

Burdekin Shire Council

Arts and Cultural Strategy
2021-2030



Burdekin
Shire Council

OUR CULTURE

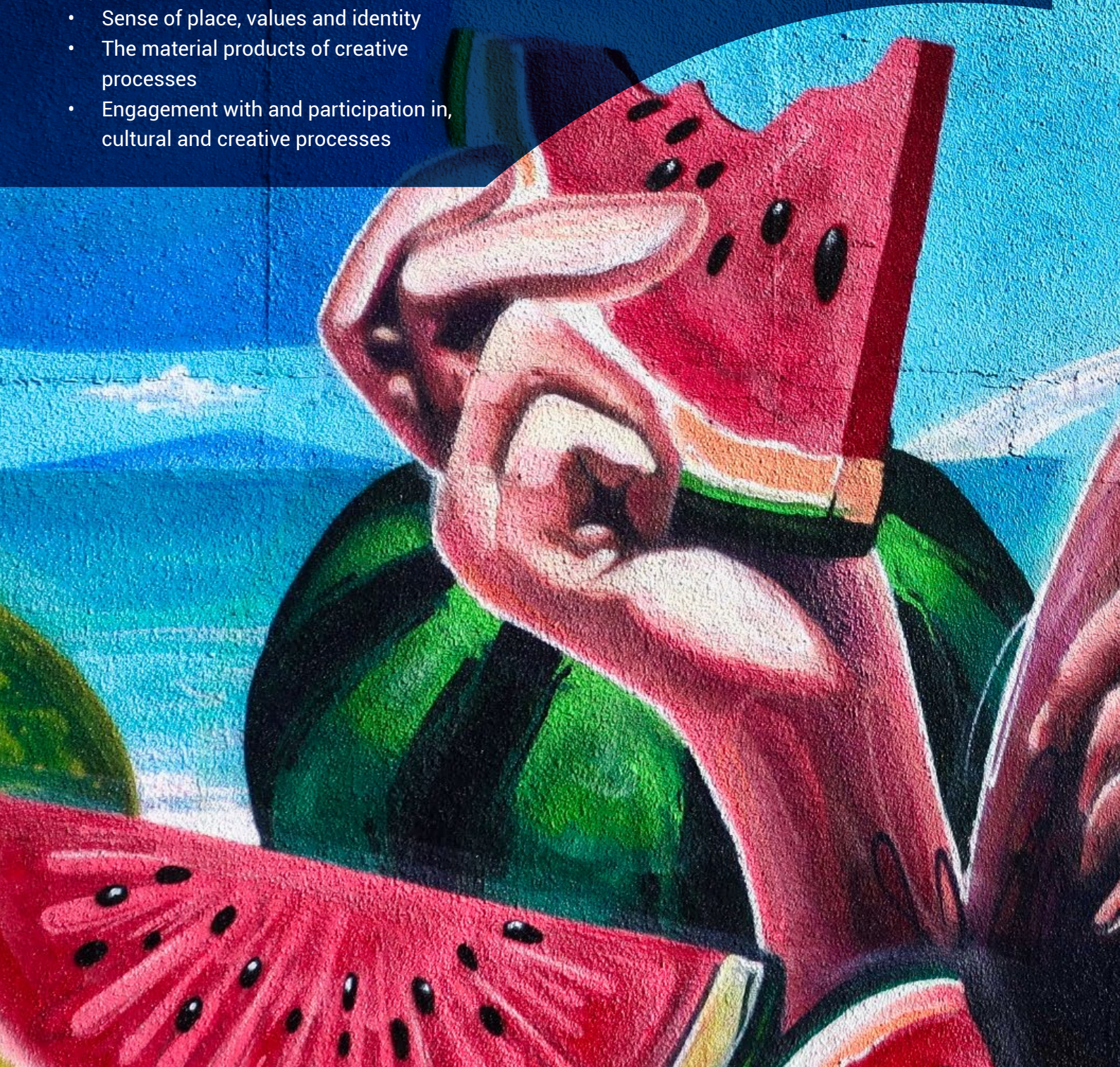
A vibrant arts and cultural life is an important part of a healthy, sustainable, liveable community. It affirms our sense of place, our values and identity. It helps us to give voice to the things that matter. It brings us together through our stories and shared experiences. It's our way of connecting the present with the past and the future. It's what makes us and our region distinctive.

Culture in its widest sense is about what matters to people and communities. The three key dimensions of culture are:

- Sense of place, values and identity
- The material products of creative processes
- Engagement with and participation in, cultural and creative processes

Our culture is who we are, the things we care about and give meaning to, and the way we express those things.

- The arts are the creative expression of our culture; the activities that enable the expression of cultural meaning
- Events and civic occasions are how we celebrate and honour our culture and cultural champions
- Heritage is what we value about our cultural history and maintain and preserve for the benefit of this and future generations.





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Acknowledgements

The development of this plan took place over many months. Along with extensive research, the process included local interviews, meetings, surveys and community consultations.

The full scope of the planning process is detailed in the Appendix. The writer wishes to thank all members of Council staff and the community who participated in the process and provided input and feedback.

This project is supported by the Regional Arts Development Fund, a Queensland Government and the Burdekin Shire Council partnership to support local arts and culture in regional Queensland.



Acknowledgement of Country

Burdekin Shire Council respectfully acknowledges the Bindal and Juru people of the Birri Gubba Nation as the traditional custodians of the land on which we live and work. We pay respect to Elders past, present and emerging and value the traditions, cultures and aspirations of the First Australians of this land.



1 INTRODUCTION



Through committed leadership the Burdekin Shire Council will work with the community to create an inclusive welcoming environment that offers a high quality of liveability for residents that is underpinned by a productive and diverse economy.

Corporate Plan 2017-2022.



Arts, creativity and a rich diverse culture have long been a fundamental part of life in the Burdekin. Over many years Council and the community have made a considerable investment in supporting this vitality. This Arts and Cultural Strategy has been commissioned to build on this work and guide future direction and decision making to help realise our vision for the Shire.

This plan is an evidenced based framework designed to encourage broad engagement and participation in locally determined, quality arts and culture experiences.

It provides the direction to promote a cultural vitality that will enrich liveability and appeal of the Burdekin Shire. It is designed to integrate with other council planning mechanisms and be consistent with overarching community values.

The development of the strategy is informed by contemporary cultural planning principles:

- Based on values
- Directed towards goals
- Focussed on outcomes
- Informed by evidence
- Underpinned by a theory of change
- Respondent to evaluation

This is a plan for the whole community. It embraces the diversity of the region irrespective of geography, age, ability, gender and cultural or social-economic background. It respects the past, acknowledges the present and looks to the future.



2 THE PLANNING CONTEXT

The arts have the power to inspire, entertain and unite. They connect people with ideas, emotions and stories; and spark imagination, creativity and joy. The arts are intrinsically important and contribute to individual and collective wellbeing – they play an essential role in the daily lives of Australians.

Australia Council 2017.

Governments around the world agree that for ongoing community development to be functional and sustainable, culture needs to be recognised in public policy (UCLG, 2002). Today, at the Local Government level, culture is widely accepted as the 'fourth pillar of sustainability', alongside established responsibilities for social, environmental and economic conditions (Hawkes 2001).

The Federal Government supports inclusiveness and growth in Australia's creative sector and the protection of Australian content and culture. Its funding and advisory body, The Australia Council, promotes and invests in artistic excellence and the accessibility of the arts for all Australians.

The Queensland Government through Arts Queensland expresses a strong commitment to supporting arts and culture. The priorities of its cultural strategy, 'Creative Together 2020-2030', are designed to foster a strong and sustainable sector:

- Elevate First Nations arts
- Activate Queensland's local places and global digital spaces
- Drive social change across the state
- Strengthen Queensland communities
- Share our stories and celebrate our storytellers.

The Local Government Association of Queensland also strongly supports the value of planning for arts and culture:

"arts and culture are intrinsic to who we are as Queenslanders. In metropolitan and regional areas, arts and culture bring richness. and meaning to individuals lives and strengthen communities" (LGAQ 2016)."

At the local level, the Burdekin Shire Council affirms its commitment through its Arts and Cultural Policy (2017), which guiding principles promote:

- Pride, identity and sense of place
- Creative expression
- Inclusive participation
- Cultural diversity
- Cultural heritage
- Integration of arts into events and public places.



3 THE INVESTMENT CONTEXT



...the activities of the arts and cultural sector and local economic vitality are connected in many ways...leading to improvements in competitiveness, sense of place, attracting new and visiting populations, integrating community and business visions and contributing to the skilling of the workforce

Dwyer and Beavers 2011.



Investment by all levels of government in Australia on arts and culture in 2017–18 is estimated at \$6.9 billion. The total Local Government support was estimated at \$1.8 billion. This investment supports the broad scope of local arts and cultural activities and experiences in every community in Australia.

A survey undertaken by the Australia Council (2017) showed that people living in regional Australia increasingly recognised the positive impacts of investment in the arts on their daily lives and communities. It showed that creativity is strong in the regions and that living regionally did not substantially affect overall arts attendance or participation. In particular, the research revealed that most regional Queenslanders believe that the arts have a 'big' or 'very big' impact on their lives (Australia Council 2017).

In regional Queensland, the most popular activities for live attendance are: festivals, music, visual arts and theatre. The most popular activities for participation are: visual arts and crafts, literature and music. The most popular types of events or festivals are: music, visual arts and multi-arts events.



The Australia Council survey (2017) showed that 7 in 10 Regional Queenslanders believe that the arts:



1 Enhance the ability to think creatively and develop new ideas



2 First Nations arts are an important part of Australia's culture



3 Should be an important part of the education of every Australian



4 Make for a richer and more meaningful life



5 Reflect the diversity of cultures present in Australia



6 Make an important contribution to Australian society



7 Improve sense of well being and happiness



8 Are an important way to get different perspectives

4 THE BENEFITS FROM INVESTMENT IN ARTS, CULTURE AND HERITAGE

Council is committed to the ongoing support of art and cultural development within the Shire in order to strengthen and celebrate our diverse communities.

Arts and Cultural Development Policy 2017

Research into the benefits arising from investment in arts, culture and heritage demonstrates that this investment generates considerable public benefit, described as 'public or cultural value'. This comes as a package of benefits including:



The personal, social, cultural and environmental benefits are the core elements that contribute to quality of life and quality of place. If these investment settings are right then the Burdekin Shire stands to benefit from the retention of residents, the attraction of new residents and, over time, the downstream economic benefits that can arise from creative industry and creative and cultural tourism initiatives.



5 OUR STORY

The story of the Burdekin is a remarkable and engaging tale. The region has a rich indigenous heritage with many First Australian traditional owner groups deeply connected to the area. Along with this inheritance, the Shire's cultural history also reflects the diverse legacy of British, European, Asian, Japanese and South Sea Islander immigrants.

The Shire was named after the Burdekin River (named by the explorer Ludwig Leichhardt in 1849), which flows northwards from the Leichhardt Range through Dalbeg and Clare to the Lower Burdekin delta, passing between Ayr and Home Hill before entering the Pacific Ocean.

European settlers established pastoral runs in the area in the early 1860's. Soon after, the delta land was quickly occupied for sugar growing. By the 1880s numerous sugar mills were established around the main townships of Brandon and Ayr. Annual dry spells and periodic drought held back the sugar industry until engineer John Drysdale successfully found a way to extract water from the shallow water table beneath the delta. Wind pumps and electric pumps powered by local electricity utilities drew the water to farm distribution channels. Whilst today the Shire is often referred to as the sugar capital of Australia, its rich pasture and abundant water supply supports a highly productive and diverse agricultural sector.

Today Ayr and Home Hill are the main towns in the Shire, with many smaller rural and coastal towns and settlements dotted around the region. Each place has played its own part in the development of the region, each with its own character and history. Brandon, Giru, Inkerman, Clare and Dalbeg are all places that were an important part of the early evolution of the sugar and agricultural sectors. Alva beach was where the people of the region chose to cool off and, in 1926, established their own surf life saving club.

The diverse agricultural industry in the region is complemented by an active recreational and cultural life. Fishing, birding and sporting opportunities abound and, when coupled with a lively arts and cultural scene, combine to make Burdekin Shire an enviable place to live, work, invest and visit.





The 'arts' have been an intrinsic part of the Burdekin Shire lifestyle as far back as the 1890's when the first venue, the Federal Hall, was specifically designed and built for music, dance, and entertainment. Theatre and cinema venues followed, School of Arts' flourished and bands, choirs and performing arts groups thrived. This collective creative energy ultimately led to the construction of the Burdekin Theatre, a state of the art performing arts complex, which opened in 1982.

The rich heritage and active cultural life in the Shire contribute significantly to the personal, social and cultural aspects of quality of life, social cohesion, community pride and identity.

With reference to the primary research undertaken for this project, acknowledgement and visibility of the rich cultural heritage and the sustainability of the many groups, clubs and associations that drive the arts and cultural enterprise in the community, arise as key issues to consider in the delivery of this plan.



6 OUR COMMUNITY

The Burdekin Shire is situated on the Pacific coastline, around 80km south of Townsville, North Queensland. The Shire covers an area of 5044 square kilometres from the coast to the eastern edge of the Great Dividing Range. As of June 30, 2019 the population of the Shire was 16,971 people. Most residents live in or around the township of Ayr (9,045). Other main population centres are Home Hill (3,027) and Brandon (1,267).

The population growth rate over the ten years 2009-2019 shows a small decline (-0.5%), seen primarily in the younger age groups. Over the same period the median age of the population increased by 5.1 years to 45.4. In the next 20 years the population is predicted to grow by around 0.4% (17,310), with a 1.5% increase in the median age (46.1).

The history of the region is characterised by its First Nations heritage and a diverse multicultural legacy. The recent census shows that over 80% of the population was born in Australia. 8.3% (1418) of residents identified as being born overseas, with over half of those coming from non-English speaking countries. 5.7% (974 people) of the population identify as Aboriginal and/or Torres Strait Islander. Other key characteristics of the Shire include:

- Of the 4,560 families in the Shire, 40% are families with children and 13.4% are one parent families. 45% of families identified as being couples with no children
- 28.4% of all households in the Shire are described as lone-person households, higher than the Queensland average (23.5%)
- 71.1% of residents are ranked in the two lower socio-economic quintiles (Qld 40%)
- 71.5% of all occupied dwellings in the region had an internet connection
- Over the period 2006-2016 unemployment in the region grew from 2.3% to 5.8%
- At the June quarter 2020, unemployment was 6.5%, about the same for that of Queensland.

Agriculture has traditionally been the main employer in the Shire. Over the period 2006-2016 employment in the agricultural sector remained stable, while employment in some other sectors became volatile. In recent years, apart from agriculture, employment in some traditional sectors has seen a decline, with some growth occurring in the services sector.

Overall, like most regions in Queensland, the Burdekin Shire community is changing, characterised by diversity in age groups, cultural heritage, family and household structure and socio-economic status. In addition there are issues arising around well-being, mobility, accessibility and a changing economy. In this diverse and dynamic context an important consideration for an Arts and Cultural Strategy that is for the whole community, is how the plan reflects these dynamics to ensure that the key values of diversity, inclusion, equity and accessibility are recognised and considered in implementation.



7 OUR VISITORS

Culture and tourism were two of the major growth industries of the 20th century. Towards the end of the century the combination of these two sectors into 'cultural tourism' had become one of the most desirable development options for countries and regions around the world.

Richards 2009

Since the changes in National tourism data collection methodology, there has been no reliable tourism data for the Shire for more than a decade. Some information is collected at local Visitor Centres, limited to capturing the number of visitors who visit those Centres.

Information gleaned from the Shire's Tourism Strategy and other information sources indicates that most visitors to the Shire are day-trippers (>70%), followed by domestic overnight visitors. The data suggests that most tourists, day or overnight, emanate from intrastate followed by New South Wales and Victoria.

The Yongala Dive operation based in Alva Beach is likely to host domestic and international visitors out of Townsville, which may not be picked up in Visitor Centre numbers. Similarly for those tourists who stay at the Alva Beach and Groper's Creek caravan parks. Anecdotally it is said that many visitors to these parks stay for weeks or months at a time and become key supporters of local activities and contributors to the local economy.

The Burdekin Tourism Strategy outlines the challenges facing the further development of tourism to the Shire. It suggests that the main challenge is the development of appealing, engaging touristic experiences, appropriate for target markets.

Contemporary research in tourism shows that in the age of the experience economy, where affluent populations have moved from consuming products and services to experiences,

modern tourists and travellers are looking to immerse themselves in authentic, engaging, memorable destination experiences. They want to engage with the culture of a destination, to soak up the local atmosphere and to get closer to the authentic way of life of a community. In this respect cultural and creative tourism arise as themes around which destinations can craft special, characteristic and distinctive visitor experiences.

Currently the passing drive tourist market and the daytrip/short break leisure market out of Townsville represent the most accessible tourism growth opportunities. With more knowledge of the needs and interests of these markets, along with a growing reputation for a rich, vibrant cultural life, the Burdekin Shire can seek to develop its tourism appeal:

"Every place has a local culture it can develop and small places (regions) can achieve growth by investing in local creative and cultural capital including: cultural quality; local enterprises and talent; capacity building; participation; education and networking." (Bucci et al. 2014)



8 OUR VISION

The Burdekin Shire has a long history of enjoying an active, vibrant arts and cultural life which remains active today. In a dynamic environment however, there are a number of external and internal factors which have put pressure on the sustainability and impact of the sector. There are also expressed concerns around matters of diversity, inclusivity, accessibility and an acknowledged and celebrated diverse cultural heritage.

The main thrust of this Strategy is to shore up the sustainability and vitality of the sector and address core community values, as an essential aspect of quality of life for the whole community, and as a point of comparative advantage for the Shire.

By building a strong foundation based on the intrinsic, social and cultural benefits of investment in arts, culture and heritage, the Shire will enhance its cultural vibrancy and quality of place, and cement its reputation as an attractive and desirable place to live and visit. This will provide a sound platform for creative industry and cultural tourism initiatives.

Based on the research for this plan and consistent with the principles outlined in the Arts and Cultural Policy (2017), our vision for this Strategy is:

"Our rich heritage and lively arts and cultural life are integral to who we are as a community and how we express ourselves and celebrate our lives. We are creative, inclusive and collaborative and welcome new residents and visitors to share in our vibrant, desirable lifestyle."

Our Shared Values

Arising from the consultation process, the core guiding values upon which this plan is based are:

- Creativity
- Heritage
- Diversity
- Inclusivity
- Accessibility
- Community spirit
- Learning and discovery
- Respect
- Family
- Fun

Our Strategic Priorities

Creative Community

- An active, creative life with opportunities for all community members to participate, each according to their needs, interests and abilities

Community Vitality

- A vibrant, cohesive community which celebrates its traditions and characteristic way of life

Animated Places & Spaces

- Appealing and engaging public spaces and equitable access to quality arts and cultural facilities

History, Identity and Sense of Place

- Preservation and promotion of our rich, diverse natural, cultural and built heritage

Connectivity and Sustainability

- A connected, collaborative and sustainable arts and cultural sector

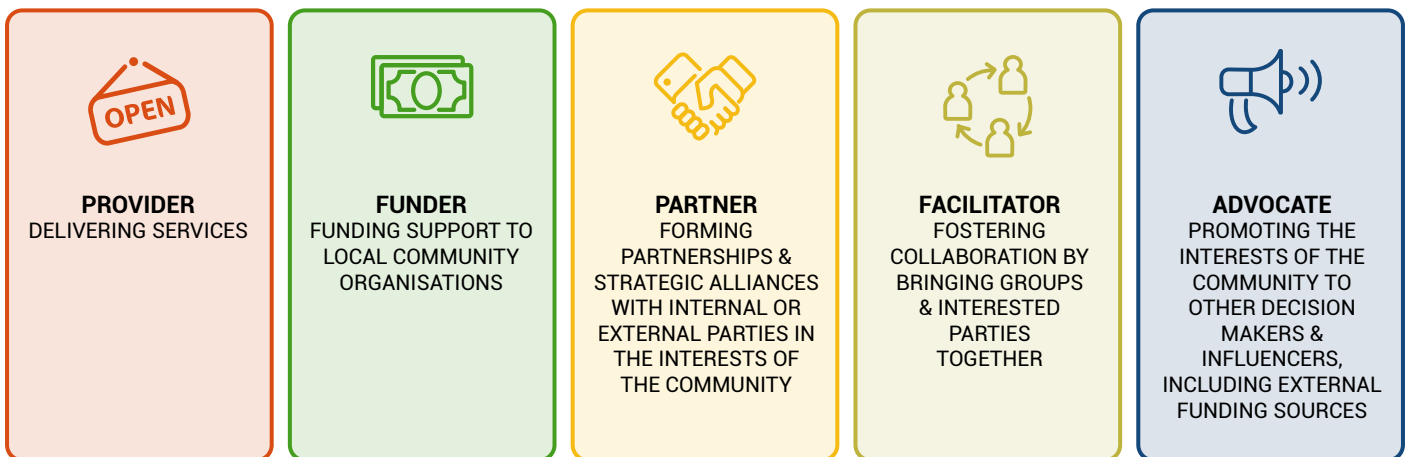


9 IMPLEMENTATION

This Strategy provides direction for investment in arts, culture and heritage over the next five to ten years, based around the values, vision and the strategies that have been distilled from the research and consultation process. Implementation touches on many areas of Council operations. In this regard, an integrated, whole of Council approach is required to effectively enable this plan.

Role of Council & Community

As a Council initiative, Council is the Lead Agent in the delivery of the Strategy. It can play one or more of a number of roles in this process. The scope of Council's role and responsibilities in the delivery of the Strategy could include:

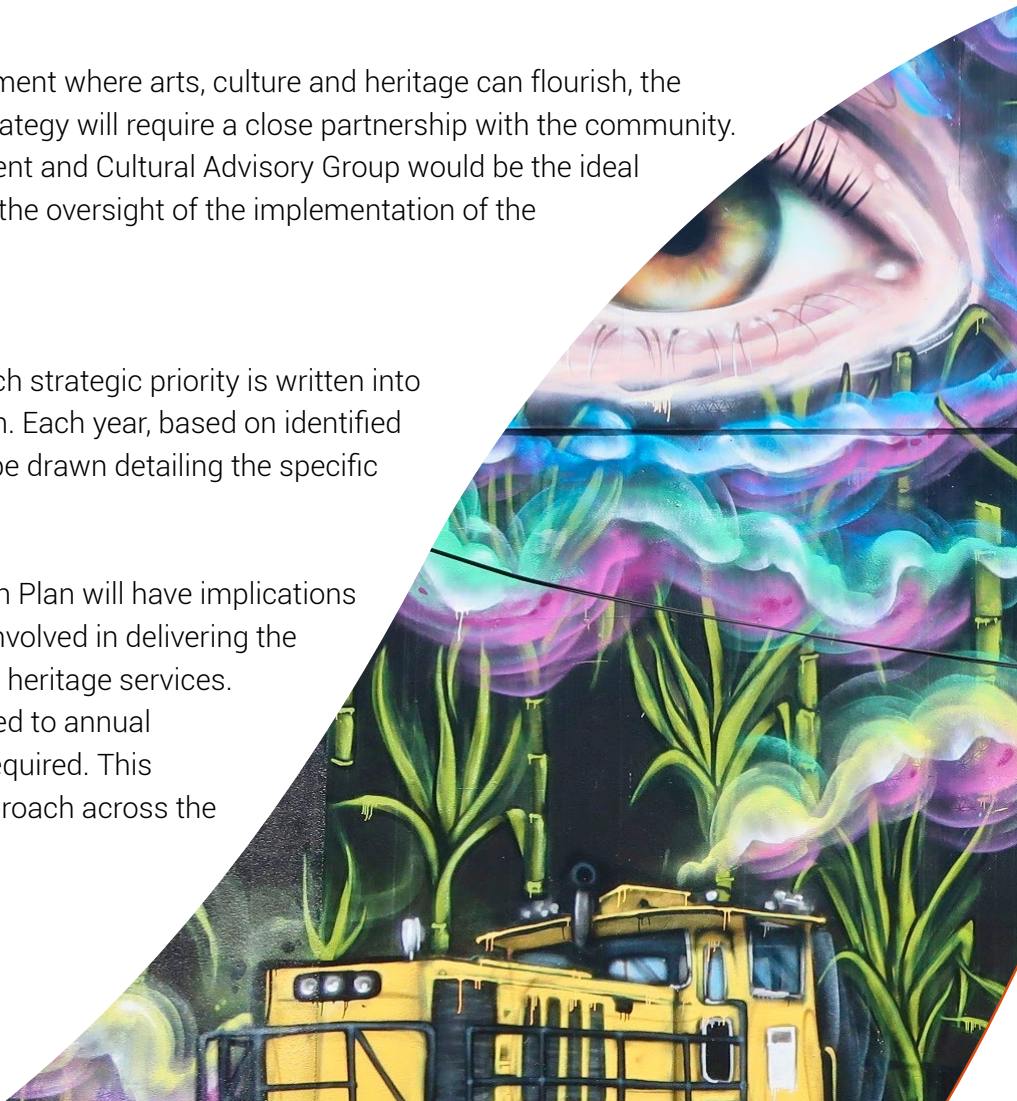


Ultimately, to foster the right environment where arts, culture and heritage can flourish, the successful implementation of the Strategy will require a close partnership with the community. The Council's Community Development and Cultural Advisory Group would be the ideal representative group to work with, in the oversight of the implementation of the Strategy.

Action Plan:

A highline Action Plan addressing each strategic priority is written into this Strategy to guide implementation. Each year, based on identified priorities, an Annual Action Plan will be drawn detailing the specific actions to be undertaken that year.

Different aspects of the Annual Action Plan will have implications for the different sections of Council involved in delivering the various elements of arts, cultural and heritage services. Relevant actions should be transposed to annual departmental/operational plans as required. This activity will require a coordinated approach across the different departments and business units involved.



Resourcing

A number of the actions outlined in the Action Plan are currently supported through established Council operations or funding programs. It is expected that this situation will continue although the values, themes and initiatives in the Strategy might prompt the revision of guidelines and priorities. In an ideal world, the coordination of the implementation of the Strategy would be best served by a dedicated staff member. In the absence of such a role, consideration will need to be given to the structural implications for internal coordination and the delivery of the plan in the frontline.

Council already spends a considerable amount of time and money each year, either directly or indirectly, to support arts, culture and heritage. To facilitate the implementation of the Strategy, each financial year Council will grant an annual allocation of funds towards implementing initiatives that fit with strategic priorities. These initiatives will be recommended by the responsible Council personnel in consultation with the Community Development Advisory Group. This allocation may be part of or additional to funds allocated to current grant and support programs.

Additional financial support may be sought to extend the capacity of Council to deliver on the scope of this strategy through State and Federal funding opportunities, philanthropic support and private sector partnerships. A list of possible additional funding sources is provided in the Appendix.

Strategic Partnerships

Given the limitations of Council resources, opportunities and support that can help to deliver on priorities and strategic initiatives may also come from forming productive partnerships and alliances with key Regional, State and National organisations. Many of these organisations have a mandate and/or performance outcomes linked to touring/working in regional and remote areas. A list of possible Queensland partners/alliances appears in the Appendix.



10 EVALUATION

Measuring Outputs

As discussed in the Implementation section above, each year an Annual Action Plan will be prepared, identifying the actions that will be undertaken for that year. Whether these actions are implemented or not is the first Output measure.

Additionally, specific projects, programs or events may/should have their own measurable goals. Evaluating these goals against set targets or measures is the next level of Output evaluation.

Evaluating Outcomes and Impacts

Measuring whether the Strategy has made a difference in the community over time is a matter of measuring Outcomes - *the value created, change or difference in a community as a result of Outputs*. Aggregating Outcomes achieved annually over the life of the strategy will provide a measure of overall impact or return on investment.

A useful framework for measuring Outcomes and Impact is an adaptation of the Cultural Vitality Framework (Jackson et al, 2006) which identifies four domains of measurement:

Opportunity

- How many projects /events /activities Council managed or supported

Participation

- The extent, reach and diversity of participation over the scope of opportunities

Support

- The number of active partners, sponsors or collaborators directly supporting opportunities

Community Value

- Contribution to social, cultural, civic, environmental and economic value to the community

Information relating to Opportunity can be readily collected through internal data collection. Information relating to Participation and Support can be collected via event/project/activity evaluation or in the case of RADF and other Council funding programs, through the grant acquittal process.

Community (or Cultural) Value can be measured by using a values based measurement system (Dunphy 2012). It is considered best practice to establish the values and indicators through a process of consultation between Council and the community. An example of a useful value measurement framework appears in the community online survey delivered as part of the primary research for this plan.



8 OUR ACTION PLAN

Council Revision August 2021



1 Creative Community

An active creative life with opportunities for all community members to participate, each according their needs, interests and abilities.

| OBJECTIVE | INITIATIVE | PRIORITY | OUTPUT | |
|---|---|----------|---|---|
| 1.1 Support and facilitate active community participation in arts and creative activities that acknowledges and reflects the core values of diversity, inclusion and equitable access | <ul style="list-style-type: none"> Ensure core values are prioritised and enabled in Council funding and program initiatives, including outreach activities <ul style="list-style-type: none"> Review community funding programs priorities and assessment criteria e.g. RADF and Community Assistance guidelines When developing and reviewing Council community services program/project initiatives, ensure all goals and objectives are prioritised | H | <ul style="list-style-type: none"> Guidelines reviewed & updated | |
| | <ul style="list-style-type: none"> Encourage arts and cultural groups and organisations to adopt and enable core values in programming, including outreach activities <ul style="list-style-type: none"> Include these concepts in future information/education programs | M | <ul style="list-style-type: none"> Programs/Projects reviewed & updated | |
| | <ul style="list-style-type: none"> Continue to support initiatives that address the creative and professional development needs of practising artists, artisans and artworkers <ul style="list-style-type: none"> Undertake a creative and professional training needs assessment Implement initiatives as appropriate to address identified needs Review/update grant program guidelines as required | M | <ul style="list-style-type: none"> Program developed & implemented | |
| | <ul style="list-style-type: none"> Proactively promote and support the inclusion of creative activities in non-arts events and civic occasions <ul style="list-style-type: none"> Review community funding program guidelines and assessment criteria Incorporate into Council run initiatives as appropriate | M | <ul style="list-style-type: none"> Training needs assessment undertaken Initiatives implemented as appropriate Guidelines review and updated | |
| | <ul style="list-style-type: none"> Proactively promote and support creative engagement for students and young people <ul style="list-style-type: none"> Proactively promote the RADF program in schools Proactively promote and support the inclusion of young people in art and cultural organisation's planning and programs Proactively promote and support the inclusion of activities for young people in community events and festivals | M | <ul style="list-style-type: none"> Guidelines reviewed & updated Initiatives incorporated as appropriate | |
| | <ul style="list-style-type: none"> Undertake a feasibility study for an Artist in Residence program which connects with schools and communities across the region <ul style="list-style-type: none"> Source funding to undertake a feasibility study, subject to funding Consider recommendations and resourcing implications for implementation | M | <ul style="list-style-type: none"> PR & Communications action plan PR & Communications action plan Prioritise in grants programs PR & Communications action plan Prioritise in grants programs | |
| | <ul style="list-style-type: none"> Encourage/facilitate arts touring productions/initiatives that offer community education and skills development opportunities <ul style="list-style-type: none"> Investigate an increase of touring product to the Burdekin Theatre to augment performances by providing skills/capacity development workshops for schools, young people and/or community Identify and contract touring product accordingly (refer appendix for guide) | M | <ul style="list-style-type: none"> Funding identified AIR program implemented annually | |
| | | | | <ul style="list-style-type: none"> Touring product identified and contracted |
| | | | | |
| | | | | |

*L = Low Priority

*M = Medium Priority

*H = High Priority

2 Cultural Vitality

A vibrant, cohesive community which celebrates its traditions and characteristic way of life

| OBJECTIVE | INITIATIVE | PRIORITY | OUTPUT |
|---|--|---------------------|--|
| 2.1 Celebrate important civic occasions equitably across the region | <ul style="list-style-type: none"> Continue to support/facilitate opportunities for communities across the Shire to celebrate important civic occasions such as Australia Day; ANZAC Day, NAIDOC week et al. <ul style="list-style-type: none"> Identify those significant National/State/Local occasions that the Shire deems appropriate to acknowledge and celebrate each year Facilitate/support Shire wide celebrations where warranted/appropriate/affordable ensuring all residents have an accessible opportunity to participate | M | <ul style="list-style-type: none"> Annual calendar of civic occasions identified and published Civic events implemented around the Shire as appropriate |
| 2.2 Celebrate our community values, cultural priorities and way of life | <ul style="list-style-type: none"> Continue to provide support for local events and festivals that celebrate community values and way of life through Council grant programs <ul style="list-style-type: none"> Continue to provide cash/in kind support to local events and festivals as per guidelines Develop a Special Event Planning and Management Strategy to optimise the planning, coordination and promotion of local events in the Shire for community cultural and economic benefit <ul style="list-style-type: none"> Undertake appropriate macro and micro research Develop Strategy Review Council's role and level of support for special events and festivals As a tactic to foster greater diversity and inclusion, proactively support or facilitate events which link with special State/National designated occasions i.e. Seniors Week; Multicultural Month; Mental Health Day; Int. Women's Day; Youth Week etc. <ul style="list-style-type: none"> Identify those special international/national/state occasions appropriate to the community that will expand diversity and inclusivity and identify as priorities for support in community grant programs Ensure community & appropriate organisations are aware of these priorities | H H H | <ul style="list-style-type: none"> Support provided as per guidelines Research report Strategy completed Review completed Occasions identified; program guidelines amended PR & Communications action plan |
| 2.3 Support projects and initiatives which promote the cultural diversity and vibrancy of Shire | <ul style="list-style-type: none"> Continue to provide support for projects and initiatives that reflect core values and cultural priorities through the Community Grants and the RADF programs Support local projects and initiatives which promote cross-artform and cross-sectoral cooperation and collaboration <ul style="list-style-type: none"> Review and update program guidelines and priorities Ensure RADF guidelines are complementary to the Community Grant program to minimise duplication and enhance diversity and reach <ul style="list-style-type: none"> Review and update program guidelines to minimise overlap or duplication | M M M | <ul style="list-style-type: none"> Support provided as per guidelines Program guidelines updated |
| 2.4 Equitable access to library services and programs | <ul style="list-style-type: none"> Continue to facilitate access to library services and programs for the whole community, including outreach activities, as a key investment in community cultural well-being <ul style="list-style-type: none"> Identify opportunities for Library outreach activities Identify opportunities to support Outreach work | M | <ul style="list-style-type: none"> Opportunities identified Support provided |

3 Animated Places & Spaces

Appealing and engaging public spaces and equitable access to quality arts and cultural facilities

| OBJECTIVE | INITIATIVE | PRIORITY | OUTPUT |
|---|--|---|--|
| 3.1 Ensure access to affordable quality arts and cultural indoor and outdoor facilities and amenities | <ul style="list-style-type: none"> Continue to maintain cultural facilities to ensure they remain a cultural focal point Optimise the affordability and accessibility of Council owned and/or operated community venues/facilities <ul style="list-style-type: none"> As part of the annual review of council's fees and charges, ensure that the level set is not a significant barrier to community participation Develop a plan to optimise the use of the Theatre forecourt stage for community cultural benefit <ul style="list-style-type: none"> Consult with Cultural Venues Manager and key Council and community stakeholders Develop and implement Activation Plan as required Assess the feasibility/viability of a public art gallery/ museum facility <ul style="list-style-type: none"> Consult with stakeholder user groups Complete feasibility assessment; Action as required | <p>M</p> <p>M</p> <p>H</p> <p>M</p> | <ul style="list-style-type: none"> Ongoing planned maintenance Fees structure reviewed Consultation undertaken Activation Plan completed Consultation conducted Feasibility study completed and actioned |
| 3.2 Support projects and initiatives that animate public spaces and places for the general public and visitors, including temporal and permanent public art initiatives | <ul style="list-style-type: none"> Identify as a priority in RADF program guidelines Continue to support diverse, appealing programs and activities presented in indoor and outdoor public venues throughout the Shire Develop and implement a Public Art Development Policy and Management Plan to guide the creation and installation of high quality, professional or professionally led permanent and temporal public art works of artistic and cultural significance throughout the Shire <ul style="list-style-type: none"> Prepare and adopt a Public Art Development Policy & Management guidelines Secure funding to prepare and adopt a Public Art Management Plan Facilitate the optimal coordination and promotion of events and festivals in the Shire <ul style="list-style-type: none"> Review & optimise current communications mix Review effectiveness of calendar software to improve functionality to include moderated User access, social media linkages and regular newsletter subscriber option and any other useful features Incorporate arts, cultural and heritage considerations in future parks and recreation planning Consult with community interest groups including tourism <ul style="list-style-type: none"> Incorporate ideas as appropriate | <p>M</p> <p>M</p> <p>H</p> <p>M</p> <p>L</p> <p>M</p> | <ul style="list-style-type: none"> Guidelines updated Support provided Policy and Guidelines adopted Funding Secured/Plan completed Review undertaken; Communications Plan developed Software updated; functionality enhanced Ideas incorporated as appropriate |
| 3.3 Protect and preserve and promote our public cultural assets | <ul style="list-style-type: none"> Audit and condition report all current public art assets and develop an optimum maintenance schedule | <p>M</p> | <ul style="list-style-type: none"> Audit completed; Maintenance Plan completed |

4 Heritage, Identity and Sense of Place

Preservation and promotion our rich, diverse natural, cultural and built heritage

| OBJECTIVE | INITIATIVE | PRIORITY | OUTPUT |
|--|---|----------|--|
| 4.1 Proactively protect and preserve the Region's natural and built heritage | <ul style="list-style-type: none"> Ensure all relevant Council policies and plans continue to reflect the importance of protecting and preserving the Shire's natural, cultural and built heritage <ul style="list-style-type: none"> Review relevant policies and plans as required | Ongoing | <ul style="list-style-type: none"> Policies and plans reviewed |
| 4.2 Support projects and initiatives that seek to preserve, protect and promote the region's diverse Indigenous and multicultural heritage | <ul style="list-style-type: none"> Undertake an audit of socio-cultural assets i.e. historical/commemorative markers/monuments/memorials/plaques/interpretive signage, condition report and develop a management/maintenance plan | M | <ul style="list-style-type: none"> Audit and plan completed |
| | <ul style="list-style-type: none"> Review the condition and status of the Juru Walk and develop a joint maintenance and development plan <ul style="list-style-type: none"> Consult with key stakeholders Agree on ongoing maintenance plan Facilitate/Commission an experience development plan | M | <ul style="list-style-type: none"> Consultation undertaken; Maintenance Plan completed Development Plan completed |
| | <ul style="list-style-type: none"> Prioritise support for permanent or temporal projects/initiatives that seek to promote and/or celebrate the region's diverse cultural heritage <ul style="list-style-type: none"> Update grant program priorities | M | <ul style="list-style-type: none"> Guidelines updated |
| 4.3 Maintain and enhance the character, appeal and amenity of our towns and streetscapes | <ul style="list-style-type: none"> Support initiatives which seek to enhance the amenity, appeal and experience of main town centres and streetscapes | M | <ul style="list-style-type: none"> enhanced the appeal and experience of main town centres and streetscapes |
| | <ul style="list-style-type: none"> Support permanent or temporal community placemaking initiatives that seek to establish and enhance a 'sense of place' in Shire towns <ul style="list-style-type: none"> Build into grant program priorities & guidelines | M | <ul style="list-style-type: none"> Program guidelines updated |
| 4.4 Ensure events and community initiatives consider and manage environmental impacts | <ul style="list-style-type: none"> Ensure that all arts and cultural events, projects and initiatives consider environmental impacts and risk management <ul style="list-style-type: none"> Build into grant program guidelines | Ongoing | <ul style="list-style-type: none"> Guidelines updated |

5 Connectivity and Sustainability

A connected, collaborative and sustainable arts and cultural sector

| OBJECTIVE | INITIATIVE | PRIORITY | OUTPUT |
|---|--|---------------------|--|
| 5.1 Establish a collaborative network of local arts and cultural organisations | <ul style="list-style-type: none"> Update and maintain the online directory of local arts and cultural organisations <ul style="list-style-type: none"> Develop & implement communication plan to inform Users and community Monitor directory for currency & accuracy Investigate the staging of a local arts and cultural sector forum, showcase and market to foster awareness, connection, networking, resource sharing, information, exchange of ideas, issues, solutions and promote volunteer opportunities <ul style="list-style-type: none"> Consult with key stakeholders Stage event Proactively support projects/events/activities that promote collaboration between local arts and cultural organisations <ul style="list-style-type: none"> Prioritise in grant program guidelines | H L M | <ul style="list-style-type: none"> Plan developed & implemented Directory updated and maintained Stakeholder consultation Arts and cultural forum staged Program guidelines updated |
| 5.2 Establish a network of local practising artists, artisans and arts workers | <ul style="list-style-type: none"> Establish and maintain an online register of practising local artists, artisans and artworkers <ul style="list-style-type: none"> Promote the service to Users and the broader community incl. schools | H | <ul style="list-style-type: none"> Communications Action Plan |
| 5.3 Enhance the business and management skills of local arts and cultural organisations | <ul style="list-style-type: none"> Based on the community training needs audit that has already been undertaken: <ul style="list-style-type: none"> Continue to roll out a program of governance, management, project management and marketing skills development opportunities etc. | M | <ul style="list-style-type: none"> Ongoing program rollout |
| 5.4 Foster a sustainable network of skilled, trained volunteers | <ul style="list-style-type: none"> In collaboration with key stakeholders, develop and implement a specific 'sustainable community volunteering' strategy and action plan <ul style="list-style-type: none"> Establish a community working group Develop opportunities that promote sustainable volunteering | M | <ul style="list-style-type: none"> Working group established Opportunities developed and implemented |
| 5.5 Foster partnerships and alliances with the broader arts, culture and heritage sector | <ul style="list-style-type: none"> Actively liaise with the regional branch of the State Regional Arts Sector Network Maintain productive relationships with useful external arts/cultural service organisations and producers (refer Appendix) | Ongoing Ongoing | <ul style="list-style-type: none"> Active liaison Relationships maintained |
| 5.6 Encourage broad awareness of and access to Council grant programs and other grant opportunities | <ul style="list-style-type: none"> Undertake annual Council grant awareness programs Undertake biennial RADF Committee training/review workshop | M M | <ul style="list-style-type: none"> Sessions undertaken Training/review undertaken |



1. Methodology

The development of the Arts and Cultural Investment Plan included a number of phases:

Planning Phase

- Confirming the purpose and scope of the plan
- Establishing the consultation scope and methodology

Research Phase

- Macro environmental research & analysis
- Policy and research environment
- Quantitative & qualitative cultural assessment
- Community Consultation – Group & individual consultations
- Public contribution – community survey for broader public contribution

Strategic Review: foundation document – research ; analysis; key strategic issues

Policy & Plan Development

- Draft policy & plan submission and review
- Finalisation
- Graphic design*

Completion and delivery

*additional revisions made following the design process

2. Strategic Review - Foundation Document

The content and ideas in the Strategy are drawn from an initial body of primary and secondary research. The research is consolidated in an initial strategic foundation document and includes:

- Definitions
- Megatrends
- Value of investment in arts and culture
- Cultural vitality and regional development
- Creative economy
- Investment in Arts & Culture
- Macro Arts Policy Environment
- Burdekin Shire Regional Profile
- Burdekin Shire Community Profile
- Policy and Planning Linkages
- Tourism in Burdekin Shire
- Community Consultation; Online Survey
- Arts & Cultural Audit
- Analysis
- Strategic Summary



3. Definitions

Culture

Culture can be considered broadly as who we are (identity), the things we care about and give meaning to (knowledge, beliefs, values, attitudes) and the way we express those things (our way of life, including customs, codes and manners, dress, cuisine, language, arts, technology, religion and rituals; norms and regulations of behaviour, traditions and institutions) (from Hawkes, 2001) The three key dimensions of culture are:

- Our sense of place, our values and our identity
- The material products of creative processes
- Our engagement with and participation in, cultural and creative processes

The Arts

The arts are an expression of culture, the activities that enable expression of cultural meaning, through performing, visual, media and literary art forms, or combinations of those (CDN 2017)

Heritage

Cultural heritage is the legacy of physical artefacts and intangible attributes of a group or society that are inherited from past generations, maintained in the present and bestowed for the benefit of future generations (UNESCO)

Cultural Development

The process of enabling cultural activities, including the arts, towards the realisation of a desired future, particularly of a culturally rich and vibrant community

Cultural Services

'Cultural services' refers to those services delivered by and those facilities or organisations directly or indirectly supported by Council relating to arts and culture including heritage

Cultural & Creative Industries

Cultural and creative activities which have their origin in individual creativity, skill and talent and which have the potential for wealth and job creation through the generation and exploitation of intellectual property

Cultural & Creative Tourism

Cultural Tourism is the subset of tourism concerned with a traveller's engagement with a country or region's culture, specifically the lifestyle of the people in those geographical areas, the history of those people, their art, architecture, religion(s), and other elements that helped shape their way of life (OECD 2009)

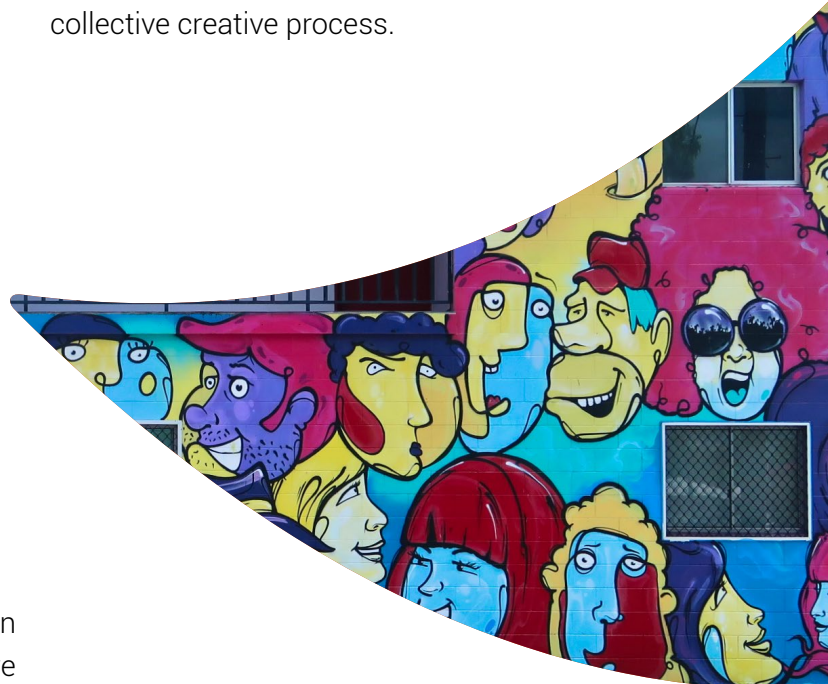
Creative Tourism is tourism which offers visitors the opportunity to develop their creative potential through active participation in courses and learning experiences, which are characteristic of the holiday destination where they are taken (Crispin Raymond and Greg Richards, 2000)

Public art

Public art is all artistic works of a permanent, temporary or ephemeral nature located in open public spaces or facilities and accessible to the public

Community art

A community art project is where members of the community actively participate in the making of the artwork. This type of project allows for a community to express ideas, concerns or issues through a collective creative process.



4. References

Key documents informing the development of the plan include:

Internal Documents

- Arts and Cultural Development Policy
- Policy on Sporting & Cultural Grants
- Community Assistance Policy
- Corporate Plan 2017
- Operational Plan 2020-21
- Tourism Strategy 2018
- Economic Development Framework
- RADF Funding Guidelines
- Visitor Information Centre – Visitor statistics
- Sundry local tourism related brochures, pamphlets etc.
- Sundry local history articles and documents

Other Documents

Department of Infrastructure, Transport, Regional Development and Communications

- Office of the Arts – <https://www.arts.gov.au/>

Australia Council

- Corporate-plan-2019-2023
- Government cultural funding and participation 2017-18
- The arts in regional Australia: A research summary November 29, 2017

Arts Queensland

- Creative Together 2020–2030 - A 10-Year Roadmap for arts, culture and creativity in Queensland
- Sustain 2020-2022 - An action plan for Creative Together 2020–2030

Townsville Enterprise

- Product and Experience Development Plan
- Townsville Regional Snapshot YE Sep 2020
- Townsville RTSA Key Facts 2018-19
- NVS Summary YE Dec 2019

ABS

- Qld-regional-profiles-resident – Burdekin Shire
- Qld-regional-profiles-time-series – Burdekin Shire
- 2016 Census – General Community Profile – Burdekin Shire
- Quick Stats – Burdekin Shire
- <https://whatson.townsville.qld.gov.au/>

Sundry local tourism related brochures, pamphlets.

5. Literature Review

The literature review is extensive and can be found in the foundation report which underpins this plan, 'Burdekin Shire Arts & Cultural Planning Strategic Review.'



6. Grants and Funding

The following list is a summary of current grant programs for which actions and initiatives outlined in this plan may be eligible:

Regional Arts Fund (RAF)

- Agency: Attorney-General's Department - Ministry for the Arts. Administered in Queensland via Flying Arts Alliance

Regional Arts Development Fund (RADF)

- Agency: Arts Queensland. Administered locally by Burdekin Shire Council

Queensland Destination Events Program

- Agency: Tourism and Events Queensland

Queensland Arts Showcase Program (QASP)

- Agency: Queensland Government, Arts Queensland

Touring Queensland Fund (TQF)

- Agency: Queensland Government, Arts Queensland

Celebrating Multicultural Queensland Grants Program

- Agency: Queensland Government, Dept of Communities

Celebrating Reconciliation Small Grants Program

- Agency: Department of Aboriginal and Torres Strait Islander Partnerships

Gambling Community Benefit Fund (GCBF)

- Agency: Queensland Government; Dept of Justice and Attorney General

Backing Indigenous Arts

- Agency: Queensland Government, Arts Queensland

Indigenous Regional Arts Development

- Agency: Queensland Government, Dept of Premier & Cabinet

The Show Societies Grant Program

- Agency: Queensland Government, Dept of Infrastructure

Festivals Australia

- Agency: Attorney-General's Department - Ministry for the Arts

In a Good Place

- Agency: Foundation for Regional Renewal

Culture, Arts, Tourism & Community Heritage (CATCH)

- Agency: Foundation for Regional Renewal

Caring for Ageing Rural Australians (CARA)

- Agency: Foundation for Regional Renewal

Small Grants for Rural Communities (SGRC)

- Agency: Foundation for Regional Renewal

QGC Community Benefit Fund

- Agency: Shell Australia

More details about these programs are available from the relevant Agency.

Details of opportunities available through the Philanthropic sector can be found at Philanthropy Australia, <http://www.philanthropy.org.au/> and accessed in the Directory of Funders, available on subscription. Philanthropic organisations known to support arts and cultural activities in regional and remote Queensland areas include:

- Tim Fairfax Family Foundation: tfff.org.au
- John Villiers Trust: jvtrust.org.au
- Vincent Fairfax Foundation: vfff.org.au
- Helene Jones Charitable Trust
- Harold Mitchell Foundation: haroldmitchellfoundation.com.au
- The Christiansen Fund: www.christensenfund.org
- Sidney Myer Fund: www.myerfoundation.org.au
- Westpac Foundation: www.westpac.com.au/about-westpac/westpac-foundation/
- Nelson Meers Foundation: www.nelsonmeersfoundation.org.au
- Matana Foundation for young people: www.matanafoundation.org.au
- Ian Potter Foundation: www.ianpotter.org.au

7. Potential Partners/Collaborators

Regional Arts Services Network - North Queensland

Madonna Davies

Regional Arts Officer (Townsville)


madonna@rasn.org.au

| CAIRNS | | |
|--------------------------------|--|--|
| ORGANISATION | SERVICE/PROGRAM | OPTION/S |
| Cairns Regional Gallery | Exhibitions Workshops Schools programs | Access to artists for workshops in schools and the community, Touring exhibitions |
| Tanks Art Centre | Tanks combines two main functions, that of a 'presenter' organisation offering a range of arts and cultural events and activities to a wide audience, and also as a community cultural development organisation which aims to proactively engage local communities in cultural expression and participation. | Possible touring partner/collaborator for adult, youth and children's programs |
| Jute Theatre Company | Professional theatre company aiming to create capacity for the development of new work— stories from the region, generated in the region and performed with regional voices fully in the limelight. | Possible performing arts collaborator for acting, writing and project development. |
| Indigenous Art Centre Alliance | IACA is the peak body that provides high quality services and resources that supports excellence within Indigenous Art Centres of Far North Queensland. | Advocacy and long-term support for development, marketing and promotion. |

| TOWNSVILLE | | |
|-----------------------------------|---|---|
| ORGANISATION | SERVICE/PROGRAM | OPTION/S |
| Dance North | One of Australia's leading contemporary dance companies. Dance north empowers and supports artists by providing a creative hub for many artistic voices including a diverse range of choreographers, guest collaborators, artists in residence and dancers. Alongside our professional ensemble and touring productions sits the Community Experience Projects. | One of Australia's leading contemporary dance companies. Dance north empowers and supports artists by providing a creative hub for many artistic voices including a diverse range of choreographers, guest collaborators, artists in residence and dancers. Alongside our professional ensemble and touring productions sits the Community Experience Projects. |
| Perc Tucker Regional Gallery | Townsville's premier regional art gallery, offering a dynamic range of local, national and international exhibitions complemented by workshops, talks and a host of other programs. | Touring exhibition collaboration Workshops and resources Online workshop programs |
| Umbrella Studio Contemporary Arts | An important centre for contemporary art in North Queensland. | Touring exhibition collaboration Workshops and resources Artists in schools Artists in Residence |

| BRISBANE | | |
|-------------------------------|--|---|
| ORGANISATION | SERVICE/PROGRAM | OPTION/S |
| Flying Arts Alliance | Creative/PD workshops; touring exhibitions; artists/artworker insurance; professional & educational resources | Touring artists & Exhibitions, Professional development, Insurance, Resources, Funding support through small schools program and RAF. |
| Museum and Gallery Services | Museum management & operations advice & support, Touring exhibitions. | Support, guidance, Resources, Touring programs. |
| Queensland Music Festival | Biennial state-wide music festival, Schools performing arts touring program. | Festival events/activities, Schools/youth touring activities |
| ArTour | Performing arts and visual arts touring products and services. | Access to touring products, Assistance with touring opportunities and connection with touring networks. |
| Australasian Dance Collective | Australasian Dance Collective offers schools contemporary dance workshops throughout the year by request. | Dance workshops. |
| QMusic | QMusic's events and programs support the professional development of emerging and established artists and connects them with an international music industry network. | Professional development workshops and resources. |
| Musica Viva | Musica Viva In Schools is an all-inclusive package that provides a year-round engaging music program for teachers and students. Musica Viva provides financial assistance to schools cannot ordinarily access the Musica Viva In Schools program because of location, size or level of resources. | Interactive live performances, Teaching and learning resources, Online professional development and support. |
| Opera Queensland | Opera Queensland delivers a diverse, complex and accessible program of opera and related activities for all Queenslanders. | Touring opportunities. A dedicated program for schools to bring opera into the classroom. |
| Flipside Circus | Flipside Circus is Queensland's largest youth arts company. We enjoy a reputation for excellence in training and performance as well as for supporting Queensland's world-leading circus sector. | Touring performances, Training for young people in and outside of schools. |





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