



# Arts and Culture Strategy Implementation 2023 - 2028

It is the City of Mandurah's intention that our organisation, community, businesses and visitors will be able to refer to the Arts and Culture Strategy 2023-2028 with confidence. The values, goals and objectives identified are clearly in line with those of the Mandurah community as well as state, national and global cultural policy. Whether the outcomes of creative cultural engagement are social, environmental or economic, we can plan with confidence and integrity, knowing what goals and outcomes we are striving for.

This strategy, while having a five-year timeframe, is intended to be adaptable and responsive and will be reviewed in line with those of the Strategic Community Plan.

## Measuring Success

Ensuring that this strategy is successful and is meeting the values and goals of the community is integral to ensuring the ongoing relevance and responsiveness of our cultural planning. To ensure that the values, goals and commitments made in the strategy are tangible and achievable, they will be realised in conjunction with an annually reviewed and evaluated implementation plan that is incorporated into the City's annual Business Plan.

The framework of this document ensures that cultural planning is focused on outcomes and will employ the measurable outcomes that the Cultural Development Network has developed. This will enable a systematic and consistent approach, contributing to evidence-based planning for the community.

Thorough and reliable evaluation will be a tool for advocacy and will validate the purpose and significance of investing in cultural development in Mandurah. The City of Mandurah will be employing a consistent and comprehensive tool for planning and evaluating cultural projects that can be benchmarked nationally.



# GOAL 1:

## Creative Connected Communities

### Desired outcome:

A resilient, inclusive and connected community that is empowered to participate freely in arts and culture.

### Rationale:

Participation in art and culture fosters compassion, understanding and connection between people of different backgrounds and abilities, therefore we will prioritise access and inclusion to art and culture for the whole community.

### Objectives:

1.1 Promote expression, empathy and positive relationships between people from our demographically and culturally diverse backgrounds through supporting access to creative opportunities, initiatives, collaborations

1.2 Embed access and inclusion as a priority into City-led cultural project management processes, implementing the City's Access and Inclusion Plan

1.3 Support the expression and sharing of our First Nations community's culture and art with the wider community

Projects / Actions	Outcomes (CDN measurable outcomes)	Funding Type *	Y1	Y2	Y3	Y4	Y5	Measures of Success	Responsibility
a) Develop an internal framework and checklist to ensure City of Mandurah led cultural projects are universally accessible, offering creative opportunities to people with disabilities.	Diversity of cultural expression appreciated Connectedness enhanced Social differences bridged Feeling valued experienced	1.) Within existing budget	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	Number of people with disabilities taking part in cultural initiatives  Evaluation of improved accessibility of initiatives and events  Feedback from community	Executive Manager, Community Services
b) Identify and support opportunities for community members from diverse backgrounds to engage with and share their heritage and culture with the wider community, through the City's grants program, available to not- for- profit groups and individuals.	Diversity of cultural expression appreciated Professional practice capability increased Employment- enhancing skill development facilitated	1.) Within existing budget	internal (staff costs)	internal (staff costs)	internal (staff costs)	-	-	Engagement numbers Barriers and opportunities identified and addressed Evaluation results	Executive Manager, Community Services

c) In liaison with ManPAC and our First Nations community, review the Bindjareb Art Prize and explore ways of representing contemporary First Nations art in Mandurah.	Diversity of cultural expression appreciated Connectedness enhanced Feeling valued experienced Sense of belonging to a shared cultural heritage deepened	1.) Within existing budget	\$10,000	\$10,250	\$10,500	\$10,500	\$10,750	Documented engagement with First Nations Community Input into governance and rules of entering of prize	Executive Manager, Community Services
d) Deliver the Mandurah Arts Festival annually, offering the community engagement and audience opportunities through presentation of a variety of creative initiatives.	Diversity of cultural expression appreciated Connectedness enhanced Creativity stimulated Aesthetic enrichment experienced Knowledge, ideas and insight gained Diversity of cultural expression appreciated	1.) Within existing budget	\$282,086	\$283,000	\$286,000	\$290,000	\$295,000	Quality of engagement Growth in attendance/engagement over 5 years	Executive Manager, Community Services

(1) Within existing budget, (2) Business Case to be prepared for additional funding, (3) Dependent on external funding

# GOAL 2: Creative Wellbeing

**Desired outcome:**

Break down complex barriers to wellbeing and encourage the community to maintain and recover good health through cultural participation and engagement.

**Rationale:**

Research shows that participation in art and cultural activity is beneficial to wellbeing and can encourage social connection and empowerment that benefits mental health. The arts can be used to explore complex barriers to wellbeing and communicate positive health messaging. Cultural participation can be a key factor in preventative measures for retaining good health. Therefore, we will identify our vulnerable groups and work with them through cultural engagement to improve wellbeing.

**Objectives:**

- 2.1 Identify vulnerable groups and target cultural creative initiatives and programming to improve their wellbeing
- 2.2 Ensure accessibility to a broad range of cultural initiatives for those at risk of or currently experiencing poor health
- 2.3 Consistently evaluate the improvement of community’s wellbeing in response to cultural creative initiatives

Projects / Actions	Outcomes (CDN measurable outcomes)	Funding Type *	Y1	Y2	Y3	Y4	Y5	Measures of Success	Responsibility
a) Provide creative initiatives that are focused on improving the wellbeing of vulnerable communities. These will include: <ul style="list-style-type: none"> <li>• a series of art workshops for isolated seniors living alone or in selected aged care facilities,</li> <li>• workshops to connect and give voice to young people experiencing mental health issues,</li> <li>• encouraging a sense of belonging for new migrants through shared creative initiatives.</li> </ul>	Diversity of cultural expression appreciated  Wellbeing (physical and/or mental) improved  Social connectedness enhanced	(1) New project	\$36,000	\$36,000	\$37,000	\$37,000	\$37,000	Evaluation results post-project  Audience and participant satisfaction survey	Executive Manager, Community Services / Executive Manager, Development and Compliance

<p>b) Pilot and implement a detailed, consistent and sustainable method of evaluating improvement to wellbeing through engagement with the arts, that is available to City led and for externally run initiatives. Create an evaluation framework that measures the outcomes of creative interventions around wellbeing.</p>	<p>Wellbeing (physical and/or mental) improved Agency and voice enabled Civic trust inspired</p>	<p>(2) New project – integrate with Takso - see 5 (f)</p>	<p>No cost - pilot</p>	<p>\$15,000</p>	<p>\$15,000</p>	<p>\$17,000</p>	<p>\$17,000</p>	<p>Functionality of evaluation method Consistent use by City of Mandurah and allied organisations Audience and participant satisfaction survey</p>	<p>Executive Manager, Community Services / Executive Manager, Development and Compliance</p>
<p>c) Explore the suitability of establishing a subsidy program to enable participation in the arts by children who might be financially disadvantaged (eg, the arts equivalent of KidSport), in conjunction with a funding partner.</p>	<p>Wellbeing (physical and/or mental) improved Agency and voice enabled Social connectedness enhanced</p>	<p>(3)</p>	<p>-</p>	<p>-</p>	<p>(3)</p>	<p>(3)</p>	<p>(3)</p>	<p>Uptake of subsidies</p>	<p>Executive Manager, Community Services</p>

(1) Within existing budget, (2) Business Case to be prepared for additional funding, (3) Dependent on external funding

# GOAL 3: Creative Places and Spaces

## Desired outcome:

A celebrated and nurtured natural and built environment that can be shared through culture.

## Rationale:

We know that the community want to celebrate and connect in our built and natural places and spaces in a creative and sustainable way, so we will focus on place - and community-specific cultural development from north to south.

## Objectives:

3.1 Celebrate Mandurah’s cultural identity and the achievements of the community from north to south through a cultural place enrichment approach

3.2 Provide opportunities and pathways for the community to share culture and showcase creative talent and ideas throughout the city

3.3 Place environmental sustainability at the forefront when undertaking cultural planning

3.4 Reinforce and support the community’s complex and passionate relationship with the natural and built environment through its arts and culture program delivery

Projects / Actions	Outcomes (CDN measurable outcomes)	Funding Type *	Y1	Y2	Y3	Y4	Y5	Measures of Success	Responsibility
a) Create a cultural map, as a living document, in alignment with the place enrichment strategy that encapsulates the cultural profile and assets of each area including artists, cultural venues, cultural groups. This will complement the DLGSC’s Cultural Infrastructure Map.	<p>Diversity of cultural expression appreciated</p> <p>Sense of belonging to a shared cultural heritage deepened</p> <p>Positive sense of place (built and/or natural environment) enhanced</p> <p>Social connectedness enhanced</p>	(3) budget - business case to be prepared and external funding applied for to initiate project	-	subject to consideration at next LTFP review	subject to consideration at next LTFP review	-	-	<p>Comprehensive database of creative industries, multicultural community groups, individuals and assets</p> <p>Accessible and interactive digital tool for community to inform database</p>	Executive Manager, Community Services

<p>b) Program a series of small- scale community concerts in local parks and shared spaces (Place Strategy linkages).</p>	<p>Diversity of cultural expression appreciated</p> <p>Positive sense of place (built and/or natural environment) enhanced</p> <p>Wellbeing (physical and/or mental) improved</p> <p>Social connectedness enhanced</p>	<p>(1) Place enrichment strategy budget</p>	-	-	-	-	-	-	<p>Attendance</p> <p>Audience satisfaction survey</p>	<p>Executive Manager, Community Services/ Executive Manager, Strategy</p>
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<p>c) Conduct a strategic review and audit of the City's public art and internal art collection and associated policies, identifying new opportunities and sites to commission three pieces of sculptural public art and a series of murals in the next five years. The review and audit will include:</p> <ul style="list-style-type: none"> <li>• condition reports</li> <li>• location report</li> <li>• maintenance schedule</li> <li>• asset evaluation</li> <li>• replacement and insurance</li> <li>• storage requirements</li> <li>• possible future sites</li> <li>• art acquisition policy</li> <li>• a policy on the management of public artwork commissioned by external private developers that will be transferred to the City</li> <li>• a process to manage State funded percent for art policy and develop a policy for private and City led developments and percent for art schemes.</li> </ul>	<p>Sense of belonging to a shared cultural heritage deepened</p> <p>Positive sense of place (built and/or natural environment) enhanced</p> <p>Sense of civic pride enhanced</p> <p>Civic trust inspired</p>	<p>(1) Within existing budget</p>	<p>\$27,317</p>	<p>\$30,000</p>	<p>\$30,000</p>	<p>\$30,000</p>	<p>\$32,000</p>	<p>Completion of audit of existing assets</p> <p>Completion of report outlining environmental impact of public art</p>	<p>Executive Manager, Community Services / Executive Manager Built/ Natural Environment</p>
<p>d) Commission two murals per year and three pieces of public art in the next five years</p>	<p>Sense of belonging to a shared cultural heritage deepened</p> <p>Positive sense of place (built and/or natural environment) enhanced</p> <p>Sense of civic pride enhanced</p> <p>Civic trust inspired</p>	<p>(1) Within existing budget - Capital expenditure</p>	<p>-</p>	<p>\$200,000</p>	<p>-</p>	<p>\$200,000</p>	<p>\$200,000</p>	<p>Attendance Audience satisfaction survey</p>	<p>Executive Manager, Community Services/ Executive Manager, Strategy</p>

(1) Within existing budget, (2) Business Case to be prepared for additional funding, (3) Dependent on external funding

# GOAL 4: a Creative Economy of Opportunity and Aspiration

## Desired outcome:

A city where sustainable and creative ideas, initiatives and businesses can thrive.

## Rationale:

Investment in cultural infrastructure and programs can stimulate short- and long-term economic growth, therefore we will advocate for and identify lucrative and attractive opportunities for our creative industries.

## Objectives:

4.1 Promote Mandurah as a desirable city to live, work, visit and invest in through its cultural offerings

4.2 Advocate for the long-term economic, social and environmental benefits of cultural investment

4.3 Identify and respond to professional development needs that will foster innovation and widen the knowledge pool available for our cultural industries

4.4 Facilitate relationships between private businesses and creative enterprises

Projects / Actions	Outcomes (CDN measurable outcomes)	Funding Type *	Y1	Y2	Y3	Y4	Y5	Measures of Success	Responsibility
a) Actively seek and attract arts and culture initiatives to Mandurah through research, leveraging partnerships and funding opportunities.	Diversity of cultural expression appreciated Local economy supported Access to beneficial networks and other resources increased Sense of civic pride enhances	(1) & (3)	\$60,000	\$60,000	\$60,000	\$62,000	\$62,000	Funding successfully obtained At least one large-scale arts event or initiative taking place in Mandurah Number of visitors Media coverage around the initiative Community and visitor perception survey results	Executive Manager, Community Services / Executive Manager, Strategy

b) Review the City's arts and culture brands and digital channels, ensuring maximum visibility and functionality.	Diversity of cultural expression appreciated Professional practice capability increased Local economy supported	(1) Within existing budget	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	A comparison year-on-year of digital engagement statistics	Executive Manager, Community Services / Executive Manager, Strategy
c) Through Contemporary Art Spaces Mandurah, deliver art classes, programs and exhibitions that support emerging and mid-career artist, cultural groups and the general community, focusing on professional development and targeting a wide demographic.	Diversity of cultural expression appreciated Professional practice capability increased Local economy supported Employment- enhancing skill development facilitated Individual economic wellbeing increased	(1) Within existing budget	\$125,687	\$125,687	\$127,000	\$127,000	\$127,500	Audience statistics Artist feedback	Executive Manager, Community Services
d) Continue to deliver and develop Peel Open Studios and measure its success.	Knowledge, ideas and insight gained Diversity of cultural expression appreciated Professional practice capability increased Employment- enhancing skill development facilitated Individual economic wellbeing increased Local economy supported	(1) Within existing budget	\$31,125	\$32,000	\$32,000	\$33,000	\$33,000	Number of artists participating Visitor numbers Artist income generated Evaluation feedback	Executive Manager, Community Services
e) Leverage and promote assets such as public art and heritage trails as a draw card for liveability, tourism and investment.	Local economy supported Positive sense of place (built and/or natural environment) enhanced Sense of civic pride enhanced	(1) Within existing budget	-	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	Number of visitors using trail resources	Executive Manager Community Services/ Executive Manager, Strategy

f) Identify and address industry-specific needs to grow and develop sustainable creative businesses.	Professional practice capability increased Employment- enhancing skill development facilitated Individual economic wellbeing increased Local economy supported	(1) Within existing budget	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	Number of cultural creative industries participating Feedback from participants Impact measurements	Executive Manager, Strategy
g) Develop "how to" guides for the community on commissioning artworks and employing performers and artists, covering advice and links to support.	Professional practice capability increased Employment- enhancing skill development facilitated Local economy supported	(1) Within existing budget	-	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	Use of document measured	Executive Manager, Community Services/ Executive Manager Governance Services
h) Advocate for fit-for- purpose cultural infrastructure that Mandurah needs as a rapidly expanding city, such as music rehearsal and performance spaces, more studio spaces, exhibition and gallery facilities and access to contemporary digital equipment and software. Support and identify existing facilities that can be used for creative initiatives.	Development of an advocacy paper and position for use to inform the City's Social Infrastructure Plan reviews and for advocacy to government	(1) Within existing budget	-	-	internal (staff costs)	internal (staff costs)	internal (staff costs)	Alignment with comparable local governments in provision and support of infrastructure Number of creatives engaged with, and gaps identified	Executive Manager, Community Services/ Executive Manager, Strategy/ Executive Manager, Built Environment
i) Support the development of the 9x5 art prize with ManPAC over the next 5 years, including reviewing prize money, increased promotion of the prize.	Seek project and funding partners Engage community artists, tertiary and state/ federal, private sector.	(1) Within existing budget	\$1,500	\$1,700	\$1,800	\$2,000	\$2,000	NA	Executive Manager, Community Services

j) Commission a locally produced storybook for children that has a strong connection to Mandurah.	Professional practice capability increased Employment- enhancing skill development facilitated Positive sense of place (built and/or natural environment) enhanced	(3) budget - business case to be prepared	-	-	\$5000	-	-	Number of downloads/copies accessed Writer/illustrator feedback	Executive Manager, Community Services
k) Run an annual young illustrator's prize.	Creativity stimulated Professional practice capability increased Employment- enhancing skill development facilitated Feeling valued experienced	(3) budget - business case to be prepared	-	-	\$5,000	\$5,000	\$6,000	Number of entries participant satisfaction survey	Executive Manager, Community Services

# GOAL 5: Cultural Leadership and Advocacy

## Desired outcome:

An organisation that responds appropriately to the community's cultural needs and facilitates fair and transparent cultural engagement opportunities.

## Rationale:

We know that the community value being heard and understood, having their cultural needs met and their ideas and ambitions facilitated fairly, so we will maintain open, accessible and proactive communication channels, advocate effectively and ensure accountability.

## Objectives:

5.1 For the community to be understood, their cultural needs met, and their ideas and ambitions facilitated in an accessible, transparent manner

5.2 For fairness, quality, relevance and transparency in the delivery of cultural planning for the community

5.3 The City of Mandurah to be a respected leader and partner in understanding, advocating for and evaluating the cultural development of the community in response to its needs within all its strategies

Projects / Actions	Outcomes (CDN measurable outcomes)	Funding Type *	Y1	Y2	Y3	Y4	Y5	Measures of Success	Responsibility
a) Program an annual creative symposium for individuals, creative industries and community groups to engage with each other, share ideas, participate in professional development and engage with the city on the success and the future development of the Arts and Culture Strategy.  Report feedback to council as part of the annual strategy review process.	Agency and voice enabled  Civic trust inspired	(1)	\$30,860	\$30,860	\$31,000	\$32,000	\$33,000	Attendance levels  Diverse participant demographic  Net promotor score  Feedback on strategy development	Executive Manager, Community Services
b) Maintain the Memorandum of Understanding with ManPAC, aligning opportunities and partnering to deliver quality cultural experiences for the community.	Access to beneficial networks and other resources increased  Civic trust inspired	(1) Within existing budget	\$791,506	\$791,506	\$791,506	\$791,506	\$791,506	Memorandum of Understanding KPI  measurements  Annual Report delivery	Executive Manager, Community Services / Executive Manager, Governance

c) Explore partnerships with key arts organisations to optimise arts and cultural outcomes and maximise alliances.	Access to beneficial networks and other resources increased Civic trust inspired	(1) Within existing budget	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	Audience and participant satisfaction survey Exhibitions and programs jointly delivered	Executive Manager, Community Services
d) Set up a Cultural Partner Network that brings together key cultural delivery organisations to share programs and initiatives and avoid duplication.	Access to beneficial networks and other resources increased Agency and voice enabled Sense of civic pride enhanced Civic trust inspired	(1) Within existing budget	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	Bi-annual meetings Attendance and participation Local level advocacy	Executive Manager, Community Services
e) Undertake a service review and develop a 5-year business plan for Contemporary Art Spaces Mandurah, focusing on delivering professional development for emerging artists through residencies, courses and mentorship, considering other potential arts spaces throughout the city.	Access to beneficial networks and other resources increased Sense of civic pride enhanced Civic trust inspired Creativity stimulated Knowledge, ideas and insight gained	(1)	\$30,000	\$30,000	\$32,000	\$32,000	\$33,000	Number of artists engaged Audience and participant satisfaction survey Professional development and capacity building reported	Executive Manager, Community Services
f) Undertake a service review and develop a 5-year direction for the Mandurah Arts Festival.	Agency and voice enabled Civic trust inspired Creativity stimulated Knowledge, ideas and insight gained Diversity of cultural expression appreciated	(1) Within existing budget	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	Evaluation measuring how effectively objectives are met Audience and participant satisfaction survey	Executive Manager, Community Services

g) Explore options for a planning and evaluation tool (such as TAKSO) to plan and measure cultural activities.	<p>Access to beneficial networks and other resources increased</p> <p>Agency and voice enabled</p> <p>Sense of civic pride enhanced</p> <p>Civic trust inspired</p>	<p>(1) Expected cost Estimate</p> <p>\$15,000</p> <p>PA (pilot project is free in 2023- 2024)</p>	\$0	\$15,000	\$15,000	\$16,000	\$16,000	<p>Number of evaluations carried out in relation to projects</p> <p>Quality of data obtained</p>	Executive Manager, Community Services/ Executive Manager, Strategy
h) Conduct an annual review of the Arts and Culture Strategy, considering the review of the Strategic Community Plan and state and national cultural policy.	<p>Access to beneficial networks and other resources increased</p> <p>Agency and voice enabled</p> <p>Sense of civic pride enhanced</p> <p>Civic trust inspired</p>	(1) Within existing budget	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	internal (staff costs)	Continued community satisfaction results obtained through consultations and evaluations	Executive Manager, Community Services/ Executive Manager, Strategy





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