

Southern Highlands Inspired!



Arts and Culture Strategic Plan 2015 - 2031



Acknowledgement of Country

We acknowledge the Traditional Owners and Custodians of this Land and we pay respect to the past and present Elders of the Country of the Wingecarribee Shire.

Cover Image – Detail from *Winds of Change* by Jane Cavanough located on cnr of Moss Vale Rd & Eridge Park Rd Burradoo

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Introduction and Definitions

What is Southern Highlands Inspired!

Southern Highlands Inspired! is the arts and culture strategic plan for the Wingecarribee Shire. It is based on the structure, themes and goals of Wingecarribee 2031+, the Community Strategic Plan which is the blueprint for the future of the Southern Highlands. It represents the vision, aspirations, goals, priorities and challenges for our community in regard to arts and culture. This strategic plan will form the basis of the Arts and Culture Delivery Program 2015-2017. The Delivery Program will detail the shorter term Actions, Responsibilities, Timeframes and Resourcing to start delivering the *Southern Highlands Inspired!* Goals and Strategies.

The aim of *Southern Highlands Inspired!* in relation to arts and culture, is to:

- Outline a **Vision** for the future
- Provide clearly expressed principles to **guide decision making**
- Describe realistic and sustainable **goals**
- Reflect and extend **community aspirations**
- **Foster** a love of and interest in arts and culture
- Establish the Southern Highlands as a place which supports **great art** and the **strengthening of artistic and cultural practices**
- Celebrate and use the existing **assets** of the region.
- Enlist arts and culture to **define the region**
- Utilise arts and culture to **engage community**
- Develop a mechanism for including arts and cultural aspects into broader community decision-making

What is arts and culture?

Arts and Culture can be defined in many ways. This plan uses the following definitions from the *National Arts and Culture Accord* (An Australian, state, territory and local intergovernmental arrangement agreed through the meeting of cultural ministers in 2013)

“The Accord adopts a broad concept of arts and culture encompassing 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 includes 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 artefacts 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."

Southern Highlands Inspired! relates to all of these sectors.

What is Community Arts & Cultural Development?

Councils are considered key players in Community Arts and Cultural Development.

Creating Australia, an independent not-for-profit organisation that provides support and leadership to the Community Arts and Cultural Development (CACD) sector (2015) defines Community Arts and Cultural Development as:

"the creation of art by, with and for people from the community for the purposes of growth, positive change, cultural expression and/or improved health and wellbeing for individuals and communities.

A recognised arts practice, it involves professional artists and cultural practitioners working with community groups or individuals to deliver art-based activities that are considerate of values and identity.

CACD can incorporate any art form including theatre, film, visual arts, dance, music, literature and digital art. It provides opportunities for all people to express themselves through art and acknowledge and celebrate personal and shared stories."

Under this definition, many of the goals in Wingecarribee 2031+ can be achieved utilising the practice of community arts and cultural development. Southern Highlands Inspired! seeks to introduce CACD strategies as responses to the goals where appropriate.

Context for *Southern Highlands Inspired!*

With a landscape that has fascinated and inspired those who visit its towns and villages, the Southern Highlands is home to over 47,000 citizens and is a growing population at a rate of over 550 people per year. The attractions are many; the landscape, the villages and towns, the history and heritage and the culture of the area.

The Wingecarribee Shire lies 75 kilometres from the south-western fringe of Sydney, 47 kilometres from its eastern boundary with Wollongong and 110 kilometres from the Sydney central business district. The Shire sits within the Sydney – Canberra – Melbourne transport corridor on the Southern rail line and Hume Highway. The M5 motorway provides rapid access to Campbelltown, Liverpool and other key metropolitan centres within the Sydney basin. The Shire includes the well-known towns and villages of Moss Vale, Bowral, Berrima, Exeter, Bundanoon, Mittagong and Robertson, each with its unique sense of community and diverse cultural heritage.

The Aboriginal history of the area is rich and diverse. The Southern Highlands forms part of Gundungurra tribal lands and preservation of Aboriginal heritage is significant. The proportion of Aboriginal and Torres Strait Island residents has risen to 1.8% of the population, but is lower than the average in the rest of NSW. European settlement dates back to early 1800s with first contact between Aboriginal people and Europeans occurring in 1798. Settlement followed in 1821 at Bong Bong.

The population is older than the national average. Of the total population of the Shire at the 2011 Census, the median age was 45 (the national median age was 37). Older couples without children made up 16% of the population (compared with 9% nationally). Comparing the Shire with other regional areas the Shire's population was also older. Empty Nesters and Retirees (60-69 yrs old) made up 14.6%, Seniors (70-84) 12.1% and Elderly aged (85 and over) 2.6% (figures for Regional NSW were 11.9%, 10.3% and 2.3% respectively).

Having said that, in terms of age structure, the school age and under (0-19) and 40-59 age groups were not far behind the 60+ age group in the percentage of the population. Percentages were 25.9% (0-19), 17.4% (20-39), 27.6% (40-59), 29.2% (60+).

People of non-English speaking background made up only 5% of the population compared to 16% nationally. This is on a level with the rest of Regional NSW.

Despite the perception of the Southern Highlands being a wealthy area, the median weekly household income at the 2011 Census was \$1,094 compared to the national median of \$1,234. However, the figure was higher than the median for Regional NSW of \$961. Education levels were higher than Regional NSW with 18% having a Bachelor or Higher degree compared to 12%. But this was slightly lower than the 19% national level.

Wingecarribee Shire is predominantly rural in character with agricultural lands separating towns and villages characterised by unique landscape and aesthetic appeal. The geography of the Southern Highlands is spectacular; positioned on a spur of the Great Dividing Range some 640 to 800

metres above sea level, the land includes a diversity of geographic elements; highlands, mountainous and tableland areas, abundant forests, arable fields and meadows. Nobody who visits the area can forget its grandeur and majesty.

Among the local population of the Wingecarribee Shire Council is a growing proportion of artists, performers, writers, poets, musicians, craftspeople, painters and sculptors, broadcasters, film and television actors and high profile political, business and industry personalities. In the 2011 Census, 277 reported their industry of employment as Arts and Recreation Services (an increase of 26% from the 2006 Census). There is an attraction to the landscape, but also to a changing lifestyle from the busy and congested cities to a slower, quieter place in which to live, create and make art. There is also a strong demand for cultural activities and opportunities from audiences, participants and artists as evidenced by the numbers seeking information through Council's weekly e-newsletter *ArtsInfo*. The number of subscribers as at June 2015 was 946 (an increase of 27% on the same time last year, an average of 4 new subscribers each week). Around 10 new local cultural events or opportunities are added to *ArtsInfo* each week with around 15-20 activities occurring in an average week (including exhibitions, film, music, theatre, workshops and talks).

In contrast, however, the area does not support any large arts or cultural facilities so exhibitions and performances visiting the area or being produced locally are restricted to the capacity provided by the more than 100 small venues some of which are supported by Council, and others by various churches, schools and community groups. There is no one venue that can provide adequate space or facilities for most of the larger exhibitions and shows on tour around Australia, consequently, residents travel significant distances to Canberra, Wollongong, Goulburn, Sydney and Western Sydney to access the larger offerings of touring companies. Alongside an expressed desire to see such a facility in the area, is a determination to grow locally based audiences, from early school age to retirement age, so that all residents in the area can take advantage of both local culture and that of the larger cities and metropolitan areas.

With the growing interest in arts and cultural activities in the area, festivals and fairs draw participation from a broad field of interests. From *Tulip Time* to *Brigadoon* to the *Southern Highlands Arts Festival*, activities flourish from gardens to Scottish culture, from poetry to cricket, from art to antiques and music to wine. Such diversity can only increase and there is great potential for partnerships and joint ventures to emerge that will see cross-fertilisation of arts and cultural activities with a number of other industry and business interests in the future.

Those consulted in the planning stages believe that the Wingecarribee Shire is in a prime location in NSW to enhance the arts and cultural life that already exists and to build on this by exploring a future where those from further afield make the Shire a destination for witnessing, participating in and acquiring local arts and culture. It already has a burgeoning identity as a gem in the NSW landscape and, given the local talent and vision, could effectively convince those who do not see the sparkle to become part of a progressive journey with those who do.

This cultural plan has emerged through a process of community consultation and research that produced deep and wide responses and information. It not only develops broadly based overarching aims, but looks at many of the details and rationales behind the recommended strategies. These have been contributed by its citizens, both those engaged in its arts and cultural life and those less so. The brief to ensure the dovetailing of the Wingecarribee Shire Cultural Plan into the existing Community Strategic Plan will ensure that others become involved in shaping a rich cultural future for the area and its citizens.

Guiding principles

The principles and values that underpin the framework for developing Southern Highlands Inspired! are the same as for Wingecarribee 2031+ i.e. **Social Justice** and **Sustainability**. These principles and values were genuinely considered when developing the goals and strategies contained in this plan. All goals and strategies seek to attain an outcome that is sustainable and strives for equity, access, participation and equal rights, particularly for the disadvantaged and vulnerable.

Social Justice

- Equity: There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need
- Access: All people should have fair access to services, resources and opportunities to improve their quality of life
- Participation: Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives
- Rights: Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life

Sustainability

Development of Wingecarribee 2031+ was underpinned by the foundations and principles of sustainability. Sustainability means different things to different people. It can be described as the integration of environmental, social, economic and governance goals, processes and performances. However, these dimensions are not always in harmony.

The broader definition or paradigm that underpinned the development of W2031+ was: “*meeting the needs of the present without compromising the ability of future generations to meet their own needs.*” (Brundtland 1987)

Southern Highlands Inspired! is also informed by the Council's existing **Arts and Culture Policy adopted in 2001** which includes the following policy statements:

Council acknowledges that arts and culture play a significant role in Wingecarribee's cultural development and sustainability as a community.

- Council will, by active means, identify and assess the community's arts and cultural resource base and on-going needs.
- In proceeding with cultural planning for the Shire, Council will do so in partnership with its communities and relevant stakeholders.
- Within practical limits Council will pursue equity of access, whereby as many people as possible will have the opportunity to participate in the practice and appreciation of the arts and cultural activities of their choice.
- Council and its officers will maintain an open and unbiased viewpoint in regard to individual and community choice and diversity.

The Arts and Culture Policy state's Council's Role as:

Council will provide the cultural infrastructure, including staff and resources, to support the following:

- Council will be responsible for sustainable cultural planning (including cultural tourism)
- Council will act as a facilitator of arts and cultural activity in the Shire
- Council will provide advice and assistance to community members and the Shire's arts and cultural industry and its practitioners
- Council will provide funding for arts and cultural activity through a community grants scheme
- Council will advocate on behalf of arts and cultural development in the Shire to all relevant bodies and individuals.
- Council will actively seek funds to support planned arts and cultural development and activity.

Council's Arts and Culture Board (Arts & Culture Committee) as a significant part of Council's cultural infrastructure, is to be recognised and utilised by Council as the source of informed advice to Council on arts and cultural policies and opportunities as they arise and/or change.

Related Polices and Plans

Southern Highlands Inspired! relates to the following Council, Regional, State and Federal policies and plans:

Council and Regional

- Arts and Culture Policy 2001
- Public Art Policy 2010
- Community Engagement Policy 2014
- Economic Development Policy (in development 2015)
- Positive Ageing Strategy (in development 2015)
- Disability Inclusion Action Plan (in development 2015)
- Youth Strategy (in development 2015)
- Aboriginal and Torres Strait Islander Strategy (in development 2015)
- Wingecarribee Public Library Strategic Plan 2011
- Community Road Map - Southern Highlands 2013 (Inland NSW Tourism)

State

- NSW Ageing Strategy 2012
- Create in NSW: The NSW Arts and Cultural Policy Framework 2015

Federal

- Australia Council for the Arts, Disability Action Plan 2014 - 2016

Our Vision

Wingecarribee 2031+ Vision

In 2031 we will be a healthy and productive community, learning and living in harmony, proud of our heritage and nurturing our environment.

Southern Highlands Inspired! Vision

In 2031 arts and culture in the Southern Highlands will be thriving, unmissable, known for its excellence, inspiring to all ages, and belong to and available to everyone. The Shire's cultural heritage will be valued, preserved and celebrated.

How to read *Southern Highlands Inspired!*

The overarching driver behind *Southern Highlands Inspired!* is the vision statement. The content of *Southern Highlands Inspired!* was developed to achieve this vision taking into account the current and anticipated challenges and issues as well as other plans and strategies relevant to our Shire.

Southern Highlands Inspired! is comprised of five themes – People, Places, Environment, Economy and Leadership. These are the same five themes in Wingecarribee 2031+ and this structure helps make the connections to the Community Strategic Plan.

Each theme contains a number of goals and strategies which are the aspirations or destinations as identified or described by our community for *Southern Highlands Inspired!* Council's role in the implementation of each strategy is identified and defined as follows:

- Leader: Council will lead the development and implementation of detailed plans and actions to implement this strategy and achieve progress towards the identified goal.
- Facilitator: Council will facilitate the development and implementation of detailed plans and actions with other stakeholders to implement this strategy and achieve progress toward the identified goal.
- Advocate: Council will advocate for the development and implementation of detailed plans and actions with other stakeholders to implement this strategy and achieve progress toward the identified goal.

Themes and Goals for *Southern Highlands Inspired!*

Leadership

- AC 1.1** Arts leaders work strategically, positively and **respectfully** together and engage with the community to achieve cultural development benefits
- AC 1.2** Opportunities for **innovation**, boldness and the challenging of cultural norms are fostered and supported while promoting artistic excellence
- AC 1.3** Development of **partnerships** and networks amongst and between local artists, the wider community and the arts industry are encouraged, facilitated and supported
- AC 1.4** Arts and culture planning and **decision-making** is informed, inclusive, open, accessible and strategic

Places

- AC 3.1** People can get to arts and culture activities
- AC 3.2** Existing cultural venues, facilities and sites are assessed, and maintained, developed and promoted as appropriate
- AC 3.3** New cultural venues for the future are planned
- AC 3.4** There is more art in public places that suits that place

Environment

- AC 4.1** Cultural activities enhance and celebrate the natural environment
- AC 4.2** Sustainable living is promoted through arts and culture
- AC 4.3** Waste reduction is promoted through arts practice
- AC 4.4** Cultural activities are planned to be carbon neutral

People

- AC 2.1** More people experience and are inspired by arts and culture
- AC 2.2** Every child and young person has the opportunity to experience the richness of arts and culture
- AC 2.3** People can find out about arts and cultural activities
- AC 2.4** A diverse, creative and vibrant community is fostered through arts and culture and the Shire's cultural heritage is valued, preserved and celebrated

Economy

- AC 5.1** Excellence and diversity in arts and culture skills education is supported
- AC 5.2** The 'Southern Highlands' is recognised as a leading arts and culture destination
- AC 5.3** Arts and culture and creative industries are contributing to local economic development
- AC 5.4** Arts and culture and creative industries are creating a wide range of job and career opportunities

Leadership

Wingecarribee 2031+ Goals for Leadership

- Our leadership is based on mutual trust to foster and embody values of respect, responsibility, integrity and ethical governance
- Wingecarribee leadership is visionary through creative thinking and practical planning
- The Wingecarribee community has strong networks that supports collaboration, partnerships and empowerment
- We act in an inclusive manner with open information, communication, views and participation
- We all work together in a flexible and responsive way utilising community values to achieve our vision for Wingecarribee 2031+

Southern Highlands Inspired! Goals for Leadership

- Arts leaders work strategically, positively and **respectfully** together and engage with the community to achieve cultural development benefits
- Opportunities for **innovation**, boldness and the challenging of cultural norms are fostered and supported whilst promoting artistic excellence
- Development of **partnerships** and networks amongst and between local artists, the wider community and the arts industry are encouraged, facilitated and supported
- Arts and culture planning and **decision-making** is informed, inclusive, open, accessible and strategic

There are many stakeholders in the leadership of Arts and Culture in the Shire. Leadership can be found in elected leaders, community representatives, business and industry as well as Council staff.

Planning the future of Arts and Culture is a shared responsibility which can be achieved through focused partnerships and relationships enabling the arts and cultural outcomes identified by the community. Leadership is needed not only by Council and other levels of Government, but also other organisations, groups and individuals within the Southern Highlands.

- **Leadership – Goals and Strategies**

Goal AC 1.1	Arts leaders work strategically, positively and respectfully together and engage with the community to achieve cultural development benefits	Council's role	Other stakeholders
1.1.1	Ensure systems and processes are in place to achieve good outcomes with mutual trust and collaboration	Leader	Artists, arts leaders, arts organisations and community members
1.1.2	Foster respect through continuing engagement and communication activities using a variety of modes and mediums	Leader and Facilitator	Artists, arts leaders, arts organisations and community members
1.1.3	Ensure mutual benefit rather than self-interest is at the forefront of planning and decision-making	Leader and Facilitator	Artists, arts leaders, arts organisations and community members
Goal AC 1.2	Opportunities for innovation, boldness and the challenging of cultural norms are fostered and supported whilst promoting artistic excellence	Council's role	Other stakeholders
1.2.1	Facilitate opportunities for the arts community to have access to information, research, training and people at the leading edge of the arts	Facilitator	Arts community
1.2.2	Promote opportunities for new ideas and proposals to be brought forward and discussed with an open mind	Leader and Facilitator	Artists, arts leaders, arts organisations and community members
1.2.3	Actively seek opportunities for financial support of innovative projects	Leader	Artists, arts leaders, arts organisations and community members
1.2.4	Promote the role of the arts as a catalyst for change	Facilitator	Community

Goal AC 1.3	Development of partnerships and networks amongst and between local artists, the wider community and the arts industry are encouraged, facilitated and supported	Council's role	Other stakeholders
1.3.1	Foster and support networking and collaboration between artists and local business, community organisations, and across functional areas of Council.	Facilitator	Artists, local businesses, local community organisations, Council staff
1.3.2	Encourage regional partnerships with other Councils through membership and active participation in the STARTS (Southern Tablelands Arts) network	Leader and Facilitator	Artists, STARTS, regional Councils
1.3.3	Support the development of informal networks to promote collaboration between artists of all disciplines	Facilitator	Artists
1.3.4	Facilitate and support the maintenance and development of databases and registers of cultural assets including artists and organisations	Facilitator	Artists, arts organisations
1.3.5	Encourage private funding of arts facilities and projects identified in the Arts and Culture Strategy by supporting arts philanthropy through the Southern Highlands Arts Fund	Facilitator	Southern Highlands Arts Fund

Goal AC 1.4	Arts and culture planning and decision-making is informed, inclusive, open, accessible and strategic	Council's role	Other stakeholders
1.4.1	Promote informed decision-making through the provision of community cultural development awareness training for arts leaders	Leader and facilitator	Arts leaders
1.4.2	Promote awareness of Council's <i>Community Engagement Policy</i> to arts leaders	Leader and Facilitator	Arts leaders, arts community, general community
1.4.3	Use the appropriate level of community engagement tools and accountable processes in decision-making about arts and culture projects and funding	Leader and Advocate	Arts leaders, arts community, general community
1.4.4	Encourage diverse community representation on Council's Arts and Culture Committee	Leader and Facilitator	Arts community, general community
1.4.5	Facilitate a discussion and review of arts and culture decision-making, organisational structures, staffing and resourcing across the arts community (Council and non-Council)	Facilitator	Arts community, arts organisations
1.4.6	Monitor trends in arts and culture and consider these when reviewing the Plan	Leader	Researchers, wider arts industry

People

Wingecarribee 2031+ Goals for People

- Wingecarribee community has access to a variety of cultural, recreational and sporting opportunities
- Wingecarribee people have a healthy lifestyle and inclusive community
- Services and facilities are provided locally to meet the needs of our community
- Wingecarribee fosters a diverse, creative and vibrant community

Southern Highlands Inspired! Goals for People

- More people experience and are inspired by arts and culture
- Every child and young person has the opportunity to experience the richness of arts and culture
- People can find out about arts and cultural activities
- A diverse, creative and vibrant community is fostered through arts and culture and the Shire's cultural heritage is valued, preserved and celebrated

The arts can engage, provoke, amuse and excite us. The arts can also reflect and shape our sense of community identity and help build social cohesion.

Providing access to a range of cultural experiences from a young age sets people up for a life of being able to enjoy the fun and benefits that participation in arts and culture can bring. Young people with disabilities have many barriers to participating in cultural activities.

People are brought together through participation in cultural activities whether it is as performers, audience members, volunteers or students. Everyone can get involved when barriers to participation are addressed – whether that is just knowing what is going on, getting there, physical access, relevance, appeal and having a range of activities happening. Arts participation is also good for physical and mental health, self-esteem and for overcoming social isolation. The arts can cheer you up! The arts also encourage reflection and an appreciation of beauty and wonder. It has the ability to transport you from the everyday and stimulate the senses.

Valuing, preserving and celebrating the Shire's cultural heritage adds to the richness of community life and helps form a strong sense of the Southern Highlands as a special place. Libraries, museums, historical organisations and the Aboriginal Cultural Centre have an important role in achieving this.

People - Goals and Strategies

Goal AC 2.1 More people experience and are inspired by arts and culture		Council's role	Other stakeholders
2.1.1	Encourage, welcome and facilitate a broad range of exciting arts and cultural experiences in a diversity of art forms	Leader and Facilitator	Artists, arts organisations
2.1.2	Continue to develop and expand the annual Southern Highlands Arts Festival to include a wider range of art forms and reach a wider audience	Leader and Facilitator	Artists, arts organisations, arts businesses
2.1.3	Foster the development of new arts and cultural experiences presented in everyday places that surprise and delight	Facilitator	Artists
2.1.4	Develop a wide range of audience development strategies to attract new audiences both in numbers and demographics	Leader and Facilitator	Arts presenters
2.1.5	Support arts and culture activities and programs through the Community Assistance Scheme	Leader	Arts organisations
Goal AC 2.2 Every child and young person has the opportunity to experience the richness of arts and culture		Council's role	Other stakeholders
2.2.1	Facilitate the establishment of a local "arts in schools" network to share information about arts activities in schools, identify gaps in provision of arts and culture opportunities and develop a joint strategy to address the gaps	Facilitator and Advocate	Local schools, NSW Government, STARTS, Goulburn Regional Conservatorium (GRC)
2.2.2	Ensure the access needs of children and young people are given a high priority in the planning of arts and cultural infrastructure	Leader and Facilitator	Children and Young People, Young Families
2.2.3	Encourage and facilitate opportunities for children and young people to be involved as collaborators with artists in arts and culture projects in spaces such as playgrounds, schools and youth facilities	Facilitator	Public artists, Youth Sector
2.2.4	Support and encourage music presenters to review and implement specific audience development and programming strategies that engage children and young people	Leader and Facilitator	Music presenters, STARTS, GRC
2.2.5	Encourage and support arts and culture activities for children and young people in the smaller villages and towns	Facilitator	Village organisations
2.2.6	Review the barriers to participation in arts and culture by children and young people including cost, transport, availability of appropriate venues and disability access <i>(in reference to Youth Strategy and Australia Council Disability Action Plan)</i>	Facilitator	Children & young people inc young people with disabilities, schools, organisations

Goal AC 2.3 People can find out about arts and cultural activities		Council's role	Other stakeholders
2.3.1	Continue to publish a regular online newsletter of arts events and opportunities (such as <i>ArtsInfo</i>)	Facilitator	Arts events presenters
2.3.2	Review the format, content and promotion of the newsletter to enable it to reach a wider audience and meet the changing needs of subscribers	Advocate and Facilitator	<i>ArtsInfo</i> subscribers
2.3.3	Encourage greater promotion of arts activities in local media – print, radio and social media	Advocate	Local media
2.3.4	Facilitate a more coordinated and high profile approach to the promotion of the local arts community and arts events through a digital solution such as a unified web portal which links to existing calendars of events	Facilitator	Artists, arts organisations
2.3.5	Review adequacy of noticeboard areas (designed with input from the arts community) in main towns and villages for arts related notices	Leader	Business and community organisations in towns and villages, arts community
Goal AC 2.4 A diverse, creative and vibrant community is fostered through arts and culture and the Shire's cultural heritage is valued, preserved and celebrated		Council's role	Other stakeholders
2.4.1	Facilitate opportunities for arts activities and activities that recognise cultural heritage to be included in community celebrations and festivals	Facilitator	Celebration and festival organisers
2.4.2	Support and facilitate creative activities and access to cultural opportunities for older people (<i>in reference to NSW Ageing Strategy and Ageing and Disability Plan</i>)	Facilitator and Advocate	Older people, Carers, Seniors organisations, NSW Government
2.4.3	Support and facilitate creative activities and access to cultural opportunities for and by people with disability that promote awareness, understanding and respect for people with a disability (<i>with reference to Australia Council Disability Action Plan and Disability Inclusion Action Plan and National Arts and Disability Strategy</i>)	Facilitator and Advocate	Accessible Arts, Access Committee, People with Disability Carers and Disability organisations
2.4.4	Celebrate and highlight cultural diversity through arts activities that promote mutual understanding and respect and the opportunity to experience many cultures	Facilitator	Culturally & Linguistically Diverse Community & Organisations
2.4.5	Support and facilitate arts activities for, by and in collaboration with the local Aboriginal and Torres Strait Islander community that acknowledge Aboriginal history and promote mutual respect and understanding. (<i>with reference to Aboriginal and Torres Strait Islander Strategic Plan</i>)	Leader and Facilitator	Aboriginal Cultural Centre, Aboriginal Elders
2.4.6	Support the valuing and preservation of the Shire's cultural heritage through the support of collecting institutions and groups	Leader and Facilitator	Libraries, Museums, Historical Organisations, Aboriginal Cultural Centre

Places

Wingecarribee 2031+ Goals for Places

- Wingecarribee is linked by an integrated and efficient transport network
- Wingecarribee has maintained a distinct character of separate towns and villages
- Urban design in Wingecarribee creates inspiring places where people want to be
- Wingecarribee housing options are diverse
- Wingecarribee is recognised as a place of significant heritage conservation

Southern Highlands Inspired! Goals for Places

- People can get to arts and culture activities
- Existing cultural venues, facilities and sites are assessed, and maintained, developed and promoted as appropriate
- New cultural venues for the future are planned
- There is more art in public places that suits that place

Places for arts and culture can include traditional venues such as halls, galleries, museums, libraries and theatres as well as any place in the public domain and non-traditional venues such as buildings and structures of any kind and the on-line virtual world.

As the Shire's arts community develops and changes the need for purpose built galleries, performance spaces and artists working spaces increases and becomes more of a priority.

The challenge is to work towards future new facilities while making the best use of existing buildings and their potential. Striving for flexibility of spaces in both existing and new facilities assists with sustainability.

Accessibility of venues is critical in terms of transport and universal and safe access.

Places - Goals and Strategies

Goal AC 3.1 People can get to arts and culture activities		Council's role	Other stakeholders
3.1.1	Work towards ensuring all current and future arts and cultural facilities are accessible by affordable day and evening public transport options and safe private transport infrastructure	Leader Facilitator	Transport providers
3.1.2	Encourage arts and cultural activities across the Shire, in villages as well as main towns	Advocate and Facilitator	Village associations, artists, local businesses
3.1.3	Ensure that new and redeveloped facilities comply with guidelines for universal access including parking, entry and way finding	Leader, Facilitator	Access Committee, People with Disability, Older People
3.1.4	Encourage walking and cycling to cultural facilities and events through integration of facilities and events with pedestrian/cycling paths	Leader Facilitator	Venue owners
3.1.5	Work towards providing venues that will attract touring exhibitions and performing arts companies	Leader Facilitator	Touring presenters
Goal AC 3.2 Existing cultural venues, facilities and sites are assessed, and maintained, developed and promoted as appropriate		Council's role	Other stakeholders
3.2.1	Develop, manage and promote the Bowral Memorial Hall as a cultural facility	Leader and Facilitator	Music organisations, theatre groups
3.2.2	Continue to maintain the Mittagong Playhouse	Leader and Facilitator	Management Committee, theatre groups
3.2.3	Audit, assess and promote other Council, community and private facilities as venues for cultural activities as appropriate	Leader and Advocate	Management Committees and community associations
3.2.4	Facilitate the use of other types of imaginative and unusual public and private spaces for cultural activities including pop-up events, live music and street theatre.	Facilitator and Advocate	Private space owners, artists and performers
3.2.5	Continue to maintain, and if possible expand, the Foyer Gallery or equivalent exhibition space for arts and culture related exhibitions at the Civic Centre	Leader and Facilitator	Artists
3.2.6	Continue to support the volunteer managed Berrima Museum and Berrima District Historical Society Archives	Facilitator and Advocate	Berrima & District Historical Society
3.2.7	Continue to maintain the Aboriginal Cultural Centre	Leader	Management Committee, Aboriginal Elders, Aboriginal Organisations
3.2.8	Encourage the use Libraries as places for arts and cultural activities	Leader	Library users

Goal AC 3.3 New cultural venues for the future are planned		Council's role	Other stakeholders
3.3.1	Develop a master plan for new major cultural facilities in the Shire which considers the location of a Regional Art Gallery, Performing Arts Centre and or Multi-purpose Arts Centre, existing facilities and the potential for arts precincts either in one location or as a ribbon development across a number of locations	Leader and Facilitator	Arts and Culture Committee, arts community
3.3.2	Finalise a site for a Regional Art Gallery and develop an innovative concept proposal for the building from an architect's brief which is informed by existing feasibility research and community consultation in regard to the vision for a Regional Art Gallery	Leader and Facilitator	Arts and Culture Committee, Architects, Artists
3.3.3	Complete a feasibility study for a purpose built performing arts centre	Leader and Facilitator	Performing artists and organisations
3.3.4	Facilitate the identification and development of accommodation options for working spaces for artists including studios, arts incubators, workshops, rehearsal spaces and storage.	Leader and Facilitator	Artists and arts organisations, landowners
3.3.5	Identify and seek sources of public and private funding for cultural infrastructure	Leader and Facilitator	Southern Highlands Arts Fund NSW & Federal Gov, other funders
3.3.6	Identify a site and sources of funding for the development of an open air amphitheatre as a community space for cultural activities that would attract young people and be easily accessed by families and people with disabilities	Leader and Facilitator	Arts and Culture Committee, Access Committee, young people, families and people with disabilities
Goal AC 3.4 There is more art in public places that suits that place		Council's role	Other stakeholders
3.4.1	Ensure all Council staff are aware of the requirements of the Public Art Policy	Leader and Facilitator	Artists, developers
3.4.2	Complete and implement a Public Art Strategy for the Shire	Leader and Facilitator	Arts and Culture Committee, artists, developers
3.4.3	Provide local artists with access to and information about professional development options for public art practice	Leader and Facilitator	Artists
3.4.4	Identify and seek funding for public art projects from public and private sources	Leader	Southern Highlands Arts Fund NSW & Federal Gov, developers, other funders

Environment

Wingecarribee 2031+ Goals for Environment

- Wingecarribee's distinct and diverse natural environment is protected and enhanced
- Wingecarribee communities live sustainably by choice
- Wingecarribee achieves continuous reduction in waste generation and disposal to landfill
- Wingecarribee community has a carbon neutral economy

Southern Highlands Inspired! Goals for Environment

- Cultural activities enhance and celebrate the natural environment
- Sustainable living is promoted through arts and culture
- Waste reduction is promoted through arts practice
- Cultural activities are planned to be carbon neutral

There are many ways arts can contribute to environmental strategies:

- Working towards environmental sustainability
- In natural resources management to foster community resilience and communicate the message
- In environmental education
- In communicating about the environment
- Creating empathy for the environment through the arts
- Integrating the arts into environmental sustainability

Environment - Goals and Strategies

Goal AC 4.1 Cultural activities enhance and celebrate the natural environment		Council's role	Other stakeholders
4.1.1	Enhance the natural environment and encourage people to explore and appreciate it with appropriate public art (e.g. ephemeral sculptures)	Facilitator	Artists, Environmental Committee
4.1.2	Promote and facilitate the engagement of artists in designing interpretive signage for natural areas	Facilitator and Advocate	Artists, Owners of natural areas
4.1.3	Consider impact on key natural resources of the Shire when planning new cultural facilities	Advocate	Arts and Culture Committee, Environmental Committee
Goal AC 4.2 Sustainable living is promoted through arts and culture		Council's role	Other stakeholders
4.2.1	Promote the use of community cultural development tools and arts activities to create awareness of the importance of sustainable living and to educate	Facilitator	Artists, CCD practitioners
4.2.2	Facilitate collaborative arts and environment projects	Facilitator	Environmental groups, artists
4.2.3	Facilitate the provision of training for artists in sustainable arts practice	Facilitator	Artists
Goal AC 4.3 Waste reduction is promoted through arts practice		Council's role	Other stakeholders
4.3.1	Facilitate the use of arts activities to promote waste reduction	Facilitator	Artists
4.3.2	Encourage the reuse of existing buildings as cultural venues	Leader and Facilitator	
Goal AC 4.4 Cultural activities are planned to be carbon neutral		Council's role	Other stakeholders
4.4.1	Provide arts and culture opportunities locally to reduce the use of fossil fuel	Facilitator	Arts presenters
4.4.2	Encourage residents and businesses and artists to source cultural products and art supplies locally	Advocate	Artists and community
4.4.3	Seek opportunities for self-sufficiency in energy production in the planning of cultural infrastructure	Facilitator	Arts and Culture Committee, private developers

Economy

Wingecarribee 2031+ Goals for Economy

- Wingecarribee is a centre for learning
- The 'Southern Highlands' is recognised tourist destination throughout Australia
- Wingecarribee has agribusiness suited to our distinct climate and geography
- Sustainable business and industry thrive in Wingecarribee
- Wingecarribee's diverse economy drives a wide range of job and career opportunities

Southern Highlands Inspired! Goals for Economy

- Excellence and diversity in arts and culture skills education is supported
- The 'Southern Highlands' is recognised as a leading arts and culture destination
- Arts and culture and creative industries are contributing to local economic development
- Arts and culture and creative industries are creating a wide range of job and career opportunities

At the 2011 Census, 270 people were employed in the Shire in the arts and recreation industry. Of these, 29 were owner managers with 1-19 employees. This compares to Financial & Insurance (399), Rental hiring and real estate (398), Information media and telecommunications (223), Utilities (192) and Mining (184). There would be many more people working as artists or in creative industries who would have their main employment in another industry or would describe themselves as retired. These people are the hidden economy of the cultural industry.

Economic impacts of arts and culture and the creative industries can be direct or indirect employment through tourism expenditure, economic growth and development through attraction of new businesses and investment to a region, personal economic impact from wages, artists fees and sales of work and visitor expenditure on food, accommodation, services and retail.

Economy - Goals and Strategies

Goal AC 5.1	Excellence and diversity in arts and culture skills education is supported	Council's role	Other stakeholders
5.1.1	Support the establishment and development of diverse arts and culture skills training opportunities	Advocate and Facilitator	Education providers, artists, creative industries
5.1.2	Promote arts and culture training opportunities available to local artists	Facilitator	Artists
5.1.3	Seek opportunities to re-establish tertiary level arts and culture centres for learning	Advocate	NSW Government, Tourism and Economic Development Committee

Goal 5.2	The 'Southern Highlands' is recognised as a leading arts and culture destination	Council's role	Other stakeholders
5.2.1	Promote arts and culture opportunities in the implementation of the Destination Management Plan and Southern Highlands Road Map	Facilitator and Advocate	Tourism/visitor economy community, Destination Management Plan Working Group
5.2.2	Develop, promote and support major arts events such as the Southern Highlands Arts Festival (inc Art Studio Trail) and other festivals to promote the visitor economy	Leader and Facilitator	Artists, creative industries, arts organisations and groups
5.2.3	Support the development of signage that promotes arts and culture as one of the attractions of the Southern Highlands	Advocate and Facilitate	Tourism community
5.2.4	Plan cultural events around the unique aspects of the people and places of the Shire, not 'copy cat' events	Facilitate	Arts and Culture Committee ,artists

Goal AC 5.3 Arts and culture and creative industries are contributing to local economic development		Council's role	Other stakeholders
5.3.1	Quantify and promote the value of arts and culture and creative industries to the local economy	Facilitator and Advocate	Creative industries
5.3.2	Promote the value of a vibrant arts and culture community as an attraction for new residents and industries	Advocate	
5.3.3	Encourage and facilitate ways for local creative products and services to reach new markets	Facilitator and Advocate	Artists, creative industries
5.3.4	Facilitate and support the local arts community and creative industries to establish a peak organisation for the arts and creative industries	Facilitator	Artists, creative industries
Goal AC 5.4 Arts and culture and creative industries are creating a wide range of job and career opportunities		Council's role	Other stakeholders
5.4.1	Work with chambers of commerce and business owners to promote the benefits of supporting arts and culture to attract business activity	Advocate	Artists, local businesses
5.4.2	Facilitate access to business training for artists – financial management, marketing and getting their goods to diverse markets	Facilitator	Artists, creative industries, business and state government
5.4.3	Plan the location of cultural facilities to support existing business activity including restaurants, shops and accommodation houses	Facilitator	Arts and Culture Committee

Review Process

Council will review the Arts and Culture Strategic Plan on a regular basis to ensure the intent of the plan is being met. A formal review will be undertaken every four years.

The following performance outcomes will be included when reporting on the progress of the Plan:

- **Action Plans** completed every 1-2 years including specific actions, responsibilities, timeframes, resources and evaluation methods
- Details of **resources achieved** for arts and culture strategies including public and private funding
- Types and number of **cultural infrastructure available** including redevelopment/re-use of existing buildings and development of new infrastructure
- **Audience development** strategies developed and implemented and measure of increased audiences
- Number of **children and young people** involved in arts and culture as audiences, participants and artists/performers
- Arts and culture opportunities for **people with disabilities**, including children and young people
- Number of **older people** involved in arts and culture activities
- Number of arts and culture activities undertaken in partnership with the **Aboriginal and Torres Strait Islander community**
- Number of **public art** commissions
- Number of **people visiting** the Southern Highlands for cultural and heritage experiences
- Level of **employment and education** opportunities in arts and culture and creative industries
- Number of **community cultural development** programs delivered
- Details of support provided to **cultural heritage** programs and activities
- Number of arts and culture activities used to achieve **environmental** outcomes
- Number of opportunities provided for **community consultation** in arts and culture planning

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- Arts & Cultural Industry Consultant, Ms Victoria Keighery (community consultation)
- WSC Cultural Development Officer, Ms Jenny Kena and other Council staff

Contacts

Council welcomes feedback on the Arts and Culture Strategic Plan which will be considered as part of our review process. Submissions should be made in writing to:

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