



PARKES SHIRE COUNCIL



CULTURAL PLAN

2003 - 2007

August 2003

**PARKES SHIRE
CULTURAL PLAN
2003-2007**

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Mayoral Message

The importance of the culture of our Shire cannot be overstated. The Shire's culture is about our place and identity within the community in which we live. It really is all about the fabric of our total being.

It is important that the diversity and wide range of talent in our Shire be encouraged. To do this effectively it makes sense to have a strategic focus to the future.

Council has worked closely with the cultural community in the development of the Shire's first cultural plan. This plan will move us forward over the next five years to build on the infrastructure investment that Council has in place for cultural activity.

The emphasis is on inclusive decision making with our cultural community. I am sure that those who worked so hard to contribute to this plan will in five years time look back and say "look at the outstanding cultural growth and increased commitment we have achieved".

Councillor Robert Wilson OAM
Mayor, Parkes Shire Council

Executive Summary

The Local Government (General) Amendment (Community and Social Plans) was introduced in 1998 to help local Government to promote a more inclusive community by ensuring that government services are responsive to community needs and diversity.

In 2000 Parkes Shire Council commenced a process to undertake the development of a Social/Community plan to both satisfy legislated requirements, and to ensure that;

- Fairness is considered in the distribution of resources
- The community is consulted in decisions that affect their daily lives
- People have fairer access to economic resources and services essential to meeting their daily needs

An important priority that emerged from the Parkes Shire Social Plan was a strong commitment to meet the cultural needs of people in the Shire by developing a Cultural Plan.

Council appointed a consultant firm, David Riches and Associates Pty Ltd, to undertake an extensive process of community consultation and finalise the plan.

The guidelines for the development of the Cultural Plan were drawn to a large extent from the revised cultural planning guidelines developed by the NSW Department of Local Government (2002).

An integral part of the planning process outlined in the guidelines requires extensive consultation with the community and a strong sense of community ownership in the decision making process. Although not prescriptive, a “whole of Council” approach is encouraged with strategies and actions developed with the expertise of both the cultural community and Parkes Shire Council. An opportunity for the community to provide final input and comments was provided in a month long public display of the final draft of the document. A cultural inventory of organisations was also developed.

The consultant firm developed a strong methodology that was approved by Parkes Shire Council to ensure that the cultural community had ample opportunity to contribute to the process, and that key locally based cultural organisations were consulted. The methodology included key informant interviews, community feedback opportunities and a community meeting.

A vision statement and mission statement were developed for the plan that provided direction and meaning to planning decisions made. Objectives were developed for seven strategic cultural priority areas. These are:

- A Whole of Council Approach
- Integrated Planning
- Networking with Community and Encouraging Participation
- Promote and raise awareness of the cultural life of the community
- Investing in Cultural infrastructure
- Sustainable Funding and Support
- Encouragement of Cultural Diversity

An action plan is provided to deliver cultural outcomes for each priority area. An important component of the action plan is a commitment by Council to take on a “whole of Council” approach by agreeing to the formation of an autonomous Parkes Shire Cultural Advisory Group. This group will function as an umbrella committee advising Council and representing the diversity of cultural depth and talent in the Shire to ensure that advocacy for culture and cultural strategies and priorities are an important part of Council’s ongoing business commitment for the next five years.

Strategic linkages to other Council plans are outlined, an evaluation strategy proposed and an inventory of current cultural organisations is provided to assist in ongoing networking.

The Cultural Plan has been developed as a working document to enable Parkes Shire Council to consolidate work already undertaken for the community, and to build past this point. An emphasis on community collaboration is a central theme in the plan and the development of strong partnerships will be a priority to ensure the plan has a solid strategic base from which to move forward until 2007.

The Cultural Plan will be incorporated in the Parkes Shire Council Management Plan in 2003.

This plan will be a major contributor to the improved provision of equity and access to cultural services and improved lifestyles and a sense of place for the people who live in Parkes Shire.

Parkes Shire Overview

The Parkes Shire has an area of 5,919 square kilometres and a population of 15,100.

Parkes is literally the crossroads of the nation because of its strategic location on the north/south road and east/west rail corridors. This places Parkes in a key position to provide transport opportunities and capitalise on the accompanying growth at national levels.

The Parkes Shire has five major towns. Parkes is the largest with a population of 11,000, provides the majority of key community services to the Shire's population. The surrounding centres are Peak Hill (pop. 1,400), Trundle (pop. 550), Tullamore (pop. 400), and Bogan Gate (pop. 200).

Peak Hill is also a key service centre due to its proximity to major tourist attractions at Parkes and Dubbo, and its location to the mid-way point on the Melbourne-Brisbane route. The redeveloped gold mine contributes to both employment and a contribution to the preservation of the unique mining cultural heritage of Peak Hill. This is supported with the construction of a museum, mine model, viewing platform and walking trail. The Peak Hill Hospital provides health services to the district population.

Bogan Gate is a progressive little village with a Memorial Hall, school, post office, police station and other facilities.

The village of Trundle provides for a rural community, with production consisting mostly of wheat, sheep and cattle farming. Trundle has an active Community Consultative Committee that is a driving force in achieving progress for the village. An active Sports Council also works hard to meet the community's local needs.

Tullamore is also a renowned rural area, where sheep and cattle grazing and crop production form a major industry, and play an important part in the local economy. Tullamore Community Consultative Committee is active in the development of services in the town and district. Tullamore Inc. is a community group dedicated to the development of employment and tourism opportunities in the town and district.

In addition to all of the above the advent of the new Community Technology Centre provides the Parkes district population with opportunity to work and live within a district setting that is state of the art.

To access a fuller demographic breakdown a complete community profile for the Parkes Shire by population group is available in the recently released Parkes Shire Social Plan. As such the Social Plan can be regarded as a companion document to the Cultural Plan (copies are available from Council).

Introduction

Parkes Shire Council commissioned the development of a Cultural Plan to review the concept of culture in the context of its importance, place and future needs within the Parkes Shire area for the next five years.

The Cultural Plan for Parkes Shire has been developed utilising draft cultural planning guidelines issued by the Department of Local Government in July, 2002. These guidelines require that Local Government adopt a formal cultural planning process as a means of ensuring cultural aspects of community life are considered as a strategic component of corporate planning.

Although a Cultural plan is not required by the Department of Local Government until 2004, Parkes Shire Council recognises that culture and the arts play an essential role in local government now. By integrating cultural planning into the business of local government, opportunities presented may be realised through cross-disciplinary connections in cultural, environmental, economic and social policy.

A commitment to develop this plan was made in the recently developed Social/Community Plan that identified the preparation of a cultural plan as an important component of the Shire's commitment to planning for the needs of the population.

In the context of information provided in these guidelines the Parkes Shire Cultural Plan has been developed to include information and feedback from a wide representation of key stakeholder groups. The major focus for this plan has strong emphasis on community ownership and local empowerment in decisions that affect the future of culture in the Shire.

The Cultural Plan includes identified strategic actions that are manageable within a five-year time frame for both cultural organisations and Council. Agreed actions will be identified in Council's annual Management Plan.

Most importantly this plan should provide a useful working document to assist Council, local cultural organisations and stakeholders in planning now, and in the future.

Background

Parkes Shire Council plays a major role in local area planning, service provision and environmental management. A review of the inventory of cultural organisations and services to be found at the end of this plan shows that the cultural resources of Parkes Shire are diverse and reflect a wide range of cultural elements.

Parkes Shire Council has a significant role in the cultural life of the local community. This is broadly demonstrated through an ongoing range of activities and services such as:

- Support for local festivals and entertainment and the recreational aspects of culture and the arts including parks, gardens and recreation facilities
- Library services
- Tourism
- Civic, cultural and community facilities
- Community development programs and services
- Economic development strategies
- Urban and landscape design and improvements
- Open space management
- Heritage preservation

Cultural links stretch past local boundaries. Since 1938 Parkes Shire Council, as the birth place of Sir Henry Parkes, has had an enduring sister city relationship with the city of Coventry in England. This has resulted in the exchange of cultural ideas and concepts as well as an exchange of visits. In 2003 representatives from Parkes Shire Council will visit Coventry to further strengthen cultural links and ties.

Parkes Shire has shown for many years that there is a high level of interest and commitment to culture in the Shire. Recent achievements include art exhibitions across the Shire as a part of local government events, the upgrading of the "Little Theatre" and the Library, the advent of a Museum complex and the construction of the "Coventry Room".

The Shire receives strong promotional and marketing support from Arts Out West in return for a small financial investment. In Parkes, Arts Out West assist individuals and local community groups, assist in sourcing grant funds, provide advocacy services and represent concerns from the cultural sector.

Cultural Plan Methodology and Process

David Riches and Associates Pty Ltd is the consultant firm commissioned to manage the development of the Cultural Plan for the Parkes Shire. The rationale in assigning an independent firm ensured an even playing field when cultural priorities for action were determined.

A planning methodology was developed utilising similar components to those used in the recently developed Social/Community Plan. This is because the Department of Local Government Cultural Planning Guidelines recommend their Social/Community Planning and Reporting Guidelines as the basis for planning. It is also because it is recognised that a participatory approach, such as that utilised in the development of the Shire's Social Plan, encourages input and ownership.

The methodology to develop the cultural plan consists of:

- a) An overview of the definition of "culture" and its importance and place in the Parkes Shire
- b) Implementation of a consultation and partnership planning process, including:
 - Media release/general advertising of the process
 - Local community radio announcement and interviews for local news
 - Targeted letters to cultural organisations in the Parkes Shire encouraging feedback and attendance at a cultural planning meeting
 - Key stakeholder interviews with local cultural organisations as identified by Council. Identification of partnership synergies explored and documented
 - Survey completion invited from key cultural groups for consideration in a cultural needs assessment
 - Development of a survey tool for cultural stakeholders to assist in determining the main priority features of the plan
 - Cultural stakeholder community planning meeting
- c) The establishment of a small steering committee to overview progress
- d) Development of a community driven cultural mission statement
- e) Provision of a strategic assessment of cultural priorities
- f) Development of a draft strategic action plan
- g) The development of a cultural inventory
- h) Opportunity for community comment on draft plan prior to finalisation
- i) Development of a monitoring and review process

Definition of Culture in the Parkes Shire Community

“Culture is a celebration of the way we live, share, dream and interact in our own environment and place. It is our identity and the expression in our lives”. Parkes Shire Council – 2002

There are many definitions of culture that have been used in the context of the development of cultural plans for local government areas. The Department of Local Government Cultural Planning Guidelines promote a definition that “embraces cultural products produced by artists as well as the creative product of local communities.”(Cultural Planning Guidelines. 2002. Sydney: Department of Local Government)

In a 1996 survey of New South Wales most councils proposed that culture is principally ‘a way of life’. (Regional Distinctiveness Project. Sydney: LGSA)

The Planning Guidelines further state that “culture can include heritage, architecture, design, the arts, festivals, and the media as well as aspects of tourism, leisure and education.”

However, in order to prepare a cultural policy framework and plan for Parkes, we need to be clear on the meaning the term “culture” has for the Shire.

Consultation conducted in the preparation of the plan highlighted some strong and well-defined cultural characteristics in the Parkes Shire. These include a:

- Strong sense of local identity and cultural worth that makes Parkes a great place to live
- Recognition that a diversity of cultures is important to foster cultural growth
- Desire to encourage cultural creativity
- Recognition that culture is about the way we express ourselves and our sense of worth
- Recognition that culture can take us on a trip away from our everyday lives
- Sense that Parkes is a special place

The definition of culture for Parkes that evolved from the consultative process captures the essential elements of this feedback and translates them into a definitive statement.

The Need for a Cultural Plan in the Parkes Shire

Council recognises that there is some difference between the legislative requirement to develop a cultural plan and the recognition of the need for a plan by Council. Council recognises that culture in the Shire is what makes a real difference to the quality of people's lives and their sense of place in the community.

Parkes Shire Council recognises that a cultural plan is an important management tool to deliver short and long-term benefits back to the community. The plan affords Council an opportunity to develop an improved understanding of the communities' needs and to enhance Council's image locally and to a wider audience. It also improves Council's ability to ensure community cultural needs are catered for in the annual management plan and provides an appropriate background to seek enhancement funding for cultural grants.

Most importantly it affords an opportunity to coordinate an integrated effort across cultural groups that operate independently in a sometimes fragmented way. Synergies that can be developed utilising the combined resources and cultural skills held by so many organisations and people in Parkes will enhance the sense of place and community meaning that makes living in the Shire rewarding.

The development of an integrated approach to cultural planning has the potential to deliver substantial benefits in social, educational and artistic as well as economic terms. This may manifest in an economic boost to the community through festivals and other cultural events, tourism, transport services and opportunities that arise when people network and come together.

The recently developed social plan demonstrates a need to develop culture in the Shire and outlines gaps identified by the community. Particular mention was made of youth culture, the lack of entertainment infrastructure and a need to address issues of cultural diversity. The Social Plan committed Council to "develop a cultural plan to 2004 to meet the cultural needs of the Shire's population" to assist in building the Shire's social capital.

Parkes Shire Council works to four corporate goals that embrace the philosophy and intent of sound local government. Specifically these are:

- To promote Council as a democratic and effective representative body through community consultations and open government
- To provide focus and leadership for economic and cultural growth through active partnerships with the community, business and government through partnerships and financial and resource management
- To deliver quality services that are responsive to business and community expectations, demonstrably cost-effective and subject to public accountability through customer service and customer evaluation

- To embrace and pursue a corporate culture that promotes and recognises services, accountability, initiative, creativity and integrity through encouragement and recognition, development and accountability

The development and implementation of a cultural plan demonstrates the Council is meeting an identified community need and its corporate commitment to the Shire.

Consultation Feedback

Community feedback was gathered and documented during the construct of the plan. The level of passion for culture in the Shire is evidenced by the strong responses received and should be seen as a strength and asset to future cultural growth and development. It is interesting to note that the findings show that the number of identified strengths exceeds the number of weaknesses. In the context of planning and community development this is a strong sign that the cultural community in Parkes Shire has reached a level of readiness to move forward strategically.

Broad Findings

Important commonly held views emerged during the consultation process. The cultural community

- Recognises that cultural life is comprised of activities and processes as well as collections and performances
- Desires a cultural infrastructure that can contribute to supporting sustainable cultural growth
- Recognises that existing cultural organisations would benefit by improving and formalising networking and communication and that a cohesive and culturally active community is important
- Seeks to include the culture of youth in planning
- Recognises the importance of cultural identity in economic development
- Sees Parkes Shire Council as the major driver for cultural change and growth
- Desires the development of local skill capacity to seek external funding
- Recognises the need for a vision for the cultural future of the Shire
- Recognises and respects the indigenous culture in the Shire

Current Strengths

The community in Parkes identified a wide range of existing strengths that contribute to the development of culture in the Parkes Shire. These include

- The depth and wide range of talent
- A tolerant community
- High levels of enthusiasm
- “Stunning strengths” in Council, including commitment to culture, resourcing and the levels of professional expertise available
- The capacity to use the “Henry Parkes” theme
- The unique gold and rail history in Parkes
- The strategic transport location of Parkes and the potential for the rail hub to “grow” the Shire
- “The Dish”
- Active and resourceful organisations
- An agreed organisational vision for the Shire

- A strong culturally and linguistically diverse presence in culture eg the Mining Migrant Camp
- Unique cultural facilities (Little Theatre, Library and Cultural Centre, Museums, Sir Henry Parkes Cottage, parks and gardens)
- A willingness to take on and accept change

Current Weaknesses

The Parkes community was asked to identify existing gaps and weaknesses that if strategically addressed can contribute to the growth and development of culture in the Shire. These include

- A recognition that coordination of cultural organisations is disjointed and lacks unity
- Lack of growth that results from under-funding for committed staff resources (eg Arts Officer)
- Parochialism
- Lack of infrastructure in specific cultural areas eg mainstream film cinema in the town
- Isolation for some of the community
- Relative lack of transport options
- Lack of communication

The Role of Local Government in Cultural Planning

Parkes Shire Council has prime responsibility for establishing and setting a strategic direction for culture in the Shire. This is because Council sets the planning and urban design parameters that strongly influence local identity and a sense of place. It is also because Council has responsibility to provide a cultural infrastructure for the community and maintenance of strategic networks and links in partnership with those involved with culture in the Shire.

This is well outlined in the Local Government Act 1993- Section 8 where explicit requirements are placed on local government to ensure cultural outcomes are reached in communities. These requirements include the provision of services and facilities, community leadership, consideration of cultural and linguistic community diversity, planning for the needs of children and management of the local environment.

The need for a more formalised planning process has been identified by state and local government as a means of ensuring that councils consider cultural aspects of community life as strategic component of corporate planning. Recent guidelines produced by the Department of Local Government advise Councils that they must have a cultural strategy in place by November 2004.

The funding, development and implementation of this strategic plan for culture in advance of this date in the Shire is evidence that Council has a commitment to cultural community leadership that is stronger than that required by legislation. Parkes Shire Council recognises the value of a broad approach to culture and the realignment and growth in local structures that are necessary for cultural development in the Shire.

Parkes Shire Council realises the value in the community's ownership of cultural principles and strategies across the community. In the context of this plan Council has demonstrated recognition of the future commitment and support needed to be a catalyst for diverse cultural growth in the community.

This plan represents the next step on the road to cultural excellence for the Parkes Shire community.

Strategic Priority Areas

Workshops and key stakeholder consultations identified the following strategic priorities for action. They are

- A Whole of Council Approach
- Integrated Planning
- Networking with Community and Encouraging Participation
- Promote and Raise Awareness of the Cultural Life of the Community
- Investing in Cultural Infrastructure
- Sustainable Funding and Support
- Encouragement of Cultural Diversity

Vision Statement

It is widely accepted that a vision is a *guiding image of success formed in terms of a contribution to society*. If a strategic plan is the "blueprint" for an organisation's work, then the vision is the "artist's rendering" of the achievement of that plan. It is a description in words that conjures up a similar picture for each member of the group of the destination of the group's work together.

A vision statement should be realistic and credible, well articulated and easily understood, appropriate, ambitious, and responsive to change. It should orient the group's energies and serve as a guide to action. It should be consistent with the organisation's values. In short, a vision should challenge and inspire the group to achieve its mission.

Using this information a vision statement was developed with the cultural community in Parkes.

Parkes Shire Council's vision is to achieve:

“Progress, opportunities and a quality lifestyle for our residents.”

Mission Statement

Working on the premise that in just a few sentences a mission statement needs to communicate the essence of your organisation to your stakeholders and to the public, the Parkes cultural community determined that the mission for this plan is to:

“Promote and support culture in all its diverse forms to provide a sense of place and an enhanced quality of life.”

Plan Objectives

There are nine major objectives for the Parkes Shire Cultural Plan. They are as follows:

Objective 1

To work in partnership with the community and cultural organisations to extend the cultural network in the Shire.

Objective 2

To encourage local ownership and participation in cultural planning and activity.

Objective 3

To ensure that cultural diversity is valued.

Objective 4

To promote and raise awareness of the cultural life in the community.

Objective 5

To extend the whole of Council capacity to respond to cultural initiatives.

Objective 6

To recognise and respect indigenous cultures.

Objective 7

To seek increased funding opportunities for culture.

Objective 8

To assist in determining the best uses of community cultural assets and resources

Objective 9

To monitor and review cultural progress

Objective 10

To work with regional partners and agencies

Cultural Action Plan

Strategic Priority Area One: A Whole of Council Approach

Strategy	Responsibility	Resources	Timeframe
Inaugurate a “Cultural Advisory Committee” (PSCAC) with mandate to recommend cultural strategies to Council. The PSCAC will represent the diversity of talent and the depth of cultural organisations across the Shire. Develop Terms of Reference and adopt a suitable structure. Provide cultural recommendations for Council’s Management Plan (see Structure Recommendations p. 24)	Director Planning and Environment	Cost neutral (no assigned budget)	By June 2003
Provide Part Time Secretariat support to the PSCAC to facilitate and drive cultural recommendations	Director Planning and Environment	Budget for staffing requirement	By August 2003

Strategic Priority Area Two: Integrated Planning

Strategy	Responsibility	Resources	Timeframe
Conduct an annual "Cultural Forum" for cultural organisations and individuals to facilitate networking, information sharing, joint workshopping and facilities usage	Development/Promotions Manager	Small catering budget	Annually for five years
Establish a Parkes Shire Youth Council to provide advice to Council on youth related cultural and other issues	Parkes Shire Youth Committee	Cost neutral	By June 2003
Develop a Youth Cultural Strategy	Parkes Shire Youth Committee	Existing Council staff and budget for consultant support if required	By December 2003
Work closely with existing cultural organisations to expand the exhibition potential across the Shire in existing facilities (eg Little Theatre)	Development/Promotions Manager/ Chair Arts OutWest	Cost neutral	By June 2003
Include statement on cultural activities in Council's Annual Management Plan	Director Planning and Environment	Cost neutral	Annually
Include a list of cultural activities undertaken in Council's Annual Report	Director Planning and Environment	Cost neutral	Annually
Determine the feasibility of a Council sponsored small cultural grants program	Development/Promotions Manager	Budget to be assigned	Annually
Scope the potential to host a Regional Cultural Development Forum to develop partnership strategies with western NSW Councils	Development/Promotions Manager Arts OutWest	Cost recovery basis if proceeds	Potential scoped by June 2003.

Strategic Priority Area Three: Networking with the Community and Encouraging Participation

Strategy	Responsibility	Resources	Timeframe
Develop an electronic and hard copy cultural update newsletter for e-mail distribution to key cultural stakeholders	Development/Promotions Manager	In-house production	Annually with first edition June notices in 2003
Include a cultural page on the Council web site, including links to key cultural organisations in NSW	Tourism Officer	Existing web arrangements	By December 2003
Include inventory of cultural organisations and a guide to the culture of Parkes in "Guide for New Residents"	Tourism Officer	Next edition budget	By December 2003
Develop a cultural information and education display in library and Cultural Centre	Librarian	In-house production	By December 2003
Continue Council's commitment to purchase local art. Display purchased art in prominent Council locations.	Development/Promotions Manager	Existing budget	Ongoing
Ensure access protocols to existing cultural facilities are widely understood by the cultural community	Secretariat to PSCAC	Cost neutral	Ongoing after appointment of Secretariat
Update cultural inventory on an annual basis by way of a cultural audit	Secretariat to PSCAC	Cost neutral	Annually
Provide a cultural community notice board in Parkes town centre and in each village	Tourism Officer	Construction and installation costs	By December 2003
Maintain strong media links by providing cultural stories and updates	Tourism Manager	Cost neutral	Ongoing
Work closely with Arts OutWest to increase regional cultural media profile and create a database of cultural skill sets, providers and venues	Tourism Manager	Cost neutral	Ongoing

Strategic Priority Area Four: Promote and Raise Awareness of the Cultural Life of the Community

Strategy	Responsibility	Resources	Timeframe
Utilise the Shire Tourism Strategy to increase economic potential to the Shire through increased culturally based tourism (eg "The Dish", Parkes Historic Walking Tours)	Tourism Officer	Cost neutral	Ongoing
Develop and promote a Cultural Events Calendar and place on Council web-site	Tourism Officer	Cost neutral	Ongoing
Council to consider the commission of a statue of Sir Henry Parkes for placement in a suitable town location	Development/Promotions Manager/ Tourism Officer	Budget to be assigned by Council	By June 2004
Provide and place silhouettes of Sir Henry Parkes at main town entry points	Tourism Officer	Existing assigned budget	By December 2003
Promote cultural achievement in Parkes widely in partnership with media, tourism and Arts OutWest	Tourism Officer	Existing assigned budget	Ongoing

Strategic Priority Area Five: Investing in Cultural Infrastructure

Strategy	Responsibility	Resources	Timeframe
Determine suitable options for a "Multi-function Cultural Centre" where cross cultural activity can be completed and products displayed and sold	Director Planning and Environment/Deputy Mayor	Existing infrastructure options	By December 2004
Determine the feasibility of signposting cultural precinct in Parkes and villages around existing key cultural infrastructure areas	Development/Promotions Manager/ Tourism Officer	Dependent on feasibility outcome	Feasibility decision by December 2003
Review usage potential of the Coventry Room and make recommendations for future use	Director Planning and Environment/ Administration Manager	Cost neutral	By June 2004
Review and explore options for the potential for community and other cinema in the Shire, including assessment of existing town buildings	Deputy Mayor /Sub Committee of PSCAC	Options exploration potential on a cost neutral basis	By December 2003
Develop a long-term usage plan for existing and new cultural facilities in the context of potential population growth emerging from the growth of the "transport hub"	Development/Promotions Manager/Tourism Officer	Cost neutral	By December 2004
Continue to support the ongoing development of the Carrington Hotel as the Cultural Centre for Peak Hill	Director Planning and Environment /Cultural Advisory Group	Existing commitment	Ongoing
Complete Council's Heritage Study of existing town buildings and structures	Director Planning and Environment/ Planning Officer	Existing commitment	By December 2003
Develop a ten year infrastructure plan for the cultural needs of the population eg Civic Centre/auditorium	Director Planning and Environment/ Council	Projected budgets	By June 2004

Strategic Priority Area Six: Sustainable Funding and Support

Strategy	Responsibility	Resources	Timeframe
Work closely and explore funding options with the Australia Council, Ministry of the Arts, the Department of Local Government and Arts OutWest	PSCAC/Council staff/ Museums and Galleries staff	Cost neutral	Ongoing

Strategic Priority Area Seven: Encouragement of Cultural Diversity

Strategy	Responsibility	Resources	Timeframe
Determine the feasibility of conducting a week long festival for the Shire incorporating all cultural aspects of the Shire	Tourism Officer	Existing staff	By December 2004
Support the existing memorandum of understanding and partnership agreement with the Wiradjuri and Bogan River people	Director Planning and Environment	As per commitment in MOU agreement	By June 2003
Explore potential of funding an Aboriginal Culture and Heritage Officer for the Shire with ATSIC	Director Planning and Environment/ Development/Promotions Manager	Cost neutral in investigative phase	By December 2003
Support Sydney University "linkage grant" project for Aboriginal Culture in the Shire	Director Planning and Environment/ Development/Promotions Manager	As per commitment in MOU agreement	By March 2004
Provision of cross cultural training for Council staff	General Manager	Budget required for training	Ongoing
Conduct consultation process with the Shire's NESB population to determine potential cultural initiatives	Director Planning and Environment	Small budget required for research	By December 2003

A Proposed Structure for the Parkes Shire Cultural Advisory Committee

The nearby Cowra Council has recently adopted the concept of a “Cultural Council” Committee to advise and propose cultural initiatives to their Council. This is a Section 355 Committee, which as a sub-committee of Council, requires a strong forward commitment to culture in the Cowra local government area. The Cowra Council is structured with an Executive membership and a core membership. Guests are invited on a needs basis. The Cowra Cultural Council meets on a monthly basis and is supported by a Council employee who acts as Secretariat for one and a half days a week. The Cultural Council in Cowra has no operating budget. Discussions with Cowra Council show that the concept works well and has achieved recent wins. However, an acknowledged weakness is that there is not strong Councillor representation on the committee and that Councillor advocacy at the Council vote stage needs strengthening.

Discussions relating to the potential benefits of this approach for the Parkes Shire were also held with all stakeholders interviewed in the construct of this plan and the issue was raised at a Community meeting. It was generally agreed that cultural planning and future cultural initiatives in the Shire would benefit by a formalised committee representation to Council. The need for an “umbrella” group to represent culture in the Shire was a consistent theme, as discussed at length at the Community planning meeting and on local media.

The Cultural Planning Steering Committee assigned to the development of this plan has reviewed a potential structure for a Parkes Shire Cultural Advisory Committee based on a review of all consultation findings. The Steering Committee makes the following organisational recommendations.

- a) That Council adopt and recognise the concept of a Parkes Shire Cultural Advisory Committee (PSCAC) with a mandate to advise on and propose cultural initiatives to Council
- b) That the Parkes Shire Cultural Advisory Committee be assigned an autonomous advisory status in its initial stages and that Section 355 potential be reviewed after a 12 month trial period
- c) That an Executive of 4 people holds office on the Parkes Shire Cultural Advisory Committee. The Chair should be a senior Councillor at Mayoral or Deputy Mayoral level. A Deputy Chair, Secretary and Treasurer should also be appointed. Annual elections for the Executive should be held.
- d) At least 2 Councillors should be on the Executive of the Parkes Shire Cultural Advisory Committee
- e) A core group of interested cultural advocates from the Shire should be appointed to the Parkes Shire Cultural Advisory Committee as members. Members should represent a diverse range of cultural interests, and should include an advocate for indigenous culture. A model that provides for representation from around the Shire (similar to that adopted by the Parkes Shire Tourism Board model) is suggested
- f) The core group should have maximum membership of 12 people

- g) A small operating budget for the group should be determined by Council
- h) Secretariat staff should be provided to drive the administrative functions of the group, and assist the cultural community with other pursuits. A budget allocation for 0.3 FTE with is recommended.

Linkages to Existing Plans

The Parkes Shire Social Plan (2002-2004) identifies the need to “develop a cultural plan to 2004 to meet cultural needs of the Shire’s population”. Since the Social Plan was written the Department of Local Government has issued draft guidelines for cultural planning as information required to prepare a Cultural Plan. It is now necessary for all Councils to have a plan in place by late 2004. To meet this requirement whilst move cultural planning forward in the Shire Council has chosen to modify the Social Plan requirement and develop a plan for the next five years (2003-2007).

The Cultural Plan, once adopted by Council will form a part of Council’s Management Plan. Initiatives adopted will be acknowledged in Council’s Annual Report.

The Cultural Plan will also have strong links to Council’s other plans. These include the Shire’s Tourism Plan, Economic Development Plan, Retail Commercial Release Strategy, the Goobang Study and Council’s Heritage Study.

Monitoring and Review Process

This is the Parkes Shire Council’s first Cultural Plan. It has been designed to have a five-year life span (2003 – 2007) to ensure that the plan objectives can be realistically met and reviewed for incorporation into future longer periods of commitment.

The plan allows for an annual progress review process, with an extensive evaluation to be completed at the end of the plan’s duration.

Inventory of Cultural Organisations

Cultural Organisation	Contact Person	Address	Suburb	Postcode	Phone Number	Cultural Classification
Bogan Gate Festival of the Arts	Shirley Hunter	Fairview	Bogan Gate	2876	68641159	Art and Craft
Bogan Gate Railway Station Arts and Crafts			Bogan Gate	2876		Art and Craft
Central West Jazz Club	Jim Connors	PO Box 544	Parkes	2870		Music
Certronic Ceramics	Manager	162 Caswell Street	Peak Hill	2869	68691318	Pottery
Champion Post	Editor	PO Box 192	Parkes	2870	68622322	Cultural Support
Children' s Activity Group	Suzie Ables	80 Currajong Street	Parkes	2870	68623757	Children's Culture
Coventry Art Gallery	Manager	PO Box 337	Parkes	2870		Fine Arts
Directions Youth Centre	Manager	PO Box 337	Parkes	2870	68624938	Youth Culture
Elvis Revival Inc	Secretary	PO Box 611	Parkes	2870		History/Music

Cultural Organisation	Contact Person	Address	Suburb	Postcode	Phone Number	Cultural Classification
Embroiders' Guild NSW Parkes Group	Secretary	47 Hill Street	Parkes	2870	68622158	Embroidery
Garden Bower Studios	Roma Stevens	PO Box 9	Parkes	2870	68621349	Art and Craft
Golden West Cinema	Manager	Short Street	Parkes	2870	68622441	Movies
Green Parkes Garden Centre	Don Jewel	33-35 Forbes Road	Parkes	2870	68624191	Horticulture
Heritage; Local History; Oral History	Joan Reilly	"Glentana"	Nelungaloo	2876	68645124	History
Jim Buckley Photography	Jim Buckley	191 Clarinda Street	Parkes	2870	68623344	Photography
Lachlan Branch of National Trust					68511381	History
Lex Weaver Photos	Lex Weaver	Victoria Street	Parkes	2870	68621036	Photography
Machine Knitters' Group	M Jacobs	60 High St	Parkes	2870	68621537	Fine Arts
M&D Little Theatre	General Manager	19 Court Street	Parkes	2870	68629919	Music and Drama

Cultural Organisation	Contact Person	Address	Suburb	Postcode	Phone Number	Cultural Classification
NSW Band Association	Peter Poole	2 Cecile Street	Parkes	2870	6861 2363	Music
Parkes and District Neighbourhood and Community Centre	Suzie Ables	80 Currajong Street	Parkes	2870	68623757	Cultural Support
Parkes Arts Council	Gary Somers	PO Box 6	Parkes	2870	68623508	Art and Craft
Parkes and District Horticultural Society	Vonda Botham	94 Currajong St	Parkes	2870	68621002	Horticulture
Parkes and District Historical Society	President	PO Box 812	Parkes	2870	68623509	History
Parkes Camera Club	Con Diamond	46 Reid Road	Parkes	2870	68627925	Photography
Parkes Discussion Group	Dorothea Tom	PO Box 76	Parkes	2870		Discussion
Parkes District Country Music Association	Dale Cowell	PO Box 303	Parkes	2870	68623593	Music
Parkes Fine Art Group	Christine Dunn	11 Moulden Street	Parkes	2870	68625653	Fine Arts
Parkes Floral Art Group	President	3 Coleman Road	Parkes	2870	63314200	Floral Art
Parkes Leagues Club	Promotion Officer	Clarinda Street	Parkes	2870	63621499	Cultural Support

Cultural Organisation	Contact Person	Address	Suburb	Postcode	Phone Number	Cultural Classification
Parkes Motor Museum	Manager	Dalton and Bogan Streets	Parkes	2870		History
Parkes Musical and Dramatic Society	Jenny Hawke	7 Barton Street	Parkes	2870	68625653	Music and Drama
Parkes PCYC	Peter Ryman	36-40 Pearce St.	Parkes	2870	68623825	Youth Culture
Parkes Potters	Elizabeth Dwyer	Derrymore	Alextown	2870	68653233	Pottery
Parkes Radio Telescope	Manager	Newell Hwy	Parkes	2870	68611700	Science
Parkes Shire Big Band	Peter Poole	2 Cecile Street	Parkes	2870	68612363	Music
Parkes Shire Concert Band	Peter Poole	2 Cecile Street	Parkes	2870	68612363	Music
Parkes Shire Council	General Manager	2 Cecile Street	Parkes	2870	68612303	Cultural Support
Parkes Shire Library and Exhibition Centre	Librarian	PO Box 337	Parkes	2870	68612333	Literature
Parkes Symphony Orchestra	Lindsay Morehouse	PO Box 453	Parkes	2870		Music
Parkes Tapestry Group	Doreen Nash	28 Mengarvie Road	Parkes	2870	68621156	Fine Arts
Parkes Town Band	Robert Dollery	Back Trundle Road	Parkes	2870	68623394	Music

Cultural Organisation	Contact Person	Address	Suburb	Postcode	Phone Number	Cultural Classification
Peak Hill Carrington Association	Jill Byrne	72 Euchie Street	Peak Hill	2869	68691472	Heritage
Peak Hill Information Centre	Patricia Whalan	Caswell Street	Peak Hill	2869	68691981	Cultural Support
Peak Hill Leisure Arts and Crafts Council Inc		PO Box 75	Peak Hill	2869	68691803	Art and Craft
Peak Hill Local Aboriginal Land Council	Manager	88 Caswell Street	Parkes	2870	68691726	Aboriginal Culture
Pioneer Park Antique Machinery Museum	Manager	PO Box 812	Parkes	2870	68623509	History
Physical Culture	Dianne Ehsman	39 Webb St	Parkes	2870	68624137	Dance
Porcelain Painters	Shirley Egan	11 Hume St	Parkes	2870		Fine Arts
R & I Photography and Framing	Manager	27 Reid Street	Parkes	2870	68622881	Photography
Radio 2PK	Manager	331 Clarinda Street	Parkes	2870	68621122	Music
Radio 2ROK	Manager	Parkes Broadcasting	Parkes	2870	68621122	Music
Spinners and Weavers	J Kinsela	43 Cecile St	Parkes	2870	68621062	Fine Arts
Tapestry Singers	David Warburton	1 Coleman Rd	Parkes	2870	68624739	Music

Cultural Organisation	Contact Person	Address	Suburb	Postcode	Phone Number	Cultural Classification
The Gallery on Welcome	Bev Purcell	Welcome Street	Parkes	2870	68634428	Fine Arts
Trundle Village Progress Association	Susan Morrison	14 Railway Parade	Trundle	2875	68921325	Cultural Support
Vintage Machinery Museum	Manager	Newell Highway	Parkes	2870	68623898	History
Young Textile Fibre Group	Helen Westcott	22 Mengarvie Rd	Parkes	2870	68623995	Fine Arts
Western Villages Art Council	John Allan	"Tilmaldra"	Goonumbla	2870	68652277	Art and Craft

1. Acknowledgments

Parkes Shire Council contracted **David Riches and Associates Pty Ltd** to develop the Parkes Cultural Plan. During the development process there were a large number of informal consultations held with both community members and staff working in cultural organisations. Although there are too many to list here it is important to note that the input of all people involved in the consultative process is valued and appreciated.

Face to face interviews were conducted with:

Bill Jayet	Champion Post
Col Grinter	Trundle Community Theatre
Dot Lincoln	Peak Hill Arts and Crafts Centre
Ellie Tom	Secretary, Parkes Arts Council
Elsie Mahon	Fine Arts Teacher
Helen Westcott	Young Textile Fibre Group
Jenny Short	M&D Little Theatre
Jim Butler	Sculptor and Vice President, Parkes Arts Council
Kelly Atkinson	Parkes Tourism Officer, Parkes Shire Council
Ken Keith	Deputy Mayor
Linsay Moorehouse	Parkes Symphony Orchestra
Lorna Helby	M&D Little Theatre
Margaret Lewis	Embroiderer's Guild
Michael Greenwood	Development and Promotions Manager, Parkes Shire Council
Pamela Watson	Fine Arts
Peter Poole	Music Development Office, Parkes Shire Council
Pol Cruz	Artist
Steven Campbell	Director Planning and Environment, Parkes Shire Council
Suzie Ables	Neighbourhood Centre Coordinator
Valda Keed	Aboriginal Elder
Warwick Tom	M&D Little Theatre

Phone interviews were held with:

Hannah Semmler	Arts OutWest
Kristy Koen	Cowra Shire Council
Peter Angus	President, Carrington Association
Yvonne Hutton	Councillor, Parkes Shire Council

Around 80 attendees were at a Parkes Shire Cultural Community Planning Meeting held in the Coventry Room on 4/11/02. They came as private artists, sculptors and other interested individuals or represented the following organisations and cultural interests:

- Carrington Association
- Central West Community College
- Combined Craft Group
- Country Music
- Leisure Centre
- M&D Society
- Parkes Art Group
- Parkes Arts Council
- Parkes Embroiderers' Guild
- Parkes High School
- Parkes Historical Society
- Parkes Physical Culture
- Parkes Porcelain Painters
- Parkes Potters
- Parkes Shire Concert Band
- Parkes Symphony Orchestra

Parkes Shire Council also wishes to acknowledge David Riches and Associates Pty Ltd for their professional services in the development of the plan.



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References

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Australian Bureau of Statistics 2001 *Community Profiles- 2001 Census*
Australian Bureau of Statistics

Bankstown City Council 2002 *Cultural Plan 2002 – 2005* Bankstown City Council

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Cowra Shire Council 2002 *Cowra Shire Cultural Plan* Cowra Shire Council

NSW Department of Local Government 1998 *Social/Community Planning and Reporting Guidelines* NSW Department of Local Government

NSW Department of Local Government 2000 *Draft Cultural Planning Guidelines* NSW Department of Local Government

Parkes Champion Post 2001 *Community Guide 2001/2002* Parkes Champion Post

Parkes Shire Council 2001 *Parkes Shire Council Management Plan 2001/2002 – 2003/2004 Part 1 and Part 2* Parkes Shire Council

Parkes Shire Council 2002 *Parkes Shire Social Plan* Parkes Shire Council

Parkes Shire Council 2002 *Guide for New Residents* Parkes Shire Council

Public Health Association of British Columbia 1999 *Action for Change: A Workbook for Communities* Public Health Association of British Columbia

Appendices



CULTURAL STAKEHOLDER SURVEY PARKES SHIRE CULTURAL PLAN

(Providing a definition of culture to interviewee “ Culture is a unique combination of people and their environment, a mixture of participation, celebration, identity, belonging and having a sense of place” – Cowra Council 2002)

- 1. Is this how you see culture in the Parkes Shire? Is there anything you would add or take away to this statement?**
- 2. Why is culture an important issue for people in the Shire?**
- 3. Do you feel Parkes needs a strategic approach to developing the culture of the Shire over the next 5 years? Why? What gains could be made?**
- 4. What are the main cultural priorities that need addressing in Parkes?**
- 5. What are the cultural strengths that Parkes Shire has now?**
- 6. Are there any gaps in culture that can be realistically addressed?**
- 7. Are there any major threats or opportunities that may influence the future and growth of culture in the Shire?**
- 8. What roles do you think local government should have in community cultural planning? Have you any ideas that can strengthen Council’s role in this area?**
- 9. If you could put just one cultural strategy or action into the plan what would it be?**
- 10. Are there any future projects that could be investigated for development in future years?**
- 11. Have you any other comments about the future of culture in the Shire you would like to make?**

Parkes Shire Council Media Release

Council to Focus on Shire's Culture

Parkes Shire Mayor, Robert Wilson announced this week that Council has approved the development of a Cultural Plan for the Parkes area. "The culture of our Shire is unique and diversified", he said. " It is important that a strategic approach be developed to make sure culture continues to play a big role in providing a sense of our place in the community".

"Culture means different things to different people" Council's Development and Promotions Manager, Michael Greenwood said. "Culture is really all about what makes us feel like a contributor. We make cultural decisions every day across a huge range of areas – these can be anything from supporting the area's heritage to attending a local concert".

A five-year action plan aims to see the cultural community and Council work closely together to promote, plan and coordinate cultural services and projects.

Director of Planning and Environment, Steven Campbell said that there would be a special emphasis in encouraging community ownership.

"Extensive consultation will occur with people that are important to the future of cultural initiatives in the Shire", he said. "In November Council will conduct a workshop to look at our cultural priorities. All those with an interest in the cultural future of the Shire are invited to attend".

David Riches and Associates are the consultant firm engaged to run the planning process. Comments that relate to the cultural needs for the Shire and the priorities of local people in the area can be e-mailed to David at riches@hermes.net.au or faxed to Council on 6862 3946.

The community meeting is planned for November 4 at 7.30 p.m. at the Coventry Room at Parkes Shire Council. For further information ring Council on 6861 2333.

Date: 25th September 2002

Media Contacts:

Steven Campbell on 6861 2333

Michael Greenwood on 6861 2302

PARKES SHIRE COUNCIL COMMUNITY SERVICE ANNOUNCEMENT

Parkes Cultural Plan

20 second grab

Our culture in the Shire is important. We make cultural decisions across a wide range of areas every day- like supporting the area's heritage or attending a local concert. They're decisions that affect our every day lives. On November 4 Council will conduct a workshop to look at future directions and priorities for culture in the Shire. Ring Council for more information and to book your place.



Parkes Shire Council

CALL FOR REGISTRATION OF PARKES SHIRE CULTURAL ORGANISATIONS

Parkes Shire Council is developing a register of cultural organisations that work within the Shire. Council is now calling for organisations to provide their details on the register.

The register will enable people in our community to discover, join or support your organisation and will be documented in the Shire's Cultural Plan due for release early next year.

Simply call Michelle at Parkes Shire Council on 6861 2373 with your organisation's details or fax them through on 6862 3946.

Registrations close on November 29, 2002.

FOR ORGANISATIONS INVOLVED IN DANCE, MUSIC, ART, POTTERY, HISTORY, PHOTOGRAPHY, LITERATURE, CRAFT, CINEMA, DISCUSSION, EMBROIDERY, HISTORY, YOUTH AND MUCH MORE!!!