



Bayside Arts Strategic Plan

2018-2022



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1. Executive Summary

Introduction

The Strategic Plan has been developed to guide the future arts programming in Bayside and aims to connect people to each other and their community through the celebration of art and the sharing of ideas. Art has the ability to connect diverse groups of people across a variety of ages, ethnicity and backgrounds. Delivery of this Strategic Plan will ensure that exhibitions and events developed speak to Bayside's unique sense of place and provide opportunities for people to connect with creativity and ideas across Bayside.

The Bayside Arts Strategic Plan 2018 - 2022 expands on Council's previous adopted Gallery@BACC Board Strategic Plan 2017–2020. It captures both the aspirations of the Bayside Arts Board in relation to developing an arts program for Bayside and community expectations of Council.

This Strategic Plan was developed using feedback collected from both quantitative and qualitative community research. The research indicated support for Council to be both the presenter and producer of programs but equally to support community groups to present their own arts programming for Bayside. Through this evidence-based approach it is anticipated that the programs developed will appeal to a broad section of the Bayside community.

This Strategic Plan recognises that community organisations such as the Brighton Theatre Company, Beaumaris Theatre Company, Brighton Art Society, Beaumaris Art Society, Friends of Black Rock House and the Bayside Chamber Orchestra play an active role in providing the community with high quality productions and programs. Working in partnership with these organisations allows Council to use its limited resources to present programs that play a different role in the community such as:

- The commissioning and installation of public art;
- Presenting high quality and challenging exhibitions at the Bayside Gallery;
- Supporting writers, artists and musicians with the provision of free studio space; and
- Producing creative events and activities that respond to the unique qualities of the area.

Aligned to the Bayside City Council's vision to 'make Bayside a better place' our Arts Strategy 2018 - 2022 seeks to support the unique qualities of Bayside and allow all art forms and creative expression to thrive.

Structure of the Strategic Plan

Delivery of the Bayside Arts Strategic Plan 2018-2022 will be through four strategic goals with clear objectives sitting under each goal. Delivery of activities and events over the next four years will align to one or more of these four goals.

Purpose

The purpose of the strategic plan is to ensure that Council delivers the highest public value through the development of diverse arts programs that will meet community needs now and into the future.

The Bayside Arts Strategic Plan 2018–2022 will:

- Work with the Bayside community to develop and produce arts and culture programs that are meaningful to the community;
- Support community groups to deliver their own arts programming;
- Broker partnerships that encourage arts organisations to deliver dynamic and authentic arts programs for the Bayside community and visitors; and
- Develop and plan relevant and vibrant arts events which incorporate a range of art forms that take place in the Gallery as well as the public realm.

Scope

The Bayside Arts Strategic Plan 2018–2022 consists of four goals that were identified as a result of community research and consultation with the Bayside Arts Board from December 2017 to August 2018. The recommended strategies cover improved service delivery through the diversification of arts programming within the four goals.

Delivery of the Bayside Arts Strategic Plan 2018–2022 is supported by the following strategies, policies and plans that complement the arts:

- Bayside Arts and Heritage Collection Policy.
- Community Plan 2025.
- 2017 – 2021 WAAA Strategy.

Council's role

The role of Council is to facilitate and provide an arts program that builds social connection and creates opportunities for enjoyment and expression.

Governance

The Board was established as an independent Advisory Board of Council and formally appointed by Council pursuant to Section 86 of the Local Government Act (1989) in August 2016. Council, at its meeting on 20 March 2018, resolved to rename the Gallery@BACC Board, the Bayside Arts Board to better reflect the role and responsibilities of the Board. The Board operates in accordance with the best practice guidelines. The Bayside Arts Board reports to Council as an Advisory Committee of Council.

The Board supports Council in the development and presentation of a diverse arts program for the City of Bayside and does this through:

- Providing strategic direction and advice on arts programming including the delivery of the Strategic Plan.
- Supporting the development of public art across the municipality.
- Overseeing the care and management of the Bayside Arts and Heritage Collection.
- Increasing financial support for the arts.
- Governing effectively in accordance with the Charter and Instrument of Delegation.
- Adhering to the principles of good governance as outlined in the Board's Code of Conduct.

The Bayside Arts Board consists of 11 members: nine independent members and two Councillors. The Councillors are appointed for a one year period. Independent members are appointed for a three year term and are eligible to be reappointed after the expiry of their term for a second term but can only serve two consecutive terms. The Chairperson of the Board is appointed on an annual basis from the independent membership of the Board by Council at its Annual Meeting.

The Bayside Arts Board meets four times per annum and as required.

The Bayside Arts Board operates within a charter which is reviewed every year. The charter outlines the duties and responsibilities of the Bayside Arts Board and also has a Code of Conduct that guides the values and behaviors of the Board and its decision making procedures.

Key principles

The key principles that have informed the Strategic Plan are:

- ***Making art accessible*** – promoting art as part of daily life including in our streets, foreshore as well as purpose-built infrastructure.
- ***Making art inclusive*** – ensuring a wide range of activities are developed.
- ***Developing knowledge and data*** – using information and research gathered from the community to assist with the development of arts programs.
- ***Building strong partnerships*** – work with community organisations to provide the Bayside Community with a comprehensive program of arts activities and events.

Key research findings

The 2017 Community Research was conducted primarily to determine the role Council should play in the provision of arts and cultural programs. The research questions focused on Gallery programming, existing cultural events/facilities visited by residents, Council's role as a provider or funder, music programming, public art sites and outdoor festivals.

Key findings from the research provided Council with valuable data about the community's expectations around arts and culture. It provides Council with a road map for the development of new programs which meet these expectations. The following is a summary of key findings:

- Broaden the range of activities to include more family friendly events.
- Increase the number of outdoor activities.
- Develop and implement a Marketing Plan to increase awareness of existing and future programs.

Vision statement

Bayside City Council offers inspiring, creative, artistic and cultural experiences for its community and visitors to enjoy.

Goals and strategic objectives

The goals of the strategic plan centre on delivering an innovative program and increasing our community engagement as well as resources.

The Bayside Arts Board will realise its vision through the achievement of the following goals.

Goal 1: Deliver an innovative and creative program

- 1.1 The unique qualities of Bayside are reflected in a diverse program.
- 1.2 The story of Bayside is apparent through its Collection which is preserved for future generations.
- 1.3 A range of skilled, professional, and when possible, local musicians, artists and performers contribute to the development of the program.
- 1.4 Accessible programs are developed aiming to enhance community health and well being.

Goal 2: Support people to develop their creative pursuits

- 2.1 Community members actively participate in a range of arts activities.

Goal 3: Manage and increase current resources

- 3.1 External funding opportunities are explored by the Bayside Arts Board to enhance program delivery.
- 3.2 Councils arts and culture budget is reviewed to facilitate programs as per internal budget allocation process.

Goal 4: Maximise Engagement

- 4.1 Programs are well attended and widely supported by residents, local business and organisations.
- 4.2 New audiences, particularly families, engage with the program.
- 4.3 A high level of community satisfaction is recorded.

Measures

The following performance indicators have been established to assist in measuring the success of delivering the strategic plan and arts and culture programs.

Performance Indicator	Outcomes
The community satisfaction survey rating is maintained and/or increased – target >8.	High level of community satisfaction with the arts and culture program.
Percentage of collection on display in public buildings and accessible online - target 10% increasing to 40% by 2021.	Bayside’s art collection is accessible to the community as a publicly owned cultural asset.
Percentage increase in attendance at the Gallery - target annual increase of 10% to 2021.	Arts programs have a greater outreach in the community.
Target minimum two new acquisitions in addition to one new public art commission at least every two years.	Growth of Council’s Art & Heritage Collection.
Percentage increase in volunteers for Arts and Culture registered in Councils volunteer management system – target 20% increasing to 50% by 2021.	High levels of active participation and support from the community for arts and culture.

2. Action Plan

Goal 1: Deliver an innovative and creative program

- 1.1 The unique qualities of Bayside are reflected in a diverse program.
 1.2 The story of Bayside is apparent through its Collection which is preserved for future generations.
 1.3 A range of skilled, professional, and when possible local, musicians, artists, performers etc. contribute to the development of the Program.
 1.4 Accessible programs are developed aiming to enhance community health and well being

Strategy	Action Item No	Action/s	Time frame	Costs	Resourcing	Deliverable
Deliver a high quality and diverse arts and culture program that provides residents with a range of opportunities and experiences	1.1.1	Honour the multiple histories of Bayside through the provision of culturally safe and welcoming experiences	Year 2 - 4	Operational budget	Curatorial Staff Education & Community Engagement Officer	NAIDOC Week and Reconciliation Week Exhibitions in Corporate Foyer Minimum 3 community organisations participate in a an arts and culture project that honour multiple histories per year
	1.1.2	Manage and deliver a multidisciplinary and diverse arts and cultural program including the commissioning of public art that celebrates and reflects the unique experiences within Bayside	Year 1 - 4	Operational budget Capital budget	Curatorial Staff Education and Community	9 Gallery Exhibitions per year 2 Concerts per year 1 public art commission every year

			\$100,000	Engagement Officer A & C Coordinator	
1.2.1	Consolidate, manage, preserve, promote and grow the arts and heritage collection	Year 1 - 4	Capital budget \$30,000	Curatorial staff	Minimum 2 acquisitions annually Collection displayed in public spaces
1.3.1	Collaborate with arts providers, educators and community organisations to deliver meaningful experiences that engage the wider Bayside community	Year 2 - 4	New initiative as per internal budget process \$10,000	Education and Community Engagement Officer A & C Coordinator	Delivery of 2 family friendly events per year
1.3.2	Engage a range of professional musicians, artists and performers to create a program that meets the needs of the community.	Years 1 – 4	Operational budget	A & C Coordinator	Increase in professional creatives involved in program development
1.3.3	Provide opportunities for local artists to develop their practice and contribute to programs	Years 1 – 4	Operational budget	Curatorial Staff Youth Services	Continue to offer free studio space to local artists through the Billilla Artists Studio Program and incorporate into public programs

	1.4.1	Promote Mental Health Week and other initiatives that impact on mental health in partnership with outreach services and local agencies through programs and printed collateral	Years 1 - 4	Operational budget	Marketing Officer & E & CE Officer	Promotional material available at arts events and Gallery
	1.4.2	<p>Liaise with Aged Care facilities to promote and encourage participation in Connections : Art + Dementia program</p> <p>Promote Monthly Connections : Art + Dementia program to people living with dementia at home (including retirement homes) and their carers</p>	Years 1 – 4	Operational budget	E & CE Officer	<p>Connections: Art + Dementia Program delivered weekly for Aged Care Facilities</p> <p>Introduce Monthly Connections for people living with dementia and their carers</p>

Goal 2 Support people to develop their creative pursuits

2.1 Community members actively participate in a range of arts activities						
Strategy	Action Item No	Action/s	Time frame	Costs	Resourcing	Deliverable
Increase participation in the arts at a local level	2.1.1	Seek out opportunities to work with professional artists to develop Community Arts and Cultural Development projects.	Year 1	Operational budget	A & C Coordinator & staff	Scope out CACD project for delivery in Year 2
	2.1.2	Work with local schools to create partnership programs that support and encourage young people to participate in the arts	Year 1 – 4 Year 1	New initiative as per internal budget process \$20,000	E & CE Officer Youth Services	Development and delivery of exhibitions that address educational needs Min 500 school student visit and participate in programs at the Gallery Increased entries to Youth Services Art Competition Delivery of Kindergarten programs
	2.1.1	Identify and deliver intergenerational programs that respond to community need and interests	Years 1 – 4	Operational budget	E & CE Officer	Deliver 3 programs a year

Goal 3: Manage and increase current resources

3.1 External funding opportunities are explored by the Bayside Arts Board to enhance program delivery.						
3.2 Councils arts and culture budget is reviewed						
Strategy	Action Item	Action/s	Time frame	Costs	Resourcing	Deliverable
Secure the future delivery of arts and culture programs in Bayside, through the attraction of financial partners and in-kind supporters	No					
	3.1.1	Establish a fundraising plan with clear financial objectives	Year 1	Operational budget	A & C Coordinator	Development of a 3 year Fundraising Plan
	3.1.2	Identify potential individuals and organisations who are able to increase current resources through donations, sponsorships, corporate and philanthropic funding.	Years 2 – 4	Operational budget	Bayside Arts Board	No of meetings held with high worth individuals
	3.2.1	Measure the impact of arts and culture to identify the social and economic benefits created for Bayside	Year 2	Operational budget	Contractor/ researcher	Impact report presented to Board

Goal 4: Maximise Engagement

4.1 Programs are well attended and widely supported by residents, local business and organisations 4.2 New audiences, particularly families, engage with a diverse arts programs 4.3 A high level of community satisfaction is recorded						
Strategy	Action Item No	Action/s	Time frame	Costs	Resourcing	Deliverable
An arts and culture program that inspires and engages the community in a variety of ways	4.1.1	Create a marketing and communications plan that identifies opportunities to market to new and existing audiences using multi-media strategies that provide up to date information to the community	Year 1	New initiative as per internal budget process \$50,000	Marketing Officer	Increased attendances
	4.2.1	Broaden the scope of the arts and culture program to include inclusive, safe, accessible and diverse activities	Year 2 – 4	Operational budget	A & C Coordinator & Staff	A range of programs delivered including visual arts, literature, music and performing arts
	4.3.1	Monitor and evaluate all activities for continuous improvement, greater understanding and responsiveness.	Year 2 – 4	Operational budget	A & C Coordinator & Staff	Data collection and satisfaction ratings presented annually

3. Glossary

The Arts	<p>A form of expression in one or more of the following artforms:</p> <ul style="list-style-type: none"> • Arts and crafts (Visual arts, public art, photography, sculpture etc.). • Performing arts (theatre, dance, music). • Literature. • New media arts (internet, video, electronic music). • Popular culture, films, fashion etc.
Culture	<p>Culture is the characteristics and knowledge of a particular group of people, encompassing language, religion, cuisine, social habits, music and arts.</p>
Bayside Arts and Heritage Collection	<p>The Collection is a significant cultural asset held in trust by the Council, for the people of Bayside. The Collection aims to:</p> <ul style="list-style-type: none"> • Nurture a sense of community and shared history; • Assist in developing a sense of identity, pride and place; • Enhance and enrich public spaces; • Promote art and artists as a valuable part of the Bayside community.
Bayside Arts Board	<p>The Bayside Arts Board is an independent Advisory Board of Council, formally appointed by Council pursuant to Section 86 of the Local Government Act (1989).</p>
Community Cultural Development	<p>Community arts and cultural development encompasses collaborations between professional artists and communities based on a community's desire to achieve artistic and social outcomes.</p>
Philanthropic	<p>Showing concern for humanity, especially by performing charitable actions, donating money, etc.</p>

4. Purpose

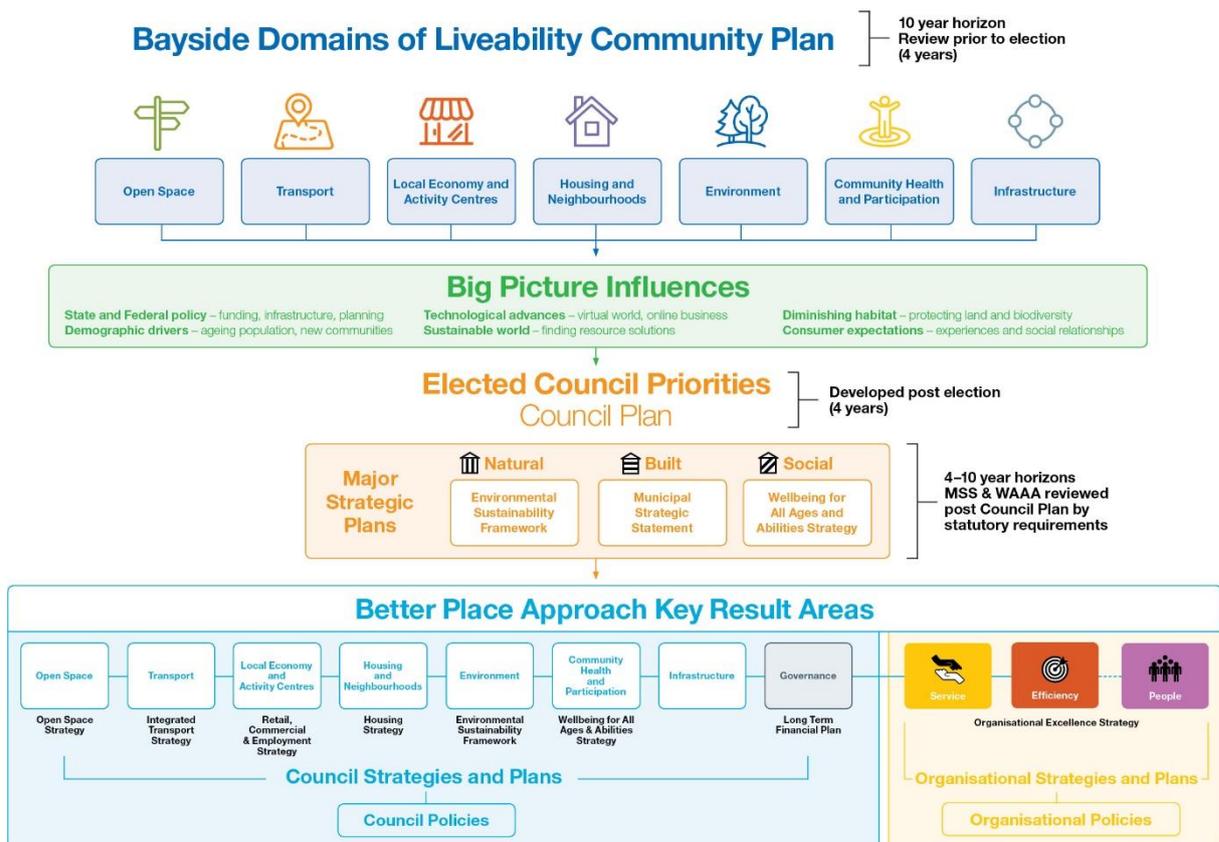
The purpose of the strategic plan is to ensure that Council delivers the highest public value through the delivery of a diverse arts programs that will meet community needs now and into the future.

The Bayside Arts Strategic Plan 2018 – 2022 will:

- Work with the Bayside community to develop and produce arts and culture programs that are meaningful to the community;
- Support community groups to deliver their own arts programming;
- Broker partnerships that encourage arts organisations to deliver a dynamic and authentic arts program for the Bayside community and visitors; and
- Develop and plan relevant and vibrant cultural events incorporating a range of art forms that take place in the Gallery as well in the public realm.

5. Council’s Better Place Strategic Planning Framework

The Bayside Arts Strategic Plan 2018 - 2022 will deliver outcomes for the Community Health and Participation domain as well as contributing to Local Economy and Activity Centres and Open Space through our public art program.



This strategy is influenced by other Council strategies and plans in particular the Well Being for All Ages 2018-2022 Strategy and the Community Plan 2025. The development of a new tourism strategy for Bayside will also provide an opportunity to deliver programs that specifically target visitors from outside Bayside and, once finalised the Bayside Reconciliation Plan will provide direction for programming that involves Bayside's Indigenous population and traditional owners.

6. Scope

The Bayside Arts Strategic Plan 2018–2022 includes the delivery of a range of arts programs including exhibitions at the Gallery and associated public programs; management of the Artist's Studio program at Billilla; delivery of public art; management of the Bayside Arts and Heritage Collection; musical performances and other cultural events and activities.

It does not provide strategic advice on the future direction of Black Rock House and other heritage buildings, Council's major contracted cultural events; Indigenous heritage and culture in Bayside or Bayside's cultural heritage as reflected in the built environment.

7. Vision Statement, Principles, Goals and Strategic Objectives

Vision: Bayside City Council offers inspiring, creative, artistic and cultural experiences for our community and visitors to enjoy.

Principles:

1. *Making art accessible* – promoting art as part of daily life including in our streets, foreshore as well as purpose-built infrastructure.
2. *Making art inclusive* – ensuring a wide range of activities are developed.
3. *Developing knowledge and data* – using information and research gathered from the community to assist with the development of arts programs.
4. *Building strong partnerships* – work with community organisations to provide the Bayside Community with a comprehensive program of arts activities and events

Goals	Deliver an innovative and creative program	Support people to develop their creative pursuits	Manage and increase current resources	Maximise engagement
Strategic Objectives	The unique qualities of Bayside are reflected in a diverse program	Community members actively participate in a range of arts activities	External funding opportunities are explored by the Bayside Arts Board to enhance program delivery	Programs are well attended and widely supported by residents, local business and organisations
	The story of Bayside is apparent through its Collection which is preserved for future generations	Programs are developed with a focus on community health and well being	Councils arts and culture budget is reviewed as per internal budget allocation process	New audiences, particularly families, engage with arts programs
	A range of skilled, professional, and when possible local, musicians, artists, performers etc. contribute to the development of the program			A high level of community satisfaction is recorded

8. Key issues and findings

The *2025 Community Plan* shows that residents when compared to other Council services, identified arts and culture opportunities and festivals as being a lower funding priority however, they did support continued or additional levels of investment.

Council conducted a Strategic Service Review of the arts and culture service in 2015 which recommended that the service “*review and adopt a new purpose for the overall Arts and Culture service to better align with community needs and strategic direction.*” Council’s then Arts Advisory Committee proposed that a robust community engagement/research process be conducted “*to ascertain the needs and aspirations of the community in the arts and culture area*”. Key community research questions were framed around understanding:

- Preferences for Gallery programming to increase visitation;
- Cultural events/facilities Bayside residents currently visit or attend;
- Perceived role of Council in delivering arts and cultural programs and events;
- Preferences for a music program to increase visitation; and
- View on public art sites and outdoor festivals.

The majority (92.6%) of survey respondents agree that arts and cultural events contribute to creating a better Bayside, whilst 1.2% disagreed and 6.2% ‘could not say’.

Almost all (97.5%) of respondents identified at least one method by which they usually hear about arts and cultural events in the Bayside. The top five methods were: local newspapers (54.0%), word of mouth (49.0%), social media (40.5%), posters or signage (34.3%) and *Let’s Talk Bayside* (20.7%).

Most respondents attend arts and cultural events in Bayside a few times a year, with a less than half (43.3%) attending events around two to four times a year, and approximately one-third (34.0%) attending events no more than once a year at most. One-sixth (15.3%) of respondents never attend events, while 7.3% attend at least once a month.

The top five factors that may encourage respondents to attend more arts and cultural events in Bayside were:

- More information about what is on / when (35.2%)
- Different types of events (28.1%)
- Lower cost / free events (22.9%)
- More events in my local area (22.6%)
- Better parking availability (21.2%).

Research into the development of this Strategic Plan identified the need to develop a Marketing Plan to increase local support and improve the profile of arts and cultural events across Bayside.

About two-thirds (61.3%) of respondents were able to name a unique characteristic of Bayside community/area that should be reflected in the arts and cultural programs provided in the municipality. The top five categories of responses were:

- The landscape / outdoor spaces / parks / greenery (25.6%).
- The beach / coast / foreshore / bay culture (14.8%).
- Cultural diversity / inclusiveness (12.5%).
- Local artists / music / events (8.7%).
- The community (8.4%).

This Strategic Plan recommends the development of programs that reflect the community's passion for the environment and outdoor spaces. The community should be presented with the opportunity to attend art activities in the natural environment.

Almost all (93.0%) respondents identified at least one of the nine arts and cultural activities that they would like to see provided in Bayside. The five most commonly selected activities were:

- Family-friendly arts events (59.7%).
- Outdoor cultural festivals (57.0%).
- Sculpture by the Sea (45.8%).
- Jazz concerts (38.6%).
- Participatory activities (38.2%).

The Bayside Arts Board members were asked to consider the findings from the community engagement and research and consider how to strengthen the current arts program. Key issues arising from the planning day included the following which are reflected in the below Keep, Improve, Start and Stop (KISS) matrix.

<p>Keep</p> <ul style="list-style-type: none"> Quality of exhibitions Keep the gallery Bayside Acquisition Arts Prize Public Art along the foreshore and within activity centres Acquisitions policy and budget. Gallery Outdoor events e.g. market at Billilia House Bringing things from outside Bayside into Bayside 	<p>Improve</p> <ul style="list-style-type: none"> Facilitate an opportunity for VCE to showcase their portfolios more widely Reinvigorate the Heidelberg Artist Trail Improve communication and partnerships (schools/organisations of events) Improve indigenous awareness through arts and poetry Open Day for Artist in Residence programs Improve the literacy festival and the reach of communication Arts Maps from Gallery to Bathing Box Gallery visitation and awareness Advocacy for arts Awareness/communication marketing strategy Quality vs quantity Understanding of audience segments
<p>Start</p> <ul style="list-style-type: none"> Pop-up Art Exhibitions in MCHC Community based Music Series - Council providing the space Broaden exhibitions to include other events Architectural trail Cultural festival (winter and summer) Sculpture by the Sea Artist Week – Local artists exhibiting in local businesses Start collaborating with the Theatre Group (Gallery) Incorporate arts and culture as a priority within the Council Plan. Survey people leaving events Family friendly festivals: local outdoors, tie in with gallery and public programs (smaller events) Leveraging community school/art groups to put on programs 	<p>Stop</p>

During the planning day the Bayside Arts Board also identified a number of challenges as well as opportunities for the arts program and its future as follows:

Opportunities

- Start small and bring people
- Bringing body and spirit together: sport and art
- Being visible about the personality of Bayside
- Include more residents and visitors, different demographics eg new mothers in parks
- Innovative use of arts infrastructure and businesses eg cafes, libraries, hospitals
- More competitions
- Safe places, socialising, more diverse audiences, welcome and safe
- Program appealing to wider audiences
- Starting at low awareness (opportunity), increase participation, bringing art to people, increase collaboration, gardens, galleries, food trucks, coffee carts
- Building on philanthropic e.g. invitation from Mercedes to attend Brighton Rotary Art Show

Challenge

- Funding priorities
- Events are risky: put all eggs in one basket and if they fail its perceived that no one wants the arts
- Need to segment market even further than research
- Need to encourage volunteers
- Shifting from consumer to participant
- Small percentage of funding goes to arts
- Long term \$\$\$ commitment: understanding that commitment and what drives council decision making e.g. is it numbers in the Gallery?

9. Methodology

Community research was conducted by Metropolis Research with a face-to-face interview style survey of approximately ten to fifteen minutes duration. A total of 2,143 residential households were approached and 420 interviews were completed, resulting in a response rate of 38.0% (a very solid response rate for this type of survey).

All surveys were conducted over three weekends in November 2017, during daylight hours, to ensure the best opportunity for all residents to participate. The sample was drawn in approximately even numbers from each of the four regions comprising Bayside.

In addition to the community research conducted the following community engagement activities were undertaken:

- Online engagement through Council's platform *Have Your Say*.
- Intercept surveys/listening posts at three community locations - Sandringham, Brighton, Beaumaris.

The Bayside Arts Board conducted a half-day workshop on Saturday 4 August 2018. Discussion took place around the key findings of the community research and goals and strategies were developed to reflect community aspirations.

10. Background

History

Council conducted a Strategic Service Review of the arts and culture service in 2015 which recommended that the service “review and adopt a new purpose for the overall Arts and Culture service to better align with community needs and strategic direction.” Council's Arts Advisory Committee then proposed that a robust community engagement/research process be conducted “to ascertain the needs and aspirations of the community in the arts and culture area”.

Council was implementing the final year of its *2012-2017 Library, Arts and Culture Strategic Plan* and needed to commence planning its arts and cultural program for the next four year period. It was timely to seek the community's views on how they experience arts and culture, their views on the future direction of this service and their priorities and ideas. Council has the opportunity to re-set the arts agenda, re-focus our service delivery and to create a new strategic plan that will deliver on future expectations. One of the key challenges for the service is to engage the everyday Bayside resident in local arts and culture events.

Previous Strategic Plan

2012-2017 Library Arts and Culture Strategic Plan.

This Strategic Plan and action plan were endorsed by Council in 2012 and delivery concluded 30 June 2017.

The Gallery@BACC Board Strategic Plan 2017 -2021 was adopted by Council in May 2017 when the Board's scope and decision making was limited to Gallery programming. During its inaugural year of operation it was clear that the Board had a role to play in public art as well as programming external to the Gallery.

Council adopted a review of the Charter in May 2018 and included a wider scope for the Board.

Key stakeholders

This strategy effects a range of key stakeholders including residents, visitors and creatives.

Internal Stakeholders	Role
Council	Represents the community and approves the strategic direction of arts and culture as advised by the Bayside Arts Board.
Bayside Arts Board	Provides advice and supports Council in the development and presentation of an innovative and creative arts program for the City of Bayside.
Executive Team	Ensures the Bayside Arts Strategic Plan is being implemented as adopted and approves the commissioning of public art and the acquisition of works to the Collection in line with approved policy and procedures.
Arts and Culture Coordinator	Responsible for managing the delivery of the Bayside Arts Strategic Plan and ensuring the effective delivery of the Arts and Heritage Policy.
External Stakeholders	Role
Community	General users, participants and beneficiaries of programs delivered.
Community Arts Organisations (Brighton Arts Society, Beaumaris Art Society, Brighton Theatre Company, Beaumaris Theatre Company, Friends of Black rock House, Brighton and Sandringham Historical Societies etc.)	Organisations that provide arts programs independently of Council but are also users of Council's assets and programs.
Schools and Kindergartens	Program participants as well as users of the education programs created; future audiences.
Residential Aged Care Facilities and Retirement Villages	Users, in particular of Art + Dementia program, advocates for health and well-being programs.
Tourists and visitors to the area	Users of particular programs
Creatives	Create content for presentation and participation

11. Legislative and policy and context

While there is no legislation requiring Councils to deliver an arts and culture service, many local governments recognise that the arts can build cohesive and strong communities.

The arts encourage residents to participate in the life of the community, and provide an important means for them to explore, develop and promote the unique sense of place that is Bayside.

The Bayside Arts Board is an independent Advisory Board of Council, formally appointed by Council pursuant to Section 86 of the Local Government Act (1989). Its role and purpose is outlined in its Charter and Instrument of Delegation.

Local Government Act 1989
Occupational Health and Safety Act 2004
Charter of Human Rights
All Local Laws and relevant policies of Council

12. Key trends

Council recognises the important role it plays in delivering, funding, hosting, supporting and promoting arts and culture in the community. In a climate of expanding global homogeneity, it is increasingly important to foster local production and deliver participation programs that respond to and create a sense of community wellbeing.

It is therefore vital that Council draws inspiration from its community as well as leaders in the arts and culture industry. Key trends from these bodies include:

- In 2013, the Standing Council on Health and the Meeting of Cultural Ministers endorsed the National Arts and Health Framework. This framework has been developed to enhance the profile of arts and health in Australia and to promote greater integration of arts and health practice and approaches into health promotion, services, settings and facilities.
- Recognising the role art plays in supporting individual mental wellbeing, providing opportunities for people to gain new skills, confidence and self-esteem, to building social connection and reducing isolation by participating in an activity with others while engaging in a creative process (VicHealth, Active Arts Strategic Plan, 2014-2017).

13. Infrastructure / assets

The old Brighton Town Hall is the current location for the Gallery. This facility is shared with a number of community organisations (Brighton Art Society; Brighton Theatre Company and the Brighton Historical Society). There is currently no co-ordinated approach to managing the Arts and Cultural Centre where conflicts frequently occur between different activities and programs. The Gallery, Theatre Company, Arts Society and Historical Society all operate independently of each other.

The Gallery has sole occupancy of spaces on the ground floor in the north eastern (Wilson Street) and north western (Carpenter Street) parts of the building. This includes two galleries and a work /office / storage area at the rear of gallery two. Council's art collection is housed in the former caretaker's cottage located in the north western corner of the building.

The Gallery has two key areas of need, one is for additional work space / exhibition change over space including appropriate office space, the second is for an appropriate area to store Council's art collection. Currently the collection is housed in a location with no temperature or humidity control which results in extreme fluctuations in temperature.

The Gallery is open to the public five days a week 11am–5pm Wednesday to Friday and 1pm–5pm weekends. The gallery spaces are in constant use whether they are exhibiting works, installing a new exhibition or bumping out a just completed exhibition.

Given the limitations of the current space at the old Brighton Town Hall, Council may consider investigating the future infrastructure needs of the Gallery and the Collection storage over the next four years.

14. Financial analysis

The current arts and culture operating budget, as outlined below, provides for the delivery of the strategic plan.

Master Account	2018/2019	2019/2020	2020/2021	2021/2022
Total Operating	778,208	794,408	810,786	827,533
Public Art	100,000	100,000	100,000	100,000
Acquisitions	30,000	30,000	30,000	30,000
Total Capital	130,000	130,000	130,000	130,000
GRAND TOTAL	908,208	924,408	940,786	957,533

*2.25% increase as per EBA

Any request to increase the operational budget to meet increased activity will follow the internal new initiative budget allocation process which is undertaken on an annual basis. There are three new initiatives outlined in the Action Plan which require an additional \$80,000 per year in total to deliver.

- New Initiative: Delivery of 2 family friendly events \$10,000
- New Initiative: Educational program for local schools \$20,000
- New Initiative: Implementation of Marketing plan \$50,000

External funding sources i.e. philanthropic grants and corporate sponsorships also provide opportunities for the Bayside Arts Board to deliver additional resources to meet the strategic objectives.

15. Program of capital works

There is currently a rolling program of \$100,000 foreshadowed each year for public art and \$30,000 to expend on acquiring work for the Bayside Art & Heritage Collection. In line with Council operations, Council staff will follow the internal capital bid budget process which is undertaken on an annual basis.

In 2015 a report was presented to Council identifying preferred sites for future public art. Council endorsed five sites for future public art works at the 15 December 2015 Ordinary Meeting of Council:

- Dendy Street and Nepean Highway (Dendy Park)
- Dacey Street Playground (Dendy Park)
- Elsternwick Park
- Beaumaris Concourse Reserve
- Sandown Street, Brighton

Since 2015 public artworks have been commissioned and installed on two of the above sites. 'Summertime' by Anne Ross was installed at Sandown Street, Brighton in December 2017 and 'Bayside Ripple' by Carla Gottgens was installed at the Dacey Street Playground site in August 2018. In addition to these sites, 'Little Boxes' by James Voller was installed along Martin Street in Brighton in April 2018 as the final component of the Martin Street Activity Centre Structure Plan.

Following confirmation of the budget allocation for public art, the Bayside Art Board will recommend the commissioning of public art work to be installed in the remaining three sites endorsed by Council.

Priority (or timeframe)	Capital project	Estimated costs	Resourcing
Year 1	Public art commission Beaumaris Concourse in line with Masterplan	\$100,000	18/19 budget
Year 2	Public art commission Elsternwick Park	\$100,000	19/20 budget
Year 3	Public art commission site to be determined	\$100,000	20/21 budget
Year 4	Public art commission site to be determined	\$100,000	21/22 budget

16. Implementation and reporting

The Bayside Arts Board will monitor performance against the Strategic Plan at its quarterly meetings and will report annually to Council on progress in addition to providing strategic advice as necessary. An annual internal review and reflection is undertaken to assess the performance of the Board against its Charter and Instrument of Delegation.

The Board will receive quarterly reports from Council Officers, who will monitor and evaluate all activities for continuous improvement.

Key actions from the strategic plan will be documented in Bayside's internal performance reporting system to ensure that progress on delivery of the plan is reported to the Executive Team on a quarterly basis.



Bayside City Council
76 Royal Avenue
Sandringham VIC 3191
Tel (03) 9599 4444
Fax (03) 9598 4474
enquiries@bayside.vic.gov.au
www.bayside.vic.gov.au

We acknowledge the Boonwurrung people of the Kulin Nation as the traditional owners of this land and we pay respect to their Elders past and present.

We acknowledge that together we share a responsibility to nurture this land, and sustain it for future generations.