



Cultural Steering Group

Business Paper

date of meeting: Friday 2 June 2017

location: Function Room
Port Macquarie-Hastings Council
17 Burrawan Street
Port Macquarie

time: 8:00am

Note: Council is distributing this agenda on the strict understanding that the publication and/or announcement of any material from the Paper before the meeting not be such as to presume the outcome of consideration of the matters thereon.



**PORT MACQUARIE
HASTINGS**

Cultural Steering Group

CHARTER

1.0 OBJECTIVES

- Assist Council in the implementation and review of the Cultural Plan.
- Assist Council in monitoring the success of the Plan against established criteria.
- Engage with and provide input to Council on other Arts and Cultural matters which are relevant to the Local Government Area.
- Provide and receive two-way feedback from the community.

2.0 KEY FUNCTIONS

- The Cultural Steering Group will provide a forum in which Local Government and community leaders can discuss and debate, plan and progress local and regionally significant cultural and creative outcomes that continue the growth of our community and our places in the Port Macquarie Hastings Local Government Area.
- The Steering Group is to be an interactive group that provides a forum for developing the strategic community arts, culture and active spaces direction for the Local Government Area. The Steering Group is committed to collaboration, innovation and development of a 'whole-of-place' approach for the purpose of promoting community capacity building that will ensure the wellbeing of our community while developing a clear sense of and connection to our place.

3.0 MEMBERSHIP

3.1 Voting Members

- Councillors, Economic and Cultural Development Portfolio
- Director
- Group Manager Community Participation and Engagement
- Glasshouse Venue Manager
- Community representatives, as appointed by Council

3.2 Non-Voting Members

- Other members, including State and Federal Government representatives and specific constituent groups within various sectors may be invited to attend meetings or working groups on certain issues or to progress an agreed outcome, as approved by the Steering Group.

3.3 Obligations of Members

- Commit to working towards advancement of the cultural endeavours within the Local Government Area.
- Act honestly and in good faith.
- Act impartially at all times.
- Participate actively in the work of the Steering Group.
- Exercise the care, diligence and skill that would be expected of a reasonable person in comparable circumstances.
- Comply with this Charter document at all times.

- Facilitate and encourage community engagement with Steering Group and Council initiatives to support good cultural outcomes for our community.
- As per Section 226 (c) of the NSW Local Government Act 1993, the Mayor is the principal spokesperson for the governing body and Councillors that are members of a Steering Group are to obtain the Mayor's agreement to make media and other statements. Further, only the Mayor, or a Councillor with the Mayor's agreement and otherwise in accordance with Council policies and procedures, may release Council information through media statements or otherwise, and the release of such information must be lawful under the Council adopted Code of Conduct. Council officers that are members of Steering Groups are bound by the existing operational delegations in relation to speaking to the media.
- A Councillor as a member of a Steering Group or the Steering Group itself has no delegation or authority to make decisions on behalf of Council, nor to direct the business of Council. The only decision making power open to Councillors is through formal resolutions of Council.
- A Councillor as a member of a Steering Group or the Steering Group itself cannot direct staff and must abide by the decisions of Council and the policies of Council.
- Councillors, Council staff and members of this Steering Group must comply with the applicable provisions of Council's Code of Conduct in carrying out the functions as Council officials. It is the personal responsibility of Council officials to comply with the standards in the Code of Conduct and regularly review their personal circumstances with this in mind.

3.4 Member Tenure

- Steering Group members will serve for a period of two (2) years after which Council will call expressions of interest for the next two (2) year period. Existing Steering Group members will be eligible to re-apply for a position and serve additional terms. Any changes in the composition of the Steering Group require the approval of Council.

3.5 Appointment of Members

- A formal Expression of Interest process will be undertaken across the Local Government Area as a way of determining the independent representatives on the Steering Group. Members of the Steering Group will be representative of cultural interests across the Local Government Area rather than a single issue. The members of the Committee, taken collectively, will have a broad range of skills and experience relevant to the cultural and community sectors in the Port Macquarie Hastings region. Applications from individuals and representatives from interest groups, and who meet the selection criteria will be encouraged. Where practicable the membership will represent the geographical spread of the Port Macquarie-Hastings Local Government Area, and a diverse range of cultural, gender and age groups.
- Council, by resolution duly passed, will appoint members to the Steering Group.

4.0 TIMETABLE OF MEETINGS

- Meetings will be held monthly (or more regularly if required). Meetings will generally be held at the main administration office of Port Macquarie-Hastings Council.

5.0 MEETING PRACTICES

5.1 Decision Making



**PORT MACQUARIE
HASTINGS**

- Recommendations of the Steering Group shall be by majority of the members present at each Meeting and each member shall have one (1) vote.
- The Chairperson shall not have a casting vote.
- In the event of an equality of votes on any matter, the matter shall be referred directly to Council's Executive Group and then to Council.
- Recommendations from the Steering Group are to be made through the General Manager or the relevant Director, who will determine under delegation, the process for implementation.
- The Steering Group has no delegation to allocate funding on behalf of Council. The Steering Group may make recommendations to Council about how funding should be spent in relation to the above-mentioned objectives, however those funds will only be applied and expended following a formal resolution of Council.
- The Steering Group may establish working groups to support actions and activities within the strategies or to assist in the delivery of projects and events as deemed appropriate. All projects are to be aligned with Council's suite of Integrated Planning and Reporting documents.

5.2 Quorum

- The quorum for the Steering Group will be half of the members plus one. A quorum must include a minimum of one (1) Councillor and one (1) Council staff member being present.

5.3 Chairperson and Deputy Chairperson

- The Chairperson shall be the Councillor, Chair Economic and Cultural Development Portfolio.
- The Deputy Chair shall be the Councillor, Alternate Chair Economic and Cultural Development Portfolio .
- At all Meetings of the Steering Group, the Chairperson shall occupy the Chair and preside. In the absence of the Chairperson and Deputy Chair, as the Steering Group's first item of business, the Steering Group shall elect one of its members to preside at the Meeting (elected chair must be a Council representative).

5.4 Secretariat

- The Director is to be responsible for ensuring that the Steering Group has adequate secretariat support. The secretariat will ensure that the business paper and supporting papers are circulated at least three (3) days prior to each meeting. Minutes shall be appropriately approved and circulated to each member within three (3) weeks of a meeting being held.
- All Steering Group agendas and minutes will be made available to the public via Council's web site, unless otherwise restricted by legislation.

5.5 Recording of explicit discussions on risks

- The Secretariat shall record all discussions that relate to risks.

6.0 CONVENING OF "OUTCOME SPECIFIC" WORKING GROUPS

- The Steering Group can at times request a working group to be convened, for a limited period of time, for a specific action, these specifics will be minuted clearly. The working group will report back to the Steering Group with outcomes.
- These Working Groups, include, but not limited to:

- Australia Day - To stimulate a public awareness and recognition of Australia Day and Australia Day Awards.
- Handa Sister City - To further and implement the ideals of the relationship established in the sister city arrangement.
- Aboriginal Advisory Group - to assist with the delivery of the Aboriginal portfolio of programs and activities and the ongoing implementation of the Aboriginal Awareness and Understanding Strategy.
- Youth Advisory Council - to develop a voice for our youth in Council and the Community.
- Any working groups established under this Steering Group will be responsible for providing updates to the Group. The working groups will be an informal gathering with notes collected and managed by the senior staff member in attendance and will be tabled at the Steering Group meetings.

7.0 CONFIDENTIALITY AND CONFLICT OF INTEREST

- Any independent members of the Steering Group will be required to complete a confidentiality agreement that will cover the period of their membership of the Steering Group.
- Steering Group members must declare any conflict of interests at the start of each meeting or before discussion of a relevant item or topic. Details of any conflicts of interest should be appropriately minuted.
- Where members or invitees at Steering Group meetings are deemed to have a real or perceived conflict of interest, it may be appropriate that they be excused from Steering Group deliberations on the issue where the conflict of interest may exist.



**PORT MACQUARIE
HASTINGS**



Cultural Steering Group
ATTENDANCE REGISTER

Member	02/06/17				
Councillor Rob Turner (Chair)					
Councillor Geoff Hawkins (Deputy Chair)					
Brian Barker					
Chris Denny					
Kate Ford					
Beric Henderson					
Jennifer Hutchison					
Simon Luke					
Stacey Morgan					
Willhemina Wahlin					
Jeffery Sharp (Director Strategy and Growth)					
Lucilla Marshall (Group Manager Community Place)					
Pam Milne (Glasshouse Venue Manager)					
Non-Voting					

Key: ✓ = Present
A = Absent With Apology
X = Absent Without Apology

Cultural Steering Group Meeting

Friday 2 June 2017

Items of Business

Item	Subject	Page
01	Acknowledgement of Country	<u>8</u>
02	Apologies.....	<u>8</u>
03	Confirmation of Minutes	<u>8</u>
04	Disclosures of Interest.....	<u>9</u>
05	Business Arising from Previous Minutes.....	<u>13</u>
06	Cultural Plan Progress Report	<u>14</u>
07	PMHC Cultural Plan Review	<u>22</u>
08	General Business	



**PORT MACQUARIE
HASTINGS**

Item: 01**Subject: ACKNOWLEDGEMENT OF COUNTRY**

"I acknowledge that we are gathered on Birpai Land. I pay respect to the Birpai Elders both past and present. I also extend that respect to all other Aboriginal and Torres Strait Islander people present."

Item: 02**Subject: APOLOGIES**

RECOMMENDATION

That the apologies received be accepted.

Item: 03**Subject: CONFIRMATION OF PREVIOUS MINUTES**

Inaugural Meeting - No Minutes to confirm.

Item: 04
Subject: DISCLOSURES OF INTEREST

RECOMMENDATION

That Disclosures of Interest be presented

DISCLOSURE OF INTEREST DECLARATION

Name of Meeting:
Meeting Date:
Item Number:
Subject:

I, declare the following interest:

☐

Pecuniary:

Take no part in the consideration and voting and be out of sight of the meeting.

☐

Non-Pecuniary - Significant Interest:

Take no part in the consideration and voting and be out of sight of the meeting.

☐

Non-Pecuniary - Less than Significant Interest:

May participate in consideration and voting.

For the reason that:
.....

Name:

Signed: Date:

(Further explanation is provided on the next page)

Further Explanation

(Local Government Act and Code of Conduct)

A conflict of interest exists where a reasonable and informed person would perceive that a Council official could be influenced by a private interest when carrying out their public duty. Interests can be of two types: pecuniary or non-pecuniary.

All interests, whether pecuniary or non-pecuniary are required to be fully disclosed and in writing.

Pecuniary Interest

A pecuniary interest is an interest that a Council official has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the Council official. (section 442)

A Council official will also be taken to have a pecuniary interest in a matter if that Council official's spouse or de facto partner or a relative of the Council official or a partner or employer of the Council official, or a company or other body of which the Council official, or a nominee, partner or employer of the Council official is a member, has a pecuniary interest in the matter. (section 443)

The Council official must not take part in the consideration or voting on the matter and leave and be out of sight of the meeting. The Council official must not be present at, or in sight of, the meeting of the Council at any time during which the matter is being considered or discussed, or at any time during which the council is voting on any question in relation to the matter. (section 451)

Non-Pecuniary

A non-pecuniary interest is an interest that is private or personal that the Council official has that does not amount to a pecuniary interest as defined in the Act.

Non-pecuniary interests commonly arise out of family, or personal relationships, or involvement in sporting, social or other cultural groups and associations and may include an interest of a financial nature.

The political views of a Councillor do not constitute a private interest.

The management of a non-pecuniary interest will depend on whether or not it is significant.

Non Pecuniary – Significant Interest

As a general rule, a non-pecuniary conflict of interest will be significant where a matter does not raise a pecuniary interest, but it involves:

- (a) A relationship between a Council official and another person that is particularly close, for example, parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child of the Council official or of the Council official's spouse, current or former spouse or partner, de facto or other person living in the same household.
- (b) Other relationships that are particularly close, such as friendships and business relationships. Closeness is defined by the nature of the friendship or business relationship, the frequency of contact and the duration of the friendship or relationship.
- (c) An affiliation between a Council official an organisation, sporting body, club, corporation or association that is particularly strong.

If a Council official declares a non-pecuniary significant interest it must be managed in one of two ways:

1. Remove the source of the conflict, by relinquishing or divesting the interest that creates the conflict, or reallocating the conflicting duties to another Council official.
2. Have no involvement in the matter, by taking no part in the consideration or voting on the matter and leave and be out of sight of the meeting, as if the provisions in section 451(2) apply.

Non Pecuniary – Less than Significant Interest

If a Council official has declared a non-pecuniary less than significant interest and it does not require further action, they must provide an explanation of why they consider that the conflict does not require further action in the circumstances.

SPECIAL DISCLOSURE OF PECUNIARY INTEREST DECLARATION

By <i>[insert full name of councillor]</i>	
In the matter of <i>[insert name of environmental planning instrument]</i>	
Which is to be considered at a meeting of the <i>[insert name of meeting]</i>	
Held on <i>[insert date of meeting]</i>	
PECUNIARY INTEREST	
Address of land in which councillor or an associated person, company or body has a proprietary interest (<i>the identified land</i>)	
Relationship of identified land to councillor <i>[Tick or cross one box.]</i>	<input type="checkbox"/> Councillor has interest in the land (e.g. is owner or has other interest arising out of a mortgage, lease trust, option or contract, or otherwise). <input type="checkbox"/> Associated person of councillor has interest in the land. <input type="checkbox"/> Associated company or body of councillor has interest in the land.
MATTER GIVING RISE TO PECUNIARY INTEREST	
Nature of land that is subject to a change in zone/planning control by proposed LEP (<i>the subject land</i>) ⁱⁱⁱ <i>[Tick or cross one box]</i>	<input type="checkbox"/> The identified land. <input type="checkbox"/> Land that adjoins or is adjacent to or is in proximity to the identified land.
Current zone/planning control <i>[Insert name of current planning instrument and identify relevant zone/planning control applying to the subject land]</i>	
Proposed change of zone/planning control <i>[Insert name of proposed LEP and identify proposed change of zone/planning control applying to the subject land]</i>	
Effect of proposed change of zone/planning control on councillor <i>[Tick or cross one box]</i>	<input type="checkbox"/> Appreciable financial gain. <input type="checkbox"/> Appreciable financial loss.

Councillor's Name:

Councillor's Signature: Date:

Important Information

This information is being collected for the purpose of making a special disclosure of pecuniary interests under sections 451 (4) and (5) of the *Local Government Act 1993*. You must not make a special disclosure that you know or ought reasonably to know is false or misleading in a material particular. Complaints made about contraventions of these requirements may be referred by the Director-General to the Local Government Pecuniary Interest and Disciplinary Tribunal.

This form must be completed by you before the commencement of the council or council committee meeting in respect of which the special disclosure is being made. The completed form must be tabled at the meeting. Everyone is entitled to inspect it. The special disclosure must be recorded in the minutes of the meeting.

-
- i. Section **443** (1) of the *Local Government Act 1993* provides that you may have a pecuniary interest in a matter because of the pecuniary interest of your spouse or your de facto partner or your relative^{iv} or because your business partner or employer has a pecuniary interest. You may also have a pecuniary interest in a matter because you, your nominee, your business partner or your employer is a member of a company or other body that has a pecuniary interest in the matter.
 - ii. Section **442** of the *Local Government Act 1993* provides that a **pecuniary interest** is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person. A person does not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision the person might make in relation to the matter or if the interest is of a kind specified in section **448** of that Act (for example, an interest as an elector or as a ratepayer or person liable to pay a charge).
 - iii. A pecuniary interest may arise by way of a change of permissible use of land adjoining, adjacent to or in proximity to land in which a councillor or a person, company or body referred to in section **443** (1) (b) or (c) of the *Local Government Act 1993* has a proprietary interest..
 - iv. **Relative** is defined by the *Local Government Act 1993* as meaning your, your spouse's or your de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child and the spouse or de facto partner of any of those persons.

Item: 05

Subject: BUSINESS ARISING FROM PREVIOUS MINUTES

Inaugural Meeting - No business arising.

Item: 06**Subject: CULTURAL PLAN PROGRESS REPORT****Presented by: Strategy and Growth, Jeffery Sharp**

RECOMMENDATION

That the Steering Group note the information presented in this report and use it in the proposed review of the Cultural Plan.

Discussion

In April 2017 a progress report was presented to Council on the Cultural plan. Over the past 6 months Council has continued to deliver on key Arts, heritage and creative actions

The timing of the actions within the plan is an area that needs consideration of the Cultural Steering Group. The priorities that have been determined in the past by Heritage, Arts and Culture Priority Advisory Group (HACPAG) should now be tested and this can be done in conjunction with the review of the Cultural Plan.

Staff consider that there are a few key projects that should be considered including;

- Public Art Strategy and Policy
- Public Art Audit
- Heritage Festival review
- Creative Ageing Plan
- Cultural Tourism

The Cultural Steering Group should note the information in this report and as included above, discuss the previously adopted actions and priorities as part of the proposed review.

Attachments

1 [View](#). Cultural Action Plan

ultural Plan 2016 - 2019 : Report on Progress - April 2017

PRIORITY AREA ONE : Leadership, Excellence and Capacity Building					
Strategy	Action	Timeframe	Measurement	Status	Comments
1.1 Maximise opportunities to establish, maintain and promote Port Macquarie-Hastings region as a centre of cultural excellence and as a leader in its field.	Advocate with regional, state and national arts and cultural organisations to continue to raise the profile of our arts, heritage and culture.	Ongoing	Meet with state and industry stakeholders 2 times per year	On Target	Meetings with LGNSW regarding Measurable Cultural Outcomes and Office Of Environment & Heritage regarding funding opportunities - Heritage Near Me program.
	Continue to work collaboratively with Arts Mid North Coast to raise the profile of our local arts, heritage and creative cultural sector across NSW and provide annual financial support.	Ongoing	PMHC represented on the AMNC board. Annual report by Arts Mid North Coast presented to PMHC. Participation in LGA steering group defining regional issues annually.	On Target	Clir Turner represents PMHC as a Board member of Arts Mid North Coast. Port Macquarie Hastings Council provides an annual contribution to Arts Mid North Coast to deliver services. An MOU Agreement was signed in 2016 continuing our ongoing partnership.
1.2 Ensure an integrated approach within the Council, identifying opportunities for arts and culture in the development of plans and major projects.	Update our local heritage guidelines/studies to better reflect current planning and development trends.	Jun-17	Guidelines are updated and enforced	On Target	The heritage portions (Section 5.10 - Heritage Conservation, and Schedule 5 - Environmental Heritage) of the Port Macquarie-Hastings Council 2011 LEP are currently under review.
	Update Councils Public Art Policy to reflect best practice in public arts and to ensure an integrated approach across major capital works projects in our community.	Jun-17	Policy is adopted and guidelines endorsed.	On Target	Policy is currently being updated and will go up to the Port Macquarie Hastings Council meeting in June which will then go on public exhibition.
	Ensure cultural indicators are measured biannually through the Councils community Survey. (Micro Max)	Ongoing	Questions are developed, submitted and included in survey.	Yet to Commence	
1.3 Facilitate professional development opportunities to artists and industry workers and cultural groups with the community.	Facilitate workshops, talks and forums that enhance the professional knowledge and skills of our cultural and creative industry workers.	Ongoing	Minimum of 2 x workshops per year.	On Target	September 2016 - Etsy Workshop delivered in partnership with ETC. 29 participants attended the program. The Glasshouse Regional Gallery Program July - Feb has included 4 Artists in residence. 9 Artist/Curator Talks and 8 workshops, all of these can assist artists in their professional development.
	Establish working groups with relevant key stakeholders within the sectors to establish needs for skills development, and program development opportunities.	Jun-17	Working group established with quarterly meetings scheduled.	On Target	A new Cultural Steering Group has been established to guide the Cultural Plan and its direction. This Cultural Steering Group will oversee the delivery of the Cultural Plan and advise of the strategic direction for Cultural Development over the next 4 years. Additional working groups have been established and will be reporting to the Cultural Steering group including Australia Day working group and Handa Sister City Working Group. In the interim additional working groups have been established to assist with cultural activities including Artwalk and Creative Wauchope
1.4 Recognise, support and promote local cultural and creative industries	Support Cultural tourism initiatives that promote the region as a cultural and creative hub.	Jan-17	2 x cultural tourism workshops delivered.	Achieved	2 x Audio Guide workshop delivered by IZI travel provider to local arts and cultural organisations to assist in the development of audio guides for their museums is September. PMHC is working with creative businesses in Wauchope to highlight the creative sector within the Wauchope CBD. PMHC is working with Arts Mid North Coast to support the Opening our HeARTS program, which will showcase artists studios over a weekend in November 2017.
	Ensure the Cultural and creative industries have a presence on Council's website.	Dec-16	Council website updated. Review every 6 months	Achieved	A new page has been created under Arts and Culture website banner. The aim of this is to update and provide information about Arts and Cultural programs, resources and information for the sector. Website updated
	Continue to work with the sector to develop new initiatives to increase recognition of the sector within our own community.	Ongoing		On Target	Support of LitFest 244, Support of Creative Ageing Festival Mid North Coast, Promotion of local workshops and activities through the I Create E newsletter. Advice and letters of support are written to support new initiatives.
	Identify opportunities to conduct social media campaigns to promote proximity, interaction and vibrancy of cultural activities.	Ongoing	2 x social media campaigns run each year.	On Target	The Youth Week program this year is running a photographic competition through Instagram #ywpmq. Art walk has developed a Facebook page and hopes to capture people experiences through the hashtag #artwalkpmq.

ultural Plan 2016 - 2019 : Report on Progress - April 2017

PRIORITY AREA ONE : Leadership, Excellence and Capacity Building continued					
Strategy	Action	Timeframe	Measurement	Status	Comments
1.5 Foster partnerships and collaborations between other government, corporate, education, community and not for profit agencies to further build capacity and identity.	Apply for funding to support the Regional Gallery exhibition and workshop program.	Annually	Applied for grant	On Target	PMHC were successful in receiving grant from Arts NSW for the Glasshouse Regional Gallery and workshops program for 2017 period. An application to the Better Regions Funds has also been applied for to support the Creative Summer Program.
	Explore opportunities with business and government agencies to identify and establish a Cultural Precinct in the Port Macquarie CBD.	Jun-19	Cultural precinct plan developed	Yet to Commence	Planning in final stages for the 2017 Artwalk event including engagement/involvement with local businesses.
	Identify partnerships and opportunities to grow the creative industries sector.	Jul-18	Number of opportunities identified.	On Target	Working in partnership with the Hastings Business Enterprise Network and Chamber of Commerce, Port Macquarie Hastings Council will be presenting a talk by Monica Davidson, Creative Business Plus on 12 May.
	Develop strategic partnerships with organisations that will enhance our skills and development of the cultural sector.	Jan-19	Number of partnerships established	Yet to Commence	Work with the Cultural Steering Group to develop future Cultural development and priority actions
1.6 Identify and provide funding opportunities that support the development of arts and culture and heritage practice in our local government area.	Support the development of arts programs and projects through an arts specific grants program.	Jul-17	Program launched in July 2017. Number of grants applied for.	On Target	Work with the Cultural Steering Group to develop future Cultural development and priority actions
	Review Council's heritage grants to better reflect community and sector trends	Dec-16	Guidelines reviewed and program delivered.	On Target	Review is underway - trialling draft Heritage Activation Grant for local community groups and museums . Currently targeted at few organisations during trial period (i.e. Promotional brochures). Also continuing the Local Heritage Assistance Fund.
	Review Council's Music Development Fund to better align with current community and industry trends and growth	Jun-17	Guidelines reviewed and program delivered.	On Target	Band Equity Grants have been opened to allow for wider input but to date the same four bands have applied. Work with the Cultural Steering Group to develop future Cultural development and priority actions
1.7 Provide leadership to foster and support the development of arts, culture and heritage in our region.	Undertake community engagement and planning with the Cultural sector to develop a 10 year Cultural plan.	Jun-19	No of community engagement sessions undertaken. Draft 10 year plan developed.	Yet to Commence	Work with the Cultural Steering Group to develop future Cultural development and priority actions

ultural Plan 2016 - 2019 : Report on Progress - April 2017

PRIORITY AREA TWO : Access, Participation and Engagement					
Strategy	Action	Timeframe	Measurement	Status	Comments
2.1 Celebrate and support diverse communities through the arts, culture and heritage and encourage sustainability and capacity building.	Facilitate programs that encourage community participation in cultural activities	Annually	2 x programs delivered each year.	Achieved	1. PMHC through support has worked with the Conservatorium Mid North Coast to deliver the Free Friday lunch time concerts at the Glasshouse. 2. PMHC is currently in the development of the 2017 Artwalk program. This program engages local artists, businesses and the broader community. To date there are 30 sites confirmed.
	Encourage programs that target our ageing population.	Annually	2 x creative ageing programs delivered.	Achieved	1. Delivered 6 x 2hr seniors and iPad art workshops, culminating in 2 week exhibition in the Glasshouse Foyer to celebrate Seniors Week. 2. Creative Ageing Festival - The Big Chat - 6 hour forum for seniors highlighting the best creative programs from around the world. 3. The Glasshouse Regional Gallery offers a series of Art & Alzheimer's (Art Appreciation) Tours throughout the year.
	Work collaboratively with Youth Advisory Council to develop and deliver Youth Week activities and events.	Annually	2 x Youth week programs delivered.	Achieved	Waves and Melodies program was delivered in October 2016 on Town Beach. The program mentored young people in event delivery, as well as providing an opportunity for young people to get music festival experience. Youth Week 2017 sees a regional music conference and opportunities planned to encourage young artists to be involved in community activities.
	Work collaboratively with Birpai & Bunyah Land Council to deliver programs and events and promote program.	Ongoing	Reconciliation, Sorry Day and NAIDOC week activities delivered	On Target	Planning has commenced. Ongoing collaboration with Birpai LALC to deliver programs and events
2.2 Encourage accessibility and inclusiveness in arts and culture programs as part of everyday life.	Manage and co-ordinate the Cultural Companions program.	Jun-18	No. of members participating. No of activities promoted	Yet to Commence	To commence on employment of new Volunteer Coordinator.
	Encourage programs that include engagement and participation with all sectors of the community including: people with a disability, aged, health sector, young people and the disadvantaged.	Annually	No of program s that provided.	On Target	1. Auslan interpretation was provided at the Australia Day awards ceremony. 2. Arts and Alzheimer's program delivered throughout 2016 at the Regional Gallery.3. People with Dementia - developing program to count the sea birds at our beaches as part of research study. 4. Seniors Expo - give 800 seniors the opportunity to join a volunteer group and access services. 4. The Glasshouse Sprouts Program runs on a Saturday morning once per month and there are additional activities in the school holidays. The program is aimed at children aged 4-9 years and is an opportunity to explore the gallery and create their own artworks in a fun environment.
	Develop an e newsletter for Arts, cultural and creative industries sector.	Dec-16	Newsletter developed. Database established. 4 x newsletters delivered annually.	On Target	I create E newsletter has been developed. The first Newsletter went out in August 2016, followed by October 2016. 4 newsletters have been sent out. The newsletter aims to promote opportunities, workshops and programs that are would support the development of the sector in our LGA. The newsletter started with 36 participants only. Promotion of the e-newsletter is going out through the Regional Gallery mailing list. At present the e newsletter has 330 people signed up and increases each week. Content is sourced from local community cultural groups, regional and state stakeholders and programs developed by the PMHC (including Glasshouse).
	Provide online access to information regarding cultural activities and events in the region.	Ongoing	No of events uploaded onto PMHC events page.	On Target	PMHC has a community events page. Cultural and Creative industry groups are encouraged to upload their event onto the PMHC event website. No of events uploaded since July 2016. 1 Jan - 30 Jun 2016 - = 65 events, 1 Jul - 31 Dec 2016 = 186, 1 Jan - 9 March 2017 = 71
2.4 Develop programs that acknowledge and celebrate our Aboriginal community.	Implement outcomes from the Aboriginal Awareness and Understanding Strategy.	Jun-18	Identified projects completed	On Target	Ongoing implementation of the AAUS outcomes
2.5 Facilitate and support programs that incorporate place making principles into urban & community development and enable arts and cultural programs to be experienced across the region.	Work with community groups to develop and implement place making initiatives within their area.	Ongoing	3 x Place specific initiatives developed per year.	On Target	Community engagement with the North Shore community has occurred in regards to the Coal Wharf Reserve. A draft concept plan has been developed that encourages activation of the site, walking tours and interpretative signage. 6 x Place Making Grants received in Round 2 of the 16/17 Grant Round. PMHC is working with Comboyne Community to redevelop Hurrell House.
	Facilitate a program of activation projects with our town centres that celebrate and promote arts, culture and heritage.	By June 2019	Program developed and initiated in Wauchope, Laurieton and Port Macquarie CBD.	On Target	Art Walk, Cultural Stroll Stickers, Wauchope Creative Walking tour, developing CBD heritage walking trails across a number of our towns and villages.
2.6 Promote Port Macquarie Hastings arts, culture and heritage programs and events as a key feature of the regions identity.	Ensure arts, culture and heritage are identified in the Destination Management plan.	Ongoing	Arts and Culture are featured as a promotional opportunity.	On Target	Arts, culture and heritage are an identified experience themes in the existing Greater Port Macquarie Destination Management Plan (DMP) as a unique selling proposition for our region and are consistently incorporated into destination marketing and PR campaigns. They will also be a key consideration when re-developing the DMP in 2018-19.
	Develop digital guides to assist in the promotion of our arts, cultural and heritage identity	Jun-18	Program launched with 4 x mobile app audio guides developed. No of community audio guides produced.	On Target	Port Macquarie Hastings Council launched a digital walking trail as part of the 2017 Art walk program.

ultural Plan 2016 - 2019 : Report on Progress - April 2017

PRIORITY AREA THREE : Celebrating History and Heritage					
Strategy	Action	Timeframe	Measurement	Status	Comments
3.1 Ensure that our heritage is recognised, valued and maintained.	Facilitate Heritage Festival activities and events in collaboration with the local heritage sector.	Annually	No. of Heritage festival activities presented.	On Target	The Heritage Festival continues to go from strength to strength with a more diverse range of community-based activities on offer in both 2016 and 2017. While planning is still under way for the 2017 event, there are currently over 20 events planned through 14 local community groups and museums.
	Work with community enquires about best practice to manage our heritage assets.	Ongoing	No. of enquiries responded to.	On Target	Numbers to be reported at end of each financial year.
3.2 Develop initiatives and programs that acknowledge and celebrate our Aboriginal heritage.	Encourage the use of Aboriginal language in interpretive, destination and public signage.	Jun-19	Welcome signage contains Aboriginal Language. No. of interpretive signs containing language	On Target	Guruk was utilised in the Port Macquarie Welcome Signage located at the Port Macquarie Cemetery. Additional opportunities to use aboriginal language on parks and reserves is still under investigation.
	Explore opportunities to highlight our local Aboriginal stories.	Jun-18	Development of Aboriginal Public Art piece.	On Target	1. Recent Public Art Installation at Kmart. The sculpture represents one of local Aboriginal Stories and was launched by local Aboriginal dancers. 2. The permanent installation of The Together as One Sculpture at Goal Point has been finalised.
3.3 Continually look for ways to interpret the cultural heritage of the Port Macquarie Hastings region, through the development of programs and partnerships with our local heritage sector.	Undertake skills building with young Aboriginal people	Annually	1 workshop delivered annually.	On Target	Skills building workshops are being implemented with Hastings Secondary College Port and Westport Campuses - Sista Speak mentoring programs.
	Work with the community to continue to highlight the heritage aspects of our region.	Ongoing	No. of heritage projects completed by community groups.	On Target	* Wauchope - assisting Wauchope District Historical Society (WDHS) to develop a Local Studies section at the Wauchope Library; a working group with WDHS and Chamber members to develop interpretive signage and walking trail through Wauchope CBD; WDHS working group to develop walking trail along Riverside Foreshore; advice/support to WDHS around the reestablishment of their local museum. * Camden Haven - Camden Haven Museum (CHM)/Chamber of Commerce discussions around how to incorporate historic street trees (Avenue of Honour), Bold Street; and foreshore into future planning in the area. As well as discussions on walking trails and interpretation signage along Camden Haven foreshore to develop a brochure for walking trails and museum for the Laureilton area; * Comboyne - provide guidance and assistance to community working group seeking to develop a museum in Hurrell House; discussions with community working group around developing walking trails in Comboyne region. * Port Macquarie - discussions with Westport Rotary Group around potential next project; comment/input into Town Green/Town Square redevelopment for heritage interpretation; working with external Geotrail Working group seeking to develop a geology trail along the Port Macquarie Coastal Walk. Port Macquarie Museum is currently working on developing an education audio guide to assist in sharing local Museum Stories. *North Shore Progress Association in heritage opportunities for Coal Wharf Reserve redevelopment. * Kendall - providing advice/support/comment to Kendall Main Street Plan * Herons Creek - support and advice for further implementation of the Herons Creek Signage Trail
	Undertake an audit of heritage interpretative signage across the local Government area.	Jun-17	Audit completed	On Target	Currently underway through PMHC internal signage working group
	Develop a heritage signage interpretation framework.	Dec-17	Framework completed	On Target	Currently underway, and pending signage review. Reviewing existing documentation and developing draft best practice guidelines.
	Meet regularly with community heritage groups.	Ongoing	4 x meetings per year	On Target	Council's Heritage & Culture Officer is regularly and openly available to our community and museum groups to discuss projects. Recent regular meetings with groups include: regularly meeting with representatives from the Camden Haven Museum, Herons Creek & District Community Group, Comboyne Community Association, Port Macquarie Historic Courthouse Group, Wauchope District Historical Society.
3.4 Work collaboratively with our museums and heritage sector promote our local heritage.	Explore and support professional learning opportunities for museum and heritage sector participants.	Ongoing	No. of programs presented in the area.	On Target	* Heritage Near Me in Feb 2017 * ITZI Travel Workshop Sept 2017

ultural Plan 2016 - 2019 : Report on Progress - April 2017

PRIORITY AREA FOUR : Facilities, Places and Open Spaces					
Strategy	Action	Timeframe	Measurement	Status	Comments
4.1 Support innovative and high quality arts programs that represent best practice, achieve positive outcomes and encourage community vitality.	Explore opportunities to showcase locally developed high quality arts programs within our community spaces.	Ongoing	No of opportunities presented.	On Target	1. PMHC has a partnership with the Conservatorium to present Free Friday Lunchtime Concerts. The concerts provide opportunities for local musicians to perform, as well as provide high quality, accessible music programs for the community. We currently present 48 programs per year, with an average audience of 90 people. 2. Artwalk program has been developed to promote local arts and culture within our Port Macquarie CBD. The program aims to activate our community spaces with arts and culture. the program will run on 20 April 2017.
	Develop criteria to enable greater access to the Glasshouse to encourage the development of innovative and high quality locally produced programs	Dec-17	Criteria developed. Program launched.	Yet to Commence	1. The Glasshouse Strategic Plan provides access to community groups via the 40% community discount. A present 19 community groups have accessed this discount since July 2016.
4.2 Identify and promote key sites for the development of cultural infrastructure and public art that will enhance community sense of belonging and contribute to the positioning of the region as a centre of cultural excellence.	Undertake an audit of community and council spaces and identify venues available for arts and cultural development use.	Aug-17	Report developed with recommendations.	Yet to Commence	
	Investigate underutilised council sites for temporary creative hubs, public art, studios, events and exhibitions.	Jun-18	Report developed with recommendations.	Yet to Commence	
4.3 Promote unique innovative arts events utilising the natural and built environment.	Investigate and plan for future creative hubs, which may include revitalising existing infrastructure or strengthening existing cultural facilities.	Jun-19		On Target	1. Initial Conversations were had with Heritage Arts Cultural Priority Advisory Group members. Now awaiting formation of the Cultural Steering Group (CSG) to assist in providing guidance and direction. 2. Discussions continue with our Chambers of Commerce regarding incubation spaces for creative hubs.
	Devise a region wide Public Art Strategy	Dec-17	Strategy developed and adopted	Yet to Commence	Awaiting adoption of Public Art Policy, which is currently in draft form and it is anticipated that it will go before Council in June 2017.
4.4 Manage our arts and cultural venues ensuring they are appropriately resourced, maintained and equipped.	Identify sites and commission public art installations across the region.	Jun-17	Implementation of Strategy and no of installations	On Target	1. PMHC held a signage design competition for the Historic Cemetery. The Competition saw 9 designers submit concepts to be etched within the new prominent signage on the Port Macquarie Historical Cemetery Site. The timeline for this may need to be reviewed to take a strategic approach. 2. The permanent installation of the Together as One Sculpture has been installed at Mrs Yorks Garden. 3. A public art piece has been identified to be developed at Kooloonbung Creek Arboretum area.
	Work with our community to identify ways to enhance the cultural vibrancy of our Central Business Districts including our villages..	Ongoing	Regularly attend and contribute to discussions	On Target	1. Development of the Artwalk Program to enhance the Port Macquarie CBD is underway. It is expected that 25 different sites will become activated throughout the evening. 2. Discussions with the Wauchope Creative Community to encourage people to visit local creative businesses within the Wauchope CBD is underway.
4.5 Effectively manage and promote the Port Macquarie Hastings arts, historical and cultural collections.	Implement strategies within the Glasshouse Strategic Plan	Ongoing	As reported quarterly	On Target	The Glasshouse will continue to report to council twice per year on the Glasshouse Strategic Plan
	Continue to provide Library services across the Local Government area.	Ongoing		On Target	So far this year the three libraries have averaged over 1500 visits per day. The Library van continues to provide outreach services to rural schools and community events.
	Undertake an audit of Council managed heritage assets and develop a management plan for all existing heritage assets.	Jun-18	Report undertaken and schedule adopted.	On Target	Under way, initially as part of the Heritage LEP review
	Manage, conserve and exhibit the Port Macquarie-Hastings Council Art Collection.	Annually	No. of exhibitions featuring the Council Collection each year.	Achieved	The Glasshouse Regional Gallery has presented two exhibitions featuring the Port Macquarie Hastings Council Collection.

cultural Plan 2016 – 2019 : Report on Progress - April 2017

PRIORITY AREA FIVE: Community Events and Festivals					
Strategy	Action	Timeframe	Measurement	Status	Comments
5.1 Provide opportunities for festivals events and programs which offer opportunities to showcase our community.	Work with our community to highlight our changing diversity.	Ongoing	No. of new initiatives	On Target	Port Macquarie Library presented <i>Constance on The Edge</i> , a film program for Harmony day. Over 70 people attended the film night.
	Continue to support community events through the Community Grants programs	Ongoing	No. of applications received. No of successful applications.	On Target	Annually provide \$16000 to Christmas and New Year event development including supporting Lake Cathie and Wauchope. Funds were also provided to Laurieton to support Christmas in July event.
5.2 Ensure festivals and events programming has appeal throughout our community through diverse programming and ensuring accessibility through low cost and free programming options.	Coordinate the Australia Day Festival	Annually	No of Volunteers	Achieved	Five events were planned, staged and delivered on Australia Day across the LGA. These events involve various community groups and their members who volunteer to deliver these events on the day. Approximately 20,000 people attended the Port Macquarie celebrations.
	Coordinate NAIDOC week celebrations	Annually	No of attendees	On Target	Planning commenced. Working with Birpai Land Council to develop July event.
5.3 Provide opportunities for the community to participate in a range of high quality arts and cultural experiences through performances, exhibitions and workshops.	Present an annual moonlight movies program	Annually	No of Events delivered	On Target	Last round of 3 x screenings of moonlight movies presented in September 2016. 1 rained out. Next round scheduled for April 2017 in lead up to Easter and during the school holidays. More movies to be scheduled later in the year once warmer weather returns (September onwards)
	Deliver an annual exhibition program at the Glasshouse Regional Gallery that reflects the social, cultural and historical aspects that are relevant to our contemporary community.	Annually	Annual Exhibition program delivered.	On Target	The Glasshouse Regional Gallery Program has presented 18 exhibitions this financial year. There was representation from; Local artists; indigenous artists; HSC art students; The themes included; contemporary design, painting and drawing, social history, ceramics sculpture and textiles.
5.4 Provide support to arts and cultural event organisers in the community, helping facilitate growth and sustainability and contributing to vibrant community.	Deliver a diverse Glasshouse performing arts program showcasing excellence in performing arts practice	Annually	Performing Arts program presented.	On Target	The Glasshouse 2017 Performing Arts Season has commenced with The Tap Pack, Dracula and All about Women
	Provide public and education programs to support exhibitions and performing arts programs for audiences across the region.	Annually	8 x public programs presented. 8 x education programs presented.	On Target	The Glasshouse Gallery conducted 17 exhibition tours and 4 workshops in it's Education Program and participants included home schoolers, primary and secondary school students and university students. The Heritage in a Box Resource Kit was sent to 3 schools. The performing Arts Program offered workshops from Circa, Bell Shakespeare ; Shake and Stir Theatre Company and Opera Australia presented the Children's Chorus, a choral development program
5.5 Identify and support key special interest events and festivals that contribute to the cultural life of the Port Macquarie Hastings region.	Work with event and festival organisers to utilise and access public spaces.	Ongoing	No of applications processed.	On Target	1. Council supported 28 events in the 2016 calendar year with 23 events to be supported by Council during 2017.
	Provide sponsorship to new events through seed funding.	Jun-18	No of events delivered. No of applications.	On Target	Through Council's Event Sponsorship Program, 8 grants of up to \$5000 have been made available in 2017 to support local events and their out of region marketing activities.
	Support the presentation of Tastings on Hastings event.	Dec-17	2 x events presented	On Target	The 2016 Tasting on Hastings event was presented in October 28 - 30. Over 20,000 people attended the event which featured local food stalls, music, entertainment and cultural offerings. The 2017 Tastings on Hastings planning has been hampered by unavailability of the Town Green Venue. Council resolved at the March 2017 Meeting that the 2017 event would be run internally by staff, and planning for the 2018 Tastings On Hastings Event is to be put to Council for consideration.
	Maintain the Handa Sister City relationship.	Ongoing	As reported annually	On Target	1. Interactions with key Handa Sister City contacts are ongoing. This includes the Handa Sub-Committee who continue to meet on a regular basis. Additionally, an October 2017 delegation visit is being planned with key Port Macquarie-Hastings representatives to attend. 2.Sub-Committee (Working Group) working closely with Handa Higashi Senior High school to coordinate and successfully deliver the upcoming 2017 Handa Study Tour which takes place during July/August 2017.
	Investigate other opportunities for cultural exchange.	Ongoing		On Target	Opportunities for shared artist in Residence Opportunities can be explored through the new Cultural Steering Group

cultural Plan 2016 - 2019 : Report on Progress - April 2017

PRIORITY AREA SIX: Creative Industries and Innovation and Partnerships					
Strategy	Action	Timeframe	Measurement	Status	Comments
6.1 Recognise, support and promote local cultural and creative industries	Ensure the Creative Industries are part of the Economic Development Strategy.	Ongoing	Creative industries are relevant and actioned in the Economic Development Strategy	On Target	The Creative Industries was a recognised sector in the 2013-2016 Port Macquarie Hastings Economic Development Strategy. It has again been identified in the draft 2017-2021 Strategy as an existing/emerging industry sector for action.
	Establish networking opportunities for the creative industries sector.	Jun-17	2 x networking events per year.	On Target	Networking will form part of the Creative Business Workshops being held on 12 May. Opportunities to work with and highlight Creative Industries through Artwalk 2017
	6.2 Improve access and create new markets by reviewing mechanisms to support the development of digital tools or apps that aggregate and enhance Port Macquarie-Hastings cultural offerings.	Jun-19	2 x digital storytelling projects delivered.	Yet to Commence	
6.3 Work with creative businesses to identify opportunities for business development skills and training.	Investigate ways to increase access for people with a disability to festivals and major events and for increases access to the arts through digital media.	Jun-18	New initiative trialled at 2 x events	On Target	Ongoing discussions with staff regarding opportunity to designate specific areas at community events for people with a disability in an effort to provide easy access and viewing of events. Investigating mobi mats (pop up disabled parking, pop up access pathway to park lands and beaches)
	Support workshops and programs that provide skills and training for the creative industry sector.	Jun-18	4 x events supported	On Target	Etsy Workshop delivered in partnership with ETC. Workshop on Top 10 ten tips for Creative Businesses was presented by Monica Davidson from Creative Business Plus. This is scheduled to be presented on 12 May.
	Initiate a program to encourage creative businesses to collaborate and grow.	Jun-18	Start-Up Spaces program rolled out and delivered.	Achieved	3 x start up incubator workshops delivered with approximately 45 attendees. These workshops were presented by Sarah Poole from Thriving Places. As an outcome 2 x start ups have piloted (1 in PMQ, 1 in Wauchope). Unsuccessful in grant application to rent an empty shop for 12 months and cycle through 12 start ups (one each month) who are mentored by business advisors.

Item: 07

Subject: PMHC CULTURAL PLAN REVIEW

Presented by: Strategy and Growth, Jeffery Sharp

RECOMMENDATION

That the Steering Group determine a mechanism and timeframe for completing a review of the Cultural Plan.

Discussion

Council adopted a Cultural Plan in August 2016. The Cultural plan was developed over a two year period and was a key outcome from the Heritage, Arts and Culture Priority Advisory Group (HACPAG).

The intent of the Cultural plan is to define Council's Arts, Heritage and Creative actions and to assist in the development of our community's culture. The plan was developed with extensive community engagement. Over 1,500 people participated in engagement activities including surveys, forums, online engagement and discussion groups.

The Cultural Plan aligns actions for Council and community partners until 2019. A strong arts and cultural framework will contribute to the delivery of the four key objectives of the *Towards 2030 Community Strategic Plan* including:

- Planning and providing our infrastructure;
- Helping our community to prosper;
- Looking after our people ; and
- Looking after our environment.

The Cultural Plan was adopted in August 2016 with the following resolution:

RESOLVED: Turner/Griffiths

That Council:

1. Note the submissions to the draft Cultural Plan.
2. Adopt the Port Macquarie-Hastings Cultural Plan 2016-2019.
3. Request that the General Manager bring forward a report to the Council Meeting in April 2017 on progress as measured against the performance indicators in the Cultural Plan.
4. Review the Cultural Plan within 12 months.

CARRIED: 6/3

FOR: Besseling, Griffiths, Hawkins, Intemann, Levido and Sargeant

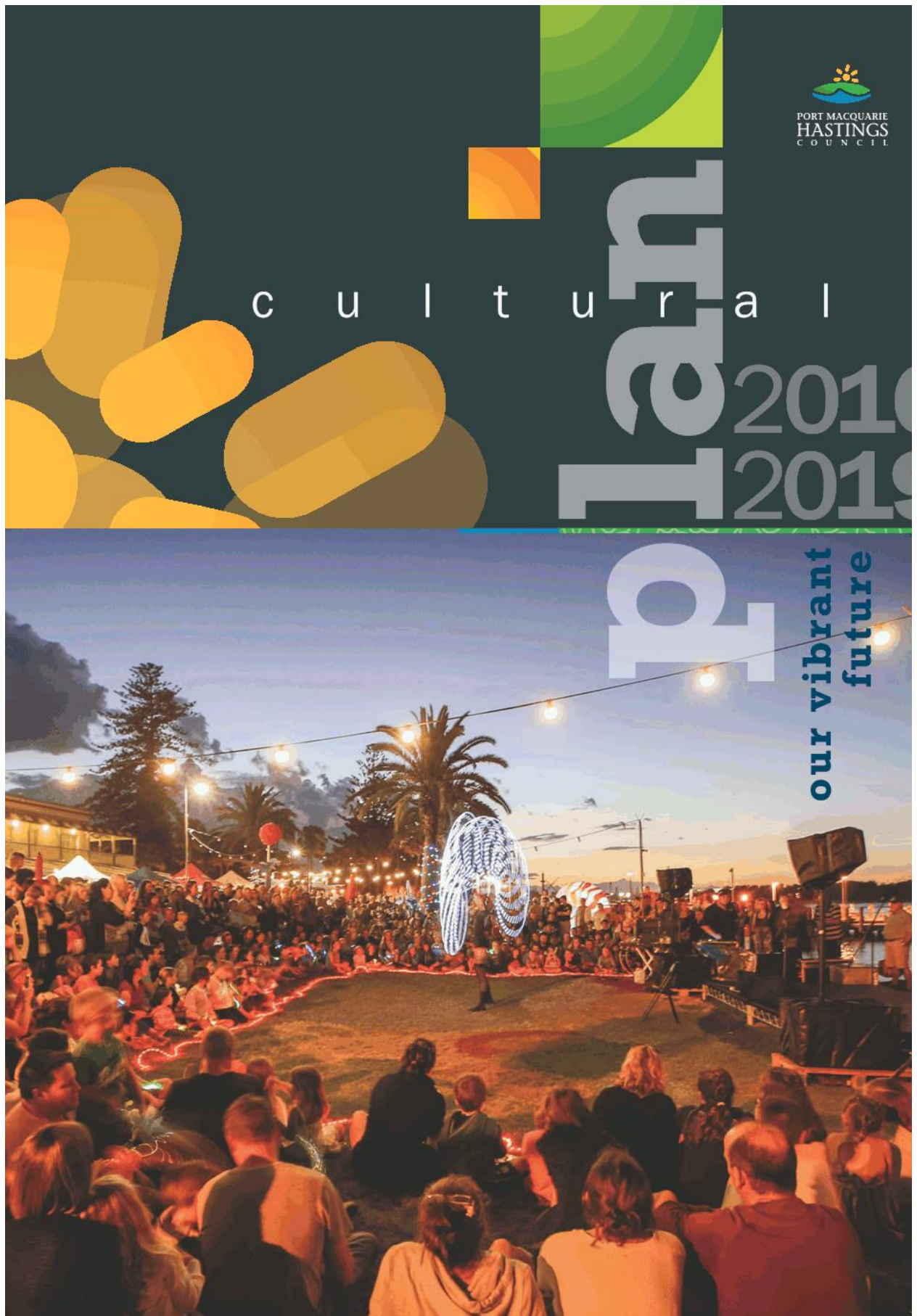
AGAINST: Cusato, Roberts and Turner

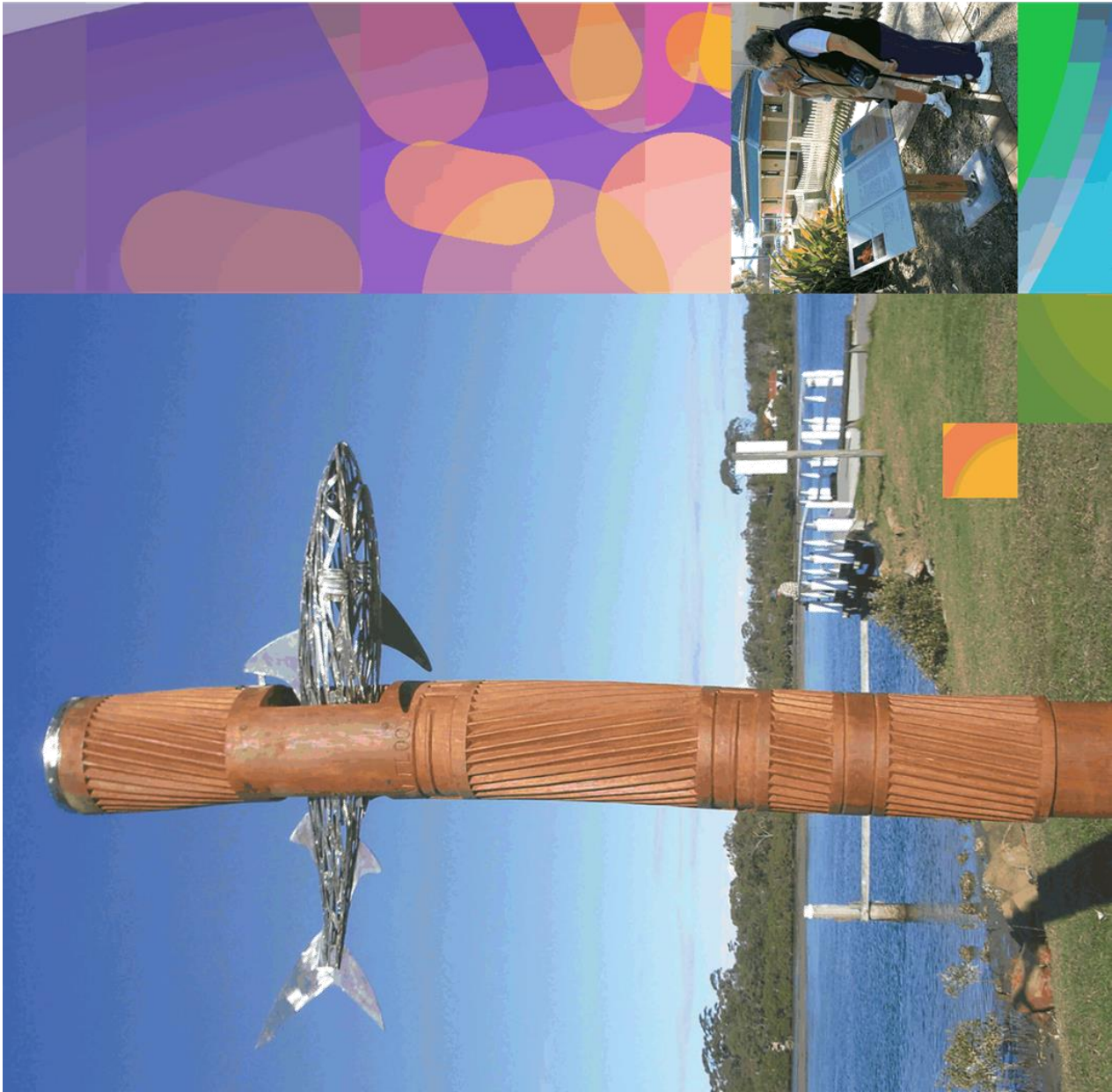
The establishment of the Cultural Steering Group now provides a mechanism to support the review of the Cultural Plan.

The group to discuss the proposed review of the Cultural Plan and its timing.

Attachments

1 [View](#). PMHC Cultural Plan 2016-2019





C O N T E N T S



FOREWORD 4

ACKNOWLEDGEMENT OF COUNTRY 4

OUR VISION 5

WHAT IS CULTURE? 6

WHY A CULTURAL PLAN? 7

AIMS OF THE CULTURAL PLAN 8

COUNCIL'S ROLE 8

NATIONAL AND STATE CULTURAL CONTEXT 10

ABOUT THE PORT MACQUARIE-HASTINGS 12

THE GLASSHOUSE 14

OUR ECONOMY 15

REGIONAL CONTEXT 16

OUR REGION AS A DESTINATION 16

CREATIVE PARTICIPATION 17

OUR CULTURAL AND CREATIVE WORKFORCE 17

DIGITAL TECHNOLOGIES –
ENHANCING ARTS, CULTURE AND HERITAGE 17

DEVELOPING THE PLAN 18

COMMUNITY ANALYSIS 20

STRATEGIC PRIORITIES 24

REPORTING 27

REVIEW 27

2016-2019 ACTION PLAN 28

Far left: Rick Reynolds Flood Marker - Public Art in the Camden Haven
Left: Heritage Walking Trail, Port Macquarie
(Cover: Tastings on Hastings - Fire Water Harvest Festival 2015.
Image: Lindsey Moller)



cultural community vision

TO BE A CULTURALLY
VIBRANT AND
DYNAMIC PLACE
THAT CELEBRATES
AND ACKNOWLEDGES
OUR HISTORICAL
AND COMMUNITY
SIGNIFICANCE,
NURTURES CREATIVITY
AND FOSTERS THE
DEVELOPMENT OF THE
ARTS AND CREATIVE
INDUSTRIES.

FOREWORD

This draft Cultural Plan for the Port Macquarie-Hastings region looks at the strategies for cultural development over the 2016-2019 periods.

Port Macquarie-Hastings Council is committed to ensuring arts, heritage and culture play a strong role in the development of the Port Macquarie-Hastings region's future.

Council plays a major part in delivering cultural services across the region, and is supported by the ever growing community organisations, events and activities that contribute to ensure that our community is diverse, resilient and connected.

The plan sets underpinning strategies and frameworks, which will help to determine budget allocations and ensure maintenance and development of the area's cultural and heritage resources, but it also aims to be a "living" document that evolves with changing times and trends.

This plan will see Council encourage, support and enable participation in artistic expression and support experimentation to inspire innovation and a sense of wonder.

Council is committed to delivering this plan within the projected three years.

ACKNOWLEDGEMENT OF COUNTRY

Port Macquarie-Hastings Council acknowledges the Birpai people as the traditional custodians of the lands within its local government boundaries. We would like to acknowledge Elders both past and present, and extend that respect to all Aboriginal and Torres Strait Islander people.



Right: 'Together as One' (Guri wekauf Gajili) overlooking Town Beach, Port Macquarie, Hastings-Care Foundation
Far right: Festival of the Sun

The New South Wales Government's Cultural Planning Guidelines for Local Government defines culture as:

The cultural fabric of the Port Macquarie-Hastings is part of our daily lives, our rural lifestyle, our history and our celebrations as well as how we express ourselves through art, performance and other types of community events.

Cultural activity includes but is not limited to the visual arts, performing and literary art, social events and activities, heritage programs, museums and galleries, educational activities leading to the development of cultural skills and knowledge, festivals, celebrations, commemorative events, planning and design, public art, cultural planning, craft, digital new media, architecture, film, food, fashion, television and radio and the creative industries.



**Core arts: Music, performing arts, literature and visual arts, including established and emerging art forms, and inter-arts activities. In addition to the individual and collective activities of practitioners, for vocational or recreational purposes, the core arts include arts education, collections and performances which may be made available to the public in galleries, libraries, theatres, cultural venues and training institutions and increasingly on-line and broadcast.*

Creative industries: A sector which harnesses a range of creative and business skills for commercial production and dissemination. Creative industries include film and television production, broadcasting, electronic games, architecture, design and fashion, publishing, media and advertising.

Cultural heritage: In parallel with core arts and creative industries there is a strong recognition of Australia's diverse cultural heritage, and the work of museums, galleries and libraries and archives to preserve and provide access to the artifacts and intangible heritage of Australia's culture. In particular, Australia's heritage includes Aboriginal and Torres Strait Islander cultures which are amongst some of the oldest living cultures in the world."

- AUSTRALIAN NATIONAL ARTS AND CULTURAL ACCORD, 2013

Council recognises the importance of a vibrant cultural sector and a dynamic local creative industry. Arts, culture, heritage and creativity have an exceptional ability to create a sense of belonging, celebrate our local stories, turn public areas into meaningful places and create vibrant and exciting destinations for both locals and tourists.

Local culture, arts and creativity each play an important role in creating connected, diverse, effective, enterprising and empowered communities. Council is committed to enabling the towns, villages and all sectors of the community across the Port Macquarie-Hastings Local Government Area (LGA) to express their character and identity through heritage, arts and culture in exciting, creative, innovative, stimulating and challenging ways.

The key opportunity to grow our heritage, arts, culture and creative sectors includes reinvigorating existing activities and creating new opportunities, in ways that help to economy, environment and community spirit.

A defined commitment to the arts will ensure the provision of unique cultural experiences close to home, giving people the opportunity to experience arts as part of everyday life. It also serves to enhance the reputation of the region, providing a competitive edge.

The Cultural Plan aims to set the vision and action plan for our cultural future and to position the Council to respond to needs and be proactive in preparing for future trends and public demands.

AIMS OF THE CULTURAL PLAN

This cultural plan aims to:

- > Establish the foundation for ongoing strategies, policy, programs and practices that put culture at the heart of this community;
- > Identify gaps in skills and resources to inform the allocation of resources and the identification of revenue and funding opportunities for individuals, groups and local organisations;
- > Encourage, support and enable participation and engagement in artistic expression and support experimentation to inspire innovation and excellence;

- > Ensure our Aboriginal history and culture are celebrated and promoted;
- > Identify opportunities to build the capacity of our local creative and cultural industries including facilities and public spaces to support the growth of these sectors;
- > Ensure our heritage is recognised, valued, protected and maintained.

The plan sets the vision and action plan for our cultural future. It will guide future actions of Council, as well as assisting individuals and groups to target actions and opportunities for funding through all three levels of government.



Creative Ageing Festival 2016 – Ukulele Flash Mob

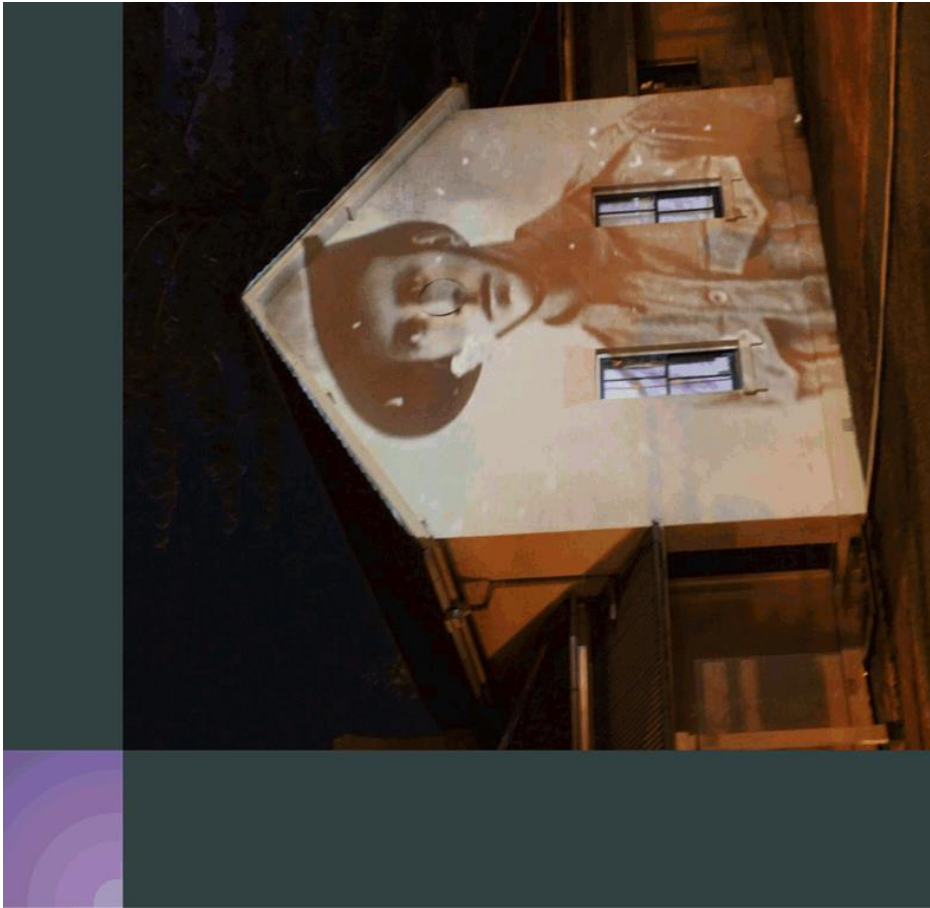
COUNCIL'S ROLE

This Cultural Plan is a guide to supporting cultural development within our community. It identifies actions that Council is presently undertaking and could continue to undertake in the future to support local cultural activities. Council's future actions will be dependent on adoption in its four-year cycle of Delivery Programs.

The Council has a leadership role in assisting the growth and development of arts and cultural activity. A strong arts and cultural framework will contribute to the delivery of the four key objectives of the *Towards 2030 Community Strategic Plan* including:

- > **Planning and providing our infrastructure;**
- > **Helping our community prosper;**
- > **Looking after our people; and**
- > **Looking after our environment.**

Local government works effectively in our local community when in collaboration and partnership with individual people and community groups, professional associations and private operators. It also works collaboratively with other local and state government programs and plans.



'Portraits of Memory' outdoor projection on the Port Macquarie Historic Courthouse, 2016

Council is well placed to raise awareness of the value of cultural experience and to create pathways for people to participate. It can advocate for, invest in, facilitate and support community, individual and other initiatives. It can help to highlight strengths, and identify gaps, tackle barriers and support opportunities.

The Council works to improve the overall quality of life of people in our local communities and arts and culture has a significant role to play in achieving this. Council will work in partnership with other key stakeholders to address the cultural needs of the community and continue to support, recognise and empower existing cultural stakeholders who contribute to the makeup of our community.



Slice of Haven, Camden Haven

- > Supporting the development of digital platforms to extend the reach of the State cultural institutions collections, programs and events to schools, universities, family historians, researchers, artists and cultural practitioners across NSW; and
- > Promoting opportunities for cultural tourism through Destination Management Planning (DMP) - in consultation with the Regional Arts Network and Destination NSW.

The three key ambitions of the NSW Arts and Cultural Policy framework are excellence, access and strength.

NATIONAL AND STATE CULTURAL CONTEXT

The National Arts & Culture Accord signed in 2013 between the Australian Government, state, territory and local governments is a commitment between all levels of government to work together to support arts and culture.

All levels of government in Australia appreciate that, with the best legal, policy and fiscal strategies in place, it is possible to create a productive environment that values cultural activities, fosters excellence and participation, recognises diversity and encourages expression of a distinctive Australian culture. Significantly, this environment can make a strong contribution to sustainable economic development.

In the spirit of partnership and cooperation, the Australian, state, territory and local governments agree that increased collaboration across the jurisdictions can enhance and strengthen support for the arts, cultural heritage and creative industries sector; for individual practitioners and cultural organisations, and for all Australians engaging with arts and culture to deliver a more accessible, sustainable and competitive cultural sector. It outlines that all levels of Government have responsibility for:

- > The oversight, development and delivery of regulation that supports the sector and cultural outcomes;
- > Formulating policy settings which ensure access to high quality, diverse artistic content for all Australians;
- > Providing opportunities for a diverse range of professional arts and cultural works through both established and emerging arts practice;
- > Supporting key cultural organisations and institutions within their jurisdictions; and
- > Identifying priorities for funding capital investments within their jurisdictions.

In 2015, the NSW State Government released the NSW Arts and Cultural Policy Framework.

The policy recognises the role of the arts and culture across social, economic and community sectors and values and the significance of local government in the arts and culture. Key actions for regional NSW include:

- > Collaborating with local government in regional NSW, with a focus on opportunities for creative hubs and cultural precincts;
- > Enhancing performing arts touring by developing a regional partnerships and Touring Framework for the state cultural institutions;
- > Supporting self development practice and creating professional development pathways for artists and arts and cultural workers;





Big Band Blast - a community initiative to support music development in the region

In 2002, it was awarded the prestigious NSW 4th City of the Arts, which saw a growth in the arts and cultural sector with public art, cultural organisations, festivals and events lifting the profile of the Hastings region.

The region has a strong music development profile with numerous bands, music and choral groups and individual artists performing in the many local night venues, festivals and community events. One of the key organisations is the Conservatorium Mid North Coast, which aims to develop and sustain a program of quality music and performing arts teaching, development and performance that provides access for all, and creates ongoing collaborations with the broader arts, community and creative industries sectors. They provide tuition and training, workshops and performances across the LGA as well as in-house music programs in schools and after hours.

The Port Macquarie-Hastings region is serviced by three libraries, including a mobile lending library. Part of the Mid North Coast Libraries network, the library manages numerous resources including books, accessible literature, computer and internet access, recording studio, programs for children and community meeting spaces. The Port Macquarie Library also offers state of the art equipment for loan and use, enabling the local community to connect and experiment with the latest technology including virtual reality and 3D printing.

Each year the region is host to numerous events and festivals organised by many different community and commercial entities as well as Council. This includes Big Band Blast, BBQ and Blues, NAIROC Week, Festival Of The Sun, Tastings on Hastings, Slice of Haven, Kendall National Violin Competition, Beer and Cider Festival as well as many community-based events like Comboyne Show and Spring Fair, Laurieton Christmas in July and the annual Heritage festivals.

There are around 40 arts, heritage and cultural groups in the region offering a wide range of performances, exhibitions, activities and talks. Our community showcases their artistic talents at local commercial galleries, exhibitions and events, along with a regular artists market.

Council owns 20 community halls within the 2700km² LGA. Many are managed by community committees and a handful have robust programs of performances, arts and crafts, poetry, plays and gigs which celebrate local performers and touring programs. Many of these facilities are managed by volunteer community groups and provide a valuable meeting space for the local community. Venues and groups such as the Wauchope Community Arts Council actively program music performances at the Wauchope Arts Hall and has launched new annual events including "Junk Fest" an innovative recycling festival. Council also engages with six independent rural halls to provide networking and support opportunities.

ABOUT THE PORT MACQUARIE-HASTINGS

Port Macquarie-Hastings is located midway between Sydney and Brisbane on the Mid North Coast of NSW and is situated on the traditional lands of the Birpai people. The region extends from the areas surrounding the mouth of the Hastings and Camden Haven Rivers west to the Great Dividing Range.

Situated on the coast, Port Macquarie is the largest town with a population of 44,313 people and serves as the major regional centre for the area. The largest population groups fall into the 34-49 age group, followed by the 50-64 and then the 10-34 age group and is projected to change with the recent addition of the Charles Sturt University (CSU) new campus, which will host 5000 students.

The Hastings population is one of the most rapidly growing along the Mid North Coast of NSW with current estimates of 77,481. The region is forecast to grow by almost a third to 97,071 by 2031. The average growth rate over the past 10 years has been 1.38%, significantly higher than the north coast average of 0.98%, identifying Port Macquarie as a regional city.

The Birpai people are the original occupants and inhabitants of the land in and around the Hastings area and have been for more than 40,000 years. They exercised traditional rights over the area including the lands and waterways of the Hastings.

The Birpai land was a rich luscious area of open forests and grasslands with pockets of thick eucalypt forests and rainforests that harbored an abundance of food and wildlife. The Birpai people relied on these lands and waterways to provide them with food and sustenance for life. They constructed temporary huts along the river and around the lakes in which they lived, as they followed the seasonal food trail within their tribal boundaries.

Our Aboriginal history is captured through stories, song and dance of the Birpai people. Stories are shared through the Local Aboriginal Land Councils and venues such as the Glasshouse, Sea Acres National Park, Cobarra Dam sculptural installations and public art. Under the Land Rights Act 1983, the area has four Aboriginal representative bodies. These are the Birpai, Bunyah, Kempsey and Taree-Purfleet Local Aboriginal Land Councils.

Port Macquarie region was one of Australia's first European settlements outside of Sydney and it features a number of historic buildings and sites that date back to colonial and convict days.

The town boasts a heritage walking trail to view 13 of the town's most fascinating historic and archaeological sites including the Port Macquarie Museum; original 1869 courthouse designed by Colonial architect James Barnett; the Lake Innes House ruins, the remains of the house built using convict labor between 1831 and 1843 and the Douglas Vale homestead and vineyard, built in 1862, which has won prizes for its wine from shows in Europe and India. The region has a strong history in the timber and dairy industries and continues to be active in these areas.



Celebrating NAIROC Week, Hay Street forecourt

1843 and the Douglas Vale homestead and vineyard, built in 1862, which has won prizes for its wine from shows in Europe and India. The region has a strong history in the timber and dairy industries and continues to be active in these areas.

THE GLASSHOUSE



Glasshouse, Port Macquarie

Over the past 15 years, Council has invested significantly in its local cultural assets. In 2009 Port Macquarie-Hastings Council completed construction of the Glasshouse, a state of the art cultural facility that boasts a theatre, studio, regional gallery, meeting rooms, Visitor Information Centre and heritage artifacts. The Glasshouse is a key community asset, located in the heart of the central business district of Port Macquarie, and attracts around 250,000 visitors per year. In July 2014, Port Macquarie-Hastings Council adopted the Glasshouse Strategic Plan 2014-2017 which builds on the existing

strengths within the performing and visual arts whilst enhancing utilisation and promoting greater flexibility in the use of the venue.

The annual performing arts program features national and international touring companies such as The Australian Ballet, Oz Opera, Bangarra Dance, Sydney Dance Company and Bell Shakespeare. In 2012, the Glasshouse was awarded the prestigious national title of 'Performing Arts Centre of the Year' by the Australian Performing Arts Centres Association (APACA) and has won numerous awards in Culture and Heritage Tourism for the Mid North Coast. Community access is encouraged and Port Macquarie-Hastings Council offers a 40% subsidy to eligible groups, community use of the venue continues to grow year on year and in 2015-16, there were 43 community hirers.

The building also houses the Port Macquarie-Hastings Regional Art Gallery, which presents over 20 exhibitions each year featuring contemporary, indigenous, historical, traditional and design artworks as well as prominent social history exhibitions. A key objective of the Gallery program is to support local community artists and provide professional development opportunities associated with the exhibition program. The Gallery promotes a range of education and public programs directly associated with the exhibition program to foster artistic development and enhance visitation to the exhibitions.

The Glasshouse has played a major role in the development and growth of new audiences for the arts and cultural sector. Its role and contribution to cultural tourism and the vitality and diversity of Port Macquarie as a major holiday destination, is supported by the variety of heritage and cultural services in the surrounding area. The Glasshouse and surrounding cultural and heritage attractions including the award winning Port Macquarie Museum, help to create a cultural precinct in the heart of the Port Macquarie CBD.

With recent investment into the region by Charles Sturt University (CSU) and continuing improvements and developments in digital technology, the Port Macquarie-Hastings region lends itself to become the nucleus for establishing itself as the leading regional cultural hub of NSW.

In 2012, CSU began offering pathways to Creative Industries through a partnership with TAFE, and in 2016 opened a new purpose built campus for up to 5000 students. The University now offers start of year and mid year intakes in Bachelor of Creative Arts & Design (Graphic Design) and Bachelor of Communications (Public Relations) or (Advertising) to school leavers and mature age students.

Port Macquarie-Hastings region is also seeing a growth in the youth culture arts sector. New arts groups such as Drop Kick Arts are creating opportunities for street art. Workshops and events such as *Squiggle Off* in public spaces, similar to *Paint the Town Port*, which brings the popular 'make' and 'learn something new' philosophy to the region, are encouraging creative businesses to extend out of their studio spaces into public spaces, food venues, pubs and establishments, contributing to creating a vibrant evening economy. These trends are providing opportunities for the community to engage with arts in a new and exciting way with innovative collaborations between businesses and the creative sector, including projects like the recent *Hello Koalas* sculpture trail.

For the Port Macquarie-Hastings region to grow creatively, it has been identified that it will need to continue to collaborate with community, cultural and commercial business in association with other government departments on all levels. At present it engages with many cultural departments on a local, state and federal level including National Parks, Regional Arts NSW, Arts NSW and the Australia Council for the Arts, Arts Mid North Coast, Historic House Trust, Museums Australia and many other government and non government entities.

OUR ECONOMY

The Port Macquarie-Hastings is one of the largest and fastest growing regions on the NSW Mid North Coast and with Tweed Heads and Coffs Harbour is recognised as a major growth centre on the NSW North Coast.

The LGA has a \$6 billion local economy and is a net exporter – it sells more products and services outside the LGA (approx. \$1.52 billion) than are imported (\$1.33 billion).

The economy is diverse, resilient and growing with approximately 5,886 local businesses supported by 23,206 local employees. It is one of the main growth areas in the health and human services sector in NSW, with increasing employment in aged and disability care, health, education and community services. Arts and culture are core elements in effective health and human services for all ages. The area continues to be agriculturally productive with strong local timber and food production industries and modest manufacturing businesses.

Council has identified through the Economic Development Strategy (2013 - 2016) that the Creative Industries are an important sector due to their facilitation of regional collaboration and



Hello Koalas 2015 – an initiative of Arts NSW with support from local community and business



Period staircase, St Thomas' Church

CREATIVE PARTICIPATION

Council's research indicates there is increasing demand throughout the LGA for active participation, particularly when coupled with environmental, creative and artistic experiences.

The Australia Bureau of Statistics (ABS) indicate that across the country, youth aged 15–24 years reported the highest participation rate in cultural activities (35%), with participation rates tending to decrease with age; people aged 25–34 had a participation rate of 28% and people aged 65 years and over had a participation rate of 23%. Overall, women had a higher participation rate (30%) than men (24%).

OUR CULTURAL AND CREATIVE WORKFORCE

NSW Creative Industries directly employ 4.7% of the total NSW workforce, with a further 2.1% of the workforce employed in creative occupations in other industries. Employment growth in the NSW Creative Industries was nearly double that of the rest of the state's workforce (2.6% vs 1.4% per annum from 2006-2011).

Census data indicates that there are almost 1000 people directly employed in the heritage, arts, cultural, creative or recreational industries in the local government area, with many more people indicating qualifications or a professional background in arts, heritage or creative industries. Over 12,000 people undertook volunteer work at some time during 2015, and many of our community groups, in particular our heritage groups, rely on volunteers to operate.

Many of the region's artists and creative practitioners are involved in enterprises as sole proprietors or in partnerships and often have another job to support their creative pursuits.

DIGITAL TECHNOLOGIES – ENHANCING ARTS, CULTURE AND HERITAGE

In 2016 the world is more connected than ever and technology plays a role in preserving, retaining and disseminating cultural information in the spirit of the "sharing" economy. The immediacy of mobile technologies presents ever greater opportunities for not only the promotion of cultural activities but also connecting people and communities with each other, over the regions arts and cultural offerings.

Council makes use of many forms of technology in its place making activities and these include videography, outdoor projection and digital storytelling. Public facilities such as the library also offer digitally creative outlets in the form of Virtual Reality, 3D printing and the Imaginarium, where members can make a video, record a song or tell a story with the latest recording equipment and editing packages.

Innovation between the business and community sectors to develop employment opportunities. Additionally, with the emergence of high speed digital networks, local business can access new markets and capitalise on opportunities. At present it is expected that the Port Macquarie-Hastings will have NBN installed by the end of 2016.

Local creative industries and art and cultural businesses contribute greatly to our economy.

They help support and promote the social and cultural fabric increasing the richness of local life and its attractiveness to tourists, as well as building the spirit of place that attracts and keeps people in this area.

The need to establish smaller innovative spaces for regional creatives, will foster income generation, job creation and export earnings, while at the same time promoting social inclusion, cultural diversity and social development.

REGIONAL CONTEXT

The NSW Mid North Coast Region incorporates the regional centres of Taree, Port Macquarie, Kempsey, Bellingen, Nambucca and Coffs Harbour. Together the region has a Gross Regional Product of \$12.15 billion and a total workforce of 79,038 servicing a population of 247,304.

Port Macquarie-Hastings is the largest centre within the Mid North Coast Region in terms of population and economy. We have a strong and vibrant arts community and we are major stakeholders in the development of arts on the Mid North Coast.

Council works closely with our regional arts development board, Arts Mid North Coast, to establish partnerships and key strategic arts and cultural initiatives across the region.

The Glasshouse provides an outstanding regional facility that connects to the broader arts community, both within the state and nationally, giving our community access to world class performances, exhibitions and workshops.

OUR REGION AS A DESTINATION

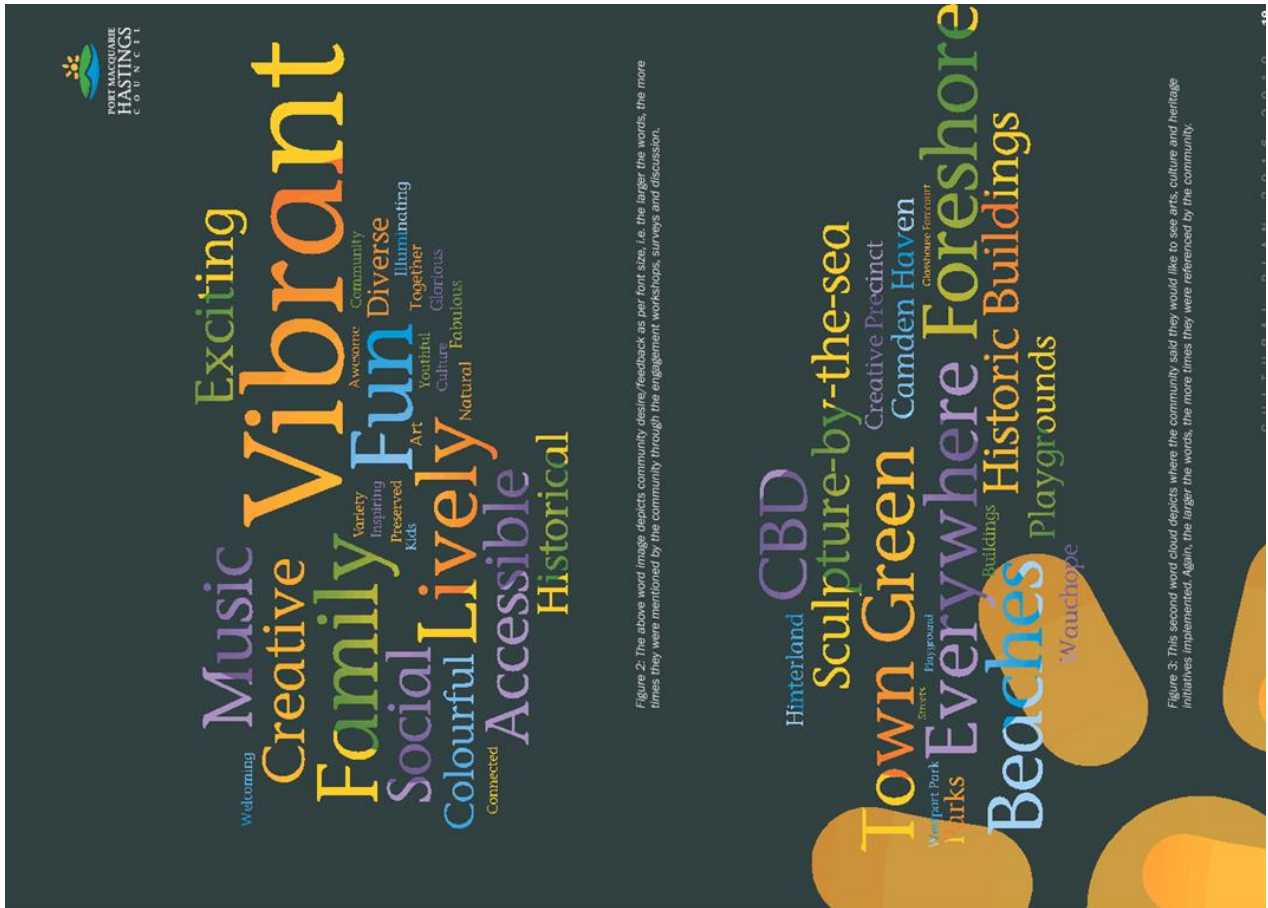
The Port Macquarie-Hastings region is the number one tourism destination on the NSW Mid North Coast with 1,539,000 overnight and day trip visitors annually delivering 2,797,000 visitor nights and \$462 million to the local economy.

Almost 50% of these visitors come from regional NSW, with 35% coming from Sydney. The two largest tourism markets are families (33%) and couples without children (32%).



Research indicates that cultural and heritage experiences are among the top ten unique tourism selling points of this LGA with environment, heritage, arts and culture among our top five experience themes on offer.

This has been identified in North Coast of NSW Destination Management Plan as a major strength for the region. Council continues to work with community groups to highlight the creative and cultural sector as a draw card to the region, specifically aiming to identify the Port Macquarie-Hastings LGA as an arts, heritage and cultural destination for visitors.



DEVELOPING THE PLAN

The Heritage Arts & Culture Priorities Advisory Group (HACPAG) was established in 2014 to provide a forum in which all aspects of Heritage Arts and Culture matters may be discussed, supported and/or facilitated. This group is comprised of members from professional organisations, local arts and heritage groups and community members. One of the group's key tasks is to represent community interest and organisations in the formulation of Council policies relating to arts, culture and heritage.

Work commenced on the Cultural Plan in late 2014 when HACPAG and Council commenced engagement with key arts, heritage and creative groups as well as holding a community forum on the key actions for the Cultural Plan.

In developing this plan Council started with a number of discussions within its HACPAG followed by a series of intensive workshops with this group and other key stakeholders to set the following principles that underpin this plan.

- > Council values arts, heritage, culture and creativity and recognises the important role these play in fostering a vibrant community, as well as contributing to an innovative and entrepreneurial economy.
- > Arts, heritage, culture and creativity are fundamental to connecting and enlivening our many communities and unique spaces.
- > Our shared history and our local stories shape the unique character of our towns and villages.

- > Innovation, partnerships, support and professionalism are key to ensuring growing, sustainable and confident heritage, cultural and creative sectors.
- > Participation in cultural life should be available affordable and accessible to all in the community.

A number of well-attended (Figure 1) wider community and stakeholder workshops were then held as were workshops with Council staff featuring representatives from most divisions of the organisation, including the Glasshouse.

During 2014 and 2015 Council undertook two key surveys to support the development of this plan, including a random community survey of over 700 respondents from the general community sharing their views on heritage, arts, culture and creativity in our region.

A targeted stakeholder survey was provided to over 200 local heritage, arts, culture and creative representatives with over 50 key stakeholders directly providing their input into the development of the Cultural Plan, as well as many more informal conversations and feedback.

Through the engagement process a number of word clouds were developed (Figure 2 and 3 at right) that depict what the community said about the arts, culture and heritage initiatives they would like to see implemented.



Figure 1: Number of engagement participants 2014



Tastings on Hastings 2015. Fire Water Harvest – community developed lanterns with artists Claude Toyssier and Margrit Rickenbach

COMMUNITY ANALYSIS

Through the numerous engagement sessions the following listings are what the community currently perceives as our Strengths, Weaknesses, Opportunities and Threats to developing a vibrant future through arts, culture and heritage. The SWOT analysis was undertaken across the surveys and various consultation workshops, forums, face to face meeting and includes internal and external community input.

OUR STRENGTHS

- > The region has great cultural stories that can be captured and shared.
- > Council and the community continues to conserve and preserve our heritage buildings and infrastructure.
- > There is a very strong local Aboriginal culture, heritage and many stories to be shared.
- > Our local history and heritage is widely recognised and celebrated.
- > The region has strong arts and creative community groups that are willing to get involved in a raft of initiatives.
- > Across the region there are multiple arts community groups.
- > Council has a strong focus on volunteering and support groups that contribute to arts and culture initiatives.
- > There is a new push from the region's young people to get involved in arts and culture.
- > The demographic is changing, with an influx of young people with greater education including the newly constructed Charles Sturt University (CSU) campus.
- > The region has a vast array of strong community groups spread across the region that are contributing to the arts and cultural landscape.
- > A premier Regional Gallery with a rolling exhibition program that encourages visitors and the local community to explore what is happening both nationally and internationally.
- > World class theatre that attracts local, national and international talent to our region to share experiences with the community.
- > The Hastings is one of the most stunning areas on the east coast, boasting beautiful beaches, rivers, environmental areas and unique hinterland.
- > The Hastings region is close to major cities so is accessible as a cultural hub, half way between Brisbane and Sydney.
- > We have a variety of live performances across a number of different venues in the region.
- > Council has created great place making events that bring the community together with a focus on arts and culture.
- > The region has many events during the year.
- > With the draw card of the Glasshouse, Regional Gallery and our great open spaces, Port Macquarie-Hastings is a draw card for travelling exhibitions.

OUR WEAKNESSES

- > There are limited locations or promotion of affordable venues for emerging artists.
- > Limited support for young artists to start small businesses, build skills and create contacts within the industry.
- > Limited quality evening performances, supported by local business and venues to encourage evening activities.
- > Limited funding for collaborative arts and cultural works projects.
- > Limited access to workshop space that is available and affordable for a variety of businesses and community groups to utilise.
- > Limited affordable access for local artists and community groups into the Glasshouse
- > No professional development for artists.
- > Weakening of TAFE as a major educator to developing serious emerging artists within our region.



Local performers at the Fire Water Harvest Festival

OUR OPPORTUNITIES

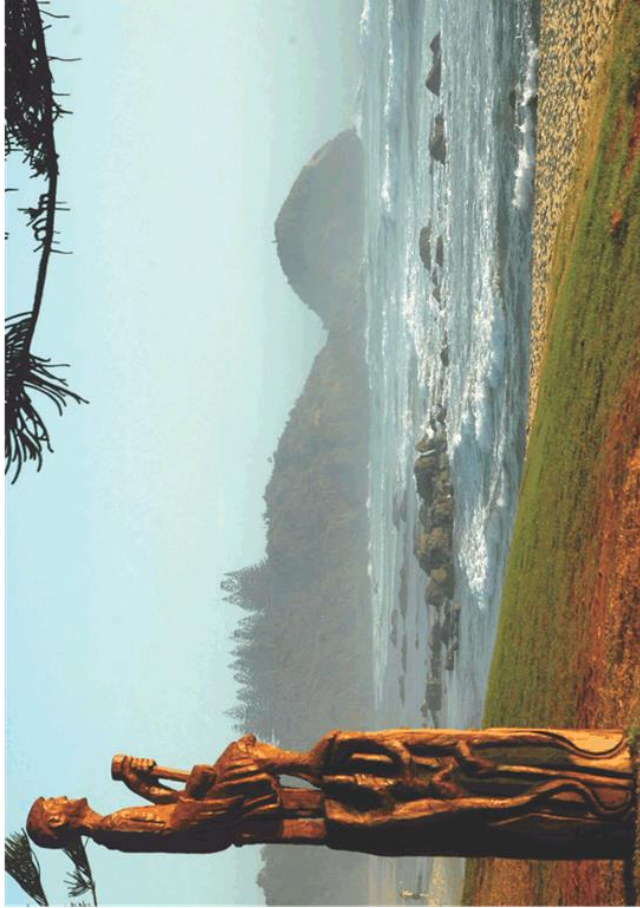
- > Use networking and community groups as a communication tool and discuss forthcoming events and initiatives.
- > Create a regular artist's network that encourages the community and creative industries to get involved and share resources, knowledge and ideas.
- > Better collaboration between Council, groups and the community.
- > Identify ways which connect people and arts groups.
- > Ensure that there are the facilities to provide a space and support for a creative incubator in the region that can support and generate work and talent for our local creative industries.
- > Create a more dynamic and interesting town centre through urban design, public art, events and activities and ensure it has more space for the arts, arts markets and ephemeral or permanent artworks.
- > Introduce more street and community art into the region.
- > Accessibility to workshops.
- > The Glasshouse.
- > Given our excellent weather, facilitate more activation of outdoor public spaces.
- > Support local artists and arts events.
- > More festivals, like Friday Night Dance or music on the Town Green and film festivals with outdoor movies.
- > Draw more locals and tourists to enjoy this beautiful region by hosting more arts/ cultural/ lifestyle events.
- > Support for a community gallery which provides professional practice opportunities for emerging art based practitioners to foster creative discourse. A place for artists to develop and sell work.
- > Foster local talent.

OUR THREATS

- > Funding streams are being cut back by government and other agencies.
- > Funding for regional artists is limited.
- > Lack of investment in local artists to create small businesses or art co-operatives is having an impact on retaining creative people.
- > Reduced funding affects creative ways to incorporate the community into helping to support the arts in the area by either volunteer work or financial contribution.
- > Many other regional councils already have a plan in place to drive their cultural strategies. The region is competing for a small amount of funding with other places.
- > Bellingham – has many festivals, many local active arts, heritage, and cultural organisations and pushes arts as their focal point/brand.
- > One threat seems to be that there is limited imagination or passion about this stunning part of the coastline and the possibilities that a good Cultural Plan will determine how arts, heritage and culture can contribute to the identity of the place.
- > The biggest threat is people not seeing creative industries, art and culture as a huge potential economy driver.
- > Currently the Glasshouse is prevented from being a true incubator for arts, culture and heritage by its operating model.



Place Making at Fynns Beach



Stephen Killick and Stephen King, 'Hurry' - Public Art Shelly Beach

STRATEGIC PRIORITIES

Through engagement with community as well as the Heritage, Arts and Culture Priorities Advisory Group (HACPAG) and Councillors the following six priority areas have been identified. These priorities will form the basis for Council strategies over the next three years.

The strategies and actions are not achievable by Council alone, but will rely on continued collaboration with relevant peak bodies, invested community groups, businesses and individuals.

1. Leadership, Excellence and Capacity Building

- 1.1. Maximise opportunities to establish, maintain and promote Port Macquarie-Hastings region as a centre of cultural excellence and as a leader in its field.
- 1.2. Ensure an integrated approach within the Council, identifying opportunities for arts and culture in the development of plans and major projects.
- 1.3. Facilitate professional development opportunities to artists and industry workers and cultural groups with the community.
- 1.4. Recognise, support and promote local cultural and creative industries
- 1.5. Foster partnerships and collaborations between other government, corporate, education, community and not for profit agencies to further build capacity and identity.
- 1.6. Identify and provide funding opportunities that support the development of arts and culture and heritage practice in our local government area.
- 1.7. Provide leadership to foster and support the development of arts, culture and heritage in our region.

2. Access, Participation and Engagement

- 2.1. Celebrate and support diverse communities through the arts, culture and heritage and encourage sustainability and capacity building.
- 2.2. Encourage accessibility and inclusiveness in arts and culture programs as part of everyday life.
- 2.3. Ensure the community has access to dynamic and up-to-date information about arts and cultural assets and activities.
- 2.4. Develop programs that acknowledge and celebrate our Aboriginal heritage.
- 2.5. Facilitate and support programs that incorporate place making principles into urban & community development and enable arts and cultural programs to be experienced across the region.
- 2.6. Promote Port Macquarie Hastings arts, culture and heritage programs and events as a key feature of the regions identity.

3. Celebrating Heritage and History

- 3.1. Ensure that our heritage is recognised, valued and maintained.
- 3.2. Develop initiatives and programs that acknowledge and celebrate our Aboriginal heritage.
- 3.3. Continually look for ways to interpret the cultural heritage of the Port Macquarie-Hastings region, through the development of programs and partnerships our local heritage sector.
- 3.4. Work collaboratively with our museums and heritage sector to promote our local heritage.

4. Facilities, Places and Open Spaces

- 4.1. Support innovative and high quality arts programs that represent best practice, achieve positive outcomes and encourage community participation.
- 4.2. Identify and promote key sites for the development of cultural infrastructure and public art that will enhance community sense of belonging and contribute to the positioning of the region as a centre of cultural excellence.
- 4.3. Promote unique innovative arts events utilising the natural and built environment.
- 4.4. Manage our arts and cultural venues ensuring they are appropriately resourced, maintained and equipped.
- 4.5. Effectively manage and promote the Port Macquarie-Hastings arts, historical and cultural collections.



Top: Tastings on Hastings; Above: My Place Film Festival; Right: Youth Week 'Ociate'

- 5. Community Events and Festivals**
 - 5.1. Provide opportunities for cultural celebration through festivals, events and programs which offer opportunities to showcase our community.
 - 5.2. Ensure festivals and events programming has appeal throughout our community through diverse programming and ensuring accessibility through low cost and free programming options.
 - 5.3. Provide opportunities for the community to participate in a range of high quality arts and cultural experiences through performances, exhibitions and workshops.
 - 5.4. Provide support to arts and cultural events and organisations in the community, helping facilitate growth and sustainability and contributing to vibrant community.
 - 5.5. Identify and support key special interest events and festivals that contribute to the cultural life of the Port Macquarie-Hastings region.
- 6. Creative Industries and Digital Technologies**
 - 6.1. Recognise, support and promote local cultural and creative industries.
 - 6.2. Improve access and create new markets by reviewing mechanisms to support the development of digital tools or apps that aggregate and enhance Port Macquarie-Hastings cultural offerings.
 - 6.3. Work with creative businesses to identify opportunities for business development skills and training.

REPORTING

A regular report about key outcomes that have been achieved against the strategic priorities will be reported to Council every twelve months. The monitoring will cover actions from across the organisation as well as the community and creative industry sectors to inform the community and Council.

REVIEW

The Cultural Plan Strategies and Actions will be reviewed over the three years through engagement with the community and key stakeholders to ensure that we are maintaining momentum and achieving actions.

2016-2019 Action Plan

PRIORITY AREA 1 -
LEADERSHIP, EXCELLENCE AND CAPACITY BUILDING

2016-2019 Action Plan

PRIORITY AREA 1 cont. -
LEADERSHIP, EXCELLENCE AND CAPACITY BUILDING

Strategy	Action	Timeframe	Measurement
1.1 Maximise opportunities to establish, maintain and promote Port Macquarie-Hastings region as a centre of cultural excellence and as a leader in its field.	<ul style="list-style-type: none"> > Advocate with regional, state and national arts and cultural organisations to continue to raise the profile of our arts, heritage and culture. > Continue to work collaboratively with Arts Mid North Coast to raise the profile of our local arts, heritage and creative cultural sector across NSW and provide annual financial support. 	<p>Ongoing</p> <p>Ongoing</p>	<p>Meet with state and industry stakeholders 2 times per year.</p> <p>PMHC represented on the AMNC board.</p> <p>Annual report by Arts Mid North Coast presented to PMHC.</p> <p>Participation in LGA steering group defining regional issues annually.</p>
1.2 Ensure an integrated approach within the Council, identifying opportunities for arts and culture in the development of plans and major projects.	<ul style="list-style-type: none"> > Update our local heritage guidelines/ studies to better reflect current planning and development trends. > Update Councils Public Art Policy to reflect best practice in public arts and to ensure an integrated approach across major capital works projects in our community. > Ensure cultural indicators are measured biennially through the Councils community Survey, (Micro Mex) 	<p>By June 2017</p> <p>By June 2017</p> <p>Ongoing</p>	<p>Guidelines are updated and enforced.</p> <p>Policy is adopted and guidelines endorsed.</p> <p>Questions are developed, submitted and included in survey.</p>
1.3 Facilitate professional development opportunities to artists and industry workers and cultural groups with the community.	<ul style="list-style-type: none"> > Facilitate workshops, talks and forums that enhance the professional knowledge and skills of our cultural and creative industry workers. > Establish working groups with relevant key stakeholders within the sectors to establish needs for skills development, and program development opportunities. 	<p>Ongoing</p> <p>By June 2017</p>	<p>Minimum of 2 x workshops per year.</p> <p>Working group established with quarterly meetings scheduled.</p>
1.4 Recognise, support and promote local cultural and creative industries.	<ul style="list-style-type: none"> > Support Cultural tourism initiatives that promote the region as a cultural and creative hub. > Ensure the Cultural and creative industries have a presence on Council's website. > Continue to work with the sector to develop new initiatives to increase recognition of the sector within our own community. > Identify opportunities to conduct social media campaigns to promote proximity, interaction and vibrancy of cultural activities. 	<p>By January 2017</p> <p>By December 2016</p> <p>Ongoing</p> <p>Ongoing</p>	<p>2 x cultural tourism workshops delivered.</p> <p>Council website updated and reviewed every 6 months.</p> <p>2 x social media campaigns run each year.</p>

Strategy	Action	Timeframe	Measurement
1.5 Foster partnerships and collaborations between other government, corporate, education, community and not for profit agencies to further build capacity and identity.	<ul style="list-style-type: none"> > Apply for funding to support the Regional Gallery exhibition and workshop program. > Explore opportunities with business and government agencies to identify and establish a Cultural Precinct in the Port Macquarie CBD. > Identify partnerships and opportunities to grow the creative industries sector. > Develop strategic partnerships with organisations that will enhance our skills and development of the cultural sector. 	<p>Annually</p> <p>By June 2019</p> <p>By July 2018</p> <p>By January 2019</p>	<p>Applied for grant.</p> <p>Cultural precinct plan developed.</p> <p>No. of opportunities identified.</p> <p>No. of partnerships established.</p>
1.6 Identify and provide funding opportunities that support the development of arts and culture and heritage practice in our local government area.	<ul style="list-style-type: none"> > Support the development of arts programs and projects through an arts specific grants program. > Review Councils heritage grants to better reflect community and sector trends > Review Council's Music Development Fund to better align with current community and industry trends and growth 	<p>By July 2017</p> <p>By December 2016</p> <p>By June 2017</p>	<p>Program launched in July 2017. No. of grants applied for.</p> <p>Guidelines reviewed.</p> <p>Program delivered.</p> <p>Guidelines reviewed.</p> <p>Program delivered.</p>
1.7 Provide leadership to foster and support the development of arts, culture and heritage in our region.	<ul style="list-style-type: none"> > Undertake community engagement and planning with the Cultural sector to develop a 10 year Cultural plan. 	By June 2019	No. of community engagement sessions undertaken.
			Draft 10 year plan developed.



ArtWalk, Port Macquarie Town Green

2016-2019 Action Plan

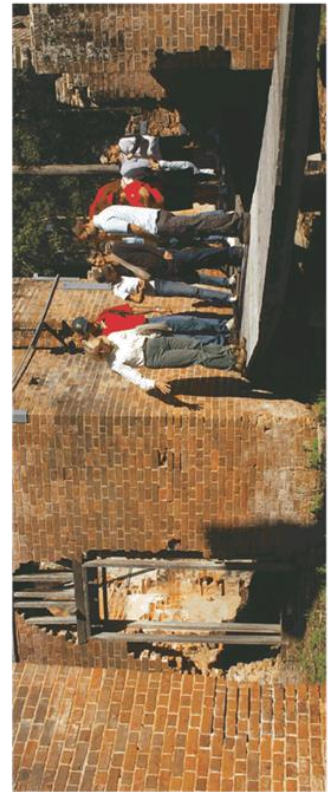
PRIORITY AREA 2 -
ACCESS, PARTICIPATION AND ENGAGEMENT

Strategy	Action	Timeframe	Measurement
2.1 Celebrate and support diverse communities through the arts, culture and heritage and encourage sustainability and capacity building.	> Facilitate programs that encourage community participation in cultural activities.	Annually	2 x programs delivered each year.
2.2 Encourage accessibility and inclusiveness in arts and culture programs as part of everyday life.	> Encourage programs that target our ageing population. > Work collaboratively with Youth Advisory Council to develop and deliver Youth Week activities and events. > Work collaboratively with our Aboriginal Land Councils to deliver programs and events. > Manage and co-ordinate the Cultural Compromises program. > Encourage programs that include engagement and participation with all sectors of the community including people with a disability, aged, health sector, young people and the disadvantaged.	Annually Annually Ongoing By June 2018 Annually	2 x creative ageing programs delivered. 2 x Youth week programs delivered. Reconciliation, Sorry Day and NAIDOC week activities delivered. No. of members participating. No. of activities promoted. No. of programs provided.
2.3 Ensure the community has access to up-to-date information about arts and cultural assets and activities.	> Develop an e newsletter for Arts, cultural and creative industries sector. > Provide online access to information regarding cultural activities and events in the region.	By December 2016 Ongoing	Newsletter developed. Database established. 4 x newsletters delivered annually. No. of events uploaded onto PMHC events page.
2.4 Develop programs that acknowledge and celebrate our Aboriginal community.	> Implement outcomes from the Aboriginal Awareness and Understanding Strategy.	By June 2018	Identified projects completed.
2.5 Facilitate and support programs that incorporate place making principles into urban & community development and enable arts and cultural programs to be experienced across the region.	> Work with community groups to develop and implement place making initiatives within their area. > Facilitate a program of activation projects with our town centres that celebrate and promote arts, culture and heritage.	Ongoing By June 2019	3 x Place specific initiatives developed per year. Program developed and initiated in Wauchope, Laurieton and Port Macquarie CBD.
2.6 Promote Port Macquarie-Haslings heritage programs and events as a key feature of the regions identity.	> Ensure arts, culture and heritage are identified in the Destination Management plan. > Develop audio guides to assist in the promotion of our arts, cultural and heritage identity	Ongoing By June 2018	Arts and Culture are featured as a promotional opportunity. Program launched with 4 x mobile app audio guides developed. No. of community audio guides produced.

2016-2019 Action Plan

PRIORITY AREA 3 -
CELEBRATING HISTORY AND HERITAGE

Strategy	Action	Timeframe	Measurement
3.1 Ensure that our heritage is recognised, valued and maintained.	> Facilitate Heritage Festival activities and events in collaboration with the local heritage sector. > Work with community enquires about best practice to manage our heritage assets.	Annually Ongoing	No. of Heritage Festival activities presented. No. of enquiries responded to.
3.2 Develop initiatives and programs that acknowledge and celebrate our Aboriginal heritage.	> Encourage the use of Aboriginal language in interpretive, destination and public signage. > Explore opportunities to highlight our local Aboriginal stories. > Undertake skills building with young Aboriginal people.	By June 2019 By June 2018 Annually	Welcome signage contains Aboriginal language. No. of interpretive signs containing language. Development of Aboriginal Public Art piece. 1 workshop delivered annually.
3.3 Continually look for ways to interpret the cultural heritage of the Port Macquarie-Haslings region, through the development of programs and partnerships with our local heritage sector.	> Work with the community to continue to highlight the heritage aspects of our region. > Undertake an audit of heritage Interpretative signage across the local Government area. > Develop a heritage signage interpretation framework.	Ongoing By June 2017 By December 2017	No. of heritage projects completed by community groups. Audit completed. Framework completed.
3.4 Work collaboratively with our museums and heritage sector to promote our local heritage.	> Meet regularly with community heritage groups. > Explore and support professional learning opportunities for museum and heritage sector participants.	Ongoing Ongoing	4 x meetings per year. No. of programs presented in the area.



Innes Ruins Heritage Tour, Heritage Festival

2016-2019 Action Plan

PRIORITY AREA 4 -
FACILITIES, PLACES AND OPEN SPACES

Strategy	Action	Timeframe	Measurement
4.1 Support innovative arts programs that represent best practice, achieve positive outcomes and encourage community vitality.	<ul style="list-style-type: none"> > Provide opportunities to showcase locally developed high quality arts programs within our community spaces. > Develop criteria to enable greater access to the Glasshouse to encourage the development of innovative and high quality locally-produced programs. 	Ongoing By December 2017	No. of opportunities presented Criteria developed. Program launched.
4.2 Identify and promote key sites for the development of cultural infrastructure and public art that will enhance community sense of belonging and contribute to the positioning of the region as a centre of cultural excellence.	<ul style="list-style-type: none"> > Undertake an audit of community and council spaces and identify venues available for arts and cultural development use. > Investigate underutilised council sites for temporary creative hubs, public art, studios, events and exhibitions. > Investigate and plan for future creative hubs, which may include revitalising existing infrastructure or strengthening existing cultural facilities. 	By August 2017 By June 2018 By June 2019	Report developed with recommendations. Report developed with recommendations. Report developed with recommendations.
4.3 Promote unique innovative arts events utilising the natural and built environment.	<ul style="list-style-type: none"> > Devise a region wide Public Art Strategy > Identify sites and commission public art installations across the region. > Work with our community to identify ways to enhance the cultural vibrancy of our Central Business Districts including our villages. 	By December 2017 By June 2017 Ongoing	Strategy developed and adopted. Implementation of Strategy and no. of installations. Regularly attend and contribute to discussions.
4.4 Manage our arts and cultural venues ensuring they are appropriately resourced, maintained and equipped.	<ul style="list-style-type: none"> > Implement strategies within the Glasshouse Strategic Plan. > Continue to provide Library services across the Local Government area. 	Ongoing Ongoing	As reported quarterly.
4.5 Effectively manage and promote the Port Macquarie Hastings arts, historical and cultural collections.	<ul style="list-style-type: none"> > Undertake an audit of Council existing public art and develop a maintenance schedule. > Undertake an audit of Council managed heritage assets and develop a management plan for all existing heritage assets. > Manage, conserve and exhibit the Port Macquarie-Hastings Council Art Collection. 	By June 2017 By June 2018 Annually	Report undertaken and schedule adopted. Report undertaken and schedule adopted. No. of exhibitions featuring the Council Collection each year.

2016-2019 Action Plan

PRIORITY AREA 5 -
COMMUNITY EVENTS AND FESTIVALS

Strategy	Action	Timeframe	Measurement
5.1 Provide opportunities for cultural celebration through festivals events and programs which offer opportunities to showcase our community.	<ul style="list-style-type: none"> > Work with our community to highlight our changing community make up encouraging multiculturalism and diversity. > Continue to support community events through the Community Grants programs. 	Ongoing Ongoing	No. of new initiatives. No. of applications received. No. of successful applications.
5.2 Ensure festivals and events programming has appeal throughout our community through diverse programming and ensuring accessibility through low cost and free programming options.	<ul style="list-style-type: none"> > Coordinate the Australia Day Festival. > Coordinate NAIDOC week celebrations > Present an annual moonlight movies program. 	Annually Annually Annually	No. of volunteers. No. of attendees. No. of events delivered.
5.3 Provide opportunities for the community to participate in a range of high quality arts and cultural experiences through performances, exhibitions and workshops.	<ul style="list-style-type: none"> > Deliver an annual exhibition program at the Glasshouse Regional Gallery that reflects the social, cultural and historical aspects that are relevant to our contemporary community. > Deliver a diverse Glasshouse performing arts program showcasing excellence in performing arts practice. > Provide public and education programs to support exhibitions and performing arts programs for audiences across the region. 	Annually Annually Annually	Annual exhibition. program delivered. Performing Arts program presented. 8 x public programs presented. 8 x education programs presented.
5.4 Provide support to arts and cultural event organisers in the community helping facilitate growth and sustainability and contributing to vibrant community.	<ul style="list-style-type: none"> > Work with event and festival organisers to utilise and access public spaces. > Provide sponsorship to new events through seed funding. 	Ongoing By June 2018	No. of applications processed No. of events delivered. No. of applications.
5.5 Identify and support key special interest events and festivals that contribute to the cultural life of the Port Macquarie-Hastings region.	<ul style="list-style-type: none"> > Support the presentation of Tastings on Hastings event. > Maintain the Handa Sister City relationship. > Investigate other opportunities for cultural exchange. 	By December 2017 Ongoing Ongoing	2 x events presented. As reported annually.

2016-2019 Action Plan

PRIORITY AREA 6 - CREATIVE INDUSTRIES, INNOVATION AND PARTNERSHIPS

Strategy	Action	Timeframe	Measurement
6.1 Recognise, support and promote local cultural and creative industries	> Ensure the Creative Industries are part of the Economic Development Strategy.	Ongoing	Creative Industries are relevant and actioned in the Economic Development Strategy.
	> Establish networking opportunities for the creative industries sector.	By June 2017	2 x networking events per year.
6.2 Improve access and create new markets by reviewing mechanisms to support the development of digital tools or apps that aggregate and enhance Port Macquarie-Hastings cultural offerings.	> Create digital storytelling projects utilising local history in libraries, historical societies and museums to celebrate local distinctiveness.	By June 2019	2 x digital storytelling projects delivered.
	> Investigate ways to increase access for people with a disability to festivals and major events and for increased access to the arts through digital media.	By June 2018	New initiative trialled at 2 x events.
6.3 Work with creative businesses to identify opportunities for business development skills and training.	> Support workshops and programs that provide skills and training for the creative industry sector.	By June 2018	4 x events supported.
	> Initiate a program to encourage creative businesses to collaborate and grow.	By June 2018	Start-Up Spaces program rolled out and delivered.



Celebrity Chef Matt Moran at Tastings on Hastings



Fire performer Hannah Indigo at Fire Water Harvest Festival, 2015

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Countdown to Christmas parade,
2015