



Livingstone
SHIRE COUNCIL

Livingstone Shire Council
Arts and Cultural Strategic Plan

2017-2022

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INTRODUCTION

Livingstone Shire Council recognises that arts and cultural activities reflect national and local heritage and background, as well as celebrate different identities and social diversity. Arts and cultural activities inspire, educate and entertain, providing tools for understanding, managing and enhancing quality of life. They help break down social barriers, while celebrating the identities of different communities. They foster individual potential while developing a sense of community. They develop people's creativity and promote equality of opportunity. Arts and culture is an intrinsic part of community life.

Livingstone Shire Council plans to support arts and cultural activities in the Shire to help meet the objectives of Council's Arts and Cultural Strategic Plan 2017-2022. The development of an arts and cultural strategic plan enables a strategic and co-ordinated approach to cultural development in Livingstone Shire. It also ensures the involvement of the community in the process.

The main aim of the Livingstone Shire Council Arts and Cultural Strategic Plan 2017-2022 is to promote the cultural wellbeing of the people of Livingstone Shire. The strategic plan provides a rationale for Council to manage and facilitate services and resources associated with the delivery of arts and cultural outcomes for the community of Livingstone Shire.

LIVINGSTONE SHIRE COUNCIL ARTS AND CULTURAL POLICY

In 2015, Council adopted the Livingstone Shire Council Arts and Cultural Policy. The Policy Statement and Policy Objectives provide the fundamental direction and components for the development of the Livingstone Shire Council Arts and Cultural Strategic Plan 2017-2022.

Policy Statement

Livingstone Shire Council recognises that investment in the arts and culture within Livingstone Shire makes a direct and vital contribution to the prosperity, liveability and creativity of the community, promoting the cultures and values which define this diverse region to other communities across Australia and the world.

Livingstone Shire Council recognises that the arts and cultural sector comprises many activities beyond the scope of direct hard or soft infrastructure provided by Council. This includes a broad range of activities with volunteer organisations, arts and cultural offerings provided within schools, and social/community services throughout the region. Such activities are vital in enhancing Livingstone Shire's diverse lifestyles and economies.

Council commits to continuing its investment in hard and soft infrastructure and services, recognising the need to strategically plan for further investment in line with financial and community demand.

Policy Objectives

1. Creative leadership is vital to building an engaged and vibrant community with a sustainable arts and cultural sector.
2. Creative exchange is central to collaboration, partnership, development, promotion of the region and providing inclusivity and access to Livingstone's diverse communities including Aboriginal and Torres Strait Islander peoples.
3. The need to invest in creative infrastructure which provides access to facilities and programmes which build cultural capacity within the region and develop a strong arts and cultural sector.
4. Increased visibility of artists and creative work, acknowledging that this is integral to the development of audiences and enhancement of the built and natural environment of the region.
5. The need for Council and the community to invest in artworks for the ownership, benefit and enjoyment of the whole community.
6. Public art will have a pivotal role in creating a more liveable community.

LIVINGSTONE SHIRE COUNCIL ARTS AND CULTURAL STRATEGIC PLAN

Strategic Objectives

Objective 1: Support sustainable investment in programmes and infrastructure.

Create and provide investment opportunities for businesses and organisations with support through Council engagement and facilitation. Focus on visitor benefits to the Capricorn economy, outlining the value of tourism and events, including expenditure, jobs and industries supported by tourism and events with an arts, heritage and cultural focus.

Objective 2: Enable leadership and collaboration

Foster leadership through partnership development, advocacy, networking and capacity-building initiatives for artists and organisations.

Through collaboration, enable arts project development, planning and delivery for artists, arts organisations and community groups.

Objective 3: Celebrate regional identity and community distinctiveness

Support the delivery of community identity and distinctiveness through iconic events, places and spaces. Support the delivery of original, imaginative and high quality arts and cultural events and experiences which attract visitors and strengthen local community identity and pride.

Objective 4: Increase visibility of arts, heritage and culture

Increase visibility of the arts by providing platforms and conditions for artists and arts groups to exhibit their works to the community and to work towards sustainability.

Objective 5: Connecting community through arts, heritage and culture

Connect the community through arts, heritage and culture by creating opportunities for Livingstone's diverse communities to celebrate, engage and participate in cultural life.

OBJECTIVE 1: SUPPORT SUSTAINABLE INVESTMENT IN PROGRAMMES AND INFRASTRUCTURE

Create and provide investment opportunities for businesses and organisations with support through Council engagement and facilitation. Focus on visitor benefits to the Capricorn economy, outlining the value of tourism and events, including expenditure, jobs and industries supported by tourism and events with an arts, heritage and cultural focus.

Council will:

- Develop a funding strategy for infrastructure and operations which complements federal and state government, sponsorships and philanthropic support.
- Ensure Council buildings are provided with the appropriate infrastructure for multi-use, such as exhibition and performance spaces.
- Concentrate investment in professional development of arts practitioners through mentorship programmes and workshops in career and skill development.

KEY STRATEGIC ACTIONS

1. Infrastructure Review

- Conduct scheduled reviews of Livingstone Shire Council arts, heritage and cultural facilities to determine funding requirements for expansion, maintenance and upgrades of infrastructure.
- Conduct a region-wide infrastructure review of capacity, market demand, programme expansion and public expectation.
- Establish an arts, heritage and cultural infrastructure development planning strategy to meet growth potential and partnership opportunities.

2. Infrastructure Investment

- Establish an infrastructure resource database.
- Identify infrastructure capacity and future development requirements to meet market expansion and public expectation.

3. Programme Investment

• Programme Funding

Identify partnership funding opportunities with external stakeholders, for example State Library of Queensland, CQUniversity, Screen Queensland, Pilbeam Theatre, Keppel Coast Arts and local Art Galleries.

• Acquisition and Asset Management

- a) Instigate a public arts acquisition and asset management programme to secure new work for community displays and art collection.

- b) Establish a professional development mentorship programme for arts, heritage and cultural administrators and practitioners.
- History and Heritage Programme
Review resource requirements of history and heritage groups and provide assistance with funding applications and resource support to ensure product development.
- State and Federal Funding Opportunities
Conduct annual review of state and federal funding opportunities which can be presented to the arts and culture community.

OBJECTIVE 2: ENABLE LEADERSHIP AND COLLABORATION

Foster leadership through partnership development, advocacy, networking and capacity-building initiatives for artists and organisations.

Through collaboration, enable arts project development, planning and delivery for artists, arts organisations and community groups.

Council will:

- Act as a communications and promotional hub for artists and art groups by facilitating a web portal, newsletter and other media.
- Identify partnership and funding opportunities and set frameworks for successful outcomes by resource sharing and direct support.
- Form and collaborate with a co-ordinating body to:
 - a) Deliver capacity building, skills training and workshops; and
 - b) Broker opportunities for artists and organisations across broader event and festival offerings.

KEY STRATEGIC ACTIONS

1. Advisory, Management and Staff Planning

- Undertake arts, heritage and cultural organisational and staff reviews to identify administrative capacity, business strengths and advisory and collaborative capacity within the region.
- Review staff capacity to determine product development, product initiation and staffing requirements to deliver product.
- Scope administrative and programme delivery objectives for Council's Library, Arts and Culture unit positions.
- Liaise with industry, partners and peak body organisations to develop partnerships which deliver arts and cultural projects.

2. Professional Development

- Support professional development of artists, volunteers and administrators through workshops, forums and training seminars.
- Provide training for grant writing and curatorial development.
- Provide arts, heritage and cultural briefing for all Council staff involved in front-line positions to broaden community awareness of all regional initiatives and delivery of arts, heritage and cultural programmes.

3. Curatorial Development and Engagement

- Identify all artists, artisans, authors, artist groups, community groups, funding partners and networking partners and establish a resources database.
- Identify market segmentations across the region and determine key strengths (for example pottery, paint, photography and sculpture).

- Establish themes and reference points such as quintessential and unique Australian beach and bush culture for arts, heritage and cultural development.

4. Partnerships and Collaboration

- Establish a centralised fundraising database which identifies all funding opportunities for artists, artisans, authors, volunteers and administrators and assist managers with the procurement of funds through government and philanthropic resources. This will increase development, creativity and production of the arts, culture and heritage sector.
- Engage with education institutions, libraries and history partners to collaborate on sector development and participation.
- Instigate partnerships through community organisations to realise key strategic objectives through community projects.
- Monitor and evaluate stakeholder engagement and communications projects for continuous improvement.
- Provide assistance for the implementation and delivery of stakeholder engagement including meetings, programmes, responses to relevant consultations, stakeholder mapping and support for business managers in engaging communities in state-wide initiatives.
- Collaborate with regional councils participating in tourism and destination marketing across the Capricornia and Central Queensland regions to include arts and culture products in their marketing and programmes.

5. Regional Arts Development Fund

- Conduct an annual review of the Regional Arts Development Fund programme to ascertain how the outcomes can be aligned with the objectives of the Livingstone Shire Council Arts and Cultural 2017-2022 Strategic Plan through professional development and production of events and exhibitions.
- Review annual Regional Arts Development Fund outcomes to determine arts, heritage and cultural programming opportunities.

OBJECTIVE 3: CELEBRATE REGIONAL IDENTITY AND COMMUNITY DISTINCTIVENESS

Support the delivery of community identity and distinctiveness through iconic events, places, and spaces. Support the delivery of original, imaginative and high quality arts and cultural events and experiences which attract visitors and strengthen local community identity and pride.

Council will:

- Support and facilitate awareness of existing iconic events which bring recognition, cohesion and pride to the community (for example The Village Festival, Pinefest, Festival of the Wind, Brisbane to Keppel Yacht Race and Tightlines).
- Create new events to support the distinctiveness of the community and region it represents (for example Sculpture by the Sea, public arts walk, arts and heritage trails, Multicultural Week, sidewalk variety events and competitions).
- Provide the resources and means to optimise the outcomes of these events by
 - a) Managing the complementary timing of these events.
 - b) Identifying and leveraging existing cultural activity; and
 - c) Facilitating the involvement of artists and organisations.

KEY STRATEGIC ACTIONS

1. Product Development

- **History and Heritage Identity**
 - a) Invite history and heritage organisations to develop community accessible programmes and resources.
 - b) Engage with Indigenous and South Sea Islander organisations and collaborate with elders and administrators to ensure Indigenous and South Sea Islander traditions and culture are preserved and acknowledged through creative development and event delivery opportunities.
- **Artist in Residence Programme**

Identify partnership opportunities to create a region-wide residence programme for artists to work together to create outcomes unique to the Shire and the Capricornia region.
- **Festivals Programme**

Identify festival opportunities based on market and brand research.
- **Library and School Programmes**
 - a) Connect arts, heritage and cultural resources to school and library programmes.
 - b) Engage, support and encourage schools to undertake public arts initiatives as part of educational development.

2. Regional Identity

- Brand Development
 - a) Undertake an art, heritage and culture brand audit to clarify market segments and strengths to include literature, art, music, performing arts, digital media, photography, film, festivals, education and events.
 - b) Identify the Livingstone Shire arts, heritage and cultural brand, such as a unique beach, bush and natural environment.
 - c) Examine and review of the existing market and product mix and establish unique selling points which will underpin brand identity.
 - d) Invite artists to create new art influenced by the regional highlights.
 - e) Invite local artists to showcase art influenced by regional highlights.
 - f) Market unique selling point (brand) to tourism industry partners and marketing and advertising organisations for inclusion in their tourism product development and communication.
 - g) Review potential to establish a Capricorn youth arts festival to showcase art produced by young artists and provide workshops for young artists.
 - h) In conjunction with relevant stakeholders (for example Central Queensland University) review potential to establish a Capricorn theatre arts festival and training academy.
 - i) Engage with artists to develop various public arts initiatives which support the Livingstone Shire Council Arts and Cultural Strategic Plan 2017-2022.
 - j) Review public architecture to identify streetscape locations to integrate arts, heritage and cultural brand (for example Livingstone Shire Council's Central Yeppoon Place Making Programme).
- Market Position
 - a) Identify market position and point of difference in Queensland and Australia: best wetlands, bird migratory locations, longest beaches, most undisturbed habitat for arts inspiration and relaxation in nature.
 - b) Clarify family and traveller destination awareness and activate arts, heritage and culture precincts to accommodate identified markets.

OBJECTIVE 4: INCREASE VISIBILITY OF ARTS, HERITAGE AND CULTURE

Increase visibility of the arts by providing platforms and conditions for artists and arts groups to exhibit their works to the community and to work towards sustainability.

Council will:

- Collaborate with the arts and cultural sector on audience development through an ongoing programme of support for exhibitions, events, attractions and workshops.
- Identify and leverage additional audience opportunities through collaboration with other regional visitations events and attractions.

KEY STRATEGIC ACTIONS

1. Communication

- Establish an arts, heritage and cultural communication procedure incorporating a framework of community awareness activities for Council and stakeholders to deliver to the community.
- Influence effective community engagement and delivery by researching and identifying the specific issues, needs and interests of target audiences.
- Co-ordinate technical and marketing input into the accurate and timely preparation of information back to community groups.
- Support the development of campaigns, promotional and sponsorship activities from the federal and state governments and the private sector.

2. Marketing and Promotion

- Establish a coherent social media channel and newsletter registration portal and associated membership base.
- Identify existing and potential marketing channels, including print and radio advertising and social media channels and establish a marketing campaign calendar and schedule for all arts and cultural activities.
- Document advertising influence and response for effective product positioning for future campaigns.
- Establish regular media campaigns for sector promotion.

3. Tourism Promotion

- Establish a programme which can be adopted by local tour operators to promote the region and the arts, heritage and culture product.
- Investigate tour opportunities (for example cemetery, creek, beach and period architecture, wetlands, sculpture, gardens and public art).
- Celebrate Regional Arts Development Fund programme outcomes through regional presentations of events and exhibitions or other appropriate collaborations.

4. Audience Development

- Identify audience opportunities outside the region (for example: demographic interest, special interest groups) to participate in local events and programme.
- Identify opportunities for local artists to exhibit outside the region.
- Create information kits for special interest groups.
- Engage business partners to facilitate the delivery of programmes which focus on youth culture, social issues and engagement initiatives.
- Refresh public art domains on a regular basis to increase community awareness and initiate regular community feedback and public comment.
- Engage business partners to facilitate the delivery of programmes which focus on youth.

OBJECTIVE 5: CONNECTING COMMUNITY THROUGH ARTS, HERITAGE AND CULTURE

Connect the community through arts, heritage and culture by creating opportunities for Livingstone's diverse communities to celebrate, engage and participate in the arts and culture of the region.

Promote the region's arts, heritage and cultural products and experiences, showcasing key attractions in regional and local marketing activity, in particular utilising events which can emphasise the potential of Livingstone Shire's cultural assets and precincts. This will deliver unique and authentic arts, heritage and cultural leisure events and experiences.

Council will:

- Facilitate community engagement with the arts and cultural fraternities of the region.
- Provide the resources to support the participation and engagement of the community in local arts and cultural activity.

KEY STRATEGIC ACTIONS

1. Connection

- Develop a web portal for artists, artisans, authors, partners, organisations and the community to establish a single information source for arts, heritage and cultural programme listings and engagement processes.
- Promote online calendar of arts and cultural events.
- Promote online databases for artists to market works and services.
- Maintain a network and information source of arts producers involved in library programmes, new works projects, performances, workshops and exhibitions.
- Collaborate with artists, artisans, authors and organisations on fundraising, programme and product development and the delivery of strategies and initiatives.

2. Market Development

- Deliver conferences, workshops and forum activities to kindle innovation and ideas.
- Establish an artist in residence programme which focuses on the use of the natural environment and local features to inspire creative output.

3. Campaigns

- Disseminate information across identified web distribution networks and through partnership programmes to attain the broadest possible awareness of the brand and product delivery.
- Implement a brand campaign throughout communities which features arts, heritage and cultural icons and metaphors from the arts, heritage and cultural brand: historically branded markers at destination points, façade branding using unique arts from various sources within the region.
- Establish a marketing brand for Council to deliver campaigns to the broader regional community.