Goldfields-Esperance Arts and Culture Framework 2015-2020
Introduction

The Goldfields-Esperance region is located in the southeastern corner of Western Australia and comprises nine local government areas. The City of Kalgoorlie-Boulder is home to 54% of the region’s population. Other shires include Coolgardie, Dundas, Esperance, Laverton, Leonora, Menzies, Ngaanyatjarraku and Ravensthorpe. The region covers an area of more than three-quarters of a million square kilometres – almost one-third of the area of Western Australia – and contains an extraordinary diversity of landscapes, people, histories and creative expression.

Regional Development Australia Goldfields Esperance (RDAGE) is an incorporated not-for-profit organisation funded by the Australian Government. RDAGE’s key role is to build effective partnerships between the three tiers of government and key stakeholders to address economic and social issues affecting the Goldfields-Esperance region. RDAGE strives to engage and consult with community; support comprehensive regional planning; improve economic and community development; and, contribute to a whole-of-government approach to issues across the region.

Country Arts WA is a regionally governed, independent, not-for-profit, membership based organisation with a 100% regional focus. The organisation’s purpose is to build creativity, capacity and connection in and between Western Australian regional communities. It achieves this by enabling and empowering people to develop and enrich their communities through engagement with culture and the arts. Country Arts WA works across all regions of Western Australia and supports all art forms. With a scope so vast, we identify a focus region and priority areas to help target energy and resources.

In 2014, RDAGE committed to improve the economic capability of the arts and culture sector across the region and partnered with Country Arts WA to develop the Goldfields-Esperance Arts and Culture Framework 2015-2020.

The framework includes an overview of the arts and culture landscape in the Goldfields-Esperance region, it includes a vision statement, and seven regional priorities together with short, medium and long term goals. The framework provides the foundation to develop an arts and culture strategic plan, and three year business plan which will be furthered by Country Arts WA in the coming months.
Background

In October 2014, Kalgoorlie-Boulder hosted the national Regional Arts Australia (RAA) Summit and Arts & Edges Festival. Country Arts WA worked closely with the Goldfields-Esperance communities via the Local Engagement and First Nations Reference Groups to inform programming and develop local content for the Summit and Festival. Following the success of the Summit, RDAGE and Country Arts WA joined forces to develop an arts and cultural framework for the Goldfields-Esperance region.

The community consultation process started immediately after the Summit and conversations were held with key individuals from the Local Engagement and First Nations Reference Groups. In November 2014, RDAGE and Country Arts WA released a survey inviting feedback from local participants about the Summit and Festival. The survey revealed that respondents thought leadership training, skills development, and capacity building were the areas of highest need across the arts and culture sector in the Goldfields-Esperance region.

In February 2015, RDAGE and Country Arts WA hosted two full-day arts and culture forums in Kalgoorlie-Boulder and Esperance to facilitate a collective community visioning process. More than 55 key stakeholders attended the forums from Kalgoorlie, Leonora, Norseman, Laverton, Wiluna and Esperance. The participants contributed a vast number of ideas and strongly reconfirmed their keen interest, commitment and passion for developing regional arts and cultural expression across the Goldfields-Esperance region.

In March 2015, further consultations took place in the northern Goldfields communities of Laverton and Leonora. Information distilled from the comprehensive consultation process, along with information that had already been collated from previous arts and culture consultations informed the development of seven priority areas for the framework. A forum reflections document was developed and distributed to participants for their feedback. Forum participants were invited to rank the seven priority areas in order of importance to them. The seven priorities are the foundation of the framework.

The following arts and culture planning documents relevant to the Goldfields-Esperance region are concurrently being developed:

- The Department of Culture and the Arts is developing Towards a Strategic Directions Framework 2015-2030
- The Goldfields-Esperance Development Commission is developing a Regional Investment Blueprint to guide planning and investment in the region to 2050
- The Goldfields-Esperance Development Commission is developing a plan for an Arts and Culture Trail for the Goldfields-Esperance region
- Local government Strategic Community Plans developed in 2013 as part of the Local Government Integrated Planning Framework will be reviewed later in 2015

Across Western Australia, local government makes a significant investment in arts and culture. Most of the nine local governments in the Goldfields-Esperance region have developed and implemented a strategic community plan but few have developed a cultural plan or public art policy to strategically guide their investment in culture and the arts


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The Arts and Culture Landscape

Ngaanyatjarra Lands and Northern Goldfields

The arts and cultural landscape of the Ngaanyatjarra Lands and Northern Goldfields, Eastern Goldfields and South Coast sub regions of the Goldfields-Esperance region is characterised by extraordinary diversity, reflecting the variety of the physical landscape. Across the region there are numerous important and significant cultural assets.

In the Ngaanyatjarra Lands and northern Goldfields there are a number of arts and cultural enterprises including:

- Blackstone Festival
- Laverton’s Outback Gallery
- Leonora-Laverton Cross Cultural Association
- Leonora Golden Gift
- Morapoi Station Cultural Tours
- Ngaanyatjarra Media
- Spinifex Arts Project
- Tjulyuru Cultural and Civic Centre
- Walkatjurra Art Centre
- Warburton Arts Project
- Western Desert Mob members:
  - Maruku Arts
  - Minyma Kutjara Artists
  - Papulankutja Artists
  - Kayili Artists
  - Tjanpi Desert Weavers
  - Tjarliri Art
  - Warakuna Artists
- Wilurarra Creative Hub

Eastern Goldfields

In Kalgoorlie-Boulder, ArtGold is the peak arts organisation, which supports local artists, art groups, crafts people and artisans. The Goldfields Arts Centre is the only multifunctional arts venue in the Goldfields region, featuring a 700-seat theatre, function room, ensemble room, dance studio and an art gallery. The Western Australia Museum – Kalgoorlie-Boulder showcases the rich Eastern Goldfields history.

Other cultural assets in Kalgoorlie-Boulder include:

- Boulder Markets
- Goldfields KidsFest
- Heart of Gold Festival
- Kalgoorlie-Boulder Art Prize
- Kalgoorlie and Boulder town halls
- Multicultural Festival
- NAIDOC celebrations
- St Barbara’s Festival
- Spring Festival
- Tjuma Pulka Music Recording Studio
- Wongutha Birni Cultural Centre

Arts and culture organisations and groups in the central part of the region include:

- Boulder Photography Club
- Ecomaniac
- Fossick Handmade
- Golden Mile Art Exhibition Group
- Goldfields Brass Band
- Goldfields Repertory Club
- Goldfields Writers Group
- Kambalda Cultural and Arts Group
- Stage Left Theatre Company
- The Comedy Club
- Two Up Two Down Choir
- Te Taki o Aotahi Southern Cross Maori Performing Arts Group
- Veils of Gold Belly Dancers

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Photo credits, opposite page (L-R): 1. Collecting wood for Punu Tjanpi Palyani at the Summit. Photo by Travis Anderson. 2. Selfies at the Summit, courtesy of Wilurarra Creative. Photo by Travis Anderson. 3. Where’s Wally yarn bombing on the streets of Kalgoorlie. Photo by Travis Anderson. 4. The Aboriginal Art Market during the Summit, took place inside the Goldfields Arts Centre due to weather conditions. Photo by Travis Anderson.
South Coast

In the southern part of the Goldfields-Esperance region, which includes the Shires of Esperance and Ravensthorpe, Esperance Community Arts is a peak arts body that supports, promotes and advocates on behalf of its members. Esperance also has two theatre spaces: the Esperance Civic Centre which has a 200-seat reception room and a 500-seat auditorium for concerts, theatre, and civic functions; and the Bijou Theatre, which is Western Australia’s oldest purpose built theatre and home to the Esperance Theatre Guild.

Other cultural assets in the south of the region include:

- Baxter + Maree Gallery
- Cannery Art Centre
- Esperance Bay Music Club
- Esperance Brass Band
- Esperance Drumming Group
- Esperance Museum Village Park
- Esperance Music Festival
- Esperance Photography Club
- Esperance Sound Shell
- Esperance Theatre Guild
- Esperance Wildflower Festival
- Festival of the Wind
- Just Dance Esperance
- Kepa Kurl
- Ravensthorpe Regional Arts Council
- Ravensthorpe Wildflower Festival
- Recherche Writers
- Section Glass Gallery
- Stephanie’s Studio
Vision and Values

**Vision Statement for Arts and Culture in the Goldfields-Esperance Region**

A vision statement is an aspirational description of what should be achieved or accomplished in the mid-term or long-term future.

From the visioning process undertaken at the two facilitated forums, the following vision statement was developed:

- **Arts and culture forms part of every person’s lived experience in the Goldfields-Esperance region.**

**Values for Arts and Culture in the Goldfields-Esperance Region**

Values are important and lasting beliefs that guide and align work that is undertaken to achieve the vision statement.

From the visioning process undertaken at the two facilitated forums, the following values emerged:

- Ground-up development and nurturing of artistic expression
- Straight forward communication
- Appreciation of cultural diversity based on sharing and learning
- Highly developed skills and competencies
- Strong community bonds and community harmony
Priorities and Goals

As part of the community consultation and visioning process, seven priorities were identified by the arts and culture sector in the Goldfields-Esperance region for further development. These priorities are:

- **Priority 1**: Central Coordinating Hub
- **Priority 2**: Leadership Development and Skills Training
- **Priority 3**: Resilience and Sustainability
- **Priority 4**: Art in Public Places
- **Priority 5**: Inter and Intra Regional Tours and Cultural Exchange
- **Priority 6**: First Nations and Multicultural Arts and Culture
- **Priority 7**: Young People and Digital Media
The seven priorities, together with short, medium and long term goals, are set out in the following tables:

<table>
<thead>
<tr>
<th>Priority 1</th>
<th>Central Coordinating Hub</th>
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</table>
| **Description** | • Develop a central coordinating and marketing service for art and cultural organisations  
• Provide a repository and dissemination service of information to arts, culture, tourism and environmental organisations |
| **Short Term Goals** (6-12 months) | • Explore potential models for establishing the Central Coordinating Hub  
• Partner with the GEDC to deliver the plan for the arts and culture trail  
• Work with local cultural advisors to develop a set of local cultural protocols to guide organisations and individuals working with First Nations peoples from across the region |
| **Medium Term Goals** (1-2 years) | • Deliver a skills development and leadership program for arts practitioners and organisations across the region informed by the cultural mapping process  
• Support festival growth and development to showcase local talent and creative ventures  
• Advocate for studio and exhibition space and targeted programs to develop curatorial expertise  
• Advocate to: Local government for the development of arts and cultural strategies and policies for the region; State government for the inclusion of arts and culture in the Goldfields-Esperance Regional Blueprint; and, Federal government for support for skills and leadership development  
• Utilise the skills of touring artists (presented by the GAC, Esperance Civic Centre, Ravenshorpe Regional Arts Council, City of Kalgoorlie Boulder, City of Dundas, Kambalda Arts and Culture and others) to inspire creativity and pass on artistic skills and ideas through performances, workshops and masterclasses |
| **Long Term Goals** (3-5 years) | • Identify and broker collaborations with arts organisations across the region, WA, interstate and internationally  
• Support new artistic talent and the commercial competencies of creative ventures  
• Commission a research project to demonstrate how creative industries can benefit the local economy and positively impact community wellbeing |
## Priority 2
### Leadership Development and Skills Training

#### Description
- Share, develop and grow local talent
- Utilise existing skills in the community and leverage it to expand community skills and leadership capacity

#### Short Term Goals (6-12 months)
- Undertake cultural mapping to determine the skills capacity and skills gaps in arts and cultural event/project development
- Provide cultural event/project concept development and grant writing workshops
- Provide creative community engagement and culture planning training for local government and community groups using a community cultural development framework (CCD)
- Utilise the skills of touring artists presented in the Goldfields-Esperance region

#### Medium Term Goals (1-2 years)
- Understand government funding and planning cycle
- Provide a mentoring support program to develop skills and leadership
- Facilitate access to tertiary training opportunities through TAFE
- Develop governance and business management training and development opportunities for arts organisations and the volunteers that support the arts organisations
- Develop a governance framework for arts organisations

#### Long Term Goals (3-5 years)
- Develop competency in making a profit out of creative ventures

## Priority 3
### Resilience and Sustainability

#### Description
- Support the personal passion and commitment of volunteers that are the powerhouse of the arts in the region

#### Short Term Goals (6-12 months)
- Create funding opportunities to pay existing staff appropriately and to create paid employment opportunities in the arts

#### Medium Term Goals (1-2 years)
- Facilitate the development of a consistent funding model that grows philanthropic and sponsorship support for the arts

#### Long Term Goals (3-5 years)
- Collaborate with other sectors like tourism and ecotourism
- Ensure regional arts and cultural infrastructure is maintained and upgraded to keep pace with changing uses and needs of the community

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1 Department of Culture and the Arts. 2014. Goldfields-Esperance.
### Priority 4  
**Art in Public Places**

#### Description
- Facilitate the creation of public art that reflects the range of local stories
- Facilitate the reinvigoration of art in public places and celebrate cultural diversity using sculpture, paste ups, graffiti and projections

#### Short Term Goals (6-12 months)
- Develop welcoming entry statements to regional towns that tell a local story
- Work with local government to create a central hub and cultural precinct in Esperance and Kalgoorlie-Boulder

#### Medium Term Goals (1-2 years)
- Develop opportunities to showcase regional works of excellence

#### Long Term Goals (3-5 years)
- Facilitate the development of sculpture trails on First Nations land
- Develop sculpture walks in the urban environment

### Priority 5  
**Inter and Intra Regional Tours and Artistic Exchange**

#### Description
- Showcase what is unique about the Goldfields-Esperance region and tell local and nationally significant stories

#### Short Term Goals (6-12 months)
- Develop a program of diverse, inspiring annual events building on the success of local events

#### Medium Term Goals (1-2 years)
- Work with smaller communities to develop their own product and share in the celebrations
- Share and exchange artists and programs between Kalgoorlie-Boulder and Esperance and across the region

#### Long Term Goals (3-5 years)
- Celebrate, promote and value local artistic product and showcase it in Perth
## Priority 6: First Nations and Multicultural Arts and Culture

**Description**
- Pay tribute to, respect and showcase First Nations and multicultural people's stories from across the region

### Short Term Goals (6-12 months)
- Develop a program of intercultural and inter-regional exchange and learning
- Develop opportunities for young people to create Welcome to Country presentations

### Medium Term Goals (1-2 years)
- Reinvigorate existing First Nations trails to share culturally significant religious and cultural stories
- Educate the community about how to survive in the bush to make going off road an enjoyable and safe experience

### Long Term Goals (3-5 years)
- Create opportunities for artist-in-residence programs

## Priority 7: Young People and Digital Media

**Description**
- Facilitate the inter-generational exchange of ideas and learning

### Short Term Goals (6-12 months)
- Develop digital arts employment opportunities for young people

### Medium Term Goals (1-2 years)
- Facilitate the inter-generational exchange of ideas and learning
- Train young people in creating digital product and using digital projection equipment for ephemeral self-expression
- Develop the music industry in regional towns

### Long Term Goals (3-5 years)
- Facilitate the inter-generational exchange of ideas and learning
- Develop relationships with schools to provide workshop programs and performance opportunities
Next Steps for Action

The seven priorities are divided into two steps. The initial step is the establishment of an organisational framework to facilitate skills training and leadership development across the region. The next step involves accessing support for community artists to develop their existing skills and learn new skills, expanding local capacity for creative expression and increasing the production of works of excellence. Increased local capacity will influence and shape local government cultural policy development that is the foundation of a vibrant and sustainable arts and culture sector.

Priorities – Level One

The Goldfields-Esperance communities want to experience the economic, social and cultural benefits of a robust arts and culture sector. Artists and arts organisations expressed a desire to create businesses that are supported by a diversity of income streams. To achieve this goal, essential foundational work is required. This includes the establishment of a central coordinating hub to facilitate leadership development and skills training and mentoring programs in the areas of:

- cultural planning
- project management
- communication
- business planning and development
- public art development
- arts law
- governance and strategic planning

Central Coordinating Hub

Further consultation is required to determine the most appropriate model for a central coordinating hub. Currently, ArtGold, the arts and culture association in Kalgoorlie-Boulder, is appropriately positioned to be restructured and appropriately resourced, staffed and supported to take on a greater coordination role for the region. Esperance Community Arts is similarly placed in Esperance to partner and support a central coordinating hub.

Leadership Development and Skills Training

Local government is a key participant in the realm of arts and culture in communities. In the Arts and Culture in Local Government report released in March 2015, by the Chamber of Arts and Culture Western Australia and Community Arts Network WA, it is noted that local government makes a substantial investment in arts and culture in Western Australia that is of pivotal importance to the sector. This investment occurs with little strategic planning about resource allocation.

Many of the smaller local governments in the Goldfields-Esperance region do not have a cultural plan or public art policy. Training in creative community engagement and cultural planning is an area of immediate need for many local governments and/or community groups. The training will enable the community to contribute to policy development while facilitating the creation of public artworks that expresses the culture of the community.

All arts organisations will benefit from training and development in governance and strategic planning.

Resilience and Sustainability

A new funding model that properly supports existing staff and enables the employment of more support staff to address issues of staff and volunteer burnout, was identified as essential for the sustainability of the arts and culture sector in the Goldfields-Esperance region.

Developing a business model to assist arts organisations to develop a diverse income stream is also important.
Priorities – Level Two
Experiential learning by making art was considered an important aspect to leadership development and skills training. The community expressed a desire to work together to tell local stories and create works of art that express local culture. People want to work with experienced artists - from within and outside the community - to develop skills and competencies. This approach was described in the Kalgoorlie-Boulder forum as 'from the ground up, from the sky down'.

Art in Public Places
Public art is an art form that communities from across the region consistently communicated they want to develop. The creation of public artworks in the Goldfields-Esperance region ideally requires local governments to implement a cultural plan and public art policy to ensure a strategic approach to guide the investment of community resources that aligns with community needs.

Intra and Inter Regional Touring
The inclusion of artistic exchanges and residencies to develop skills to tell the local stories in a way that engages the broader community is considered important.

First Nations and Multicultural Arts and Culture and Young People and Digital Media
Feedback from First Nations people from Kalgoorlie-Boulder, Laverton and Leonora conveyed that music, film, visual arts, multi-media and performance are all areas of strong interest that require further development. First Nations peoples are the first inhabitants of Australia so an important point that requires further discussion is whether First Nations arts and culture is woven through all of the strategies.

Digital media is an area that young people want to develop skills so they can connect with the global community. Additionally, young people want to develop skills in numerous other art forms to express their local identity.
Concluding Comments

It is essential that more consultation is undertaken with First Nations people in the regional and remote communities of the Northern Goldfields and the Ngaanyatjarra Lands, and with young people across the Goldfields-Esperance region to capture their aspirations for an arts and culture strategic plan. Similarly, further consultation is required to determine an appropriate model for a central coordinating hub to service a very large and physically and culturally diverse region.

The next iteration of the strategic planning process will facilitate the continuation of the consultation process to complete the Goldfields-Esperance Arts and Culture Strategic Plan 2015-2020. The final document will serve as a guide for developing local capacity to tell stories and express culture unique to the Goldfields-Esperance region and strengthen the confidence of funding organisations to support these projects.
Appendices

Appendix 1
Community Consultation Methodology
The community consultation process was based on an Appreciative Enquiry (Strengths Based) Community Cultural Development methodology using the following approaches:

- Informal interviews at the Regional Arts Australia Summit: Arts & Edges
- An on-line survey following the Regional Arts Australia Summit: Arts & Edges
- A literature review of key reports and plans
- Informal interviews following the St Barbara’s Festival and Twilight Makers Markets
- Formal interviews
- Arts and Culture Forums conducted in Kalgoorlie-Boulder and Esperance
- A community meeting with the Laverton-Leonora Cross Cultural Association
- Meetings in Leonora with Walkatjurra Cultural Centre, MEEDAC Inc and the Leonora Women’s Support Group
- A meeting with the Madawonga-Galagoo Traditional Owners, Coolgardie

Appendix 2
Ranking of Priorities
The people who attended the forums were invited to numerically rank the priorities in order of importance to them – 1 was allocated to the most important priority and 7 was allocated to the least important priority. The voting pattern showed that the priorities were ranked into two distinct levels of importance. Initial foundational work is considered essential to build capacity and community confidence, followed by the development of skills in specific arts practice. Establishing a mentoring program to develop leadership and skills whilst mentees work together to develop arts projects will facilitate experiential learning.

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<th>Description</th>
<th>Total Raw Score</th>
<th>Ranking</th>
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<td>Skills Training and Leadership Development</td>
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<td>Resilience and Sustainability</td>
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<td>Inter and Intra Regional Exchange</td>
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## Appendix 3
### Forum Participants

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<th>Kalgoorlie-Boulder Forum Participants</th>
<th>Esperance Forum Participants</th>
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<tr>
<td>Christine Boase</td>
<td>Don Abdullah</td>
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<td>Tina Bryce</td>
<td>Jayne Arnold</td>
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<td>Sally Ashbil</td>
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<td>Janice Kendall</td>
<td>Ross Beckett</td>
</tr>
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Don Abdullah | Jo Matchitt
Jayne Arnold | Karen McClurkin
Sally Ashbil | Lara McIntyre
Ross Beckett | Anna Morecombe
Victoria Brown | Alice Morgan
Stephen Campbell | Nathan Morris
Gary Cooper | Jane Mulcock
Keith Denton | Reverend Doug Murray
Heather Gee | Noami Roy
Clary Green | Matthew Scott
Vicky Griffiths | Kerry Shaw
Anne Henderson | Kris Starcevich
Rebecca Hillier | Lynn Symes
Owen Hinton | Bevan Thompson
David MacDermott | Theaker Von Ziarno
Appendix 4
Terms and Definitions

Culture
Culture is the social production and transmission of identities, meanings, knowledge, beliefs, values, aspirations, memories, purposes, attitudes, and understanding. Culture is also understood as the ‘way of life’.6

Cultural Assets
Cultural assets can be material, immaterial, emotional, or spiritual.7

Sustainability
In its simplest form, sustainability embodies the desire that future generations inherit a world at least as bountiful as the world we now inhabit. Culture provides a tangible basis for sustainable action.

Culture and Sustainability
A society’s values are the basis upon which everything else is built. These values and the ways they are expressed are a society’s culture. The way a society governs itself cannot be fully democratic without there being clear avenues for the expression of community values, and these expressions directly affect the direction society takes. These processes are culture at work.

Cultural vitality is just as essential for a healthy and sustainable society as social equity, environmental responsibility, and economic viability. In order for public planning to be more effective, its methodology should include an integrated framework of cultural evaluation along similar lines to those being developed for social, environmental, and economic impact assessment.8

Community Cultural Development
Community Cultural Development (CCD) is a framework for working with communities and celebrating diversity that provides an access point to identify needs and responses from the community.

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