

## 2.2 MONASH ARTS AND CULTURE STRATEGY 2025

Responsible Acting Director: Fee Harrison

### **RECOMMENDATION**

That Council adopt the *Monash Arts and Culture Strategy 2025*.

### **INTRODUCTION**

Following Council endorsement on 30 August 2022, the draft *Monash Arts and Culture Strategy 2025* was released for public exhibition and feedback. The public exhibition period closed on Friday 16 September.

A total number of 20 responses were received with general support for the direction and vision of the strategy noted by the majority of respondents. Some key changes to the strategy following feedback include:

- Strengthening support for cultural heritage.
- Highlighting Monash's unique positioning as a centre for innovation.
- Leveraging the City's key cultural assets including Monash Gallery of Art.

Officers have made amendments to the Strategy following this feedback, with the final version presented for adoption. A summary of minor changes is included at Attachment 1.

Once adopted, Officers will develop an implementation and action plan which stages delivery of the Strategy over the next three years.

### **BACKGROUND**

The *Monash Arts and Culture Strategy 2025* (the Strategy), attachment 2, outlines a whole of City vision for the creative sector and cultural development. It has been developed following significant consultation with artists, community groups, creatives, and industry stakeholders.

The draft Strategy was presented to Council in August and was endorsed for public exhibition. The value and potential community benefits of the creative industries and cultural development were outlined:

- Creative industries and cultural development contribute to community health and wellbeing outcomes.
- Creative and cultural activity supports economic growth and development, and contributes to the visitor economy.
- The creative and cultural sectors form a growing component of the workforce and contribute to Monash's reputation as a centre of innovation.
- Creative and cultural activity supports expression and celebration of cultural identity and diversity.

The report also detailed the impacts that the pandemic has had on the creative and cultural sectors. The Strategy outlines Council's role in assisting recovery of these sectors using its available resources and opportunities to create platforms for local artists, creatives and community organisations to thrive and flourish.

### **DISCUSSION**

Feedback on the draft *Monash Arts and Culture Strategy 2025* was largely positive, with the majority of respondents affirming the overall vision and direction of the Strategy.

Some key points of feedback included:

- Greater clarity on how cultural and built heritage is integrated with creative and cultural activity, including a review of the Heritage Overlay in the Monash Planning Scheme.
- A greater emphasis on the unique characteristics of Monash and how this contributes to its positioning as a creative and culturally mature city.
- Reinforcement and elevation of the City's cultural anchors with emphasis on Monash Gallery of Art and the cultural infrastructure of Monash University.

Further feedback concerned greater support for cultural festivals and events, and investment in medium scale cultural infrastructure.

### **Vision**

Feedback also identified that the Vision for the Strategy could be further refined. The Vision was formed through workshops and interviews held during the community engagement period. The following Vision remains within the *Monash Arts and Culture Strategy 2025*:

*To be a City that celebrates and champions for creative industries. We will ensure that arts, culture and heritage continue to inspire, enrich, and connect our community by embracing what makes us truly unique. We will realise this through partnerships, facilitating opportunities and co-creating with community and industry partners.*

### **POLICY IMPLICATIONS**

Corporate policies relevant to the Arts and Culture Strategy include, and are not limited to, the Gender Equity Framework, Safe Events Framework, Public Art Policy, Libraries Action Plan and Collections Policy, MGA Collections Policy and Strategic Plan, Playground and Playspace Strategy 2020, Council Halls procedures, and more.

The strategic objectives and actions described in the Strategy will assist to inform and deliver on Council's broader program of work including the Health and Wellbeing Plan and the Council Plan, with a focus on provision of socially inclusive contemporary services and enhanced public places.

### **SOCIAL IMPLICATIONS**

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Investment in and support of creative and cultural activity has a range of health and wellbeing benefits, as well as enhancing local liveability through provision of locally relevant and broadly accessible events and programs.

Creative and cultural programs support social connection and cohesion and encourage a broad cross-section of the community to meet and participate in community life.

Many of the strategies and actions described in the Strategy support community-led activity, with an emphasis on cultural celebrations and events.

### ***GENDER EQUITY ASSESSMENT***

Because this Strategy is considered to have a direct and significant impact on the Monash community, a gender impact assessment has been undertaken as part of this work.

Recommendations from the assessment include:

1. That the Strategy continue to focus on representing a diverse range of cultures and experiences in the community.
2. Include within the Strategy the ongoing support of female emerging artists and representation of females in lead positions.
3. Continue to provide awareness of cultural diversity and how gender inequality may be compounded by disadvantage or discrimination.
4. Creative spaces should cater for all genders, including accessible toilets and breastfeeding facilities.

These recommendations have been incorporated into the final Strategy document.

### ***CONSULTATION***

Community engagement for the development of the Strategy has included consultation with a broad range of community and industry stakeholders including traditional owners via Shape Monash, through external stakeholder workshops and 1:1 Stakeholder Consultations.

Following Council endorsement on 30 August 2022, the draft *Monash Arts and Culture Strategy 2025* went out for public exhibition during September 2022.

### ***FINANCIAL IMPLICATIONS***

Many of the strategic objectives and actions can be delivered within current operating budgets, with some redirection of existing program funds towards delivery of the Strategy.

Additional funding to support the more aspirational aspects of the Strategy will be sourced through a combination of internal partnerships, seeking external funding and sponsorship support where appropriate, as well as seeking support for key initiatives through Council's annual budget process.

**CONCLUSION**

The *Monash Arts and Culture Strategy 2025* provides direction for Council in the support, development and celebration of its creative and cultural industries, organisations and individuals, to continue to sustain and inspire the Monash community.

Officers seek Council's consideration of the *Monash Arts and Culture Strategy 2025*.

**ATTACHMENTS**

**Attachment 1:** *Monash Arts and Culture Strategy 2025* Summary of feedback and changes.

**Attachment 2:** *Monash Arts and Culture Strategy 2025*

**Monash Arts and Culture Strategy 2025**  
**Summary of feedback and changes**

FEEDBACK RECEIVED	RESPONSE IN STRATEGY
<p>Explain 'percentage for art' for community</p>	<p>Percentage for Art is now explained on page 10 &amp; page 45 in Objective 33. Sentence included 'percentage for Art are programs that exist in other Councils in which an agreed allocation is included in redevelopment costs for projects.'</p>
<p>Ignorant of the fact that cultural heritage of the white immigrants that arrived in this country since 1788 appear to have been overlooked.</p> <p>Strategy programme should be inclusive of the art and culture of people born in this land and have made this country called Australia great.</p>	<p>Sentence included on page 12: The Monash Arts and Culture Strategy 2025 is considered and inclusive of our community's multicultural heritage and diversity.</p>
<p>Possibly it could be crystalized further and streamline for overall summary of the strategy, in areas such as implementation, flow diagram and priority setting of the action plans etc. could be helpful.</p> <p>The roles of the stakeholders from the community can be made more visual with diagrams replacing words. Some clarity and comparison from the current situations to the future could make the readers understand better of what we try to achieve.</p> <p>They concern the stated vision as 'arts, culture and heritage (p 6) yet heritage is not picked up in principles (p 8).</p> <p>If heritage is a sincere part of this document, then we strongly suggest a review of the Heritage Overlay in the Monash Planning Scheme be added (p 27).</p> <p>There is not much evidence for the statement that 'there is a valuable link</p>	<p>The Strategy outlines a clear overview of objectives and actions on pages 41 to 45.</p> <p>Greater detail on the role of stakeholders and the impact of the Strategy will be included in annual reports to be presented to Council and community, with the first due in November 2023.</p> <p>The Heritage Overlay sits outside of an Arts and Culture Strategy and would require endorsement by Council.</p> <p>Heritage is included within the Principles of Spaces and Places, Creative Practitioners and Careers and Audience and Markets. Practitioners are also considered to be cultural heritage professionals and volunteers.</p> <p>Pages 28 to 31 are the direct comments and feedback received during the community engagement period of which Heritage organisations were invited to attend.</p>

FEEDBACK RECEIVED	RESPONSE IN STRATEGY
<p>between core business of heritage and the creative arts' nor how that link will be strengthened by valuing heritage (p 30).</p> <p>Where are the recommendations about funding, career development, greater collaboration with Council etc on heritage in the objectives and strategies? (p 42).</p> <p>Also, we consider points 7 &amp; 9 (p 24) are incorrect or unclear.</p> <p>What is meant by no facilities for archival activities? There is a Hughesdale Community Centre and as far as we know, still an active Hughesdale Arts Group.</p>	<p>Items on Page 24 extended from the cultural mapping exercise and data received and cannot be changed. Recommendations for funding are not included in the Strategy, but the Strategy will support further discussions for funding with external bodies and alignment to the Strategy can be referenced in applications for Community Grants to support applications.</p>
<p>Whilst I understand budget restraints and I fully support the strategy; I am wondering where the additional funding will come from to allow us to be fully inclusive to expand our event repertoires.</p>	<p>External funding will be sourced through Federal and State Government opportunities, partnerships and sponsorship with the business sector where deemed as suitable.</p>
<p>The Vision is very wordy. Few people will be able to recite it from memory. The last sentence describes "how" it will be achieved, not "what" the vision actually is. The intent is good, but I think the vision needs a rework. Something more concise could be both aspirational and memorable.</p> <p>Pages 10-11 - Our Objectives, Outcomes and Strategies:  Strategy #2 - as well as aiming to increase the diversity of activities, it would also be good to increase the quality/calibre of activities  Strategy #4 - it would be good to also provide career development opportunities to mid-career artists  Strategy #6 - opening the call for participation to all artists will necessarily put an increased burden on festivals, galleries and other institutions to assess a greater body of work, so increased support to those bodies may be necessary  Strategy #8 - Monash Gallery of Art would be pleased to be a venue for creative industries networking events</p>	<p>The Vision has been formed from words and discussions with Community throughout the Community Engagement period.</p> <p>Strategy #2 - this is a given - we aim to increase the quality and calibre of all activities in response to community needs.</p> <p>Strategy #4- Career development opportunities are available throughout all programming, events and opportunities provided by Council and are addressed in the Objective 'Creative Practitioners and Careers'.</p> <p>Strategy #6 - it is a requirement for our inclusive practices within Council to be open and available to all.</p> <p>Strategy #8, #10 &amp; #11 noted.</p>

FEEDBACK RECEIVED	RESPONSE IN STRATEGY
<p>Strategy #10 - concurrent with providing support to creative industries it would be beneficial to provide further support to existing institutions to enable them to be placed to respond to the further call on their attention and resources that will flow from the 2025</p> <p>Strategy #11 - would be most welcome, to the extent this affects MGA</p> <p>Strategy #14 - MGA believes there is significant growth in impact that could be achieved by further digitising the gallery's art holdings, to make them more widely accessible</p> <p>Strategy #15 - we endorse the strategy and would hope that Council may be able to leverage its scale and buying power to secure spaces for creative artists to produce works</p> <p>Strategy #18 - we concur with the strategy, which would subsequently require some funds to market and activate greater tourism patronage</p> <p>Strategy #19 - we concur with the strategy, and MGA would be pleased to be an anchor participant.</p> <p>Strategies #26-36 - we concur with the strategies.</p>	<p>Strategy #14 - this work is currently being undertaken with the development of a new website and collections management database.</p> <p>All remaining comments noted.</p>
<p><b>Strategy and Vision</b></p> <p>1. I think there is an opportunity for Monash to distinguishes itself from other LGAs and I dont get the sense of what is unique about Monash from the strategy and how it will do this. If people live in Monash, how would they describe Monash's approach to arts and culture? What are the key strategic initiatives to support this? Is it - building on what's there, investing and specialising in specific creative industries and being a hub for this, embedding creativity in Monash where possible via placemaking to enhance liveability? I think Monash has the opportunity to provide world class facilities and experiences combined with community based locally focused opportunities for artists and the public and this is quite unique to have this within the area you live.</p>	<p>1. Through programming, events, festivals, libraries, community programs and other, Monash will differentiate itself from other LGA's and tell the stories of culture and life that is truly Monash. This needs to extend from Community and not directed within the Arts and Culture Strategy.</p> <p>2. Monash Council continues to support the development of institutions and community facilities. This is identified across all of the Objectives and the support by Council in the endorsement of the Strategy is a commitment to continue activation and enhancement of existing infrastructure.</p> <p>All other comments noted.</p>

FEEDBACK RECEIVED	RESPONSE IN STRATEGY
<p>2. There are a range of assets already in existence throughout the LGA and I didn't get a sense that activation and enhancement of existing infrastructure was part of the strategy. Given the investment already it would seem this would be an opportunity to increase utilisation. I may have missed this. Further to this, MGA has a significant national collection, and this could be activated throughout the city and become a point of difference to connect people to the heritage of Monash (building a city of Monash collection could contribute to this and then light boxes etc throughout the city connecting community to the heritage of the area)</p> <p>3. It was interesting to see the depth of creative businesses and I wondered from a strategic perspective whether there was a focus on specific industries and if yes what they would bring? Jobs, visitation, tourism - attracting and building Monash as a council that attracts, supports and nurtures a creative group of people</p> <p>4. There's a very long list of initiatives which are great, and I wondered what the 4 or 5 key priorities were for the duration of the plan. Some seem to be continuation of business as usual, and I was interested in what the key strategic priorities are?</p> <p><b>Creative industries and organisations</b></p> <p>1. Whilst MGA is mentioned I think given its size, scale and national profile supported by the rebrand to MAPH it can play a greater strategic role.</p> <p>2. Similarly, I think Monash Uni's performing arts space also includes world class facilities and these too are a draw card. These are points are reinforced in the GSEM strategy It would be useful to have a sense of size and scale of the organisations and hence where investment will go and why. This may be part of a further operational plan.</p>	

FEEDBACK RECEIVED	RESPONSE IN STRATEGY
<p><b>Investment/resources</b></p> <ol style="list-style-type: none"> <li>1. The cultural mapping is fantastic, and I note you need funding for this which I hope you get</li> <li>2. Note the reference to funding and maintaining infrastructure and that this is great to see - I'm not sure to what extent this has happened like this before and with a longer-term view.</li> <li>3. Marketing - it highlights the need for marketing across the board to support the range of events taking place and build audience awareness and engagement (Note this came through strongly in the GSEM plan too)</li> <li>4. Tourism - opportunity to build on this through GSEM connection and note the initiative around major events too</li> </ol> <p>Differentiating Monash and being bold given the strength of what it has already to build on, combined with the diverse community who value connection with arts and culture.</p>	
<ol style="list-style-type: none"> <li>1. Vision is quite long. This should be 1 sentence that distils the essence of the vision. The vision is also quite generic and does not state what differentiates Monash as a city.</li> <li>2. The initiatives are not specific and are quite broad. I don't get a sense of what the city will really do.</li> <li>3. There is no reference as to how the arts support all of Council policies and strategies. A table that ticks what and how the creative industries impact all sectors would be good.</li> <li>4. The vision and plan lack aspiration. It's doesn't capture a vision for the future with the arts front and centre. It focuses primarily on new</li> </ol>	<p>The Vision was developed throughout the Community Engagement phase by community, industry professionals and the arts, culture and heritage sector.</p> <p>Comments are noted and greater detail on the actions against each objective will be included in the annual reports presented to Council and community, with the first due in November 2023.</p>

FEEDBACK RECEIVED	RESPONSE IN STRATEGY
<p>initiatives when the current arts organisations and cultural facilities and groups are underfunded, and current infrastructure is failing. It also fails to capitalise, invest and put the most important cultural organisation the city of Monash has, MGA, it's unique collection of Australian Photography front and centre. It also does not really highlight the importance and impact of Monash University's performing arts and educational offerings. These should be beacons and unique identifiers for the city. None of the MGA/WHL feasibility study is included nor the redevelopment. This should be a key project. The MGA collection should also be capitalised and used across the city.</p> <p>5. The generic nature of the initiatives means that the funding required to deliver on this is hidden and un-costed. A full business case addressing the resources required and how this truly interacts with the GSEM work should be undertaken.</p>	

**MONASH ARTS  
AND CULTURE  
STRATEGY 2025**



**CITY OF  
MONASH**

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**The City of Monash acknowledges the Traditional Owners of the land, the Wurundjeri Woi Wurrung and Bunurong People, and recognise their continuing connection to the land and waterways. We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People. We acknowledge that arts, creative and cultural practices have been celebrated and shared throughout Victoria for more than 60,000 years and pay respects to Elders for all nations.**

## MESSAGE FROM THE MAYOR

**Monash is renowned as a city of innovation, and in that spirit Council is pleased to present the Monash Arts and Culture Strategy 2025.**

This strategy has been developed through consultation with artists, innovators, creatives and our community. It is informed directly by their interests, needs and aspirations, and outlines a vision for the city that will enrich community life, support our thriving creative industries and contribute to economic growth through our visitor economy.

It is a bold vision that leverages our unique position as a home to nationally significant cultural and educational institutions, and our richly diverse community. Through this work we will continue our commitment to producing and presenting major festivals and events, cultural, educational and literary public programs, as well as growing our reputation as a vibrant place where creativity, diversity and innovation are seen and celebrated.

It is an exciting time for our city, and I look forward to sharing the next three years of Arts and Culture in Monash with you.

**Mayor Stuart James**



**OUR VISION IS...**

**To be a City that celebrates and champions for creative industries.**

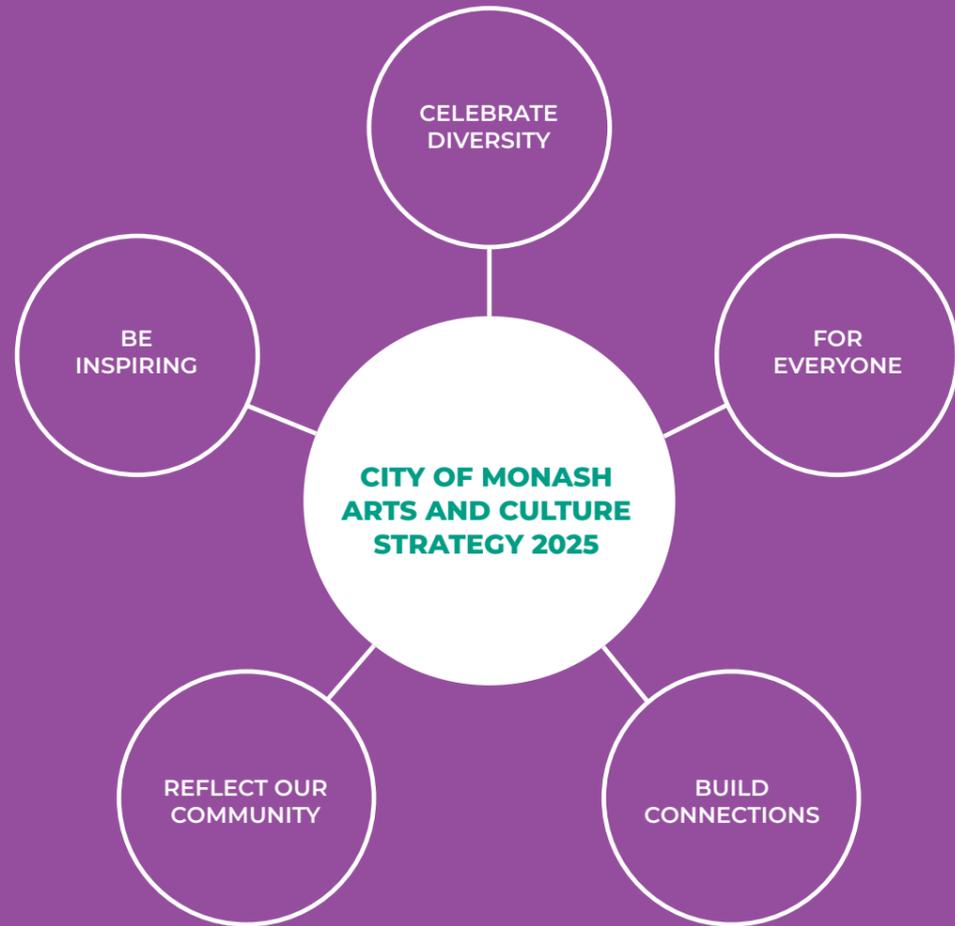
**We will ensure that arts, culture and heritage continue to inspire, enrich and connect our community by embracing what makes us truly unique.**

**We will realise this through partnerships, facilitating opportunities and co-creating with community and industry partners.**



### OUR PRINCIPLES

Monash holds spaces, places and people that are ingrained in the support and delivery of Victoria's creative sector; multicultural dance, contemporary music, visual and performing arts, festivals, writers, maker markets and Australia's leading institutions for art, design and architecture.



## OUR OBJECTIVES, OUTCOMES AND STRATEGIES

OBJECTIVES				
CREATIVE PRACTITIONERS AND CAREERS	INDUSTRY GROWTH AND RESILIENCE	AUDIENCE AND MARKETS	DIVERSITY AND WELLBEING	CREATIVE SPACES AND PLACES
OUTCOMES				
Create opportunities to present and participate in creative activity, and to build creative careers.	Build resilient creative businesses and a thriving local creative ecosystem and economy.	Expand our impact by increasing visibility, getting more people involved in creative activities, and driving visitation.	Leverage creative activity to enhance community cohesion and wellbeing.	Creative utilisation of existing and new spaces to support local creatives and community access.
STRATEGIES				
<ol style="list-style-type: none"> <li>1. Activate art and creative practice through community-focussed educational and interpretative programming.</li> <li>2. Develop a range of initiatives to support local artists, including targeted funding and programming opportunities such as creatives in residence programs, exhibitions, and new commissioning models focussed on increasing the diversity of activities.</li> <li>3. Training for Council staff to engage design thinking, creative practice and innovation in project plans and activation.</li> <li>4. Provide career development opportunities for emerging artists and underrepresented groups through networking opportunities, engagement in Council's programming, and sharing of opportunities from outside of Council.</li> <li>5. Increase the visibility of local creative business and practitioners through programming and promotional opportunities.</li> </ol>	<ol style="list-style-type: none"> <li>10. Implement and promote a whole-of-Council approach to supporting the creative industries, including building internal capacity and better coordination between Council departments.</li> <li>11. Stimulate creative activity through reducing administrative barriers to putting on events, supporting cultural institutions to program non-traditional spaces, and partnering with or supporting creative organisations to deliver outcomes within Monash.</li> <li>12. Implement greater communication and collaboration opportunities between Council staff and local creatives.</li> <li>13. Implement a creative and cultural evaluation framework to capture data relevant to benchmarking actions across industry and Council. Review events to ensure they are responsive to community needs.</li> </ol>	<ol style="list-style-type: none"> <li>18. Lead the development of a Creative Industries and Cultural Tourism Regional Strategy.</li> <li>19. Invest in attracting visitation to Monash and building local audiences through partnering on cultural tourism opportunities.</li> <li>20. Develop a City of Monash cultural tourism, destination, events and economic development strategy.</li> <li>21. Prepare a prospectus and concierge service for major event attraction including conferences, festivals and opportunities that build capacity and awareness.</li> <li>22. Increase the visibility of creative activities in Monash through a go-to website for local programs and events, and increased digital media with dedicated marketing support.</li> <li>23. Increase partnerships and collaboration with surrounding local governments to take a regional approach to programming and driving visitation.</li> </ol>	<ol style="list-style-type: none"> <li>26. Engage Traditional Owner organisations in the creation and development of programs, events and initiatives across the City.</li> <li>27. Support greater awareness of First Nations and Culture through the commission of a Reconciliation Action Plan Artwork and other commissioning opportunities across Council.</li> <li>28. Ensure creative programs and events are accessible and create opportunities for diverse communities.</li> <li>29. Develop a partnership with Arts Access Victoria and invite quarterly consultation on forward plans and initiatives to ensure consideration of diversity and wellbeing.</li> <li>30. Recognise arts and culture as an important driver of increased community participation, safety and wellbeing.</li> <li>31. Leverage creative activities and partnerships to strengthen community connections, particularly for international students and new migrants.</li> </ol>	<ol style="list-style-type: none"> <li>32. Review of the City of Monash Public Art Policy and process to engage and support public art projects.</li> <li>33. Review and present a report on percentage for art programs, particularly in open spaces, infrastructure upgrades and public art opportunities. Percentage for Art are programs that exist in other Councils in which an agreed allocation is included in redevelopment costs for projects.</li> <li>34. Take a strategic approach to long-term infrastructure investment, including a creative infrastructure plan and audit of current spaces and community needs. Deliver a long-term creative and cultural infrastructure needs analysis.</li> <li>35. Invest in flexible spaces which support a range of arts and cultural activities and community use.</li> <li>36. Implement maintenance and conservation projects for existing Monash creative and cultural assets.</li> </ol>

OBJECTIVES				
CREATIVE PRACTITIONERS AND CAREERS	INDUSTRY GROWTH AND RESILIENCE	AUDIENCE AND MARKETS	DIVERSITY AND WELLBEING	CREATIVE SPACES AND PLACES
OUTCOMES				
Create opportunities to present and participate in creative activity, and to build creative careers.	Build resilient creative businesses and a thriving local creative ecosystem and economy.	Expand our impact by increasing visibility, getting more people involved in creative activities, and driving visitation.	Leverage creative activity to enhance community cohesion and wellbeing.	Creative utilisation of existing and new spaces to support local creatives and community access.
STRATEGIES				
<ol style="list-style-type: none"> <li>6. Provide professional and practice development opportunities for local creatives – particularly within local festivals and events – through an open call to artists, performers and curators for project ideas to work within the City.</li> <li>7. Provide artist in residence opportunities within the City – performance, visual arts, writing.</li> <li>8. Offer programs to encourage networking and connection between creative industries within the City.</li> <li>9. Create a platform for local creatives to connect and collaborate.</li> </ol>	<ol style="list-style-type: none"> <li>14. Undertake cultural mapping with review timeframes. Deliver visible digital infrastructure and promotion of Monash creative industries.</li> <li>15. Implement a range of business support initiatives including free or subsidised rent for creatives – particularly during COVID-19 recovery – and support for start-up businesses.</li> <li>16. Partner with key creative organisations outside the City to add value to local programming. Collaborate with other local Councils and cultural institutions to share assets and drive regional visitation.</li> <li>17. Explore innovative measures to increase funding to local creatives, including public art allocations in new developments and brokering sponsorships with large local corporations.</li> </ol>	<ol style="list-style-type: none"> <li>24. Ensure programming and support align with community interest and needs, and are delivered across multiple locations and platforms including online and face-to-face.</li> <li>25. Drive audience development through increasing knowledge of audiences and participants and providing opportunities for sustained engagement.</li> </ol>	<ol style="list-style-type: none"> <li>37. Enable creative activity in non-traditional spaces, including leveraging vacant shopfronts to create pop-up opportunities for local artists and creative organisations.</li> <li>38. Provide subsidised spaces for local creatives and community, including partnership programs with organisations such as Monash University, who have existing creative infrastructure.</li> <li>39. Explore opportunities for creative trails and maps for local community and visitors to explore.</li> <li>40. Ensure facilities and spaces are culturally safe and meet community expectations around climate change and sustainability.</li> </ol>	

# 1 INTRODUCTION

## The City of Monash recognises the capacity for creative and cultural development to increase our connection to place and to improve mental and physical wellbeing.

Creative and cultural industries economic benefits, employment, and contribution to community development.

Creative and cultural sectors have been severely impacted by the pandemic with the cancellation of events, performances, creative practice, and classes. Issues arising from the pandemic for Victoria's creative industries include loss of jobs and pathways; industry and business instability; loss of potential partners and sponsorship; disproportionate impacts for culturally and linguistically diverse people, women and young people; and loss of public confidence to attend events or connect in community.

Prior to COVID-19, creative industries contributed more than \$111.7 billion or 6.4% to Australia's total gross domestic product (GDP). Victoria's cultural and creative sector contributed \$31 billion or 8% to the Victorian economy, and in 2017 cultural tourism brought \$2 billion to the state.<sup>2</sup>

In June 2020, the Australia Council for the Arts identified that within the federal electorates of Hotham and Chisholm – that intersect within the City of Monash – there were 3,250 cultural and creative businesses.

In 2016 within the same electorates, 8,293 people were employed across creative industries. This accounts for 6% (Chisholm) and 4.9% (Hotham) of the workforce, compared to 4.2% of the national workforce.<sup>3</sup> These statistics do not include the large number of volunteers that contribute to the development and growth of creative industries within the City.

It is important to acknowledge that half of all artists apply their creative skills outside the art and culture sector, and that creative and critical thinking will be critical to workforces of the future.

The Monash Arts and Culture Strategy 2025 is considered and inclusive of our community's multicultural heritage and diversity.

<sup>1</sup> Australia Council (2021b). *Federal Electorate Profiles*. [australiacouncil.gov.au/advocacy-and-research/electorate-profiles](http://australiacouncil.gov.au/advocacy-and-research/electorate-profiles)  
<sup>2</sup> Creative Victoria (2016). *Creative State 2016-2020*. Victorian Government.

<sup>3</sup> Australia Council (2021b). *Federal Electorate Profiles*. [australiacouncil.gov.au/advocacy-and-research/electorate-profiles](http://australiacouncil.gov.au/advocacy-and-research/electorate-profiles)



Everyone derives value from experiencing art, whether through our own creative expression or through experiencing the creative work of others. The emotional, mental and social benefits of arts experience are countless and well documented: from increased understanding of each other, stronger critical thinking skills, mental wellbeing and decreased stress levels; to significant public benefits such as social connection, expression of self and community identity, healthy childhood development and healthy ageing.<sup>1</sup>

In the 2021 Monash Health and Wellbeing survey, 81% of the 375 survey respondents reported that arts and culture in community life was very important to improve mental health. Within the ten top health and wellbeing priorities selected by the survey respondents were accessing the local library's programs and services (42%) and attending community activities, events and festivals (42%).<sup>4</sup>

Following a challenging two years of travel restrictions, more Victorians are looking to engage with events, programs and initiatives closer to home.

Aligning with a strategic vision for the support and delivery of programs to capture the interest of cultural tourists and visitors – and promote a greater attendance by Victorian day trippers – will assist economic recovery for local traders within the City.

During periods of lockdown it has been art practice, music, culture, writing and books that have helped communities move and heal through challenges. It is arts and culture – like sports – that connect community and increase positive experiences through inspiration, transformation and learning.

In 2019/20, there were 675,718 domestic day trips to the City of Monash. This is projected to increase over the next few years.<sup>5</sup>

**In the 2021 Monash Health and Wellbeing survey, 81% of the 375 survey respondents reported that arts and culture in community life was very important to improve mental health.**

<sup>4</sup> City of Monash (2021). *Monash Health and Wellbeing Survey* (unpublished).

<sup>5</sup> Id Consulting Pty Ltd. 2021, City of Monash Profile ID. <https://profile.id.com.au/monash>

### 1.1 What is the Monash Arts & Culture Strategy?

The Monash Arts & Culture Strategy 2025 (the Strategy) identifies a whole-of-City vision. The vision supports growth, recovery and celebration of creative and cultural industries, organisations and individuals to continue to sustain and inspire the Monash community. The Strategy provides a focus with clear actions to activate new and innovative projects that are data-driven, and support community and commercial enterprises to thrive.

### 1.2 Why is it important?

The City of Monash is a linguistically and culturally diverse city with residents from 106 countries, speaking 84 languages. Situated on the traditional lands of Wurundjeri Woi Wurrung and Bunurong people, the diversity of First Peoples heritage and contemporary culture throughout Monash is highly respected and valued. Monash Council acknowledges that culture embraces social inclusion, connection, community identity, celebration and the sharing of diversity and understanding. The arts – and the process of making, developing, and engaging with art – integrates personal expression, critical thinking, creativity and inspiration, and has proven positive impacts on literacy, and emotional and mental health.

**The City of Monash is a linguistically and culturally diverse city with residents from 106 countries, speaking 84 languages.**

Monash holds spaces, places and people that are ingrained in the support and delivery of Victoria's creative sector; multicultural dance, contemporary music, visual and performing arts, festivals, writers, maker markets and Australia's leading institutions for art, design and architecture.

To ensure we remain effective and assist in developing a sustainable visitor and creative economy, we require a Strategy with a considered approach to challenges including population growth, economic conditions and policy influences.

The implementation of an arts and culture strategy – led by Council, community and industry – capitalises on Monash's unique position, cultural assets, and future growth opportunities. This Strategy provides direction to effectively achieve sustainable outcomes for arts and culture implementation.

Arts and cultural activation can lead Monash through relief and recovery and strengthen community health outcomes. This responsive and reflective Strategy encourages participation, wellbeing and inspiration.

### 1.3 How will we make a difference?

The Monash Arts and Culture Strategy 2025 aims to:

- + Prioritise public health and wellbeing in forward plans for Council.
- + Build and support Monash creative industries to grow the creative economy.
- + Transform our spaces and places across the City.
- + Expand equality and access to sites, events and public programs.
- + Celebrate diversity.
- + Strengthen our community through the arts.
- + Increase literacy health across Monash.
- + Open opportunities for partnerships, research and data-driven programming.

Creating a whole-of-City vision for the support and delivery of arts and culture ensures that residents, visitors and creative industries are engaged, valued, and supported for future growth.

The implementation of the Strategy ensures that immediate, near-term and long-term plans provide greater impact. The Strategy maximises agility, responsiveness, sustainability, and financial efficiencies in services and programs supported by Council.

### 1.4 How will we know we succeed?

A strategic focus for arts and culture will consider collaboration between Council departments to achieve Strategy goals. The development and implementation of the Strategy will benefit:

#### Creative and local economic recovery

Creating a whole-of-City focus to support engagement with, and advocacy for, local business.

#### Health and wellbeing

Supporting activations and programs brings the community together to celebrate Monash culture while prioritising public health and safety.

#### Data-driven programming

Leveraging relationships with community and the creative sector to collaboratively design programs, and using data to evaluate and understand community needs for arts and culture.

#### Improve efficiency, impact and sustainability

Aligning forward plans to the Strategy will enable more efficient and impactful activations and programs to deliver on Monash community expectations.

#### Monash integrated cultural precinct

Aligning community and visitor needs for infrastructure and facilities will assist in growing cultural tourism for the region, including for the planned Monash Integrated Cultural Precinct.



**Creating a whole-of-City vision for the support and delivery of arts and culture ensures that residents, visitors and creative industries are engaged, valued, and supported for future growth.**

### Attraction of major sponsors and events

Providing a platform to educate and share our vision to potential partners and sponsors, and to attract major events.

### First peoples focus

Identifying Aboriginal and Torres Strait Islander self-determination, culture, arts and engagement for the City in line with the Reconciliation Action Plan (RAP).

### Reinvigorate and enrich community life

Supporting the community to return to events, festivals, libraries, cultural venues and open spaces.

We will know we are successful in implementing the Strategy when community, businesses and industry provide feedback that they see evidence of the aims and goals identified within the Strategy being implemented and having impact.

We will engage the Culture Counts system and framework to understand our impact and efficiency of the Strategy implementation. Culture Counts is a sector-developed and academically validated metric framework; a set of software tools designed to capture feedback from the public, peer assessors and self-assessors. More than 40 local governments across Australia are using Culture Counts to collect feedback on the intrinsic impacts they deliver to their communities. The data assists to plan programs, facilities and events that enhance community engagement and contribute to long-term success and sustainability.

The framework is a tool that is used to capture clear evidence and data on how programs, events and initiatives are achieving the intangible aspects of creative delivery including transformation, new thinking, learning, inspiration and more. Benchmarking against other Councils of the same size and nature is invaluable.

The Arts and Libraries department of Council – including Monash Gallery of Art (MGA), Arts Culture and Events (ACE) and Monash Public Libraries – have implemented Culture Counts and will develop a new evaluation framework to report against the Strategic vision, pillars, priorities and objectives. An annual report will be published on achievements towards the Strategy.

**We will know we are successful in implementing the Strategy when community, businesses and industry provide feedback that they see evidence of the aims and goals identified within the Strategy being implemented and having impact.**



# 2

## WHERE ARE WE NOW?

### The Monash community are active participants in arts and culture and regularly attend events, programs, and venues.

In 2017-18 in the federal electorate of Hotham which covers much of the City of Monash, 86% of people over 15 said they had visited cultural events or venues and 31% of people reported they had been involved in creative activities themselves such as performing, singing, playing a musical instrument, dancing, writing or creating visual art of craft.<sup>6</sup>

Monash is home to the Museum for Australian Photography at Monash Gallery of Art (MGA). The nationally significant MGA collection is held within the Harry Seidler-designed building in Wheelers Hill. It explores Australian photographic practice over the past 30 years, represents contemporary discussion, and supports artists through digital innovation and commissioning of new work. MGA's public and secondary and higher education programs are renowned.

The recently adopted Monash Integrated Cultural Precinct Feasibility Study and Business Case outlines redevelopment to present new exhibitions and

program spaces, an expanded sculpture garden, and a contemporary library that will become an art, cultural and learning destination for Southeast community and visitors.

Within Monash there are six prominent Public Library branches that support cultural development and a greater understanding of creative practice through workshops, after-school programs and resource management. Public libraries are culture-making social entities; cultural diversity is shared through rich collections in over 40 languages other than English, and public programs that expand literacy health for the entire Monash community.

Monash holds a significant Public Art Collection with artworks commissioned by Council in response to local stories and cultural heritage.

Council invests in an annual Festivals and Events program that celebrates and shares performing arts and live music for community.

<sup>6</sup> Australia Council. Hotham Federal Electorate Profile, 2021 [cited 2022 20 June] <https://australiacouncil.gov.au/advocacy-and-research/electorate-profiles/>



86% of people over 15 said they had visited cultural events or venues and 31% of people reported they had been involved in creative activities themselves such as performing, singing, playing a musical instrument, dancing, writing or creating visual art of craft.

The activation of community-initiated events in open space and venues, such as **The Track Gallery** and **Clayton Theatre**, are supported through an extensive community grants program.

Council provides an active Placemaking unit that delivers on integrated and collaborative approaches to community neighbourhood planning and activation.

Council's Economic Development department supports **business and traders**, including creative industries, to access networking, business support and event opportunities.

Across City-operated facilities, many creative and cultural programs are delivered annually including special events within our **Aquatic and Sporting facilities**, **Education and Creative programs** delivered within our early years and kindergarten facilities, and events in collaboration with our senior community members.

The **Community Grants Program** provides funding that supports community groups and organisations to deliver creative and cultural projects, activities, events and festivals that strengthen benefits to the Monash community.

Monash's **Halls** are also made available for hire by community organisations and practitioners to deliver community programs and activations.

Council's support of creative industries is augmented by many community and private businesses and organisations that encourage Monash's growth through creative and cultural practices.

**Monash holds a significant Public Art Collection with artworks commissioned by Council in response to local stories and cultural heritage.**

**Public libraries are culture-making social entities; cultural diversity is shared through rich collections in over 40 languages other than English, and public programs that expand literacy health for the entire Monash community.**



**Cultural mapping**

To progress the development of the Strategy, Council has collated evidence and produced a database on the existing creative industries within the City of Monash. Through this work we have discovered that:

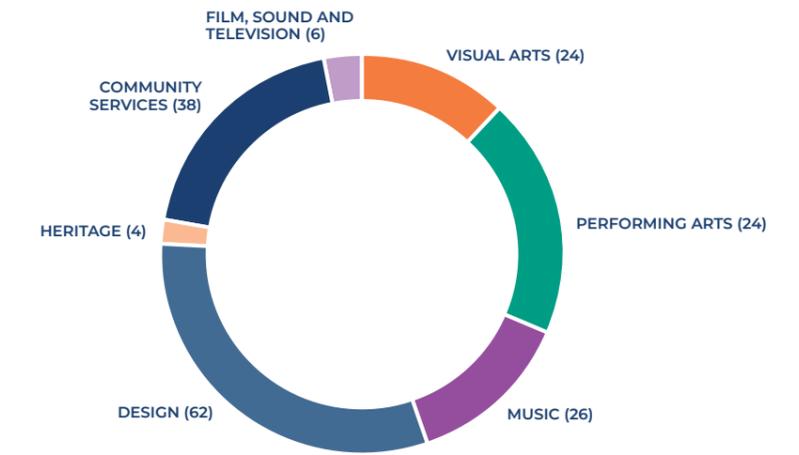
1	2	3	4	5	6	7	8	9
Most (46%) creative industry stakeholders identified in the City of Monash fall under the classification of Creative and Performing Arts Activities.	Most (31%) creative industry stakeholders identified in the City of Monash fall under the Business Type of Design.	No stakeholders in Print Media or Support Services were identified in the City of Monash.	Most creative industry stakeholders identified are concentrated in the suburbs of Mt Waverley (23%) and Glen Waverley (23%), followed by Oakleigh (19%).	No creative industry stakeholders were identified in the suburb of Huntingdale.	Community Centres are the predominant (51%) creative industries facilities identified in the City of Monash.	There were no facilities identified in the City of Monash that primarily provide for archival activities.	Clayton and Glen Waverley appear to have the greatest number of creative industries facilities.	There were no facilities identified in the suburbs of Hughesdale, Huntingdale and Oakleigh East.

**Most (46%) creative industry stakeholders identified in the City of Monash fall under the classification of Creative and Performing Arts Activities.**

**CREATIVE INDUSTRIES STAKEHOLDERS IN THE CITY OF MONASH BY BUSINESS TYPE**

Most (31%) creative industry stakeholders identified in the City of Monash fall under the business type of Design.

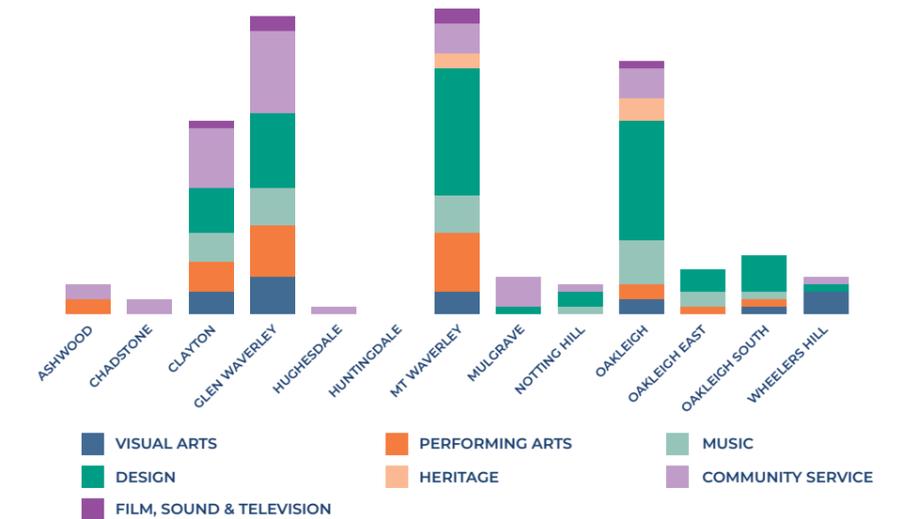
No stakeholders in print media or support services were identified in the City of Monash



**CREATIVE INDUSTRIES STAKEHOLDERS IN THE CITY OF MONASH BY BUSINESS TYPE**

Most creative industry stakeholders identified are concentrated in the suburbs Mt Waverley (23%) and Glen Waverley (23%), followed by Oakleigh (19%).

No creative industry stakeholders were located in the suburb of Huntingdale.



# 3 WHAT WE DID

**It is arts and culture – like sports – that connect community and increase positive experiences through inspiration, transformation and learning.**

Arts and cultural activation can lead Monash through relief and recovery and strengthen community health outcomes. This responsive and reflective Strategy encourages participation, wellbeing and inspiration.

The Monash Arts and Culture Strategy 2025 aligns to the Victorian Government timeframes for Creative State 2025, a four year creative strategy designed to grow jobs and skills.

The City of Monash undertook three stages of Strategy development over one year, including:

- 1. Documentation review** – Collated and reviewed corporate documentation, current research on recovery for creative and cultural communities, state and federal policies, program evaluations and data, and relevant contemporary reports on sector impacts.
- 2. Cultural mapping** – Collated a database of creative and cultural industries, community organisations, practitioners and individuals that work in, deliver or support arts in Monash.
- 3. Community engagement** – Developed a community survey and facilitated a series of workshops with creatives and key stakeholders.

## 3.1 Documentation review

### STATE AND FEDERAL CREATIVE INDUSTRIES STRATEGIES



AUSTRALIA'S CULTURAL AND CREATIVE ECONOMY: A 21st CENTURY GUIDE  
Australian Academy of the Humanities



CREATIVE STATE 2025  
Creative Victoria



FIRST PEOPLES ACTION PLAN FOR THE CREATIVE INDUSTRIES 2018 – 2020  
Creative Victoria

### OTHER LGA ARTS AND CULTURE STRATEGIES



TORONTO PUBLIC ART STRATEGY 2020/2030  
City of Toronto



ARTS AND CULTURAL STRATEGY 2021/2031  
City of Greater Geelong



CREATIVE CITY STRATEGIC PLAN 2019 – 29  
City of Canterbury-Bankstown



CREATIVE CAPITAL PLAN 2017 – 2022  
Moreland City Council

### CITY OF MONASH DOCUMENTS



MONASH HEALTH AND WELLBEING PLAN 2021 – 2025  
City of Monash



COUNCIL PLAN 2021 – 2025  
City of Monash



IMAGINE MONASH IN 2040 COMMUNITY VISION  
City of Monash



MGA STRATEGIC PLAN 2018 – 2022  
City of Monash



ECONOMIC DEVELOPMENT STRATEGY AND ACTION PLAN  
City of Monash

### COVID IMPACT RECOVERY PLANS



SCULPTING A NATIONAL CULTURAL PLAN  
Parliament of the Commonwealth of Australia



CULTURAL AND CREATIVE INDUSTRIES RECOVERY STRATEGY: 2020 AND BEYOND  
Tasmanian Government



COVID-19 RECOVERY PLAN (DRAFT)  
Maroonda City Council



COVID-19 REACTIVATION AND RECOVERY PLAN  
City of Melbourne

The following common themes emerged through analysis of state and federal creative industries strategies:

STATE AND FEDERAL CREATIVE INDUSTRIES STRATEGIES

**INCREASE EMPLOYMENT OPPORTUNITIES, PATHWAYS AND SKILLS DEVELOPMENT FOR CREATIVE INDUSTRIES, ORGANISATIONS AND PRACTITIONERS**

- + Offer and promote business development activities to support creative organisations and practitioners
- + Target investment in leadership, organisational infrastructure and creative capacity to grow the sector and ensure future work readiness for workers

**ENSURE EQUITABLE ACCESS TO, AND PARTICIPATION IN, THE CREATIVE INDUSTRIES**

- + Develop initiatives that improve access to employment opportunities for creatives from under-represented groups and/or those whose face barriers to participation in the sector including First Peoples, creatives who are Deaf and creatives with disabilities
- + Focus investment on innovative approaches and new types of programming within existing areas of strength to improve accessibility outcomes

**INCREASE THE PROFILE OF, AND ACCESS TO, CREATIVE PRODUCT THROUGH THE DEVELOPMENT OF AUDIENCES AND MARKETS**

- + Build partnerships to support cultural tourism initiatives and increase access to new audiences and markets for creatives
- + Promote and build the market for First Peoples cultural products both nationally and internationally

LOCAL GOVERNMENT ARTS AND CULTURE STRATEGIES

**INCREASE ACCESSIBILITY TO CREATIVE AND CULTURAL FACILITIES, PROGRAMS AND ACTIVITIES**

- + Increase accessibility to creative facilities, programs and services through innovative digital and technological experiences
- + Encourage accessible and inclusive public engagement practices to inform decision making
- + Take a whole-of-city approach to creative and cultural programming, engagement and planning
- + Champion First Peoples knowledge and culture and provide opportunity for First Peoples-led active engagement in cultural and creative programming initiatives

**ENHANCE THE VIBRANCY AND IDENTITY OF THE CITY**

- + Recognise the importance of creative and cultural events, activities and programming in strengthening cultural identity and community development
- + Support and enhance the night-time economy and activation of public spaces and walking/cycling pathways
- + Take an active role in promoting creativity and culture taking place across the city

**GROW AND SUPPORT LOCAL CREATIVE AND CULTURAL ORGANISATIONS, ENTERPRISES AND PRACTITIONERS, THROUGH PROFESSIONAL DEVELOPMENT, PLATFORMING AND COMMISSIONING OPPORTUNITIES**

- + Engage artists early in city development initiatives through a range of commissioning competition and opportunities to increase the diversity of artists, curators and project ideas
- + Champion career-launching platforms and create new skills development and leadership opportunities, particularly for First Peoples creatives



**The Monash Arts and Culture Strategy 2025 aligns to the Victorian Government timeframes for Creative State 2025, a four year creative strategy designed to grow jobs and skills.**

The following common themes emerged through analysis of state and federal creative industries strategies:

#### COVID-19 IMPACT RECOVERY PLANS

##### FACILITATE AND PROVIDE BUSINESS AND PROFESSIONAL DEVELOPMENT OPPORTUNITIES TO SUPPORT CREATIVE AND CULTURAL BUSINESSES TO RECOVER AND GROW

- + Support sector sustainability and growth through the provision of capacity building, knowledge sharing, and upskilling opportunities for creatives
- + Provide sector-wide networking and partnership opportunities and opportunities for audience development (both nationally and internationally)
- + Provide programs that develop entrepreneurial skills for young people to build careers in the cultural and creative industries

##### BRING BACK VIBRANCY THROUGH A PROGRAM OF EVENTS AND ACTIVATIONS

- + Develop community programs, cultural events and activities that contribute to the importance of city vibrancy and activation of the city and stimulate economic recovery
- + Invest in adaptive reuse of heritage buildings and unused shopfronts to activate city centres and support a unique city character

##### INCREASE DIVERSITY AND INCLUSION IN THE SECTOR

- + Develop programs and initiatives that promote greater diversity and inclusion in the sector for creatives and audiences
- + Develop specific programs and opportunities for First Peoples practitioners and businesses
- + Increase sector access for regional areas
- + Improve affordability, participation and diversity of cultural events, programs and facilities

##### SUPPORT CULTURAL TOURISM INITIATIVES AND INCREASED MARKET ACCESS

- + Promote Australian creative products and experiences, nationally and internationally
- + Provide support to enable local businesses to more easily connect with and purchase local cultural and creative products
- + Promote opportunities delivered through technological and digital innovation to create and distribute cultural and creative content

**“There is a valuable link between core business of heritage and the creative arts in that they’re both about strengthening identity within a particular region.”**

#### CITY OF MONASH CORPORATE DOCUMENTS

##### PROVIDE OPEN, ACTIVE SPACES FOR COMMUNITY CONNECTEDNESS

- + Prioritise enhancement of the City’s parks, gardens, public and outdoor spaces through activation, events and programming initiatives
- + Promote community connection, engagement, gathering and physical activity while protecting against the potential long-term impacts of rapid development and population growth of the area

##### ENSURE ACTIVE COMMUNITY ENGAGEMENT THAT SUPPORTS PARTICIPATION FROM DIVERSE VOICES

- + Ensure community is actively engaged in programming, events and decision-making processes
- + Develop engagement methods that reduce barriers to participation for disadvantaged communities (particularly older and LGBTQIA+ communities)
- + Ensure all planning and decision-making activities reflect the diverse voices and needs of the community

##### ENHANCE COMMUNITY CONNECTION THROUGH CULTURAL PROGRAMS, ACTIVATIONS, EVENTS AND SERVICES

- + Bringing diverse communities together to foster a sense of community identity, safety and belonging
- + Encourage residents to connect with their local community through inclusive and diverse programs, activities, events and services (with a particular focus on LGBTQIA+ and older residents)

##### PROVIDE DIVERSE, SUSTAINABLE AND ACCESSIBLE INFRASTRUCTURE

- + Invest in improving and diversifying infrastructure that supports community relationships and is accessible and convenient
- + Ensure facilities meet contemporary community expectations for sustainability in all its forms (social, environmental and economic)



**Creating pride in one's area helps to develop cultural cohesion.**

### 3.2. What we heard

In late 2021, the City of Monash undertook research into the local creative and cultural industry, community and stakeholder engagement, data collection and community-based feedback to help shape the Strategy. We engaged with over 300 people from a range of internal and external stakeholders and the broader community using a number of methods, including:

- + A community survey via the City of Monash's Shape community engagement platform
- + 1:1 interviews with a cross-section of individual stakeholders
- + Online and face-to-face workshops with internal and external stakeholder groups.

The data and feedback received during these engagement activities have been used to inform the development of the key deliverables of the Strategy; specifically, the vision statement, pillars and strategic priorities. The engagement activities revealed a series of principles which will underpin the approach to implementation of the Strategy.

Community and stakeholders were asked to identify the City of Monash's priorities for future investment and support from a range of potential investment areas.

Feedback varied between stakeholder groups, but the

majority of stakeholders identified the importance of continued investment in festivals and events, creative and cultural workshops, education programs and seminars, and networking and partnering opportunities as the main priority areas. The broader community (via the Shape survey) and internal stakeholders also identified new or upgraded spaces and infrastructure as a key investment priority.

The Strategy was developed in consultation with:

- + Authors and illustrators
- + Researchers
- + Community arts organisations
- + Event producers and hire companies
- + Designers
- + Dance and acting schools
- + Game creators
- + Cinemas
- + Fashion industries and businesses
- + Film makers
- + Choirs and singing groups
- + Local crafts and makers
- + Art therapists
- + Early childhood centres and schools
- + Multicultural dance and performance groups
- + Local writer groups and book clubs
- + Publishers
- + Creative studios and digital marketers
- + Arts students and emerging creative professionals



### 3.3 What you said was important

#### About creative industries impact

- + Creative industries are important for activating public spaces, creating vibrancy and encouraging people to engage post-COVID.
- + Creative industries deliver important social cohesion, education and community wellbeing outcomes.
- + Creative industries make a significant contribution to community identity and connection to place.
- + Creative industries provide pathways for diverse audiences to contribute to the City and its communities.
- + Creative industries in the City of Monash should respond to, and reflect, the local context and include opportunities for community participation.
- + The City of Monash can play an important role as an advocate for the importance and impact of the creative industries and demonstrate the role of creativity through innovative forward-thinking.
- + With the right support structures, creative businesses in the City will continue to succeed and contribute more to the local economy and community outcomes.



**Creative industries make a significant contribution to community identity and connection to place**

#### About heritage

- + The City of Monash needs to celebrate its heritage spaces and Council can do more to ensure this heritage is protected and valued.

#### About the vision

- + The Vision should consider inclusion as a key aspect of the creative industries, respond to and reflect the local context, and include opportunities for community participation.
- + The Vision should support fostering cultural cohesion, community pride and a sense of belonging.
- + If we get the Vision right, the City of Monash will do things differently and be aspirational in its thinking and actions.
- + If we get the Vision right, creative businesses in the City of Monash will have more support to enable them to succeed, and heritage in the City of Monash will be more visible and celebrated.

#### About the role of Council

- + Council's role should be to act as a broker to connect creative practitioners and businesses with services, funding sources and audiences.
- + Council's role should be to promote and advocate for local creative businesses and practitioners.
- + Council's role should be to provide infrastructure and facilities for creative programs and events.
- + Council is requested to establish new, and upgrade existing, infrastructure and facilities to meet current needs and expectations.

- + The community would like Council to reduce the day-to-day administrative burden on creative and cultural organisations and businesses to enable them to focus on their core business and strengths.
- + Council should support career pathways and increased opportunities for creative industries, and support and provide open and inclusive opportunities for the community to engage in creative artforms and expression.
- + A collaborative approach within Council and across Council borders should be implemented.
- + Community awareness and engagement
- + There is a general lack of awareness and visibility of the creative industries in Monash.
- + The community needs to be empowered to engage with creative and cultural organisations and activities.
- + There is a need for greater collaboration with Council and between creative organisations to increase programming and promotion.
- + Cost and time are increasing barriers for people to participate in creative industries and activities.
- + The perception that Monash is not a creative centre is a barrier to creative industry growth.
- + Creative industries in the City of Monash are constrained by a lack of sufficient funding for creative facilities and infrastructure.
- + There is a need for greater collaboration between creative industries, facility managers and local governments for the creative industries in the City of Monash to grow.

**The Vision should consider inclusion as a key aspect of the creative industries, respond to and reflect the local context, and include opportunities for community participation**

**In the Vision**

Our community, including creative industries, were clear on the Vision for the Monash Arts and Culture Strategy 2022-2025.

Most respondents felt creative industries in the City of Monash are important for **Community Connection** (99%), that creative industries were **important for community health and wellbeing** (97%), and identified **Education and Learning** as important outcomes of local creative industries (95%).



■ MODERATE TO HIGH IMPORTANCE  
 ■ LOW TO NO IMPORTANCE

**In the Principles**

**Celebrate Diversity** was identified in the top three principles respondents felt should underpin the Strategy (61%). Most respondents would like the Strategy to reinforce a **Sense of Connection to Place**, community and creativity within the City (52%). **Inclusion** (39%) and **Inspiration** (38%) were also key priorities.



**Funding and Support – What community said was important**

Our community respondents said that Monash City Council should prioritise investment in **providing Creative and Cultural Workshops, Education Programs and Seminars** (97%). A high priority for investment in programming **Arts and Cultural Festivals and Events** (96%) was acknowledged, as well as **Upgrading Existing Arts and Culture Spaces and Infrastructure** (90%).



■ MEDIUM TO HIGH PRIORITY  
 ■ LOW TO NOT A PRIORITY

**Celebrate Diversity was identified in the top three principles respondents felt should underpin the Strategy (61%). Most respondents would like the Strategy to reinforce a Sense of Connection to Place, community and creativity within the City (52%).**

# 4 COUNCIL'S ROLE

## The formation of the Strategy benefits all of Council by raising awareness of, and understanding in, creative practice and thinking that informs project management and delivery.

Understanding culture and connections to place connects Council closer to community, and creates greater efficiency and impact of projects, programs and events including capital works.

### 4.1 Connection to Council Priorities

Arts and cultural engagement have been shown to enhance social inclusion; reduce loneliness; increase confidence; and improve feelings of self-worth. These outcomes, in turn, have a direct and positive impact on both physical and mental health...Arts and cultural tools are already being used in clinical and wellbeing settings across Australia, including in leading hospitals. While the benefits generated can be indirect, they are identifiable and measurable...<sup>7</sup>

The development and delivery of the Monash Arts & Culture Strategy 2022-2025 aligns to objectives identified within the *Council Plan, Imagine Monash in 2040: Community Vision, Asset Plan 2021-2031, Monash City Council Financial Plan 2021-22 to 2030-31* and the *Monash Health and Wellbeing Plan 2021-2025*.

<sup>7</sup> A New Approach, *Health and Wellbeing: Transformative Impact of Arts, Culture and Creativity*, Factsheet 4 drawn from ANA's Insight Report, 'Transformative: Impacts of culture and creativity' <https://newapproach.org.au/wp-content/uploads/2021/08/ANA-4-Health-InsightReport2-Factsheet4.pdf>

### Monash Council Plan Strategic Objectives

- + Sustainable City
- + Inclusive Services
- + Enhanced open spaces and activity centres
- + Good Governance

### Monash Health and Wellbeing Plan Pillars

#### ACTIVE AND HEALTHY

- + Healthy Minds: Priorities of Loneliness, Mental Health, Age-Friendly.
- + Healthy Environments: Priorities of Built Spaces, Open and Green Spaces.

#### ENGAGED, CONFIDENT AND CONNECTED

- + Active Community Engagement: Priorities Creative Expression and Community Events.
- + Connected: Priorities Strengthening Neighbourhoods and Communities.
- + Supported: Priorities Accessible and Affordable, Assertive Outreach.

#### SAFE AND RESPECTFUL

- + Advocacy: Advocacy and Policy.
- + Inclusive for All: Addressing all forms of Discrimination, Equitable Communications, Fair for All Abilities, Gender Equity, LGBTIQ+, Celebrating Diverse Communities, Aboriginal and Torres Strait Islander Reconciliation.

#### SAFE COMMUNITIES

- + Community Safety.

Other corporate documents relevant to the Arts and Culture Strategy include, and are not limited to the Gender Equity Framework, Safe Events Framework, Public Art Policy, Libraries Action Plan and Collections Policy, MGA Collections Policy and Strategic Plan, Playground and Playspace Strategy 2020 and Council Halls procedures.

Arts and cultural engagement have been shown to enhance social inclusion; reduce loneliness; increase confidence; and improve feelings of self-worth.<sup>7</sup>

# 5 DELIVERING ON THE STRATEGY

**The Strategic Priorities will be the driver for creation of Council-driven initiatives within the creative and cultural sector, and will align our focus for partnerships and co-creation with community.**

OBJECTIVES & STRATEGIES	2022/23	2023/24	2024/25	FORECAST (OVER 3 YEARS)
<b>CREATIVE PRACTITIONERS &amp; CAREERS</b>				
<b>1</b> Activate art and creative practice through community-focussed educational and interpretative programming.				Existing Council budgets and external funding sources
<b>2</b> Develop a range of initiatives to support local artists, including targeted funding and programming opportunities such as creatives in residence programs, exhibitions, and new commissioning models focused on increasing diversity of activities.				Existing Council budgets and external funding sources
<b>3</b> Training for Council staff to engage design thinking, creative practice and innovation in project plans and activation.				Additional funding
<b>4</b> Provide career development opportunities for emerging artists and underrepresented groups through networking opportunities, engagement in Council's programming, and sharing opportunities that exist outside of Council.				Existing Council budgets and external funding sources
<b>5</b> Increase the visibility of local creative business and practitioners through programming and promotional opportunities.				Existing Council budgets and external funding sources
<b>6</b> Provide professional and practice development opportunities for local creatives – particularly in local festivals and events – through an open call to artists, performers, and curators for project ideas to work within the City.				Existing Council budgets and external funding sources
<b>7</b> Provide artist in residence opportunities within the City (performance, visual arts, writing).				Existing Council budgets and external funding sources
<b>8</b> Offer programs to encourage networking and connection between creative industries within the City.				Additional funding
<b>9</b> Create a platform for local creatives to connect and collaborate.				Additional funding

**“We are teaching human values through art at the grassroots level. As a community, we bring our thoughts, processes and values that are a huge benefit to society and respecting each other.”**



	OBJECTIVES & STRATEGIES	2022/23	2023/24	2024/25	FORECAST (OVER 3 YEARS)
<b>INDUSTRY GROWTH &amp; RESILIENCE</b>					
10	Implement and promote a whole-of-Council approach to supporting the creative industries, including building internal capacity and better coordination between Council departments.				Existing Council budgets and external funding sources
11	Stimulate creative activity through reducing administrative barriers to putting on events, supporting cultural institutions to program non-traditional spaces and partnering/ supporting creative organisations to deliver outcomes within Monash.				Existing Council budgets and external funding sources
12	Implement greater communication and collaboration opportunities between Council staff and local creatives.				Existing Council budgets and external funding sources
13	Implement a creative and cultural evaluation framework to capture data relevant to benchmarking actions across industry and Council needs. Review of events to ensure they are responsive to community needs.				Existing Council budgets and external funding sources
14	Undertake cultural mapping with review timeframes and deliver visible digital infrastructure and promotion of Monash's creative industries.				Additional funding
15	Implement a range of business support initiatives including free or subsidised rent for creatives, particularly during COVID recovery, and support for start-up businesses.				Additional funding
16	Partner with key creative organisations outside the City to add value to local programming and collaborate with other local Councils and cultural institutions to share assets and drive visitation.				Existing Council budgets and external funding sources
17	Explore innovative measures to increase funding to local creatives, including public art allocations in new developments and brokering sponsorships with large local corporations.				Existing Council budgets and external funding sources

	OBJECTIVES & STRATEGIES	2022/23	2023/24	2024/25	FORECAST (OVER 3 YEARS)
<b>AUDIENCES &amp; MARKETS</b>					
18	Lead the development of a Creative Industries and Cultural Tourism Regional Strategy.				Existing Council budgets and external funding sources
19	Invest in attracting visitation to Monash and building local audiences through partnering on cultural tourism opportunities.				Existing Council budgets and external funding sources
20	Develop a Monash cultural tourism, destination, events and economic development strategy.				Additional funding
21	Prepare a prospectus and concierge service for Major event attraction including conferences, festivals and opportunities that build capacity and share awareness.				Existing Council budgets and external funding sources
22	Increase the visibility of creative activities in Monash through providing a 'go to' site for all local programs and events, increased digital media with dedicated marketing support.				Additional funding
23	Increase partnerships and collaboration with surrounding local governments and take a regional approach to programming and driving visitation.				Existing Council budgets and external funding sources
24	Ensure programming and support programs align with community interest and needs and are delivered across multiple locations and platforms, including on line and face-to-face delivery.				Existing Council budgets and external funding sources
25	Drive audience development through increasing knowledge of audiences and participants and providing opportunities for sustained engagement.				Existing Council budgets and external funding sources

**“There is absolutely no doubt about the improved outcomes in a lot of areas of education and social harmony when a community is engaged creatively in their local area.”**



OBJECTIVES & STRATEGIES	2022/23	2023/24	2024/25	FORECAST (OVER 3 YEARS)
<b>DIVERSITY &amp; WELLBEING</b>				
<b>26</b> Engage Monash's Traditional Owner organisations in the creation and development of programs, events and initiatives across the City.				Additional funding
<b>27</b> Support greater awareness of First Nations and Culture through the commission of a Reconciliation Action Plan Artwork and other commissioning opportunities across Council.				Existing Council budgets and external funding sources
<b>28</b> Ensure creative programs and events are accessible and create opportunities for diverse communities.				Existing Council budgets and external funding sources
<b>29</b> Develop partnership with Arts Access Victoria and invite quarterly consultation on forward plans and initiatives to ensure diversity and wellbeing is considered.				Existing Council budgets and external funding sources
<b>30</b> Recognise arts and culture as an important driver of increased community participation, safety and wellbeing for local community.				Existing Council budgets and external funding sources
<b>31</b> Leverage creative activities and partnerships to strengthen community connections, particularly for international students and new migrants.				Existing Council budgets and external funding sources

OBJECTIVES & STRATEGIES	2022/23	2023/24	2024/25	FORECAST (OVER 3 YEARS)
<b>CREATIVE SPACES &amp; PLACES</b>				
<b>32</b> Review of Public Art Policy and process to engage and support public art projects.				Existing Council budgets and external funding sources
<b>33</b> Review and present a report on percentage for art programs, particularly in open space, infrastructure upgrades and public art opportunities. Percentage for Art are programs that exist in other Councils in which an agreed allocation is included in redevelopment costs for projects.				Existing Council budgets and external funding sources
<b>34</b> Take a strategic approach to long-term infrastructure investment, including a creative infrastructure plan and audit of current spaces and needs of the local community. Deliver a long-term creative and cultural infrastructure needs analysis.				Additional funding
<b>35</b> Invest in flexible spaces which support a range of arts and cultural activities and community use.				Additional funding
<b>36</b> Implement maintenance and conservation projects for Monash's current creative and cultural assets.				Existing Council budgets and external funding sources
<b>37</b> Enable creative activity in non-traditional spaces, including leveraging vacant shop fronts to create pop-up opportunities for local artists and creative organisations.				Existing Council budgets and external funding sources
<b>38</b> Provide subsidised spaces for local creatives and community, including partnership programs with organisations, such as Monash University who have existing creative infrastructure.				Existing Council budgets and external funding sources
<b>39</b> Explore opportunities for creative trails and maps for local community and visitors to explore.				Existing Council budgets and external funding sources
<b>40</b> Ensure facilities and spaces are culturally safe and meet community expectations around climate change and sustainability.				Existing Council budgets and external funding sources

**“It’s about encouraging people to recognise creativity in their community and to find ways to share that so it becomes something that can be celebrated and linked into other programs.”**

# 6 CONCLUSION

**Led by the Arts & Libraries department, the delivery of the Monash Arts and Culture Strategy 2025 embeds a whole-of-City vision for the support, development and extension of creative industries.**

This will ensure Council's public programs, exhibitions, festival and event offerings are kept fresh, relevant and innovative. It also ensures that policy and processes support significant and growing participation, social cohesion and community needs.

We have heard clearly through community engagement that creative industries are important for **Community Connection, Community Health and Wellbeing, Education and Learning, and to Celebrate Cultural Diversity, Support the Local Economy and Cultural Tourism.**

We know from listening to our community that your future engagement in creative and cultural practices will include classes and workshops, music, theatre, galleries and museums, Library programs and heritage visits. The Monash Arts and Culture Strategy 2025 identifies a clear path for Council to work with partners, community organisations and individuals to support the creative industries to recover and thrive throughout the City.

Monash City Council sincerely thanks all artists, practitioners, businesses and audience members that have contributed to the Strategy development.

For more information on the Monash Arts and Culture Strategy 2025, contact Council's Manager Arts and Libraries.

Email: [events@monash.vic.gov.au](mailto:events@monash.vic.gov.au)  
Telephone: (03) 9518 3555

**We have heard clearly through community engagement that creative industries are important for Community Connection, Community Health and Wellbeing, Education and Learning, and to Celebrate Cultural Diversity, Support the Local Economy and Cultural Tourism.**



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# 8 IMAGE CREDITS

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Budjerah, Live at Warrawee 2022  
Photo by Jacinta Keefe

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The Lanternist, Emerge 2022  
Photo by Dreamscape Recording

## Page 5

Polixeni PAPANETROU Delphi 2016 from the series *Eden* pigment ink-jet print 127.5 x 85.0 cm Monash Gallery of Art, City of Monash Collection courtesy of the Estate of Polixeni Papapetrou and Jarvis Dooney Galerie (Berlin)

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Cookin' on 3 Burners, Winter Concert 2022  
Photo by Steve Brown

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Petrina HICKS Venus 2013 from the series *The shadows* pigment ink-jet print 100.0 x 100.0 cm Monash Gallery of Art, City of Monash Collection courtesy of the artist, Michael Reid (Sydney) and THIS IS NO FANTASY (Melbourne)

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Fresh Entertainment, Emerge 2022  
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Chinese Performing Arts Society  
Clayton Community Festival 2019

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Monash Audience  
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The Lanternist, Emerge 2022  
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Community Stage Performer  
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Stephen Newton, Clayton Pinnacles  
Wood and Stone 2008  
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Tri-lingual Storytime, Clayton Library

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Eaton Mall, Oakleigh 2021

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Djirri Djirri Dancers, NAIDOC Week 2021

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Prince Ravi Raja – Fun Art  
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Kee'ahn, NAIDOC Week 2021

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Henna Artist, Indian Film Festival 2018

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Hayley HoopLa, Summer Series 2022  
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Gram-O-Phonie Brothers and  
True Fairies Magical Tent  
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Nicole Mackechnie,  
Wheelers Hill Library 2020

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Monash Gallery of Art exterior view with  
banner featuring artwork by Sonia Payes,  
2013. Photo: Brenda Finn





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