

PERTH

CITY DEAL

ABORIGINAL CULTURAL CENTRE PRE-FEASIBILITY REPORT

2021



Australian Government



GOVERNMENT OF
WESTERN AUSTRALIA

Acknowledgement of Country

This report has been prepared in consideration of the development of a Western Australian Aboriginal Cultural Centre on Whadjuk Noongar Country. The Australian Government and the Government of Western Australia acknowledges the Whadjuk Noongar people as the traditional custodians of this land. In recognising the State-wide importance of the proposed Centre, we also acknowledge the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures; and to Elders both past and present.

Summary statement

The Perth City Deal was announced by the Australian and Western Australian Governments and the City of Perth on 20 September 2020. Under this Deal, the Australian and Western Australian Governments have each committed \$2 million to the Perth Aboriginal Cultural Centre Pre-feasibility study. The Australian and Western Australian Governments have each committed a further \$50 million to develop the Centre.

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Executive Summary

Developing a Western Australian Aboriginal Cultural Centre, located in Perth on the traditional lands of the Whadjuk Noongar, is a key priority of Government and the benefits of doing so are substantial.

A flagship Aboriginal Cultural Centre with State-wide significance has been identified as a major cultural infrastructure need for Western Australia, and presents an extraordinary opportunity to celebrate Western Australia's diverse Aboriginal art and culture and share it with the nation and the world.

The draft State Infrastructure Strategy recommends the Western Australian Government (WA Government) increase its investment in existing and new arts, culture, sport and recreational infrastructure across the State to ensure they are fit for purpose. This recommendation serves to reinforce the WA Government's decision to continue with the planning and development of a business case that will allow for an investment decision by Government to deliver a landmark Aboriginal Cultural Centre of global significance as well as broad cultural appeal right here in Perth.

Arts and cultural infrastructure is recognised in the 2019 Australian Infrastructure Audit as having a crucial role in the socio-economic empowerment of Aboriginal and Torres Strait Islander peoples. While there is high demand from both domestic and international visitors for Aboriginal and Torres Strait Islander culture and art in Australia, there are few dedicated art and cultural centres catering to this demand. To maximise this potential, investment in cultural infrastructure is necessary. In doing so the WA Government will recognise and celebrate the world's oldest and continuing culture, and uncover

previously untapped pathways for Aboriginal enterprise in local, national and international markets.

Intrinsic artistic activities in Aboriginal cultures and communities have existed for more than 65,000 years. An Aboriginal Cultural Centre in Perth will play an important role in revitalising, maintaining, and strengthening Western Australian Aboriginal cultural practices. It will also represent a tangible expression of acknowledging and paying respect to the deep traditions of Aboriginal cultural heritage, connecting the past with the continuum of contemporary living culture of Aboriginal Western Australia.

Perth's Aboriginal Cultural Centre will celebrate and promote the diversity of the State's Aboriginal cultures and inspire visitors to explore all regions of the State to experience first-hand the unique experiences available in Western Australia. The Centre will also cultivate the visitor experience by promoting links to facilities in other Australian jurisdictions as part of a proposed national program of Indigenous art and cultural centres. Visualise the many visitors starting their encounters right here in Western Australia, before moving on to other States and Territories as part of an holistic national Aboriginal and Torres Strait Islander cultural experience.

This cultural investment will lead to flow-on social and economic benefits across the State and the Australian economy. A purpose-built facility promoting arts and cultural participation will support cultural

identity, economic empowerment, community connectedness, raise awareness, and promote wellbeing in Aboriginal communities across the State. The presence of a globally significant Aboriginal Cultural Centre will contribute to improving social circumstances of Aboriginal people, and advance the progress of reconciliation. For Aboriginal people, efforts for reconciliation include acknowledging past wrongs and understanding the historical circumstance that effect Aboriginal people today.

The idea for an Aboriginal Cultural Centre is not a new one, but while previous Western Australian Governments have acknowledged its importance, the concept of an Aboriginal Cultural Centre has not gained significant momentum- until now. The Western Australian and Australian Governments have co-funded this pre-feasibility study, with the Department of the Premier and Cabinet charged as lead.

On 22 February 2021, a \$217 million plan was unveiled to increase tourism offerings and support the sector through COVID-19, when the Western Australian Government announced it would invest a further \$50 million in the Aboriginal Cultural Centre.

This allocation of funding recognises the importance of celebrating Western Australia's unique Aboriginal culture and history, and represents the most substantial commitment by any WA Government toward developing a State Aboriginal Cultural Centre. To bring this vision to life, this substantial investment will go toward planning, design works and seed capital of for an Aboriginal Cultural Centre located near the culturally significant Derbarl Yerrigan (Swan River).

The term 'culture' has many applications, and is used to describe art, dance and other creative enterprises that are an embodiment of Aboriginal cultural knowledge, processes and systems. With that richness and diversity, it was necessary to apply a broad definition

to cultural expression when planning for the Aboriginal Cultural Centre and during the development of this Pre-feasibility Report.

As the approach to the pre-feasibility study was planned, a number of parameters/assumptions were made. These included ensuring the focus remained on Western Australian Aboriginal art, culture and heritage; and that the Centre be located and built on Whadjuk lands in proximity to the Derbarl Yerrigan; and to make sure that the significance of such a Centre is represented in the form of iconic architectural design. As with the first stage of planning for any project of this size and complexity, many elements are still yet to be determined, and will form the basis for future stages of planning for the project.

An important aspect of the study has been planning for extensive consultation involving Aboriginal communities across the State. Support and involvement of Traditional Owners in planning, concept, design and operating the Aboriginal Cultural Centre is essential, and must continue for a project of this significance to succeed.

The development of an Aboriginal Cultural Centre on Whadjuk Noongar land requires a carefully planned process that takes into account cultural protocols with Whadjuk Noongar as host nation, while also connecting with Aboriginal communities across the State. A hub-and-spoke approach embodies a model where the Aboriginal Cultural Centre is positioned as the hub, offering a full array of services, and is complemented through a network of secondary spoke destinations in the regions.

With culture at the forefront, the intent is to ensure the Aboriginal Cultural Centre is a dynamic and engaging hub of creative activity for the Aboriginal community, other members of the public and visitors to the State. It is envisioned the Centre will include gallery, performance and community spaces, in harmony with commercial activity,

as well as research and academic spaces. Striking the right balance is vital, and as the project evolves, each of these elements will be considered in more depth.

Situating the Aboriginal Cultural Centre in the right location is of paramount importance to the project. The site will need to connect with Aboriginal people, be considered a place of significance with cultural connections to other places. A site that is a landmark site will also capitalise on visitor access. State-owned sites in proximity to the Derbarl Yerrigan in Whadjuk Noongar country, with easy access to the Perth Central Business District, were assessed for suitability. The study examined planning and regulatory approvals, and cultural appropriateness for each site identified. Applying the principal criteria, potential sites were shortlisted to include Dumas House grounds and Kings Park, both situated in West Perth; Langley Park and Terrace Road car park in central Perth; and Heirrisson Island (East and West) located in East Perth. Heirrisson Island (West) was removed from further consideration following cultural advice. Suitability of the remaining shortlisted locations will be further explored during the development of the business case.

High-level benchmarking against projects of a similar nature was used in the study to provide indicative timeframes for development and a high-level cost estimate. A recent and comparable example is Boola Bardip (WA Museum); a complex project that also involved extensive consultation, costing around \$400 million and taking eight years to complete. With Boola Bardip in mind, it is anticipated it would cost between \$400 and \$500 million to deliver an Aboriginal Cultural Centre, and is targeted for completion and operation by 2029.

As the concept for an Aboriginal Cultural Centre transitions from pre-feasibility, the business case and project definition plan will provide greater clarity on how much, and how long, it should take to deliver such

a pivotal and iconic structure and operating model. These key elements will be refined, including confirmation of site selection, a detailed cost estimate and a comprehensive schedule for the State to deliver a world-class Centre for the enjoyment of all that live in, and visit, Western Australia.

An Aboriginal Cultural Centre is the key to Western Australia's vision of becoming the premier, Aboriginal tourism destination in Australia, inspiring visitors to venture further into regional Western Australia, where they can experience first-hand authentic Aboriginal cultural experiences. As Aboriginal people share their stories, experiences and traditions, and we showcase the world's oldest living culture to visitors from far and wide, the natural progression will be for Aboriginal tourism to be regarded as part of Australia's mainstream tourism industry.

Establishing an Aboriginal Cultural Centre builds on the invaluable and extensive network of cultural capital found throughout Western Australia's regions and across the nation. Celebrating diversity of Aboriginal culture is our opportunity to promote the rich tapestry of Aboriginal art centres and cultural experiences to the world, as a journey of discovery for visitors and guests, offering unique, culturally rich displays in the State's capital city.

Introduction

This Report has no pre-determined concept for the composition of the Aboriginal Cultural Centre in either built and non-built form. The concept will be confirmed through consultation and engagement during each stage of the project. The pre-feasibility study has considered elements that could comprise the final built form to enable consultation to commence.

The pre-feasibility study considered what the Aboriginal Cultural Centre could be, potential locations, indicative project timelines, cost and how the engagement with Aboriginal communities could be developed in future project stages.

The Pre-feasibility Report presents:

- The identified need and the problem this proposal is seeking to address;
- The benefits and opportunities of the proposal;
- Strategic options to address the function and operation of the Aboriginal Cultural Centre;
- High level evaluation of initial sites to identify which should be subject to further detailed analysis;
- High level presentation of planning risks to be mitigated and steps to progress the planning of the proposal; and
- An indicative timeframe to deliver the project prior to the Perth bicentennial in 2029.

These elements will be refined through the development of a business case for submission to WA Government for an investment decision. The business case will provide a detailed analysis of options and identify a number of potential configurations including sites, with recommendations presented for consideration. The business case will be led by the Department of Local Government Sport and Cultural Industries.

Statement of Purpose

Strategic Justification

A flagship Aboriginal Cultural Centre has been identified as a critical infrastructure need for Western Australia, which would provide an opportunity to celebrate our State's diverse Aboriginal art and culture.

A nationally significant Aboriginal Cultural Centre would address the need for cultural social infrastructure, be a landmark on the road to reconciliation, produce tangible outcomes for the State's Aboriginal communities, and create flow-on benefits to the State and Australian economy – including regional areas.

Infrastructure Australia recognises the domestic and international demand for Aboriginal and Torres Strait Islander Culture and art and noted in its 2019 audit that social infrastructure is essential to improving quality of life of all Australians.¹

There is currently no nationally significant space dedicated to Aboriginal art and culture. A cultural centre will go beyond existing museum exhibits and galleries and create a space for Aboriginal people to share their enduring culture with the wider community.

Social infrastructure, such as the Aboriginal Cultural Centre, can support economic empowerment and employment opportunities by

providing the spaces for Aboriginal arts and culture. The Aboriginal Cultural Centre can also act as a vehicle for education, training and employment in the cultural industry sectors related to museum, curatorial and cultural heritage conservation disciplines. A workforce development strategy to ensure Aboriginal management and decision-making underpins the development will be key to a successful operational model and enable the maximum social impact from the development.

To celebrate culture, the future programming of the Aboriginal Cultural Centre will rely on active engagement with traditional knowledge holders, in addition to art centres, museums and cultural centres.

Aboriginal Empowerment

The Aboriginal Cultural Centre will contribute to maintaining and celebrating Western Australia's Aboriginal art, culture and heritage, and building cultural understanding and respect through empowered engagement and agreement-making to boost economic opportunities for Aboriginal communities.

The Department of the Premier and Cabinet is working with Whadjuk Noongar Traditional Owners and other partners to develop and implement a cultural authority framework, cultural

1 Infrastructure Australia, Australian Infrastructure Audit 2019, August 2019. <https://www.infrastructureaustralia.gov.au/publications/australian-infrastructure-audit-2019>.

protocols and a State-wide Aboriginal consultation group.

Similar to the Wadjemup Project, the planning for the Aboriginal Cultural Centre will use a Government-endorsed Aboriginal cultural authority process to determine how the cultural knowledge, art, artefacts, songs, and stories belonging to traditional knowledge holders are managed.²

The approach during the pre-feasibility stage has facilitated relationships to build trust and enable a culturally informed program of work. This is a unique opportunity for the WA Government to build partnerships, promote accountability and enable working aligned to the National Agreement on Closing the Gap and the discussion paper on the Aboriginal Empowerment Strategy.^{3 4}

For the Aboriginal Cultural Centre, this will involve Aboriginal people leading the discussions and decisions regarding the curation of materials – ensuring protocols are followed in the display, expression and sharing of material. The future planning phases will need to explore the repatriation,

ownership, and management of cultural heritage materials.

Tourism development

The development of an Aboriginal Cultural Centre will provide an iconic tourism attraction on the Derbarl Yerrigan or Swan River in Whadjuk Noongar country and will be easily accessible to the Perth Central Business District. This will complement the significant investment in key tourism nodes including the Perth Stadium and Elizabeth Quay and add value to existing attractions such as Kings Park by encouraging additional visitation, and by providing a greater diversity of activities for locals and visitors.

Aboriginal tourism in Western Australia continues to be of great interest to visitors. Four in five visitors to Western Australia (81 percent) say they would be interested in experiencing Aboriginal tourism if it were easily accessible. However, participation levels remain relatively low, with less than one in five visitors (17 percent) actually having an Aboriginal tourism experience in 2019-20, a decline compared to the previous year.⁵ A Centre in the heart of Perth CBD, where currently

2 Government of Western Australia, Media Statement, 2 June 2021. <https://www.mediastatements.wa.gov.au/Pages/McGowan/2020/06/McGowan-Government-commences-historic-Rottnest-Island-Wadjemup-Project.aspx>

3 National Indigenous Australians Agency, Closing the Gap Commonwealth Implementation Plan, July 2021. <https://www.niaa.gov.au/sites/default/files/publications/commonwealth-implementation-plan.pdf>

4 Government of Western Australia, Aboriginal Empowerment Strategy discussion paper, February 2020. <https://www.wa.gov.au/sites/default/files/2019-11/Aboriginal%20Empowerment%20Strategy%20discussion%20paper.pdf>

5 Visitor Expectations and Experiences Research 2019-20, Tourism WA

significant Aboriginal cultural offerings are lacking, is critical to meeting this demonstrated demand.

The proposed Aboriginal Cultural Centre is expected to attract more than 400,000 visitors annually, including 160,000 international and 80,000 interstate guests. These visitors are projected to spend an additional \$31 million during their stay in WA, creating \$24 million Gross State Product and helping to create 212 jobs across the State.⁶

There are more than 120 Aboriginal tourism businesses in Western Australia with 339 full time employees and \$43.8 million in economic impact.⁷ However, the benefits of Aboriginal tourism go beyond financial value and giving our State a tourism brand. They include lasting differences to individuals, families and communities, ongoing connection to country, sharing of culture, historical awareness and more.

Through the Aboriginal Cultural Centre and the flow-on opportunities it creates, the tourism industry will be better enabled to provide employment opportunities throughout Western Australia that supports Aboriginal families remaining on-country. It is an industry where skills gained are transferable to future employment and where industry champions are created, who become role models to inspire youth into the workforce.

Alignment to Government Policy and Legislation

The development of the Aboriginal Cultural Centre is a priority for the State, and aligned with the following policies and strategies, will support the empowerment of Aboriginal people in both social and economic terms, assisting to diversify the State's economy through the further development of tourism experiences to attract greater tourism visitations to Perth and the regions.

National Agreement on Closing the Gap

The new National Agreement on Closing the Gap was executed on 30 July 2020, is the first National Agreement to be developed in genuine equal partnership with Aboriginal and Torres Strait Islander people.⁸

The National Agreement includes a socio-economic framework of targets to improve Aboriginal and Torres Strait Islander life outcomes. The WA Government is committed to working with Aboriginal communities to work toward making progress against targets.

This investment into Aboriginal culture is identified by research, reports and policies Australia-wide as integral to not only building more vibrant and inclusive communities locally, but in assisting to close the gap between Aboriginal and non-Aboriginal Australia by delivering social and cultural benefits. An Aboriginal Cultural Centre can act as a vehicle for reconciliation, workforce development, education and employment in addition to being a space for the celebration of Aboriginal culture. In doing so, the Centre will contribute to the targets of the National Agreement.

6 Lucid Economics, Perth Tourism Attractions Economic Impact Assessment, February 2019

7 Contribution of Aboriginal Tourism Businesses to the WA Economy 2016-17 (ACIL Allen)

8 Australian Government, National Agreement on Closing the Gap, 27 July 2020. <https://www.closingthegap.gov.au/national-agreement/national-agreement-closing-the-gap>

WA Cultural Infrastructure Framework

On 16 December 2020, the WA Government released the Western Australian Cultural Infrastructure Framework 2030+ (Framework) which proposes that by 2030+ Western Australia will be the most culturally engaged State in Australia. The Framework recognises cultural infrastructure as critical in achieving Western Australia's economic, health, education, environmental, social, and regional priorities.

The Framework highlights the principles and changes needed to optimise Western Australia's cultural infrastructure investment and identifies opportunities and challenges to achieving the priorities for job growth and economic diversification. Five focus areas have been prioritised to meet the outcomes, take advantage of the opportunities, and rise to the challenges identified;

1. Maintain and celebrate Western Australia's Aboriginal art, culture, and heritage;
2. Optimise existing cultural assets;
3. Apply a holistic approach to cultural infrastructure planning;
4. Incentivise private investment; and
5. Understand and measure the public value of cultural infrastructure.

The Framework is accompanied by Investment Guidelines. These Guidelines are designed to realise the outcome of efficient and effective cultural infrastructure investment for WA and are therefore integral to supporting the implementation of the Western Australian Cultural Infrastructure Framework 2030+. There are 10 outcomes of investment in cultural infrastructure that these guidelines seek to maximise. The first, that Aboriginal

art, culture and heritage is strong, respected, maintained and celebrated, is clearly served through the development of the Western Australian Aboriginal Cultural Centre.

A Path Forward: Developing the Western Australian Government's Aboriginal Empowerment Strategy – Discussion Paper

The WA Government has sought input from Aboriginal people, and a range of other stakeholders, to help shape the discussion paper, A Path Forward: Developing the Western Australian Government's Aboriginal Empowerment Strategy that was released in December 2019.⁹

In the engagement and research for developing the discussion paper, the key strategic message is for solutions to emerge from collaborative engagement between Government and Aboriginal people. This can be broken down into the following six strategic elements:

1. Putting culture at the centre.
2. Bringing decisions closer to communities through empowered engagement and agreement making.
3. Enabling Aboriginal-led solutions through improved service commissioning and grant making.
4. Investing in more preventative and early-intervention initiatives.
5. Boosting economic opportunities across all areas of Government activity.
6. Building cultural understanding and respect.

The pre-feasibility study has considered these elements that can be further developed in following project planning and development stages.

9 Government of Western Australia, Aboriginal Empowerment Strategy discussion paper, February 2020. <https://www.wa.gov.au/sites/default/files/2019-11/Aboriginal%20Empowerment%20Strategy%20discussion%20paper.pdf>

Diversify WA (July 2019)

The proposal to develop the Aboriginal Cultural Centre supports the WA Government outcomes identified in the Diversify WA economic development framework (Diversify WA) being a strong economy, resilience through diversification and job creation.¹⁰ The creative and tourism industries have been identified as a 'priority economic sectors' in Western Australia – linked with tourism and events.

Diversify WA sets out a vision for a strong and diversified economy delivering secure, quality jobs through increased investment across a broad range of industries. The Western Australian Government's investment in the Aboriginal Cultural Centre will directly contribute to delivering more secure, quality jobs for Aboriginal people in the creative and tourism industries while highlighting to the world the Western Australia is a great place to live, work, visit and do business.

Perth City Deal

The Australian and WA Governments, together with the City of Perth have committed to capitalise on Perth's natural, historical, and cultural strengths through the Perth City Deal, which positions Perth's Central Business District for the future.¹¹ The \$1.5 billion Perth City Deal will support Perth's short-term recovery from COVID-19 by creating jobs and supporting private investment, particularly in areas that will support future economic growth. The Perth City Deal will support Perth's long-term prosperity enabling an energised and vibrant city centre that attracts residents and visitors and demonstrates the best in inner-city living, while building a strong community that is inclusive, safe, sustainable, and liveable.

The WA Government and Australian Government have each committed \$2 million towards the initial planning stages of the Aboriginal Cultural Centre through the Perth City Deal.

Jina: Western Australian Aboriginal Tourism Action Plan

The Jina: Western Australian Aboriginal Tourism Action Plan (Jina Plan) is an action plan for the WA Government to work alongside the Western Australian Indigenous Tourism Operators Council and the Aboriginal tourism industry to realise a shared vision for Aboriginal tourism in the State.¹² That shared vision is that WA become the premier authentic Aboriginal tourism destination in Australia.

This will be achieved by:

- Encouraging visitors to travel into regional Western Australia to experience Aboriginal culture.
- Integrating Aboriginal tourism experiences as an essential part of the tourism industry.
- Supporting existing Aboriginal tourism businesses.
- Embedding Aboriginal culture into Western Australians' way of life.
- Showcasing the world's oldest living culture with visitors from around the world; and
- Promoting Aboriginal culture and connection to country.

The Jina Plan identifies the Western Australian Government's commitment to the development of the Aboriginal Tourism Sector in the planning, design and seed-capital for an Aboriginal Cultural Centre in Perth.

10 Government of Western Australian, Diversify WA economic development framework, July 2019. https://www.wa.gov.au/sites/default/files/2019-07/DiversifyWA_0.pdf

11 The Department of Infrastructure, Transport, Regional Development and Communications, Perth City Deal, 2021. <https://www.infrastructure.gov.au/cities/city-deals/perth/files/perth-city-deal.pdf>

12 Tourism WA, Jina: WA Aboriginal Tourism Action Plan 2021 – 2025, May 2021. <https://www.tourism.wa.gov.au/Publications%20Library/About%20us/Jina-Plan-final-low-res.pdf>

Foundations for a Stronger Tomorrow - Draft State Infrastructure Strategy

The Foundations for a Stronger Tomorrow – Draft Infrastructure Strategy (draft Strategy) represents Infrastructure WA’s (IWA) assessment of the State’s infrastructure priorities and recommendations about how to address them.¹³ The Draft Strategy provides the framework for improving the State’s public infrastructure system – addressing key areas and requirements that frame and guide infrastructure processes, such as strategic planning, legislation and regulation, policy and decision-making tools.

The draft Strategy states that empowering Aboriginal people has the potential to realise socio-economic benefits, particularly in rural and remote communities. This will require investment in cultural infrastructure and tourism experiences that recognise and celebrate the world’s oldest continuous culture and develop pathways for Aboriginal enterprise in domestic and international markets, including development of a flagship Aboriginal Cultural Centre in Western Australia.

The draft Strategy recommends the WA Government increase investment in existing and new arts, culture, sport and recreation infrastructure including continuing planning and developing a business case for a flagship Western Australian Aboriginal Cultural Centre in Perth.

Infrastructure Priority List

Infrastructure Australia’s 2019 Australian Infrastructure Audit (the Audit) recognised that arts and cultural infrastructure plays a role in the social and economic empowerment of Aboriginal and Torres Strait Islander peoples.¹⁴ The Audit noted that the current facilities are no longer fit-for-purpose and suffer from poor maintenance. Arts and cultural facilities support Aboriginal and Torres Strait Islander artists by creating more employment opportunities, supporting cultural practices, improving wellbeing, educating people on Aboriginal and Torres Strait Islander cultures, and improving national identity.

Infrastructure Australia’s Infrastructure Priority List 2020 identified the ‘Indigenous art and cultural facilities program’ as a new national priority initiative.¹⁵ Alignment of the Aboriginal Cultural Centre with priorities detailed within the Infrastructure Priority List and having the Aboriginal Cultural Centre listed as a priority initiative will position Western Australia in seeking collaborative funding on this initiative. Western Australia will demonstrate how the State Aboriginal Cultural Centre will enliven the National Aboriginal cultural landscape and provide linkages to other State’s facilities to form a national program whereby the whole will be greater than the sum of the constituent components to set Australia apart on the international stage with the celebration of our Aboriginal cultural identity.

13 Infrastructure WA, Foundations for a Stronger Tomorrow - Draft State Infrastructure Strategy, July 2021. http://infrastructure.wa.gov.au/sites/default/files/2021-07/Foundations-for-a-Stronger-Tomorrow-Draft-for-public-comment-web-standard_1.pdf.

14 Infrastructure Australia, Australian Infrastructure Audit 2019, August 2019. <https://www.infrastructureaustralia.gov.au/publications/australian-infrastructure-audit-2019>.

15 Infrastructure Australia, Infrastructure Priority List, February 2020. <https://www.infrastructureaustralia.gov.au/map/indigenous-art-and-cultural-facilities-program>

Aboriginal Procurement Policy

The Aboriginal Procurement Policy (the Policy) sets targets for the number of government contracts awarded to registered Aboriginal businesses and seeks to develop entrepreneurship and business opportunities for the Aboriginal community.¹⁶

The benefits of contracting Aboriginal businesses extends beyond the Aboriginal people involved, it also improves economic well-being for the wider Aboriginal community and creates employment opportunities for Aboriginal people.

The Policy supports the economic participation of Aboriginal people, presenting opportunities for those in business or those seeking to establish a business.

During the preparation of the Pre-feasibility Report, Aboriginal consultants have been engaged to undertake elements of the study. It is proposed that during the planning, development and operational stages of the Aboriginal Cultural Centre, consideration be given how to provide the best opportunities for economic participation by Aboriginal people and businesses.

Social Procurement Framework

The Western Australian Social Procurement Framework (the Framework) was developed to improve social, economic and environmental benefits across the State by leveraging government's procurement activity to achieve identified community outcomes.¹⁷

The Framework facilitates a positive difference to all Western Australians and represents a new focus for both State Agencies and suppliers, with procurement considerations including:

- The creation of employment and training opportunities
- Economic opportunities for the Western Australian Aboriginal community
- Increased regional employment
- Increased opportunities for small and medium enterprises
- Long-term environmental benefits for all Western Australians.

Service Delivery Objectives and Model

The development of the Aboriginal Cultural Centre will complement the successful Boola Bardip WA Museum project where significant consultation and research was undertaken to develop the content at the museum. This research extended to stories, language, and materials across Western Australia. The gallery Ngalang Koort Boodja Wirn (Our heart, Country, Spirit) shares the stories of peoples of Western Australia and reflects the connections through the hub and spoke model within Whadjuk Noongar lands.

A hub and spoke model will be explored for the Aboriginal Cultural Centre, connecting it to other spaces and places in Western Australia that also develop, promote, and nurture art, culture, and heritage. This includes the 31 Aboriginal Art Centres in Western Australia that produce 40% of all Aboriginal art in Australia.¹⁸

16 Government of Western Australia, Aboriginal Procurement Policy, December 2017. <https://www.wa.gov.au/sites/default/files/2019-07/Aboriginal%20Procurement%20Policy.pdf>.

17 Government of Western Australia, Western Australian Social Procurement Framework, April 2021. <https://www.wa.gov.au/sites/default/files/2021-04/Social%20Procurement%20Framework%202020-8-4-21.pdf>.

18 Lucid Economics - TWCWA Perth Tourism Attractions EIA. p11

Scope

The Aboriginal Cultural Centre will celebrate Western Australian Aboriginal culture.

In the development of this pre-feasibility phase of planning for the Aboriginal Cultural Centre, a broad definition of the 'expression of culture' was interpreted to include art, dance and other creative enterprises as an embodiment of Aboriginal cultural knowledge, processes, and systems.

The following is an interpretation of Dr Richard Walley's definitions of culture, tradition and heritage.

- Culture is the present – the activity and how tradition is embodied.
- Tradition is the practice and the way to reinforce heritage.
- Heritage is the source/the essence on which everything is built.

The wider application of culture and not just the instrument of expression will continue to be tested through the engagement process to refine the built and non-built elements for the Aboriginal Cultural Centre.

Aboriginal Cultural Centre Concept

The concept of an Aboriginal Cultural Centre means many things to different stakeholders. To provide some guidance for discussions, especially with Aboriginal communities, an Aboriginal Consultancy firm, Tarruru, was engaged

to prepare a Concept Proposal which informed the scope and direction of the proposed Aboriginal Cultural Centre. The Concept Proposal is not intended to be definitive but rather to propose possibilities for refinement through business case development.

The Concept Proposal made the following recommendations for consideration:

- A focus on Western Australian Aboriginal Art, Culture and Heritage.
- A mixed-use creative precinct anchored by an iconic building, or buildings, including a nationally significant gallery with extensive landscaping, gardens and parks as a design feature.
- An Aboriginal-led process reflecting cultural protocols with Whadjuk Noongar as host nation.
- A location in the Perth CBD that celebrates the ongoing connections to the Derbarl Yerrigan (Swan River).
- Hub and spoke design offering a full array of services, complemented by networked secondary establishments (spokes) in the regions.
- Creative industries focus with interdisciplinary arts programmes sufficiently funded.

The hub and spoke organisational design will also be demonstrated through the song line conceptual framework that ties together the city, regional and remote Western Australia.

As an institution that strives for deep and multifaceted connections with communities across the State, and vice versa, the Aboriginal Cultural Centre needs to demonstrate strategic leadership in connecting the regions to the city, build networking opportunities and foster economic development. The number of hubs, spokes and their sizes are yet to be defined.

The Aboriginal Cultural Centre will need to embrace hybridity as a contemporary 21st-century cultural institution that incorporates traditional exhibitions with spaces to generate new knowledge, produce innovation, facilitate learning, encourage social interaction and opportunities to practice wellbeing.

Unlike a Museum, the Aboriginal Cultural Centre will facilitate engagement between Aboriginal people and visitors. The Aboriginal Cultural Centre will be a living embodiment of cultural practice both traditional and contemporary.

Benchmark Facilities

Several national and international cultural centres were examined to benchmark facilities for the Aboriginal Cultural Centre. Based on these benchmarks, the Aboriginal Cultural Centre could encompass a mixture of the following:

- Gallery Spaces;
- Performance spaces;
- Community spaces;
- Commercial activity spaces; and
- Research and academic spaces.

These spaces are detailed below. Consultation with the Aboriginal community throughout planning will allow for review and development to ensure it is informed by engagement with the Aboriginal community and the functional requirements.

Gallery Spaces

Permanent regionally focused gallery space

The interconnectedness of Aboriginal culture could be highlighted across a permanent anchor visual arts exhibition augmented with song, music, storytelling, archives and histories, literary and performing art works, cultural heritage, and objects of material culture. The mixed-use cultural precinct could include commercial offerings to complement the program.

The absence of a high-quality programme for presenting the diversity of Aboriginal art, culture and heritage presents an opportunity to create the first of its kind for the State and highlight each region in an equitable way. To develop a centre of excellence for the arts requires a curatorial approach that incorporates significant historic and contemporary material. This would entail new commissions that could highlight the innovation, creativity and aspirations of contemporary Aboriginal artists and curators.

Children's Gallery

A dedicated space for children, with a focus on intergenerational learning and intercultural exchange would incorporate education and add to the State curriculum.

The production of learning resources and an interactive learning environment would also align with state and federal early childhood education priorities.

Temporary exhibition and project spaces

To complement permanent gallery space, additional spaces could be developed for the use of temporary exhibitions and projects. The requirements of these spaces will be informed through the Business Case process.

Performance Spaces

Performing Arts, song, and storytelling space

The dance ground is central to Aboriginal law, where sacred song has transferred culture and knowledge over millennia. The secular 'corroboree' combines song, dance and performance as celebration and entertainment. Performing arts remain an important contemporary expression of rich cultural heritage and a powerful device for storytelling, knowledge, and creativity. The incorporation of performance spaces would be an excellent vehicle for the celebration of Aboriginal culture.

Commercial Activity Spaces

Retail, sales, and commercial opportunities - Arts

Perth lacks a dedicated institution that supports smaller organisations through investment, growth opportunities and provides a platform for presentation and marketing. Aboriginal art centres

are important for culture and creativity, sustaining culture, livelihoods, and wellbeing across regional Western Australia. The Aboriginal Cultural Centre could provide an avenue for sales of Aboriginal art produced across the State.

Retail, sales, and commercial opportunities - Food

Spaces for the sale of food and drinks specific to Aboriginal culture would be a source of revenue for the Aboriginal Cultural Centre as well as Aboriginal producers and caterers.

Community Spaces

It is proposed that consideration be given to the Aboriginal Cultural Centre being a space for all Aboriginal people, with a range of spaces made available for Aboriginal creative practitioners and entrepreneurs, and general community members. It is envisioned that the Aboriginal Cultural Centre will be a culturally safe space for shared activities, such as forums on Native Title, discussions about policy, common issues or to engage in activities, including performing ceremonies, exchanging knowledge, and creating supportive networks.

Ethno-botanical garden and public art space

Gardens and parks within the Aboriginal Cultural Centre could be a teaching tool for Aboriginal values, such as a focus on ethno-botany and Aboriginal traditional knowledge with opportunities for training and education in plant conservation and research. In the State, there is the possibility to create links and partnership with the WA Herbarium. This contributes to interpreting place, and as place markers for meeting, and photo opportunities while recognising the value of Aboriginal botanical knowledge and practices.

Dedicated Early Learning Centre

Complimenting the proposed Children's Gallery, the Aboriginal Cultural Centre could also provide experiences designed on foundations of experiential learning, including nature play, demonstrated to improve problem solving, focus, self-regulation, creativity, and self-confidence.

It is proposed that a dedicated space for children aged up to eight is considered. Early childhood education programs are a priority for government, and a space for early childhood education could provide opportunities for cognitive, socioemotional, and language development.

Innovation Incubator

The Aboriginal Cultural Centre can be a connection for cross-disciplinary discovery; new ideas and projects; research and development; product innovation; experimentation; learning, and education; training and services; and curatorial excellence. The tenants can collaborate and will benefit from their interaction with one another.

It is anticipated that the Aboriginal Cultural Centre seeks partnerships within Australia and internationally to enhance innovation.

Offices and studios

A cluster of production, studio spaces and offices for Western Australia's creative talent could be an element in the site design. Small businesses led by artists or creative entrepreneurs would bring vitality and originality to the Aboriginal Cultural Centre. Artist studios, equipment or fabrication facilities and/or production spaces for screen and innovators in technology and design can lead to new ideas and facilitate new networks.

Residency Facilities

The Aboriginal Cultural Centre could offer a residency programme to regional and remote area artists, and

foster international linkages through residencies for researchers, performers, art practitioners, curators, architects, writers and educators.

Appropriate Community Space

Cultural protocols need to be respected in the design of the building to pay attention to gender-specific knowledge and practice, specifically health, well-being, and religious matters, that cannot be known or observed by the opposite sex. It is a mark of cultural respect not to discuss traditionally female issues ("women's business") in the presence of men and vice versa, and women and uninitiated men not viewing particular objects.

Research and Academic Spaces

Kunstalle or non-collecting institution

A non-collecting institution that presents art on loan from other institutions or individuals, with a focus on creative excellence. The costs of maintaining a collection, as well as the high percentage of works in a collection that are not on display, should be considered. Work could be loaned from existing public collections, new commissions developed and partnerships with private collections explored.

To enable the Aboriginal Cultural Centre to be a collecting institution consideration will be given as to whether it will need to be an established as a legislated Statutory Authority.

Research and Access

This could include research and academic programmes, involving workshops, talks, presentations, conferences and study days. The Aboriginal Cultural Centre could occupy a leading role in promoting Aboriginal science, knowledge systems, heritage, culture, art, land rights and history through collaboration with Aboriginal

communities and academics. Library facilities, archival spaces and records offices can be considered in the design.

Content Creation

In an increasingly digital world, the Aboriginal Cultural Centre could generate creative content through websites, television, social media and video streaming platforms. The production of content offers roles for producers, videographers and social media professionals. In Western Australia, 67 per cent of residents engaged with the arts online, either creatively, or through watching and downloading, researching, or following the arts.¹⁹

Repatriation of materials

Recently, the shift in approaches to managing collections has led to a reassessment of policies and a willingness to engage in the return of material to 'source' communities. The repatriation process respects the custodianship and the rights of communities to their cultural material and is an important part of healing and empowerment. The Aboriginal Cultural Centre could play a role as a resting or keeping place of repatriated materials.

19 Government of Western Australia department of Culture and the Arts, Arts in Daily Life: Western Australian participation in the arts, 2016. https://regionalartswa.org.au/wp-content/uploads/2016/05/Arts_Daily_Life_DCA_Fact_Sheet-1.pdf

Investment Proposal

The Aboriginal Cultural Centre development must be iconic and significant as part of the State's reconciliation with Aboriginal people, and to attract tourism by sharing and celebrating Aboriginal culture.

The cost estimate developed during business case and project definition phases will be based on the service delivery requirements – form should follow function.

For the pre-feasibility stage, benchmarking against similar iconic facilities indicates that development is likely to cost between \$400 and \$500 million. However, this will be refined through the following stages of project planning delivered under a dual accountability governance model with the Department of Finance collaborating with the Department of Local Government Sport and Cultural Industries.

In addition to the capital investment, the Aboriginal Cultural Centre will need to provide ongoing ownership, employment, development and training opportunities for Aboriginal people.

The interest in the project has set high expectations among private and philanthropic stakeholders, creating the opportunity to investigate funding from the private sector and Australian Government.

Benefits

Empowering Aboriginal people through creating a deeper understanding of culture has socio-economic benefits, particularly in rural and remote communities. The 2019 Australian Infrastructure Audit recognised arts and cultural infrastructure plays a key role in the socio-economic empowerment of Aboriginal and Torres Strait Islander peoples.²⁰ While there is high demand for Aboriginal and Torres Strait Islander culture and art in Australia from both domestic and international visitors there are few dedicated art and cultural centres catering to this demand.

To achieve these benefits, investment in cultural infrastructure is essential. It is critical to recognise and celebrate the world's oldest continuous culture and develop pathways for Aboriginal enterprise in domestic and international markets.

Aboriginal Employment and training opportunities

The Aboriginal Cultural Centre will provide education, training and employment in the cultural industry sectors related to museum, curatorial and cultural heritage conservation.

The Aboriginal Cultural Centre will also play a role in the economic empowerment of Aboriginal people through growth of the Aboriginal art and cultural industries creating employment and training opportunities.

Contribute to growth of creative industries

The creative industries sector contributed \$3.3 billion to Industry Value Add to the Western Australian economy over 2018-19 with an additional \$175.9 million contribution to service exports.²¹ The Aboriginal Cultural Centre will play a role in the marketing and promoting of creative content and provide sales channels for Aboriginal cultural goods and services.

Increased Tourism

The Aboriginal Cultural Centre will celebrate the diversity of Aboriginal cultures and encourage tourism to all regions of the State while providing links to other jurisdictions' facilities arising from the proposed national program of Indigenous art and cultural centres. Many visitors will commence their national experience in Western Australia before moving to other States and Territories as part of an holistic National Aboriginal and Torres Strait Islander cultural experience.

Modelling based on an increase in tourists visiting Tasmania after the opening of the Museum of New and Old Art (MONA) suggests that major cultural infrastructure can be a significant attraction. Tourism Tasmania's Tasmanian Visitor Survey reported that MONA was the second most popular tourist attraction, behind

20 Infrastructure Australia Audit 2019. p 395

21 BYP Group WA CREATIVE INDUSTRIES: AN ECONOMIC SNAPSHOT, 9 September 2019. https://www.dlgsc.wa.gov.au/docs/default-source/culture-and-the-arts/research-hub/creative-industries/wa-creative-industries-an-economic-snapshot.pdf?sfvrsn=48f6d7e4_3

Salamanca Market. Tasmania recorded 1.28 million domestic and international visitors for the year ending September 2017, with an increase in international visitor numbers for Hobart from 2013-2017 pointing to arts tourism. The number of international arts tourists visiting Hobart increased by 92 percent, compared to the national average increase of 47 percent. The number of total international tourists visiting Hobart increased by 88 percent, while the number who visited Hobart and attended museums or galleries while they were in Australia increased by 103 per cent.²² This demonstrates that institutions of this calibre can generate additional international tourism demand and present an opportunity of national significance.

Aboriginal tourism in Western Australia continues to be of great interest to visitors. Four in five visitors to the State (81 percent) say they would be interested in experiencing Aboriginal tourism if it were easily accessible. However, participation levels remain low, with less than one in five visitors actually having an Aboriginal tourism experience in 2019-20, a decline compared to the previous year.²³ An Aboriginal Cultural Centre in the heart of Perth is critical to meet this demand and would have flow-on effects to regional areas offering Aboriginal cultural experiences.

Truth telling and reconciliation

The Aboriginal Cultural Centre will revere Aboriginal cultural authority, provide opportunities for creative expression and advance reconciliation.

The Aboriginal Cultural Centre has an important role to play in leadership on reconciliation and the progress of justice, equity, and a fairer WA for all people. According to Reconciliation

Australia, truth telling about past injustices has long been used in the international sphere as a starting point to reckon with periods of upheaval, conflict, and injustice.²⁴ These processes promote awareness of the historical and ongoing impact of past actions.

Promoting intercultural understanding

Aboriginal people's strong connection to family, land and culture forms the foundation for social, economic, and individual wellbeing. Aboriginal culture and identity are central to a shared Australian identity between Aboriginal and non-Aboriginal Australia. The lack of understanding and recognition of culture since colonisation has led to disadvantage for these communities. The Aboriginal Cultural Centre will foster cultural understanding and competency through inter-cultural dialogue and a curatorial approach.

Overcoming disadvantage

An Aboriginal Cultural Centre is important in the revitalisation, maintenance and strengthening of Aboriginal cultural practice. An Aboriginal Cultural Centre acknowledges and pays respect to the traditions of Aboriginal cultural heritage by connecting the materials from the past with the contemporary living culture of Aboriginal Western Australia.

The Closing the Gap Report identified cultural initiatives as a foundation for producing outcomes across the seven action areas and the WA Government's Aboriginal Empowerment Strategy concluded that strong cultural identity is fundamental to Indigenous health and social and emotional well-being.^{25 26}

22 Australia Council for the Arts, <https://www.australiacouncil.gov.au/workspace/uploads/files/arts-and-tourism-report-pdf-5b1f3c5079ac.pdf> p24

23 Visitor Expectations and Experiences Research 2019-20, Tourism WA

24 Reconciliation Australia, 10 May 2018. <https://www.reconciliation.org.au/truth-telling-central-to-reconciliation-process/>

25 Australian Government, National Agreement on Closing the Gap, 27 July 2020. <https://www.closingthegap.gov.au/national-agreement/national-agreement-closing-the-gap>

26 Government of Western Australia, Aboriginal Empowerment Strategy discussion paper, February 2020. <https://www.wa.gov.au/sites/default/files/2019-11/Aboriginal%20Empowerment%20Strategy%20discussion%20paper.pdf>

Site Options

The Aboriginal Cultural Centre should be a landmark cultural site for locals and visitors that recognises the connection Aboriginal communities have to the Derbarl Yerrigan (Swan River).

An analysis was undertaken of State-owned sites in proximity to the Derbarl Yerrigan in Whadjuk Noongar Country that were easily accessible to the Central Business District that could be used for the development of the Aboriginal Cultural Centre.

A shortlist of available sites was developed as part of the pre-feasibility study and will be further considered in the business case. These sites are:

- Dumas House grounds, West Perth;
- Heirisson Island, East Perth;
- Kings Park, West Perth;
- Langley Park, Perth; and
- Terrace Road car park, Perth.

Further consultation and engagement with Aboriginal communities and private stakeholders during the development of the business case will inform the site selection process.

All shortlisted sites are Class A reserves that require protection. Any proposal to cancel or amend the reserves would require advertising and Parliamentary tabling in both Houses of Parliament.

Registered Aboriginal sites or lodged heritage places will require consultation and approvals under the Aboriginal Heritage Act (AHA). Any works adjacent to Aboriginal site ID 3536 (Swan River) may also require consultation and approvals under the AHA.

Essential to the site selection for the Aboriginal Cultural Centre is cultural appropriateness. For this reason, Dr Richard Walley was engaged to facilitate cultural discussions.



Map of Potential Development Sites within Perth – Aboriginal Cultural Centre

Cost Plan

Capital Costs

In the Pre-feasibility Report, the capital cost plan prepared for the Boola Bardip Museum Project is used to provide an indicative estimate for the Aboriginal Cultural Centre.

The business case and project definition plan will consider the full cost for the establishment and operation of the Aboriginal Cultural Centre and will include:

- Project team costs including consultancies;
- Land assembly;
- Capital cost for construction and commissioning of the Aboriginal Cultural Centre;
- The non-built elements of the establishment of the Aboriginal Cultural Centre including but not limited to art works and curation; and
- The operational costs.

The intention will be for Aboriginal people to play key roles in the management and operation of the Aboriginal Cultural Centre. The financial implications of this unique model for the State will be considered during business case and project definition planning.

Resourcing

It is recommended that a cross-Government Project team led by the Department of Local Government Sport and Cultural Industries be formed to progress the project from the completion of this Pre-feasibility Report, through Business Case development and delivery of the Project Definition Plan to an investment decision by Government. The chosen procurement methodology and governance will inform the resourcing for the Aboriginal Cultural Centre.

The WA Government has committed \$50 million for the planning, design works and seed capital for the Aboriginal Cultural Centre. Remaining pre-feasibility funding will be transferred from the Department of the Premier and Cabinet to the Department of Local Government Sport and Cultural Industries.

The \$2 million funding from the Australian Government through the Perth City Deal will be provided to the Department of Local Government Sport and Cultural Industries in two payments; \$600,000 when the Australian Government accepts the achievement of the first milestone - completion of the Pre-feasibility Report, and \$1.4 million on achievement of the second milestone - completion of the Project Definition Plan.

Program

A record asset investment program is currently being delivered for the State. To incorporate the necessary lead-time to undertake consultation, planning and procurement work, a well developed business case and project plan is required.

The pre-feasibility study included assessment of other major projects to provide an indicative timeframe incorporating ongoing consultation with the Aboriginal communities as well as alignment with the State's Strategic Asset Management Framework.

A non-residential major building project on a greenfields site, with an estimated cost between \$400 million and \$500 million, can take a number of years to deliver. Construction periods are longer for higher value projects, with this project likely to extend design and construction timeframes due to its iconic architectural design.

With the factors above taken into account an indicative timeline targeting completion and operation of the Aboriginal Cultural Centre by 2029 is proposed.

To keep the project on track, strong project management and governance will need to be in place.

To facilitate transparency and timely decision making, it is recommended that the project report to the Major Projects Expenditure Review Sub Committee.

Risk Identification

Some key risks for consideration during planning, delivery and transition to operation of the Aboriginal Cultural Centre Project include:

- Complexity of project
- Site selection
- Time for culturally appropriate engagement and consultation;
- Use of an appropriate procurement methodology in this context;
- Consideration of how engagement and transition to operations occur;
- The engineering requirements in a culturally significant location
- Expectation management and respectful discussions
- The ability to reach agreement on the milestone decisions regarding design, management, and operations.
- Cost and time management
- Supply chain issues
- Market conditions
- The achievement of an integrated SAMF and Cultural Knowledge Process.

Risks will be further examined during development of the business case, with appropriate mitigation strategies developed.

Finance and Procurement

Finance

The WA Government's commitment of \$50 million will be used for the planning, design works and as seed capital for the new Aboriginal Cultural Centre. As a benchmark, the Bool Bardip WA Museum had a capital cost of \$400 million. The Business Case will include options for funding that may include targeted philanthropic and Australian Government contributions.

Procurement

The procurement process for the delivery of the Aboriginal Cultural Centre will be explored during the development of the Business Case and progressed as part of the Project Definition Phase. A detailed procurement options analysis will be undertaken as part of the business case process, with the final recommendation confirmed through the development of a final procurement options analysis at the Project Definition stage. Considerations include:

- Complexity of the project in terms of the variety and expectations of stakeholders
- A high degree of design risk in relation to agreement of the design
- A targeted opening by 2029
- That all the locations will require a geo-technical solution.

Project Governance

Project Governance – Pre-feasibility phase

The Pre-feasibility Report has been developed in partnership with the Departments of the Premier and Cabinet; Local Government, Sport and Cultural Industries; Treasury; Finance and Tourism WA under the oversight of the Aboriginal Cultural Centre Planning Project Steering Committee.

Governance for the pre-feasibility stage of the project included:

- The Ministerial oversight of the Premier;
- The Aboriginal Cultural Centre Planning Project Steering Committee (Steering Committee); and
- A project team resourced by the Department of the Premier and Cabinet and assisted by Steering Committee member agencies as required.

Project Governance – Business Case Development

The completion of the pre-feasibility stage of planning led by the Department of the Premier and Cabinet marks the point for handover to the Department of Local Government, Sport and Cultural Industries to lead subsequent planning and design stages, in collaboration with the Department of Finance, as the relevant infrastructure agencies to ensure that management of planning and delivery risks is allocated to the best-equipped party.

It is proposed that the business case for the Aboriginal Cultural Centre be delivered under a dual accountability

governance structure. The Department of Finance will collaborate with the Department of Local Government, Sport and Cultural Industries in the development of the Aboriginal Cultural Centre project business case.

The Department of Local Government, Sport and Cultural Industries will have overall responsibility for providing the service planning and operation context. The Department of Finance's key role is in project management and leading the management of the technical aspects of the project. The dual accountability governance structure supports these dual functions, and provides a reporting and decision-making process to ensure that each agency's executive retains its accountability for project planning and delivery.

The fundamental principle underpinning the governance structure is decision making at the appropriate management level. In this regard, detailed project reporting and issue resolution will be addressed jointly by the Department of Finance and the Department of Local Government, Sport and Cultural Industries representatives. Each party must work in close partnership to ensure that the Department of Local Government, Sport and Cultural Industries requirements, as the service delivery organisation, are accurately reflected in the physical facility design, that any options maximise value to the State and that the approved time, scope and program parameters are maintained.

Next Steps

- The completion of the pre-feasibility stage of planning led by the Department of the Premier and Cabinet marks the point for handover to the Department of Local Government Sport and Cultural Industries to lead subsequent planning and design stages, in collaboration with the Department of Finance, as the relevant infrastructure agencies to ensure that management of planning and delivery risks is allocated to the best-equipped party.
- In preparation for the project transfer, the \$50 million funding for the planning, design works and seed-capital for the Aboriginal Cultural Centre has been allocated to the Department of Local Government Sport and Cultural Industries budget through the 2021-22 budget process.
- Department of Local Government Sport and Cultural Industries will use the remaining pre-feasibility funds (approximately \$1.4 million), the \$2 million for the Australian Government under the Perth City Deal, and the \$50 million funding provided for 'planning, design works and seed-capital' to establish a project team to undertake Aboriginal and community consultation and engagement and to deliver the business case and project definition plan.
- The \$2 million funding from the Australian Government will be provided to the Department of Local Government Sport and Cultural Industries in two payments; \$600,000 when the Australian Government accepts the achievement of the first milestone - completion of the Pre-feasibility, and \$1.4 million on achievement of the second milestone - completion of the Project Definition Plan.

Conclusion

Cultural infrastructure supports and grows WA's creativity, tangible and intangible culture, and cultural heritage. Cultural infrastructure is critical for increasing participation in the arts, culture and creative activity. Culture is central to our identity, social cohesion, and the development of a knowledge-based economy. Western Australians engage in cultural activities every day. Our rich and diverse cultures are our foundation and underlying fabric from which our stories are grown.

WA's flourishing Aboriginal creative industries are internationally recognised and continue to offer employment and opportunity across the State. In today's globalised world, the unique and cultural riches of WA's Aboriginal communities are an opportunity to distinguish our State's identity.

An Aboriginal Cultural Centre of national significance will provide direct employment opportunities for Aboriginal people and indirect opportunities through establishing collaboration and networks with centres across Australia.

More than an art gallery, the Aboriginal Cultural Centre would provide a focal point for Aboriginal performances, experiences, tours, food and creative industries. An engaging place where visitors from around the world can meet Aboriginal people and experience Aboriginal culture.

The Aboriginal Cultural Centre also goes to the Closing the Gap priority areas, including supporting strong cultures

and languages; fostering social and emotional wellbeing, and enshrining the unique cultural, spiritual, physical and economic relationship between Aboriginal people with land and waters.

The economic, social and cultural benefits of an Aboriginal Cultural Centre are not limited to the present. This is an intergenerational project that will shape our future generation's sense of place, identity and heritage, and capacity for compassion, empathy and innovation and showcase to the world our unique, vibrant and diverse harmonious community.

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Front Cover Image

Announcement of Terrace Road Car park as the site of the Aboriginal Cultural Centre

L-R: Cheryl Martin (Whadjuk Aboriginal Cultural Centre Cultural Authority), Charne Hayden (Whadjuk Aboriginal Cultural Centre Cultural Authority), Barry Winmar (Whadjuk Aboriginal Cultural Centre Cultural Authority), Hon Tony Buti MLA (Minister for Aboriginal Affairs), Beverley Port Louis (Whadjuk Aboriginal Cultural Centre Cultural Authority), Hon Mark McGowan MLA (Premier), Hon Patrick Gorman MP (Member for Perth), Peter Hill (Whadjuk Aboriginal Cultural Centre Cultural Authority), Sabine Winton MLA (Parliamentary Secretary to the Premier and Chair of the Aboriginal Cultural Centre Steering Committee) and the Hon David Templeman MLA (Minister for Culture and the Arts). (Gordon Cole Whadjuk Aboriginal Cultural Centre Cultural Authority not pictured).
