



Arts & Culture Plan 2023-27

CREATING A LOVEABLE & LIVEABLE HEDLAND



Town of
Port Hedland





Acknowledgement of Country

The Town of Port Hedland would like to acknowledge the Kariyarra, Ngarla, and Nyamal people as the Traditional Custodians of the Town of Port Hedland lands. We recognise their strength and resilience and pay our respects to their Elders past and present.



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INTRODUCTION:

Building Loveability

How do we define 'Loveability'?

Loveable places are those that people feel inspired, connected to and unleash creativity. Hedland has the ability to strengthen its liveability through shared leadership, participation and co-creation. The purpose of the Arts & Culture Plan is to increase locals skills and knowledge, celebrate local culture and share our inclusive sense of community pride.

How does 'Loveability' relate to the Town's Strategic Community Plan 2022-32?

Thriving is the ability to engage, understand and maintain the local character of a place, including its in-depth history and environment. The community is inspired to work together and celebrate local culture.

Resilient: Focuses on adaptability, flexibility and balance. The ability of a place to creatively 'invent' and 're-invent' itself with an open mind and fresh ideas.

Everyone should have equal opportunity to participate in Arts & Culture. **Inclusion** brings to life community feelings and the sense of belonging to a place.

*Together, we create a **thriving, resilient and inclusive** future for our diverse community..*

Town of Port Hedland Strategic Community Plan 2022-32

*Placemaking for **loveability** can help achieve broad liveability more quickly, more inclusively and more sustainably.*

Ethan Kent, Executive Director of PlacemakingX





PART ONE:

About the Arts & Culture Plan

The aim of the Arts & Culture Plan is to facilitate an even more liveable and loveable Hedland for locals and tourists alike to live, work, play and experience.

The plan will be guided by a strong understanding of local drivers, community consultation, guiding principles and most importantly, a willingness to work together.



Outcomes are intended to:

- Bring to life the identity, goals and vision to enable an even more liveable and loveable Hedland
- Direct staff to lead, support, collaborate and facilitate local initiatives
- Seek continuous improvement through regular community feedback, conversations and updates
- Continue creating an awesome Hedland to showcase across Western Australia (and beyond)

The key services and disciplines supported in the Arts & Culture Plan are included in figure 1.

Relationship with the Town's *Strategic Community Plan 2022-32*

Vision Statement: Together, we create a thriving, resilient and inclusive future for our diverse community.

Development of the Arts & Culture Plan builds on the foundations and guiding principles established throughout the SCP and other informing documents.



Figure 1: Arts & Culture Key Services and Programming

Our Arts & Culture Plan Journey

15 Internal Strategies

6 External Strategies

200+
Arts & Culture
actions to review



37 stakeholder meetings

42 workshop participants
(over two days)

22 stakeholder
organisations involved in
consultation

Step 1: Jan - Feb 23 Review all Council & External informing strategies. Preliminary stakeholder engagement & audience analysis of arts, culture and events

Stage 2: March - April 23 Workshop Draft Vision & Goals with Elected Members

Stage 3: May - July 23 Wide Stakeholder Engagement to refine vision, direction and key actions



Stage 4: July 23 Assessing and prioritising feedback, drafting the action list and reviewing with stakeholders



Stage 5: Aug 23 Presenting plan for final Council adoption. Start doing!

PART TWO: CONTEXTUAL ANALYSIS

How Hedland Engages with the Arts

The Town's Arts & Culture team has completed a comprehensive analysis of relevant engagement material, existing strategies, industry guiding documents and preliminary conversations with local stakeholders.

The key statistics below offers a snapshot of how the Hedland community engaged with events, arts and culture throughout the 2022/23 Financial Year and provides benchmarking for future review.

Approx **100,000** interactions with the Arts in Hedland throughout 22/23 FY

EVENTS

- Approx **25,000 people** attended ToPH Events
- **17 events organised**
- **12 Additional Events** supported by ToPH
- **77% positive rating** (Markyt Community Scorecard)

LIBRARY

- **40,000 people** visited the library
- **3,000 active memberships**
- **276 outreach programs** organised across the Town with **4800 attendees**
- **10,200 e-loans**

MATT DANN

- **10,500 total people** attended the Matt Dann
- **8 Live Theatre Touring Shows** and **1,055 attendees**
- **123 Movies** and **7,300 attendees**
- **7 Community Theatre shows** (inc dance schools) and **1,700 attendees**
- **2 schools shows** and **685 attendees**

PUBLIC ART

- **1 Street Art Festival** and **14 murals** completed
- **3 additional Public Art projects** completed

COURTHOUSE GALLERY

- **6 Exhibitions with approx 4,000 people** visiting the gallery displays
- **Approx 180 programs and events**, which engaged with an additional **20,000 people** throughout the year in the West End



Connecting with other Strategies & Supporting Documents

The Town has completed a review of key internal and external informing Arts & Culture strategies relating to cultural policies, action plans and culturally-related infrastructure / capital works.

Internal Strategies

- Strategic Community Plan 2022-32
- Community Development Plan 2022-25
- Economic Development & Tourism Strategy 2022
- Community Safety Plan (2020)
- Library Strategy 2021-25
- Youth Development Plan 2022-25
- South Hedland Place Plan (2021)
- Draft Aboriginal Partnership Plan (2023)
- Arts & Culture Strategy 2019-22
- Public Art Strategy
- Local Planning Policy 4: Percent for Public Art
- Public Art for Selected Projects (2021)
- Long-Term Financial Plan 2022-37
- Hedland Arts & Culture Precinct - Engagement Summary (2021)
- Access and Inclusion Plan 2023-26

External Strategies

- Spoilbank Marina Masterplan (Pilbara Ports Authority)
- Spoilbank Marina Place Plan (Pilbara Ports Authority)
- Spoilbank Marina Public Art (Pilbara Development Commission & Pilbara Ports Authority)
- FORM 2022 Annual Report
- Junction Co 2022 Annual Report
- Pilbara Cities Report (Pilbara Development Commission, 2014)

Community Consultation Documents

- 2022 Culture Counts Post-Event Survey Analysis
- 2022 Community Perception Survey
- Strategic Community Plan 2022-32 Community Engagement Summary Report (2021)
- South Hedland Place Plan Engagement Results (2021)

Regional Arts & Culture Information Documents

- Making Space for Culture (World Cities Culture Forum, 2020)
- Arts & Culture Economic Recovery Plan: Response to the Western Australian Government's Recovery Framework (WA Chamber of Arts & Culture, 2020)
- Creativity at the Crossroads? The Creative Industries in WA (Curtin University, 2021)
- Looking in our own Backyard: The Search for Audiences (CircuitWest, 2021)
- WA Regional Entertainment & Performing Arts Centre Review (2022)





*You can't use up creativity.
The more you use, the more you have.*

- Maya Angelou



Informing Strategies Review

Below is a summary of the key findings that informed the community consultation process and final Arts & Culture vision, goals and action table. A more detailed strategic review is included in Appendix 1.

KEY FINDINGS & OUTCOMES:

ToPH Arts & Culture Plan 2019-22

- Sports & Arts Precinct Masterplan completed
- Working more closely with a diverse range of cultural stakeholders. Including the employment of Aboriginal Engagement Officers to manage key relationships
- Stronger understanding of audience engagement and importance of the Arts within the Hedland community
- More on-going creative workshops and programs for young people, including partnerships with local organisations
- Increased support for local groups and town teams to participate and organise community events

Internal & External Strategies

- Community enthusiasm for Arts & Culture in Hedland
- Future investment in cultural facilities and public art
- Strong interest to listen and share local stories in creative ways
- Desire for capacity building and your development in creative industries
- Development of local tourism opportunities
- Increased engagement with diverse interest and cultural groups
- Stronger communications to share success stories
- Developing process and protocols to appropriately manage cultural information and history

Future Opportunities

- Forward planning for positive and healthy activation of future public spaces and infrastructure (i.e. Spoilbank Marina)
- Supporting the development and future growth of diverse cultures through community engagement and more active participation
- Working with partners to develop future career pathways in the creative industries
- Enabling an even more vibrant culture of live music and performing arts

PART THREE:

Community Consultation

Understanding community expectations through consultation is a key component of the Arts & Culture Plan, and is always a continual process of improvement and adaptability. Due to a high level of previous engagement already completed through recently adopted plans, including the Strategic Community Plan, Community Development Plan and Youth Development, the focus of consultation targeted key arts and culture users and stakeholders to refine a future direction and priority outcomes. The engagement was broken down into three phases:

1. Working with Council to draft a preliminary direction and Arts & Culture vision.
2. One-on-one discussions with 37 key stakeholder groups to test and refine the direction and goals, develop new ideas and better understand the Town's role in enabling more people to participate.
3. Stakeholder and staff workshops to finalise a vision statement, goals and prioritise all ideas and actions.

Consultation outcomes are summarised in this section. More detailed information is provided in Appendix 2 and 3.



True placemaking is not just about the creation of places where we want to go and spend our time. It's about creating communities that have a greater capacity to self-organise – to pilot their own destinies, to express outrage, solidarity or celebration, to exchange and innovate and incubate new ideas.

Fred Kent, Founder Project for Public Spaces

Vision & Goals Stakeholder Feedback

Two workshops were undertaken with a diverse range of stakeholders and Town of Port Hedland staff from various departments in July 2023. The first part of the workshop included three key questions to better understand how 'liveable and loveable' can best help bring Hedland to life through Arts & Culture:

Key Findings:

WHAT DOES LIVEABLE AND LOVEABLE MEAN IN HEDLAND?

- TOGETHER is important
- LOVABLE is the drive and town pride
- Connection to family – make town more livable
- Liveable – places to meet and find connections
- Loveable – connections/relationships/ community spirit/pride

HOW DO WE BRING LIVEABLE AND LOVEABLE TO LIFE?

- Community Engagement – use groups to capture needs and wants
- Presence in community in broad sense for conversation
- Actively work with multicultural groups
- Form a multicultural group/association
- Micro activities that small investment/ high impact
- Leverage existing assets and opportunities in Hedland
- Consistent activation year-round
- Promote Hedland as a destination
- Better connection to place and country

Key Community Challenges to bringing liveable and loveable to life

- **Who is it liveable for?**
 - Currently large gap between low income and high earning families
 - Hedland has lots of minority groups and arts and culture needs to acknowledge and be more inclusive of our diverse needs
 - Seniors need to be valued as a group
 - Target of town events to a broader audience
-
- **Young People have negative perception**
 - Allow young people to participate more in Arts & Culture to change the narrative
 - Genuine community relationships
 - Highlighting strength in young people
-
- **Recognising visitors are a big part of livability**
 - Is there enough effort for our visitors?
 - Include VISITORS in VISION
 - Where to go and what to do – GUIDES
-
- **Spaces that encourage vibrancy include welcome statements, art, trees**
 - Creative spaces that are safe and comfortable & accessible
 - Lack of social events
 - Lack of access



Key Stakeholder Priorities

Quick Win Projects

- Increase inclusion of arts and culture by better understand existing barriers that restrict participation
- Develop formal protocols and processes to ensure traditional owners history and culture are appropriately managed
- Enhancing partnerships and trust to develop and celebrate local storytelling through the arts
- Increased LG collaboration to create a stronger North West touring circuit to promote more live music and shows
- Increased business partnerships and activation throughout the year

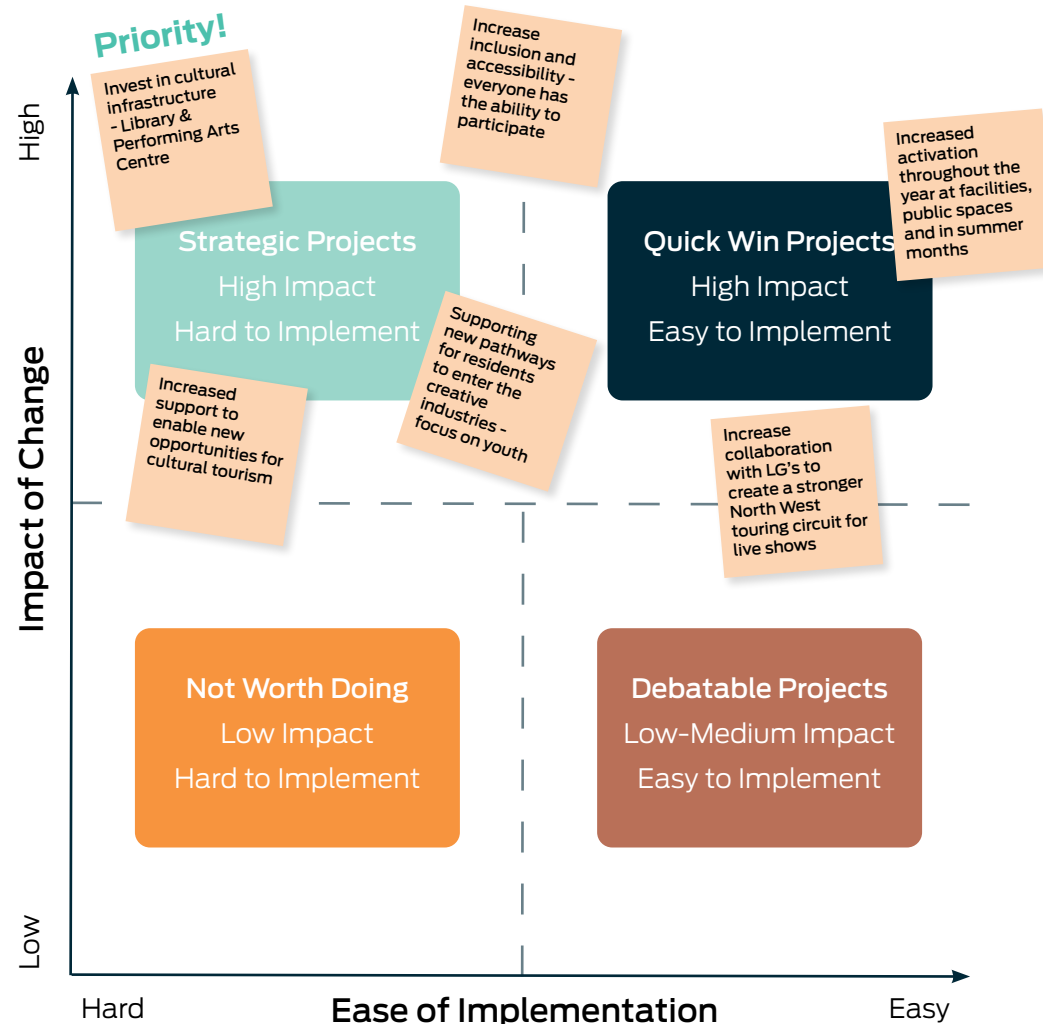
Strategic Projects

- Better engagement with our diverse community to enhance the design of future cultural infrastructure
- Create and/or support new creative pathways for residents, with a focus on young people
- Dedicated creative spaces for workshops, makers, etc in South Hedland
- Increased support to enhance cultural tourism

Putting our stakeholders to work:

During our workshop series, participants worked together and used the 'Max Ease & Max Impact' diagram shown on the right to discuss and prioritise quick win and longer-term strategic projects.

A more detailed breakdown of the workshops results is included in Appendix 3.



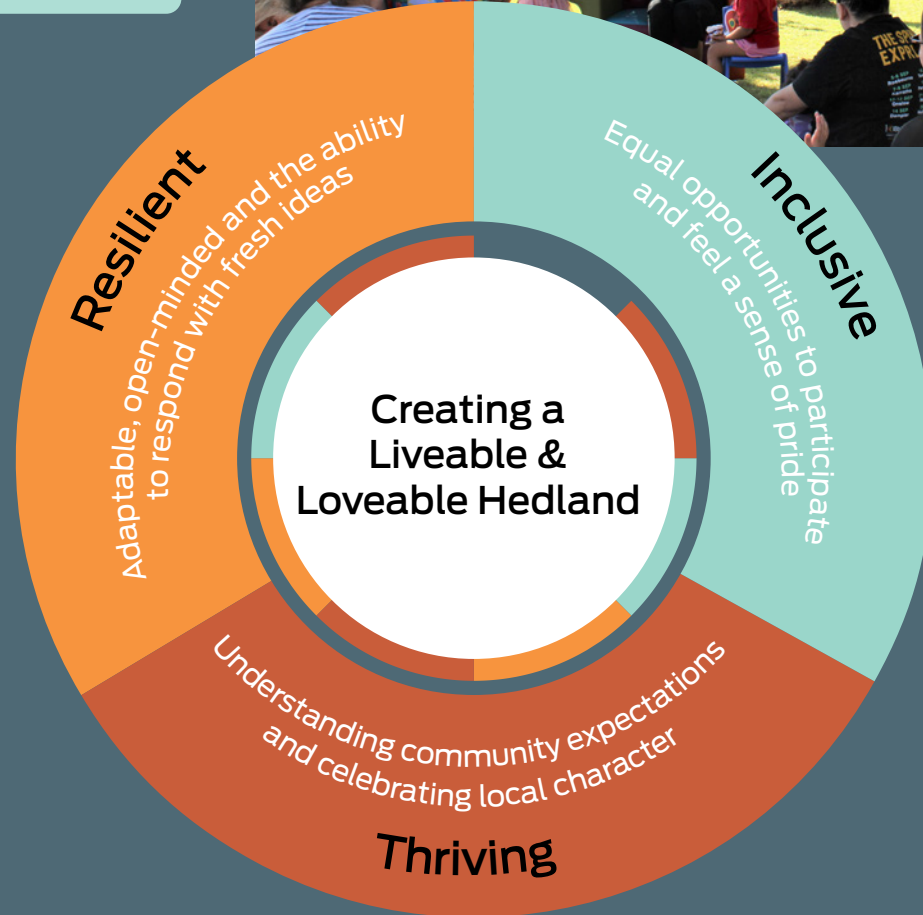
PART THREE:

Vision and Actions

Vision Statement

Together, we create an even more liveable and loveable Hedland for our diverse and creative community and visitors.

Arts & Culture is a key ingredient to ensuring a **thriving** future people feel connected to through **resilience** and **inclusion**.



Our Goals

In alignment with our *Strategic Community Plan 2022-32*, 'Our Goals' and 'Our Roles' are broad statements of intent that direct our efforts towards to accomplishing our vision. The following goals have been developed in consultation with key stakeholders and a strong understanding of Hedland's diverse culture. Moving forward, we strive to continue listening, adapting and building on the local character of our growing community.

1. Arts & Culture is for Everyone

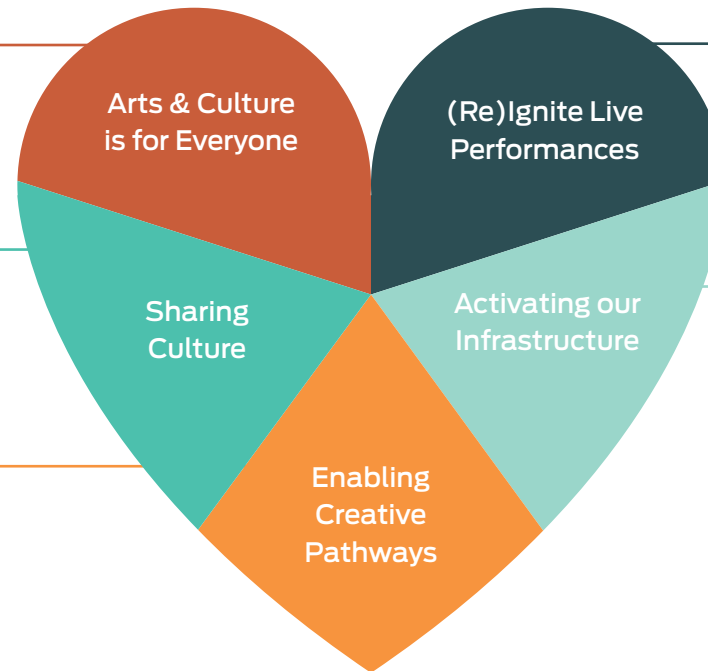
Removing barriers and creating more inclusive opportunities for everyone to engage, connect and participate in the Arts.

2. Sharing Culture

Developing the cultural competency of our diverse community and celebrating local arts, storytelling and history.

3. Enabling Creative Pathways

Education and training that provides new opportunities and inspiration to enable creative pathways, with a focus on young people.



4. (Re)Ignite Live Performances

Working in stronger partnership with regional Local Government's to remove barriers for touring musicians and other performers and developing more homegrown talent.

5. Activating our Infrastructure

Increased forward planning to make the most of our high-quality public spaces and community infrastructure.

Our Roles:

The Town recognises that it is a significant stakeholder with capacity to positively contribute and influence Hedland's future. Six possible roles that it can play, include:

- 1. Advocate:** the Town acts as the leadership voice for the Hedland community, promoting community aspirations and needs to appropriate government agencies and industry/business stakeholders
- 2. Facilitator:** the Town 'open doors' to enable community priorities to happen
- 3. Provider:** the Town delivers a range of services and facilities to meet community interests and needs

- 4. Funder:** the Town funds strategic initiatives, including local groups to further the aspirations of the community
- 5. Partner:** the Town forms strategic alliances and collaborative partnerships to further Hedland community aspirations, needs and priorities
- 6. Regulator:** the Town has legal responsibilities to ensure high community standards in relation to building, health and security issues.

ACTION LIST:

Goal 1: Arts & Culture is for Everyone

Strategic Objectives	Key Initiatives	The Town's Role	Informing Strategy	Timeline
1.1 Enabling everyone to have the opportunity to actively participate and organise Events, Arts & Culture activities	1.1.1 Employ an Activation Supervisor to support external groups to plan events and help bring public spaces to life	<i>Facilitator</i>	Workforce Plan	Year 1
	1.1.2 Encourage collaboration between Courthouse Gallery and Spinifex Hill Studios to increase cross-promotion and working together to facilitate programming and events	<i>Facilitate</i>	NEW	Year 1+
	1.1.3 Establish an Arts & Culture Working Group to continue building relationships, promote collaboration and review key initiatives in the Arts & Culture Plan	<i>Partner, Provider</i>	Community Strategic Plan 22-28	Year 1+
	1.1.4 Review existing event application process with the intent of creating a more efficient and safe process for community groups and external organisations to host events	<i>Facilitator</i>	South Hedland Place Plan	Year 3
1.2 Events, Arts & Culture is accessible for all residents and visitors in the Town	1.2.1 Work with the visitors centre, local businesses and art galleries to support increased promotion of local artworks, crafts and products	<i>Facilitator</i>	Pilbara Creative & Cultural Strategy (PDC)	Ongoing
	1.2.2 Undertake an accessibility and audience engagement study of the Matt Dann Theatre and Cinema. Use the results to develop a Matt Dann Action Plan to create a more welcoming and accessible venue and diverse program of shows	<i>Partner, Provider</i>	Community Strategic Plan 22-32	Year 2
	1.2.3 Review Fees and Charges and venue hire fees for community groups. Create a plan to ensure fees are accessible and do not create unnecessary barriers	<i>Partner</i>	NEW	Year 2
	1.2.4 Develop a Social Impact Framework to ensure outcomes are meeting community expectations and aim of enhancing Hedland's 'Loveability'	<i>Provider</i>	Arts & Culture Plan 19-22	Year 3

Potential Outcomes



Improving Accessibility:
Providing free transport to events and live shows



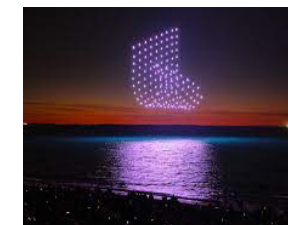
New Community Events:
An easier process to create vibrant and safe community events

ACTION LIST:

Goal 2: Sharing Culture

Strategic Objectives	Key Initiatives	The Town's Role	Informing Strategy	Timeline
2.1 Managing & Promoting Local History & Culture	2.1.1 Undertake a preservation needs assessment of the Town's local history collection's and use the outcome to manage and prioritise future historical and cultural information	<i>Provider</i>	Library Strategy 2021-25	Year 1
	2.1.2 Create local history displays and share across the Town's facilities	<i>Provider</i>	Library Strategy 2021-25	Year 2-5
	2.1.3 Establish formal protocols, processes and training to ensure traditional owners history and cultural information are appropriately managed	<i>Partner, Provider</i>	Draft Aboriginal Partnership Plan	Year 3
	2.1.4 Establish a process for the future growth and display of the Town's Art Collection	<i>Provider</i>	NEW	Year 3
2.2 Celebrate Hedland's Diverse Cultures	2.2.1 Support to establish a Multi-Cultural Working Group to increase engagement and diversity at future events	<i>Partner, Facilitator</i>	Community Development Plan 2022-27	Year 1
	2.2.2 Review existing annual events calendar to ensure all events are culturally appropriate and inclusive for our diverse population	<i>Provider, Facilitator</i>	Draft Aboriginal Partnership Plan	Ongoing
	2.2.3 Review the engagement process of Reconciliation and NAIDOC activities with the intent of increasing collaboration and developing an improved schedule of events	<i>Partner, Facilitator</i>	Draft Aboriginal Partnership Plan	Year 2
	2.2.4 Work with local partners to investigate a major event and/or arts based tourism project in the Pilbara	<i>Partner, Facilitator</i>	Pilbara Creative & Cultural Strategy (PDC)	Year 4-5
2.3 Future Proofing Arts & Culture	2.3.1 Review Courthouse Gallery services and operations and benchmark against other regional galleries to ensure continuous improvement	<i>Provider</i>	NEW	Year 1
	2.3.2 Design and construct a new Performing Arts Centre	<i>Provider</i>	Long-Term Financial Plan 2022-37	Year 2-5
	2.3.3 Design a new Library and ensure the facility incorporates best practise requirements regarding technology and future usage	<i>Provider</i>	Library Strategy 2021-25	Year 2-5
	2.3.4 Promote Hedland's Arts & Culture initiatives through the adoption of a Place Brand	<i>Partner, Funder</i>	Economic Development & Tourism Plan	Year 3

Potential Outcomes



Celebrating Local Storytelling:

Drone show showcasing site specific knowledge



Events that showcase Hedland's diverse population:

Incorporating diversity in existing and new events

ACTION LIST:

Goal 3: Enabling Creative Pathways

Strategic Objectives	Key Initiatives	The Town's Role	Informing Strategy	Timeline
3.1 Youth Creative Pathways	3.1.1 Engage the Hedland Youth Advisory Council to review the Town's annual events calendar with the intent of improving engagement and events for young people	<i>Facilitator</i>	Youth Development Plan 2022-25	Ongoing
	3.1.2 Work with local arts organisations to review and enhance annual youth programs aimed at creative learning and cultural understanding	<i>Advocate, Facilitator</i>	Youth Development Plan 2022-25	Year 2
	3.1.3 Mentoring and support to establish annual youth-led events and activation (i.e. youth markets, movie nights, etc)	<i>Partner, Facilitator</i>	Youth Development Plan 2022-25	Year 3
	3.1.4 Invest in a long-term youth music capacity building program aimed at creating new artistic works, establishing a local music development organisation and a dedicated space with equipment for ongoing rehearsals and training	<i>Provider</i>	Youth Development Plan 2022-25	Year 4-5
3.2 Creative Pathways for Everyone	3.2.1 Advocate and support new traineeships to facilitate future creative pathways	<i>Advocate, Facilitate</i>	Youth Development Plan 2022-25	Ongoing
	3.2.2 Work with local arts organisations to establish a process that provides capacity building and improved skills development for local artists to professionally tender for future public art projects	<i>Partner, Facilitate</i>	Strategic Community Plan 2022-32	Year 2
	3.2.3 Provide support for local arts organisations to increase annual programming of cultural and creative workshops in South Hedland	<i>Partner, Facilitate</i>	Pilbara Creative & Cultural Strategy (PDC)	Year 2
	3.2.4 Work with local partners to investigate a new creative space in South Hedland for workshops, training and makers to come together	<i>Partner, Provider</i>	NEW	Year 4-5

Potential Outcomes



Youth Recording Studio:

A dedicated space for young people to learn production, podcast skills, etc



Technical Production Traineeships:

Partnering with tertiary institutions to implement formal traineeships

ACTION LIST:

Goal 4: (Re)Ignite Live Performances

Strategic Objectives	Key Initiatives	The Town's Role	Informing Strategy	Timeline
4.1 Bringing more live music and performing arts to Hedland	4.1.1 Annual review of Odyssea and Loco Lounge for continuous improvement and future growth of major live music and performing arts	<i>Facilitator, Partner</i>	NEW	Ongoing
	4.1.2 Collaborate with other regional LG's and venues to (re)establish a stronger North West live music and performing arts touring circuit	<i>Partner, Advocate</i>	NEW	Year 2
	4.1.3 Create an annual schedule of intimate live music gigs in spaces and venues across Hedland	<i>Provider</i>	NEW	Year 2
4.2 Increased Home Grown Talent & Live Music Gigs	4.2.1 Work with touring theatre and/or dance groups to promote creative engagement workshops and build the capacity of local organisations	<i>Partner, Facilitator</i>	NEW	Ongoing
	4.2.2 Trial a program of local busking musicians in the South Hedland Town Centre and evaluate for ongoing activation	<i>Provider</i>	South Hedland Place Plan	Year 2
	4.2.3 Establish an annual residency program for professional musicians to mentor emerging local artists and create new pieces of work	<i>Partner</i>	NEW	Year 3
	4.2.4 Establish a capacity building program to enable more Multi-Cultural performances at local events	<i>Partner, Facilitator</i>	NEW	Year 3
	4.2.5 Create a simple guide to hosting music gigs and work with local businesses and community organisations to create their own events	<i>Partner, Facilitator</i>	NEW	Year 3
	4.2.6 Planning to increase accessibility of live shows in accordance with Access and Inclusion Plan	<i>Provider</i>	Access and Inclusion Plan 2023-26	Year 3

Potential Outcomes



Intimate Gigs:
Live Music Activations in intimate and hidden spaces



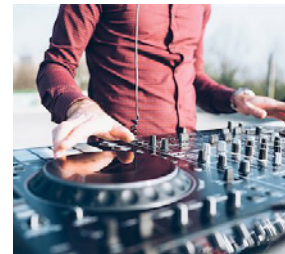
Music Residency Programs:
Supporting existing musicians to learn from professionals and create new performances

ACTION LIST:

Goal 5: Activating our Infrastructure

Strategic Objectives	Key Initiatives	The Town's Role	Informing Strategy	Timeline
5.1 Activating Existing Infrastructure	5.1.1 Develop a new and improved booking system for hiring spaces	<i>Provider</i>	NEW	Year 2
	5.1.2 Create a South Hedland Town Centre Working Group of local businesses and organisations to establish a program of regular arts and activation in the Town Centre and surrounding venues	<i>Partner, Provider</i>	South Hedland Place Plan	Year 2
	5.1.3 Investigate future opportunities to host a National Skateboarding event at the South Hedland Skate Park	<i>Provider, Partner</i>	NEW	Year 4
5.2 Future Infrastructure	5.2.1 Develop a Public Art Master Plan and review process for approving public art to align with future development sites	<i>Provider</i>	Long-Term Financial Plan 2022-37	Year 2
	5.2.2 Work with local partners to develop a Spoilbank Marina Placemaking Plan to program regular events and activation with local organisations	<i>Partner, Provider</i>	Spoilbank Marina Masterplan (PPA)	Year 2
	5.2.3 Increased collaboration with diverse stakeholders during the engagement phase of the new Performing Arts Centre	<i>Facilitator</i>	Community Strategic Plan 2022-32	Year 2-3

Potential Outcomes



DJ at JD:
Regular DJ performing at SLAM and other council programs



National Skate Competition:
Supporting a national skate competition at the South Hedland Skate Park

PART 4:

Measuring our Success

To ensure consistency across the Town's Strategic Plans, an **Annual Implementation Plan** will be developed by the Events, Arts & Culture Team with the intent of continuous improvement and reporting on the 'Key Initiatives'.

In addition, a **Social Impact Framework** will also be created in Year 2 to benchmark on how the community continues to engage with the Arts through Town services and facilities, and to better understand our impact in developing 'Loveability' through resilience, inclusion and authenticity.

In 2026, in alignment with review of the Community Development Plan, a comprehensive **Review** will be undertaken with the assistance of an external evaluator. This review will be a critical resource in the formulation of the 2028-33 Arts & Culture Plan.

