

# CREATIVE BANYULE

Arts and Culture Strategy 2023 - 2031





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## Acknowledgement of Country

Banyule City Council is proud to acknowledge the Wurundjeri Woi-Wurrung people as Traditional Custodians of the land and we pay respect to all Aboriginal and Torres Strait Islander Elders, past, present and emerging, who have resided in the area and have been an integral part of the region's history.

## Uluru Statement from the Heart

Banyule City Council is also proud to acknowledge its commitment to endorse the Uluru Statement from the Heart in full. Council is committed to taking practical action to advance its core components: Voice, Treaty and Truth Telling.

## Banyule Diversity Statement

Our community is made up of diverse cultures, beliefs, abilities, bodies, sexualities, ages and genders. Council is committed to access, equity, participation and rights for everyone; principles which empower, foster harmony and increase the wellbeing of an inclusive community.



Image: Murrundaya Yepengna Dance Troupe, Malahang Lantern Festival 2023 (Fresh Photography)

Cover Image: Malahang Lantern Festival 2023 (Fresh Photography)





Image: Malahang Lantern Festival 2023  
(Fresh Photography)

# Mayor's Message

## Why do we invest in arts and culture?

Arts, cultural and creative activities are a tangible expression of our beliefs, values, resilience, and shared identity. They add texture and richness to the social fabric of Banyule.

Banyule residents agree. Over the past decade, community and cultural activities have been rated as important for most residents with more than 90% participating in at least one leisure, arts or cultural activity on a regular basis.

This is also reflected in the Banyule Community Vision 2041. During the consultation process, arts and cultural activities were often cited as a way to promote positive health and wellbeing, the vibrant economy and a strong sense of community. Findings from these consultations also highlighted our community's desire to "see an increase in spending on arts and culture."

Creative Banyule will provide a framework for artists, audiences and our community to create and shape Banyule into the future.

Sustainable, focused and ongoing investment in local arts and culture will not only improve the liveability of our communities, it also will help the community achieve its long-term vision and priorities over the next 20 years.

I am delighted to present Creative Banyule: Arts and Culture Strategy 2023-2031, which provides the direction we need to develop our cultural and creative strengths. Its five focus areas will play a vital role in ensuring we are a thriving, inclusive, engaged community, with a strong sense of belonging.

Thank you to the advisory committees, community members, artists, businesses and organisations who contributed to the development of this strategy. I look forward to working with our community to achieve the arts and cultural outcomes of this exciting strategy.

Join us in cultivating and celebrating a Creative Banyule.

Cr Tom Melican  
Mayor



# Banyule Community Vision 2041

This vision is supported by six community priority themes:



**“We in Banyule are a thriving, sustainable, inclusive and connected community. We are engaged, we belong, and we value and protect our environment.”**

The Banyule Community Vision 2041 contains the following aspirations:

- Together we celebrate the amazing cultures that make up who we are and contribute to our shared identity.
- Inclusiveness and diversity are reflected in all our services, programs, festivals and events.
- Our rich arts and cultural history are protected, promoted and cultivated and more opportunities are available for people to come together and enjoy.
- Our City is a network of 20-minute neighbourhoods, connected through a range of transport options and we have easy access to places to live, work and play.
- Banyule is home to a diverse range of businesses. We nurture new start-ups and continue to support businesses to grow and be successful.



Image: Twilight Sounds 2019  
(Glitch Media Photography)

# Strategy at a Glance

<b>Vision</b>	<b>Creative Banyule – where people, ideas and spaces are thriving and connected through arts, culture and creativity.</b>				
<b>Focus Areas</b>	<b>Foster a sustainable and thriving creative sector</b>	<b>Enhance social connection, health and wellbeing</b>	<b>Celebrate First Nations culture</b>	<b>Create equitable participation in arts and cultural experiences</b>	<b>Realise the creative potential of Banyule’s spaces and places</b>
<b>Key Objectives</b>	<ul style="list-style-type: none"> <li>• Build capabilities of artists and creative businesses, both emerging and established, to contribute to the local creative economy.</li> <li>• Increase access to suitable facilities for artists and creatives to make and present work.</li> <li>• Enable a culture of networking, collaboration, skills sharing, and artist led programming in Banyule.</li> <li>• Demonstrate and advocate for best practice principles for working with artists and creatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the design and delivery of festivals and events reflects the diversity of the community.</li> <li>• Strengthen partnerships with Neighbourhood Houses, Libraries, schools and community organisations to support healthy, connected communities through arts and cultural activity.</li> <li>• Increase opportunities for intergenerational, intercultural and educational connections through arts and cultural activity.</li> </ul>	<ul style="list-style-type: none"> <li>• Recognise Traditional Owner and First Nations stories, knowledge and culture as an integral part of Banyule’s identity, heritage and future.</li> <li>• Assert arts and culture’s role in supporting Council’s commitment to the Uluru Statement from the Heart.</li> </ul>	<ul style="list-style-type: none"> <li>• Centre the lived experience of our diverse communities in key elements of Council’s arts and cultural programs.</li> <li>• Unlock opportunities for people experiencing barriers to inclusion in arts and cultural activities.</li> <li>• Improve methods of connecting with arts and culture opportunities in Banyule.</li> </ul>	<ul style="list-style-type: none"> <li>• Effective inclusion of more public art elements in civic and open space improvements.</li> <li>• Cultivate the status of the Ivanhoe Library and Cultural Hub and the Banyule Art Collection as culturally vital community assets.</li> <li>• Prioritise long term investment in arts and cultural infrastructure across the municipality.</li> <li>• Encourage creative initiatives that increase a connection with the natural environment.</li> <li>• Inclusion of creative industries and programs in strategies to develop Banyule’s major activity centres.</li> </ul>
<b>Key Outcomes</b>	<ul style="list-style-type: none"> <li>• There is a dynamic culture of creative practice and enterprise in Banyule.</li> <li>• Creative industries contribution to local economic development is valued and boosted.</li> </ul>	<ul style="list-style-type: none"> <li>• People’s sense of belonging, value, and well-being is increased.</li> <li>• Partnerships between Council and community organisations that deliver cultural outcomes are increased.</li> </ul>	<ul style="list-style-type: none"> <li>• First Nations led cultural engagement and participation is increased.</li> <li>• History and culture of Wurundjeri Woi-Wurrung Traditional Owners and First Nations communities is better understood and celebrated.</li> </ul>	<ul style="list-style-type: none"> <li>• More people feel connected and included in the creative life of Banyule.</li> <li>• Opportunities to participate in arts and culture are easier to discover.</li> </ul>	<ul style="list-style-type: none"> <li>• More flexible spaces available, that cater for all aspects of the creative eco-system.</li> <li>• Creativity, culture and heritage is more evident across Banyule’s public spaces and activity centres.</li> <li>• Increased public art outcomes in Banyule.</li> </ul>



**Culture is who we are, and what shapes our identity. Placing culture at the heart of development policies is the only way to ensure a human-centred, inclusive and equitable development.**

(Jyoti Hosagrahar, Deputy Director for the UNESCO World Heritage Centre)



**Beyond the Page**  
 Helen Platania  
 2022  
 Mixed Media  
 100cm x 100cm  
 This artwork is a tribute to the power of books and the role of libraries in our communities. It features a woman in a crown, symbolizing the 'queen' of knowledge, holding a book. The text 'BEYOND THE PAGE' and 'ON GOVERN' is visible on the book cover.



**Beyond the Page**  
 Helen Platania  
 2022  
 Mixed Media  
 100cm x 100cm  
 This artwork is a tribute to the power of books and the role of libraries in our communities. It features a woman in a white dress, symbolizing purity and knowledge, holding a book. The text 'BEYOND THE PAGE' and 'ON GOVERN' is visible on the book cover.



# Introduction

## Creative Banyule is Banyule City Council's Arts and Culture Strategy 2023-2031.

The purpose of *Creative Banyule* is to establish a long-term vision and strategic framework that will position Council to foster and amplify the multiple benefits of creative and cultural activities within the City of Banyule. The strategy outlines our focus, commitments and performance measures and demonstrates how the pursuit of these activities will support Council to make significant steps towards achieving the strategic objectives of the Banyule Community Vision 2041. The life of this strategy will coincide with the mid-point of the Community Vision 2041.

*Creative Banyule* was shaped by contributions from more than 140 residents. In addition to reflecting the aspirations of our community, its Focus Areas were informed by contemporary creative and cultural sector policy and research. Importantly, *Creative Banyule* seeks to leverage the social and economic benefits of arts and cultural participation for professionals practicing within the sector and for our diverse Banyule communities.

In addition to arts and cultural experiences and opportunities being valued by Council and residents of Banyule, the arts and culture sectors contribute to a broad range of societal benefits including:

- Contribution to community, society and place
- Contribution to neighbourhood identity and sense of place
- Direct links to health and wellbeing outcomes
- Contribution to the local economy
- Education
- Contributions to collective cultural capital, which support societal change.

### Purpose of this Strategy

We have designed *Creative Banyule* to:

- Recognise, foster and grow the Banyule community's creative and cultural strengths.
- Progress arts and culture's essential role in increasing the resilience, wellbeing and vitality of the Banyule community.
- Make explicit the relationship between delivering cultural outcomes and the strategic objectives of the Council Plan and Banyule Community Vision 2041.
- Position arts and cultural outcomes across Council's integrated planning.

**Image:** Beyond the Page Exhibition 2022, Loft 275. Artworks by Helen Platania (Fresh Photography)



# What we mean by arts and culture

## We know that ‘98% of Australians participate in arts and culture as part of their daily lives.’ (National Arts Participation Survey, 2021).

This includes everything from music in the car on the way to work, participating in an animation workshop, attending a local festival, as an audience member at the theatre, writing a poem, engaging in arts and craft activities at your kitchen table, designing a public art element for a new building, developing a new dance work for presentation at a festival or working with a community to design a creative solution to a complex social problem.

### A New Approach (ANA), Australia’s sole arts and culture think tank has an inclusive and broad definition of arts and culture:

‘Expressions of beliefs and values, everyday creativity and ways of living. It can also mean institutions, industries and individual actions like texts, performances, exhibitions, experiences and events.’

At ANA, arts, culture and creativity includes activities such as:

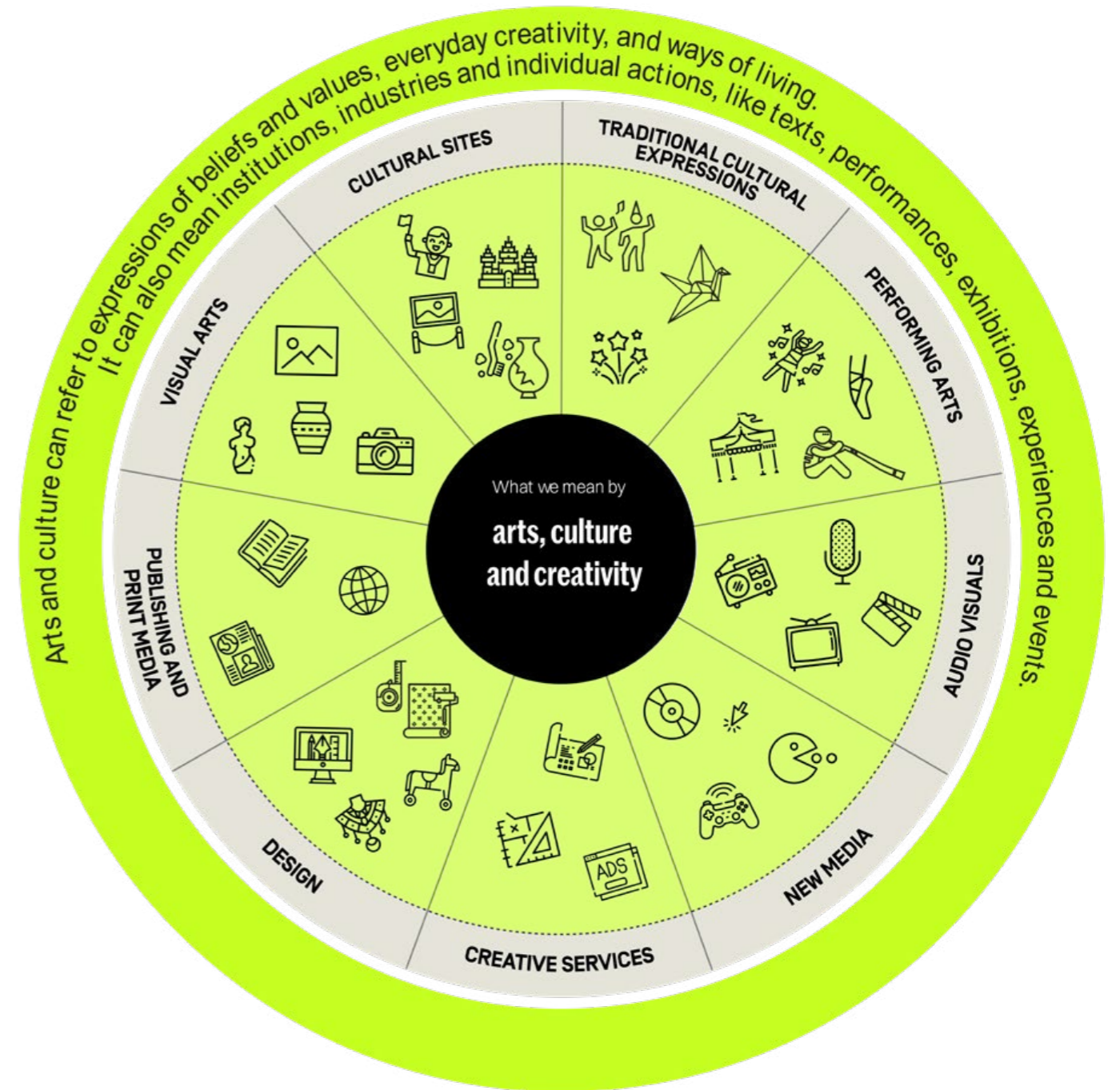
- attending cultural events
- visiting cultural venues
- creating or performing something
- engaging with arts, culture and creative content in your home.

Not all arts, cultural and creative activities appeal to all people but most people feel that there is something that they can enjoy and that is both relevant and significant to them.

Arts and cultural activities also sit within the industrial category of the cultural and creative economy which includes industries and occupations that use creativity for production, and where cultural symbolism is evident in the finished product.

This includes the activities in the dot points above, but also includes industries and occupations that may be less obvious, like advertising, design and architecture.

(Source: A New Approach, [newapproach.org.au/about](http://newapproach.org.au/about))



## The Australia Council identified that the arts in Australia is beneficial to individual wellbeing, community connection, and sustains more cohesive and inclusive communities.

Source: Parliament of Australia, The Value of the Arts

Reference: A New Approach, [newapproach.org.au/about](http://newapproach.org.au/about)



# Background

## **The Banyule Arts and Culture Strategic Plan 2017-2021 emphasised the essential role of cultural vitality in planning for Banyule’s future by embedding a set of ‘cultural outcomes’ as a means of achieving cross-council objectives for strong, healthy and inclusive communities.**

Programs and initiatives focused on stimulating creativity, sharing knowledge and insights, fostering an appreciation for diversity and generating a shared sense of belonging. There was an increase in arts and cultural activity in Banyule over the life of the plan. Additionally, there was significant investment in public art, and the Ivanhoe Library and Cultural Hub (ILCH) was established, enabling a greater diversity and number of cultural opportunities for community and local artists.

Building on the achievements of the previous strategy, Creative Banyule sets a creative and cultural vision for Banyule that will guide us into the next decade, and the half-way point of the Banyule Community Vision 2041.

With Council’s continued focus on community connections and social value, as well as a place-based approach to planning, Creative Banyule will integrate arts and culture outcomes more strategically into whole-of-council planning.

Importantly, Creative Banyule complements a range of Council’s social policies which focus on embedding the social justice principles of access, equity, participation and rights for everyone. Fundamental to this approach is taking pride in our First Nations heritage and our broader cultural and environmental legacy. Through arts and culture, we hope to take meaningful steps to support all people to benefit from arts and cultural practice and experiences and make our arts and cultural places and spaces reflect the needs and aspirations of our diverse communities.



Image: Reels on Wheels Projector Bike Rides 2022 (Hannes Berger)



# Assets and Resources

Creative Banyule acknowledges the existing assets, programs and resources that support arts and cultural outcomes in the Banyule community. The strategy provides a focus for continued delivery of outcomes utilising these resources, as well as offering a structure for growth and development.

## Our arts and cultural assets and resources include:

### ASSETS

- Ivanhoe Library and Cultural Hub
- Jets Studios
- Barrbunin Beek Aboriginal Gathering Place
- Banyule Art Collection

### RESOURCES

- Festivals and Events program
- Public Art Program
- Arts and Culture Grants
- Banyule Arts and Culture Advisory Committee



Image: Courtyard, Yarra-me-Djilla Theatre, Ivanhoe Library and Cultural Hub



Image: Carols by Candlelight 2022

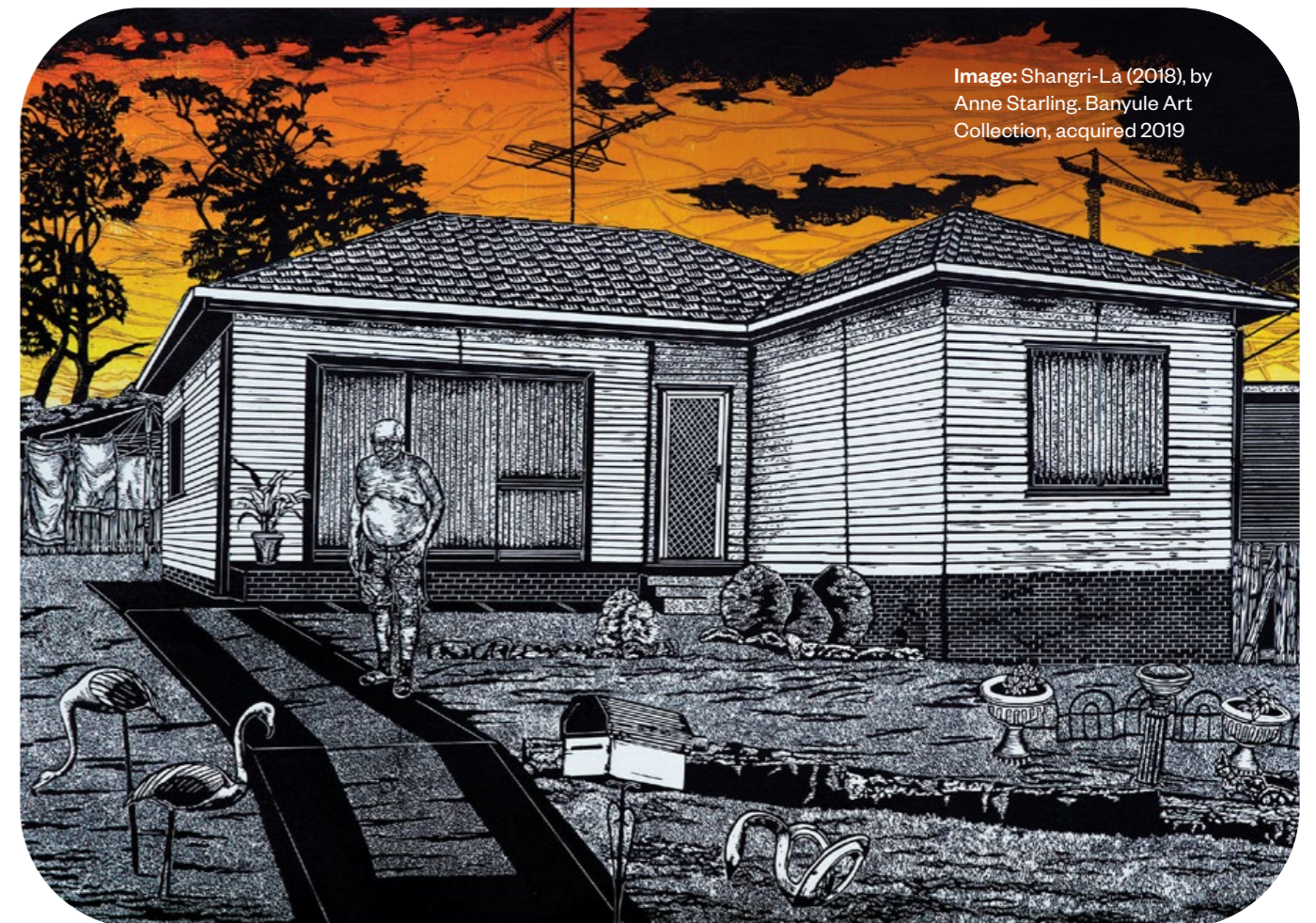


Image: Shangri-La (2018), by Anne Starling, Banyule Art Collection, acquired 2019



# Council's Role

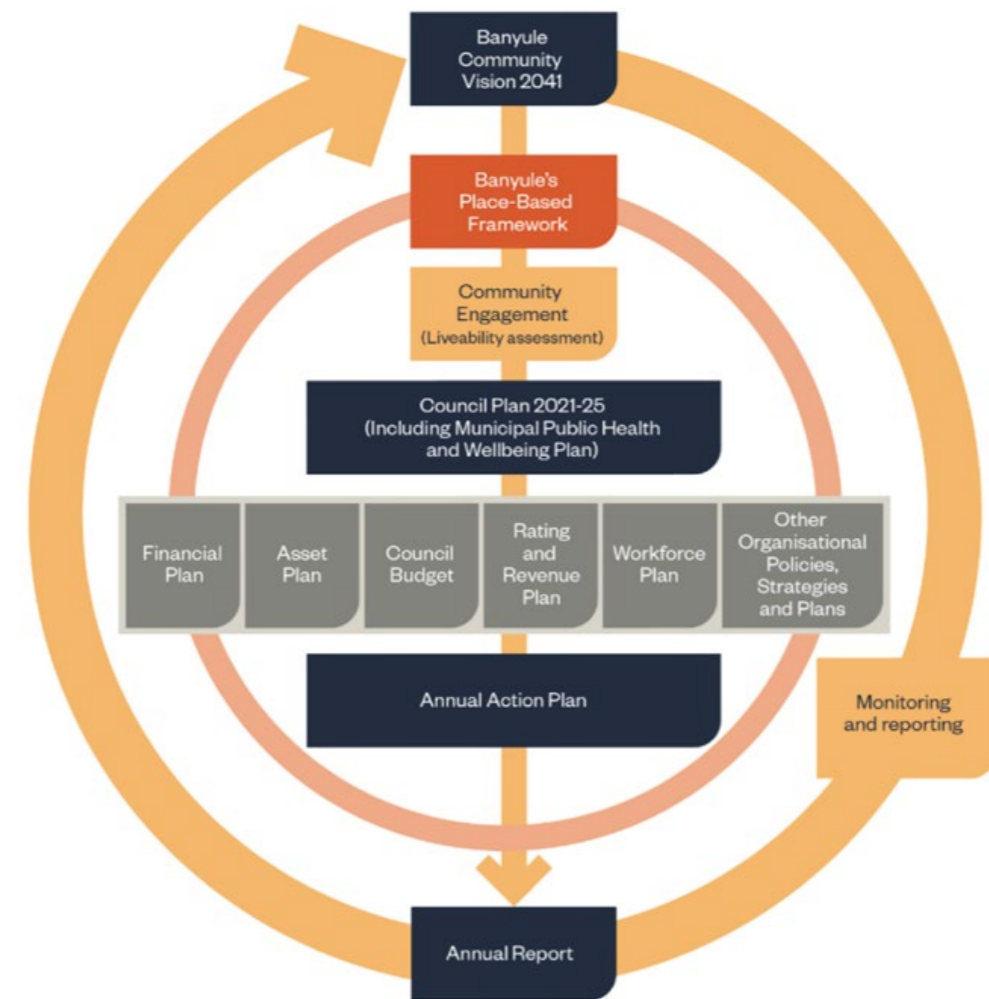
Local government prides itself on being a lead partner in the development of arts and culture in Victoria, providing infrastructure, venues and creative spaces, programs and initiatives, as well as advocacy and investment.

Key roles for Banyule Council include:

<b>Enabler</b>	Creating an environment for arts, culture and heritage to flourish – through capacity building, partnerships, and actively supporting community-led initiatives and networks.
<b>Service Provider</b>	Managing cultural facilities, spaces, and resources to support local artists and creative businesses, and to improve community participation.
<b>Funder</b>	Supporting communities to realise their own creative initiatives, encouraging diversity and vibrancy through strategic funding programs.
<b>Partner</b>	Collaborating with the community and other agencies to support arts and cultural activity that are in interests of the cultural life of the area.
<b>Advocate</b>	Championing local arts, culture and heritage; leveraging Council's position to generate new opportunities.
<b>Customer</b>	Engaging local artists and creative businesses to work on council projects.

# Integrated Planning

Banyule has an integrated strategic approach to planning and delivering service outcomes for the community and to meet requirements of the Local Government Act 2020.



Creative Banyule, like all organisational policies, strategies and plans (grey icons in this infographic) are guided by the Banyule Community Vision 2041, informed by Banyule's Place-based Framework, and work to achieve the objectives of the Council Plan. By facilitating positive social, cultural, economic, placemaking and health and wellbeing outcomes, Creative Banyule will embed a strong arts and cultural framework into whole-of-council planning. This will be reflected through an annual action plan addressing the strategic objectives (priority themes) of the current and successive Council Plans.

**Other corporate documents that integrate with Creative Banyule include:** Public Art Policy, Art Collection Policy, Heritage Strategy, Inclusive Banyule 2022 – 2026, Reconciliation Action Plan, Economic Development Plan, Public Open Space Plan, Child and Youth Framework 2021-2031, Social Infrastructure Framework, Community Infrastructure Plan, Graffiti Strategy, and Social Enterprise Strategy, Municipal Public Health and Wellbeing Plan, Public Realm Strategy.



Vision

**Creative Banyule –  
where people, ideas and  
spaces are thriving and  
connected through arts,  
culture and creativity.**



Image: Twilight Sounds 2017  
(Ceballos Photography)



**Focus Area:**

# Foster a sustainable and thriving creative sector

Banyule has a rich history of creative practice, which has long contributed to community wellbeing and vitality. Increasingly we are recognising the invaluable contribution arts, culture and the creative industries make to local employment, tourism and economic development.

Creative industries sectors were among the first and hardest hit by the COVID pandemic and among the last to fully return. We recognise the importance of the creative sector to Banyule's prosperity and liveability, and Council's role in enabling and supporting this.

**Key Objectives**

Build capabilities of artists and creative businesses, both emerging and established, to contribute to the local creative economy.

Increase access to suitable facilities for artists and creatives to make and present work.

Enable a culture of networking, collaboration, skills sharing, and artist led programming in Banyule.

Demonstrate and advocate best practice principles for working with artists and creatives.

**These objectives aim to ensure:**

- There is a dynamic culture of creative practice and enterprise in Banyule.
- Creative industries contribution to local economic development is recognised and boosted.

**Key Commitments**

- Raise the profile and promote the activities of local artists and creatives through multiple channels.
- Support artists and creatives to develop sustainable and thriving business through business development training and opportunities.
- Support the sector by facilitating access to operational support and grant opportunities.
- Maximise opportunities for local artists and creatives in the activation of Ivanhoe Library and Cultural Hub.
- Unlock access to under-utilised spaces throughout the municipality.
- Lead on informal and formal networking opportunities for artists and creatives.
- Commission new works and programs led by local artists.
- Co-design professional development activities and deliver a year-round program for artists, creatives and enterprises.
- Establish and implement set of Council-wide guidelines to guide employment opportunities for artists and creatives.

**Community Outcomes**

Cultural	<ul style="list-style-type: none"> <li>• Creativity Stimulated</li> <li>• Aesthetic enrichment experienced</li> <li>• Sense of belonging deepened</li> </ul>
Social	<ul style="list-style-type: none"> <li>• Physical and/or mental wellbeing improved</li> </ul>
Economic	<ul style="list-style-type: none"> <li>• Professional capability enhanced</li> <li>• Individual economic wellbeing increased</li> <li>• Local economy supported</li> </ul>
Governance	<ul style="list-style-type: none"> <li>• Access to beneficial networks and other resources increased</li> </ul>

**Council policy alignments**

**Council Plan Priority Themes:** Inclusive and Connected Community, Thriving Local Economy, Valued Community Assets and Facilities.

**Related Strategies:** Economic Development Strategy, Community Infrastructure Plan and Social Enterprise Strategy.



Image: Checkerboard Lounge Band, Twilight Sounds 2022 (Fresh Photography)



**Focus Area:**

# Enhance social connection, health and wellbeing

Arts and cultural participation can uplift a community's health and wellbeing outcomes. Council's Municipal Public Health and Wellbeing Plan prioritises the Importance of social connection as a means of improving mental health and overall wellbeing. Arts and cultural participation can contribute to strengthening knowledge and appreciation of our community diversity and can be a vehicle to address key social issues including loneliness and isolation, mental wellness and belonging by offering new

experiences, skills, and opportunities to connect with others. We know our community values this.

As we continue to recover from the impacts of COVID-19 it is as important as ever. Through festivals and events that bring us together and celebrate our culture, and creative programs that stimulate and fulfil us as individuals, arts and culture will continue to strengthen our community.

**Key Objectives**

Ensure the design and delivery of festivals and events reflects the diversity of the community.

Strengthen partnerships with Neighbourhood Houses, Libraries, schools and community organisations to support healthy, connected communities through arts and cultural activity.

Increase opportunities for intergenerational, intercultural and educational connections through arts and cultural activity.

**These objectives aim to ensure:**

- People's sense of value, belonging and well-being is increased.
- Partnerships increased between Council and community organisations.

**Key Commitments**

- Create and embed a whole-of-community framework to guide the design and delivery of Council's festivals and events.
- Deliver capacity building activities that support community-led events and festivals.
- Investment initiatives to prioritise arts and cultural activities in partnership with community organisations and artists with a focus on participation, health and wellbeing.
- Critical conversations and forums between community and creative organisations and Council about how arts and culture can play a role in the health and wellbeing of Banyule communities.
- Develop program initiatives that encourage intercultural and intergenerational participation.
- Develop program initiatives that encourage learning outcomes.

**Community Outcomes**

Cultural	<ul style="list-style-type: none"> <li>• Creativity stimulated</li> <li>• Aesthetic enrichment experienced</li> <li>• Knowledge, ideas and insight gained</li> <li>• Diversity of cultural expression appreciated</li> <li>• Sense of belonging deepened</li> </ul>
Social	<ul style="list-style-type: none"> <li>• Well-being Improved</li> <li>• Social connectedness enhanced</li> <li>• Feeling valued experienced</li> <li>• Social differences bridged</li> <li>• Sense of safety and security supported</li> </ul>

**Council policy alignments**

**Council Plan Priority Themes:**  
Inclusive and Connected Community.

**Related Strategies:** Municipal Public Health and Wellbeing Plan, Inclusive Banyule, Child and Youth Framework and Social Infrastructure Framework.



Image: Malahang Community Festival 2022 (Fresh Photography)



**Focus Area:**

# Celebrate First Nations Culture

In 2022, Banyule Council adopted the Uluru Statement from the Heart, committing to authentic action and education in a show of support to Aboriginal and Torres Strait Islander people.

In the Uluru Statement from the Heart, Aboriginal and Torres Strait Islander people call for a future where their children 'will walk in two worlds, and their culture will be a gift to their country' (First Nations National Constitutional Convention 2017).

For Aboriginal and Torres Strait Islander people, culture encompasses knowledges held, shared and continually adapted through a deep and continuous connection to Country. Arts and cultural expression are integral to sustaining First Nations knowledge. As recognition of Australia's 'deep history' continues to be understood, greater awareness of First Nations cultures and knowledges will support self-determination for First Nations peoples and deepen a sense of belonging for all in our community.

**Key Objectives**

Recognise Traditional Owner and First Nations stories, knowledge and culture as an integral part of Banyule's identity, heritage and future.

Assert arts and culture's role in supporting Council's commitment to the Uluru Statement from the Heart.

**These objectives aim to ensure:**

- First Nations led cultural engagement and participation is increased.
- History and culture of Wurundjeri Woi-Wurrung Traditional Owners and our First Nations communities is better understood and celebrated.

**Key Commitments**

- Increase opportunities for Wurundjeri Woi-Wurrung and other First Nations-led storytelling and history to be experienced in public spaces – natural and built.
- Celebrate First Nations arts and culture across the municipality through programming, festivals and critical conversations.
- Increase employment opportunities for First Nations artists and creatives.

**Community Outcomes**

Cultural	<ul style="list-style-type: none"> <li>• Knowledge, ideas and insight gained</li> <li>• Diversity of cultural expression appreciated</li> <li>• Sense of belonging deepened</li> </ul>
Environmental	<ul style="list-style-type: none"> <li>• Positive sense of place enhanced</li> <li>• Increased environmental stewardship</li> </ul>
Governance	<ul style="list-style-type: none"> <li>• Agency and voice enabled</li> </ul>

**Council policy alignments**

**Council Plan Priority Themes:** Inclusive and Connected Community, Sustainable Environment, Trusted and Responsive Leadership

**Related strategies:** Reconciliation Action Plan, Inclusive Jobs Strategy, Heritage Strategy, Public Realm Strategy, Social Infrastructure Framework Public Art Policy and Art Collection Policy.



Image: From the Belly of the Snake Exhibition (2018), by Judy Nicholson (James Henry Photography)



**Focus Area:**

# Create equitable participation in arts and cultural experiences

Participating in and shaping cultural life is an essential human right. Council is committed to ensuring that the services we provide, the culture of our organisation and the culture we support locally, is one of fairness, equity and inclusion.

Reflecting the social justice principles of access, equity, participation and rights, Creative Banyule seeks to open doors for our diverse communities to participate in and experience engaging and valued range of creative

opportunities, and by doing so, contribute further richness and depth to Banyule's artistic and creative culture.

Culture is who we are, and what shapes our identity. Placing culture at the heart of development policies is the only way to ensure a human-centred, inclusive and equitable development. (Jyoti Hosagrahar, Deputy Director for the UNESCO World Heritage Centre)

### Key Objectives

Centre the lived experience of our diverse communities in key elements of Council's arts and cultural programs

Unlock opportunities for people experiencing barriers to inclusion in arts and cultural activities.

Improve methods of connecting with arts and culture opportunities in Banyule

**These objectives aim to ensure:**

- More people feel connected and included in the creative life of Banyule.
- Opportunities to participate in arts and culture are easier to discover.

### Key Commitments

- Establish a ways-of-working framework to ensure we co-design our arts and cultural programs with diverse communities and value their contributions appropriately.
- Ensure the lived experience and the cultural diversity of residents is reflected through our arts and cultural programs.
- Focus on initiatives that increase engagement with and appreciation for Banyule's rich and diverse heritage.
- Design and develop opportunities led specifically by First Nations, culturally diverse, LBGTIQA+ and artists with disabilities.
- Routinely audit participation in our activities and remain curious about who is not participating and why.
- Address infrastructure and information barriers to inclusion in arts and cultural activities.
- Deliver arts and cultural activities in places where communities feel a sense of connection and belonging – arts and non-arts spaces.
- Explore the use of digital initiatives to make arts and culture accessible for everyone.
- Use varied communication channels to promote arts and culture activities.
- Support artists, creatives and community groups to deliver digital, accessible arts and cultural opportunities.

### Community Outcomes

Cultural	<ul style="list-style-type: none"> <li>• Creativity stimulated</li> <li>• Aesthetic enrichment experienced</li> <li>• Knowledge, ideas and insight gained</li> <li>• Diversity of cultural expression appreciated</li> <li>• Sense of belonging deepened</li> </ul>
Social	<ul style="list-style-type: none"> <li>• Social differences bridged</li> <li>• Social connectedness enhanced</li> <li>• Feeling valued experienced</li> </ul>
Governance	<ul style="list-style-type: none"> <li>• Agency and voice enabled</li> <li>• Civic pride enhanced</li> </ul>



Image: Imam Alaa Elzokm OAM, Elsedeq Heidelberg Mosque at Malahang Community Festival 2019 (Glitch Media Photography)

**Council policy alignments**

**Council Plan Priority Themes:** Inclusive and Connected Community, Valued Community Assets and Facilities, Trusted and Responsive Leadership.

**Related strategies:** Heritage Strategy, Municipal Public Health and Wellbeing Plan, Inclusive Banyule, Social Infrastructure Framework and Communications Strategy.



**Focus Area:**

# Realise the creative potential of Banyule’s spaces and places

Our public spaces are our shared places for recreation, social engagement, commercial activities and cultural expression. When our public spaces include art, artists, creative and cultural activity, they are infused with energy, social and business networks emerge, and a sense of vibrancy and distinctiveness is generated.

By integrating our efforts across urban and open space policy and planning, we will work to position arts and culture as a resource for placemaking in Banyule. By celebrating and leveraging our existing cultural assets we will grow their capacity to stimulate creativity and community pride.

**Key Objectives**

Effective inclusion of more public art elements in civic and open space improvements.

Cultivate the status of the Ivanhoe Library and Cultural Hub and Banyule Art Collection as culturally vital community assets.

Prioritise long term investment in arts and cultural infrastructure across the municipality.

Encourage creative initiatives that increase a sense of responsibility toward the natural environment.

Inclusion of creative industries and programs in strategies to develop Banyule’s major activity centres.

**These objectives aim to ensure:**

- More flexible spaces available, that cater for all aspects of the creative eco-system.
- Creativity, culture and heritage is more evident across Banyule’s public spaces.
- Increased public art outcomes in Banyule.

**Key Commitments**

- Create and embed a whole-of-council framework to guide planning and resource allocation for public art outcomes.
- Continued investment in public art commissions through existing and new funding sources
- Commission opportunities for local artists and creatives.
- Year-round utilisation of arts spaces at Ivanhoe Library and Cultural Hub with high quality arts and cultural experiences.
- Explore creative sector partnership and funding opportunities to amplify programming outcomes at Ivanhoe Library and Cultural Hub.
- Continue to invest in, promote and celebrate the Banyule Art Collection.
- Explore opportunities for public-private development partnerships.
- Advocacy for the Banyule Theatre complex.
- Implement Community Infrastructure Plan 2030
- Deliver climate, natural heritage, and environment-related events, activities and critical conversations.
- Incorporate climate responsible practice guidelines into all Council funding and event delivery.
- Build partnerships within Council to ensure investment in arts and culture across civic planning, economic development and community infrastructure.

**Community Outcomes**

Cultural	<ul style="list-style-type: none"> <li>• Creativity stimulated</li> <li>• Aesthetic enrichment experienced</li> <li>• Sense of belonging deepened</li> </ul>
Social	<ul style="list-style-type: none"> <li>• Social connectedness enhanced</li> </ul>
Economic	<ul style="list-style-type: none"> <li>• Local economy supported</li> </ul>
Environmental	<ul style="list-style-type: none"> <li>• Positive sense of place enhanced</li> <li>• Increased environmental stewardship</li> </ul>
Governance	<ul style="list-style-type: none"> <li>• Access to beneficial networks and other resources increased</li> <li>• Civic pride enhanced</li> </ul>



Image: The Letter, Homefront Sculptures. Greensborough War Memorial Park (Amanda Gibson)

**Council policy alignments**

**Council Plan Priority Themes:** Inclusive and Connected Community, Sustainable Environment, Well-built City, Valued Community Assets and Facilities, Thriving Local Economy, Trusted and Responsive Leadership.

**Related strategies:** Public Realm Strategy, Public Art Policy, Art Collection Policy, Heritage Strategy, Economic Development Plan, Public Open Space Plan, Community Infrastructure Plan, Graffiti Strategy and Social Enterprise Strategy.



# Outcomes - Measuring Impact

Research tells us that the benefits of arts and culture are both tangible and intangible. This means that we can measure the impact of some things by the number of activities or how many people attended, however there are other areas that are more difficult to measure such as an individual increased sense of belonging or collective pride in the community.

## Impacts

Creative Banyule's vision – *where people, ideas and spaces are thriving and connected through arts, culture and creativity* – aims for impacts that build and benefit the Banyule community.

Effective and sustainable community development takes into account all policy domains of public planning. The Cultural Development Network's Planning Framework provides us with a structure to measure impacts that are civic, cultural, economic, environmental and social.

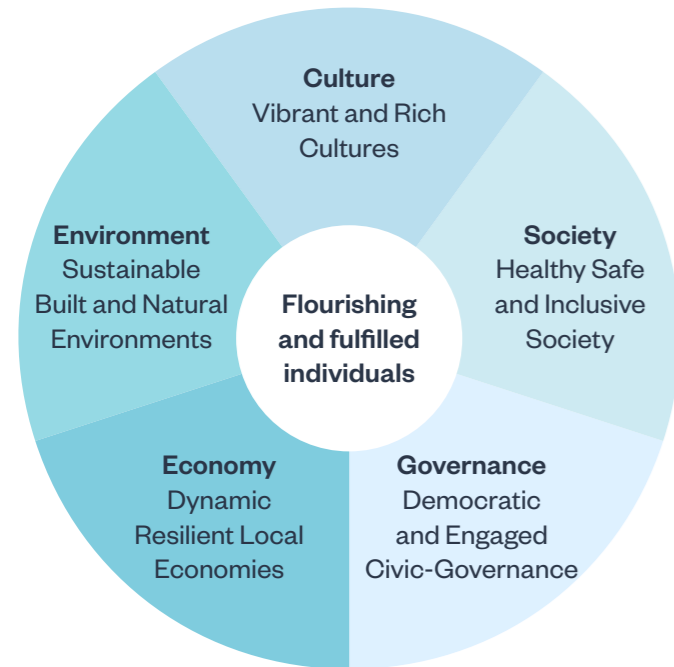


Figure 1: Policy domains depicted as an integrated whole (CIV, 2006-2016).

Domain	Potential Outcomes*
Cultural	<ul style="list-style-type: none"> <li>• Stimulates creativity</li> <li>• Provides enrichment</li> <li>• Insights &amp; knowledge gained</li> <li>• Promotes appreciation of diversity</li> <li>• Generates sense of belonging</li> </ul>
Social	<ul style="list-style-type: none"> <li>• Enhance social connectedness</li> <li>• Improve wellbeing</li> <li>• Bridge social differences</li> <li>• Feeling value experienced</li> </ul>
Economic	<ul style="list-style-type: none"> <li>• Local economy supported</li> <li>• Build capacity of professional practice</li> <li>• Individual economic wellbeing increased</li> </ul>
Environmental	<ul style="list-style-type: none"> <li>• Increased environmental stewardship</li> <li>• Positive sense of place enhanced</li> <li>• Natural world valued</li> </ul>
Governance	<ul style="list-style-type: none"> <li>• Agency and voice enabled</li> <li>• Civic pride enhanced</li> <li>• Access to beneficial networks and resources</li> </ul>

\*Measurable Outcomes as articulated in the Cultural Development Network's Planning Framework

We will continually measure the impact of our programs and initiatives in terms of how they address these articulated outcomes.

## Outcomes

We will know we have achieved the strategic focus areas and goals of the strategy when we can identify the following:

Outcomes	How We Will Know
More people living in Banyule are experiencing arts and culture	Surveys, audience attendances and participation
Increased investment in Banyule programs, spaces and activities	New funding sources – council and other government and non-government sources
Our community feels more connected to First Nations culture	Annual survey, audience attendances and participation

To understand how we are tracking with the vision and outcomes, every year, we will undertake a community survey, talk to our partners and collaborators, evaluate our programs, review our actions and adapt them as needed.

## We expect to see:

- Increases in the number and diversity of people accessing our programs and activities
- Growth in the amount of paid opportunities for artists and creatives
- Improved communication from, and increased engagement with Council
- An increase in self-determined events and activities that we deliver in collaboration with communities and artists
- Increased numbers of First Nations artists employed and commissioned by Council
- Increases in engagement and opportunities for artists in our public spaces
- New public art across the municipality
- Increased investment in the creative and cultural industries, businesses and collectives
- Increased diversity and representation across all our program areas.

## Outputs

Each year we will develop an annual action plan for this strategy, and within this, identify the areas that we will evaluate and measure.

Over the course of the strategy, we will undertake a longer evaluation to understand the impacts of the strategy on the social health and wellbeing of the Banyule community.



## APPENDIX 1: Strategy Development – Process for design

Banyule Council undertook three stages of strategy development over 9 months, including:

**1. Research and analysis** – collated and reviewed corporate documents, state and federal policies, current research and relevant contemporary reports for the creative and cultural sector, including the impacts of COVID-19.

**Key documents reviewed included:**

### National and State:

- National Cultural Policy 2023-2027 (Australian Government)
- Impacts of COVID-19 on the Cultural and Creative Industries (Australia Council for the Arts)
- Creative State 2025 (Victorian Government)
- Treaty Process (Victorian Government)
- Position Statement for the Arts, Culture & Creative Industries (Municipal Association of Victoria)

### Local:

- Banyule Community Vision and Council Plan 2021-2025
- Inclusive Banyule 2022 – 2026
- Social Infrastructure Framework
- Reconciliation Action Plan
- Economic Development Plan
- Public Open Space Plan
- Child and Youth Framework
- Inclusive Jobs Strategy 2020 - 2025

**2. Identification of emerging themes** – conducted a series of workshops with internal departments and the Banyule Arts and Culture Advisory Committee to establish proposed strategic focus areas, influenced by the research, to support the objectives of the Banyule Community Vision 2041.

**Key themes that emerged through in the research and analysis were:**

- Resilience and Sustainability: artists' livelihoods and industry capacity, climate, health and wellbeing
- Social Innovation and Change: cultural rights, lived experience, place-making and social procurement
- Access and Engagement: digital options, diverse participation, accessible and appropriate language and flexible investment.

From here, we developed a draft vision, focus areas and proposed outcomes for consultation.

**3. Community engagement** – Developed a community survey and facilitated a series of workshops with local creatives, Banyule Advisory Committee members, key stakeholders and the broader community.

**What we heard through the consultation:**

- Arts and culture is deeply valued in Banyule – people spoke of a connection to community, ways of expressing their identities, that culture cannot be separated from life, and of listening deeply to each other.
- People want to see more arts, culture and creativity throughout the municipality – outdoors, in public spaces and in existing (and new) cultural infrastructure.
- Finding out about events is difficult – communications and marketing at Banyule needs improvement.

**4. Refinement and exhibition** – Based on feedback and findings, the strategy was refined and shared on Shaping Banyule for public exhibition.



Image: Hikaru Kodama at work on Homefront Sculptures 2018





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