PORT MACQUARIE-HASTINGS
COUNCIL

Cultural Steering Group

Business Paper

date of meeting: Wednesday 1 November 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.*

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

- 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.

Cultural Steering Group

ATTENDANCE REGISTER

Member	**02/06/17**	**28/06/17**	**02/08/17**	**06/09/17**	**04/10/17**	
Councillor Rob Turner (Chair)	✓	✓	✓	✓	✓	
Councillor Geoff Hawkins (Deputy Chair)	**A**	✓	✓	**A**	✓	
Brian Barker	✓	✓	✓	**A**	**A**	
Chris Denny	✓	✓	✓	**A**	**A**	
Kate Ford	**A**	✓	**A**	✓	✓	
Beric Henderson	✓	✓	**A**	✓	✓	
Jennifer Hutchison	✓	✓	✓	✓	**A**	
Simon Luke	**A**	✓	✓	**A**	✓	
Stacey Morgan	**A**	✓	✓	✓	✓	
Willhemina Wahlin	✓	**A**	**A**	✓	**A**	
Jeffery Sharp (Director Strategy and Growth)	✓	✓	✓	✓	**A**	
Lucilla Marshall (Group Manager Community Place)	✓	✓	✓	✓	✓	
Pam Milne (Glasshouse Venue Manager)	✓	**A**	✓	✓	✓	
Non-Voting						

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

Cultural Steering Group Meeting

Wednesday 1 November 2017

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PORT MACQUARIE HASTINGS COUNCIL

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**

RECOMMENDATION

That the Minutes of the Cultural Steering Group Meeting held on 4 October 2017 be confirmed.

PRESENT

Members:

Councillor Turner (Chair)
Councillor Hawkins (Deputy Chair)
Kate Ford
Beric Henderson
Simon Luke
Stacey Morgan
Group Manager Community Place
Glasshouse Venue Manager

The meeting opened at 8:06am.

01 ACKNOWLEDGEMENT OF COUNTRY

The Acknowledgement of Country was delivered.

02 APOLOGIES

CONSENSUS:

That apologies received from Jennifer Hutchinson, Chris Denny, Jeffery Sharp, Brian Barker and Willhemina Wahlin be accepted.

03 CONFIRMATION OF MINUTES

CONSENSUS:

That the Minutes of the Cultural Steering Group Meeting held on 6 September 2017 be confirmed.

04 DISCLOSURES OF INTEREST

There were no disclosures of interest presented.

05 BUSINESS ARISING FROM PREVIOUS MINUTES

ITEM 06 – 06/09/2017 – Cultural Plan Progress Report

This item was discussed as an agenda item.

ITEM 07 – 06/09/2017 – PMHC Cultural Plan Review

This item was discussed as an agenda item.

ITEM 08.01 – 06/09/2017 – Arts Youth Grant

Deferred to future meeting.

ITEM 07 – 06/09/2017 – Grant Opportunities

This will become a standing agenda item from November 2017.

Key grants achieved this month include:

Glasshouse Neon Summer Grant - $19,000.

ITEM 08.2 – 06/09/2017 – Economic Development Steering Group collaboration

A meeting between the Economic Development Steering Group and Cultural Steering Group will take place after the final Cultural Plan Review Workshop.

06 CULTURAL PLAN REVIEW

CONSENSUS:

1. That the Cultural Steering Group continue the Cultural Plan Review discussion.
2. That members of the Steering Group complete the homework assigned from the Cultural Plan Review Workshop number 2 by Tuesday 10 October 2017.
3. Note that the next Cultural Plan Review Workshop will be held on Wednesday 18 October 2017 at 9.30am.

07 BICENTENARY PROGRAM

CONSENSUS:

That the Cultural Steering Group note the proposed preliminary Bicentenary Activities.

- Discussion points included:
- Ensuring Birpai participation
- Developing clear messaging around Bicentenary
- Wrapping all Council events into the Bicentenary Program
- Concentrate on the 2018 John Oxley adventure
- Link to discover the region and tourism
- Tie into ArtWalk
- Events to reflect our 200 years of history, including; music, surfing, body boarding, scouts, etc.

That Council staff bring to the next Steering Group meeting, a draft program of activities, a list of community groups involved and any preliminary marketing and messaging around the Bicentenary events.

08 CULTURAL PLAN PROGRESS REPORT

CONSENSUS:

That the Cultural Steering Group note the information provided on actions being delivered on the current Cultural Plan.

09 GENERAL BUSINESS

09.01 ATTENDANCE AT MEETINGS BY THE PUBLIC

A question was raised around the general public's attendance of the Cultural Steering Group.

The response was that they can be invited as an observer if they possess the relevant knowledge. A proactive campaign of engagement around the new Cultural Plan will enable the community as a whole to get involved.

09.02 COUNCIL'S WEBSITE

Providing greater access to cultural information on Council's website was discussed.

This will form part of the Cultural Plan Review.

09.03 COASTAL WALK MASTERPLAN ENGAGEMENT

There is current community engagement on the Coastal Walk Masterplan. Cultural Steering Group members are encouraged to make a submission around cultural activities, public art of other ideas.

09.04 NEXT MEETING

The next Cultural Steering Group meeting will be held Wednesday 1 November 2017 at 8.00am.

The meeting closed at 8:48am.

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)

PORT MACQUARIE HASTINGS COUNCIL

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 *[insert full name of councillor]*	
In the matter of *[insert name of environmental planning instrument]*	
Which is to be considered at a meeting of the *[insert name of meeting]*	
Held on *[insert date of meeting]*	

PECUNIARY INTEREST	
Address of land in which councillor or an associated person, company or body has a proprietary interest (*the **identified land***)[i]	
Relationship of identified land to councillor [*Tick or cross one box*.]	□ 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). □ Associated person of councillor has interest in the land. □ 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 *(the **subject land***[iii] [*Tick or cross one box*]	□ The identified land. □ Land that adjoins or is adjacent to or is in proximity to the identified land.
Current zone/planning control [*Insert name of current planning instrument and identify relevant zone/planning control applying to the subject land*]	
Proposed change of zone/planning control [*Insert name of proposed LEP and identify proposed change of zone/planning control applying to the subject land*]	
Effect of proposed change of zone/planning control on councillor [*Tick or cross one box*]	□ Appreciable financial gain. □ Appreciable financial loss.

Councillor's Name: ……

Councillor's Signature: …… Date: ……..

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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.

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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

Item:	06	**Date:**	06/09/2017 4/10/2017
Subject:	Cultural Plan Progress Report		
Action Required:	That Cultural Plan Progress Report be made a standing Cultural Steering Group agenda item.		
~~**Current Status**~~	To be a standing quarterly agenda item from December 2017.		

Item:	08.01	**Date:**	06/09/2017 04/10/2017
Subject:	Arts Youth Grant		
Action Required:	That the Arts Youth Grant program will be considered as part of the Cultural Plan Review.		
Current Status	Verbal update to be provided at the November meeting.		

Item:	08.2	**Date:**	06/09/2017 04/10/2017
Subject:	General Business – Economic Development Steering Group Collaboration		
Action Required:	That the Cultural Steering Group then meet with the EDSG to talk through the shared vision.		
Current Status	A meeting between the Economic Development Steering Group meeting and Cultural Steering Group meeting will take place after the Cultural Plan Review after the final workshop.		

Item:	08.01	**Date:**	04/10/2017
Subject:	Bicentenary Program		
Action Required:	That Council staff bring to the next Steering Group meeting, a draft program of activities, a list of community groups involved and any preliminary marketing and messaging around the Bicentenary events.		
Current Status	For discussion by the Steering group members in following agenda item.		

Reports to future meetings		
Report	**Due Date**	**Requested**
Cultural Plan Quarterly Progress Report	Dec 2017	04 Oct 17

Item: **06**

Subject: **BICENTENARY PROGRAM 2018**

Presented by: **Strategy and Growth, Jeffery Sharp**

RECOMMENDATION

That the Cultural Steering Group note the proposed Bicentenary Activities.

Discussion

Council has been working with a variety of community groups, Aboriginal Land Council's, schools and Charles Sturt University to develop a program of activities for the 2018 Bicentenary of John Oxley's expedition through the region.

Council representatives have met a number of times with a group of interested community, Aboriginal and educational representatives with projects under development or looking to develop projects in 2018. An important outcome of this group is to ensure that Aboriginal consideration and participation is embedded across community projects from the outset, as well as to foster communication and linkages across community projects. Council has also developed a logo for community events to use to ensure branding consistency across Bicentenary projects.

Ultimately Council has not currently allocated any specific funding to the 2018 Bicentenary commemorations. Community groups have been encouraged to leverage various grant opportunities as much as possible to support their proposed activities.

Key projects currently under discussion include:

Wauchope:

- Many events around Wauchope around mid-October including - Return to Wauchope weekend
- Wauchope Foreshore Walk upgrade + interpretive signage trial with Wauchope District Historical Society and Lions (currently seeking funding)
- Mount Seaview Conference and exploration
- Commemorative Ball

Laurieton

- Activation of Longworth Park and Holy Trinity Church
- Heritage Walking Tours

Towns and Villages:

- Come Back to Bonny's (Bonny Hills) weekend
- Grand Opening of Hurrell House Historic Project at Comboyne
- Hurrell Family Reunion at Hurrell House Comboyne
- Comboyne Commemorative Community Cookbook (currently under research/collation)

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- Discussions around a potential sculpture at Lake Cathie
- Rolland's Plains local history project
- Dunbogan Pilot Station walking trail + grave conservation/interpretation (funding pending)

Port Macquarie:

- Mid North Coast Maritime Museum shipwreck trail along Town Beach foreshore (installation of plaques)
- Sunrise Rotary considering development of walking trail linking Town Beach east with Gaol Point/Rotary Park
- Westport Rotary considering reestablishment of Nobby Headland Memorial and walking track as part of Coastal Walk
- In initial development of interpretation signage/boardwalk on the Port Macquarie foreshore, with a focus on Birpai people's culture, and positioned in conjunction with the existing John Oxley Memorial at Town Beach.
- An Arts competition titled "Port Macquarie - Now and Then", where local artists can contribute works on various themes, for example Birpai peoples culture, Oxley meeting Birpai, the Port Macquarie environment, and more contemporary sections on modern day life in Port Macquarie. This would be in partnership with CSU, with a range of categories and prizes for all ages.
- A reconciliation walk, starting in town and finishing up at Charles Sturt University campus for lunch/ BBQ/ traditional foods event. This is a CSU event.
- Local youth project to cut a Birpai canoe, to showcase somewhere prominent, with interpretation boards as well.
-

It is also anticipated that Council's regular events and activities for the year would have an underlying theme associated with the Bicentenary.

draft 2018 Bicentenary Events			
Month	**Dates**	**Where**	**Event**
Jan	26	All	Australia Day
April	7-15	All	Heritage Festival
	12-19	Port CBD	Artwalk
	25	All	ANZAC Day
May	6	Comboyne	High Tea
	26	All	National Sorry Day
	27-3	All	National Reconciliation Week
Aug	Various	Rollands Plains	Rollands Plains events
Sept	2-10	All	History Week
	22-23	Wauchope	Mount Seaview event
	29	Wauchope	Bush Dance
	30	Bonny Hills	Back to Bonnys Family Runion Day
Oct	6	Wauchope	Governors Ball
	15-19	Camden Haven	Camden Haven events

2018 Bicentenary Community Group List

Name	Group
Jean Hegarty	Wauchope
Jeanette Rainbow	
Gary Rainbow	
Daphne Salt	
Michael Dodkin	Camden Haven Historical Society
Diane Westerhuis	
Uncle Bill O'Brien (Elder)	Birpai
David Carol (CEO Birpai Land Council)	
Kylie Moss	Bonny Hills Progress Association
Roger Barlow	
Kathy Regan	
Helen Smith Ian Simpson	
Peter Spooner (enviro sci lecturer)	Charles Sturt University (CSU)
Willie Wahlin (graphic design lecturer)	
Prue Gonzalaz	
Neil Jones	Rollands Plains
Leonie Stevens	Comboyne Community Association
Diana Parkyn	Hastings Valley Fine Arts Association

A draft logo has been developed to assist in identifying events and activities that will be part of the 2018 Bicentenary program.

Attachments

Nil

Item: **07**

Subject: **CULTURAL PLAN REVIEW**

Presented by: **Strategy and Growth, Jeffery Sharp**

RECOMMENDATION

That the Cultural Steering Group continue the Cultural Plan Review discussion.

Discussion

Following on from the successful third workshop of the Cultural Plan Review held on Wednesday 18 October 2017, the group will be sent a final wrap up of all the information gathered during the workshop sessions for comment.

A discussion on the members' thoughts about integrating the existing Cultural Plan and outcomes from the workshops will help guide the next steps in this process.

The final slides and the existing Cultural Plan are attached for the group to once again consider items that need to remain in the document and things that need to be improved.

Attachments

1View. Cultural Plan - CURRENT
2View. Cultural Plan Workshop 3 - Tactics
3View. Cultural Plan Strategies and Tactics
4View. Workshop 1 - Critique of the Current Plan

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PORT MACQUARIE
HASTINGS
COUNCIL
cultural
plan
2016
2019
our vibrant future

PORT MACQUARIE HASTINGS COUNCIL

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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)

community cultural 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 wakul Gagil) overlooking Town Beach, Port Macquarie. Image: Cherie Morton
Far right: Festival of the Sun

cultural plan

WHAT IS CULTURE?

UNESCO defines culture as the set of distinctive spiritual, material, intellectual and emotional features of society or a social group, that encompasses, not only art and literature, but lifestyles, ways of living together, value systems, traditions and beliefs (UNESCO, 2001).

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

> *"Culture in its widest sense is about what matters to people and communities. It is about relationships, shared memories and experiences. It is about identity, history and a sense of place. It is about the different cultural and religious backgrounds found in most communities. It is about the things we consider valuable for passing on to future generations. It is our way of connecting the present with the past and the future."*

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.

Roto House, Port Macquarie

Lisa Hunt performs at Tastings on Hastings

PORT MACQUARIE HASTINGS COUNCIL

In Australia, the broad concept of arts and culture is encompassed by three overlapping and interrelated sectors.

> *"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*

WHY A CULTURAL PLAN?

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 sustain our 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;

Creative Ageing Festival 2016 – Ukulele Flash Mob

> 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.

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.

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;*

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.

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 50-84 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.

Celebrating NAIDOC Week, Hay Street forecourt

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, Cowarra 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 Barnet; 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.

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, NAIDOC 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 2700km^2 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.

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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 Centers 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

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

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

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.

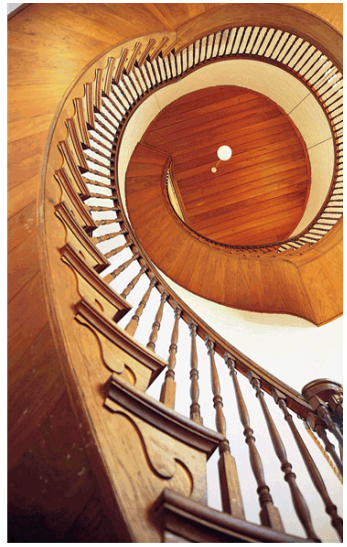
The Glasshouse provides an outstanding regional facility that connects to the broader arts community, both within the state and nationally, giving our community access to world class performances, exhibitions and workshops.

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.



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.

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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.

Figure 1: Number of engagement participants 2014

> 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 2: The above word image depicts community desire/feedback as per font size, i.e. the larger the words, the more times they were mentioned by the community through the engagement workshops, surveys and discussion.

Figure 3: This second word cloud depicts where the community said they would like to see arts, culture and heritage initiatives implemented. Again, the larger the words, the more times they were referenced by the community.

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.

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

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.

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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.

> Bellingen – 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 Flynns Beach

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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.

Stephen Killick and Stephen King, 'Harry' – Public Art Shelly Beach

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 'Octivate'

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.

PRIORITY AREA 1 –
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.	> 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.	Ongoing Ongoing	Meet with state and industry stakeholders 2 times per year. 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.
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. > 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 biannually through the Councils community Survey. (Micro Mex)	By June 2017 By June 2017 Ongoing	Guidelines are updated and enforced. Policy is adopted and guidelines endorsed. Questions are developed, submitted and included in survey.
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. > Establish working groups with relevant key stakeholders within the sectors to establish needs for skills development, and program development opportunities.	Ongoing By June 2017	Minimum of 2 x workshops per year. Working group established with quarterly meetings scheduled.
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. > 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.	By January 2017 By December 2016 Ongoing Ongoing	2 x cultural tourism workshops delivered. Council website updated and reviewed every 6 months. 2 x social media campaigns run each year.

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

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.	> 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.	Annually By June 2019 By July 2018 By January 2019	Applied for grant. Cultural precinct plan developed. No. of opportunities identified. No. of partnerships established.
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. > 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	By July 2017 By December 2016 By June 2017	Program launched in July 2017. No. of grants applied for. Guidelines reviewed. Program delivered. Guidelines reviewed. Program delivered.
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.	By June 2019	No. of community engagement sessions undertaken. Draft 10 year plan developed.

ArtWalk, Port Macquarie Town Green

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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 Companions 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-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. > 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.

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-Hastings 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

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PRIORITY AREA 4 – FACILITIES, PLACES AND OPEN SPACES

Strategy	Action	Timeframe	Measurement
4.1 Support innovative and high quality arts programs that represent best practice, achieve positive outcomes and encourage community vitality.	> 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.	> 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.	> 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.	> 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.	> 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.

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.	> 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.	> 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 though performances, exhibitions and workshops.	> 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.	> 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.	> 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.

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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.*
	> Ensure the Cultural Plan is linked to the Economic Development Digital Strategy.		
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

Countdown to Christmas parade, 2015

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Cultural Plan
Workshop 3
Vision
Objectives
Actions from the Strategies
Next steps

Greater Port Macquarie to be internationally acknowledged as an innovative leader of creativity and culture, which recognises and promotes our diverse people, places and unique past.
I do find the word 'recognised' as not particularly aspirational or inspirational. Chris

greater port macquarie creating local stories on the world stage.
Rob's haiku

Greater Port Macquarie to be recognised internationally as a leading centre of creativity and culture that integrates our diverse people, places and unique past. Beric

Greater Port Macquarie to be recognised internationally as an innovative leader of creativity and culture, which integrates our diverse people, places and unique past. Lucilla

...unique heritage.
Pam

....creativity and culture, with a vibrant community that celebrates our diverse people, places and unique past. Niomi

"To foster and promote Greater Port Macquarie as a dynamic and sustainable creative economy with a diverse culture and unique heritage." Willie

1. Develop & Empower our Regions Arts & Cultural Communities & Assets	**1A.** Resources. Undertake research and analysis that identifies the regions arts & culture communities, people and assets, their associated needs, and develop an action plan to address these needs. (n=13 Priority 1, 1, 1, 1, 1, 1,1, 1, 1, 2, 3, 3, 4) Kate, Willie	1A-i. Identify & survey our regions arts & cultural people assets / spaces / talent and what they need 1A-ii. Identify our regions arts & cultural physical assest (infrastructure, workspaces). 1A-iii. Establish a data base of venues and artists – network of our groups and increase art shows 1A-iv. Match the available infrastructure and facilities with the needs of the artists/cultural groups and their needs (undercover, electricity, Wi-Fi?) 1A-v. Use Tech to manage the talent and asset resource (app like airbnb)
	1B. Identify, promote and facilitate funding opportunities that develop our Regions Arts & Cultural communities and activities. (n=12 Priority 2,2,2,2,2,2,3,3,3,4,4,5)	1B-i. Partner with community groups, businesses, Economic Development and Destination Management Plan bodies, philanthropists and semi-aligned (ie aged care funding) to fund cultural programs to students and aged care 1B-ii. Identify grants 1B-iii. Provide training and / or consultancy support to identify, write and submit grants 1B-iv. External funding – treat corporate sponsorship like Govt funding.– Govt, corporate, etc 1B-v. Utilise funding and current infrastructure/workspaces to provide better workspaces and more accessible venues
	1C. Develop corporate partnerships as an innovative funding model. - (n= 6 Priority 3,4,4,4,5,6)	1C-i. Invite local businesses and external corporates to open up their space for arts and cultural exhibits. 1C-ii. Encourage low cost experiences.
	1D. Develop, foster and empower our community arts and culture leaders & structures. (n=3 Priority 2,4,5)	1D-i. Identify the leaders and worlds best stars (e.g. Samantha Wills) in the community. 1D-ii. Review the responsibilities and authorities of the Cultural Steering Committee
	1E. Utilise technology to increase accessibility of arts & culture. (n=5 Priority 3,4,5,5,5) Kate	1E-i. Use tech to counter the limited workspaces by giving access to people in their homes/offices (e.g. online art gallery) 1E-ii. Investigate centralised venue booking. Actively reduce red tape. Think of booking a space differently. 1E-iii. Use tech and data bases to reach new & developing audiences. App to highlight cultural activities. Mkt to new residents. 1E-iv. Research and benchmark new technology opportunities (e.g. NBN)
	1F. Collaboration to utilise the resources and skills of our research and educational organisations (CSU, Mid-North-Coast Arts) (n=5 Priority 1,4,5,6,6) Willie	
2. Create community pride and ownership in "Brand (Creative) Greater Port Macquarie" which highlights (promotes?) our unique arts and cultural heritage	**2A.** Develop & implement an Arts & Culture Marketing Plan that aligns with and supports other Council and Community Planning and Strategy documents. (n= 13 Priority 1,1,1,2,2 2,3,3,3,4,4,4,4) Kate	2A-i. Message = Local cultural brand and its economic and social impact/value. Include all demographics, arts, culture, heritage and events. 2A-ii. Define the measurable outcomes of marketing. (marketing = enquiries. Sales = conversion) 2A-iii. Develop & promote a clear program of activities, events and products in a range of places annually. 2A-iv. Tactics: Facilitate collaboration between the cultural network groups. Appeal to the competitive nature and establish PMQ festival/events with incentives? Utilise low cost / free-to-air venues to showcase local talent.
	2B. Incorporate an effective Arts & Culture Communications Strategy for both internal and external stakeholders within the Marketing Plan. (n=4 Priority 1,2,2,6)	2B-i. Modes: (i) Traditional (Papers, radio, TV, local shops & venue noticeboards) (ii) Tech: Apps, SEO, social media (iii) Dovetail with tourism and accom. marketing and communications (iv) Work the data base 2B-ii. Lobby Govt policy re: Science, Tech, ARTS, Engineering & Maths (STEAM, not STEM)
	2C. Determine and promote the economic and	2C-i. Research and develop an economic framework re value

1. Develop & Empower our Regions Arts & Cultural Communities & Assets

2. Create community pride and ownership in "Brand (Creative) Greater Port Macquarie" which highlights (promotes?) our unique arts and cultural heritage

1. Develop & Empower our Regions Arts & Cultural Communities & Assets
2. Create community pride and ownership in "Brand (Creative) Greater Port Macquarie" which highlights (promotes?) our unique arts and cultural heritage
1A. Resources. Undertake research and analysis to identify the regions arts & culture communities, people and assets, their associated needs, and develop an action plan to address these needs. (n=13 Priority 1, 1, 1, 1, 1,1, 1, 1, 2, 3, 3, 4) Kate, Willie
1A-i. Identify & survey our regions arts & cultural people assets / spaces / talent and what they need
1A-ii. Identify our regions arts & cultural physical assest (infrastructure, workspaces).
1A-iii. Establish a data base of venues and artists – network of our groups and increase art shows
1A-iv. Match the available infrastructure and facilities with the needs of the artists/cultural groups and their needs (undercover, electricity, Wi-Fi?)
1A-v. Use Tech to manage the talent and asset resource (app like airbnb)
1B. Identify, promote and facilitate funding opportunities that develop our Regions Arts & Cultural communities and activities. (n=12 Priority 2,2,2,2,2,2,3,3,3,4,4,5)
1B-i. Partner with community groups, businesses, Economic Development and Destination Management Plan bodies, philanthropists and semi-aligned (ie aged care funding) to fund cultural programs to students and aged care
1B-ii. Identify grants
1B-iii. Provide training and / or consultancy support to identify, write and submit grants
1B-iv. External funding – treat corporate sponsorship like
1B-v. Utilise funding and current
1C. Develop corporate partnerships
innovative fund
1. What are the actions? Critique?
Short, Medium, Long Time-Frame in months
2. What are the steps
Short, Medium, Long Time-Frame in months
2A. Develop & implement an Arts & Culture Marketing Plan that aligns with and supports other Council and Community Planning and Strategy documents. (n= 13 Priority 1,1,1,2,2 2,3,3,3,4,4,4,4) Kate
2A-i. Message = Local cultural brand and its economic and social impact/value. Include all demographics, arts, culture, heritage and events.
2A-ii. Define the measurable outcomes of marketing. (marketing = enquiries. Sales = conversion)
2A-iii. Develop & promote a clear program of activities, events and products in a range of places annually.
2A-iv. Tactics: Facilitate collaboration between the cultural network groups. Appeal to the competitive nature and establish PMQ festival/events with incentives? Utilise low cost / free-to-air venues to showcase local talent.
2B. Incorporate an effective Arts & Culture Communications Strategy for both internal and external stakeholders within the Marketing Plan. (n=4 Priority 1,2,2,6)
2B-i. Modes: (i) Traditional (Papers, radio, TV, local shops & venue noticeboards) (ii) Tech: Apps, SEO, social media (iii) Dovetail with tourism and accom. marketing and communications (iv) Work the data base
2B-ii. Lobby Govt policy re: Science, Tech, ARTS, Engineering & Maths (STEAM, not STEM)
2C. Determine and promote the economic and
2C-i. Research and develop an economic framework re value

Resources. Undertake research and analysis to identify the regions arts & culture communities, people and assets, their associated needs, and develop an action plan to address these needs.

1A-i. Identify & survey our regions arts & cultural people assets / spaces / talent and what they need

1A-ii. Identify our regions arts & cultural physical assets (infrastructure, workspaces).

1A-iii. Establish a data base of venues and artists – network of our groups and increase art shows

1A-iv. Match the available infrastructure and facilities with the needs of the artists/cultural groups and their needs (undercover, electricity, Wi-Fi?)

1A-v. Use Tech to manage the talent and asset resource (app: Airbnb?)

1. **What are the actions? Critique?**
   Short, Medium, Long Time-Frame in months
2. **What are the steps**
   Short, Medium, Long Time-Frame in months

(n=13 Priority 1 1 1 1 1 1 1 1 1 2 3 3 3 4) Kate Willie

Identify, promote and facilitate funding opportunities that develop our Regions Arts & Cultural communities and activities.

1. Why do we need the Funding and what will be done with the funding?
2. How much will we need pre year?

1B-i. Partner with community groups, businesses, Economic Development and Destination Management Plan bodies, philanthropists and semi-aligned (ie aged care funding) to fund cultural programs to students and aged care

1B-ii. Identify grants

1B-iii. Provide training and / or consultancy support to identify, write and submit grants

1B-iv. External funding – treat corporate sponsorship like Govt funding.– Govt, corporate, etc

1B-v. Utilise funding and current infrastructure/workspaces to provide better workspaces and more accessible venues

(n=12 Priority 2,2,2,2,2,3,3,4,4,5)

1. **What are the actions? Critique?**
   Short, Medium, Long Time-Frame in months
2. **What are the steps**
   Short, Medium, Long Time-Frame in months

Develop & implement an Arts & Culture Marketing Plan which aligns with and supports other Council and Community Planning and Strategy documents.

2A-i. Message = Local cultural brand and its economic and social impact/value. Include all demographics, arts, culture, heritage and events.

2A-ii. Define the measurable outcomes of marketing. (marketing = enquiries. Sales = conversion)

2A-iii. Develop & promote a clear program of activities, events and products in a range of places annually.

2A-iv. Tactics: Facilitate collaboration between the cultural network groups. Appeal to the competitive nature and establish PMQ festival/events with incentives? Utilise low cost / free-to-air venues to showcase local talent.

(n= 13 Priority 1,1,1,2,2 2,3,3,3,4,4,4,4) Kate

1. **What are the actions? Critique?**
   Short, Medium, Long Time-Frame in months
2. **What are the steps**
   Short, Medium, Long Time-Frame in months

Determine and promote the economic and social impact / value of arts, culture and heritage.

- 2C-i. Research and develop an economic framework re value
- 2C-ii. Register and budget projected economic contribution

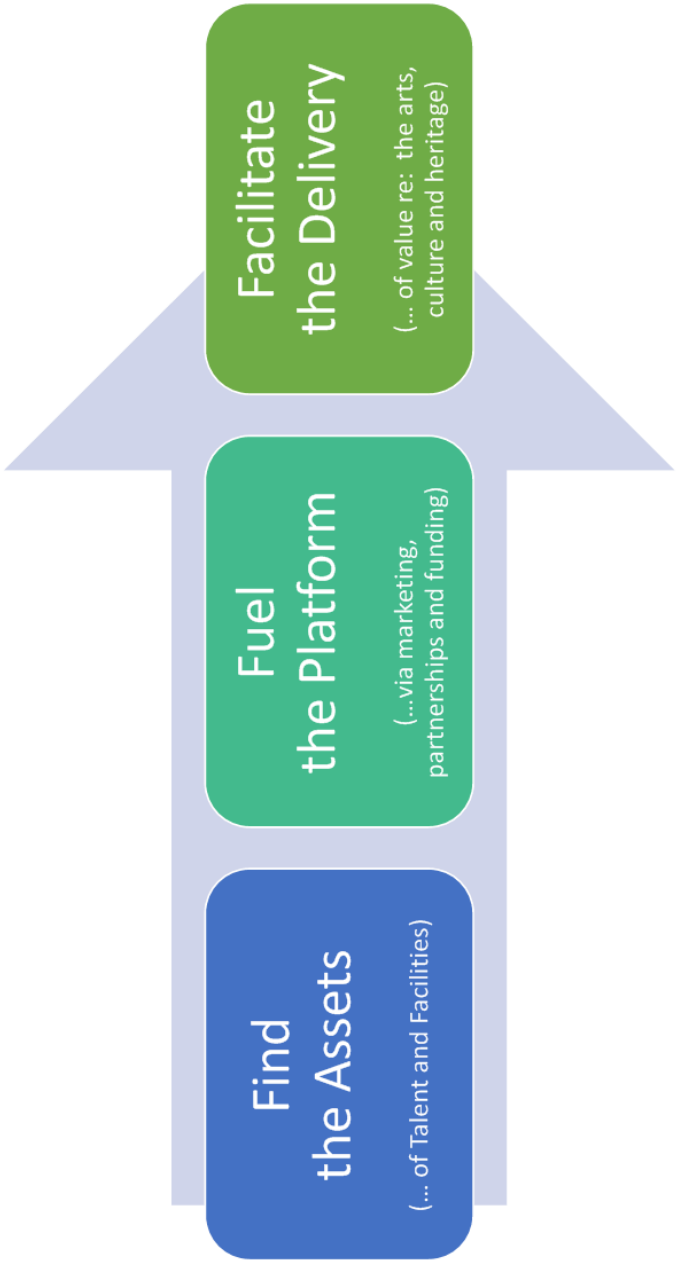
(n= 9 Priority 1,2,3,3,3,3,4,6)

1. **What are the actions? Critique?**
   Short, Medium, Long Time-Frame in months
2. **What are the steps**
   Short, Medium, Long Time-Frame in months

1C. Develop corporate partnerships as an innovative funding model. - (n= 6 Priority 3,4,4,4,5,6)	1C-i. Invite local businesses and external corporates to open up their space for arts and cultural exhibits. 1C-ii. Encourage low cost experiences.
1D. Develop, foster and empower our community arts and culture leaders & structures. (n=3 Priority 2,4,5)	1D-i. Identify the leaders and worlds best stars (e.g. Samantha Wills) in the community. 1D-ii. Review the responsibilities and authorities of the Cultural Steering Committee
1E. Utilise technology to increase accessibility of arts & culture. (n=5 Priority 3,4,5,5,5) Kate	1E-i. Use tech to counter the limited workspaces by giving access to people in their homes/offices (e.g. online art gallery) 1E-ii. Investigate centralised venue booking. Actively reduce red tape. Think of booking a space differently. 1E-iii. Use tech and data bases to reach new & developing audiences. App to highlight cultural activities. Mkt to new residents. 1E-iv. Research and benchmark new technology opportunities (e.g. NBN)
1F. Collaboration to utilise the resources and skills of our research and educational organisations (CSU, Mid-North-Coast Arts) (n=5 Priority 1,4,5,6,6) Willie	
2B. Incorporate an effective Arts & Culture Communications Strategy for both internal and external stakeholders within the Marketing Plan. (n=4 Priority 1,2,2,6)	2B-i. Modes: (i) Traditional (Papers, radio, TV, local shops & venue noticeboards) (ii) Tech: Apps, SEO, social media (iii) Dovetail with tourism and accom. marketing and communications (iv) Work the data base 2B-ii. Lobby Govt policy re: Science, Tech, ARTS, Engineering & Maths (STEAM, not STEM)

1. **What are the actions? Critique?**
   Short, Medium, Long Time-Frame in months
2. **What are the steps**
   Short, Medium, Long Time-Frame in months

Next Steps...


Facilitate the Delivery
(... of value re: the arts, culture and heritage)
Fuel the Platform
(...via marketing, partnerships and funding)
Find the Assets
(... of Talent and Facilities)

Airbnb
Experiences
THE TRUTH
HUNTER
WILLY
ELITE
RUNNER
VIRGO
SYNTH
SUPREME

Vision
Objectives
Strategies
Actions
1. Develop & Empower our Regions Arts & Cultural Communities & Assets
(Themes: Encourage and support innovation. Economically sustainable. Quantify the economic outcome. Provide opportunities for visitor and community. Bring together the culture and community. Support, promote & invest in culture, art, heritage. Ensure that current objectives are integrated. Gain corporate funding in 1-3 years)
1A. Resources. Undertake research and analysis that identifies the regions arts & culture communities, people and assets, their associated needs, and develop an action plan to address these needs. (n=13 Priority 1,1,1,1,1,1,1,1,1,2,3,3,4 | Kate, Willie 6-12months Short term
1A-i. Talent database: Identify, survey & categorise our regions arts & cultural people/talent (ABS?, retired? Semi-retired?), their offer and what they need. Cultural Hub/Artists networks. Make this an ongoing exercise.
1A-ii. Asset data base: Identify our regions arts & cultural physical assets/spaces (infrastructure, workspaces). Short term task
1A-iii. Event database: What are the current cultural and creative events in greater Port Macquarie
1A-iv. Match the available infrastructure and facilities with the needs of the artists/cultural groups and their needs (undercover, electricity, Wi-fi, storage, water, toilets, security, cleaning, parking, etc.)
1A-v. Gap analysis. - Is there a gap? Are we stronger in some areas than others? - Is this Ok or not? - Is there a need for development plan for the up-and-coming talent?
1A-vi. Use tech to manage the talent and asset resource (investigate existing app similar to airbnb)
1A-vii. Determine strategic partners - CSU, MNCAEI, CVNC, other tertiary institutions, etc
1Ai. Develop, foster and empower our community arts and culture leaders & structures. (n=3 Priority 2,4,5)
1Ai-i. Identify the leaders and worlds best stars (e.g. Samantha Wills) in the community.
1Ai-ii. Review the responsibilities and authorities of the Cultural Steering Committee
1B. Funding: Identify, promote and facilitate funding opportunities that develop our Regions Arts & Cultural communities and activities. (n=12 Priority 2,2,2,2,2,2,3,3,3,4,4,5)
Identify why we need funding?
Budget - How much do we need and what would we do with it? (Venues? Programs? Projects?)
1B-i. Collaborate & partner with community groups, businesses, corporates,/Education bodies, Arts MNC, Tertiary institutions (CSU, etc) Economic Development and Destination Management Plan bodies, philanthropists and semi-aligned (ie aged care funding) to find cultural answers
1B-ii. Identify grants
1B-iii. Provide training and / or consultancy support to identify, write and submit grants. - Identify those in the group who are familiar (successful?) with writing grants.
1B-iv. External funding - Treat corporate sponsorship like Govt funding - Govt, corporate, non-govt etc
1B-v. Utilise funding and current infrastructure/workspaces to provide better workspaces and more accessible venues
1B-vi. Aim to be self funding
1B-vii. 'Pay it forward' grants for start-ups
1Bi. Develop corporate partnerships as an innovative funding model - (n=6 Priority 3,4,4,4,5,6)
1Bi-i. Invite local businesses and external corporates to open up their space for arts and cultural exhibits. EG Art Walk, Partner with accom providers
1Bi-ii. Encourage low cost experiences.
2. Create community pride and ownership in "Brand (Creative) Greater Port Macquarie" which highlights (promotes?) our unique arts and cultural heritage.
(Themes: 3 target groups are general public (tourists & locals), Artists (local & visiting) AND Corporates (Businesses and governments). To create a positive experience for locals and visitors. Build awareness. Net Promoter School (score?). Brand awareness and brand values measurement. Identify and develop the platform for promoting. Promote and expose the creative community)
2A. Marketing: Develop & implement an Arts & Culture Marketing Plan that aligns with and supports other Council and Community Planning and Strategy documents. (n= 13 Priority 1,1,1,2,2 2,3,3,3,4,4,4,4) Kate Short and Medium term 1-2 years
2A-i. Message = local cultural brand and its economic and social impact/value. Include all demographics (incl. students and aged care), arts, culture, heritage and assets.
2A-ii. Define the measurable outcomes of marketing and how it aligns with the cultural economic value (marketing = enquiries. Sales = conversion)
Promote the economic and social value of arts, culture and heritage
2A-iii. Develop & promote a clear program of activities, events and products in a range of places annually.
2A-iv. Tactics: Facilitate collaboration between the cultural network groups. Appeal to the competitive nature and establish PMQ festival/events with incentives? Utilise low cost / free-to-air venues to showcase local talent
What is the purpose of the marketing plan? Define the product/s to be promoted. Determine measurable KPI's. Integrate with the Ec Dev plan and Destination mgt. What is the umbrella brand strategy? Define the audience of the marketing re: events, plan & delivery. Create a communication strategy. Branding - short term. Spit out events, activities and products = short term. Use external expertise as required. Develop marketing plan.
2Ai. Incorporate an effective Arts & Culture Communications Strategy for both internal and external stakeholders within the Marketing Plan. (n=4 Priority 1,2,2,6)
2Ai-i. Nodes: (i) noticeboard (paper), (ii) social hubs & venue noticeboards) (iii) Tech: Apps, SEO, social media (iv) Dovetail
2Ai-ii. Lobby Govt policy re: Science, Tech, ARTS, Engineering & Maths (STEAM, not STEM)
2AII. Utilise technology to increase accessibility of arts & culture. (n=5 Priority 3,4,5,5,5) Kate
2AII-i. Use tech to counter the tyrrany of distance by giving access to people in their homes/offices (e.g. online art gallery)
2AII-ii. Investigate centralised venue booking. Actively reduce red tape. Think of booking a space differently
2AII-iii. Use tech and data bases to reach new & developing audiences. App to highlight cultural activities. Mkt to new residents.
2AII-iv. Research and benchmark new technology opportunities (e.g. NBN)
2AIII - Educate the artists receiving sponsorships to give value for money to ensure businesses continue to sponsor
2C. Determine the economic and social impact / value of arts, culture and heritage. (n= 9 Priority 1,2,3,3,3,3,3,4,6)
2C-i. Research and develop an economic framework re value - cultural measures, economic measures, social measures. (relevant to our region). These broad frameworks already exist, therefore adapt where appropriate.
2C-ii. Register, benchmark (Group 5 councils art & cultural and budget projected economic contribution.
Engage with Arts Mid North Coast and expand steps to develop an economic impact in PMQ

Critique of the 2016-19 Plan

What was Effective... (lets keep these attributes in the updated plan)

- A great starting point
- Excellent strategies and actions
- The statements of weaknesses and threats seem to come from the hearts of local artists and creatives
- Context of the plan
- Recognising the importance of culture to place
- Recognising regional growth and the need to nature this in a positive way
- Repository of a lot of information
- Content collection of data, visuals, existing resources, becoming attractive Australia-wide
- An overview of the local area and what is currently happening rea; PMHC Understanding community expectations
- That we have a plan to work to
- Identifying some key strategies
- Summarised action points
- Canvas community feedback
- Raising awareness of arts and culture
- Proving reasoning behind doing things
- The information about the local area sets the scene
- The aims provided a framework
- Glasshouse cost management
- Recognition of the need to recognise the importance of culture and cultural activities
- Good overview Re: cultural context
- Very detailed action plan with lots of information

Critique of the 2016-19 Plan

Do More Of…

(We almost got these right. Lets make sure we pay more attention to them in the updated plan)

- More specific actions with measures
- Determine measures of success better
- Actions and measures
- Accountabilities: Define roles & responsibilities
- Relook at the community analysis and reflect what is current
- Setting the existing context and environmental scan
- Space for local artists to met and work together Professional development for artists
- Consider infrastructure implications
- Integrate actions and priorities
- Cohesiveness and understandability
- Identify existing community strengths
- Aboriginal culture
- Consider economic growth and value of creativity to other businesses (where and how to invest)
- Promote collaborative projects between different disciplines
- Recognise all arts / cultural groups/assets in our region
- More support for the community arts/ artists / infrastructure
- Link strategies to actions, KPI's of effectiveness
- Maximise the opportunities to establish, maintain and promote the MQ region as a centre of cultural excellence and leadership
- Identifying commercial contributions
- State the benefits of the activities/actions/economic/social/cultural
- Identifying the community segments that benefit from the activities

Critique of the 2016-19 Plan

Improve… (These items should be re-worked with rigor in the updated plan)

- Vision →Mission → Strategic priorities and accountability for achieving these
- More qualitative measures in outcomes
- Determine measures
- Can't be measured or tracked at a strategic level
- More succinct – clearer goals and strategies – current measures
- Public perception and how they benefit
- Economic drivers/ assets
- Conciseness of text in the plan
- Action Plan is too long – a lot to deliver in 3 years
- Refine and edit action plan

- Not logical or strategic confusing
- Re-determine key strategies
- Not clear how the measures relate back to the vision/strategy
- Linkages to improve other plans e.g. economic.
- Divide young people and older ones in the Glasshouse audiences i.e. integration of diversity
- Identifying stakeholders
- Ensure an integrated approach within Council Identify opportunities for arts and culture in the development of plans and major projects
- Integration with other sectors
- Integrating in community

- Direction of what we want to achieve
- Lacks focus – what are our strengths
- Differentiation between stakeholder groups and strategic objectives
- Funding of collaborations and sites for arts and culture
- Identifying, acknowledging and using the current resources available
- Creative/cultural statistics - drivers
- Mapping of cultural assets
- Access in real terms for up & coming businesses
- Funding & Equipment. Utilities & digital tech
- Public spaces for arts – exhibitions/performances outdoor and indoor