



**Horsham Rural City Council**  
urban rural balance



# Horsham Rural City Council Arts & Cultural Plan 2014-2018

# HRCC Arts & Cultural Plan

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## Introduction

This plan is predicated on the belief that arts and culture has a vital role in increasing the liveability of the municipality and hence its' long term economic, social and environmental sustainability. It recognises that arts and cultural expression adds meaning and quality to the way we live our lives, and how we can make sense of our world.

*“A safe place; A joyful place; A place where artists, writers, dramatists and humourists can gather and enjoy creative pursuits; A place where buildings are both modern and old, reflecting the positive aspirations of the future and the memories of the golden past; A place where life is honoured through a sense of place, a place to gather, learn, reflect, enjoy and indulge; A place where food and wine are balanced with serious conversation and what matters; A place of laughter and art; A place where kids feel welcome; A place where the old feel appreciated; I want my home place to be vibrant and welcoming and above all open-hearted, open-minded and open artistically, to all manner of joys.” Cultural Voice Project (CULTURAL VOICE PROJECT) What Matters?*



## Scope of the Plan

For the purposes of defining the scope of this plan and avoiding cross over into the scope of other Council plans, the 2014-2018 HRCC Arts and Cultural Plan has a particular focus on promoting arts activity as a tool to reflect, celebrate, express and inform the values, priorities and cultural awareness of the community and through this, increase the liveability of the municipality. For the purpose of the 2014–2018 HRCC Arts and Cultural Plan:

- the term ‘arts’ refers to heritage, history, performing, visual art and craft, film and multi-media, literature, arts in education, architecture, design, cuisine, etc. under humanities.
- the term ‘culture’ refers to the cultural practices of our indigenous, migrant and spiritual communities as well as arts based activity that expresses culture.

(See Appendix (1) Defining Arts and Culture)

Another principal informing this plan is that of creativity. Richard Florida<sup>1</sup> examines the growing role of creativity in our economy. He argues that creativity has become the principal driving force in the growth and development of cities, regions, and nations. He describes the phenomenon where by a society in which the creative ethos is increasingly dominant is the society that will thrive. “Millions of us are beginning to work and live much as creative types like artists and scientists always have”. He proposes that a community that attracts and cultivates a population

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<sup>1</sup> Florida, R (2004), The Rise of the Creative Class

of workers who think creatively about what they do, be it in education, engineering, arts, design, bio technology, info technology, trade for example, will determine ultimately which cities thrive or whither.

## **Arts and Cultural Background**

### **Recognition of our land's Traditional Owners**

Horsham Rural City Council recognises the five Traditional Owner groups of this land: the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk people.

**Landscape:** Horsham is the largest population centre in the Wimmera, in Western Victoria (Australia). It sits on relatively flat plains that stretch from the Grampians mountains in the south, towards the Mallee to the north. The Wimmera River which runs through the town is the largest land-locked river in the world eventually disappearing into terminal lakes and dunes. In the west of the municipality is one of Australia premier rock climbing destinations, Mount Arapiles and the small town of Natimuk. To the south of Horsham are the towns of Laharum, Dadswells Bridge and the Wartook Valley; gateway to the Grampians.

**People:** In June 2012, Horsham Rural City Council recorded a population of 19,658<sup>2</sup>. Nearly three quarters of residents live in the central urban area of Horsham with a population of 14,285<sup>3</sup>. 4,994 people live in the rural areas of the municipality and in communities such as Natimuk, Dadswells Bridge, Pimpinio, Jung, Haven, Laharum and Wartook. The Victorian Governments population projections for 2031 forecast the municipal population to rise to 22,571<sup>4</sup>. Horsham's growth occurs from internal migration in the Wimmera, natural attrition as well as people moving to the region from other parts of Victoria and a small percentage of skilled migrants from overseas. Whilst still a small percentage of the municipalities' cultural diversity is growing, as well as those born in Australia, the municipality is home to people born in 28 countries. There are 27 languages, including English spoken in the municipality. Skilled migration is contributing to a 1% increase in the number of people born outside Australia; from 5% in 2006<sup>5</sup> to 6% in 2011<sup>6</sup>. Aboriginal and Torres Strait Islander people make up 1.5% of the population. This contributes to an increase of .3% from 2006 to 2011.

The population of the Wimmera is approximately 50,000. The Horsham municipality is playing an increasingly significant role in providing services to the region including health, employment, retail, arts and culture and other government services.

**Arts and Cultural Organisations:** Some of the key organisations that make up the arts and cultural community of Horsham Rural City Council (HRCC) are Horsham Regional Arts Association (HRAA), Wimmera Regional Library Corporation (including Horsham Library), Wesley Performing Arts Centre (WPAC), Horsham Regional Art Gallery (HRAG), Horsham Film Society (HFS), Horsham Arts Council (HAC), Horsham Historical Society, Arapiles Historical Society, Arapiles Committee Theatre (ACT Natimuk), Nexus Youth Centre (Nexus) and the Makers' Gallery and Studio (Makers'). Adult education resources include Wimmera HUB and the Federation University (formerly University of Ballarat) which has a collection of arts studios that are currently being re-purposed due to diminishing education resources for the delivery of visual arts programs in the region. A number of organisations based in Horsham deliver services throughout the region and attract people to Horsham from the wider region.

There are several key Indigenous cultural organisations including the Barengi Gadjin Land Council (BGLC), Goolum Goolum Aboriginal Cooperative (Goolum Goolum) and Wurega Aboriginal Corporation (Wurega). There is also a small burgeoning immigrant population represented by organisations such as Oasis Wimmera and the Wimmera Development Association's (WDA) Migrant Settlement Program.

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<sup>2</sup> Regional Population Growth 2012

<sup>3</sup> ABS Census 2011

<sup>4</sup> Victoria in Future 2012 – Wimmera, Department of Planning and Community Development

<sup>5</sup> ABS Census 2006

<sup>6</sup> ABS Census 2011

**Festivals:** There are eight established arts festivals operating within the municipality. The *Art Is...festival* is the largest and longest running arts festival in the Wimmera delivering a diversity of quality arts experiences across the region; *Awakenings*, the only regional arts for all abilities festival in Australia; the *Horsham Rockers* three day annual dance event the *Horsham Country Music Festival*, *Kanamaroo*, the *Spring Garden Festival*, *Horsham Film Festival* and the spectacular artist-driven festival known as the *Nati Frinj*. There is also a burgeoning community festival in Horsham North called *NorthFest*.

**Artists, Art and Participation:** Horsham municipality is also home to many acclaimed artists and arts companies across the performing, visual arts, crafts, multi-media and literature mediums. There is a culture of national and international touring of the work made in this region. Many artists also engage directly with their community through a strong regional practice of participatory art projects delivered independently or through our arts and cultural festivals.

**Art and Cultural Assets:** Construction of a new major 500 seat performing arts centre and conferencing facility on the heritage listed Horsham Town Hall site commenced in January 2014. The development will include an upgraded Regional Art Gallery and is expected to be open in mid-2015. This facility will perform an important regional function.

The Horsham Regional Art Gallery is currently operating out of a temporary adapted exhibition space at Jubilee Hall in Roberts Avenue. Its exhibition program is limited to six shows per year until relocating back to the permanent gallery space at Horsham Town Hall after refurbishment. The ability to show the permanent collection is restricted due to the size and conditions of Jubilee Hall.

Wesley Performing Arts Centre is an intimate 265-seat theatre, previously the old Wesley Church and still features the stunning pipe organ as a backdrop to the stage. The venue was architecturally transformed and features a sound and lighting system, green room and dressing rooms, foyer, bar and courtyard. Council's venue manager programs a professional range of productions at Wesley PAC in conjunction with the Wesley PAC committee of management. The venue is also utilised for a range of corporate and social events and is regularly hired by the local arts council and schools for their productions.

There is a public art collection throughout the municipality owned by HRCC and managed by the Public Art Advisory Committee. There is also a new Public Art and Heritage Trail through the Horsham's Central Administration District and Wimmera River.

The heritage listed Horsham Theatre building is also home to the Horsham Cinema Centre and activities of the Horsham Film Society.

Barengi Gadjin Land Council (BGLC) situated at 142 Firebrace St Horsham, includes an art gallery, and is currently developing plans for the establishment of an Arts & Cultural Centre based in Horsham.

There are also several privately run galleries in the region such as Natimuk's Goat Gallery, Red Rocks Gallery and Threadmill.

### **HRCC Arts Activities & Staffing**

Horsham Rural City Council manages the Horsham Regional Art Gallery (HRAG) and two performing arts venues, Wesley Performing Arts Centre and Horsham Town Hall. Council has secured State and Federal Funding towards the redevelopment of the Horsham Town Hall and Horsham Art Gallery, into a 500-seat performing arts centre, conference venue and upgraded Regional Art Gallery.

The Community and Cultural Development team of Council work across the implementation of this plan, HRCC's Public Art Policy and management of public art, arts project development, arts and cultural festivals and organisational support and resourcing arts practice and participation in the community.

Arts and cultural work occurs across areas of Council and associated departments including Wimmera Regional Library Corporation, Nexus Youth Centre, Human Services, HRCC Planning and Technical Services.

The HRCC Community and Cultural Development Team include:

- Manager of the Community and Cultural Development Team
- Venue Manager of Wesley PAC and Horsham Town Hall
- Director of the Horsham Regional Art Gallery
- Curator of Horsham Regional Art Gallery
- Administration Officer of Horsham Regional Art Gallery
- Education Officer of Horsham Regional Art Gallery (funded by Department of Education and Early Childhood Development)
- Two Community and Cultural Facilitators
- Cultural Development Officer
- Marketing and Administration Officer supporting the Venue Manager and Cultural Development Officer
- Casual contracting of technical support to assist in event production at WPAC and Horsham Town Hall

### **Review of Previous Plan**

In 2012 a review of the existing 2006 HRCC Cultural Plan was completed. This plan was an adaption of the 2003 Horsham Regional Arts Association Cultural Plan. In reviewing the 2006 plan, it was found that:

- 1) There was a significant and gradual increase in the resourcing of arts and culture across Council,
- 2) The current cultural context within the community has evolved greatly from those of 2003 and 2006 with a greater number of organisations and individuals working in the areas of arts and culture not just within these sectors but also across the health, social services, economic and environmental sectors,
- 3) There is an increasing level of cultural diversity within Horsham,
- 4) The majority of the original aims from the 2003 and 2006 cultural plans had been achieved.



These four general findings necessitated the development of a new arts and cultural plan that reflects the values and aspirations of our municipalities existing cultural map.

This plan is one part of the jigsaw puzzle that makes up the work of HRCC. It is intrinsically linked with other plans and work areas including:

- Council Plan
- Community Plans for Natimuk, Dadswells Bridge, Laharum, Jung and Horsham
- Early Years Plan
- Health and Wellbeing Plan
- Sports and Recreation Plan
- Horsham North Urban Framework
- Tourism Strategy
- Disability Access and Action Plan
- CAD (Central Activity District) Strategy
- Wimmera Regional Library Plan
- Public Art Policy

### **Public Consultation Process**

Part of Council's role in developing a five-year Arts and Cultural Plan is to identify what we as a municipality value and then enable the conditions in which our community can express those values.

This was done through a variety of means:

- 1) The Cultural Voice Project (CVP)
- 2) University of Ballarat Visual Arts facilities survey
- 3) Direct consultation with key organisations

- 4) Review of the existing Cultural Plan
- 5) Existing council work and plans
- 6) Four public consultative workshop sessions
- 7) Youth Matters survey
- 8) Your Community Your Say Arts Spaces consultation

### **The Cultural Voice Project**

The Cultural Voice Project (CVP) was a consultation tool that asked the community four questions through survey and direct consultation. ***Culture: What Matters, What’s Good, What’s Missing and What’s Next?*** The project received over 900 responses, which were as broad as the definition of Culture itself, encompassing values, arts, Indigenous heritage, migrant cultures, religion and spiritual practices, sport, health, environment, urban landscape, education, social connection, business and economics.

What emerged through consultation were clear priorities that informed the direction of the current HRCC Arts & Cultural Plan.

<p><b>Key Values were:-</b></p> <ul style="list-style-type: none"> <li>➤ <i>Variety of experiences</i></li> <li>➤ <i>Respect and tolerance</i></li> <li>➤ <i>Inclusion</i></li> <li>➤ <i>New perspectives</i></li> <li>➤ <i>Identity, sense of place and community</i></li> </ul>	<p><b>Key Priority areas were:-</b></p> <ul style="list-style-type: none"> <li>➤ <i>Arts practice of our artists</i></li> <li>➤ <i>Community participation in arts and cultural activities</i></li> <li>➤ <i>Diversity of arts and cultural experiences</i></li> <li>➤ <i>More places of arts infrastructure</i></li> <li>➤ <i>Governance support for our arts and cultural organisations and volunteers</i></li> <li>➤ <i>Arts business development</i></li> <li>➤ <i>Arts advocacy and communication</i></li> <li>➤ <i>Cultural literacy and services</i></li> <li>➤ <i>Festivals</i></li> <li>➤ <i>Meeting places and community connection</i></li> </ul>
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In response to these priorities and values the following Vision, Goals and Programs were created.

## **Vision Statement**

*Horsham Rural City Council:  
A regional leader in arts and cultural activity that celebrates  
diversity, creativity and inclusion  
through our contemporary and heritage stories that  
connects us to land, people and place.*

## **Goals**

- To celebrate cultural diversity and inclusion through the arts
- To increase participation and access to the arts
- To invest in the development, presentation and sustainability of local arts practice
- To encourage a diverse range of arts and cultural experiences across the municipality
- To contribute toward a strong sense of place and community identity through the arts and culture

## **KEY PROGRAM AREAS TO ACHIEVE GOALS:**

1. Arts Participation and Cultural Awareness
2. Arts Practice
3. Arts and Cultural Organisations and Infrastructure
4. Arts and Cultural Festivals and Events
5. Art in Public Places
6. Heritage and Histories
7. Connection and Communication
8. Evaluation and Review
9. Definition & summary

There are a total of 92 strategies addressing the key objectives of each program.

1. 14 strategies that are currently projects underway, most of which will be completed within 2 years.
2. 36 proposed strategies that will occur across the life of the 5 year plan.
3. 42 strategies that describe the nature of the ongoing arts and cultural work done across Council.

## Program 1 | Arts Participation & Cultural Awareness

Participating in the arts occurs through the practice of artists, community engagement in arts making activities and being an audience of arts work. Cultural awareness is shown as an acknowledgement, acceptance and respect for a diverse range of cultural practices in the community. Arts participation and respect for cultural diversity was voiced as a clear priority in the research emerging from the Cultural Voice Process.

### Assets and priorities

The surveys within the Cultural Voice Project (CVP) indicated that there was a strong value around celebrating and respecting cultural diversity through increasing cultural literacy and visibility of our indigenous and multicultural people. Celebrating culture through participation in the arts is one way this can occur. In the CVP, arts participation was surveyed as within the top three results when asked “What’s Good?”, “What’s Missing?” and “What’s Next?” There is a strong culture of participatory arts projects delivered through our festivals and events programmes (See Program 4 - Arts and Cultural Festivals and Events). They continue to provide an important access to arts participation and diversity of experiences in the region.

Participation in arts activity occurs within the curriculum delivery of our primary and secondary schools. However pathways into arts study beyond these forums are limited. The diminishing access and delivery of visual art study in schools and Universities was expressed through both the CVP and the University of Ballarat (now Federation University) Visual Art Survey conducted in 2012. There will be no ongoing tertiary Visual Art course beyond 2013 and the Vocational Educational Training in Schools Visual Art program also did not run in 2013 (but is being offered for 2014.) Students wishing to undertake tertiary study in performing arts have to travel to Ballarat or Melbourne. Training opportunities occur in the performing arts through a variety of music and dance schools that offer specific tuition.

Increasing access to and participation in the arts and cultural activity is known to benefit community health and well-being. “Communities need access to and facility with, the tools that come with arts in order to find meaningful ways to express their values. Creativity, engagement, cohesiveness, wellbeing, and respect for difference will be the inevitable outcomes.”<sup>7</sup> Our arts and cultural organisations, festival and events play an important role in delivering meaningful arts participation experiences.

The Australian Council for the Arts “More Than Bums On Seats” survey of arts participation states that 90% of Australians have participated in the arts including the 40% who actively create art<sup>8</sup>. This is affirmed within the Vic Health Indicators Survey for arts participation by combining their figures for arts attendance and arts creation<sup>9</sup>. According to both data sets, arts participation is adversely affected by social disadvantage and our municipality has a higher rate of people who are regionally isolated, from low income or single parent households, unemployed or engaged in home duties, have one or more disabilities and have high school education level or less<sup>10</sup>. All identified by both studies as demographics less likely to enjoy the benefits of arts participation. This is reflected in the VicHealth figures which indicate the Horsham LGA as being below the state average for both people attending arts activity and those creating and making art<sup>11</sup>. A small but growing migrant population has an increasing presence in the community and the municipality is experiencing the benefits of their skills, experiences and expertise. People who speak a language other than English are also identified as a population that is less likely to participate in arts activity.

Therefore a focus for this plan is to increase the arts participation experience for those in these demographics as well as across the community generally so that there is greater access to the health and well-being benefits that arts participation can bring to an individual and a community.



*“Participation, accessibility – artists, audience, community participation Possibilities and opportunity, inclusiveness, respect, new perceptions and experiences, enrichment, exposure to international quality, diverse, art and arts practise.” CVP What Matters?*

<sup>7</sup> Hawkes, J. p.24 Fourth Pillar of Sustainability, Common Ground Publishing Pty Ltd in association with Cultural Development Network, 2004

<sup>8</sup> Australia Council “Not Just Bums On Seats” Arts Participation Survey.

<sup>9</sup> 2011 Vic Health Indicators Survey 2011 Victorian Health Promotion Foundation

<sup>10</sup> 2011 Vic Health Indicators Survey 2011 Victorian Health Promotion Foundation

<sup>11</sup> 2011 Vic Health Indicators Survey 2011 Victorian Health Promotion Foundation



*“Communication; the exchange of ideas and views amongst people from different cultural background, the breaking down of cultural barriers. sharing information about events and festivals. Feeling involved.” CVP What’s Good?*

Objective	Strategies	Timeline	Indicators	Partners
<b><u>CULTURAL AWARENESS</u></b>				
1.1 To increase the awareness and acceptance of a diverse range of cultural practices within Council and across community.	1.1.1 Facilitate access to cultural awareness training within Council.	Ongoing	Increase the number of workers undergoing training. Increase in the number of council staff whose work engages with our key multicultural and Indigenous organisations	CCD, HRCC, BGLC, Wurega Oasis Wimmera, WDA.
	1.1.2 Continue with Acknowledgement of Country as part of Council public practice.			
	1.1.3 Support the work of our key multicultural and Indigenous organisations within the community. (see programs 3 and 6)			
<b>ARTS PARTICIPATION AND ACCESS</b>				
1.2 To increase participation in and access to a diverse range of arts experiences across the municipality and across demographics.	1.2.1 Enable opportunities for community generated participatory art projects targeting demographics with lower arts participation (as outlined in the Vic Health Arts Participation Indicators for this municipality).	Ongoing	Measure an increase in the VicHealth Indicator of Arts Participation. Create one project per year that targets these demographics. Qualitative surveying of the arts benefits to the participants engaged.	CCD, arts festivals, community organisations,
	1.2.2 Broker key partnerships between non-arts based organisations, artists, and arts and cultural organisations to create participatory art projects around a common theme (such as Youth and the Arts, Arts and Business, Arts and Disability, etc.) through the delivery of a Creative Bank initiative.	2015 Ongoing	Qualitatively assess the effectiveness in participation of projects emerging from Creative Banks. Monitor participating numbers from projects generated. Survey and evaluate the impact of one organisations project per year that has an arts participation component	CCD, HRAA community organisations

Objective	Strategies	Timeline	Indicators	Partners
	1.2.3 Continue as a resource for arts and non-arts organisations toward the inclusion of participatory arts projects within their strategic vision and core business.	Ongoing	Survey and evaluate the impact of one organisations project per year that has an arts participation component.	CCD, community organisations.
	1.2.4 Work closely with arts and cultural organisations and events to enable community generated participatory arts and cultural projects.	Ongoing	Survey and evaluate the impact of one organisations project per year that has an arts participation component	Co HRCC departments, key non-arts organisations
	1.2.5 Encourage arts participation projects that are delivered through other council plans and areas.	Ongoing	Survey and evaluate one council project per year that has an arts participation component.	HRCC Tourism & Events, CCD, Human Services
	1.2.6 Identify opportunities and funding for arts and cultural programming within major tourism event delivery.	Ongoing	Create two arts and cultural projects within tourism events/projects across the life of the plan and evaluate the effectiveness of the project.	CCD , Tourism and Events
<b>AUDIENCE</b>				
1.3 To increase attendances to Wesley Performing Arts Centre, Horsham Town Hall PAC and Horsham Regional Art Gallery events, for both performances and exhibitions.	1.3.1 Support the Art is...Festival in the implementation of its Encounter program delivering performance making workshops, professional development and performances out of Wesley PAC and Horsham Town Hall PAC.	2014–2018	Increase in the number of artists, teachers and youth participating in workshops and performances to the capacity of the program delivery.	Wesley PAC, Horsham Town Hall PAC, Art Is...Festival
	1.3.2 Program a diverse range of exhibitions and performances through the Horsham Regional Art Gallery, Wesley PAC and Horsham Town Hall PAC.	2014-2018	Demonstrate a diverse range of exhibitions and performances.	Wesley PAC, Horsham Town Hall PAC, HRAG
	1.3.3 Continue the role and activities of the Education Officer as part of Horsham Regional Art Gallery’s Education Program.	Ongoing	Subject to recurrent external funding. Position re-funded in 2013. Monitoring number of young people engaged through	HRAG

			diverse programs.	
<b>Objective</b>	<b>Strategies</b>	<b>Timeline</b>	<b>Indicators</b>	<b>Partners</b>
	1.3.4 Develop and implement an audience development strategy for HRAG.	2015 then ongoing	Increase in number of audiences and attendances each year.	HRAG
	1.3.5 Develop and implement a long term audience development strategy within Horsham Town Hall and Wesley Performing Arts Centre business plans.	2015 then ongoing	Increase in the numbers of venue hires and audience.	Horsham Town Hall PAC, Wesley PAC
Reference: Health and Wellbeing Plan, Horsham Community Plan, Disability Access and Action Plan, Aged & Community Care Plan, Tourism Strategy, HRAG, Wesley and Horsham Town Hall Business Plans, Art Is... Festival Business Plan				

## Program 2 | Arts Practice

The section “Arts Practice” is responding to the need for support for professional artists and arts workers who seek to either engage with and/or base their practice within the municipality. Arts Practice encompasses the doing or seeking to do art or arts work as a professional. Artists, artisans and arts workers are those who use art in their professional practice.

### Identifying assets and priorities:

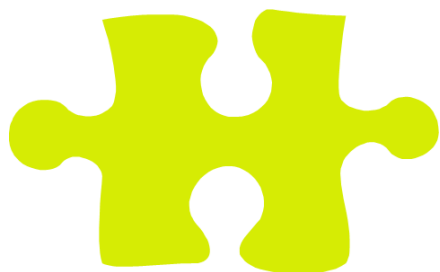
There are a range of high profile companies and independent artists working across the performing arts, visual arts and film and media disciplines who tour their work nationally and internationally. They are a voice for creating a climate that supports arts business development, increased work opportunities and exposure for professional artists.

Our region’s arts festivals have played an enormous role in providing an opportunity for emerging and established artists to develop work within their local context. There are several independent and organisationally driven initiatives currently evolving that Council can support to develop the possibility for artists to have a viable and sustainable arts practice based within the municipality.

Having a vibrant community of practicing artists can support increased arts participation in the community. One of the assets of our municipality is the unique and innovative artists who use participatory arts as part of their practice thereby embedding arts and cultural practice more deeply within the community. This leads to a greater number of the community enjoying the social, health and economic benefits that come with arts participation and practice.

The Makers’ Gallery and Studio has played a significant role in the development of professional and artistic skills in art making from the mid 1990’s. It has historically been a place of cultural development across the region and generated enduring organisations such as the Art is...Festival. The Makers’ has now evolved to be an organisation whose main focus is social connection through shared practice of art and craft activity. Over the past 15 years, the Makers’ has generated a culture of artists and artisans who are professionally making, exhibiting and selling work. This demographic in particular have identified needs that are different to those of a social collective and they are looking for support to exhibit, market and sell their work in a professional context.

The Cultural Voice Project identified the need for community support for young people to realise a career in the arts and specifically to increase opportunities in the fields of visual arts, film making, theatre, dance and music. Council has a role in supporting the organisations and workers that engage our young people to realise their potential in the arts. These may include Horsham Arts Council, Horsham Music Academy, Schools, Universities, and organisations such as Nexus who have a youth focus.



*“There exists a continuing ideal of presenting quality performing arts theatre. In these activities there is a strong desire to foster and nourish talents in all the facets of theatre, music, singing and dance and the crafts behind and around the stage. CVP What’s Missing?”*

*“Think about strategic approach to schools, work for artists - local, development of new artists - mentoring, new art from outside, literary focus,” CVP What’s Missing?”*

Objective	Strategies	Timeline	Indicator	Partners
<b>PRACTICE</b>				
2.1 Support the professional practice of emerging and practising artists.	2.1.1 Act as a resource for funding and project development opportunities for practising and emerging artists across all art forms.	Ongoing	Survey two to three artists each year to ascertain quality of support methods.	CCD,
	2.1.2 Continued provision of staff support for HRAA as an auspicing agency for artists and projects.	Ongoing 2014-2018.	Increase in the number of artists/organisations using HRAA as an auspicing body.	HRAG, Horsham Town Hall PAC, Wesley PAC, CCD, Horsham Library, other arts and cultural groups
	2.1.3 Facilitative Artist in Residency opportunities for artists and organisations in new and/or existing spaces. (See Program 3.3.1)	Ongoing	Qualitatively evaluate the effectiveness of the residency experience for the artist(s), and community.	HRAG, Fed Uni, CDO
	2.1.4 Support local visual and performing artists through the business plans of HRAG, Wesley and Horsham Town Hall through: <ul style="list-style-type: none"> <li>Inclusion of local artist exhibits within HRAG exhibitions program</li> <li>Consideration of a performing artist/company in residence model within Councils PAC facilities.</li> </ul>	Yearly	Monitor the number of artists, exhibitions and performances in the HRAG exhibitions and Performing Arts Centre program. Evaluate the experience for the artists and community	HRAG Horsham Town Hall PAC and Wesley PAC
	2.1.5 Provide training and support to Horsham Arts Council (HAC) in relation to the new PAC facilities.	2015-2016	Training occurred... Record number of participants in the training. Evaluate the effectiveness of the training.	Horsham Town Hall PAC and HAC
<b>NETWORKS</b>				
2.2 Increase access and awareness to arts practice in the region.	2.2.1 Create a database of practising artists, organisations and events across all forms.	2016 then ongoing	Create and monitor the database. Increase in the number of artists registering for the data base	CCD, HRAG, HRAA

Objective	Strategies	Timeline	Indicator	Partners
	2.2.2 Publicise achievements of practising artists through social media strategy and community newsletter.	2014 then yearly	Establish and increase the number of articles created. Increase the numbers reached through newsletter readership and social media.	CCD, Wesley PAC, Horsham Town Hall PAC, HRAG, HRAA, HRCC media
	2.2.3 Investigate the establishment of a virtual arts space similar to Arts Atlas or Creative Gippsland that maps artists and practices across the region.	2015: investigate 2016: seek Funding 2017: delivery	Establish and increase the number of artists represented on the site and visitation to the site.	CCD, HRAA
<b><u>BUSINESS</u></b>				
2.3 To support the development of arts business and enterprise models in the region.	2.3.1 Develop and implement a model that brokers relationships between artists and empty shop venues that highlight opportunities for arts enterprise and local businesses.	2016 then yearly.	Increase in uptake of artists in empty shops. Qualitative evaluation of landowner and artist relationship. Increase in the long term economic activity in these areas within the CAD.	CCD, HRAA, HRCC Planning & Economic Development, real estate agents and property owners
	2.3.2 Work with the key arts festivals to support the delivery of the artist enterprise initiatives (for example mentoring, arts business and arts touring programs).	Yearly	Qualitatively evaluate the effectiveness of the programs in partnership with the organisations.	CDO, Art is...Festival, ACT Natimuk, other organisations
	2.3.3 Support professional artists and artisans in the making, showing, marketing and touring of work.	2015 then yearly	Qualitative survey of artisans.	CDO, HRAA Makers' Gallery and Studio,
Reference: 2006 HRCC Cultural Plan, Health and Wellbeing Plan, HRAG Business Plan				

## Program 3 | Arts & Cultural Infrastructure and Organisations

This program is responding to a need for arts infrastructure and support for our arts and cultural organisations. It recognises that these arts and cultural organisations, and the infrastructure that supports them, invigorate and energise places whilst sustaining and attracting populations that make a meaningful contribution to the liveability of a place.

### **Assets and priorities:**

Both the Cultural Voice Project (CVP) and the report of the Department of Health indicate that residents within our municipality like their facilities and enjoy social interaction. 88.5% of Vic Health Indicators Survey respondents believed the area has good facilities and services – which is higher than the Grampians and Victorian averages. Similarly the municipality has a higher percentage of people (69%)<sup>12</sup> who attended community events than the Victorian and Grampians averages. According to the surveyed responses in the CVP, cultural facilities ranked fifth highest when asked “What’s Good?” and was the top response when asked “What’s Missing” and “What’s Next?”

The infrastructure assets identified included Horsham Centre Cinema, Soundshell, community halls, NC<sup>2</sup>, Horsham Library, Wesley PAC, Horsham Regional Art Gallery and the Town Hall and the visual arts space at Federation University. There are also organisations that are seeking to create new spaces such as BGLC’s new arts and cultural centre and the arts space at Nexus Youth Centre.

There was strong support for the Horsham Town Hall and Regional Art Gallery redevelopment. This project will commence in 2014 with the new performing arts centre and refurbished art gallery due to be completed in July 2015. This will include a new 500 seat auditorium, with a 10 metre stage and 17.5 metre fly tower. There will be space for up to 24 wheelchairs with the auditorium featuring the latest sound and lighting technology. Horsham Regional Art Gallery will feature an upgraded climatically controlled collections storage area, a permanent education and workshop space and a dedicated freight delivery area. The heritage-listed features of the building, including the façade, foyer, terrazzo seal, box office, staircase and the main hall will be retained. The community will benefit greatly from the in the long-term, with the facility bringing economic benefits to the region as a cultural and conference centre.

Arts and Cultural Organisations occurred at the top of the CVP surveyed responses for the question “What’s Good?” Many of our community participate in arts and culture through a wide range of arts and cultural organisations that exist in the municipality, including Horsham Library, Horsham Arts Council, Nexus Youth Centre, Horsham Music Academy, Goolum Goolum, Oasis Wimmera, Barengi Gadjin Land Council, Wurega Aboriginal Corporation, Wimmera Arts Show, Horsham Film Society, ACT Natimuk, local dance schools, local pipe and brass bands, not to mention our prolific arts and cultural festivals and a host of other volunteer organisations.

There is a strong culture of volunteering within our organisations and the municipality benefits greatly from the support of volunteers. The pressure on organisations to operate sustainably are reflected in their call for support and training in strategic planning, OHS, volunteering and governance. Some of our organisations were looking for a home to base their activities as well as interconnecting with other organisations creating hubs of intersecting possibilities.

A trend has emerged toward adapting existing spaces to meet the growing needs of our arts and cultural communities. Council brokering could potentially provide access to empty buildings and shops for creative enterprises, artists and cultural projects, thereby renewing economic activity within these districts while meeting the need for affordable arts and cultural space.

*“Good facilities and resources to support participation and engagement.” CVP What Matters?*

*“State of the art facility, new spaces, new programs that are well funded, rebranding, functions - greater community access, public presentations.” CVP What’s Next?*

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<sup>12</sup> Department of Health 2012 Regional Health Status profile – Grampians region





*“Love the artwork in empty shops – those shops are always rented out afterwards!” CVP Workshop*

*“Organisational structure - committee members not completed arranged tasks in appropriate time frame, Strategic Plan, Governance” CVP What Matters?*

*“First point for new migrants - what is available for you! Initial supports, a place to share your thoughts, connection, social inclusion, support, multicultural, tolerance and friendship” CVP What Matters?*

Objective	Strategies	Timeline	Indicator	Partners
<b>ARTS &amp; CULTURAL INFRASTRUCTURE AND ORGANISATIONS</b>				
3.1 To adapt existing infrastructure across the municipality to build inter organisation collaboration and new project development	3.1.1 Redevelop Horsham Town Hall and Horsham Regional Art Gallery and consolidate the venue as a leading visual, performing arts and conference centre.	From 2015 then ongoing	Establish first year evaluation data from Horsham Town Hall and HRAG Business Plan to then measure increases in audience and events.  Increase in programming budget over the life of the plan.	HRCC, HRAG, Horsham Town Hall,
	3.1.2 Increase the number of bookings, audiences and visitations for Horsham Town Hall, HRAG and Wesley PAC.			Wesley PAC, Horsham Town Hall, HRAG
	3.1.3 Provide annual programming budget for the HRAG exhibitions and performances at Wesley PAC and Horsham Town Hall Performing Arts Centres.			
	3.1.4 Assist NC <sup>2</sup> Committee of Management in increasing the arts and cultural activity within its buildings.	Ongoing	Increase in activity within the precinct.	NC <sup>2</sup> COM, CCD
	3.1.5 Install a lift platform within the Mibus Centre to increase disability access and public amenity to the upstairs studio and toilets.	2014	Lift completion and use.	Planning and Economic Development, CCD
	3.1.6 Work with the Horsham Library and Makers' Gallery to develop a Memorandum of Understanding to maximise shared use of the upstairs space of the Mibus Centre.	2015	Develop and implement MOU. Monitor increase in library programs.	
	3.1.7 Investigate the viability of Jubilee Hall as a shared community, arts and cultural HUB that encourages cross resourcing of projects, maximises the visibility, connection and communication between the community, Council and organisations.	2014-2015  Inhabitation after Jubilee Hall vacated end 2015	Monitor uptake by users and number of arts projects after implementation.  Survey quality of connections between participants and organisations.	CCD, HRAA, potential users

<b>Objective</b>	<b>Strategies</b>	<b>Timeline</b>	<b>Indicator</b>	<b>Partners</b>
	3.1.8 Create a working plan outlining the users and method of working of this space. (See also Arts Participation and Cultural Awareness Program 2.1)	2015-16		CCD, HRAA, potential users
3.2 Support the work of organisations that are actively creating new or adapting existing spaces for arts and cultural activity.	Act as a resource for: 3.2.1 Federation University to re-purpose the existing visual arts space within the Horsham Campus.	Ongoing	Indicators in accordance with the business plans of the external organisations.	Fed Uni, HRAA, HRAG, CCD
	3.2.2 Development of a Youth Arts Space at Nexus.	2018	Indicators in accordance with the business plans of the external organisations.	Nexus CCD
	3.2.3 The development of the BGLC Cultural Centre.	Within BGLC timelines, TBC	Indicators in accordance with the business plans of the external organisations.	BGLC, CCD, HRCC Planning & Economic Development
	3.2.4 Oasis Wimmera to find a base for its activities and provide support to the organisation's strategic planning.	2015	Home found Evaluate outcomes due to development and implementation of Oasis Wimmera's strategic plan.	Oasis Wimmera, WDA, CCD
	3.2.5 Assist the Horsham Arts Council in the vision and strategic development of their venue and organisation.	Ongoing	Development and presentation of HAC strategic plan to Council, Evaluate outcomes due to implementation of strategic plan.	HAC, CCD
<b>Objective</b>	<b>Strategies</b>	<b>Timeline</b>	<b>Indicator</b>	<b>Partners</b>
3.3 Support the development of an Artist in Residence Initiative in partnership with landholders and other stakeholders.	3.3.1 Investigate the viability of an Artist in Residence space in the Southbank development area. (See also Arts Practice program 2.1.3).	2016		HRAG, CCD HRCC Planning & Economic

				Development
	3.3.2 Develop a business plan for the Artist in Residence space.	2017	Plan developed	HRAG, CCD HRCC Planning & Economic Development
3.4 Build capacity of arts and cultural organisations to operate efficiently and sustainably.	3.4.1 To support the strategic planning and/or programming of our arts and cultural organisations in the delivery of their core business.	Ongoing	Evaluate organisational plans and outcomes.	CCD
	3.4.2 Identify and work with arts and cultural organisations to create opportunities for training in governance, fund raising, volunteer recruitment, event management etc. which are relevant to the specific needs of the arts and cultural sector.	Ongoing	Survey training outcomes for participants.	CCD Western Victoria Volunteers HUB
	3.4.3 Work with Wesley PAC Committee of Management in relation to governance and management arrangements of the venue as part of a combined business plan with Horsham Town Hall PAC.	2015	Implement and evaluate governance and management arrangements.	CCD
Reference: Health and Wellbeing Plan, Disability Access and Action Plan, Council Plan, Tourism Strategy, Horsham Town Hall, Wesley PAC and HRAG Business Plans				

## **Program 4 | Arts & Cultural Festivals and Events**

This program recognises the contribution festivals and events make toward the health and well-being of a community, while having a major economic impact and increasing the liveability of the municipality. We are fortunate to have a strong calendar of festivals and events within the municipality- an asset within our region.

### **Assets and priorities**

The municipality continues to enjoy community driven high quality arts and cultural festivals. In particular the annual Art is...Festival, which is the longest running arts festival event in the municipality, delivers high quality arts participation outcomes across the region. The Awakenings Festival that celebrates arts for all abilities and is delivered through Wimmera Uniting Care is currently undergoing a process of reinvention as a series of smaller events throughout the year. Arapiles Community Theatre (ACT) who co-ordinate the biennial Nati Frinj Festival also has a strong participatory arts-focus driven from grass roots artists practice. Other festivals such as the Wimmera Art Show, Spring Garden Festival, Kanamaroo and the Country and Music Festival provide the opportunity for attending visual art, music and other cultural activity within the municipality. In addition, there are the events created throughout the year in response to key days and dates such as Harmony Day and NAIDOC Week, Reconciliation Day etc. There is also a burgeoning German Festival and NorthFest currently driven internally from HRCC.

These festivals and events and others such as the Rock and Rollers Dance event are coordinated by committed volunteers and drive significant cultural development in the municipality. Three of our major arts festivals (Nati Frinj, Art Is... and Awakenings) have reputations that are respected at a national level. The level of economic activity that is created through skill development, employment, funding, sponsorship and audience attendance is enormous. It is a unique asset for a municipality with such a small population to have a program of such high quality independent festivals and events that continues to spearhead the cultural, social and economic development in the region.

Local governments throughout Australia identify the necessity for Arts and Cultural Festivals in their Council Plan to be delivered and generated through the work of Council. HRCC currently benefits from many established externally driven festivals whose work aligns with a range of its plans and strategies. These festivals need a level of recurrent funding support in order to build sustainable long term delivery models.

Most recently the Nati Frinj Festival and the Art is...Festival, were successful in achieving State Government investment of a total of \$315,000 for their business plan delivery over the next three years. In addition, each festival delivers arts projects on budgets of \$75,000 – \$150,000 per year of externally sourced funds. These projects engage community in quality arts participation, provide employment and business opportunities for local artists, as well as attract significant tourist interest. The State Government investment into these two festivals is a tribute to the quality of these assets in our municipality and this is an important time for these festivals to be further supported in best utilising that investment for long-term sustainability.



*“Horsham is a city of Festivals and Events” CVP Workshop Oct 2013*

*“Regional events that celebrate and showcase other cultures. Greater support for the arts festivals” CVP What’s Missing?*

Objective	Strategies	Timeline	Indicator	Partners
<b>ARTS &amp; CULTURAL FESTIVALS AND EVENTS</b>				
4.1 To support a vibrant festivals and events program.	4.1.1 Continue to work with key arts and cultural festivals and general events to deliver high quality programming and strategic support.	Ongoing	Increase the number of projects created through the regions festivals. Survey the participants of the arts projects.	CCD and arts festivals.
	4.1.2 Collectively market Horsham's Festivals and Events program through implementing a unified marketing plan for our municipality's festivals and events program.	Ongoing	Monitor the number of festivals and events within Horsham across all areas. Continue to conduct Council evaluation surveys monitoring an increase in visitation and expenditure.	CCD, HRCC Planning & Economic Development and Tourism & Events.
	4.1.3 To work with the municipalities multicultural organisations to create annual Harmony Week cultural events.	2015	Increase in the number of participants and attendance.	Oasis Wimmera, CCD, WDA, other
	4.1.4 To support our organisations in events that celebrate and create awareness of Indigenous culture.	2015	Monitor number of events.	CCD, HRCC, BGLC, Goolum Goolum, Wurega, Wimmera Uniting Care's (WUC) Best Start Program
	4.1.5 To work with Wimmera Uniting Care and community to re-purpose the delivery of the Awakenings Festival.	2014-2018	Re-establish event(s). Monitor and increase numbers of participants and audience.	WUC, CCD Rural Access
	4.1.6 To support delivery of the German Festival within the region.	2014-2018	Establish the event. Monitor and increase numbers of attendees.	HRCC Tourism and Events

	4.1.7 To work with non-arts events to introduce arts and cultural content within the delivery of their events.	Ongoing	Increase in the number of arts projects delivered through festivals and events.	CCD, HRCC Tourism & Events,
	4.1.8 To work with the ACT Natimuk and Art Is...Festival over the next three years of their Organisational Investment Program Triennial funding from Arts Victoria to investigate the most appropriate structure for ongoing funding support beyond 2017.	2014-2017	Successful triennial funding for 2017 round for both festivals.	Art is...Festival, ACT Natimuk, CCD
<b>Objective</b>	<b>Strategies</b>	<b>Timeline</b>	<b>Indicator</b>	<b>Partners</b>
4.2 To recognise and support the work that arts and cultural festivals do across the social and economic sustainability of Councils work.	4.2.1 To identify and provide a recurrent funding model for those festivals and events that have long term history of Council support through the HRCC Community Grants Program and/or link closely to the delivery of the Council Plan.	2015	Recurrent funding delivered through the life of the policy. Evaluate the outcomes of the number of festivals and events supported.	CCD, HRCC Tourism and Events , HRCC Planning & Economic Development
	4.2.2 To provide recurrent Council funding for festivals that received Arts Victoria triennial support through the Organisational Investment Program.	2015	Annual budget allocation of \$5,000 per festival secured for 3 years.	Art is...Festival, ACT Natimuk, CCD
	4.2.3 Assist financially in supporting the festivals and events in effective delivery of their activities.	Ongoing	Evaluate outcomes of Community Grants and TEFFA funding programs.	HRCC
4.3 To increase the accessibility of arts and cultural festivals to the community.	4.3.1 Facilitate training for organisations in increasing disability access to arts and cultural activity.	Ongoing	Increase in training sessions delivered and number of participants. Conduct survey demonstrating increased cultural awareness.	CCD, Rural Access
Reference: Council Plan, Health and Wellbeing Plan, Disability Access and Action Plan, Tourism and Events Plan, Horsham Community Plan, Horsham Town Hall, Wesley PAC and HRAG Business Plans				

## Program 5 | Heritage, History & Story

Our heritage and our histories are the stories that identify who we were, who we are and upon which we build our collective futures.

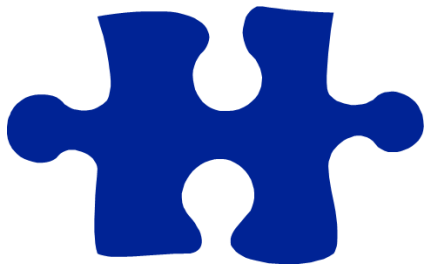
### Assets and priorities

Council are currently conducting Stage Two of a three stage Heritage Study that identifies and places the appropriate planning scheme protections across the significant heritage assets of the municipality. The product of Stage Two will be documentation of heritage assets which will provide the basis for the application of Heritage Controls as part of Stage Three.

There are many organisations engaged in the responsibility of managing our heritage assets and the telling of our stories. Some of these key organisations include Arapiles Historical Society, Horsham Historical Society and the Wimmera Branch of the National Trust. Our key Indigenous organisations such as Barengi Gadjin Land Council and Wurega Aboriginal Corporation are not just celebrating and preserving cultural heritage but also initiating and engaging in programs that support and promote culture as a living practice.

There are often historical moments that arise at a local, state or national level that can be opportunities to celebrate and tell a uniquely Wimmera story - examples such as the Lost in the Bush Anniversary or WW1 Centenary.

Celebrations can become key community moments of great significance where arts and cultural activity can frame local story and shape local understanding and experience of these events.



*"Preserve the old facades but make them clean again, fresh, embrace their heritage soul but update them enough so they look actually "attractive". Bring back the veranda."  
CVP What's Next"*

*Acknowledgment & Respect - history of Aboriginal culture, knowledge & tradition CVP  
What Matters?*



Objective	Strategies	Timeline	Indicator	Partners
<b><u>Heritage and Histories</u></b>				
5.1 To complete the HRCC Heritage Study.	5.1.1 Identify and place the appropriate planning scheme provisions across the heritage assets of the municipality as identified in the relevant stages of the Heritage Study.	2018	Plan and study completed Council adopted.	Planning Service
5.2 To respect the cultural heritage and living culture of our Traditional Owners within the municipality.	5.2.1 Continue working closely with BGLC and Wurega in relation to preserving the culture of our Traditional Owners within the municipality and celebrating Indigenous Culture as a living culture.	Ongoing	Survey feedback from BGLC and Wurega	BGLC, HRCC Technical Services, Planning & Economic Development
	5.2.2 Develop an MOU between HRCC and BGLC to preserve and celebrate culture.	2016	MOU developed. Evaluate outcomes against inbuilt indicators within the MOU.	HRCC, BGLC
5.3 To support the work of the organisations who are involved in preserving and telling our stories.	5.3.1 Support BGLC to find funding support for an arts worker to be based in their organisation.	2017	Position created. Number of projects delivered	BGLC, CCD
	5.3.2 Support the work of BGLC and Wurega in developing key arts and community projects that preserve and celebrate the traditional stories.	2017 then ongoing	Number of projects created and delivered.	BGLC, Wurega, CCD
	5.3.3 Support the work of Arapiles Historical Society (AHS) in the preservation and display of the Court House building and historical contents.	Ongoing	Building preserved and contents protected.	AHS, NC2 COM, HRCC Building Services, CCD
	5.3.4 Support the work of Horsham Historical Society (HHS) and Wimmera Branch of the National Trust (WBNT) in their activities.  5.3.5 Work with the Historical Societies to investigate the viability of a museum space to house their curated assets.	2014 and ongoing	Number of projects supported.	HHS, WBNT, CCD

	5.3.5 Support initiatives that tell our story for example the Lost in the Bush Anniversary, WW1 centenary celebration and link these with tourism outcomes.	2014 and ongoing	Deliver projects and evaluate outcomes against inbuilt project indicators.	CCD
Reference: Health and Wellbeing Plan, HRCC Heritage Study				

## Program 6 | Art in Public Places

Horsham Rural City Council is a vibrant municipality where people want to live and want to visit. Good public art, design and architecture can build on this asset by creating a unique community identity that informs the sense of place and creates iconic branding of our municipality.

The HRCC Public Art Policy was created to respond to and reflect the community vision for Councils' existing and future public art works within the municipality for the next five years.

The following aims were affirmed through a community consultation process throughout 2011 and 2012;

- *To protect the architectural and indigenous heritage within the municipality.*
- *Develop a sense of identity and pride in the municipality.*
- *Integrate public art into the planning and design of Horsham Central Activities District (CAD) and other key locations in the municipality.*
- *Create high quality public spaces through the integration of public art, urban and landscape design.*
- *Support the delivery of innovative and quality contemporary public art for the municipality.*
- *Increase the understanding and enjoyment of contemporary art by the community.*
- *Create opportunities for social inclusion through engagement practices that celebrate the diversity of the community.*
- *To encourage the incorporation of public art within key commercial developments.*



*“Build the library of public art - make it bold, colourful, controversial (at least initially) but beautiful; Find “something” that makes Horsham a place to stay” CVP What’s Next?*

*“A central place in the Horsham CBD where people can informally interact - May Park / Sawyer Park are on the edge of town and not central”. CVP What Matters ?*

Objective	Strategies	Timeline	Indicator	Partners
<b><u>Art in Public Places</u></b>				
6.1 Implement the 2013–2018 HRCC Public Art Policy.	6.1.1 To deliver the aims of the current Public Art Policy through a variety of forms: <ul style="list-style-type: none"> <li>• Permanent public art</li> <li>• Integrated art work (into seating, street furniture etc.)</li> <li>• Ephemeral art in temporary art spaces or platforms.</li> </ul>	Ongoing	List and evaluate Public Art Assets in register.  Maintain the maintenance register of Public Art assets.  Number of new works created.	CCD, Public Art Advisory Committee, (PAAC) HRCC Technical Services and Planning & Economic Development
6.2 To create public spaces of significance that provides place of meeting and connection.	6.2.1 To investigate the design and funding sources for a civic square and public space within Horsham’s Central Activity District.	2018	CAD Strategy monitoring and review section	HRCC Technical Services and Planning & Economic Development, PAAC
6.3 Develop a 5-Year Public Art Plan as part of the implementation of the Public Art Policy.	To include but not exclusive to: 6.3.1 The delivery of a major public art sculpture as part of Horsham Town Hall redevelopment.	2015	Funding sourced and delivered.	PAAC, CCD
	6.3.2 To deliver the Frame Project throughout the municipality.	2014	Survey communities engaged.	PAAC, CCD
	6.3.3 To deliver a public art/design project in conjunction with the Wimmera River Pedestrian Bridge.	2017	Bridge completed with public art element incorporated.	PAAC, CCD, HRCC Technical Services
	6.3.4 To deliver a street art project at the Skate Park working with youth users of the project.	2014	Survey evaluation of users.	CCD, HRCC Technical Services

Objective	Strategies	Timeline	Indicator	Partners
	6.3.5 To support the delivery of Natimuk's Small Towns Transformation project and build on the long term sustainability outcomes of the project.	October 2014.	Evaluation based on the indicators inbuilt within the Small Towns Transformation delivery.	CCD, HRCC Economic and Technical Services Regional Arts Victoria, ACT Natimuk and other partners.
	6.3.6 Work with owners of Horsham North gateway sites to develop strategies to improve the appearance of these sites.	2017	Improvement of gateway sites.	CCD, HRCC Economic & Technical Services, Site Owners.
	6.3.7 Light and raise the Stawell Road Entrance Sculpture.	2015	Activity completed.	PAAC HRCC Technical Services.
	6.3.8 Investigate and propose a city entrance scheme for the entrances to Horsham	2015	Scheme developed and completed.	PAAC HRCC Technical Services, TAC, Tidy Towns.
Reference: Public Art Policy, Health and Wellbeing Plan, CAD Strategy, Horsham North Urban Design Framework				

## Program 7 | Connection & Communication

This program looks at how we communicate and connect our story with that of the community we serve.

Within the consultation there were implications for greater efficiency in Council's in-house communication and connections including reviewing existing long running funding programs and policies. Emerging from the research were suggested methods of collectively communicating and connecting our arts and cultural practitioners and organisations to networks within and beyond the region and to tell our unique arts and cultural story within a national and international context



*"The future should be people with passion about the culture leading the way to a better understanding and celebrating our differences. We could have planned events about culture or maybe included articles in the paper and on radio about cultural activities and people. How lucky we are to have to have a cultural interest in our local government". CVP What's Next?*

*"Increased focus on promotion/education of cultural activities and discussions Follow up on Victorian Regional Expo to increase diversity. "CVP What's Next?*

*"Invest in a social media strategy that's monitored well and adds to the community engagement relationship" CVP What's Next?*

Objective	Strategies	Timeline	Indicator	Partners
<b><u>Connection &amp; Communication</u></b>				
7.1 Connect arts practitioners, participants and audiences.	7.1.1 Investigate an appropriate virtual arts space model that increases access and exposure of the regions artists. (similar to Arts Atlas, RAV or Creative Gippsland).	As per 2.2.3	Report on an appropriate model. Implement and increase artists and companies represented on the site.	CCD, Wesley PAC, HRAG, HRAA, HAC
	7.1.2 Develop and implement a social media/communication strategy to inform public of arts and cultural opportunities and activities.	Ongoing	Increase in the number of people viewing the sites.	CCD, HRCC Media
	7.1.3 To review the HRAA performing arts and events calendar in relation to other centralised events calendar initiatives being developed (See 7.1.4)	Ongoing	Survey five users and five receivers per year. Increase receivership numbers.	CCD
	7.1.4 To build a centralised on-line events calendar which can be easily accessed and edited.  7.1.5 To advocate for a Regional Arts Development Officer (RADO) with Regional Arts Victoria (RAV) and other local councils.  7.1.6 Investigate and seek opportunity to increase resources and staff within CCD.	2016  Ongoing	Monitor number of events and frequency of use.  Increase in resources to CCD for Arts and Cultural work over the life of the policy.	CCD, HRAA, user groups  Community and Enterprise Service Director CCD
7.2 Build Council staff awareness of and interest in arts activities.	7.2.1 Include information on arts and cultural activities at staff meetings and in staff newsletters.	Ongoing	Increase in the number of Council staff attending arts and cultural events. Increase number of events listed in staff newsletters.	CCD
	7.2.2 Situate community and cultural development staff in the Civic Centre.	2015	When Horsham Town Hall has occurred.	HRCC

Objective	Strategies	Timeline	Indicator	Partners
	7.2.3 Increase staff attendance at arts events.	Ongoing	Encourage participation through newsletters, emails and staff meetings.	CCD
	7.2.4 HRCC Executive Management Group provide feedback to staff on arts activities and encourage attendance.	Ongoing		HRCC CEO, Directors and Third-line Managers.
7.3 Review the effectiveness and reach of Council's current grant schemes.	7.3.1 Develop a one page brief on what the Community Cultural Development team does and how it impacts Horsham and Council work.	2014	Create and distribute to Council and networks. Present to existing councillors and within council in 2016.	CCD
	7.3.2 Review HRCC Community Grants Guidelines.	2015	Guidelines reviewed. Access and Distribution Monitored.	CCD, Corporate Services, Community Grants Tourism/Festival Grants
	7.3.3 Review the Tourism, Events and Festivals Promotions Policy.	2015	Policy reviewed.	HRCC Planning & Economic Development and Tourism & Events, CCD Team,
	7.3.4 Review the Tourism, Events and Festivals Funding guidelines and how they relate to tourism and effective marketing of arts and cultural events.	2016	Guidelines reviewed.	HRCC Planning & Economic Development and Tourism & Events, CCD Team,
7.4 Tell our municipality's arts and cultural story to the world.	7.4.1 Present at conferences and workshops the work being conducted by Council and community in the areas of arts and culture development and achievements.	Ongoing	Staff attend and present at one conference per year.	CCD



## Program 8 | Evaluation of the HRCC Arts and Cultural Plan

Below describes an ongoing monitoring and evaluation of the implementation of the Arts and Cultural Plan through both a yearly and final review process.

Objective	Strategies	Timeline	Indicator	Partners
8.1 Evaluate the HRCC Arts and Cultural Plan.	8.1.1 Conduct a yearly review with an invited reference group to evaluate the collected indicator information and general plan priorities and direction.	Yearly to 2018.	Achievement of general goals and indicators.	CCD and Council
	8.1.2 Conduct a 5 yearly review with an invited reference group to evaluate the collected indicator information and general plan priorities and direction.	2018	Achievement of general goals and indicators.	CCD and Council
	8.1.3 Communicate to the public the evaluation results yearly and 5 yearly.	Yearly to 2018.		CCD and Council

## Acknowledgements

HRCC would like to acknowledge the traditional owners of the land, the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk people. We pay our respects to the elders both past and present.

Horsham Regional Arts Association, Horsham Arts Council, Wesley PAC Committee, Horsham Film Society, Horsham Art Gallery Committee, Makers Gallery and Studio, Art Is Festival, Wimmera Development Association, Federation University, GWM Water, Wimmera Uniting Care, BGLC, Oasis Wimmera, Nexus, Wurega, VIDA, Wimmera Aquatic Centre, Horsham Library, Wartook Pottery, Natimuk Post Office, Work Co, St Brigids College, Horsham College, Horsham Plaza, Horsham RSL, Horsham Sports and Community Club, Wimmera HUB, Goolum Goolum, Natimuk Primary School, Lutheran Primary School, all those who attended the Cultural Voice Planning and Feedback Workshops, Cultural Development Network Victoria- Kim Dunphy, Thriving Regions- Bronwen Clark, Cultural Voice Reference Group- Paula Clarke, Adam Harding, Marion Anderson, Lynne Quick, Melissa Morris, Charee Bolwell, Jillian Pearce, Joy Cowie, Abby Cooper.



*“This place needs writers. It needs art. The roof tops need a make-over! Preserve the old facades but make them clean again, fresh, embrace their heritage soul but update them enough so they look actually "attractive". Bring back the veranda. Build wind-proof spaces where people can gather to talk in the sunshine and eat lunch they've made at home. Invest in theatre. Start a theatre sports club. Invest in the aesthetic of place. Create hubs for conversation about topics that could otherwise divide groups. Invest in a social media strategy that's monitored well and adds to the community engagement relationship. Ask the young - what could make them stay? Ask the old - what happened when you were young? Extrapolate ideas from these conversations. Provide places other than the pub or the club, for conversations to happen after dark. Build the library of public art - make it bold, colourful, controversial (at least initially) but beautiful. find "something" that makes Horsham a place to stay.”*

*CVP What's Next?*

## **Appendix 1 - Defining 'Arts'**

The Arts is the symbolic language through which we create meaning and express our values in our past, present and future. Jon Hawkes proposes that something we can learn from history is that a society makes its meaning through its arts and that “the arts of an era remains it’s most accurate reflection”.<sup>13</sup>

To experience, reflect and celebrate the work of those that practice their art as a profession is an important thing. But just as importantly, a community that is actively engaged in arts practice itself builds its capacity and confidence to create meaning and “develops a conscious and effective expression of its own values and aspirations.”

“Arts are the creative imagination at work (and play). It’s techniques involve improvisation, intuition, spontaneity, lateral thought, imagination, co-operation, serendipity, trust, inclusion, openness, risk, provocation, surprise, concentration, unorthodoxy, deconstruction, innovation, fortitude, an ability to delve beneath the surface, beyond the present, above the practical and around the fixed.”<sup>14</sup>

All these techniques are not only essential to an adaptable and resilient community but they also give a community the tools necessary to find meaningful ways to generate community owned expression of what matters to them.... Essentially to make their own culture!

For the purpose of the 2014–2018 HRCC Arts and Cultural Plan, the term ‘arts’ refers to heritage, history, performing, visual art and craft, film and multi-media, literature, arts in education, architecture, design, cuisine, etc. under humanities.

### **Defining 'Culture'**

*“Acknowledging that our culture is the essence of what each individual contributes to a community, diverse, sometimes painful, and sometimes grand. What matters is to seek explore and encourage give celebration, remove barriers. (Culture) enables that voice.”* CULTURAL VOICE PROJECT, What Matters?



Culture is both the values of a community and the way those values are developed and expressed. So the question really should be....“What isn’t culture?”<sup>15</sup>

We often broadly think of culture as arts based activity (festivals, artists, music, dance, visual and performing arts, etc.) or a way of being which defines people (the culture of the traditional owners or of our newly arriving immigrants). But actually, culture is everywhere... fishing competitions, field days and feasts!

Culture involves all facets of human interaction: the family, systems of education, law, politics, transport, our urban and environmental landscapes, our spiritual, religious and philosophical beliefs, our media, our histories and heritage, our social structures and programs, our work places and practices, the way we spend our leisure time, our making of meaning and self-definition.

Culture is both our values as well as the expression of those values. It is both the collective roof under which we define ourselves and the ground on which we walk...Overarching and underpinning. The three aspects of culture are; our hopes and values, the way we develop and communicate those values and the way these values manifest themselves in our world.

Through culture we make sense of our lives, find common ground for the expression of our values and meet the challenges of our future.

“Culture is a basic need- it is the bedrock of society...without culture, we are quite literally, not human”<sup>16</sup>

For the purposes of the 2014 Horsham Arts and Cultural Plan, the term culture refers to the cultural practices of our indigenous, migrant and spiritual communities as well as arts based activity that expresses culture.



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<sup>13</sup> Hawkes, J. p.23 Fourth Pillar of Sustainability, Common Ground Publishing PTY LTD in association with Cultural Development Network, 2004

<sup>14</sup> Hawkes, J. p.24 Fourth Pillar of Sustainability, Common Ground Publishing PTY LTD in association with Cultural Development Network, 2004

<sup>15</sup> Hawkes, J. p.3 Fourth Pillar of Sustainability, Common Ground Publishing PTY LTD in association with Cultural Development Network, 2004

<sup>16</sup> Hawkes, J. p.3-4 Fourth Pillar of Sustainability, Common Ground Publishing PTY LTD in association with Cultural Development Network, 2004

*“That culture is for everyone in the community. It embraces all of society, it is art, it is music, dancing, drama, sculpture, and writing - everything that everyone loves and embraces to enrich their life and lead to understanding the richness of the community.”* CULTURAL VOICE PROJECT What Matters?

## Abbreviations

ABS	Australian Bureau of Statistics
ACT Natimuk	Arapiles Community Theatre
AHS	Arapiles Historical Society
BGLC	Barengi Gadjin Land Council
BU	Ballarat University
CAD	Central Activity District
CCD	Community & Cultural Development Team
CDO	Cultural Development Officer
CVP	Cultural Voice Project
Fed Uni	Federation University
Goolum Goolum	Goolum Goolum Aboriginal Cooperative
HAC	Horsham Arts Council
Hawkes J.	Jon Hawkes, Author: Fourth Pillar of Sustainability, Common Ground Publishing Pty Ltd in association with Cultural Development Network, 2004
HFS	Horsham Film Society
HHS	Horsham Historical Society
HRAA	Horsham Regional Arts Association
HRAG	Horsham Regional Art Gallery
HRCC	Horsham Rural City Council
LGA	Local Government Area
Makers'	Makers' Gallery & Studio
MiNDC	Made in Natimuk Dance Card
MOU	Memorandum of Understanding
NC2	Natimuk Community Centre
Nexus	Nexus Youth Centre
Oasis	Oasis Wimmera
PAAC	HRCC Public Arts Advisory Committee
PAC	Performing Arts Centre
PCP	Wimmera PCP
WBNT	Wimmera Branch of the National Trust
WDA	Wimmera Development Association
WPAC	Wesley Performing Arts Centre
WUC	Wimmera Uniting Care
Wurega	Wurega Aboriginal Corporation
WWI	World War I
YEP	Youth Empowerment Project