



# Arts & Culture

**STRATEGY**  
2019-2022



Town of  
**Port Hedland**



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# *Acknowledgement of Country*

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



The

A photograph of a rugged landscape. The foreground is dominated by dry, golden-brown grasses growing on vibrant red soil. In the middle ground, there are several sparse, green trees and shrubs. The background shows a clear, bright blue sky with a single, small white cloud. The overall scene is arid and desolate.

*rugged landscape inspires painting*



## DEFINITION

For many, how we understand arts and culture is unique and deeply personal. Therefore, in this spirit, for the purpose of this strategy:

- ▶ We liken arts and culture to the songs of our souls.
- ▶ Art is the reverberations of our creative soul singing out to be heard. One soul singing to many.
- ▶ It manifests itself as a gift to any one of our senses, through performance, visuals, sound, literary creation and more.
- ▶ Culture writes the lyrics to the song of the soul.

It is the ideas, customs, and social behaviours of our community. It is what makes us 'us' and what drives our uniqueness. And in Hedland, it is deeply intertwined with country— an enduring connection reflected in this Strategy.

# Foreword

**The Town of Port Hedland is excited to present the Arts and Culture Strategy 2019-2022. This strategy first and foremost reflects the people of Hedland, their experiences and their stories.**

Our aim is to cultivate an arts and cultural scene that celebrates the rich and culturally significant history of our region, as well as embracing the future. Grassroots art has always thrived in Hedland, with creatives across a variety of disciplines contributing to the artistic fabric of our community.

A key component of the strategy is to determine the role that the Town of Port Hedland and community organisations can play, making sure as many stakeholder groups as possible have genuine buy in to a shared strategic direction.

We look forward to working with our diverse communities, artists and cultural producers, businesses and community organisations to make this Strategy a reality.



**DAVID PENTZ,**  
CHIEF EXECUTIVE OFFICER



# Introduction

**Hedland's arts and cultural scene is constantly evolving, as our values; lived experiences; interests; technology and community change over time. This is what makes it exciting. What makes it real. What makes it relevant to us.**

When embarking on the development of this strategy, we set ourselves the challenge of exploring future directions and opportunities associated with the following:

- ▼ Culture
- ▼ Arts and Creativity
- ▼ Experience (Place and Events)

But importantly, we also challenged ourselves to think about what these mean in Hedland now and what they could mean in the future.



We've spoken to our community.  
To them it means:

# It means...

- ... **Aboriginal connection**  
*to land over tens of thousands of years which is as critical today as it ever has been.*
- ... **recognising the importance and influence of the distinct cultures,**  
*traditions and lore held by the three Aboriginal groups who are traditional owners of the Town of Port Hedland and the many more who live here.*
- ... **the people from around the world**  
*who have moved to Hedland, bringing their traditions, languages and customs to add texture to our community.*
- ... **the experiences**  
*people have camping, fishing, and enjoying the beautiful and unique Pilbara landscape.*
- ... **watching the turtles hatch,**  
*the ships in the port, or taking in the amazing view of the salt piles.*
- ... **celebrating all the good things**  
*that happen locally – the dancers, the performers, the makers, and even the weekly Pier Hotel Karaoke diehards.*
- ... **an experience; for others participation; and others livelihood.**
- ... **passion; experimentation; connection; entertainment and learning.**
- ... **connection**  
*to family, friends and community.*
- ... **a desire to feel safe**  
*and part of the community.*

No matter how people view arts and culture, the feedback has highlighted that they are vitally important aspects of community life.

- 87% either agree (38%) or strongly agree (49%) that the arts, culture and heritage are important aspects of community life.

And that a lot of people would like more opportunity to participate.

- Less than half (48%) agree that they are satisfied with current opportunities to participate in the arts and culture in Hedland. A quarter are unsure, and a quarter disagree.

To reflect this ever-evolving and complex arts

and culture landscape, this document aims to set a number of strategic directions which will:

- inform future investment of resources and energy by the Town;
- help to unite the efforts of stakeholders and community around shared goals; and
- provide flexibility to respond to opportunities as they arise.

The Strategy has been underpinned by a program of community and stakeholder engagement; analysis of community opinions of current events, facilities and programming; and assessment of emerging opportunities for investment and focus.

## REINFORCING STRATEGIC PRIORITIES

The artistic and cultural endeavours of the Town of Port Hedland sit within the broader context of the Town's Strategic Community Plan. This plan provides the strategic framework for the Town's operations and investments.

The Strategic Community Plan articulates a strong vision for the town to be:

“ Australia’s leading Port Town embracing community, culture and environment.”

This vision is supported by the following themes:



Our  
Community

**We honour our people and our cultural heritage – ensuring wellbeing, diversity, creativity and a strong civic dialogue**



**Our Economy**

**We build prosperity for all – enabling sustained economic growth**

The Arts and Culture Strategy supports Council in achieving a vision for the Town that places culture at its centre and recognises the important role that arts and creativity play in community engagement, community wellbeing, economic vitality, and celebration of built and natural assets.

The Arts and Culture Strategy also links to other key planning documents including:



**Our Built and Natural Environment**

**We treasure and protect our natural environment and provide sustainable and resilient infrastructure and built form**



**Our Leadership**

**We are united in our actions to connect, listen, support and advocate, thereby leveraging the potential of our people, places and resources.**

- ▶ Town of Port Hedland Corporate Business Plan
- ▶ Town of Port Hedland Operations Plan
- ▶ Town of Port Hedland Public Art Register
- ▶ Pilbara Development Commission - Pilbara Creative and Cultural Strategy

*Feeling the movement of wind, water, the tides,*



*The massive ships, and birds elicits dance.*



## ARTS, CULTURE & EXPERIENCE

# The Hedland Story

### First interactions with Hedland create immense sensory stimulation.

*Colours, heat, dust, rugged landscape, people, industry, salt, wind, beauty, ocean and the promise of cyclones...*

Arts, culture and creativity in Hedland are intrinsically tied to this setting – played out in our experiences being on country.

- ▶ The rugged landscape inspires painting
- ▶ Feeling the movement of wind, water, the tides, the massive ships, and birds elicits dance.
- ▶ The noise of the wind and the power of the vast silence creates music.
- ▶ The intersection of people who have inhabited the area for 60,000 years, with those who have made it home for just a few generations, and those whose lives have a short season in the Pilbara, weaves the stories of old connections and new beginnings.
- ▶ The giant engine of industry builds innovation and invention.

Sharing these experiences through individual and collective expression has shaped, and built, connection and community over time.

This is the essence of our strategy. Building on the many assets of our community, the great things already happening, and the unique Hedland experience to add texture and meaning.



## CULTURE

Hedland's culture is deeply tied to country. For tens of thousands of years, people have survived and thrived in relationship with the land. This has built a culture of hardiness and ingenuity that continues today.

*The traditional owners of the Port Hedland area, the Kariyarra people, call Port Hedland 'Marapikurrinya': 'Mara' means hand; 'Pikurri' means pointing straight and 'Nya' is a location marker.*

*The name refers to the hand shaped formation of the natural tidal creeks moving in from the coast. These land and water formations were created during the dreaming, when a creation spirit arose from the landlocked area of water, known as the Jalkawarrinya (today's turning basin for ships moving through Hedland's Port).*

**PORT HEDLAND VISITOR CENTRE WEBSITE.**

The Kariyarra people traditionally lived from Port Hedland west to the Sherlock River and south to the Yule River. The Kariyarra country is bound by Ngarla country to the north, Nyamal to the east and Ngarluma to the southwest. The Town of Port Hedland today includes Aboriginal communities of Jinparinya, Marta

Marta, Punju Njamal, Tkalka Boorda, and Yandeyarra.

Recognition and celebration of the knowledge, traditions and languages of Hedland's Aboriginal communities have been a focus of many organisations and programs, including Wangka Maya Language Centre and the Aboriginal Corporations.

Hedland's natural assets have been linked to periods of exploration,

exploitation and development. This has seen the growth of the pastoral industry; the establishment of a port to service the expanding pearling, gold, agricultural and, later, nearby iron ore mining industries; and significant changes to community demographics over time. Hedland's industries are highly visible and, the culture of these industries is deeply tied to the community— presenting the unique opportunity for Hedland to drive industrial tourism.

Who are the Hedland community today, and how do we express who we are? We are people that love to spend time enjoying the natural wonders of our landscape – fishing, camping, adventuring; we are people who are welcoming of those that come to our town looking for opportunity, because many of us did the same; we are people who value connections to friends and family.

Over the last decade, there has been a strong focus on profiling Hedland's cultures and history through the arts. However, there is a clear opportunity to move beyond a 'show and tell' mentality. Energy can be invested in the deeper exploration and fostering of our unique and shared cultures beyond artistic production – through meaningful opportunities to build relationships, foster understanding and respect, and create together.

## DEMOGRAPHICS

The demographics of the Hedland community have evolved in recent years.

Diversity is also gradually increasing over time. There has been a significant increase in the proportion of Aboriginal and Torres Strait Islander households, now making up 16.7% of the Town of Port Hedland population (increased from 14.8% in 2011).

Additionally, the number of people living in the Town of Port Hedland born overseas has risen from 1.4% in 2006 to 2.3% in 2016. 4,338 (or 29.9%) speak a language other than English at home (identifying them as culturally or linguistically diverse (CALD)). This international and local diversity is reflected in Port Hedland (LGA), in the top five languages other than English spoken at home; which are Malay, Tagalog, Filipino, Nyangumarta and Afrikaans.

The Town of Port Hedland has a significantly higher level of population transience compared to the East Pilbara area. East Pilbara only has 0.4% and 3.7% population transience in the one and five-year categories; which is significantly less than that of Port Hedland (10.3% and 19.9% respectively). This is most likely closely tied to the high-level employment turn over in the Port and mining industries that make up the majority of employment in Port Hedland.

This reinforces the importance of a Strategy which supports cultural expression and understanding for the future success of our town; as well as respects the rich cultural history of the area.





## ARTS AND CREATIVITY

Hedland is home to a host of different styles and scales of artistic production. From world-class Aboriginal and non-Aboriginal art, to the local crafts producers, to the innovation that has helped to support our industries survive and thrive – creativity is central to the Hedland experience.

Innovative partnerships between industry, arts and culture organisations and the Town of Port Hedland has seen outcomes over the last decade including: the continued success of the Courthouse Gallery, world-class art exhibitions (both touring and local), fostering of art camps and workshops, and the Hedland Art Awards.

Spinifex Hill Studios, located in South Hedland, is a dedicated Aboriginal arts centre. Over 100 artists from eight language groups access these studios. As the home of the Spinifex Hill Artists, Spinifex Hill Studios is Hedland's only Indigenous art collective. Among the artists are finalists and winners of major art awards, including: the Paddington Art Prize, NATSIA Awards, Cossack Art Awards, and Hedland Art Awards. The collective's work appears in local, national and international exhibitions. Along with Spinifex Hill, there are a number of organisations

actively supporting grassroots communities of practice including: HARTZ (a community-led creative collective); the WEB (focussing on innovation and small business development) and the Junction (focussing on engaging, growing and empowering regional creative industries). With the Junction taking over the contract for management of the Courthouse Gallery moving forward, an increasing focus will be on local participation and engagement.

FORM will continue their positive presence in Port Hedland with a new base in South Hedland, a focus on partnerships with Hedland Senior High School to drive opportunities for youth participation and the ongoing management of Spinifex Hill Studios.

Dance is a popular form of creative expression in Hedland, with four dance schools operating in Town. Visits from the WA Ballet have become a highlight of the recent event calendar. Performing arts are fostered and supported through the schools and grassroots organisations such as the Hedland Community Theatre Group. The Town also attracts touring musicians and performers – much to the community's excitement.

In recent years, there has been a renewed focus and interest in collaboration across the Town to achieve collective impact. This has included the formation of the Hedland Collective and its Vibrant Hedland subcommittee which brings together key stakeholders to drive creative expression and vibrancy in Hedland.

## EXPERIENCE - PLACE AND EVENTS

An important function of artistic and cultural expression is how it creates 'place'. In Hedland, this includes the facilities that provide a home for a diversity of cultural activities, our public spaces and natural assets which are so important to our day to day lives, and our events where community, stakeholders and artistic producers are brought together in shared involvement.

For the population size, Hedland has high levels of facility provision. Facilities include the Matt Dann Theatre and Cinema, Courthouse Gallery, South and Port Hedland libraries; Hedland Visitor Centre; Gratwick Aquatic Centre, JD Hardie Youth Zone, Wanangkura Stadium, and Hedland Aquatic Centre.

The Town of Port Hedland's facilities managers have, over the years, focussed on community engagement, community programming and enabling community use of these spaces.

With new management arrangements coming into place for a number of these facilities, the opportunity exists to better consider how to maximise outcomes from the programming across venues.

Hedland's libraries offer important services for the community including

programs for a range of demographics, access to books and technology, a local history service, and support for other community events/activities.

Hedland's open spaces, parklands and areas of natural beauty also provide locations for people to come together and experience arts and culture. From camping trips that connect people to country (and therefore tens of thousands of years of Aboriginal history), to the open-air markets, concerts and events; people love the opportunity to take in the fresh air.

The 2016 Heritage Review identified 70 place listings and one formal Heritage Area (Wedge St) that comprises 7 places. This includes Dalgety House, the St Mathews Church Site, the Medical Officer's Quarters which is now the DOME café and Mundabullangara Homestead which are listed on the State's Register of Heritage Places.

The events program is diverse, including largescale offerings such as the North West festival that brings nationally renowned musicians to Hedland and smaller scale events that provide opportunities to showcase local cultural producers and community groups including the well-loved West End Markets and Welcome to Hedland events. The program seeks to balance the continuation of well-loved events and ensuring community are afforded new and exciting experiences.





A photograph of a sunset over an industrial facility. The sun is a large, bright yellow-orange orb on the horizon, partially obscured by the silhouettes of industrial structures. The sky is a deep orange-red. In the foreground, there are dark silhouettes of what appear to be power lines or structural beams. The overall scene is dramatic and industrial.

*The giant engine*



*of industry builds innovation and invention.*

# What we've heard



# HEDLAND'S PEOPLE ARE WHAT DRIVES ITS UNIQUE CULTURE AND CREATIVITY.

Embarking on the Town's first formal Arts and Culture strategy meant getting out there and hearing from the people who are at its core.

In April 2019, the Town launched its 'Live it-Tell it - Creative Hedland' engagement program.

This involved:

-  An online survey
-  Pop-Up stalls at a range of community events
-  A workshop with the Vibrant Hedland subcommittee of Hedland Collective
-  Social Media polls

The engagement for this project followed the 2017 'Live-it, Tell-it' Strategic Community Plan process and other data from recent events and initiatives all of which have provided important data for this study.

This engagement has explored a range of questions including:

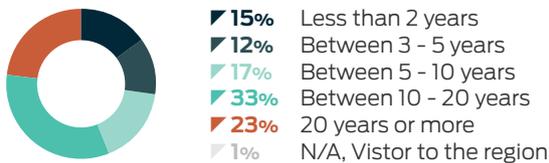
- ▶ Hedland's unique 'points of pride' and cultural assets
- ▶ The current arts, cultural and events programming
- ▶ Aspirations for a more creative Hedland
- ▶ Perceptions on the role of the Town in supporting and programming activity
- ▶ How to amplify local participation and engagement

## THE COMMUNITY WERE KEEN TO CONTRIBUTE.

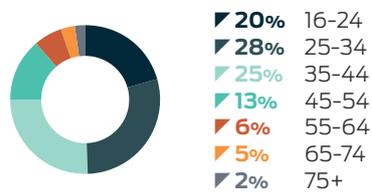
**860** community and stakeholder voices were heard through the process.

The online survey showed us there was:

A good mix of those had lived in Hedland for a long time (56% - 10 years or more) and those who are newer to town (27% up to 5 years and 17% between 5 and 10 years).



A mix of ages— 20% of survey respondents under 25, 28% between 25-34, 25% between 35- 44, 26% over 44.



70% female respondents



Over 1/4 of all respondents identified as Aboriginal and Torres Strait Islander



22% speak languages other than English at home

The high level of response reflected the strong importance of arts and culture to the Hedland community and the desire for more opportunities to participate.

87% either agree (38%) or strongly agree (49%) that the arts, culture and heritage are important aspects of community life.

Less than half (48%) agree that they are satisfied with current opportunities to participate in the arts and culture in Hedland. A quarter (23%) are unsure, and a quarter (29%) disagree.

## A RANGE OF KEY THEMES EMERGED.

### There's a lot to be proud of in Hedland

When asked about 'points of pride', the most common responses were about the town having a strong community, having a community spirit, it being a friendly community and that there is community pride. Responses also reflected the Town's history, industry, environment and recreational opportunities.

#### INSIGHT

*There is an opportunity to celebrate and leverage these 'points of pride' through arts, cultural and events programming which better connects with the spirit of the community.*

### Arts and Events are front of mind, but there's more to Hedland's culture

The community prioritised investment in Festivals and Community Events, Live Music, and Performing Arts. When asked about where they would take someone for a 'cultural experience in Hedland' around half mentioned the Courthouse Gallery or Spinifex Hill Studio. However, people also mentioned taking their visitors on tours of historical, industrial, and environmentally significant sites (e.g. to watch the turtles hatch) – locations that may not be readily thought of as associated with 'culture' but are clearly significant for local people.

#### INSIGHT

*There is an opportunity to explore how we get Hedland's less obvious 'cultural experiences' embedded as integral to a holistic arts and culture approach and to shift the community's thinking about what this should include.*



## We should be telling our unique stories, but also creating shared ones

The community is proud of its unique cultures and communities. Feedback suggests that there is a particular interest in sharing stories and celebrating culture related to the Aboriginal heritage of the area. People also see arts and events as an opportunity to build new shared narratives that focus on the town's shared values; welcoming spirit and vision.

### INSIGHT

*In a transient community like Port Hedland, it is especially important to embed the community narrative through arts and cultural programming.*



## People are keen to participate, not just attend

Both the pop-up event survey (70%) and youth event survey (76%) showed a high proportion of respondents wanting to participate in arts and cultural activities rather than attend performances / events / shows. The top three responses regarding why people participate in arts and cultural activities and events are: entertainment (69%), spending time with friends and family (63%), and to feel part of the community (53%). Stakeholders see opportunities for participation as an important step towards community-led activity.

### INSIGHT

*Entertainment is important, but perhaps more so are opportunities to connect and build relationships through participation.*



## Empowering locals to contribute to the creative scene is essential

50% of all survey respondents expressed an interest in volunteering to organise local events – a heartening number in the context of declining rates of volunteering across Western Australia's communities. However, only 9% of survey respondents would be willing to volunteer to help organise an existing or new community event in the future with no present barriers to this volunteering. A further 20% would volunteer, but there are not enough opportunities, and 21% would volunteer but would require support or training.

Feedback also reflected the perception that a key role of the Town should be to support (either financially or through other in-kind mechanisms) the community to deliver its own events and programming.

### INSIGHT

*There is a need to focus on developing pathways to volunteering and to ensure community have adequate support/training to meaningfully contribute to the delivery of initiatives.*



## We should be looking for ways to amplify the local

Whilst people like having access to touring performers and new experiences, there are many local experiences and offerings which are special and should be fostered e.g. Welcome to Hedland, local markets, community-based performances etc.

### INSIGHT

*Embed a focus on supporting the good stuff happening locally through adequate resourcing, partnerships and capacity building.*



## There's opportunity in unexpected places

Feedback highlighted an opportunity to bring an arts and culture focus to unexpected locations around the Town of Port Hedland and outside of the town centre – including mining camp artist takeovers; utilising empty retail and housing for artist spaces; outside of the town centre – connecting to Aboriginal communities and sites of significance.

### INSIGHT

*Use Hedland's iconic/underutilised places to host arts and cultural programming that is unexpected and exciting.*



## The right infrastructure will help enable outcomes

Investment in both digital and physical infrastructure is seen as important. There is a perception that Hedland's current arts and cultural infrastructure is spread out and that there is a need for one major hub which has accessible opening hours. The following opportunities were flagged:

#### Physical:

- ▶ Artists Studio
- ▶ Spinifex Studio Expansion
- ▶ Performing Arts Centre
- ▶ Creative Industries Hub (multi-user)
- ▶ Precinct for art at Spoilbank
- ▶ Memorials and statues to celebrate history

#### Digital:

- ▶ Investment into user experience & database access for cultural data sets
- ▶ Social impact frameworks

### INSIGHT

*Urban planning to support economic development through the arts and culture is critical.*



*The noise of the wind and the power of the vast silence*

*creates music.*

A person is riding a scooter on a ramp. The person is wearing a white tank top with the word "EIGHT" visible on it. The background is a warm, golden sunset. The image is overlaid with a dark blue semi-transparent rectangle containing text.

# Our Vision

**Our town as a living canvas - a Hedland where culture and the arts are both threaded through our every day and deeply valued as part of what makes this town so special.**

## THE OPPORTUNITY

**To harness our collective creative energy to deliver experiences and opportunities to interact with arts and culture which are uniquely Hedland; celebrating and supporting our community, makers, industries and landscapes in meaningful and exciting ways.**

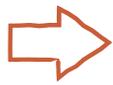
The opportunity exists to bring both a sense of significance and fun to the development of arts, culture and events in Port Hedland. On one hand, there is the importance of recognising and celebrating the incredible and distinct cultures of Hedland's people, translating creative energy into economic opportunities, and capturing and recording the history which makes Hedland so unique.

On the other hand, there is the distinct desire to deliver opportunities that bring the community together, provide the space for people to 'give it a go' and explore new passions, and profile Hedland's assets in quirky and innovative ways.

The Town of Port Hedland's Arts and Culture Strategy recognises this combined potential and offers a holistic approach which will be delivered in partnership with the people, community groups and organisations which make Hedland what it is.

## OUR ROLE

The Town of Port Hedland has varying roles in achieving this vision and harnessing opportunity. This includes being a:



### Leader

Providing custodianship of the arts and culture vision for the Town, and developing and implementing initiatives which provide real wins for the community.



### Advocate

Championing arts and culture initiatives to the people who can help make things happen. Making sure that Hedland is getting the investment and interest it deserves.



### Promoter

Sharing and exemplifying the good things that can happen and are happening.



### Enabler

Providing the support to kick start new initiatives through training, in-kind resources, funding or simply getting out of the way to let the community take charge.



### Convener

Bringing together the right people with the passion, energy and resource to achieve outcomes together. Knowing how best to work with artists, creative professionals, businesses and the community to get it done.

# Strategic Directions



# This Is Us

## THE HEDLAND STORY AND POINTS OF PRIDE

**Storytelling through the arts is a deeply embedded tradition – it’s how we capture, share, disrupt and renew our cultural identity.<sup>1</sup>**

Hedland’s unique stories deserve to be told, and new ‘shared stories’ created together. We’re proud of who we are, where we’ve come from, and where we are heading and we’re willing to shout it from the top of the Water Towers.

OUTCOMES	PRIORITIES	ROLE	PRIORITY LEVEL
<b>A genuine interest in, knowledge of, and celebration of Aboriginal culture and language</b>	Utilise the quarterly Aboriginal and Torrest Straight Islander Forum and other mechanisms to foster ongoing engagement with cultural leaders to determine appropriate mechanisms to undertake cultural preservation and celebration.		
	Define a collaborative legacy project to support cultural heritage preservation and celebration.		
<b>A warm embrace of Hedland’s diverse cultures</b>	Catalyse short term projects that are connected to the longer-term legacy project, with multiple showcasing outcomes over time.		
	Focus on programs that enable creation between multiple cultural groups.		
	Establish a ‘Cultural Officer’ position to work closely with the Aboriginal and multi-cultural communities.		
	Implement border signage reconising native title determination areas.		

**KEY:**  FY20  FY21  FY22

<sup>1</sup> Slottje, Elizabeth E. *Stories tell culture connecting identity with place: Australian cultural policy and collective creativity* [online]. *Journal of Economic & Social Policy*, Vol. 17, No. 1, Jun 2015: [158]-[181]. Availability: <<https://search.informit.com.au/documentSummary;dn=243797926358020;res=IELFSC>>. ISSN: 1325-2224. [cited 20 Jun 19].



OUTCOMES

PRIORITIES

ROLE

PRIORITY LEVEL

**Celebration of environment, industry and lifestyle as integral to culture**

Engage with schools to embed cultural education into the core curriculum and through additional programming e.g. language study and workshops, regional history, tours of significant locations etc.



Seek opportunities, in partnership with industry and state government to position Hedland as Australia's premier location for industrial tourism



Tie opportunities for industrial tourism to place marketing strategy and advocate for the hiring of a dedicated Tourism Officer



Build partnerships to enable opportunities for immersive/experiential art-based tourism 'on country'.



**A positive, shared narrative for the Town of Port Hedland**

Partner with community organisations to provide opportunities for new residents to be 'on-boarded' into the community through regular events / meet and greets.



Focus on programming which explores community values.



# Doing It Together

## BEING PART OF IT AND CONNECTING COMMUNITY

**Arts, cultural and events programming provides purpose for people to connect, engage, and build relationships.**

We care more about social impact, fostering personal value and experience than the number of 'bums on seats'.

In Hedland, the Arts and Culture sector are enabled as legitimate stakeholders within a community development framework.

OUTCOMES	PRIORITIES	ROLE	PRIORITY LEVEL
<b>The bridging of community divides</b>	Increase diversity of attendance to events in both Port & South Hedland.	➔	●
	Profile South Hedland locations through programming and investment in additional infrastructure as required.	➔	●
<b>More opportunities for participation, not just entertainment</b>	Develop training and support resources for community groups to deliver arts and cultural initiatives and events.	➔	●
	Focus on programming that actively engages youth, including targeted at-risk youth initiatives.	➔	●
	Ensure all events provide the opportunity for local groups to participate and/or the selling of local content.	➔	●
	Seek formalised volunteer arrangements with major companies operating in town e.g. through their staff volunteering policies.	➔	●
<b>Measured Impact</b>	Develop a user-friendly social impact framework that communities can use to measure their programs and initiatives.	➔	●
	Provide support to help communities to evaluate their programs and initiatives.	➔	●

KEY: ● FY20 ● FY21 ● FY22



OUTCOMES

PRIORITIES

ROLE

PRIORITY LEVEL

**Measured Impact**  
*(continued)*

Work with local community organisations for government service contracts to recognise the use of arts for the delivery of broader health and community outcomes.



Continue to meet with key stakeholders through the Hedland Collective and other local networks to inform further planning and approaches to achieve collective impact.



**Libraries inspiring community connection, a love of learning, and a multitude of uses**

Grassroots activation of the Port and South Hedland libraries, informed by a full review of library programming and further community engagement.



Secure new location for Port Hedland Library and explore of opportunities to invest in the upgrade of library spaces to enable a diversity of uses and create more welcoming, vibrant experiences.



Improve library outreach through pop up displays, the purchase of a library van and partnerships with local organisations.



Seek funding to enable digitisation of the Kevin Cottrell photo collection.



Utilise Kevin Cottrell photo collection for public art and engagement opportunities.



Utilise existing library facilities to promote family and local history.



# Value Add

## CONTRIBUTING TO A THRIVING HEDLAND

**Our creativity and culture have helped us thrive – in this country, in our industries, and as a community.**

We'll continue to harness this creativity and foster new economic opportunities associated with the arts and culture which provide opportunities for locals, and reasons for people to come and stay.

OUTCOMES	PRIORITIES	ROLE	PRIORITY LEVEL
<b>Appropriate, affordable and accessible spaces for cultural producers</b>	Work with property owners and cultural producers to implement trials in temporary activation of retail spaces, vacant houses etc.		
	Investigate approaches to subsidise spaces for cultural producers.		
	Pilot an artist 'take over' program at an unexpected location e.g. mining camp, old TAFE etc.		
	Consideration of the possibility to create a multi-medium artistic and creative hub with shared workspaces and incubators.		
<b>A reputation as a place for makers and creators</b>	Develop a targeted program of regionally significant arts and culture events and activities to drive local and domestic tourism.		
	Develop support programs for local producers including the development of a quarterly Makers Meet Up that enables opportunities to engage on how the Town can provide support, how makers can work together, and opportunities to connect to the market.		
	Revive the local markets series, focussing on an expanding opportunity for local makers to showcase their wares.		

KEY:  FY20  FY21  FY22



OUTCOMES

PRIORITIES

ROLE

PRIORITY LEVEL

**Embed Culture and Arts in Urban Renewal**

Support and advocate for the proposal for the Spoilbank site to include a new multi-purpose arts and cultural facility that is flexible in its configuration. This should enable:

- ▶ Commercialisation of arts and crafts.
- ▶ The bringing together of culture, historical education, and enterprise.
- ▶ Spaces for performance and community use.



**Amplify the Local**

Undertake an audit of the events and activities that are uniquely Hedland or quirky by nature. Explore the opportunities to provide support (in-kind or financial) to amplify these through advertising support.



Explore opportunities to leverage unique natural environment and cultural history to grow local tourism enterprises.



# The Unexpected

## FRESH EXPERIENCES AND NOVEL PLACES

**We know that there's much loved about what's happening in Hedland, but there's always an opportunity to 'up the game'.**

We look for opportunities to work with the community to deliver fresh experiences, unexpected events, and re-imagine iconic locations as the backdrop for the community to come together.

OUTCOMES	PRIORITIES	ROLE	PRIORITY LEVEL
<b>A year-round offering which excites</b>	Work with local stakeholders and organisations to develop a consolidated events program that ensures year-round activation, caters for a diversity of demographics and reduces clashes within Hedland/Pilbara.		
	Undertake an annual review of the events program, with the aim of replacing low impact events with new events in partnership with the community.		
	Seek opportunities to connect Hedland with other Pilbara town's programming e.g. touring art pieces.		
<b>Pride in existing locations</b>	Reserve two (2) event slots per annum to trial new events. These events should be iconic in nature, or delivered in locations that celebrate Hedland's landscapes e.g. Koombana Lookout, 6-mile.		
	Consider opportunities to fund temporary, moveable or permanent infrastructure in key locations to enable events activity e.g. staging at Civic Gardens.		

**KEY:**  FY20  FY21  FY22



OUTCOMES

PRIORITIES

ROLE

PRIORITY LEVEL

**Bringing art into the streets – highly visible and there for all**

Further engage with the community to understand perceived value and priorities for public art.



Undertake a public art strategy, informed by public consultation, to compliment this Arts and Culture Strategy. The strategy should provide a vision for public art across the Town and provide a framework for commissions and community-led art.



Consider opportunities to use existing urban form/infrastructure as a canvas for art as reflected in community feedback.



Review the Percent for Public Art Policy following the development of the Public Art Strategy.



## New event ideas highlighted through the engagement program are summarised below. We love the creativity and thoughtfulness shown by our community.

Through this Strategy, the Town is committed to delivering two events per annum focussed on trialling new ideas which align to Hedland's character and spirit, or are held in iconic locations.

We're also looking for innovative and passionate community organisations and volunteers to partner on the delivery of more of these great community led ideas.

Together, we can achieve more.

## Points of Difference Events

- ▼ Iconic events at Spoilbank – beer can regatta, small boat races, thong throwing, sand castle building
- ▼ Salt castle building
- ▼ Exhibitions on the salt flats
- ▼ 'Break the Cycle' event bringing the Town together with the YIC and Police
- ▼ 'How to Garden in Hedland' workshops
- ▼ Pride Festival
- ▼ Annual Chilli/BBQ competition using Australia products e.g. kangaroo, local fish and native herbs
- ▼ Billy Kart shopping trolley races
- ▼ Gaming/robot wars competitions
- ▼ Bush skills workshops for new residents
- ▼ Help your Neighbour Day
- ▼ Sculpture by the (Silver) Star
- ▼ Dancing with the Stars using local celebrities – local dance school and senior school dance students to choreograph
- ▼ 'Chat to a local' nights

## Markets & Food Events

- ▼ Sunday markets
- ▼ Produce/Farmers market
- ▼ Food truck nights PRIORITY
- ▼ International food nights
  - ▼ Local business expo
  - ▼ Car boot sales
- ▼ Pop up shops in centres

## Family Events

- ▶ A Town Show
- ▶ Children's disco
- ▶ Have a go days
- ▶ Family sporting carnivals/ family fun days in parks
- ▶ Intertown competitions
- ▶ Teen focussed events – skate, dance, life skills seminars
- ▶ Parade around South Hedland – Christmas or change of season
- ▶ Arts and crafts workshops

## Cultural & Historical Events

- ▶ NAIDOC week celebrations
- ▶ Harmony Day event
- ▶ Focus on Anzac week
- ▶ Aboriginal dance and food festival
- ▶ Charles Kingsford Smith kite/flight festival
- ▶ Revived Black Rock Stakes event
- ▶ High school and TAFE reunions

- ▶ Fishing/Caravan and Camping/Boat/Car and Bike shows
- ▶ Water sports and beach events
- ▶ Fishing contest/ Fishing Gala with a focus on sustainable fishing
- ▶ Golf contest
- ▶ Endurance Event
- ▶ More Fun Runs
- ▶ Rodeos
- ▶ SUP/Kayak Events

## Recreation Events

## Immersive / Experiential Events

- ▶ Historic Cameleer walk trail
- ▶ A celebration of Turtle Season
- ▶ Nature and cultural walks

## Music, Performance & Visual

- ▶ Local music and dance performances at the Civic Centre
- ▶ Dance competition
- ▶ Opera Under the Stars
- ▶ Coordinated multi-event
- ▶ Dance workshops
- ▶ Jazz wine festival
- ▶ Dinner En Blanc – largescale pop up dinner
- ▶ Themed dance/karaoke nights at local pubs
- ▶ Chalk art competitions
- ▶ Writer Festival
- ▶ Outdoor Bars
- ▶ Fringe Festival
- ▶ Arts week
- ▶ Author Talks



# The Enablers

**The Town of Port Hedland is committed to enabling great outcomes. Along with progressing the outcomes and priorities outlined in this document, we'll be focussing our attention on the following five enablers.**

## PARTNERSHIPS AND COLLABORATION

We've been inspired by the renewed interest and energy for collaboration amongst local stakeholders both within the arts and culture sector, and outside of it. We believe that arts and culture is something that all organisations benefit from and that if we work together, we can kick some real goals.

### SUPPORTING ACTIONS:

- ▶ Continue to invest in being part of the Hedland Collective and the Vibrant Hedland Subcommittee
- ▶ Advocate for the expansion of the Vibrant Hedland subcommittee to include a representative from Aboriginal organisations, representatives from key cultural groups and the primary and secondary schools.

## COMMUNICATION

We're committed to communicating the good things that are happening in Hedland's arts and culture sector. We know that in this digital age people get bombarded with information, so we'll be looking at how we can better target our communications approach to ensure you hear about all the things you might be interested in being a part of.

### SUPPORTING ACTIONS:

- ▶ Create a Creative Hedland subpage of the Town of Port Hedland website to profile creative producers, upcoming activities, grant opportunities and more.
- ▶ Develop and interactive digital arts and culture asset map for ease of reference.
- ▶ Utilise existing social media channels to advertise events which are not held or supported by the Town of Port Hedland.

## CONTINUITY

Providing continuity in strategic direction and funding cycles is important. This document is an important first step in providing a direction which both the Town and Local organisations can work towards regardless of if there is a changeover of staff. Consideration of how to provide continuity in funding is also important.

### SUPPORTING ACTIONS:

- ▶ Increasing the quantum of the Community Arts Grant and Artist Development Grant to \$5,000 per grant per annum and enabling applications which span for multiple (up to 3) financial years to allow continuity in funding and larger scale projects/outcomes.

## INFRASTRUCTURE

We'll be focussing on how we can make the most out of the existing infrastructure in the town to ensure that programming reflects the most appropriate use of space, facilities remain accessible for local groups to utilise, and there is a more strategic approach to ensuring a diversity of programming in both Port and South Hedland.

### SUPPORTING ACTIONS:

- ▶ Host quarterly meeting of Facility Managers to discuss programming and how to achieve the best use of spaces with upcoming opportunities.



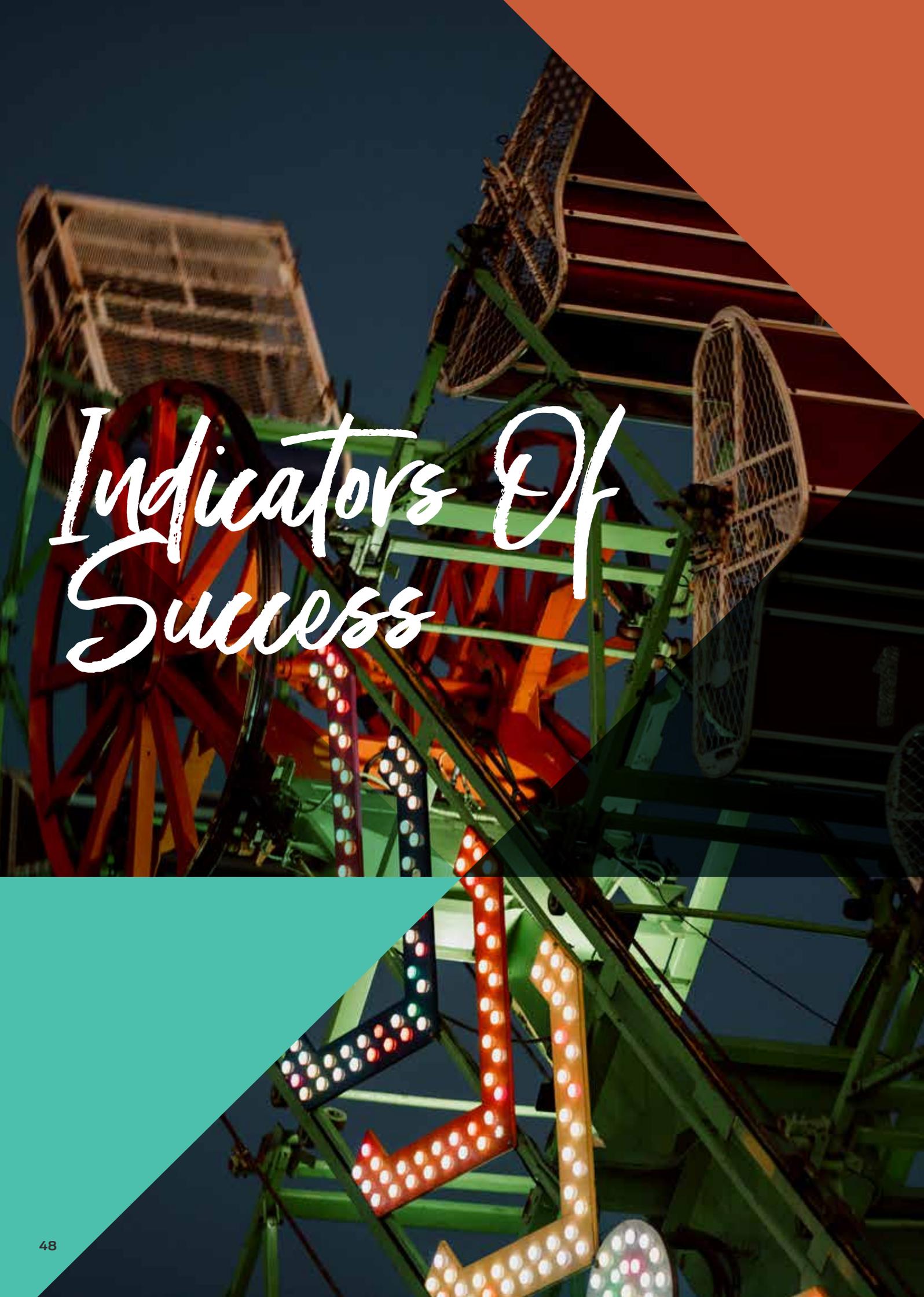


## EMBEDDED IN PLANNING

We'll be working hard to ensure that opportunities to achieve creative and cultural impact are considered in all Town of Port Hedland plans and strategies, including master plans, new buildings, public realm proposals, council reports, etc.

### SUPPORTING ACTIONS

- ▶ Undertake a quarterly cross-department meeting to provide an update on the status of the Arts and Culture Strategy and discuss opportunities to achieve impact across all Town functions.
- ▶ Undertake annual review and evaluation of progress on the Arts and Culture Strategy



# Indicators Of Success

**This is a living document which will be reviewed and updated annually. Success will be measured both by qualitative discussions with stakeholders and feedback from community members, as well as through the tracking of the following indicators:**

- ▼ Growth in the the Marketing and Events team to achieve set outcomes
- ▼ Increase in level of funding attracted to programming
- ▼ Increase in uptake of grant programs
- ▼ More community use of existing facilities
- ▼ Consistently high level of satisfaction related to core events
- ▼ Growth in the number of community-led events and programming
- ▼ Increase in diversity of attendance at events
- ▼ Events held in new / iconic locations
- ▼ Arts and Culture planning embedded in broader project / urban planning within the Town of Port Hedland
- ▼ Port Hedland more attractive to intra-state tourists

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Town of  
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