



# Arts+Culture Strategy

**Bundaberg Regional Council**  
Arts + Culture Strategy 2019 – 2023



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## Acknowledgement of Country

Bundaberg Regional Council acknowledges the traditional Country of the Taribelang Bunda, Gooreng Gooreng, Gurang, and Bailai Peoples and recognise that these have always been and continue to be places of cultural, spiritual, social and economic significance. We wish to pay respect to Elders – past, present and emerging – and acknowledge the important role Aboriginal and Torres Strait Islander people continue to play within the Bundaberg Region's communities.

Photo credit: Matt Daniels, Right Image Photography, NAIDOC Week Concert, Moncrieff Entertainment Centre, 2018.



“We believe that our residents and visitors should be able to enjoy the diversity of our arts + culture. We are committed to providing access, equity and participation for everyone.”

Councillor Judy Peters  
Community & Cultural Services



## Mayor's Foreword

A robust and vibrant arts and cultural vision is an essential element to making the Bundaberg Region Australia's best regional community in line with Council's stated corporate goals.

I am pleased to share with you Council's Arts and Culture Strategy, a document developed through a partnership with CQUniversity researchers and our creative community. We thank CQUniversity for its support in driving this initiative.

This new Arts and Culture Strategy represents a substantial review of Council's existing plan and proposed direction within this creative space. This document now maps a very positive direction for the next five years to align with the timeframes of our Corporate Plan 2019-2023.

It is imperative that all aspects of Council's product and service delivery grow in line with the momentum our region continues to experience. Our stakeholders have an expectation that we will deliver, in a structured manner, the arts and cultural programs that cater to the diversity of our community and engage our visitors.

Any strategy is about setting a direction. It is a process of identifying key markers. This strategy highlights that our community values:

- First Nations communities and cultures
- Diversity and access to arts and cultural programs and facilities
- Our local artistic talent
- The work of our existing venues, festivals and events
- Our arts and cultural programs looking beyond our region
- Growing creative, cultural spaces and infrastructure

The strategy articulates ways that Council can support the community's desires in these areas. These key areas become the focus for our work in contributing towards the Bundaberg Region becoming the nation's best regional community.

We look forward to an exciting five years ahead as our arts and culture strategy assists in enhancing our identity, community spirit and livability.

**Mayor Jack Dempsey**





# 1.0 Introduction

## 1.1 Purpose of the strategy

### The A to E of Arts + Culture

The Bundaberg Region has an engaged and thriving arts and cultural sector, with the arts, creativity and culture helping to ensure the region is a dynamic and attractive one in which to live, work and play. The Bundaberg Region Arts and Cultural Strategy 2019-2023 aims to provide an overarching vision and framework to guide action to enhance the provision of arts, culture and heritage facilities and programs. This strategy will also guide priorities and directions for investment in and with the community. The aim of the Strategy is to maximise the greatest possible level of public engagement in and with arts and culture – to ensure that the programming and outcomes are accessible, relevant to the community and of the highest quality. The strategy will provide direction to Council as well as to inform collaboration and development across the broader arts and cultural sector to achieve positive cultural, economic, social and environmental outcomes for the region. The strategy has been shaped around the following goal areas, or the **A to E of Arts and Culture**:

- **Arts and culture** for and by the people of the Bundaberg region
- **Brokerage, leadership and partnerships** make it happen
- **Connections and communications** enable audience development and creative networks
- **Diversity** of community experiences and participation activates culture
- **Environments, places and spaces** are accessible, alive and active.

### Definitions

What do we mean by “culture” and “the arts”?

“Culture” is all about the ways we live our lives – the things we do and say on a daily basis – our beliefs, our language, our food – the rituals and reality of daily life. In local government policy and programs, the concept of culture often includes programs related to the arts, but also history and heritage as well as libraries.

“The Arts” are some of the material ways we express and communicate feelings, ideas and beliefs through different creative forms. The arts include (but are not limited to) dance, drama and theatre, music, media and film, visual arts and crafts and writing.

That means we’re all engaged in culture AND arts in some shape or form, the arts and culture are part of everyday lives, but also help make life more interesting, engaging and meaningful.

### Acronyms

BRAG [Bundaberg Regional Art Gallery]

BRC [Bundaberg Regional Council]

CHARTS [Childers Art Space]

CQ RASN [Central Queensland Regional Arts Services Network]

CQU or CQUni [Central Queensland University]

TALC [Theatre, Art galleries, Libraries, and Community Arts]

RADF [Regional Arts Development Fund]







## 2.0 Governance

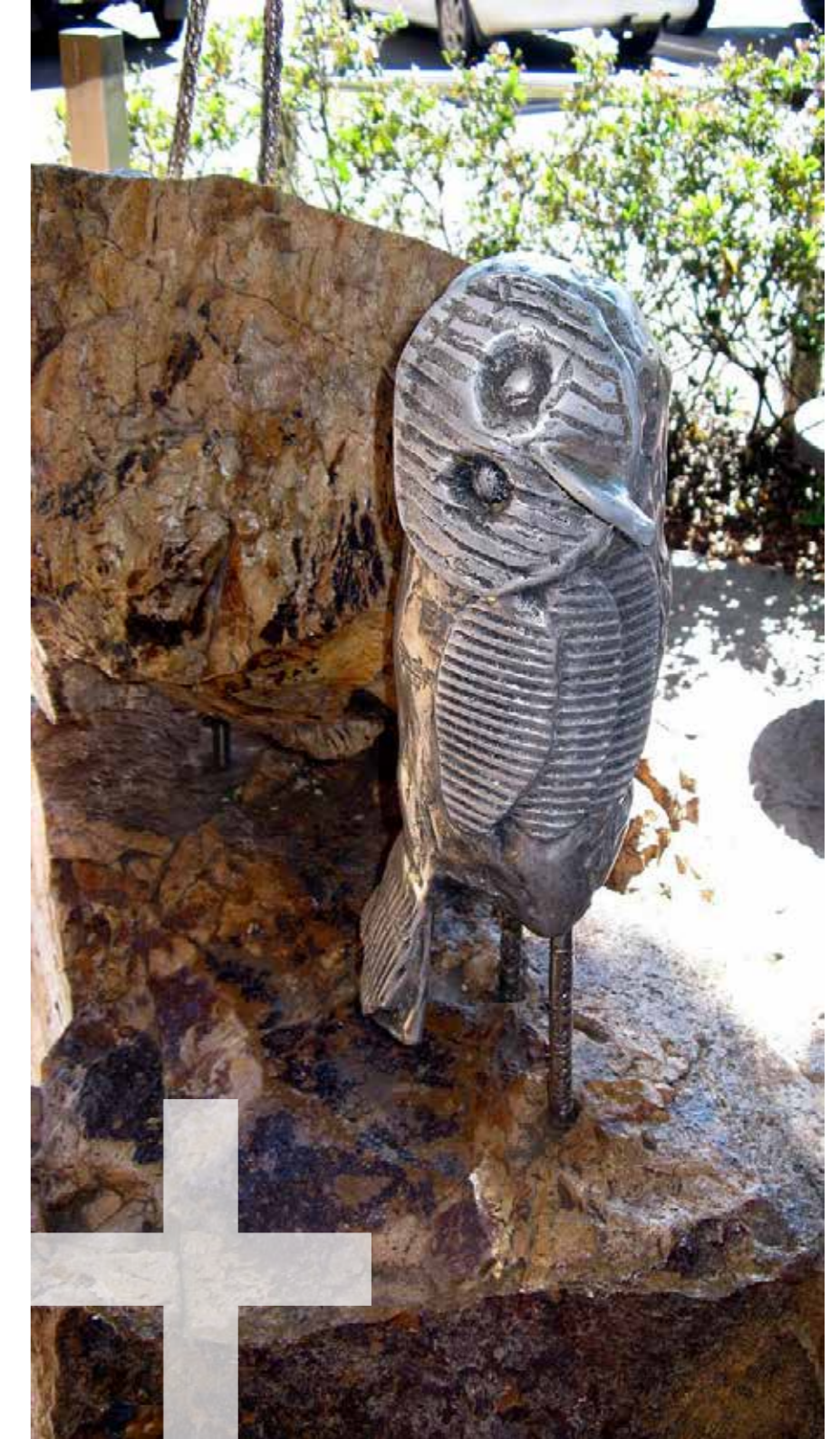
### 2.1 Alignment with Corporate Objectives

Bundaberg Regional Council's Corporate Plan (2019 – 2023) identifies the Council's vision as: **To build Australia's best regional community.**

Within the Corporate Plan, arts and culture fits mainly within the Our Community theme (as arts and cultural services sit within the Community & Environment Directorate), but there are clear connections between arts, culture and environment, people and business.

Other council strategies and planning of relevance include (but are not limited to):

- Bundaberg Region 2031
- Corporate and Long Term Asset Management Plan
- Economic Development Strategy
- Bundaberg Regional Sport and Recreation Strategy
- Youth Development Action Plan





# 3.0 Strategy Background

## 3.1 Context + Situation Analysis

### 3.1.1 Internal Situation

The Bundaberg Region is a dynamic and growing region, with a combination of coastal, urban and rural communities, balmy climate, rich cultural heritage and reputation for engaged regional arts scene. It is the gateway to the southern Great Barrier Reef, a major centre for Queensland's sugar industry and famous for its high quality fresh produce. The region features a network of distinct townships and communities as well as Bundaberg city. Each of these communities have their own identities and offer a diversity of experiences for long term residents, the tree-changers and sea-changers moving to the region and those who return, often to raise their families. The region's reputation as a cultural and creative hub is essential for promoting the attractions of the region for visitors and residents and essential for continued growth and economic development.

The regional Australian Bureau of Statistics profile for 2016 identified the population of the region at 92,897, with a median age of 45. In 2018, the population is estimated

to be 98,000. It has been predicted Bundaberg will have population growth of 22% over the twenty years from 2011-2031 (Queensland Government & ABS 2015) with a 3.2% compound annual growth rate between 2013 and 2031 (Regional Australia Institute 2017) - the equal fifth fastest growth rate of all regional cities.

Growth in the region has tended to be along the coastline reflecting national and international trends towards sea-change and green-change lifestyle living.

The total weekly personal weekly income is \$490 and levels of post-school education are below state and national averages. The relatively low socio-economic profile of the region is perhaps reflected in a strong appetite for low cost and freely available arts and cultural experiences.

The region has a small but growing professional arts and cultural sector, which saw significant growth between the 2011-2016 census years. While areas such as agriculture

and tourism are strong and growing, the major areas of employment growth for the region have been in health care, education, and administrative/support services. Arts and cultural sector can play a significant role in terms of extending the quality and range of services across these sectors, in particular in areas such as tourism, health and education.

According to the *Australia Council for the Arts*, "84% of people living in regional Australia recognise positive impacts of the arts in their lives" (2017). The Bundaberg community is no exception and are strong supporters of arts and culture with over 70% of the population attending an arts or cultural event in 2013-14. The region also has strong rates of participation in the arts which are comparable with national averages, with 23% of the greater Wide Bay/Bundaberg population participating in arts and cultural activities in the year of 2013-14 (Australia Council & ABS).

Paul Perry/Heleb Sculpture Workshop. Photo supplied by Bundaberg Regional Galleries.



Bundaberg Regional Council has a range of existing resources and facilities to host and enable the provision arts and cultural services. These include:

- Bundaberg Regional Libraries (Bundaberg, Childers, Woodgate, Gin Gin)
- Bundaberg Regional Art Galleries (Bundaberg, Childers)
- Moncrieff Entertainment Centre
- A range of community halls
- The School of Arts Building
- Bundaberg Multiplex and Conference Centre
- The Walker Street Craft Centre housing potters', woodworkers', textile artists' and visual artists' spaces
- Museums and heritage sites: Hinkler Hall of Aviation, Hinkler House, Fairymead House & Sugar History Museum, Bundaberg & District Historical Museum, Bundaberg Railway Historical Society.

There are also a range of other privately owned and managed facilities in the region including The Playhouse Theatre, owned and operated by Bundaberg Players Incorporated and a number of private galleries and studios.

Bundaberg Regional Council subscribes to the Regional Arts Development Fund (which attracts matched funding from Arts Queensland) and individuals and groups are able to apply for funding to support individual, collaborative and community projects.

Council supports a range of arts and cultural events and festivals. These include the annual Crush Festival, the Childers Festival and a range of other civic and cultural events. The region has a vast number of community run festivals and events in addition to those supported by Council.

The region has a number of key attractors for visitors and tourists and these include (but are not restricted to) being the birth place of pioneering aviator Bert Hinkler, Mon Repos and the turtle hatching area, the heritage town of Childers, the region's location as the southern gateway to the Great Barrier Reef, locally grown food, the Bundaberg Brewed Drinks and the Bundaberg Rum distillery.





### 3.1.2 Current Activity

Current activity by Council in the region can be grouped around venues and their programming, and signature or ongoing festival and/or events. These have been identified as:

- Programming of Moncrieff Entertainment Centre and the use of the venue by and for the community
- Exhibitions and public programs – Bundaberg Regional Art Gallery (BRAG) and Childers Art Space (CHARTS)
- Programming and facilities for our Regional Libraries in Bundaberg, Childers, Gin Gin and Woodgate Beach
- Regional Arts Development Fund (RADF)
- Community Arts and Cultural Development work supported by a Community Arts Officer
- Hinkler Hall of Aviation, Fairymead House/Sugar Museum & Hinkler House & other sites Council owns or supports
- The Crush Festival
- Support for The Childers Festival and other festivals across the region.



## 3.2 External Situation

### 3.2.1 Support for arts and culture

Councils play a crucial role as key providers and enablers for arts and culture within the regions. Councils often own, manage or support key venues and infrastructure and employ professional managers, curators and officers. Councils also fund arts and cultural programs directly and through various grant and funding programs, including in partnership with Arts Queensland for the Regional Arts Development Fund. It is important to acknowledge that Bundaberg Regional Council continues its commitment to funding arts and culture as a critical part of community life despite State and Federal cuts over the last five years. There are increased expectations by our community to build the best regional community and we do this in part by focusing on arts and cultural investment.

The situation of increased competition and increased call for diversity of investment in arts and cultural projects, for Bundaberg regional artists and cultural workers, is similar to those from other regions, where employment opportunities continue to be precarious, with many practitioners working in freelance or casual positions, earning their living through other employment, or engaged in education. There are opportunities that have arisen and are worth capitalising on. Arts Queensland has established the development of a Regional Arts Services Network (RASN) which will generate cross-regional opportunities for capacity building and touring. Various operators are functioning across Queensland as the organising bodies, and the Bundaberg and Wide Bay region falls into the Central Queensland RASN. Many regional centres across the country are also seeing multiple returns for significant investment in iconic and quirky arts and cultural buildings, sites and experiences – for example Bendigo Art Gallery, the painted 'silos' and so on.

### 3.2.2 Local Region

As noted in section 3.1.1, there are some unique demographics to the Bundaberg and Wide Bay region that play a key role in the development of this Arts and Culture Strategy. Perhaps most importantly, the Bundaberg region is more than just the Bundaberg CBD. Although the central part of town contains many of the key arts activities and venues (e.g. the Moncrieff), there are other hubs of enthusiasm and activity in Childers, Gin Gin, and Woodgate that are important and valued as part of this Arts and Culture Strategy.

“Councils play a crucial role as key providers and enablers for arts + culture within the regions.”

## 3.3 Challenges and opportunities

### 3.3.1 Challenges

During the consultation process, it has been possible to identify some challenges for the region and its communities that the Arts and Culture Strategy can address. Importantly, it is worth noting that many of these challenges are not unique to the region but representative of wider trends in the creative industries:

- Aging facilities or some with limited capacity for featuring locally produced work
- Occasional low audience numbers and ticket sales for some events which has resulted in poor return for investment and/or cancelling of those events
- Volunteer fatigue, in which a small group of volunteers feel they carry much of the weight
- Limited direct employment opportunities
- Lack of opportunities for professional development and post-school arts/cultural education within the region.





“  
**A focus on targeting  
the engagement  
to the wider arts +  
cultural sector.**  
”

## 3.4 Research Information

### 3.4.1 Engagement and consultation process methodology

The process for developing this strategic plan is briefly included below; however, for further detail about the community engagement strategy, it is recommended that this document is read alongside the CQU Bundaberg Region Arts and Culture Plan Targeted Stakeholder Engagement Final Report.

Bundaberg Regional Council, in conjunction with CQUniversity, undertook a 5-month community engagement strategy. This strategy included two main phases of engagement activity. The first phase included an open online survey, available for the wider public while specifically targeting artists and cultural workers and participants, and was designed to capture a sense of both the current state of activity in the region as well as the potential future strategies for the next five years.

The second phase involved a number of 'Arts & Cultural Ambassadors' being identified, who facilitated targeted consultation sessions that were intended to incorporate a wide array of arts and cultural voices across form, context, location, and demographics.

These two phases, in conjunction with other engagement with the Bundaberg Regional Council and TALC teams, informed the development of a draft strategy, which was then available for further input and consultation to result in the Bundaberg Arts and Culture Strategy 2019- 2023.

### 3.4.2 Phase 1 - Survey

Initial consultation between BRC and the CQU team generated five key objectives, the 'A-E of Arts & Culture', that became the foundation for the engagement process. These five objectives were:

- Audiences and Promotion
- Brokerage and Partnerships
- Community and Culture
- Development of artists, creative and cultural workers and new work
- Environments, places and spaces

The first phase of engagement was targeted towards the wider community, with a focus on targeting the engagement to the wider arts and cultural sector.





### 3.4.3 Phase 2 – Ambassadors

Using these objectives as starting measure points, the CQU team in consultation with BRC developed an online survey that was distributed and promoted through council and community networks, media, social media and via the ambassadors. The survey attracted 123 responses. Respondents mainly identified as audience/appreciator and volunteer or amateur artist, practitioner or cultural worker respondents. Other features of the responses were that:

- **Over 78%** were female
- **Over 92%** were from 4670 postcode
- **Nearly 48%** have lived in the region for 20 years or more
- **Over 20%** were from a culturally and linguistically diverse background
- **Only 1.7%** identified as a person with disability.

The second phase of engagement involved more targeted consultation with activated, invested members of the arts and cultural sector.

A number of local Ambassadors were identified in conjunction with BRC. These Ambassadors were selected for their knowledge of the local arts and cultural sector, their age range and geographic locations and their disciplinary expertise. These Ambassadors were engaged in an initial briefing session and an engagement pack, and then tasked with running session/s with their own networks for targeted, specific engagement.

The engagement packs included worksheets structured around the A-E objectives, and Ambassadors were asked to summarise their session data and report it back to the CQU team via an online portal.

During this phase, other specific engagement sessions were also hosted by the TALC team, and Creative Regions. These sessions were also summarised and returned to the CQU team.

In August 2018, the CQUni team met with the Ambassadors and TALC team to report back on the initial findings, and generate an iterative response to some of the data. During this time, there was also consultation with other council departments, officers, and external agencies, including: Economic Development & Major Projects; Parks; Waste; Events; and Bundaberg and North Burnett Tourism. This also provided an opportunity for the Council to provide insights, priorities, and resource information for incorporation into the plan.

### 3.4.4 Phase 3 – Analysis and Reporting

After the final data collection and engagement process was complete, the CQU team conducted an intensive data analysis process. The qualitative data collected has been analysed through a number of ways, including both manual and software coding, to identify thematic trends. These were then checked and clarified through sharing the initial findings back with the Council team and Ambassadors. Further feedback and input was incorporated into refining the themes and goals for the strategy.

### 3.4.5 Development of goals

After the analysis and reporting of the data was completed, it was clear that the five goal areas as initially identified were broadly applicable. However, some nuances emerged in the data that suggested it was necessary to rework these. After conducting a desktop scan of a wide range of other Queensland regional arts and/or cultural strategies to contextualise the plan within the state, the goal areas were reworked to become active goal statements rather than broad categories.







## 4.0 Stakeholders

The development of this Arts and Culture Strategy has actively engaged and considered information from a range of stakeholders, including:

### **Bundaberg Regional Council**

- Cr Judy Peters
- Gavin Steele, General Manager for Community and Environment
- Rod Ainsworth, Manager for Arts and Cultural Services
- TALC committee
- Economic Development & Major Projects; Parks; Waste; Events

### **Bundaberg Tourism**

**Creative Regions** as representative of a local arts organisation

**Paul Barton and Richard Coulson** (Strategic Assessment of Service Requirements for Bundaberg Regional Art Gallery)

**Wider Community** (through survey)

### **Ambassadors**

- Merissa Craft – Owner of The Paragon Theatre in Childers
- Phil Oakley – Owner of Art Plus and President of Bundaberg Arts Festival
- Nacia Rosevear – Local potter/craftsperson from Bundaberg Pottery Group
- Leanne Hutchings – Head of Performing Arts at St Luke's Anglican School and President of the Bundaberg Eisteddfod Committee (music and speech and drama eisteddfods)
- Robert McLellan – Owner of MAD Dance and Traditional Owner
- Brad Marsellos – Producer at ABC Wide Bay and local artist/photographer/filmmaker
- Kyle Schneider – Member of Bundaberg Players Incorporated
- Kris Sheather – Member of the Bundaberg Writers' Club and local writer
- Lewis McKee – Town Planner and musician
- Christie McLucas – Disability Worker at IMPACT and local musician/performer
- Christine Spence – Heritage and museums



# 5.0 Summary of Findings

Some key points arising from the consultation process are summarised as follows:

## 5.0.1 Valuing Local Talent and Highlights

There was a strong valuing of local talent, both appreciating that there were many talented artists in the Bundaberg Region while also requesting further opportunities for these local artists to shine. There was also appreciation for the history and highlights of the area, including Mon Repos Turtle hatching area, Childers historic town and buildings, the quality of food and related festivals and events.

## 5.0.2 The Importance of Communications and Connections

The most frequently mentioned themes concentrated on ideas of communicating and connecting. There appeared to be a strong sense of disconnect or feeling that there was a lot happening, but people didn't always know about it. Suggested strategies focused on more advertising, social media, events website and communications through schools. There was an interest in a central directory, site, publication for information, social media and physical promotion, such as hanging signs, banners and so on, were mentioned. The interest included emphasis on both ways of increasing accessibility of information to the general public and potential tourists as well improving the opportunities and mechanisms for local artists to share their work and events. Also further collaboration or relationships, for example between the galleries and the libraries.

## 5.0.3 Valuing Existing Venues and Events/Festivals

There was an appreciation for existing venues such as the Moncrieff Entertainment Centre, BRAG, CHARTS, the Playhouse Theatre and the Libraries. There was an appreciation for existing festivals such as the Crush Festival, while also an interest in having more festival opportunities as well as having ongoing events outside of festivals. The surveys showed a strong interest in more public art, and activated, accessible outdoor spaces especially for live performance such as music and theatre. Better links between arts and tourism were strongly requested, such as arts walks or tying into historical stories, heritage sites and buildings. Expanding opportunities to host arts and cultural activities in the natural environment and outdoor spaces such as the foreshore or parks were frequently mentioned.

## 5.0.4 Opportunities through Partnerships

Across the survey and consultation sessions, there was strong support for better links between arts and tourism sectors and businesses. Specifically, ideas included turtle and tourism related opportunities, revitalisation of the 'whale wall' and more public art. There was also a valuing of the history and heritage of the region and identification of opportunities to develop more cultural tourism experiences and using the arts to tell the stories of the region. There was an interest in further links to schools and education as well arts and health, the NDIS and food and agribusiness.







# “The most frequently mentioned themes concentrated on ideas of communicating and connecting.”

## 5.0.5 Programs and Looking Beyond

The strong interest in festivals was complemented with a desire for regular events and programs, including public programs for adults as well as children. There was discussion about linking the development of new work – which may involve leading artists from outside the region – working with local artists and communities/schools. A number of people identified the number of talented creatives who have left Bundaberg to build their careers in metropolitan centres and there was considerable interest in a possible ‘alumni’ program to bring them back for residencies and events.

## 5.0.6 Creative and Cultural Spaces and Infrastructure

While there was a strong appreciation of existing venues, there were concerns expressed about the limitations of some spaces, disability access for some, and about there being limited places for creatives to sell work. There was strong interest in increasing the range of spaces for making, exhibiting, performing and selling work, including pop up spaces and outdoor amphitheatre. Workshop and storage space were also identified as being limited.

## 5.0.7 First Nations and South Sea Islander cultures

Discussions about First Nations arts and cultures highlighted the importance of community connections, recognition of Indigenous knowledge, arts, and culture practice and an activation of places and spaces. Specific suggestions include establishing a collaborative cultural committee to facilitate conversations and connections to Council, as well as creating a local Indigenous Cultural Officer role. There is a desire to see festivals and showcasing of Indigenous work outside of NAIDOC week, for example: a pictorial history of the First

Nations stories, activating outdoor and natural spaces such as creating walking paths with culturally relevant art, and supporting an expansion of Indigenous resources and creative arts at the Library. Throughout consultations, the specific experiences and heritage of South Sea Islander Australians for the region were also highlighted, in particular in relation to the region’s sugar history. The living heritage of Australian South Sea Islander is important to acknowledge through arts and cultural programs, such as support for the further development of tours (which have occurred in the past) and visibility in arts and cultural programs, events and exhibitions.





# 6.0 Strategic Intent

## 6.1 Vision + Values

### 6.1.1 Vision

To build Australia's best regional community, its identity, spirit and liveability, through our arts and culture.

### 6.1.2 Values + Beliefs

- We value the power of the arts and culture to express our regional identity to the world
- We want our arts and cultural experiences to be relevant and innovative
- We build our artists' profiles by nurturing people and passions
- We embrace the diversity of our communities and the importance of ensuring arts and culture are accessible and inclusive
- We acknowledge that the investment in arts and culture has tangible economic and social benefits for our region.

### 6.1.3 First Cultures + Peoples Statement

For generations stretching back thousands of years the Bundaberg region has been a place where the Taribelang Bunda, Gooreng Gooreng, Gurang, and Bailai Peoples lived and gathered to share culture, to celebrate, to sing, dance, tell stories and create  
We therefore draw inspiration from our First Nations peoples to affirm the role of the arts and culture to connect, inform, inspire as a part of our personal and communal lives.

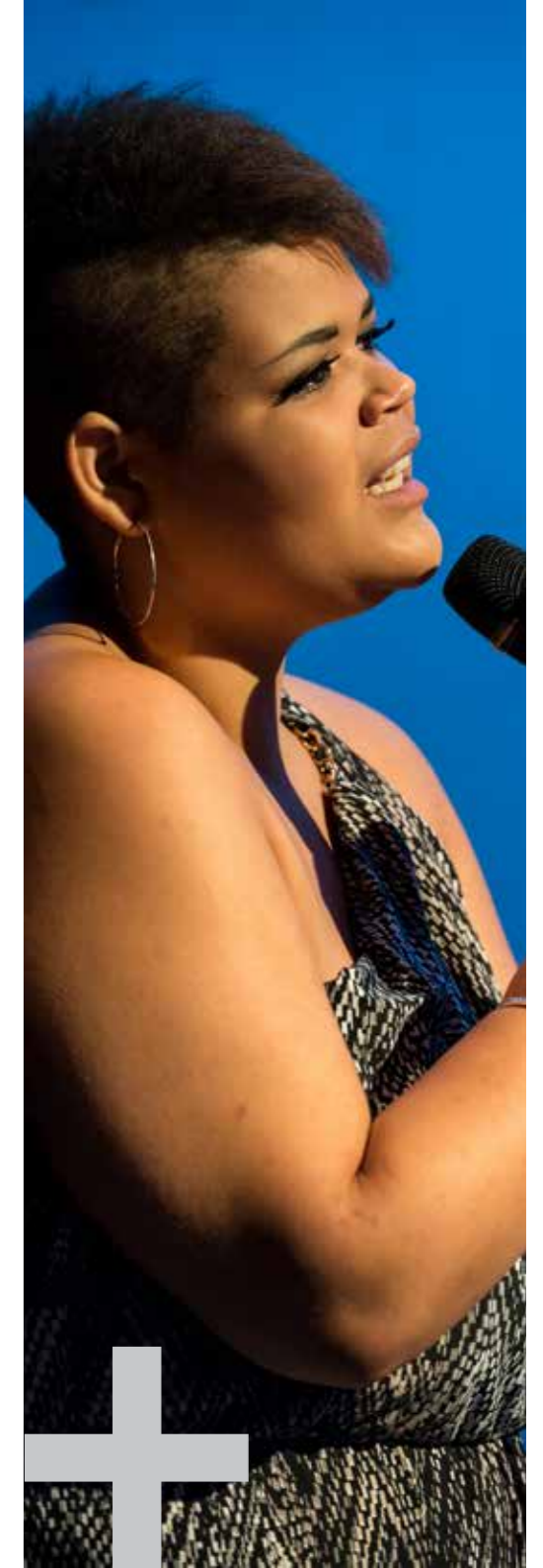
## 6.2 Goal Statements + Objectives

# A

### Arts + culture for and by the people of the Bundaberg region.

We will encourage people to create and innovate, and extend opportunities for local artists and creatives with a view to regional, national and global possibilities.

- A.1 Increase public programs for the region
- A.2 Increase professional development and training opportunities for the region
- A.3 Improve opportunities for arts leadership, excellence and exchange
- A.4 Maximise regional arts development fund program opportunities for both creatives and BRC
- A.5 Encourage innovation in creative practice
- A.6 Increase opportunities for financial success for the region's creatives





# B

## Brokerage, leadership + partnerships make it happen

We will broker, lead, advocate and collaborate to ensure arts and culture thrive and provide benefits for all.

- B.1 Embed arts and culture across council policy & programs
- B.2 Partner with our arts and culture organisations & sector
- B.3 Build strong partnerships with local business & sectors
- B.4 Establish the Bundaberg Arts Foundation
- B.5 Maximise connection with central Queensland regional arts services (CQ RASN) network (2018 – 2021)





# C

## Connections + communications enable audience development + creative networks

We will connect and communicate across our communities and beyond to let people know about who we are, what we have, what we do and who we want to be.

- C.1 Establish strong communications presence and network to reach arts and cultural sector

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- C.2 Identify opportunities for networking beyond the local region

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- C.3 Maintain commitment to advocacy and amplification of the arts and cultural sector

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# D

## Diversity of community experience + participation activates culture

We will recognise and promote our First Nations peoples and cultures and the diversity of our community through participation and experience.

- D.1 Recognise and support First Nations peoples

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- D.2 Support the key role of festivals & celebration for community and culture

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- D.3 Recognise and support the diversity of artists, creatives, and audiences in the region

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- D.4 History and heritage of community

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Ray Peek Exhibition Installation, Bundaberg Regional Art Gallery, 2017.





## E

### **Environments, places + spaces are accessible, alive and active**

We will develop and promote our creative, cultural and heritage spaces, extend access and activate alternative spaces and places for making and sharing.

- E.1 Identify and develop a network of creative spaces & hubs
- E.2 Invest in new gallery and creative precinct development
- E.3 Activate non-traditional spaces
- E.4 Invest in public art, programming and collections



# 7.0 Strategy Implementation

## 7.1 Actions, Timeframes + Measures

The following strategy specific actions that align with the goal statements outlined previously. These have been assigned appropriate timeframes (within the five-year parameters). Measures of success have been identified across the strategic area as a whole rather than against individual actions. Some of these actions and goals are more intangible than others, and harder to measure. As such, the measure points are indicative only. Baseline data should be collected (if not already sourced) and specific measurement methods should be implemented to ensure accurate evaluation and reporting.

“The best kept secret is the number of high quality artists in our area, that are under-recognised + under-utilised.”







“The region punches well above its weight for a community this size. This is evidenced particularly in music, the calibre musicians in Bundaberg is outstanding.”



## Arts + culture for and by the people of the Bundaberg region.

Strategy	Action	Timeframe
<b>A.1</b>	<b>Increase public programs for the region</b>	
A.1.1	Curate a suite of public programs across Council venues and Arts and Cultural Services that meet the needs of different target groups	2019 - ongoing
A.1.2	Develop arts programming budgets and partner to apply for funding to allow access to works of excellence to tour into the Bundaberg Region	2019 - ongoing
A.1.3	Develop arts programming budgets to allow for local works of excellence to tour regionally, nationally, and internationally	2019 - ongoing
A.1.4	Review and resource Crush Festival as a key signature event for the region, including links to community, local artists and development of new works	2019
A.1.5	Introduce a public art program, with commitment to commission at least one new work per year. This can be linked to festivals/events as appropriate.	2019 - 2020
<b>A.2</b>	<b>Increase professional development and training opportunities for the region</b>	
A.2.1	Extend the range and scope of professional development across range of skill levels: beginning/amateur through to professional, in areas such as business skills, marketing, curating, social media and communications, etc	2019 - 2020
A.2.2	Host professional development and training offerings from groups outside the region (e.g. Flying Arts; Galleries, Libraries and Museums organisations)	2019 - ongoing
A.2.3	Host local, state, and national experts to provide professional development opportunities	2020
A.2.4	Support and encourage RADF applications and support artist development; especially with a view to making practitioners competitive for Arts Queensland, Australia Council and other funding opportunities.	2019 - ongoing

Strategy	Action	Timeframe
<b>A.3</b>	<b>Improve opportunities for arts leadership, excellence and exchange</b>	
A.3.1	Develop an active, professional exchange program that allows high profile artists/creatives to come to the region to partner with local practitioners	2020 - 2021
A.3.2	Continue the Ambassador program, or another cross-sectoral program, to extend connectedness, leadership and advocacy in the region	2019 - 2020
A.3.3	Develop a program for commissioning and curating new work in partnership with other areas in council and levels of governments. This should include both works from nationally significant artists as well as profiling local artists.	2020 - ongoing
<b>A.4</b>	<b>Maximise regional arts development fund program opportunities for both creatives and BRC</b>	<b>2019</b>
A.4.1	Review and re-invigorate the RADF process:	
A.4.1.1	Revisit and regularly review program priorities;	
A.4.1.2	Review the current application processes, particularly with a view to increasing accessibility;	
A.4.1.3	Leverage RADF funds to support strategic initiatives, e.g. CQ RASN.	Ongoing
<b>A.5</b>	<b>Encourage innovation in creative practice</b>	<b>2020</b>
A.5.1	Encourage experimentation across artforms, including digital innovation	2019 - ongoing
A.5.2	Increase access to digital technologies (3D printers, VR equipment, etc)	2019
A.5.3	Work with CQUniversity/Qld TAFE/Schools and other groups to generate strong partnerships and opportunities for learning, innovative, and/or experimental practice	
A.5.4	Connect arts and culture, and local artists' work, in with the Smart City Program	2019 - ongoing
<b>A.6</b>	<b>Increase opportunities for financial success of the region's creatives</b>	<b>2019 - ongoing</b>
A.6.1	Maintain and improve opportunities for artists and creatives to showcase and sell their work (see E.2, 3), including through new avenues, such as with tourism entities, food and agribusiness ventures.	
A.6.2	Identify and encourage employment opportunities for local artists and creatives (e.g. workshop facilitation; education opportunities; commissioning public art, and so on)	

### Measures of our success

- Improved attendance numbers at events
- Increased tours, events, and exhibitions of significant and excellent works and/or artists
- Increased and improved opportunities for local artists and works to tour
- Increased public art installations
- Increased PD offerings
- Increased employment of local artists/creatives to deliver PD offerings
- Increased applications and funding through RADF for professionalisation
- Increased recognition for artists in the region (e.g. through prizes, funding)
- Increased ability to attract nationally and/or internationally significant artists
- Increased application numbers and quality for RADF program
- Successful partnership with CQ RASN in funding; leadership; and opportunity
- Increased sales for local artists
- Increased visibility and profiling of local artists
- Ephemeral measures (e.g. anecdotal feedback; mainstream media; and social media)







# B

“Create as many partnerships between as many varied sectors as possible. Engage all areas of the community.”

## Brokerage, leadership + partnerships make it happen.

Strategy	Action	Timeframe
<b>B.1</b>	<b>Embed arts and culture across council policies &amp; programs</b>	
B.1.1	Identify Council staff as arts/culture leaders and connectors for the region	2019
B.1.2	Use the existing Council locations and staff as centralised hubs for discipline activity e.g.:	
B.1.2.1	The Moncrieff for performing arts	
B.1.2.2	The Library for writing & heritage	
B.1.2.3	The Gallery for visual arts	
B.1.3	Support development and resourcing of Community Cultural Heritage Officer role, and opportunities to use the arts to activate cultural heritage	2019 - 2020
B.1.4	Support the development and resourcing of a First Nations Cultural Officer role to increase access to, and relevance of, Council's programs to First Nations communities.	2019 - 2020
B.1.5	Encourage all Council sectors to consult, discuss, and identify opportunities for embedding arts and cultural strategies into their own action plans	2019 - ongoing
<b>B.2</b>	<b>Partner with our arts and culture organisations &amp; sector</b>	
B.2.1	Identify key arts and cultural animators and activators across our arts and cultural sector and host networking and brokerage events	2019 - 2020
B.2.2	Maintain and develop partnerships with professional arts and cultural organisations, as well as schools and learning institutions to plan and deliver targeted programs as appropriate	2019 - ongoing

Strategy	Action	Timeframe
<b>B.3</b>	<b>Build strong partnerships with local business &amp; sectors</b>	
B.3.1	Host planning/networking events that specifically link artists and creatives with tourism/food/agribusiness to extend cultural tourism opportunities and ventures	2019 - 2020
B.3.2	Broker connections and partnerships with other sectors such as health and wellbeing	2019 - ongoing
B.3.3	Encourage local business to invest and sponsor local arts and cultural events, and assist in that role	2020 - ongoing
<b>B.4</b>	<b>Establish the Bundaberg Arts Foundation, &amp;/or other arts/cultural leveraging fund</b>	<b>2019 - 2020</b>
B.4.1	Develop a plan for a Bundaberg Arts Foundation, as a key policy and community engagement opportunity, which can function as a broker for business and community arts and cultural partnerships	
<b>B.5</b>	<b>Maximise connection with Central Queensland Regional Arts Services (CQ RASN) Network (2018 - 2020)</b>	<b>2019 - ongoing</b>
B.5.1	Continue role in CQ RASN, Wide Bay Cluster	
B.5.2	Identify and support opportunities for cross-regional projects, programs, tours that provide outcomes for both Wide Bay and the broader Central Queensland region	

### Measures of our success

Increased inclusion of arts and culture across Council dialogue and planning

Successful recruitment and implementation of Community Cultural Heritage Officer role

Successful recruitment and implementation of Indigenous Cultural Officer

Increased collaborations and partnerships with professional arts organisations

Increased events for cross-industry collaborations

Increased financial partnerships with cross-industry partners

Increased sponsorship of local events

Identified outcomes as part of collaborations with education, tourism, and other businesses within the region

Ephemeral measures (e.g. anecdotal; media; social media)

Increased visitation to the region



# C

## Connections + communications enable audience development + creative networks

"An easy flow of information to ensure that all programs are offered in a way that all of the community can access them."

Strategy	Action	Timeframe
<b>C.1</b>	<b>Establish strong communications presence and network to reach arts and cultural sector</b>	
C.1.1	Develop and roll out a centralised online hub for event and activity promotion	2019
C.1.2	Maintain timely and widespread sharing of information through old and new media	
C.1.3	Use a strong social media presence both through Council managed handles and also identifying social media influencers of the region	
C.1.4	Ensure a strong social media management strategy and resource marketing and/or publicity roles to meet demands for digital content development and online presence	
C.1.5	Identify and encourage non-traditional advertising, in conjunction with place activation (see E.3 on page 16), for example: flags, installations, billboards, and café art	
<b>C.2</b>	<b>Identify opportunities for networking beyond the local region</b>	<b>2019 - 2020</b>
C.2.1	Use the opportunity of CQ RASN to partner and tour projects with the wider Central Queensland area	2019 - 2020
C.2.2	Host and support regional event/activity that invites and includes cross-disciplinary and cross-regional creative outcomes, as part of CQ RASN funding	2019 - ongoing
<b>C.3</b>	<b>Maintain commitment to advocacy and amplification of the arts and cultural sector</b>	
C.3.1	Use Council's position to provide amplification for lesser heard voices and art forms	2019 - 2020
C.3.2	Provide platform for, and promote, advocacy for the arts and cultural sector both internally (in Council) and outward facing	2019 - ongoing
C.3.3	Champion the value of arts and cultural sector to the region	

### Measures of our success

- Increased recognition of arts and cultural activity in the region
- Increased audience numbers at events
- Ephemeral measures (e.g. social media; anecdotal feedback)
- Improved analytics for media, social media, and online presence
- Implementation of marketing/publicity/social media roles
- Improved social media presence for BRC, and arts and culture
- Increased recognition and platform opportunities for marginal groups





# D

“Large scale community events to draw people to the region, youth arts and culture activities to tell the local stories and promote First Nations culture.”



## Diversity of community experience + participation activates culture.

Strategy	Action	Timeframe
<b>D.1</b>	<b>Recognise and support first nations peoples</b>	
D.1.1	Maintain and build strong connections with Aboriginal and Torres Strait Islander peoples, Elders, and history within the region including representation for arts and cultural groups and planning	2019 - ongoing
D.1.2	As per B.1, develop and support a First Nations Cultural Officer role, as well as resources for supporting these strategic aims	2019 - ongoing
D.1.3	Support programming with a focus on First Nations voices, creators, and stories, for example:	
D.1.3.1	River Rocks repatriation	2019 - 2020
<b>D.2</b>	<b>Recognise &amp; support cultural diversity in programming</b>	<b>2019 - ongoing</b>
D.2.1	Maintain and build strong connections with the South Sea Islander peoples, Elders, and history within the region and expression through programs and planning	
D.2.1.1	South Sea Islander history and culture with Sugar industry	
D.2.2	Build connections with other established and emerging culturally diverse communities and include these voices and stories in programming decisions	
<b>D.3</b>	<b>Support the key role of festivals &amp; celebration for community and culture</b>	
D.3.1	Support the range of festivals, both signature to the region and specific to communities, as key opportunities for arts and cultural expression and participation	2019 - 2020
D.3.2	Support the development of artists-in-residence programs pre and post festivals to increase engagement and impact.	2019 - 2020
D.3.3	As per A.1, review the role of Crush Festival as signature event for the region, as well as support for arts/culture in other major events for the region.	2019

Strategy	Action	Timeframe
<b>D.4</b>	<b>Recognise and support the diversity of artists, creatives, and audiences in the region</b>	<b>2019</b>
D.4.1	Identify and support programs to maximise access for diverse and marginalised voices in the community, for example: people identifying with a disability; senior citizens, and people in low socio-economic circumstances through public programs, projects and commissions	2019 - ongoing
D.4.2	Pay artists, creatives, and other arts and cultural workers appropriately	2019 - ongoing
D.4.3	Work closely with Community and Youth Development Officers in Council to build, maintain, and improve connection with diverse communities	
<b>D.5</b>	<b>History and heritage of community</b>	<b>2019 - ongoing</b>
D.5.1	Continue to build programs and priorities related to the local heritage and history supporting opportunities to connect in particular with tourism.	

### Measures of our success

Increased participation by First Nations representatives within arts/cultural planning & programming

Increased specific and targeted programming including First Nations voices

Increased recognition of signature festivals and events in the region

Increased numbers at events and festivals

Improved outcomes for local artists: sales, professional development, employment

Improved programming and direction for cultural heritage in the region

Ephemeral measures (e.g. anecdotal feedback; social media; mainstream media)







“Activation of public spaces that have unique stories attached to the location.”

## Environments, places + spaces are accessible, alive and active.

Strategy	Action	Timeframe
<b>E.1</b>	<b>Identify and develop a network of creative spaces &amp; hubs</b>	
E.1.1	Identify a network of creative spaces, halls, rehearsal and performance spaces for making and sharing arts and culture	2019
E.1.2	Identify a series of creative 'hubs' - physical and ephemeral, that collect like-minded people, programming, and may be supported through combinations of council programming/community driven action	2019
<b>E.2</b>	<b>Invest in new gallery and creative precinct development</b>	
E.2.1	Develop plans for a creative precinct to act as a drawcard for locals and visitors to the CBD	2019
E.2.2	Recognise the ageing arts and cultural facilities in Bundaberg and actively develop plans for refurbishment and/or replacement of facilities in line with recognised contemporary arts practice, workplace health and safety, and access considerations	
E.2.3	Encourage the development and ongoing maintenance of multi-use and specialist arts and culture community spaces, including address the needs for:	2019 - ongoing
E.2.3.1	Workshop and rehearsal space;	
E.2.3.2	Artist run and pop-up exhibition spaces	
E.2.3.3	Smaller performance venues;	
E.2.3.4	Digital art (including projections)	
E.2.3.5	Storage necessities for community arts organisations	
E.2.4	Ensure appropriate capacity for professional, touring and local work in the range of exhibitions/space are incorporated into any new or renovated gallery and creative precinct development	2019 - ongoing
E.2.5	Invest in a Maker space – a location that combines traditional and digital disciplinary practices that cross between arts, craft, and STEM (or STEAM).	2020 - 2021

Strategy	Action	Timeframe
<b>E.3</b>	<b>Activate non-traditional spaces</b>	
E.3.1	Investigate and identify key non-traditional spaces for place activation: parks, skate park, foreshores	2019 - 2020
E.3.2	Encourage short and/or long term activation of these spaces through targeted funding and in-kind support from Council to local arts and cultural organisations or groups	2019 - ongoing
E.3.3	Ensure smooth Council permit and zoning information and application processes to enable community to maximise opportunity in the open public spaces of the region	2019
E.3.4	Develop public programming that includes pop up events and galleries, especially during high tourist season	2019 - ongoing
E.3.5	Refine and resource a program of accessible art workshops, facilitated by the community arts officer and local creatives, that can be easily transferred and transported, and allow activation of non-traditional spaces that reach beyond the CBD.	2019 - ongoing
<b>E.4</b>	<b>Invest in public art, programming and collections</b>	<b>2019 - 2020</b>
E.4.1	As per A.1, allocate an annual budget for the development of public art. This may coincide with signature festivals and events as opportunity to reinvigorate public spaces.	
E.4.2	Review the Bundaberg Regional Art Collection policies and priorities, including links to outcomes from residencies, public programs and festivals	
E.4.3	Develop museums and heritage collection strategies and review other museum and heritage policies and programs.	

### Measures of our success

Specific outcomes for facilities, including: increased usable spaces; improvements or refurbishments for existing buildings; increased storage options

Increased tours of national significance in new creative precinct

Activation of new, non-traditional spaces for arts events

Improved Council permit applications and approvals

Increased attendance numbers at events

Increased collaborations for artists, creatives, and council

Increased recognition of arts and culture as part of wider community events

Improved offerings for activity that reaches beyond Bundaberg CBD

Ephemeral measures (e.g. anecdotal feedback; social media)





## 7.2 Catalyst Projects

Many of the strategy actions will be implemented as part of Council's ongoing investment in arts and cultural facilities and programs. The following list highlights some key catalyst project area and initiatives that will assist council to deliver tangible, achievable outcomes that relate to multiple objectives listed above which deliver over and above the status quo and respond to community demand as identified in this strategy.

1. Development of Bundaberg Arts Foundation and other mechanisms for leveraging funding for arts and cultural purposes to connect key Council, business and community decision makers and help achieve outcomes for the Arts & Cultural Services Strategy and support Council's community engagement aspirations.
2. Touring arts excellence funds - develop arts programming budgets to allow access to work of excellence to tour to the Bundaberg Region and for local work of excellence to tour regionally, nationally and internationally.
3. Public Programs development funding – targeting programs related to arts and cultural facilities and museums to ensure that programming decisions are relevant and connected to community needs and desires across visual arts and performing arts as well as heritage facilities.
4. Arts/Cultural marketing/publicity roles – develop capacity in this regard to take full advantage of digital and social media as well as the increasing demands on digital content development.
5. Review the Crush Festival and consider links to other new or existing festivals and opportunities to connect with key destination tourism messaging for the region, and the development and profiling local artists through significant arts projects, commissions and residencies.
6. Build a new work commissioning and curating program - in partnership with all levels of government to engage nationally significant artists and connecting to local artist development.
7. Review the Bundaberg Regional Council Art Collection and create a new strategy for commissioning and acquisition around regionally and nationally significant themes.
8. Public art commission program – providing funding for at least one new work per year. This might coincide with regional festivals and events.
9. Develop new positions to fill key service gaps in Arts & Cultural Services including a First Nations Cultural Officer and Community Heritage Officer.
10. Target community arts programs to focus on arts participation by different audiences and sectors.



## 8.0 References

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COVER IMAGE: Simon Degroot,  
*Build, Connect, Grow*, 2017,  
Bundaberg Regional Art Gallery Carpark.