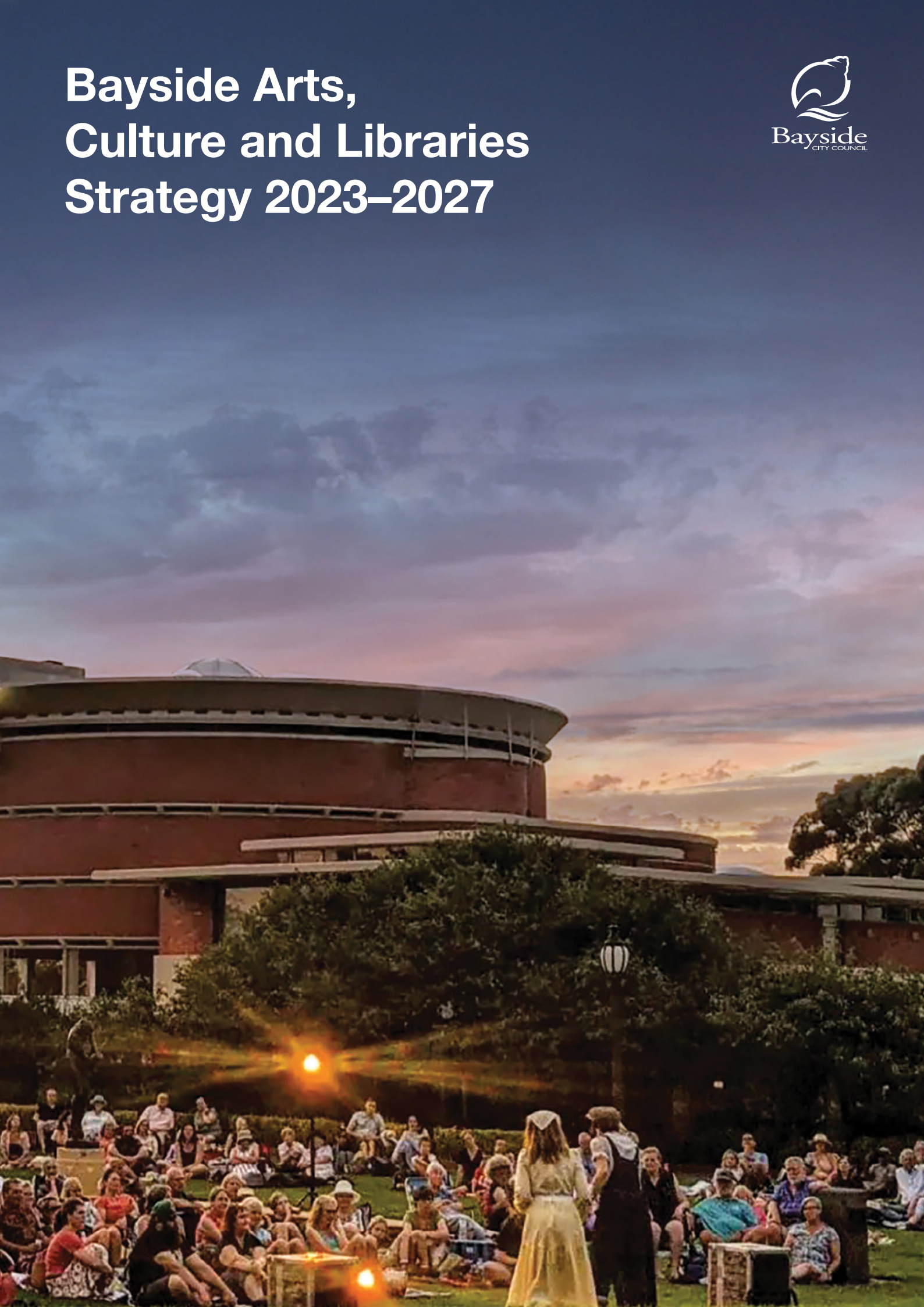


Bayside Arts, Culture and Libraries Strategy 2023–2027





Acknowledgement of Traditional Owners
Bayside City Council proudly acknowledges the Bunurong People of the Kulin Nation as the Traditional Owners and Custodians of this land, and we pay our respects to their Elders past, present and emerging.

Cover: Essential Theatre, *As You Like It* by William Shakespeare,
13 February 2022, Brighton Cultural Precinct.

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Purpose

The purpose of the Strategy is to ensure that Council delivers the highest public value through the development of diverse arts, culture and library infrastructure, services and programs that will meet community needs now and into the future.

Dance Makers Collective, *The Rivoli*, with live band *The Syncopators*, 25–26 November 2022, Brighton Town Hall.



Executive summary

Bayside City Council seeks to nurture creativity, promote community wellbeing, and support lifelong learning by increasing community engagement with local arts and culture, and library services.

The Bayside Arts, Culture and Libraries Strategy 2023–2027 sets a vision and direction for our community. It seeks to amplify the collective impact of these services by aligning them to the same strategic priorities and through supporting greater coordination, knowledge sharing and collaboration.

This is an evidence-based, strategic document that will drive development and decision making to enhance our services and deliver on the Arts, Culture and Library goals:

- Our community is connected through a sense of belonging in safe, accessible and inviting cultural spaces for all.
- Our community members’ lives are enriched in an environment where creativity and innovation are encouraged and celebrated.
- Our community are curious lifelong learners, who access trusted and relevant information, programs, technologies and opportunities.

The Strategy has been developed in alignment with the Bayside City Council Plan 2021–2025 and the Bayside 2050 Community Vision.

The Bayside Arts, Culture and Libraries Strategy 2023-2027 has been developed in close consultation with the local community, partners, and stakeholders.

Implementation of the Strategy will be driven by two Action Plans which will be delivered with and through key internal and external stakeholders. These Action Plans will outline the projects and initiatives that the arts and culture, and libraries teams will deliver to move toward the realisation of the 2050 Community Vision for Bayside. Progress against the Action Plans will be monitored, with annual reports made to Council and the community.

NOTE: This Strategy is a four-year plan that begins in 2023 and concludes 30 June 2027.

Government policy and legislative context

The strategic priorities included in the [Bayside Arts, Culture and Libraries Strategy 2023–2027](#) are all areas of public policy. These priorities have different levels of responsibility, funding and regulation by all tiers of government as well as private sector and not-for-profit community sector involvement.

Victorian government legislation places particular emphasis on the role of local government in advocating and planning for the economic recovery of the creative industries and broader community health and wellbeing.

Creative State 2025

Creative State 2025 is a four-year creative industries strategy that is designed to place arts and culture at the centre of Victoria’s economic recovery post-COVID-19. It recognises that the industries surrounding arts and culture have suffered due to restrictions that were made necessary due to the pandemic. In the face of ongoing uncertainty, it seeks to provide stability and stimulate growth. Supported by a four-year budget of \$288 million, the strategy seeks to create “a state where creative people, ideas and enterprises thrive, and where everyone has equitable access to and benefits from a rich creative culture”. Bayside City Council is committed to supporting this vision by targeting traditionally disengaged cohorts, ensuring access to arts and culture across the municipality and ensuring events and exhibitions are welcoming and accessible to all.

Libraries for Health and Wellbeing

The Libraries for Health and Wellbeing strategic framework recognises the role that public libraries play in strengthening the health and wellbeing of communities by empowering, supporting and connecting communities and health partners. Libraries can assist community members in overcoming challenges to navigating the healthcare system such as discrimination, disadvantage, language barriers, cultural inappropriateness and

disinformation. Bayside City Council seeks to target and improve the determinants of health across the community, in particular, social connection, mental wellbeing and physical health. Libraries will achieve this by providing information and resources, connecting community members to health and welfare providers and creating opportunities for social connection. This will involve training library staff and connecting them to referral points within Council.

Climate Change Act

Bayside City Council is committed to creating a sustainable and resilient community. In December 2019, Council declared a Climate Emergency with significant community support, and a Climate Emergency Action Plan was adopted in September 2020. The Action Plan aims to mobilise the community, protect and enhance our natural environment and transform it into a climate responsive built environment. Council is taking a leadership role in ensuring the health, safety and resilience of the community. The Bayside Arts, Culture and Libraries Strategy 2023-2027 supports the Action Plan by prioritising the use of the arts, events and libraries as tools to raise awareness among the community of climate change and the pending threat to Bayside’s natural environment. In creating and activating inviting and accessible spaces, this Strategy recognises the importance of adopting environmentally sustainable practices and materials.

Culture 21: Agenda 21 for Culture

Culture 21: Agenda 21 for Culture was adopted in 2015 at the First Culture Summit of the international organisation of United Cities and Local Government which included representatives from municipal and local governments from across the world. The document established nine commitments which aim to provide achievable and measurable international guidelines and standards. A number of these commitments have informed the Arts, Culture and Libraries Strategy. Each commitment incorporates a number of specific actions which has provided guidance to the development of the Arts, Culture and Libraries Strategy’s overarching goals and individual service actions.

Gender Equality Act 2020

The Gender Equality Act 2020 commenced 31 March 2020 and seeks to improve workplace gender equality in the Victorian public sector, universities, and local councils. The Act promotes gender equality by:

- Requiring the Victorian public sector, local councils and universities to take positive action towards achieving workplace gender equality.
- Requiring these organisations to consider and promote gender equality in their policies, programs and services.
- Establishing the Public Sector Gender Equality Commissioner to provide education, support implementation and enforce compliance.

Section 9 of the Gender Equality Act 2020 requires councils employing 50 or more staff to undertake Gender Impact Assessments (GIA) when developing or reviewing any policy, strategy, plan, program or service that has direct and significant impact on the community. GIAs support organisations to think critically about how policies, programs and services will meet the different needs of women, men and gender diverse people. The purpose is to create better and fairer outcomes and make sure all people have equal access to opportunities and resources.

A GIA was conducted to inform the development of the Bayside Arts, Culture and Libraries Strategy 2023–2027 to ensure that the Strategy, and the services and programs that it informs, are inclusive of people of all genders and diverse experiences. The opportunities identified in this Gender Impact Assessment are reflected in the actions that sit under the Strategy.



Council’s strategic planning framework

The Bayside 2050 Community Vision was developed by a representative Community Panel of local residents and states: Bayside in 2050 leads the way demonstrably as a diverse, healthy and liveable place. We value economic and cultural progress, environmental sustainability and protection of open spaces and coastline, and we nurture inclusiveness, safety, accessibility, community vibrancy, creativity and innovation.

Theme 5 of the Bayside 2050 Community Vision states that Bayside will nurture creativity. The following priorities have been identified in the Vision and directly relate to the Arts, Culture and Libraries Strategy 2023–2027:

Priority 5.1

Bayside will nurture a vibrant and connected community by promoting creativity in the arts in all its forms.

Priority 5.2

Making use of public areas and infrastructure to encourage all people to be involved.

Priority 5.3

Commitment to providing grants to individuals and groups to nurture creativity in the arts.

The Bayside Arts, Culture and Libraries Strategy 2023–2027 will directly contribute to achieving the following strategic objectives in the Council Plan:

Objective 2.1

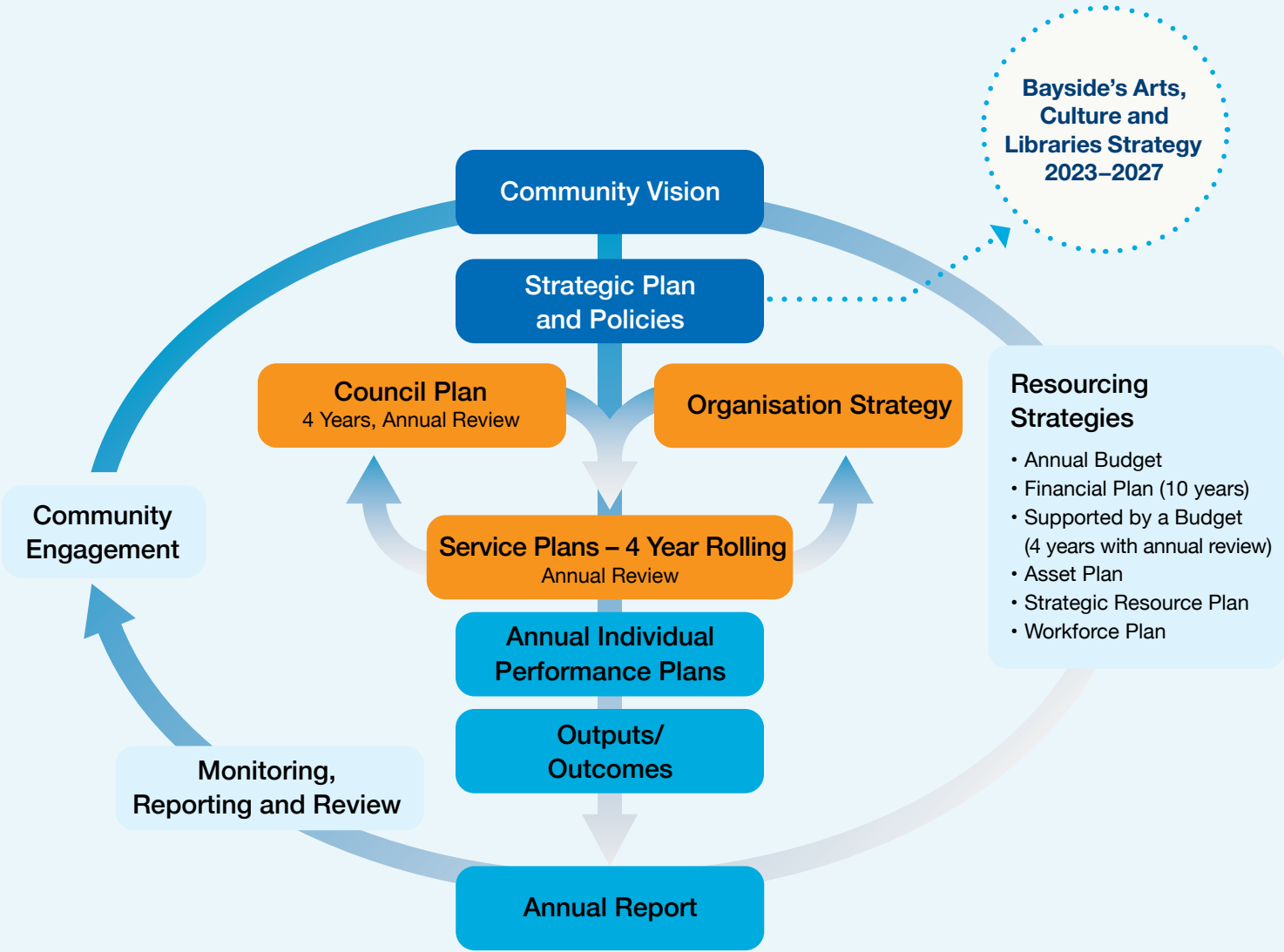
Nurture healthy people and resilient communities ensuring services and programs are adaptable to meet diverse and changing needs.

Objective 2.1.2

Facilitate opportunities for people to participate in community life, through volunteering, civic leadership, sport, artistic, cultural and social programs, to enable inclusion, social connection, creative expression and wellbeing.

The diagram opposite illustrates where the Arts, Culture and Libraries Strategy fits in with Councils overall strategic plans and outcomes.

Ellen José Art Award for young women, installation view, Bayside Gallery 2022, featuring Emma Singer, Ngayuku Ngura 2022.



Scope

The four-year Arts, Culture and Libraries Strategy consists of three goals that were identified as a result of consultation with the Bayside community including the Bayside Arts and Gallery Advisory Committee and current Bayside library and arts and culture service users.



Methodology

The Bayside Arts, Culture and Libraries Strategy 2023–2027 was developed following extensive consultation with the Bayside community. This included:



Workshops with Arts and Culture, and Libraries Council staff



Have Your Say survey that was completed by **920 community members**



Focus groups with Council committees including:

- Bayside Arts and Gallery Advisory Committee
- Bayside Disability Access and Inclusion Committee
- FReeZA Committee
- Reconciliation Advisory Committee
- Bayside Healthy Ageing Reference Group



Victorian Public Library survey that was completed by **772 library users**

Traffic was driven to these data collection points through pop-up events at Bayside Farmers Markets, survey points at libraries and at Bayside Gallery.

This was supported through a digital marketing campaign that reached:

41,100

households via **Let's Talk Bayside**

36,000

people via **Facebook** and **News Corp digital advertising**

57,000

through the **Friendly Librarian, Have Your Say** and **This Week in Bayside email lists**

Key findings from community consultation

Arts and Culture

Demographics



73%
of respondents were
over the age of 50



70%
of respondents
were female

Usage



The most common arts or cultural activities that residents have participated in were Bayside Gallery exhibitions and cultural events (music, food, art, festivals)



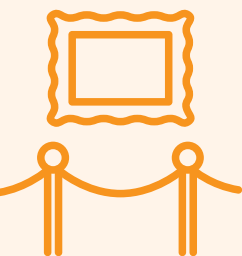
There was continued interest in these activities with **68% of respondents expressing an interest in attending a Bayside Gallery exhibit** and **85% in attending a cultural event**

Engagement



71%
of respondents
participated in **art or cultural activity**
in Bayside in the
last three years

Roughly half of the respondents felt connected to Bayside's representation of arts and culture while **35% felt minimally connected** and **10% did not feel represented or included at all**



Gallery visitors reported high levels of satisfaction with the Gallery with **over 80% of users indicating that they were very satisfied**

Opportunities for improvement

Respondents felt that arts and culture benefit the community by creating avenues for:

- sharing stories, experiences and history from different cultures
- building friendships and strengthening community connection
- entertainment and recreational activities
- education and employment opportunities.

Key themes that emerged for potential improvements to local arts and culture included:

- Providing free and accessible arts and culture through activating spaces within the community.
- Increasing focus on interactive activities that promote skill development, creativity and connection with others.
- Facilitating opportunities for local creative industry partners, community groups and cross-sector organisations to collaborate.
- Improved promotion of activities and events beyond Bayside Gallery, such as the library network and social media.
- Increased focus on performing arts such as music, theatre and dance.
- Creating activities for all age groups.

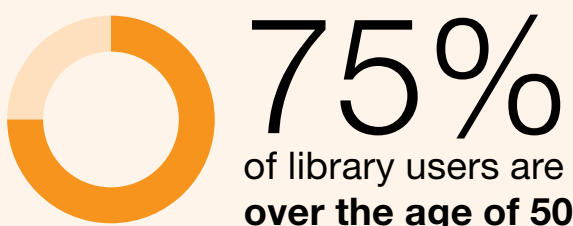


Debbie Symons: Sing, installation view.

Key findings from community consultation

Libraries

Demographics



The majority of library users are not employed full-time and **47% are retired**

90% of library users speak English as a first language and do not speak a second language at home

Usage



In the last year, **88% of library users visited the library to borrow** books or magazines, **67% to search** the catalogue or reserve an item and **63% to ask the library staff for help**



Library users reported high levels of satisfaction with the library service with **55% of users indicating that they were very satisfied**

Engagement



Most users visit the library at least every 2–4 weeks, with **19% attending more than once a week**



82% of library users visit the library by themselves

89% of people felt that the library welcomes people from all walks of life

More than half of respondents felt the library was very important to them personally, and to their community



Opportunities for improvement

Users felt that libraries provided value to their community through:

- providing access to knowledge and learning opportunities
- provision of a safe and welcoming space
- creation of events where people can connect socially
- connecting community members to other resources and services.

Key themes that emerged for potential improvements to the library service included:

- Expanding collections across all libraries, including multiple copies of popular items.
- Longer opening hours to allow greater access for full-time workers.
- Promotion of libraries as community hubs.
- Improved visibility of library events and services through advertising and marketing to increase the use of library spaces and the uptake of services.
- Creation of comfortable, inviting and engaging spaces.
- Engagement with the community beyond the library doors.
- Providing new services and reaching new audiences through partners.



Bayside community profile

The City of Bayside is located south-east of Melbourne along the coastline of Port Phillip Bay. The municipality is characterised by its stunning foreshores, beautiful parks, open spaces and vibrant retail centres.

Bayside's 102,337 residents enjoy the leafy surrounds of the municipality and have identified the close proximity to the beach, access to open space and a strong sense of community as key factors for living in Bayside.

Many Bayside households are family households (35.2 per cent) comprising couples with children. This is followed by couples without children (26 per cent) and lone person households (24.4 per cent) with this number expected to increase over the next four years with an ageing population.

Bayside is an 'older' community compared to metropolitan Melbourne. There is a substantially higher percentage of those aged over 50 years in Bayside when compared to metropolitan Melbourne. However, Bayside has fewer younger adults (25 to 34 years) residing in the area, as reports show those aged 25 to 34 tend to leave Bayside seeking more affordable housing or areas closer to work and entertainment opportunities.

Overall, the Bayside community is relatively advantaged in socio-economic terms with 41.4 per cent of households earning \$3,000 or more per week. However, it is recognised that Bayside has small, scattered areas experiencing substantial disadvantage, which can be masked by the affluence across the municipality. There are 813 government managed households in Bayside.

It is anticipated that there will be an increase in the number of people with a disability over the next four years in Bayside. Over 14,000 people living in Bayside have a disability. 4,734 reported that they needed assistance in their day-to-day lives due to a disability. Currently 12,136 Bayside residents are also providing unpaid assistance to a person with a disability, long term illness or old age.

Rob McHaffie, *Word of mouth (Half Moon Bay)* 2018 (detail), oil on linen, 138 x 184 cm. Bayside City Council Art and Heritage Collection. Purchased 2018.



Bayside Arts and Culture service profile

**20% of
the Bayside
population**

participated in an arts and
culture event in the last
financial year, an increase

of 35%
on previous years

**195
artists**

were exhibited at
Bayside Gallery

60%

of artists exhibiting were
from the Bayside area

1,000

aged care residents
participated in the online
and on-site

**Connections:
Art and Dementia
program**

**Since
2017**

five public art works
have been installed in
Brighton, Gardenvale,
Highett, Brighton East
and Elsternwick Park

Bayside community members
**aged from
0 to 100**
have attended an arts
and culture event



Polyglot Theatre, Bees, 21 May 2022, Elsternwick Park.



Bayside Libraries service profile

In the financial year leading up to the development of this Strategy, our Libraries had:

250,806

visitors across
our branches

19,022

items added to the
physical collection

352,475

items were borrowed from
the physical collection

19,439

Bayside residents
borrowed at least once
from the library

105,057

loans from the eLibrary

8,954

people attended a
library program

22,352

questions were answered
by library staff

2,264

social inclusion conversations
with customers and

59,501

library app sessions

1,450

assists with the vaccine passport

Vision statement

Connect our community to stories, creativity and each other for a lifetime of fulfilment, inspiration, and possibility.

The development of the vision statement for the Bayside Arts, Culture and Libraries Strategy 2023-2027 was informed by the aspirations of the Bayside 2050 Community Vision, Council Plan and our extensive community engagement. Delivering this vision will support the aspirations of the Bayside community to live in an inclusive and liveable place, where all residents can contribute, live rewarding, healthy and connected lives and benefit from a vibrant, creative and engaged community.



Goal 1:

Our community is connected through a sense of belonging in safe, accessible and inviting cultural spaces for all

Arts, Culture and Library services in Bayside provide residents the opportunity to establish connection within the community, which has a positive effect on physical health and mental and emotional wellbeing. Through this goal, we aim to nurture a sense of belonging, and an improved quality of life by supporting individuals to establish an overall feeling of self-worth, wonder and purpose when they visit and engage with our spaces.

We will improve accessibility and create safe spaces that provide our community with the opportunity to develop greater independence, social connectedness, and intergenerational interactions. We aim to create cultural spaces that allow diverse and changing populations to continue to establish their identity, which can foster improved learning and health, increased tolerance, and opportunities to come together with others.

Why is it important for Bayside?

- 82% of library users strongly agree or agree that the library is a hub for community activities and connection.
 - Over 14,000 people currently living in Bayside have a disability, and there is forecasted to be an increase in the number of people with a disability over the next four years in Bayside. It is important that everyone can access and feel safe in our public spaces.
 - Trends in the 2021 census show that Bayside continues to be towards the smaller household types, particularly lone person households, and couples without children as our population ages. This highlights the need for increased opportunities for residents to be able to connect with others outside of the home.
- 27.1% of residents in Bayside are overseas-born and 15.4% speak a non-English language at home. It is important that these community members see their cultures reflected in their surroundings, so they establish a sense of place and connection to where they reside.
 - ‘Culture 21: Agenda 21 for Culture’, describes planning cities with cultural awareness and meaning (Commitment 7) and contributing to a culture that creates new societal bonds (Commitment 6). Through cultural infrastructure planning and creating safe and accessible spaces, collections and programs, Bayside Arts, Culture and Library services are supporting social inclusion and a sense of belonging.
 - Social connectedness, opportunities for volunteering and initiatives focused on reducing social isolation have been identified as key contributing factors to ensuring a connected and thriving community.

Strategic objectives	Strategies		Timeline	Strategic indicators
1.1 Our community members feel they belong in our Arts, Culture and Library spaces	1.1.1	Activate Billilla as a place for culture and creativity.	2023–2026/27*	<ul style="list-style-type: none"> Our customers feel safe in our spaces
	1.1.2	Upgrade the Beaumaris Art Group Studios building to provide an inclusive, accessible, fit for purpose community art space.	2023/24	<ul style="list-style-type: none"> Our customers feel welcomed in our spaces
	1.1.3	Review spaces across all libraries to develop long range plan of projects to achieve flexibility and reflect community use of space.	2023–2024*	<ul style="list-style-type: none"> Our customers feel connected in our spaces
	1.1.4	Review library branches to maximise comfort and accessibility.	2024–2025*	<ul style="list-style-type: none"> Our patronage is maintained and growing
	1.1.5	Progress cultural infrastructure planning and development.	Annually	
1.2 Our community members understand and respect our diversity through social connection within Arts, Culture and Library spaces	1.2.1	Deliver arts and cultural events in local areas to create opportunities for social connection.	Annually	<ul style="list-style-type: none"> Increased diversity of our customers
	1.2.2	Provide collections and programs that support diversity.	Annually	<ul style="list-style-type: none"> Increased awareness of our community’s diversity
	1.2.3	Build opportunities for social connection through cultural programs.	Annually	<ul style="list-style-type: none"> Increased customer resilience through social connection that happens within our spaces
	1.2.4	Deliver the outcomes of the Municipal Health and Wellbeing Plans to support vulnerable members of our community to access cultural services.	Annually	

Goal 2:

Our community members lives are enriched in an environment where creativity and innovation are encouraged and celebrated

Creativity stimulates the human mind and helps people understand the world, serve a purpose, and develop a sense of self-identity. 71 per cent of all survey respondents during our community consultation had engaged in an art or cultural activity over the past three years, showing there is a need for dedicated spaces and environments that stimulate imaginative thinking and new knowledge creation.

We aspire to champion innovation in Bayside through engaging community members in problem-solving, documenting and reacting to societal change, and discovering new opportunities for artistic growth and prosperity. Through establishing a creative and innovative network of people and places, our community can meaningfully engage with the world around them and experience enjoyment and enrichment in their lives.

Why is it important for Bayside?

- Empowering residents to think and act in innovative ways can resolve collective issues that Bayside faces, such as climate change, greater housing density and intergenerational bias.
 - Bayside City Council declared a Climate Emergency in December 2019 and will need innovative community thinking to build a sustainable, proactive approach to tackling climate change.
 - Community-based innovation and creativity is proven to empower people to care for themselves and take pride in the places that they live. This can work to strengthen community respect for Bayside’s vast open nature reserves and public places.
- Nurturing talent promotes and revitalises the cultural life of citizens. It is important to recognise the individual strengths of citizens, to give them the confidence to continue contributing to the Bayside community in positive ways.
 - ‘Culture 21: Agenda 21 for Culture’, describes exploring the connections between culture and the environment (Commitment 4) and a focus on equality and social inclusion (Commitment 6.) We aim to contribute to the preservation and celebration of Bayside’s natural environment by increasing creativity and innovation in the day-to-day lives of our community through continuing to share ideas, culture, and stories that enrich our community members lives.
 - Over 80% of visitors to Bayside Gallery highly recommend the gallery to others, demonstrating the value visitors place on the service to enrich lives.

Strategic objectives	Strategies		Timeline	Strategic indicators
2.1 Bayside community members experience creativity and innovation in their day-to-day lives	2.1.1	Commission public art that is appropriately designed, and visually appealing.	2023–2025	• Increased number of Bayside community members experience creativity and innovation
	2.1.2	Identify alternative venues across the municipality for the presentation of public art and/or performance works.	2023–2024	
	2.1.3	Create programs for our community to experience creativity through Bayside’s unique natural landscape.	2024–2025	
2.2 Community members live enriched lives through the sharing of ideas, culture and stories	2.2.1	Provide opportunities for local artists to develop their practice and contribute to programs.	Annually	• Our customers feel their lives are enriched by our services
	2.2.2	Deliver the outcomes of the Reconciliation Action Plans to support and promote Aboriginal and Torres Strait Islander arts and culture.	Annually	
	2.2.3	Develop and deliver annual plan for cultural programs and events.	Annually	

Goal 3:

Our community are curious lifelong learners, who access trusted and relevant information, programs, technologies and opportunities

Education and knowledge creation are powerful agents of change, and are proven to increase health, enhance livelihoods, and create more stable communities. We strive to support residents to access relevant, accurate and engaging information through using our libraries, attending gallery exhibitions, and participating in public programs and events. It is recognised that informed and engaged residents have higher levels of productivity, health, and civic engagement, which is why we aim to offer learning opportunities that allow residents to expand their knowledge, increase their independence, and overall sense of wellbeing. With an ageing population in Bayside, it is imperative that residents are active in increasing brain health, discovering new interests, and keeping up to date with emerging technologies. By activating Bayside’s cultural and community programs and collections, residents can engage in lifelong learning, whilst being involved in pursuits that contribute to feelings of competency, self-fulfilment, and personal development.

Why is it important for Bayside?

- Bayside Library users rated the library 4.09 out of a 5-point scale as a source of access to educational resources and support.
- With an ageing population in Bayside, it is important to create pathways for individuals to access learning opportunities through retirement.
- With a substantially higher median weekly household income compared to Greater Melbourne, it is imperative that our community can access engaging resources that are of interest to their personal pursuits and creative endeavours.
- Increasing digital literacy and offering access to technologies allows residents to use technology for social purposes, which can reduce social isolation and loneliness.
- To achieve the Climate Emergency Action Plan, it is imperative Bayside residents can access information and training opportunities about sustainable living practices and the effects of climate change throughout the world.
- ‘Culture 21: Agenda 21 for Culture’, has a focus on technology and its contributions to plurality and citizenship-building (Commitment 8), seeing heritage, diversity, and creativity as the foundations of cultural life (Commitment 2), and talks to expanding opportunities for expression, access to knowledge and lifelong learning (Commitment 3). We aim to expand our community members knowledge, promote curiosity and learning through opportunities to engage in thought-provoking cultural activities and promote respect and acceptance of diversity resulting in agile, trusted and relevant Arts, Culture and Library services.
- Bayside City Council seeks to improve the determinants of health across the community as part of the Libraries for Health and Wellbeing strategic framework. Libraries can achieve this through providing information and resources to members that promote social connection, mental wellbeing, and physical health.

Strategic objectives	Strategies		Timeline	Strategic indicators
3.1 Our community members are curious, lifelong learners	3.1.1	Manage and deliver a multidisciplinary exhibition program at Bayside Gallery and the Corporate Centre.	Annually	<ul style="list-style-type: none">• Our customers are informed about current Council priorities and initiatives• Our customers feel their personal growth is supported by our services• Increased number of our customers who can confidently access digital content• Increased community digital literacy
	3.1.2	Update the range of ways that our community members can access lifelong learning.	Annually	
	3.1.3	Increase accessibility of Bayside’s unique cultural history collections.	Annually	
	3.1.4	Increase access to new and emerging technologies across branches for STEAM (Science, Technology, Engineering, Arts, Mathematics) education and other learning.	Annually	
	3.1.5	Partner with and enable our community members to address climate impact.	Annually	
	3.1.6	Maintain our position as a community leader in promoting childhood literacy.	Annually	
	3.1.7	Deliver the Arts Learning Program at Bayside Gallery with local schools.	Annually	
3.2 Our community can access trusted and relevant Arts, Culture and Library services to meet their changing needs	3.2.1	Consolidate, manage, preserve, promote and grow the Bayside Art and Heritage Collection.	Annually	<ul style="list-style-type: none">• Increased awareness of our services• Customer engagement with our library services is maintained• The changing needs of our customers are met through our services
	3.2.2	Develop an annual Marketing Plan that increases community awareness of our cultural offerings.	Annually	
	3.2.3	Optimise access to libraries through enhancing our service delivery approach to meet the changing needs and expectations of our customers.	Annually	
	3.2.4	Establish and promote initiatives, awareness campaigns and resources that encourage positive mental health and wellbeing in the Bayside community.	Annually	
	3.2.5	Collect, promote and use social impact data to inform our programming and advocacy.	Annually	
	3.2.6	Develop a plan for expanding and streamlining home library service, ensuring fit-for-purpose for customer needs.	2023	
	3.2.7	Engage with our community to understand their changing needs to ensure best value in their library collection.	2024	
	3.2.8	Expand provision of in-person access to Council services at library branches.	2025–2026/27*	

*denotes that additional funding may be required to deliver the Strategy

Implementation, monitoring and evaluation

Arts, culture and libraries have an important role to play in ensuring local liveability and quality of life of all residents in Bayside. This Strategy provides direction for these services to benefit the whole community. While actions will be led principally by the Arts and Culture, and Library Services teams, it will be supported by a wide range of internal and external stakeholders, including: various council departments, community partners, and volunteer groups.

Council’s role in implementing the Strategy and associated Action Plans will include:

- direct programs and services
- facility planning and coordination
- partnerships and strengthening community capacity.

Bayside Arts, Culture and Libraries Strategy and Action Plans will operate in conjunction with other key Council strategic documents to guide work across Bayside to improve health and wellbeing.

Action Plans

Two Action Plans will be developed:

- Arts and Culture Action Plan; and
- Libraries Action Plan.

The Action Plans will include high level strategic activities to achieve the goals and objectives set out in the Bayside Arts, Culture and Libraries Strategy.

Progress against the Action Plans will be monitored, with annual reports made to Council and the community against progress indicators. Quarterly reports will also be provided to the Bayside Arts and Gallery Advisory Committee on arts and culture activities.

Implementation and partnerships

Bayside Arts, Culture and Libraries Strategy and Action Plans will be implemented in partnership with organisations and groups who contributed to its development, and with the broader community, in line with Council’s Community Engagement Policy.

Monitoring and evaluation

Bayside Arts, Culture and Libraries Strategy will be reviewed annually, in conjunction with the Action Plans and will inform the Council’s service delivery planning cycle. The annual review will consider the relevance of the Plan and respond to any changes in environment or circumstances that directly affect the delivery of the service.

A detailed evaluation will be conducted in 2027 at the end of the four-year Strategy and will be used to inform the next four-year plan.

Financial resources

This Strategy will be delivered within our existing operating budget. Additional resources may be required to deliver some programs and actions which have been highlighted in this document.

The Water Drops, *Billilla Garden Party*, 27 February 2022, Billilla Mansion, Brighton.



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