



Arts & Culture Action Plan (2023/2024)

Glenelg Shire Council





Your feedback is welcome

If you'd like to discuss this plan, please contact the relevant Council officer below, or reach out to the general email address to see how you can get involved or stay informed.

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Acknowledgement of Country

Glenelg Shire Council respectfully acknowledges the Gunditjmara, Jardwadjali in the north and Boandik to the west as the Traditional Owners of the land that the Glenelg Shire encompasses.

Aboriginal and Torres Strait Islander People provide an important contribution to Australia's cultural heritage and identity.

We pay our respects to the Aboriginal and Torres Strait community living throughout the Glenelg Shire and we thank them for their significant contributions to life in Glenelg.

Accessibility

If you would like to receive this publication in an accessible format, please contact Glenelg Shire Council Customer Service on (03) 5522 2200, using the National Relay Service 13 36 77, or email: enquiry@glenelg.vic.gov.au.

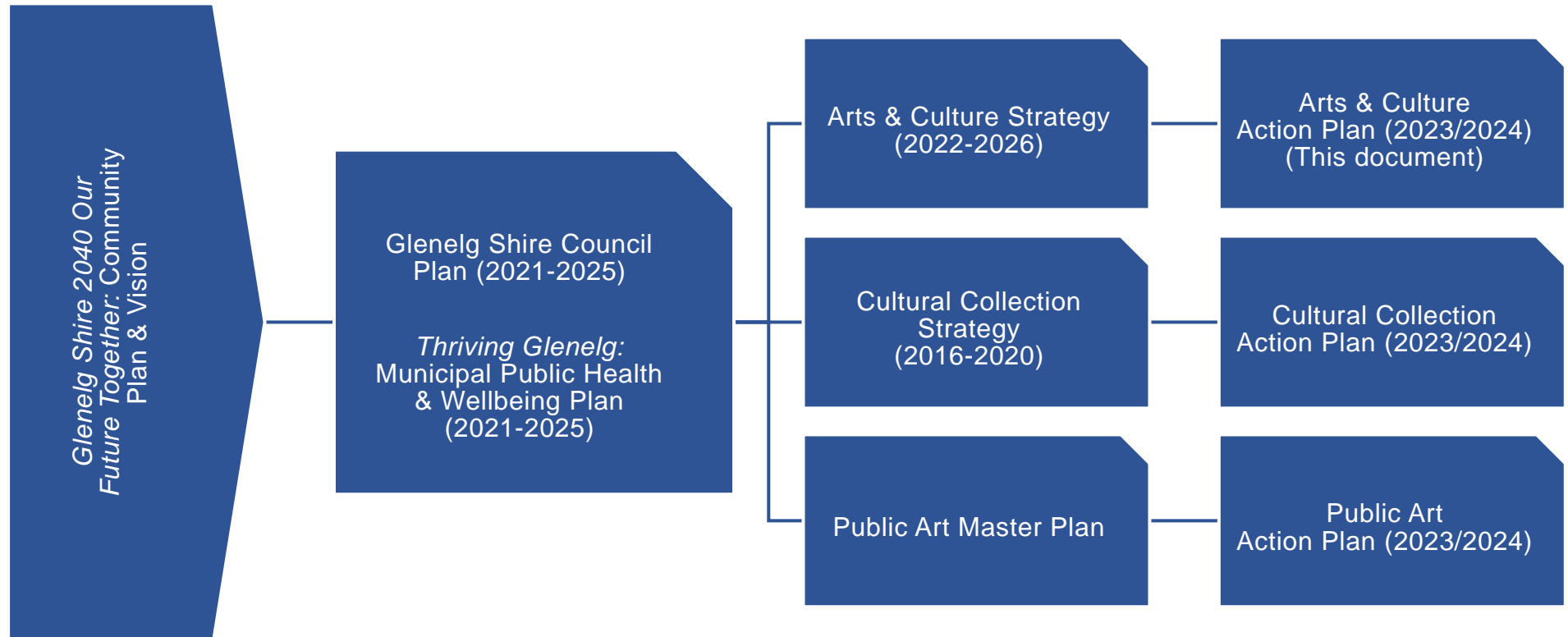


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Strategic Alignment



Relevant themes and priorities from: *2040 Our Future Together: Community Plan & Vision*

Our industry, education and employment	
Priority 5: Willingness to explore alternative business practices.	5.1: New business start-ups using contemporary or cutting-edge practices and business awards for innovation.
Priority 6: Supporting our youth and retaining our population.	6.2: Expand programs, initiatives, and curriculum at local schools.
Priority 7: Capitalise on economic growth through tourism.	<p>7.1: Increase the number of visitors per year.</p> <p>7.1.1: Grow event tourism by better promotion of activities and events across the Shire.</p> <p>7.1.3: Rejuvenate local towns with food, wine, cycling and artisan trails across the Shire.</p> <ul style="list-style-type: none"> Continuing to extend the Kelpie Trail around Casterton, explore development of the Rail Trail from Casterton to Sandford and Merino. Expanding the arts trail throughout the shire.
Our lifestyle, neighbourhoods and culture:	
Priority 17: Invest in our appearance and protect our history.	<p>17.1.1: Encourage the beautification and strengthened identity of townships, e.g.</p> <ul style="list-style-type: none"> Street art and public art. <p>17.1.2: Protect and maintain Indigenous and European settlement heritage sites and historic buildings.</p> <p>17.1.3: Support the activation of vacant or empty shop fronts through temporary use of properties by artists, small businesses or through promotion and celebration of local produce.</p> <p>17.1.4: Recognise and honour Indigenous history and culture of the area:</p> <ul style="list-style-type: none"> Providing storytelling opportunities. Identify public art opportunities. Sharing both histories side by side, First Nation along with European settlement. Celebrating history through public events.

Priority 18: Well-maintained facilities allow further public use.	18.1.1 Ensure our public amenities and community spaces are well maintained and responsive to current recreational trends and community needs. 18.2.2 Support community organisations running community events and activities through training and in-kind support. 18.2.3 Expand upon structured and unstructured recreational, entertainment and art opportunities, especially for young people.
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Relevant visions from: *Thriving Glenelg: Municipal Public Health & Wellbeing Plan*

Our community vision is
By 2040, Glenelg Shire is known as a very liveable region of Australia, featuring rich Indigenous heritage, outstanding natural beauty, and providing access to diverse economic and educational opportunities.
Our health & wellbeing vision is
Glenelg Shire is a thriving, resilient, connected, and safe community where all residents can access appropriate services and fully participate in all life has to offer.

Relevant themes and priorities from: *Council Plan 2021-2025*

Our education, employment, and industry
We aim to support our local businesses to increase their vitality and prosperity, explore alternative and innovative business practices, support our youth and retain our population, capitalise on economic growth through tourism and encourage diverse employment opportunities.
Our lifestyle, neighbourhood and culture
We aim to invest in our appearance and protect our history, ensure our facilities are well maintained and enable possibilities in the use of land while protecting the natural environment.



Arts & Culture Action Plan

Our goal

To strengthen connected and inspiring creative Glenelg Shire communities. Achieving this will create healthy and well communities, safe, engaged, and inclusive communities, experiences to enrich community life [and] enhanced relationships with the traditional owners of the region. (Arts & Culture Strategy)

How to read this plan

The Arts & Culture Strategy identifies six focus areas. Our plan is broken into these areas.

This is a one-year action plan. A confirmed measure is outlined with an anticipated measure provided for the following year to indicate potential future development. The plan is based on financial year, in alignment with Council budgets.

We will focus on three metrics for evaluation:

goal-based (*did we achieve the objective/project?*)

process-based (*have improvements been identified and implemented?*)

outcome-based (*what are the broad implications/impacts? Has feedback been sought?*)

Reporting

An Arts & Culture Evaluation/Progress Report will be developed each year, tracking achievements against the action items in this plan. Arts & Culture reporting is included in the Council Annual Report and the Council Plan Quarterly Report.

Focus area 1: Increase recognition of First People's cultural heritage

Outcome: First People's culture is visible, heard and celebrated.

Action	Confirmed Measure 2023/2024	Anticipated Measure 2024/2025	Evaluation Metric
Present work for and by First Nations people, through music, theatre and dance.	Performing arts program will include two or more events/projects with First Nations focus per annum.	Maintain programming target. Cultural Awareness training for Arts & Culture staff. Expand connection and engagement with First Nations audiences.	Goal-based Process-based
Establish an annual development grant to support local First Nations creatives to develop new bodies of work and present them to an audience.	Consult with community to confirm need. Develop the grant program with input from stakeholders. Confirm long-term budget feasibility.	Roll out inaugural grant round. Support successful creative through real-life professional experiences in the lead up to presenting their work. Presentation of work incorporated into Council's regular Arts & Culture program.	Outcome-based
Review and streamline administrative structures supporting Arts & Culture: key performance indicators/metrics.	Strategic review of all services provided by Arts & Culture. Establish KPIs and metrics for measuring success to create a baseline for future growth.	Establish performing arts programming committee that is informed by KPIs and implemented with representatives from across the community.	Process-based

Focus area 2: Nurture our young creatives through cultural opportunities

Outcome: Young people's creativity is supported and valued.

Action	Confirmed Measure 2023/2024	Anticipated Measure 2024/2025	Evaluation Metric
Collaborate with the Youth Team to present Theatrepalooza (Sept-Nov 23).	Improve promotion. Increase participation.	Evaluate the project to confirm ongoing presentation. Explore regular after school options or alternative delivery models based on need.	Goal-based Outcome-based
Deliver appropriate opportunities for local school-aged audiences to access performing arts at council venues.	One school-aged audience appropriate show delivered each term for primary-aged students. Establish feasibility of novel or specialised ticket sales strategies which entice young audiences.	Establish a grant-funded audience-development project and seek funds.	Goal-based Process-based
Nurture individual young people through professional experiences and opportunities.	Maintain provision of paid Trainee work program across Community Services. Offer Arts & Culture work experience placement for at least one local school student.	Maintain provision of placement. EOI process for youth-led 'start-to-finish' professionalised creative project, providing new opportunities and experiences for young artist/s.	Goal-based

Focus area 3: Develop the unique culture, heritage and stories

Outcome: the depth of the shire's rich history is celebrated, maintained, and progressed in a contemporary context.

Action	Confirmed Measure 2023/2024	Anticipated Measure 2024/2025	Evaluation Metric
Strengthen and consolidate policy and procedural documents with a focus on streamlining processes.	Update policy and procedure documents relating to Arts & Culture.	Public Engagement: Arts & Culture Strategy 2026-2030. Development of the next strategy required.	Process-based
Present an annual season of performing arts that reflects the lives and interests of our community.	Maintain provision of high-quality performing arts program. Maintain venues and technical equipment.	Maintain provision of high-quality performing arts program. Maintain venues and technical equipment.	Goal-based Process-based
Improve offerings for the community – private function hire and community venue use.	Review venue hire governance across the shire to support community/NFP access to spaces and review hire agreements for technical support improvements.	Review and enhance private function hire processes and customer experience. Develop tiered service provision according to customer need.	Goal-based Outcome-based
Streamline and develop promotional strategies that are relevant for our community.	Hardcopy offerings for the community are evaluated and improved. Support usage of Digital Glenelg App.	Refresh digital presence by reviewing assets to create uniformity and alignment.	Goal-based

Focus area 4: Cultivate activation in our creative spaces

Outcome: A Shire with diverse, inclusive programming and a community connected to our spaces and cultures.

Action	Confirmed Measure 2023/2024	Anticipated Measure 2024/2025	Evaluation Metric
Work collegiately with colleagues from across council to improve service provision for the community.	Establish at least one 'quick win' opportunity creating synergies and alignment for service provision collaboratively across Council units.	Look for opportunities to support writers in South-West Victoria/partner with Glenelg Libraries.	Outcome-based
Champion renewal of Council's Arts & Cultural venues.	Investment Logic Roadmap for Creative Precinct.	Establish an Arts & Cultural venues maintenance and renewal plan. Seek external funding to add value to the Shire.	Outcome-based
Support community engagement with Council's Community Grants program.	Establish relevant local information on auspicing to share with community to enable informal groups and individuals to access grants program supported by an auspicer.	Evaluate feasibility of targeted approaches which support capacity building and professional development for early-career creatives, and/or increased participation for a targeted demographic, e.g. First Nations or Culturally and Linguistically Diverse (CALD).	Process-based Outcome-based

Focus area 5: Support and develop our creatives to thrive

Outcome: A flourishing and inspiring creative community in our shire.

Action	Confirmed Measure 2023/2024	Anticipated Measure 2024/2025	Evaluation Metric
Support Portland History House through existing formalised agreement.	Maintain relationship with user group. Refresh digital presence across Council assets and additional sites, e.g. directories.	Explore options for improved building signage. Support History House in the delivery of updated hardcopy collateral.	Process-based
Support Julia Street Creative Space Inc through existing formalised agreement.	Maintain relationship with user group. Arts & Culture Manager to attend meetings.	Focus on 'next gen' audience development projects.	Outcome-based
Support Council for Encouragement of Music and the Arts (CEMA) through existing formalised agreement.	Maintain relationship with user group. Neaten and professionalise experience for user group at the PAC venue (back of house).	Explore options for expansion of CEMA productions at other Council venues.	Outcome-based
Support formal and informal groups across the community as needed.	Provide bespoke support and advice to community groups across the shire.	Identify new opportunities for development of groups and collectives, with a focus if possible outside Portland.	Outcome-based

Focus area 6: Use arts and culture to connect the community and inspire ideas

Outcome: A community which is connected, informed, engaged, and inspired.

Action	Confirmed Measure 2023/2024	Anticipated Measure 2024/2025	Evaluation Metric
Reactivate Arts & Culture engagement in Glenelg Shire post-pandemic.	Assessment and evaluation of performing arts program to establish a new baseline.	Audience gaps/areas of improvement identified, leading to targeted programs to improve service delivery.	Outcome-based
Connect our shire's residents with new opportunities to expand their cultural experiences.	Explore ticket options which encourage the community to explore and try new types of performances.	Explore transport options as part of ticket sales which connect audiences from across the shire to performances.	Process-based
Streamline approaches to electronic marketing and add value to PAC Membership.	Database cleanse (online and hardcopy) reviewing costs and return on investment.	Explore options for Membership Program growth/new initiatives.	Process-based
Work with Regional Arts Victoria in the delivery of the South-West Creative Industries Strategy.	Implement the Strategy, (available at: www.rav.net.au).	Establish ongoing regional and strategic relationships.	Goal-based