



PAROO SHIRE COUNCIL
Arts & Cultural Development Plan
2025-2029



Table of contents

Our Plan 3

Our Story 5

Our Community 7

Our Visitors 8

Our Vision 11

Our Action Plan 12

Implementation 21

Evaluation 23

Appendix 25

Our plan

Culture in its widest sense is about what matters to people and communities; who we are and what we value: The three key dimensions of culture are:

- Our sense of place, our values and our identity
- The material products of creative processes
- Our engagement with and participation in cultural and creative processes

The arts are the creative expression of our culture; the activities that enable the expression of cultural meaning. Events and civic occasions are how we celebrate and honour our culture. Heritage is what we value about our cultural history and maintain and preserve for the benefit of this and future generations.

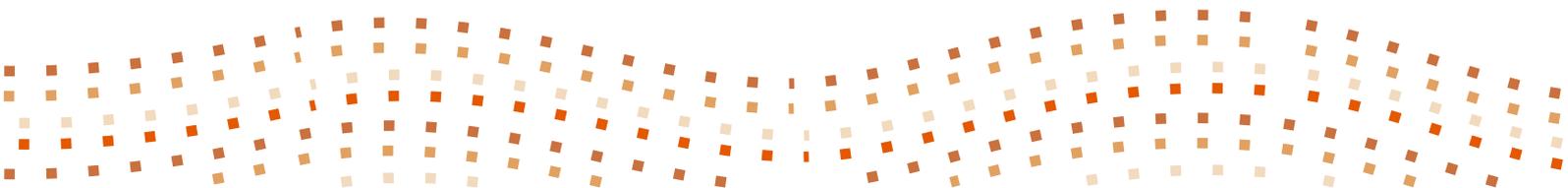


“ A healthy vibrant culture is an important part of a sustainable, livable community. It affirms our sense of place, our values and identity. It helps us to give voice to the things that matter. It brings us together through shared experiences. It’s our way of connecting the present with the past and the future. It’s what makes us and our region distinctive ”

The Paroo Shire Council has undertaken a review of its Arts & Cultural Policy and this Arts and Cultural Plan to guide its investment in arts, culture and heritage over the next five years. The Policy provides the platform, direction and pathways to achieve its vision for the community.

It is a community plan for which the Council plays a key leadership role in delivery, in partnership with a community willing and able to share the leadership and responsibilities.

Over many years Council and the Community have made a considerable investment in arts and cultural development. The public value of this investment has been significant. This Plan builds on this substantial platform and provides a framework for further investment around a shared vision. It outlines the direction for a vibrant, creative, welcoming community, brimming with cultural vitality.



Our story

The story of this region is a rich and fascinating tale of traditional Aboriginal cultures and the interwoven waves of European exploration, settlement and development.

The archaeological evidence shows that Indigenous Australian tribes inhabited this area long before the European pioneers and settlers arrived. The evidence is that this was a rich, sophisticated, complex and changing culture.

The Aboriginal names given to many towns, rivers, creeks and properties in the region are a prominent legacy of this ancient society.

From a European perspective, the northern area of the region was explored in 1846 by the New South Wales Surveyor-General, Thomas Mitchell. In the following year Edmund Kennedy explored the lands adjoining the Warrego River. He reported on a fine waterhole on the river, which became the site of Cunnamulla.

The initial settlement was patchy. It wasn't until after William Landsborough's expedition in 1862 that there was an inrush of pastoralists and entrepreneurs. Chief among them was James Tyson who began acquiring leaseholds in 1867. His Tinnenburra station, south of Cunnamulla, became the largest holding in Australia and



Its woolshed (1896) with 101 stands was the largest in the world. Tyson capitalised on the shire's artesian waters, sinking nine bores on his holdings.

The Paroo Shire was established in 1879 with its administrative center in Cunnamulla. The word Cunnamulla means 'long stretch of water' or 'big waterhole' in the language of the Kunja people. With good access to water Cunnamulla became the popular meeting point of two major stock routes: east-west from St George to Thargomindah and north-south from Charleville to Bourke.

Shortly after the establishment of the Shire some large pastoral holdings were subdivided for farms, and the new settlers assisted by tapping the artesian water supply - artesian water being the fundamental resource for sheep grazing.

Rail came to Cunnamulla in 1898, and the town became a major service center for the Paroo and neighboring shires. Small towns began to spring up around the main center, including Eulo and Yowah further west (famed for their opal fields) and at Wyandra on the Mitchell Highway to the north - a railway half-way point between Charleville and Cunnamulla.





A healthy arts and cultural life has long been a part of the Region's characteristic lifestyle. Today, along with a good range of community halls and facilities, there are many community groups and individuals contributing to the rich cultural life of the region.



Paroo Shire experienced high prosperity in the 1950s with good seasons and unprecedented wool prices. Its population peaked in the mid-1950s. By the mid-1960s the prosperous times were beginning to fade and in 1973 the wool industry was forced into a reserve-price scheme.



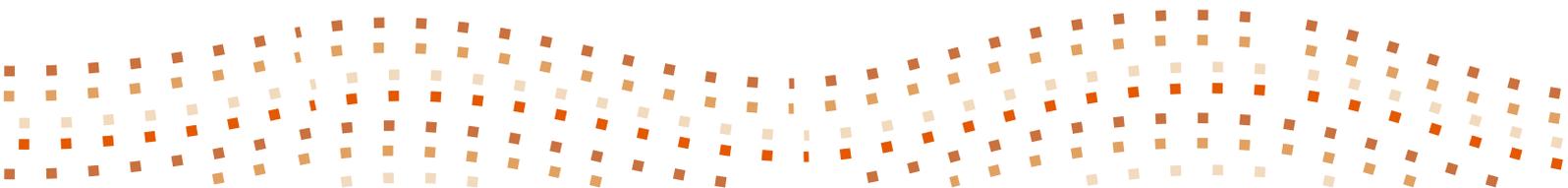
Throughout its history there were many intriguing characters, significant events and defining moments, including challenging periods of drought and flood. Despite the many challenges the community has been and remains remarkably robust and resilient. It has always found ways to enjoy and celebrate its life, lifestyle and achievements and to look forward to a positive future.



A healthy arts and cultural life have long been a part of the Region's characteristic lifestyle. Today, along with a good range of community halls and facilities, there are many community groups and individuals contributing to the rich cultural life of the region.



Along with traditional celebrations like Australia Day and ANZAC Day, there are numerous events and community cultural activities occurring in each town - including the Outback River Lights, the Cunnamulla Fella Roundup and the Yowah Opal Festival. There are several museums and historical sites, and the Cunnamulla Fella Centre is home to a striking museum collection and contemporary art gallery.



Our Community

Paroo Shire, south-west Queensland, comprises an area of 47,647 sq km bisected southwards by the Warrego River. The Shire was named after the Paroo River, a south-flowing stream west of Cunnamulla. It is thought that the river's name derived from an Aboriginal word describing 'small fish'

As of June 2021, the provisional population number for the region was 1725 . This represents a 2.25% increase in number when compared with 2016 . The median age was 45.

The 2021 census found that 86.8% of the population was born in Australia with 30.40% of residents identifying as being of Aboriginal descent. Today there are seven traditional Aboriginal language groups:

- Kunja
- Kooma
- Budjiti
- Kullilli
- Bidjara
- Murrawarri
- Mardigan

Family composition in the Shire in 2021 comprised: couple with no children 46%; couple with children 27.8%; and one parent family 22.3%. The community primarily lives as one family households although notably there are 35.7% lone person households.

In 2021 the main employment sectors in the region were: Agriculture Forestry and Fishing (23.6%); Public

Administration (17.5%); Health Care and Social Assistance (13.5%); Education and Training (8.3%) and, Accommodation and food services (5.9%).

Today livestock production remains the dominant industry, with beef cattle, sheep for meat and wool as well as goats. Tourism plays a valuable role in the economy and the newly established Cunnamulla Hot Springs are drawing lots of visitors to the region. Yowah is known for its opal and there are a number of opal fields within the Shire that are still worked.

The region is well positioned, serviced by road by the Matilda Highway and the Adventure Way. Apart from the natural attractions of native flora and fauna found in the Region there are many historical sites and places of interest. One famous attraction is the Cunnamulla Fella statue, a tribute to the prosperous wool industry and the larrikin in all Australians.



Our visitors

The research shows that typical tourists to Outback Queensland are primarily on long haul touring holidays of more than seven nights. They are driving their own vehicles or motor homes and are fairly self sufficient, with caravan parks and camping grounds being the most common type of accommodation used. Nearly two in five visitors use a combination of both commercial and non-commercial sites while on their trip.

These tourists come mainly from Queensland, New South Wales and Victoria, travelling in the period April to October.

Queenslanders make up more than half of the visitors to the region. They are on the road for adventure, seeking experiences grounded in Australian heritage and history including authentic Outback towns. These visitors are curious about this part of the world and looking to learn something new. They are more than likely travelling as a couple and enjoy good quality services and facilities.

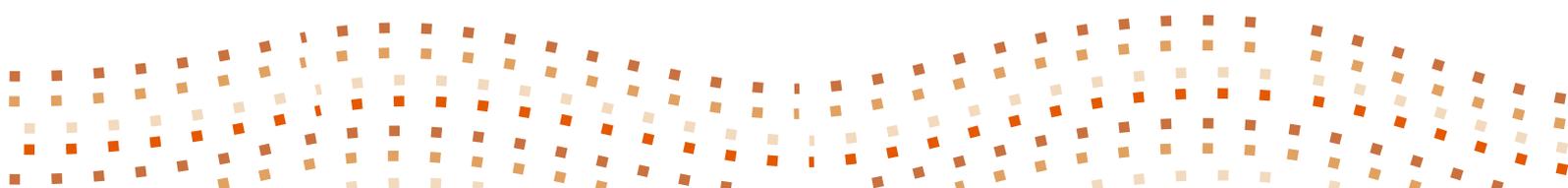
Visitors are attracted by charming streetscapes, historical buildings and the characteristic Outback life.



Our vision

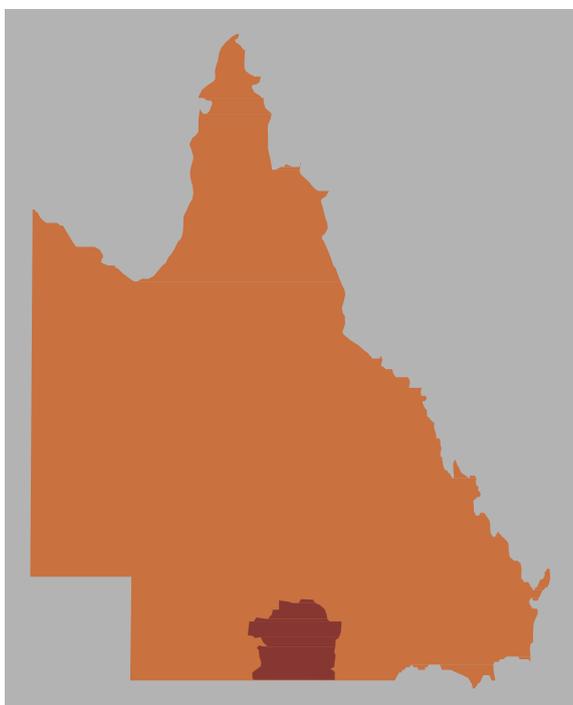
The Paroo Shire is celebrated as a distinctive part of Outback Queensland, renowned for its diverse heritage, country values and characteristic way of life.

Our rich, creative culture reflects who we are as a community and how we live, express and celebrate our lives. It is what connects us with our place, contributes to our quality of life and makes the region an appealing place to live and to visit.



Our Platform

The Paroo Shire Council and the people of Paroo recognise the value that a rich arts and cultural life can contribute to the well-being and prosperity of the community. We are committed to working together to protect and celebrate our values and way of life and promote opportunities for participation in arts and cultural activities that will enhance our identity, enrich our lives, grow our economy and connect our people.



Our Values

- **Respect**
- **Integrity**
- **Collaboration**
- **Innovation**
- **Transparency**

Our vision

Our Priorities

Creative and Vibrant Cultural Life

An active, vibrant arts and cultural sector with opportunities for all community members to participate according to their needs, interests and abilities.

Resilient, Spirited Community

A community that values and celebrates its cultural life and achievements and honours significant contributions to the rich texture of community life and wellbeing.

Animated Places & Spaces

A visually appealing, attractive shire with vibrant public spaces and access to quality arts and cultural facilities and resources.

Valued History and Heritage

A strong sense of history through the preservation and promotion of the region’s rich natural and cultural heritage.

Productive Partnerships

Productive partnerships, alliances within and external to the region.

Cultural Citizenship

Sound community based leadership of a well coordinated arts and cultural sector which actively promotes that values of participation and investment in arts and culture.

Cultural and Creative Enterprise

An arts and cultural sector that contributes to a dynamic, resilient local economy.



Our Action Plan

1. Creative and Vibrant Cultural Life

An active, vibrant arts and cultural sector with opportunities for all community members to participate according to their needs, interests and abilities

Objectives	Initiatives	Measure	Status <i>In progress/ Ongoing/ Completed</i>	Resp.
1.1. Know our creative skills, needs and interests	<ul style="list-style-type: none"> Review, update and maintain the skills register of artists, artisans and arts workers <ul style="list-style-type: none"> Undertake a new audit Update contact register Review undertaken on an annual basis 	<ul style="list-style-type: none"> <i>Audit completed, documented & reviewed annually</i> 		Council
1.2. Build creative capacity	<ul style="list-style-type: none"> Undertake a community creative development needs assessment Provide and or/support opportunities that enhance the creative development of local artists, artisans and arts workers based on identified priorities <ul style="list-style-type: none"> Link principle into local funding RADF guidelines 	<ul style="list-style-type: none"> <i>Assessment completed; priorities identified</i> <i>Support provided according to identified needs</i> <i>RADF Linkage established</i> 		Council Council; RADF
1.3. Build professional capacity of artists	<ul style="list-style-type: none"> Undertake an arts and cultural sector professional skills development needs assessment Provide and or/support opportunities that enhance the professional development of local artists, artisans and arts workers based on identified priorities <ul style="list-style-type: none"> Link principle into local funding RADF guidelines 	<ul style="list-style-type: none"> <i>Assessment completed; priorities identified</i> <i>Support provided according to identified needs</i> <i>RADF Link established</i> 		Council Council; RADF
1.4. Encourage community engagement and participation	<ul style="list-style-type: none"> Provide and or/support opportunities that encourage the engagement and participation of the broader community in arts, cultural and heritage activities <ul style="list-style-type: none"> Link principle of diversity into RADF & local funding guidelines to include regional, cultural, age, ability, art form and socio-economic diversity Establish a priority for opportunities that encourage linkages between arts/cultural sector and other sector interests including health, sports, education, community services <ul style="list-style-type: none"> Link principle into local funding guidelines Establish a priority for opportunities that promote the engagement and participation of primary & high school students <ul style="list-style-type: none"> Link principle into local funding guidelines Establish a priority for opportunities that promote the engagement and participation of young people (16-24 yr) <ul style="list-style-type: none"> Link principle into local funding guidelines 	<ul style="list-style-type: none"> <i>Opportunities provided/supported according to identified needs</i> <ul style="list-style-type: none"> <i>Funding Links established</i> <i>Opportunities provided/supported according to identified needs</i> <ul style="list-style-type: none"> <i>Link established</i> <i>Opportunities provided/supported according to identified needs</i> <ul style="list-style-type: none"> <i>Link established</i> <i>Opportunities provided/supported according to identified needs</i> <ul style="list-style-type: none"> <i>Link established</i> 		Council; RADF Council; RADF Council; Schools. Council; RADF

	<ul style="list-style-type: none"> • Maintain/boost support for touring performing arts shows and visual arts exhibitions <ul style="list-style-type: none"> ◦ Develop annual touring plan and implement according to budget parameters • Maximize the value to the broader community of visiting artists and/or productions <ul style="list-style-type: none"> ◦ During the negotiation process explore all possibilities for visiting artists/performers to connect with other parts of the community incl. Schools, community groups etc. • Establish and support an annual artist in residence program (visual, music, dance and/or performing arts) <ul style="list-style-type: none"> ◦ Develop project plan ◦ Establish funding stream ◦ Implement & document • Continue community photographic project documenting built and natural heritage • Canvas options for the establishment of a community choir <ul style="list-style-type: none"> ◦ Seek community interest ◦ Develop project outline and business case including initial funding options • Canvass options for the re-establishment of the town band <ul style="list-style-type: none"> ◦ Seek community interest ◦ Develop project outline & business case incl. initial funding ops. 	<ul style="list-style-type: none"> • <i>Touring program supported</i> • <i>Visiting artists/performers connecting with broader community</i> • <i>Annual Artist in Residence program established</i> • <i>Project implemented</i> • <i>Project outline & business case developed</i> • <i>Project outline & business case developed</i> 		<p>Council</p> <p>Council</p> <p>Council CAG</p> <p>Council; RADF Council; RADF</p> <p>Council; RADF</p>
<p>1.5. Acknowledge and value our cultural diversity</p>	<ul style="list-style-type: none"> • Initiate and or/support specific opportunities/events that are designed to celebrate community cultural diversity & inclusivity <ul style="list-style-type: none"> ◦ Link principle into local funding programs ◦ Initiate and/or support as appropriate • Meet with local Australian Indigenous leaders to discuss opportunities to better represent indigenous history & culture in mainstream activities and publications <ul style="list-style-type: none"> ◦ Arrange meeting & discuss options ◦ Ensure a position on the RADF Committee ◦ Develop plan ◦ Implement as appropriate 	<ul style="list-style-type: none"> • <i>Opportunities/events identified and supported according to funding guidelines</i> • <i>Australian Indigenous history & culture represented</i> 		<p>Council; Comm.</p> <p>Council; Leaders</p>

	<ul style="list-style-type: none"> Meet with local Indigenous leaders to discuss the establishment of an Australian Indigenous creative arts incubator <ul style="list-style-type: none"> Arrange meeting & discuss project Facilitate the development of a business case Progress according to recommendations of business case 	<ul style="list-style-type: none"> <i>Business case developed</i> 		RESQ
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2. Cohesive, Connected Community
 A connected community that values and celebrates its cultural life and achievements and honours significant contributions to the community

Objectives	Initiatives	Measures	Status In progress Ongoing Completed	Resp.
2.1. Celebrate important community occasions	<ul style="list-style-type: none"> Continue to provide a community focus for important occasions such as Australia Day; ANZAC Day, NAIDOC and Remembrance Day; 150 celebrations et al <ul style="list-style-type: none"> Support as appropriate 	<ul style="list-style-type: none"> <i>Celebration of important community occasions</i> 	Ongoing	Council; Comm.
2.2. Celebrate our lives and lifestyles	<ul style="list-style-type: none"> Provide and or/support (or continue to support) specific opportunities/events that are designed to celebrate community cultural values, occasions and achievements e.g. <i>Race days; Show; Cunnamulla Fella Roundup, Yowah Opal Festival et al.</i> <ul style="list-style-type: none"> Identify, review and assess opportunities as they arise Establish clear guidelines for assessing applications for event support Support as appropriate, according to guidelines 	<ul style="list-style-type: none"> <i>Opportunities/events identified and supported</i> 	Completed	Council; Comm.
2.3. Acknowledge important individual and/or community achievements	<ul style="list-style-type: none"> Continue to acknowledge community achievements and/or contributions by groups/individuals to the well-being and reputation of the community <ul style="list-style-type: none"> Identify contributions/achievements Acknowledge formally as appropriate (Community Awards) Communicate broadly to the community 	<ul style="list-style-type: none"> <i>Achievements/contributions acknowledged</i> 		Council

3. Animated Places & Spaces
 A visually appealing, attractive Shire with vibrant public spaces and access to quality arts and cultural facilities and resources



Objectives	Initiatives	Measure	Status In progress Ongoing Completed	Resp.
3.1. Maintain & enhance the appeal and attractiveness of our towns and streetscapes	<ul style="list-style-type: none"> Maintain & enhance parks, gardens and open public spaces throughout the Shire with a focus on native flora <ul style="list-style-type: none"> Connect with Council maintenance programs 	<ul style="list-style-type: none"> Active connection with Council town maintenance and street-scaping programs 		Council
	<ul style="list-style-type: none"> Develop public signage and public art maintenance plan <ul style="list-style-type: none"> Implement annual maintenance schedule 	<ul style="list-style-type: none"> Annual public signage and public art maintenance plan 		Council
	<ul style="list-style-type: none"> Develop Cunnamulla business precinct maintenance and development plan to include area bounded by Stockyard St, Jane St and John St <ul style="list-style-type: none"> Undertake assessment Develop precinct plan Support and implement as appropriate 	<ul style="list-style-type: none"> Business precinct maintenance and development plan Town entry enhanced 		Council, PA
	3.2. Animate public spaces and places	<ul style="list-style-type: none"> Develop concept and management plan for an annual ‘animating place’ event for local artists and artisans (<i>a different place/town could be identified for each year</i>) 	<ul style="list-style-type: none"> ORLF 	Ongoing
<ul style="list-style-type: none"> Maintain dynamic Exhibition program in Cunnamulla Art Gallery 		<ul style="list-style-type: none"> Annual art exhibition program 		Council
<ul style="list-style-type: none"> Maintain dynamic exhibition program in Cunnamulla Museum 		<ul style="list-style-type: none"> Annual museum display program 		Council
3.3. Maintain/ Support high quality arts and cultural facilities and amenities		<ul style="list-style-type: none"> Maintain/upgrade the local halls and cultural facilities for the use and enjoyment of residents and visitors <ul style="list-style-type: none"> Align with Council’s annual maintenance program Review refurbishment/upgrading requirements Maintain/upgrade as appropriate 	<ul style="list-style-type: none"> Quality, well-kept arts and cultural facilities 	Ongoing

4. Valued History and Heritage

A strong sense of history through the preservation and promotion of the region’s rich natural and cultural heritage

Objectives	Initiatives	Measures	Status In progress Ongoing Completed	Resp.
4.1. Preserve and celebrate our history	<ul style="list-style-type: none"> • Maintain and develop the Cunnamulla Museum <ul style="list-style-type: none"> ○ Continue the process of cataloguing the collection ○ Develop collection management plan including collection development policy and protocols ○ Develop dynamic exhibition policy & plan 	<ul style="list-style-type: none"> • <i>Collection audited and catalogued</i> • <i>Collection Management Plan</i> • <i>Exhibition Policy & Plan</i> 		Council
	<ul style="list-style-type: none"> • Maintain/refurbish Robber’s Tree presentation area <ul style="list-style-type: none"> ○ Develop & implement plan ○ Consider commissioning a public art work to mark the historic site 	<ul style="list-style-type: none"> • <i>Presentation area maintained</i> 		Council
	<ul style="list-style-type: none"> • Enhance/upgrade Cunnamulla, Eulo & Wyandra Heritage Trails <ul style="list-style-type: none"> ○ Review, update and reprint Heritage Trail Guides ○ Commission and install information plaques at each heritage site ○ Link plaques to web based information platform (QR codes, AR or similar) 	<ul style="list-style-type: none"> • <i>Content updated and published</i> • <i>Plaques installed</i> 	Ongoing	Council
	<ul style="list-style-type: none"> • Continue with oral history project to capture personal history stories of elders/seniors <ul style="list-style-type: none"> ○ Refer 3.2 above 	<ul style="list-style-type: none"> • <i>Oral history project completed</i> 		Library & Tourism Services PA

5. Productive Partnerships				
Productive partnerships and alliances within and external to the Region				
Objectives	Initiatives	Measures	Status In progress Ongoing Completed	Resp.
5.1. Promote partnerships within Council	<ul style="list-style-type: none"> Ensure all Council departments and staff are linked into the arts & cultural plan and identify opportunities for collaboration <ul style="list-style-type: none"> Distribute to staff Present to staff 	<ul style="list-style-type: none"> The council staff is aware of the plan and its implications. Opportunities for collaboration are identified and progressed as appropriate 		Council
5.2. Promote partnerships between arts and cultural groups	<ul style="list-style-type: none"> Ensure artists, arts and cultural groups are linked into the arts & cultural plan and identify opportunities for support and collaboration <ul style="list-style-type: none"> Distribute to arts and cultural groups and organisations Identify partnership opportunities & progress 	<ul style="list-style-type: none"> Arts and cultural community is aware of the plan Opportunities for support and collaboration are identified and progressed as appropriate 		Council; Comm.
5.3. Promote partnerships with the business community	<ul style="list-style-type: none"> Ensure that the business community is linked into the arts & cultural plan and identify opportunities for collaboration and business synergies <ul style="list-style-type: none"> Distribute to key members of the business community Identify partnership opportunities & progress 	<ul style="list-style-type: none"> The business community is aware of the plan and implications Opportunities for collaboration are identified and progressed as appropriate 		Council; C of C
5.4. Promote partnerships with community services sector	<ul style="list-style-type: none"> Ensure that the community services sector is linked into the arts & cultural plan and identify opportunities for collaboration <ul style="list-style-type: none"> Distribute to key services representatives Identify partnership opportunities & progress 	<ul style="list-style-type: none"> The Community Services sector is aware of plan and implications Opportunities for collaboration are identified and progressed as appropriate 		Council; CSS
5.5. Promote partnerships with the education sector	<ul style="list-style-type: none"> Ensure that the education sector is linked into the arts & cultural plan and identify opportunities for collaboration <ul style="list-style-type: none"> Distribute to key Education representatives Identify partnership opportunities & progress 	<ul style="list-style-type: none"> The education sector is aware of plan and implications Opportunities for collaboration are identified and progressed as appropriate 		Council; Schools

5.6. Promote partnerships and alliances outside the Region	<ul style="list-style-type: none"> Continue to link with /develop relationships with regional local government colleagues and identify opportunities for cooperation and collaboration in the areas of touring artists, shows and exhibitions; event coordination; and joint cultural tourism initiatives <ul style="list-style-type: none"> Meet with counterparts in neighboring regions Discuss touring interests and possible synergies Progress as appropriate Continue to link with /develop relationships with external arts/cultural service organisations with view to possible collaborations/alliance <ul style="list-style-type: none"> Federal Government; Queensland Government Museums & Galleries Queensland; Flying Arts Alliance Inc. ArtTour, Opera Qld, Queensland Music Festival Outback Queensland Tourism Authority; TEQ Western Touring Circuit 	<ul style="list-style-type: none"> Neighboring colleagues are aware of plan and collaborative opportunities Opportunities for collaboration are identified and progressed as appropriate 		Council
		<ul style="list-style-type: none"> Connections made; options discussed New initiatives developed and progressed 		Council; Agencies

6. Cultural Citizenship

Sound community leadership of a well-coordinated arts and cultural sector which actively promotes those values of participation and investment in arts and culture

Objectives	Initiatives	Measures	Status		Resp.
			In progress	Ongoing Completed	
6.1. Support community arts & cultural citizenship	<ul style="list-style-type: none"> Maintain & support RADF Committee Encourage Progress Associations and Business groups to incorporate arts and cultural development into their portfolios 				Council
6.2. Encourage active volunteering and volunteer networking	<ul style="list-style-type: none"> Continue to maintain arts and cultural volunteer & networking register 	<ul style="list-style-type: none"> Established volunteer network 			Council
6.3. Support good governance	<ul style="list-style-type: none"> Support the effective governance and management of local arts and cultural organisations <ul style="list-style-type: none"> Identify training & development needs Support/provide initiatives that foster improved governance and organisational management 	<ul style="list-style-type: none"> Effective and sustainable arts and cultural organisations 			Council; Comm. / RADF
6.4. Effective Community Comms.	<ul style="list-style-type: none"> Ensure inclusive, effective communications of all arts and cultural activities and events <ul style="list-style-type: none"> Ascertain community communications needs/expectations Review current arts and cultural communications scope Refresh communications protocols and plan 	<ul style="list-style-type: none"> Communications plan 			Council

7. Cultural & Creative Enterprise

An arts and cultural sector that contributes to a dynamic, resilient local economy

Objectives	Initiatives	Measures	Status In progress Ongoing Completed	Resp.
7.1. Foster local creative industry development	<ul style="list-style-type: none"> • Identify and register artists/artisans in the region who are making distinctive, commercial quality arts and crafts products & establish business database and network • Establish a corporate gift policy which embraces locally made arts/crafts • Support activities/initiatives which enhance the business skills/acumen and knowledge of the tourism sector for local artists, artisans and arts workers. <i>Refer (1.2 & 1.3) above</i> • Develop/enhance local distribution strategy for authentic ‘Paroo’ made arts and crafts; look for cross promotion/sales opportunities <ul style="list-style-type: none"> ○ Identify local distribution opportunities ○ Establish distribution strategy and commission plan • Investigate an arts and crafts products brand for Paroo and license to approved makers <ul style="list-style-type: none"> ○ Label design & print ○ Licensing/approval process • Ensure that locally made and branded products are identified and prominent in retail display areas - including Information Centre • Explore options for a dedicated local Indigenous Australian arts/craft retail outlet (arts & cultural centre) <ul style="list-style-type: none"> ○ Meet and discuss options ○ Develop project as required 	<ul style="list-style-type: none"> • <i>Data base and network established & reviewed annually</i> • <i>Policy established and enabled</i> • <i>Improved business skills</i> • <i>Distribution strategy & action plan</i> • <i>Paroo label for locally made arts & crafts products</i> • <i>Prominent display of local arts/craft products</i> • <i>Options explored</i> • <i>Progressed as required</i> 		<p>Council</p> <p>Council</p> <p>Council; Comm.</p> <p>Council; C of C</p> <p>Council; Comm.</p> <p>Council; C of C</p> <p>RESQ C of C</p>



7.2. Foster cultural tourism development	<ul style="list-style-type: none"> Ensure strong linkages with Outback Tourism Authority <ul style="list-style-type: none"> Maintain close contact Access latest Outback tourism visitor research 	<ul style="list-style-type: none"> Link maintained; research accessed 	Council
	<ul style="list-style-type: none"> Review tourism positioning to ensure experience offer delivers on promise 	<ul style="list-style-type: none"> Positioning/experience alignment 	Council
	<ul style="list-style-type: none"> Review all current facilities/amenities signage for quality, consistency and visitor ‘friendliness’ <ul style="list-style-type: none"> Review signage Refresh/update as necessary (* refer 3.1 above) 	<ul style="list-style-type: none"> Signage reviewed & refreshed 	Council
	<ul style="list-style-type: none"> Link annual ‘animating place’ event into visitor flow/season (*refer 3.2 above) 	<ul style="list-style-type: none"> Animating Place event linked into tourism platform 	Council
	<ul style="list-style-type: none"> Continue to link local events/festivals into tourism promotion 	<ul style="list-style-type: none"> Events/festivals linked into tourism promotion 	Council
	<ul style="list-style-type: none"> Support local cultural tourism initiatives that demonstrate tangible value for visitors and tourists within the scope of current programs and/or which have the capacity to attract alternative funding support 	<ul style="list-style-type: none"> Initiatives identified and supported 	Council
	<ul style="list-style-type: none"> Enhance/upgrade Cunnamulla, Eulo & Wyandra Heritage Trails <ul style="list-style-type: none"> Refer 4.1 above 	<ul style="list-style-type: none"> Content updated and published Plaques installed Public Art & Attractions trail established, published and promoted 	Council

Organisation Legend

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|----------|--------------------------------|--------|--------------------------------------|
| Agencies | External arts service agencies | RESQ | RAPAD Employment Services Queensland |
| RADF | Regional Arts Development Fund | DSS. | District Show Society |
| CSS | Community Services Sector | YOMSCI | Yowah Opal Miners Community Services |
| EDG | Economic Development Group | DA | Eulo Development Association |
| PA | Progress Association - Wyandra | | |

Note. Contemporary research shows that it is the overall cultural vitality of a place that is primarily appealing and attractive to tourists. Visitors want to immerse themselves in the distinctive character of a place to experience its authenticity and characteristic way of life. In this regard all the initiatives outlined in the plan are designed to contribute to cultural vibrancy and vitality. The downstream benefits of investment in arts and cultural development (economic benefit) can only be realised if the core elements are first in place.



Implementation

Council is recognised as the lead agent for arts and cultural development in the Shire, in partnership with the Paroo community.

Community interests are represented primarily through the Regional Arts Development Fund Committee. This committee meets periodically with Council staff to adjudicate on Regional Arts Development Fund applications.

Given the dimensions of the Arts and Cultural Development Plan and the shared responsibility for its implementation, it is recommended that the RADF Committee also take on the responsibility of monitoring the progress of implementation.

The first step in implementation of this Plan should be to review Council's current commitments and linkages across its various portfolios in relation to the Plan and refresh accordingly. A notional timeline has been set for implementing the various initiatives identified in the Implementation Plan over the next five years.

There will be many factors and issues arising that may influence annual priorities. In this regard the proposed timetable is indicative only depending on the circumstances of the time. The development of an annual Action Plan that takes into account the progress of implementation, shifting priorities and available resources will best shape the right course of action each year.



Resourcing

A number of the actions outlined in the Plan are currently supported through general council operations or specific funding programs (RADF; Community Support Grants). It is expected that this situation will continue although the themes and initiatives in the Plan might prompt the revision of some guidelines or priorities. As part of the implementation process it is recommended that current guidelines for the RADF be reviewed to reflect the identified principles and priorities.

The accomplishment of many of the initiatives outlined in the Implementation Plan will require access to additional and/or alternative funding/support sources. Access to many of these programs will be better facilitated through the establishment of a not-for-profit charitable entity.

Council's Role & Responsibilities

As detailed in the Arts & Cultural Policy (2025-2029), Council's role and responsibilities in the implementation of this plan vary from Provider, Funder, Partner, Facilitator and Advocate. In some cases, a singular role is clear but in many cases Council could be called upon to perform multiple functions i.e. in the area of community events Council may be a Provider as well as a Funder, Partner and/or Facilitator.

It is important to reinforce that in creating the environment and circumstances where arts, culture and heritage can flourish, Council also requires the support and leadership of the local community. The successful implementation of the Arts and Cultural Development Plan will rely on a partnership between Council and community interests.



Evaluation

Evaluating Implementation & Performance

Under each Aim articulated in the plan are a number of specific objectives and measures. The implementation of the Plan can be monitored against these objectives and measures to evaluate progress & performance (Outputs). As indicated previously, there will be many factors that will influence the actions and timing of implementation. An annual Action Plan will determine the progress and performance year on year.

Evaluating Outcomes and Impacts

Measuring whether the investment in the Strategy has made a difference in the community over time is a matter of measuring Outcomes - the value created, change or difference in community as a result of Outputs. Aggregating Outcomes achieved annually over the life of a policy or strategy will provide a measure of overall impact or return on investment.

A useful framework for measuring Outcomes and Impact is an adaptation of the Cultural Vitality Framework (Jackson et al, 2006) which identifies four domains of measurement:

Opportunity

- How many projects /events /activities Council managed or supported

Participation

- The extent, reach and diversity of participation

Support

- The number of active partners, sponsors or collaborators directly involved

Community Value

- Contribution to social, cultural, civic, environmental and economic value to the community



Community (or Cultural) Value can be measured by using a values based measurement system (Dunphy 2012). It is considered best practice to establish the values and indicators through a process of consultation between Council and the community. In this case the consultation process for this Plan has identified the values that the community believes are important.

These are identified as part of the Vision of this Plan and outlined again here:

Intrinsic Value

- Personal enrichment and wellbeing

Social Value

- Inclusion and equal opportunity
- Community cohesion

Cultural Value

- Sense of place and identity
- Creativity and innovation
- Recognition and celebration of cultural diversity

Civic Value

- Cultural leadership & collaboration

Environmental Value

- Sustainable built and natural environments

Economic Value

- Economic opportunity

By translating the values into a set of questions and which are then delivered as a community survey, a benchmark study can be undertaken to establish foundation measures. Follow-up surveys can subsequently be undertaken each year to measure progress. Year on year program Outcomes can be measured (with targets set each year) and aggregated over 3-5 years or the life of a policy, to measure overall Impact or return on investment.



Appendix

1. Foundation Document

The content and ideas in the Cultural Plan are drawn from an initial body of primary and secondary research. The research is consolidated in a foundation document and that document has been reviewed by the RADF Committee to provide an updated plan for the period 2025 – 2029

2. Definitions

• Culture

Culture in its widest sense is about what matters to people and communities. It is about relationships, shared memories and experiences. It is about identity, history and a sense of place. It is about the different cultural and religious backgrounds found in most communities. It is about the things we consider valuable for passing on to future generations. It is our way of connecting the present with the past and the future. It is a word that describes what makes individuals, communities and places distinctive.

• The three dimensions of culture are –

- Our sense of place, our values and our identity
- The material products of creative processes
- Our engagement with, and participation in, creative processes

• Art

Art is the creative expression of our culture. It refers both to the product as well as the process. Making art is a

meaningful way to liberate the voices, imagination and creativity of a community to generate values, communicate these values and bring about change or agreement. This could include any form of visual, performing, media, literary or interdisciplinary arts, made by or for any members of any community at any level of skill and intention.

• Heritage

Cultural heritage is the legacy of the traditions, achievements and beliefs that are part of the history of a group of people that are inherited from past generations, maintained in the present and bestowed for the benefit of future generations.

• Cultural Development

The process of enabling cultural activities, including the arts, towards the realisation of a desired future, particularly of a culturally rich and vibrant community

• Public art

Public art is all artistic works of a permanent, temporary or ephemeral nature located in public spaces or facilities and accessible to the public

• Community art

A community art project is where members of the community actively participate in the making of the artwork. This type of project allows for a community to express ideas, concerns or issues through a collective creative process.



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