

THEME ONE: QUALITY CULTURAL FACILITIES & COMMUNITY SPACES

GOAL 1: COLAC OTWAY PERFORMING ARTS AND CULTURAL CENTRE IS RECOGNISED AS A PREMIER CREATIVE AND CULTURAL FACILITY

STRATEGY	LINKS	NOTES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	RESOURCES	
1.1.1	Undertake a service review of COPACC programs to ensure they meet current and future demands while making best use of available resources.	1.1.3 1.1.5 3.2.1 3.2.4	Commission an independent service review that looks at COPACC programs, future demands, available resources and incorporates audience development research to best service the needs of the community.	Commence review process.	Complete review.	Incorporate findings into delivery of COPACC programming.	Incorporate.	\$20,000 (Year 1).
1.1.2	Commence a Masterplan for the refurbishment of COPACC.	1.1.6 1.1.7 1.1.8 1.1.9 2.2.4	Work in partnership with Regional Development Victoria and Creative Victoria to plan for the future infrastructure and programming needs of COPACC.	Commence discussions and complete review of existing infrastructure and programming.	Apply for funding to complete Masterplan.	Complete Masterplan.	Apply for funding to fulfill recommendations of Masterplan.	None in Year 1 Match funding required for planning, est. total \$160K (Year 3). *dependent on timing of matched funding
1.1.3	Continue to deliver a diverse and inclusive annual program of performing and visual arts for COPACC audiences.	1.1.1 1.1.4	Current audience feedback for COPACC is strong. Continue to deliver programming at current levels with a view to how this may incorporate service review feedback.	Deliver COPACC program.	Deliver COPACC program.	Deliver COPACC program with consideration for service review.	Deliver COPACC program.	Can be delivered with continued funding at current level plus cpi. Requires continued state government support.
1.1.4	Partner with arts organisations and community groups across the shire to increase the delivery of programming within alternative venues.	1.1.3 1.4.1 1.4.3 2.3.3	Work with key organisations including; Apollo Bay Arts Inc., Red Rock and Birregurra to present COPACC programming in venues outside of Colac.	Initiate quarterly meetings. Undertake a venue technical audit to assess programming capabilities and requirements. Discuss programming opportunities post Showcase Victoria.	Continue quarterly meetings. Deliver at least one co-programmed work across multiple venues.	Continue quarterly meetings. Increase delivery of co-programmed works.	Continue quarterly meetings. Increase delivery of co-programmed works.	Delivered within current resources - reallocation of technical staff time (Year 1) Benchmark to capture cost implications in Year 2.
1.1.5	Work in partnership with state government and industry groups (e.g.. Creative Victoria, VAPAC, NETS) to ensure best practice models for the delivery of arts and cultural programs are followed.	1.1.1	Maintain best practice knowledge by ensuring key staff attend industry meetings and functions, including: Showcase Victoria, VAPAC network meetings, Theatre Network Victoria, MAV special interest group.	Ensure key staff attend industry meetings and functions.	Ensure key staff attend industry meetings and functions.	Ensure key staff attend industry meetings and functions.	Ensure key staff attend industry meetings and functions.	Delivered within current resources - professional development.
1.1.6	Identify solutions to provide appropriate visual arts programming and exhibitions .	1.1.2 1.1.7 1.1.8	Solutions may include: programming in partnership with other venues and galleries, utilising different spaces within COPACC for programming, and researching support programs (e.g.: NGV On Tour, Roving Curators and NETS programs). Ensure visual arts programming is considered as part of the Masterplan, including museum and visual art exhibition spaces .	Include conversations around visual arts programming in round table discussions. Research programs to support visual art programming and presenting.	Explore the use of alternate venues for installations and visual arts programming (e.g.: Town Hall).	Test feasibility of visual arts programming as part of Masterplan project.	Incorporate Masterplan recommendations and continue collaborations with other organisations.	Delivered with current resources (Year 1) - Roundtables to be delivered by Manager Arts and Leisure.

1.1.7	Review operational models for COPACC, including the provision of cinema, heritage collections and visual arts programming.	1.1.2 1.1.6 1.1.8	Increase reporting requirements for leaseholders in order to better assess audience participation and satisfaction levels. Collection and analysis of statistics relating to visual arts programming - both within COPACC and externally to determine the feasibility of a new gallery / exhibition space.	Negotiate reporting requirements within existing leases and include these within an annual report to Council.	Continue reporting.	Continue reporting.	Review co-tenancy agreements and operational models. Assess whether services and programs provided by external leaseholders still provide best model of delivery.	Delivered within current resources.
1.1.8	Consider best practice archival & presentation methods for local heritage and historical collections within COPACC.	1.1.2 1.1.6 1.1.7	Support Historical Society to present exhibitions and collections to a high standard. Encourage Historical Society members to use industry knowledge provided by Museums Victoria & Heritage Victoria. Continue to consider the best location for Historical Society within any future planning.	Include Historical Society programming in COPACC marketing. Provide support to grant applications to enhance programming and presentation. Encourage Historical Society members to use industry knowledge provided by Museums Victoria & Heritage Victoria.	Continue to provide support.	Incorporate Historical Society needs and future planning in COPACC Masterplan.	Continue to provide support. Incorporate Masterplan recommendations.	Delivered within current resources. Support mechanisms may sit across various roles. Will be informed by recommendations from the Master Plan.
1.1.9	Renew branding and signage for COPACC and work to improve visitor experience of the facility.	1.1.2	Write a competitive brief to redesign COPACC branding - include signage, promotion and way-finding in and around the COPACC venue. Consider creative ways of integrating cinema services and performing arts marketing and front-of-house to provide clarity of messaging.			Include branding update as part of COPACC Masterplan. Consider creative ways of integrating cinema services and performing arts marketing and front-of-house to provide clarity of messaging - as part of Masterplan.	Write a competitive brief to redesign COPACC branding - include signage, promotion and way-finding in and around the COPACC venue. Incorporate recommendations from Masterplan.	Brand development: \$30k (Year 4) Masterplan incorporations: TBA
GOAL 2: OUR OPEN SPACES SUPPORT OUR COMMUNITIES TO CELEBRATE AND GATHER TOGETHER								
STRATEGY		LINKS	NOTES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	RESOURCES
1.2.1	Consider lighting, seating, power, public art and crowd experience in the development of open spaces.	1.2.2 1.2.4	Work across Council, ensuring art and design elements are incorporated into open space and infrastructure projects.	Ensure arts knowledge is represented in Capital Works PCG.	Commission as appropriate.	Commission as appropriate.	Commission as appropriate.	Utilise % of project budgets. This is regularly integrated into Public Art Policies.
1.2.2	Commission practical but creative street furniture.	1.2.1 1.2.4	Incorporate creative art and design components into future tenders.	Ensure arts knowledge is represented in Capital Works PCG.	Commission as appropriate.	Commission as appropriate.	Commission as appropriate.	Utilise % of project budgets. This is regularly integrated into Public Art Policies.
1.2.3	Develop consistent way-finding signage that guides and enhances visitor experiences.	1.2.5	Commission creative and visually engaging way-finding signage that develops a point of difference for Colac Otway Shire, that is creative and visually engaging.				Engage design specialist to develop signage.	\$20k design + manufacture TBA.

1.2.4	Integrate and prioritise public art and design elements into future capital works & open space / public realm improvements.	1.2.1 1.2.2 4.2.2	Incorporate creative art and design components into future tenders.	Ensure arts knowledge is represented in Capital Works and Open Spaces PCG.	Commission as appropriate.	Commission as appropriate.	Commission as appropriate.	Utilise % of project budgets.
1.2.5	Integrate interpretive heritage information and features into open spaces.	1.2.3	Use art and design to communicate historical and cultural heritage information in public open spaces. Use design knowledge to better share information - e.g.: when recommissioning the waterway area, use this as an opportunity to redesign informational signage, integrate indigenous placenames and local historical names when developing interpretive signage	Review existing open space plans and prioritise implementation ideas.	Develop budget bids to implement prioritised projects.	Implement projects as per successful budgets.	Implement projects as per successful budgets.	According to budget bids (Year 2 - 4).

GOAL 3: ACTIVATE OPEN SPACES AND OUTDOOR MEETING PLACES THROUGH PUBLIC ART

STRATEGY	LINKS	NOTES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	RESOURCES	
1.3.1	Adopt a public art policy to guide the acquisition, commissioning, leasing & decommissioning of public artworks.	1.3.4 1.3.5	This policy could be developed internally using publically available resources and guides undertaking consultation, alternatively this could be outsourced.	Develop public art policy.	Implement public art policy.			Delivered within existing resources or \$5k for external.
1.3.2	Identify themes, locations and partnerships through the development of a Public Art Strategy.	1.3.3 1.3.4 1.3.5 4.2.2	Development of a strategy will provide prioritisation for public art development. This document should be outsourced to specialised public art curators to develop.		Develop public art strategy.	Implement public art strategy.	Implement public art strategy.	Delivered within existing resources or \$10 - 15k for external. Implementation TBC.
1.3.3	Explore funding opportunities to help support an increase in the number of public artworks	1.3.2	This could be achieved by: incorporating a % of capital works budgets or project allocations to public art (Public Art Policy), or sourcing external funding opportunities through Creative Victoria, Australia Council for the Arts, Heritage Victoria, Regional Arts Victoria	Recommend internal funding streams within Public Art Policy.	Source external funding as available.	Source external funding as available.	Source external funding as available.	An annual allocation to public art is likely within a Public Art policy.
1.3.4	Review current public art with a view to decommissioning works that are no longer compliant with OHS requirements.	1.3.1 1.3.2	Undertake an assessment of current public art to determine what urgent maintenance works are required and prioritise maintenance or decommission pending the results of assessment.	Undertake safety and risk assessment of current public artworks.	Maintain or decommission as per assessment, guided by Public Art policy.	Maintain or decommission as per assessment, guided by Public Art policy.	Maintain or decommission as per assessment, guided by Public Art policy.	TBC pending assessments.
1.3.5	Review and upgrade the Sculpture Park in accordance with the Lake Colac Foreshore Master Plan.	1.3.1 1.3.2	As per current planning and prioritisations.	As per current planning and prioritisations.	As per current planning and prioritisations.	As per current planning and prioritisations.	As per current planning and prioritisations.	Project proposals and budgets to be developed.

GOAL 4: OUR COMMUNITY HALLS AND ARTS FACILITIES WITHIN OUR SMALLER TOWNS AND REGIONS ARE WELL USED AND MAINTAINED

STRATEGY	LINKS	NOTES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	RESOURCES
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1.4.1	Support committees and organisations to continue current programming in halls and arts facilities outside of Colac.	1.1.4 2.1.1	Strategies to support include; ensuring they are aware of funding opportunities, including programming into joint marketing, developing shared audiences. Look at hub and spoke models - share technical expertise and equipment from COPACC .	Develop staff awareness of funding programs for arts and culture (ourcommunity.com.au). Share funding knowledge with community networks.	Implement joint marketing campaigns with community programmers. Through communication and partnership development, identify ways COPACC can increase support through technical or staffing assistance.	Review and extend 'Hub and Spoke' model through increased co-programming, joint marketing and technical / support staff.	Review and extend 'Hub and Spoke' model through increased co-programming, joint marketing and technical / support staff.	Possible increased staffing levels (Year 2+).
1.4.2	Prioritise asset renewal and facility maintenance to support venues and communities that are providing strong creative programming.		When considering the use and allocation of facility maintenance budgets, prioritise facilities with strong and active creative arts programming.	Arts and Leisure team work with assets and maintenance staff to understand how budgets are prioritised and inform asset management plans and heirachies.	Advocate for renewal and maintenance of key community venues.	Advocate for renewal and maintenance of key community venues.	Advocate for renewal and maintenance of key community venues.	Will prioritise current resources, through the inclusion of creative participation as an assessment tool to prioritise Asset Management Plans.
1.4.3	Invite representatives of community spaces to partner with COPACC on programming, marketing and shire-wide networking opportunities.	1.1.4 2.1.1 2.1.2 2.3.3 3.1.3 3.1.4 3.1.5	Create opportunities to discuss collaboration opportunities e.g.: programming a show that could perform across multiple venues (cost sharing), marketing similar shows together, creating links between shows to extend audiences - joint marketing / social media. Invite representatives of community spaces to attend networking events and forums as reps of the shire. Organise a creative leaders forum to facilitate ways of these orgs working together - 4 yearly, subsidise leaders to attend events and programming at COPACC or within Victoria - encourage information sharing through informal network meetings.	Include collaborative cost-sharing opportunities as part of round table conversations. Create links between shows to extend audiences and increase joint marketing opportunities.	Use consultative approach to deliver prioritised outcomes.			May re-distribute existing budgets and provide cost saving opportunities with other organisations.

THEME TWO: INCREASE PARTICIPATION IN ARTS & CULTURE ACTIVITY

GOAL 1: DEVELOP AND STRENGTHEN AUDIENCE ENGAGEMENT AND PARTICIPATION IN ARTS AND CULTURE ACTIVITIES AND PROGRAMS

STRATEGY	LINKS	NOTES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	RESOURCES	
2.1.1	Coordinate regular networking meetings with key arts organisations including Red Rock Regional Theatre and Gallery, Apollo Bay Arts and Birregurra Arts Group.	1.4.1 1.4.3	These could be as incorporated into the Roundtables or as an additional meeting / opportunity.	Host 4 networking meetings with key arts organisations across the shire.	Host 4 networking meetings with key arts organisations across the shire.	Host 4 networking meetings with key arts organisations across the shire.	Host 4 networking meetings with key arts organisations across the shire.	Delivered within existing resources. Responsible officer to be determined.
2.1.2	Lead the consolidation and delivery of shire-wide marketing between key arts organisations	1.4.3	Examples of this could include quarterly call outs for arts activities to be collated into social media / enews / print collateral marketing, or shire wide branding opportunities	Include marketing opportunities as part of networking / roundtable meetings Look at developing a contact list for sharing of information / opportunities (Mailchimp)	Include marketing opportunities as part of networking / roundtable meetings	Include marketing opportunities as part of networking / roundtable meetings	Include marketing opportunities as part of networking / roundtable meetings	Delivered within existing resources. Would incorporate multiple roles eg - Marketing and coordinator roles.

2.1.3	Undertake audience engagement and development research for COPACC.	2.2.1 4.2.3	Utilise funds from the Full House initiative to complete audience engagement research and implement findings.	Complete Full House strategy development.	Implement Full House initiatives. Continue conversations with Creative Victoria around implementation and development of initiatives from Full House funding.	Implement Full House initiatives. Continue conversations with Creative Victoria.	Implement Full House initiatives. Continue conversations with Creative Victoria.	Delivered within existing resources Funding provided by Creative Victoria - \$80k
2.1.4	Review the 'Festival and Events Support Scheme' (FESS) guidelines to ensure that timelines and support mechanisms are appropriate to the creative sector	2.1.7 4.1.2 4.2.1	Ensure creative sector and arts and culture outcomes are included in review	Complete review ensuring that all stakeholders are included in consultation and that program guidelines support the sector	Implement and report annually, including grant recipient feedback	Implement and report annually, including grant recipient feedback	Implement and report annually, including grant recipient feedback	Delivered within existing resources
2.1.5	Work with coastal management stakeholders to support event infrastructure and consolidate approval processes particularly within the Apollo Bay foreshore	2.1.6	Consult with event organisers and coastal management stakeholders to collate issues. Provide ongoing support and guidance to event managers who are required to navigate sometimes complicated approval processes. Wherever possible work to clarify these processes and provide the appropriate measure to help ensure success for event managers.	Consult and clarify with event organisers and coastal management stakeholders to identify ongoing issues and identify opportunities to streamline processes.	Provide ongoing support and guidance to event managers. Work to clarify approval processes and provide appropriate measures to help ensure success for event managers.	Provide ongoing support and guidance to event managers. Work to clarify approval processes and provide appropriate measures to help ensure success for event managers.	Provide ongoing support and guidance to event managers. Work to clarify approval processes and provide appropriate measures to help ensure success for event managers.	Delivered within existing resources - Events Officer.
2.1.6	Review event procedures & processes to help streamline processes and reduce red-tape.	2.1.5 4.1.3	Review event approval process and information that is provided to event organisers, benchmark satisfaction levels and collate issues and incorporate into a revised event support kit and processes. Update equipment and facilities lists and ensure these are widely available and promoted as community resources.	Collect and collate feedback from event organisers. Update equipment and facilities lists and promote as community resource.	In consultation with event organisers, review and update event approval processes and available support material.	Promote revised event processes and support organisers to use.	Promote revised event processes and support organisers to use.	Delivered within existing resources - Events Officer.
2.1.7	Support community events and festivals that engage with target audience groups or underrepresented groups.	2.1.4	Extending FESS guidelines to incorporate events that target niche audiences and events in establishment phases. Write letters of support for these events to be able to access appropriate external funding.	Collect and collate audience and visitor profiles from event organisers. Identify target audiences and ensure these in review of FESS guidelines.	Provide support to events that engage with target audiences through the FESS and by writing letters of support.	Provide support to events that engage with target audiences through the FESS and by writing letters of support.	Provide support to events that engage with target audiences through the FESS and by writing letters of support.	Delivered within existing resources. Make best use of current resources.
GOAL 2: OUR ARTS AND CULTURE SERVICES AND PROGRAMS ARE ACCESSIBLE								
STRATEGY		LINKS	NOTES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	RESOURCES

2.2.1	Test initiatives to foster audience growth at COPACC – provide group transport to shows, access needs, review concession prices and offer discounts to residents living outside Colac but who are serviced by COPACC.	2.1.3	Identify barriers to audience development - this could be achieved as part of Full House research. Initiatives could include; providing transport - particularly for late night shows, access needs - hearing loops or AUSLAN interpreted shows, concession prices and discounts for residents	As part of Full House audience development research, better understand barriers to audience engagement and growth.	Test and benchmark initiatives.	Test and benchmark initiatives.	Test and benchmark initiatives.	Delivered within existing resources - Full House funding provided by Creative Victoria (Year 1). Implementation of initiatives could lead to increased box office.
2.2.2	Subsidise and support community hire of COPACC.	2.2.3	Continue to offer and encourage community use of the venue by promoting community subsidy and reporting on outcomes of the subsidy.	Develop reporting structure for community subsidy users. Offer joint marketing initiatives to community users of COPACC.	Promote community subsidy and continue to collect and collate feedback. Offer joint marketing initiatives to community users of COPACC.	Promote community subsidy and continue to collect and collate feedback. Offer joint marketing initiatives to community users of COPACC.	Promote community subsidy and continue to collect and collate feedback. Offer joint marketing initiatives to community users of COPACC.	Delivered within existing resources.
2.2.3	Review COPACC Assistance guidelines to ensure they continue to meet community needs and encourage use from local groups and audiences.	2.2.2	Meet with local groups (dance groups, schools, community theatres) to review guidelines which should reflect the capacity of local groups and continue to encourage and promote the benefits of using COPACC as opposed to alternate venues.	Meet with local groups to assess needs and capacities.	Review the COPACC Assistance guidelines including consultation with local groups. Include acknowledgement and post event reporting as a requirement of receiving assistance.	Promote COPACC Assistance scheme to local groups.	Promote COPACC Assistance scheme to local groups.	Delivered within existing resources. Make best use of current resources.
2.2.4	Consider long-term partnership and residency models with arts organisations to support deeper audience engagement and long term audience development.	1.1.2 4.3.2	Long term partnerships and residencies provide continued audience engagement opportunities. Models look like - Arena Theatre as resident company in Bendigo. Opportunities for Colac may include - looking at regional companies that may want to expand delivery opportunities - calls for EOI's - conversations with Back to Back, MTC, Regional Arts Victoria, local companies		Assess the capacity of COPACC to support residency programs.	Include requirements of residency program into Masterplan design for COPACC. Begin partnership negotiations.	Pending partnership development, commence residency program.	Residency - \$2k - \$20k dependent on artform and support requirements and in-kind staffing support, technical and venue hire.

GOAL 3: LIBRARY SERVICES ARE ACCESSIBLE AND RESPOND TO OUR COMMUNITIES NEEDS AND INTERESTS

STRATEGY	LINKS	NOTES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	RESOURCES	
2.3.1	Review best practice & service delivery models for libraries, ensuring leadership and governance works collaboratively with Council.	2.3.2 2.3.3	Review operational models for the library - look at service delivery - who is providing it? - are there ways that these services can be consolidated with other provisions or through other providers? - ensure library services are reporting to council on regular basis and that operations align with council priorities.	Continue to be active board members of Library Corporation Report to Council on library services annually	Continue to be active board members of Library Corporation Commission a review of library service delivery in Colac Otway Shire Report to Council on library services annually	Continue to be active board members of Library Corporation Report to Council on library services annually	Implement review findings Continue to be active board members of Library Corporation Report to Council on library services annually	Delivered within existing resources (Year 1) Review: \$30 - \$50k (Year 2)
2.3.2	Ensure library services integrate a broad range of technology and delivery methods	2.3.1 2.3.3	Work with Corporation Board to ensure that collections are available online and that the library is taking advantage of any digital initiatives to extend programming and delivery or services	Continue to be active board members of Library Corporation and advocate for new delivery methods.	Continue to be active board members of Library Corporation and advocate for new delivery methods.	Continue to be active board members of Library Corporation and advocate for new delivery methods.	Continue to be active board members of Library Corporation and advocate for new delivery methods.	Delivered within existing resources.

2.3.3	Support library services to deliver public programs.	1.1.4 1.4.3 2.3.1 2.3.2 4.3.3	Prioritise resourcing of talks, workshops, community programs that encourage a broader range of audiences and users to interact with literature and the library program.	Look at opportunities for cross-promotion and collaborative programming between libraries, COPACC, schools and external arts organisations, during community celebrations. Invite library staff to network and meet with COSC staff.	Deliver cross promotion and collaborative programming. Invite library staff to network and meet with COSC staff.	Deliver cross promotion and collaborative programming. Invite library staff to network and meet with COSC staff.	Deliver cross promotion and collaborative programming. Invite library staff to network and meet with COSC staff.	Delivered within existing resources.
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THEME THREE: SUPPORT & ADVOCACY FOR ARTISTS & CREATIVE INDUSTRIES

GOAL 1: THE CREATIVE INDUSTRY IS SUPPORTED TO BE ACTIVE AND SUCCESSFUL

STRATEGY	LINKS	NOTES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	RESOURCES	
3.1.1	Assist creative industries to access small business grants and opportunities.	3.1.2	Ensure that creative industries are included in communications about grants and opportunities for small businesses or economic development opportunities. Collate and share a centralised mailing list across Council to ensure information can be appropriately distributed (MailChimp).	Collate and share a centralised mailing list for the creative industries with economic development and tourism sectors of council (MailChimp). Meet with small businesses as requested.	Ensure small business workshops and support opportunities include the creative sector.	Ensure small business workshops and support opportunities include the creative sector.	Ensure small business workshops and support opportunities include the creative sector.	Delivered within existing resources.
3.1.2	Encourage smaller arts organisations to explore enterprise models and incubators as alternative lower cost business models	3.1.1	As requested meet with creative sector representatives and provide them with support and professional advice to access small business resources and look at alternative models that provide cost savings - examples include: Gasworks, Boxhill Community Arts Centre, CASPA, Lot 19, Collingwood Arts Precinct	Research enterprise models and incubators and identify best fits for Colac Otway shire	As requested meet with the creative sector to provide support and professional advise on resources and models that may offer cost savings	As requested meet with the creative sector to provide support and professional advise on resources and models that may offer cost savings	As requested meet with the creative sector to provide support and professional advise on resources and models that may offer cost savings	Delivered within existing resources - may be shared across Economic Development and Arts & Leisure
3.1.3	Advocate for the inclusion of creative industries in tourism campaigns.	1.4.3 3.1.5	Prioritise highlighting or creating arts focused marketing campaigns that benefit events, studios, galleries and creative businesses in the shire. These campaigns may be digital or print and should link in with tourism routes and complement existing experience and food and wine-based product.	Build internal knowledge and awareness of events and creative experiences. Build image database to be relevant to events and creative experiences.	Target creative businesses to become tourism members and partners. Actively include arts and cultural events and activities in campaigns.	Actively include arts and cultural events and activities in campaigns.	Actively include arts and cultural events and activities in campaigns.	Delivered within existing resources.
3.1.4	Encourage creative industries to use social media to grow networks, share resources and distribute information.	1.4.3 3.2.7	Council marketing teams to support social media pages and groups for creative events, individuals and businesses to share. Council to cross-promote and highlight activities within the shire on their social media pages.	Include social media as part of roundtable / networking meetings. Develop new social media pages / sites that respond to opportunities.	Continue to promote arts and cultural events and activities across social media.	Continue to promote arts and cultural events and activities across social media.	Continue to promote arts and cultural events and activities across social media.	Delivered within existing resources. Use of social media platform tools would be beneficial for key roles: \$500.

3.1.5	Ensure that creative industries are included in small business and tourism communications or e-newsletters.	1.4.3 3.1.3	Pitch creative activities and events as a key inclusion for consideration in all tourism and visitor information guides.	Build internal knowledge and awareness of events and creative experiences. Build image database to be relevant to events and creative experiences.	Actively include arts and cultural events and activities in campaigns.	Actively include arts and cultural events and activities in campaigns.	Actively include arts and cultural events and activities in campaigns.	Delivered within existing resources.
3.1.6	Lobby for fast speed internet and mobile coverage throughout the shire.		Lobby to all tiers of government to prioritise Colac Otway Shire for NBN and enhanced mobile coverage. This could include meetings and formal correspondence.	Send formal correspondence to state and federal government and mobile coverage operators to address issues.	Look at opportunities for continued lobbying of state and federal governments.	Look at opportunities for continued lobbying of state and federal governments.	Look at opportunities for continued lobbying of state and federal governments.	Delivered within existing resources.
GOAL 2: THE CREATIVE SECTOR BENEFITS FROM ADVOCACY AND CONNECTIONS								
STRATEGY		LINKS	NOTES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	RESOURCES
3.2.1	Broaden the delivery of Council's art and leisure team to enable increased support for the sector.	1.1.1 3.2.4 3.2.5 3.2.6 3.2.8 4.3.3	Develop professional knowledge and skillset in cultural development knowledge and service delivery. Annually review position descriptions, develop a team business plan to align with strategy outputs, actively contribute to a service review to determine the best use of available resources, resource activities that cant be delivered within the current team, take a pro-active approach to support and broaden service delivery.	Develop a team business plan to align with strategy outcomes. Develop professional knowledge and skillset in cultural development knowledge and service delivery. Annually review position descriptions. Actively contribute to a service review.	Continue to develop the skills and knowledge of the team through professional development opportunities. Outsource activities that cant be delivered within the current team. Take a pro-active approach to support and broaden delivery of arts and cultural outcomes.	Continue to develop the skills and knowledge of the team through professional development opportunities. Outsource activities that cant be delivered within the current team. Take a pro-active approach to support and broaden delivery of arts and cultural outcomes.	Continue to develop the skills and knowledge of the team through professional development opportunities. Outsource activities that cant be delivered within the current team. Take a pro-active approach to support and broaden delivery of arts and cultural outcomes.	Delivered within existing resources (given current resource levels, workloads and their capacity, implementation of the strategy will require a contracted role with external organisations or (as is common practice) an Arts Officer role created, Year 2-3 and ongoing from then on Outsourcing TBC.
3.2.2	Work in partnership with the arts community to identify locations and opportunities for low cost rehearsal and studio spaces.	3.2.3	Provide database of available council-owned facilities, consult with community to potentially use council spaces for creative activities. Assist in identifying industrial or large spaces appropriate for use, and facilitate discussions between landowners and potential user groups.	Develop database of council owned facilities. Consult with community to determine requirements of space.	Assist community in identifying appropriate spaces and facilitate discussions between building owners and potential user groups.	Assist community in identifying appropriate spaces and facilitate discussions between building owners and potential user groups.	Assist community in identifying appropriate spaces and facilitate discussions between building owners and potential user groups.	Delivered within existing resources.
3.2.3	Facilitate opportunities to provide low-cost spaces for creative practitioners in vacant buildings or within under-utilised facilities.	3.2.2	Broker discussions between community groups and landlords / property owners. Research initiatives like Renew Newcastle / Renew Australia to look at ways of managing insurances and logistics in a manner that is supportive of space activation. Encourage dynamic community organisations to lead these initiatives.	Research initiatives that use vacant / underutilised buildings to assess best fit for Colac Otway.	Meet with interested and dynamic community groups and encourage them to take the lead on these initiatives. Broker discussions between community groups and property owners.	Broker discussions between community groups and property owners.	Broker discussions between community groups and property owners.	Delivered within existing resources.

3.2.4	Develop the role of Council to include advocacy and support for event organisers to achieve better outcomes for events.	1.1.1 3.2.1	Work in partnership with event organisers and see the role of council as facilitator - proactive, guide event applications through the organisation, communicate with organisers throughout this process. Advocate on behalf of event organisers to ensure they are viewed as conducive to council's core business and outcomes.	Convene regular network meetings with event organisers. Include creative event organisers into review consultation processes.	Demonstrate high levels of customer service and support for events as a key element of a dynamic community.	Demonstrate high levels of customer service and support for events as a key element of a dynamic community.	Demonstrate high levels of customer service and support for events as a key element of a dynamic community.	Delivered within existing resources. Will require greater communication between Council units.
3.2.5	Connect artists and creative industries to industry and sector support.	3.2.1 3.2.7 3.2.8	Ensure that key council staff are connected to industry bodies such as: RAV< Craft Vic, NAVA< RAA, Music Victoria, Australia Council Communicate and share opportunities from these key bodies with the local sector, invite industry groups to deliver appropriate workshops and professional development opportunities within Colac Otway Shire.	Increase Council staff knowledge and connection to industry groups.	Identify workshops, and information sessions that would be beneficial to the local sector.	In collaboration with key organisations, deliver at least one annual arts focused Professional Development Session relevant to event organisers, makers or creative businesses	In collaboration with key organisations, deliver at least one annual arts focused Professional Development Session relevant to event organisers, makers or creative businesses.	Brokering relationships may be outside of current roles. Networking events and workshops can be delivered at cost recovery.
3.2.6	Work with Regional Arts Victoria (RAV) to look at ways of providing development support to artists and organisations within the Shire.	3.2.1 3.2.5	Utilise existing resources and opportunities provided by RAV to help further develop capacity of local artists and organisations, commence discussions to determine the capacity of RAV and regional creative facilitators to extend support services to include Colac Otway Shire.	Commence discussions with RAV around increasing membership and the potential for Creative Arts Facilitator role.	Continue dialogue and partnership development and assess benefits of future agreements	Continue dialogue and partnership development.	Continue dialogue and partnership development.	Within current resources. Entering into an agreement for service delivery from RAV would require additional resources via budget processes. Explore extension of the Creative Arts Facilitator roles in partnership with RAV, and neighbouring shires.
3.2.7	Utilise existing resources such as Arts Atlas to connect and promote the shire across virtual and social media platforms.	3.1.4 3.2.5	Work with the RAV creative arts facilitator to promote south west Arts Atlas, use art atlas to promote council-led programs and events	Council to actively use Arts Atlas as a promotional tool for program. Promote the use of Arts Atlas to Visitor Information Centres and local creative sector.	Council to actively use Arts Atlas as a promotional tool for program. Promote the use of Arts Atlas to Visitor Information Centres and local creative sector.	Council to actively use Arts Atlas as a promotional tool for program. Promote the use of Arts Atlas to Visitor Information Centres and local creative sector.	Council to actively use Arts Atlas as a promotional tool for program. Promote the use of Arts Atlas to Visitor Information Centres and local creative sector.	Within current resources.
3.2.8	Institute a 'Creative Colac Otway' roundtable, comprising representatives from council directorates and arts and culture leaders from the community to discuss upcoming council projects, and look at arts and culture intersections.	3.2.1 3.2.5	Commence first roundtable with the endorsement of the strategy and first implementation plan and COPACC programming overview. Use future roundtables as a way of ascertaining creative buy-in, and prioritisation of actions, and way of identifying role of partners in development and delivery of initiatives.	Convene inaugural round table. Ensure agenda aligns with strategy needs. Agree on outcomes and follow up initiatives. Collate feedback. Promote event media channels.	Use learnings, outcomes and opportunities from prior roundtable and strategy implementation plan to create agenda. Highlight network opportunity, and include professional development workshops.	Roll out annually.	Roll out annually.	Est. \$2000 Cost recovery options available.

THEME FOUR: CREATIVITY, SOCIAL COHESION & CONNECTIONS

GOAL 1: FIRST NATIONS CULTURE IS CELEBRATED AND ACKNOWLEDGED

STRATEGY	LINKS	NOTES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	RESOURCES
4.1.1	Develop and strengthen relationships with Aboriginal elders, community members and organisations.	Provide a key liaison from Council to work with the indigenous communities. Consider formalising future partnerships and commitment through a Reconciliation Action Plan.	Provide a key liaison from Council to work with the indigenous communities.	Continue working in partnership with indigenous communities and key organisations.	Draft a Reconciliation Action Plan.	Commence implementation of Reconciliation Action Plan.	Within current resources or external to draft Reconciliation Action Plan \$10K (Year 3).
4.1.2	Support and encourage new commissions that respond and celebrate local Aboriginal stories and culture.	2.1.4 Support - key public art commission, revised guidelines in FESS and Community Grant funding, new grant round, work pro-actively with local traditional owners to identify appropriate support mechanisms. Encourage - provide information about opportunities, provide letters of support.	Identify opportunities to partner with local traditional owners and incorporate them in consultation processes in relation to public art and open space work. Develop a specific streams of community funding to support indigenous artwork, and locally generated events.	Continue partnerships with traditional owners and community funding stream. Encourage and support new events and artworks that are generated by local indigenous people.	Continue partnerships with traditional owners and community funding stream. Encourage and support new events and artworks that are generated by local indigenous people.	Continue partnerships with traditional owners and community funding stream. Encourage and support new events and artworks that are generated by local indigenous people.	Within current resources -brokering relationships may be outside of current roles, however not time or resource onerous.
4.1.3	Ensure First Nations content is presented within existing Council programs and events	2.1.6 Council led events should include Welcome or Acknowledgement of Country, program performing arts events from first nations companies and producers, celebrate and acknowledge key activities such as Sorry Day, Reconciliation Week, NAIDOC week.	Incorporate Welcome to Country and Acknowledgements into Council initiated events.	Include appropriate Welcome and Acknowledgement information in Event Kits.	Ensure that COPACC exhibition or performing arts program includes indigenous content.	Ensure that COPACC exhibition or performing arts program includes indigenous content.	Within current resources - delivering Welcome to Country will have cost (est.\$200 - \$500).
4.1.4	Partner with key organisations to deliver cultural awareness training and enhance understanding of local culture.	Liaise with local indigenous groups and land corporations, or metro-based providers to deliver training.	Book relevant local Aboriginal providers to present cultural awareness training to all COSC staff and Councillors.		Deliver cultural awareness training to key community groups and cultural organisations.		\$3,000 (Year 1) \$3,000 (Year 3)

GOAL 2: USE LOCAL HISTORY STORIES AS A CONNECTOR FOR THE COMMUNITY

STRATEGY	LINKS	NOTES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	RESOURCES
4.2.1	Ensure that 'Festival and Events Support Scheme' (FESS) supports events to make new contemporary work that responds to local issues and stories.	2.1.4 During the review of Council's community funding programs, ensure that guidelines are reviewed to prioritise arts projects that include local history.	Ensure community funding guidelines include the ability to support local stories. Encourage local groups to leverage community funding with other available funding programs.	Ensure community funding guidelines include the ability to support local stories. Encourage local groups to leverage community funding with other available funding programs.	Ensure community funding guidelines include the ability to support local stories. Encourage local groups to leverage community funding with other available funding programs.	Ensure community funding guidelines include the ability to support local stories. Encourage local groups to leverage community funding with other available funding programs.	Within current resources.

4.2.2	Integrate relevant local knowledge and historical stories into public art and program commissions.	1.2.4 1.3.2 4.3.3	Include local background knowledge - consult with local communities to include location specific needs, issues and opportunities into any external briefs.	Identify commissions and consult with local communities, including heritage groups, to incorporate needs, issues and opportunities into briefs.	Incorporate local stories and identifies opportunities into public art strategy.	Continue to identify commissions and work with local communities to incorporate needs, issues and opportunities.	Continue to identify commissions and work with local communities to incorporate needs, issues and opportunities.	Within current resources. Additional funding for public art to be identified in public art strategy.
4.2.3	Value the natural environment and messages of sustainability through the programming of World Environment Day.	2.1.3	Partner with catchment management authorities, landcare groups and schools to continue to deliver contemporary arts programming with sustainability messaging.	Develop partnerships and continue to deliver programming. Include programming as part of Full House review.	Manage partnerships and continue to deliver programming according to Full House recommendations.	Manage partnerships and continue to deliver programming according to Full House recommendations.	Manage partnerships and continue to deliver programming according to Full House recommendations.	Within current resources.
GOAL 3: ARTS ARE PRIORITISED AS AN EFFECTIVE WAY OF SUPPORTING A CONNECTED AND COHESIVE COMMUNITY								
STRATEGY	LINKS	NOTES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	RESOURCES	
4.3.1	Integrate arts and cultural activities into emergency response and recovery plans for vulnerable communities.	Identify vulnerable communities that require emergency management plans (e.g.: Forrest / Wye River). Integrate arts activities and projects in partnership with RAV.	Identify vulnerable communities and incorporate arts activities and programs into Emergency Management Recovery Plans. Annually update EMRP.	Annually update EMRP.	Annually update EMRP.	Annually update EMRP.	Within current resources (outside Art and Leisure Team). Recovery costs delivered by state government.	
4.3.2	Arts and cultural activities are integrated into a wide variety of health, community development and therapy programs across the Shire.	2.2.4 Compile service delivery information within the shire - identify opportunities to integrate arts programs, meet with program managers to encourage the use of art within their programs, look at partnership programs that can also have wide community benefits - (e.g.: artist in residency models).		Compile service delivery information. Meet with program manager and identify opportunities to integrate arts programming.	Look at partnership programs that can have wide community benefits (e.g.: artist in residency).	Look at partnership programs that can have wide community benefits (e.g. work with Colac Area Health and artist in residency programs).		
4.3.3	Support and encourage arts programs that engage artists who work in partnership with the community.	2.3.3 3.2.1 4.2.2 Use art as a means to intervene in particular social needs or issues. Support community generated ideas about artists working in communities or programs / workshops / skills development opportunities.		Look at funding opportunities for art intervention or community-based artists.	Facilitate programming as funds allow.	Facilitate programming as funds allow.	Within current resources - external funding required for programming.	