



City of Cockburn
CULTURAL STRATEGY
(Art, Culture, Heritage & Events)
2016–2020



Table of Contents

	Page
1. EXECUTIVE SUMMARY	1
2. INTRODUCTION	2
3. DEFINITIONS	3
3.1 CULTURE	3
3.2 LOCAL CULTURAL IDENTITY	3
3.3 CULTURAL DEVELOPMENT	3
3.4 FESTIVALS AND EVENTS	3
4. MISSION	3
5. LINKS TO THE STRATEGIC COMMUNITY PLAN 2016 – 2026	4
6. VISION	4
7. OBJECTIVES	5
8. SUMMARY OF COMMUNITY CONSULTATION	6
9. REFERENCE INFORMATION	7
10. RESOURCING THE PLAN	7
11. PERFORMANCE MEASURES	8
12. REPORTING FORMAT	8
13. ACTION PLAN	8
14. APPENDIX ONE - CULTURAL STRATEGY 2016-17 ACTIONS	10
15. APPENDIX TWO - CULTURAL STRATEGY 2017-18 ACTIONS	12
16. APPENDIX THREE - CULTURAL STRATEGY 2018-19 ACTIONS	13
17. APPENDIX FOUR - CULTURAL STRATEGY 2019-20 ACTIONS	15

1. EXECUTIVE SUMMARY

The purpose of this document is to outline the vision for art, culture, heritage and events within the City of Cockburn, and to clarify the key themes the City must focus on if it is to meet the expectations of the community in building a vibrant city which truly embraces and celebrates art, culture, heritage and events.

This strategy replaces the Public Art Strategy 2009 and the Events Strategy 2014-2019 Culture (art, heritage and events). This plan cannot stand alone; rather, arts, culture, heritage and events permeate the City and this strategy is shared across business units within the organisation.

The process for scoping and developing this strategy included a best practice review by Catalyse (Art, Culture and Heritage Strategic Plan, Best Practice Review, 27 August 2015), stakeholder mapping, internal and external stakeholder workshops.

The areas of art, culture, heritage and events were broken down into two projects. Arts, culture, heritage being one and an event review being the other although both are inextricably linked.

An analysis of the current situation was undertaken to identify opportunities, weaknesses, strengths and threats.

Key themes that emerged were for the City to have a leadership role in this field and to be the catalyst for collaboration. There was an overwhelming desire for an art, culture and heritage hub – a space that has the ability to attract international standard activity, while at the same providing a vibrant home for local artists to practice and hone their craft. Education would be an important component of this hub. The creation of a mixed use facility ensures sustainability. The strong desire for such a hub also emerged in consultation for the Community Sport and Recreation Facilities Plan.

The review of the city-wide event program considered the style of each event, target markets, objectives, key requirements and potential new events, as well as internal processes to ensure the most effective use of available resources, skills and experience. This strategy covers civic events, community events including those run by the City and those run by external organisations (for profit and not-for-profit). It does not cover workshops or regular programs run by the Youth Centre, Libraries or the Seniors Centre.

Six key strategies came out of the research and consultation.

1. Ensure culture is integrated in to all planning
2. Value local heritage
3. Facilitate creative communities
4. Provide creative places
5. Develop and facilitate creative services
6. Support creative industries

2. INTRODUCTION

This strategy replaces the City's Public Art Strategy 2009 and the Events Strategy 2014-2019. The two are combined as there are strong synergies between both areas, and as part of the overall plan to consolidate numerous strategies.

The City has achieved the goals set out in the Public Art Strategy. This included developing a collection of distinct and diverse public artworks, which the City has achieved. In regard to achieving an integrated approach to public art, the City now has a Percentage for Art Policy whereby developers must provide money for art when the value of the development is in excess of \$1M. This has provided a significant number of artworks. Planning, Community Services, Community Development and Parks and Environment teams all work closely with the Culture and Events Service Unit on the provision of a wide range of art projects across the City. The City has increased awareness of its public art through its ongoing annual art exhibition, featuring art on its website and securing media stories and social media engagement as and when new artworks are installed.

There has also been significant progress with the Event Strategy. To ensure that City-run events align with City policies and strategies, which range from promoting public transport options to ensuring that a Welcome to Country or Acknowledgement of Country is included at big events or civic events; that healthy food options are available at all events and those events are made as accessible as possible.

The City continues to run a large program of free community events throughout the year and have a range of incentives and support programs to assist the community to run their own events and has made strong inroads in to running more sustainable events and will continue to improve in this area particularly in the area of waste reduction. As the Event Strategy had not run its course, some of the actions in this plan, which mainly relate to developing events to encourage economic activity, have carried over.

A focus on culture has the ability to generate a positive image of a place, to enhance the life and social well-being of residents and to generate wealth and employment.

During community consultation, the primary request was for a cultural hub to be developed, so provision is made in this plan for a feasibility study to determine what this hub would be and where it could be located, subject to the study identifying key requirements associated with such a facility, including funding sources from both Council and external funding sources.

The Community, Sport and Recreation Facilities Plan (2016-2026) will include infrastructure requirements for Arts, Culture and Heritage matters identified in this strategy.

This new strategy will build on the work that the City has already done using practical and achievable actions that can be measured.

3. DEFINITIONS

3.1 Culture

Culture is the set of distinctive spiritual, material, intellectual and emotional features of a society or a social group that encompass not only art and literature, but lifestyles, ways of living together, value systems, traditions and beliefs. (UNESCO) The term culture signifies how people express their attitudes and beliefs and interact with their natural and physical environment. It is a collective sense of meaning, determining values that develop a community's way of life.

3.2 Local Cultural Identity

Local Cultural Identity relates to a feeling of identity in relation to a particular group, sense of belonging or connectedness to a community.

3.3 Cultural Development

Cultural Development is defined as the enhancement of opportunities for people to participate in the cultural life of their communities by supporting local cultural initiatives.

3.4 Festivals and Events

Festivals and events bring people together and help to define a sense of place, enhance a feeling of pride in the community and can foster health and wellbeing. Within the City of Cockburn the diversity of events is a reflection of the various "communities of interest". The beneficiaries are locals and visitors alike. Businesses too can experience increases in patronage as an influx of people rally in the community. An "event" is a single activity with an outcome. A "festival" is a group of related activities that are united under a single entity.

4. MISSION

The City's mission is to make the City of Cockburn the most attractive place to live, work, visit and invest in, within the Perth metropolitan area.

This strategy helps to achieve this mission because its objectives are for the community to have a great sense of connection through participation in cultural activities. Festivals and events also bring people together; they help to define a sense of place, enhance a feeling of pride in the community and can foster health and wellbeing.

5. LINKS TO THE STRATEGIC COMMUNITY PLAN 2016 – 2026

The City of Cockburn recognises the importance and benefits of having a city which embraces art, culture and heritage. The Strategic Community Plan 2016-2026 outlines three strategic themes that necessitate a plan focusing on art, culture, heritage and events in Cockburn:

Community, Lifestyle and Security

- Provide residents with a range of high quality programs and services.
- Provide community facilities and infrastructure in a planned and sustainable manner.
- Provide safe places and activities for residents and visitors to relax and socialise.
- Create and maintain recreational, social and sports facilities and regional open space.

Economic, Social and Environmental Responsibility

- Create opportunities for business and industry to establish and thrive.
- Increase local employment and career opportunities across a range of different employment areas.
- Improve the appearance of streetscapes, especially with trees suitable for shade.
- Continue to recognise and celebrate the significance of cultural, social and built heritage including local indigenous and multicultural groups.

Leading & Listening

- Ensure long term financial management and deliver value for money.
- Listen to and engage with our residents, business community and ratepayers with greater use of social media.
- Strengthen our regional collaboration to achieve sustainable economic outcomes. Ensure advocacy for funding and promote a unified position on regional strategic projects.

Key related City Strategies include:

- The City's Reconciliation Action Plan (includes Cultural matters relating to Aboriginal and Torres Strait Islander Community members)
- The City's Sustainability Strategy 2013-17
- The City's Disability Access and Inclusion Plan includes initiatives related to accessible events.
- The City's Communication Strategy and Action Plan

6. VISION

The City of Cockburn celebrates and values the spirit of the Cockburn community by providing opportunities to nurture, enhance and recognise the art, culture and heritage that exist in our community and will continue to recognise and celebrate the significance of cultural, social and built heritage including local indigenous and multicultural groups.

The City believes that a focus on culture has the ability to generate a positive image of a place, to enhance the life and social well-being of residents and to generate wealth and employment.

7. OBJECTIVES

The objectives are listed in the action plan and arise from the following three key aspirational statements.

- a. 2016/17 - The community has a great sense of connection through participation in cultural activities.
- b. 2018-2020 - The City truly understands the value of strong commitment to art, culture, heritage and events.
- c. 2018-2020 – It recognises local heritage, celebrates diversity and is energised about the future.

The following six strategies came out of the research and consultation:



8. SUMMARY OF COMMUNITY CONSULTATION

The City engaged with a range of stakeholders to develop this plan:



Survey & Workshops

Qualitative and quantitative community event research (Catalyse) was used.

180 stakeholders with an interest in arts, culture or heritage were identified. The list contained a diverse range of artists, musicians, dancers, performers, designers, theatre, heritage and cultural groups from across the City of Cockburn and surrounding local government areas.

Stakeholders were contacted by email or mail and invited to participate in an online survey (July 2015). The survey was also promoted via the City of Cockburn's website, e-news and social media. The survey was open for three weeks and attracted responses from 65 stakeholders.

Individual sessions were held with:

- Youth Advisory Collective
- Aboriginal Reference Group

Community Workshop 11 August 2015:

Attendees included local artists, Phoenix Theatre, Artzplace, Friends of Woodman Point Quarantine station; Cockburn Community and Cultural Council; Historical Society of Cockburn; Spare Parts Puppet Theatre; Cockburn RSL; Hamilton Hill Community Association; Into the Mask theatre; Mayor Logan Howlett; Ozartworks; Leeming Area community bands.

Relevant feedback from Strategic Community Plan consultation – 2016-2026 was also used.

Key findings are:

- There is limited space for workshops and performing arts. This came out repeatedly and has recently been identified as a gap during consultation for the Community Sport and Recreation Facilities Strategic Plan.
- There is high satisfaction with festivals, events and cultural activities in the City of Cockburn among residents. Females, seniors and those with younger children tend to be happier. There is most room to improve perceptions among younger singles and couples, and families with older children.
- The value of art, culture and heritage in improving community wellbeing is widely recognised.
- Relative to other councils, the City's performance for festivals, events and cultural activities is above average.
- The community has moderate levels of awareness of City events.

Research from 2013 undertaken by Catalyse in regard to Events was also reviewed. This included testing the appetite for new events.

9. REFERENCE INFORMATION

A detailed best practice review was undertaken in August 2016. Catalyse reviewed a range of art, cultural and heritage policies, plans and trends at the federal, state and local level and reviewed past studies completed by the City of Cockburn. This is a comprehensive report which has underpinned development of this strategy and the associated action plan. It is an internal document and therefore not provided as part of this strategy.

Project 3 undertook an event review in March 2016. This resulted in an Event Program Recommendation and Report which has underpinned development of some key actions in this plan.

10. RESOURCING THE PLAN

Actions within this plan cross over several business units including Strategic Planning, Parks and Environment, Library Services, Executive Services, Community Development, Events and Culture. A significant number of actions are undertaken by the Events and Culture team, which comprises 3.68FTE. There are actions within this strategy that require additional human resources. Those resources are a Local History Librarian and Multicultural Officer. The Multicultural Officer position is included for 2017/18 in the City's Workforce Plan 2016/17-2021/22 under Community Development and Services which is the Business Unit which would manage the role. The Local History Librarian has been proposed by the Library Services Business Unit but not yet accepted to the Workforce Plan and will require support and prioritisation to be realised.

To complete the work detailed in the Action Plan and additional to the staffing resources required, small increases to operational funding are as follows:

Financial Year	Action	Estimated cost (at October 2016)
2017-18	Photograph and document comprehensively the City's art collection	\$15,000
2018-19	Develop an online art gallery of City-owned artworks	\$25,000
2019-20	Complete an initial Arts, Culture and Heritage HUB feasibility study, including identification and evaluation of potential sites, assessment of stakeholder needs, and vision creation	\$50,000
2019-20	Build an online resource centre for arts, culture and heritage providers	\$30,000
2019-20	Undertake research to inform new strategy including multi-cultural matters	\$30,000

The remaining actions will be able to be completed within existing resources with the assumption that normal annual budget processes continue and operational budgets will be provided with CPI or better growth. This is because many of the new actions are continuous improvement and take the place of prior or current actions within the Events and Culture Service Unit.

11. PERFORMANCE MEASURES

Measurement will be as detailed in the action plan as well as through community research. Participation will be one of the greatest indicators of success. Equal accessibility will be a driving force. The benefits that an investment in arts, culture, heritage and events bring to the community will be measured. The Community Scorecard surveys the level of satisfaction with festivals, events and cultural activities across all demographics, as well as the level of satisfaction with how people feel that local history and heritage is preserved and promoted.

12. REPORTING FORMAT

Reporting of achievements in this strategy will be via reporting in the Annual Report and internal quarterly reports.

13. ACTION PLAN

Ongoing Actions

In addition to the specific actions detailed below, the City undertakes a range of activities on an ongoing basis. These include:

- Managing the City's public art collection (external and internal) to ensure that the collection is relevant and economically viable;

- Ensuring that interpretive signage is considered when master planning is undertaken in areas that have cultural value;
- Reviewing the annual event program relating to policy SC34; continuing to run a program of Civic events;
- Fostering relationships with culturally relevant organisations to enrich the City's cultural diversity;
- Ongoing identification of historical events and culturally significant sites and properties for historical preservation purposes and to inform relevant State Government bodies; Identifying opportunities and planning for heritage tourism;
- Holding training and event workshops for external groups to increase capacity and for internal staff to ensure a safe and consistent approach to events. Educating staff on culture and event related policies;
- Continuing to place high value on and maintaining and promoting the City's natural areas including the unique coast and wetlands in line with the City's actions in the natural area management strategy.
- Promoting inclusivity by encouraging City services, community groups and sporting clubs to participate at relevant city events; Identifying ways to increase community participation in arts, culture and heritage (City and non- City events) activities;
- Increasing the number of sustainable suppliers at City events and continuing to reduce the amount of waste at events;
- Determining ways to use City events to increase awareness, understanding and respect for different cultures past and present in Cockburn. Ensuring that the Aboriginal and Cultural Reference Groups are used as a key source of reference and consultation within the City of Cockburn.

14. APPENDIX ONE - CULTURAL STRATEGY 2016-17 ACTIONS

Actions	Leaders	Strategic Priority	Budget	Measures of Success
14.1 Define KPIs that effectively measure benefits and value delivered from investment in arts, culture and heritage by the City and developers.	Planning and Development; Finance and Corporate Services, Cultural Development Coordinator	Integrated Planning	Existing	KPIs are developed
14.2 Develop a brief for the digitisation of local history that can be readily updated and sourced and source information.	Manager Libraries; Cultural Development Coordinator; Local History Librarian; Museum Officer	Local Heritage	Existing library budget	A brief is Developed
14.3 Develop a central register/map of art, culture and heritage providers within the City and a strategy for its ongoing maintenance and promotion.	Cultural Development Coordinator; Local History Librarian*	Creative Communities	Existing IS Budget	A central register/map of art, culture and heritage provides and ongoing strategy
14.4 Review the City's cultural grant program.	Cultural Development Coordinator	Creative Communities	Existing	Grant program is reviewed
14.5 Locate artworks, undertake audit and make recommendation for retention, storage and disposal; as well as update asset register.	Cultural Development Coordinator	Creative Places	Existing	Audit, recommendation for retention, storage and disposal is completed. Asset register is updated
14.6 Review aspects of the Grants and Donations program to encourage take up of grants and sponsorship to assist with the running of community-run events.	Community Development Coordinator/Grants and Research Officer	Creative Services	Existing	Grants and donations program reviewed
14.7 Investigate and scope the cost to undertake two new events in 2017/18: <ul style="list-style-type: none"> • "Urban Adventure Challenge" • "Cockburn Lights" 	Events and Cultural Coordinator	Creative Industries	Existing	Detailed concepts are completed

Actions	Leaders	Strategic Priority	Budget	Measures of Success
14.8 Develop policy relating to use of public open spaces and associated venue hire for major events within Cockburn Central West.	Recreation Services; Events Team	Creative Places	Existing	Policy is developed
14.9 Investigate, develop and implement a flexible (open anytime) community event grants model.	Community Development	Creative Communities	Existing	Community event grants model is developed
14.10 Develop a range of 'off the shelf' event templates that communities can use to run events at local parks including but not limited to: <ul style="list-style-type: none"> • Outdoor Movie Nights • Pop up Cafes 	Community Development	Creative Communities	Existing	Event templates are developed
14.11 Consult with FORM about possible projects in Cockburn, including but not limited to Coolbellup Water Towers.	Cultural Development Coordinator	Creative Places	Existing	An outcome is determined

15. APPENDIX TWO - CULTURAL STRATEGY 2017-18 ACTIONS

Actions	Leaders	Strategic Priorities	Budget	Measures of Success
15.1 Photograph and document the art collection.	Cultural Development Coordinator	Creative Places	\$15,000	Art collection is photographed
15.2 Developing the mechanism to publish historic information in a digitised format.	Manager Libraries; Local History Librarian*	Local Heritage	Library Budget	Mechanism is developed
15.3 Undertake a feasibility study into the suitability of Cockburn venues for: a) attracting large events; b) attracting satellite events from events such as the Perth International Arts Festival, Perth Comedy Festival; Fringe	Events and Cultural Coordinator; Manager Corporate Communications	Creative Places	\$15,000	Feasibility study is undertaken
15.4 Conduct a valuation of the City's art collection for insurance purposes.	Cultural Development Coordinator	Creative Places	\$10,000	Valuation Is completed
15.5 Develop a Cockburn Heritage Park / Memorial Walk.	Manager Parks and Environment; Cultural Development Coordinator;	Local Heritage	\$230K (long term financial plan and budget)	Memorial Walk/Cockburn Heritage Park is developed
15.6 Develop guidelines with appropriate departments for hosting street parties, including looking at traffic management solutions. Stage 1- investigation.	Community Development; Events	Creative Communities	Existing	Opportunities identified
15.7 Identify opportunities to increase arts, culture and heritage activities in Cockburn Central.	Events Team; Community Development	Creative Places	Existing	Opportunities identified

16. APPENDIX THREE - CULTURAL STRATEGY 2018-19 ACTIONS

Action	Leaders	Strategic Priority	Budget	Measures of Success
16.1 Conduct a gap analysis of the City's offering and community needs, ensuring overlap is minimised and synergies and cooperation is achieved. This information will support a review of this plan and further planning for an Arts, Culture and Heritage Hub.	Cultural Development Coordinator	Creative Places	\$30,000	Gap analysis conducted
16.2 Review the need for and if relevant develop a project plan to create an online resources centre for arts, culture & heritage providers.	Events Team; Local History Librarian*	Creative Communities	Existing	Review undertaken
16.3 Develop an online art gallery of City-owned artworks.	Cultural Development Coordinator	Creative Places	Existing to \$25,000	Online gallery operating
16.4 Develop a streamlined approval process for applications for all internally and externally run events: <ul style="list-style-type: none"> • Process to document all potential considerations such as traffic management, signage, road closures. • A review of event specific purchasing procedures to ensure the process accommodates event specific requirements to ensure the ongoing development of innovative and current events. • Develop online ticketing or booking systems • Review external event application form • Review "Guide to Community Events" booklet 	Events Team ; Recreation Services Coordinator; Finance and Corporate Services; Community Development Coordinator; Environmental Health; Information Services	Creative Communities	Existing	Streamline approval process implemented

Action	Leaders	Strategic Priority	Budget	Measures of Success
16.5 Develop guidelines with appropriate departments for hosting street parties including looking at traffic management solutions. Stage 2- implementation.	Community Development; Events	Creative Communities	Existing	Stage two completed

17. APPENDIX FOUR - CULTURAL STRATEGY 2019-20 ACTIONS

Actions	Leaders	Strategic Priority	Budget	Measures of Success
17.1 Investigate and if appropriate commence the process to instigate a mutually beneficial 'country cousin' relationship with a regional Council.	Cultural Development Coordinator; Community Development	Creative Communities	Existing	Investigation is completed
17.2 Complete an initial Arts, Culture and Heritage HUB feasibility study, including identification and evaluation of potential sites, assessment of stakeholder needs, potential funding sources and vision creation. This will review the need for but not limited to workshop/wet spaces and a new performing arts space.	Manager Community Development and Services; Planning and Development; Cultural Development Coordinator; Recreation Services Coordinator; Community Engagement Officer	Creative Places	\$50,000	Feasibility study is completed
17.3 Participate in the project team for the design and construction of the Aboriginal Cultural Visitor Centre.	Manager, Corporate Communications Manager Community Development Aboriginal Community Development Officer	Creative Places	Existing Budget	Completion of Centre which reflects cross functional involvement
17.4 Build the online resource centre for arts, culture and heritage providers (subject to action in 18/19).	Cultural Development Coordinator; Local History Library (if included in the Workforce Plan)	Creative Communities	\$30,000	Online resource centre is built.
17.5 Evaluate the cost and benefits of adopting Agenda 21 for Culture (international standard), and provide a recommendation.	Event and Cultural Coordinator	Integrated Planning	Existing	Recommendation provided
17.6 Undertake research for the next version of this strategy, which is to include multi-cultural matters to inform the next version of this plan for which it is proposed to increase the scope to include multi-cultural.	Manager Community Development; Cultural Development Coordinator Multicultural Officer	Strategic Community Plan 2016-26	\$30,000	Research is undertaken