

# Arts & Culture Strategy 2016 - 2020



*'Birds Without Border's* project — 2015 Upwelling Festival Portland, managed by the Rotary Club of Portland Bay  
Final Version – Draft Arts & Culture Strategy (Update: 17 February 2016)



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## Information about the Glenelg Shire

The Glenelg Shire is nestled in Victoria's South West corner, featuring an area rich in history and diverse in landscape.

The Gunditjmara, Bunganditj and Jarwadjali people have inhabited the region since the earliest of times, and the continued presence of Indigenous people in the area covered by the Shire is evidenced by an array of coastal middens, stone fish traps, and stone huts dating back at least 12,000 years. Council respectfully acknowledges and recognises the important contribution to the Shire's cultural heritage and identity, which is provided by all the indigenous people of the region.

Seasonally, European sealers and whalers visited the region from the late 1820s. With the arrival of the Henty brothers in 1834, Portland became the site of the first permanent European settlement in Victoria. The town's historic past is to thank for the hundreds of beautiful historic buildings scattered throughout the town, many of which date back almost 200 years.

Glenelg Shire Council was established in the 1994 with the amalgamation of the former City of Portland, Shire of Glenelg, and Shire of Heywood. The Shire covers an area of 6,212 square kilometres, currently has a population of 20,664 and is named after the Glenelg River which flows from the north of the Shire through to Nelson on Victoria's Discovery Coast.

The Shire has expansive beaches, scenic and rugged coast and large national parks, is famous for its 250km Great South-west Walk, and provides the western access to the world renowned Great Ocean Road. It is strategically located between Adelaide and Melbourne and services a number of towns, rural communities and a large hinterland. Its major townships are Portland, Casterton and Heywood, with smaller communities in Dartmoor, Digby, Narrawong, Nelson, Merino, Cape Bridgewater and Tyrendarra.

Portland, with a deep water international port and the southern hemisphere's largest aluminium smelter, is the major urban city in the Shire, offering a unique balance of business and tourism. It has a population of approximately 10,000 and its temperate climate and attractive local environment make it a popular and desirable tourism destination.

An annual feature is the Upwelling Festival, which takes place on the Melbourne Cup weekend each year. The Festival is named after the Bonney Upwelling, which is a seven month long natural ocean occurrence where krill form dense swarms up to a kilometre in length. The Upwelling stretches from Portland, Victoria to Robe, South Australia, and the exceptional feeding conditions trigger a feeding frenzy of tuna, crayfish, giant crabs, squid, fish, seabirds, seals and whales.

Heywood is located 26km north of Portland on the Fitzroy River, at the intersection of the Princes and Henty Highways. It is central to an agricultural, pastoral and timber-cutting district, and has a population of 1,700. The town has won a number of 'Tidy Towns' awards, and hosts the annual Wood, Wine & Roses Festival, which was first held in Heywood in 1993 and has grown over the years to be an award winning event.

Casterton, located 100km inland, is a town of approximately 1,760 people, nestled amongst rolling hills and rich agricultural land. It is the central hub of a thriving timber industry, and is also famous as the birthplace of the Kelpie breed. Each year, the town holds the 'Kelpie Muster', a three day event which attracts approximately 5,000 people. It combines a street festival – the 'Kelpie Festival' – with a very popular working dog auction, and a sheepdog training school.

## An historical overview of Arts and Culture in the Glenelg Shire

Aboriginal Australians are part of the oldest living culture in the world and art, craft and music have always been an integral part of daily Aboriginal life. These traditions and practices have existed for millennia, and today we still have a number of Aboriginal people continuing these artistic and cultural practices using both traditional and contemporary materials.

Over the years the South-west of Victoria has produced a number of prominent Aboriginal artists including musicians, filmmakers, writers, painters, craftspeople, basket weavers and storytellers. The region has also benefitted with people from other Aboriginal and Torres Strait Islander communities living here and introducing aspects of their cultural practices, and in recent years there have also increasingly been opportunities for productive collaboration between Aboriginal and non-Aboriginal artists.

The region around Portland has been characterised for many years, by a very active and diverse arts community. This dates from at least as far back as 1945, when an organisation called the Council for the Encouragement of Music and the Arts (CEMA) was established in Portland, adopting a structure and philosophy developed in Great Britain during the latter years of World War II. Such groups became the forerunner of what we now know in Victoria as local Arts Councils.

Portland CEMA, which became an incorporated body in 1985 quickly established itself as an umbrella organisation for a variety of arts groups in the local community, and is still operating today. It was the driving force in the establishment by 1974, of the CEMA Arts Centre, now known as the Portland Arts Centre.

In 1975, CEMA Inc was also instrumental in securing the appointment of the first full-time Community Arts Officer in regional Australia. This was achieved by obtaining a three year grant from the Australia Council. The grant provided one third of the Arts Officer salary, with the remaining cost shared equally between CEMA Inc and the Portland Town Council. The Community Arts Officer was responsible for management of the Arts Centre and for implementing a variety of arts programs and activities conducted in the venue for the benefit of the local community.

When the triennial funding from the Australia Council ceased in 1978, the Portland Town Council assumed responsibility for the continuing employment of the Community Arts Officer. In 1994 after Shire amalgamation, this position was re-named the Cultural Services Officer, and in 2012 was re-titled Arts & Culture Manager. As a consequence, the Portland Town Council and later the Glenelg Shire have employed a full-time Arts Officer continuously since 1975. There are very few Local Government Authorities in Victoria that could claim to have been so consistent in their support for the arts.

During most of this same period, the Council owned and has been directly responsible for the day-to-day management of the Arts Centre, and in 2005 when new external signage was being developed for the venue, it was decided that the name of the building should be changed from the CEMA Arts Centre to the Portland Arts Centre.

Other community arts organisations that have become established in the Glenelg Shire over the past few decades are the Portland Music Club Inc, the Julia Street Creative Space Inc, Music Glenelg Inc, Arts Casterton Inc, and most recently the Artists of the Valley Inc, which is also based in Casterton. All of these organisations are active participants in their local communities, and have been instrumental in providing support and encouragement for a range of arts activities and projects over recent years.

Music Glenelg Inc for example presented *Take Note* – a major annual music event – which was held from 2001 until 2011, as well as initiating and/or supporting a number of other significant community-focused music programs and activities. This includes 'Roving Ear', a monthly Portland-based event, which for a number of years, provided local singers, songwriters and musicians with the opportunity to share their talents with the community in a supportive performance environment.

Julia Street Creative Space Inc (originally known as The Arts Company Inc) was established in 1995 in council-owned buildings at 19 and 21 Julia Street, Portland. In order to accommodate this organisation and the range of visual arts groups it represents, these premises were modified with funding assistance from both the Glenelg Shire Council and Arts Victoria, to provide an excellent range of workshops, a gallery space and a retail sales outlet for visual artists. Subsequently both Council and Arts Victoria also provided funding to enable the June Hedditch Apartment to be established on the first floor of 21 Julia Street, for use by both visiting artists and other visitors to the Shire.

Julia Street Creative Space Inc is primarily managed by volunteers. However, since 2009 Council has also based a part-time Community Arts Officer on site, to provide some assistance to the organisation and to the broader community. This assistance takes the form of an on-going community-focused workshop program, promoting the facilities in the complex to artists both regionally and nationally. In addition, the Community Arts Officer has developed partnerships and networks in the local community that benefit both artists and other organisations, especially those involved in the health sector. The role also supports and collaborates with the volunteer-driven Portland Artist Residency Program, which has achieved great success in recent years.

Council's decision to provide some on-going support to the Julia Street complex through the Community Arts Officer was partly the result of recommendations and data included in *'The Sum Of Us'*, a comprehensive study of the economic impact of Arts and Culture in the Glenelg Shire, which was commissioned by Council, and completed in 2007. The information contained in this study has proved to be quite valuable in recent years, in helping to attract funding for some major projects, including a major Capital Works grant from the State Government to assist with major technical upgrades in Council venues [see further information provided below].

In addition to the numerous arts organisations listed above, the Shire is also home to a number of individual artists and private businesses that not only derive income from arts and cultural related activities but also provide creative stimulus for many people in the region.

All of these artists and businesses make a significant contribution to the local community, both economically and creatively, and their importance should not be underestimated. This is borne out by the following statistics, taken from the study *'The Sum Of Us'* (2007).

- There are currently 80 arts and cultural organisations in the Shire with a combined membership of approximately 2000
- Members of these arts organisations contribute approximately 64,000 hours of volunteer labour annually, which is worth about \$1 million to the local economy
- There are currently 70 arts-related businesses in the Shire, who collectively employ 125 people, and generate about \$1.2 million for the local economy

The role of Council in supporting the arts in the Shire is also very important, and unfortunately not always widely understood or appreciated by the local community.

Council provides a significant level of funding in its annual budget to support the Glenelg Shire Arts Program, and a range of arts and cultural activities and services in the Shire generally, and this funding is supplemented by an annual subsidy from Creative Victoria (formerly Arts Victoria).

For over ten years, this subsidy was capped at \$35,000 annually, but under the terms of a *Regional Partnerships Program* agreement established between Creative Victoria and Council in 2006, this subsidy has gradually been increased to the current level of \$90,000 annually. This on-going support from the State Government is greatly appreciated, and the annual grant was recently confirmed to continue until June 2018.

In 2006, Glenelg Shire Council – in partnership with Regional Arts Victoria (RAV) and the neighbouring Moyne Shire Council – supported the establishment of a Regional Arts Development Officer (RADO) in South-west Victoria. The RADO was employed by RAV, but both Shire Councils made a financial and in-kind commitment on an annual basis in support of this position.

The role of the RADO was to assist the Glenelg and Moyne Shire Councils with forward planning and the strategic development of arts projects and programs in the region, both within their respective Shire boundaries, but also when and where appropriate, in collaboration with one another, and in some cases in partnership with other organisations.

In 2012, as part of an agreement to secure the continuation of Federal funding for RAV to support the partnership, another three Councils in South-West Victoria – Corangamite Shire Council, Southern Grampians Shire Council and Warrnambool City Council – joined with Glenelg Shire and Moyne Shire to form what is now known as the 'Great South Coast Regional Partnership'. At about this time, all RADO positions in Victoria were renamed by RAV as Creative Arts Facilitator.

The activities of the Creative Arts Facilitator in South-West Victoria are mainly focused on supporting the specific and differing needs of the individual Councils, but the Partnership also looks for opportunities to develop projects that are beneficial to the broader region. The most notable example of this was the establishment in 2014, of the 'South-West Arts Atlas' website.

Modelled on the inaugural 'Arts Atlas' website, which was developed by the Central Highlands partnership, the 'South-West Arts Atlas' provides an opportunity for artists and community arts groups in the South-West of Victoria, to more effectively promote their skills, events and interests.

In recent years, Glenelg Shire Council has also focused on improving the technical facilities in venues across the Shire, in order to assist not only the delivery of Council arts events, but also those offered by local communities. In 2008, the Glenelg Shire Council secured a State Government grant of \$570,000 from the Regional Development Infrastructure Fund (RIDF), to support the implementation of significant technical upgrades to four venues in the Shire: the Casterton Town Hall, the Heywood Community Hall, the Portland Arts Centre and the Portland Civic Hall.

The upgrades to these venues, which were completed in late 2010, ensure that Council is now able to provide a better range of quality touring performances and improved technical facilities for the benefit of Shire residents who live in or close to the three major towns in the Shire.

Glenelg Shire Council prides itself on the quality of the arts and cultural programs it delivers, the community facilities it maintains, and the support and services it provides to community-based arts organisations. The Arts & Culture Strategy (2016 – 2020) aims to ensure delivery of such programs and services will continue into the future, for the benefit of all Shire residents.

The following quote provides an appropriate conclusion to this overview of Arts and Culture in the Glenelg Shire, by reminding us of why the Arts are so important to the fabric of our society and where we live.

*"Heritage, arts and culture provide a 'sense of place' for all people and create a sense of belonging and unity in communities."*

[Glenelg Shire resident – drawn from surveys conducted for *THE SUM OF US*, 2007]

## Arts & Culture Strategy – background and purpose

Glenelg Shire Council has had an Arts & Culture Strategy in place since 1997, when it first commissioned the preparation of a long-term Cultural Strategic Plan for the Shire.

The Plan has been reviewed and updated on a regular basis since then, in order to ensure the continuation of successful established programs and objectives, and to provide guidelines for the implementation of new initiatives and objectives.

The purpose of the Arts & Culture Strategy (2016 – 2020) is to provide clear objectives and guidelines to assist Council in servicing the needs and interests of the community, through the planning and implementation of Arts and Cultural programs, activities, events and projects during this five year period.

## Vision

All people living in the Glenelg Shire will have the opportunity to attend or participate in a diverse range of arts and cultural activities and be provided with opportunities to be both inspired and stimulated by local and visiting artists, and to fulfil their own creative potential. This can result in acknowledgement of the Shire as a leader in the Arts in regional Victoria, seeking external recognition for what can be achieved through implementation of a comprehensive and inclusive Arts & Culture Strategy.

## Goals

The broad goals that Glenelg Shire Council seeks to achieve through its vision for the Arts & Culture Strategy are as follows:

- Maintain adequate staffing levels, to enable effective delivery of the Arts & Culture Strategy and its objectives.
- Provide a quality Arts Program within the Shire, consisting of professional touring performances, local and touring exhibitions, diverse community arts activities and exhibitions drawn from Council's Cultural Collection.
- Identify, acknowledge and support community and private organisations involved in the arts, and build productive partnerships between Council, individual artists and arts organisations based in the Shire.
- Facilitate on-going understanding of the region's history, environment and people, through development, management and use of Council's Cultural Collection.
- Provide on-going support for the Creative Arts Facilitator position in South-West Victoria, and through this position, maintain productive collaboration with neighbouring shires and Regional Arts Victoria.
- Pursue funding opportunities for arts projects that have significant benefits for residents of the Shire.
- Encourage and support innovative community arts, cultural and heritage projects and events, with assistance – where appropriate – from Council's Community Grants Program, and/or alternative funding sources.
- Maintain arts-related facilities in the Shire, especially with regard to provision of technical equipment, and implement additional Capital Works and upgrades where appropriate, to provide long-term benefits for Council and residents.

## Other relevant Council Plans and Policies

Council has adopted a number of policies that address a broad range of issues, all of which interrelate with the Arts & Culture Strategy to varying degrees:

- Council Plan 2014 – 2017
- *“Regional Partnerships Program”* Agreement between Creative Victoria and Glenelg Shire Council 2015 – 2018
- Cultural Collection Strategy 2016 – 2020
- Glenelg Shire Council Public Art Policy
- Glenelg Shire Council Public Art Master Plan
- Glenelg Shire Council Cultural Collection Feasibility Study
- Access and Inclusion (Disability) Action Plan 2014 – 2017
- *“The Sum Of Us”* – The Economic Impact of Arts & Culture in Glenelg Shire
- Portland Civic Precinct Master Plan
- Portland Bay Coastal Infrastructure Plan
- Community Grants Program
- Municipal Health and Well Being Action Plan 2015 – 2016
- Volunteer Action Plan
- Aboriginal Partnership Plan

## Definitions & Terminology

|            |   |
|------------|---|
| A&CM =     | Arts & Culture Manager                                    |
| CSO =      | Cultural Services Officer                                 |
| CCO =      | Cultural Collection Officer                               |
| CAO =      | Community Arts Officer                                    |
| HTT =      | Head Theatre Technician                                   |
| ADO =      | Aboriginal Development Officer                            |
| RDO =      | Recreation Development Officer                            |
| YDO =      | Youth Development Officer                                 |
| TDO =      | Tourism Development Officer                               |
| PDH =      | Portland District Health                                  |
| WMAC =     | Winda Mara Aboriginal Corporation                         |
| DWECH =    | Dhauwurd-Wurrung Elderly and Community Health Service     |
| GMTOAC =   | Gunditj Mirring Traditional Owners Aboriginal Corporation |
| JSCS Inc = | Julia Street Creative Space Incorporated                  |
| CEMA Inc = | Portland CEMA Inc   |

BAMP = Building Assets Management Plan

CAF = Creative Arts Facilitator

Note:

The Creative Arts Facilitator is employed by Regional Arts Victoria, and in a partnership with that organisation, the position is currently shared between Glenelg Shire Council, Moyne Shire Council, Southern Grampians Shire Council, Warrnambool City Council and Corangamite Shire Council.

All five Councils provide some financial and in-kind assistance for the Creative Arts Facilitator, who in turn assists all five Councils with strategic development of arts activities and projects in South-West Victoria.

## Focus 1:

# Performing Arts



One of the strengths of the Glenelg Shire Council Arts Program is the diversity and quality of the professional touring performances delivered to Shire residents. The majority of this program is presented in Portland, which is home to 50% of the total Shire population. In addition, a number of touring performances are presented in Casterton and Heywood each year.

This approach to programming is strongly encouraged by Creative Victoria, which currently provides funding on an annual basis to Glenelg Shire Council in support of this and other aspects of the Arts Program.

Council plays an important role in nurturing the talents of local performers of all ages, through a range of activities, workshops and events, and through collaboration with school-based or private teachers and local arts-related businesses.

The delivery of touring performances and support for local performers also assists in the long term development of a more informed and appreciative audience.

## Focus 1: PERFORMING ARTS

| Objective | Description of Objective  | Resources & Partners                        | Comments   | Performance Outcomes   | Cost implications                                   |
|-----------|---|---|--|--|---|
| 1.1       | Maintain and promote the current level of programming of professional touring performances for Shire residents. | A&CM<br>CSO<br>FOH staff<br>Technical staff | Both of these objectives are requirements embodied in the annual funding agreement between Council and Creative Victoria under the <i>Local Partnerships Program</i> . | Bi-annually promotion of the touring performances and exhibitions.<br>Deliver a minimum of 24 touring shows per year across the Shire. | Cost of service delivery included in annual budget. |
| 1.2       | Offer a number of professional touring performances in towns in the Shire other than Portland.                  |   |  | Schedule a minimum of four touring performances annually to towns other than Portland.   |   |

| Objective | Description of Objective   | Resources & Partners  | Comments  | Performance Outcomes  | Cost implications                                   |
|-----------|--|---|---|---|---|
| 1.3       | Ensure that the program of professional touring performances provides good diversity in terms of both genre and content, and that ticket prices are maintained at levels that ensure affordability for Shire residents.                            | A&CM<br>CSO   | Regular patrons continue to provide very positive responses to the diversity of the program. Ticket prices are comparable with those charged by other venues. | Maintain current diversity of the annual touring performance program. Maintain current ticket prices appropriate to the nature of performances on offer, especially in terms of potential audience, running time, etc. and benchmarking against similar. Ensure any price increases do not exceed the annual CPI. | Cost of service delivery included in annual budget. |
| 1.4       | Maintain the existing collaborative relationship with community organisations in Casterton with respect to the delivery of professional touring performances in the Casterton region. Explore strategies for expanding the existing audience base. | A&CM<br>CSO<br>Community groups in Casterton and the immediate region | Casterton audiences are generally familiar with the delivery of touring performances, but continuing audience development is also important.                  | Effective collaboration between Council and community groups in the Casterton region. Successful delivery of scheduled performances. Maintain or increase the existing audience base and average attendance at performances.  | Cost of service delivery included in annual budget. |

| Objective | Description of Objective  | Resources & Partners                                      | Comments   | Performance Outcomes  | Cost implications                                   |
|-----------|---|---|--|---|---|
| 1.5       | Identify organisations and volunteers willing to assist in promoting any professional touring performances presented in Heywood. Explore strategies for expanding the existing audience base.         | A&CM<br>CSO<br>CAO<br>WMAC<br>GMTOAC<br>Heywood community | The community has limited experience of promoting shows to a local audience, because on average, only one or two touring performances are presented in Heywood annually, due to its proximity to Portland. | Identify and establish an organisation or group of volunteers in Heywood, willing to assist Council with audience development and promotion of performances. Successful delivery of scheduled performances. Maintain or increase previous audience attendance levels. | Cost of service delivery included in annual budget. |
| 1.6       | Head Theatre Technician to develop an induction package and training procedures, to provide support and guidance on technical advice to groups seeking to present performance events in Shire venues. | A&CM<br>CSO<br>CAO<br>HTT<br>local schools                | On-going advice is standard procedure. Development of an induction package and training would enhance the process.   | Delivery of an induction package on an as-needs basis, and assessment of effectiveness of the induction from the perspective of both Council and hirers.  | Cost of service delivery included in annual budget. |

| Objective | Description of Objective   | Resources & Partners      | Comments   | Performance Outcomes  | Cost implications                                   |
|-----------|--|---------------------------|--|---|---|
| 1.7       | Utilise a range of strategies to encourage Seniors to attend touring performances on a more regular basis and ensure the Arts Program caters for this growing demographic. | A&CM<br>CSO<br>HACC staff | Where appropriate, collaborate with local community groups and organisations catering for Seniors. | Achieve a measureable increase in the total number and frequency of Seniors attending performance events over the timeframe of the Arts & Culture Strategy. | Cost of service delivery included in annual budget. |

| Objective | Description of Objective  | Resources & Partners                                  | Comments   | Performance Outcomes   | Cost implications   |
|-----------|---|---|--|--|---|
| 1.8       | In conjunction with CEMA Inc Theatre Group, explore the feasibility of presenting theatre workshops in Portland, for both young people and adults interested in exploring various aspects of stagecraft. Explore the feasibility of offering similar activities in Heywood and Casterton. | A&CM<br>CSO<br>YDO<br>CAO<br>CAF<br>local communities | Portland has a Theatre group, but it has limited resources, which restrict its ability to deliver regular workshops. A private business in Portland currently offers a range of theatre skills on a fee-for-service basis. | Number of participants and workshops delivered. Extent and level of new skills acquired by participants. Success in securing external funding for workshops. | Component of cost of service delivery included in annual budget. External funding sources would be required for on-going workshops /contracting tutors. |

# Focus 2: Visual Arts



Glenelg Shire is fortunate to be home to a significant number of talented visual artists, perhaps drawn to the region and inspired by the magnificent physical environment that exists in various parts of the region.

In Portland especially, these artists have the benefit of presenting solo or group exhibitions in the Portland Arts Centre, and of utilising the remarkable range of facilities available in the Julia Street Creative Space, to devise, exhibit, and sell their work.

From time to time, the Portland Arts Centre exhibition program also features items from the Cultural Collection, plus artists from outside the region, and touring exhibitions with a social history focus.

Council currently employs a part-time Community Arts Officer, currently based in the Julia Street Creative Space, but whose responsibilities extend across the Shire, to support and promote local artists, provide a diverse program of workshops to expand the skills of artists and members of the local community, and promote the facilities and the region to visiting artists.

## Focus 2: VISUAL ARTS

| Objective | Description of Objective   | Resources & Partners                                   | Comments  | Performance Outcomes  | Cost implications                                   |
|-----------|--|--|---|---|---|
| 2.1       | Maintain the current Exhibition program. Actively seek quality touring exhibitions of visual art and social history, to include in the Exhibition program. | A&CM<br>CSO<br>FOH staff<br>local and regional artists | The Portland Arts Centre is the only Council-managed venue with a dedicated exhibition space. Advance booking of the PAC gallery spaces is currently standard practice. | Successfully maintain a program presenting new exhibitions in the Portland Arts Centre every month, i.e. a minimum of 12 per year and bookings at least 12 months in advance. Successfully maintain a program that includes both local and visiting artists. At least one touring exhibition in the program on an annual basis. | Cost of service delivery included in annual budget. |

| Objective | Description of Objective   | Resources & Partners   | Comments  | Performance Outcomes   | Cost implications  |
|-----------|--|--|---|--|--|
| 2.2       | Provide advice and support for artists in towns across the Shire, seeking to identify suitable Council-owned venues or spaces for presenting workshops and/or displaying artwork, including temporary or long-term venue spaces. | A&CM<br>CSO<br>CAO<br>CAF<br>local artists<br>and arts organisations | As an example, the Supper Room in the Casterton Town Hall has been identified as a possible workshop and display space for local artists.   | Explore the feasibility of Council assisting local visual artists to utilise the Casterton Town Hall Supper Room as a workshop or display space. Level of advice provided on appropriate workshops or displayspaces and number of spaces secured.                            | Some additional Council funding may be required to assist in implementing this strategy. |
| 2.3       | Maintain the current workshop program managed by the Community Arts Officer (CAO) and expand the program reach across the Shire, as well as increasing the total number of participants.   | A&CM<br>CAO<br>CSO<br>ADO<br>CAF<br>local tutors                     | The current program is very successful, and continues to evolve and develop. As of July 2015, the program is gradually being expanded to other towns in the Shire as time and resources permit. | On-going workshop program, servicing a range of age groups and interests across the Shire, promoted through a range of media. Ensure a minimum of 4 x one-off workshops and/or 4 x multiple session workshops in each town per year, providing there is sufficient interest. | Cost of service delivery included in annual budget.                                      |

| Objective | Description of Objective   | Resources & Partners  | Comments  | Performance Outcomes  | Cost implications                                   |
|-----------|--|---|---|---|---|
| 2.4       | Utilise a range of strategies to encourage Seniors to attend exhibitions and become involved in a range of visual arts activities on a more regular basis to ensure that the needs of this growing demographic are adequately catered for. | A&CM<br>CSO<br>CAO<br>HACC staff<br>local groups<br>catering for Seniors or older people.                   | Collaborate with local community groups and organisations to develop strategies for better engaging with older people in the community.   | Achieve a measureable increase in the total number and frequency of older people either attending or participating in visual arts activities over the timeframe of the Arts & Culture Strategy. | Cost of service delivery included in annual budget. |
| 2.5       | Continue to develop networks and partnerships between Council and other groups and organisations in the Shire to better utilise non-Council spaces suitable for visual arts activities.  | A&CM<br>CAO<br>CSO<br>ADO<br>CAF<br>JSCS Inc<br>South-West<br>TAFE<br>local NGOs<br>community organisations | A number of effective partnerships and networks have already been established and these should be maintained and where possible expanded. | Number of additional non Council facilities secured for use in visual arts activities.  | Cost of service delivery included in annual budget. |

| Objective | Description of Objective  | Resources & Partners  | Comments   | Performance Outcomes  | Cost implications                                   |
|-----------|---|---|--|---|---|
| 2.6       | Arts & Culture unit staff to collaborate with and provide assistance to support the exhibition program currently provided in the Portland Library, and assist in extending this activity to other Libraries, groups and organisations in the Shire. | A&CM<br>CSO<br>CAO<br>Glenelg<br>Library staff<br>local artists | The exhibition program in the Library currently operates quite independently of the PAC exhibition program, but there may be occasional opportunities for collaboration. | The number and range of exhibitions and networking opportunities undertaken collaboratively with Library staff. | Cost of service delivery included in annual budget. |

| Objective | Description of Objective   | Resources & Partners                  | Comments   | Performance Outcomes  | Cost implications                                   |
|-----------|--|---------------------------------------|--|---|---|
| 2.7       | Encourage and provide support to Julia Street Creative Space Inc, to market the facilities in the complex, with the aim of attracting artists from outside the region who may be interested to utilise the facilities. | A&CM<br>CSO<br>CAO<br>JSCS Inc<br>CAF | Julia Street Creative Space is a unique cultural resource in the region, but is currently under-utilised. The recent development of a successful, volunteer-driven Artist Residency Program has demonstrated the potential of the complex to be marketed more widely. Council should actively encourage the continuation of this initiative. | Provide advice with regard to appropriate marketing strategies. | Cost of service delivery included in annual budget. |

# Focus 3: Community & Cultural Development



Community and cultural development are at the core of any vibrant, creative society, but communities in regional areas often have quite unique and sometimes challenging issues to confront.

In supporting community arts activities in the Glenelg Shire, Council needs to recognise and develop strategies that respond positively and productively to the following statistics:

- ◆ 80% of the Shire population are residents born in Australia, with only 2.7% from non-English speaking backgrounds
- ◆ 2% of Glenelg Shire's population is indigenous. This makes Glenelg an area with one of the largest indigenous populations in the state
- ◆ The population of the Shire is ageing. Currently 20% of residents are aged 60 years and older.

## Focus 3: COMMUNITY & CULTURAL DEVELOPMENT

| Objective | Description of Objective  | Resources & Partners      | Comments   | Performance Outcomes   | Cost implications                                   |
|-----------|---|---------------------------|--|--|---|
| 3.1       | Provide advice and support, to communities or organisations within the Shire, for short and long-term artist-in-residence projects, community arts projects, public art projects and opportunities for local artists. | A&CM<br>CSO<br>CAO<br>CAF | Assistance of this kind is currently provided where appropriate. Funding applications for such projects can also be submitted to Council's Community Grants Program, and Council may also be able to assist with in-kind support of various kinds. | Level of advice and assistance provided.<br>Number of initiatives resulting. | Cost of service delivery included in annual budget. |

| Objective | Description of Objective   | Resources & Partners                                  | Comments   | Performance Outcomes  | Cost implications                                   |
|-----------|--|---|--|---|---|
| 3.2       | As part of the Community Arts program of activities, provide periodic technical training workshops for interested people across the Shire.   | A&CM<br>CAO<br>HTT                                    | Provides young people with a new skill set, and ensures more informed use of equipment provided in Council venues. | Number of participants involved in technical training.<br>Measureable level of competence achieved, based on a pre-set checklist of skills. | Cost of service delivery included in annual budget. |
| 3.3       | Provide advice, and support, to local artists and arts groups preparing funding applications for the Arts, Culture & Heritage category of Council's Community Grants Program.<br>Actively promote grant sources for community members to access. | A&CM<br>CSO<br>CAO<br>local arts organisations<br>CAF | The Community Grants Program provides for grants of up to \$5,000 per project.                                     | Level of advice and assistance provided.<br>Number of arts and culture based grants submitted.  | Cost of service delivery included in annual budget. |

| Objective | Description of Objective  | Resources & Partners   | Comments   | Performance Outcomes   | Cost implications   |
|-----------|---|--|--|--|---|
| 3.4       | Review the annual funds currently available for Arts, Culture & Heritage projects in the Community Grants Program.  | A&CM Council   | The total amount available annually in the Arts, Culture & Heritage category across the two funding rounds is currently \$10,000. Applications often exceed this amount. | By July 2016 increase the funds available annually in the Arts, Culture & Heritage category of the Community Grants Program budget from \$10,000 to at least \$20,000, and maintain any approved increase in future years. | Requires an increase in the annual budget allocation, to cater for the number and monetary value of quality grant applications. |
| 3.5       | Successfully implement appropriate programs, activities and processes as a result of the collaboration between Council officers and local organisations including the Aboriginal Community Development Officer, WMAC, DWECH and GMTOAC. | A&CM<br>CSO<br>CAO<br>ACDO<br>local<br>Aboriginal<br>organisations | Council currently employs a part-time Aboriginal Community Development Officer (ACDO).   | Number of programs, activities and processes implemented as a result of the collaboration between Council officers and local organisations.  | Cost of service delivery included in annual budget.   |

| Objective | Description of Objective  | Resources & Partners  | Comments  | Performance Outcomes  | Cost implications   |
|-----------|---|---|---|---|---|
| 3.6       | Celebrate local Aboriginal and Torres Strait Islander history through a variety of community events, profile signage, publications, and exhibitions.  | A&CM<br>CSO<br>TDO<br>ACDO<br>CAF<br>Marketing Officer  | Achieving this outcome largely depends on maintaining a close liaison with the ACDO. These activities may link with and support the aims and objectives of the APP. | Number of opportunities initiated by Council and conducted in collaboration with local indigenous groups.                           | Provision of specialised signage, publications etc., would require Council and/or external funding. |
| 3.7       | Develop a strategic approach, including liaising with the Aboriginal Advisory Committee, to involve Aboriginal and Torres Strait Islander groups in planning and implementing major arts and cultural events or community arts projects in the Shire. | A&CM<br>CSO<br>CAO<br>ACDO<br>CAF<br>Aboriginal and Torres Strait Islander local arts organisations | Council staff currently liaises with the ACDO and Aboriginal community groups on such issues, where this seems appropriate.   | Range of events conducted as a result of the collaboration between Council and the Aboriginal and Torres Strait Islander community. | Cost of service delivery included in annual budget.   |

| Objective | Description of Objective  | Resources & Partners                                    | Comments   | Performance Outcomes  | Cost implications   |
|-----------|---|---|--|---|---|
| 3.8       | Explore opportunities and advocate for the inclusion of arts workshops and exhibitions in health services programs, in order to enhance the personal health and well-being of Shire residents, and to increase their appreciation of the arts.<br>e.g. dementia support groups, mental health groups, children's therapy etc. | A&CM<br>CSO<br>CAO<br>ACDO<br>CAF<br>PDH                | Liaison of this kind has been initiated previously by Council, especially where a touring performance or exhibition has potential for this kind of community engagement. | Number of partnership programs between health services and the arts sector.<br>Number of relevant activities or strategies implemented as identified in the Municipal Health and Well Being Action Plan 2015 – 16.                | Cost of advocacy included in annual budget.<br>Additional funding may be required for some programs or projects, if Council is an active participant. |
| 3.9       | Collaborate with the Youth Development Officer (YDO) to explore strategies for attracting more young people – especially secondary school age – to attend touring performances and exhibitions, and to participate in community arts activities on a more regular basis.  | A&CM<br>CSO<br>ADO<br>YDO<br>teachers<br>private tutors | If appropriate, develop educational packages linked to the curriculum to attract young people and teachers; use various media to promote events.                         | Measureable increase in the total number and frequency of young people attending events over the timeframe of the Arts & Culture Strategy.<br>Level and quality of feedback from teachers on the value of the education packages. | Cost of service delivery included in annual budget.   |

| Objective | Description of Objective  | Resources & Partners  | Comments   | Performance Outcomes   | Cost implications  |
|-----------|---|---|--|--|--|
| 3.10      | <p>Maintain strong relationships with the local and regional media to distribute regular information about arts activities to relevant potential audiences and arts based organisations.</p> <p>Assist and encourage the provision of arts events in those towns in the Shire where there is sufficient demand and interest, and where appropriate facilities are available.</p> <p>Utilise a range of marketing strategies across the Shire to make residents more aware of the services provided by Council through its Arts Program.</p> | <p>A&amp;CM<br/>CSO<br/>CAO<br/>CAF<br/>local schools<br/>and<br/>community<br/>organisations</p> | <p>This strategy is important not only for the A&amp;CM to pursue, but also all community arts groups.</p> <p>It is also important to note that some residents may not currently be aware of the arts and cultural services available and that these services are provided by Council.</p> | <p>Level of media activity to promote activities and programs.</p> <p>Number of arts-related events held in towns in the Shire supported through programs offered by Council and/or other arts groups in the Shire or region.</p> <p>Measureable increase in community awareness reflected in attendance and participation in various arts events, responses to surveys, and an increase in applications to the Community Grants Program, especially in the Arts, Culture &amp; Heritage category.</p> | <p>Cost of service delivery included in annual budget.</p> |

| Objective | Description of Objective   | Resources & Partners  | Comments   | Performance Outcomes  | Cost implications  |
|-----------|--|---|--|---|--|
| 3.11      | <p>Continue to sustain, support and develop the <i>South West Arts Atlas</i> website as a community and Council resource.</p> <p>Continue to promote the website to individual artists and arts organisations in the South West of Victoria, and encourage them to promote their arts activities and events on the website on a regular basis.</p> <p>Develop further marketing tools (such as a post card) and strategies to keep the website current.</p> <p>Continue to review and update the website to keep content current and accessible.</p> | <p>AC&amp;M<br/>CSO<br/>CAO<br/>CCO<br/>CAF<br/>Local artists and community arts groups</p> | <p>The <i>South West Arts Atlas</i> website is currently being utilised, but there is a need to increase the amount and frequency of information presented, and to encourage greater use of the website.</p> | <p>Increase of greater than 20% in the number of artist and groups posting to the website annually.</p> <p>Increase of greater than 30% annually of event postings.</p> <p>Number of new marketing tools initiatives adopted.</p> <p>Website content is regularly maintained to ensure accuracy of content.</p> | <p>Cost of service delivery included in annual budget, and also shared with the four other Councils which are members of the Great South Coast Regional Partnership.</p> |

| Objective | Description of Objective   | Resources & Partners   | Comments   | Performance Outcomes   | Cost implications   |
|-----------|--|--|--|--|---|
| 3.12      | In collaboration with local artists and the Tourism Development Officer explore the feasibility of developing and promoting a Shire-wide 'Arts Trail', which would be accessible to the general public on specified dates. | A&CM<br>CSO<br>CAO<br>TDO<br>CAF   | Several examples of this concept being utilised in other regional areas could provide a good template for development of a suitable approach in the Glenelg Shire. | Consultation with the arts community undertaken and implementation of an 'Arts Trail' on a trial basis by December 2016. | Using the websites indicated plus Social Media would be cost effective. Printed brochures might require external funding.                           |
| 3.13      | Advocate for, and actively support initiatives for using various genres of art to promote Indigenous heritage and history across the Shire.  | A&CM<br>CSO<br>CAO<br>CAF<br>local Aboriginal and Torres Strait Islander community | WAC has commissioned Deborah Cheetham to write a Choral work, which relates to local indigenous history and will probably be premiered in the Shire in 2016.       | The number and range of appropriate community arts projects that Council has provided advocacy and/or support to.        | Cost of service delivery included in annual budget but additional external funding may be required for specific projects where Council is involved. |

| Objective | Description of Objective   | Resources & Partners   | Comments  | Performance Outcomes   | Cost implications  |
|-----------|--|--|---|--|--|
| 3.14      | In collaboration with Indigenous groups in the Shire, identify an arts project that could serve the needs and interests of the indigenous community. | A&CM<br>CSO<br>CAO<br>ACDO<br>CAF<br>local<br>Aboriginal<br>groups | Providing access to artists with previous experience of developing and implementing community arts projects, can have long term benefits in ensuring the success of other locally based projects. | Engage a suitably qualified indigenous artist to assist local indigenous artists and community workers to initiate Indigenous cultural projects.<br>Implement projects, forums, workshops or residency activities. | Project cost of to be shared between local indigenous groups and Council.<br>Some of the cost would be covered by the annual budget, but the remainder would need to come from the indigenous community and/or external funding sources. |

| Objective | Description of Objective   | Resources & Partners                                 | Comments   | Performance Outcomes  | Cost implications                                   |
|-----------|--|--|--|---|---|
| 3.15      | Participate in a review of the guidelines for the Community Grants Program and advocate for the option of allowing individuals to submit funding applications without needing to be auspiced, and enable individuals to access funding for personal or professional development, that has potential benefit for the wider community. | A&CM<br>CSO<br>RYSC<br>YDO<br>ACDO<br>CAF<br>Council | The Community Grants Program guidelines do not currently permit individuals to apply for funding, nor do they permit applicants to seek funding assistance for personal or professional development that could ultimately benefit the community. | By July 2016 implement proposed changes to the Community Grants Program guidelines. | Cost of service delivery included in annual budget. |

| Objective | Description of Objective  | Resources & Partners             | Comments  | Performance Outcomes  | Cost implications  |
|-----------|---|----------------------------------|---|---|--|
| 3.16      | Ensure that a visual record (photographs and/or video material) as well as a written record, is compiled for any Council-initiated community arts projects, ensuring participants and project coordinators are adequately identified. | A&CM<br>CSO<br>CCO<br>CAO<br>CAF | Both Council and many community groups currently ensure that projects are adequately recorded, but there is always a risk this important task is overlooked until too late. | Catalogue of visual records (photographs and/or video material) of any project(s) are established and maintained by responsible departments of Council. Provide advice and assistance, on an as-needs basis, to any community groups developing a record of their project(s). | Cost of service delivery included in annual budget, or the specific budget of any Council-initiated project. |

| Objective | Description of Objective  | Resources & Partners                         | Comments  | Performance Outcomes   | Cost implications  |
|-----------|---|--|---|--|--|
| 3.17      | <p>Council to review the current Lease Agreement with Julia Street Creative Space Inc, and if considered appropriate, approve the lease agreement for a further three years, when it expires in June 2017.</p> <p>Maintain and adhere to the current Memorandum of Understanding between Council and Julia Street Creative Space Inc.</p> | <p>A&amp;CM<br/>CSO<br/>CAO<br/>JSCS Inc</p> | <p>Julia Street Creative Space is a unique cultural resource in the region, but is managed solely by volunteers and is currently under-utilised. In late 2015 – early 2016, JSCS Inc undertook a major internal review in order to develop a long term vision and Strategic Plan. The MoU developed in collaboration with Council forms one component of this Strategic Plan.</p> | <p>Lease renewed for a further three year term, commencing as of 1 July 2017.</p> <p>Maintain the MoU, adhere to its conditions, and make any adjustments as may be considered necessary and agreed by both parties.</p> | <p>Cost of service delivery included in annual budget.</p> |

| Objective | Description of Objective  | Resources & Partners                          | Comments  | Performance Outcomes   | Cost implications                                   |
|-----------|---|---|---|--|---|
| 3.18      | Council to review the current Lease Agreement with Portland CEMA Inc and if considered appropriate approve the lease agreement for a further three years, when it expires in June 2017. | A&CM relevant Council staff Portland CEMA Inc | Portland CEMA Inc is an umbrella arts body, which was instrumental in establishing the Arts Centre in the early 1970s. Since then, the CEMA Inc has had a lease agreement with Council that provides the organisation with regular access to and use of the building by member groups, under specific terms and conditions. | Lease renewed for a further three year term, commencing as of 1 July 2017. | Cost of service delivery included in annual budget. |

| Objective | Description of Objective  | Resources & Partners  | Comments   | Performance Outcomes   | Cost implications                                   |
|-----------|---|---|--|--|---|
| 3.19      | Council to review the current Service Agreement / Licence with the Portland Family History Group and if considered appropriate approve the Service Agreement / Licence for a further three years, when it expires in June 2017. | A&CM<br>Relevant Council staff<br>Portland Family History Group Inc | Portland Family History Group Inc is a genealogical society, which has been operating in Portland for over 30 years, and for much of that time has been permitted by Council to use History House as its 'home'. | Service Agreement / Licence renewed for a further three year term, commencing as of 1 July 2017. | Cost of service delivery included in annual budget. |

| Objective | Description of Objective   | Resources & Partners  | Comments   | Performance Outcomes   | Cost implications  |
|-----------|--|---|--|--|--|
| 3.20      | <p>Council to develop a Service Agreement / Licence with the Portland Historical Society for access to and use of the Curator's Cottage in the Portland Botanical Gardens.</p> <p>If considered appropriate by both parties Service Agreement / Licence for a further three years, when it expires in June 2017.</p> | <p>A&amp;CM<br/>relevant<br/>Council staff<br/>CEMA Inc<br/>Portland<br/>Historical<br/>Society</p> | <p>The Portland Historical Society is not an incorporated body in its own right therefore the lease Agreement will be developed between Council and CEMA Inc., (acting on behalf of the Historical Society).</p> | <p>By June 2016, establish a 12 month Service Agreement licence for management of the Curator's Cottage in the Portland Botanical Gardens, between Council and CEMA Inc.</p> <p>Assuming both parties are willing to maintain the existing arrangements, renew the Service Agreement / Licence for a further extended term of three years, (commencing as of 1 July 2017).</p> | <p>Cost of service delivery included in annual budget.</p> |

| Objective | Description of Objective  | Resources & Partners  | Comments   | Performance Outcomes   | Cost implications  |
|-----------|---|---|--|--|--|
| 3.21      | Maintain a productive working relationship with Creative Victoria by meeting the performance requirements outlined in the <i>Local Partnerships Program</i> agreement.                              | A&CM<br>CSO<br>CAO<br>CAF<br>Creative Victoria                          | Annual funding from Creative Victoria is confirmed until June 2018.  | All requirements of the Local Partnerships Program agreement are met.  | Cost of service delivery included in annual budget. Creative Victoria provides Council with an annual grant.   |
| 3.22      | In early 2020, undertake a review of the existing Arts & Culture Strategy, and in consultation with the community, develop a new Strategy (2021 – 2025), to be adopted by Council in November 2020. | A&CM<br>CSO<br>CAO<br>ACDO<br>CAF<br>local community arts organisations | The information and ideas shared via the on-going Community Forums and occasional surveys undertaken by Council will assist in the implementation of the review process. | By April 2020, establish an Arts & Culture Strategy Review Committee, which includes representation from both Council and interested members of the local community. Council adoption of new Arts & Culture Strategy by November 2020. | Cost of service delivery included in annual budget. Additional funding may be required if Council chooses to use a consultant to undertake the review. |

# Focus 4: Art in Public Places



The Glenelg Shire has a significant number of memorials, statues and art works already established in a variety of locations across the Shire. In some cases, particularly in recent years, these have been created in consultation with Council. However, many were already in existence prior to the establishment of the current Council, which is a result of amalgamations implemented in 1994.

The Public Arts Policy (adopted by Council 2011) and the Public Art Master Plan (adopted by Council 2014) clearly define Policies and Procedures that determine Council's responsibility for maintenance and management of these public icons, who is responsible for approving the design and location of any future such works, and how to ensure that they do not constitute a public hazard in any way.

These documents are important as they provide guidance for Council, local communities and artists when opportunities arise for creating Art in Public Places as an expression of local identity and interests.

## Focus 4: ART IN PUBLIC PLACES

| Objective | Description of Objective  | Resources & Partners  | Comments   | Performance Outcomes  | Cost implications  |
|-----------|---|---|--|---|--|
| 4.1       | Utilise the policies, procedures and concepts embodied in the Public Art Policy and the Public Art Master Plan, to ensure that good quality public art is integrated into public places, and where possible, provide opportunities for interested Shire residents to work in collaboration with professional artists and designers on the development of this public art. | A&CM<br>CSO<br>CCO<br>CAO<br>Other relevant<br>Council staff<br>local artists | Council has already adopted or is currently developing, long-term plans for the use of public spaces in Portland, and consideration should be given to the potential for integrating Public Artworks into such developments. | The Cultural Collection Officer (CCO) to activate the Public Arts Master Plan via the advocacy and communication plans associated with the Public Arts Master Plan. CCO to collaborate with other Council staff on the possible integration of public art into proposed development of public spaces in the Shire. Provide input on the installation of such works, as and when both external funding and development opportunities permit. | External funding supported by funding from Council will be required for any specific arts installations. |

| Objective | Description of Objective  | Resources & Partners  | Comments  | Performance Outcomes   | Cost implications  |
|-----------|---|---|---|--|--|
| 4.2       | Ensure there is opportunity for adequate consultation and collaboration between the Arts & Culture unit and other Council staff, where Council undertakes any of the recommendations included in the Portland Civic Precinct Master Plan. | A&CM<br>CSO<br>CCO<br>Planning & Economic Development Department<br>Assets & Infrastructure Department<br>local artists | Council has adopted the Portland Civic Precinct Master Plan in principle, but has not yet initiated any of the Capital Works proposed in this document. | A&CM to participate in or assign appropriate staff to relevant Capital Works funding applications processes or project control groups associated with the implementation of the Portland Civic Precinct Master Plan. | External funding supported by funding from Council will be required to implement many elements of this Plan. |

## Focus 5:

# Cultural Collection



Glenelg Shire Council aims to facilitate ongoing understanding of the region's history, environment and people, through preserving and making accessible relevant cultural material.

This purpose is supported through the development, management and use of the Glenelg Shire Council Cultural Collection, in association with parallel Council and community-based initiatives.

The Cultural Collection Strategy (2016 – 2020) is guided by the commitment made in the Council Plan (2014 – 2017) in the *Statement of Intent* with regards to valuing and respecting our natural and cultural heritage.

The Glenelg Shire accepts responsibility as custodian for the Cultural Collection, which documents the Shire's unique history, environment and people through an extensive collection of cultural material including artworks; maritime, civic, and social history objects; historic documents and related ephemera; and public art.

## Focus 5: CULTURAL COLLECTION

| Objective | Description of Objective   | Resources & Partners   | Comments   | Performance Outcomes  | Cost implications  |
|-----------|--|--|--|---|--|
| 5.1       | Support the Cultural Collection Officer (CCO) in the implementation of the Cultural Collection Strategy (2016 – 2020). | AC&M<br>CCO<br>CSO<br>Cultural Collection Management Committee<br>other relevant Council staff | Council has adopted a separate Strategy detailing management of the Cultural Collection. A summary of the principle objectives of that document are included in the Arts & Culture Strategy – Objectives 5.1 to 5.8 inclusive. | Refer to the <b>Cultural Collection Strategy (2016 – 2020)</b> for details of specific objectives and performance indicators. | The Cultural Collection budget is separate from the Arts & Culture budget and is managed by the CCO. |

# Focus 6: Staffing & Community Networks



Compared to Local Government in many other regional areas of Victoria, Glenelg Shire Council has established an enviable record for the level of support it currently provides to Arts and Culture, for the benefit of residents in the Shire.

One essential component of this support is Council's commitment to providing adequate staffing to ensure the delivery of programs and activities, and to help conserve and promote its rich cultural heritage.

A second essential component is Council's willingness to establish, engage in, and maintain positive and productive networks both within the Shire and beyond its borders.

Therefore, in order to maintain the integrity of its Arts and Culture program, it is important that Council maintains, and where appropriate, expands its current staffing levels and existing networks.

## Focus 6: STAFFING & COMMUNITY NETWORKS

| Objective | Description of Objective   | Resources & Partners   | Comments   | Performance Outcomes   | Cost implications  |
|-----------|--|--|--|--|--|
| 6.1       | <p>Maintain the existing permanent full-time and part-time staff in the Arts &amp; Culture unit at current levels as follows:</p> <ul style="list-style-type: none"> <li>• Arts &amp; Culture Manager (Full time)</li> <li>• Cultural Collection Officer (Full time)</li> <li>• Cultural Services Officer (Part time – 0.8)</li> <li>• Community Arts Officer (Part time – 0.7)</li> <li>• Head Theatre Technician (Part time – 0.2).</li> </ul> | <p>A&amp;CM<br/>CCO<br/>CSO<br/>CAO<br/>HTT</p>                            | <p>Essential for the delivery of current and future arts programs and projects.</p>                                      | <p>Assess quality of service delivery on a quarterly basis against annual Key Performance Indicators of the Arts and Culture Unit. Conduct annual appraisals of staff as per Council policy.</p> | <p>Covered by existing salary structure for permanent full time and part time staff.</p> |
| 6.2       | <p>Maintain a pool of casual Front of House (FOH) staff and casual Technical Support staff at existing levels.</p>   | <p>A&amp;CM<br/>CSO<br/>pool of casual FOH and Technical Support staff</p> | <p>Council currently employs a pool of casual staff to support the delivery of touring performances and exhibitions.</p> | <p>FOH staff on-going involvement in the delivery of touring performances and exhibitions. Ensure all part-time and casual staff maintain a high quality of service delivery.</p>                | <p>Covered by existing annual salary structure for casual staff.</p>                     |

| Objective | Description of Objective  | Resources & Partners                                   | Comments  | Performance Outcomes  | Cost implications                                  |
|-----------|---|--|---|---|--|
| 6.3       | <p>Promote opportunities for and provide adequate support and encouragement to volunteers assisting with the delivery of the Arts Program. Ensure that volunteers are given adequate induction before commencing work with Council on a voluntary basis.</p> <p>Ensure that volunteers have signed the appropriate documentation in order for them to receive insurance cover from Council.</p> | <p>AC&amp;M<br/>CSO<br/>CAO<br/>CCO<br/>Volunteers</p> | <p>There are currently two people assisting with the Arts Program, by ensuring that the Portland Arts Centre is open for specified periods on weekends, to allow public access to exhibitions in the gallery spaces. In late 2015, one of these volunteers also commenced data input for the electronic version of the Cultural Collection catalogue.</p> | <p>Increase the number of volunteers who regularly assist with activities associated with the Arts Program, especially opening the gallery spaces on weekends.</p> <p>On-going appraisal of the quality of the service delivered by volunteers. Formal feedback from volunteers indicating their satisfaction with the tasks they undertake and the general work environment.</p> | <p>There are no cost implications for Council.</p> |

| Objective | Description of Objective   | Resources & Partners   | Comments  | Performance Outcomes  | Cost implications  |
|-----------|--|--|---|---|--|
| 6.4       | Maintain collaboration with and support for the Creative Arts Facilitator. | AC&M<br>CAF<br>Regional Arts Victoria<br>Glenelg Shire Council<br>Moyne Shire Council<br>Corangamite Shire Council<br>Southern Grampians Shire Council<br>Warrnambool City Council<br>State Government | The current contract between RAV and the five Councils in South West Victoria expires June 2016. Negotiations are currently taking place between the Federal Government and RAV, to maintain funding for the partnership for a further three years. | The Great South Coast Regional Partnership to meet at least four times per year, in order to assess the effectiveness of the support provided by the Creative Arts Facilitator, to share ideas and experiences, and to consider projects that could work across Shire boundaries, e.g. the on-going promotion of the South West Arts Atlas. | The Arts & Culture unit budget includes an annual commitment by Council to a percentage of the total salary of the Creative Arts Facilitator. This amount is shared equally between all five partner councils, and is increased by 3% per annum. |

| Objective | Description of Objective   | Resources & Partners  | Comments  | Performance Outcomes   | Cost implications  |
|-----------|--|---|---|--|--|
| 6.5       | <p>Review and revise the focus and format of the Community Forums previously held in varying locations throughout the Shire over the past few years.</p> <p>Develop a schedule of forums with a modified format and focus, to ensure on-going relevance and interest for artists and community arts groups in the Shire.</p> | <p>A&amp;CM<br/>CSO<br/>CAO<br/>ACDO<br/>CAF<br/>Local artists and community groups</p> | <p>Five Community Forums have been held in various locations across the Shire over the past four years. These have been quite successful and provided local arts organisations and artists with the opportunity to hear quality guest speakers, and to share ideas and experiences.</p> | <p>Revised Forums meet the expressed needs and interests of the local community.</p> <p>Schedule a Community Forum or an equivalent activity every 6 – 8 months in varying locations across the Shire.</p> | <p>Cost of service delivery included in annual budget.</p> |

# Focus 7: Capital Works Improvements



Since implementing a comprehensive Buildings Assets Management Plan (BAMP) in 2007, Glenelg Shire Council has been steadily upgrading, repairing and establishing an ongoing maintenance regime for the many buildings for which it is responsible.

This has included improvements and upgrades to the four performance venues in the Shire — Casterton Town Hall, Heywood Community Hall, Portland Arts Centre and Portland Civic Hall — including major technical upgrades assisted by a Major Capital Works grant received from Regional Development Victoria (RDV) in 2008.

However, these four venues and Julia Street Creative Space (the visual arts complex in Portland), which is owned by Council and leased by an incorporated organisation, would benefit from further improvements.

Some of these improvements will assist in making the buildings more functional for long-term use by community groups and commercial hirers, but in some cases these improvements will also protect the heritage of the particular building and reduce or eliminate some on-going Occupational Health and Safety issues, which may have a negative impact on public use.

## Focus 7: CAPITAL WORKS IMPROVEMENTS

| Objective | Description of Objective  | Resources & Partners                               | Comments   | Performance Outcomes   | Cost implications   |
|-----------|---|--|--|--|---|
| 7.1       | Liaise with other relevant Council staff to ensure that where possible, upgrades to the Dressing Room facilities in the Casterton Town Hall, including provision of toilets backstage, is factored into the future Capital Works program. | A&CM<br>Relevant Council staff<br>Heritage Advisor | There are currently no toilet facilities backstage, and the existing Dressing Rooms have no heating or appropriate fittings. | Ensure this item is listed in the annual Capital Works Program as soon as possible.<br>Ensure that Council applies for external funding as soon as practicable.<br>If required funding is obtained, complete all proposed works within the time frame specified by the funding body. | External funding supported by additional funding from Council will be required. |

| Objective | Description of Objective   | Resources & Partners                               | Comments  | Performance Outcomes   | Cost implications   |
|-----------|--|--|---|--|---|
| 7.2       | Liaise with other relevant Council staff to ensure that where possible, refurbishment of the balcony seating in the Casterton Town Hall is factored into the future Capital Works program. | A&CM<br>Relevant Council staff<br>Heritage Advisor | The current seating is functional but all seats need to be re-upholstered and a new floor covering is required. | Ensure this item is listed in the annual Capital Works Program as soon as possible.<br>Ensure that Council applies for external funding as soon as practicable.<br>If required funding is obtained, complete all proposed works within the time frame specified by the funding body. | External funding supported by additional funding from Council will be required. |

| Objective | Description of Objective   | Resources & Partners        | Comments   | Performance Outcomes   | Cost implications  |
|-----------|--|-----------------------------|--|--|--|
| 7.3       | <p>Liaise with other relevant Council staff to ensure that replacement of the auditorium carpet in the Portland Arts Centre (PAC) is listed on the BAMP. Identify options for improvements to seating in the PAC auditorium, e.g. repair, re-upholster, or replace, and obtain costings for these options. Factor this work into the future Capital Works program. Identify potential external funding sources for improvements to the seating and if possible, submit a funding application as soon as practicable.</p> | A&CM relevant Council staff | <p>If improvements to auditorium seating are to be pursued, ensure that the carpet is replaced at the same time as seating upgrades are undertaken, as auditorium seating will need to be removed when the carpet is being replaced. The venue will need to close for any such upgrades, so dates for this work need to be negotiated well in advance.</p> | <p>Confirm that replacement of the carpet is included in the BAMP. Identify the best option for improving the auditorium seating. Successful funding application from Council to support upgrades to the seating. Successful implementation of any seating upgrades and replacement of carpet.</p> | <p>Replacement of the carpet should be covered within the annual BAMP budget allocation, but improvements to the auditorium seating will require a significant level of external funding, in addition to some financial commitment from Council.</p> |

| Objective | Description of Objective  | Resources & Partners        | Comments  | Performance Outcomes  | Cost implications   |
|-----------|---|-----------------------------|---|---|---|
| 7.4       | Liaise with other relevant Council staff to ensure that where possible, energy saving upgrades or improvements, e.g. LED lighting, solar panels etc., are installed in the four performance venues as well as Julia Street Creative Space (JSCS). | A&CM relevant Council staff | Where appropriate, Council is already gradually implementing energy saving upgrades in other Council buildings. | Ensure potential energy saving improvements for the four venues and JSCS are listed in annual maintenance or the Capital Works Program as soon as possible. Successful completion of some or all of the proposed energy saving improvements by December 2017. | Relevant costs possibly covered by the annual maintenance budget and/or Capital Works budget. |

| Objective | Description of Objective   | Resources & Partners   | Comments   | Performance Outcomes   | Cost implications   |
|-----------|--|--|--|--|---|
| 7.5       | <p>Undertake a scoping of essential and desirable Capital Works with an estimate of associated costs, for improvements to be undertaken in the four performance venues and Julia Street Creative Space, if and when required funding becomes available.</p> <p>Any such improvements would include items listed under Objectives 7.1, 7.2, 7.3, 7.4 and 7.6.</p> | <p>A&amp;CM<br/>HTT<br/>Julia Street Creative Space<br/>Executive relevant Council staff</p> | <p>This approach would be a sensible way of Council being “shovel-ready” for any funding opportunities that might arise in the next few years.</p> | <p>Complete scoping of proposed works with relevant costs by November 2017.</p> <p>Ensure that some or all of scoped items are listed in the proposed Capital Works Program budget for 2017-18.</p> <p>If additional funding is required to undertake works, prepare and submit a funding application to the relevant body in a timely manner.</p> | <p>Some works may be achievable within the allocated Capital Works budget for a given financial year, but for some works, significant external funding assistance will be required.</p> |

| Objective | Description of Objective  | Resources & Partners                     | Comments  | Performance Outcomes  | Cost implications  |
|-----------|---|--|---|---|--|
| 7.6       | <p>Liaise with other relevant Council staff to ensure any proposed Capital Works improvements to the Portland Civic Hall are based on proposals outlined in the Portland Civic Precinct Master Plan. Where possible, include the following items:</p> <ul style="list-style-type: none"> <li>a) Relocation of the main foyer and entrance to the north side of the building;</li> <li>b) Installation of retractable tiered seating;</li> <li>c) Modifications to the existing foyer to permit storage of retractable seating and installation of a Bio Box;</li> <li>d) Acoustic treatment of the auditorium interior to improve sound quality.</li> </ul> | A&CM<br>HTT<br>relevant<br>Council staff | Council has adopted the Portland Civic Precinct Master Plan in principle, but has not as yet confirmed how many of the Capital Works proposals listed in the Plan will be implemented, or when. | <p>Maintain a watching brief, to ensure that if any Capital Works upgrades associated with the Civic Hall are implemented, that some or all the items listed under 'Description of Objective', be included in these upgrades.</p> <p>Ensure that adequate consultation takes place between Arts &amp; Culture staff – especially the Head Theatre Technician – and Council staff project managing any proposed upgrades in the Civic Hall.</p> <p>Assist with development of any relevant funding applications.</p> <p>Successfully secure funding for any proposed upgrades.</p> | <p>Many of the Capital Works projects proposed in the Portland Civic Precinct Master Plan, including the items listed under 'Description of Objective', would require a significant level of external funding.</p> <p>It would be essential to ensure that these works are properly scoped and costed before Council commits any Capital Works funding from its own budget, or applies for external funding.</p> |

## Review Committee Acknowledgements

### Arts & Culture Strategy Community Members

- Cr. Anita Rank – Chair
- Jo Grant, Creative Arts Facilitator
- Chris Brown (Community representative)
- Bernie Wilder (Community representative)
- Catherine Bailey (Community representative)
- Susie Lyons (Community representative)
- Jan Colliver (Community representative)

## Photographic sources

### Cover photo: *'BIRDS WITHOUT BORDERS'*

Some of the children, teachers and parents who participated in *'Birds Without Borders'*, a Shire-wide puppet-making project, facilitated by professional puppeteer Jenny Ellis, which culminated in 17 large scale and 500 small scale bird puppets being made and included in the Street Parade for the 2015 Upwelling Festival. [Photo courtesy of Jeremy Lavender]

Title page for **Focus 1: PERFORMANCE ARTS – page 13**

A production shot from *'Hello, Goodbye and Happy Birthday'*, an innovative verbatim theatre piece, devised and directed by Roslyn Oades, which is touring to Portland in August 2017. [Photo courtesy of Performing Lines]

Title page for **Focus 2: VISUAL ARTS – page 19**

*"Storm Coming from Bass Strait"* – a painting by Kenneth Jack, which was featured in 'Kenneth Jack: Classic and Rare Works touring exhibition', presented in the Portland Arts Centre in July 2015. Kenneth Jack was an extremely talented and prolific artist whose career spanned some 60 years. His early exploration of the Victorian countryside, especially the Portland area, was important to his development as an artist, and he made several visits to the region. [Photo courtesy of David Jack]

Title page for **Focus 3: COMMUNITY & CULTURAL DEVELOPMENT – page 32**

Jhess Knight, Artistic Director of Trash Puppets, manipulates a small puppet dog that she made from recycled materials. Jhess, who originally comes from Portland, was presenting a workshop in Heywood, teaching young children how to make various kinds of puppets. [Photo courtesy of Nikki Pevitt]

Title page for **Focus 4: ART IN PUBLIC PLACES – page 42**

As part of the 2011 Portland Upwelling Festival program, Angela Phillips devised a public art laneway project on behalf of Julia Street Creative Space Inc, which featured *'Chalky the Whale'*, and provided children with the opportunity to participate in a progressive group chalk drawing. [Photo courtesy of Nikki Pevitt]

Title page for **Focus 5: CULTURAL COLLECTION – page 45**

The Portland Lifeboat, built in 1858, is the centrepiece of Portland's Maritime Discovery Centre. In service from 1859 to 1915, the lifeboat played a pivotal role in the rescue of the survivors from the wreck of the *'Admella'* off Carpenter Rocks in South

Australia in August 1859. Considered one of the oldest surviving wooden vessels in Australia, the lifeboat underwent extensive conservation in 2013. (Photo courtesy of Trevor Smith)

Title page for **Focus 6: STAFFING & COMMUNITY NETWORKS – page 49**

The audience in the Casterton Town Hall is spellbound by the Melbourne Chamber Orchestra Virtuosi, who performed their 'A Little Night Music' program in the Casterton Town Hall in November 2015. The MCO musicians loved the acoustics of the Hall and hope to return some time in the near future. [Photo courtesy of Lynda Cooper]

Title page for **Focus 7: CAPITAL WORKS IMPROVEMENTS – page 54**

A Scissor Lift Table, which was installed in the Portland Civic Hall in 2015. This permanent installation enables road cases, set, props and heavy equipment to be transferred easily and safely between the stage and auditorium floor. Removable hand rails are also available, which provide access to the stage for people with a disability. When closed, the top of the unit sits flush with the auditorium floor. [Photo courtesy of Karl Hatton]