SHIRE OF FLINDERS

Flinders Shire
Arts & Cultural Development Plan
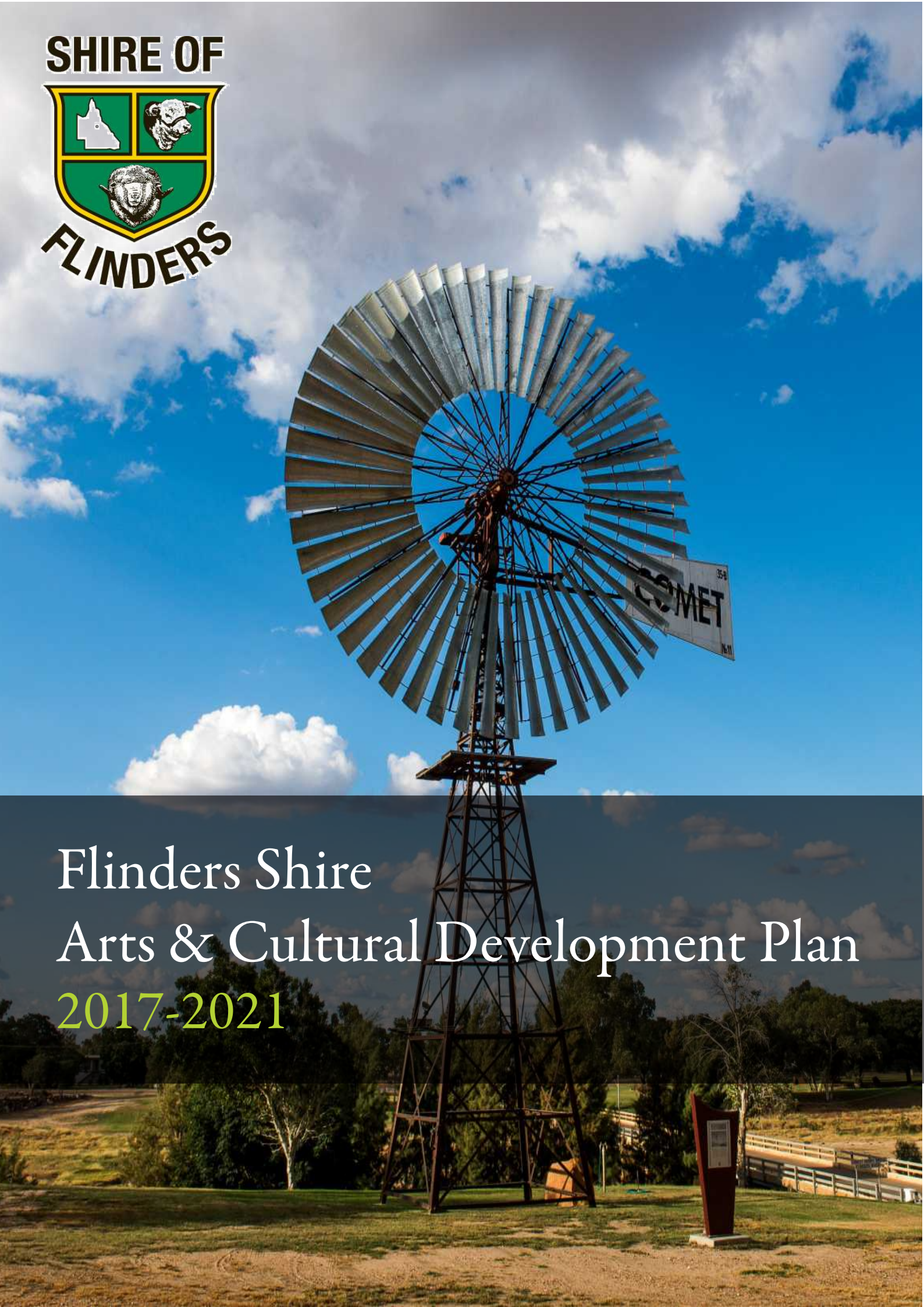## 2017-2021

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Acknowledgements

From the Mayor

I am proud to present the Flinders Shire Arts and Culture Plan 2017-2022. This plan outlines many exciting initiatives to ensure that arts and culture are kept in the forefront of our priorities over the next five years and beyond.

The Flinders Shire has a great history of supporting initiatives to develop appealing and attractive public spaces. Beginning in the late 80's with workshops with Peter Kenyon, a community enthusiast and entrepreneur, the importance of having a visually appealing community to both visitors and locals was entrenched in our minds. Since those initial workshops, we have focused on creating more public artwork which you can find in our streets completed by local artists and further developing our open spaces areas such as Robert Gray Memorial Park and the Eco Walk on Flinders.

As we look towards the future, it is time to renew our efforts. The Arts and Culture Plan 2017 - 2022 has acknowledged the work of the past and will give us guidance as we navigate and implement new ideas and concepts into our community which reflect our beliefs, culture and who we are. This plan has been collaboration between all community members, local schools and community organisations through a number of public meetings and as a result is a shared approach to future planning, ensuring that cultural vitality is alive and well in Flinders.

I commend our staff, facilitator and community members who have contributed to the development of this plan. We can all look forward to seeing new life in our streetscapes and facilities, showcasing the character of the Flinders Shire, its history and its dreams for the future.
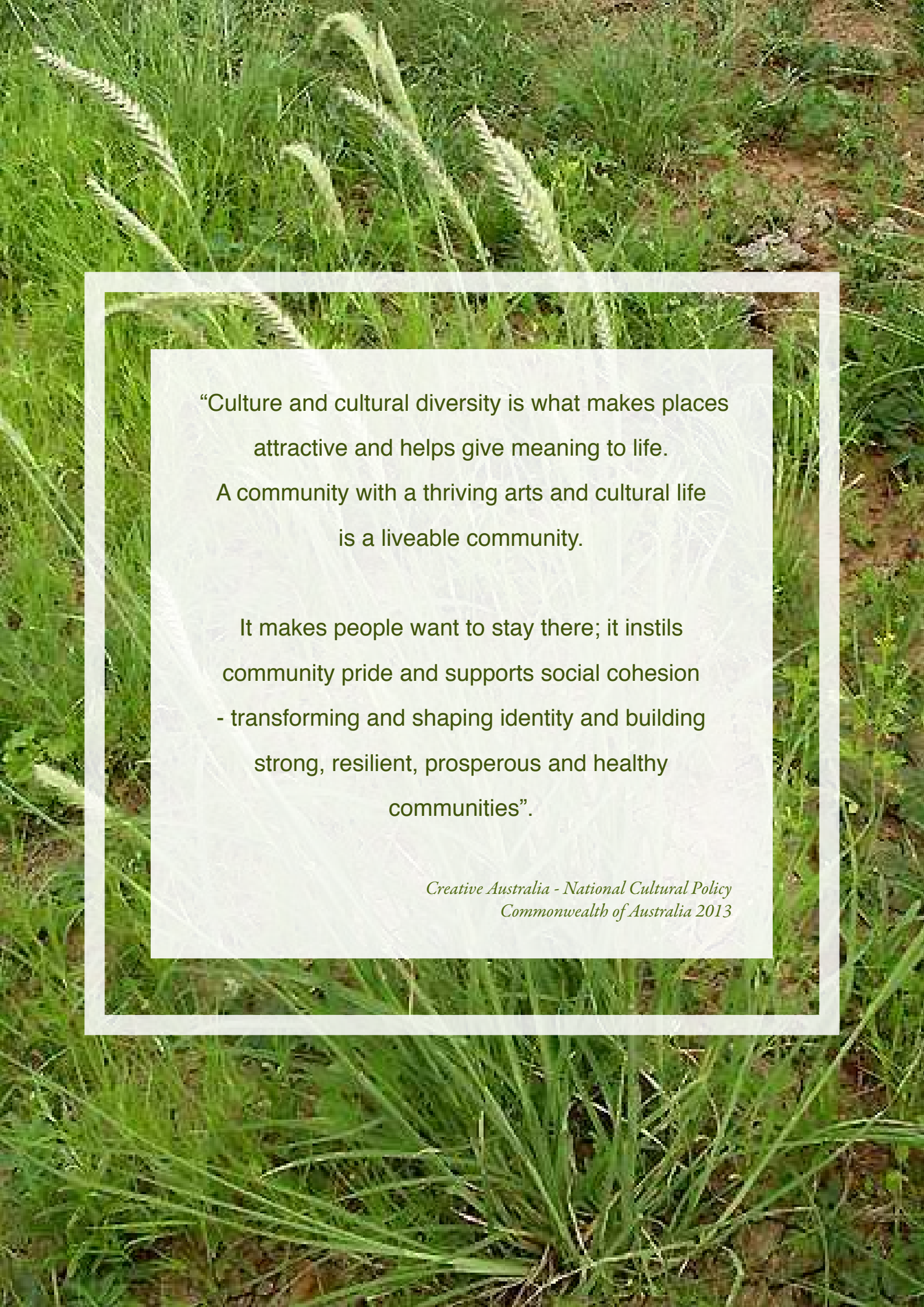
Regards

Jane McNamara
Mayor

As we look towards the future, it is time to renew our efforts. The arts and Culture Plan has acknowledged the work of the past and will give us guidance as we navigate and implement new ideas and concepts...

"Culture and cultural diversity is what makes places

attractive and helps give meaning to life.
A community with a thriving arts and cultural life

is a liveable community.

It makes people want to stay there; it instils

community pride and supports social cohesion

- transforming and shaping identity and building

strong, resilient, prosperous and healthy

communities".

About our Plan

The sustainability of our region is dependent upon the integration of a set of interconnected factors - cultural, environmental, social and economic. This Arts and Cultural Plan recognises this fusion and acknowledges that investment in arts and cultural development is an important contribution to sustaining a resilient, liveable and prosperous community.

Research shows that engagement and participation in quality arts and culture programs can enrich the personal lives of residents, support the health, social and cultural wellbeing of the community and contribute to the region's economic prosperity.

Underpinned by the Arts & Cultural Development Policy 2017-2022, this Plan is designed to encourage greater engagement and participation in locally determined, quality arts and culture experiences and provide the foundation for a cultural vitality that enhances the liveability of our community, our spirit and our way of life.

This Arts and Cultural Development Plan is the means by which we illuminate what matters to us and give significance to what's important for the quality of life in our community. It is designed to link with and complement other Council planning instruments and the broad scope of Council's operations. Most of all it is a community plan for which Council plays a key leadership role, in partnership with a community willing and able to share the leadership and responsibilities.

The preparation of this plan took place over many months and included wide-ranging primary and secondary research and analysis*. It respects the past, acknowledges the present and looks to the future. It takes a broad approach to the understanding of culture and recognises the important role of the arts as creative expression and community voice. It is a tribute to the many groups and individuals who have contributed and continue to contribute to the arts and cultural vitality of the community and presents opportunities for further growth.

Over many years Council and the Community have made a considerable investment in arts and cultural development. The public value of this investment is manifold. This Plan builds on this substantial platform and provides a framework for further investment around a shared vision. It outlines the direction for a vibrant, creative, welcoming community brimming with cultural vitality.
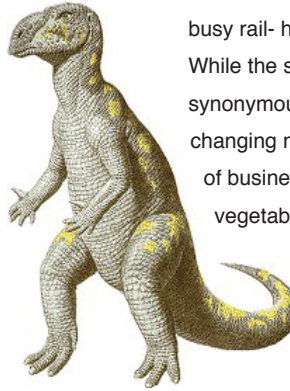
...engagement and participation in quality arts and culture programs can enrich the personal lives of residents, support the health, social and cultural wellbeing of the community and contribute to the region's economic prosperity.

Our story

Flinders is a vital place; a place steeped in the character of its rich pioneering and pastoral heritage, the expanse and diversity of its ancient landscape and the creative, resilient spirit of its people.

The story of this distinctive and diverse region begins over 100 million years ago when the area was on the edge of a shallow inland sea that extended from what is now the Gulf of Carpentaria through to South Australia. Large marine reptiles called Icthyosaurus and Plesiosaurs swam in the inland sea, while on land dinosaurs such as Muttaburrasaurus and the long necked Austrosaurus browsed on the vegetation amongst conifers, cycads and ferns.

Fast forward to the 1840s and, on the back of the ill fated exploits of Burke and Wills, the discovery of the Flinders River and the promise of endless grassy plains lured intrepid early selectors and settlers to the district, bringing with them herds of sheep and cattle. With continued settlement and development by 1866 what began as a humble Hughenden Station had grown into a town and the centre of this flourishing pastoral region. In 1877 a new, official, town site was surveyed and established, adopting the name Hughenden.

Despite the regular outback challenges of flood, fire and drought coupled with the unfortunate setbacks of cattle tick, typhoid and several shearers' strikes, hard work and resilience brought remarkable success and expansion. With the coming of the railway, the successful tapping of artesian water and the establishment of a town electricity supply, civic progress triumphed over natural and non-natural adversity and brought growth and prosperity.

As with Hughenden, its surrounding towns grew with the development of the region. At various times in the 1800s Torrens Creek, Prairie and Stamford were all important changing stations for Cobb and Co and, with the coming of the railway, became busy rail- heads for the local wool graziers.

While the settlement and development of the region is synonymous with the growth of the pastoral industry and changing modes of transport, over the years many different kinds of business enterprises have come and gone including: fruit and vegetable growing, cotton, sandalwood export, wool scouring, abattoir and soft drink production. Famously, in the 1860s and 70s, a gold rush attracted tens of thousands of intrepid prospectors to the region.
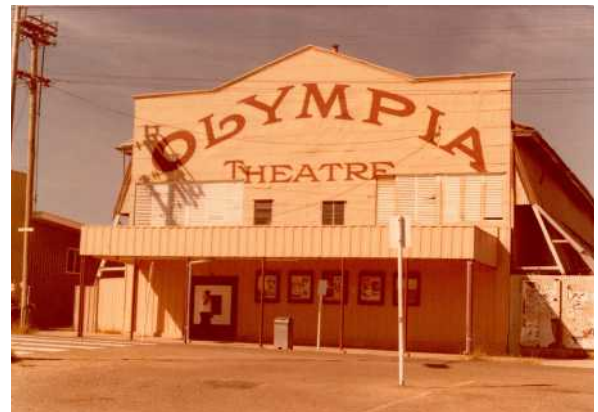
Post-war wool prosperity fuelled the continued development of the region with the population peaking in 1961 at 2329. Hughenden, ideally positioned as the railway junction for the lines to Winton and Mount Isa, and at the intersection of the Flinders Highway and the Kennedy Developmental Road, became a modern outback town boasting a swimming pool, new council offices, a hospital, schools, hotels, motels, showground, racecourse, golf course and a number of shops.

Today Hughenden, still the administrative centre for the Shire, is the busy outback hub for provisions, services, communications and the lifestyle and cultural needs of the community. The qualities that characterised the pioneers and early settlers in the region drive a contemporary community spirit: adventurous, hardy, resilient, creative, resourceful and generous and most of all, a welcoming warmth and friendliness.

Underpinning this document is an extensive primary and secondary research and analysis process which is encapsulated in the Foundation Document. In the interests of length and readability the audit and most of the background information is not included in this document.

Our community

The Flinders Shire covers an area of 41,538.5 square kilometres, is situated approximately half way between the cities of Townsville and Mount Isa and is named after Queensland's longest river - the Flinders River. The Shire, divided by the Flinders Highway or 'Overlander's Way', encompasses the townships of Hughenden, Prairie, Torrens Creek and Stamford. Hughenden is the main centre, situated on the banks of the Flinders River.

The Shire has four different bio-regions with ever-changing eco systems including the Desert Uplands, Einasleigh Uplands, Mitchell Grass Downs and a small portion of Gulf Plains. Its prominent geological features include Porcupine Gorge in the north and the Flinders River which winds from the White Mountains in the north-east through to the west of the Shire.

Flinders Shire is predominantly a grazing area with cattle in the north of the Shire and mixed grazing to the south in the black soil area. Merino wool growing was once the major industry of the west, and the greatest employer, however as demand for wool declined so sheep faded fast from the western pastures. Along with grazing, the Shire is home to a Kangaroo hide tannery and will soon boast the region's only commercial wind farm.

A population of 1792 residents live in the Shire, mostly residing in or around the Hughenden town area. In the period 2001 to 2015 the median age increased by 10.1 years to 44.3. Residents are predominantly Australian born (84.7%). Of those people born overseas (6.2%) no one ethnic group predominates. 1.8% of the population speak a language other than English in the home. Indigenous Australians constitute 6.3% of the region's population. Employment in the Shire is mostly in the Agricultural (32.1%);

Transport (12%) and Public Administration (11.9%) sectors. Registered unemployment is below 2%. In 2011, 60% of occupied private dwellings had access to the internet.

Our Visitors

The tourism research shows that typical tourists to Outback Queensland are primarily older Australians on long haul touring holidays of more than seven nights. They are driving their own vehicles or motor homes and are fairly self sufficient, with caravan parks and camping grounds being the most common type of accommodation used. Nearly two in five visitors use a combination of both commercial and non-commercial sites while on their trip.

These tourists come mainly from Queensland, New South Wales and Victoria, travelling in the period April to October. Queenslanders make up more than half of the visitors to the region. They are on the road for adventure, seeking experiences grounded in Australian heritage and history including authentic Outback towns and looking to learn something new. They are more than likely travelling as a couple and enjoy good quality services and facilities. They are attracted by charming streetscapes, historical buildings and characteristic Outback life.

The Outback Queensland Visitors Survey identifies Hughenden as one of the towns at which many tourists stop but not necessarily for an overnight stay. The Flinders Information Centre receives around 20,000 visitors a year.

Our Vision

The Flinders Shire is a dynamic, creative and resourceful region, proud of its rich heritage and its vibrant arts and cultural life. Our unique culture reflects who we are as a community and how we live, express and celebrate our lives. It is what connects us with our place, contributes to our quality of life and makes the region a wonderful place to live and to visit.

Our Principles

- Sense of identity and place
- Creativity and innovation
- Acceptance and diversity
- Access and equity of opportunity
- Conservation and sustainability
- Leadership   & collaboration
- Family Values
- Economic value

Our Platform

The Flinders Shire Council and the people of Flinders recognise the value that a rich arts and cultural life can contribute to the well- being and prosperity of the community. We are committed to working together to protect and celebrate our values and way of life and promote opportunities for participation in arts and cultural activities that will enhance our identity, enrich our lives, grow our economy and connect our people.

Our Priorities

Creative Life

An active, vibrant arts and cultural sector with opportunities for all community members to participate according their needs, interests and abilities

Community Spirit

A community that values and celebrates its cultural life and achievements and honours significant contributions to the rich texture of community life and wellbeing

Vibrant Places & Spaces

A visually appealing, attractive Shire with vibrant public spaces and access to quality arts and cultural facilities and resources

Valued History and Heritage

A strong sense of history through the preservation and promotion of the region's rich natural and cultural heritage

Productive Partnerships

Productive partnerships, alliances within and external to the region
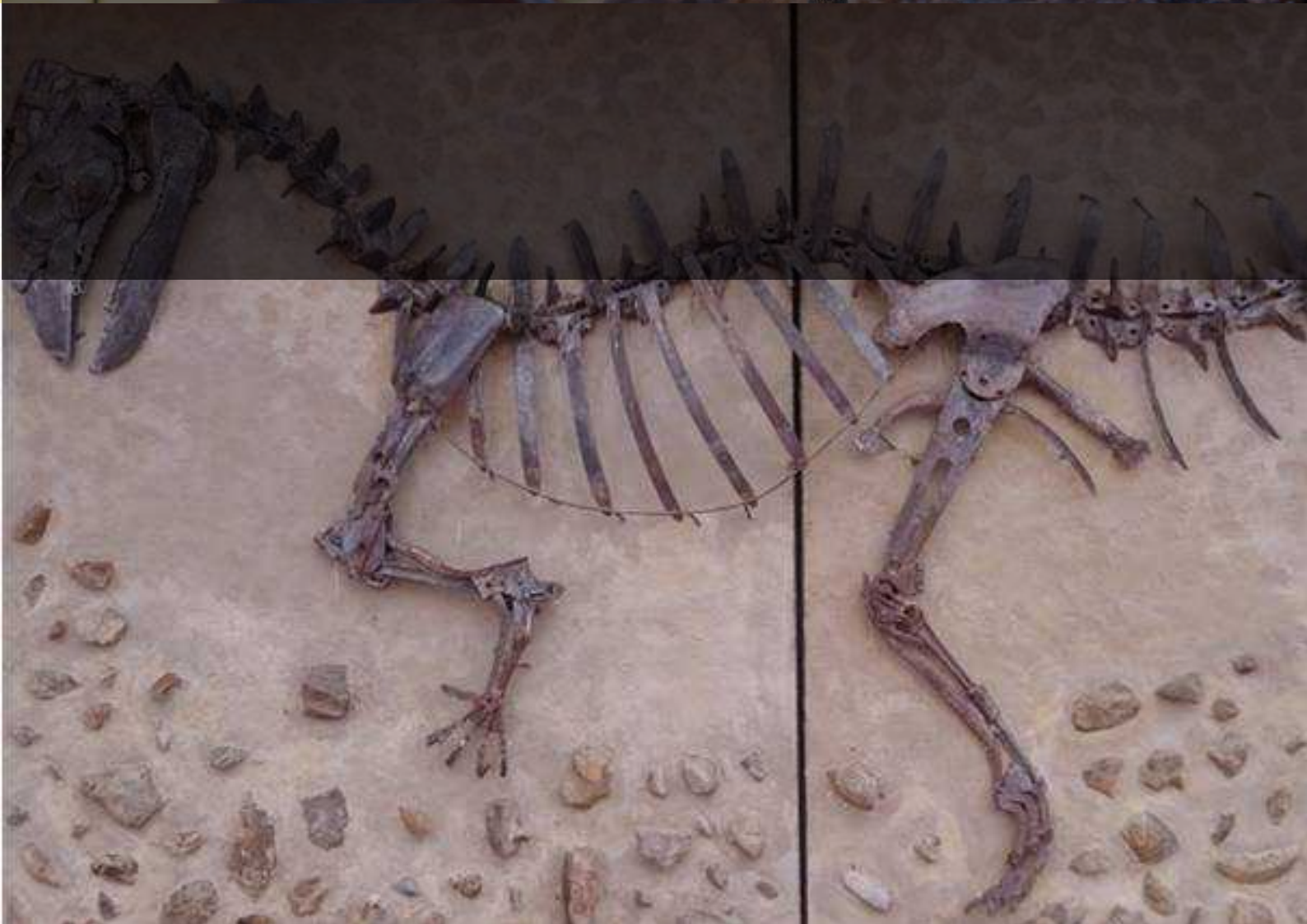
Cultural Citizenship

Sound community based leadership of a well coordinated arts and cultural sector which actively promotes that values of participation and investment in arts and culture

Diverse Economy

An arts and cultural sector that contributes to a dynamic, resilient local economy

Our Action Plan

Our Action Plan

1. Creative Life
An active, vibrant arts and cultural sector with opportunities for all community members to participate according their needs, interests and abilities

Objectives	Initiatives	Measure	Short Term	Medium Term	Responsibility
1.1. Know our creative skills, needs and interests	• Review, update and maintain the register of artists, artisans and arts workers • Undertake a new audit • Update contact register • Review undertaken on an annual basis	• Review, update and maintain the register of artists, artisans and arts workers • Undertake a new audit • Update contact register • Review undertaken on an annual basis	 + + +	 + +	Council
1.2. Build creative capacity	• Undertake a community creative development needs assessment • Provide and or/support opportunities that enhance the creative development of local artists, artisans and arts workers based on identified priorities • Link principle into local funding RADF guidelines	• Assessment completed; priorities identified • Support provided according to identified needs • RADF Linkage established	+ + +	 + +	Council Council Community
1.3. Build professional capacity of artists	• Undertake/refresh an arts and cultural sector professional skills development needs assessment • Provide and or/support opportunities that enhance the professional development of local artists, artisans and arts workers based on identified priorities • Link principle into local funding RADF guidelines	• Assessment completed; priorities identified • Support provided according to identified needs • RADF Linkage established	+ + +	 + +	Council Council Community

Objectives	Initiatives	Measure	Short Term	Medium Term	Responsibility
1.4. Encourage community engagement and participation	• Provide and or/support opportunities that encourage the engagement and participation of the broader community in arts, cultural and heritage activities	• Opportunities provided/supported according to identified needs	+	+	Council; Community
	• Link principle of diversity into RADF & local funding guidelines	• Funding Links established	+	+	Council; Community
	• Provide and or/support opportunities that encourage linkages between arts/cultural sector and non sector interests including health, sports, education, community services	• Opportunities provided/supported according to identified needs	+	+	
	• Link principle into local funding guidelines	• Link established	+	+	Council; Schools
	• Provide and or/support opportunities that promote the engagement and participation of primary & high school students	• Opportunities provided/supported according to identified needs	+	+	
	• Link principle into local funding guidelines	• Link established	+	+	Council; Community
	• Provide and or/support opportunities that promote the engagement and participation of young people (16-26 yo)	• Opportunities provided/supported supported according to identified needs	+	+	
	• Link principle into local funding guidelines	• Link established	+	+	
	• Explore the need for and viability of the establishment of a Men's Shed as a meeting/workspace for retired/unwaged men in the Shire	• Outcome depends on outcome of business case and the decision to proceed or not	+	+	Council
	• Undertake primary research				
	• Develop business case				
	• Develop business plan				
	• Indentify funding opportunities, if required				
	• Implement as appropriate				
	• Develop concept and management plan for an annual 'animating place' event for local artists and artisans (a different place could be identified for each year)			+ +	Council
	• Develop concept	• Animating Place is established as an annual event for artists, artisans, musicians, creative people	+		
	• Develop project plan			+	
	• Secure financial resources			+	
	• Implement project			+	Council
	• Connect with ArtTour and attend the Queensland Touring Showcase (refer partnerships) with view to securing a program of touring performing arts products and exploring possible collaborations with neighbouring regions			+ +	
	• Attend annual ArtTour Showcase	• Coordinated, collaborative performing arts touring events	+		
	• Identify touring opportunities		+		
	• Identify collaborative options & progress			+	Council
	• Connect with Flipside Circus with view to securing a special school holiday training and skills development program for young people – with view to a possible longer term relationship			+ +	
	• Arrange meeting & discuss options	• School holiday program in 2017	+		
	• Develop planned approach	• 3 year collaboration	+		
	• Secure funding* Regional arts fund 2017		+	+	
	• Implement		+	+	
1.5 Acknowledge and value our cultural diversity	• Initiate and or/support specific opportunities/events that are designed to celebrate community cultural diversity	• Opportunities/events identified and supported according to funding guidelines			Council; Community
	• Link principle into local funding programs		+	+	
	• Initiate and/or support as appropriate		+	+	
	• Meet with local Australian Indigenous leaders to discuss opportunities to represent indigenous history & culture in mainstream activities and publications	• Australian Indigenous history & culture represented			Council
	• Arrange meeting & discuss options		+		
	• Ensure a position on the RADF Committee		+		
	• Develop plan		+		
	• Implement as appropriate		+	+	

2. Community Spirit

A community that values and celebrates its cultural life and achievements and honours significant contributions to the rich texture of community life and wellbeing

Objectives	Initiatives	Measure	Short Term	Medium Term	Responsibility
2.1. Celebrate our lives and lifestyles	• Provide and or/support (or continue to support) specific opportunities/events that are designed to celebrate community cultural values, occasions and achievements e.g. Race days; Freestyle on Flinders; Hughenden Show; et al • Identify, review and assess opportunities as they arise • Establish clear guidelines for assessing applications for event support • Support as appropriate, according to guidelines	• Opportunities/events identified and supported	+ + +	+ + +	Council Community
2.2. Celebrate important community occasions	• Continue to provide a community focus for important occasions such as Queensland Day; Australia Day; ANZAC Day and Remembrance Day • Identify, initiate and/or support as appropriate	• Celebration of important community occasions	+	+	Council
2.3 Acknowledge important individual and/or community achievements	• Acknowledge community achievements and/or contributions from individuals to the well-being and reputation of the community • Identify contributions/achievements • Acknowledge formally as appropriate • Communicate broadly to the community	• Achievements/contributions acknowledged	+ + +	+ + +	Council

3. Vibrant Places
A visually appealing, attractive Shire with vibrant public spaces and access to quality arts and cultural facilities and resources

Objectives	Initiatives	Measure	Short Term	Medium Term	Responsibility
3.1. Maintain & enhance the appeal and attractiveness of our towns and streetscapes	• Maintain & enhance parks, gardens and open public spaces throughout the Shire with a focus on native flora	• Active connection with Council town maintenance and street-scaping programs			Council
	• Connect with Council maintenance programs		+	+	Council
	• Review and refresh entry statements/signage for each town in the Shire	• Consistent, integrated, appealing entry statements for each town			Council
	• Review signage requirements		+		
	• Design / Implement as appropriate* refer PADP Plan	• Annual public signage and public art maintenance plan		+	Council
	• Develop public signage and public art maintenance plan		+		
	• Audit & assess public signage		+		
	• Audit and assess public art assets* refer PADP Plan		+	+	
	• Develop & implement annual maintenance schedule				Council
	• Develop a formal public art policy & development plan* and promote the further development of distinctive, contemporary public art in the region which reflects community values/heritage	• Public art policy and development plan			
	• Develop formal public art policy & development plan		+		
	• Secure annual finances		+	+	
	• Implement as recommended		+	+	
	• Incorporate PA assets into annual maintenance plan		+	+	
	• Develop a dedicated 'Main Streets' refurbishment program pulling together the threads of the annual public maintenance program, the streetscaping plan, the public art plan and initiatives identified in the Arts & Cultural Plan	• Main Streets refurbishment plan & implementation			Council; C of C
	• Collate content		+		
	• Draft plan – with action plan		+		
	• Secure annual resources		+	+	
	• Implement			+	
	• Develop & implement empty shopfront project 'Famous Feats & Faces'	• No empty shopfront windows			Council; C of C
	• Refer History & Heritage section below				Council
	• Restore, maintain and develop historical markers	• Appealing, effective historical markers			
	• Refer History & Heritage section below				
3.2 Maintain/Support high quality arts and cultural facilities and amenities	• Maintain/develop the range of leisure and arts and cultural facilities for the use and enjoyment of residents and visitors	• Quality, well kept arts and cultural facilities			Council
	• Connect into Council's annual maintenance/development program		+	+	
	• Assess upgrading needs of DEC to accommodate contemporary local and touring arts product and improve audience experience	• Upgraded performing arts facility			
	• Audit building		+		
	• Undertake survey of touring clients		+		
	• Undertake survey of audiences		+		
	• Review & assess surveys			+	
	• Develop & cost upgrading plan			+	
	• Implement as appropriate				
	• Finalise outcome of proposal to develop a visual arts space/facility	• Visual arts space/ facility			
	• Review all research		+		
	• Develop business case		+		
	• Select best option		+		
	• Secure resources			+	
	• Implement			+	
3.3.Promote the protection and enhancement the quality of the natural environment	• Support environmental initiatives as identified in the Corporate Plan	• Support as appropriate	+	+	Council
	• Continue development of eco-walk	• Optimisation of eco-walk			Council
	• Develop expanded planting program		+		
	• Identify additional signage requirements		+		
	• Implement as appropriate * refer PADP		+	+	
	• Ensure that all arts and cultural events and initiatives consider environmental impacts and risk management	• Art and cultural projects/events consider environmental impacts and management			Council Community
	• Link principle into local funding guidelines		+	+	
3.4 Ensure the preservation of the built environment	• Document, monitor and maintain the character of historical facades, buildings and remnants	• Historical features are maintained and preserved			Council
	• Audit & document		+		
	• Develop monitoring and maintenance plan		+		
	• Implement as appropriate		+	+	

*Refer PADP = Public Art Policy and Development Plan

*The Public Art Development Plan 2017-2020 contains and number of initiates that can engage with and involve local artists and members of the community.

It should be read and implemented in conjunction with the Arts & Cultural Plan

4. Valued History and Heritage
A strong sense of history through the preservation and promotion of the region's rich natural and cultural heritage

Objectives	Initiatives	Measure	Short Term	Medium Term	Responsibility
4.1 Preserve and celebrate our history	• Review & refurbish all the current historical plaques* – with the inclusion of QR codes to link to further information	• Historical plaques are refurbished • Additional plaques are installed			Council Comm.
	• Review & document existing plaques		+		
	• Indentify opportunities for additional plaques		+		
	• Develop refurbishment & development plan		+		
	• Secure finances		+	+	
	• Access & apply QR code technology		+	+	
	• Implement project		+	+	
	• Develop "Famous Feats & Faces" heritage project to be used to dress shop windows (especially empty shops) in Brodie St	• Project is planned & implemented and shop windows are dressed			Council; C of C
	• Research and collate historical content			+	
	• Allocate resources			+	
	• Design posters & print (on MDF)			+	
	• Install			+	
	• Upgrade walkway & interpretive signage at Coolabah Tree Refer Public Art Development Plan*	• Coolabah Tree historical attraction is upgraded		+	Council
	• Develop upgrade plan		+		
	• Allocate resources			+	
	• Implement			+	
	• Council's historical collection	• Historical collection is fully catalogued			
	• Continue the process of cataloguing Council's historical collection		+	+	Council Comm.
	• Create a dedicated web site/pages for Shire heritage information linking with QR Codes on historical plaques	• Web site links established			
	• Develop website content			+	Council Comm.
	• Create web pages & upload			+	

The Public Art Development Plan 2017-2020 contains and number of initiates that can engage with and involve local artists and members of the community. It should be read and implemented in conjunction with the Arts & Cultural Plan

5. Productive Partnerships
Productive partnerships and alliances within and external
to the Region

Objectives	Initiatives	Measure	Short Term	Medium Term	Responsibility

5.1. Promote partnerships within Council	• Ensure all Council departments and staff are linked into the arts & cultural plan and identify opportunities for collaboration
	  • Distribute to staff
	  • Present to staff
		• Council staff is aware of the plan and its implications.
		• Opportunities for collaboration are identified and progressed as appropriate
			
			+
			+
				
				+
				+
					Council

5.2. Promote partnerships between arts and cultural groups	• Ensure artists, arts and cultural groups are linked into the arts & cultural plan and identify opportunities for support and collaboration
	  • Distribute to arts and cultural groups and organisations
	  • Maintain RADF Committee & ensure diversity of membership
	  • Indentify partnership opportunities & progress
		• Arts and cultural community is aware of the plan
		• Opportunities for support and collaboration are identified and progressed as appropriate
			
			+
			+
			+
				
				+
					Council
					Community

5.3. Promote partnerships with the business community	• Ensure that the business community is linked into the arts & cultural plan and identify opportunities for collaboration and business synergies
	  • Distribute to key members of the business community
	  • Present to meeting of business people
	  • Indentify partnership opportunities & progress
		• Business community is aware of the plan and implications
		• Opportunities for collaboration are identified and progressed as appropriate
			
			+
			+
			+
				
				+
					Council
					C of C

5.4. Promote partnerships with community services sector	• Ensure that the community services sector is linked into the arts & cultural plan and identify opportunities for collaboration
	  • Distribute to key services representatives
	  • Meet & discuss with key representatives
	  • Indentify partnership opportunities & progress
		• Community Services sector is aware of plan and implications
		• Opportunities for collaboration are identified and progressed as appropriate
			
			+
			+
			+
				
				+
					Council
					CSS

5.5. Promote partnerships with the education sector	• Ensure that the education sector is linked into the arts & cultural plan and identify opportunities for collaboration
	  • Distribute to key Education representatives
	  • Meet & discuss with key representatives
	  • Indentify partnership opportunities & progress
		• Education sector is aware of plan and implications
		• Opportunities for collaboration are identified and progressed as appropriate
			
			+
			+
			+
				
				+
					Council
					Schools

5.6. Promote partnerships and alliances outside the Region	• Continue to link with /develop relationships with regional local government colleagues and identify opportunities for cooperation and collaboration in the areas of touring artists, shows and exhibitions; event coordination; and joint cultural tourism initiatives
	  • Meet with counterparts in neighbouring regions
	  • Discuss touring interests and possible synergies
	  • Progress as appropriate
	• Continue to link with /develop relationships with external arts/cultural service organisations with view to possible collaborations/alliance
	  • Museums & Galleries Queensland; Flying Arts Alliance Inc.
	  • Flipside Circus; Dance North
	  • ArtTour, Musica Viva, Queensland Music Festival
	  • Neighbouring Regional Galleries & arts venues
	  • Outback Queensland Tourism Authority
	  • Tourism & Events Queensland et al
		• Neighbouring colleagues are aware of plan and collaborative opportunities
		• Opportunities for collaboration are identified and progressed as appropriate
		
		• Connections made, options discussed
		• New initiatives developed and progressed
			
			+
			+
			+
			+
				
				+
				+
					Council
					
					Council
					Agencies

6. Cultural Citizenship

Sound community leadership of a well coordinated arts and cultural sector which actively promotes that values of participation and investment in arts and culture

Objectives	Initiatives	Measure	Short Term	Medium Term	Responsibility

6.1. Support community arts & cultural citizenship	• Review terms of reference of Arts Advisory Committee with view to expanding role and responsibilities
	  • Review current role and responsibilities
	  • Amend & update as appropriate
		• AAG role reviewed and updated	+		Council

	• Establish an Arts & Cultural Plan implementation reference group (if not incorporated into above)
	  • Draw up terms of reference
	  • Recruit membership
	  • Establish group
		• Reference Group Established	+
			+
			+
					Council

6.2. Actively Promote programs, projects and achievements throughout the community	• Establish distribution system for information, stories, communications
	  • Draw up communications network
	  • Establish dedicated social media group facebook page
	  • Establish dedicated web page
	  • Distribute as appropriate
		• Active, effective promotion and communication	+
			+
			+
			+
					Council

6.3. Encourage active volunteering and volunteer networking	• Establish and arts and cultural volunteer & networking register
	  • Initial call out for volunteers
	  • Establish data base
	  • Document volunteering opportunities
	  • Undertake call out for volunteers as required*
	
	*could be set up as part of a broader community volunteer register
		• Established volunteer network	+
			+
			+
			+
				+	Council

6.4 Promote sound organisation governance	• Support the effective governance and management of local arts and cultural organisations
	  • Identify training & development needs
	  • Support/provide initiatives that foster improved governance and organisational management
		• Effective and sustainable arts and cultural organisations	+	+	Council; Community

7. Creative & Cultural Enterprise
An arts and cultural sector that contributes to a dynamic, resilient local economy

Objectives	Initiatives	Measure	Short Term	Medium Term	Responsibility
7.1. Foster local creative/ cultural industry development	• Identify and register artists/artisans in the region who are making distinctive, commercial quality arts and crafts products & establish business data base and network	• Data base and network, reviewed annually	+	+	Council
	• Establish corporate gift policy which embraces locally made arts/crafts	• Policy established and enabled	+	+	Council
	• Support activities/initiatives which enhance the business skills/acumen and knowledge of the tourism sector for local artists, artisans and arts workers. Refer (1.2) above	• Good business skills	+	+	Council Community
	• Acknowledge the role and value of local professional artists and art galleries and support/promote where appropriate	• Acknowledgement & promotion	+	+	Council
	• Develop/enhance local distribution strategy for 'Flinders' arts and crafts; look for cross promotional/sales opportunities	• Distribution strategy & action plan	+		
	• Identify local distribution opportunities			+	Council
	• Establish distribution strategy and commission plan				C of C
	• Develop an arts and crafts products brand for Flinders and license to approved retailers	• Flinders label for locally made arts & crafts products			
	• Develop project plan			+	Council
	• Secure financial resources			+	Community
	• Commission label design & print			+	
	• Establish licensing/approval process			+	
	• Ensure that locally made and branded products are identified and prominent in retail display areas – including Information Centre	• Prominent display of local arts/craft products	+		Council C of C
7.2 Foster creative & cultural tourism development	• Ensure strong linkages with Outback Tourism Authority	• Link maintained; research accessed			Council
	• Maintain close, regular contact		+	+	
	• Access latest Outback tourism visitor research		+	+	
	• Develop distinctive tourism positioning for Flinders based around cultural characteristics & experiences (with ref to research)	• Positioning refreshed & incorporated			Council
	• Review tourism positioning		+	+	
	• Review and consolidate all tourism related materials and publications and refresh destination information for visitor and local consumption (with ref to research)	• Publications reviewed & updated			Council
	• Review materials & publications			+	
	• Update			+	
	• Review all current facilities/amenities/signage for consistency and visitor 'friendliness'	• Signage reviewed & refreshed			Council
	• Review signage			+	
	• Update as necessary (* refer 3.1 above)			+	
	• Link annual 'animating place' event into visitor flow/season (*refer 1.4 above)	• Animating Place event linked into tourism platform	+	+	Council
	• Support local cultural tourism initiatives that demonstrate tangible value for visitors and tourists within the scope of current programs and/or which have the capacity to attract alternative funding support	• Initiatives indentified and supported	+	+	Council
	• With reference to the review/upgrade of the heritage plaques, the Famous Feats and Faces Project and the Coolabah Tree site refurbishment (*refer3.1 above), establish & promote a heritage walk/loop	• Heritage loop established, published and promoted			Council
	• Document heritage trail		+	+	
	• Publish & distribute heritage trail		+	+	
	• With reference to the Public Art Development Plan (*refer 3.1 above), establish a Public Art & Attractions trail	• Public Art & Attractions trail established, published and promoted			Council
	• Document trail			+	
	• Publish & distribute			+	

Stretch Ideas		
	• Consider repositioning the development and promotion of the destination visitor experience around the idea of "Gateway to the Ancient Inland Sea"	Longer Term
	• Further explore ideas, themes, funding options and viability of a distinctive, iconic hallmark event for the region of national / international status i.e. Flinders River Festival	
	• Review, refocus and upgrade the experience of the Discovery Centre around the positioning of the destination to be a nationally and internationally competitive attraction using Augmented Reality & Virtual Reality technologies	
	• Explore opportunities/feasibility to develop an 'archaeological dig' as a visitor attraction and link it to interpretive information available in the Discovery Centre	
	• In keeping with the Flinders Shire Public Art Development Plan, pursue options for a major international public art commission for Mt Walker	
	• Adopt Augmented Reality technologies to provide self guided arts, cultural and historical tours to visitors on mobile/hand held devices i.e. content can be provided on devices provided, or visitors can connect into the internet/intranet to access AR content	

Implementation

Council is recognised as the lead agent in the delivery of arts and cultural services in the Shire, with the support and assistance of the Flinders community. Community interests are currently represented through the **Arts Advisory Committee**. This committee meets periodically with Council representative/s to primarily adjudicate on Regional Arts Development Fund applications.

Given the dimensions of the Arts and Cultural Development Plan and the shared responsibility for implementation it is recommended that, in the short term, Council broaden the role and membership of the committee and include oversight of the implementation of the Plan as part of its responsibilities.

For the longer term, as identified in the Action Plan, it is recommended that Council look seriously at working with community interests to establish a not-for-profit charitable company as an overarching community body to oversee arts and cultural development (and possibly other areas of development) in the community and the implementation of the Plan in particular (i.e. Future Flinders Inc.).

A sub-committee structure could be established to address specific responsibilities or portfolios. This initiative will ensure community participation, help to share the load and, importantly, allow the community to tap into considerable alternative funding opportunities in the Government and Philanthropic sectors.

The first step in implementation of this Plan should be to review Council's current commitments across its portfolios in relation to the Plan and refresh and recommit accordingly. A notional timeline has been set for implementing the various initiatives over the next five years. There will be many factors and issues arising that may influence the timetable.

In this regard the timeline is indicative only, identifying short term and medium term priorities. Several additional 'stretch' initiatives have been identified, the implementation of which will depend on time, resources and circumstances.

Resourcing

A number of the actions outlined are currently supported through general council operations or specific funding programs (RADF; Community Grants). It is expected that this situation will continue although the themes in the Plan might prompt the revision of some guidelines or priorities. As part of the implementation process it is recommended that current guidelines for the RADF and the Community Grants program be reviewed to reflect the principles and priorities outlined in this Plan.

The implementation of many of the new initiatives will likely require access to alternative funding/support sources. The Appendix identifies a range of possible funding options including grant and philanthropic programs. Access to many of these programs will be better facilitated through the establishment of a not-for-profit charitable entity, as outlined above, which has Donor Gift Recipient (DGR) and Tax Charity Concession (TCC) status. This would allow access to Philanthropic Trust and Foundation funding programs, several of which have a specific mandate to support activities in regional and remote areas.

This status would also allow for the provision of a tax deduction for individual, business and corporate donations. Options for support from the corporate sector should also be explored as a means to augment financial resources for specific initiatives.
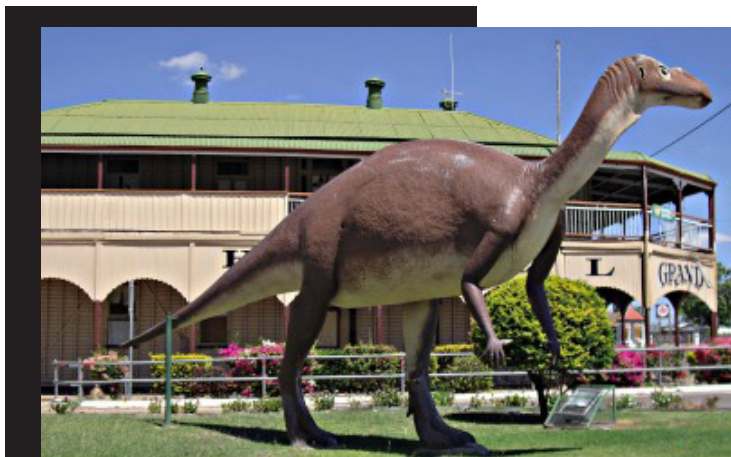
Linkages

This Plan has been designed to link with the Council's current Community Plan – Our Future 2011-2021. There may be some inclusions required when it comes to the annual business planning process.

The Plan also references the current Queensland State Government Arts Strategy and the Regional Arts Development Program. It's hard to find a link into the Australia Council other than perhaps opportunities for individual artists. The new Australian Government program 'Catalyst' may hold some prospects.

All planning documents referenced during the preparation of this Plan are identified in the Appendix. Other key internal and external organisational linkages and funding options are mentioned in the body of the action plan.

Council's Role & Responsibilities

As detailed in the Arts & Cultural Policy (2017-2021), Council's role and responsibilities in the implementation of this Plan vary from Provider, Funder, Partner, Facilitator and Advocate. In some cases a singular role is clear but in many cases Council could be called upon to perform multiple functions i.e. in the area of community events Council could be a Provider as well as a Funder, Partner and/or Facilitator.

It is important to reinforce that in creating the environment and circumstances where arts, culture and heritage can flourish, Council also requires the support and leadership of the local community. The successful implementation of the Arts and Cultural Plan will rely on a partnership between Council and community interests.

The successful implementation of the Arts and Cultural Plan will rely on a partnership between Council and community interests

Evaluating Outputs

Objectives outlined in the Action Plan under each strategic priority have listed one or more actions or initiatives and so these can be readily evaluated – whether the actions are completed or not. Measuring the Goals associated with each Priority requires a different set of metrics.

1. Creative Life

An active, vibrant arts and cultural sector with opportunities for all community members to participate according their needs, interests and abilities

- Number of opportunities to engage and/or participate
- Range and diversity of opportunities to engage and/or to participate
- Number of new initiatives
- Number of arts and non arts sector partners

2. Community Spirit

A community that values and celebrates its cultural life and achievements and honours significant contributions to the rich texture of community life and wellbeing

- Number of community events/celebrations
- Range and diversity of community events/celebrations
- Number of community achievers/contributors acknowledged

3. Vibrant Places & Spaces

A visually appealing, attractive shire with vibrant public spaces and access to quality arts and cultural facilities and resources

- Maintained, attractive public spaces and streetscapes
- Quality arts & cultural facilities
- Protection of the natural environment
- Preservation of the built environment

4. Valued History and Heritage

A strong sense of history through the preservation and promotion of the region's rich natural and cultural heritage

- Social and cultural history is conserved and preserved
- Social and cultural history is celebrated

5. Productive Partnerships

Productive partnerships, alliances within and external to the region

- Number of active connections across Council departments
- Number of active partnerships between arts and cultural groups
- Number of active partnerships with the business community
- Number and range of active non arts-sector partnerships
- Number and range of active partnerships and alliances outside shire boundaries

6. Cultural Citizenship

Sound community based leadership of a well coordinated arts and cultural sector which actively promotes that values of participation and investment in arts and culture

- Strong community support for arts and cultural development
- Active, well supported volunteer network
- Effective communications plan
- Effective, sustainable arts and cultural organisations

7. Diverse Economy

An arts and cultural sector that contributes to a dynamic, resilient local economy

- Number of artists selling work locally
- Number of cultural tourism products/services
- Contribution of arts and culture to the local economy (GRP)
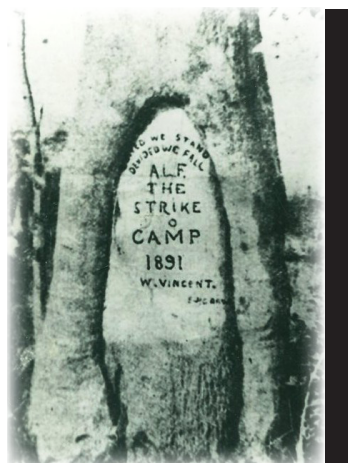
Evaluating Outcomes & Impacts

Evaluating the goals and objectives of the program (Outputs) provide a measure of how well the program has been implemented and whether, in the short term, it has achieved its desired results.

Measuring whether the program has made a difference in the community over time is a matter of measuring Outcomes - the value created, change or difference in community as a result of Outputs. Aggregating Outcomes over time will provide a measure of overall program and policy impact.

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
- Support
  - The number of active partners, sponsors or collaborators directly involved
- Community Value
  - Contribution to social, cultural, civic, environmental and economic value to the community

The sub-domains listed under Community Value can be measured by a series of indicators established under each category.

It is considered best practise to establish the indicators through a process of consultation between Council and the community (examples are outlined in the Appendix) Ideally, through a community survey, a benchmark study can then be undertaken to establish foundation measures, with follow up surveys undertaken each year to measure progress. Year on year program Outcomes can be measured (with targets set each year) and aggregated over 3-5 years or the life of a policy, to measure Impact.

Alternatively data can be collected event by event for Council sponsored and supported events which, when aggregated annually, will provide an indication of Outcomes and Impacts.

Appendix

1. Methodology

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

- Planning Phase
    - establishing the scope and scale 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 – open period for public contribution
- Plan Development
- Draft plan review with Council & Councillors
- Community Review – open period for public comment on draft document
- Finalisation, final review
- Council adoption publishing

2. Foundation Document

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

- Planning Context
- Definitions
- Policy Context
- Policy Environment
- Arts and Cultural Research
- History & Heritage
- Arts & Cultural Audit
- Tourism Research
- Economic Research
- Community Context
- Community Consultation outcomes
- Key strategic issues

3. Definitions

- Culture

The concept of culture is a widely discussed notion closely aligned with an idea of our 'way of life'. It is a word that describes what makes individuals, communities and places unique. It is the system of beliefs and behaviours that inform our everyday life and identify us as belonging to one or other group. The application of culture in the real world is a growing trend internationally, nationally and at state a local government levels in Australia.

> "Culture should be regarded as the set of distinctive spiritual, material, intellectual and emotional features of society or a social group, and it encompasses, in addition to art(s) and literature, lifestyles, ways of living together, value systems, traditions and beliefs." UNESCO, 2002

> Culture is accepted in traditional Aboriginal society as having a specific meaning associated with traditional lore, customs, kinship, rights, and responsibilities to country, with traditional knowledge also carrying intellectual property rights and protections for traditional cultural expressions against misappropriation and misuse. World Intellectual Property Organisation (WIPO)

- **Art**

Art is a creative manifestation of the act of self-expression and intention by an individual or group. It refers both to the 'product' as well as the process. Art is not culture, but is often regarded as a subset or artefact of culture, that is a creative expression of culture. Making art is a meaningful way to liberate the voices, imagination and creativity of a community to generate values, communicate these values and bring about change or agreement. In contemporary communities, art often reflects and challenges many influences and values including: local, international, cultural, environmental, political and aesthetic concerns through an ever widening range of art forms, such as visual, performing and literary arts and new media technologies.

- **Artist**

If art is a product or act of self-expression, then anyone can be an artist. However, it is important to recognise the expertise that a professional artist contributes to community and cultural development practices. A professional artist is someone who devotes significant time to their artwork, has a history of public presentation and (generally) has specialist training in their field. Professional artists make a significant contribution to community development and wellbeing by giving voice to imagination, creativity, diversity and innovation.

- **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 artistic process.

- **Community Cultural Development (CCD)**

Community cultural development (CCD) is a way of working through the arts and creativity with communities to achieve social change outcomes. CCD is not an art form, but an arts practice. CCD activities can incorporate a range of practices and methodologies, which are often developed specifically for each project. Such projects ideally involve professional artists and/or arts workers to facilitate the project. In doing this, care and attention is paid to collective decision making and community building processes.

· **Cultural Industries**

The term 'cultural industries' is used to understand the economic dimension of arts and cultural activity. It describes those involved in the development, production, marketing and consumption of cultural products. They can include independent artists and businesses working in areas such as graphic arts, publishing, music and film, as well as historical and cultural venues such as libraries, theatres and museums. Cultural industries are significant employers when seen as a sector. Many of the businesses in this industry belong to the not-for-profit sector.

· **Cultural events**

A wide range of activities can be classified as cultural events from large-scale festivals to smaller activities such as arts-based workshops. While not limited to arts-based events, they generally refer to events that have an arts-based component. Cultural events present great opportunities for community cultural development (CCD), including community building between different cultural or interest groups and for the celebration of local arts and culture.

· **Public art**

Public art is all artistic works located in open public spaces or facilities and accessible to the public. Public art can include sculptural and mural-based forms as well as functional pieces often integrated into buildings such as seating, lighting, or paving.
Not all public art has to be a permanent feature. Public art of a temporary or ephemeral nature can allow the artists to address site-specific issues that may only be relevant in the short term. Examples include video, light and sound projection and live performance-based works for festivals and events.

· **Heritage**

Heritage is the traditions, achievements, and beliefs that are part of the history of a group of people.
Heritage can refer to practices or characteristics that are passed down through the years, from one generation to the next.

4. References

Key local documents informing the development of the plan include:
· Flinders Shire Community Plan 2011-2021
· Arts for All Queenslanders 2014-2018 (Arts Queensland)
· Flinders Shire RADF Program Guidelines
· Flinders Shire RADF Submission 2016-17
· Flinders Shire Arts & Cultural Needs Analysis
· Flinders Shire Council Open Space Master Planning Report (5 Parks Plan)
· Back to Hughenden, Hartshorne-Waller Publicity
· 100 Years of Development 1863-1963, Brian T. Langan (ed)
· Hughenden & Beyond, Beryl Hunter, 2014,
· Local flyers, brochures, publications

Other documents informing the development of the plan include:
· Arts & Cultural Research from Australia Council
  · A Culturally Ambitious Nation - strategic plan 2014 to 2019
  · More than bums on seats: Australian Participation in the Arts
· Arts & Cultural Plans from the Queensland Government

· Arts for All Queenslanders 2014-2018
· artbeat: Regional Arts and Culture Strategy 2010–2014
· More than bums on seats: Queenslanders and the Arts
· Tourism Research documents
  · The Regional Tourism Satellite Account, Outback 2014-15
  · Outback Regional Snapshot, Tourism & Events Queensland (TEQ)
  · Outback Destination Tourism Plan 2014-2020, Outback Tourism Association
  · Hughenden Visitor Centre Visitor Data
· Arts policy and planning research documents
  · Creative Australia – National Cultural Policy, Commonwealth of Australia, 2013
  · An Architecture of Value, Alan Brown, Grantmakers in the Arts Reader
  · Art, Creativity and the Experience Economy, Noel Scott and Stephen Clark, July 2014
  · Cultural Value and the Crisis of Legitimacy, John Holden
  · Re-Visioning Arts and Cultural Policy, Jennifer Craik, ANU 2007
  · Measuring Public Value, Colin Talbot 2008
  · Guidelines for developing and maintaining an arts and cultural policy, Creative Communities Network SA
  · The fourth pillar of sustainability, culture's essential role in public planning, Jon Hawkes 2001
  · Cultural Planning Toolkit: A Partnership between 2010 Legacies Now and Creative City Network of Canada
  · Cultural Planning Guidelines for Local Government, NSW Ministry for the Arts / Department of Local Government
  · Gifts of the Muse: Reframing the Debate About the Benefits of the Arts, The RAND Corporation, 2005,
  · Creating Public Value: Strategic Management in Government, Mark H. Moore, 1995
  · Creating Public Value Through State Arts Agencies, Mark Moore and Gaylen Williams, 2005
  · Community Well Being and the Arts, Local Government Association of Queensland
  · All Culture is Local, CAMRA - cultural asset mapping in regional Australia, 2013
  · Raising our quality of life: The importance of investment in arts and culture, Dr Abigail Gilmore (2014)
· Miscellaneous documents
  · Economic Assessment of Flying Arts Alliance Inc., EMDA and Flying Arts, 2014
  · Cultural and Creative Activity Satellite Accounts, Australian National Accounts, Australian Government
  · 2011 Census, Australian Bureau of Statistics
  · Arts and Cultural Plans from varies Shires and regions around Australia

5. 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 Arts Queensland
- Regional Arts Development Fund (RADF)
    - Agency: Arts Queensland. Administered locally by Local Government
- Queensland Destination Events Program
    - Agency: Tourism and Events Queensland
- Queensland Arts Showcase Program (QASP)
- Agency: Queensland Government, Arts Queensland
- Celebrating Multicultural Queensland Grants Program
    - Agency: Queensland Government
- Gambling Community Benefit Fund (GCBF)
    - Agency: Queensland Government
- Everyone's Environment grants program
    - Agency: Queensland Government
- Show Societies Grant
    - Agency: Queensland Government
- Festivals Australia
    - Agency: Attorney-General's Department - Ministry for the Arts
- 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
- Catalyst—Australian Arts and Culture Fund
    - Agency: Australian Government

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
- Jani Haenke Charitable Trust
- Siganto Foundation
- 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
- Coca-Cola Foundation: www.ccamatil.com/AboutCCA/Pages/Coca-ColaFoundation.aspx

6. Cultural Value

Research shows that the Public Value (or Cultural Value) of investment in arts and culture can be measured under six domains:

- Personal Value
    - Contribution to personal enrichment and wellbeing
- Cultural value
    - Contribution to culturally rich and vibrant communities
- Social value
    - Contribution to healthy, safe, inclusive communities
- Civic Value
    - Contribution to democratic and engaged communities
- Environment
    - Contribution to sustainable built and natural environments in communities
- Economic Value
    - Contribution to economically prosperous communities

Values can be measured by a series of indicators established under each domain. Best practice suggests that these values ought to be developed in consultation with the community. Some examples of value indicators are:

1. Contributes to personal wellbeing
2. Is fun and pleasurable for people
3. Contributes to local economy
4. Contributes to local employment
5. Helps to promote tourism
6. Protects and promotes our cultural heritage
7. Enhances a sense of community identity
8. Provides opportunities for creative expression
9. Promotes sense of community pride
10. Develops skills and community capacity
11. Encourages community involvement and participation
12. Increases the appreciation of the value of arts, culture and heritage

References: Jackson et al 2006; Dunphy 2009, 2012.

"This Arts and Cultural Development Plan is the means by which we illuminate what matters to us and give significance to what's important for the quality of life in our community".

Further Information
For more information about the Arts and Cultural Development Plan and/or the Public Art
Development Plan contact:

Community Development Officer
Flinders Shire Council
Email: cdo@flinders.qld.gov.au
Phone: (07) 4741-2900

aha!
good thinking