



Glenelg Shire Council

CULTURAL STRATEGY

Five Year Plan

2005 to 2009 inclusive

Prepared by Karl Hatton, Cultural Services Officer
in collaboration with the Arts Advisory Committee
Presented to Council on 28th February 2006

Background

In 1996, the Glenelg Shire Council commissioned a consultant to prepare a Cultural Strategy for the Shire, to cover the period 1997 to 2006. The completed document was subsequently revised through extensive community consultation, to create a Five Year Strategic Plan (1997 – 2002).

In August 2000, the Cultural Services Officer (CSO) in conjunction with the Arts Advisory Board – precursor to the current Arts Advisory Committee (AAC) – undertook a mid-term review of this Strategic Plan. As a result of this review, an updated and revised version of the original document, which also included some detailed costs, was adopted by Council in August 2001.

The development of a new Five Year Cultural Strategy (2005 – 2009) has been initiated by the CSO in collaboration with the AAC, in order to ensure the continuation of successful established programs and strategies, and to provide guidelines for the implementation of new initiatives and strategies, capital works programs and equipment upgrades.

Purpose of the Cultural Strategy

The purpose of the Cultural Strategy Five Year Plan (2005 – 2009) is to provide guidelines, which can assist both the CSO and Council in planning and implementing Arts and Cultural activities, events and projects over the this period.

Within these guidelines, the document seeks to ensure that the following broad objectives are achieved:

- Maintenance of adequate staffing levels;
- Provision of adequate recognition and support for the activities of individual artists and arts organisations based in the local community;
- Provision of a quality arts program within the Shire, consisting of professional touring performances and local and touring exhibitions;
- On-going and productive collaboration between the CSO and individual artists and arts organisations within the Shire;
- Pursuit of funding opportunities for arts projects that have benefits for residents of the Shire;
- Encouragement through grants and/or in-kind assistance for innovative arts projects and events;
- Provision of improvements and upgrades to arts-related facilities in the Shire, that will have long-term benefit for residents

Structure of the Cultural Strategy Five Year Plan (2005 – 2009)

This document is divided into three sections, each of which is headed by a **Recommendation**. Each Recommendation is effectively a summary statement for each Section, and thus provides a focus for Council when the Cultural Strategy is being considered for adoption.

Section 1: Existing Strategies

These formed part of the previous Five Year Plan, and are recognised as important, on-going strategies that need to be maintained.

Section 2: New Strategies

These are new proposals, tasks or projects, considered to be important strategies that should be addressed over the next five years.

Section 3: Essential Capital Works, Technical Infrastructure projects and Technical Equipment upgrades

These strategies address the need for the implementation of some urgent and essential Capital Works improvements and equipment upgrades, in order to adequately service arts and cultural activities and venues in the Shire.

Cost of implementing the Cultural Strategy Five Year Plan (2005 – 2009)

- The annual Arts and Culture budget currently includes a line item called '**Implement Cultural Strategy**'. If Council maintains this line item allocation at current levels – c.\$30,000 annually (plus allowing for CPI increases) – the majority of the actions identified in the Cultural Strategy Five Year Plan (2005 – 2009) should be achievable.
- There are a few strategies however, where additional minor funding would be required, and these items plus those that can be implemented within the existing budget allocation, are identified in the 'COST' column of the detailed Strategic Plan (see below).
- Section 3 of this Strategic Plan also identifies Capital Works, Technical Infrastructure and Technical Equipment upgrades in four performance venues in the Shire, which are considered to be essential improvements required for the effective on-going delivery of arts and culture programs and services.
- It is acknowledged that the strategies outlined in this category are beyond the capacity of Council to fund solely from its own budget. If they are to be implemented, it will be necessary to secure major funding from sources external to Council. However, external funding cannot be obtained unless Council commits to some financial support for these proposals from its own budget.
- Estimates for the cost of these proposed upgrades are listed in the 'COST' column of the detailed Strategic Plan (see below), and the anticipated total cost of these upgrades is also indicated in the black shaded box in the 'COST' column in Section 3.
- A more detailed outline of the proposed upgrades is outlined in a separate document entitled '**Estimated costs for proposed CAPITAL WORKS and EQUIPMENT UPGRADES in the four main performance venues in the GLENELG SHIRE**'. A copy of this document is provided as an Appendix to the **Cultural Strategy Five Year Plan (2005 – 2009)**, and copies have also been provided to members of the Assets Management Group, to assist in the preparation of the Assets Management Plan currently being considered by Council.

Special Note

This document includes references to the **Portland Arts Centre** (formerly the CEMA Arts Centre). Council approved a change of name for the venue on 28 June 2005, and the new name officially took effect on 1 July 2005.

The name change was part of a total re-branding package adopted for the *Glenelg Shire Arts Program*, which included a new logo, colour scheme and new signage for the exterior of the Portland Arts Centre. Implementation of the new re-branding package was completed in December 2005.

Recommendation 1

That the Existing Strategies and Programs outlined in the Glenelg Shire Cultural Strategy (2005 – 2009) be maintained during the next five years.

1. EXISTING STRATEGIES & PROGRAMS

Strategy	Description of strategy	Staff resources	Status/Comments	Completion date	Cost
1.1 STAFFING AND COMMUNITY PARTICIPATION					
1.1.1	Maintain the current full-time Cultural Services Officer (CSO) position.	CSO	Permanent full-time position.	On-going.	Covered by existing salary structure for permanent staff.
1.1.2	Maintain the current part-time Assistant Cultural Services Officer position at a minimum time allocation of 1.6	Assistant CSO	Permanent part-time position (currently 0.6).		
1.1.3	Maintain the current full-time Cultural Collection Officer position.	Cultural Collection Officer	Permanent full-time position.		
1.1.4	Maintain a pool of casual FOH staff and casual Technical support staff.	Pool of casual FOH and Technical support staff	Council currently employs a pool of casual staff to support the <i>Glenelg Shire Arts Program</i> .	On-going.	Covered by existing salary structure for casual staff.
1.1.5	Maintain the Arts Advisory Committee (AAC) as the Council approved representative peak body for arts and culture in the Shire. The function of the AAC is to work in collaboration with the CSO to discuss, develop and promote arts and cultural issues and projects Shire-wide, and to support implementation of the Cultural Strategy.	CSO (Chair) Assistant CSO (Secretary)	Council should ensure that membership of the AAC is representative of arts groups and the community on a Shire-wide basis.	On-going. The term of membership on the AAC is two years, with half the membership due for re-election each January.	Achievable within existing annual budget allocation.

Strategy	Description of strategy	Staff resources	Status/Comments	Completion date	Cost
1.2 GLENELG SHIRE ARTS PROGRAM					
1.2.1	Retain the current <i>Glenelg Shire Arts Program</i> , consisting of professional touring performance product, and local and touring exhibitions.	CSO + Assistant CSO + FOH and Technical support staff	The <i>Glenelg Shire Arts Program</i> is primarily based in the Portland Arts Centre because this venue has the best technical facilities and because 50% of the Shire population is based in Portland and the immediate vicinity.	On-going.	Maintain existing annual budget allocation for Arts & Culture, but increase annually in accordance with CPI.
1.2.2	Ensure that a percentage of the annual professional touring performance program is presented in venues and towns in the Shire, other than Portland.	CSO + Assistant CSO + FOH and Technical support staff	The Portland Arts Centre is also the only venue with a dedicated Exhibition space. However, where possible, and in accordance with the terms and conditions of annual funding provided by Arts Victoria for purchase of professional touring product, other locations in the Shire should also be serviced.	The CSO is required to submit an annual funding submission to Arts Victoria (June), plus a mid-year Report (January) and an end of year Acquittal (September).	Glenelg Shire Council currently receives an annual grant of \$35,000 from Arts Victoria to support the purchase of Touring product.
1.2.3	Ensure that the <i>Glenelg Shire Arts Program</i> provides a good range of diversity in terms of both genre and content in performance and exhibition events, and that ticket prices for performance events are maintained at a reasonable level.	CSO + Assistant CSO + FOH and Technical support staff	Colleagues in the industry and residents of the Shire have commented favourably on the diversity of the Program, and ticket prices are equivalent to and often less than those charged by other venues.		

Strategy	Description of strategy	Staff resources	Status/Comments	Completion date	Cost
1.3	GLENELG SHIRE CULTURAL COLLECTION				
1.3.1	Support the Cultural Collection Officer (CCO) in the implementation of the Five Year Strategic Plan for management of the Shire Cultural Collection as adopted by Council in October 2003.	CCO + CSO + other relevant staff and Council committees	<p>Following the appointment in October 2004 of a full-time Cultural Collection Officer, the Glenelg Shire Cultural Collection is no longer the direct responsibility of the CSO.</p> <p>However, strategies for improved management of the Collection were incorporated into the original Cultural Strategy Five Year plan, and the Collection is clearly an integral part of the Shire's cultural heritage.</p> <p>Despite the fact that there is now a separate, detailed Five Year Strategic Plan for management of the Cultural Collection itself, it remains an important element in the Shire's on-going Cultural Strategy.</p> <p>For this reason, broad strategies and recommendations regarding management of the Collection are retained in this document.</p>	<p>On-going.</p> <p>The initial Cultural Collection Five Year Strategic Plan covers the period (2004 – 2008) but this will need to be revised and maintained as an on-going strategic plan in future years.</p>	<p>Cultural Collection budget is managed by the CCO and is separate from the Arts & Culture budget.</p>

Strategy	Description of strategy	Staff resources	Status/Comments	Completion date	Cost
1.3 GLENELG SHIRE CULTURAL COLLECTION (continued)					
1.3.2	Ensure that management of the Collection is supported by Council through provision of an adequate budget on an annual basis.	CCO + CSO and other relevant Council staff and Council committees	See comments above under 1.3.1	On-going.	See comments above under 1.3.1
1.3.3	Assist the Cultural Collection Officer in promotion of the Cultural Collection and its long-term importance to the Shire.				
1.3.4	Support funding applications developed by the Cultural Collection Officer for the long-term benefit of the Collection.				
1.3.5	Assist local museums, historical groups and regional committees to source funding and other support, so that local collections are appropriately housed, catalogued, archived, displayed and conserved.				
1.4 THE ARTS COMPANY Inc					
1.4.1	Maintain the current support of Council for the activities of The Arts Company Inc, by establishing a rent-free lease agreement and retaining the CSO (or another designated Council Officer) as the Council representative on the Committee of Management.	CSO	Development of a formal Lease Agreement is currently in process.	March 2006	No cost incurred.
1.5 ARTS & CULTURE Small Grants Program					
1.5.1	Maintain the existing Small Cash Grants & Guarantee Against Loss (GAL) Program for arts projects in the Shire.	CSO + AAC	The number of applications for this Grant category fluctuates each year. The CSO proposes to conduct a workshop for members of the community on <i>How to Apply for Grants</i> , possibly in conjunction with other Council Officers.	On-going. 2005 – 2006.	Achievable within existing annual budget allocation.
1.5.2	Maintain involvement of the AAC in collaboration with the CSO in assessing applications to this grant program.				
1.5.3	Maintain the current policy of no prescribed closing date for applications.				
1.5.4	Maintain the current level of funding.				

Strategy	Description of strategy	Staff resources	Status/Comments	Completion date	Cost
1.6 ARTS & CULTURE Major Project Grants Program					
1.6.1	Maintain the existing Major Project Grants Program, to support appropriate large scale arts projects in the Shire seeking major funding from sources other than Council.	CSO + AAC	Currently, the CSO and the AAC jointly determine the level of any approved funding according to the nature of the project and the amount of funding being sought from other sources. Normally \$2,000 is the maximum amount approved per project. A Major Project Grant is only paid if the applicant is successful in securing major funding from other sources.	On-going.	Funding for this grant program is sourced from the existing annual budget allocation for the Cultural Strategy.
1.6.2	Maintain involvement of the AAC in collaboration with the CSO, in assessing applications to this grant program.				
1.6.3	Maintain the current policy of no prescribed closing date for applications.				
1.6.4	Maintain the current flexible funding policy.				
1.7 COMMUNITY ARTS					
1.7.1	Promote unique natural venues throughout the Shire such as the Portland foreshore, the Botanical Gardens, "The Quarry", Waterfall Gardens, Bridgewater Bay, Glenelg River at Nelson, etc, as sites for major cultural celebrations.	CSO + Assistant CSO + AAC + Tourism Development Officer	This policy has been actively pursued for a number of years through several one-off or annual events.	On-going.	No cost incurred.
1.7.2	Support the presentation and on-going development of the annual Western District Schools Drama Festival, in collaboration with the Hamilton PAC and the Warrnambool Entertainment Centre, including a 1/3 share in financial support for employment of a short-term, part-time, Artistic Coordinator.	CSO	Funded out of the existing annual budget allocation for purchase of Performing Arts.	Annual (May to October).	Achievable within existing annual budget allocation.
1.7.3	Support community arts activities and/or public events throughout the Shire, eg. <i>Kelpie Festival, Portland Bay Festival, Heywood Wood Wine & Roses Festival, Take Note, Dartmoor P & A, Casterton P & A, Tyrendarra P & A, Merino P & A</i> , through purchase of professional performance product where appropriate.	CSO + Assistant CSO + FOH and Technical support staff	Funded out of the existing annual budget allocation for purchase of Performing Arts.	On-going but forms an integral part of the annual <i>Glenelg Shire Arts Program</i> .	Achievable within existing annual budget allocation.

Strategy	Description of strategy	Staff resources	Status/Comments	Completion date	Cost
1.7 COMMUNITY ARTS (continued)					
1.7.4	Provide cash and/or in-kind support for short and long-term artist-in-residence projects, public art projects and opportunities for local artists, eg. mosaic seat and sculpture projects, community music and/or theatre projects, film group activities.	CSO + Assistant CSO + AAC	Funded out of the existing annual budget allocation for Arts & Culture Small Project Grants and the Cultural Strategy Implementation.	On-going.	Achievable within existing annual budget allocation.
1.7.5	Assist local artists and/or arts groups with the preparation of funding applications for community arts projects.	CSO	The CSO provides this kind of support and advice on a regular basis.	On-going.	No cost incurred.
1.7.6	Encourage cultural attractions to be open to the public during other major events.	CSO + Tourism Marketing Officer	This is currently encouraged where possible and appropriate.	On-going.	No cost incurred.
1.7.7	Maintain publication of ' <i>Glenelg Artspace</i> ' (the monthly arts newsletter) by continuing to email to those members of the database with Internet access, and by ensuring that hard copies are available at various outlets throughout the Shire.	CSO + Assistant CSO	' <i>Glenelg Artspace</i> ' provides patrons with a monthly update of events in the <i>Glenelg Shire Arts Program</i> , and provides local arts groups with an opportunity to advertise events or projects.	On-going.	Achievable within existing annual budget allocation.
1.7.8	Regularly update the arts database, arts and culture brochures, the Glenelg Shire website, and the Portland Arts Centre entry in the VAPAC website, and strive to make information easily accessible to Shire residents.	CSO + Assistant CSO	The CSO and Assistant CSO currently implement these tasks on a regular basis.	On-going.	Achievable within existing annual budget allocation.
1.7.9	Support a diverse range of existing and emerging arts/cultural organisations and encourage cross-cultural development.	CSO + Assistant CSO	The CSO and Assistant CSO currently provide this kind of support and encouragement on a regular basis.	On-going.	Achievable within existing annual budget allocation.

Strategy	Description of strategy	Staff resources	Status/Comments	Completion date	Cost
1.7 COMMUNITY ARTS (continued)					
1.7.10	Provide opportunities for Koori communities to participate in planning of major arts/culture events in the Shire.	CSO + Assistant CSO	The CSO and Assistant CSO liaise with the Koori community re planning for events where this seems appropriate.	On-going.	Achievable within existing annual budget allocation.
1.7.11	Celebrate Koori history through a variety of means, eg. signage, publications, exhibitions.	CSO + Assistant CSO + Tourism Marketing Officer	The CSO and Assistant CSO liaise with the Koori community to implement such events and activities where this seems appropriate.	On-going.	Achievable within existing annual budget allocation.
1.7.12	Celebrate artistic endeavours of students of all ages, through exhibitions, performances and debates, which bring students from the whole municipality together.	CSO + Assistant CSO	Both the geographical size of the Shire and the uneven distribution of population impose some constraints on this strategy. However, there are currently two Visual Arts Exhibitions held annually in the Portland Arts Centre by local Secondary Colleges, and the Western District School Drama Festival is now an annual event.	On-going.	Achievable within existing annual budget allocation.
1.7.13	Maintain and/or to build strong relationships with the media, and distribute regular and frequent information to relevant potential audiences.	CSO + all community arts groups	This strategy is important not only for the CSO to pursue, but also all community arts groups.	On-going.	Achievable within existing annual budget allocation.

Strategy	Description of strategy	Staff resources	Status/Comments	Completion date	Cost
1.7 COMMUNITY ARTS (continued)					
1.7.14	Ensure that the CSO has the opportunity to comment on any report relating to arts and culture, and any relevant reports relating to heritage, prior to presentation to Council and/or implementation.	CSO + Collection Curator + CEO + Councillors + relevant Council staff	This process is usually implemented when and where appropriate, keeping in mind that the CSO does not have any responsibility for Heritage infrastructure.	On-going.	Achievable within existing annual budget allocation.
1.7.15	Seek to increase the economic benefits accrued from visitors to the Shire, by encouraging events organisers to conduct activities over more than one day, and to make activities attractive to a wide demographic and geographic audience.	CSO + Tourism Marketing Officer	There are already several examples of this occurring in the Shire. The <i>Kelpie Festival/Muster</i> , the <i>Wood, Wine & Roses Festival</i> , the <i>Portland Bay Festival</i> and the <i>Take Note Concert Series</i> presented by Music Glenelg are all events that run over two or more days.	On-going.	No cost incurred.
1.7.16	Identify and promote significant cultural industries and icons through direct funding of local groups.	CSO + AAC	This currently occurs from time to time through the Small Projects and Major Project Grants funded from the Arts & Culture budget.	On-going.	Achievable within existing annual budget allocation.
1.7.17	Initiate streetscape refurbishment projects and development of public places, where appropriate, and provide opportunities for residents to work in collaboration with professional artists and designers.	CSO + AAC + Council staff + Councillors + local artists	Small scale projects could be funded from the existing Arts & Culture budget. Larger scale projects would require support from external funding sources in addition to Council funding.	On-going as and when opportunities present themselves.	Some additional funding may be required from Council as well as from external sources.

Strategy	Description of strategy	Staff resources	Status/Comments	Completion date	Cost
1.7	COMMUNITY ARTS (continued)				
1.7.18	Ensure that information packages for new residents and new or potential businesses provide details on cultural activities and opportunities in the Shire, including a brief summary of arts groups, their activities and how to make contact with them.	CSO + Customer Service Centres	This process is implemented as a standard procedure by Council, but the CSO does need to generate a brief information sheet about community arts groups.	On-going.	No cost incurred.
1.7.19	Invite arts, culture and tourism volunteers to participate in Council training programs where appropriate, and initiate a program of workshops specifically to address the training needs of such volunteers.	CSO + Council staff	Council would need to factor in additional costs resulting from the inclusion of volunteers in relevant training programs.	On-going.	Council would need to provide additional funding for appropriate training programs.
1.7.20	Subsidise the hire of a bus to assist Shire residents in outlying regions to attend performance events in Portland, when anticipated audience numbers justify the financial outlay, and provide a similar service from Portland to other the centres in the Shire where appropriate.	CSO + Assistant CSO	The CSO is planning to implement this proposal in the near future, for events where there is a likelihood of attracting sufficient numbers to justify the cost.	On-going.	Achievable within existing annual budget allocation.
1.7.21	Maintain the existing full-time Council Grants Officer position, in order to provide local arts groups with access to information re government and non-government funding grants, and assistance in preparing major grant applications with a guarantee of financial support from Council where appropriate.	CSO + Council Grants Officer	The Council Grants Officer has been a significant and positive factor in assisting the CSO and/or local arts groups to achieve a high level of success in securing external grants for a variety of arts and cultural projects. It is therefore important that this position and the current level of Council funding be at least maintained or increased.	On-going.	Covered by existing salary structure for permanent staff and provision of a Grants Funding allocation in the annual budget.

Strategy	Description of strategy	Staff resources	Status/Comments	Completion date	Cost
1.7 COMMUNITY ARTS (continued)					
1.7.22	Assist arts organisations to target tourists as purchasers of local arts, crafts and entertainment, and to ensure local cultural product is displayed and marketed widely.	CSO + Tourism Marketing Officer	The CSO will consult with the Tourism Marketing Officer to assess the best means of promoting local cultural product.	On-going.	Achievable within existing annual budget allocation.
1.7.23	Assist and encourage the provision of arts workshops/seminars/classes in those towns in the Shire where there is sufficient demand and interest, and where appropriate facilities are available.	CSO + Assistant CSO + community-based arts groups and individual artists	Lack of adequate facilities/working space in many smaller towns in the Shire is the greatest impediment to pursuing this strategy, but where opportunities present themselves they will be utilised.	On-going.	Achievable within existing annual budget allocation.
1.7.24	Investigate and where possible develop new funding and support partnerships and/or sponsorship, for cultural programs and projects in collaboration with local industries, businesses and unions.	CSO + Assistant CSO + community-based arts groups and individual artists	Some partnerships of this nature have already been secured on an occasional basis for particular events, and other opportunities will be pursued as and when this seems appropriate.	On-going.	Probably achievable within existing annual budget allocation.
1.7.25	Pursue opportunities for professional development and training programs in the arts using the resources of organisations such as Arts Victoria, Regional Arts Victoria, Philanthropic trusts, Koori groups, Australia Council, VAPAC, etc.	CSO	Though sometimes difficult to access because cost and/or distance, these kinds of programs will be utilised wherever possible.	On-going as and when opportunities present themselves.	Achievable within existing budget allocation.
1.7.26	Initiate Cultural forums Shire-wide or as local community meeting on an as-needs basis, to deal with a range of arts/cultural issues and/or the Cultural Strategy itself.	CSO	Community forums are labour intensive events and should only be utilised where there are significant projects or issues requiring community input.	On-going as required.	Achievable within existing budget allocation.

Strategy	Description of strategy	Staff resources	Status/Comments	Completion date	Cost
1.7 COMMUNITY ARTS (continued)					
1.7.27	Liaise on an as-needs basis with various sectors in the community, eg. Councils, Health & Welfare, Education, Tourism, Libraries, Arts organisations, to discuss opportunities for establishing beneficial links between the arts and other industry sectors.	CSO + Assistant CSO	Liaison of this kind has occurred on a number of occasions in the past, usually within the Shire, but there have also been instances of links with other Shires.	On-going.	Achievable within existing annual budget allocation.
1.7.28	Encourage the Council, local businesses and industries to commission or sponsor appropriately skilled local artists, to undertake arts projects in any medium, and which benefit the community and/or satisfy private commercial requirements.	CSO + AAC	There is fairly limited opportunity in this Shire for this kind of link between the arts and commercial enterprise, due to the relatively small business base. However, opportunities will be pursued where this seems appropriate.	On-going as and when opportunities present themselves.	No cost incurred.
1.17.29	Utilise a variety of electronic and print media, including a regular short article by the CSO in the local print media, to ensure that local arts organisations and artists are kept informed about relevant funding opportunities, competitions, training opportunities, conferences, etc.	CSO + Assistant CSO	The CSO has commenced negotiations with the local print media to try and implement this strategy.	To commence in August 2005 and then to be on-going on a regular basis.	No cost incurred.

Recommendation 2

That the New Strategies and Programs proposed in the Glenelg Shire Cultural Strategy (2005 – 2009) be implemented during the next five years.

2. NEW STRATEGIES & PROGRAMS

Strategy	Description of strategy	Staff resources	Status/Comments	Completion date	Cost
2.1 THE ARTS COMPANY Inc					
2.1.1	Ensure that Council completes all current <u>major</u> maintenance requirements with respect to the interior and exterior of The Arts Company complex at 19 – 21 Julia Street, Portland.	CSO + The Arts Company Inc	Under the terms of the lease established between Council and The Arts Company Inc, Council is responsible for completing all <u>major</u> maintenance requirements in The Arts Company Inc complex, as identified in the Cultural Strategy [see Recommendations 3 and 4]	June 2009 or earlier if possible. Some of the maintenance requirements are urgent and High Priority.	Repairs to some external window frames and re-painting of exterior of building. See further details under 3.6
2.1.2	Implement any appropriate recommendations identified by the Arts Research and Marketing Officer as a result of his current research activities.	CSO + The Arts Company Inc	The Arts Research and Marketing Officer (appointed as a 0.6 position for 12 months in the financial year 2005 - 2006), is currently competing an Economic Impact Study on the Arts in the Glenelg Shire, plus evaluating current management procedures in The Arts Company Inc.	Any appropriate action would be implemented after March 2006, following release of the Economic Impact Study on the Arts.	Difficult to predict any required funding at this stage. Appropriate action may be achievable within existing annual budget allocation.

Strategy	Description of strategy	Staff resources	Status/Comments	Completion date	Cost
2.2 SMALL GRANTS PROGRAM (Arts & Culture)					
2.2.1	Ensure regular promotion amongst Shire residents of the existence and purpose of the Small Cash Grants & GAL Program for arts projects in the Shire, managed by the CSO in collaboration with the AAC.	CSO + Assistant CSO + AAC	As indicated in 1.5 [see above], the CSO proposes to conduct a workshop for members of the community on <i>How to Apply for Grants</i> , possibly in conjunction with other Council Officers.	On-going plus a workshop on an annual basis.	Achievable within existing annual budget allocation.
2.3 MAJOR PROJECT GRANTS PROGRAM (Arts & Culture)					
2.3.1	Ensure regular promotion amongst Shire residents of the existence and purpose of the Major Grants program for arts projects in the Shire, managed by the CSO in collaboration with the AAC.	CSO + Assistant CSO + AAC	As indicated in 1.5 [see above], the CSO proposes to conduct a workshop for members of the community on <i>How to Apply for Grants</i> , possibly in conjunction with other Council Officers.	On-going plus a workshop on an annual basis.	Achievable within existing annual budget allocation.
2.4 COMMUNITY ARTS					
2.4.1	Revise and update <i>'Arts Alive'</i> as a tourist oriented document, and make it more widely available in the Shire for both residents and visitors.	CSO + Assistant CSO	The process of revising and this Arts Guide has commenced, and the CSO is currently exploring the most appropriate format for future publication.	2005 – 2006.	Possibly achievable within existing annual budget allocation.
2.4.2	Liaise with local arts groups and artists on the development of printed information about "Arts Walks" in Casterton, Heywood and Portland, for visitors to the Shire.	CSO + Assistant CSO + local arts and heritage groups	This information could form part of a revised edition of <i>'Arts Alive'</i> , or could be included in future editions of <i>'The Visitor's Guide'</i> , and would include appropriate maps to help visitors locate the various art works.	2006 – 2007.	Possibly achievable within existing annual budget allocation.

Strategy	Description of strategy	Staff resources	Status/Comments	Completion date	Cost
2.4 COMMUNITY ARTS (continued)					
2.4.3	Implement any appropriate recommendations with regard to Arts & Culture that are identified by the Arts Research and Marketing Officer as a result of his current research activities.	CSO	The Arts Research and Marketing Officer (appointed as a 0.6 position for 12 months in the financial year 2005 - 2006), is currently competing an Economic Impact Study on the Arts in the Glenelg Shire, plus evaluating current management procedures in The Arts Company Inc.	Appropriate action would be implemented after March 2006, following release of the Economic Impact Study on the Arts.	Difficult to predict at this stage. Appropriate action may be achievable within existing budget allocation.
2.4.4	Commission a local artist(s) to coordinate the design of a community-devised mural with an arts theme, and install this on the south wall of the Portland Arts Centre.	CSO	This project will require the majority of the cost to be sourced from funding sources external to Council.	2005 – 2006.	Currently unknown.
2.4.5	Encourage local communities to commence or continue to develop, the concept of themed art, as has been initiated already in several towns in the Shire, either through events or projects. <ul style="list-style-type: none"> ➤ Casterton – five public art works reflecting the Kelpie theme ➤ Dartmoor - wood carvings of WWII soldiers ➤ Heywood - Wood, Wine & Roses Festival Art Exhibition & Competition ➤ Portland – two public mosaic art works reflecting a maritime theme, plus other art works 	CSO + Assistant CSO + AAC + local community organisations and arts groups	A number of these projects have been assisted by Council funding, and/or by external funding, depending on the scope and cost of the particular project.	On-going on an annual basis.	Additional cost - currently unknown.

Strategy	Description of strategy	Staff resources	Status/Comments	Completion date	Cost
2.4	COMMUNITY ARTS (continued)				
2.4.6	Assist with coordination of an annual major community art project for the whole of the Shire, with the project possibly exploring different media each year, eg. – 2005: Quilts; 2006: An exhibition project like <i>'Found,'</i> as initiated by the La Trobe Regional Gallery; 2007: Massed Bands Concert; 2008: Choral Festival; 2009: Sculptures – eg. a <i>Wind</i> theme 2010: Dance event 2011: Writing project	CSO + Assistant CSO + AAC	Some of the examples listed, have occurred on an irregular basis in the Shire in previous years, and may do so again, eg. Choral Festival. However, the CSO and the community would need to be proactive in order for some of the other suggested events to be initiated.	On-going on an annual basis.	Additional cost - currently unknown.
2.4.7	Establish a Shire-wide Acquisitive Prize on an annual or bi-annual basis, open to all art forms. The feasibility of this proposal will be explored in detail in conjunction with the Cultural Collection Officer.	CSO + CCO + AAC	This proposal could be supported through a combination of Council funding and sponsorship.	On-going on an annual basis.	Additional cost - currently unknown.
2.4.8	Maintain and where possible increase local access for all Shire residents – regardless of age – to recreation and learning by way of print and electronic media, with materials suitable to everyone from the “cradle to the grave”.	Council staff + Library staff + Televillage staff	This strategy includes fiction and non-fiction material (including large print and hearing books), still and moving images, audio resources, and public access to the internet.	On-going.	No cost incurred.
2.4.9	Ensure that progress with implementation of the Cultural Strategy Five-Year Plan is evaluated bi-annually, and that where appropriate, the strategies included in the current document are updated and revised accordingly.	CSO + AAC	CSO to implement bi-annual reviews in conjunction with AAC to update/revise Strategy.	October 2006 & October 2008	No cost incurred.
2.4.10	Utilise the second bi-annual evaluation of the Cultural Strategy Five-Year Plan as the commencement of the process for devising the next Five-Year Plan	CSO + AAC	CSO to conduct community forums to obtain public feedback on Strategy.	October 2008	No cost incurred.
2.4.11	Ensure that all documents relevant to Arts & Culture are readily available to Shire residents in both printed and electronic formats.	CSO	CSO to implement and to publicise this activity.	On-going	No cost incurred.

Strategy	Description of strategy	Staff resources	Status/Comments	Completion date	Cost
2.5 HERITAGE ISSUES					
2.5.1	Investigate the development of a cultural and convention precinct in Bentinck Street between Gawler and Glenelg Streets, incorporating existing buildings, streetscape beautification, public artworks and complementary signage.	CSO + Council Town Planner + AAC + Heritage Adviser + local arts and heritage groups	Any works undertaken in this precinct should be developed in harmony with signage and re-branding installed on and/or adjoining the Portland Arts Centre.	2008 – 2009.	Currently unknown.
2.5.2	Seek to ensure that proposed changes to the management of and access to the Port or Portland, incorporate permission for public access to the Fisherman's Wharf area, and to the original two Cranes, which are currently being restored with a view to re-siting them on Fisherman's Wharf.	CSO + CCO + Portland Maritime Heritage Group	The future of the Fisherman's Wharf area, and thus the possible location of the restored cranes are still uncertain.	Unknown.	It is anticipated that no financial commitment would be required from Council.
2.5.3	Ensure that appropriate, secure, quality storage facilities for the Cultural Collection are secured, prior to implementation of any proposed modifications to the Gun Room facility.	CSO + CCO + AAC + Cultural Collection Management Committee	A proposal has been adopted in principle by Council, pending availability of necessary funding, to convert both the Drill Hall and a portion of the Gun Room for use as a Youth Facility. This could have serious implications for the storage of part of the Cultural Collection and Council needs to have an alternative plan in place to adequately protect its Collection.	Unknown.	Unknown.

Strategy	Description of strategy	Staff resources	Status/Comments	Completion date	Cost
2.5 HERITAGE ISSUES (continued)					
2.5.4	Ensure that advice is sought from Councillors and/or relevant Council staff, and any other appropriate individuals or organisations, when significant changes to any Arts & Culture infrastructure and/or policies and procedures, are proposed by the CSO.	CSO + AAC + relevant individuals or organisations	This strategy is proposed in order to avoid the risk of the CSO making arbitrary decisions with respect to infrastructure or policy, which could have a significant and negative impact on the community.	On-going	No cost incurred

Strategy	Description of strategy	Staff resources	Status/Comments	Completion date	Cost
2.6	OCCUPATIONAL HEALTH & SAFETY ISSUES				
2.6.1	Ensure that OH&S issues relevant to hirers of the Portland Arts Centre are identified, that an appropriate Manual of Procedures is developed, and that hirers of the venue are acquainted with the Manual and the need to comply with its contents.	CSO + Assistant CSO + casual Technical Support staff	Victorian Association of Performing Arts Centres (VAPAC) commissioned Hazcon Pty Ltd to develop some generic material for Victorian venues, which will assist Portland Arts Centre to complete this task.	April 2006.	Achievable within existing annual budget allocation.
2.6.2	Implement a training program for regular and potential hirers of the Portland Arts Centre, and for all permanent and casual staff, to ensure they are familiar with the content of the Manual of OH&S Procedures.	CSO + casual FOH and Technical Support staff	The CSO and casual staff will plan and implement these training sessions, both for their own benefit, and to educate members of the community.	May 2006.	Achievable within existing annual budget allocation.
2.6.3	Ensure that the Manual of OH&S Procedures developed for the Portland Arts Centre is complied with by all permanent and casual staff, and updated or modified where appropriate.	CSO + Assistant CSO + casual staff	All staff will be expected to both self-monitor their compliance, and to monitor other staff.	Ongoing from completion of initial manual.	No cost incurred.
2.6.4	Revise the Venue Hire Agreement for the Portland Arts Centre, in order to incorporate appropriate references to the Manual of OH&S Procedures.	CSO	The revised Venue Hire Agreement will be posted on the Council website as well as being available in hard copy.	May 2006.	No cost incurred.
2.6.5	Ensure that other performance and/or exhibition venues in the Shire, owned by Council, develop and implement Manuals of OH&S Procedures that are relevant to each specific building and its facilities. This should include The Arts Company Inc.	CSO + other Council staff	The Manual of OH&S Procedures developed for the Portland Arts Centre could be used as a template for the other venues.	May 2007.	No cost incurred.

Recommendation 3

That subject to budget considerations, all essential Capital Works projects and Equipment upgrades identified in the Glenelg Shire Cultural Strategy (2005 – 2009) be implemented and/or purchased within the next five years.

3. ESSENTIAL CAPITAL WORKS PROJECTS & EQUIPMENT UPGRADES

Strategy	Description of strategy	Staff resources	Status/Comments	Completion date	Cost
3.1 FUNDING APPLICATION					
3.1.1	Investigate the feasibility of preparing a submission to Arts Victoria, seeking funding support for the implementation of major Capital Works Technical Infrastructure projects, and the purchase/installation of essential Technical Equipment, in the four main performance venues in the Shire.	CSO + Assets Management Officer	Arts Victoria has indicated a willingness to give serious consideration to a funding submission focusing on a multi-venue upgrades package.	September 2005	No cost
3.1.2	Obtain cost estimates for required Capital Works Technical Infrastructure projects and the purchase/installation of essential Technical Equipment.	CSO + Theatre Industry consultant	This task has been completed	December 2005	No cost
3.1.3	<p>Prepare a funding submission to Arts Victoria.</p> <p><u>Note</u> See Appendix 1: 'Estimated costs for proposed CAPITAL WORKS and EQUIPMENT UPGRADES in the four main performance venues in the GLENELG SHIRE', for a detailed description and cost estimates of Capital Works and Equipment upgrades proposed for the four venues.</p> <p>In this document, each venue is listed with a simple summary of the equipment upgrades currently being considered, as adapted from Appendix 1.</p>	CSO	Where possible, the funding submission would also incorporate any general Capital Works projects and Equipment upgrades already identified in the GSC Assets Management Plan as necessary. Expenditure committed by Council to these items would be used as leverage in the overall funding application, in order to secure a large grant.	July 2006 This assumes an appropriate level of funding support being provided by Council in the 2006-2007 budget.	<p>Total cost of upgrades – approx. \$722,644</p> <p>This would require a significant financial commitment from Council</p>

Strategy	Description of strategy	Staff resources	Status/Comments	Completion date	Cost
3.2	PORTLAND ARTS CENTRE				
3.2.1	Re-brand the exterior of the building with appropriate illuminated signage	CSO + Design consultant + Contract labour	The re-branding package for Arts & Culture adopted by Council in June 2005 has now been fully implemented.	December 2005	Achievable within existing budget allocation
3.2.2	Upgrade LX3 by replacing with an internally wired barrel suspended from the stage ceiling in a manner that accords with safety requirements	CSO + Contract labour	All Capital Works and Equipment listed from 3.2.2 to 3.2.12 would be included in the proposed funding submission to Arts Victoria. <u>Notes</u> 1. The proposed upgrade to LX3 (3.2.2) is an OH&S issue that needs to be urgently addressed. 2. The need for repairs to the windows and fascia on the west wall of the building (3.2.5) is also particularly urgent. 3. Upgrades marked with an asterisk (*) indicate those items where costs are purely speculative rather than fairly accurate.	2006 - 2007	\$117,291
3.2.3	Purchase a new digital lighting control desk (minimum 24 channel)				
3.2.4	Upgrade exhibition lighting in the two gallery spaces				
3.2.5	Replace rotting timber in windows and fascias on the exterior of the building, and in sections of the Kitchen benches.				
3.2.6	* Paint interior of the building: gallery walls to be painted in a washable finish; auditorium walls and ceiling to be painted in a dark colour to reduce reflected light; unpainted plaster walls in the rear section of the building to be properly prepared and painted; cyclorama to be painted in flat white.				
3.2.7	Expand and improve capacity of the cabling in the Stage Lighting Patch system				
3.2.8	Replace the grey legs, borders and tabs on stage with new black curtains, and upgrade the current hanging system for the legs.				
3.2.9	* Replace the linoleum floor in the Foyer, Kitchen, Meeting Room and Toilets, after removal of existing asbestos-based material in an approved manner.				
3.2.10	* Bag and paint the exterior of the building.				
3.2.11	* Replace carpet in the Auditorium				
3.2.12	Purchase additional theatre lighting stock.				

Strategy	Description of strategy	Staff resources	Status/Comments	Completion date	Cost
3.3 PORTLAND CIVIC HALL					
3.3.1	Replace the existing analogue lighting control desk – which is barely functional – with a new digital lighting control desk (minimum 24 channel)	CSO + Contract labour	All Capital Works and Equipment listed from 3.3.1 to 3.3.8 would be included in the proposed funding submission to Arts Victoria <u>Notes</u> 1. Total cost for this venue includes c.\$265,000 for retractable seating with fully upholstered seat and backrest to cater for 448 people. 2. Upgrades marked with an asterisk (*) indicate those items where costs are purely speculative rather than fairly accurate.	2006 - 2007	\$369,810
3.3.2	Upgrade the stage lighting control system, including installation of Perches on the walls of the auditorium and installation of digital dimmer racks and a professional quality patch panel.				
3.3.3	Install an appropriate professional quality sound system and essential sub-floor cabling				
3.3.4	* Investigate the feasibility of an installing a small hydraulic lift in the front of the stage.				
3.3.5	* Undertake an appropriate upgrade of all fly-lines and LX bars above the stage to eliminate or reduce OH&S risks				
3.3.6	Purchase and install retractable seating.				
3.3.7	Purchase additional theatre lighting stock.				
3.3.8	Seek advice from an acoustic engineer and install an acoustic management system appropriate to the venue.				
3.4 CASTERTON TOWN HALL					
3.4.1	Replace the entire stage electrics, ie. 3-Phase power supply and outlets, all electrical wiring, all LX bars, and install an appropriate Patch Panel system.	CSO + Contract labour	All Capital Works and Equipment listed from 3.4.1 to 3.4.6 would be included in the proposed funding submission to Arts Victoria	2006 - 2007	\$116,812
3.4.2	Install a FOH truss operated by an electric winch				
3.4.3	Purchase a new digital lighting control desk (minimum 24 channel)				
3.4.4	Install drapes on the wall of the auditorium to improve the acoustic qualities of the space.				
3.4.5	Purchase additional theatre lighting stock.				
3.4.6	Install an appropriate professional quality sound system and essential sub-floor cabling				

Strategy	Description of strategy	Staff resources	Status/Comments	Completion date	Cost
3.5 HEYWOOD COMMUNITY HALL					
3.5.1	Upgrade the stage electrics with a 3-Phase power supply and outlets, install an appropriate Patch Panel system, and install on-stage LX bars operated by an electric winch.	CSO + Contract labour	All Capital Works and Equipment listed from 3.5.1 to 3.5.7 would be included in the proposed funding submission to Arts Victoria	2006 – 2007	\$118,731
3.5.2	Install a FOH LX bar on a truss operated by an electric winch				
3.5.3	Purchase a new digital lighting control desk (minimum 24 channel)				
3.5.4	Purchase and install digital dimmer racks				
3.5.5	Purchase new theatre lighting stock.				
3.5.6	Install drapes on the wall of the auditorium to improve the acoustic qualities of the space.				
3.5.7	Install an appropriate professional quality sound system and essential cabling				
3.6 THE ARTS COMPANY					
3.6.1	Replace the damaged door in the rear of the back Gallery	CSO + Contract labour	Implemented and completed by CSO using existing Arts & Culture budget.	August 2005	Achievable within existing budget allocation.
3.6.2	Replace guttering and spouting on the east wall of the building	Contract labour	This work is scheduled in the approved maintenance budget (2005 – 2006)	June 2006	Funding allocated in the current Council budget
3.6.3	Repair water damage to the timber walls in the south-east corner of the Argyle (front) Gallery	Contract labour	The need for repairs to the timber walls is particularly urgent and is a result of the delay in replacing guttering and spouting on the east wall of the building	August 2006	Requires allocation from Council budget.

Strategy	Description of strategy	Staff resources	Status/Comments	Completion date	Cost
3.6 THE ARTS COMPANY Inc (continued)					
3.6.4	Repair water damage to the ceiling in the lower kitchen	Contract labour	This damage is a result of the delay in replacing guttering and spouting on the south wall of the building.	August 2006	Requires allocation from Council budget.
3.6.5	Paint the exterior of the building including repairs to the veranda posts and the front window frames above the veranda	CSO + GSC Heritage Advisor + Contract labour	Major Capital Works urgently required.	November 2006	Requires major allocation from Council budget.
3.7 'AQUOLUMINANTIQUITOUS'					
3.7.1	Contract local artists to re-paint and refurbish this public mural below Bentinck Street on the Portland foreshore.	CSO + Contract labour	The mural needs repairs to the surface, and the whole image needs re-painting as it is now worn and faded.	June 2006	Probably achievable within existing budget allocation

Recommendation 4

That as soon as the Victorian State Government implements its new procedures for the management of Arts funding, Council will undertake to negotiate a Memorandum of Understanding with Arts Victoria, to secure Recurrent Funding and – where possible – Capital Works funding, for Arts and Culture in the Glenelg Shire