

Redlands Coast

Creative Arts Service Strategic Plan 2024–2029



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Acknowledgement of Country

Redland City Council is committed to working with Traditional Custodians, supporting their role as custodians of their traditional lands and helping ensure the future prosperity and cultural enrichment across Redlands Coast.

Council acknowledges the Goenpul, Ngugi and Noonuccal First Nations Peoples of the Quandamooka region and recognises that the Quandamooka People are the Traditional Custodians of much of Redlands Coast. Council also extends its acknowledgement of Traditional Custodians to the Danggan Balun (Five Rivers) claimant group who are currently in the process of Native Title determination for an area that crosses into southern Redlands Coast.

Summary Statement

Council's Creative Arts Service Strategic Plan 2024-2029 (the Strategic Plan) for Redlands Coast is about activating diverse arts experiences that transcend traditional boundaries, driving innovation and sustainability and empowering our community to be culturally vibrant and connected. It is in alignment with Council's future vision for Redlands, and through strategic initiatives underpinned with pillars of Spaces, People, and Sustainability, we will continue to create a dynamic and inclusive cultural ecosystem that celebrates diversity, fosters community engagement, and promotes the sustainable growth of the arts.

Background

The Strategic Plan provides the framework for service delivery by Council's Creative Arts Unit.

The Strategic Plan includes services delivered by Redland Performing Arts Centre (RPAC), Redland Art Galleries (RAG), Cultural Development and through programs delivered via the Regional Arts Development Fund (RADF).

The 2032 Brisbane Olympic and Paralympic Games (the Games) offer a rare opportunity to advance arts and culture within our region. The Strategic Plan is designed to capitalise on this event while addressing immediate community and sector needs. By leveraging the global momentum of the Games, we will showcase our cultural richness and creativity, leaving a legacy that fosters community pride and engagement.

Our 10-year journey to the Games (and beyond) comprises two parts:

- Creative Arts Service Strategic Plan 2024-2029 – Our Place, Our Time
- Creative Arts from 2029-2034 – Our Place, Our Future

Our Place, Our Time is responsive to the post-COVID changed priorities of Redlands Coast communities and the creative sector and will take advantage of emerging opportunities. The Strategic Plan will be realised by building on established initiatives that have enabled a focused and strategic approach to strengthening the arts and cultural identity of our region. This will grow capacity, excel in quality, and will be relevant. This work will continue the focus on maintaining and improving the city's primary cultural assets and will inform the development of future aspired assets and resources.

Our Place, Our Time is an informed body of work that considers our current state, whilst embracing rapidly changing models of arts and cultural program creation, delivery and consumption.

Our Place, Our Future will be developed prior to 2029 based on research and learnings from Our Place, Our Time. This is the platform to build towards the Olympic and Paralympic Games and beyond.

Strategic Alignment

Redland City

At the core of the Strategic Plan is our collective network of visitors, community groups, and artists, both professional and emerging. It defines how best Council can serve and prioritise the community through investment and resources.

The Strategic Plan is underpinned by five pillars: Engagement; Partnerships; Spaces; People; and Sustainability – supported by clear goals and defined actions which make sense of the work our Creative Arts Unit is already progressing and guides new, creative and bold ideas and plans. This work, and the initiatives outlined as part of the Strategic Plan are in harmony with *Our Future Redlands – A Corporate Plan to 2026 and Beyond* – both the vision and specific goals of Strong Communities, Quandamooka Country and Thriving Economy.

State and Federal Policy

1. *REVIVE: A place for every story, a story for every place – Australia’s cultural policy for the next five years.*

- Pillars:
- First Nations First
 - A Place for Every Story
 - Centrality of the Artist
 - Strong Cultural Infrastructure
 - Engaging the Audience

2. *Creative Together 2020-2030: A 10-Year Roadmap for Arts, Culture and Creativity in Queensland.*

- Priorities:
- Building a strong and sustainable sector
 - Embrace Brisbane 2032 across Queensland
 - Elevate First Nations Arts
 - Activate Queensland’s places and spaces
 - Drive social change and strengthen communities
 - Share our stories and celebrate our storytellers

What Redlands Coast Can Be Known For

Redlands Coast is already recognised as a beacon of creativity and cultural innovation, where arts and culture thrive in diverse and unexpected spaces. Redlands Coast is known for its strong, ancient and living First Nations culture, with whom we work hand in hand to continue to develop a rich cultural exchange.

Our region is celebrated for its vibrant public art scene, where every experience and asset are valued as an incredible contribution to our city’s identity and heritage. We are known for our commitment to empowering and supporting local artists, providing them with opportunities for professional development and community engagement.

In the future, Redlands Coast will be renowned for its sustainable approach to arts practice, with connection to our local environment embedded into our service delivery. Redlands

Coast will be celebrated for the thriving creative community that drives our cultural vitality, fostering connection, inspiration and pride among residents and visitors alike.

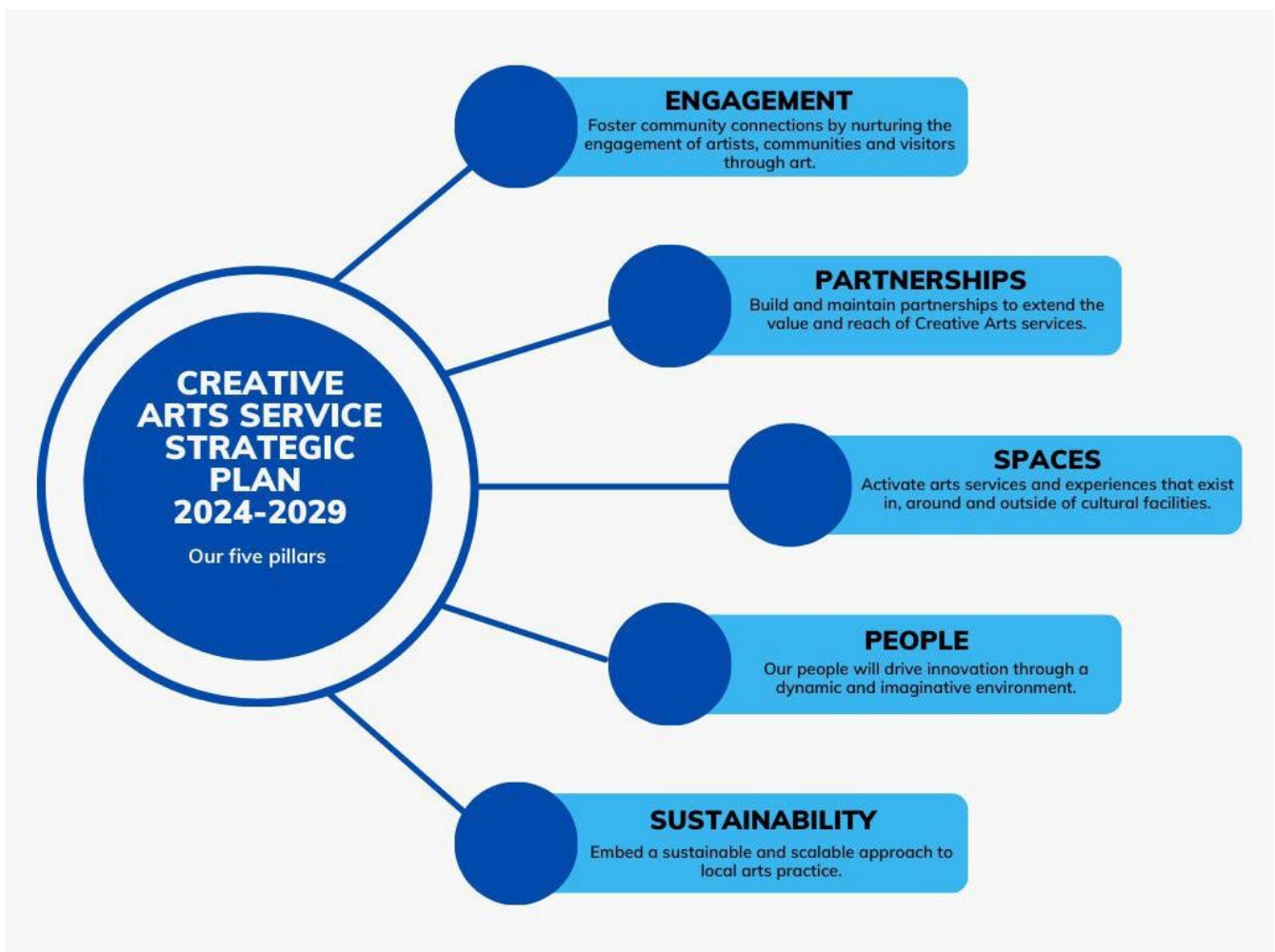
Creative Arts Service Strategic Plan 2024-2029

Our Purpose

Engagement. Partnerships. Spaces. People. Sustainability

Over the next five years, the Creative Arts Unit will continue developing cultural experiences and collaborations; focusing on strengthening communities and nurturing city pride.

Through strategic partnerships, engagement and sustainable practices, we will champion the arts as a vital component of local governance, enriching the lives of our residents and visitors while contributing to the overall social, economic and cultural vitality of our city.



Strategic Pillars

Engagement

Goal	Actions
Foster community connections by nurturing the engagement of artists, communities and visitors through art.	<ol style="list-style-type: none"> 1. Provide accessible and relevant programs and services that expand, diversify, and deepen audience engagement. 2. Elevate First Nations artists and audiences through culturally informed practices. 3. Tell local stories that strengthen community connectedness and City pride. 4. Facilitate meaningful exchanges between artists, art and the broader community. 5. Apply an evidence-based approach to programming, informed by targeted feedback and data. 6. Attract increased visitation to the region through unique and exceptional cultural experiences.

Partnerships

Goal	Actions
Build and maintain partnerships to extend the value and reach of Creative Arts services.	<ol style="list-style-type: none"> 1. Seek and develop partnerships with state and federal government, donors and local businesses to diversify income sources for the delivery of services. 2. Collaborate with community groups to add value and to extend programs and initiatives. 3. Work with local artists to build capacity and support sector development.

Spaces

Goal	Actions
Activate arts services and experiences that exist in, around and outside of cultural facilities.	<ol style="list-style-type: none"> 1. Increase and diversify access to arts experiences that reach and extend across Redlands Coast in alternative spaces. 2. Review existing facilities and plan for infrastructure to support the growth and delivery of services through to 2034. 3. Acknowledge the valuable contribution of public art and plan for acquisitions and maintenance of assets. 4. Utilise multimedia art and platforms to create new experiences in alternative spaces.

People

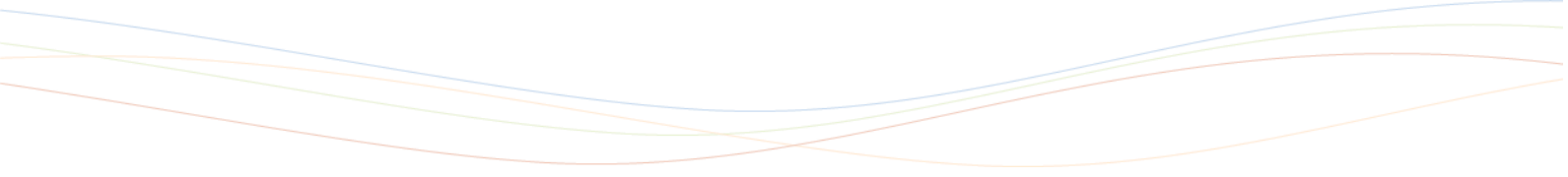
Goal	Actions
Our people will drive innovation through a dynamic and imaginative environment.	<ol style="list-style-type: none">1. Continue workforce optimisation, identifying specialised roles and plan for succession.2. Collaborate with internal stakeholders on shared opportunities and outcomes.3. Be exemplary in the demonstration of "Our Values".4. The Creative Arts team will actively engage in the wider regional, state and national arts and cultural sector.

Sustainability

Goal	Actions
Embed a sustainable and scalable approach to local arts practice.	<ol style="list-style-type: none">1. Develop tools and methodology for the measurement of social and economic returns to maximise the return on investment for the City's contribution to the arts.2. Take an intentional approach to resource allocation, emphasising the efficient management of finances, human resources, facilities and cultural assets.3. Commit to the continuous improvement of systems and processes to streamline operational needs and customer experience.4. Empower and facilitate the professional development of local artists to support a sustainable local sector.5. Foster and support a thriving creative community.6. Embed environmentally conscious methods of delivery.

Measure of Success

Strategic Pillar	Goal	Measurement
Engagement	Foster community connections by nurturing the engagement of artists, communities and visitors through art.	<ul style="list-style-type: none"> • Overall attendance at RAG/ RPAC: <ul style="list-style-type: none"> ○ measure attendance from guests residing outside of Redlands Coast. • Measure workshop and engagement programs and participation. • Utilise customer surveys, measuring: <ul style="list-style-type: none"> ○ sentiment ○ transformation ○ programming interest, and ○ service improvement. • First Nations: <ul style="list-style-type: none"> ○ number of programs, exhibitions and performances delivered, and ○ number of First Nations artists supported / employed.
Partnerships	Build and maintain partnerships to extend the value and reach of Creative Arts services.	<ul style="list-style-type: none"> • Financial partnerships achieved through funding, philanthropy and sponsorship. • Number of programs delivered in collaboration with community. • Measure number of programs delivered in partnership with artists / arts companies.
Spaces	Activate arts services and experiences that exist in, around and outside of cultural facilities.	<ul style="list-style-type: none"> • Number of programs delivered off-site from RPAC and RAG. • Track the delivery and maintenance of public art assets.
People	Our people will drive innovation through a dynamic and imaginative environment.	<ul style="list-style-type: none"> • Track staff attendance to industry forums and conferences. • Number of projects involving collaboration between Creative Arts and other parts of Council. • Compile case studies of successful innovations driven by employees, highlighting process, outcomes and impacts. • Share best practice across Council.



Strategic Pillar	Goal	Measurement
Sustainability	Embed a sustainable and scalable approach to local arts practice.	<ul style="list-style-type: none">• Calculate financial ROI (yearly).• Social returns.• Economic returns.• New digital upgrades and programs.• Artist development:<ul style="list-style-type: none">○ number of programs○ number of artists supported, and○ number of local artists employed and dollar value.