

INQUIRY INTO THE DEVELOPMENT OF ARTS AND
CULTURAL INFRASTRUCTURE OUTSIDE THE SYDNEY
CBD

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Date Received: 16/09/2008

SUPPORTING COMMUNITY THROUGH ARTS & CULTURE
in partnership with eight local governments

SOUTHERN
TABLELANDS
ARTS

Received
16/09/08

11 September 2008

**Re: Response to - Inquiry into the development of arts and cultural infrastructure
outside of the Sydney CBD**

The Committee Manager,
Public Works Committee
Parliament House
Macquarie Street
SYDNEY NSW 2000

To Whom It May Concern:

Please find enclosed a submission on behalf of Southern Tablelands Arts, Palerang Council, Goulburn Mulwaree Council, Upper Lachlan Shire Council and Yass Valley Council.

I apologise for the lateness of the submission and had requested by email an extension to the time allocated for response, at that time I also sent a draft of the response and an explanation of the need for an extension. I did not get a response to this email, but due to the timeframe, volume of research, and information needed to ensure the response on behalf of the organization and five Local Governments was meaningful, I took the liberty of assuming that an extension was possible.

If you have any further questions regarding this response, please contact me on 4823 4407.

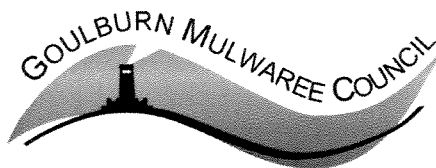
Yours sincerely,



Elizabeth Brown
Executive Officer / Regional Arts Development Officer

Southern Tablelands Arts Inc

INQUIRY INTO THE DEVELOPMENT OF ARTS AND CULTURAL INFRASTRUCTURE OUTSIDE OF THE SYDNEY CBD



Southern Tablelands Arts is funded by ArtsNSW and eight Local Governments: Boorowa; Goulburn Mulwaree; Palerang, Queanbeyan Upper Lachlan, Wingecarribee, Wollondilly, Yass Valley

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Executive Summary

In most instances the provision of cultural infrastructure in regional NSW should definitely not be viewed in the same ways as when considering the provision of cultural infrastructure for a major urban or CBD environment.

Within a regional framework; when examining and inquiring into the development of an arts and cultural plan for NSW that is aligned to broad government planning strategies it is vital that long and short term service delivery of activity, 'soft' infrastructure, is considered as equally essential as 'hard' infrastructure.

While the majority of the NSW, and indeed the national population, reside along the coastline in an ever-increasing urban environment, it is important to remember that 20% of the NSW population resides outside of Sydney and 32% resides outside of major urban centres. This significant proportion of the population predominately resides regionally in "other urban" environments (20.3% Inner Regional, 6.5% Outer Regional, the remaining remote and a very small percentage very remote)¹ and requires access to arts and cultural infrastructure within their own localities.

Throughout regional NSW there is a mix of distinct and dispersed communities that require fluid consideration when funding arts and cultural infrastructure that responds to changing needs and demographic shifts. In the Southern Tablelands Arts (STARTS) service delivery area, covering eight Local Governments, there are over 100 villages, small towns and bounded localities along with two cities. Each one of these eight Local Government areas can be classified as having a mix of urban and rural communities, which in itself presents a range of issues that impact upon infrastructure development and delivery.

Local Government is crucial to the provision and support of arts and cultural service delivery. Importantly, the level of delivery is dependent upon the revenue raising capacity of the council, which in the region this report covers is limited and predominately invested in providing and maintaining capital infrastructure (water, waste and roads).

Staff numbers and their responsibilities also impact upon a Council's capacity to dedicate staff hours to cultural development. Most Local Governments try to address this problem partly through their s.355 committees / provision of public liability cover / peppercorn rents / partnerships in state government initiatives / utilising their Visitor Information Centre staff as event coordinators for activity that has benefit for locals and visitors alike.

Libraries, community halls, museums and schools are an essential and important part of the cultural fabric of rural communities. It is most often that these venues are the bricks and mortar infrastructure in which activity occurs. Local Government staff, arts councils, arts/focus/progress associations etc are the

¹ 2006 Census

people infrastructure that makes things happen. Outside Local Government, a very high percentage of the people activity is provided on a voluntary basis, including contribution by highly skilled and experienced professionals.

The 2004 amalgamation of many Local Government areas has created a number of issues that impact upon the consideration of infrastructure location, support and provision. Some Local Government areas have inherited more than one major centre, some have inherited fiscal problems, and for others there has been no historical connection or even sealed roads between towns and villages.

Income of residents, their growth/decline rates and the median age of the population along with community access to technology, transport, information and social networks are essential issues many Local Governments need to address when determining the level, type and location of arts and cultural infrastructure. A further consideration for small Local Governments is their proximity to larger Councils or major cities.

A number of the local councils (and their communities) reported on in the body of this document have most recently only had success with the small arts funding programs co-administrated through Regional Arts NSW and STARTS: primarily the Country Arts Support Program (CASP).

Historically the trend in arts funding has been to predominately target one-off projects that are meant to be sustainable after very little chance of establishment, as well as with an expectation that regional activity requires a 'city-based professional' to be paid from the grant to come and show regionally based practitioners how it is done.

Statistics gathered by the state and federal arts funding bodies show that the majority of funding is allocated to city based activity.

The NSW Regional Arts Funding program, administrated by Regional Arts NSW, has had the most positive impact on regional New South Wales. Sadly this federally funded program is going to be incrementally decreased over the next three years. The funds are going to be redirected to major city based organizations to assist them deliver touring and outreach programs. This will have an enormous impact upon the capacity for regionally based practitioners to remain and undertake work within their own localities at both grassroots and professional levels. It will also impact on the capacity for Councils and communities continued use of their bricks and mortar infrastructure at a sustainable level. It is questionable as to whether local presenters will be able to afford the cost of bringing in the activity offered by city-based organizations.

The boundaries of the Regional Arts Boards, funded by Arts NSW, are not duplicated by any other state or federal funding program service organizations, such as the Dept. State & Regional Development and the Area Consultative Committees. These differing footprints can cause confusion and impacts on access and support when seeking funding and partnerships.

In examining the Western Sydney Cultural Development Strategy, the issue of locality within a geographical boundary and the capacity of the resources to meet its borders must be appropriately and realistically reviewed.

INTRODUCTION

For the purpose of this report, infrastructure is viewed as bricks and mortar, people, funds and activity. The definition used in this document is in line with the definition provided by the Legislative Assembly in the Background Information Paper.

'Art' is defined and used as outlined in the Background Information Paper.

In recognising that culture and the arts are significant factors in ensuring and enhancing the liveability and economic sustainability of a locality, this report recognises the significance of local libraries.

This response has been prepared by STARTS, on behalf of five of its eight Local Government partners: Palerang, Goulburn Mulwaree, Upper Lachlan, Yass Valley and Boorowa. While the report's main focus is on these Local Government areas, it also provides a general overview and outlines needs and recommendations for the STARTS entire service region.

This report is an audit of current reported Local Government infrastructure, a review of funding programs, and an analysis of findings based on statistical information, cultural trends and Local Government planning and initiatives.

The first section of the document provides an overview of the region in relation to population, main industries, geographical size, and locality to major urban centres. This is followed by an audit of Local Government areas: providing factual information against the points outlined in the background information document. The final section of the document provides an analysis of the first two sections against the inquiry's topics for issue/discussion.

While every attempt has been made to ascertain the amount of funds spent annually by local government on 'hard' and 'soft' cultural infrastructure this has only been able to occur as estimation due to differing reporting systems and the integrated nature of council service delivery.

STARTS is one of thirteen Regional Arts Boards in New South Wales. Funded through Arts NSW and eight Local Governments, it is the peak arts body in the Southern Highlands, Southern Tablelands and part of the Central Tablelands. It services the eight Local Government areas of: Wollondilly; Wingecarribee; Goulburn Mulwaree; Upper Lachlan; Boorowa; Yass Valley; Queanbeyan City; and Palerang.

Six of the eight LGAs serviced by STARTS are identified by the NSW Government Department of Planning as the 'Sydney-Canberra Corridor'. The Dept of Planning has recently released its 'Draft Sydney-Canberra Corridor Regional Strategy' document, which applies to the Local Government areas of Wingecarribee, Goulburn Mulwaree, Upper Lachlan, Yass Valley, Palerang and

Queanbeyan. The strategy will be the predominate planning document overarching any other relevant local and state plans.

The draft Strategy acknowledges the importance of a coordinated approach to settlement and supply of infrastructure requirements, incorporating the requirements identified in the State Infrastructure Strategy 2006-07 to 2015-16.

Many parts of the Sydney-Canberra Corridor Region continue to experience significant growth - given the strategic location of the Region between two capital cities; although in other parts of the Region there is less immediate demand for growth impacting on infrastructure needs.²

The Hon. Frank Sartor MP in his 'Foreward' in the draft Sydney-Canberra Corridor Regional Strategy' document identifies ***"the corridor as not only an attractive place to live, but is a crucial part of the State's economy and environment."***

Tourism is a major economic contributor for the Region (Canberra-Sydney corridor), generating \$600 million in 2001. Natural and cultural assets create significant tourism attractions, including the Region's heritage - focused on the towns and landscapes of Braidwood, Goulburn, and Yass; and the proximity of the southern part of the Region to Canberra and NSW.

Wollondilly local government area falls into the region covered by the Western Sydney Arts Strategy and has been reported on in depth by that Local Government. This report also provides an insight into the capacity of the strategy.

The STARTS office is based in Goulburn and staff work as closely as capacity allows with all other arts and cultural institutions and organizations based in our locality; including, and importantly the Goulburn Regional Conservatorium, Goulburn Regional Art Gallery, our eight Local Governments, five of our Tourism Information Centres, local theatre groups, local Arts Councils and other multi-arts groups/progress associations/etc, small primary schools, high schools, TAFE Arts & Media Dept (Goulburn & Moss Vale), and individual artists.

The Regional Arts Development Officer is a member of the three existing Local Government cultural advisory groups (Queanbeyan, Wingecarribee and Palerang), The Goulburn Mulwaree Public Art Advisory Group, the Jennifer Lamb Viola Creative Arts Scholarship fund, the Capital Regional Area Consultative Committee, and the Country Art Support Program state-funding panel.

² Draft Sydney-Canberra Corridor Regional Strategy – pge 4.

1.0 REGIONAL OVERVIEW

Total population of five local governments reporting on: 61,807

Median age of five local governments reporting on: 40.4

Trend in population growth/decline: Predominately increasing at a greater rate than the state average. Areas that are not increasing are remaining static.

Total square kilometres of area reporting on: 22,167

Total number of Council owned and professionally run Venues (Theatres, Galleries, Exhibition Spaces, music venues, etc) in the five local governments reporting on: 1

Total number of Council funded and staffed Libraries in the five local governments reporting on: 7 (two with limited opening hours)

Total number of Library deposit stations: 6

Total population of entire STARTS region: 180,395

1.1 Total budget allocation to arts and culture

It is very difficult to put an accurate figure on the budget allocation to arts and culture due to the spread of service delivery across Council business units/departments, and staff roles and responsibilities being spread across a range of services. This figure is a pure estimate based on total community development budgets divided by three: \$2,359,405

1.2 Common to all Councils in relation to local cultural planning and infrastructure

- An important consideration will be the capacity of the Council to be able to identify and allocate funds towards any new initiatives that may emerge as a result of the cultural planning process.
- Revenue raising capacity. As reported on in the 2005 NSW Department of Local Government "Financial Sustainability of Local Government in NSW" document, Local Government is increasingly responding to rising community expectations and State government devolvement of social services responsibility at the expense of infrastructure renewal, which is exceeding the average rate of revenue growth.

- Aging population with young people having to move out of the region in order to access higher education opportunities.
- Staffing demands.
- Lack of transport infrastructure and systems.
- Populations with predominately low incomes.
- Proximity to major cities. Which has the effect of detracting from local events and event making, and reduced investment in local infrastructure.
- A strong need to support, maintain and upgrade existing infrastructure, such as community halls.

1.3 Arts Education Facilities

TAFE NSW – Illawarra Institute has four campuses in the region. Locations are: Moss Vale (Wingecarribee), Goulburn, Yass and Queanbeyan. The Moss Vale and Goulburn campuses are the only two offering access to Certificate and Diploma courses. Discussions with the Head Dept. and teachers indicate that these courses are being primarily accessed by mature-aged students and people obliged to meet mutual obligation agreements.

1.4 Other non-Council or Department Education managed 'hard' infrastructure

The following lists infrastructure in the five Local Government areas reported on:

- Music
 - Goulburn Regional Conservatorium (services individuals and communities outside of Goulburn, and is in the process of developing comprehensive outreach program)
- Theatre & performance venues
 - Lieder Theatre, Goulburn (professionally managed, struggling to remain self-sufficient, delivers youth and community programs)
 - Kenmore Hall (Goulburn)
- Galleries (community)
 - Crookwell Arts Council Gallery (also used as a small performance space)
 - Gallery On Track (part of the Goulburn District Arts & Crafts)
 - School of Arts (Bungendore)
 - Railway (Bungendore)

- Galleries (commercial)
 - Numerous café's displaying art
 - Gravillea Gallery (Goulburn)
 - X Gallery (Bungendore)
 - Bungendore Woodworks Gallery
 - Fine Arts Gallery (Commercial, Bungendore)
 - Remote Australia Gallery (commercial, Bungendore)
 - Bloomfield/Odana (commercial gallery Bungendore)
 - Bardy's (commercial gallery, Bungendore)
 - Kiku (Bungendore)
 - Studio Altenburg (Braidwood)
 - McLeod Gallery (Braidwood)
 - Sheeps Back (Yass)

- Dance
 - Mirramu Dance Company (Bungendore)

- Non-arts specific
 - Goulburn PCYC

Of these facilities only the Goulburn Regional Conservatorium of Music receives funding through a State Government funding program.

There are numerous community halls that are managed locally with and without support of local government.

2.0 PALERANG

The Local Government area includes the towns of Braidwood, Bungendore and Captains Flat and the outlying villages of Araluen, Majors Creek, Mongarlowe and Nerriga. It also includes the areas of Wamboin, Burra, Bywong, Hoskinstown, and parts of Sutton, Royalla and Carwoola.

Palerang Council extends to Lake George in the north, the Tallaganda State Forest in the south, Queanbeyan City to the west and the Morton and Budawang National Parks to the east. The name Palerang (Council) is taken from Mt Palerang, one of the highest points in the new Council's area.

Its residents enjoy a rural lifestyle, with principal industries being beef and sheep production, stone fruit orchards, vineyards and emerging new ventures such as alpacas, lavender and berries. There is also **a large and thriving artistic community comprising writers, poets, film-makers, musicians, specialty craftspeople and many more.**

Population: Approximately 12,000
Area: 5,144 square kilometers
Median Age: 39

2.1 Council staffing

The Council does not employ a dedicated arts/cultural officer or have a staff member dedicated to the service delivery and development of arts and cultural activity.

The Department of Executive Services has responsibility for community services and support. This includes management of Council's Section s.355 Committees, library services, Out-of-School-Hours care, community consultation forums, public information (website) and cultural development commemorations such as Youth Week, Seniors Citizens Week and Australia Day.

In the usual course of events, there are six staff members in this department who are responsible for the delivery of these activities, three of whom are part-time and deliver library services.

Council contributes to the Arts NSW funded Regional Arts Board program, STARTS, and works with the Regional Arts Development Officer (RADO) on a number of levels and activities.

2.2 Relevant Council Arts & Cultural Planning & Strategies

2.2.1 Palerang Cultural Development s.355 Committee

Early in 2008, Council established the 'Cultural Development s.355 Committee' with representatives from the major centres and most of the outlying villages and rural districts.

The terms of reference for the committee are currently being reviewed.

The initial purpose of the committee was to advise Council on events, issues and contribute towards the development of a cohesive shire wide community through the implementation of new activity and cultural planning.

2.2.2 Cultural Planning

The cultural planning process has commenced with the undertaking of the cultural mapping process.

There has been a very positive response shire-wide to the development of a cultural plan.

The Palerang Cultural Development s.355 Committee, Regional Arts Development Officer, and the Manager Executive Services are key to the progression of the planning processes.

An important consideration will be the capacity of the Council to be able to identify and allocate funds towards any new initiatives that may emerge as a result of the planning process.

2.2.3 Council Initiated / Managed / Supported Activity

The community and culture function of Council identified in the 2006/07 Annual Report is to sponsor and participate in community and cultural activities that enhance the community's quality of life, including:

- Seek funding for and participate in all events that are sponsored by the NSW Government;
- Co-ordinate and publicise functions and liaise with relevant groups;

- When possible and within budget, co-ordinate Council's presence at community events; and
- Disseminate information about healthy communities and promote Cancer Council activities.

The three key Council projects in 2006/07 were:

- Plan and conduct Youth Week
- Plan and conduct Seniors Week
- Plan and conduct Australia Day

The following external bodies (and their activities) were delegated functions by Council during 2006/2007:

- Braidwood National Theatre Community Centre Committee
- Braidwood Heritage Committee
- Braidwood Historic Old Cemetery Committee
- Weereewa Festival Committee
- Palerang Heritage Advisory Committee

- Bungendore School of Arts Management Committee
- Bungendore Multi-purpose Hall Management Committee
- Wamboin Community Hall Management Committee
- Hoskinstown Community Hall Committee
- Captains Flat Community Hall Management Committee
- Carwoola (Stoney Creek) Hall & Reserve Management Committee
- Les Reardon Reserve Facility Management Committee
- Royalla Reserve Committee
- Canning Close Reserve Management Committee
- Burra/Cargill Park Management Committee

- Bungendore Anzac Day War Memorial Management Committee
- Captains Flat War Memorial Management Committee

- Braidwood Tennis Association
- Braidwood Gymnasium Committee

- Captains Flat & District Equestrian Facility Management Committee
- Captains Flat Swimming Pool Management Committee
- Nerriga Sports Ground Reserve Committee

- Braidwood Saleyards Committee
- Braidwood Showground Reserve Trust

- Greenways Project Management Committee
- Palerang Tourism Advisory Committee

2.2.4 Library Services

Queanbeyan City Council provides Palerang's library services. The key activities of the Library Services function are:

- Provision of library materials and facilities
- Lending of library materials
- Readers Advisory Service
- Reference and Information Service
- Children's library services
- Collaborative regional library services and programs

Braidwood is the only centre in Palerang with a dedicated facility, which also houses the Rural Transaction Centre and Community Technology Centre. The Bungendore Library is located in the Bungendore Primary School, and Captains Flat has two deposit stations located at the primary school and Senior Citizens' Room.

2.2.5 Heritage Study

Council recently appointed six community representatives to its new s.355 Palerang Heritage Advisory Committee. The purpose of the Committee is to provide strategic advice to Council on heritage matters and to assist in developing policies and plans relating to heritage throughout the Council area.

The Committee will not deal with individual development applications at any time.

Council had initially decided to have four community representatives on the Committee, with at least one from each of the Bungendore, Braidwood and Captains Flat areas. However, following advertising and receipt of nominations, it was clear that there is a wealth of experience and knowledge of heritage matters throughout the Shire. Accordingly, Council decided to increase the number of community representatives from four to six and to remove the restriction on the areas.

2.2.5 Council Foyer

The foyer in the new Bungendore Administration Centre is suitable for small dance and music performances, exhibitions and displays.

2.3 Council's experience with the State grants process

The Braidwood Regional Arts Group (BRAG) is currently seeking to establish a community arts centre in Braidwood. They have been successful with a considerable Federal Government non-arts infrastructure grant. However, even though they are guaranteed Federal funds the State Government will not commit funds to the project because the group are buying an existing building, which they will then refurbish, rather than Council being the main partner in the establishment of the centre. The inability by the group to meet the State funding criteria will impact greatly and potentially negatively on the group's capacity to raise the full funding needed and may result in the centre not going ahead.

The Council's experience with the State grants process relates to the former Tallaganda Shire years ago when multiple grants were received for the new library, the new gymnasium and the new Community Technology Centre.

The only other grants more recently have been annually for Youth Week and the International Women's Day event. These are tiny grants, and the Council has had no problem with the process of applying/receiving/acquitting.

2.4 Projected Community & Cultural Budget

There are no private sources of revenue identified in the budget. There are no allocations for the development of new cultural infrastructure.

COMMUNITY & CULTURAL

	TOTAL BUDGET CURR. YEAR 2008/09	TOTAL BUDGET YEAR TWO 2009/10	TOTAL BUDGET YEAR THREE 2010/2011	TOTAL BUDGET YEAR FOUR 2011/2012	TOTAL BUDGET YEAR FIVE 2012/2013
OPERATING/CASH SUMMARY					
Operating Expenditure	1,196,739	1,232,641	1,269,620	1,307,709	1,346,940
Operating Income	(529,807)	(545,701)	(562,072)	(578,934)	(596,302)
Operating result Deficit (Surplus)	666,932	686,940	707,548	728,775	750,638
Non Operating Revenue	(8,000)	(8,240)	(8,487)	(8,742)	(9,004)
Overall Result Deficit (Surplus)	658,932	678,700	699,061	720,033	741,634
Capital Expenditure	10,000	10,300	10,609	10,927	11,255
Balance Deficit (Surplus) Before Movements in reserves, Depreciation	668,932	689,000	709,670	730,960	752,889
Transfers to Reserves	8,000	8,240	8,487	8,742	9,004
Transfers from Reserves	0	0	0	0	0
Less Depreciation incl. in Operating Result	105,740	108,912	112,179	115,544	119,010
Cash Deficit (Surplus)	571,192	588,328	605,978	624,158	642,883
EXPENDITURE FUNDING (INCLUDING DEPRECIATION)					
Wage	169,020	174,091	179,314	184,693	190,234
On Costs (Overheads)	76,342	78,632	80,991	83,421	85,924
Plant	500	515	530	546	562
Interest Expenses	0	0	0	0	0
Depreciation	105,740	108,912	112,179	115,544	119,010
Loan Repayments	0	0	0	0	0
Transfers to Reserves	8,000	8,240	8,487	8,742	9,004
Creditors	71,000	73,130	75,324	77,584	79,912
Contractor	133,256	137,254	141,372	145,613	149,981
Other	650,881	670,407	690,519	711,235	732,572
TOTAL EXPENDITURES INCURRED	1,214,739	1,251,181	1,288,716	1,327,378	1,367,199

2.5 Private sector partnerships and funding

Council forms partnerships with community-based groups to deliver and manage cultural services (refer to section 2.2.3).

The Queanbeyan City Library provides Palerang Council's library services.

Palerang Council is a member of Capital Country Tourism and Southern Tablelands Arts (STARTS).

Palerang Council does not have a history of securing private sector/business partnerships or funding for arts/cultural activity.

2.6 Relevant Issues

Recent consultations held in 2006 highlighted that education and employment opportunities for local young people are essential to encourage them not only to stay locally, but also to return following study out of the region. Problems faced by youth in the area include:

- Social isolation
- Lack of resources
- Lack of social activities
- Remoteness: must travel to go to movies, beach, shopping etc.
- Increased under-age drinking

Palerang Local Government area has two main centres Braidwood and Bungendore. Prior to amalgamation in 2004 both of these towns had been the main centre of their Local Government area. Residents of both towns wish to retain and grow the services and infrastructure that earns them 'main centre' status.

There is no public or private transport system within the shire. In some instances, the local bus company will donate the use of a vehicle and driver in order for people to attend events at other locations, or Council will subsidise a bus to transport residents to events they coordinate.

The proximity to Canberra provides some residents with the opportunity to engage in work and leisure opportunities outside of the LGA. This has negative social, cultural and economic impacts for the community. In a positive light, Canberra's close proximity does provide residents with their own transport access to state-of-the-art cultural and education facilities. Increasing fuel costs, time limitations, and hazardous night driving conditions impact on frequency of access.

2.7 Infrastructure Planning and Design

Under this program, existing, new and upgraded infrastructure requirements for the community are assessed and arrangements made for necessary procurement. Key activities include:

- Gathering, recording and assessing details of existing assets
- Determining appropriate asset management strategies and maintenance / renewal / rehabilitation / programs to preserve existing assets
- In association with strategic land use planning, assessing the present and future infrastructure needs of the community to match facilities and works to predicted population growth
- Developing construction standards for new and upgraded assets and works
- Investigating, designing and costing of infrastructure projects
- Sourcing funds and resources for infrastructure construction and the provision of associated services and facilities.

2.8 Tourism

Palerang has a high visitation of day-trippers travelling through from Canberra down to the coast. Most visitors make stops at Bungendore or Braidwood. There is a small number of 'weekend' visitors to all villages of the shire, predominantly Braidwood, Bungendore and Captains Flat. There is a small wine region being established with cellar door tasting and sales attracting visitors to the shire.

The Council supports the Palerang Tourism Association and Braidwood has its own Tourism Association. This division is a left over from pre-amalgamation in 2004.

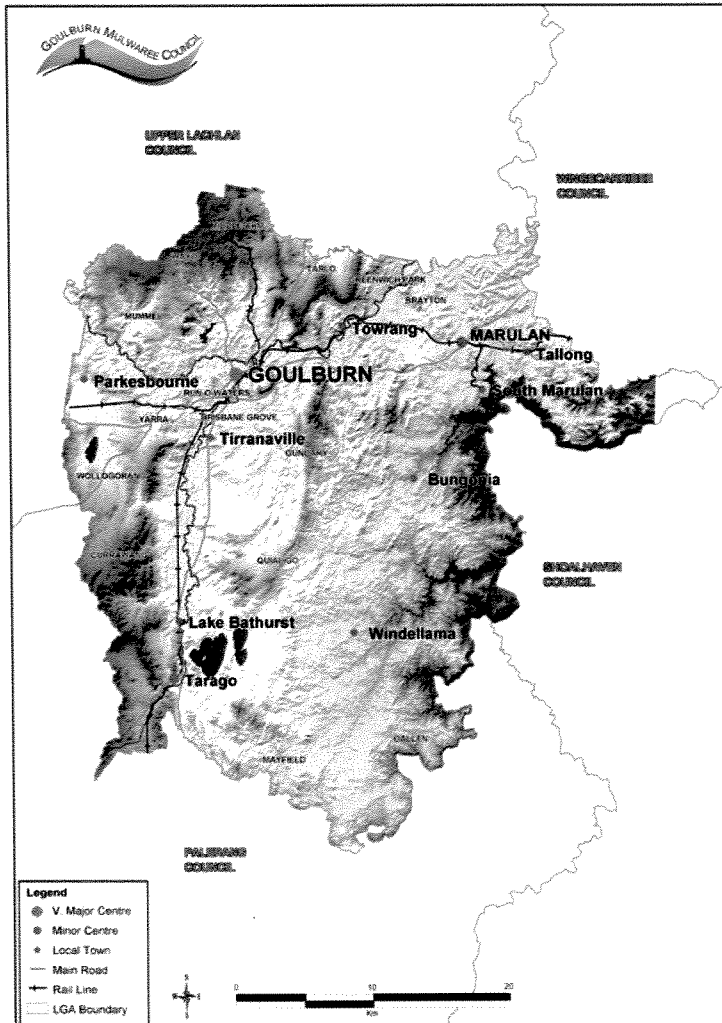
The biennial 'Weereewa: A Festival of Lake George', held over two weeks, attracts a high number of visitors to the shire; predominantly from Canberra and neighboring Local Government areas.

The annual 'Braidwood Airing of the Quilts' weekend attracts five thousand visitors to Braidwood. It is reported as the town's largest cultural tourism event.

Both the 'Weereewa' festival and the 'Airing of the Quilts' are supported by Council through a number of inkind supplies. Refer to section 2.2.3 for a complete list of Council supported activity that has effect on visitation within and to the shire.

3.0 GOULBURN MULWAREE

Goulburn Mulwaree has a population of 27,277 people and covers 3232 square kilometres. The area provides a unique blend of city facilities and a country lifestyle.



Goulburn Mulwaree Council was formed in 2004 by the amalgamation of Mulwaree Shire Council and Goulburn City Council.

The City of Goulburn, Australia's first inland city, has developed over the past 170 years, as a centre of diverse activity, which has led to its remarkable record of stability. Situated in the scenic Southern Tablelands of NSW Goulburn is strategically located to provide a unique blend of City facilities and a country lifestyle.

Its strong rural industries; led by wool, combine with equally important spheres of tertiary and secondary industry to provide the City's firm economic foundations. The wide ranging commercial and professional sectors more

than adequately service the needs of the total community.

Goulburn's secondary industry is based on a mix of private and Government enterprise. In the private sector, firms engaged in wool scouring, cotton products, footwear, heavy and light engineering, building related undertakings, retail distribution, concrete products and air-conditioning can be found. State and Federal Government workshops exist for Public Works, Roads and Traffic Authority, the Railways, Electricity and Telecommunications.

Increasingly, the Council area is being seen as an attractive "tree change" option that provides lifestyle choices of a high quality without the pressures and stresses associated with capital city living. Ready access to Sydney, Canberra and the coast further enhances the life-style of the area.

The area, including the City, small villages and rural sector, has experienced above average population increases in recent times. This trend is expected to continue given:

- The improved and potentially better accessibility between Sydney and the Goulburn Mulwaree Local Government area with the M5 extension and the Western Sydney Orbital.
- The shortage of new urban land and declining rural residential opportunities in the Sydney Region.
- The availability of higher order services in Goulburn.

Goulburn has a thriving arts and cultural community and is host to many festivals, events and celebrations. There are also a wide range of attractions and buildings that capture the rich heritage and history of the area, particularly within Goulburn city.

Population: Approximately 27,277

Area: 3 232 square kilometers

Median age: 36

Population Density (per./ km²) 5.26

Percentage of population working in cultural and recreational services: 1.5%

3.1 Council Staffing

Council does not have a dedicated Arts Officer.

Council does support a Regional Gallery, Library and the Southern Tablelands Regional Library, Museums, Community Development Manager and Staff (who have some responsibility to provide arts/cultural activity) and an Event Coordinator attached to the Tourism Information Centre.

The Gallery has two full-time staff members, the Director and the Education & Public Programs Officer, and one part-time administration staff member.

Goulburn Branch Library: 4 full-time staff and 5 part-time staff = 6.5 EFT
Regional Library staff (based in Goulburn): 5 fulltime staff and 2 part time staff = 6 EFT

Dept. Engineering Services has two-part time staff members who support a strong group of museum volunteers; the Parks Technical Officer also has responsibilities associated with the management of the three museums and manages the two-part time staff members.

The Tourism Information Centre has one staff member dedicated to the

development and coordination of significant festivals and community events and facilitates the Tourism Event Funding program. In total there are 5.66 full-time equivalent staff (includes 0.6 recoupable from CapitalCountry Tourism)

The Manager Community Development is responsible for coordinating Youth Week events and actively supports other youth activity, and importantly is responsible for driving the development of the Council's cultural planning process.

There are three (one full-time and two part-time), community development officers whose specific roles are to support seniors and people with a disability, and they incorporate provision of cultural activities into their duties.

3.2 Relevant Council Arts & Cultural Infrastructure, Planning & Strategies

3.2.1 Goulburn Regional Gallery

Goulburn's Regional Art Gallery is the focus of visual arts within the City and the region. Goulburn Regional Art Gallery opened in August 1982. Over the past 25 years it has curated and presented a rich diversity of exhibitions and public programs, and has toured its exhibitions throughout Australia. The Gallery's education program includes outreach programs to villages located in the Goulburn Mulwaree and neighbouring LGAs.

3.2.2 The Gallery Shop

Located within the Goulburn Regional Art Gallery, the shop sells the work of regional artists and craftspeople.

3.2.3 Public Art

A small budget allocation is made annually for the installation of public art. Facilitated by the Regional Art Gallery there is a Public Art Selection Committee that oversees the process. Its membership is made up of appropriate Council staff: gallery director, engineer, landscape architect; and community representatives including the RADO.

3.2.4 Multi-cultural Advisory Committee

The Goulburn Mulwaree Multicultural Advisory Group operates with administrative support from Goulburn Regional Art Gallery. The group coordinates events, runs workshops, and provides support for new arrivals.

3.2.5 Awards, Scholarships & Grants

Goulburn Art Award

The annual Goulburn Art Award is open to artists/craftspeople of the Goulburn region working in any medium and incorporates an exhibition and sale of the works. The prize for the 2D & 3D categories of the 2008 Goulburn Art Award is a professional exhibition in the Goulburn Regional Art Gallery in 2009.

For the purpose of the award the Goulburn region extends to neighbouring shires of: Yass Valley, Queanbeyan City, Palerang, Wingecarribee and Upper Lachlan.

Jennifer Lamb Veolia Creative Arts Scholarship

The Mulwaree Trust, managed by Goulburn Mulwaree Council, announced in 2007 an Arts Scholarship Program for the next 3 years. Goulburn Mulwaree Council is to administer the program on behalf of the Trust. Up to two Scholarships of up to \$5,000 will be awarded annually. Applications are accepted from emerging artists seeking to pursue further study and practising artists seeking to develop a body of work.

Community Grants and Donations Scheme

Funding is available to local non-profit community organisations to assist in the development and provision of artistic, community, sporting, welfare, leisure and cultural facilities, services and activities. Funding is provided only where a community need has been clearly demonstrated and funding is not available from any other source.

Funding is provided for the following project categories:

- Arts and Culture

- Children, Youth and Seniors Services
- Recreation and Leisure
- Sports and Health Promotion
- Welfare
- Environment

Tourism Event Funding

This small grant annual funding opportunity is for local organizations with the aim of encouraging the development and expansion of tourism events and to create a vibrant events calendar for visitors and local residents.

Heritage Grants

Heritage protection is a high priority for Goulburn, with approximately 2500 individually listed properties within the Goulburn Heritage Inventory.

The purpose of the grant funding is to encourage the conservation of heritage items identified in Council's two heritage studies or located in heritage conservation areas. Two grants of \$5000.00 each and five grants of \$1000.00 each are available for residents of Goulburn Mulwaree Council. The grants are to be matched dollar for dollar by the applicant.

3.2.6 Library Services

Goulburn Branch Library is a member of the Southern Tablelands Regional Library Service. The Service holds a fascinating array of resources and facilities, with knowledgeable helpful staff available to assist at all times. The library provides the following for borrowing:

- Audio Books
- Children's books
- Children's cassettes and videos
- Fiction and non-fiction books
- HSC resources
- Large print books
- Magazines
- Multimedia CD-ROMs

- Popular music on CD and cassette
- Videos

The following reference services are available:

- Up to date reference collection
- Reading and study carrels
- Australian Bureau of Statistics collection
- Local and family history section
- Local and National newspapers
- Public internet access
- Encyclopedias and HSC papers on CD-ROM

Other services:

- Home delivery to housebound patrons
- Community noticeboard
- Holiday activities
- Parenting collection
- Inter-library loans
- Wordprocessing
- Black and white and colour photocopying
- Storytime for preschool aged children occurs at 11am each Tuesday and Thursday during school terms.

Goulburn Mulwaree Council on behalf of the Southern Tablelands Regional Library (STRL) Committee manages the Southern Tablelands Regional Library service. The Library Committee consists of two delegates from each constituent Council and meets quarterly. Member Councils are Goulburn Mulwaree, Upper Lachlan and Yass Valley.

The service supports a network of four branch libraries in Crookwell, Goulburn, Gunning, Yass, a sub-branch at Murrumbateman; a Library Access Point at Marulan and a deposit station at Binalong, which all provide services throughout the region.

The individual Councils provide the buildings and branch staff. STRL funds the Regional Headquarters staff, whose responsibilities include coordinating selection, ordering and processing of library materials, as well as overseeing and coordinating user services and operating the library computer system.

3.2.7 Museums

The following three museums are either managed by Council or run by s.355 committee of council.

St Clair Local History Museum & Archives

The museum houses important local cultural objects from Goulburn and surrounding areas' rich historical past in one of the regions oldest residential buildings. Archival searches are available for local history and family history research.

Goulburn Historic Waterworks Museum

Historic Waterworks Museum is set on the banks of the Wollondilly River at Marsden Weir.

Rocky Hill War Memorial and Museum

Situated on Rocky Hill and built in 1925, the Rocky Hill Lookout gives unparalleled views over the city. The Museum houses a significant collection of work relevant to its locality.

3.2.7 Cultural Planning

The Manager Community Development, with assistance from the RADO, has commenced the cultural planning process. To date they have run workshops and community consultations. The next step in the process is working with community leaders and groups to undertake the cultural mapping.

An important consideration will be the capacity of the Council to be able to identify and allocate funds towards any new initiatives that may emerge as a result of the planning process.

3.3 Council's Experience With The State Grants Process

The Goulburn Regional Art Gallery does not currently receive any program funding through Arts NSW. Any funds received are for one-off project activity

acquired through the standard funding process.

Museums receive occasional project funding. For example, they recently received funds from Arts NSW to host an exhibition on 'Women in War' at the Regional Art Gallery. Museum staff found the funding process for this was mediocre. They hope to improve their ability to access funding in the near future, as there is a high need.

Council has two main heritage programs that are part funded by the NSW Dept of Planning Heritage Branch. It has the heritage adviser program and the heritage grants program. Council & NSW DP equally funds the grants program, e.g. \$7.5k each. Both programs have been running for well over 10 years; and the process is fairly painless, apart from the reporting requirements at the end of the year.

3.4 Projected Budget

Total budget allocation for Community Services

The income generated by the unit amounts to \$902,341 and the expenditure totals \$2,879,357.

Business Unit:	Community Services									
	Operating				Capital				Total	
	2007/2008		2008/2009		2007/2008		2008/2009		2007/2008	2008/2009
	Existing Services	New / Enhanced Services	Existing Services	New / Enhanced Services	Asset Replacement	New Assets	Existing Services	New / Enhanced Services		
Expenditure										
Salaries	1,029,906	-	1,007,092	-	-	-	-	-	1,029,906	1,007,092
Employee Overheads	-	-	-	-	-	-	-	-	-	-
Materials	643,742	-	648,834	-	59,000	13,000	89,000	24,000	715,742	761,834
Interest	-	-	-	-	-	-	-	-	-	-
Depreciation	74,700	-	80,000	-	-	-	-	-	74,700	80,000
Loan Repayments	-	-	-	-	-	-	-	-	-	-
Other	191,983	-	194,207	-	-	-	-	-	191,983	194,207
Overhead Recovery	786,503	-	813,974	-	-	-	-	-	786,503	813,974
Subtotal	2,726,834	-	2,766,357	-	59,000	13,000	89,000	24,000	2,798,834	2,879,357
Income										
Rates (Water, Sewer, DWM)	-	-	-	-	-	-	-	-	-	-
Fees & Charges	93,232	-	121,700	-	-	-	-	-	93,232	121,700
Interest (Water, Sewer, DWM)	-	-	-	-	-	-	-	-	-	-
Grants - Specific Purpose	541,093	-	529,091	-	-	-	30,000	-	541,093	559,091
Grants - General Purpose	-	-	-	-	-	-	-	-	-	-
Contributions	51,764	-	31,000	-	-	-	-	-	51,764	31,000
Loan Borrowing Income	-	-	-	-	-	-	-	-	-	-
Proceeds from Asset Disposals	-	-	-	-	32,000	-	37,400	-	32,000	37,400
Other	20,291	-	21,600	-	-	-	-	-	20,291	21,600
Overhead Charges	-	-	-	-	-	-	-	-	-	-
Depreciation w/back	74,700	-	80,000	-	-	-	-	-	74,700	80,000
Subtotal	1,945,754	-	1,982,966	-	27,000	13,000	21,600	24,000	1,985,754	2,028,566
Movement in Restrictions										
To Reserves	-	-	-	-	-	-	-	-	-	-
From Reserves	-	-	11,950	-	24,000	10,000	18,600	21,000	34,000	51,550
Consolidated Deficit/(Surplus)	1,945,754	-	1,971,016	-	3,000	3,000	3,000	3,000	1,951,754	1,977,016

* General Purpose (GP) Income consists of General Rates, Financial Assistance Grants, Income from Investments

Goulburn Regional Art Gallery operating budget

These funds are not in addition to the total community development budget.

Key Outcome Area:	Gallery				
	Operating		Capital		
	Existing Services	New / Enhanced Services	Asset Replacement	New Assets	Total
Expenditure					
Salaries	169,172				169,172
Employee Overheads					-
Contracts					-
Materials	73,000		3,000	24,000	100,000
Interest					-
Depreciation	4,000				4,000
Loan Repayments					-
Other	2,824				2,824
Overhead Recovery	87,561				87,561
Subtotal	336,557	-	3,000	24,000	363,557
Income					
Rates (Water, Sewer, DWM)					-
Fees & Charges	3,000				3,000
Interest (Water, Sewer, DWM)					-
Grants - Specific Purpose	6,000				6,000
Grants - General Purpose					-
Contributions	10,750				10,750
Loan Borrowing Income					-
Proceeds from Asset Disposals					-
Other	4,000				4,000
Overhead Charges					-
Depreciation w/back	4,000	-			4,000
Subtotal	308,807	-	3,000	24,000	335,807
Movement in Restrictions					
To Reserves					-
From Reserves	11,950			21,000	32,950
Required from GP Income*	296,857	-	3,000	3,000	302,857

Library Services operating budget

These funds are not in addition to the total community development budget.

Key Outcome Area:	<i>Branch Library</i>				
	Operating		Capital		
	<i>Existing Services</i>	<i>New / Enhanced Services</i>	<i>Asset Replacement</i>	<i>New Assets</i>	<i>Total</i>
Expenditure					
Salaries	357,795				357,795
Employee Overheads					-
Contracts	22,250				22,250
Materials	370,577		30,000		400,577
Interest					-
Depreciation	23,500				23,500
Loan Repayments					-
Other	12,800				12,800
Overhead Recovery	214,245				214,245
Subtotal	1,001,167	-	30,000	-	1,031,167
Income					
Rates (Water, Sewer, DWM)					-
Fees & Charges	17,000				17,000
Interest (Water, Sewer, DWM)					-
Grants - Specific Purpose	56,000		30,000		86,000
Grants - General Purpose					-
Contributions	16,650				16,650
Loan Borrowing Income					-
Proceeds from Asset Disposals					-
Other	1,000				1,000
Overhead Charges	-				-
Depreciation w/back	23,500	-			23,500
Subtotal	887,017	-	-	-	887,017
Movement in Restrictions					
To Reserves					-
From Reserves					-
Required from GP Income*	887,017	-	-	-	887,017

Tourism operating budget

Tourism funds are not included in the Community Services budget.

Business Unit:	Tourism								Total	
	Operating				Capital					
	2007/2008		2008/2009		2007/2008		2008/2009		2007/2008	2008/2009
	Existing Services	New / Enhanced Services	Existing Services	New / Enhanced Services	Asset Replacement	New Assets	Existing Services	New / Enhanced Services		
Expenditure										
Salaries	368,910	-	389,053	-	-	-	-	-	368,910	389,053
Employee Overheads	-	-	-	-	-	-	-	-	-	-
Contracts	8,000	-	10,500	-	-	-	-	-	8,000	10,500
Materials	228,633	88,325	190,767	-	-	10,000	-	2,500	326,858	193,267
Interest	31,837	-	29,042	-	-	-	-	-	31,837	29,042
Depreciation	21,500	-	20,000	-	-	-	-	-	21,500	20,000
Loan Repayments	-	-	-	-	64,339	-	62,945	-	64,339	62,945
Other	71,222	-	80,600	-	-	-	-	-	71,222	80,600
Overhead Recovery	178,441	-	164,050	-	-	-	-	-	178,441	164,050
Subtotal	908,443	88,325	884,012	-	64,339	10,000	62,945	2,500	1,071,107	949,457
Income										
Rates (Water, Sewer, DWM)	-	-	-	-	-	-	-	-	232,392	99,950
Fees & Charges	175,892	56,500	99,950	-	-	-	-	-	-	-
Interest (Water, Sewer, DWM)	-	-	-	-	-	-	-	-	-	-
Grants - Specific Purpose	-	-	-	-	-	-	-	-	-	-
Grants - General Purpose	-	-	-	-	-	-	-	-	71,000	74,267
Contributions	47,000	24,000	74,267	-	-	-	-	-	-	-
Loan Borrowing Income	-	-	-	-	-	-	-	-	-	-
Proceeds from Asset Disposals	-	-	-	-	-	-	-	-	-	16,780
Other	-	-	16,780	-	-	-	-	-	-	-
Overhead Charges	-	-	-	-	-	-	-	-	21,500	20,000
Depreciation w/back	21,500	-	20,000	-	-	-	-	-	-	-
Subtotal	664,051	7,825	673,015	-	64,339	10,000	62,945	2,500	746,215	738,460
Movement in Restrictions										
To Reserves	-	-	-	-	-	-	-	-	-	-
From Reserves	-	-	-	-	-	-	-	-	-	-
Consolidated Deficit/(Surplus)	664,051	7,825	673,015	-	64,339	10,000	62,945	2,500	746,215	738,460

* General Purpose (GP) Income consists of General Rates, Financial Assistance Grants, Income from Investments

Museums operating budget

Museum funds are not included in the Community Service budget.

Key Outcome Area:	Museums				
	Operating		Capital		
	Existing Services	New / Enhanced Services	Asset Replacement	New Assets	Total
Expenditure					
Salaries	123,469				123,469
Employee Overheads					-
Contracts	17,000	-	50,000		67,000
Materials	61,334				61,334
Interest					-
Depreciation					-
Loan Repayments					-
Other	6,995				6,995
Overhead Recovery					-
Subtotal	208,798	-	50,000	-	258,798
Income					
Rates (Water, Sewer, DWM)					-
Fees & Charges					-
Interest (Water, Sewer, DWM)					-
Grants - Specific Purpose					-
Grants - General Purpose					-
Contributions	5,500				5,500
Loan Borrowing Income					-
Proceeds from Asset Disposals					-
Other	17,020				17,020
Overhead Charges					-
Depreciation w/back	-	-			-
Subtotal	186,278	-	50,000	-	236,278
Movement in Restrictions					
To Reserves					-
From Reserves					-
Required from GP Income*	186,278	-	50,000	-	236,278

The following capital work is planned for the gallery and museum in 2208/09:

- Museum (major maintenance) \$50,000
- Gallery (art acquisitions, public artworks and equipment) \$27,000

3.5 Private Sector Partnerships & Funding

Council forms partnerships with community-based groups to deliver and manage cultural services.

Goulburn Mulwaree is a member of the Southern Tablelands Regional Library (STRL), Capital Country Tourism and Southern Tablelands Arts (STARTS).

Council has not entered into any private sector partnership or funding

arrangements in the last five years for the development of 'hard' cultural infrastructure.

Council forms partnerships and sponsorship arrangements for the delivery of events, exhibitions and performances.

3.6 Relevant Issues

There are a number of local issues impacting on the delivery of cultural services in real time and also predicted to have ongoing impact into the future. In short, issues can be summed up as access to funds - both private and government; community needs and perception; availability to provide and access resources including staffing. Issues include:

- **Demographic Changes**
 - Aging population
 - Younger people leaving to pursue education and career opportunities
 - More assistance for older people to remain independent in their own home
 - Increase in rural residential lifestyle demand ("tree change")
- **Natural Hazards: Drought/Climate Change**
 - Environmental stresses
 - Effects on business (particularly the agricultural sector)
 - Impact on community
- **Water (and high associated costs)**
 - Current Goulburn water supply unsustainable
 - Ongoing restrictions on users (Level 3 since July 2007)
 - Development of Integrated Water Management Plan
 - Education campaigns to manage demand
 - Water pricing increases to fund works whilst supply limited
- **Major Challenges to Regional Art Gallery**
 - Limited funding sources
 - Meeting community needs and expectations within available resources
 - Physical access and directional signs to Gallery
 - Raising the low community perception of the importance of the Gallery and related activities (IRIS survey)
- **Major Challenges to library**
 - Providing access to new technologies within a limited budget
 - Managing the review outcomes of the STRL Library Agreement (2007)

- Providing services to an increasing number of aged people unable to visit the library
 - Raising awareness among non-users of the roles and values of the public library services
 - Ensuring library services remain relevant to current interests and needs within a limited budget
 - Providing new services (eg. outreach programs to remote locations) within a limited budget
 - Meeting technological changes
 - Providing storage of, and access to, local history collections eg. Photographs
- Major Challenges to Tourism
 - Involvement of the local community, business and tourism industry in the development, support and participation in tourism events and festivals
 - Identifying and promoting brand 'Goulburn' to key markets
 - Obtaining wider support from local tourism industry operators for events, marketing, promotions and tourism initiatives
 - Obtaining corporate sponsorship for Council owned and run Festivals and Events
 - Development of high quality/high yield tourism events that will attract visitation
 - Convincing industry partners to invest in local promotion to add value to festivals and events
- Major Challenges for Museums
 - Protecting cultural significance while complying with modern safety requirements
 - Managing economic viability while meeting the requirements of
 - Permanent Conservation Orders
 - Managing and maintaining volunteers with limited funds
 - Managing safety and risk
 - Managing community expectations

3.7 Infrastructure Planning And Design

There are no current plans that have provision for expansion of 'hard' arts & culture infrastructure. However, Council is currently undertaking a feasibility study into developing a multi-purpose facility that could, potentially, accommodate sporting and cultural activity. This facility would be located within the showgrounds in an existing building that is currently fitted out as a basketball court.

The Regional Conservatorium of Music is looking to establish a major performing arts centre, with an audience capacity of 350. The centre would be located on the

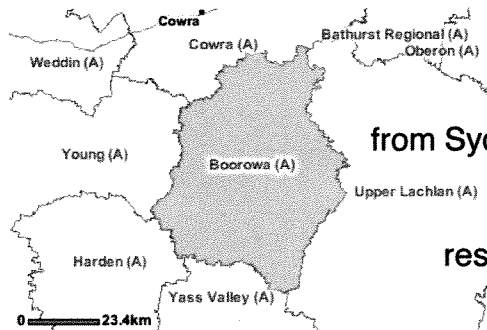
conservatorium site, be managed by the conservatorium and be a partnership with local government.

3.8 Tourism

Tourism is reported as being worth \$30million to the whole of government area. The Goulburn Mulwaree Economic Development Plan outlines significant reliance on tourism to assist in the economic growth of the area.

4.0 BOOROWA

Boorowa is a rural Council with a population of approximately 2,342 and covers 2,578.6sq km. With a small and widely dispersed population residing in the township of Boorowa, four villages: Rye Park; Rugby; Reids Flat; and Frogmore, and farming districts.



Boorowa is an inland shire located 116 km from Canberra, taking approx an hour and half to the center, and approximately 320 km from Sydney. The larger townships of Yass (in the Yass Valley Shire) and Young (in the Young Shire) are located 47 km and 49 km respectively.

The shire has a keen sporting / recreation culture with a highly favored emphasis on the development of infrastructure that meets the sporting needs of the community.

In the township of Boorowa there is a broad range of arts groups and facilities available to residents; with minimal available to people residing in the four outlying smaller villages.

The cultural life of the residents is predominantly centered around home, school, church and sporting activities.

Key industries include fine merino sheep wool production, horse breeding and training, and cattle studs. Agricultural production includes wheat and canola. New industries such as stone cutting, furniture making, timer production and machinery repairs are taking their place amongst the 360 odd business operating in the district.

Overall, the shire's population has remained static with only a slight decline occurring over the last ten years.

Population: Approximately 2,342

Area: 2,578 square kilometers

Median Age: 44 years

4.1 Council Staffing

The Council does not employ a cultural officer or have a staff member dedicated to the service delivery and development of arts and cultural activity.

The Tourism & Development Officer and one other staff member are primarily responsible for the coordination of the three main annual events/festivals, presentation of touring shows, and skill development workshops.

Council provides library services in the township of Boorowa with the limited library hours as follows: Monday 3pm-5pm Wednesday 3pm-5pm Friday 3pm-5pm Saturday 10am-12 noon and every second Thursday of the month 9am - 1pm.

Council contributes to the Arts NSW funded Regional Arts Board program and works with the Regional Arts Development Officer on a number of levels and activities.

4.2 Relevant Council Arts & Cultural Planning & Strategies

4.2.1 Management Plan

The ratified 'Boorowa Shire Council Management Plan 2008-2010' identifies a number of goals, which are intended to reflect the vision of the Council and provide a statement of broad direction or intent for Council's principal objectives. Included under the banner of "Community Cohesion and Wellbeing":

- "Council's goal is: that the community will have an enhanced quality of life and that it will have promoted access, equity and social justice." Council will:
 - Contribute to the health, safety and well being of the community
 - Involve the community and relevant stakeholders to plan, develop and facilitate access to services and resources
 - **Promote awareness and understanding of cultural diversity**
 - **Recognize and support the value of cultural heritage**
 - **Value and promote creativity in the community.**

4.2.2 Community & Social Plan

The Community & Social Plan identifies the need to increase the level and types of activity provided through Library services. This includes project activity that has an ongoing sustainable life that increases public access to the library, with the community social outcomes of intergenerational cohesion, recording of social history, and contributes to community and cultural pride.

4.2.3 Cultural Planning

Council is in the process of developing its first cultural plan. The draft 'Cultural

Plan' identifies activity that address one or more of the following:

- Celebration of community;
- Celebration and acknowledgement of history;
- Increase awareness and visitation to Boorowa through the provision of 'destination' tourism event;
- Contribute to economic development;
- Contribute to overcoming social isolation;
- Provide subsidised activity;
- Increase use of community facilities;
- Subsidised activity for women;
- Develop audiences;
- Address issues associated with aging population;
- Provide opportunity for local cultural and arts activity, addressing the 'outflow' of locals attending events in other regions;
- Recognise multicultural component of community, as identified in statistics;
- Provide opportunity for young women to engage in activity that address issues of sexual health and self esteem;
- Provide opportunities for dialogue to occur between young people and council;
- Provide opportunity for intergenerational activity;
- Skill development;
- Address social isolation;
- Provide opportunity for 'whole' of community participation;
- Provide opportunity to 'value-add' to existing infrastructure and activity.

An important consideration will be the capacity of the Council to be able to identify and allocate funds towards any new initiatives that may emerge as a result of the planning process.

4.2.4 Outdoor performance space

Supported by Council and driven by a not-for-profit (NFP) volunteer based community organization there are plans to develop an outdoor entertainment area, which will include a rotunda suitable for staging music performances.

4.3 Council's Experience With The State Grants Process

Boorowa's Management Plan identifies that Council aims to engage with state and federal bodies to achieve a targeted approach to economic development.

Council does not have a history of applying to the state arts funding body for arts and cultural infrastructure or activity. Council has been successful in receiving small grants through the Country Arts Support Program, co-administrated by STARTS and Regional Arts NSW, for one-off activity as part of the annual 'Irish Woolfest: Running of the Sheep' and to gain access to touring performances.

Council has received funds through state non-arts funding bodies for capital infrastructure.

4.4 Projected Budget

Council has a limited revenue through a small population base and has developed a Management Plan with a projected deficit they are confident can be reduced, with the opportunity of income increases in the area of 'Private Works'.

The consolidated council budget estimates for 2008/2009 are: Revenue \$8,413,251 v Expenses \$8,564,971. For 2009/2010 are: Revenue \$7,528,534 v Expenses \$7,724,937. For 2010/2011 are: Revenue: \$7,305,309 v Expenses \$7,536,019

BOOROWA COUNCIL RECREATION AND CULTURE BUDGET ESTIMATES 2008-09

DESCRIPTION	Proposed Budget	Proposed Budget	Proposed Budget
REVENUE	2008/2009	2009/2010	2010/2011
Grants and Subsidies	20,640	20,582	20,685
Swimming Pool entrances	20,600	24,666	25,406
Recreation Grounds fees	6,460	6,510	6,836
Other Revenue	5,318	4,992	5,006
Total Revenue	57,018	56,750	57,933
EXPENSES			
Salaries & Related Costs	120,906	149,423	153,653
Materials & Contractual Services	63,793	43,873	47,456
Depreciation	70,826	70,826	70,826
Other Expenses	48,932	50,653	52,059
	304,457	314,775	323,994

There is no cultural infrastructure work planned and budgeted for in the 2008-2011 Management Plan.

4.5 Private Sector Partnerships & Funding

Council has not entered into any private sector partnerships or received funding for the development or installation of arts and cultural infrastructure.

4.6 Relevant Issues

As a geographically large shire with a small, dispersed and aging population, Council identifies in both the Management Plan and Community Social Plan the following in relation to the allocation of arts and cultural infrastructure:

- Aging population
- Dispersed population with significant % living outside of the major town or villages
- Transport issues
- Extremely limited opportunity to experience locally produced exhibitions, music and theatre performances
- Capacity to achieve critical mass
- Low income population

An important consideration will be the capacity of the Council to be able to identify and allocate funds and/or staffing towards any new initiatives that may emerge as a result of the cultural planning process.

4.7 Infrastructure Planning And Design

Council's endeavour in building and planning is to promote development while preserving the ambience of the shire along with its Historical Heritage. Council's role in planning and building is to check that all projects conform to regulations including the Local Environmental Plan and the Building Code of Australia.

4.8 Tourism

The 2008 – 2001 Management Plan identifies that Council will actively encourage the promotion of the Boorowa Local Government area as a place to live and to visit.

Boorowa is touted as "On The Road to Everywhere". Visitation to the region is predominantly travellers passing through, visiting friends and relatives, day or weekend trippers for special events (arts and sports), day trippers from Canberra wanting a country drive, seniors on package bus tours, Shamrock Trail walkers

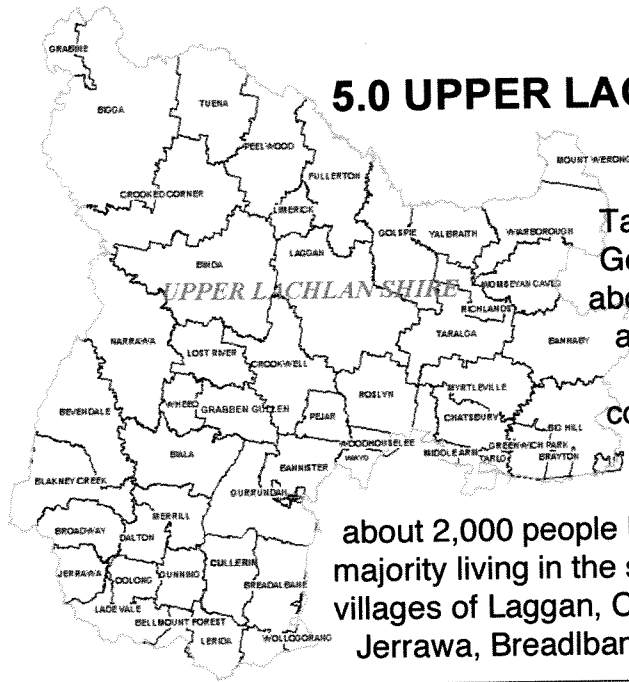
and seasonal workers. It is estimated that these activities generate 50,000 visitors per year to the shire.

It is generally agreed upon that visitors to the Shire predominantly are attracted to Boorowa the township rather than the other smaller villages.

There are three main annual events that attract substantial numbers of visitors to the shire. The audience and participants to these events come from the surrounding region, Sydney, Canberra and further a field. These events are the Irish Woolfest (between 10,000 and 17,000 audience), Boorowa Picnic Races, and the Boorowa Show.

The fact that Boorowa has very clean facilities for travellers is also promoted and ensures that travellers who would normally pass through stop and spend time in the shire.

5.0 UPPER LACHLAN



Upper Lachlan is located on the Southern Tablelands about 40km north-west of Goulburn, about 100km north of Canberra and about 130km south-east of Bathurst. It is an area that is known for its fine wool and potato production, history and picturesque countryside.

About 7,500 people live in the Shire with about 2,000 people living in the major centre of Crookwell and the majority living in the smaller towns of Gunning and Taralga; the villages of Laggan, Collector, Bigga, Binda, Tuena, Big Hill, Jerrawa, Breadlbane, Graben Gullen and Dalton; the bounded localities of Roslyn, Peelwood, Fullerton,

Garbine, Myrtleville and Golspie; or on properties.

Despite its proximity to major centres, Upper Lachlan Shire is strongly rural in character. Agricultural endeavour has been a feature of the economic and social fabric of the Shire.

There are, however, major shifts occurring in agriculture with the introduction of new farming methods and diversification of many land holdings toward new ventures such as olive growing, alpaca wool and horse studs. Furthermore, Upper Lachlan Shire is becoming a popular destination for retirees and people wishing to leave large cities for a lifestyle change.

The economic base of the Shire is also changing, with tourism becoming the third major industry in the Shire, behind the traditional agricultural industries and retail.

The shire has a high percentage of absentee ratepayers, which must be considered when undertaking cultural planning and infrastructure.

Area: 7,243 Square Kilometres

Population: 7,053

Median Age: 44

Number of Rateable Assessments: 5,690

Council Controlled Assets: \$176.6 million

5.1 Council Staffing

The Council does not employ a cultural officer or have a staff member dedicated to the service delivery and development of arts and cultural activity.

The Tourism & Development Manager and one other staff member are primarily responsible for the coordination of all tourism related projects; including Council funded and initiated annual events/festivals. The Tourism & Development Officer also has the responsibility of developing Council's cultural plans and arts initiatives.

Council provides library services with facilities located in Crookwell and Gunning. Both library branches are members of the Southern Tablelands Regional Library.

Council contributes to the Arts NSW funded Regional Arts Board program, STARTS, and works with the Regional Arts Development Officer on a number of levels and activities.

5.2 Relevant Council Arts & Cultural Planning & Strategies

5.2.1 Recreation & Culture

As reported in the 2006/2007 Annual Report, there has been substantial movement in relation to history, art, and culture within the shire, which has been actively supported by the Upper Lachlan Tourist Association and Council. Their inkind and financial contribution has been significant. The Tourist Association and Council have also been working closely with STARTS and have committed to an ongoing partnership.

Council aims to provide opportunity for passive and active recreation areas for the enjoyment of local residents and visitors, and to continue to assess the needs for development of facilities in urban and rural areas.

The key items are:

- Sporting Grounds, Parks and Gardens
- Community and special events
- Annual Shows
- District, Regional and State competitions.

Goals:

- To provide quality recreational facilities such as parks, gardens and sporting ground facilities that are available for community use
- Maintenance of all public facilities and playground equipment
- Consultation with stakeholders and user groups / sports

Council includes the following activity under the banner of Recreation and Culture:

- Public Libraries
- Museums
- Community and Civic Centres
- Public Halls
- Swimming Pools
- Sporting Fields
- Parks and Gardens
- Other Sport & Recreation

5.2.1 Public Art Policy

The Council has recently completed a Public Art Policy for the shire. Working with the Regional Arts Development Officer, the Tourism Manager was instrumental in developing the policy. An outcome of the public art policy was a community public art project with a public artwork outcome for the main street.

5.2.2 Cultural Planning

The Council is committed to developing a shire-wide cultural plan, and has been working closely with STARTS. The process to date has included a community meeting and a community cultural mapping exercise. The response to the cultural mapping exercise has been very encouraging for the further development of the plan.

An important consideration will be the capacity of the Council to be able to identify and allocate funds towards any new initiatives that may emerge as a result of the planning process.

5.2.3 Library Services

The Council aims to provide quality public library services, programs and resources to best meet the recreational, informational, educational and cultural needs of the community, and ensure the library services are efficient, client-focused and responsive to community needs.

The Crookwell Library was extended and refurbished in 2001. With ever increasing services, resources and facilities available, the Crookwell Library Manager has been very proactive in developing and implanting a range of performance style activities for children and exhibitions that encourage use of the library.

The Gunning Library has also recently been extended and refurbished, with ever increasing services, resources and facilities available. Both Libraries encourage locals to take the opportunity to utilise these new and exciting community facilities. Including the Home Library Service, which is a free fortnightly home delivery service to people living in the town area who, due to age, disability or illness, are unable to visit the library.

Deliveries can also be arranged to the general stores at Bigga and Tuena.

5.2.4 Museums/Community Centres, Public Halls & Other Cultural Services

Council aims to develop, with community input, sound and appropriate management plans and strategies for all community halls, buildings, associated facilities and land under Council's ownership and control.

In addition to covering existing maintenance, insurance and rates on facilities, the Council aims to provide funding for future structural maintenance and improvements, and to develop appropriate cultural strategies for the Council LGA and associated facilities under Council's control. Maintenance for public use of the following facilities is provided to:

- Shire Hall (Gunning)
- Old Gunning Courthouse
- Pye Cottage Museum (Gunning)
- Binda Hall
- Bigga Hall
- Crookwell Memorial Hall
- Taralga Memorial Hall
- Tuena Memorial Hall

The Crookwell Historical Society and the Taralga Historical Society have released a number of popular history books, which are stocked by the Upper Lachlan Tourist Association, and held a number of historical events.

5.2.6 Special Events/Festivals

For a number of years the most important attractions bringing tourists to the Crookwell and the Upper Lachlan Shire have been the special events taking place at regular intervals throughout the year. The number and scope of such events has grown significantly and are one of the most important contributors to the economic welfare of the region.

The Council, through Upper Lachlan Tourism Information Centre, is planning to increase the number of events and stage them over the year to make the shire more attractive to visit at any time and this will also benefit the resident population.

5.3 Council's Experience With The State Grants Process

Pre-amalgamation, in 2003 the Crookwell Advancement Group (Economic Development Committee of Council) secured funding from Regional Partnerships and Dept. State & Regional Development (DSRD) for a two-year project. The objective of the project was to instigate a number of events for the old Crookwell Shire. It was a benchmark project and these events had to become sustainable. The project was a success. When the project was completed, the position of an Economic Development officer was created.

Council receives funding through the annual Youth Week grant allocation, which the Council has had no problem with the process of applying/receiving/acquitting.

Council has also received funding through the Country Arts Support Program (CASP) for one-off activity that supported the development of the Public Art Policy.

5.4 Projected Budget

The NSW State Government through rate pegging and cost shifting places the Upper Lachlan Shire Council under considerable financial constraint. Council has tried to address the needs expressed through the submission process from all the Shire's localities but unfortunately, does not have the ability to fund every proposal put forward.

Function or Activity	2008/09 Budgeted Expenses from continuing operations	2008/09 Budgeted Income from continuing operations	2008/09 Budgeted Operating Result from continuing operations
RECREATION & CULTURE	1,048,460	80,850	(967,610)
Public Libraries	316,810	46,300	(270,510)
Museums	4,910	-	(4,910)
Community Centres	17,300	2,050	(15,250)
Public Halls	150,870	18,900	(131,970)
Swimming Pools	123,600	-	(123,600)
Sporting Grounds	190,550	13,600	(176,950)
Parks & Gardens	238,420	-	(238,420)
Other Sport & Recreation	6,000	-	(6,000)

There is no allocation for funds towards further development of cultural infrastructure at this time.

5.5 Private Sector Partnerships & Funding

In the last five years Council has not engaged in any activity with the private sector for major cultural activity, although, for smaller scaled activity sponsorship partnerships have been formed with the following companies:

- Country Energy
- Catherine's Café
- Proudman Building Contractors
- ActewAGL
- The Land Newspaper
- Gamesa Energy
- Chroma Paints
- Virbac Australia
- Crookwell Gazette

- Eraring Energy

Council is a member of the Southern Tablelands Regional Library Service.

Council is a member of Southern Tablelands Arts.

5.6 Relevant Issues

Traditionally, ratepayers thought of Upper Lachlan Shire Council as providing the three R's of rates, roads and rubbish. However since 1993 all Councils have been under increasing pressure to diversify its activities and as such the list of activities and services that the community expects Councils to provide are growing.

It is widely acknowledged that both the State and Commonwealth Governments are devolving their responsibilities onto Local Government without adequate compensation. It is estimated that the total burden of this "cost shifting" is costing NSW Local Government between \$70 million and \$350 million per annum, or 2% - 5% of its total revenue.

There are some pressing issues within the Upper Lachlan Shire Council that require urgent attention; including infrastructure renewals, higher community expectations for service levels, skills shortages in key industry areas, rising service delivery costs and ongoing maintenance of a large unsealed roads network.

Upper Lachlan Shire Council is subject to various external factors that impact on its ability to provide services to the community. The external factors can be classed into the following four broad categories of: statutory obligations; community expectations; infrastructure renewals; and service level standards.

There is a fundamental challenge facing a number of Councils and that is the financial sustainability of the Council from a revenue generating perspective.

The question that needs to be asked is whether the revenue of Upper Lachlan Shire Council is adequate to meet its statutory obligations, current services provided and future expected services. Council's general ordinary rates revenue income percentage of 34% of total revenue is well below the state average of 48%.

5.7 Infrastructure Planning And Design

The current Management Plan contains a five-year capital budget plan and a three-year operational plan and financial budget. Fundamental to these

projections is the need to remain financially viable over the longer-term and to ensure that scarce resources are allocated wisely with the longer-term in mind.

The principal Council activity: Town Planning for Housing and Community Amenities, strives to achieve the provision of a strategic planning services that will achieve economic, development, environmental and planning goal with community consultation; and to manage and facilitate strategic planning and the development of Council assets; providing regulatory and statutory inspections and a building approval service, within an acceptable environmental plan. A key activity to meet the objective is the management of Development Control Plans that also include Heritage Management.

5.8 Tourism

Tourism is an important contributor to the shires economic sustainability and growth.

Council has an objective to ensure that the tourism services are client-focused and responsive to community and tourism operator needs. The Upper Lachlan Shire is branded as, 'The Shire of Villages'.

Over the past two years the Tourism Information Centre has been collecting postcodes from visitors to the Upper Lachlan Visitor Information Centre. The Centre is tracking areas that have decreased and which have increased in order to gain an understanding of what areas to target in regards to marketing specific events.

In the following table you may notice there are some discrepancies in regards to the different identified locations. This will be rectified by consistently using the same localities.

The major changes that need to be considered are as follows:

- Increased visitation from the Campbelltown area
- Increased visitation from Interstate (In the future the specific state will be recorded)
- Decreased visitation from the Goulburn area
- Increased visitation from the Southern Highlands
- Decreased visitation from the South Coast

Note: the visitation numbers from resident of the Upper Lachlan varies considerably as the information centre unfortunately tends not to record their visit because of their familiarity. This has been noted and will hopefully be changed from here on in.

Locations	2006-2007	July – Dec 2007	Jan – June 2008
Western Sydney and Campbelltown	15.3% (3% C/town)	14.9% (7% C/town)	22.2% (14.8% C/town)
ACT	10.4%	8.1%	8.3%
Goulburn	10.4%	7.3%	5.9%
Upper Lachlan	10%	22.4%	9.8%
Interstate	9%		14.3%
International	4.4%		2.3%
Northern Syd	7%	5.5%	9.8%
Eastern/central Syd	7%	5.8%	5.1%
South Coast	11.7%	5.2%	4.9%
Sth Highlands	4.9%		6.5%
Regional NSW –Nth	5.8%	10.8%	5.3%
Regional NSW – Sth/Wst	2.7%		4.4%
Other Locations	1.4%	20%	1.6%

6.0 YASS VALLEY

Yass Valley has a population of 13,135 and comprises the town of Yass and villages of Binalong, Bookham, Bowning, Gundaroo, Murrumbateman, Sutton and Wee Jasper.

Yass is a progressive town with excellent educational, medical, aged care, sporting and recreational facilities. Located on the junction of the Hume and Barton Highways. Yass serves as an important interchange - connecting Sydney, Melbourne and the Australian Capital Territory.

Because of its proximity to the ACT, Yass residents also have easy access to work and education opportunities in Canberra whilst enjoying living in a country environment.

Binalong, Bowning, Gundaroo, Sutton and Wee Jasper have their own Primary Schools and also rural students have the option of travelling by bus for both Primary and High School.

Sport and recreational needs are well covered by an abundance of sporting facilities that cater for the whole spectrum of sports, and include an Olympic size pool complex completed with toddlers pool, an Indoor Stadium, a popular Golf Club, Bowling Club and tennis courts. Walker Park, Victoria and O'Connor Parks provide magnificent playing fields and amenities for Cricket, Touch, Rugby League and Rugby Union Football codes, both senior and juniors, as well as athletics. Squash courts are available for members at the Yass Soldiers' Club.

With its many historic buildings, Yass and its Villages offer numerous attractions for tourists. Since Yass was bypassed in 1994, the main street has received a major facelift. Old buildings have been restored and painted, wrought iron verandahs replaced and the whole street looks entirely different to pre-bypass days.

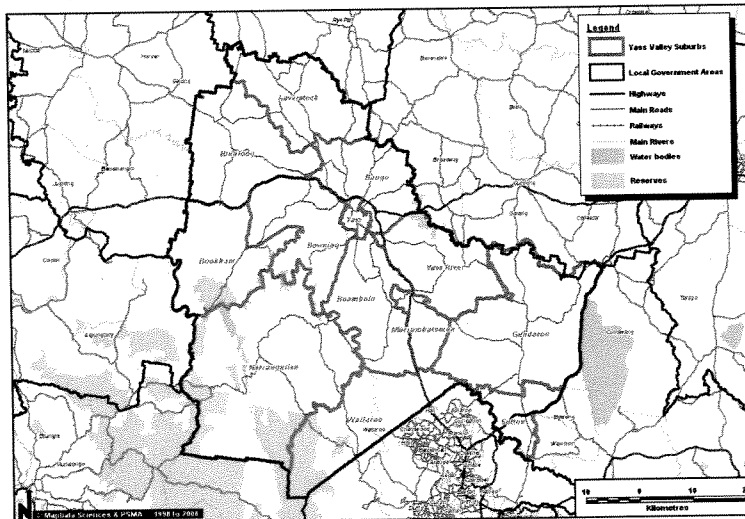
Cooma Cottage, Carey's Caves at Wee Jasper, Burrinjuck Dam and the growing number of cool climate wineries in the district are all popular visitor destinations.

Yass Valley LGA has, over the years, diversified its rural products; many new agricultural industries are emerging including wine, alpaca studs, olives and berries. Yass Valley has certainly changed over the past 150 years but many of the wonderful aspects, including the strong community spirit and rural atmosphere remain today.

Following proclamation of the new Local Government Boundaries on 11th February 2004, Gundaroo, Sutton Village and Wallaroo Precinct have become part of the new Yass Valley Council area. The Yass Valley LGA was extended to incorporate 11% of the Yarrawlumla LGA, 15% of the Gunning LGA and 0.5% of the former Tumut LGA.

The Yass Valley LGA is the second fastest growing LGA in inland NSW, surpassed only by Palarang LGA, which has an annual growth rate of 3.9%. The current annual growth rate of rate of the Yass Valley LGA is 2.7%. The shire is predicted to have an estimated population of 16,890 in 2031.

The growth rate of the shire is not consistent throughout the LGA. For example,



Narrangullen, Bookham and Binalong all experienced negative population shifts over the period 2001 – 2006.

Population: Approximately 13,135
Area: 3,970 square kilometers
Median Age: 39

6.1 Council Staffing

The Council does not employ a cultural officer or have a staff member dedicated to the service delivery and development of arts and cultural activity.

The Tourism & Development Manager and other staff members are primarily responsible for the coordination of the Council funded and initiated main annual events/festivals.

The Manager, Community Development and staff provide services and support s.355 committees of Council.

Council provides library services with facilities located in Yass, Murrumbateman and a deposit station in Binalong.

Council contributes to the Arts NSW funded Regional Arts Board program, STARTS, and works with the Regional Arts Development Officer on a number of levels and activities.

6.2 Relevant Council Arts & Cultural Planning & Strategies

6.2.1 Community Grant Scheme

The Yass Valley Development Corporation supported the Local Government area throughout the year through the Community Grant Scheme. Over \$30,000 was distributed to local non-profit organisations to assist them with event management. Binalong, Gundaroo, Murrumbateman, Bowning and Wee Jasper communities all benefited from these funds.

6.2.2 Social planning and access and equity activities

Yass Valley Council is involved with a range of social planning and access and equity activities, as a key component of its role in meeting the social and cultural needs of the residents in Yass Valley.

Access and equity activities are any activities that aim to promote social justice and enhance community well being. They include Council's community development, health, welfare and cultural and recreational activities as well as the access and equity aspects of other Council activities such as providing infrastructure and services.

6.2.3 Aboriginal and Torres Strait Islander People

The following activities have been undertaken by Council:

- Support and facilitation of the Yass Valley Indigenous Consultative Committee to foster effective relationships between Council and the local Aboriginal community
- Facilitation of Stage 1 of the Wallabaloa Interpretative Trail. This significant project aims to enhance Aboriginal cultural awareness amongst Aboriginal and non-Aboriginal people in Yass Valley
- Facilitation and implementation of Reconciliation Week and NAIDOC Week celebrations.

6.2.4 The Yass and District Historical Society

The Yass and District Historical Society is not affiliated in any way with Yass Valley Council. However, both organisations work closely in order to ensure that the heritage assets of the LGA are protected and enhanced.

6.2.5 Library Services

Yass Valley Library services have two purpose run facilities, one located in Yass and the other in Murrumbateman. Yass library is opened six days a week and Murrumbateman is only open on a Saturday for three hours. There is also a deposit station located within the Binalong Post Office, the opening hours are: during post office business hours.

Yass Valley Library services are a member of the Southern Tablelands Regional Library.

6.2.6 Local Heritage Grant Fund

The Local Heritage Grant Fund is a joint initiative with the NSW Heritage Office that provides dollar for dollar funding to individuals and organisations to undertake conservation works on heritage properties and places within the Local Government area.

In 2006-2007 the Local Heritage Grant Fund funded seven projects with the value of \$54,563. The Local Heritage Grant Fund contributed \$14,050 towards these costs.

6.2.7 Capital Projects For 2008/2009

The following capital projects are planned for 2008/2009. This list does not provide a full representation of the level activity Council will engage in, but rather provides information in relation to arts/cultural activity:

- Community Service Program Community Assistance Grants \$30,000
- Yass FM Upgrade \$41,800 Land & Buildings
- Yass- Memorial Hall; chair and table replacement for Community Hire (12 tables and 100 chairs) \$10,000

- Sutton Hall - improvements \$25,200
- Gundaroo Hall - improvements \$16,000
- Bowning -Hall lighting on independent circuit to toilets \$2,000
- New Meeting Room Chairs \$3,000
- Yass- Goodradigbee Centre - guttering and facia rehab \$4,000

6.2.8 Cultural Planning

Council is committed to the development of a cultural plan. The planning process has commenced. An achieved goal in 2008 was the completion of the Murrumbateman section of the draft Cultural Plan and ensure relevant actions are incorporated into the 2009/10 Annual Management Plan.

The RADO has been working with Council on the development of the plan.

6.2.9 Council Initiated / Managed / Supported Activity

Through the Community Development team, Council aims to support and expand the diversity of cultural and creative opportunities that explore and discover the richness of the Yass Valley.

Maintenance and improvement to community halls is recognised as an ongoing demand for several years. Funding has been provided towards improvements to halls at Sutton, Gundaroo, Bowning and the Yass Memorial hall. A painting repair program has been instituted for public amenities that will be ongoing for a number of years.

The following external bodies during 2007/2008 exercised functions delegated by the council. A list of the s.355 Committees is as follows:

- Yass Valley Development Corporation
- Yass Valley Youth Council
- Yass Valley Indigenous Consultative Committee
- Wee Jasper Community Association
- Murrumbateman Old School Grounds and Library Committee
- Yass Soldiers Memorial Hall Committee
- Sutton Hall Committee

- Yass Valley Sports Council
- Binalong Pool Committee
- Murrumbateman Recreation Reserve and Grounds Committee
- The Mullion Recreation Grounds Committee

- Yass District Aged Care Services
- Murrumbateman Early Childhood Centre Association Centre
- Rae Burgess House Committee

6.3 Council's Experience With The State Grants Process

Council identifies the need to raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants.

In relation to the state grant process for arts and cultural infrastructure there have been two significant activities funded through non-arts programs:

- The Wallabaloa Interpretative Trail. This significant project aims to enhance Aboriginal cultural awareness amongst Aboriginal and non-Aboriginal people in Yass Valley; and
- Funds towards the cost of developing a multi-purpose youth centre.

Both projects are yet to be completed.

Regional Arts NSW in their 'Targeting Communities' project identifies Yass as an area that has not been represented by funding application to the NSW Regional Arts Fund program.

6.4 Projected Budget

The following three budgets have been provided as each of these departments has it within their objectives to deliver cultural / arts related activity. It must be noted that even though cultural / arts related activity is a part of their activity it is only a very small proportion of what two of these departments are required to deliver.

Total Budget Allocation for Community Development

Budget Allocation	Budget Allocation 2008/2009				
	Operational Income	Operational Expenses	Capital Income	Capital Expenses	Program Result
	\$ 4,040	\$ 152,376	\$ 41,800	\$ 41,800	\$ (148,336)

Total Budget Allocation for Library Services

Budget Allocation	Budget Allocation 2008/2009				
	Operational Income	Operational Expenses	Capital Income	Capital Expenses	Program Result
	\$ 64,243	\$ 399,279	\$ -	\$ -	\$ (337,036)

Total Budget Allocation for Promotions and Tourism

Budget Allocation	Budget Allocation 2008/2009				
	Operational Income	Operational Expenses	Capital Income	Capital Expenses	Program Result
	\$ 64,200	\$ 360,702	\$ -	\$ -	\$ (296,502)

6.5 Private Sector Partnerships & Funding

Council identifies the need to gain corporate sponsorship for all Yass Valley Community Events and Promotions. Private sponsorships have been secured annually for the Yass Valley Festival and other significant community events.

The following is a list of partnerships, co-operatives or other joint ventures including public-private partnerships to which council was a party:

- South West Slopes Noxious Weeds Authority
- Southern Tablelands Regional Library Committee
- South East Weight of Loads Group
- South West Regional Waste Management Committee
- Statewide Mutual
- 'H' Division
- Southern Tablelands Arts

6.6 Relevant Issues

Challenges continue for Yass Valley Council to provide effective and efficient services to its community in an environment where much more is expected of

Council from the community and State Government. The ongoing financial pressures and constraints on Council's revenue base coupled with growing community expectations is one that will require a tight fiscal policy in order to maintain financial sustainability.

Council is extremely cognisant of its need to be financially viable in these trying times. It is projected, as at 30 June 2009 that Council will have approximately \$18 million in cash assets. Past and recent trends indicate that these funds will continue to grow however with significant capital works in water and waste water in 2008/2009 these funds are likely to reduce by around \$3 million.

Growth over the past five years has indicated that Council has doubled its cash assets in that time. Council will continue to maintain its strong cash position whilst being mindful that a strong cash position is not an end unto itself if projects and programs need action.

Council identifies the following challenges and opportunities in relation to budgeting allocations and restrictions:

- Local Government Reform
- Integrated Management Systems
- Keeping technology current and relevant
- Funding and Financial Strategies
- Policy Development and Review
- Risk Management System
- Asset Management
- Future Strategic Planning

In terms of growth, the need to direct more services and resources to Murrumbateman, Boambolo, Yass River, Wallaroo and possibly Sutton (which contains 8.6%) of the total population is apparent. The factors associated with negative growth in the Narrangullen area also need to be established.

The nature of the population size for the remainder of the LGA also needs to be supplemented by other indicators to better understand the demand for services and resources, (e.g. age composition). At a rudimentary level, the growth of the LGA is a good sign that the LGA is not only 'holding its own' but is "quite prosperous". This is important to note given the significant decline in many of the other rural based LGA's in NSW.

The Yass Valley LGA has an ageing population. In 2001, 10.2% of the total population were aged 65 years and over. In 2006 the percentage increased to 12.4%. In the next ten years this age group is estimated to increase to approximately 25%, and by 2020, it can be expected that roughly one third of the

total population of the Yass Valley will be aged 65 years and over.

The significant ageing of the population should influence the targeting of service delivery notably in the areas of;

- Mobility/disabled access;
- Home based care including respite, transport, home modification and case management.

Just as significant is the increase in infants aged 0- 4 years. Providing an environment supportive of early learning opportunities (playgroup, preschools will be important). As an investment in the long-term viability of the LGA, significant resources should be targeted towards early childhood and youth.

39.2 % of people in the Yass Valley LGA earn less than \$21,000 per annum. A further 25.2% earn less than \$42, 000 per annum. The proportion of low-income earners (i.e. less than \$21,000) being 39.2% %, does reinforce the continuing need for community support services.

At the time of writing, a high percentage of shire residents did not have access to broadband. The percentage not having access is significant enough for Council in their 2008/2009 Management Plan aim to "Ensure Broadband coverage for ALL residents in Yass Valley". The Council's capacity to meet this objective will be only achievable through changes to federal policy in relation to the creation of a new 'National Broadband Network' and the capacity to take advantage of any relevant opportunities to improve broadband coverage in Yass Valley.

6.7 Infrastructure Planning And Design

Planning and Development Services ensure that all development within the Yass Valley enhances the quality of living, natural, working and recreational environments; satisfies the principles of ecologically sustainable development and complies with current legislation.

Planning and Development at Yass Valley Council is divided into two main sections: Planning and Development Services; and Strategic and Environmental Planning.

Yass Valley Council has a number of Local Environmental Plans (LEPs) and Development Control Plans (DCPs) that apply to the Yass Valley Local Government Area as a result of the Council amalgamation of February 2004. The LEPs and DCPs that applied to the former Yass, Yarrowlunla and Gunning LGAs continue to apply to those areas until such time that they are replaced with a new LEP and DCP. Council also has a number of policies that apply to the development applications.

The Yass Valley is rich in both European and Aboriginal cultural heritage. Certain restrictions apply in terms of identifying aboriginal cultural heritage sites; therefore most of the documentation available to the community relates specifically to European cultural heritage. Recent projects include:

- Yass Township Heritage Study
- Rural Lands Heritage Study
- Former Yass Gasworks Conservation Management Plan
- Archaeological Test Excavations - Former Yass Gasworks
- Crago's Mill Conservation Management Plan

The Draft Sydney to Canberra Corridor Regional Strategy provides a regional and sub-regional policy position in relation to population and housing, rural lands and primary industry, economic development and employment growth, regional transport, water and energy resources and the natural environment. The draft strategy seeks to ensure that the region remains a livable and sustainable place by having the capacity to attract economic investment, providing regional based housing and job choices, minimising commuting out of the region, providing reliable and cost effective infrastructure and protecting the rural, natural and cultural assets

6.8 Tourism

The primary roles of the Yass Valley Visitor Information Centre are to provide visitor services, events management, and promotion of council activities. The Strategic Objectives of the centre are:

- Identify, facilitate and implement strategies that lead to the development of a diverse and sustainable tourism industry in the Yass Valley, with the objective of increasing visitor numbers to the LGA.
- Provide effective and efficient delivery of visitor information services through the Yass Valley Visitor Information Centre.
- Support the Yass Valley Development Corporation Board to facilitate tourism, business and community development opportunities both within the Local Government Area, and at external promotional events.
- Manage and coordinate the production of Council initiated Yass Valley Events and Promotions as recommended by the Yass Valley Development Corporation Board. (Shows/Expos etc)

External factors have impacted on visitor numbers to Yass over the past two years. Importantly the national petrol price increases saw visitor numbers to the region drop dramatically. In 2005/2006 only 50,942 people came through the Visitor Information Centre door, down from 53,500 the previous year, however, by January 2007 the price increase had been absorbed and 56,397 people came into the Centre in 2006/2007.

Visitation to the region is predominantly by travelers on the Sydney – Melbourne corridor, day-trippers from Canberra seeking a country drive and/or visiting local wineries and caves, and people visiting friends and relatives.

7.0 OVERALL ASSESSMENT

The majority of LGAs have limited revenue bases; with a rate income that does not allow some council's to meet their projected operating costs.

The State Government has announced the maximum of 3.2% rate increase, which is under state inflation rates and limits revenue increases for Councils. This makes budgeting difficult when real cost increases are not covered by revenue.

The impacts of amalgamation include:

- some Local Government areas have inherited fiscal difficulties; and
- increases to the number of villages and towns requiring service delivery and the development of infrastructure, including Local Government areas with more than one identified major centre.

The ever-increasing cost of petrol impacts negatively on locals and visitors travelling. There is also an unwillingness of locals to travel from their own village, which is further intensified at night when there is a very high risk of hitting wildlife on small country often unsealed roads.

While there is good scope to identify and work with local and state tourism strategies, it is very important that tourism should not be relied upon, nor be identified as the major long-term partner. It is also important to identify that in some instances it is not appropriate.

There is a perceived notion that all of regional NSW is experiencing a population decline with demographic shift from country to city and coastal areas occurring. Historical trends and this perceived contemporary movement of people has resulted in funding being directed into city-based activity (including Western Sydney arts centres that are supposed to service neighbouring rural Local Government areas) that 'tour' to regional areas at a cost. Current ABS census data shows that this region is experiencing either growth or remaining static, making **the current funding allocation not the most appropriate model for this region.**

7.1 Funding patterns for cultural infrastructure, venues, production and promotion in regional NSW

There is a need to identify and allocate resources appropriately to facilities that are **scaled to meet the demand and management capacities** of the communities in which they are located. The large facility that services a high

population and has an expansive geographical reach is not always the best service delivery model.

There is also a need to develop programs that encourage Local Governments to form partnerships that create strong access to any major 'hard' infrastructure and ensure they have adequate funds and staffing for outreach programs.

This region has not had a long or strong history of receiving funds towards any form of cultural infrastructure and promotion.

There has not been any research undertaken that can provide evidence that significant numbers of cultural consumers in the STARTS region have the means for accessing and do access infrastructure in the ACT and Sydney.

7.2 Funding Options For Arts Or Cultural Infrastructure

ArtsNSW has very recently reviewed its funding program and has launched a new program. The effects of the new program are yet to be measured.

The Federal Government is reviewing its infrastructure funding programs, any new program is yet to be implemented and effects as a result of the review are yet to be measured.

Any comment on funding options cannot be made until all new programs are in place.

7.3 Fair And Equitable Access

In 2005 STARTS implemented a **small schools theatre-touring program as the Department of Education and major touring organizations do not service these schools**. The first show season reached over 500 pre and primary school aged children attending schools of less than 100, most attended schools of less than 20. As part of the introduction to the performance, all the children were asked if they had seen live theatre before. Of the 500+ children less than a dozen had ever seen any live theatre, and of that dozen some had confused theatre with traveling to a major city (Canberra) to see cinema and the remaining had only seen very large-scale productions such as Lion King etc.

That these children in a region so close to both Sydney and Canberra had never seen theatre indicates that fair and equitable access is not currently occurring. It also indicates that the 'hub/cluster' model does not provide access to infrastructure for audiences across a regional area.

When addressing service and considering fair and equitable access, it must be

recognised that Local Government areas are servicing and sharing resources with neighbouring Local Government areas.

These across-shire collaborations address a range of issues, but are also problematic. For example, services provided by Goulburn Regional Art Gallery extend to neighbouring Local Government areas that do not contribute financially to the galleries programming. State government does not provide additional funding or funding avenues for this service delivery. That the services are provided without fiscal remuneration does not sit well with Council administration, Councillors and many Goulburn Mulwaree ratepayers.

In understanding these collaborations and the associated outcomes and problems, a regional approach to decision making must be taken in regard to allocating resources into the development of 'hubs' or 'clusters' that provide fair and equitable access.

It is also important that a clear definition of what constitutes a 'hub' is defined and understood.

In relation to the STARTS region, it is understood that there is potentially more than one definition that applies. 'Hubs' or 'clusters' may be made up of small multi-use facilities that are community managed and supported by the Local Government.

The small-scale arts centre model provides capacity for immediate management, and planning for future growth/decline. The old 'community hall' or community arts centre models in many instances is most appropriate. As stated by Barrie Kosky, *"We are obsessed with bricks and mortar in Australia, obsessed with building vast, large infrastructures and buildings and whatever, and then having no money left over to produce anything"* (interview with Kerry O'Brien Australian Broadcasting Corporation, 12/08/2008).

7.4 Plans Or Current Structures/Arrangements For Funding Large Scale Arts / Cultural Infrastructure

Within the eight Local Government areas serviced by STARTS only one, Queanbeyan, has developed a 'smallish' major performing arts centre. The Council and community worked on its development over an eleven-year time span; received Federal and State funding in addition to their own major investment and at the opening of the centre had paid for the complex in full.

Regardless of its proximity to the Australian Capital Territory and the availability of programs and venues in the capital, Queanbeyan determined that an appropriate sized facility within their own location was fitting and sustainable. Post opening, the venue has been embraced, loved and well utilised by the community.

There are no further plans for any large scale arts and cultural infrastructure development in the STARTS region at this time. However, the understanding of large scale is subjective. For example, in Boorowa there are plans to develop a performance space within a local park. For the size and population of the shire and the level of activity, this is large scale activity. Please note: there isn't any arts infrastructure funding available to this project.

In a region with many small communities, each focused on the cultural life of their community, existent infrastructure is very important. Funds to maintain and upgrade community halls and other venues remain the predominately the responsibility of the community. Fund raising is a major time consuming and slow process. There is only one very small pool of funds available in NSW for facilities and equipment and it is very hard to access.

7.5 Implications For The Availability And Priority Of Cultural Infrastructure In Relation To The Metropolitan Strategy And Regional Strategies

There are major considerations in regards to the various regional planning strategies that apply to this reported area, including:

- Local Government perception of State government as being unsupportive³
- Lack of cohesion between State and local plans, and difficulties in the broader State-local relationship, including funding arrangements⁴
- Planning priorities identified by NSW Department of Planning in their regional strategies
- Groupings of Local Government by NSW Department of Planning

7.6 Outcomes From The Western Sydney Arts Strategy, And Possibility Of Plans To Replicate The Western Sydney Arts Strategy In Other Regions

The 14 constituent Local Government areas targeted through the Western Sydney Arts Strategy where Auburn, Bankstown, Baulkham Hills, Blacktown, Blue Mountains, Camden, Campbelltown, Fairfield, Hawkesbury, Holroyd, Liverpool, Parramatta, Penrith, and Wollondilly.

As stated in 2006 Progress Report on the NSW Ministry for the Arts

³ UTS Local Government Papers: 1/07

⁴ UTS Local Government Papers: 1/07

Western Sydney Arts Strategy, the key indicators of significant progress in the strategies capacity building for cultural development included:

- Major development of cultural infrastructure;
- Growth of regional and sub-regional organisations supporting cultural development;
- Increased investment in arts and cultural activity by Local Government;
- Increasing success for the region's artists and organisations in attracting funding from the Ministry's other funding programs and other funding agencies;
- Establishment of a leadership role for the region in cultural planning;
- An increasing level of arts activity, resulting in enhanced opportunities for artists and audiences;
- Increasing numbers of Western Sydney residents employed in cultural industries and participating as audiences; and
- Increased recognition of the region and its unique cultural values and expression.

It is a fact that the Western Sydney Arts Strategy was effective in meeting the above key indicators in **most** of its targeted LGAs. As outlined in Wollondilly Shire Council's report in response to this enquiry, the reported progress and outcomes of the strategy did not occur in Wollondilly.

"Currently there are limited facilities in the Wollondilly Shire which we believe highlights major gaps in the arts and cultural facility asset portfolio of the Greater Western Sydney Region. While the Greater Western Sydney Region has a multitude of arts and culture facilities, Wollondilly Shire has none. Many of our Shires community facilities are aging, inappropriately suited to their functions and too small to sustain growing operations in the arts and cultural sector." (Wollondilly Shire Council 2008)

Wollondilly Shire Council is a member of STARTS and the Regional Arts Development Officer works with Council and the arts community on a number of levels and activities. A cash poor Council; Wollondilly is our lowest per capita financial contributor.

The RADO's experiences in Wollondilly support the argument made by the Council in relation to the Western Sydney Arts Strategy's failure to provide infrastructure and skills development equitably across its targeted area.

The cultural 'hubs' developed in Casula and Campbelltown do not have the capacity to service or attract any significant level of access by Wollondilly

residents. Barriers to access include, but are not limited to: distance, cost of fuel, very limited public transport systems, no history of collaboration between Campbelltown and Wollondilly, demographic differences, and lifestyle differences.

At the time of the strategy's implementation, staffing numbers, available funds and no existing community organization capable of driving activity limited the capacity of the Council to respond and deliver services through the avenues offered by the Western Sydney Arts Strategy.

Post implementation of the Western Sydney Arts Strategy, Wollondilly Shire Council's limitations remain,

"Council currently has limited resources and limited capacity to raise revenue to develop arts and cultural infrastructure, a cultural plan or employ an arts and cultural officer to drive and champion community development initiatives for our community. Outreach servicing to our Shire is limited and funding is often granted on a Macarthur wide basis, and many resources are located in Campbelltown out of reach of our local community. Public transport infrastructure is limited and non-existent in many areas across Wollondilly, which limits access to other regional services and activities. Council's recent strategic planning process reaffirmed our residents found poor transport reduced the accessibility of education in isolated areas, both via poor infrastructure, services and costs of transport. Many regional art and cultural services and activities do not have adequate resourcing to outreach to the Wollondilly Shire and many of our residents are expected to travel to where the resources and services are." (Wollondilly Shire Council 2008 submission into the development of arts and culture...)

If the possibility of plans to replicate the Western Sydney Arts Strategy in other regions is explored then it is strongly recommended that the following points be examined in detail prior to grouping Local Government areas / creating hubs:

- Council's capacities in relation to funds and staffing;
- Historical connections across Local Government boundaries;
- Transport infrastructure;
- Demographics and movement trends within a Local Government area;
- Lifestyle choices of communities;
- The ArtsNSW Regional Arts Board in which the LGAs are located;
- Current level of cultural activity, the locations it is occurring and locations desired by the community.

7.7 Existence Of Any Audit Of The Cultural Venues Or Cultural Infrastructure That Exists In Regional NSW

In 2004 Regional Arts NSW provided the author with a cultural mapping framework that in turn has been and provided to Local Governments in the STARTS region. This mapping framework has provision for details on arts and sporting groups and their target market; events (including coordinating group, location, art form, and approx. date); and location and type of venues.

It is also understand that Arts On Tour undertook a venue mapping process with the aim of establishing relationships with local presenters and knowledge of venue capacities. Questionnaires were sent to each of the Regional Arts Boards, and they in turn sent them out to local presenters. STARTS has not been informed of the outcome of this process.

7.8 Mechanisms And Support That Are In Place To Ensure The Importance Of Art And Culture And The Development Of Local Identity To Be Taken Into Account When Planning New Regional Centres And Undertaking Urban Consolidation

While every effort is taken to recognise opportunity, include potential and provide for arts and culture in urban planning; Local Governments capacity is limited by the scale of economics, staffing, resources and priorities.

"Each tier of government should have revenue raising and regulatory powers commensurate with its responsibilities. The revenue level and hence expenditure capacity of each individual unit of Local Government should be decided by its elected representatives, unless restrictions have been put on their authority by resolutions approved by local referendum. ... The new Local Government legislation in 1993 freed up councils to embrace a 'maximalist' (people servicing) role, yet by restricting taxes to property rates and retaining rate pegging and regulated fees and charges, in reality, Local Government's capacity has remained constrained to a minimalist (property servicing) role. In the absence of a wider tax base and constraints on other sources of revenue, councils will need to curb their recurrent spending ambitions until they have overcome the shortfall in their capital spending on infrastructure renewals (especially roads, pavements, kerbing, public places etc)."⁵

⁵ Cathy Campbell, Manager Community Development Yass Valley Council, Discussion Paper submitted to Capital Region Area Consultative Committee, October 2007

7.9 Support Through Arts NSW For Local Councils To Undertake Integrated Cultural Planning/Planning For Cultural Infrastructure

In 2003 Arts NSW and the Department of Local Government published the "Cultural Planning Guidelines for Local Government". The guidelines acknowledged the importance of cultural planning by Local Government and provided a framework for them to follow.

In recognition that many Local Government do not have dedicated staff with the appropriate skills there had been a 'promise' of an allocation of funds to assist councils engage the services of a consultant.

Most of the Local Governments within the STARTS region have not completed their cultural plans and would benefit greatly if funds were allocated for this purpose.

The lessons learnt from the social planning process undertaken by Local Governments must be examined and considered. Social planning and delivery of services was not fully embraced by Local Government until such time that it had become a legislative requirement.

The findings of a research project undertaken by the UTS Centre for Local Government, which examines the experiences of NSW councils in preparing social/community plans, show that after two rounds over ten years social planning remains in its infancy and Local Government *"are still coming to grips with what is required, what is useful, and what methodologies to adopt."* (*Raising Expectations? A Review of NSW Local Government Social Plans*)

7.10 Effectiveness Of Cultural Accords – Partnerships With Local Government, Which Encourage Local Councils To Invest In The Arts And To Develop Cultural Life In Local Government Areas

The current and third Cultural Accord between Local Government Association of NSW, Shires Association NSW and Arts NSW will expire on 31 December 2008.

It is understood that the Accord, is in effect, an agreement without actions. To the best knowledge of the five Local Governments' reported on in this document and the author's, the three focus points of the current Accord have not had any effect locally.

These major departments are not leading by example.

In 2002 planning guidelines for both social planning and cultural planning were published. Since 1999 Local Governments have been required by legislation to develop social plans, and by 2004-2006 had developed their second.

Regardless of social planning being undertaken for nearly a decade, *“Raising Expectations? A Review of NSW Local Government Social Plans”* concludes that social planning remains in its infancy with councils not understanding the full usefulness of the plan, how to implement it, them not being read by senior management and Councillors, and with little follow through into Council management plans.

There are many parallels and crossovers between social planning and cultural planning with community well being, liveability of place and provision of facilities and services being crucial elements. The reported identified difficulties Local Governments experience in social planning are lessons for cultural planners, state government and Local Governments.

“Underlying issues here are the developing role of Local Government, the inadequacy of resources available to discharge growing responsibilities, and difficulties in the State-local relationship”.

(University of Technology Sydney, UTS Centre for Local Government. *Raising Expectations? A Review of NSW Local Government Social Plans* June 2007)

7.11 Federal Funding Availability To Local Councils Either Directly Or Through Arts NSW

Federal arts funding programs through Australia Council, ArtsNSW and Regional Arts NSW primarily assist with:

- Indigenous and colonial heritage research, restoration and other activity;
- One-off projects and events
- Regional residency projects
- Capital infrastructure

Federal arts funding available through Dept. Environment, Water, Heritage and the Arts is not specifically for Local Government.

Only one of the Local Governments reported on in this document regularly submits applications to federal funding bodies for one-off project activity.

Other sources of federal funding, i.e. Area Consultative Committees, have been the most instrumental in providing funding for ‘hard’ infrastructure, but are currently under review and not accessible.

In two of the five Local Governments areas reported on, it is not the Council

seeking funding for capital infrastructure, rather it is community organizations with support from their council.

7.12 Role Of Private Sector Funding, Sponsorships Or Trusts For Regional Arts And Cultural Funding And Infrastructure

Australian Business Arts Foundation (AbaF) provides a range of services that provide skill development and assists activity to occur. These services have been accessed to some level of success by a small number of individuals and organizations in this region.

Limitations to accessing private sector funding, sponsorships or trusts in the STARTS region include, but are not limited to:

- Limited number of locally based philanthropic private sector businesses with the capacity to invest in arts and cultural funding programs and infrastructure;
- Limited number of philanthropic private sector businesses wishing to invest in arts and cultural funding and infrastructure for this region;
- Limited access to training for volunteers and the number of volunteers wanting to develop high level business/sponsorship skills and proposals;
- Limited Local Government requirements for developers to invest in arts and cultural funding and infrastructure;
- Limited staffing numbers within Local Government restricts exploration of the potential to develop and encourage investment.

8.0 RECOMMENDATIONS

Recommendation: That in the absence of a wider tax base and revenue sources for Local Government; the sole responsibility for cultural infrastructure planning, implementation and management does not become its alone.

Recommendation: Funds are allocated for Local Governments to assist with the cultural planning process; including: awareness and training programs for staff and councillors.

Recommendation: That an audit of existing facilities, including community halls etc, is undertaken to determine how many, who manages, level of activity current maintenance, and how funded.

Recommendation: That funding a program that recognise small scale and localised existing infrastructure upgrades are important and be established.

Recommendation: That when engaging in the NSW cultural planning process an audit and review of all existing Local Government cultural plans is undertaken and findings of the review inform the state plan.

Recommendation: That consideration and research be given to developing a broad framework for the allocation of cultural infrastructure resources; and the 'hub/cluster' model is understood to not be a 'one-size fits all' solution.

Recommendation: That funding programs for research and development are established.

Recommendations: That funding programs that make provision for sound and ongoing establishment of activity are developed, in addition to one-off project funding opportunities.

Recommendation: That links for service delivery are made between Department Education as well as Tourism.

Recommendation: That realistic, respectful and increasing levels of funding be invested in 'soft' infrastructure, such as the programs of the Regional Arts Boards, to ensure ongoing activity occurs.

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Face-to-face / email communications

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