

Arts and Culture Strategic Service Plan Strategic Approach

Draft for Community Engagement
8 May 2023 – 19 May 2023



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Statement of Acknowledgement

We proudly acknowledge the Traditional Owners, Casey's Aboriginal communities and their rich culture and pay respect to their Elders past, present and future.

We acknowledge Aboriginal people as Australia's First Peoples and as the Traditional Owners and Custodians of the land on which we work and live.

Diversity Statement

The City of Casey is home to a remarkable diversity of cultures, languages, faiths, identities, landscapes, and stories. From our first Australians to our most recent arrivals and every wave between, the City of Casey welcomes and represents all community members and their respective ambitions to live healthy, rewarding, and happy lives. These intersecting and overlapping community stories form Casey's collective identity and contribute to its evolving, rich history. We recognise this diversity as our strength and we aim to share, nurture, and celebrate it.

Cover Image Bella Cortes, Grow Through What You Go Through, 2021.

Introduction

Located in Melbourne's outer southeast, the City of Casey is one of the fastest growing municipalities in Victoria. It is also home to one of the largest communities of Aboriginal and Torres Strait Islander people in metropolitan Melbourne.

Arts and culture in the City of Casey

Arts and culture in the City of Casey range from activities held in our neighbourhood community centres to the entertainment precinct Bunjil Place – a \$125 million dollar infrastructure investment in Narre Warren.

Since its completion, investment and resourcing have focused on Bunjil Place, leveraging the world-class facilities to connect the community to broader artistic community programming.

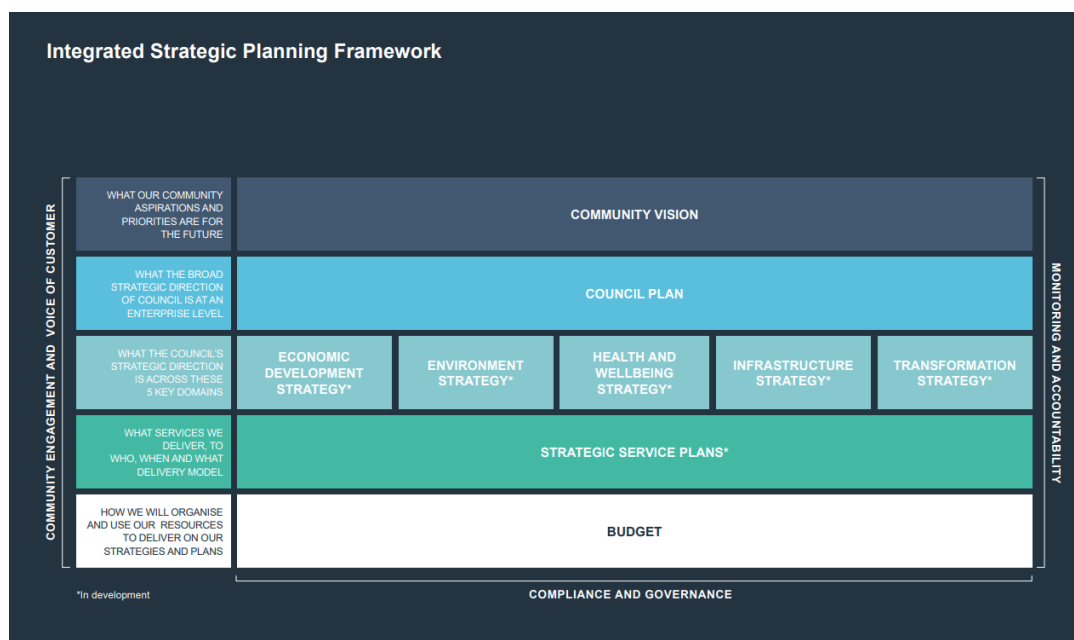
Integrated Strategic Planning

The Council's Integrated Strategic Planning Framework guides the City of Casey in identifying community needs and aspirations.

Items in the framework relate to how strategic goals are achieved over time:

- Long term (Vision)
- Medium term (Council Plan)
- Short term (Annual Budget, incorporating the Annual Action Plan and Capital Works Program)

The framework also guides how the City of Casey will hold itself accountable (Annual Report and Audited Statements).



Arts and Culture Strategic Service Plan 2023-2027

The Arts and Culture Strategic Service is one of 27 strategic services within the City of Casey and the above framework.

Strategic service plans articulate the 4-year direction for each strategic service.

They do this by:

- Providing a holistic customer view of the services Casey delivers
- Creating clarity in strategic focus and ensuring services deliver value
- Defining innovative, partnership-driven futures for services
- Integrating the planning and investment in services for now and into the future
- Identifying opportunities for service review, change and improvement

The Arts and Culture Strategic Service will be one of the first strategic service plans to be completed as part of a rolling program of work over the next 4 years.

Current State Key Insights

Post-pandemic, a thriving Arts and Culture service is crucial for community connectedness. The benefits of this are manifold, combating feelings of isolation and enhancing a sense of belonging and shared identity. These benefits extend to the commercial space, broadening opportunities for economic development.

Reviewing the current service

A 2022 internal report 'Current State – Emerging Insights' gathered community feedback on the City of Casey's Arts and Culture services alongside desktop research, industry insights and City of Casey data.

The report identified several opportunities for improvement in response to community needs. This included mitigating external drivers shaping the existing service model and taking a community-centric approach to strategic focus.

Current state report highlights

The value of arts and culture:

- There is a strong appetite for more artistic and cultural activities, including celebrations of cultural diversity,
- Public/street art was mentioned numerous times as a way of enhancing the attractiveness of public places and making it more enjoyable to walk around,
- Interactive, immersive experiences are valued over passive consumption,
- For the young people, sporting events and arts and cultural events are not in competition,
- Cultural places and icons were important, especially those that evoked emotions about Australian identity and cultural heritage.
- Unmet needs identified:
 - Community-based locations
 - Support of creative practice and community
 - Culturally safe place-based activities
- A focus on developing and telling our stories from within our own community.

Key barriers to access noted from community research:

- Awareness
- Financial
- Distance
- Safety
- Lack of space
- Timing
- Linguistic

Opportunities for the creative industry

In creating a Strategic Service Plan for 2023-2027, the City of Casey can deliver an inspiring and bold Arts and Culture service that meets community needs, aligns to the community vision, and paves new economic pathways.

Service Vision

Purpose Statement

The purpose state is a single, unifying view of how arts and culture can contribute to achieving the City of Casey Council Vision for 2031: ‘To be a resilient, bold and connected community.’

A purpose statement is not a description of the function or attributes of a service. It communicates a single concept, highlighting the change we are making in the world. It should be simply worded, inspirational and meaningful.

Bringing people, place, and community together through creativity and stories.

This statement presents a vision of connectedness, human stories and safe spaces in which creativity and cultural expression can thrive – building a better, bolder future.

Impact over time (horizons)

In exploring the priorities, needs and limitations of Council’s role in delivering arts and culture services, a clear vision of how the service can evolve over the next decade emerged.

These are outlined below in a series of horizons.

The Horizon model is a tool used to summarise the long-term change possible in a service or system through effective strategic direction.

Horizon 1 2023-2027	Horizon 2 2027-2031	Horizon 3 2031-beyond
Building internal direction, connections, and strategic capability to support positive community outcomes and a growing creative industry.	Advocating for community voice in the delivery of an evolving, responsive service.	Uplifting bold ideas, new ways of thinking and working within a resilient, connected cultural landscape.
Providing safe spaces for the community to explore, create and connect.	Supporting innovative solutions and experiences, in collaboration with community and partners.	The platform for an expansive, world-class, self-sustaining artistic and cultural ecosystem.
	Emerging community-authored vision of place and indication of the regions’ creative potential.	

Service principles

Service principles are a guiding framework to achieving strategic goals. They outline ways of working that remain consistent across all aspects of a service.

The below service principles are specific to the City of Casey, created in response to challenges identified in the internal '2022 Current State – Emerging Insights' report.

Be easy to find.

The service must be able to be found by a community member, artist or interested party with no prior knowledge. Information on arts and culture integrates seamlessly into daily life, and people know their eligibility for participation unaided.

Be consistent, accessible, and equitable for all.

Across the City of Casey, the experience of the Arts and Culture service should be consistent. Delivery of the service should seek to offset any barriers to access, such as geographic, mobility, cultural or linguistic differences.

Have shared contributions and ownership across all departments that support it.

The Arts and Culture service must integrate with other council departments to amplify impact through shared expertise and ownership.

Support the mental health and wellbeing of our community.

Psychological and physical safety is at the core of all offerings. Consideration should be given to how activities can promote a better sense of wellbeing at any opportunity.







Be sustainably funded.

Opportunities to secure long-term and diverse funding should be a core part of service operation to ensure promises are kept to the service users.

Achieving all these principles may be challenging, however they should be strived for at all times to achieve desirable community outcomes.

Service goals

These goals convey key areas of shared strategic focus and relate to measurable outcomes for an improved service and well-supported City of Casey community.

-  1 Enable accessible and sustainable creative pathways so arts and culture in Casey and the South East grows to become established and renowned.
-  2 Champion practices, experiences, and places where people feel culturally connected, included and safe.
-  3 To elevate community stories, design our service with the people it serves, and represent a unique Casey identity.
-  4 To integrate and advocate for arts and culture in civic infrastructure and everyday places.
-  5 To be a responsive, adaptive, and outcome-oriented service.
-  6 Establish meaningful partnerships to amplify the impact of our service and maximise its reach.

Goal #1

Enable accessible and sustainable creative pathways so arts and culture in Casey and the South East grows to become established and renowned.

Impact

The world-class facilities of Bunjil Place are the heart of arts and culture in Casey, and provide a unique platform for community creatives. Supporting our community to grow their practice, connect with the wider arts industry and increase awareness and access of/to the opportunities that exist within the outer South East will build toward a thriving creative ecosystem.

Goal #2

Champion practices, experiences, and places where people feel culturally connected, included and safe.

Impact

Enabling human connectedness and creativity is dependent on feeling safe. By prioritising inclusivity and seeking to mitigate current barriers to access, we can build stronger relationships between individuals and groups, encourage empathy and understanding, and promote a sense of collective responsibility for one another's well-being. It is this foundation that will encourage deep creativity, innovation and risk-taking in future horizons.

Goal #3

To elevate community stories, design our service with the people it serves, and represent a unique Casey identity.

Impact

By prioritising community engagement, we can ensure that the services we provide are tailored to meet the specific needs and interests of the people we serve. Elevating community voices will promote a sense of ownership, agency, and investment in the community, building trust as well as providing inspiration and motivation for others to get involved.

Goal #4

To integrate and advocate for arts and culture in civic infrastructure and everyday places.

Impact

The city of Casey is an evolving and growing community, expanding to meet the needs of the people that call it home. There is opportunity in the everyday; activating unexpected spaces and creating experiences that interweave with the community's daily life. By advocating for the value of arts and culture as Casey develops, we can build towards an enlivened and bold future for our city and our people.

Goal #5

To be a responsive, adaptive, and outcome-oriented service.

Impact

Built on a strong practice of evaluation, the Arts and Culture service should respond to proven community needs, and be flexible enough to adapt to changing circumstances. Setting targets for all Arts and Culture initiatives is key to building an evidence base for proven service success that will drive interest, co-investment, and diverse funding, ensuring the sustainability of the service long-term.

Goal #6

Establish meaningful partnerships to amplify the impact of our service and maximise its reach.

Impact

Building connections to established cultural institutions, global networks and bringing programs that exist in wider Victoria into the South East provides an opportunity for a matured and diverse service, without need for substantial investment. Formalising partnerships with internal teams will continue to unearth opportunities and increase efficiency of the service, delivering better community outcomes, sooner.

Sub Services

Sub Services are the activities or functions that directly deliver the strategic service and support the realisation of the service purpose.

Arts and Culture has four associated sub services:

- Arts Programming
- Arts Infrastructure and Place
- Creative Investment and Growth
- Libraries

Arts Programming

To develop and present creative work in Casey.

Outcomes

- Programming that reflects our community
- Community led initiatives
- Honouring our Aboriginal Communities past, present, and future
- Promoting and partnering with community projects
- Promoting and leading cultural safety and inclusivity

Arts Infrastructure and Place

To build a creative city and activate our places.

Outcomes

- Establishing Arts and Culture as a pillar of infrastructure planning
- Culturally safe places for Arts and Cultural expression

- Expanding Arts and Culture activities and built form in the public realm
- Optimising spaces across Casey to support Arts and Culture activities
- Honouring our Aboriginal community's cultural heritage

Creative Investment and Growth

To grow a thriving creative ecosystem.

Outcomes

- Establishing external support for arts and culture programs
- Supporting accessible pathways into creative industries
- Celebrating thriving local creative practices
- Optimised promotion of arts and culture
- Arts sector leadership

Libraries

To Enrich community, inspire discovery, and share our stories.

Outcomes

- Literacy and Lifelong learning
- Digital inclusion
- Personal development and wellbeing
- Economic and workforce development
- Stronger and more creative communities
- Informed and connected community
- Service Innovation

Key Activities

To achieve the Arts and Culture goals and support the transition to the desired future state, key focus areas for activities and service delivery have been identified.

Goal	Focus Area 1	Focus Area 2	Focus Area 3
Enable accessible and sustainable creative pathways so arts and culture in Casey grows to become established and renowned.	Create more accessible pathways into creative industry	Support creative practice to thrive locally	Optimise promotion of arts and culture in Casey
Champion practices, experiences, and places where people feel culturally connected, included and safe.	Foster cultural safety and inclusivity in all Arts and Culture in Casey	Connecting with local groups	Recognise the social outcomes of arts participation on mental wellbeing and youth development
To elevate community stories, design our service with the people it serves, and represent a unique Casey identity.	Honour our Aboriginal and Torres Strait Islander community's past, present and future	Programming that reflects our community	Prioritise meaningful community engagement
To integrate and advocate for Arts and Culture in civic infrastructure and everyday places.	Expand Arts and Culture activities into the public realm	Establish Arts and Culture as a pillar of infrastructure development	Optimise our spaces across the city
To be a responsive, outcome-oriented, and contemporary service.	Leadership and governance	Operationalise the Bunjil Place business plan	Develop evaluation practices that drive transformation.
Establish meaningful partnerships to amplify the impact of our service and maximize its reach.	Embed cross-Council collaboration	Expand investment partnerships and diversify income to grow our service	Contribute to place-based advocacy and consultation

Outcomes Framework

Finalisation of the Arts and Culture Service Outcomes will be contingent on the City of Casey Outcomes Framework (under development). The draft outcomes below align with Arts and Culture Service Goals and outcomes across the Council Domain Strategies and Council Plan.

Community Outcomes	Alignment	Service Measures
<ul style="list-style-type: none"> • Opportunity to experience and participate in arts, cultural and creative activities and events • Feeling safe, capable and valued in one's cultural expression and practice • Access to education, knowledge and training so people have the skills to fully realise their economic and social wellbeing 	<ul style="list-style-type: none"> • Strong communities • Liveable city • Thriving local economy 	<ul style="list-style-type: none"> • Increase in Casey residents reported participation and attendance (via ABS Labour Force Survey: Cultural Participation Survey and Cultural Attendance Survey) • 85% positive customer experience reported (Casey in-house) • Proportion of residents who feel they can openly express their culture (via Casey Household Survey) • Diversity of local economy (ABS)

Council Outcomes	Alignment	Service Measures
<ul style="list-style-type: none"> • Growth in the local creative economy • Growth in people working in arts and culture • Service excellence: effective, respected, innovative and well governed. • Infrastructure demand and asset utilisation 	<ul style="list-style-type: none"> • Thriving local economy • Liveable city • High performing organisations 	<ul style="list-style-type: none"> • Shifts in ABS data on workforce and business registration • Performance against outcomes and measures embedded in: <ul style="list-style-type: none"> • Libraries service agreement and legislated performance measures for library services in Local Government Act • Bunjil Place Business Plan • Emergent measure: baseline existing assets, utilisation and demand (SSP Actions)

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