



SOUTH BURNETT REGIONAL COUNCIL  
**ARTS, CULTURE & HERITAGE**  
**STRATEGY 2024 - 2029**





## ACKNOWLEDGEMENT OF COUNTRY

We acknowledge and respect the Wakka Wakka and Auburn Hawkwood people, the traditional owners of this land that we live, work and play on and respect their cultures, their ancestors and their elders past and present and future generations.

# ARTS, CULTURE & HERITAGE STRATEGY

## CONTENTS

Mayor's Message	3
Message from the ACHAC	4
Purpose of the Strategy	5
Definitions	6
Acronyms & Abbreviations	7
Strategic Alignment	8
Role of SBRC in Arts, Culture & Heritage	9
Consultation Process	9
ACH now in the South Burnett	9
Vision	9
Goals & Objectives	10
Strategic Implementation	11-16

### Adoption by Council

The South Burnett Regional Arts, Culture and Heritage Strategy was adopted by Council on 15 May 2024.

**Copies of the** Regional Arts, Culture and Heritage Strategy are available free of charge electronically on Council's website at [www.southburnett.qld.gov.au](http://www.southburnett.qld.gov.au) or can be viewed at any Council Library or Customer Service Centre.

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## FOREWORD FROM THE MAYOR

The South Burnett region's identity is deeply intertwined with the expression of arts, the preservation of heritage, and the celebration of our rich culture and unique narratives. As your Mayor, I am proud to lead a council committed to championing these aspects that define us.

It is our responsibility as a council to lead through advocacy, promotion, and the development of our region's arts, cultural, and heritage assets. This strategic plan lays the groundwork for our commitment to nurturing the arts, culture, and heritage of the South Burnett.

Our local stories, history, cultural heritage, and creativity are fundamental strengths that continue to attract visitors and enrich the lives of those who call this region home. By recognizing and celebrating these assets, we ensure that the South Burnett remains a vibrant and sought-after destination.

We understand that a community that values creativity and innovation is one that embraces diversity, welcomes new ideas, and seizes emerging opportunities. This strategy serves as our roadmap for fostering a culture of creativity and innovation throughout the South Burnett.

Together, let us embark on this journey to uphold and celebrate the arts, culture, and heritage that make the South Burnett truly special.



Mayor  
Kathy Duff

## MESSAGE FROM THE ACHAC

As Chair of the Arts, Cultural and Heritage Advisory Committee (ACHAC), I am pleased to be presenting the South Burnett Regional Council's Arts, Culture and Heritage Strategy. This Strategy reflects the importance of our local arts, culture and heritage by prioritising initiatives that have been determined by the communities in the South Burnett.

This strategy sets a vision where creativity forms part of our everyday lives, valued for the distinct story that could be told from our past, present, and future creative economy. Arts, culture and heritage play an important role in bringing people together. We are excited to provide more opportunities for our community to engage with arts, culture and heritage.

Participating and connecting to our arts, culture and heritage has never been so important. This strategy will support initiatives that will not only strengthen our communities but also our region's economic growth, community resilience and overall wellbeing of our region.



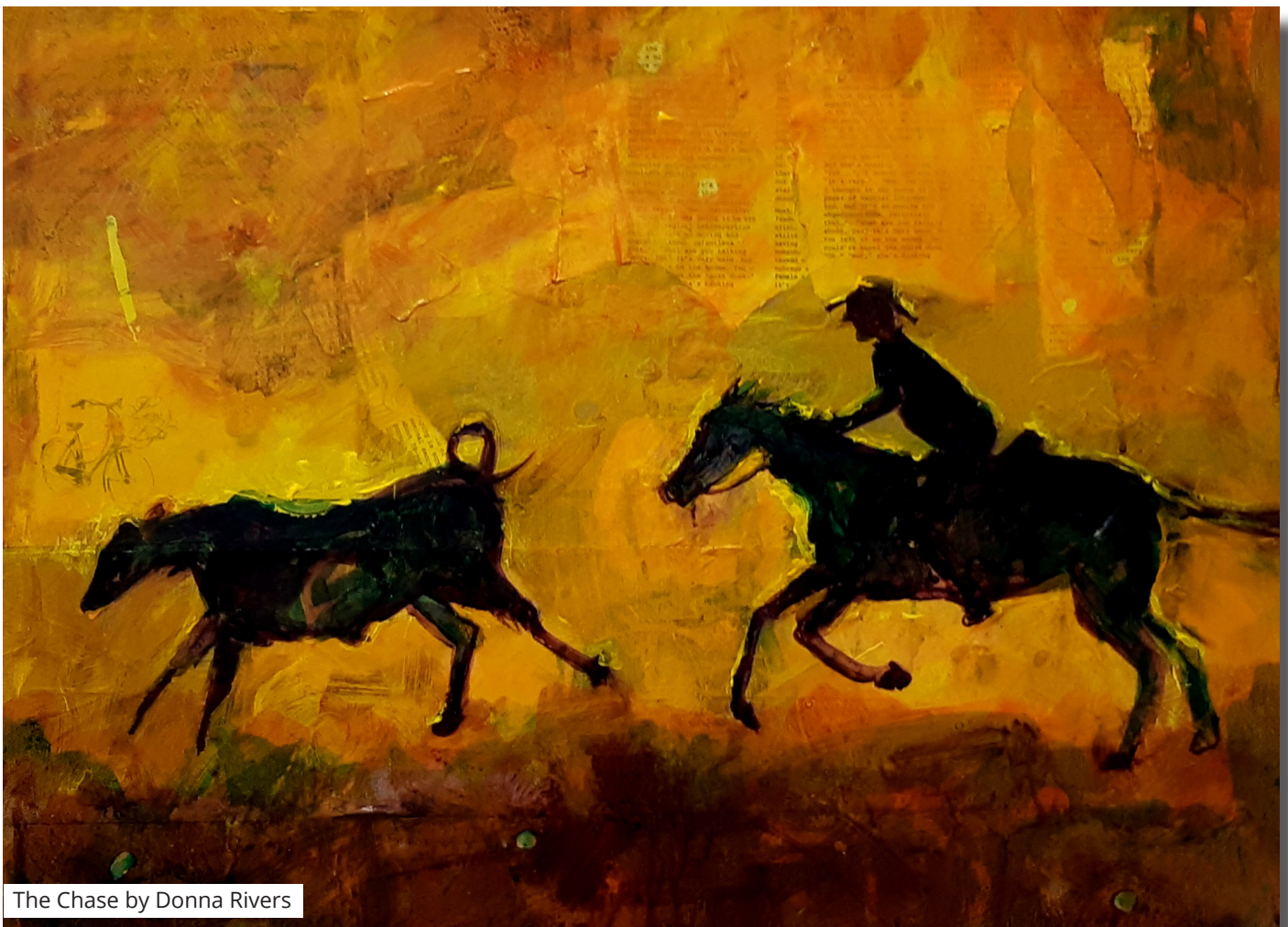
Chair of the  
ACHAC  
Cr Danita Potter

## PURPOSE OF THE STRATEGY

The South Burnett Arts, Culture and Heritage (ACH) Strategy will be a 5-year plan for growing this sector and engaging communities in creative opportunities. It will be an overarching strategy, prioritising initiatives that have been determined by the communities of our region.

The ACH Strategy provides direction to South Burnett Regional Council in facilitating programs and projects based on community-driven priorities, within resource capacity. A strong arts, culture and heritage sector is vital in delivering the following for the region:

- Safeguarding of historical artifacts, traditions, culture, stories and artistic expression for current and future generations. Contributing significantly to the identity and sense of place of our communities
- Contributing significantly to the identity and sense of place of our communities.
- Engaging communities in participating in events, festivals and creative activities that bring people together and foster a sense of community.
- Contributing to economic development by attracting tourists, supporting local artists and creative industries and creating jobs.
- Educating and raising awareness about our communities' histories, traditions, and values.
- Creating vibrant and culturally rich environments, integrating into urban and regional planning.
- Contributing to the health and wellbeing of communities through the proven benefits of participating in the arts.



The Chase by Donna Rivers



## DEFINITIONS

Arts	Arts means the expression or application of human creative skill and imagination in all art forms, such as visual arts, crafts, music, theatre, entertainment, community festivals and events, cultural traditions, and designs for public spaces. Art includes hand-made or natural objects that have aesthetic value or express symbolic meaning. For inclusions refer to the Australia Bureau of Statistics categories of 'arts' (Arts Nation - An overview of Australian Arts - Technical Appendix 2015 Edition).
Culture	Culture refers to all the traditions, history, customs and activities that constitute lifestyle, identity, heritage, celebration, and spiritual nourishment, as well as all the creative and innovative aspects of the arts that define a community. For inclusions refer to the Australia Bureau of Statistics categories of 'culture' (Arts Nation -An overview of Australian Arts - Technical Appendix 2015 Edition).
Heritage	Heritage refers to the cultural, natural, and historical assets that are inherited from past generations, preserved in the present, and passed on to future generations. Heritage encompasses a wide range of tangible and intangible elements that contribute to the identity, character, and continuity of a community, society, or civilization. These elements may include historical sites, artifacts, traditions, customs, languages, and practices that hold significance and are considered valuable for their connection to the past. It also includes the organisations and institutions involved in preserving this heritage, e.g. museums and collecting institutions.
Arts, Culture & Heritage Sector	The term sector is inclusive of all of the activities relating to arts, culture and heritage above and includes individuals, groups and organisations involved in creating and delivering ACH across the South Burnett Region.
Cross-Sector	Collaboration between different industry and community sectors including ACH and non-ACH.
Public Art	Public Art means artwork in any medium, planned and executed outside a gallery context and intended specifically for exhibition within public space. Public spaces are generally open and accessible to all. They can be indoors - such as foyers, atriums, libraries or shopping centres - or outdoors - such as forecourts, parks, squares or streets
Resources	The assets necessary for the successful planning, execution and completion of activities, projects and events. This includes human resources (e.g. artists, stage crew), physical resources (e.g. venue, sound system) as well as financial resources (e.g. funding, sponsorship).

## ACRONYMS & ABBREVIATIONS

ACH	Arts, Culture and Heritage
ACHAC	Arts, Culture and Heritage Advisory Committee
Council	South Burnett Regional Council
RADF	Regional Arts Development Fund – a partnership between the Queensland Government through Arts Queensland and the South Burnett Regional Council

## STRATEGIC ALIGNMENT

Council adopted the Arts, Culture and Heritage (ACH) Policy in March 2022 with “the intent of South Burnett Regional Council to support arts, culture and heritage engaging with and enriching the lives of our residence and visitors, whilst creating a community focus on arts, culture and heritage.”<sup>1</sup>

ACH plays a vital role in delivering on several of Council’s key strategic priorities:

- Enhancing liveability and lifestyle
- Providing key infrastructure for our towns and villages
- Growing our region’s economy and prosperity<sup>2</sup>

This strategy aligns with key areas of state and national arts policy including:

- Creative Together: A 10-year Roadmap for arts, culture and creativity in Queensland
- First Nations-led arts and culture
- Accessible and inclusive arts and culture
- Growing participation in and consumption of the arts
- Sharing our stories
- Strengthening of leadership in arts and cultural organisations
- Restoring, building and maintaining cultural infrastructure
- Supporting sector development, creative businesses and employment
- Encouraging sector and cross-sector collaboration
- Growing the cultural experience economy<sup>3 4</sup>

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<sup>1</sup> South Burnett Regional Council, Arts, Culture and Heritage Policy, adopted 23 March 2022, p. 7

<sup>2</sup> South Burnett Regional Council, Corporate Plan 2021-2026, adopted 28 April 2021, p. 7

<sup>3</sup> <https://www.arts.gov.au/publications/national-cultural-policy-revive-place-every-story-story-every-place>, p. 7

<sup>4</sup> <https://www.arts.qld.gov.au/creative-together>, p. 7

<sup>5</sup> South Burnett Regional Council, ACH Policy, p. 8

<sup>6</sup> South Burnett Regional Council, ACH Policy, p. 8

## ROLE OF SBRC IN ARTS, CULTURE & HERITAGE

For Council to play the required leadership role for the ACH sector and for this strategy to be successfully implemented, it is recommended that a full time ACH Officer be appointed. The role would include the administration of the RADF program and leading recommended initiatives as appropriate, to ensure the quality cultural, social, and economic outcomes that this strategy has the potential to deliver, in partnership with the ACHAC, broader ACH sector and key stakeholders.

The ACH Policy clearly defines Council's role as a facilitator in the sector, working towards:

- Providing leadership to the sectors through advocacy, promotion and development/ maintenance of Council's arts, cultural and heritage assets
- Identifying and responding to community needs through strategic planning
- Assisting with local coordination of art culture and heritage activities
- Assisting in the stimulation of the arts, culture and heritage-based enterprises
- Encouraging collaboration across sectors
- Managing and displaying Council's art and heritage collections across its facilities <sup>5</sup>

Council also sees our role in supporting economic development through ACH including

- Building competitive advantage for the region based on its unique cultural heritage and the engagement of artists to interpret and respond to this
- Building opportunities for the arts and cultural expression into tourism activities and campaigns
- Understanding the skills development needs of the sector and assisting to deliver on these needs
- Encourage the development of place-based arts, cultural and heritage projects to support the promotion of the region
- Provide access to arts, cultural and heritage activities through Council owned infrastructure <sup>6</sup>

Council also emphasises the importance of participation and engagement in ACH, including equitable and accessible opportunities for communities. Council also encourages partnerships to strengthen the sector.

Council has established the ACH Advisory Committee to support regional ACH activity in the South Burnett region, assisting Council in this role as facilitator.

The South Burnett Regional Council's ACH Officer will have responsibility for:

- Delivering ACH Strategic Plan deliverables through the ACH Advisory Committee
- Reporting on ACH Strategic Plan deliverables to the ACH Advisory Committee

The South Burnett ACH Advisory Committee will have responsibility for:

- Bi-monthly reports to SBRC on the outcomes aligned to this Strategy
- Bi-monthly reports to stakeholders

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<sup>1</sup> South Burnett Regional Council, Arts, Culture and Heritage Policy, adopted 23 March 2022, p. 7

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<sup>3</sup> <https://www.arts.gov.au/publications/national-cultural-policy-revive-place-every-story-story-every-place>, p. 7

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## CONSULTATION PROCESS

In February 2023, the ACHAC conducted a strategic workshop followed by a series of community conversations that defined the strengths, gaps and needs within the ACH sectors of the region. Some of these conversations took place with specific areas of the sector such as galleries and museums and other targeted demographic groups such as the South Burnett Youth Council.

These ideas were then taken back to the community through workshops that asked participants to design solutions to some of the key problems identified and suggest priority areas for the strategy.

These concepts were summarised and put to the community through an online survey in late 2023 to help reinforce the findings of these workshops and the proposed priorities. This document is based on these consultation processes, community feedback and the advice of the ACHAC who represent the region.

It has been identified that future workshops with First Nations communities and young people would be valuable to enable self-determined priority projects.

## ACH NOW IN SOUTH BURNETT

The South Burnett region of Queensland is a rich and diverse cultural and historical area with a wealth of creative strengths that attract visitors from far and wide. Its local stories, unique flora and fauna, community involvement, and supportive atmosphere are just some of the key strengths of the region, which continue to make it a popular destination for visitors and a vibrant and dynamic place to live and work.

Through community consultation the following strengths, gaps, needs, and desired opportunities were identified.

### Strengths:

- Local stories
- Levels of community involvement, engagement and volunteering
- Leadership and creative thinking
- Facilities, infrastructure and Council support
- Strong gallery network
- Heritage attractions and museums
- Range of visitor experiences
- Unique landscapes, flora and fauna
- Friendly and welcoming nature

### Needs:

- Coordinated communication and promotion
- Dependant to a large extent on volunteers
- Visibility of First Nations arts and culture
- Networking, collaboration and resource sharing
- Access to funding and resources
- Skills and professional development
- Collection storage and management
- Access to venues
- Public art, festivals and events
- Coordinated experiences

Opportunities:

- Develop a cultural festival
- Engagement through more storytelling
- More public art and heritage interpretation
- Increased investment in RADF
- Touring of work throughout the region – performing, heritage and visual arts

This strategy aims to take these learnings and support opportunities for both Council-led and sector-led initiatives, embracing the positivity and optimism of the ACH sector.

## VISION

The South Burnett thrives through active participation in arts, culture and heritage. We celebrate our rich heritage and value the transformative influence of artists and storytellers in communities.

## GOALS & OBJECTIVES

### **A. Coordination and communication to build engagement and participation**

- A.1. Unify sector communications
- A.2. Develop networking opportunities
- A.3. Encourage collaborations and resource sharing

### **B. Share our stories across the region**

- B.1. Develop a regional touring circuit for arts, culture and heritage
- B.2. Celebrate our stories through festivals and events
- B.3. Investigate opportunities for public art and heritage trails

### **C. Build sector leadership and capacity**

- C.1. Deliver an annual program that supports skills and professional development
- C.2. Enhance volunteer management capacity

### **D. Support diverse and inclusive opportunities for arts, culture and heritage**

- D.1. Recognise and support First Nations arts and culture
- D.2. Encourage youth-led initiatives to engage more young people in ACH
- D.3. Support people with diverse backgrounds and needs to develop projects that share their unique stories

### **E. Accessible places and spaces**

- E.1. Encourage innovative and collaborative use of existing spaces and places
- E.2. Enhance and maintain existing Council facilities and programs

### **F. Resourcing the sector**

- F.1. Continue to deliver the Regional Arts Development Fund for the region
- F.2. Build partnerships that enhance the resource capacity of the arts, culture and heritage sector
- F.3. Provide advocacy for the sector in accessing resources
- F.4. Provide information and training around funding, sponsorship and fundraising



## STRATEGIC IMPLEMENTATION

A. Coordination and communication to build engagement and participation.

STRATEGY	ACTION	RESPONSIBILITY	TIMEFRAME
<b>A.1</b>	<b>Unify sector communications</b>		
A.1.1	Create a brand that becomes the identifier for ACH across the South Burnett	SBRC ACH Officer with approval by ACH Committee	2024
A.1.2	Develop an online “one stop shop” to coordinate communications, calendars and promote ACH opportunities, activities and events – website social media and e-newsletter	My Community Directory	2025 & ongoing
A.1.3	Provide sector training in arts marketing and promotion to increase the quality of content provided and shared	SBRC ACH Officer	2025 & ongoing
<b>A.2</b>	<b>Develop networking opportunities</b>		
A.2.1	Establish regular ACH sector networking meetings and diversify them between whole of sector, artform specific and cross-sector	ACH Committee with SBRC ACH Officer	2024 & ongoing
A.2.2	Encourage networking opportunities that encourage the sharing of information and resources to strengthen the sector.	ACH Committee with SBRC ACH Officer	Ongoing
<b>A.3</b>	<b>Encourage collaborations and resource sharing</b>		
A.3.1	Utilise networking meetings to map opportunities for resource sharing e.g. equipment, storage	ACH Committee with SBRC ACH Officer	Ongoing
A.3.2	Encourage applications to RADF that involve collaborations and resource sharing	ACH Committee with SBRC ACH Officer	Ongoing

### Measures of success

- Increased community awareness of ACH opportunities, activities and events
- Increased marketing skills and capacity of the ACH sector
- Number of events and activities coordinated in the ACH sector
- Increased participation and attendance of events and activities
- Increased resource sharing and collaboration in the ACH sector

B. Share our stories across the region

STRATEGY	ACTION	RESPONSIBILITY	TIMEFRAME
<b>B.1</b>	<b>Develop a regional touring circuit for arts, culture and heritage</b>		
B.1.1	Support museums, galleries and performing arts to share exhibitions and performances across the region that celebrate stories of the region	SBRC ACH Officer	Ongoing
B.1.2	Investigate opportunities to partner with neighbouring regions to tour content into and out of the South Burnett	SBRC ACH Officer	2026 & ongoing
<b>B.2</b>	<b>Celebrate our stories through festivals and events</b>		
B.2.1	Encourage existing festivals and events to explore beneficial collaborations that enhance events and provide opportunities for the ACH sector	SBRC ACH Officer	Ongoing
B.2.2	Explore the possibility of a unique ACH-driven event for the region	ACH Committee & SBRC ACH Officer	2025
<b>B.3</b>	<b>Investigate opportunities for public art and heritage trails</b>		
B.3.1	Map existing public art and heritage sites relevant for inclusion in a trail	SBRC ACH Officer	2024
B.3.2	Develop a Public Art Policy and Procedures and appropriate resourcing to manage a public art collection across the South Burnett	SBRC ACH Officer	2024
B.3.3	Explore options for branding, signage, an online interactive application and develop a marketing plan to support the promotion of the trail once established	ACH Committee & SBRC ACH Officer	2025
B.3.4	Manage and maintain Council owned sites where public art and heritage destinations on the trail exist	SBRC ACH Officer	Ongoing
B.3.5	Support access to resources for public art and heritage destinations on the trail that are not on Council owned sites	SBRC ACH Officer	Ongoing
B.3.6	Encourage projects that enhance the trail once established	ACH Committee	Ongoing

**Measures of success**

- Touring of South Burnett produced ACH product across the region
- Touring of South Burnett produced ACH product outside of the region
- External touring of content to the region facilitated
- Positive feedback from audiences
- Increased cultural tourism product
- Adoption of a Public Art Policy and Procedures and resourcing of public art management across the South Burnett
- Establishment and maintenance of a public art and heritage trail for the South Burnett
- Evidence of increased tourist attendance at ACH programs, projects and activities



C. Build sector leadership and capacity

STRATEGY	ACTION	RESPONSIBILITY	TIMEFRAME
<b>C.1</b>	<b>Deliver an annual program that supports skills and professional development</b>		
C.1.1	Prioritise the delivery of workshops and training to build the capacity of the ACH sector. Priority areas include marketing & communications, project management, event management, art & heritage collection management and heritage interpretation practices	ACH Committee & SBRC ACH Officer	Ongoing
C.1.2	Support others to deliver skills and professional development opportunities through RADF	SBRC ACH Officer	Ongoing
C.1.3	Support alternative delivery models of training including online and attendance at out of region activities	SBRC ACH Officer	Ongoing
<b>C.2</b>	<b>Enhance volunteer management capacity</b>		
C.2.1	Offer training to enhance ACH sector capacity to attract and maintain a volunteer workforce	SBRC ACH Officer	2024 & ongoing
C.2.2	Investigate opportunities for volunteers under the age of 18 (emerging artists)	ACH Committee & SBRC ACH Officer	Ongoing
C.2.3	Encourage partnerships between schools and the ACH sector to build opportunities to engage young people in volunteering	SBRC ACH Officer & Youth Council	2025 & ongoing

**Measures of success**

- Increased ACH leadership and advocacy capacity
- Increased professionalism within artform and heritage practices
- Number and diversity of skills development and professional development opportunities
- Increased levels of volunteer attraction and retention
- Volunteers feel valued in their roles
- Increased number of young people in volunteering roles



D. Support diverse and inclusive opportunities for arts, culture and heritage

STRATEGY	ACTION	RESPONSIBILITY	TIMEFRAME
<b>D.1</b>	<b>Recognise and support First Nations arts and culture</b>		
D.1.1	Encourage First Nations representation on the ACHAC to explore opportunities for First Nations-led ACH initiatives across the South Burnett e.g. creative industry development, exhibitions, cultural awareness	ACH Committee & SBRC ACH Officer	Ongoing
D.1.2	Engage with First Nations-led groups and organisations to encourage applications to RADF	ACH Committee & SBRC ACH Officer	2024 & ongoing
<b>D.2</b>	<b>Encourage youth-led initiatives to engage more young people in ACH</b>		
D.2.1	Encourage a youth voice through the ACHAC to explore opportunities for youth-led ACH initiatives across the South Burnett e.g. street art, social hub with dancing	ACH Committee & Youth Council	2025 & ongoing
D.2.2	Investigate ways to offer incentives for young people to participate in ACH e.g. giveaways, work experience, course credits	SBRC ACH Officer	2025 & ongoing
<b>D.3</b>	<b>Support people with diverse backgrounds and needs to develop projects that share their unique stories</b>		
D.3.1	Encourage Council's ACH Officer to attend meetings of diverse groups and organisations across the region to promote the opportunity to be involved in ACH and access RADF	SBRC ACH Officer	Ongoing
D.3.2	Provide workshops and support to build skills in developing ACH initiatives and funding applications with diverse community representatives	SBRC ACH Officer	Ongoing
D.3.3	Have a balance of representation on the ACHAC to ensure the voice of diverse communities is represented	SBRC ACH Officer	Ongoing

**Measures of success**

- First Nations, Youth and diverse communities represented and involved in the ACHAC
- Increased visibility of First Nations arts and culture across the region
- First Nations-led ACH initiatives developed and delivered
- Youth-led ACH initiatives developed and delivered
- Diverse Communities-led ACH initiatives developed and delivered
- RADF support for these initiatives



The Weaners - By Robyn Dower



E. Accessible places and spaces

STRATEGY	ACTION	RESPONSIBILITY	TIMEFRAME
<b>E.1</b>	<b>Deliver an annual program that supports skills and professional development</b>		
E.1.1	Prioritise the delivery of workshops and training to build the capacity of the ACH sector. Priority areas include marketing & communications, project management, event management, art & heritage collection management and heritage interpretation practices	SBRC ACH Officer	Ongoing
E.1.2	Support others to deliver skills and professional development opportunities through RADF	SBRC ACH Officer	Ongoing
<b>C.2</b>	<b>Enhance volunteer management capacity</b>		
C.2.1	Offer training to enhance ACH sector capacity to attract and maintain a volunteer workforce	SBRC ACH Officer	2024 & ongoing
C.2.2	Encourage partnerships between schools and the ACH sector to build opportunities to engage young people in volunteering	ACH Committee & SBRC ACH Officer	2025 & ongoing

**Measures of success**

- Venue map established and publicly accessible
- RADF applications that demonstrate innovative approaches to use of spaces and places
- Attendance and engagement in Council run ACH venues, facilities and program



Wondai VIC & Timber Museum

F. Resourcing the sector

STRATEGY	ACTION	RESPONSIBILITY	TIMEFRAME
<b>F.1</b>	<b>Continue to deliver the Regional Arts Development Fund for the region</b>		
F.1.1	Encourage quality RADF applications through regular opportunities for training and mentoring	ACH Committee & SBRC ACH Officer	Ongoing
F.1.2	Investigate the potential to grow investment in ACH funding opportunities	ACH Committee & SBRC ACH Officer	Ongoing
F.1.3	Offer an annual RADF showcase event to demonstrate the impact and outcomes of ACH in the region	SBRC ACH Officer	2025 & ongoing
<b>F.2</b>	<b>Build partnerships that enhance the resource capacity of the arts, culture and heritage sector</b>		
F.2.1	Provide opportunities for non-ACH sector industries to understand the impact of the ACH sector on the social, economic and cultural life of the region and encourage investment of in-kind and financial resources	SBRC ACH Officer	Ongoing
<b>F3</b>	<b>Provide advocacy for the sector in accessing resources</b>		
F.3.1	Make representations where appropriate to advocate for Council and non-Council ACH resourcing needs to access funding and support including infrastructure, strategic projects and programming	SBRC ACH Officer	Ongoing
<b>F4</b>	<b>Provide information and training around funding, sponsorship and fundraising</b>		
F.4.1	Regularly update the "one stop shop" to include information on RADF and other funding opportunities for the ACH sector	SBRC ACH Officer	Ongoing
F.4.2	Provide workshops that build the ACH sector's capacity to access financial resources	SBRC ACH Officer	Ongoing

**Measures of success**

- Quality of the outcomes of RADF supported projects
- Increase in the number of RADF applications
- Increase in ACH funding in the region
- Enhanced capacity to attract in-kind and financial resources to the ACH sector