

Brief

Arts, Events and Libraries Community Consultation

Date: 14 September 2023

1. Background

Kingston is a diverse community with an estimated population of 167,228, which consists of a range of cultures, ages, and household types. By 2041 the population is forecast to reach 198,340 people.

30 per cent of Kingston residents were born overseas, with 22 per cent speaking a language other than English. Immigration trends have influenced Kingston's rich cultural community with an ageing Italian and Greek population and an increase in people arriving from China and India.

The City of Kingston is located approximately 20km south of Melbourne, surrounded by the cities of Bayside, Monash, Glen Eira, Greater Dandenong, and Frankston. Kingston is recognised as one of Victoria's main employment centres and largest industrial sectors, with more than 70,000 people employed across 15,500 businesses. Almost 30 per cent of the community also work locally.

The Arts, Events and Libraries Department at the City of Kingston is focused on the delivery of industry leading contemporary programs, activities, and events. Through innovation and continuous improvement, the department strives to provide high quality learning, recreational, social, and cultural outcomes for our community.

The City of Kingston is home to a growing arts and cultural scene which includes professional and recreational artists, cultural groups and organisations, creative industries and entrepreneurs and hosts a number of arts facilities, artist studios and significant Aboriginal cultural sites and meeting places.

Council offers a wide variety of arts and cultural programs and opportunities for communities living within and outside the city. It facilitates cultural activity through an annual calendar of creative programs and events across its primary arts spaces. It provides funding opportunities for creative initiatives, support for professional development and offers a range of arts-focused spaces for community use.

Kingston prides itself on providing many opportunities for our community to come together and celebrate in their local areas. With a broad geographical spread, major festivals have been strategically located in our northern, central, and southern

suburbs. Flagship festivals and events include Mordi Fest, Carols by Kingston, Spring Fair and Pet Expo as well as regular large scale Citizenship Ceremonies and civic events.

Council operates eight public library branches, with major sites at Chelsea, Cheltenham, Parkdale and Westall, and minor sites at Clarinda, Dingley Village, Highett, and Patterson Lakes. The purpose-built library and community hub at Westall was opened in 2017. There was a significant redevelopment of the library at Dingley Village in 2019. The libraries at Highett, Parkdale, and Cheltenham are older and have not been upgraded or refreshed in the past 10 years.

The eight libraries are open for a total of 336 hours per week, including some branches with evening hours and some with weekend openings. Library users also have 24/7 access to eResources via the library website. The Library Service will begin to trial an Open Access solution at smaller branches in early 2024.

The Kingston Library Service recently undertook a service review at the beginning of 2023. This review has resulted in the development of specialist roles; the introduction of an Open Access solution; the realignment of operational branch hours; a realignment of reporting lines; a review and realignment of rosters; and the addition of a Heritage portfolio.

2. Project Overview

The Arts, Events and Libraries Community Consultation will focus on external and internal engagement with a resulting detailed consultation report that will help guide the development of the first combined Kingston Arts, Events and Libraries Strategy and inform the development of key documents including the Kingston Arts Precinct Masterplan, Kingston Arts Marketing and Communications Strategy, Libraries Infrastructure Review, Festivals and Major Events Review, and the Shirley Burke Theatre Masterplan.

The Arts, Events and Libraries department is an arrangement of diverse and multifaceted services, through a detailed consultation report Council is interested in identifying both where the services can strategically work together to support shared outcomes and what the individual requirements of each unit (Arts & Culture, Festivals & Events and Libraries) will be.

Initial collaboration with the City of Kingston will provide strategic direction for the preparation of a consultation and engagement plan. During this process key internal and external stakeholders will be identified. The consultant will be required to develop and implement a process to track and record the number and outcome of community consultation interactions and synthesis all data captured into actionable thematic directions through the development of a detailed consultation report. The consultation report will provide clear linkages between the data generated and recommendations / themes identified.

An action research approach involving community consultation, key stakeholder consultation, local and industry research will engender a comprehensive and layered analysis of stakeholder and community priorities relating to the Arts & Culture, Festivals & Events and Libraries services at the City of Kingston.

The overall aim of the consultation process will be to gather information, for example, through workshops with internal stakeholders, community information sessions and/or Council generated feedback forms (online/hardcopy), pop-up community consultation activations (stand-alone and at existing events).

Engagement findings will be collated in the form of a report which will then be used in the development of the Kingston Arts, Events and Libraries Strategy as well as inform the development of key documents including the Kingston Arts Precinct Masterplan, Kingston Arts Marketing and Communications Strategy, Libraries Infrastructure Review, Festivals and Major Events Review and the Shirley Burke Theatre Masterplan.

Part of this project would include:

- Working with Council to develop activities, arrange their set-up, and provide facilitation/support in running them.
- Attending the pop-ups and playing an active role in engaging community: the Council team will do the set-up and pack down.
- Adapting the consultation questions for the pop-ups from the survey questions so that one pool of data can be generated to build a body of knowledge about Kingston's Arts, Events and Libraries services.

Please note the questions for some of the pop-up activities will need to be simpler but will also need to be added to the pool of information to inform the outcomes of the consultation report.

Council will provide notebooks/iPads at the pop-ups on request for people who are happy to complete the longer survey – either independently or together with staff who can enter the data. Postcards will also need to be made available with the survey URL for those who prefer to do the survey at home.

The intention of Council is to pair some of the pop-up activities with programmed creative content (roving performers etc.) to assist in attracting community members to the engagement activity, the programming and management of this aspect will be covered by Council. Participation in the community consultation will be incentivised.

The draft consultation report will be presented to key stakeholders for review and feedback. Once finalised, a formal consultation and presentation to Councillors will be undertaken. The consultant will be responsible for communicating the revised documents to those impacted within Council.

3. Key Insights

- a. The Arts, Events and Libraries Community Consultation will focus on external and internal engagement with a resulting detailed consultation report that will help guide the development of the first combined Kingston Arts, Events and Libraries Strategy
- b. The consultation report will inform the development of key documents including the Kingston Arts Precinct Masterplan, Kingston Arts Marketing and Communications Strategy, Libraries Infrastructure Review, Festivals and Major Events Review, and the Shirley Burke Theatre Masterplan.
- c. The consultation will need to connect with a large cohort of residents of Kingston (2000+)
- d. The consultation will determine community wants and needs from their future Arts, Events and Libraries services.

- e. The consultation will determine what the Arts, Events and Libraries services are doing well and what could be improved.
- f. The community consultation will take place across online and hardcopy survey's, in person workshops, pop up activations (stand-alone and at existing events)
- g. Participation in the community will be incentivised by Council.
- h. The consultant will be required to develop and implement a process to track and record the number and outcome of community consultation interactions and synthesis all data captured.
- i. Council is interested in identifying both where the services can strategically work together to support shared outcomes and what the individual requirements of each unit (Arts & Culture, Festivals and Events & Libraries) will be.

4. Assets and deliverables

- I. The Consultant will be required to work closely with key Council departments in Community Consultation. This includes but is not limited to:
 - a. Development, coordination, and facilitation of identified community engagement strategies.
 - b. Assistance in selecting locations for face-to-face workshops and/or pop-ups.
 - c. Delivery of 5 x 2 hour physical community workshop activities within the municipality
 - d. Delivery of 5 x 2 hour virtual workshop activities for community
 - e. Delivery of 1 x 2 hour physical or virtual workshop activity for Councillors
 - f. Delivery of 10 physical community pop-up activities within the municipality
 - g. Production of marketing material in collaboration with Council Marketing and Communications Team
 - h. Ongoing liaison with key Council departments as required
- II. The following documents are to be developed during the Consultation / Engagement Plan Development Period:
 - a. Consultation / Engagement Plan
 - b. Feedback survey for online and hard copy distribution
 - c. Pop-Up feedback survey
 - d. Unstaffed iPad Kiosk survey
 - e. Workshop Activities and Presentation
- III. The following documents are to be developed and presented during the consultation report development period:
 - a. Consultation Report

5. Target Audience

The Arts, Events and Libraries community consultation will target a wide range of audiences living and working within the Kingston municipality. This includes, but is not limited to, Council departments, Councillors, Committees, artists, event and performance goers / audiences, library patrons, local community groups and schools, the general public and private developers.

6. Messaging and tone

The documents developed will be communicated in an inclusive, clear, formal, and professional tone.

7. Asset Descriptions

I. Consultation / Engagement Plan

The Consultation / Engagement Plan will include a project summary, a detailed methodology for the capture, synthesis and reporting of the consultation data as well as an action plan detailing the time, location, focus and methods for all community consultation activities. The plan will clearly list all stakeholder groups for engagement along with the associated method and IAP2 level for engagement. The plan will identify any potential issues with mitigating actions.

II. Feedback Survey

The Feedback Survey will be developed in consultation with Council and relate to the Arts, Events and Libraries services in Kingston and guide the development of the first combined Kingston Arts, Events and Libraries Strategy.

The survey will also inform the development of key documents including the Kingston Arts Precinct Masterplan, Kingston Arts Marketing and Communications Strategy, Libraries Infrastructure Review, Festivals and Major Events Review, and the Shirley Burke Theatre Masterplan with questions directed on how the community currently perceive the current services within the City of Kingston and how they would like to see it develop in the future.

The Feedback Survey will be distributed in hard copy during face-to-face engagement activities as well as digitally through City of Kingston's websites.

III. Pop-Up Feedback Survey

The pop-up feedback survey will be a simpler version of the larger survey suitable for shorter engagements with community. Developed in consultation with Council this document will need to target key data sets and also provide a mechanism for registering the number of interactions within a live and in person environment.

The outcomes of this survey will need to be added to the pool of information to inform the overall outcomes of the consultation report

IV. Unstaffed iPad Kiosk Survey

The unstaffed iPad kiosk survey will be a simpler version of the larger survey suitable for automated engagements with community. Developed in consultation with Council this document will need to target key data sets and also provide a mechanism for registering the number of interactions within an automated environment..

The outcomes of this survey will need to be added to the pool of information to inform the overall outcomes of the consultation report.

V. Workshop Activities and Presentation

The workshop activities and presentation will provide the opportunity for a deep dive into the consultation with dedicated groups provided with structured and interactive tools to engage in practical activities, discussions, and hands-on interactions to provide meaningful feedback into the consultation process.

VI. Consultation Report

The Consultation Summary Report will present key findings from an extensive community engagement process specifically undertaken to inform the Arts & Culture, Festivals & Events and Libraries planning for the City of Kingston.

The consultation report will provide clear linkages between the data generated and recommendations / themes identified. The consultation report will identify both where the Arts, Events and Libraries services can strategically work together to support shared outcomes and what the individual requirements of each unit (Arts & Culture, Festivals & Events and Libraries) will be.

This Summary Report will provide an evidence base to inform and advocate into the development of the next Kingston Council Plan (2025-2029) as well as the development of Kingston's first combined Arts, Events and Libraries strategy for the department and other important strategic documents for the department:

i. Kingston Arts, Events and Libraries Strategy

This document will provide high level strategic goals and strategic indicators to drive the focus and direction for the varied and highly visible portfolios of the Arts, Events and Libraries Department. The document will identify shared strategic directions and goals as well as supporting the unique and individual requirements of the department's services. The strategy will utilise the Cultural Development Network's Planning Framework and Outcome Schema to support evidence-based planning of activities linked to the Council Plan and the measurement of impact-based outcomes.

ii. Kingston Arts Precinct Masterplan

The Kingston Arts Precinct Masterplan will assess the requirements, scope and feasibility of a refurbishment and development of the Kingston City Hall, Kingston Arts Centre, and surrounding Council land to support the broader arts and cultural programme in the municipality. The project objective is for a future oriented plan that provides achievable, considered, impactful upgrades and improvements, ensures planning is informed and supported by political, social, economic, demographic, public, private, and commercial trends, secures input from industry experts and stakeholders, identifies strategic relationships, and realistic growth opportunities within the boundaries of the location, existing building structures and site resources.

iii. Kingston Arts Marketing and Communications Strategy

The Kingston Arts Marketing and Communications Strategy will identify the goals of the Kingston Arts and Culture Service, define our audiences, identify our audience's needs, determine the key channels for connecting with our audiences, identify our competition, develop marketing budget guidelines, and outline the means with which we will monitor our success.

iv. Libraries Infrastructure Review

The libraries infrastructure review will take a place-based approach in identifying the future needs of Kingston Libraries built environment. Considering contemporary library practices and community needs, this review

will provide short-, medium- and long-term recommendations to Council regarding the future state of libraries infrastructure.

v. Shirley Burke Theatre Masterplan

The Shirley Burke Theatre Masterplan will provide a comprehensive and long-term a strategic vision, infrastructure plan and framework for the future development and management of the theatre.

vi. Festivals and Major Events Review

The Festivals and Major Events review will set the identity and purpose of each of Kingston’s festivals and major events including; Mordi Fest, Carols by Kingston, Spring Fair and Pet Expo. By defining the audience, understanding community expectations, and exploring sector trends and learnings from the resumption of the industry after a two-year hiatus, the review will identify short- and medium-term recommendations for the annual program of festivals and major events.

8. Stakeholders

The list of stakeholders will be developed in consultation with Council, the list will be extensive and include, but not be limited to, internal stakeholders to Council including Councillors and Officers, the broader Kingston community including Committees, community interest groups, and other entities as identified.

9. Timeline

Item	Period	Due	Responsibility
Brief Advertised	15 September - 1 October	1 October 2023	
Review Consultant EOIs	2 October - 13 October	13 October	Council
Appoint Consultant		16 October	Council
Consultant Develop Consultation / Engagement Plan	October 16 - 26 November	26 November	Consultant / Council
Review Consultation and Engagement Plan	26 November - 15 December	15 December	Council
Finalisation of Consultation and Engagement Plan with Council		15 December	Council
Consultation Document Preparation	18 December - 29 January 2024	29 January 2024	Consultant / Council
Community Consultation Process	30 January - 24 March	24 March	Consultant / Council
1st DRAFT Consultation Report Submitted	25 March - 21 April	21 April	Consultant
1st DRAFT Consultation Report Review	22 April - 10 May	10 May	Council

2nd DRAFT Consultation Report Submitted	13 May - 19 May	19 May	Consultant
2nd DRAFT Consultation Report Review	20 May - 24 May	24 May	Council
FINAL Consultation Report Submitted	27 May - 2 June	2 June	Consultant

10. Distribution process

The process to engage audiences that are interested in and involved in the development of the policies could be undertaken through community feedback sessions, community engagement pop-ups at events, online feedback survey forms advertised via Kingston Arts and Kingston Council websites, Council e-newsletters and social media including Instagram, Facebook and LinkedIn. Hard copies to be available at local libraries and Kingston Arts Centre.

11. To Apply

Please send a maximum 2 page response to the brief and detailed quotation to simon.doyle@kingston.vic.gov.au by **COB 1 October 2023**.