impact) of cultural activity, has traditionally reported on activities.

Underpinning this outcomes-based framework, our work has been distilled within two goals supported by five cultural outcomes and four strategic themes, each with associated strategic inputs. They are aligned with and support the Council Plan. In developing this plan, Council consulted extensively with the community.

Goal One – People are engaged in meaningful and culturally vital lives

This goal relates to individual experiences, and the associated outcomes achieved through programming activity, are:

- Stimulation – creative expression stimulated
- Enrichment – aesthetic enrichment experienced
- Insight – new knowledge, ideas and insights

Goal Two – A connected, inclusive and involved community

This goal relates to shared experiences, and the associated outcomes, achieved through programming activity, are:

- Belonging – connection to shared heritage
- Appreciation – cultural diversity appreciated

STRATEGIC THEMES

THEME 1

CULTURAL PLACES AND SPACES

Strategic Inputs

- Develop a 10-year Arts and Cultural Facilities report
- Contribute to the design and delivery of the Ivanhoe Library and Cultural Hub
- Investigate greater use of community halls and other Council owned facilities
- Strengthen networks and partnerships with neighbourhood houses and libraries

THEME 2

FACILITATION OF PARTNERSHIPS

Strategic Inputs

- Partner with one of Banyule Council's advisory committees and their corresponding communities each year over the next four years
- Identify opportunities for collaboration with Yarra Plenty Regional Library
- Develop enhanced sponsorship procedures
- Establish and strengthen relationships with trader associations

THEME 3

SUPPORTING CREATIVE PRACTISE

Strategic Inputs

- Create a Cultural Activity Location Map
- Establish Pinpoint Artist Network
- Develop a new Public Art Policy

THEME 4

BETTER MARKETING AND COMMUNICATIONS

Strategic Inputs

- Create marketing plans for major programs
- Banyule website development
- Develop Pinpoint as a marketing tool

The strategy also details the adoption of an annual planning process for Council's Arts and Cultural Program.

The Action plan for Year 1, 2017/18, outlines Council's program of activities and the cultural outcomes they aim to achieve, as well as the strategic theme they address. Key initiatives include:

- Developing and implementing opportunities to celebrate and preserve Council's cultural and heritage assets – indigenous, cultural and environmental
- Continuing to support the delivery of major festivals and associated programming
- Encouraging diverse community groups to engage in the development of the arts and cultural program
- Developing Banyule's Award for Works on Paper
- Supporting local artists to develop their artistic practice through participation in Pinpoint Artists Network and professional development program
- Developing Hatch Contemporary Arts Space – Curated Program
- Developing Hatch Contemporary Arts Space – Community Access Program
- Exploring opportunities for program development by holding an annual networking event with the Yarra Plenty Regional Library, Shop 48, neighbourhood houses and Banyule U3A
- Investing in the Banyule Art Collection
- Delivering the Public Art Program
- Administering Banyule Arts and Culture Advisory Committee and associated working groups

Strategic inputs to be delivered in Year 1 2017/18 are:

- Developing an evaluation tool and measures for the Cultural Outcomes Framework
- Public Art Policy
- 10-Year Arts and Cultural Facility Plan

Having an Arts & Culture Strategic Plan informed by our community, evidence and industry trends, validates its strategic direction. The framework encourages flexibility to respond to community priorities and challenges over the next four years.



Dust to Dust (2017) (detail of installation) by Jessie Stanley
– Pinpoint Art in Public Spaces



PURPOSE OF THIS STRATEGY

The purpose of this strategy is to:

- Assert Banyule Council's commitment to the contribution the arts make to a dynamic, healthy and sustainable society.
- Express the essential role of cultural vitality in planning for Banyule's future.
- Highlight and celebrate the Banyule community's arts and cultural strengths and assets.
- Inspire and motivate Banyule's people and organisations to build on these strengths and assets to increase the resilience, wellbeing and cultural vitality of the community.
- Create and communicate a framework which drives Banyule's arts and cultural program towards delivering cultural outcomes.
- Make explicit the relationship between delivering cultural outcomes and the vision of the Council Plan.

1

WHAT DO WE MEAN BY ARTS AND CULTURE?

ARTS

This strategy uses the most inclusive definition of the arts possible to build understanding of the many ways that the arts infiltrates, informs and sustains our lives.

The arts are primarily concerned with the processes and products of human creativity. We are not all artists but we are all engaged with the arts in some way. The arts are the finger-paint picture stuck to the fridge, the story in the newspaper, the song on the radio. They are the Booker prize winning novel on your bedside table, the operatic aria on the turntable and the latest blockbuster at the National Gallery of Victoria.

“ The arts... remain...the paramount symbolic language through which shifting meanings are presented.¹

Our artists are our change-makers and our story-keepers. They both instigate and advocate for change, as well as preserving and celebrating our history. They help us to appreciate and celebrate our world by providing us with experiences outside the mundane – of enjoyment and entertainment as well as beauty, awe, joy and wonder. They help us to interpret our world by inspiring, educating, and fuelling our desire for connection and understanding.

CULTURE

For the purposes of this strategy we are using the definition in 'The Fourth Pillar', where culture is defined as the product of human engagement and interaction:

“ Culture springs, first and foremost from human interaction... making culture is a daily public event – not just in schools, in the media, in the ‘culture houses’, but also in the streets, shops, trains and cafes; ... Culture is not a pile of artefacts – it is us; the living breathing sum of us. ¹

Cultural development is not the pursuit of culture. Culture is a given. It is not in and of itself a 'good'. Cultural development in this strategy is the pursuit of cultural vitality. John Hawkes describes the manifestations of cultural vitality as:

“ ... robust diversity, tolerant cohesiveness, multi-dimensional egalitarianism, compassionate inclusivity, energetic creativity, open minded curiosity, confident independence, rude health. Attributes such as these will help us make a future our children will thank us for. ¹

Building our cultural vitality enhances our quality of life, our well-being, our resilience, our connection to our community and makes a significant contribution to the sustainability of our society.

¹ John Hawkes, The Fourth Pillar of Sustainability: Culture's Essential Role in Public Planning, pg 23



2 CULTURAL STRENGTHS AND ASSETS

ABORIGINAL AND TORRES STRAIT ISLANDER CULTURE

Banyule Council recognises the traditional custodians of this land, the Wurundjeri people. Melbourne's north-east was the homeland of the Wurundjeri people who belonged to the Woiworung language group and greater Kulin confederacy. Today, the Wurundjeri Tribe Land and Compensation Cultural Heritage Council, recognised as the Aboriginal custodians of the lands and waters of Banyule, take care of this rich and diverse cultural heritage.

Banyule has more than 50 significant aboriginal archaeological and cultural sites, including scar trees, traditional gathering places and links to important cultural stories. Banyule has established an Aboriginal and Torres Strait Islander advisory committee. It provides advice on Aboriginal and Torres Strait Islander issues and on implementing Council's Inclusion, Access and Equity Framework and Aboriginal and Torres Strait Islander Plan.

Barrbunin Beek is an Aboriginal and Torres Strait Islander gathering place, established in 2014 in Heidelberg West as a partnership between Council, Banyule Community Health and the Aboriginal and Torres Strait Islander community. Arts and cultural programs have played a pivotal role in the establishment and development of this important program.

THE HEIDELBERG SCHOOL

Banyule is the birth place of the internationally recognised Heidelberg School of art, which was formed when a group of artists, including Tom Roberts, Arthur Streeton, Frederic McCubbin, Walter Withers, Charles Conder and others, moved to a shack on Mount Eagle (now known as Eaglemont). Inspired by the techniques and practise of the European impressionists they worked 'en plein air' capturing the light, landscape and story of an idyllic rural Australia.

ARCHITECTURE

Banyule has some remarkably significant architectural heritage, including a number of housing estates designed by leading early 20th century architects Walter Burley Griffin and Albert Victor Jennings, some of Melbourne's most significant art deco buildings, and the world's first Olympic athletes' village.

NEIGHBOURHOOD CHARACTER

Banyule is primarily residential and retaining the character of individual neighbourhoods is important to the local community. Banyule's community is diverse with more than 127,000 residents from over 140 countries. A significant number of residents are of European ancestry, with an increasing population of residents with Asian and African ancestry. This diverse population brings a cultural richness to our community. Although the number of people living in Banyule is expected to increase over the next decade, our population is ageing, with the greatest growth occurring in the over 60 age group.

ARTISTS AND ARTS ORGANISATIONS

Banyule is home to many thriving arts organisations and individual artists. Some have decades long practice histories and strong reputations, others are newly emerging. They include every visual and performing arts discipline and range in size and focus from national organisations through local community arts cooperatives to independent artists.

ART COLLECTION

The Banyule Art Collection comprises over 500 works (valued at \$1.5 million in 2016) by Australian artists and continues to evolve. Council invests in current contemporary art practices in a variety of media including painting, sculpture, textiles, ceramics, glass, printmaking, photography and jewellery. The collection has been developed through purchases and donations, as well as by commissioning new works. Council's biennial Award for Works on Paper is a national acquisitive prize which further develops the collection and draws attention to Banyule as a vibrant and dynamic place committed to the arts.

ARTS AND CULTURAL FACILITIES IN BANYULE

HATCH CONTEMPORARY ARTS SPACE

Hatch continues to flourish and play a central role in delivering arts and cultural outcomes in Banyule. It hosts four council curated exhibitions annually, and provides exhibition opportunities for artists and cultural organisations from across Banyule. It is the venue for professional development workshops and other elements of the Pinpoint program, Banyule's network for artists. Hatch's growth and achievements have significantly influenced the requirements and design of the proposed Ivanhoe Library and Cultural Hub project, which includes an arts space. Council has indicated its intention to sell Hatch once the new facilities are completed.

JETS CREATIVE ARTS STUDIO

Jets is a multifunctional creative arts facility delivering a range of programs and activities for young people who live, work, study or play in Banyule. As part of Banyule Council's Youth Services, Jets delivers programs contributing to employment pathways, personal skill development and the general wellbeing of local young people. Jets gives all young people the opportunity to learn how to use a range of professional music and multimedia equipment, facilitates creative arts programs, and co-ordinates a number of events, including YouthFest. Jets also hosts community groups for one off and ongoing creative projects.

IVANHOE LIBRARY AND CULTURAL HUB PROJECT

The Ivanhoe Library and Cultural Hub project – subject to Council's final approval – will bring together two major Ivanhoe cultural facilities: the Ivanhoe Library and Hatch Contemporary Arts Space as well as providing a new home for U3A and maternal and child health rooms. Arts facilities will include a museum standard exhibition space, a community access gallery, an arts studio for workshops and programs, a theatrette for spoken word and small musical performance. There will also be community meeting rooms which will support other arts and cultural activities such as dance and film, all combined architecturally with the heritage listed Heidelberg Town Hall.

NEIGHBOURHOOD HOUSES

Banyule hosts seven neighbourhood houses and living and learning centres, and provides financial assistance to support their ongoing operation. They are important contributors to cultural outcomes across Banyule with a good spread of locations.

HEIDELBERG THEATRE

Home of the Heidelberg Theatre Company, a non-professional theatre company dedicated to quality productions, this theatre is located in Rosanna. The theatre has air conditioning, roof soundproofing and insulation, and a sound loop for the hearing impaired. To enhance performances the theatre is equipped with a computerised lighting system and a revolving stage.

LIBRARIES

Our libraries are much loved by the community. Yarra Plenty Regional Library (YPRL) enjoys a reputation as an innovative, progressive and effective library service. There are nine branch libraries located at Greensborough, Eltham, Ivanhoe, Lalor, Mill Park, Rosanna, Thomastown, Watsonia and Whittlesea, as well as a mobile library, an Outreach Vehicle and a mobile Reading Rover. Library membership in 2016/17 for Banyule is 20,600, which is 16.12% of the population.

SCHOOL THEATRES

School theatres provide performance facilities for the schools themselves as well as some capacity to support other community performance groups. Affordability and availability remain key considerations in relation to their capacity to meet the growing need for performance spaces in Banyule. (See Arts & Culture Strategic Plan 2017-2021 – Technical Report)



③ WORKING TOWARDS OUTCOMES



3 WORKING TOWARDS OUTCOMES

CONSULTATION AND LITERATURE REVIEW

Council did an extensive review of relevant documents to support the development of this strategic plan and assist in the consultation process (See Arts & Culture Strategic Plan 2017-2021 – Technical Report). Consultation was multi-faceted and engaged a range of consultative methods. Consultation was promoted and supported via Council staff and volunteers engaging with the community at the 2017 Banyule Festival, local train stations, and at some of our leisure centres and libraries. In addition to online consultation via Shaping Banyule, we also held four Council Plan community forums where arts and culture was given a specific focus.

After involving the Banyule Arts and Cultural Advisory Committee, Council's final stage of consultation was facilitating an arts and culture summit in June 2017. Facilitated by an external consultant, the summit provided an opportunity for our broader arts and cultural community to come together and discuss emerging priorities and how to address them over the next four years.

POLICY CONTEXT

International Policy Context

During the late 1980s, a global vision of sustainable development emerged with three policy dimensions - economic growth, social inclusion and environmental balance - to be used in local, national and global strategies.

However, these dimensions alone cannot reflect the complexity of current society. Many voices, including UNESCO, the World Summit on Sustainable Development, and researchers, have advocated for the inclusion of culture in the sustainable development model, since culture ultimately shapes development and determines how people act in the world. The United Cities and Local Governments (UCLG) Committee on Culture is a global platform with a mission to promote

culture as the fourth pillar of sustainable development. Its reference document, Agenda 21 for culture (2004) is the first document to establish the groundwork for cities and local governments worldwide to undertake cultural development. An official Policy Statement on Culture as the Fourth Pillar of Sustainable Development was adopted by the UCLG in 2010. The policy extended UNESCO's Universal Declaration on Cultural Diversity (2001) and Convention on the Diversity of Cultural Expressions (2005) and raised the interest of international organisations, national governments and civil society.

This strategy takes both Agenda 21 for culture and the Culture: Fourth Pillar of Sustainable Development Policy Statement as guiding documents in order to align the cultural activity occurring across Banyule with this international context of sustainable development.

NATIONAL POLICY CONTEXT

Australia's Cultural Development Network (CDN) is a national body championing the importance of local government in nurturing cultural vitality. In 2013, the CDN established the National Local Government Cultural Forum in collaboration with the Australia Council for the Arts, the Australian Local Government Association (ALGA), its member state and territory associations, capital cities and the Commonwealth Ministry for the Arts. The Forum meets bi-annually and promotes stronger cultural development practice in local government across Australia by articulating and developing a national perspective.

In recent years, the work undertaken by CDN and the National Local Government Cultural Forum has resulted in a strategic shift in the approach taken by many local governments to planning and evaluating their arts and cultural activity. This shift is underpinned by a Framework for Cultural Development Planning which includes a set of measurable 'outcomes' of engagement in cultural activity.



Grand Parade Kids ArtyFarty Fest 2016

This framework is built around the five domains of public policy for local government articulated by Community Indicators Victoria (CIV) – Cultural, Civic, Environmental, Economic and Social – which in turn reflect the work of the United Cities and Local Government's Committee on Culture.



Figure 1: Policy domains depicted as an integrated whole (CIV, 2006-2016).

This paradigm for strategic planning includes both the policy domains of sustainable development and identifying a desired goal, or outcome, in each domain (i.e. what we want our community to look like). It is the measurement of these outcomes that represents a shift in how arts and cultural plans are now being developed and implemented in local government.

STATE POLICY CONTEXT

The 2014 restructure of the Victorian Government's Arts Portfolio into 'Creative Victoria' and the release of its strategy document Creative State signified a substantial commitment to Victoria's creative sector. Creative Victoria fosters new opportunities for innovation, collaboration, cross-promotion and economic growth, across the creative sector and the broader community.

Launched in April 2016, following extensive consultation, Creative State is a four-year strategy backed by \$115 million in new funding. It contains five action areas with 40 targeted actions which together provide an integrated plan to grow the state's \$23 billion creative and cultural economy. This provides more opportunities for Victorians to embark on creative careers and enjoy creative experiences, and positions Victoria as a globally recognised creative state.

Of particular interest to Banyule Council are the following new key actions:

Key Action Area	New Action
Strengthening the Creative Industries Eco-system	7. Co-working spaces and creative places
Delivering Wider Economic and Social Impacts	15. Social impact projects
Increasing Participation and Access	21. Creative suburbs

Banyule's Arts and Culture Strategic Plan 2017-2021 has been developed in consideration of Creative State's aims to strengthen and grow Victoria's creative industries and the cultural vitality they bring.



CULTURAL OUTCOMES FRAMEWORK

BACKGROUND

Historically, arts and cultural organisations have often counted 'outputs' as measures of success – i.e. the amount of activity undertaken, number of artworks created, event participants, tickets sold. When 'outcomes' of engagement in cultural activity have been considered – i.e. the consequences of engagement – they have often been categorised as 'intrinsic' and evaluated using social and economic outcomes as proxies of cultural value.

This Arts and Culture Strategic Plan has applied the core planning principles outlined in the Cultural Development Network's Framework for Cultural Development. The framework incorporates five nationally recognised measurable outcomes, specific to cultural policy, to evaluate Council's activities. They are Stimulation, Enrichment, Insight, Appreciation and Belonging (more detail at www.culturaldevelopment.net.au/outcomes).

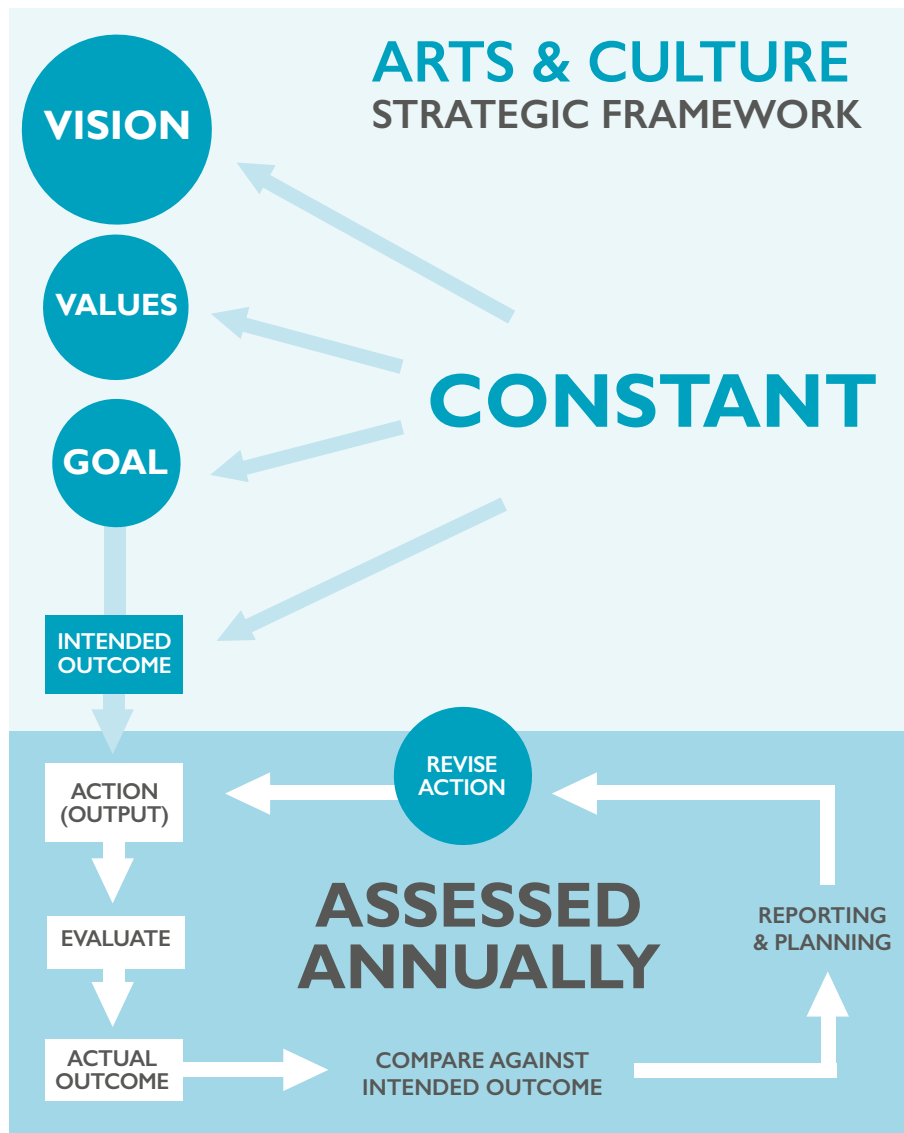
These outcomes are based on the premise that value in cultural activity is generated as people engage with an artwork or experience, with different individuals perceiving or receiving this value in different ways. These outcomes, without dismissing the importance of the quality or excellence of the cultural experience, are focused on assessing the 'impact' on the person engaging with it.

HOW AN OUTCOMES FRAMEWORK INFORMS THIS STRATEGY

With a focus on 'outcomes' rather than 'outputs', this strategic plan maintains a strong relationship with Banyule's Council Plan and remains flexible. Regular assessment of the actual outcomes of cultural engagement against what was intended, will enable Council to refresh programming decisions, respond to opportunities and/or re-assign resources if outputs are judged ineffective in achieving goals.

RELATIONSHIP TO STRATEGIC THEMES AND INPUTS

The framework below illustrates how Banyule Council's Arts and Culture Strategic Plan (2017-2021) will remain responsive and dynamic across its four year life.



The Vision, Values and Goals articulated in the Council Plan remain unchanged across the life of the Arts and Culture Strategic Plan. Measurable Cultural Outcomes, as endorsed by the Australian National Local Government Cultural Forum, are identified to achieve the stated goal and also remain constant. Outputs, i.e. programs, activities, facilities, resources, etc., are selected on the basis of achieving intended outcomes.

However, they will be evaluated annually for their effectiveness in achieving the desired goal, providing an opportunity to refresh or substitute activities.

MEASURABLE OUTCOMES OF CULTURAL ENGAGEMENT

The framework of measurable outcomes of cultural engagement has been developed by the CDN over a number of years, referencing theoretical material and input from practice experts nationally and internationally. These measures were endorsed by the Australian National Local Government Cultural Forum in April 2016 and are being trialled in 2017 by Forum members in different settings.

Aligning to this national trend for improved planning, evaluation and impact of cultural activity, Banyule's Arts and Culture Strategic Plan acknowledges and embeds the five nationally recognised cultural outcomes as indicators for achieving Council's broader goals.

The outcomes are directed towards achieving two goals derived from two key directions within the Banyule Council Plan.



2015 Banyule Award for Works on Paper Finalists' Exhibition
– Hatch Contemporary Arts Space

④ ARTS AND CULTURE STRATEGIC PLAN — GOALS AND OUTCOMES



④ ARTS AND CULTURE STRATEGIC PLAN — GOALS AND OUTCOMES

This strategic plan is focused on achieving the Vision and Values of the Banyule Council Plan, particularly within the People objective.

GOAL ONE

People are engaged in meaningful and culturally vital lives

This goal relates primarily to outcomes for individuals in the community – personal experiences.

OUTCOMES

STIMULATION

- creative expression stimulated

This is about how a cultural experience stimulates the creativity, imagination or curiosity of the participant, possibly leading them to want to engage more with similar types of arts experiences, and/or create artistic work themselves.

ENRICHMENT

- aesthetic enrichment experienced

This is about how aesthetic enrichment can result from cultural engagement. It involves experiences outside the mundane, such as enjoyment, entertainment and sense of escape; beauty, awe, joy and wonder; a sense of being moved or transcending the everyday. Aesthetic enrichment is experienced through the senses, elicited by aesthetic qualities of the arts' experience.

INSIGHT

- new knowledge, ideas and insights gained

This covers the generation and sharing of new knowledge, ideas and insights provided or catalysed by the engagement. It also includes intellectual stimulation, critical reflection and other learning and educational experiences.

GOAL TWO

A connected, inclusive and involved Banyule community

This goal relates to outcomes for the community as a whole – shared experiences.

OUTCOMES

APPRECIATION

- cultural diversity appreciated

This is about the appreciation of different forms of creative expression that can result from engagement. It is related to cultural diversity, the different ways that humans express themselves depending on their cultural backgrounds, life experience and interests, and the contribution of this to quality of life.

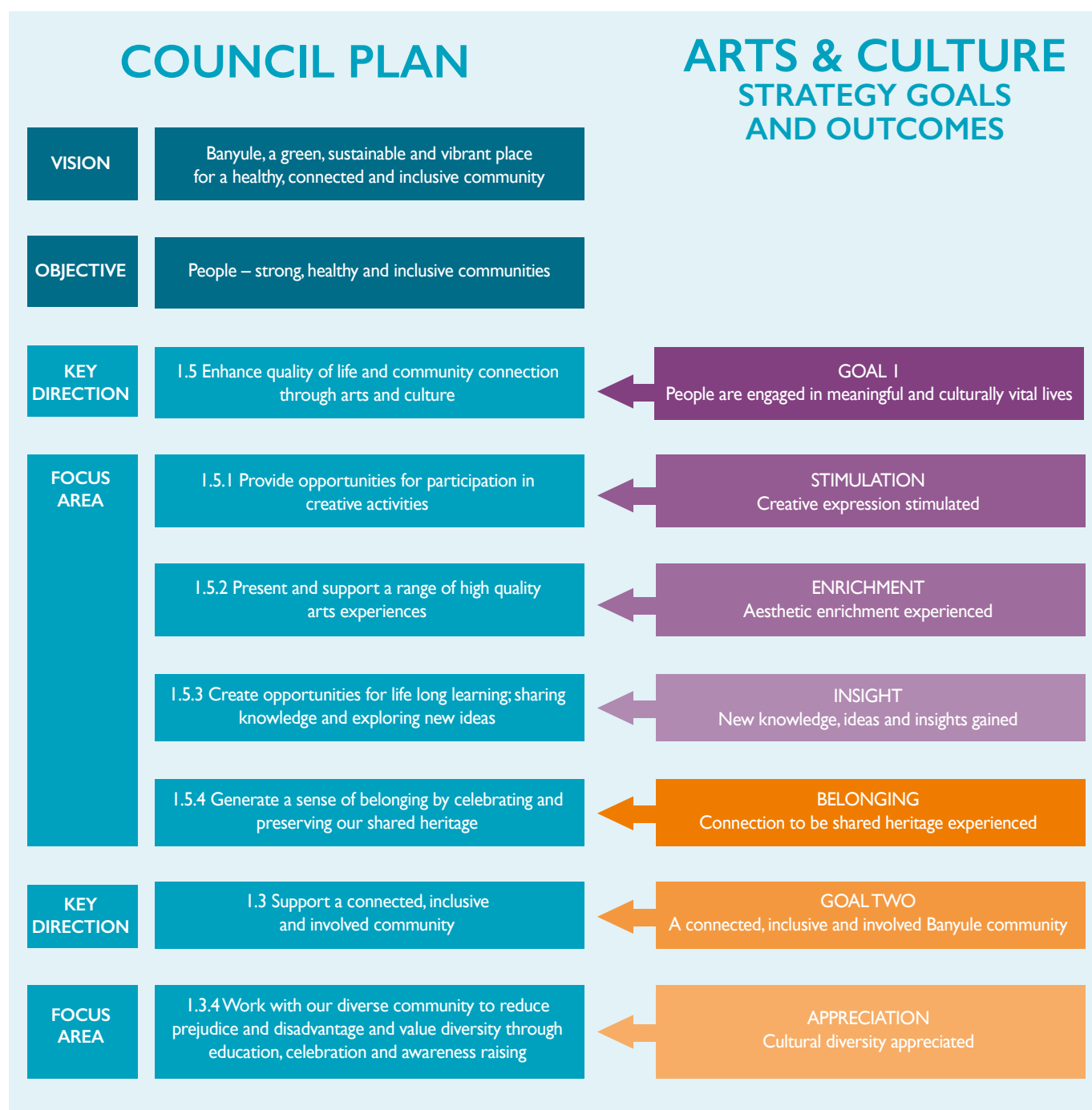
BELONGING

- connection to shared heritage experienced

This outcome is about how cultural engagement can illuminate the present by providing a sense of continuity with the past, and a pathway to the future.

RELATIONSHIP TO COUNCIL PLAN

This diagram demonstrates how the Arts and Cultural Strategic Plan links to the Council Plan





Kids art workshop 2015 by Helen Platania
– Hatch Contemporary Arts Space



⑤ PLANNING PROCESS AND STRATEGIC THEMES

5 PLANNING PROCESS AND STRATEGIC THEMES

PLANNING APPROACH

Our two goals and five cultural outcomes provide us with a framework to direct our arts and cultural outputs. In addition, our research and consultation identified key areas of strategic development required to underpin this framework and assist Council and the Banyule community to deliver the Council Plan's vision in an efficient and sustainable way. This will include opportunities to integrate with planning for activity centres using a place based planning model.

The 'strategic inputs' relating to each of the themes are designed to address key challenges for the arts and cultural sector in Banyule over the next four years and beyond.

At a local level, the key challenges identified include:

- Rate capping impacting on available resources
- Lack of arts and cultural facilities
- People are time poor
- Lack of awareness of arts and cultural activities in Banyule
- New cultural populations – establishing relationships and integration
- Neighbourhoods with significant socio-economic disadvantage
- 18 – 30 year olds are least likely to agree that there are enough opportunities to participate in arts and cultural activities (67.7% compared with 87.4% in over 55's)

FUTURE CHALLENGES

The key industry challenges identified from the literature review include:

- Growing population
- Ageing population
- Average annual per person expenditure by government is decreasing, despite attendance and creative participation in arts and cultural activity remaining stable or increasing



Haha Mural 2015 – Midway Lane



STRATEGIC THEMES AND INPUTS

THEME 1

CULTURAL PLACES AND SPACES

Significant progress has occurred over the last four years in establishing dedicated cultural spaces within Banyule with increased community use of Hatch and the start of the Ivanhoe Library and Cultural Hub project. However, as indicated in the 2013 review of Arts and Cultural facilities, the lack of available and affordable arts and cultural spaces remains a major issue for the Banyule community, particularly with regard to provision for the performing arts.

Strategic Inputs

- 10- year Arts and Cultural Facilities report
- Contribution to the design and delivery of the Ivanhoe Library and Cultural Hub project
- Investigate greater use of Community halls and other Council owned facilities
- Strengthen networks and partnerships with neighbourhood houses and libraries

THEME 2

FACILITATION OF PARTNERSHIPS

Council recognises the wealth of community organisations and individuals driving cultural activity within Banyule. Partnerships between individuals, groups and with Council are important to make best use of resources and ensure ongoing sustainable cultural activity across Banyule.

Strategic Inputs

- Partner with one of Banyule's advisory committees and their corresponding communities, each year over the next four years, to collaborate on program planning processes
- Identify opportunities for collaboration with Yarra Plenty Regional Library (especially Ivanhoe Library) for programming in the transition to the Ivanhoe Library and Cultural Hub
- Develop enhanced sponsorship procedures
- Establish and strengthen relationships with trader associations and educational institutions.



Grand Parade Kids ArtyFarty Fest 2017

As a result of reviewing our previous Arts Plan, along with our recent research and consultation, we identified four strategic themes underpinning the outcomes framework. Each has been devised to assist in addressing the challenges faced in each theme area and strategic inputs will be prioritised in annual action plans.

THEME 3

SUPPORTING CREATIVE PRACTISE

Banyule's creative sector comprises artists, makers, performers, writers, musicians, designers and increasingly, digital practitioners. While collectives and organisations exist, the sector is largely characterised by individual practice. Council recognises the need to provide opportunities that both support and develop individual artistic practice as well as advance the vitality and identity of the sector in general.

Strategic Inputs

- Develop a Cultural Activity Location Map
- Progress the Pinpoint Artist Network:
 - Further use of the website resource
 - Establish network meetings
 - Refresh professional development program
- Update Banyule's Public Art Policy

THEME 4

BETTER MARKETING AND COMMUNICATIONS

A significant and consistent message from our consultation was that our community finds it hard to know what is going on in Banyule within the arts and cultural sector. There was also feedback regarding a perception of a lack of a cultural identity in Banyule, and that a better understanding of this would assist levels of participation and generate more vital cultural activity.

Strategic Inputs

- Develop specific marketing plans for major programs
- Support Council in revitalising its website
- Investigate the potential for using the Pinpoint website as a marketing tool

ANNUAL PROGRAM AND EXPRESSION OF INTEREST PROCESS

Our strategic inputs and themes ensure there is agreed direction for arts and culture across Banyule. This is then delivered to the community via Banyule Council's annual Arts and Cultural Program.

This program delivers the bulk of Council's arts and cultural outputs and is associated with our annual action plans. An important element in the success of the annual arts and culture program is our expression of interest process. In 2016, we identified the need to work more collaboratively with internal and external stakeholders in order to create closer connections between our events and share resources in delivering cultural programs to and with the community.

An annual conceptual framework for the arts and culture program was established as a catalyst to build partnerships and provide uniquely directed opportunities for different segments of our community to engage with us. This process has since contributed to a noticeable increase in net value to the community and natural synergies have emerged from partnerships with other stakeholders. For examples of outputs and outcomes from this process please see Arts & Culture Strategic Plan 2017-2021 – Technical Report.

CONCEPTUAL FRAMEWORK

The implementation of a conceptual framework will streamline and find natural synergies in delivering our arts and culture program. The framework is decided based on consultation with the nominated advisory committee, consideration of issues in need of advocacy within that portfolio, and interest from the community.

OPPORTUNITIES TO PARTICIPATE

There will be an annual call out for expressions of interest, in response to the annual conceptual theme, from artists, community members and cultural organisations to take part in or propose ideas, events and programs. This results in the inclusion of artists previously unknown to Council, and provides opportunity for cross-disciplinary engagement between Council's programs and community cultural organisations.

BUILDING PARTNERSHIPS

Working with each Council advisory committee, we will cycle through each of Banyule's eight advisory committees every eight years. By working with an advisory committee, we forge new connections with local community groups, support new artists, and engage with people from different segments of our community. We will continue to deliver outcomes across all of Council's strategic objective areas but this process will ensure that we engage more closely with each of the communities served by our advisory committees.





⑥ YEAR ONE 2017/18 ACTION PLAN



6 YEAR ONE 2017/18 ACTION PLAN

Key Initiative (action)	Activity (task)	Primary Outcome	Secondary Outcome	Strategic Theme
Develop and implement opportunities to celebrate and preserve Council's cultural and heritage assets – indigenous, cultural and environmental	Support Council's partnership with Bambunin Beek	Appreciation	Belonging	Facilitation of partnerships
	Explore options for the future of the Heidelberg School Artists' Trail	Belonging	Enrichment	Better Marketing & Communications
	Napier Waller House activation	Belonging	Enrichment	Cultural Places & Spaces
	Explore opportunities for engaging with historical societies	Belonging	Insight	Facilitation of Partnerships
Continue to support the delivery of Major Festivals and associated programming	Deliver Malahang Community Festival	Appreciation	Belonging	Facilitation of Partnerships
	Deliver Carols by Candlelight	Belonging	Enrichment	Better Marketing & Communications
	Deliver Boulevard Lights	Belonging	Enrichment	Better Marketing & Communications
	Deliver Kids ArtyFarty Fest	Stimulation	Belonging	Supporting Creative Practice
	Deliver Twilight Sounds	Enrichment	Insight	Better Marketing & Communications
	Explore opportunities to support traders' associations to deliver events	Appreciation	Belonging	Facilitation of Partnerships
Encourage diverse community groups to engage in the development of Banyule's arts and culture program	Annual EOI call out	Stimulation	Insight	Supporting Creative Practice
	Develop 2018 Arts and Culture Program	Enrichment	Appreciation	Supporting Creative Practice
	Launch and publish 2018 Arts and Culture program	Appreciation	Belonging	Better Marketing & Communications

Key Initiative (action)	Activity (task)	Primary Outcome	Secondary Outcome	Strategic Theme
Develop the biannual Banyule Award for Works on Paper	Promote award	Stimulation	Belonging	Better Marketing & Communications
Support local artists to develop their artistic practice by participating in Pinpoint Artists Network and professional development program	Evolve Pinpoint Artist Network and website	Stimulation	Insight	Supporting Creative Practice
	Deliver Pinpoint professional development program	Insight	Stimulation	Supporting Creative Practice
	Deliver Pinpoint Art In Public Spaces	Stimulation	Enrichment	Supporting Creative Practice
	Scope opportunities for sector network development program	Insight	Belonging	Supporting Creative Practice
Develop curated program for Hatch Contemporary Arts Space	Works on Paper	Enrichment	Appreciation	Supporting Creative Practice
	Create From a Crate – Touring Exhibition	Enrichment	Stimulation	Cultural Places & Spaces
	Finding Common Ground – Major Exhibition	Enrichment	Appreciation	Cultural Places & Spaces
	Mid-Winter Exhibition	Enrichment	Belonging	Cultural Places & Spaces
Develop Community Access Program for Hatch Contemporary Arts Space	States of Being	Appreciation	Insight	Cultural Places & Spaces
	Hatch - public program	Stimulation	Insight	Cultural Places & Spaces
	Nhalinggu Bagung	Appreciation	Enrichment	Cultural Places & Spaces
	Banyule Art Salon	Stimulation	Belonging	Cultural Places & Spaces

6 YEAR ONE 2017/18 ACTION PLAN

Key Initiative (action)	Activity (task)	Primary Outcome	Secondary Outcome	Strategic Theme
Explore opportunities for program development by holding an annual networking event with the Yarra Plenty Regional Library, Shop 48, Banyule's neighbourhood houses and Banyule U3A	Develop and present networking event	Insight	Belonging	Facilitation of Partnerships
Invest in the Banyule Art Collection	Maintain collection	Belonging	Appreciation	Supporting Creative Practice
	Acquire new works	Enrichment	Belonging	Supporting Creative Practice
	Promote and display collection	Enrichment	Belonging	Better Marketing & Communications
Deliver public art program	Homefront project	Belonging	Appreciation	Cultural Places & Spaces
Administer Banyule Arts and Cultural Advisory Committee and associated working groups	Banyule Arts and Cultural Advisory Committee	Insight	Belonging	Facilitation of Partnerships
	Hatch Working Group	Insight	Belonging	Facilitation of Partnerships
	Collections Working Group	Insight	Belonging	Facilitation of Partnerships
	Festivals Working Group	Insight	Belonging	Facilitation of Partnerships
	Malahang Working Group	Insight	Belonging	Facilitation of Partnerships



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7 STRATEGIC INPUTS – YEAR 1

Four strategic themes were identified, each with their own set of strategic inputs to be completed throughout the life of this plan. The strategic inputs listed below are priorities in year one of this plan.

Strategic Input	Task
Develop evaluation tool and measures	Research, consultation and delivery of evaluation tool and set of measures (with an education institution / CDN?)
Public art policy	Consultation and delivery
10-year Arts and Cultural Facility Plan	Refresh facility statistics
	Hatch Contemporary Arts Space – deliver transition and business plan
	Ivanhoe Library and Cultural Hub – design, operational and governance input

8 MEASURING SUCCESS

The move to directing activities to cultural outcomes requires the development of evaluation tools and a set of measures and key performance indicators appropriate to the new outcomes framework. This will be a key strategic input for the first year of this plan.

At a broader level, Council has been measuring performance, service effectiveness and utilisation through key indicators and measures as part of the Local Government Performance Reporting Framework and the annual Community Satisfaction Survey. The indicators relevant to the Arts and Culture Strategy include:

COUNCIL KEY PERFORMANCE INDICATORS

Council has existing measures and performance indicators which will be used whilst the new evaluation tool is being devised. They are captured in the Local Government Performance Reporting Framework (LGPRF) and the Community Satisfaction Index (CSI). They include:

LGPRF – Libraries: (a) Utilisation (library services are well utilised) <ul style="list-style-type: none"> Library collection usage (number of library collection item loans per library collection item) <i>Indicator Type: Output (Effectiveness, Appropriateness)</i>	7
LGPRF – Libraries: (b) Resource standard (libraries have a high standard of resources) <ul style="list-style-type: none"> Standard of library collection (percentage of the library collection that has been purchased in the last 5 years) <i>Indicator Type: Output (Effectiveness, Quality)</i>	80%
LGPRF – Libraries: (c) Service cost (delivery of library services is undertaken in a cost-efficient manner) <ul style="list-style-type: none"> Cost of library service (direct cost to Council of the library service per visit) <i>Indicator Type: Output (Efficiency, Cost)</i>	\$9
LGPRF – Libraries: (d) Participation (library resources are free, accessible and well utilised) <ul style="list-style-type: none"> Active library members (percentage of the municipal population that are active library members) <i>Indicator Type: Outcome (Participation)</i>	15%
CSI – Percentage of people who feel they ‘belong’ in Banyule <i>Indicator Type: Outcome (Service Effectiveness)</i>	80%
CSI – Art centres and libraries (performance) <i>Indicator Type: Output (Quality)</i>	Equal to or greater than the Metro Council Group average
CSI – Community and cultural activities (performance) <i>Indicator Type: Output (Quality)</i>	Equal to or greater than the Metro Council Group average
Attendance at Banyule festival <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i>	10,000

Note:

CSI indicators are measured via the annual Community Satisfaction Survey (CSS) for Local Government.

LGPRF – Key indicators and measures as part of the Local Government Performance Reporting Framework.

9 REFERENCES

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Cultural Development Network - Framework for Cultural Development Planning

<http://www.culturaldevelopment.net.au/planning/>



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