

# Draft Cultural Policy – Discussion Paper

Strategic Alignment - Our Community

Tuesday, 3 September 2024  
City Community Services and  
Culture Committee

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Shaping

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## EXECUTIVE SUMMARY

The purpose of this report is to present a draft Cultural Policy Discussion Paper, **Culture – the Life of Our City**, for the purpose of public consultation.

This report, and the Discussion Paper, have been prepared to address a key action in the City of Adelaide (CoA) Strategic Plan 2024-2028 to, *‘Develop a Cultural Policy by 2024 that promotes and supports the City’s unique cultural identity and opportunities.’*

The most recent CoA Cultural Strategy 2017-2023 reflects the strategic priorities of its time. It is, therefore, not aligned with the current CoA Strategic Plan 2024-2028, nor does it reflect the opportunities and challenges of the present day.

Administration proposes the development and delivery a Cultural Policy and strategy from 2025 to 2036, throughout the decade leading up to Adelaide’s bicentenary.

On 6 February 2024, Administration presented a workshop to the City Community Services and Culture Committee, which outlined key elements of the global, national and state context in relation to proposed CoA Cultural Policy development, the existing CoA cultural framework, and potential next steps for detailed community and sector consultation. The Committee provided feedback, with particular emphasis on a broad and inclusive definition of culture that:

- places people at the centre of thinking and planning,
- respects and celebrates the cultural heritage, beliefs and traditions of the Kurna people as Traditional Owners of Adelaide, and the diverse and multicultural communities that make up our city,
- values and protects the distinctive character of our city and supports local creatives.

The Committee reflected on the importance of a cultural stocktake to identify our strengths and opportunities, the need to amplify our UNESCO Creative City of Music status and to strengthen Adelaide’s role as a cultural capital.

To support the development of a Cultural Policy, this report presents a Discussion Paper that addresses Committee feedback and provides a document for presentation to the community for consultation.

Community consultation on the Cultural Policy Discussion Paper is proposed to commence in late September 2024 and conclude in late October 2024. Sector consultation will continue through to mid-November.

Further, and in relation to priorities and actions that support the night time entertainment economy sector, Council will adopt an Economic Development Strategy to elevate and activate arts and culture in conjunction with precinct and event activations. A final report [\[Link 1\]](#) is scheduled for consideration by the City Planning, Development and Business Affairs Committee on 3 September 2024 and by Council on 10 September 2024.

A consolidated consultation summary on the Cultural Policy Discussion Paper engagement will be presented to the City Community Services and Culture Committee in November 2024. Subsequently, a Draft Cultural Policy will be presented to Council for adoption. There is opportunity to launch the CoA Cultural Policy 2025-2036 during the festival season in March 2025.

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# RECOMMENDATION

The following recommendation will be presented to Council on 10 September 2024 for consideration

## THAT THE CITY COMMUNITY SERVICES AND CULTURE COMMITTEE RECOMMENDS TO COUNCIL THAT COUNCIL

1. Approves the draft City of Adelaide Cultural Policy Discussion Paper contained in Attachment A to Item 7.1 on the Agenda for the meeting of the City Community Services and Culture Committee held on 3 September 2024, for the purpose of public consultation.
  2. Endorses the draft City of Adelaide Cultural Policy High Level Engagement Plan contained in Attachment B to Item 7.1 on the Agenda for the meeting of the City Community Services and Culture Committee held on 3 September 2024.
  3. Notes the proposed City of Adelaide Culture Round Table to be held as part of the engagement on the City of Adelaide Cultural Policy Discussion Paper on 25 September 2024, to be chaired by the Lord Mayor.
  4. Authorises the Chief Executive Officer or delegate to make minor, formatting, typographical or syntactical updates to the documents contained in Attachment A and Attachment B to Item 7.1 on the Agenda for the meeting of the City Community Services and Culture Committee held on 3 September 2024, for the purpose of finalising the documents for public consultation.
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## IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	<p><b>Strategic Alignment – Our Community</b> Vibrant, connected and inclusive</p> <p>Our Objective is to support our communities to thrive, create fun, lively and interesting experiences, celebrate and honour community and cultures. An indicator of success for the ‘Our Community’ outcome of “An inclusive, equitable and welcoming community where people feel a sense of belonging” is: <i>Develop a Cultural Policy by 2024 that promotes and supports the City’s unique cultural identity and opportunities</i></p> <p>The draft Cultural Policy is also designed to support these pillars of Council’s Strategic Plan: Our Environment, Our Economy and Our Places.</p>
Policy	<p>Council does not currently have a Cultural Policy.</p> <p>It is proposed that Council’s Cultural Policy will operate from 2025 to 2036 to help set strategic directions for the City of Adelaide and its subsidiaries.</p>
Consultation	<p>Internal consultation has been conducted across August 2024.</p> <p>If this draft Cultural Policy Discussion Paper is endorsed for the purpose of consultation, targeted stakeholder, sector and broad community engagement will be undertaken in accordance with Council’s Community Consultation Policy.</p>
Resource	<p>Resourcing for implementation of the City of Adelaide Cultural Policy and strategy will be considered through Council’s annual business plan and budget processes.</p>
Risk / Legal / Legislative	<p>A Cultural Policy delivers on the strategic objectives of the City of Adelaide as outlined in the Strategic Plan 2024-2028.</p> <p>A Cultural Policy will provide a framework to ensure that Council’s objectives and principles are embedded across operational decision making.</p>
Opportunities	<p>The development of a Cultural Policy will define the role, goals and priorities of Council and its subsidiaries with respect to celebrating and supporting the richness and diversity of its community and reinforcing the City’s status as reinforce the City of Adelaide as the heart of the state’s civic, cultural and commercial life.</p>
24/25 Budget Allocation	<p>\$15,000 is allocated from the Arts and Cultural budget for documentation design and marketing materials associated with the development of Council’s Cultural Policy.</p> <p>\$40,000 has been committed from the City Culture budget as a contribution towards a Live and Local Music Development Program in partnership with the national Live Music Office, a key outcome of which is a Live Music Industry Forum which will inform the draft Cultural Policy and the development of Council’s next Live Music Action Plan. Additional activities and outcomes supported by this partnership include a Live Music Census, micro festival, expert advice and analysis on policy, regulation and planning.</p>
Proposed 25/26 Budget Allocation	<p>Funding to implement Council’s Cultural Policy is subject to, and needs to be considered in the context of, the prioritisation of projects, initiatives and service enhancements for the development of the 2025/26 budget, and within the parameters of the Long-Term Financial Plan to ensure long-term financial sustainability.</p>
Life of Project, Service, Initiative or (Expectancy of) Asset	<p>The draft City of Adelaide Cultural Policy has a project life from 2025 to 2036.</p>
24/25 Budget Reconsideration (if applicable)	<p>Not as a result of this report</p>
Ongoing Costs (eg maintenance cost)	<p>Not as a result of this report</p>
Other Funding Sources	<p>Not as a result of this report</p>

## DISCUSSION

1. The purpose of this report is to present a draft City of Adelaide (CoA) Cultural Policy Discussion Paper, **Culture - the Life of Our City**, for the purpose of public consultation.
2. As a key action in its Strategic Plan 2024-2028, Council has committed to, 'Develop a Cultural Policy by 2024 that promotes and supports the City's unique cultural identity and opportunities.' This will extend to all areas of Council and its subsidiaries.
3. Council's previous cultural strategy, '*Cultural Strategy A city designed for creativity 2017–2023*', has concluded and had a strong focus on arts and festivals.
4. In considering direction for the new Cultural Policy and incorporating feedback received from Elected Members, it is proposed that the City of Adelaide's definition of culture includes:
  - 4.1. Adelaide's arts, cultural, creative and heritage industries
  - 4.2. The heritage, knowledge and cultural practices of Aboriginal and Torres Strait Islander peoples
  - 4.3. The expressions of identity, shared experience and aspirations of our diverse and multicultural communities.
5. It is proposed that the Cultural Policy will have a project lifespan, from 2025 to 2036.
  - 5.1. Successful cities prioritise culture and creativity at the core of their urban development plans to make cities safe, resilient, inclusive and sustainable. This is the shared mission of UNESCO Creative Cities.
  - 5.2. A Cultural Policy for the City of Adelaide will strengthen Adelaide's reputation as a creative city that values culture and heritage, and where heritage and culture adds value to the everyday.
  - 5.3. With a population target of 50,000 by 2036, the City of Adelaide's first Cultural Policy will place people at the centre of our thinking and planning.
  - 5.4. By investing in a long-term Cultural Policy for the City of Adelaide, Council will enable all people to participate in and contribute to the cultural life of our city, celebrate and honour our diverse and multicultural communities, and invest in Adelaide's distinctive heritage and creative sector.
  - 5.5. The city economy thrives when its people thrive, through fun, lively and interesting experiences, life-long learning, and connection to community, heritage and country.
6. The through the draft Cultural Policy Discussion Paper we will seek community and expert stakeholder feedback on objectives for the city's cultural future, including the opportunities to:
  - 6.1. Deliver a bold, innovative and aspirational vision for the City of Adelaide's cultural life.
  - 6.2. Be developed with, be owned by, and serve our communities.
  - 6.3. Identify opportunities for strategic collaboration with community and all levels of government on a long-term plan for investment in the cultural infrastructure and creative economy in Adelaide through effective and relevant policy settings.
  - 6.4. Create an enabling environment that elevates the centrality of the artist and arts worker and facilitates opportunities to retain talent in Adelaide.
  - 6.5. Provide platforms for the ongoing discourse regarding the whole-of-cultural-and-creative-industries agenda for Adelaide.
  - 6.6. Identify key projects that centre community and culture as key drivers for local businesses.
  - 6.7. Honour, protect and celebrate what is distinctive about our City and support our community and economy to thrive.
  - 6.8. Articulate a shared understanding of culture and outline Council's vision, goals, priorities and outcomes relevant to Council's roles in delivering and amplifying cultural outcomes for the City.
  - 6.9. Identify how Council will evaluate and communicate the impact of its investment and efforts towards a culturally vibrant, socially inclusive and equitable city.
  - 6.10. Provide a framework to drive Council's strategic objectives and ensure these principles are embedded across operational decision making.
  - 6.11. Inform the review and consolidation of complementary plans and guidelines designed to assist the City of Adelaide in responding to the changing expectations of Adelaide as a cultural capital.

## Strategic Alignment, Research and Insights

7. Direction was sought from Council in relation to a draft Cultural Policy for the City of Adelaide at the City Community Services and Culture Committee meeting held 6 February 2024.
8. Feedback from that meeting included the importance of:
  - 8.1. Being clear about our definition of culture
  - 8.2. Understanding that a Cultural Policy encompasses, however is not limited to investment in the arts
  - 8.3. Undertaking a cultural stocktake to assess our strengths and weaknesses in the context of a changing landscape
  - 8.4. Celebrating cultural traditions through festive events and social practices
  - 8.5. Considering our vision for Adelaide as a cultural capital in 2036 – what will our City ‘feel like’?
  - 8.6. Acknowledging the contribution of the arts to our City’s cultural and economic vitality
  - 8.7. Reflecting on Adelaide’s reputation and what makes our City distinctive
  - 8.8. Culture and sustainability underpinning everything we do
  - 8.9. Reflecting our multicultural community and supporting the expression of heritage, traditions and culture
  - 8.10. Ensuring we engage a diversity of individuals in the development of the Cultural Policy
  - 8.11. Amplifying our UNESCO Creative City of Music status and supporting local artists
  - 8.12. Strengthening our ongoing partnership with the Kaurna community
  - 8.13. Strengthening our relationships with specific community groups, culturally and linguistically diverse (CALD) peoples and young people.
9. Internal consultation on the draft Cultural Policy Discussion Paper has been conducted across the organisation during August 2024 to refine the research, context and priorities.
10. The draft Cultural Policy Discussion Paper references and aligns with goals and priorities in other key policies and plans presented to Council in recent months.

## Culture – the Life of Our City Culture: Draft Cultural Policy Discussion Paper

11. The draft Cultural Policy Discussion Paper, Culture – the Life of Our City contained in **Attachment A** reflects Council’s responsibilities to its local communities and its leadership role as the Capital City Council for all South Australians, and as a globally recognised UNESCO Creative City.
  - 11.1. Lead  
Lead the integration of creativity and culture in all aspects of the city's sustainable development to ensure Adelaide is a diverse, inclusive, resilient and joyful society.
  - 11.2. Advocate  
Use our influence as a creative capital to advocate for the role of culture in enriching the life of the city, our community and our economy, leveraging opportunities, and uplifting others.
  - 11.3. Safeguard  
Protect our tangible and intangible cultural heritage through enabling policy and regulation, and by investing in our cultural infrastructure and assets including our City collections.
  - 11.4. Engage  
Empower our communities to engage in democratic, local decision making and action supporting social, economic, environmental and cultural wellbeing.
  - 11.5. Enable  
Enable all people to contribute to and participate in the cultural life of the city by funding and facilitating inclusive programs at our venues and in our Park Lands.
  - 11.6. Facilitate  
Facilitate street closures, safety, traffic and public performances to support community events, festivals, activations and other forms of cultural expression across the city’s public spaces and Park Lands.
  - 11.7. Partner  
Partner with government, non-government organisations, the private sector and the community to leverage expertise, attract new resources and sustain the city’s cultural development into the future.

- 11.8. Champion  
Celebrate what makes Adelaide distinctive and promote its abundant creative culture to enhance our City's appeal and profile.
12. The draft Cultural Policy Discussion Paper sets out six draft objectives for a future Cultural Policy that aim to support a culturally vibrant, socially inclusive and equitable city:
- 12.1. Continuous Culture: Honouring First Nations Peoples
  - 12.2. A City that Welcomes the World
  - 12.3. Australia's Cultural and Creative Capital
  - 12.4. Adelaide is a City for People
  - 12.5. Connected to our Built and Natural Heritage
  - 12.6. Creativity and Culture Driving our City's Future.
13. High level, draft priorities are outlined for each of the draft objectives, and will be refined as the draft Cultural Policy develops through community consultation on the draft Cultural Policy Discussion Paper.
14. Specific targets and initiatives will be developed in consultation with Council, cultural and creative sector representatives and the community and presented in a draft Cultural Policy for Council's consideration and adoption.

### Cultural Objectives for exploration through the Discussion paper

15. The following objectives will form a focus for feedback through the discussion paper consultation

<b>Objective 1 Continuous Culture: Honouring First Nations Peoples</b>	<b>Objective 2 A City that Welcomes the World</b>	<b>Objective 3 Australia's Cultural and Creative Capital</b>
Honour and strengthen awareness of Kurna culture and connection to Country as central to Adelaide's identity and future	Celebrate Adelaide's cultural diversity and global connections to attract more residents and visitors, increase social cohesion, resilience, and build a sense of belonging	Amplify Adelaide's UNESCO City of Music designation and our leadership as Australia's creative and cultural capital
Consult Kurna communities and other Aboriginal and Torres Strait Islander peoples to ensure decision making reflects and strengthens these communities	Provide inclusive and respectful opportunities for people of all cultures, backgrounds, ages and abilities to participate in the cultural life of the city	Keep Adelaide buzzing with a city-wide approach to embed music, culture and heritage preservation in policy, place and community
Support Aboriginal and Torres Strait Islander peoples to practice cultural traditions, heritage, languages and artistic expressions in Adelaide	Fund and facilitate community-led free and low-cost festivals, events and initiatives for cultural sharing, creative development and connection	Support the institutions, venues and creatives that sustain our music, culture, and heritage
Deepen ties with Aboriginal and Torres Strait Islander peoples and increase understanding to continue our community's respectful journey towards Reconciliation and truth-telling	Preserve Adelaide's cultural diversity through living heritage including festive events and other social practices and traditions.	Improve employment opportunities and foster an enabling environment that supports sustainable careers in the creative and cultural sectors

<b>Objective 4 Adelaide is a City for People</b>	<b>Objective 5 Connected to our Built and Natural Heritage</b>	<b>Objective 6 Creativity and Culture Driving our City's Future</b>
Nurture creative culture to improve our city's appeal, liveability and global profile	Respect, protect and strengthen our world class architecture, cultural assets, collections, and environment	Advance the role of culture in enriching the life of the city, our people and the environment
Uplift the city, its residents and visitors and reduce barriers to access to high quality cultural experiences, including public art, events and festivals, that reflect Adelaide's unique heritage and stories	Ensure our cultural identity is easily accessible by the community through engaging and discoverable interpretation and digital resources	Develop new and deepen existing, inter-sector collaborations and partnerships that attract new resources to sustain the city's cultural development into the future
Activate key and emerging precincts, vacant and underutilised buildings, Adelaide Park Lands, city squares and laneways with cultural experiences and creative communities to stimulate visitation to the city and the growth of the local economy	Prioritise access to public spaces, the Adelaide Central Market, the Adelaide Park Lands, City Libraries, Community Centres and the Adelaide Town Hall as spaces of cultural creation, celebration, learning and connection	Promote Adelaide's unique cultural offerings through a range of channels to increase participation and raise our profile as a creative and cultural capital
Provide a network of complementary affordable, accessible, and fit for-purpose cultural facilities and spaces including Adelaide Town Hall, City Libraries and Community Centres	Invest in cultural infrastructure improvements to support diverse cultural uses of public and natural spaces, including city squares and Adelaide Park Lands	Evaluate and share the social, cultural, economic and environmental value of culture for the life of the city and the wellbeing of local communities

### **Community-Led Policy Making**

16. Administration will propose that the draft Cultural Policy operates in three key phases, designed to enable Council to evaluate its services, programs, partnerships and infrastructure and identify gaps, effectively focus its resources, identify strategic partnerships, respond to opportunities, and ensure the relevance of its long-term strategy.
  - 16.1. 1-3 years: Consolidate and Catalyse
  - 16.2. 4-8 years: Amplification and Growth
  - 16.3. 9+ years: Evaluation and Transformation
17. It is proposed that:
  - 17.1. A public progress report including implementation actions is provided to Council annually.
  - 17.2. A review of the Cultural Policy is conducted every four years and the results made public. This provides an opportunity to ensure that we respond to any major external environmental factors and reflect any changes to operational and funding considerations. This also provides an opportunity to assess how adaptive, collaborative, inclusive and communicative we are being to the changing needs of our community and the cultural sector.
  - 17.3. A review and evaluation of the Cultural Policy is undertaken at the end of its lifespan (2025 to 2036) with the results reported to Council and to the community.
18. Through the Cultural Policy Discussion Paper consultation process, City of Adelaide will seek suggestions and insights about a potential cultural governance model, for example an industry and community leader expert panel, to provide Council with strategic advice on the state of their sectors and the impacts of the Cultural Policy. Options for consideration could include:
  - 18.1. Inclusion of Culture as a standing item on the Capital City Committee agenda

- 18.2. Biennial Capital City Committee Culture Forum co-hosted by the Premier of South Australia and the Lord Mayor of the City of Adelaide
- 18.3. Annual Arts and Cultural Conversation timed with the festival season hosted by the Lord Mayor and an Annual Community Conversation timed mid-year hosted by the Chair of the City Community Services and Culture Committee
- 18.4. Establishment of a Cultural and Creative Committee under Section 41 of the *Local Government Act 1999*
- 18.5. Establishment of a Cultural and Creative Sector Advisory Panel
- 18.6. Establishment of a Youth Cultural Council or Advisory Panel
- 18.7. Representation on Boards of key cultural organisations by City of Adelaide representatives.
19. It should be noted that activity undertaken across the City of Adelaide which has informed the development of the draft Cultural Policy Discussion Paper includes:
  - 19.1. Review of Live Music Action Plan 2017- 2020
  - 19.2. Review of Public Art Action Plan 2019 – 2022 including Public Art Roundtable feedback on Public Art Action Plan and Cultural Strategy
  - 19.3. Mid-point review and refresh of the Cultural Strategy 2017 - 2023
  - 19.4. Draft City of Adelaide Cultural Policy (August 2022 - did not proceed to consultation due to Council Elections)
  - 19.5. Annual Cultural Dashboard update for 2022/23
  - 19.6. Cultural Infrastructure Assessment conducted by Intermethod (2023)
  - 19.7. Social Infrastructure Assessment conducted by Intermethod (2023)
  - 19.8. City of Adelaide submission to the Australian Government’s Cultural Policy REVIVE (March 2023)
  - 19.9. City of Adelaide inputs to State Government’s draft Cultural Policy (July 2023 – present)
  - 19.10. Public Art Review and Benchmarking Study by Barbara Flynn, Art Advisor (August 2023 – present)
  - 19.11. Consultation with City of Sydney: Arts & Cultural Manager, Cultural and Creative Sector Advisory Panel Member (CBRE Asia Pacific)
  - 19.12. Arts and Cultural Grants and Funding Review and Alignment with Council’s Grants Policy
  - 19.13. Cultural Dashboard / Cultural Strategy Impact 2020-2024 (May 2024)
  - 19.14. Contribution to the UNESCO City of Music 4-year review, survey and Action Plan (June 2024)
  - 19.15. Disability Access and Inclusion Plan 2024-2028 (Adopted by Council June 2024)
  - 19.16. Draft Stretch Reconciliation Action Plan 2024-2027 (endorsed by Council for community consultation June 2024)
  - 19.17. Night Time Entertainment Economy Roundtable (May 2024; Report endorsed by Council July 2024)
  - 19.18. City User Profile Survey 2023 Results and Review (July 2024)
  - 19.19. Draft Economic Development Strategy (final draft presented to the City Planning, Development and Business Affairs Committee Tuesday 3 September 2024).
  - 19.20. 2023-24 Resident Survey completed (August 2024)
  - 19.21. MusicSA report on the Economic Contribution of the Music Industry to South Australia 2022/33 prepared by BDO (August 2024).

## Next Steps

20. Pending decision by Council, consultation on the draft Cultural Policy Discussion Paper will be undertaken as outlined in **Attachment B**. Consultation is planned to commence in late September 2024 and conclude in late November 2024.
  - 20.1. Engagement activities are proposed to include a Culture Roundtable hosted by the Lord Mayor and additional facilitated cultural sector workshops, including hosting a Live Music Industry Forum in partnership with the Live Music Office to canvas the challenges, opportunities and strategies for



growth of the local live music ecology. Sector consultation will commence late September 2024 and continue through to mid-November 2024.

- 20.2. Council's key Advisory Boards and Committees will be engaged as key stakeholders, including members of the Reconciliation Committee, Kadaltilla / Adelaide Park Lands Authority, Disability, Access and Inclusion Panel, Adelaide Central Market Authority Board, and the Adelaide Economic Development Agency Board.
- 20.3. Broad community engagement will be conducted and will include opportunities to provide feedback at Council owned cultural and community venues and in the public realm, as well as an online Our Adelaide survey which will commence in late September 2024 and conclude in late October 2024
- 20.4. Results of the 2023-24 Resident Survey were completed in August 2024 and will inform the development of the Cultural Policy.
- 20.5. Consultation updates will be shared with Council via e-news.
- 20.6. A consolidated consultation summary will be presented to the City Community Services and Culture Committee in November 2024. Subsequently, a Draft Cultural Policy for adoption by Council.
- 20.7. Once adopted, the Cultural Policy will provide a framework to drive Council's strategic objectives. As culture is embedded in everything we plan and do for our communities, the Cultural Policy will ensure these principles are embedded across operational decision making.
- 20.8. There could be an opportunity to launch the City of Adelaide Cultural Policy during the festival season in March 2025.

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## DATA AND SUPPORTING INFORMATION

[Cultural Dashboard](#)

**Link 1** – CPDBA Agenda – 3 September 2024

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## ATTACHMENTS

**Attachment A** – Draft City of Adelaide Cultural Policy Discussion Paper

**Attachment B** - Draft City of Adelaide Cultural Policy High Level Engagement Plan

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- END OF REPORT -