



Arts, Culture and Creative Strategy - Action Plan

2024-28

Arts, Culture and Creative Strategy - Action Plan 2024 - 2028

Introduction

Walyalup | Fremantle is a creative city that is inspiring, diverse and dares to be different.

Over the next ten years, we will nurture creativity and connection in this special place. Our commitment to advancing reconciliation and truth-telling deepens with a First Nations First approach that informs all our work. Our programs continue to be inspired by our unique identity and are to be accessible to all members of the community. A diverse and resilient arts and culture community will grow through capacity-building programs and programming for audiences of all levels of interest and knowledge. We will collaborate with partners on an annual calendar of homegrown and independent events while improving current and advocating for new cultural infrastructure.

Our actions are future focused as we respect, understand, and look after Walyalup | Fremantle for current and future generations, for the next generation of artists and creatives.

The [Arts, Culture and Creative Strategy](#) and this Action Plan is led by the City's Arts and Culture team, with a broader organisational commitment to the vision and delivery of actions.

Purpose

The purpose of the City of Fremantle's [Arts, Culture and Creative Strategy 2024 – 2034](#), and this Action Plan, is a commitment to empowering arts, culture, and creativity in Fremantle. It is important to note that this Action Plan is operational and a living document which is reviewed on an annual basis to adapt to new opportunities and developments in the community.

The actions respond to the four priorities of the [Arts, Culture and Creative Strategy 2024 – 2034](#), which are:

First Nations: Fremantle is a place that recognises, respects and celebrates First Nations arts and culture.

Experience: Fremantle is a place of meaningful artistic, culture and creative expression and participation for everyone.

Incubation: Fremantle is a place that values artists and creatives to help grow and sustain creative practices and careers.

Partnership: Fremantle is a place where people partner up to create work and sustain their practice, as well as to advocate for thriving arts, culture and creative sector.

PRIORITY 1: FIRST NATIONS

Vision: Walyalup | Fremantle is a place that recognises, respects, and celebrates First Nations arts and culture.

Strategic Objectives:

1.1 Engage with First Nations people and communities.

1.2 Celebrate and grow First Nations led arts and cultural programming.

1.3 Create and advocate for training, employment, and professional development opportunities for First Nations people within City of Fremantle.

Strategic objective	Is the action new or existing?	Detailed actions (OR link to existing local government plan/document that details this activity)	Target (SMART)	Cost of implementation incorporated into annual budget and Corporate Business Plan? Y/N - (if not, it is subject to budget approval)	Responsibility for implementation (branch, team or officer title, not the names of individual officers)
1.1 Engage with First Nation peoples and communities.	Existing	1.1.1 Work with Traditional Owners to ensure First Nations knowledge and culture always guides our work.	Arts & Culture staff attend 2 x W/RAP meetings annually to present programming and provide reporting quarterly. Arts & Culture staff engage with Whadjuk Cultural Advice Committee on major projects.	Yes	Manager Arts Manager Community Development

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1.1 Engage with First Nation peoples and communities.	Existing	1.1.2 Work with First Nations arts and cultural leaders to provide expert advice for Arts & Culture programming.	Engage with a minimum of 10 arts and cultural leaders annually.	Yes	Manager Arts
1.1 Engage with First Nation peoples and communities.	New	1.1.3 Work with First Nation stakeholders to ensure culturally appropriate Arts & Culture procedures and systems.	80% of Arts & Culture policies and procedures reviewed and updated - 2025.	Yes	Manager Arts

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1.2 Celebrate and grow First Nations led arts and cultural programming.	Existing	1.2.1 Prioritise First Nations led programming including works of scale in arts and culture services.	Deliver a significant Nyoongar-led public artwork – 2028. Deliver <i>Wardarnji</i> performance event annually. Presentation Partner for <i>Revealed</i> in 2024. 30% of City’s Arts & Culture programming is First Nation led annually.	Yes	Manager Arts
1.2 Celebrate and grow First Nations led arts and cultural programming.	Existing	1.2.2 Continue to invite local Traditional Owners to provide Welcome to Country or other appropriate cultural protocol at significant civic and community events.	10 events minimum annually.	Yes	Manager Arts

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1.2 Celebrate and grow First Nations led arts and cultural programming.	Existing	1.2.3 Communicate existing industry cultural protocol documents, and develop cultural protocols relevant to Walyalup, for the artistic and creative community.	Research available protocols and publish - 2024. Develop protocol documents specific to Walyalup and publish - 2025.	Yes	Manager Arts Manager Community Development
1.3 Create and advocate for training, employment, and professional development opportunities for First Nations people within City of Fremantle.	Existing	1.3.1 Increase First Nations representation in Arts & Culture leadership, and in casual and core roles within the teams.	Research to develop an Arts & Culture First Nations Traineeship and Leadership Program - 2024. Establish an Arts & Culture First Nations Traineeship and Leadership Program - 2025. 30% of artist and production contracts are First Nations awarded -2026.	Yes	Manager Arts Manager People & Culture

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1.3 Create and advocate for training, employment, and professional development opportunities for First Nations people within City of Fremantle.	New	1.3.2 Prioritise First Nation people in professional development opportunities within Arts & Culture services.	<p>Research partnerships for delivery of accredited First Nation art courses in Walyalup - 2024.</p> <p>20% increase in First Nation-led opportunities offered in the Arts and Culture Professional Development program - 2025.</p> <p>30% increase in studio residences and leasing opportunities - 2025.</p> <p>20% increase in First Nation participation in Creative Learning Program - 2026.</p>	Yes	<p>Manager Arts</p> <p>Manager Economy & Commercial</p>
1.3 Create training, employment, and economic development opportunities for First Nation people within City of Fremantle	New	1.3.3 City of Fremantle Towards 2029 working group ensures Whadjuk artists and leaders are integral to planning for the bicentennial.	<p>Develop Engagement Plan – 2024</p> <p>Facilitate working group meetings – 2024</p>	Yes	Director Creative Arts & Community

PRIORITY 2: EXPERIANCE

Vision: Walyalup | Fremantle is a place of meaningful artistic, cultural, and creative expression and participation for everyone.

Strategic objectives:

- 2.1 Strengthen Fremantle’s standing as a major cultural hub and destination city for cultural experiences.
- 2.2 Celebrate our community’s long and rich history, cultural diversity and contemporary identity.
- 2.3 Ensure Fremantle’s natural and built environment is protected and designed to enhance local identity and encourage cultural activity.

Strategic Objective	Is the action new or existing?	Detailed actions (OR link to existing local government plan/document that details this activity)	Target (SMART)	Cost of implementation incorporated into annual budget and Corporate Business Plan? Y/N - (if not if not, it is subject to budget approval)	Responsibility for implementation (branch, team, or officer title, not the names of individual officers)
2.1 Strengthen Fremantle’s standing as a major cultural hub and destination city for cultural experiences.	Existing	2.1.1 Effectively manage the risk inherent in supporting brave artistic practice to provide innovative audience and community experiences.	Regularly review and update policy and operational plans for Arts & Culture programs e.g. FAC, Festivals, Public Art, Collections etc – 80% reviewed - 2025 Establish a Fremantle Cultural Trust to build philanthropic giving - 2024.	Yes	Manager Arts

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2.1 Strengthen Fremantle's standing as a major cultural hub and destination city for cultural experiences.	New	2.1.2 Improve systems to ensure an integrated approach to arts, culture, and creative programming across the organisation.	Develop Arts & Culture programming toolkit and share across organisation -2025. Work with CoF colleagues to identify opportunities to extend arts and cultural activities through the city's services.	Yes	Manager Arts
	Existing	2.1.3 Invest in multi-scale art experiences produced by industry partners that support the city's objectives.	Develop Partnerships Framework for large-scale arts and culture events - 2024	Yes	Manager Arts
	Existing	2.1.4 Engage government, corporate and industry partners to leverage Fremantle's cultural profile for destination outcomes.	Develop Partnerships Framework to identify opportunities - 2024.	Yes	Manager Arts

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2.2 Celebrate our community's long and rich history, cultural diversity and contemporary identity.	Existing	2.2.1 Encourage and extend community participation in the development and practice of arts, culture, and creative activities.	<p>Increase access to the City's Collections (Public Art & Art) through public programming including online engagement - 2025.</p> <p>Provide accessible and inclusive programming services including access tours, Quiet Hour, Auslan etc for Arts and Culture programs - ongoing</p> <p>Plan expansion of FAC's Creative Learning program for schools - 2025</p> <p>Research and develop Arts & Health program - 2025</p>	Yes	<p>Manager Arts</p> <p>Manager Community Development</p>

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2.2 Celebrate our community's long and rich history, cultural diversity and contemporary identity	New	2.2.2 Improve internal capacity of Arts & Culture to co-create projects with community.	Establish guidelines for co-creation with the community - 2025. Produce and commission work with the local community annually.	Yes	Manager Arts
2.2 Celebrate our community's long and rich history, cultural diversity and contemporary identity	Existing	2.2.3 Strengthen the city's collegiate approach to celebrating and communicating Fremantle's unique identity.	Develop Arts & Culture Audience Development Communication Plan integrating all City platforms - 2025. Work with Youth Plan to develop strategies to engage young people in Arts & Culture services - 2024. Implement Disability Access Review and Remediation and Management Plan to improve access to all Arts & Culture property assets, - ongoing.	Yes	Manager Arts Manager Economy and Commercial Manager Strategic Community and Stakeholder Relations Manager Community Development Manager Building, Facilities and

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					Sustainable Services
2.3 Ensure Fremantle's natural and built environment is protected and designed to enhance local identity and encourage cultural activity.	Existing	2.3.1 Maintain a focus on outdoor and street-based events and cultural experiences.	<p>Prioritise reviewing the Percent for Art Policy and Guidelines - 2024.</p> <p>Contribute to review of City Event Guidelines to ensure community-led activity and accessibility - 2025.</p>	Yes	<p>Manager Arts</p> <p>Manager Development Approvals and Planning Services</p> <p>Manager Economy and Commercial</p>
2.3 Ensure Fremantle's natural and built environment is protected and designed to enhance local identity and encourage cultural activity	Existing	2.3.2 Identify opportunities for cultural precinct development that enhance Fremantle's' unique natural and built environments.	Review cultural infrastructure mapping ensuring a greater understanding of sites that can be utilised for artistic, cultural, and creative activity and make information available to the public - 2024.	Yes	<p>Manager Arts</p> <p>Manager Strategic Planning and City Design</p>

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			Contribute to development of City Plan developed by Strategic Planning Team - ongoing		
2.3 Ensure Fremantle's natural and built environment is protected and designed to enhance local identity and encourage cultural activity	Existing	2.3.3 Improve the environmental sustainability of the Arts & Culture portfolio.	<p>Commission artworks and cultural events with environmental sustainability as their theme - ongoing</p> <p>Contribute to a review of City Events Sustainability policy - 2025</p> <p>Contribute to the development of the City's Carbon Emissions Reduction Strategy – 2024/2025.</p> <p>Showcase Arts & Culture industries environmental action work, - 2025.</p> <p>Facilitate Arts & Culture community-led environmental</p>	Yes	<p>Manager Arts</p> <p>Manager Strategic Planning and City Design</p> <p>Manager Economy and Commercial</p>

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			advice, training, and services - 2025.		

PRIORITY 3: INCUBATION

Vision: Walyalup | Fremantle is a place that values artists and creatives to help grow and sustain creative practice and careers.

Strategic Objectives:

- 3.1 Provide and improve fit-for-purpose cultural infrastructure.
- 3.2 Provide sustainable investment in the careers of artists and creatives.
- 3.3 Provide safe and inclusive environments in the city's arts and culture services.

Strategic Objective	Is the action new or existing?	Detailed actions (OR link to existing local government plan/document that details this activity)	Target (SMART)	Cost of implementation incorporated into annual budget and Corporate Business Plan? Y/N - (if not, it is subject to budget approval)	Responsibility for implementation (branch, team or officer title, not the names of individual officers)
3.1 Provide and improve fit-for-purpose cultural infrastructure.	Existing	3.1.1 Provide studio and accommodation services through a transparent and equitable process.	Provide a range of studio services through Fremantle Art Centre, Moores Building Art Space, and Bathers Beach Arts Precinct - ongoing. Review Manjaree Bathers Beach Arts Precinct - 2024. Review and develop other opportunities for studio and creative spaces in Fremantle - ongoing	Yes	Manager Arts Manager Strategic Planning and Urban Design Manager Building, Facilities and Sustainable Services

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					Manager Economy and Commercial
3.1 Provide and improve fit-for-purpose cultural infrastructure.	New	3.1.2 Improve and increase the City of Fremantle's cultural infrastructure portfolio.	<p>Deliver Fremantle Art Centre Creative Hub which includes a recording studio and development/performance space - 2025.</p> <p>Contribute to the refurbishment of Fremantle Town Hall via City working group- 2024 and ongoing.</p> <p>Continue asset improvements to Moores Building Arts Space - 2024.</p>	Yes	<p>Manager Arts Manager</p> <p>Manager Parks and Landscape</p> <p>Manager Building, Facilities and Sustainable Services</p>

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3.1 Provide and improve fit-for-purpose cultural infrastructure.		3.1.3 Advocate to external stakeholders for new fit for purpose cultural infrastructure in Fremantle including affordable housing for artists and creatives.	<p>Advocate to Future of Fremantle Planning process to prioritise Arts, Culture and Creative industries in future redevelopments - ongoing</p> <p>Advocate and partner with State and Federal Government Agencies for major cultural infrastructure projects in Fremantle –ongoing</p> <p>Contribute to the development of the City’s Housing Strategy – ongoing</p> <p>Partnership with SHAC to showcase innovation and advocate for more affordable housing in Fremantle for artists and creatives - ongoing.</p> <p>Ensure the voice and expertise of artists and creatives are included in City working and reference groups for infrastructure development projects in</p>	Yes	<p>Manager Arts</p> <p>Manager Strategic Planning and Urban Design</p>

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			line with the City's Community Engagement policy - ongoing		
3.2 Provide sustainable investment in the careers of artists and creatives.	Existing	3.2.1 Provide employment opportunities to artists, cultural and creative workers.	Provide a range of employment opportunities – including short, long, casual, and core contracts across Arts & Culture services, including Fremantle Art Centre, Festivals, Public Art, Art Collection, and Creative Industries initiatives – ongoing.	Yes	Manager Arts

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3.2 Provide sustainable investment in the careers of artists and creatives.	New	3.2.2 Provide work experience pathways for artists, cultural and creative workers.	Work with Youth Plan to deliver existing actions for work experience pathways for young people – 2025. Develop work experience pathways across Arts & Culture programs - 2025	Yes	Manager Arts Manager Community Development Manager People and Culture
	New	3.2.3 Provide learning and professional development opportunities for Fremantle’s artists, cultural and creative workforce.	Develop professional development program – 2024 Develop and implement a process to share learning and opportunities with the creative industry - 2024	Yes	Manager Arts

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3.3 Provide safe and inclusive environments in the city's arts and culture services.	New	3.3.1 Improve Arts & Culture communication processes to be accessible and inclusive.	Undertake a communications access audit, and develop a Communication Plan across Arts & Culture programs with a focus on access and inclusion – 2024	Yes	Manager Arts Manager Strategic Communications and Stakeholder Relations Manager Community Deveopment
	New	3.3.2 Improve Arts & Culture policies and processes to provide safe and inclusive workplace standards.	Review policies and processes ensuring a cultural lens is adopted to improve psychological safety and cultural respect for example including recruitment, funding, contracts, meetings, security at venues, EOI's - 2025 Implement recommended changes – 2026	Yes	Manager Arts Manager People and Culture

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3.3 Provide safe and inclusive environments in the city's arts and culture services.	New	3.3.3 Review remuneration and conditions based on industry standards for artists and creatives contracted by the City of Fremantle.	Review current policies and practice based on industry standards - 2024 Implement any recommended changes- 2025	Yes	Manager Arts Manager People and Culture

PRIORITY 4: PARTNERSHIP

Vision: Walyalup | Fremantle is a place where people partner up to create work and sustain their practices, and to advocate for a thriving arts, culture and creative sector.

Strategic objectives:

4.1 Contribute to a broader understanding of the role of arts, culture and creativity in society and advocate for the sector's growth.

4.2 Foster connections and partnerships between artists, creatives, community, and broader industries.

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4.1 Contribute to a broader understanding of the role of arts, culture and creativity in society and advocate for the sector's growth.	Existing	4.1.1 Evaluate the social and economic impact of the city's artistic, cultural, and creative services.	Regularly evaluate Arts & Culture services via Culture Counts program, and City developed evaluation systems - ongoing	Yes	Manager Arts
	Existing	4.1.2 Contribute Fremantle experiences to industry and whole of government networking and advocacy opportunities.	Maintain membership of Reconciliation WA, Chamber Arts & Culture and regular engagement with State, Federal and Local government networks -	Yes	Manager Arts

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4.1 Contribute to a broader understanding of the role of arts, culture and creativity in society and advocate for the sector's growth.	New	4.1.3 Regularly communicate the impact and outcomes of the arts, culture and creative industry in Fremantle via case studies, new stories, impact reports, interviews etc.	Develop a Showcase and Impact Communications Plan - 2024	Yes	Manager Arts Manager Strategic Communications and Stakeholder Relations
4.2 Foster connections and partnerships between artists, creatives, community, and broader industries.	New	4.2.1 Facilitate networking between artists, creatives, community, local business, and industry.	Develop Creative Industries Engagement Plan - 2024	Yes	Manager Arts
	Existing	4.2.2 Facilitate roundtables for communities of interest on specific issues to meet and work towards common goals.	Minimum 2 roundtables per year guided by priority issues in industry.	Yes	Manager Arts

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4.2 Foster connections and partnerships between artists, creatives, community, and broader industries.	New	4.2.3 Regularly communicate opportunities for artists, creatives, community, and industry via platforms, such as regular newsletters, group chats, and noticeboards.	Develop a Communications Plan with a focus on newsletters and Online Noticeboard - 2024	Yes	Manager Arts Manager Strategic Communications and Stakeholder Relations

Document date: 19 April 2024.