



# Contents

|   |    |
|---|----|
| Mayor's Message                               | 1  |
| How to use this document                      | 2  |
| What do we mean by Arts & Culture?            | 3  |
| Section 1: Context                            | 4  |
| <i>Strategic Context</i>                      | 5  |
| <i>Where are we now?</i>                      | 7  |
| <i>Our Role in Arts &amp; Culture</i>         | 8  |
| <i>Guiding Principles</i>                     | 9  |
| Section 2: The Arts & Culture Plan            | 10 |
| <i>Developing the Arts &amp; Culture Plan</i> | 11 |
| <i>Delivering and Reviewing the Plan</i>      | 12 |
| <i>The Plan 2024–2027</i>                     | 14 |
| Section 3: Foundation Projects                | 24 |
| <i>Summary</i>                                | 25 |
| <i>References</i>                             | 28 |

## Front Cover Image

Meliesa Judge, Anne Grigoriadis, Ground Play,  
Amy Joy Watson, Nicholas Uhlmann, Lisa King, Fin Dac,  
Greg Johns, Stephanie Doddridge, Bharat Singh & Maggie Moy

## Right Image

Seed Mix, Nicholas Uhlmann, Old Mill Reserve, Hackney





# Mayor's Message



**Welcome to the City of Norwood Payneham & St Peters' Arts & Culture Plan 2024–2027, a formal expression of our commitment to art and cultural development in Adelaide's East.**

Our City has a very strong connection to arts and culture, from the celebration of creativity and sharing of cultural stories, to the vital role arts and creativity play in social, economic and cultural outcomes. In addition to the often understated, but vital role, arts and cultural engagement has in enhancing health and community wellbeing, through boosting confidence, increasing social inclusion or treating other health issues.

The arts provide a vital channel to observe, explore and express our values, aspirations, notions of identity, quality of life and sense of place. The range of creative activities, initiatives and diverse expression form a larger cultural vitality picture of our City.

The Plan was developed by the Council's recently established Arts, Culture & Community Connections Unit and I would like to thank all of the Council's staff who worked so hard to make it a reality.

I would like to thank the wider community—local citizens, as well as the arts and culture sector—who took the time to provide their insights in order to help shape this significant framework for our City.

Through translating our Cultural Vitality objectives and strategies into achievable short to medium term actions we endeavour to move closer to achieving our 2030 Vision: 'A culturally rich and diverse City, with a strong identity, history and sense of place.'

The Arts & Culture Plan will be dynamic and unifying as we continue to build on and develop the Cultural Vitality of our City.

**Robert Bria**  
**Mayor**

# How to use this document

The City of Norwood Payneham & St Peters' Arts and Culture Plan is a methodical approach to identifying, prioritising and sequencing initiatives and actions that will move us toward achieving our 2030 Cultural Vitality objectives.

**The Plan will guide our arts and culture service development, service delivery, budget priorities as well as collaborative partnerships over the next three years.**

The document is laid out as detailed below:

## Section 1: Context

Considers Local, State and Federal Government environments in which the actions will be taking place and summarises the strategic context that underpins effective integration and synergy of the Plan with relevant policies, strategies and operations.

## Section 2: The Arts & Culture Plan

Plots actions against the relevant Cultural Vitality objectives and strategies from the Council's Strategic Management Plan *CityPlan 2030: Shaping Our Future*. Provides a three-year road map of clearly defined arts and culture priorities and sequential actions.

Relevant Cultural Vitality objectives:

- Objective 2.1: An artistic, creative, cultural and visually interesting City.
- Objective 2.2: A community embracing and celebrating its social and cultural diversity.
- Objective 2.3: A City which values and promotes its rich cultural and built heritage.
- Objective 2.5: Dynamic community life in public spaces and precincts.

## Section 3: Foundation Projects

Actions labelled as a 'Foundation Project' throughout the Plan are multi-year projects that will guide future decisions and the development of related sub-projects and actions as we review our progress and move toward our 2030 Cultural Vitality objectives. The 'Foundation Projects' section provides an overview of Foundation Project development stages and outcomes.



*(im) Perfection, Maggie Moy, Common Place Exhibition*

# What do we mean by Arts and Culture?

## Arts

Our interpretation of arts incorporates a broad range of creative disciplines as part of a larger cultural vitality lens. Through this lens, creative activities such as performances at the Norwood Concert Hall, Concerts in the Park, visual art exhibitions, live music performances, creative writing workshops, and the creation of street art all contribute to form our arts and culture picture.

Commonly recognised forms of artistic expression include:

### Visual Art

Painting, drawing, sculpture, ceramics, photography and printmaking.

### Performing Art

Dance, theatre and live music.

## Public Art

Temporary and permanent art in public places, including sculptures, ephemeral artworks, murals, art integrated in streetscape design and functional art.

### Literary Art

Creative writing, poetry and prose.

### Moving Image

Video, film and digital images.

### Digital Art

Broad term applied to art that utilises digital tools across multiple mediums, examples include 3D art, Artificial Intelligence (AI), digital paintings and Augmented Reality (AR).

## Culture

"Local Government recognises that 'culture' encompasses our diverse heritage and avenues of expression through arts, architecture, history, language, education, the built and natural environment, leisure, work and daily life. People use culture to express their fundamental character and aspirations"

Australian Local Government Association - Arts and Culture Policy Position 2020.

# Section 1: Context

Creating the enabling environment



Street Mural, Lisa King, Payneham Road, College Park

# Strategic Context

Recent progress has been made at the Federal and State Government level in strategically forming policies and priorities within arts and culture domains.

Creating an opportunity for further advances in integrating arts and culture into the concepts of quality of life, thriving communities, as well as liveable neighbourhoods and cities.

A review of Local, State and Federal Government policies and plans identified the following recurring themes:

- Recognition of the vital role art and creativity play in social, economic, cultural, health and well-being outcomes;
- Art can improve the liveability of communities, build a distinctive local identity and generate civic pride;
- Convergence of arts and culture with other industries and sectors can drive innovation, growth and provide solutions to global or local concerns;
- Importance of intergovernmental collaborations;
- Arts, culture and the creative industries are significant contributors to our economy and attract domestic and international visitors;
- Essential to position First Nations and Kaurna communities and creators at the centre of the decision-making process for any Indigenous-focused initiatives;
- Creativity is considered one of the priority skills needed for future employment; and
- Expectation that artists are paid for their work, receive fair remuneration and earn income from copyright and royalties.

## Relevant Government and Arts and Culture Sector Plans, Policies and Guidelines

These resources provide a framework for integrating the arts into public sector structures and activities, enhancing access to the arts for all community members.

Understanding and aligning with these plans, policies, and guidelines is essential for the successful contextualisation of an arts and culture plan.

### Federal Government

- National Cultural Policy, Revive: A place for every story, a story for every place.
- Australia Council for the Arts, Protocols for using First Nations Cultural and Intellectual Property in the Arts.

### State Government

- Arts & Culture Plan South Australia 2019–2024
- South Australian Arts & Cultural Tourism Strategy 2025
- Growing our Heritage Future 2030, A 10-year strategy for heritage tourism in South Australia
- Creative Industries Strategy 2030

### Arts & Culture Sector

- The Australian Museums and Galleries Association, First Peoples: A Roadmap for Enhancing Indigenous Engagement in Museums and Galleries.
- National Association for the Visual Arts, Code of Practice for Visual Arts, Craft and Design.

## Alignment of the Arts & Culture Plan with the City of Norwood Payneham & St Peters Strategic Plans and Strategies

| Strategy                                     | Purpose   | Objective/ Action Alignment  |
|--|---|--|
| <i>CityPlan 2030: Shaping Our Future</i>     | Long term visioning and strategic direction for the Council   | <p><b>Cultural Vitality Objectives:</b></p> <p>2.1 An Artistic, creative, cultural and visually interesting City.</p> <p>2.2 A community embracing and celebrating its social and cultural diversity.</p> <p>2.3 A City which values and promotes its rich cultural and built heritage.</p> <p>2.5 Dynamic community life in public spaces and precincts.</p>  |
| Access & Inclusion Strategy 2022–2028        | Sets out the Council’s approach to planning and service delivery for an accessible and inclusive City   | 1.1 Ensure, where possible, that all services, programs, events and activities which are delivered by the Council are accessible to citizens of all abilities and backgrounds.   |
| Economic Development Strategy 2021–2026      | Provides a framework to guide Economic Development actions  | <p><b>Strategy</b></p> <p>1.1.5 Promote Kent Town as a Cultural &amp; Creative Industries Hub.</p> <p>1.16 Facilitate opportunities and encourage collaboration between property owners and creatives to deliver creative initiatives.</p> <p>1.17 Identify funding and/or promotional opportunities for local artists.</p> <p>2.3 Facilitate the activation of key spaces and precincts in the City.</p> <p>2.3.2 Maintain an exciting event offering that contributes to the City’s brand and continues to grow and enhance social and economic well-being.</p> <p>2.3.3 Assist business to leverage the City of Norwood Payneham &amp; St Peters, City of Adelaide and State Government event calendars.</p> <p>2.3.5 Support live music by promoting local venues and local artists as well as engaging emerging musicians for Council organised events.</p> <p>2.3.6 Continue to maintain the Artist Register on the Council’s website.</p> |
| Built Heritage Strategy 2022–2027            | Provides a framework to guide built heritage actions, resources and budget  | <p><b>Objective 1.2 Celebrate and promote the value of heritage conservation:</b></p> <p>1.2.1 SA History Festival.</p>  |
| Kent Town Economic Growth Strategy 2020–2025 | Actions that encourage a connected neighbourhood that offers unique lifestyle and diverse built form that supports local investment and creates prosperity. | <p><b>Strategy 3.1 Build a ‘sense of place’:</b></p> <p>3.1.2 Explore opportunities to leverage Adelaide’s designation as a ‘UNESCO City of Music’, to support the growth of live music in Kent Town and increase local foot traffic.</p> <p>3.1.3 Explore opportunities to introduce light, art and colour into the public realm that supports the cultural and creative identity of Kent Town.</p>   |



# Where are we now?

## How Arts & Culture is currently supported by the City of Norwood Payneham & St Peters

While this Plan focuses on new actions to improve opportunities for our citizens and local creatives to meaningfully participate in, as well as contribute to arts and culture, alongside these actions we will continue to resource, within financial parameters set by the Council, and deliver our current complement of programs and facilities as outlined below.

With an understanding that arts and culture is integral to bringing richness and meaning to individuals' lives and in strengthening social, cultural, economic and health outcomes, the Council currently delivers and resources the following:

### Cultural Facilities

- Cultural Heritage Centre;
- Gallery at St Peters Town Hall Complex;
- Norwood Concert Hall;
- 3 Libraries (Norwood Library, Payneham Library and St Peters Library); and
- Payneham Community Centre.

### Arts & Culture Initiatives

- Annual community events program.
- Major Public Art Commissions (Quadrennial Public Artwork).
- Public Art Grants.
- Arts & Culture programs at our Libraries that support the development of new skills.
- Exhibitions, such as Art on Parade and Cultural Heritage exhibitions.

- Projects that reflect the people, history and culture of NPSP delivered through our Cultural Heritage Centre.
- Financial subsidies to support our community to participate in open access festivals, such as Adelaide Fringe Festival and South Australian Living Artists Festival (SALA).
- Online Artist Register on the Council's website.

To date, the Council has adopted several policies and initiatives to support arts and culture activities including:

- Public Art Policy
- Live Music Policy
- Busking Permits
- Reconciliation Policy
- Plaques, Monuments & Memorials Policy
- Community Funding Program Grants
- External Event Guidelines
- Calendar of Events
- Artist Register

## Local Arts & Culture Sector Challenges

During engagement with our arts and culture sector our local creative community identified the following top three challenges. It is worth noting that many of these challenges are not unique to our local context but representative of wider trends across the arts and culture sector.

### Financial

Financial barriers were a recurring theme, these included limited access to arts funding, viability of art as a stable

source of income and the subsequent financial stress, as well as, a lack of affordable studio, performance and exhibition spaces.

### Arts & Culture Ecosystem

Another key theme to emerge from conversations with our creative community, emphasised the importance of the arts and culture eco-system and interdependence of individual artists, arts and cultural organisations, community networks, cultural policy, marketing and promotion. With a focus on a desire to build stronger networks and collaborations; equitable access to information and paid opportunities; improving visibility of local artists' work and valuing their talents and contribution.

### Recognition & Value

Our arts and culture sector stressed, that as a community we must afford far greater recognition to the value of arts and culture to our well-being, our economy, our daily lives and cultural vitality, together with recognition and support for non-traditional and emerging artforms, such as digital art.

Highlighting the Council's vital role as a promoter and connector between artists, community, businesses, place and creative opportunities to ensure artists are valued and have meaningful opportunities to contribute to the cultural life of our City.

# Our role in Arts & Culture

As the governing body of public spaces and community facilities, together with our intimate local knowledge, connection and collaborative partnerships with our citizens, the City of Norwood Payneham & St Peters is well placed to act as:

## Advocate

Active role in planning across our City. Advocate for equitable and accessible community participation and contribution to cultural life. Protect, conserve, and promote our local cultural heritage.

## Facilitator

Facilitate arts and cultural development activities, programs and events that promote and grow social cohesion, health and wellbeing and our cultural vitality.

## Activator of Space

Plan and deliver integrated, temporary and permanent creative responses to places. Support utilisation of traditional and non-traditional spaces to bring arts and culture to where it is most needed.

## Provider

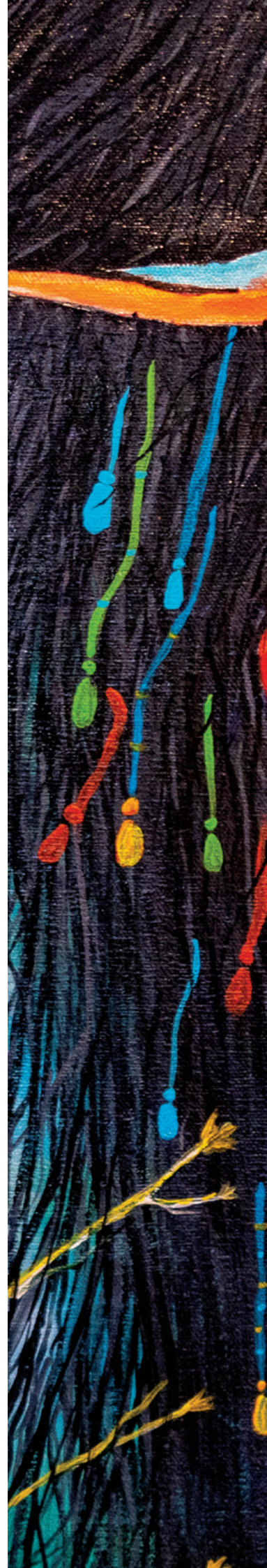
Provide a clear plan to co-deliver our 'Cultural Vitality' objectives. Provide deliberate, high-quality services, activities and projects. Monitor and share success.

## Promoter & Sponsor

Promote current and future arts and culture opportunities. Provide funding and in-kind support to assist community led and co-led projects that facilitate art and cultural outcomes.

## Co-deliverer

Work in partnership with our community, all levels of government and form partnerships to maximise creative opportunities and act in a deliberate and collaborative way.



# Guiding Principles

To assist the Council to operationalise our shared concept of arts, culture and cultural vitality, as well as shape and prioritise decisions and actions, Arts & Culture Plan will be guided by the following principles:

## Access & Participation

We believe everyone has the right to access cultural participation opportunities.

We will seek to engage people of all abilities and ages in creative experiences and will support equitable access, active participation and contribution to cultural life.

## Identity

We will commit to actions that reflect our City's cultural diversity and meaningfully contribute to our City's cultural identity.

We recognise and respect the crucial place of First Nations people and through genuine partnerships we endeavour to bridge gaps and cultivate richer and more authentic cultural experiences, shared stories and understanding.

We will seek to protect and conserve our local cultural heritage for posterity. We will seek to promote arts and cultural assets, locally made cultural products, and the diverse range of arts and cultural participation and visitation opportunities within our City.

## Activation

We will foster innovation, imagination and creative expression across all areas of arts and culture to engage and challenge new and existing audiences.

We will provide deliberate, diverse and high-quality program of events, activations and exhibitions.

## Collaboration

We appreciate that the work of many organisations, cultural practitioners, government departments, businesses, education providers, as well as diverse sectors, can overlap or help to inform arts and culture programs and initiatives.

Taking a broad view of these interconnections we will identify partnership opportunities to work as a coherent system to achieve our shared goals.

## Development

We recognise the essential role our community plays in achieving our shared Cultural Vitality vision and will seek to understand, proactively engage with, and celebrate our local creative community.

We will adopt best practice contemporary arts and culture governance and encourage innovation and excellence.

We will ensure an equitable approach in supporting and partnering with arts and cultural practitioners and provide arts and cultural development opportunities, such as, funding programs, artist led initiatives and networking opportunities.

# Section 2: Arts & Culture Plan

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Creating a culturally rich and diverse City, with a strong identity, history and sense of place.



*Norwood Concert Hall Performance*

# Developing the Arts & Culture Plan

Direct contributions from several sources have been considered in the development of this Plan.

To ensure a holistic and integrated approach an Arts and Culture Project Team, consisting of the Manager, Arts, Culture and Community Connections; Arts Officer and Cultural Heritage Coordinator, conducted face-to-face and survey engagement with our community, arts and culture sector and relevant Council Departments.

The project team reviewed the feedback and examined current State and Federal Government policies and plans, sector trends and other Local Government arts and culture plans, to inform the development of this Plan.

The Council reviewed the draft Plan, and the community were invited to provide comments prior to preparing the final document.

This Plan is best considered in conjunction with the Arts and Culture Plan 2024–2027 Community Engagement Report and *CityPlan 2030: Shaping Our Future* (Outcome 2: Cultural Vitality) which is available via the Council's website.

## Timeline of how we developed the Plan

|                           |                |  |
|---------------------------|----------------|--|
| May–June 2023             | Discovery      | Community engagement to develop the Plan   |
| June–July 2023            | Development    | Draft Arts & Culture Plan  |
| July 2023                 | Review stage 1 | Staff feedback on draft Plan   |
| August 2023               | Review stage 2 | Council review & feedback on draft Plan  |
| September 2023            | Review stage 3 | Community feedback on draft Plan   |
| October–December 2023     | Finalisation   | Final Plan designed  |
| January 2024              | Launch         | Plan available on the Council website  |
| January 2024–January 2027 | Implementation | Over the next 3 years we will implement our actions & introduce annual reporting |

# Delivering and reviewing the Plan

The Arts & Culture Plan 2024–2027 has been developed and will be delivered through close working relationships with our creative community

To continue this two-way dialogue, key outcomes and progress updates will be reported annually and shared via the Council's website.

This Plan will be in place for three years. Each financial year throughout the life of the Plan, a detailed budget plan will be created that outlines that year's activities and resources, including cost projections; technical, material, and human resource requirements; as well as potential external funding sources and partners to co-deliver the projects.

Every effort will be made to deliver actions within the Council's annual Budget and resource allocation. It is anticipated that the larger scale foundation projects outlined in the 'Foundation Projects' section of this Plan, will require external contractors to deliver components of the project, additional Volunteers and, in some cases, external funding support.

As this is a dynamic document to move us toward our 2030 Cultural Vitality objectives, the annual update will include a list of the next years priority actions as we progressively monitor, evaluate, define, incorporate emerging information and opportunities, adapt and map future actions.

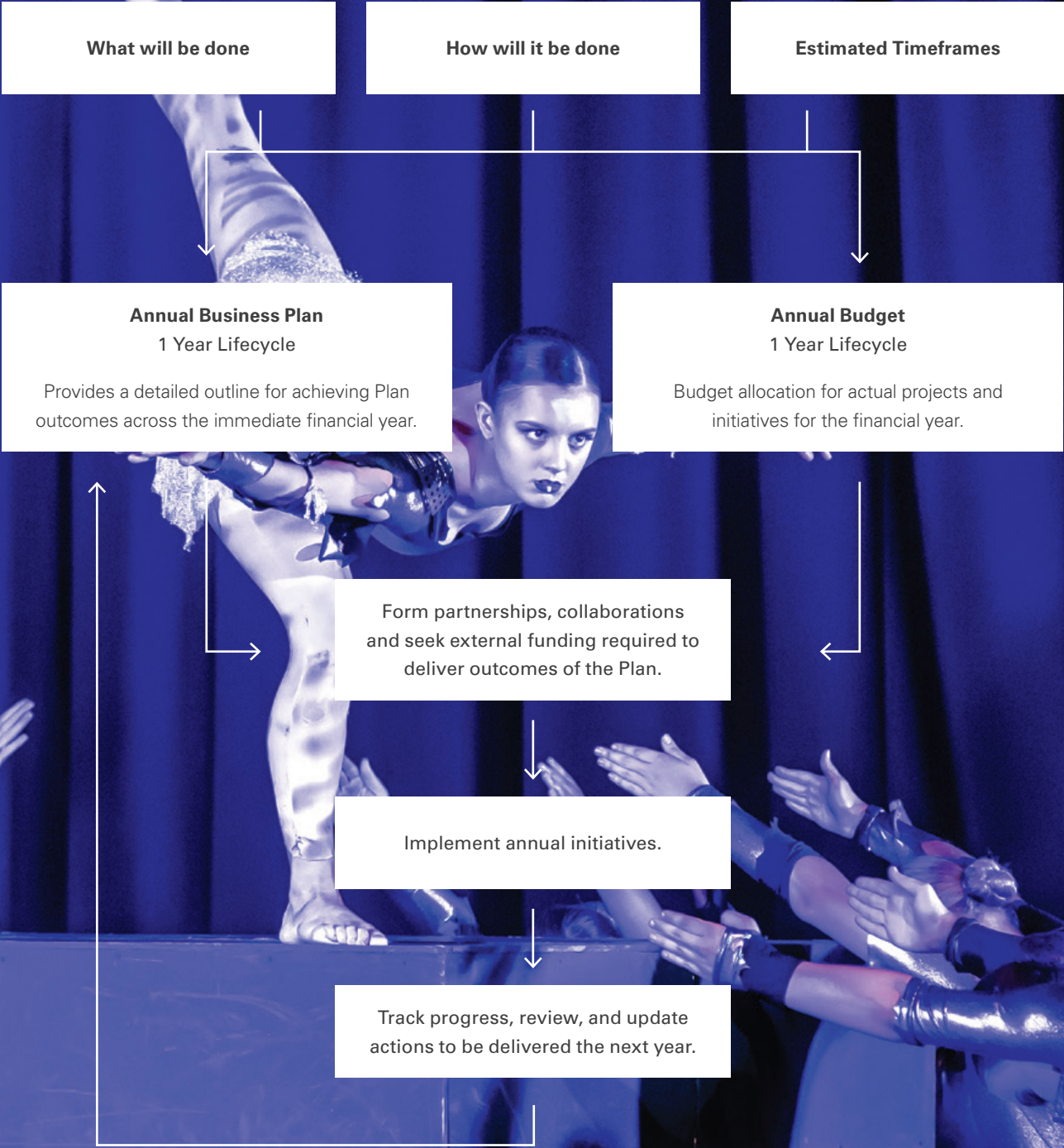
The first annual progress report is due in December 2024 with the final three year review delivered in early 2027.

The cycle of delivery and review of the Plan is shown on the right.

# Arts & Culture Plan 2024 – 2027

## 3 Year Lifecycle

This diagram provides an outline for achieving Cultural Vitality objectives of the Council's *CityPlan 2030: Shaping our Future*.



# The Plan 2024–2027

While each Cultural Vitality objective stands alone, many strategies and actions overlap, both within this Plan, as well as across other Council strategic management plans

To achieve the best outcomes for our community, we will adopt a whole of Council approach to align planning, resources and delivery.

The following pages set out the Cultural Vitality objectives and strategies, the Council will pursue from January 2024 to January 2027.

## **CityPlan 2030 Objective 2.1** **An artistic, creative, cultural & visually interesting City**

| <b>Strategy 2.1.1 Use the arts to enliven public spaces and create ‘a sense of place.’</b> |   |                                   |                 |
|--|---|-----------------------------------|-----------------|
| <b>How will we achieve this?</b>   | <b>Description / Deliverables</b>   | <b>When will we achieve this?</b> | <b>Art form</b> |
| Develop a Public Art Masterplan (Foundation Project)                                       | The public art masterplan will assist us to identify where public art thrives and where opportunities exist.<br><br>For additional information, refer to Section 3 of this plan.  | 2024–2027 (multi-year project)    | Public Art      |
| Utilise smart technology and digital tools to promote public art places                    | Explore applications of an online Public Art GIS and/or Story map (online map) that contains public artwork locations, artwork information, photos & videos.<br><br>Create online data that can be used for public art tours, to manage public art works and assist in the identification of new public art locations.<br><br>This initiative will provide an opportunity to trial GIS tools prior to creating a more complex online Cultural Map (refer to section 3) and will explore integration with other GIS projects initiated by the Council.   | 2025–2027 (multi-year project)    | Public Art      |
| Arts & Culture Exhibitions at St Peters Town Hall Complex                                  | Curate an annual arts and culture exhibition program at the Gallery, St Peters Town Hall Complex, to showcase contemporary artists across a range of art media; activate the space and creatively exhibit cultural heritage artefacts and history.<br><br>Trial four (up to 6-weeks) open calls for contemporary artists to exhibit as part of the 2024 exhibition program. Include artist talks and artist led activations and workshops.<br><br>Develop a gallery page on the Council website to promote upcoming exhibitions, workshops, artists talks and exhibition program expressions of interest. | 2024                              | All             |



**Strategy 2.1.1 Use the arts to enliven public spaces and create ‘a sense of place.’**

| How will we achieve this?   | Description / Deliverables  | When will we achieve this?     | Art form             |
|---|---|--------------------------------|----------------------|
| Program of interactive arts & culture activities to complement & activate the Gallery | Alongside the exhibition program, facilitate and co-deliver, in partnership with artists and cultural practitioners, complementary interactive activities within the gallery, libraries and Cultural Heritage Centre to encourage active participation and to broaden and deepen cultural engagement with new and diverse audiences.  | 2024                           | Cultural Development |
| Curate Eastern Health Authority (EHA) Gallery Wall                                    | In partnership with EHA curate the gallery wall to complement the exhibition season at St Peters Town Hall Complex and arts and culture activations and events across our City.<br><br>Where appropriate utilise the gallery wall to display community outcomes of the ‘program of interactive arts & culture activities’ (outlined above).   | 2024                           | Visual Art           |
| Support the growth of live music across our City                                      | Stage 1: Identify potential locations, partners and live music activation ideas. Including potential partnerships with open access music festivals & other providers.<br><br>Stage 2: Plan and co-deliver live music activation(s).   | 2024–2025 (multi-year project) | Performing Art       |
| Develop Creative Hoardings Guidelines   | Provide clear guidance for the use of art and creative images on hoardings on construction sites within the City, for both Council led projects and private developments.   | 2027                           | Visual Art           |
| St Peters Fair market stalls for young emerging artists                               | Following the trial of market stalls for young artists and makers at St Peters Fair in 2023, provide market stalls for young people, via an expression of interest process, at the 2024 St Peters Fair.<br><br>In collaboration with participating artists, review the 2023 to 2024 initiative to assist in identifying ways in which we can further support young emerging artists from 2025 to 2027.  | 2024                           | Visual Art           |
| Support accessibility best practice   | Investigate and implement accessible exhibition design initiatives for the Gallery at St Peters, including but not limited to, exhibition guidelines (accessibility standards, including content, label design and text, exhibition floorplan and interactive elements).<br><br>Install stage extensions at either side of the Norwood Concert Hall Stage to cover the stairs and enable an access ramp to be temporarily installed to the stage. | 2024                           | Cultural Development |

**Strategy 2.1.1 Use the arts to enliven public spaces and create ‘a sense of place.’**

| <b>How will we achieve this?</b>  | <b>Description / Deliverables</b>  | <b>When will we achieve this?</b> | <b>Art form</b>           |
|---|--|-----------------------------------|---------------------------|
| Implement equitable application processes   | <p>Provide options for flexible application formats, on request, for community funding, Artist commissions &amp; exhibition program expressions of interest.</p> <p>Advertise opportunities through diverse networks and include equity, diversity and inclusion statements on application information.</p> <p>Ensure assessment criteria is transparent and available to applicants.</p> <p>Conduct an annual evaluation of the funding application process to track progress towards increased diversity of successful applicants.</p> | 2024–ongoing                      | Cultural Development      |
| Review and update the Council’s Public Art Policy                                       | Update the policy to ensure it encapsulates and supports the effective delivery of actions contained within this plan.   | 2024                              | Public Art                |
| Review and update the Council’s Live Music Policy                                       | Update the policy to ensure it encapsulates and supports the effective delivery of actions contained within this plan.   | 2024                              | Performance Art           |
| Review and update the Council’s Busking Policy and process                              | Provide clear guidelines to encourage busking activation and expand identified busking locations beyond The Parade, Norwood.   | 2024                              | Performance Art           |
| Develop a visual and sculptural art acquisition, lease and bequest policy and procedure | <p>Develop artwork acquisition, lease and bequest policy and procedure.</p> <p>Consider a contemporary artwork lease or acquisition program for Council owned facilities.</p>  | 2026                              | Visual Art<br>Public Art  |
| Develop stobie pole art guidelines  | Develop guidelines to assist our community to easily understand the artwork approval process, installation, material, as well as community consultation requirements.  | 2025                              | Public Art                |
| Explore creative wayfinding and signage options for Council owned buildings             | <p>Creative wayfinding and signage at key Council owned facilities to reflect the Council’s commitment to and expression of our Cultural Vitality.</p> <p>Explore creative uses of digital signage technology to display wayfinding and venue information and to create interactive and engaging experiences.</p>  | 2027                              | Public Art<br>Digital Art |
| Installation of interactive artwork at Council owned facilities                         | Trial a series of community-based interactive art installations within Council community facilities, such as Libraries, to encourage community engagement and a more welcoming and creative environment.   | 2027                              | Public Art<br>Digital Art |

**Strategy 2.1.3 Attract and support cultural and creative organisations, businesses and individuals.**

| How will we achieve this?  | Description / Deliverables  | When will we achieve this?     | Art form             |
|--|---|--------------------------------|----------------------|
| Develop a Cultural Map of our City (Foundation Project)                                    | Inventory of cultural assets within our City. Evidence based research to inform investment in promotion, networking, collaboration, and program development.<br><br>For additional information, refer to Section 3 of this plan.  | 2026–2027 (multi-year project) | All                  |
| Develop a digital marketing & promotion plan (Foundation Project)                          | Develop a Council wide digital marketing plan that includes effective digital communication across various platforms to promote Council services, projects and programs. Together with local arts and cultural assets to enhance our identity as an artistic, creative, cultural and visually interesting City and attract creatives to our City.<br><br>Work collaboratively with our local arts and cultural community to facilitate the development of packages, including online/ smart tools, that promote our City’s unique arts and cultural experiences and services, including the Norwood Concert Hall.<br><br>For additional information, refer to Section 3 of this plan. | 2026–2027 (multi-year project) | Cultural Development |
| Review and update the artist register on the Council’s website                             | Review the Council’s online artist register to find out how Artists would like to use this tool to ensure it is relevant and of value.<br><br>Ensure all art forms are represented on the Artist Register.<br><br>Investigate and consider business or resident seeking artist initiatives to help match artists with local public art locations.   | 2025                           | All                  |
| Investigate Artists in residence program   | Explore viability and need of an Artist in Residence program, across all artforms.<br><br>Identify collaborative partnerships with arts and culture organisations and businesses to co-deliver a trial program.   | 2025                           | All                  |
| Collaborations and partnerships with artists, historians and arts & cultural practitioners | Where appropriate, convene topic specific focus groups with our arts and cultural community to inform and support project planning and implementation of actions contained within this Plan.<br><br>Seek partnership opportunities to source external funding to co-deliver arts and culture initiatives in our City.<br><br>Explore strengthening collaborations with existing arts and culture partners, such as Three D Radio.   | 2024–ongoing                   | All                  |
| Ensure Council provides fair remuneration to artists and cultural practitioners            | Informed by the National Association for the Visual Arts (NAVA) Code of Practice payment rates, ensure artists and cultural practitioners are fairly remunerated for the delivery of arts and cultural services, commissions and initiatives in partnership with the Council.   | 2024-ongoing                   | Cultural Development |

**Strategy 2.1.3 Attract and support cultural and creative organisations, businesses and individuals.**

| <b>How will we achieve this?</b>   | <b>Description / Deliverables</b>   | <b>When will we achieve this?</b> | <b>Art form</b> |
|--|---|-----------------------------------|-----------------|
| Seek opportunities to attract live music performances to the City  | <p>Explore Open Access Festival registration fee subsidy and promotion to increase visibility and participation of local musicians and venues.</p> <p>Review the Council's busking guidelines to encourage and better support music activation (as per strategy 2.3.1 above).</p> <p>Expand the public art funding program to include original live music performances in non-traditional spaces to bring music experiences to a broader audience and activate spaces.</p>  | 2024                              | Performance Art |
| Curate live music event(s) to fill gaps in live music experiences across our City                                | Explore gaps in live music experiences within our City and identify potential collaborative partnerships to conceptualise and curate live music event(s) to fill these gaps.  | 2025-2026 (multi-year project)    | Performance Art |
| Encourage local music in businesses and at Council funded events   | As appropriate, encourage live and local music experiences and/or streaming of local music within business premises and at events.  | 2025–ongoing                      | Performance art |
| Identify opportunities for artists to be commissioned to create original artwork for Council marketing campaigns | Creation of original artwork for marketing campaigns, such as events, community consultation promotion and strategic documents.   | 2024–ongoing                      | Visual Art      |
| Identify opportunities to Integrate public art within streetscape designs and Council owned land                 | Explore suitable locations to integrate public art within streetscape designs and interactive art installations in playgrounds.   | 2026                              | Public Art      |
| Facilitate and promote networking events for local creatives   | <p>Stage 1: Investigate current networking opportunities. Identify and engage potential partners.</p> <p>Stage 2: Informal consultation with our creative community to identify networking needs and gaps.</p> <p>Stage 3: Promote existing networking opportunities on our website and directly to our creative community database. Including promotion of the two annual business networking events facilitated by the Council's Economic Development Unit.</p> <p>Stage 4: In partnership with our creative community, and if a need exists, coordinate networking events for local creatives.</p> | 2024–ongoing                      | All             |

**Strategy 2.1.3 Attract and support cultural and creative organisations, businesses and individuals.**

| How will we achieve this?  | Description / Deliverables  | When will we achieve this?        | Art form                    |
|--|---|-----------------------------------|-----------------------------|
| Identify and support participatory literary arts opportunities                                 | <p>Include poetry as a permitted activity within the revised busking policy.</p> <p>Expand the public art funding program to include literary arts to facilitate more people experiencing and participating in this artform.</p> <p>Explore collaborative community participatory projects with local Writer's Groups and other literary organisations.</p> <p>Explore expanding the current Writer's week program of activations within our City.</p>  | 2025                              | Literary Arts               |
| Enable risk taking and experimentation with digital and emerging technologies and artforms     | <p>As a component of the Public Art Masterplan (refer to Section 3 of this plan) identify places of potential for digital, immersive and/or interactive artworks (including sound art).</p> <p>Encourage artists to explore novel and unconventional approaches to art development within The Gallery and proposed artist in residence program.</p> <p>Explore collaborative partnerships to develop and expand audience access and engagement with emerging artforms.</p> <p>Investigate pathways of funding to support the development of emerging artforms.</p> <p>Explore digital literacy programs to reduce barriers to innovation and creativity and to increase artist confidence to adopt new technologies within their arts practice.</p> | 2024–2027<br>(multi-year project) | Moving Image<br>Digital Art |
| Provision of rehearsal spaces for hire to develop new theatre productions                      | <p>To nurture the development of local creative talent, identify spaces within the Council's community facilities that are suitable as rehearsal spaces for hire. Create a targeted promotion of rehearsal spaces and consider additional discounts during non-peak hire periods.</p> <p>Following the development of the Cultural Map, identify areas with limited or no access to rehearsal spaces and explore collaborations to support the use of non-council spaces for performance art within areas of need.</p>  | 2025                              | Performance<br>Art          |
| Identify opportunities for cross sector collaboration to respond to the challenges ahead of us | Identify and build relationships with the Arts & Culture Sector, external funding bodies, businesses and non-arts sectors to co-design initiatives that respond to the challenges ahead of us, for instance arts and the environment.   | 2026-ongoing                      | All                         |

**Strategy 2.1.3 Attract and support cultural and creative organisations, businesses and individuals.**

| How will we achieve this?  | Description / Deliverables  | When will we achieve this? | Art form             |
|--|---|----------------------------|----------------------|
| Council staff representation on and/or membership of arts and culture peak bodies and associations | To ensure the Council is actively engaged in the creative eco system. | 2024–ongoing               | Cultural Development |
| Continue the Council’s OneMusic licence annual subscription  | Support playing music at Council events and community facilities.     | 2024–ongoing               | Performance Art      |

**CityPlan 2030 Objective 2.2**

**A community embracing and celebrating its social and cultural diversity.**

**Strategy 2.2.1 Acknowledge and recognise local Aboriginal heritage and history**

| How will we achieve this?  | Description / Deliverables   | When will we achieve this?     | Art form             |
|--|--|--------------------------------|----------------------|
| Map sites of First Nations significance  | Component of the Public Art Masterplan, (refer to Section 3 of this Plan). Building upon knowledge of known sites along Karrawirra Parri & local creeks, partner with Aboriginal Elders to identify and map sites of Indigenous significance to guide locations for First Nations artwork, dual naming & storytelling.   | 2025–2027 (multi-year project) | Cultural Development |
| Collaborative cultural heritage programming in partnership with First Nations cultural workers and artists | In partnership with First Nations cultural workers and artists, identify opportunities for collaborative planning of initiatives that connect our community to First Nations art, culture and storytelling and embed this into the Cultural Heritage program.<br><br>In partnership, identify opportunities for First Nations curators and artists to deliver exhibitions, programs and insights into our collective history as part of the exhibition and cultural heritage programs, including, where appropriate, bilingual exhibitions (eg. Kurna & English labels). | 2025–ongoing                   | Cultural Development |
| Showcase contemporary First Nations Artists  | Connect with and identify collaborative projects with contemporary First Nations Artists. Include contemporary First Nations music and visual art as part of the Council’s annual arts and culture exhibition program to present First Nations culture as a continuous living culture.   | 2025–ongoing                   | All                  |
| Heritage Collections management: two-way caretaking of First Nations cultural material                     | Ensure the way we collect, handle, store, represent & interpret First Nations cultural material is in consultation with First Nations Elders and community and, as appropriate, that we embed First Nations values within our collection practices.  | 2025–ongoing                   | Cultural Development |

### Strategy 2.2.2 Facilitate opportunities for cultural expression, celebration and interaction between different cultural and demographic groups

| How will we achieve this?   | Description / Deliverables   | When will we achieve this?     | Art form             |
|---|--|--------------------------------|----------------------|
| Review the Council's community grants program   | <p>Ensure the Council's Community Funding Program supports all artforms, as contained in the 'what do we mean by arts and culture' section of the Plan.</p> <p>Explore funding models to support activations of neighbourhood centres (eg. locations with small scale retail shops and cafes) and business led customer experience initiatives.</p> <p>Support Cultural groups and organisations, who are seeking Council funding for cultural celebrations, to deliver events that are welcoming and open to all to attend.</p> | 2024                           | Cultural Development |
| Build connections with established and emerging cultural organisations                    | Identify collaborative projects and programs to encourage interaction between different cultural and demographic groups.   | 2025–2027 (multi-year project) | Cultural Development |
| Investigate and devise solutions to enhance participation outcomes for multicultural arts | Through improved marketing and promotion maximise awareness and usage of Council owned facilities to ensure a diverse program of multi-cultural workshops and participatory experiences.   | 2024                           | Cultural Development |
| Identify places of potential for multicultural arts and culture activations               | Following the creation of the Cultural Map (refer to Section 3 of this plan), identify existing cultural assets, places of potential and partners within the City to collaboratively develop initiatives to further enhance existing cultural experiences, activate public places and share the story of our multi-cultural communities.   | 2027                           | Cultural Development |
| Bring cultural activities to where they are needed most                                   | Through the Cultural Map project (refer to Section 3 of this plan) identify potential utilisation and activation of traditional and non-traditional spaces to bring cultural participation opportunities to where they are most needed.  | 2027                           | Cultural Development |

| Strategy 2.2.3 Promote understanding of and respect for our cultures and heritage |   |                                |                      |
|---|---|--------------------------------|----------------------|
| How will we achieve this?   | Description / Deliverables  | When will we achieve this?     | Art form             |
| Heritage Collection Digitisation Project (Foundation Project)                     | <p>Digitise the Council’s heritage collection to improve community access via a searchable online catalogue.</p> <p>A project plan will be developed in 2024. Due to the scale of the project, digitisation of the collection will extend beyond the three years of this Arts and Culture Plan.</p> <p>For additional information, refer to Section 3 of this Plan.</p>                                 | 2024–ongoing                   | Cultural Development |
| Citywide Cultural Heritage Initiatives and activations                            | Develop an annual Cultural Heritage program, utilising resources and information developed through the Cultural Map project (refer to Section 3 of this Plan), to bring initiatives to where they are needed most.  | 2024–2027 (multi-year project) | Cultural Development |
| Research and develop a First Nations register on our website                      | In partnership with and approval from Elders, explore viability and appropriateness to develop a First Nations register on our website that includes biographies, contact details and specialised cultural services local First Nations community can provide. Increasing visibility and community access to engage First Nations to deliver cultural consultancy, education, services and experiences. | 2027                           | Cultural Development |

**CityPlan 2030 Objective 2.3**

**A City which values and promotes its rich cultural and built heritage.**

| Strategy 2.3.2 Reflect our City’s history through cultural heritage programs and initiatives |  |                                |                      |
|--|--|--------------------------------|----------------------|
| How will we achieve this?  | Description / Deliverables   | When will we achieve this?     | Art form             |
| Develop an annual program of cultural heritage initiatives                                   | <p>Cultural heritage annual program of exhibitions, workshops, projects and events across a broad range of topics.</p> <p>Top 5 topics identified by our community during the Arts &amp; Culture Plan 2024–2027 community consultation are:</p> <ol style="list-style-type: none"> <li>1. Art, Music &amp; Literature</li> <li>2. Local Stories (past and present written and oral histories)</li> <li>3. Natural Environment</li> <li>4. First Nations Culture &amp; Stories</li> <li>5. Local Landmarks &amp; Buildings</li> </ol> | 2024                           | Cultural Development |
| Review and update local heritage interpretive signage across our City                        | <p>Update and refresh heritage signs to catch the eye and imagination, encourage visitors and interest in cultural heritage.</p> <p>Explore options to link physical signs to online information, GIS and/or smart city applications to create an interactive and engaging experience.</p>   | 2024–2027 (multi-year project) | Cultural Development |



## CityPlan 2030 Objective 2.5 Dynamic community life in public spaces & precincts

| Strategy 2.5.3 Host and facilitate community events and activities   |   |                                |                      |
|--|---|--------------------------------|----------------------|
| How will we achieve this?  | Description / Deliverables  | When will we achieve this?     | Art form             |
| Conduct an annual review of the Council's events program   | <p>Develop an event assessment approach to ensure events continue to contribute to dynamic community life in public spaces and precincts and have warranted event costs and resources.</p> <p>Identify potential collaborative partners and trial new event concepts.</p>   | 2024–ongoing                   | Cultural Development |
| Annual program of cultural activations and events in areas with limited cultural participation opportunities | Following the development of the cultural map (refer to Section 3 of this Plan), proactively plan and deliver a program of events and arts and cultural activities in areas with limited cultural participation opportunities.  | 2027                           | Cultural Development |
| Support our community to deliver and participate within open access festival events                          | Potential collaborations and promotions include Adelaide Fringe Festival; Good Music Month Festival and South Australian Living Artist Festival (SALA).   | 2024                           | All                  |
| Support local artists to deliver activations, workshops and events   | <p>Continue programming local live music at events.</p> <p>Continue engaging artists to deliver workshops within our libraries and community facilities.</p> <p>Fund artist led initiatives, across all artforms, through the Council's Community Grants Program.</p> <p>Explore viability of an Artist in Residence program, including, collaborative partnerships with arts and culture organisations and businesses to co-deliver the program.</p> <p>Create employment and/or training opportunities for Artists to co-deliver Council coordinated events and activities.</p> | 2024–ongoing                   | All                  |
| Explore being part of Play Streets   | <p>Develop a process to support neighbourhood led temporary road closures for play activities. Enabling residents to reclaim and close quiet residential streets, for up to 3 hours, as safe open spaces to connect and play.</p> <p>Create an online map of streets that can host a play streets activation.</p>   | 2024–2025 (multi-year project) | Cultural Development |
| Council staff creative think tank  | Quarterly sessions bringing together staff from across the organisation to support interdepartmental information sharing and brainstorming to generate mid to long term collaborative ideas for events, programs, exhibitions and creative initiatives across our City.   | 2024–ongoing                   | Cultural Development |

# Section 3: Foundation Projects

Building a strong foundation for success.



*Fallow, Ground Play & Amy Joy Watson, St Peters Street, St Peters*

# Summary

The projects set out below are multi-year Foundation Projects that will guide future decisions and the development of related sub-projects and actions as we review our progress and move toward our 2030 Cultural Vitality objectives.

## Projects commencing in 2024

### *Public Art Masterplan*

The Public Art Masterplan will consider:

#### **Art Placement**

Opportunities for art to be located. Taking into account, proximity and spread of existing artworks; contribution to the visual and general public amenity of the neighbourhood; significance of the location to the community; potential for high frequency engagement & place activation.

#### **Art Typologies**

What kind of art could feature, for instance, mural, sculpture, site specific installation, First Nations led, ephemeral, permanent, temporary, destination/iconic, interactive, digital, sound based, art trail or functional artwork.

#### **Art Integration**

Opportunities for art to integrate with the building, streetscape or place.

#### **Scale**

Suitable scale for the surrounding environment, small, human scale to significant iconic piece.

## Project Stages

|                      |  |
|----------------------|--|
| Stage 1 Discovery    | Map current public art locations (council and privately funded artwork) to identify where creativity thrives and where opportunities exist.<br>Map sites of Indigenous significance to guide locations for First Nations artworks and storytelling.  |
| Stage 2 Foundation   | Develop place assessment criteria/tool to aid the selection of places of potential.  |
| Stage 3 Analysis     | Precinct specific analysis and prioritise places of potential especially suitable for public art.  |
| Stage 4 Development  | Create Public Art GIS map for public online viewing.<br>Details of each potential location (typology/ scope/ opportunities/ artwork objectives/ rationale)<br>Group potential artwork locations into price brackets that can be prioritised to suit available budget and external funding opportunities.<br>Create Public Art Masterplan document. |
| Stage 5 Consultation | Community feedback on draft Masterplan.  |
| Stage 6 Final Plan   | Develop final Masterplan and Council endorsement.  |
| Stage 7 Launch       | Promote Masterplan and community led public art location opportunities.  |
| Stage 8 Funding      | Apply for external funding opportunities (as required).  |

## Projects commencing in 2024

### *Heritage Collection Digitisation Project*

Create a searchable online catalogue to improve community access to the Council’s heritage collection via personal or public devices.

#### Project Stages

|                    |  |
|--------------------|--|
| Stage 1 Discovery  | Digital management best practice, platforms and case studies. Identify interoperability opportunities. |
| Stage 2 Prioritise | Prioritise collection for digitisation based on community requests and enquiries.                      |
| Stage 3 Systems    | Confirm Software Systems.  |
| Stage 4 Funding    | Apply for grant funding.   |
| Stage 5 Delivery   | Commence digitisation of collection.   |
| Stage 6 Promotion  | Promote available online resources to our community.   |

### *Digital Marketing Strategy*

Develop a Digital Marketing Plan that includes, amongst broad Council marketing goals, effective digital communication and promotion of local arts & cultural stories to enhance our identity as an artistic, creative, cultural & visually interesting City & attract creatives to our City.

#### Project Stages

|                      |  |
|----------------------|--|
| Stage 1 Research     | Capture how other Councils are utilising digital media and identify strengths and weaknesses. Clarify what each digital platform could communicate.  |
| Stage 2 Consultation | Create a consultation survey for internal and external stakeholders to identify content they would want communicated on our digital media platforms. |
| Stage 3 Objective    | Identify the objectives of all digital platforms and what will be deemed as success.   |
| Stage 4 Creation     | Create a Digital Marketing Plan and an Internal Style Guide.   |
| Stage 5 Reporting    | Annual review of Digital Marketing Plan implementation and success.  |

## Projects commencing in 2026

### *Cultural Map of our City*

Inventory of cultural assets within our City, including, theatres, galleries, studios, live music venues, museums, local heritage places, public art locations identified during public art masterplan project, and locations of regular events and activations (eg. markets, Art on Parade, Concerts in the Park).

#### Project Stages

|                     |  |
|---------------------|--|
| Stage 1 Discovery   | Expand upon cultural mapping activities of the proposed People, Place and Activity Strategy, identify and map local arts and cultural assets.  |
| Stage 2 Interaction | Create and promote an online publicly accessible cultural map (eg. GIS).   |
| Stage 3 Research    | Use map to identify where creativity thrives or an activation opportunity exists. Includes integration with the public art map and masterplan.   |
| Stage 4 Activation  | Develop activation initiatives for locations where arts and culture are needed most across our City. Including locations suitable for community funded activities to encourage various forms of cultural engagement. Where appropriate, advocate for creative use of bookable, vacant or non-traditional spaces. Identify and promote the network of existing creative spaces, halls, rehearsal and performance spaces for sharing arts and culture. |

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## **Further information**

**For information on the Arts & Culture Plan 2024–2027, please visit [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au) or phone 8366 4555.**

You can also visit the Council's Customer Service Centre at the Norwood Town Hall, 175 The Parade, Norwood.

## **Additional copies**

The Arts & Culture Plan 2024–2027 Community Engagement Report can be viewed online at [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)

Limited copies may also be obtained by:

- visiting Norwood Town Hall
- visiting any of the Council's Libraries
- emailing [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)
- contacting the Council on 8366 4555
- writing to the Council at PO Box 204, Kent Town SA 5074



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