

BUILD LOCAL – USE EXISTING MULTI ARTS CRAFT AND CULTURE 2014 – 2019

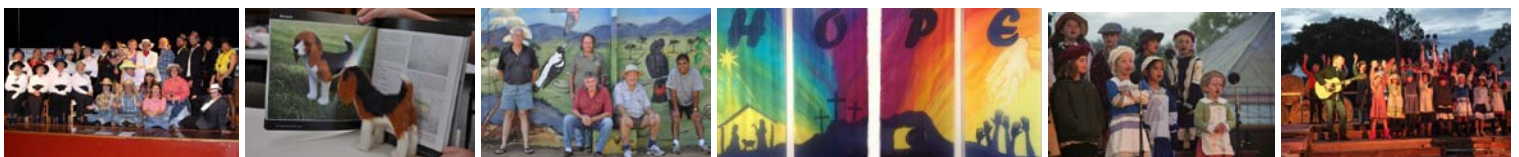
Prepared for:

Blackall-Tambo Regional Council



Blackall-Tambo
 Regional Council

Exploring the past. Innovating the future.



DOCUMENT REVIEW:

This Arts and Cultural Plan prepared for the Blackall-Tambo Regional Council is a living document and as such annual review should be completed to evaluate achievements, success and monitor future progress.



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RECOGNITION STATEMENT AND VALUES

Creative communities are happy, healthy communities

They build strong social capital that makes people want to live there, attracts investment and strengthens the community resilience so it's able to survive through changes and downturns. Creative communities foster innovation which enables solutions for a different tomorrow. Creative communities value cultural diversity. Implicitly, this creative community values its aboriginality, its pioneering and pastoralism inheritance, our big open landscapes, its multiculturalism and the contemporary.

Blackall-Tambo Regional Council recognises that through investing in our creative community, it increases the economic and social value of arts and culture. Council knows local government has an important role in supporting arts, craft and cultural activities. It recognises a responsibility to nurture the community's talents; natural and build assets that preserve the history, heritage and environment that so enrich our culture

Promoting, developing and fostering arts and culture is fundamental for community identity which needs to be preserved and shared for future generations making Blackall and Tambo vibrant places to live. Growing artists, organisations and volunteers from the grass roots, and developing strong cultural and community capacity, skills and leadership, the Council intends to be strategic and innovative in cultivating our communities using arts and cultural responses that are close to the hearts of individuals.

It is envisaged that cultural initiatives have the potential to not only provide satisfying employment and regional economic development, but foster an environment where all residents can experience a sense of community, ownership and civic pride.

Blackall-Tambo Regional Council Cultural Policy – May 2010

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EXECUTIVE SUMMARY

Building local and using existing was direct feedback during the consultation process and becomes a strong theme throughout the Plan.

An appreciation of current services and rich culture that we have as a community is robustly recognised and defended. This leads to a strong preference to build on local skills and utilise existing services, to take this community forward. In valuing what it has, this community needs a variety of supports and resources to maintain, build and grow existing capacity and service provision, much of the later being supplied in a diminishing pool of volunteers.

Council's continued commitment to become the Arts and Cultural Hub as identified in its Corporate Plan becomes a driving force of this cultural plan. Striving for an all inclusive community approach, this plan identifies and suggests a broad range of linked initiatives to reinforce this focus – detailed arts and cultural auditing, specific plans (i.e. public art) and cultural tool kits, strategic and catalytic investments, specific packaging and signature projects, and innovative means to empower continued cultural deliverance by volunteers and artisan 'storied' products by local creatives. Inclusively and collectively the six visions within the plan will drive positive change for a more vibrant creative culture and community for Blackall and Tambo, which in turn will have social and economic benefits.

The economic imperative over the next five years is for both Community and Council to consider innovative ways of doing sustainable business, of doing more with less. As all governments are contracting the public spend, so to the B-T Council. Collaboration, synergies, efficiencies, better use of existing assets and assisting with building local skills and capacities is the active thread throughout the plan. In considering this and to take opportunities of being able to deliver a plan that supports and grows a creative community; the two major suggestions are a Mayoral Dinner to annually showcase, fund raise and reward cultural deliverance; and explore a Self-Help Model to resource arts and cultural activities and fortify volunteers and the critical services they deliver.

The **Six Strategic Visions** are

1. *Focused and Integrated cultural INVESTMENT - Recognise and develop local social assets, talents and capacity*
2. *ARTS 4 EVERYONE - Participation and Practice for all*
3. *COLLABORATION /CO-OPERATION / COMMUNICATION /SUPPORT - Increase Value, Sharing and Synergies*
4. *PROMOTION AND MARKETING - Elevate, Integrate and Support for consistent, timely communications of cultural happenings*
5. *ARTS AND CULTURAL TOURISM - Link, Extend and Strengthen*
6. *ASSETS AND INFRASTRUCTURE - Sustainable and Accessible Community facilities and services to enrich culture and ease arts practice*

INTRODUCTION

The purpose of the plan is to create a **living document** that can be embraced by both Council and Community. Its intention is to **develop achievable and simple actions for all parties to deliver**. It is focused on 'supporting existing' – the existing physical environment such as facilities and buildings, and the social environment of building capacity of volunteers and organisations to deliver appropriate and relevant projects and services.

Local Governments play an important role in building communities and their social capital, especially in rural areas. **Culture and Social Capital is the third and fourth pillars of sustainability** (balanced by economic and environmental). Whilst expectedly concentrating on Roads, Rates and Rubbish, the people of this community is the key to its sustainable development, creative community growth and the ability to survive and thrive through adversity. The Blackall-Tambo Regional Council has within this process of developing the Five Year Strategic Cultural Plan shown its commitment to the maintenance and development of its cultural and social capital.



In acknowledging the fundamental importance of community engagement as part of this plan, it is imperative that both communities and local government become drivers and implementers of actions through the next five years to achieve outcomes that build and strengthen communities.

A theme that underpins this plan is that the **Art is for Everyone**. As a working document for the next five years, the plan is intended to be multilayered so that equal access and recognition is spread across all community functions.

The plan aims to be **SIMPLE, ACHIEVABLE AND DELIVERABLE**. Through consultation, key areas of opportunity were identified and strategies formulated that considered both strengths and weaknesses of the region. Thus, the strategies within this plan, allow for realistic expectations based on the level of resources available.

Volunteer capacity is critical to these aims. Without volunteers providing many of community and cultural services, small rural communities become less functional. For volunteers to continue providing these critical services, they need adequate support and resources.

Volunteer capacity is currently being reduced. The need for dual incomes mean most people need to work, and their remaining free time is taken by ever increasing modern demands and complexities. Over the last twenty years, we've become increasingly time poor - economic downturn especially our predominant beef and sheep industries, population drift to urban centres, and access to skilled people. This decline is further exasperated by increased accountability for community groups; and now the impact of drought being significant on both individuals and the community as a whole.

The services volunteers deliver is often intangible and goes unrecognized. The community can take these volunteer services for granted, often failing to appreciate the time and effort required in their continued delivery to the community (for no financial recompense). Different government bodies fall short in understanding the amount, depth and importance of this voluntary provision (as it's non-financial, sits mostly outside of council and is presumed passion-led) and hence fail to adequately resource or support these volunteers and their groups.

These factors need to be considered carefully if Tambo and Blackall to retain these valuable services and the great and intrinsic value they bring to maintaining this community. Particularly presently, this voluntary capacity is essential in securing those two pillars, social and cultural, when the other two, economic and environmental is being so depleted and weakened by a once in 100 year drought, depressed beef businesses and a wild dog ravished sheep industry.

For a community to deliver successful social services and outcomes, the drive needs to come from the community, with the support by the Council. Community driven projects ensure that the outcomes are more successful - provides a platform for projects and services to be more relevant to the community, has a significant cumulative effect whereby additional ideas and projects roll off the back of other projects maintaining continual growth and development, and delivers a high level of ownership essential for long term sustainability. **Community driven projects that have Council support provide a stronger framework and foundation for this voluntary provision, making them more likely to succeed and grow, and this then strengthens both that voluntary capacity and the community and its culture.**

A balanced approach, based on industry partnerships including Council and community and aims to present a plan with strategic visions and actions that can be driven by key stakeholders and interested parties. The community is also experiencing a double edged sword affect - negative change (poor economic climate, loss of population and skilled people and ‘time poor’) and the expectation of having social services that would otherwise be available in larger centres.

This Council-Community Partnership is now even more essential for the Blackall-Tambo Region, as access to social services is highly dependent on an active community and its volunteers, and a Council that seeks to help fill the “gaps” that exist due to isolation or population size. The importance of networks and the reciprocal trust helps to maintain these functions, and it’s these values that need to be understood and nurtured to drive and deliver a successful plan.

‘As such, towns that nurture innovative and creative people are towns that thrive.’

Ian Plowman when discussing his research ‘Innovation in rural Queensland: Why some towns thrive while others languish’ in the Australia's National Local Government Newspaper



BACKGROUND

The towns of Blackall and Tambo constitute the local government area of the Blackall-Tambo Regional Council. A previous cultural plan was prepared for the then Blackall Shire Council, titled 'Dynamic Diverse Direction' and was successfully delivered. Cultural development strategies in Tambo were identified within an "Urban Design Strategy" undertaken in 2005 and a broad "Cultural Strategy" undertaken previous to this. This new plan is prepared mindful of the Blackall-Tambo Regional Council vision – *Exploring the Past, Innovating the Future*

With the two towns amalgamating, there is a need to develop an up to date strategic cultural plan which both highlights the strengths and opportunities of the Region as a whole, as well as the individual towns. More importantly, the Strategic Plan will provide a working document for the Community and Council to provide direction for cultural development within the Region. The development of specific strategies that have been formulated through the consultative process will enable Council to help deliver relevant and beneficial projects and services to both communities; and to plan for the allocation of its limited resources in a strategic way. Identification of strategies within this plan will provide the framework for the community to seek support from outside bodies and Council, whilst understanding as they take on the role of driver for cultural development, that they will be supported throughout the process.

SELF HELP MODEL

This cultural plan has been prepared recognising the current economic situation that may affect sustainable and achievable delivery. In the current economic and social environment it is recommended that Council in partnership with community explore a self help model that is achievable to maximise resources, expand opportunities to grow the arts through enhancing organisation capacity to deliver continued services.

In terms of a self help model the arts and cultural plan has been designed to encourage strong partnerships between key stakeholders with a collaborative approach to investing in the arts, sharing resources and improved communication between community organisations and local government.

It is further suggested that additional exploration of a self help model be progressed through round table discussions with key stakeholders and service providers to develop and concur to an agreed working model that aims to build skills, grant writing, leadership and business skills. The self help model needs to be driven in partnership between Council and community with agreed supporting roles that grow the arts.

'For most towns, their original purpose has now altered. Unless a community is able to reinvent itself in a contemporary world, it will join the ranks of ghost towns that already litter rural Australia.' Ian Plowman, from his research: ***'Innovation in rural Queensland; Why some towns thrive while others languish'***

METHODOLOGY

The methodologies and processes engaged local community, artisans and council officers through a nominated focus group, a community survey and through meeting directly with community groups. This was undertaken over a period of four months providing adequate time to inform the community of the project and to gain the information required to formulate strategies.

This methodology is effective because:

- The involvement of council officers and local arts worker in both Blackall and Tambo ensures that the personal networks built through the consultation are lasting and the learning stays in the community.
- Nominating a focus group that is representative of all parts of the cultural sector of both towns will help to refine the issues quickly and assist the team in preparing a survey instrument that gives the wider community a clear context for engagement.
- Meeting community groups on their home turf with a survey instrument means that data gathering can be supervised, a valid cross section of the community canvassed and a credible number of responses assured.
- The multiple ways of gathering information crystallized themes, concerns and aspirations

CONSULTATION

Blackall and Tambo communities were consulted through a number of ways:

- A Community Survey - strategically placed within both towns and given to key arts and cultural people and leaders within the Region; posted out to all households and proffered at the Shows of the two towns. It was also available electronically on-line. (See Appendix 1 for Survey, and Appendix 2 for graphed results)
- Face 2 Face Interviews – undertaken with a wide range of community and cultural groups and key community individuals and leaders; (See Appendix 3 for notes from these interviews)
- Reference Group - assisted the development of the survey forms and provided ongoing feedback to the process and draft plans. Representatives from a wide cross section of the demographic and cultural interests from both towns were invited; and they in turn invited other key cultural participants to become involved. (See Appendix 4)



SURVEY SUMMARY

The survey results have guided the visions for this plan. (Appendices 2 & 3)

Respondents have provided a clear vision of what is important to them as a community and how they perceive arts and culture. Irrevocably, arts and culture is highly important to them as a community participating together, and as individual and group practitioners. Most consider themselves to be quite creative as hobbyists, with many wanting to explore and grow existing and new skills, services, audiences and artisan products.

There is strong interest in a variety of art forms with craft, music and theatre ranking highly. Sport and fitness is highly rated as a favorite interest with performing arts, dance and music close behind.

Community regularly engages in the arts always or sometimes with a high interest in the arts. Reasons people engage in creative art activities are for social activities, personal interest, and enjoyment or to support a community project.

Respondents identified that the major events for community are agricultural shows, horse races, fetes, and the Heartland Festival. Of most importance when attending an event, is that it's a community fundraiser or the activities offered within the time available to people.

Access to information is mostly obtained through word of mouth with email, local papers and public notices as secondary preferences.

The most valued things for community focus on social capital being people, family, community spirit and a sense of belonging/identity. The most highly ranked new services respondents are seeking firmly identified music, plays or community theatre, craft and art workshops.

Respondents ranked the Woolscour, Public Art, Grassland Gallery, and the landscapes as being distinctly unique to the region.

The highest valued heritage development identified the Woolscour, old buildings and cottages, preservation of bush culture such as local early history, and stockmen. Heritage preservation was recognised not only as a contributor to tourism, but also as an important part of the culture that is worth preserving for the community itself.

Community was asked to identify a vision that could drive arts and culture for the next five years with respondents clearly identifying **'BUILD EXISTING, AFFORDABLE AND AVAILABLE'** which becomes a primary theme for this arts and cultural plan.

“Art is like chocolate for the brain.” Creativity key to healthy ageing”
Margaret Meagher, U3A Network NSW Conference

ARTS AND CULTURAL IDENTITY

These explanations have been derived from the survey feedback reflecting the interpretations of locals and how they perceive the art and culture in their community. From this feedback the framework of this plan has been created.

ART

As part of the survey, respondents were asked to provide key words that could help to describe ART for their community.

The following themes indicate what art means for Blackall and Tambo:

- Heartland / soul / outback
- Painting / visual art
- Public art / Sculpture / Murals
- Tourism / self awareness / pride
- Singing
- Community art / learning developing skills / united
- Identity / growth / enhancement
- Creativity / learning / expressive / fun Integral / healthy / unifying



IDENTIFIED MAJOR ISSUES:

1. INVESTMENT – build on existing and use local
2. PROMOTION AND MARKETING
3. COLLABORATION
4. VOLUNTEERISM

REOCCURRING THEMES:

- Build on local and existing skills, capacity, happenings – grass roots approach
- Nurturing Volunteers is vital
- Investing appropriately, carefully, softly – driving from the side and allowing / enabling community leaders to lead
- Share resources and service delivery portals - hot seat / hot desking
- Empowering – capacity and capability
- Support and resourcing community groups and happenings
- Improve communications between council and community
- Need to consult community

PREDICTED OUTCOMES:

- Community Unity
- Synergies – reduce competition – real and perceived
- Concentrated effort
- Survival and Sustainability – organisations, volunteers, heritage buildings/assets, and events
- More creative activities and participation across a wider demographic
- Innovative models trialed and adopted for collaborative service delivery
- Agreed Valued Investment – Council and community
- Investment drivers – 4 pillars of sustainability
- Blackall and Tambo, Community, Council and Creative's together, validate and grow their aspirant Arts and Cultural Hub
- Improves our standard of living, our resilience and desire to be here
- Increased opportunities for community capacity building
- Increased community responsibility to initiate and implement projects

STRATEGIC VISION 1: Focused and Integrated cultural INVESTMENT - Recognise and develop local social assets, talents and capacity

Rationale:

- Community volunteers provide valuable services
- Arts and cultural activities enrich our lives and attracts people to live and work in our communities
- Council's Corporate Plan identifies Blackall and Tambo as being a regional Arts and Cultural Hub

Goals:

1. Build existing and use local to strengthen local volunteers and organisational capacity to deliver services by being adequately resourced
2. Ensure Blackall Tambo becomes an Arts and Cultural Hub as identified in Council's Corporate Plan
3. Enable community groups to leverage additional funding opportunities and ensure Council's arts investment is multiplied
4. Invest in social assets, creative talents and skills
5. Increase responsibility of community to drive community projects and higher reliance on community to provide a stronger support mechanism for community arts groups

Recommended Key Actions	Rationale	Who	Priority	Time	Costs \$	Linkages
Develop a Community Self Help Model providing a platform for community capacity to initiate and drive projects	Volunteer support; Decreased funds available by Council to provide help to drive projects.	BTRC Community	High Immediate	November 2014	Minimal	Community Capacity
Council to host an annual Mayoral Charity Dinner (self funded) with community driven partnerships	Raise funds; increase philanthropic leverage; Red Ridge Foundation with community partnerships; Promote local artisan products, practitioners, projects.	BTRC RR / TAC BCA / HF	High Easy	Annually April 2015	Minimal	RR Business Plan Philanthropy
Explore niche commercialization and social enterprise for active and emergent artisan groups (product development & promotion): - Woodies, Quilters, Leather crafters, Men's Shed	Timely support and catalytic investment to continue momentum; Council & community support important for social enterprise to develop corporate gift lines and tourism souvenirs.	BTRC Community Groups	High	December 2014		Red Ridge Social Enterprise Assistance packages

Detailed audit of active artisan, artist, craft and artworkers and groups for future usage and opportunities	Social and economic opportunities; A balance between employ local or buy in.	BTRC	High Easy	December 2014	Minimal	Vast Arts Arts Council Arts Queensland Flying Arts Red Ridge
RADF Program – recognise and engage local artists and artisans	Local investment of RADF funds; Recognise and promote local	RADF	High Easy	Yr 1 ->	Nil	Arts Queensland Red Ridge BTRC Cultural Policy
Provide financial and in-kind support to key arts organisations to continue to deliver cultural services in Blackall and Tambo	Leverage capacity / Builds local; Deliver continued valued services that support living standards and economic development; Successful Council Policies.	BTRC	High Easy Ongoing	Yr 1 ->	Minimal	BTRC Corporate Plan BCA Business Plan Councils grant sponsorship policy
Invest in local major events and festivals	Demonstrated highly important for community events such as - Heartland and Shockwave Festivals; Show circuits and races; Need to be competitive with regional major events; Build community capacity to deliver large events and Community celebrations eg T150 'Back to Blackall / Tambo'.	BTRC HF / SWF Race Clubs Agricultural Shows	High Easy	Yr 1 ->	High Leverage Capacity	Tourism & Events Queensland Outback Tourism Red Ridge Human
BTRC annually purchase local artworks for public exhibition in public spaces	Showcase and promote local artists and their works. Support events / exhibitions: Buy local.	BTRC	High Easy	Annually	Minimal	Local Buy Policy

BCA = Blackall Cultural Association
RR = Red Ridge (Interior Queensland)

BTRC = Blackall-Tambo Regional Council
SWF = Shockwave Festival

TAC = Tambo Arts Council **HF** = Heartland Festival
RADF = Regional Arts Development Fund Committee

STRATEGIC VISION 2: ARTS 4 EVERYONE - Participation and Practice for all

Rationale:

- Creative and culturally active communities are healthy happy communities
- Community leverage between existing events, organisations and schools
- Equity and growth

Goals:

1. Increase participation in the arts and cultural activities across a broad demographic
2. Improve equal access to and ability to participate in an arts experience
3. Support the key organisations and volunteers who are responsible for the provision and access to arts and cultural activities.

Recommended Key Actions	Rationale	Who	Priority	Time	Costs	Linkages
Encourage all community groups/individuals to respond to identified gaps that allow all people to access regular arts services otherwise unavailable	All genders gain access to an arts experience including seniors, youth and families ; Existing limited art activities for school age children in Tambo; possible after school arts program to fill Tambo gaps; Demonstrated benefits already gained from cross industry service provider engaged in art activities.	BTRC RR Community Service Providers BSS TSS	High	Yr 1- 5		Blackall Men’s Shed Red Ridge Multipurpose Centres Community Services
Explore SELF HELP - innovative support models for groups to deliver successful sustainable events projects, activities, ideas and services	Limited voluntary capacity combined with increased bureaucratic workload - need to explore models to upskill, nurture, empower and recruit volunteers and members to deliver services; Increase access and participation benefits .	BTRC Community groups	High	Yr 1-5	Minimal Medium	Volunteering Queensland

Explore workshops about volunteering to support community groups (paradigm shifting)	Respect and upskill key leaders and empower volunteers in the community; Prevent volunteer burnout; Valuing Volunteers.	BTRC Community Group Red Ridge RADF	Medium	Yr1-2	Low	Volunteering Qld
Negotiate ArtCare packages and implement projects that connect the arts with health and aging with service providers / collaborations involvement	Preventative health strategies using arts responses; Emotional support; Intergenerational skills sharing; Collective use of resources; Social capital building.	RR BCA BRV MPC	Medium Easy	Yr 1-5		Health Aging
Encourage, support and where needed, facilitate the coordination and sharing of art workshops within both communities (Cross-town sharing)	High cost in time and money to travel to a town to attend a workshop; Decrease costs associated with external artists; Increase access and participation levels.	BTRC All community groups	Low	Ongoing	Minimal	Access to council and community buses and car pooling
Encourage more community based projects rather than isolated workshops (purpose over 'pure art')	Some people prefer to engage in workshops that deliver community projects Build skills and outputs	BTRC RR	High Easy	Yr 1-5	Minimal	
Encourage a more flexible approach to increase the number and diversity applications through the RADF program	Innovative RADF projects; More applications; More projects supported.	RADF	High Easy	Yr 1-5	Nil	RADF Community Groups Individuals
Continue to support the service delivery from the Grassland Gallery and the Living Art Centre to ensure they remain as major active art hubs for engaging the community to enjoy arts activities.	High level enjoyment experienced by community from both facilities; Increased involvement in the arts by community as a result of these services; Local artists and artisans and youth to display art work.	BTRC TAC BCA	High Easy	Yr 1-5	Moderate	Living Art Centre Grassland Gallery BTRC RADF

Continue to support and facilitate community projects and effort that preserve and celebrate the local heritage and history for cultural preservation and maintain identity purposes	High level of importance identified for the preservation of heritage and history as part of community culture; Great success of the T150 celebrations – provided an inclusive way to preserve and celebrate local history Woolscour and Ram Park	BTRC All heritage groups	High	Yr 1-5		Links to the Vision 4 arts and cultural tourism
COMMUNITY EVENTS AND FESTIVALS						
Develop ideas to bring more and different arts into community existing events and festivals	Opportunities to increase art exposure, interest, participation and practice	BTRC Community Groups	High	Year 1-5	Minimal	Shows Events Shockwave
PERFORMANCE	Music Theatre Song Dance					
Encourage a collaborative approach to help deliver and promote a continuation of Arts Council touring performances for all schools and both communities.	Highly valued locally but lack of available funding to purchase Arts Council touring performances; Community coordination to lower costs and increase attendance.	Schools TAC BTRC TBTA	Medium	Yr 1-5	Medium	ArtsLink
Support community theatre at least every three years	Community Theatre highly valued more than buy in performances; Strong cultural expression for all community	BTRC BATS All Schools	Medium	Triennial	Minimal	Red Ridge
Explore ways to help and grow existing and new performing interests and arrangements	Dance, Music and Song are popular and an important active cultural activity especially for the youth	BTRC All schools				Red Ridge ShockWave Local events
Explore ways to link sport and creative endeavors, and trial.	Sport is a dominant popular activity, and synergies can be used to extend cultural	BTRC All schools Sporting	Medium	Ongoing		Multi-purpose Group Red Ridge Local events

	participation.	Groups				
Promote the use of local artwork at sports venues, Council buildings and public spaces.	Links with Council Cultural Policy	BTRC Community groups				Cultural Policy

RR = Red Ridge (Interior Queensland) Ltd
MPC = Tambo Multipurpose Centre

RADF = Regional Arts Development Fund
TAR = Tambo Arts Council

BRV = Barcoo Retirement Village
TBTA = Tambo Business and Tourism Association



STRATEGIC VISION 3: COLLABORATION /CO-OPERATION / COMMUNICATION /SUPPORT - Increase Value, Sharing and Synergies

Rationale:

- Collaboration between community groups and industry is integral to increase investment value, share limited resources and build capacity
- Young people have to work with limited time to volunteer
- Voluntary input into the arts is limited and lessening because people are time poor and the diversity and complexity of tasks is increasing
- Synergy and reducing duplication of effort

Goals:

1. Improve communication and sharing between community groups and making volunteering enjoyable
2. Ensure cultural collaboration is purpose driven to increase unity and commitment between government, community and business
3. Improve the sustainability and success of local cultural activities

Recommended Key Actions	Rationale	Who	Priority	Time	Costs	Linkages
Encourage Council support as needs arises to drive community partnerships and combined activities/events.	Improve communication; reduce duplication ; increase sustainability; Leadership provision; Support time poor volunteers Identify and understand the strengths/weaknesses and operations of existing community groups to seek collaboration for events/projects, reinforcing existing community partnerships.	BTRC Community groups	High	Medium	Minimal	Councils Cultural Policy
Council to strategically support arts organisations to leverage State and Federal and philanthropic funding	Leverage capacity with funding programs	BTRC RR	High	Medium	Minimal	Arts Queensland Australia Council
Mayoral Charity offers a platform for collaboration to showcase and raise funds, and have volunteer awards	Innovative opportunity for collaboration and brings groups together; Celebrates and encourages volunteering.	BTRC RRF Groups	High	High	Minimal	Philanthropy
Explore collaborative insurance for community groups	Reduce unnecessary costs	BTRC Community	Medium			

Engage community in decision making - driving projects through community groups and their leadership	Grass roots directives supported by Council and its portfolios provides greater success and sustainability long term. Need for respect, trust and recognition of volunteers and their capacities and aspirations	BTRC	High	Y 1-5		
Encourage and support cultural activities that utilise existing facilities	Effective use of resources	BTRC Community	High Medium	Long term	Minimal	Councils Cultural Policy

BMPSRG = Blackall Multipurpose Sport and Recreation Group

RRF = Red Ridge Foundation

“Craft today is undoubtedly cool again. Or more precisely, craftsmanship and crafting are cool in dynamic new ways that relate to cultural revival, social enterprise, DIY and a new kind of thrift borne of a desire for ecological sustainability – what might be called a home grown, home sewn ideology.”

Brian Parkes, Artistic Director Jam Factory



STRATEGIC VISION 4: PROMOTION AND MARKETING Elevate, Integrate and Support for consistent, timely communications of cultural happenings

Rationale

- There needs to be a more whole of community approach to promoting and marketing arts, craft and cultural activities within the community and to the outside, and this messaging need to be consistent with the arts and cultural hub aspirations.
- Volunteers time and resources are limited, and focused on coordinating and delivering their community event/s, hence they need support with promotion and marketing and this to be done in a timely manner

Goals:

1. Grow events and cultural activities, attendance and involvement by more effectively communicating details to all community members
2. Increase participation and engagement through effective promotion and marketing
3. Increase tourist and visitor numbers and participation
4. Consistent 'arts and cultural hub' message, and 'live' website

Recommended Key Actions	Rationale	Who	Priority	Time	Costs	Linkages
Develop a tool kit that supports community to promote and market their events and products	A step by step guide that identifies what, how and when of marketing.	BTRC RR TBTA	High	Yr 1	Medium	
Develop a signature to market all community events in Blackall and Tambo	A marketing plan that supports all community events and groups.	BTRC	High	Yr 1		Tourism Plans
Continue promotion assistance for community events and festivals through VIC resources and Council website	Volunteer time concentrates on event and festival delivery but lacks promotion; Promotion of local events and activities to tourists and visitors	BTRC staff	High Easy	Yr 1-5		Councils Cultural Policy
Mayoral Charity Dinner Showcase of community art activities, artisans and products	A vehicle to showcase local artists and product, 'the Hub' and celebrate and support community volunteers.	BTRC	High Easy	March 2015		
Investigate selling outlets through Council owned facilities for locally made products to promote, market and sell	Increase exposure for locally made products all year round; Utilise Council buildings; Continue selling products in VIC and museums.	BTRC		Yr 1		

Promote local artists and skills audit on Council website	Increased exposure and awareness for artists; Help with RADF applications.	BTRC	High			
Showcase artists work in vacant spaces	Increase opportunities to sell art work, grow 'the Hub'.	BTRC	Medium	Yr 2		
Investigate means to develop consistent regional marketing theme and story line, and means of support across the diversity of community cultural activities	Consistent message; Grow arts and event tourism; Active website; Equity and fairness to all community members.	Community	Medium	Yr 2		

VIC = Visitor Information Centers

TBTA = Tambo Business Tourism Association



STRATEGIC VISION 5: ARTS AND CULTURAL TOURISM - Link, Extend and Strengthen

Rationale:

- The community and Council identifies with Blackall and Tambo being the Arts and Cultural Hub of the region; and this needs continuing reinforcement, detailing and support to stay 'in front'
- Industry partnerships with tourism increases opportunities to engage and grow different art experiences and local creative industries
- The Arts provides additional opportunity to contribute to the growth and diversity of tourism, and hence the local economy
- This tourism then grows the sustainability of local cultural activities, events and creative industries
- Arts Tourism in remote areas is a growing niche which should be garnered
- Arts and Cultural Tourism can widen the traditional grey nomad season, and increase their 'spend' and 'time in town'.

Goals:

1. To grow and deepen the arts tourism experience
2. To develop new industry partnerships
3. Increase product / souvenirs and experiences available to tourists
4. Reinforce Blackall and Tambo as an Arts and Cultural Hub
5. To deliver cultural, social and economic benefit to the community

Recommended Key Actions	Rationale	Who	Priority	Time	Costs	Linkages
Develop quality locally made artisan product / souvenirs that tells history/heritage and stories of the region for distribution through VIC and local retail outlets. Refine and promote the stories behind the local hand made products. Develop a signature that reflects the culture of the two towns and their surrounds and history that can then be used on all art and artisan products.	Tourist seek local made products and experience; Themed product to grow industry opportunities; Economic benefits; Response to being arts and cultural hub; Outlets understand that the story behind the product sells (marketing)	VIC / RR BCA Men's Shed TAC Business	High	Yr 1-5		CWOQTA Outback Tourism Plan Councils Cultural Policy
Encourage the growing of visitor experience tourism activities such as the artist in residence.	Living Arts Centre and Grassland Gallery are unique and need to be promoted; Strengths and opportunities exist for experiences;	BCA RR BTRC				Arts Queensland

	Artists in residency by the BCA at the Living Arts Centre.					
Encourage and support POP UP Markets in public spaces with high pedestrian traffic eg Short Street and River Bank.	Meet market demands Offer tourists experience Encourage local enterprise and creative industries	BCA Men Shed	High	Yr 1 -5	Minimal	Tourism
Deliver further Public Art as identified in the public art plan.	Public art tells the stories of Heritage and History Incorporate into major events More effective and relevant public art opportunities	BTRC BCA	Medium	Yr 2 - 5	High	Vision 6 Assets and Infrastructure
HERITAGE AND HISTORY – <i>The Golden Age of Wool era from the 1950's – 1970's is significantly important to both Blackall and Tambo. There are many and varied events of the wool history that should be recorded documented and exhibited before this information is generationally lost. The "Golden Age of Wool" has the potential to become a theme for the next five years and drive the heritage and historic aspects of this plan.</i>						
Continue to support enhancement and development (including interactive activities of the heritage and history) of Blackall and Tambo Heritage Buildings and Displays.	Authentic visitor experience; High level concern to attract volunteers to keep heritage sites open; Community interest in further developing the Heritage Precinct in Tambo, Blackall Woolscour, and Ram Park	THG BTRC WS Ram park	High Long term	Yr 1-5	High	Woolscour Conservation Management Plans Tourism Plans
Support and facilitate community groups to record oral histories of elderly people within the wool and rural histories and selective publications.	Captures history and heritage before it becomes lost and produces tourism product.	BTRC THG WS	High Long term	Yr 1-5	Medium	Tourism Heritage Plans
Investigate and facilitate concepts for integrated heritage and memorabilia displays (private and public) buildings in consultation with community, including paper based and electronic material.	Beautifies vacant shop spaces Intensifies story line; Connect with tourism product; Keeps materials up to date.	BTRC THG VIC WS		Yr 1-5		Tourism Heritage Plans

EVENTS AND FESTIVALS							
Support Heartland Festival to build a signature event Encourage the reincorporation of the Shockwave Festival	Heartland Festival identified as a major event; Combination of two festivals adds sustainability as youth attract community.						Councils Cultural Policy
Continue support for Races, Agricultural Shows, and Community events eg. fetes Teddy Bear's Picnic	Community events are important contribution to tourism and economy; Community Fundraisers.	BTRC Key community groups	High	Yr 1-5			Councils Cultural Policy
Continue strategic support to large celebration events eg T150	Large events require solid partnerships for success; Strategic governance reduces inputs.	BTRC Key community groups	High	Yr 1-5			
Focus on 'building local and use existing' ethos for these events	Limited available volunteers. Increase sustainability and existing events success; Recognise / respect volunteer; Constraints when organising large new events; Major event for local celebrations (eg T150) as opposed to 'for the sake of holding an event.'	BTRC Community Community Groups (including ephemerals)	Medium	Yr 1-5	Minimal		Events Queensland Red Ridge Councils Cultural Policy

CWOQTA = Central West Outback Queensland Tourism Authority

BCA = Blackall Cultural Association

TAC = Tambo Arts and Craft

THG – Tambo Heritage Group

WS = Wooolsour



STRATEGIC VISION 6: ASSETS AND INFRASTRUCTURE
Sustainable and Accessible Community facilities and services to enrich culture and ease arts practice

Rationale:

- Sustainable use of assets and infrastructure
- Access and availability, and equity in this provision
- Using old building is a recognised way of preserving them
- Maximise the value of the exterior art collection to the community

Goals:

1. To provide and maintain adequate access to public facilities
2. Maintain culturally important heritage buildings, infrastructure (including public art) and displays
3. Enable the continual delivery of services from these assets and infrastructure
4. Improve aspects of the Council’s Public Art Program.

Recommended Key Actions	Rationale	Who	Priority	Time	Costs	Linkages
CULTURAL BUILDINGS AND GALLERIES						
Develop a whole of town cultural assets register including their purposes and current uses for Blackall and Tambo	Community very content with current level of access and standards	BTRC	High	Yr 1	Minimal	BTRC Corporate Plan BTRC Assets Management Plan Community Groups Councils Cultural Policy
Develop a strategic plan for the cultural assets prioritizing services and their long term provision, in consultation and combination with community groups then investigate opportunities to synergize and value add to these services	High level of community concern to retain services, continued use and access to buildings; Time poor volunteers; Council partnerships to deliver combined services; Lack of financial viability and human resources to operate independent services eg TAC and LAC.	BTRC Community	High	Year 1	Minimal	Councils Cultural Policy
Maximize existing cultural assets before building new infrastructure	High level concern re new project at the expense of existing services.	BTRC	High	Yr 1-5	Minimal	Councils Cultural Policy

PUBLIC ART						
Create a detailed audit of public artwork and Council owned artworks (including oral histories and recordings), and detail condition, maintenance requirements, background information, map and display strategies,	No register or strategies exist; Council owned artwork poorly appreciated and displayed; Updated audit biannually; Need to underpin Public Art Plan.	BTRC	High / Medium	Yr 1; 3; 5	Low / medium	BTRC Corporate Plan BTRC Assets Management Plan
Develop a Public Art Plan which includes commissioning, purchasing, maintenance, decommissioning and relocating; with three important elements: A) Identify a differentiating signature; B) A Professional program, and C) A Community Program involving schools and community groups in its creation (include small scale, shop fronts and ephemeral)	Strong community support to continue public art and desire at both levels; Maximise benefits of public art in terms of tourism and the 'exterior gallery'; Plan required to improve ad hoc approach; Enjoyment, ownership and pride of seeing own work in community public space	BTRC RR	High	Yr 1 -5	Low / Medium	
Investigate options for the maintenance of exterior public art work to be delivered annually eg contract services	Preservation of public art. Maintenance plans exist but undelivered currently by council	BTRC RR	High / Medium	Yr 1 -5	Low /Medium	

TBTA = Tambo business and Tourism Association

RR = Red Ridge

TAC = Tambo Arts Council

APPENDICES:

COMMUNITY SUGGESTION BOX / IDEAS BANK

Below is a high light summary of community ideas. The plan purposefully includes the data collected during the consultation process which includes a wealth of ideas that can be drawn upon that augment and give detail to the six strategies above. As some are township specific, B, T, and B&T are listed on the right

Police providing movie nights for senior citizens	T
Innovative projects/activities eg Heritage preservation projects	B & T
Innovative ways to support community groups to organise events/projects are auspice of funding, finance management, facilitating networking within and outside communities.	B & T
Training and skills eg eg writing grants –empower community with skills	B & T
Some Heartland Festival workshops held in Tambo;	T
Spread Shockwave activities to include some in Tambo;	T
Coordinate key arts groups when planning workshops such as TAC with other groups in Blackall	B & T
Look at longreach RADF model	B & T
Increase attendance levels and include transport between towns	B & T
Development of a broad marketing plan for events for community groups to use;	B & T
Identification of funding and support in accessing funding;	B & T
Value adding to events;	B & T
Continued access to Council facilities and equipment;	B & T
Tambo – outside school hours arts program	T
Investigate ways to increase sustainability of Grassland Whisperer	T
Opportunity for Tambo Arts and Craft Association to work with another group for the annual Arts and Crafts Market Day;	T
Increased Councilor interaction with volunteer community groups	B & T
Improved and more consistent Council response to requests for help at officer level	B & T
Increased awareness and respect by Council staff to needs of volunteers and organisations (no “us and them”, more “we”)	B & T
Tambo Post and Telegraph Buildings Volunteer flags when manning heritage building	T

<ul style="list-style-type: none"> - Investigate development of displays that allow the building to be unmanned - A facilitator to help co-drive and develop displays; - Budget for development; 	
School historical register	T
Home ownership register over past 100 years	T
Investigate a way to allow the Tambo War Memorial Board to be accessed at all times. War Memorial board has limited access due to locked up in Hall.	T
<p>Tambo Shire Hall</p> <ul style="list-style-type: none"> - Provide access via a car to the Hall kitchen, - Provide designated car parking for caterers close to the Hall - Improve cold room - Investigate the feasibility of providing access to a sound system in the Tambo Shire Hall - Lack of sound system available to community. 	T
Continue community public art programs – smaller scale shop front displays – children’s exhibitions in Art Gallery - ephemeral	B & T
Investigate the feasibility and level of community interest in a public art work with the Tambo Teddies theme	T
Develop public art that has strong heritage or historic ‘story lines’	B & T
Be mindful that public art does not compromise the identity of the towns but builds on it	T
<p>Greater Consultation with Community</p> <ul style="list-style-type: none"> - Location of Fire Truck in Tambo - Tambo Powerhouse - Blackall with the Powerhouse Museum 	B & T
Golden Age of Wool theme to document significant parts of the wool industry	B & T
Community Theatre planned around significant community events such as sporting events eg white horses verses the colts	B
Mascots for sporting events	B
Public art for sports groups	B

COMMUNITY CONSULATION QUESTIONNAIRE

GENDER: Male Female

AGE GROUP: 10-14 15-17 18-25
 26-30 31-49 50-64 65+

Where do you normally live?

Tambo Town
 Blackall Country

Where do you normally work?

Tambo Town
 Blackall Country

How long have you lived in Blackall or Tambo?

Life time (Born here) Visitor
 1-5 yr 5-10yr 10- 20 yrs 21 yrs +
 What brought you to the region?.....

In general what are your main areas of interest in the Arts?

Music Festivals / Events Film/TV
 Craft Design Writing
 Stories Dancing Literature
 Public art Photography
 Textiles / Fabric/Fashion Community Arts
 Painting / Visual Art Digital /multimedia
 Museums and collections & Galleries

Theatre / Performing Art
 History Cultural/Heritage
 School Activities
 Other

Most of us create daily be it a meal, fix a fence, sew a quilt or tinker with wood. How do you consider yourself as a creative person?

Not at all Sometime for hobby Quite creative Very interested in artistic creativity At work
 Would love to explore and grow skills

That invisible glue that loosely holds our community together – Is that culture? What are the most important things in your community

.....

What arts or cultural vision do you see for your community?

.....

List three key words that would help to describe culture for your community

.....

How important is culture and arts to community wellbeing and sustainability?

Highly important Some what important
 Not important at all

How do you access information about local arts and cultural activities?

Email Council Web site word of mouth
 public notices local papers facebook
 social media Other

Why do you engage with creative activities?

Community projects Events Socially
 Professionally Personal interest Enjoyment
 Other

Indicate your interest in learning and being involved with a creative activity?

Very Somewhat Not at all

List three key words that would help describe the arts for your community?

.....

What type of creative activities or services would you like to see more of in your community?

.....
.....
.....

What aspect of our heritage that surrounds us needs to be promoted, preserved or developed?

.....
.....
.....

In terms of culture and arts what makes the Blackall-Tambo unique or distinctive as a region?

.....
.....
.....

How important do you consider arts and culture to tourism?

- Highly Somewhat Not important

How often do you engage with community events?

- Never Sometimes Always

What do you consider to be the major events in your community?

.....
.....

What is most important when attending an event?

- Cost Activities Venue Time
 Community Fundraiser / Community focused
 Other

In your opinion what are the main weakness/s of our local arts and culture?

.....
.....
.....

What is your favourite interest/ pastime?

.....
.....
.....

Your opinions are valued and we would like to hear your suggestions that would assist Council to grow a strong creative culture and community

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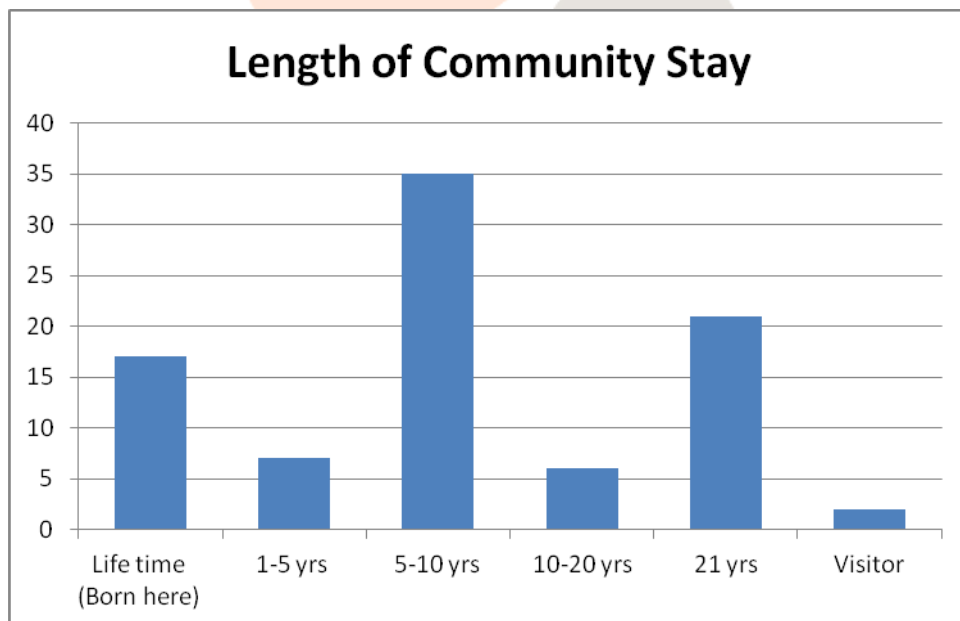
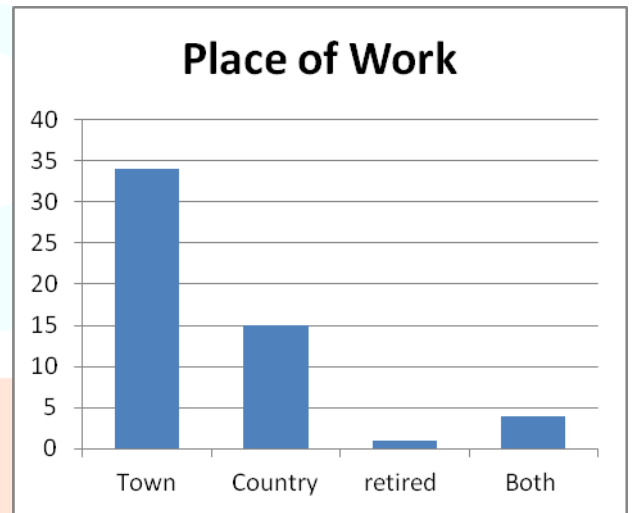
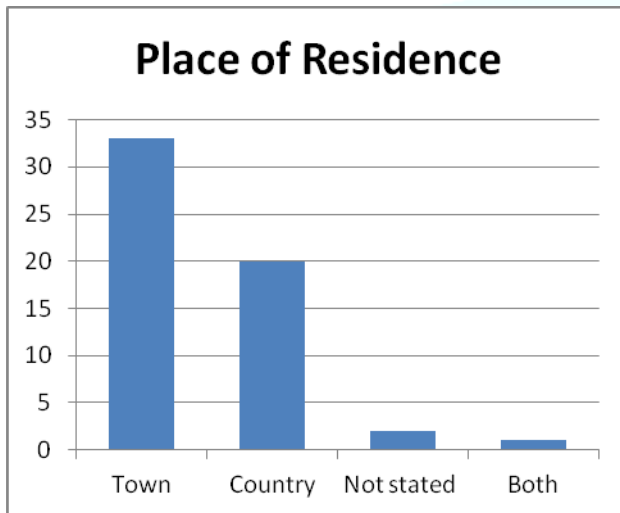
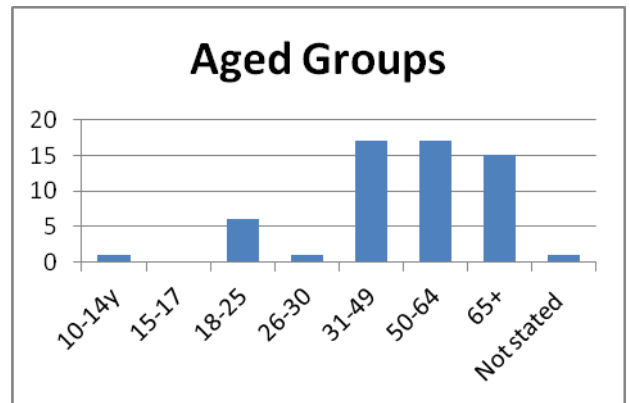
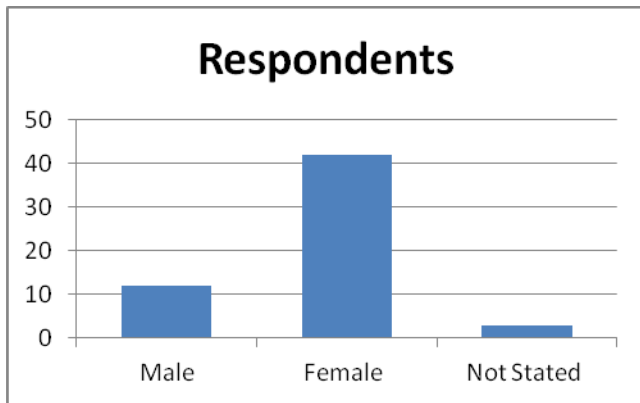
Thank you for taking the time to complete this survey. Information provided will become the basis of Blackall-Tambo Regional Arts and Cultural Plan which will drive a strategic vision for the next five years.

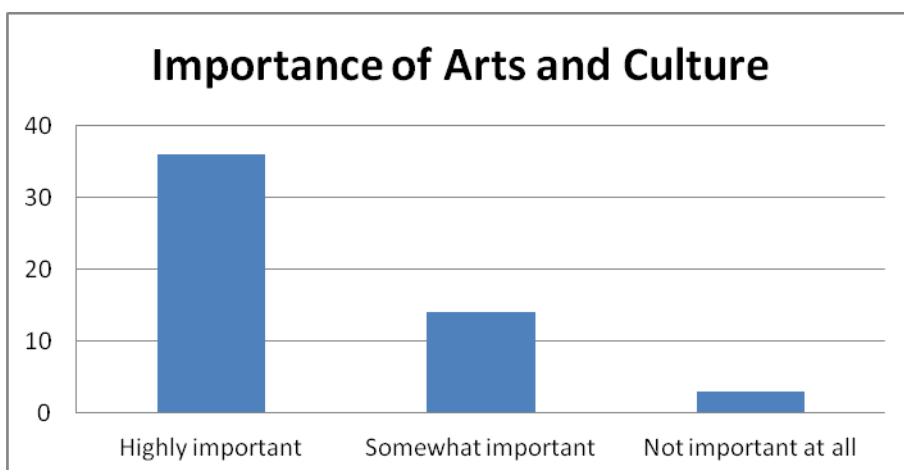
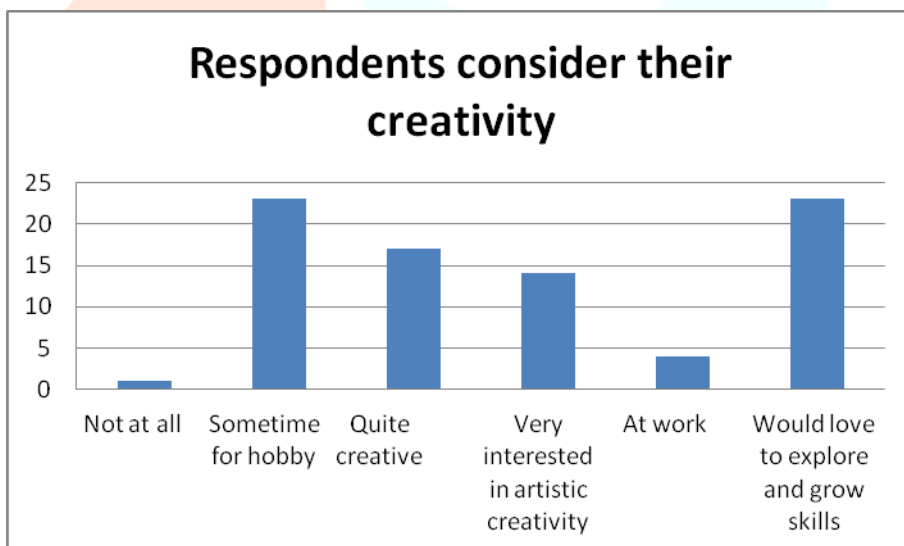
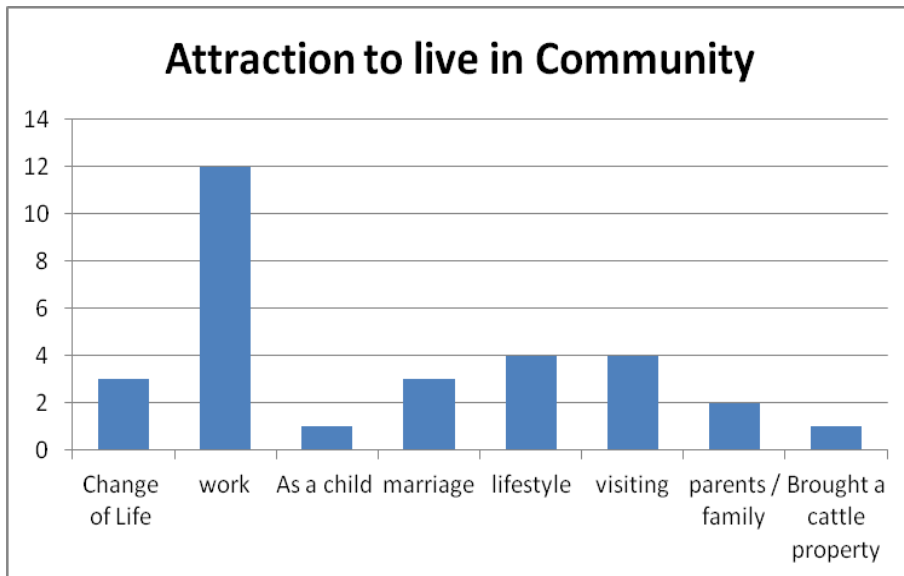
That INVISIBLE glue that loosely holds our community together – IS THAT CULTURE?

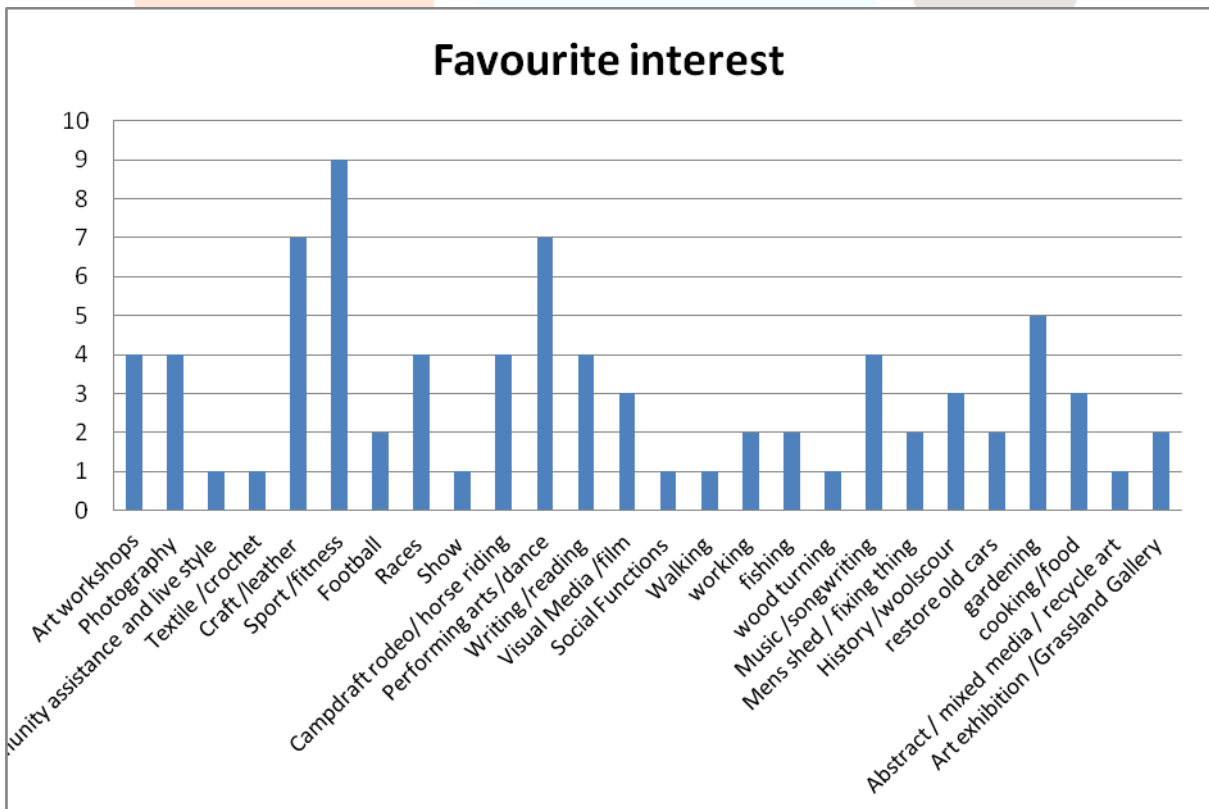
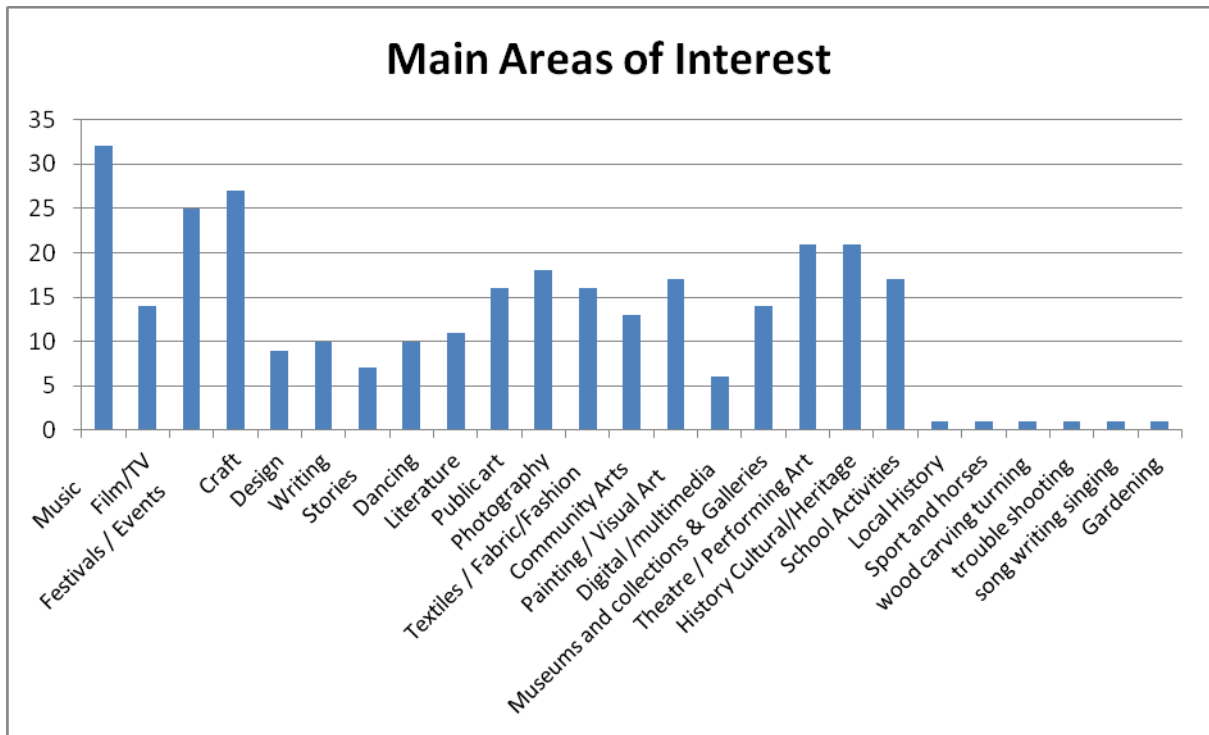
This is your chance to have your say about the direction of arts and culture in the Blackall Tambo region.

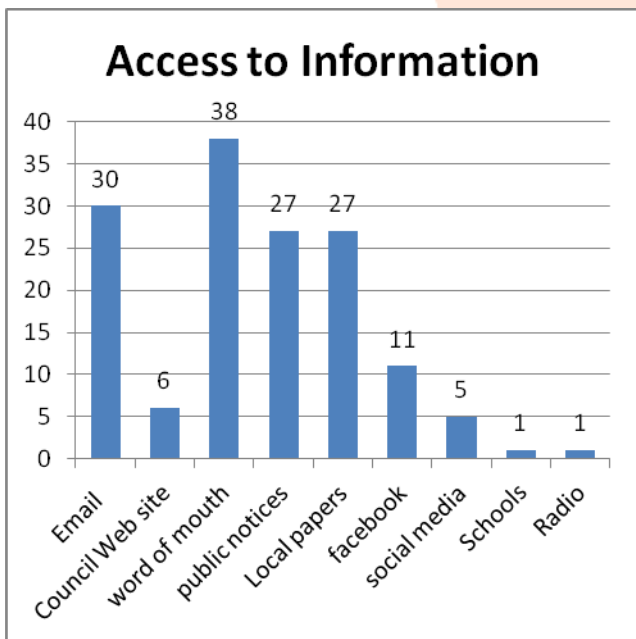
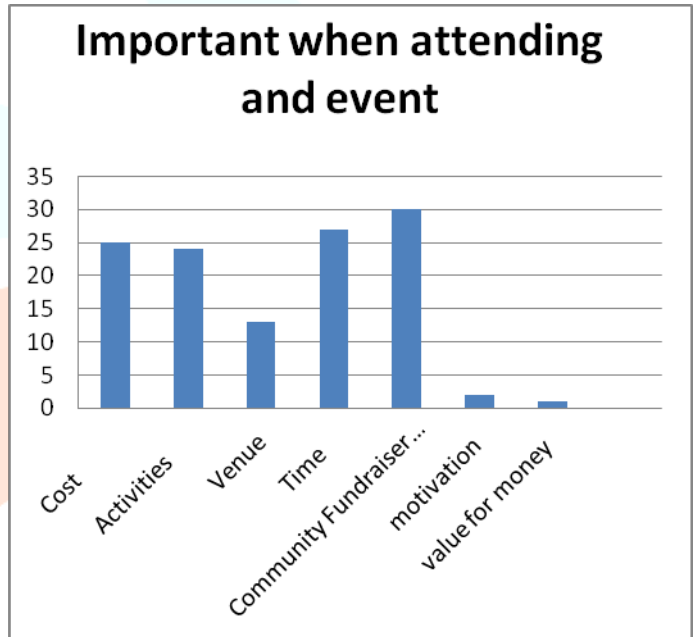
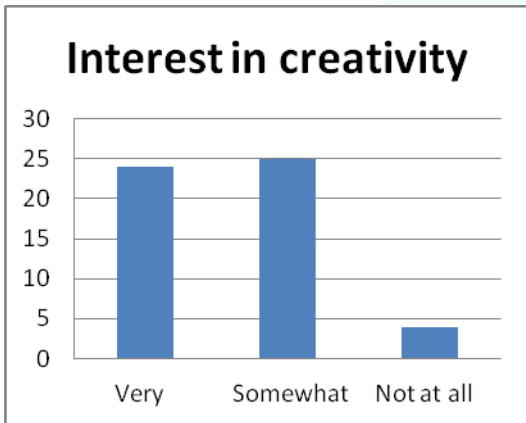
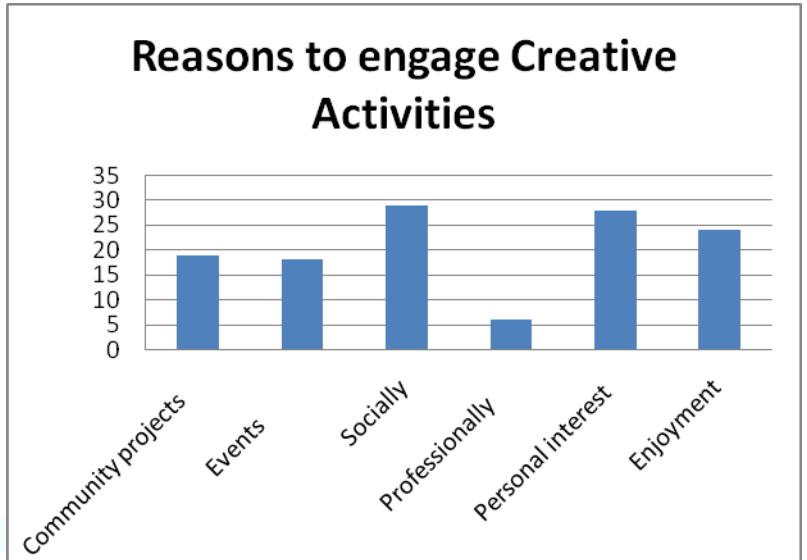
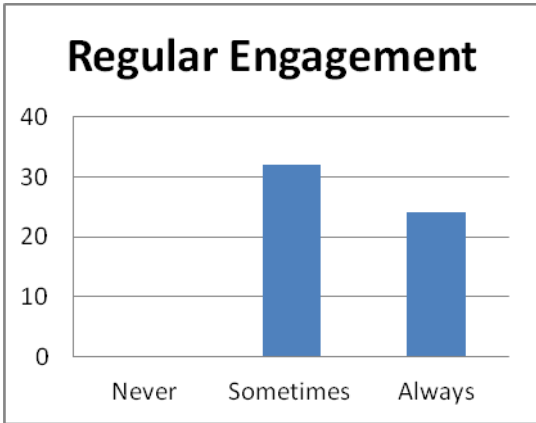
IMPORTANT COMMUNITY SURVEY

GRAPHED SURVEY RESULTS

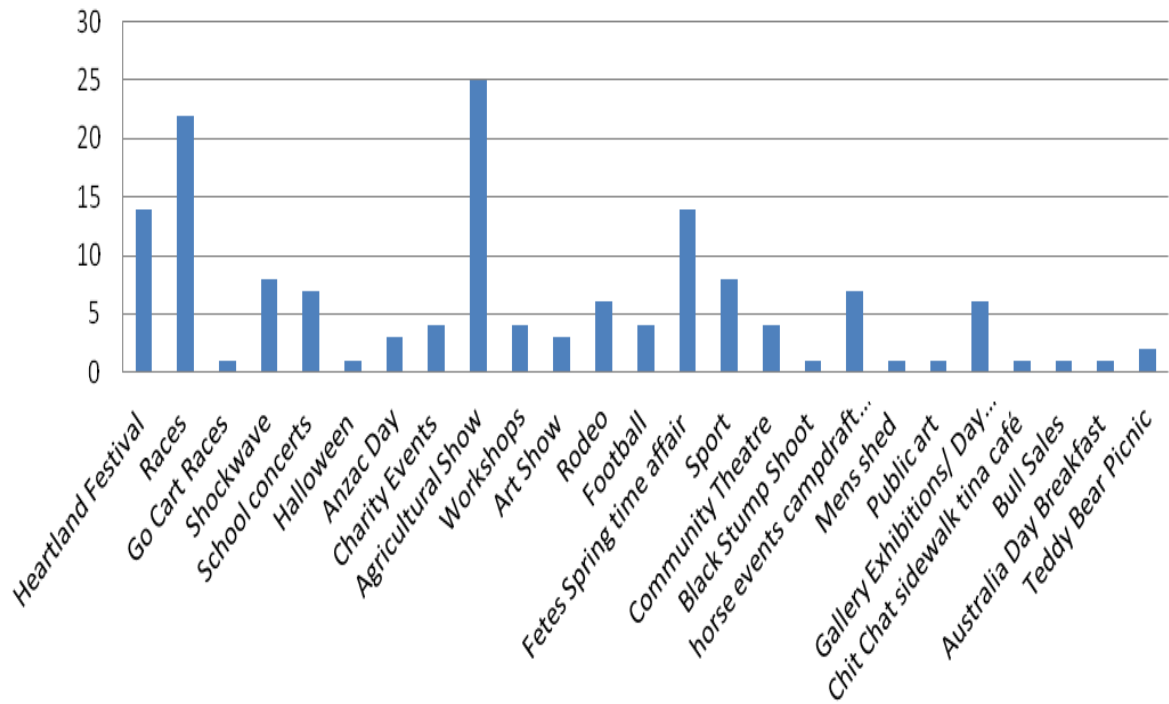




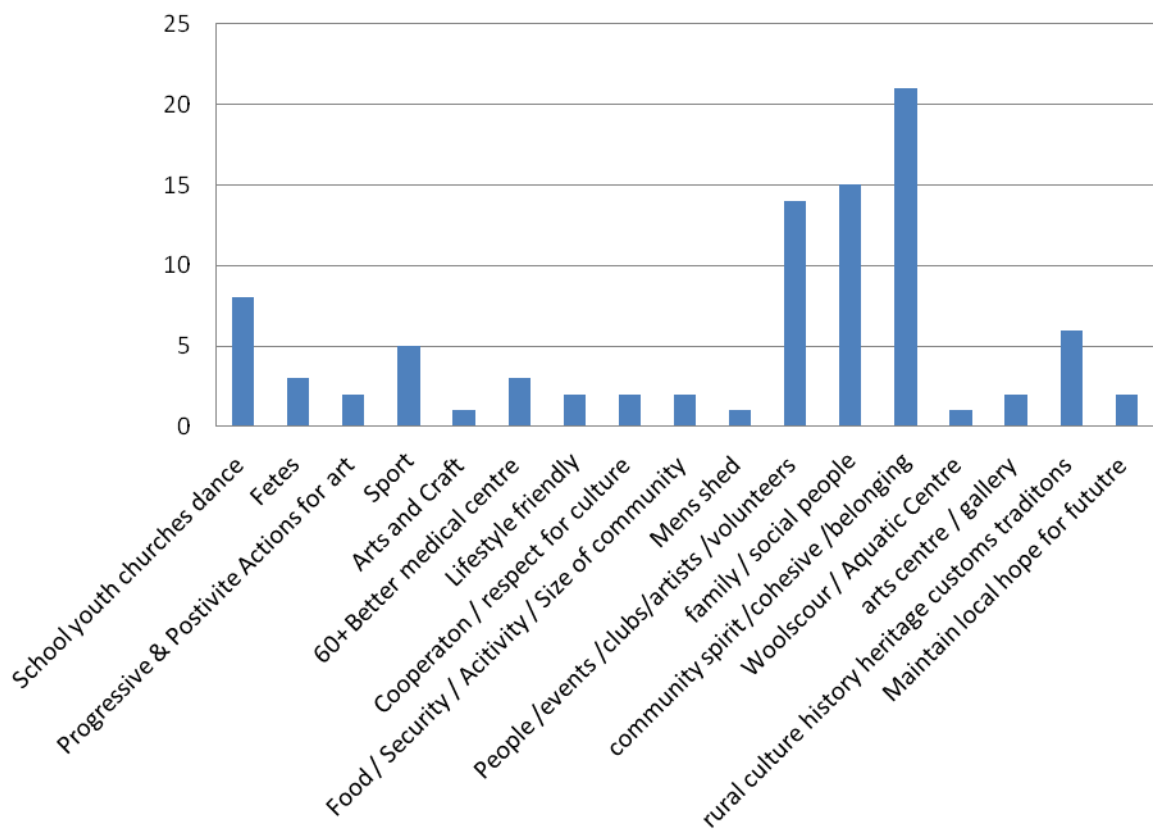




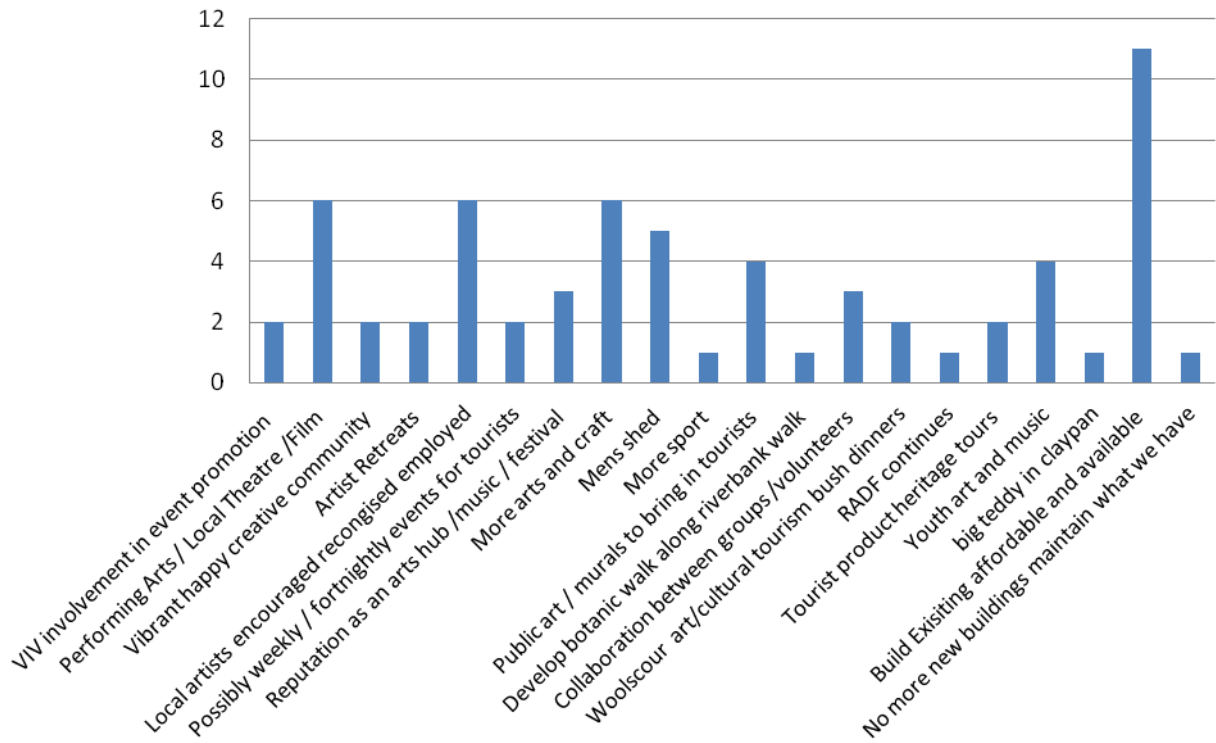
Major Events



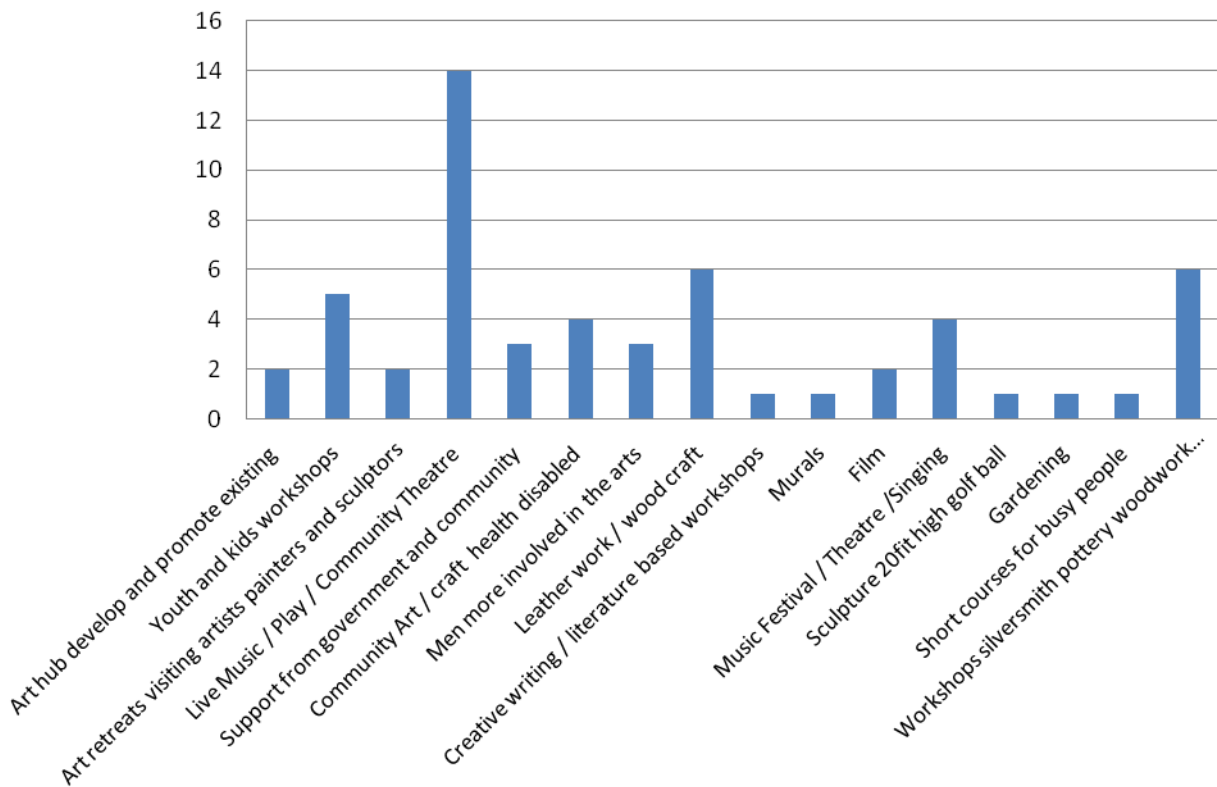
Most Important to Community



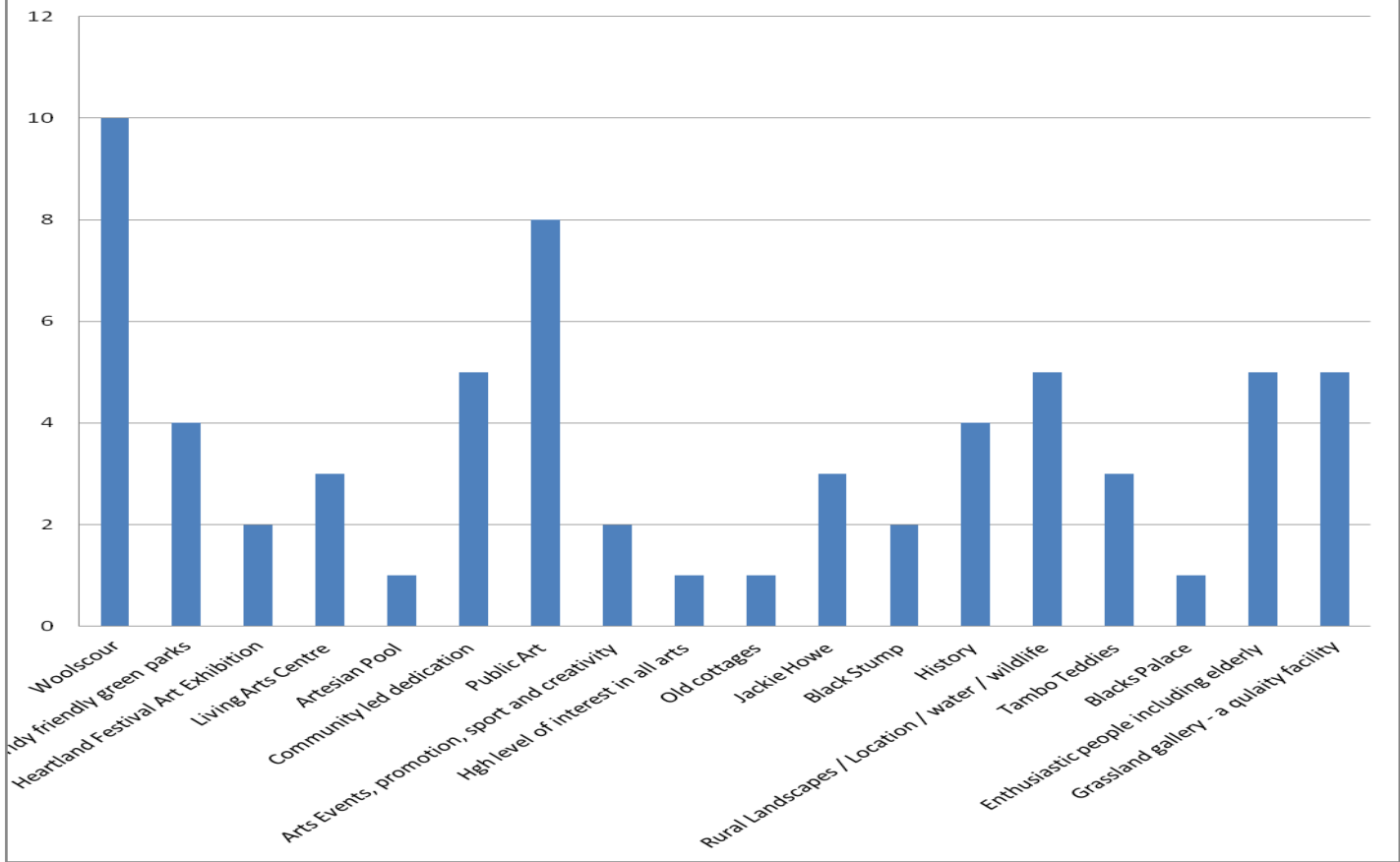
Community Vision



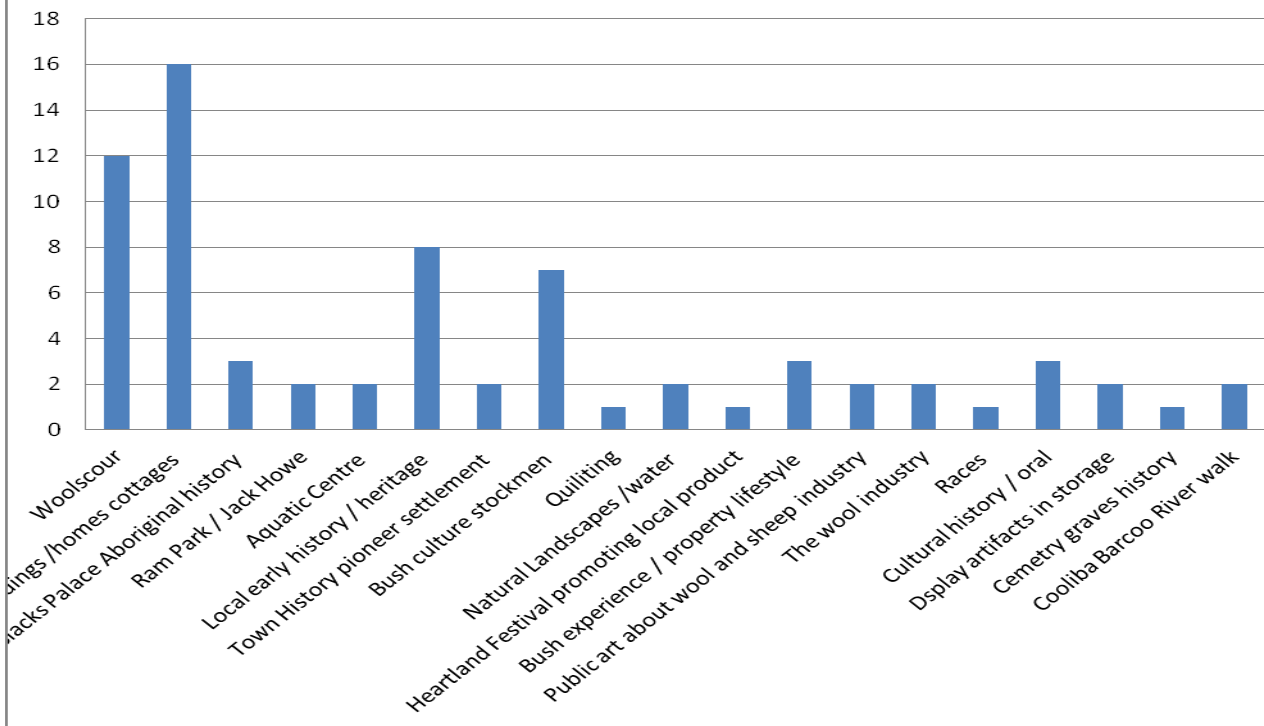
Services Identified



Distinct Uniqueness



Heritage Development



REFERENCE GROUP

Cultural Plan Reference Group Members Roles

- To represent and give voice to aspects of community and culture
- Conceiving, sharing and developing ideas, brainstorming
- Linkages into community through networks, families and friends
- Communication and promotional of Cultural Plan
- Identify and liaise with other key stakeholders in community
- Conceive and design Cultural Plan for Blackall and Tambo
- Help with community surveys and consultations
- Ongoing feedback through consultation stages
- Feedback on content, format and drafts of plan
- Timely response to the plan's communications and tasks
- Voluntary role working with three Red Ridge artworkers

REFERENCE GROUP MEMBERS:

Terry Brennan
Sally Campbell
Kiralee Fox
Lilly Kent
Lisa Kings
Bill Rogers
Alison Shaw
Jenny Turner
Scott Walker
Bob Wilson

LIST OF COMMUNITY ORGANISATIONS

Organisations contributing to the cultural life in TAMBO	Community cultural events venues	Community events/Tourism/Businesses
<ul style="list-style-type: none"> • Tambo Arts Council • Tambo Arts and Craft Association • Multipurpose Centre – senior citizens gatherings • Tambo Library • Tambo Heritage group • Tambo Book Club • Tambo State School • Tambo Business and Tourism Association • Blackall Tambo Regional Council • Country Women’s Association – Tambo Branch • Sports Clubs • Police – Blue Light • Tambo Childcare Centre 	<ul style="list-style-type: none"> • The Grasslands Centre • Tambo Library • Tambo Heritage Precinct – museum and arts and crafts shop • Tambo Shire Hall • Multipurpose Centre • CWA room • The Club and Carrungarra Hotels • Sports Club venues • Tambo Childcare Centre • EE Parr Park 	<ul style="list-style-type: none"> • Anzac Day • Australia Day • Tambo Stock Show • Tambo Teddies picnic • Race meetings • Blue light discos and movie nights • Under 8s Day • Arts and Crafts annual Market Day • Art gallery openings and exhibitions • Christmas in the Park • Arts Council travelling performances <p>Arts and Culture tourism destinations</p> <ul style="list-style-type: none"> • Grasslands Art Gallery • Tambo Heritage Walk • Tambo Heritage Precinct • Tambo Coolibah Walk • Tambo Wilderness Way • Tambo Dam • Tambo Cemetery <p>Cultural Industries/Businesses</p> <ul style="list-style-type: none"> • Grasslands Art Gallery • Grassland’s Whisperer newspaper

Organisations contributing to the cultural life in BLACKALL	Community cultural events venues	Community events/Tourism/Businesses
<ul style="list-style-type: none"> • Blackall Cultural Association • Heartland Festival Committee • Historic Woolscour Association • Blackall Historic Society • Barcoo Pastoral Society • Blackall State School • St. Josephs State School • Uniting Church Rev Group • Uniting Church Ladies Guild • Anglican Ladies Guild • St. Patrick's • Blackall Country Women's Association • Blackall Parents And Citizens • Blackall Dance Group • Old Time Dance Group • Red Ridge Creative Ladies Circles • Red Ridge Creative Men's Group – The Lost Art • Barcoo Amateur Race Club • Blackall Golf Club • Blackall Rugby League • 60+'s Better • Blackall Kindergarten • Country Women's Association 	<ul style="list-style-type: none"> • The Living Arts Centre • Blackall Cultural Centre • Blackall Memorial Hall • Blackall Woolscour • Sports Clubs • Banks Park • Uniting Church • Anglican Church • St. Joseph's School • State School • Skate Park • Show Grounds 	<ul style="list-style-type: none"> • Heartland Festival • Anzac Day • Australia Day • Blackall Agricultural Show • Blackall Races • Shockwave Festival • School Performances • Under 8s Day • Monthly Markets • Annual Gallery Day • Christmas Fetes • Easter Fetes <p>Arts and Culture tourism destinations</p> <ul style="list-style-type: none"> • Blackall Woolscour • Living Arts Centre • Art Retreats • Ram Park • Aquatic Centre • Public Art Trail • Race Course • Golf Course • Show Grounds • River bank • Cemetery <p>Cultural Industries/Businesses</p> <ul style="list-style-type: none"> • Living Art Centre • Art Retreats • Barcoo Independent

