

BENALLA ART GALLERY



Strategic Plan
2023—2030

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Benalla Art Gallery acknowledges the traditional custodians of the land on which it resides and extended community lands which it seeks to serve. We respect the Elders past, present and future, and honour the resilience, wisdom, dignity, scientific knowledge, stories, and art of the world's longest surviving culture.

VISION

Benalla Art Gallery is the physical, experiential, and conceptual meeting point in North East Victoria; a place that reflects the diversity of our stories and the contribution of all Australians as creators of culture.

MISSION

Benalla Art Gallery presents a progressive, inclusive, and responsive art program for its community and visitors in order to deliver transformational social, cultural, and economic benefit.



Aishah Kenton speaks as part of the *First Mondays* series in conjunction with the major exhibition *Oculi: ACTS I-VII*.
Photo: Sean Davey

THE MEETING POINT

Benalla Art Gallery recognises the expanded role and important responsibilities held by a public gallery in the regional Australian context. The Gallery embraces the multiplicity of these responsibilities and the community's desire for it to be a 'People's Gallery'.

The Strategic Plan 2023—2030 charts an ambitious course to become North East Victoria's physical, experiential, and conceptual meeting point.

Benalla Art Gallery seeks to become North East Victoria's:

Physical meeting point

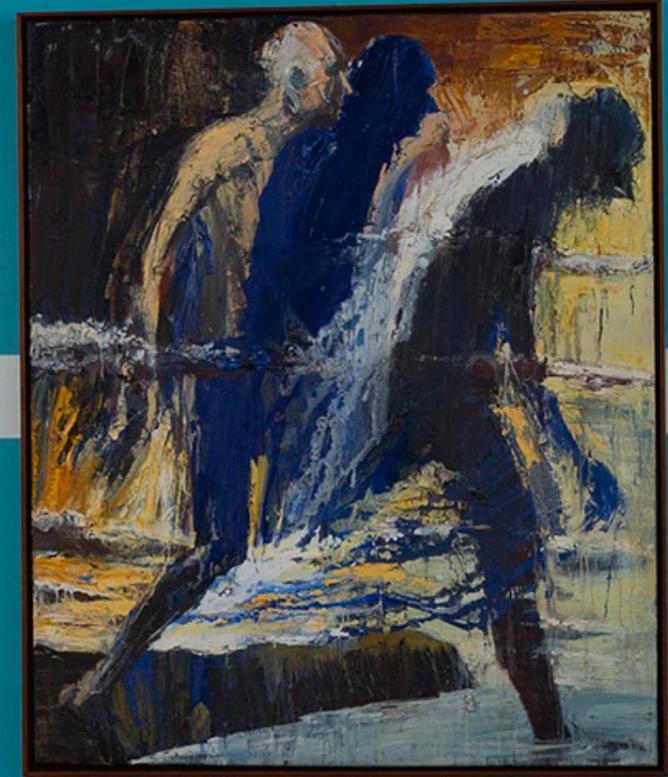
- For community, where everyone feels welcome and enriched by the experience, and all levels of personal engagement with the arts are validated
- Of cultures, highlighting the Gallery's position on the Broken River, flowing through traditional lands
- For travelling audiences, positioning Benalla Art Gallery as the essential destination on traditional Melbourne-High Country and Melbourne-Canberra tourist routes

Experiential meeting point

- Of artforms, embracing music, performance, fashion, design, literature, architecture alongside the visual arts
- Of exhibitions and programs celebrating our local creative community, and by world-renowned artists as a means to combat access barriers confronting regional audiences
- Between iconic built form and the natural environment, exploring how those two spaces intersect

Conceptual meeting point

- Of experiences unique to our region, and global perspectives
- Of history honoured, and an ambitious future pursued



Re-gathering
Benalla Art Gallery x RACV Art Collection
curated in response to Benalla community's
experience of COVID isolation
Install image, 2020
Photo: Christian Capurro

VALUES

Inclusion

Benalla Art Gallery transforms and enriches communities. Through a culture of pluralism, an important function of our work is to amplify community pride, shape community identity, foster a culture of inclusion and contribute positively to the health and wellbeing of all those who seek to engage with the Gallery, art, and artistic practice.

Boldness

The Gallery's unique perspective on art and artistic practice is relevant and contributes to our understanding and perspective of the world. We celebrate those at the vanguard of artistic practice and take pride in our ability to both encourage and connect with the next generation of artists and arts lovers in a considered and creative way.

Care for Community and the Environment

Benalla Art Gallery retains clear sight of its regional community and environment. Its setting is a source of pride, and guides programming and strategic decisions. A genuine care for the lands and waters surrounding the Gallery is reflected in environmentally progressive programming and sustainable practices.

Integrity and Respect

Both internally and externally, Benalla Art Gallery fosters a respectful environment and champions equity. The Gallery creates an environment that is safe and welcoming, and in doing so encourages opportunities for collaboration and the growth of individuals, the organisation, and the community.

Peter WEGNER
Bill Gregory [born 15.12.1921] 2022
pencil and bees wax on paper
64 x 48 cm
Exhibited within *Peter Wegner: The Centenarians*
Gift of the Artist, 2022
Benalla Art Gallery Collection



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HISTORY

The initial concept for the Benalla Art Gallery dates from 1965 when a small group of local citizens, chiefly women, discussed the possibility of establishing an art gallery in Benalla. Audray Banfield and Mary Kirkwood, President and Secretary respectively of the Benalla Arts Group, attended a lecture at the newly opened Shepparton Art Gallery and spoke with members of the Victorian Public Galleries Group (VPGG). The Gallery was initially based in the RSL Hall in Nunn Street, with the official opening funded by the Benalla Apex Club and conducted by Sir Arthur Rylah, Deputy Premier of Victoria.

Drawing upon the advice of Patrick McCaughey who was then a lecturer in Fine Arts, Melbourne University, the exhibition included some of Australia's 'new wave' artists. Records of this exhibition list four paintings which were purchased through Apex Club funds, which established Benalla's niche for collecting contemporary Australian art.

Significantly the event at Nunn Street was also designed to generate interest and publicly float the idea of a purpose-built art gallery for Benalla alongside the Benalla Lake Scheme.

This proposal was put to a compulsory community ballot administered by Council on 3 February, 1973. The proposal for a gallery won resounding support, and interest in its fledgling Collection quickly developed momentum to establish a firm footing as a key focal point for community civic pride.

Working behind the scenes at this time was Reg Etherington of the VPGG who approached local grazier and art collector, Laurence H. Ledger, about his growing art collection. Ledger had been assisted in his passion for collecting art by Mr Paul Dwyer (Leonard Joel) and the example set by art dealer Joseph Brown.

Ledger's wife, Erma, also encouraged her husband to broaden his appreciation of Australian landscape painting through the acquisition of work by important women artists such as Margaret Preston and Grace Cossington Smith.

In 1972, Ledger made an offer of his collection to the City of Benalla, and a further £75,000 towards the cost of a new gallery building conditional upon it being located on the shore of Lake Benalla in the Botanical Gardens. He had conceived the plan for a 'dual gallery'; one for the Ledger Collection, and a second, larger gallery for a permanent collection which Benalla in time would acquire '...with due discretion and balance'.

Being very civic minded and keen to support local artists, Laurie and Erma both desperately wanted to leave a lasting legacy. Ledger described his aspirations in which he '...had hoped that the gallery and its collection would give untold pleasure to the people within the North-east region and to countless passing tourists...'

This legacy would come to pass, with the appointment of noted architects Philip Sargeant and Colin Munro to design the purpose-built Benalla Art Gallery, perched between the banks of Lake Benalla and the Benalla Botanical Gardens. The new Gallery would open in its picturesque setting in 1975. Since that time, Benalla Art Gallery has provided the foundation of Benalla's artistic and creative culture.

COMMUNITY CONTEXT

Benalla Rural City is located in North East Victoria, 193km north east of Melbourne, and is centred in the Broken River valley. The current estimated resident population of Benalla Rural City is 13,597, with approximately 9,000 living in the Benalla urban area and the remainder living in and around our smaller towns. The population forecast for 2031 is 14,834.

Benalla is a vibrant community offering a choice of primary and secondary schools, a TAFE college, comprehensive health services and a wealth of participation opportunities including theatre, sport, music, wine and art.

However, Benalla remains faced with a number of pressing challenges. Global research highlights that the Gallery's achievement of its mission would contribute meaningfully to mitigating a number of the significant challenges detailed below. (see Appendix 2.F)

Benalla is one of 29 communities in Victoria identified as 'persistently disadvantaged' and is specifically faced with:

- Lower than average personal and household incomes
- Only 10.5% tertiary educated declining year 12 completion
- Rates of family incidents, drug offences, child abuse, behavioural problems and out-of-home care being among the highest in Victoria
- Suicide attempts and rates of psychological distress per capita among highest in Victoria
- Incidence of obesity, arthritis, cancer, cardiovascular, respiratory illness are higher than average
- Older than average population

We know, based on decades of sector research, that an engaging and relevant Gallery program can have profoundly positive impacts on Society and Place; Economy; Innovation; Health and Wellbeing; Education and Learning; International Relations; and Cultural Life.



Benalla Art Gallery
Photo: Serana Hunt-Hughes

OUR PRESENT

Benalla Art Gallery is one of Australia's most dynamic, small regional galleries. In 2022 (being the most recent reporting period unaffected by COVID lockdowns), Benalla Art Gallery attracted over 70,000 exhibition visitors—more than five times the Benalla LGA's official population. Sector benchmarking shows Benalla Art Gallery currently performs more like a medium regional gallery in terms of visitation, Collection size and significance, exhibitions and programs delivered.

The Gallery's current program can be categorised into four main pillars of activity:

Exhibitions

Benalla Art Gallery develops and presents a diverse program of 12 to 16 exhibitions annually, delivered through three main gallery spaces; the Ledger, Bennett, and Simpson galleries.

The content, themes and artists displayed by Benalla Art Gallery are carefully considered, ensuring a broad representation of art, artists, and ideas; relevance and interest to the Benalla and North East Victorian community; and adherence to principles of accessibility, activation and advocacy.

Exhibitions currently presented include:

- Local Artist/Interest Exhibitions
- Collection Exhibitions
- Staff Curated Thematic Exhibitions
- General Touring Exhibitions
- Special Projects



Bush Diwan
Benalla Art Gallery in partnership with
4A Centre for Contemporary Asian Art
Install image, 2022

Education

Benalla Art Gallery is a key learning resource for students and educators in North East Victoria. It is committed to providing a meaningful experience for learners and educators at all levels to engage with works of art through learning programs that address current curricula.

Students can develop new skills and perspectives through creative programs for schools that extend learning beyond the classroom. Tours and workshops provide inspiration for students at all levels.

Benalla Art Gallery coordinates the annual *Showcase*, an exhibition celebrating the artistic talents of Benalla and North East Victorian students. The exhibition provides students from across the region the opportunity for artistic recognition in a public art space, and is representative of a range of media and topics inspiring and affecting our young citizens.

Engagement

Benalla Art Gallery seeks to engage the community through a comprehensive range of activities and programs. The Gallery is deeply embedded in and enriches the daily life of the community. Regular programs include:

- Monthly presentations for U3A members and broader community
- Artist Talks
- Guided Tours
- Regular art activities for under 5s
- School holiday workshops for ages 8 to 15
- Term-based programs of workshops for adults facilitated by professional artists
- Exhibition Launches
- Concerts
- Industry Talks



Top: *First Mondays* talk by exhibiting local artists Anthea Kemp, Frank Burgers, and Ralph Bristow
 Bottom Left: Jennifer Paull provides guidance to *Art on Saturdays* workshop participant
 Bottom Right: Annie Longmuir demonstrates wet felting techniques during Winter 2022 *School Holiday* program

Benalla Art Gallery further seeks to engage the community—and particularly those who don't ordinarily attend the Gallery—through public realm activations. Key examples include the establishment of a nightly, outdoor projection facade in the Benalla Botanical Gardens, and temporary public artwork featured as part of the *PHOTO 2022 International Festival of Photography*.

Collection

The Benalla Art Gallery Collection consists of approximately 1,100 works of art, and was recently valued at \$30 million. Works by Australian artists span from colonial times to the present, and cover a wide range of media. Through the vision of Laurence H. Ledger and his wife Erma (Ledger Bequest), Benalla Rural City Council's acquisition fund and the support of many generous benefactors, the Benalla Art Gallery Collection continues to grow and develop.

Collection highlights include:

Ledger Collection

Australian paintings from the 19th and early 20th century—emphasis on Australian landscapes

- Colonials - Eugene von Guerard; Henricus van den Houten; Edward Roper; William Piguenit; Charles Rolando; Conrad Martens
- Heidelberg - Arthur Streeton; Frederick McCubbin; Tom Roberts; Clara Southern; Isobel (Iso) Rae; Walter Withers
- Australian Impressionists - Emanuel Phillips Fox; Ethel Carrick Fox; John Peter Russell

Modern and Contemporary Art

- Modernists - Grace Cossington Smith; Margaret Preston; Clarice Beckett; Thea Proctor
- Antipodeans - Arthur Boyd; David Boyd; John Brack; Robert Dickerson; John Perceval; Charles Blackman
- Abstractionists - Roy de Maistre; Alun Leach Jones; Godfrey Miller; Leonard French
- 'The Field' Artists - Sydney Ball; Peter Booth; Robert Jacks; Dick Watkins

- Heide Circle - Albert Tucker; Joy Hester; Sidney Nolan; Danila Vassilieff; Arthur Boyd
- Contemporary Photographers - Siri Hayes; Polixeni Papapetrou; Patricia Piccinini; Jacqui Stockdale; Fiona Foley; Leah King-Smith
- Contemporary Artists - Tim Storrier; Rick Amor; Ivan Durrant; Howard Arkley; Juan Davila; Peter Tyndall; Tim Johnson

Indigenous Collection

- Emily Kame Kngwarreye; Albert Namatjira; Long Jack Tjakamara; Rover Thomas (Joolama); Turkey Tolson Tjupurrula; Mick Namarari Tjapaltjarri

Public artworks

Two significant works form part of the Collection

- *The Sir Edward "Weary" Dunlop Memorial* by Louis Laumen, located in the Benalla Botanic Gardens
- *Benalla Ceramic Mural* located on the shore of Lake Benalla, opposite the Benalla Art Gallery

The Benalla Art Gallery Collection is recognised as being of historical, artistic and community significance, including having immense benefit for educational and social purposes, and being a significant tourist drawcard to the region.

Rotational exhibitions are always displayed within the Ledger Gallery; while thematic exhibitions drawn from the Collection regularly feature in the Bennett and Simpson galleries. Works from the Benalla Art Gallery Collection are regularly loaned by peer regional, State and National galleries to feature within major exhibitions.

OUR FUTURE

While delivering a progressive, inclusive, and responsive art program across four main pillars of activity, Benalla Art Gallery has embarked on an equally transformational redevelopment geared towards our future.

This major project commenced in 2019, with the completion of a Feasibility Study and Business Case by Urban Enterprise, confirming the multifaceted social benefit and a Benefit Cost Ratio in excess of 2.0 to be derived from redevelopment.

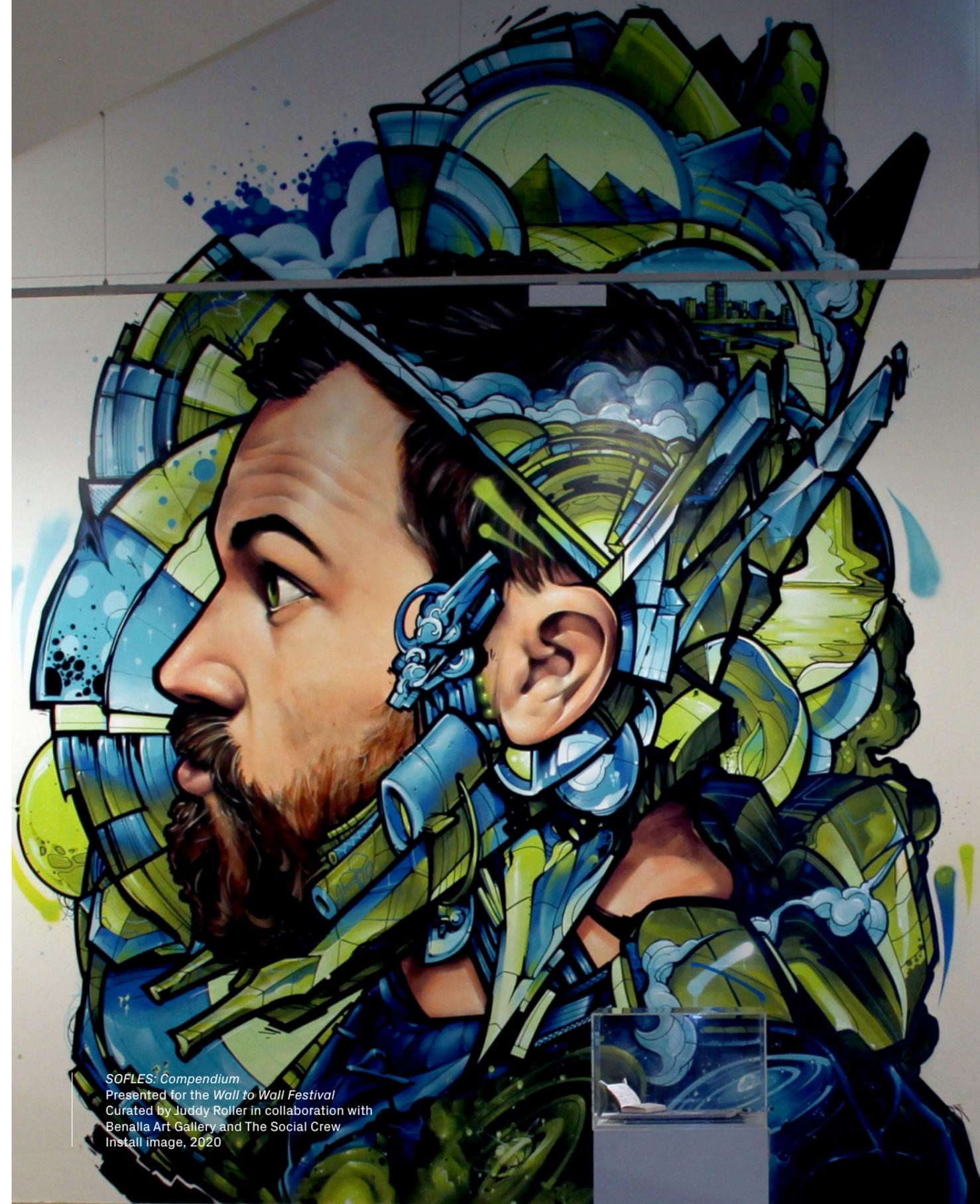
Recognising these findings, Stage 1 redevelopment has been enabled through State Cultural Infrastructure Project funding of \$3 million.

Stage 1 funding will enable critical outcomes, including the development of a Masterplan for the entire redevelopment project by leading architects, Williams Boag (WBa), and physical works to enhance the Gallery experience, hospitality offering, and improve staff and Collection spaces.

Realising the Gallery's inspiring Masterplan in full will enable the Gallery to achieve its Vision of becoming the meeting point in North East Victoria, providing a vibrant and vital cultural platform that supports the arts and social connectivity.

Programming and facility renewal will run parallel to renewal projects to effectively activate the Benalla Art Gallery Foundation, Friends and Membership.

Our New Benalla Art Gallery will generate a confluence of inspiration and ideas to activate culturally related social and economic opportunities.



SOFLES: Compendium
Presented for the *Wall to Wall Festival*
Curated by Juddy Roller in collaboration with
Benalla Art Gallery and The Social Crew
Install image, 2020



Robert Jacks: Rhythmic Compositions
Install image, 2021



OBJECTIVES

As the meeting point in North East Victoria, by 2030, Benalla Art Gallery will achieve:

Exhibitions

- Build civic pride, understanding of the region and its rich history, and support the development of sustainable local arts practices through a dedicated program of exhibitions by local artists, and of local interest
- Deliver a program of exhibitions which engage meaningfully with contemporary art and artists, in order to stimulate discussion, explore diverse concepts, and ensure the Gallery's prominent position of relevance within the sector
- Enhance the Gallery's experiential offer of drawcard exhibitions, new and immersive technologies, and special projects, which combine to enhance the local experience and bolster Benalla's visitor economy

Education

- Improve levels of motivation and self-discipline, self-esteem, life satisfaction and resilience for Benalla students by providing opportunities to engage with arts and culture in their educational experience
- Inspire and actively support educational pursuits, and champion lifelong learning
- Stimulate engagement with and heightened understanding of the visual arts specifically through research and publishing, exhibitions and programs, and pathways for tertiary arts students and graduates



Engagement

- Build greater awareness of and active participation in the Gallery program
- Enhance the cultural life of Benalla; establish the Gallery as a meeting point for community broadly and for identified target demographics and groups
- Foster a more dynamic cultural and recreational experience of Benalla
- Actively work to improve Indigenous engagement for the Gallery and the city through a sequential observance of actions recommended in 'First Peoples: A Roadmap for Enhancing Indigenous Engagement in Museums and Galleries'

Collection

- Improve access to the Benalla Art Gallery Collection
- Improve the management, storage and conservation of the Benalla Art Gallery Collection in line with industry standards
- Develop the Benalla Art Gallery Collection through policy, resourcing, and targeted areas of acquisition

EXISTING OPPORTUNITIES

Benalla Art Gallery, in working towards a Vision of becoming the meeting point in North East Victoria, has numerous opportunities; be they strengths on which to build, or new avenues to pursue, including:

Become a definitive cultural hub

Position the Gallery as a must-see destination and cultural hub for community engagement. Leverage and enhance existing strengths including close proximity to Hume Highway; picturesque Lake Benalla and Botanical Gardens setting; and iconic modernist building

Exhibitions and public programs

Consolidate Benalla Art Gallery's reputation for presenting a diverse, high quality exhibition program and dynamic range of programs. Pursue opportunities to activate new exhibitions and programs which complement existing offerings; engage new audiences; build sector profile; attract tourists; nurture partnerships; and generate revenue

Community support and advocacy

Meaningfully engage a vibrant and engaged community who want to see the Gallery succeed, evidenced through invested stakeholder groups (Committee, Trust, Friends, Volunteers) and visitation rates above industry standard. Grow Benalla Art Gallery's supporter base by developing mutually beneficial partnerships with community organisations (160+ locally). Contribute positively to Benalla Rural City's preparation for population growth, acknowledging a burgeoning interest in the role of the arts in society and high levels of expectation for those looking to move to regional Australia

Permanent collection

Maximise benefit that can be derived from Benalla Art Gallery's unique, high value permanent Collection. Pursue opportunities to increase engagement with the Collection through exhibitions, publishing and research

Financial and economic return

Assume a leadership role in the promotion and encouragement of the long term growth, diversification and strengthening of the local economy, contributing positively to Benalla's economic return. Increase the Gallery's profile with funding partners and philanthropy. In concert with an active Foundation, improve the Gallery's revenue while ensuring operational sustainability

THE WAY FORWARD

In pursuing the Gallery's Vision it will chart a course to navigate and ultimately overcome existing limitations and risks:

Resourcing

Consolidate existing revenue sources while exploring and developing new ones. The Foundation will play an important part in spreading the load and ensuring the Gallery's viability and ability to provide service to the Benalla community in a sustainable way, mitigating a currently deficient resourcing position

Building and Infrastructure

The new Benalla Art Gallery—particularly achievement of an improved revenue position and major redevelopment—will renew critical systems which currently fail to meet sector requirements; improve poor quality and spatially limited Collection and general storage; enhance currently limited gallery space for permanent Collection, major touring shows, purposed spaces for community participation and programs; and resolve accessibility barriers

Marketing and communications

Improve communications and ultimately the Gallery profile through the development of a more sophisticated and better resourced marketing infrastructure

Relationships

Intrinsic to the Gallery's function and success is the strength of its relationships. The Gallery will establish and sustain meaningful relationships to support operational and financial independence; something currently compromised by the resource position and any staff changes in Council, Committees and Philanthropic organisations

Changing audience and environment

Benalla Art Gallery will program for the future, acknowledging a significant current audience base is ageing, and the need to attract new generations of Benalla Art Gallery visitors and supporters. Adopting this programming ethos will do away with 'status quo' which does not reflect the changing and diverse needs, behaviours and characteristics of audiences. The Gallery will proactively work with new and renewed galleries in the area, taking a position of collaboration to form a compelling multi-layered arts experience in broader region

APPENDICES

References

Within the new *Benalla Art Gallery Strategy*, an aspirational Vision, Mission, Values and Objectives have been established with reference to a suite of local, regional, state and national policy and strategy documents. These documents include:

- [1.A] *Benalla Art Gallery Feasibility Study, Concept Plan and Business Case 2020*

In 2019, Benalla Rural City Council, with majority funding contributed by the Benalla Art Gallery Acquisition Trust and Friends of Benalla Art Gallery, engaged Urban Enterprise to prepare a *Feasibility Study, Concept Plan and Business Case* for the redevelopment of the Benalla Art Gallery. This document was completed in 2020, articulating the need for redevelopment, exploring opportunities and response options, and setting project priorities, as below:

- Strengthen the Benalla Gallery and its role as a leading interpreter and communicator of Australia’s regional cultural heritage
- Strengthen Benalla and the High Country as an Arts and Cultural destination
- Strengthen community health, wellbeing and resilience
- Grow the local and regional economy
- Create lasting and memorable experiences
- Improve the storage, conservation and management of the collection
- Improve the long-term financial viability of the Gallery
- Activate the Lake and Botanical Gardens Precinct

The findings of this document were the catalyst for \$3m funding for Stage 1 Redevelopment, provided through the Victorian State Government’s *Regional Cultural Infrastructure* grant.



- [1.B] *Benalla Rural City Tourism and Events Strategy 2018-2022*

In 2018, Benalla Rural City Council adopted a new *Tourism Strategy*, setting a plan to grow the visitor economy, with a target of capturing 11.5% of the High Country’s visitors by 2022.

The Strategy communicated a vision for Benalla to be recognised as the High Country’s cultural centre—building on the focal point provided by Benalla Art Gallery, street art, silo art and existing events. The Council committed to Benalla becoming known for a thriving arts and culture scene, driven by quirky events and artisan products and connection to nature, and encouraging visitors to “see the art in everything”.

The Strategic Priorities were:

Offering iconic experiences

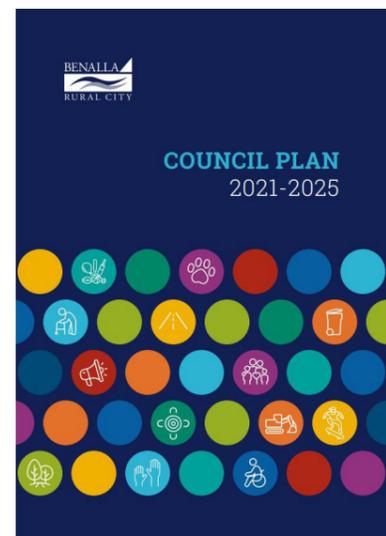
- Build a depth and range of experiences which provide visitors with a compelling range of reasons to visit Benalla
- Maximise emerging assets in nature-based ‘art in the landscape’ tourism activities to provide a range of experiences which showcase the region

Events

- Build a strong year-round program of curated events to promote visitation and increase visitor interest in the area
- Develop and strengthen cultural and events offerings towards the goal of consolidating Benalla’s reputation as the cultural centre of the High Country

Leveraging existing strengths

- Building on Benalla’s strengths in art and culture, heritage and nature-based tourism; place emphasis on encouraging the continued development of existing products and experiences
- Making better connections between Winton Motor Raceway and Benalla, ensuring the region fully benefits from this key asset
- Taking advantage of Benalla’s location in close proximity to busy highways to attract new visitors. Rationalisation of existing signposting can play an important role in this regard



Partnerships, engagement and ownership of tourism in Benalla

- Work in partnership with Tourism North East, VTIC and mainstream business to support providers to grow industry capacity and capability and deliver high quality tourism experiences
- Develop a strong understanding of the value of tourism within Council, local businesses and the community
- Promote ownership and pride within business and the community and encourage continuous improvement in service delivery to the benefit of overall visitor experience delivery
- Co-ordinated marketing of Benalla, based on close collaboration with Tourism North East and local partners, incorporating social media, Official Visitor Guide, and the single “Enjoy Benalla” consumer website promoting the region

Building and activating attractive precincts

- Develop the potential of the Art Gallery/ Lake Benalla area as a major new precinct for communities and visitors
- Work with retailers and service providers to build weekend ‘reasons to visit’

— [1.C] *Benalla Rural City Council Plan 2021-2025*

In late 2021, Benalla Rural City Council developed and adopted a new *Council Plan*, setting a future Vision of providing a sustainable, thriving and cohesive community where lifestyle, culture, health and wellbeing are supported by strong leadership and community partnership.

Five themes provide the framework for the key objectives and strategies within the *Council Plan*:

Community

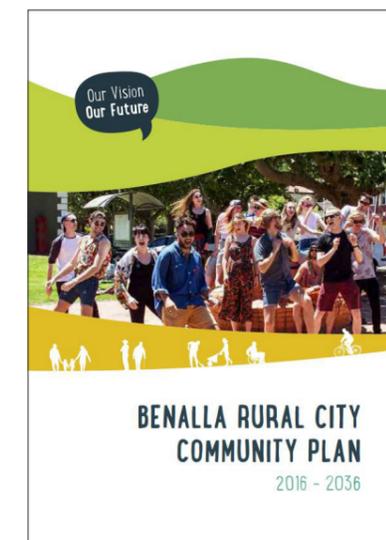
- A healthy, safe and resilient community
- A connected, involved and inclusive community

Liveability

- Vibrant public spaces and places
- Connected and accessible roads, footpaths, transport and parking

Economy

- Thriving business and industry
- Flourishing tourism
- Diverse education and employment
- Population growth



Environment

- Healthy and protected natural environment
- High quality, efficient and sustainable waste management
- Sustainable practices

Leadership

- Good governance
- High performance culture
- Engaged and informed community
- Effective and responsive advocacy

— [1.D] *Benalla Rural City Community Plan 2016-2036*

During 2016, a long-term *Community Plan* was developed for Benalla Rural City, reflecting the aspirations and motivations of the community. The project was overseen by a community-based steering committee with 11 independent community representatives from across Benalla Rural City. Over 700 people and many community groups participated in developing the plan, which took over 12 months to complete.

The Plan guides the community in making decisions to promote the future we seek and is driven by the community for the community.

A Community Plan Implementation Steering Committee was established to work on 46 strategic directions identified in the Plan. The Plan outlines broad objectives and strategic directions for strengthening liveability, sustainability, inclusivity and resilience under seven themes:

Community wellbeing and sense of place

- In 2036 we will be a vibrant, cohesive rural city celebrating our valued and progressive lifestyle, diversity and cultural heritage. All our communities will be working together in partnership to strengthen our overall wellbeing and sense of place

A well-connected and accessible community

- In 2036 we will be a well-connected and accessible community with quality, well-maintained and utilised infrastructure, including integrated transport and advanced telecommunications

A vibrant, thriving and progressive economy

- In 2036 Benalla Rural City will boast a diverse, robust and resilient economy attracting ongoing investment, providing a destination of choice for new industries and job opportunities in a culture of innovation and entrepreneurship

Planned population growth

- In 2036 Benalla Rural City will have an increased population with a strong, skilled and innovative workforce. Diversity will be embraced and the welcoming community feel of Benalla Rural City will be maintained with sustainable and planned growth

A sustainable environment

- In 2036 we will have beautiful scenic landscapes and open spaces while responsibly managing our valued natural resources with innovative practices and sustainable planning

Benalla Rural City, a destination of choice

- In 2036 Benalla Rural City will be a destination of choice. Benalla Rural City will host a diverse range of arts, sport and cultural initiatives, programs and events. These will present a range of participation and employment opportunities for visitors and the local community

Leadership and community spirit

- In 2036 Benalla Rural City will have a strong and distinctive spirit and character. Our community will be recognised for its strong leadership, collaborative partnerships, extensive networks, and high level of community engagement and participation

— [1.E] *Victoria's High Country Destination Management Plan 2013-2023*

Tourism North East (TNE) is the regional tourism board representing the 'High Country', which includes six shires – Alpine, Benalla, Indigo, Mansfield, Towong and Wangaratta – and the three major alpine resorts of Falls Creek, Mt Buller and Mt Hotham.

While *Victoria's High Country Destination Management Plan 2013–2023* (DMP) was originally launched in 2013, a review of the document was conducted in 2016 in recognition of a number of key changes in the local tourism landscape.



The *Destination Management Plan* set five regional product pillars: Cycle Tourism; Food, wine and beer; Snow; Nature-based Experiences; and Arts and Cultural Heritage.

Benalla is embedded most deeply in the Arts and Cultural Heritage pillar. Of the current product, the DMP states, "... Benalla Rural City has looked to position itself as a leader in the arts space, with a waterfront gallery featuring a range of both contemporary and traditional displays, 'Wall to Wall' street murals, a number of small museums and commitment to developing an indigenous offering, particularly at Winton Wetlands."

The DMP further notes that Arts and Cultural Heritage "...is a product pillar that requires further development to ensure that the region delivers immersive, memorable and experiential arts and culture experiences that meet current visitor expectations."

As such, 'Arts and Culture Invigoration' is defined as one of eight priority projects in the DMP, specifically noting TNE's role in "supporting infrastructure works like the Benalla Art Gallery Redevelopment and Winton Wetlands Connectivity Project, as well as the development of highly engaging products associated with the Ned Kelly story, the local indigenous experience, and a High Country Art Discovery product. Once developed, brand and marketing work will be required to take these products to market."



— [1.F] *Creative State 2025*

Creative State 2025, unveiled in mid-2021, is the Victorian Government's four-year creative industries strategy, designed to grow jobs and skills, and secure Victoria's reputation as a global cultural destination and bold creative leader.

The Strategy aims to engender stability, create opportunity and stimulate growth for Victoria's creative workers, businesses and industries.

Building upon the Victorian Government's landmark *Creative State Strategy (2016-2020)*, the Strategy comprises 25 actions across five strategic priorities and is designed to support:

More and better job opportunities and pathways

- More jobs for more people, clearer career paths, and a more representative workforce in the creative economy

Innovative creative products and experiences

- Work that defines and represents Victoria's capability and cultural identity, breaks new ground and expands the sector's economic and public value

Industry stability and growth

- Stronger organisations, businesses and enterprises, employing more people, operating sustainably and producing creative products and services

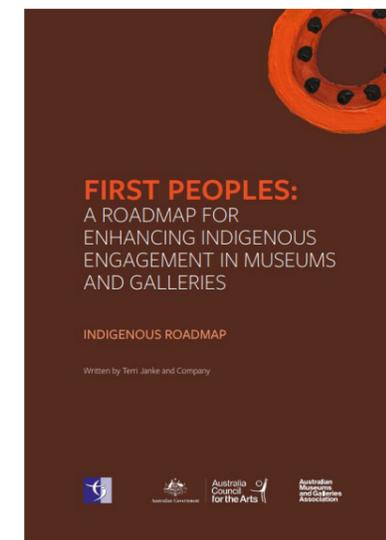
Equitable access to the creative industries

- Victorians have access to high-quality and diverse creative and cultural experiences, wherever they live; our world-class cultural attractions welcome all

New audiences and markets

- Victoria's creative practitioners, organisations and businesses find a wider audience, new markets for their products and services, and increased revenue

Under the 'Equitable Access to creative industries' priority, the redevelopment of Benalla Art Gallery is named as a priority project.



— [1.G] *First Peoples: A Roadmap for Enhancing Indigenous Engagement in Museums and Galleries*

Action 18: Enhance regional Victoria's creative infrastructure

- By delivering projects including a new exhibition space in Kyneton, upgrades to Benalla Art Gallery and further investment in the Castlemaine Goods Shed, Geelong Arts Centre, Shepparton Art Museum, and Latrobe Creative Precinct.

The Australian Museums and Galleries Association 10-Year Indigenous Roadmap is committed to improving Indigenous engagement and employment. The Roadmap was developed for the museums and galleries sector, in consultation with the sector. It should be read in conjunction with the Project Report, First Peoples and Australian Museums and Galleries. The Audit report should also be referenced.

The project was funded by the Australia Council for the Arts.

The Roadmap was developed for the museums and galleries sector in consultation with the sector. It is built on five Key Elements for Change:

Reimagining Representation

- Indigenous representation in the museums and galleries sector has ranged from excellent to offensive. Reimagining Representation aims to shift the way Indigenous peoples are represented in museums and galleries. It does so through reflecting on injustices, which means addressing previous and current policies and representations that have been offensive and hurtful to Indigenous Australians, and apologising, as well as looking at ways to represent these issues in exhibitions and other public programs. Additionally, Amplifying Indigenous Voices, Acknowledging Indigenous Knowledge, National Coordination of Programming and Increasing Indigenous Audiences, all focus on changing the way museums and galleries represent Indigenous Australians and moving towards a more respectful sector.

Embedding Indigenous Values into Museum and Gallery Business

- Indigenous Australians who are outside the sector, and working within, often struggle with engaging with galleries and museums, as they have been mistreated in the past. Embedding Indigenous Values into Museum and Gallery Business seeks to reshape the

environments of these spaces. It does so through encouraging museums and galleries to take up RAPs and align policies with Indigenous values. Additionally, placing Indigenous peoples on boards means that there is an Indigenous voice helping to shape the direction of the museum or gallery.

Introducing cultural safety and cultural competency means that the non-Indigenous employees will have training in understanding many of the issues that Indigenous people face when working or entering these spaces. Therefore, non-Indigenous employees can be more empathetic when working with Indigenous people or Indigenous cultural material. Creating welcoming spaces gives Indigenous peoples the opportunity to have areas inside museums and galleries that are designed by them, for them. This addresses some of the struggles Indigenous visitors might have when entering museums and galleries, as they will have a safe space to retreat to, to engage with their cultural material separately.

Finally, the introduction of the Indigenous Art Code will ensure that works being sold are made by Indigenous Australians and are not fake. Integrating these things into museums and galleries will make the spaces safer for Indigenous people.

Increasing Indigenous Opportunity

- Indigenous Australians deserve to have opportunities to work, connect, develop, and advise museums and galleries. Increasing Indigenous opportunity addresses this by advising how employment of Indigenous staff should be done and maintained. Indigenous staff should also have professional development and training opportunities, that link into furthering their knowledge or working their way into executive positions. It outlines that Indigenous cultural advisors should be fairly compensated for their work.

Additionally, Indigenous staff often face issues that other staff do not, so having a national network for Indigenous staff would mean that they had a support network which they could draw from. Partnerships and Procurement also provide Indigenous businesses and organisations opportunities to work alongside museums and galleries. This enhances relationships and builds trust. It also means that Indigenous businesses and organisations can advance and employ other Indigenous people.

Two-way Caretaking of Cultural Material

- Indigenous cultural material in museums and galleries needs to be managed and displayed carefully. If staff members understand how to interact with this cultural material, and the people associated with it, correctly, then there will be more collaboration throughout the sector.

The displacement of Indigenous communities and stealing of cultural material has resulted in unprovenanced material existing in museums and galleries. This means that there is cultural material inside museums and galleries collections where there is almost nothing known about it. Even more upsetting, Indigenous communities might have forgotten that piece of culture, and without access to it, might never revitalise it.

Unprovenanced ancestral remains are even more concerning for Indigenous peoples. There are unprovenanced ancestral remains inside museums and galleries in Australia and Internationally. The return of ancestral remains is one of the most essential parts of this Roadmap. There can be no relationships between museums and galleries and Indigenous communities, if Indigenous communities still feel their ancestors are trapped in these institutions.

Building relationships, understanding and opening up collections and working together will help to build trust and allow Indigenous peoples to have a say in how their cultural material is looked after.

Under each Key Element there is a table of Action Options listing what the Australian Museums and Galleries Association (AMaGA) — the association (National Council, National Office, state/territory Branches and National Networks) — can do; and what museums and galleries — communities, networks and audiences — can do to enhance Indigenous engagement and opportunities.

In order for the Roadmap to be successful, the entire sector needs to adopt it. The Roadmap is for the museums and galleries sector and all those that interact with it.



— [1.H] *National Cultural Policy 2022*

The Federal Government is currently undertaking extensive sector and community consultations to develop a new *National Cultural Policy*, which will establish a comprehensive roadmap to guide the skills and resources required to transform and safeguard a diverse, vibrant and sustainable arts, entertainment and cultural sector now and into the future.

The starting point for the Policy's development will be *Creative Australia*, the national cultural policy launched by Prime Minister Julia Gillard in 2013.

This new policy will be shaped by the diverse voices of the Australian arts, entertainment and cultural sector around the five goals of *Creative Australia* which have been distilled to the following pillars:

First Nations

- Recognising and respecting the crucial place of these stories at the centre of our arts and culture

A place for every story

- Reflecting the diversity of our stories and the contribution of all Australians as the creators of culture

The centrality of the artist

- Supporting the artist as worker and celebrating their role as the creators of culture

Strong institutions

- Providing support across the spectrum of institutions which sustain our arts and culture

Reaching the audience

- Ensuring our stories reach the right people at home and abroad



— [1.I] *Benalla Art Gallery Collection Significance Assessment 2022*

In 2021, Benalla Art Gallery secured a Community Heritage Grant. Funded by the Australian Government through the Department of Infrastructure, Transport, Regional Development and Communications (Office for the Arts); National Library of Australia; the National Archives of Australia; the National Film and Sound Archive and the National Museum of Australia, the Grant enabled the development of a *Significance Assessment* of the Benalla Art Gallery Collection, undertaken by experienced arts professional and consultant, Caroline Field.

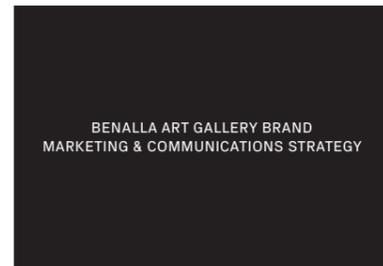
The report has been developed to assist Benalla Art Gallery and Benalla Rural City Council to further understand the significance of the Collection, how the Collection currently meets the needs of the Benalla community, how effectively it is being managed, and the potential to further develop the Collection.

The collating and interpretation of data that forms the basis of the *Benalla Art Gallery Collection Significance Assessment* was based on Significance 2.0, a guide to assessing the significance of collections, developed by the Collection Council of Australia Ltd.

This Significance Report addressed the following key components:

- The context of the Collection
- The history of the Collection
- The content of the Collection
- Comparison of the Collection against other collections
- Significance of the Collection against agreed criteria (historic, artistic and community)
- Preparation of a Statement of Significance

Importantly, the Assessment also delivered a list of key recommendations and actions to improve future Collection access, management and development.



— [1.J] *Benalla Art Gallery Brand, Marketing and Communications Strategy 2019*

Benalla Rural City Council commissioned 3Deep to produce a *Brand, Marketing and Communications Strategy* for the Benalla Art Gallery in 2019. The purpose of the Strategy was to give the Gallery a new brand identity design—which included a redesign and branding alignment of the Gallery brandmark and graphics with a standalone website, and renewal of associated brands such as the onsite food and beverage provider.

The Strategy was supported by consultation with key stakeholders to assist in informing the objectives, opportunities and recommendations of the Strategy.

Consultation was undertaken with Council, Gallery management, the Benalla Art Gallery Committee, Friends of the Benalla Art Gallery, partnering artists, and stakeholders from Tourism North East.

The report included an assessment of gallery strengths, weaknesses, opportunities and threats drawn from the consultation, thus providing insights and findings relevant to both the redevelopment of the Gallery and the Gallery's future activities. The *Brand, Marketing and Communications Strategy* findings are particularly informative in the setting of organisational Values (p. 10), and the defining of Opportunities (p. 28) and Challenges (p. 29), while remaining conscious of local, national, and sector changes particularly experienced in the COVID-impacted years following 3Deep's assessment.



— [1.K] *The Arts in Regional Australia: A Research Summary 2017*

In 2017, the Australia Council for the Arts collated findings from a number of the Australia Council's research publications—chiefly *Connecting Australians: Results of the National Arts Participation Survey*—to build an evidence base about regional arts and artists, and engagement with the arts in regional Australia. Key findings were:

Impacts, attitudes and giving to the arts

- People living in regional Australia increasingly recognise the positive impacts of the arts on their daily lives and communities
- 7 in 10 people in regional Australia believed the arts had a 'big' or 'very big' impact on stimulating their minds (68%)
- 65% believed the arts impact their ability to think creatively and develop new ideas, up from 57% in 2013
- 64% believed art had a 'big' or 'very big' impact on child development
- 62% believed the arts help us understand other people and cultures
- 57% believed the arts impact our sense of wellbeing and happiness, up from 52% in 2013
- 57% believed the arts shape and express Australian identity, up from 44% in 2013
- 42% believed the arts bring customers to local businesses

Arts engagement in regional Australia

- Residents of regional Australia are as likely to creatively participate in the arts as residents of metropolitan Australia and living in a regional area does not substantially affect overall arts attendance

Regional artists

- 1 in 6 professional Australian artists live in regional cities or towns, and around 1 in 10 live in rural, remote or very remote areas
- 1 in 4 visual artists live in regional cities or towns (24%) and 12% live in rural or remote areas
- In regional, rural and remote areas the majority of artists are female and those who live outside capital cities tend to be older on average
- Regionally based artists have increasingly negative perceptions about the impact of their location on their practice. Artists living in the regions earn almost a third less than their city counterparts for creative work

First Nations peoples' arts engagement in regional and remote Australia

- 1 in 3 First Nations people in remote Australia creatively participate in First Nations arts and almost 1 in 10 earn income from the arts
- Remote creative arts participation rates declined between 2008 and 2014–15 driven by declines in remote NT and Queensland – a concerning trend given the importance of First Nations arts to cultural and economic sustainability, and community wellbeing

Community Insights

To achieve Benalla Art Gallery’s Vision of establishing itself as **the meeting point** in north east Victoria, it must commit to progressive, inclusive, and responsive art programming and practices.

As such, Benalla Art Gallery must fully understand the context of the community it serves, in order to then deliver the most impactful activities and transformational social, cultural, and economic outcomes.

The following community insights have been foundational to the development of this Strategy, particularly the defining of Objectives.

- [2.A] *Benalla Rural City Council Plan 2021-2025 + Community Strengths / Challenges + Top Ten Services + Impacts of COVID-19*

A number of pieces of informative data were captured throughout the *Benalla Rural City Council Plan 2021-2025*, including:

Community Strengths / Challenges

The top ten community strengths that community members shared were:

1. Friendly/caring people
2. The Lake
3. Peaceful and quiet
4. Country living/relaxed lifestyle
5. Community facilities (e.g. Swanpool Theatre, BPACC, sporting facilities, seniors citizens, Winton, Art Gallery)
6. Parks/gardens/playgrounds (Splash Park, Rocket Park, Gardens)
7. Community activities (e.g. footy, golf, market, U3A, community garden)
8. Small town
9. Good location
10. Clean/tidy

The key challenges that community consultation revealed were:

1. Ageing population
2. Mental health
3. Planning for population growth
4. Climate change
5. Sustainable living



6. Small business support
7. Vulnerable communities
8. Affordable and diverse housing
9. Retaining and engaging young people
10. Volunteering
11. Community engagement and communication
12. Impact of COVID and COVID recovery

Top ten services

The Council Plan community survey captured the top ten services of importance for Benalla Rural City residents:

- Parks, gardens and playgrounds
- Waste management
- Pool/aquatic centre
- The arts
- Library
- Sporting reserves
- Roads and drainage
- Walking and bike paths
- Footpaths
- Seniors centre and services

Impacts of COVID-19

Benalla Rural City residents who completed an online survey (286) shared that COVID-19 had affected them in a number of ways, with the social impact being the greatest:

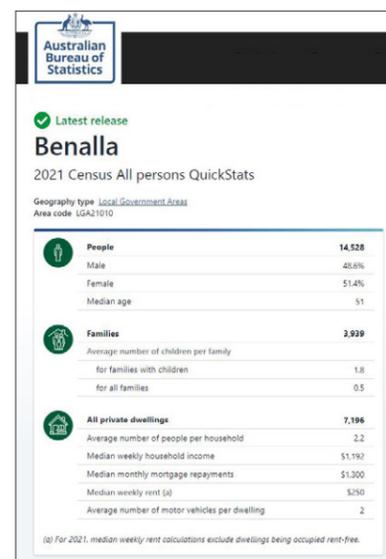
- 84% - Social impact
- 33% - Emotional impacts
- 31% - Economic impact
- 11% - Not affected

Additional COVID-19 impacts shared by community members were travel bans, physical/health issues due to service access disruptions, home schooling challenges, volunteer management and work/life balance issues.

The top three areas that community members wanted Council to focus on during COVID recovery were:

- 51% - Help people to reconnect to their community
- 47% - Support and advocacy for mental health
- 45% - Opening up council services and programs





— [2.B] *The Australian Census 2021*

Every five years, the ABS counts every person and household in Australia. The Census is the most comprehensive snapshot of the country and tells the story of how we are changing. Census data tells us about the economic, social and cultural make-up of the country.

The Census form asks questions about things such as your age, country of birth, religion, ancestry, language used at home, work and education. Only a Census can provide this information for the entire country, including small geographic areas and small population groups.

More than 96% of Australian dwellings completed the Census in 2021, an increase from 2016 Census and above the set target.

A snapshot of the Benalla LGA community revealed:

Population

- Total 14,528
- Male 48.6%
- Female 51.4%

Families

- Total 3,939
- Average number of children per family for families with children 1.8
- Average number of children for all families 0.5

Households

- Total number of private dwellings 7,196
- Average number of people per household 2.2
- Median weekly household income \$1,192
- Median monthly mortgage repayments \$1,300
- Median weekly rent \$250
- Average number of motor vehicles per dwelling 2

Indigenous status

- Aboriginal and/or Torres Strait Islander 284 individuals
2.0% population
- Non-Indigenous 13,133 individuals
90.4% population
- Indigenous status not stated 1,112 individuals
7.7% population

Age

- Median age 51
- 0-9 years 1,320 individuals, 9.1% population
- 10-19 years 1,492 individuals, 10.3% population
- 20-29 years 1,286 individuals, 8.9% population
- 30-39 years 1,437 individuals, 9.9% population
- 40-49 years 1,407 individuals, 9.6% population
- 50-59 years 2,065 individuals, 14.2% population
- 60-69 years 2,410 individuals, 16.6% population
- 70-79 years 1,971 individuals, 13.6% population
- 80 years + 1,156 individuals, 8.0% population

Education

People attending an educational institution

- Preschool 192 individuals, 5.3% population
- Primary 842 individuals, 23.3% population
- Secondary 756 individuals, 20.9% population
- Tertiary: Vocational 291 individuals, 8.1% population
- Tertiary: University 185 individuals, 5.1% population
- Other 76 individuals, 2.1% population
- Not stated 1,264 individuals, 35.0% population

Cultural diversity

Country of birth, top responses

- Australia 11,878 individuals, 81.8% population
- England 361 individuals, 2.5% population
- New Zealand 115 individuals, 0.8% population
- India 106 individuals, 0.7% population
- Germany 97 individuals, 0.7% population
- Netherlands 64 individuals, 0.4% population

Country of birth of parents

- Both parents born overseas 1,775 individuals, 12.2% population
- Father only born overseas 778 individuals, 5.4% population
- Mother only born overseas 490 individuals, 3.4% population
- Both parents born in Australia 10,179 individuals, 70.1% population
- Not stated 1,300 individuals, 9.0% population

Language used at home, top responses (other than English)

- Punjabi 41 individuals, 0.3% population
- German 34 individuals, 0.2% population
- Mandarin 33 individuals, 0.2% population
- Malayalam 31 individuals, 0.2% population
- Italian 27 individuals, 0.2% population
- English only used at home 12,802, 88.1% population
- Households where a non-English language is used 294, 4.9% population

Income and work

Median weekly incomes for people aged 15 years and over

- Personal \$654 (\$803 State average; \$805 National average)
- Family \$1,548 (\$2,136 State average; \$2,120 National average)
- Household \$1,192 (\$1,759 State average; \$1,746 National average)

Unpaid work and care undertaken by people aged 15 years and over

- Did unpaid domestic work (week pre-Census)
8,464 individuals, 67.9% population
(67.2% State average; 67.7% National average)
- Provided unpaid care for child/children (fortnight pre-Census)
2,461 individuals, 19.7% population
(26.3% State average; 26.3% National average)
- Provided unpaid assistance to a person with a disability, health condition or due to old age (fortnight pre-Census)
1,823 individuals, 14.6% population
(12.9% State average; 11.9% National average)
- Did voluntary work through an organisation or group (last 12 months)
2,318 individuals, 18.6% population
(13.3% State average; 14.1% National average)

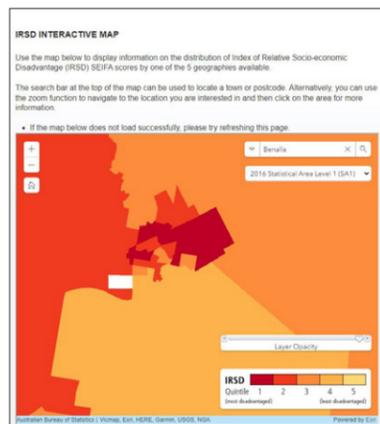
— [2.C] *Socio-Economic Indexes for Areas 2016*

Socio-Economic Indexes for Areas (SEIFA) is a product developed by the ABS that ranks areas in Australia according to relative socio-economic advantage and disadvantage. The indexes are based on information from the five-yearly Census.

SEIFA 2016 is the latest version of this product and consists of four indexes:

- The Index of Relative Socio-Economic Disadvantage (IRSD)
- The Index of Relative Socio-Economic Advantage and Disadvantage (IRSAD)
- The Index of Education and Occupation (IEO)
- The Index of Economic Resources (IER)

Each index is a summary of a different subset of Census variables and focuses on a different aspect of socio-economic advantage and disadvantage.



Some common uses of SEIFA include:

- Determining areas that require funding and services
- Identifying new business opportunities
- Research into the relationship between socio-economic disadvantage and various health and educational outcomes

Benalla is in the lowest decile for Victoria in the SEIFA index—one of 29 communities in Victoria identified as ‘persistently disadvantaged’.

— [2.D] *Dropping off the Edge 2021
Persistent and multilayered disadvantage
in Australia*

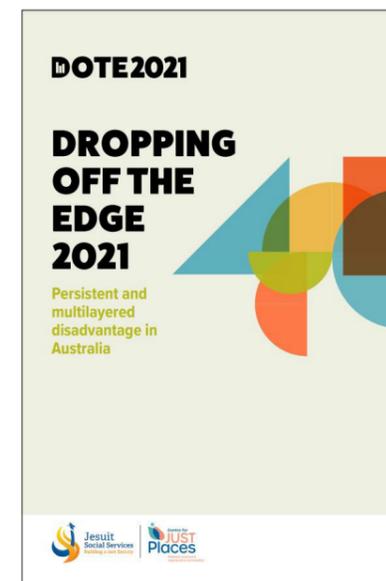
Dropping off the Edge 2021 identifies areas of disadvantage in every Australian state and territory and uncovers the web of factors that must be solved for these communities, and our nation, to thrive.

It clearly shows that complex and entrenched disadvantage is experienced by a small but persistent number of locations in each state and territory across Australia.

In Victoria, disadvantage is disproportionately borne by a small number of locations, many of which are facing challenges in multiple areas. The research found that 5% of the total locations (24 SA2s) accounted for 29% of the most disadvantaged positions across all indicators. Five locations, about 1% of all communities, accounted for 9% of the most disadvantaged positions.

Benalla remains listed as an SA2 locality—in the middle band of the 40 most disadvantaged locations in Victoria, and one of only ten locations on that list to have also been included in both 2007 and 2015.

The measures of dis/advantage in 2021 were Social Distress; Health; Community Safety; Economic; Education (all used in 2015); and Lifetime Disadvantage and Environment (both introduced in 2021).





— [2.E] Australian Public Galleries Snapshot 2019

Within regional Victoria, there are 19 local government owned and operated galleries. The majority of these are defined as small galleries of up to five FTE staff, with the remainder operating as medium galleries with six to 25 FTE staff. Other gallery benchmarking includes collection size and value, visitation, exhibition spaces, exhibitions and programs.

Benalla, with 3.4 FTE staff, is currently defined as a small regional gallery.

The data provided in the comparisons below show Benalla Art Gallery in relation to other small and medium galleries. The data was drawn from the *National Benchmarking Survey 2019*, undertaken by the Public Galleries Association of Victoria (PGAV) on behalf of the National Public Galleries Alliance (NPGA) to produce the *Australian Public Galleries Snapshot 2019*. The document collates the data of 170 (39%) of our country’s estimated 434 small-to-medium public galleries.

Size	Total # Staff	FTE Staff	Visitation 2019/20	Exhibitions 2019/20	Public Programs Delivered	Education Programs Delivered
Small	3	2.5	3,395	10	20	45
Small	5	3.5	87,326	16	84	20
Small	6	2.3	12,500	20	56	0
Small	10	2.8	9,456	7	8	19
Small	11	8.5	0	28	0	41
Small	19	3.8	33,348	18	186	135
Medium	7	5.56	50,679	17	36	50
Medium	12	5.3	35,000	13	38	47
Medium	13	6.79	40,080	41	21	166
Medium	13	10.8	42,081	19	141	115
Medium	23	10.88	188,893	31	127	291
Medium	37	24	172,000	15	60	289



The comparison clearly evidences the achievement of Benalla Art Gallery, and the strong appetite for arts and cultural activity within the community.

With the fourth smallest staff from those galleries shown, Benalla Art Gallery attracted the third highest visitation, and delivered the fourth most public programs. The findings also underline opportunities to strengthen the Gallery’s education program with commensurate resourcing.

— [2.F] A New Approach
Factsheet series on the Transformative Impacts of Arts, Culture and Creativity

A New Approach (ANA) is Australia’s leading arts and culture think tank, and has shown through independent research and analysis, that Australians from every walk of life participate in and benefit from arts, culture and creativity.

Recognising both the Gallery’s stated Vision and Mission, and the persistent disadvantage made clear through both SEIFA and *Dropping off the Edge* research, ANA’s Factsheet series—*Transformative Impacts of Arts, Culture and Creativity*—outlines just how the Gallery could make a significant impact to the community’s social, cultural and economic outlook.

The Factsheets explored:

Benefits to Society and Place

- 47% of Australians reported feeling society is broken in 2017 and again in 2019
- 36% felt like a stranger in their own country in 2017
- 25% of Australians reported frequent feelings of loneliness in 2018

Strategic investment in arts and culture demonstrably delivers social benefits to communities and places. Some of Australia’s most pressing social issues could be helped through effective investment in proven arts and cultural activities and methodologies.

Arts and culture helps form a more cohesive society by:

- Building feelings of community, belonging, and trust
- Enhancing empathy and inclusion
- Helping combat the growing issues of loneliness and isolation
- Helping individuals and communities to recover from disasters and trauma
- Increasing civic participation
- Making cities, suburbs and regions more liveable

Benefits to the Economy

Cultural and creative activity contributed approximately \$111 billion to the Australian economy (6.4% of GDP) in 2016–17, and employed more than 800,000 people (8.1% of the total workforce). This is an industry area that is internationally recognised as resistant to automation and as a jobs-rich area of the economy. The cultural and creative economy has significant growth potential to 2030 and beyond.

To ensure Australia's creative and cultural industries are equipped to achieve their full potential—that is, successfully capturing a higher share of the global market—they must be effectively supported. But our current arts and cultural policy settings are not aligned with the 21st century marketplace. Australia is falling behind the rest of the OECD in its public expenditure on arts and culture. If this situation continues, Australia's creative and cultural strengths will diminish.

Benefits to Innovation

For global innovation, Australia ranks:

- 93rd of 133 countries according to Harvard's Atlas of Economic Complexity Ranking in 2017
- 42nd of 45 OECD nations in terms of R&D expenditure as a share of GDP in 2019
- 22nd of 126 countries in the Global Innovation Index in 2019, where we rank highly for our political, regulatory and business environment, tertiary education system, and market sophistication, but have a low ranking for creative outputs and knowledge/technology outputs

Innovation – defined as 'fresh thinking that creates value' – is a key global driver of industry growth. It follows that stimulating and supporting innovation has become a key strategic priority for governments and corporations globally. Given that creativity drives innovation, Australia can strengthen its capacity for innovation by investing in, and enhancing, our nation's creative capabilities.

Arts and culture helps foster innovation by:

- Developing creative capacity in individuals through participation in arts and culture
- Individual creative capacity improves organisational and industry creative capacity by driving innovation
- Creative industries influence innovation across the rest of the economy

Benefits to Health and Wellbeing

Arts and culture, when used in both clinical and wellbeing settings, deliver positive health and wellbeing impacts. The relationship between engagement with arts and culture, and benefits to health is indirect but strong—as evidenced by various credible international and national research sources.

In times of crisis, arts and culture are more critical than ever. The world changed in 2020, and the evidence about the impacts of arts and culture are more relevant than ever. Research shows that, during and following major crises such as health emergencies or natural disasters, effective arts and cultural activities are those that aim to reconnect affected communities, reduce feelings of isolation, strengthen people's connection to place, provide opportunities for reflection and commemoration, and foster a shared sense of hope and optimism. Arts and cultural activity can also increase a nation's soft power potential; a critical resource during a period of global disruption.

In improving health and wellbeing outcomes, engagement with arts and culture helps generate:

- A sense of mastery and control over circumstances and surroundings
- A bigger and more diverse social network, which builds social capital

Benefits to Education and Learning

Today's young people may expect to be employed in up to 17 different jobs—and across five different careers—during their working lives. Adaptable skills and flexible mindsets will be key employment factors for future workforces. Tomorrow's employees will be expected to navigate a wide range of tools and tasks, specialised skill requirements and diverse workplace cultures as they move through multiple roles and careers.

Investing in arts and culture-based education opportunities will support the development of essential skills, enhancing and strengthening the employability of future generations.

Research shows Australian students who actively engaged with arts, culture and creative activities had higher levels of motivation and self-discipline, better self-esteem, higher life satisfaction and were better at bouncing back from academic setbacks.

US students who chose a creative elective (visual arts, drama, music or dance) in grades 6 or 7 had a higher overall GPA in that year and in following years compared with their peers, no matter what their GPA was in grades 1 to 5.

Benefits to International Relations

As nations seek to better understand and measure the impact of their engagement with international partners, the value and importance of cultural reputation is becoming increasingly clear. Australia's arts and culture activities and institutions enhance our reputation with our international neighbours. Australia also capitalises on its creative and cultural strengths through diplomatic activities such as cultural exchanges.

Benefits to a Rich Cultural Life

31.4% of adults and 96.6% of 5 to 14 year olds participated (rather than just attending or observing) in artistic/cultural creation or performance in 2017. While participation in arts and culture is widespread, our per capita funding for arts and culture has been steadily decreasing over the last decade.

Research indicates that investing in programs and activities that ensure all Australians have opportunities to access a broad variety of arts and cultural experiences from a young age, irrespective of their family's location or financial position, can help to break down social inequities.

A rich national cultural life is exemplified by:

- significant engagement with arts and cultural activities across the population
- recognition that Australia's arts and cultural terrain is enriched by diversity, and particularly by the important and ongoing contributions of Aboriginal and Torres Strait Islander people across all forms of artistic and cultural expression
- minimal barriers to arts and cultural participation
- access to a wide range of arts and cultural activities, including options relevant to diverse audiences
- supportive economic environments that successfully sustain arts and culture practitioners and producers

Common barriers to arts and culture access in Australia include:

- Economic:
 - Event or activity costs
 - Transport costs
 - Time costs
 - Cost perceptions
- Social:
 - Lack of exposure
 - Cultural barriers
 - Language barriers
 - Accessibility issues
- Geographic:
 - Public transport access
 - Cost of fuel
 - Travel times
 - Accessibility issues



Little Artists
Benalla Art Gallery program of free
workshops for Under 5s
July 2022

Detailed Objectives Matrix

Expanding on the high level Objectives, these detailed breakdowns articulate key actions, performance measures, and how each aligns with relevant Local, State, and National policy and strategy.

- Short term deliverable
- Medium term deliverable
- Long term deliverable

— [3.A] Exhibitions

The following Objectives support the Benalla Art Gallery’s delivery of a high quality and relevant program of exhibitions, which is designed to engage the local community broadly; build sector relevance and institutional reputation; and deliver economic outcomes through the attraction of cultural tourists.

OBJECTIVE	ACTION	PERFORMANCE MEASURE	POLICY AND STRATEGY ALIGNMENTS
Build civic pride, understanding of the region and its rich history, and support the development of sustainable local arts practices through a dedicated program of exhibitions by local artists, and of local interest	Ensure dedicated community artist/interest exhibition space delivered through Benalla Art Gallery redevelopment; focus on artists of the region through Simpson Gallery programming	<ul style="list-style-type: none"> • Dedicated space included within final Master Plan, 2023 • Two exhibitions featuring artists of the region in Simpson Gallery annually, attracting 5,000+ visitors each 	Local: Community - A connected, involved and inclusive community [1] State: Industry stability and growth [13] Federal: A place for every story
	Develop and present major contemporary exhibitions inspired by, responding to, celebrating, revealing, and reinterpreting significant moments, stories, features and interests of the region	<ul style="list-style-type: none"> • Major contemporary response to local topic delivered biennially 	Local: Community - A connected, involved and inclusive community [5] State: Innovative creative products and experiences [10] Federal: A place for every story
	Present monthly rotational Gallery Shop Exhibitions to support and sustain creative practitioners in the region	<ul style="list-style-type: none"> • 12 Gallery Shop Exhibitions delivered annually 	Local: Community - A connected, involved and inclusive community [1] State: Industry stability and growth [13] Federal: The centrality of the artist
	Incorporate locally-produced video art content into an expanded program for the Outdoor Projection Facade	<ul style="list-style-type: none"> • Present local artworks/events from a standardised Application Process as part of each annual program 	Local: Community - A connected, involved and inclusive community [1] State: Industry stability and growth [12] Federal: The centrality of the artist
	Develop and maintain a current Artist Register, capturing brief artist bios, examples of works, relevant links and publications, and expressed interest in being involved in various components of the Benalla Art Gallery program	<ul style="list-style-type: none"> • Develop and publish standardised Artist Registration Form, 2023 	Local: Community - A connected, involved and inclusive community [1] State: More and better job opportunities and pathways [2] Federal: The centrality of the artist
Deliver a program of exhibitions which engage meaningfully with contemporary art and artists, in order to stimulate discussion, explore diverse concepts, and ensure the Gallery’s prominent position of relevance within the sector	Develop a unique, financially sustainable, national acquisitive prize which increases Benalla Art Gallery’s engagement with a large network of leading contemporary artists, and enhances the Gallery brand	<ul style="list-style-type: none"> • Present inaugural prize exhibition attracting 250+ entries from artists nationwide and 20,000+ visitors 	Local: Economy - Flourishing tourism [1] State: Equitable access to the creative industries [16] Federal: Reaching the audience
	Increase current staffing levels to adequately reflect the operational needs of the Benalla Art Gallery in delivering its current and aspirational future program of Exhibitions, namely through the appointment of a Curator	<ul style="list-style-type: none"> • Employ a Curator 	Local: Leadership - High Performance Culture [2] State: Industry stability and growth [11] Federal: Strong institutions
	Enhance the program of Exhibitions by securing strategic partners; work with recognised public and commercial galleries, arts agencies and commercial supporters through exhibition development and presentation stages	<ul style="list-style-type: none"> • Secure three new Exhibition partners annually 	Local: Economy - Thriving business and industry [1] State: New audiences and markets [23] Federal: Strong institutions
	Build Gallery profile, cultural tourist attraction potential, and improve Exhibition visitor experience by working with leading Australian fine and contemporary artists	<ul style="list-style-type: none"> • Present a major exhibition of new work, survey or retrospective by an artist of national regard annually, attracting 10,000+ visitors 	Local: Economy - Flourishing tourism [2] State: Equitable access to the creative industries [16] Federal: The centrality of the artist
Enhance the Gallery’s experiential offer of drawcard exhibitions, new and immersive technologies, and special projects, which combine to enhance the local experience and bolster Benalla’s visitor economy	Develop and present an annual exhibition to specifically engage local and travelling street art audiences, aligned to the <i>Wall to Wall</i> Festival upon its resumption	<ul style="list-style-type: none"> • Present a major exhibition by a highly regarded street artist annually, attracting 10,000+ visitors 	Local: Economy - Flourishing tourism [1] State: Equitable access to the creative industries [16] Federal: Reaching the audience
	Solidify Benalla Art Gallery’s position as a lead regional presenting partner in the biennial <i>PHOTO International Festival of Photography</i> through continued exhibition alignment	<ul style="list-style-type: none"> • Deliver a major exhibition in each iteration of the <i>PHOTO International Festival of Photography</i>, attracting 10,000+ visitors 	Local: Economy - Flourishing tourism [1] State: Equitable access to the creative industries [16] Federal: Reaching the audience
	Contribute significantly to cultural tourism attraction through the development and presentation of an annual Summer ‘blockbuster’	<ul style="list-style-type: none"> • Attract and present a major touring exhibition from reputable state, national, or international touring agency annually, attracting 40,000+ visitors 	Local: Economy - Flourishing tourism [2] State: New audiences and markets [10] Federal: Reaching the audience
	Strengthen Benalla Art Gallery’s visibility in and contribution to the <i>Benalla Festival</i> through formal Exhibition links	<ul style="list-style-type: none"> • Program a relevant exhibition and formally embed as a key program offering within each iteration of the <i>Benalla Festival</i>, attracting 10,000+ visitors 	Local: Liveability: Vibrant public spaces and places [4] State: Equitable access to the creative industries [16] Federal: Reaching the audience
	In referencing available ‘blockbuster’ touring Exhibition product spatial requirements, ensure sufficient exhibition space is delivered through Benalla Art Gallery redevelopment, without compromising concurrent Collection or community exhibition outcomes	<ul style="list-style-type: none"> • Confirm sufficient exhibition space included within final Master Plan, 2023 	Local: Economy - Flourishing tourism [1] State: Equitable access to the creative industries [18] Federal: Strong institutions

— [3.B] Education

The following Objectives support the Benalla Art Gallery in developing a holistic series of programs targeted at primary, secondary and tertiary students and arts educators in North East Victoria. Recognising well-evidenced educational benefits of participation in arts and cultural activities, this pillar of focus will allow Benalla Art Gallery to undertake activities outside of the traditional confines of the gallery environment and provide a content rich, diverse and engaging program of activities and opportunities for youth and arts educators in our region.

- Short term deliverable
- Medium term deliverable
- Long term deliverable

OBJECTIVE	ACTION	PERFORMANCE MEASURE	POLICY AND STRATEGY ALIGNMENTS
Improve levels of motivation and self-discipline, self-esteem, life satisfaction and resilience for Benalla students by providing opportunities to engage with arts and culture in their educational experience	Continue delivery of the free under 5s workshop program, <i>Little Artists</i> ; increase frequency from monthly to weekly	<ul style="list-style-type: none"> 48 <i>Little Artists</i> sessions delivered annually, 500+ participants 	Local: Community - A healthy, safe and resilient community [6] State: Equitable access to the creative industries [17] Federal: Reaching the audience
	Develop a school to tertiary art study pathway through the review and relaunch of Benalla Art Gallery's <i>Art After School</i> program; tailor the program specifically for teen artists to connect with like-minded young people and learn from professional guest artists	<ul style="list-style-type: none"> Complete review and recommendation of <i>Art After School</i>, 2023 Deliver four terms of <i>Art After School</i> programs annually 	Local: Economy - Diverse education and employment [1] State: Equitable access to the creative industries [17] Federal: Reaching the audience
	Prioritise a dedicated Children's Interactive Space as an essential component of the gallery redevelopment; this free space is intended to enable local families an easy, professionally designed creative learning experience linked to the Gallery's program of Exhibitions, and negates scheduling conflicts which may prevent regular participation in other local programs	<ul style="list-style-type: none"> Dedicated space included within final Master Plan, 2023 	Local: Liveability - Vibrant public spaces and places [2] State: Equitable access to the creative industries [18] Federal: Strong institutions
	Encourage broad community creative expression through the development and staging of an annual <i>Young Artist Awards</i> , open to Benalla young people of all ages, with prize categories ranging from Pre-school to Youth	<ul style="list-style-type: none"> Present inaugural prize exhibition attracting 100+ entries 	Local: Community - A connected, involved and inclusive community [1] State: Equitable access to the creative industries [17] Federal: Reaching the audience
Inspire and actively support educational pursuits, and champion lifelong learning	Develop and deliver an in-schools program of hands-on practical arts education. Employ local artists to develop a program of talks and practical workshops, resulting in a body of work by the students to be exhibited at a suitable offsite venue, coordinated by Benalla Art Gallery	<ul style="list-style-type: none"> Deliver an in-schools program and offsite exhibition of student work in every Benalla secondary school annually 	Local: Community - A healthy, safe and resilient community [5] State: Equitable access to the creative industries [17] Federal: Reaching the audience
	Enhance and increase frequency of engagement with Tomorrow Today's suite of education programs; seek and secure funding to enable Benalla Art Gallery to regularly and sustainably value add to Tomorrow Today's program of activities by linking to themes and activities featured in the Exhibition program	<ul style="list-style-type: none"> Facilitate fortnightly PEEP workshops Provide mentor for Connect9 Program Co-design event or exhibition with the <i>Full Impact</i> cohort Host annual Tomorrow Today donor event 	Local: Community - A healthy, safe and resilient community [5] State: More and better job opportunities and pathways [2] Federal: Reaching the audience
	Enable learning and recreational outcomes for communities with access barriers by developing and delivering a fully self contained arts program - that is, tour a suitable work from the Collection and a supporting talk to locations such as Aged Care providers (Coonda, Royal Freemasons, Estia Health), and regional town halls (Myrree, Baddaginnie, Warrenbayne, Goorambat, Tatong)	<ul style="list-style-type: none"> Deliver an outreach program to each Aged Care provider and regional township community hall annually 	Local: Community - A connected, involved and inclusive community [7] State: Equitable access to the creative industries [16] Federal: Reaching the audience
	Support lifelong learning through the continued development and presentation of the monthly <i>First Mondays</i> art talk series	<ul style="list-style-type: none"> 11 <i>First Mondays</i> sessions delivered annually, 300+ participants 	Local: Economy - Diverse education and employment [1] State: Industry stability and growth [13] Federal: Reaching the audience
	Increase current staffing levels to adequately reflect the operational needs of the Benalla Art Gallery in delivering an onsite and outreach Education program, namely through the appointment of an Education Coordinator	<ul style="list-style-type: none"> Employ an Education Coordinator 	Local: Leadership - High Performance Culture [2] State: More and better job opportunities and pathways [5] Federal: Strong institutions
Stimulate engagement with and heightened understanding of the visual arts specifically through research and publishing, exhibitions and programs, and pathways for tertiary arts students and graduates	Develop and make available Children's Activity Books in response to all major Exhibitions; extending engagement with the Exhibition themes and the arts broadly through active and enjoyable participation for children	<ul style="list-style-type: none"> Publish 4 Exhibition related Activity Books annually 	Local: Community - A connected, involved and inclusive community [1] State: Equitable access to the creative industries Federal: Reaching the audience
	Develop and distribute education resources for all major Exhibitions; resources are to be designed to assist teachers in providing learning outcomes for students that link with the school curriculum and the themes explored within the works on display	<ul style="list-style-type: none"> Publish 4 Exhibition related Education Resources annually 	Local: Community - A healthy, safe and resilient community [5] State: Equitable access to the creative industries [17] Federal: Reaching the audience
	Improve key concept exploration within exhibitions through an increased commitment to research and the publishing of critical essays	<ul style="list-style-type: none"> Commission and publish 4 in-depth Exhibition related essays annually, physically or online 	Local: Economy - Diverse education and employment [1] State: Equitable access to the creative industries [17] Federal: Reaching the audience
	Continue the coordination and presentation of <i>Showcase</i> , providing students from across the region the opportunity for artistic recognition in a public art space, and direct experience in developing a body of work for public display through engagement with the Gallery staff. Liaise with the regional network of schools to build participation and streamline entry processes	<ul style="list-style-type: none"> <i>Showcase</i> delivered annually; measured increase in school and student participation 	Local: Community - A healthy, safe and resilient community [5] State: Equitable access to the creative industries [17] Federal: Reaching the audience
	Increase frequency of schools' onsite participation in the Gallery program	<ul style="list-style-type: none"> 500+ student program participants annually 	Local: Community - A healthy, safe and resilient community [5] State: Equitable access to the creative industries [17] Federal: Reaching the audience
	Develop mutually beneficial partnerships with the tertiary sector and develop relevant Arts, Arts Management, and Conservation internship programs, specifically to support Exhibition and Collection outcomes	<ul style="list-style-type: none"> Initiate an internship program in partnership with relevant course delivered through a Victorian TAFE/ university 	Local: Economy - Diverse education and employment [1] State: More and better job opportunities and pathways [2] Federal: Strong institutions

— [3.C] *Engagement*

Benalla Art Gallery's focus on engagement is multifaceted; seeking to build the relevance of the Gallery to communities and in doing so engage them directly with the Gallery's program, while also seeking to use the Gallery program to engage members of the community with each other. The stated Objectives and Actions support the development of arts and cultural activity with individuals, groups, organisations and sub-cultures within and outside of the gallery environment. The activation of collaborative partnerships supports, promotes and enhances the cultural capacity, creative economy, cultural experience and engagement opportunities for artists, artworkers, organisations, individuals and visitors to North East Victoria.

- Short term deliverable
- Medium term deliverable
- Long term deliverable

OBJECTIVE	ACTION	PERFORMANCE MEASURE	POLICY AND STRATEGY ALIGNMENTS
Build greater awareness of and active participation in the Gallery program	Undertake a comprehensive review to deliver recommendations for improvement of Benalla Art Gallery's Member program, factoring interrelated matters such as Life Membership and the Friends of Benalla Art Gallery	<ul style="list-style-type: none"> • Work with relevant stakeholders to develop and finalise recommendations in 2023 	<p>Local: Leadership - High performance culture [1] State: Industry stability and growth [13] Federal: Strong institutions</p>
	Actively partner with Tourism North East to enhance promotion of Gallery exhibitions through regional tourism campaigns, meaningfully contributing to the development of Benalla's reputation as an arts and cultural destination of choice	<ul style="list-style-type: none"> • Benalla Art Gallery and/or Exhibitions substantially promoted as part of two regional or dedicated campaigns annually 	<p>Local: Economy - Flourishing tourism [2] State: New audiences and markets [23] Federal: Reaching the audience</p>
	Support the existing free marketing techniques utilised by the Benalla Art Gallery to promote its program of Exhibitions through strategic paid advertising in local, regional, and sector outlets	<ul style="list-style-type: none"> • All exhibitions advertised regionally through various media • Advertise 4 major Exhibitions annually through sector 	<p>Local: Economy - Population growth [1] State: Industry strength and growth [13] Federal: Reaching the audience</p>
Enhance the cultural life of Benalla; establish the Gallery as a meeting point for community broadly and for identified target demographics and groups	Remove barriers to participation, deliver relevant programming and ensure representation for Benalla's culturally diverse community; in doing so, actively partner with North East Multicultural Association (NEMA), Benalla Migrants Association, Benalla Migrant Camp, and other relevant community groups	<ul style="list-style-type: none"> • Co-design event/s or exhibition/s with relevant community cultural organisations 	<p>Local: Community - A connected, involved and inclusive community [5] State: Innovative creative content and experiences [10] Federal: A place for every story</p>
	Review and revitalise Benalla Art Gallery's exhibition partnership with Arts Project Australia (APA); actively work with local community NDIS providers and relevant organisations to support local artists with lived experience of disability and seek to connect them to the career support services provided through Arts Project Australia	<ul style="list-style-type: none"> • APA partnership considered within final Master Plan, 2023 • Convened meetings between service providers and APA, 2023 	<p>Local: Community - A connected, involved and inclusive community [3] State: More and better job opportunities and pathways [3] Federal: The centrality of the artist</p>
	Partner with an existing group, or develop a Gallery specific 'Young Professionals Network'. Host a program of after-hours Gallery functions for this group to support local recreation and business collaboration/development outcomes	<ul style="list-style-type: none"> • 2 events staged annually, attracting participants from 10+ local businesses 	<p>Local: Economy - Thriving business and industry [1] State: New audiences and markets [23] Federal: Reaching the audience</p>
	Partner with peer regional, state and national collecting organisations to deliver high quality Exhibition and program experiences in Benalla which would ordinarily require audiences to travel	<ul style="list-style-type: none"> • Present a key artwork/s or keynote lecture from a high profile collecting institution annually 	<p>Local: Economy - Flourishing tourism [2] State: Equitable access to the creative industries [16] Federal: Strong institutions</p>
Foster a more dynamic cultural and recreational experience of Benalla	Actively break down physical barriers to participation in the arts by programming activity in the public realm; be it continued activation of the outdoor projection facade, temporary or permanent public art, commissioning of street art, outdoor arts workshops, arts and craft markets, etc.	<ul style="list-style-type: none"> • 6 outdoor projection facade works presented annually • 2 temporary/permanent public art or major public realm events delivered annually 	<p>Local: Liveability - Vibrant public spaces and places [2] State: Industry stability and growth [13] Federal: Reaching the audience</p>
	Broaden Benalla Art Gallery's social relevance and improve the social and recreational offerings locally through delivery of an expanded program of events embracing a wide interpretation of arts and culture, potentially inclusive of music, performance, dance, literature, comedy, etc.	<ul style="list-style-type: none"> • 4 events engaging with expanded arts and culture and with a recreational/social focus delivered annually 	<p>Local: Community - A connected, involved and inclusive community [1] State: Innovative creative content and experiences [10] Federal: Reaching the audience</p>
Actively work to improve Indigenous engagement for the Gallery and the city through a sequential observance of actions recommended in <i>First Peoples: A Roadmap for Enhancing Indigenous Engagement in Museums and Galleries</i>	Work with local Indigenous Advisory Group, Registered Aboriginal Party representatives, local community and all relevant organisations to systematically progress <i>Reimagining Representation</i> actions within the <i>First Peoples: A Roadmap for Enhancing Indigenous Engagement in Museums and Galleries</i> document	<ul style="list-style-type: none"> • Represent Indigenous Stories, Acknowledge Indigenous Knowledge and Amplify Indigenous Voices in organisation • Increase Indigenous Audiences 	<p>Local: Community - A connected, involved and inclusive community [6] State: More and better job opportunities and pathways [1] Federal: First Nations</p>
	Work with local Indigenous Advisory Group, Registered Aboriginal Party representatives, local community and all relevant organisations to systematically progress <i>Embed Indigenous Values</i> actions within the <i>First Peoples: A Roadmap for Enhancing Indigenous Engagement in Museums and Galleries</i> document	<ul style="list-style-type: none"> • Develop a Reconciliation Action Plan • Integrate Indigenous values in Gallery policies • Include Indigenous people in Governance of the organisation 	<p>Local: Community - A connected, involved and inclusive community [6] State: More and better job opportunities and pathways [1] Federal: First Nations</p>
	Work with local Indigenous Advisory Group, Registered Aboriginal Party representatives, local community and all relevant organisations to systematically progress <i>Increase Indigenous Opportunity</i> actions within the <i>First Peoples: A Roadmap for Enhancing Indigenous Engagement in Museums and Galleries</i> document	<ul style="list-style-type: none"> • Create partnerships with Indigenous Entities • Create employment opportunities for Indigenous arts workers • Develop a leadership pathway for Indigenous staff within Benalla Art Gallery 	<p>Local: Community - A connected, involved and inclusive community [6] State: More and better job opportunities and pathways [1] Federal: First Nations</p>
	Work with local Indigenous Advisory Group, Registered Aboriginal Party representatives, local community and all relevant organisations to systematically progress <i>Instil Two Way Caretaking of Cultural Material</i> actions within the <i>First Peoples: A Roadmap for Enhancing Indigenous Engagement in Museums and Galleries</i> document	<ul style="list-style-type: none"> • Identify Indigenous Cultural Material inside Collections and make this information accessible to Indigenous people • Contribute to a digital tool for cross-institution searching of cultural material 	<p>Local: Community - A connected, involved and inclusive community [6] State: Innovative creative products and experiences [6] Federal: First Nations</p>
	Work with local Indigenous Advisory Group, Registered Aboriginal Party representatives, local community and all relevant organisations to systematically progress <i>Connect with Indigenous Communities</i> actions within the <i>First Peoples: A Roadmap for Enhancing Indigenous Engagement in Museums and Galleries</i> document	<ul style="list-style-type: none"> • Scope requirement for a Keeping Place within Benalla and actively contribute to its realisation if a need is defined 	<p>Local: Community - A connected, involved and inclusive community [6] State: Industry stability and growth [15] Federal: First Nations</p>

— [3.D] Collection

The Benalla Art Gallery Collection is a growing and significant cultural asset within North East Victoria. Objectives and Actions are informed by a completed Significance Assessment, and are designed to ensure the Collection is managed in accordance with established international and national standards for museums and galleries, while amplifying engagement outcomes for local and visiting audiences.

- Short term deliverable
- Medium term deliverable
- Long term deliverable

OBJECTIVE	ACTION	PERFORMANCE MEASURE	POLICY AND STRATEGY ALIGNMENTS
<p>Improve access to the Benalla Art Gallery Collection</p>	<p>Increase access to the Collection physically; prioritise Collection exhibition space as an essential component of the gallery redevelopment, explore other venues within Council for the display, interpretation, discussion and enjoyment of Collection works</p>	<ul style="list-style-type: none"> • Dedicated space included within final Master Plan, 2023 • Two appropriate offsite displays activated 	<p>Local: Community - A connected, involved and inclusive community [5] State: Equitable access to the creative industries [19] Federal: Strong institutions</p>
	<p>Increase access to the Collection online; build the strength of the website as a promotional and research facility, and expand online engagement through social media</p>	<ul style="list-style-type: none"> • Commission and publish biographical texts on all artists • Streamline search function with categorised Collection strengths 	<p>Local: Leadership - High Performance Culture [1] State: New audiences and markets [23] Federal: Reaching the audience</p>
	<p>Engage external curators to develop exhibitions of the Collection; providing focus for scholarship and research</p>	<ul style="list-style-type: none"> • Deliver a biennial 'guest curator' Collection show 	<p>Local: Community - A connected, involved and inclusive community [5] State: More and better job opportunities and pathways [5] Federal: A place for every story</p>
	<p>Develop and resource an active internship program to enable mutually beneficial outcomes – delivering education and capacity building for emerging arts workers, and new curatorial visions in Benalla</p>	<ul style="list-style-type: none"> • Initiate an internship program connecting Benalla Art Gallery Collection conservation activities to student learning at the Grimwade Centre for Cultural Materials Conservation 	<p>Local: Economy - Diverse education and employment [1] State: More and better job opportunities and pathways [2] Federal: Reaching the audience</p>
	<p>Develop a targeted touring exhibition</p>	<ul style="list-style-type: none"> • Tour key Collection works to four metro and interstate venues 	<p>Local: Economy - Population growth [1] State: New audiences and markets [23] Federal: Strong institutions</p>
	<p>Finalise backlog and continue future digitisation of the Collection</p>	<ul style="list-style-type: none"> • Complete eHive upload of remaining ~350 works 	<p>Local: Leadership - High performance culture [1] State: Industry stability and growth [15] Federal: Reaching the audience</p>
	<p>Continue and enhance use of newly activated outdoor projection facade for contemporary video presentations, including those which may be commissioned for the Collection and specific to the location</p>	<ul style="list-style-type: none"> • Develop and present 2 short video insights into key Collection works annually 	<p>Local: Community - A connected, involved and inclusive community [5] State: Industry stability and growth [12] Federal: The centrality of the artist</p>
	<p>Continue developing high quality public and promotional material i.e. brochures, website, invitations to events that incorporate the Collection</p>	<ul style="list-style-type: none"> • Produce invite, exhibition brochure, web listing for each Collection exhibition 	<p>Local: Economy - Flourishing tourism [2] State: New audiences and markets [22] Federal: Reaching the audience</p>
	<p>Produce more engaging public and promotional material i.e. Annual reports, merchandising, advertising, catalogues. In particular, plan for an updated publication documenting the Collection</p>	<ul style="list-style-type: none"> • Secure funding to produce new publication/s on the Collection • Produce line of three new Collection merchandise items, 2023 	<p>Local: Economy - Flourishing tourism [2] State: Industry stability and growth [15] Federal: Strong institutions</p>
<p>Improve the management, storage and conservation of the Benalla Art Gallery Collection in line with industry standards</p>	<p>Determine and resolve copyright issues and continue data entry on eHive</p>	<ul style="list-style-type: none"> • Develop a project plan to address, 2023 	<p>Local: Leadership - High performance culture [1] State: Industry stability and growth [15] Federal: Reaching the audience</p>
	<p>Increase current staffing levels to adequately reflect the operational needs of the Benalla Art Gallery in meeting the increasing size of the Collection and the growing needs to adequately manage its future demands</p>	<ul style="list-style-type: none"> • Employ a Collection Manager 	<p>Local: Leadership - High performance culture [2] State: More and better job opportunities and pathways [5] Federal: Strong institutions</p>
	<p>Utilise \$50,000 Ledger Charitable Trust funding to contract a short term Collection Manager to specifically progress key digitisation outcomes</p>	<ul style="list-style-type: none"> • Complete defined Collection outcomes by end of 2022/23 FY 	<p>Local: Leadership - High performance culture [1] State: Industry stability and growth [15] Federal: Strong institutions</p>
	<p>Develop museum standard storage facilities which consider current Collection as well as anticipating long term Collection growth</p>	<ul style="list-style-type: none"> • Dedicated space included within final Master Plan, 2023 	<p>Local: Liveability - Vibrant public spaces and places [6] State: Industry stability and growth [15] Federal: Strong institutions</p>
	<p>Secure funding for and complete a Preservation Needs Assessment</p>	<ul style="list-style-type: none"> • Submit Community Heritage Grant application, 2023 	<p>Local: Leadership: Good governance [4] State: Industry stability and growth [15] Federal: Strong institutions</p>
	<p>Utilise a baseline budget to sequentially address conservation concerns in a proactive manner; progress action on recommendations stemming from the Preservation Needs Assessment</p>	<ul style="list-style-type: none"> • Utilise \$40,000 annual budget allocation to systematically address conservation recommendations of PNA 	<p>Local: Leadership - High performance culture [1] State: Industry stability and growth [15] Federal: Strong institutions</p>
	<p>Address failing CCTV, HVAC and lighting systems to protect works in storage and on display</p>	<ul style="list-style-type: none"> • Confirm system upgrade requirements through Master Plan, 2023 	<p>Local: Liveability - Vibrant public spaces and places [7] State: Industry stability and growth [15] Federal: Strong institutions</p>
	<p>Develop and implement an <i>Adopt an Artwork</i> program to grow community giving to support conservation works</p>	<ul style="list-style-type: none"> • Publicly launch program, 2023 	<p>Local: Liveability - Vibrant public spaces and places [7] State: New audiences and markets [23] Federal: Strong institutions</p>
<p>Develop the Benalla Art Gallery Collection through policy, resourcing, and targeted areas of acquisition</p>	<p>Undertake a review of the existing Acquisition Policy with reference to this Significance Assessment</p>	<ul style="list-style-type: none"> • Undertake Acquisition Policy review through Committee, 2023 	<p>Local: Leadership - Engaged and informed community [2] State: Industry stability and growth [15] Federal: Strong institutions</p>
	<p>Having now a confirmed Acquisition Policy, resolve acquisition funding to enable strategic purchases</p>	<ul style="list-style-type: none"> • Benchmark and develop annual artwork appeal program 	<p>Local: Liveability - Vibrant public spaces and places [7] State: Equitable access to the creative industries [16] Federal: The centrality of the artist</p>
	<p>Actively pursue Australian Government Cultural Gifts Program donors</p>	<ul style="list-style-type: none"> • Develop list of major Cultural Gifts donors to peer galleries 	<p>Local: Economy - Flourishing tourism [1] State: New audiences and markets [23] Federal: Reaching the audience</p>
	<p>Align the development of a unique, financially sustainable, national acquisitive prize with the Collection focus</p>	<ul style="list-style-type: none"> • Define thematic focus of any proposed prize exhibition 	<p>Local: Economy -Flourishing tourism [1] State: Equitable access to the creative industries [16] Federal: Strong institutions;</p>
	<p>Foster connections with artists hailing from or practicing within the region</p>	<ul style="list-style-type: none"> • Acquire relevant work by 1 key local artist annually 	<p>Local: Community - A connected, involved and inclusive community [3] State: More and better job opportunities and pathways [5] Federal: The centrality of the artist</p>
	<p>Strengthen links with local Indigenous cultural groups, focusing on the work of contemporary First Nations artists residing in Benalla and the North East Victorian region</p>	<ul style="list-style-type: none"> • Acquire relevant works by key artists annually 	<p>Local: Community - A connected, involved and inclusive community [6] State: More and better job opportunities and pathways [1] Federal: First Nations</p>
	<p>Prioritise acquisitions to augment the Collection, providing more space for historically marginalised voices; those of women artists, of artists from Aboriginal, Torres Strait Islander, and culturally diverse backgrounds</p>	<ul style="list-style-type: none"> • Develop and submit Robert Salzer Foundation application to respond to this focus annually 	<p>Local: A connected, involved and inclusive community [3] State: More and better job opportunities and pathways [1] Federal: A place for every story</p>
	<p>Develop a Public Art Policy and subsequent Public Art Masterplan to strategically build the outdoor Collection</p>	<ul style="list-style-type: none"> • Develop Public Art Policy through Council 	<p>Local: Leadership - Engaged and informed community [2] State: Industry stability and growth [13] Federal: Reaching the audience</p>
	<p>Actively acquire works by contemporary street artists to connect Gallery's Collection to city's Street Art offering</p>	<ul style="list-style-type: none"> • Acquire relevant work by 1 recognised street artist annually 	<p>Local: Economy - Flourishing tourism [1] State: Industry stability and growth [13] Federal: The centrality of the artist</p>

VISIT
Botanical Gardens
Bridge Street
Benalla VIC 3672

FREE ENTRY
Mar—Aug, 10AM—4.30PM
Sep—Feb, 10AM—5PM
Closed Tuesdays

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