

# Council Meeting Agenda & Reports

**22 January 2024**

## **Our Vision**

*A City which values its heritage, cultural diversity,  
sense of place and natural environment.*

*A progressive City which is prosperous, sustainable  
and socially cohesive, with a strong community spirit.*

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City of  
Norwood  
Payneham  
& St Peters

17 January 2024

## To all Members of the Council

### NOTICE OF MEETING

I wish to advise that pursuant to Sections 83 and 87 of the *Local Government Act 1999*, the next Ordinary Meeting of the Norwood Payneham & St Peters Council, will be held in the Council Chambers, Norwood Town Hall, 175 The Parade, Norwood, on:

**Monday 22 January 2024, commencing at 7.00pm.**

Please advise Tina Zullo on 8366 4545 or email [tzullo@npsp.sa.gov.au](mailto:tzullo@npsp.sa.gov.au), if you are unable to attend this meeting or will be late.

Yours faithfully



Mario Barone  
**CHIEF EXECUTIVE OFFICER**

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City of  
**Norwood  
Payneham  
& St Peters**

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**VENUE** Council Chambers, Norwood Town Hall

**HOUR**

**PRESENT**

**Council Members**

**Staff**

**APOLOGIES** Cr Connie Granozio

**ABSENT**

1. **KAURNA ACKNOWLEDGEMENT**
2. **OPENING PRAYER**
3. **CONFIRMATION OF THE MINUTES OF THE SPECIAL COUNCIL MEETING HELD ON 11 DECEMBER 2023**
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Nil
8. **DEPUTATIONS**  
Nil
9. **PETITIONS**  
Nil
10. **WRITTEN NOTICES OF MOTION**  
Nil
11. **STAFF REPORTS**



## **Section 1 – Strategy & Policy**

### **Reports**

## 11.1 ARTS AND CULTURE PLAN 2024-2027

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**REPORT AUTHOR:** Manager, Arts, Culture & Community Connections  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4550  
**FILE REFERENCE:** A803781  
**ATTACHMENTS:** A - B

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### PURPOSE OF REPORT

The purpose of this report is to advise the Council of the outcomes of the community consultation on the draft *2024-2027 Arts and Culture Plan* and to present the final *2024-2027 Arts and Culture Plan* for consideration and endorsement.

### BACKGROUND

At its meeting held on 28 August 2023, the Council resolved to release the draft *2024-2027 Arts and Culture Plan* for community consultation. The consultation was undertaken for a period of twenty-one (21) days, commencing on Tuesday 29 August 2023 and concluding on Tuesday 19 September 2023.

The final version of the *2024-2027 Arts and Culture Plan* is contained in **Attachment A**.

In response to the consultation, a total of four (4) survey submissions were received. These surveys have been reviewed and a summary is contained in **Attachment B** (page 21).

Minor amendments, generally editorial in nature, have been made to the draft Plan to provide clarity of the proposed actions as well as additional detail on the cycle of delivery and review of the Plan.

### RELEVANT STRATEGIC DIRECTIONS & POLICIES

The relevant Strategic Outcomes and Objectives as set out in the Council's Strategic Management Plan *City Plan 2030: Shaping Our Future* are as follows:

#### Outcome 2: Cultural Vitality

Objective 2.1: An artistic, creative, cultural & visually interesting City.

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

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

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.

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

Strategy 2.2.3 Promote understanding of and respect for our cultures and heritage.

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

Objective 2.5: Dynamic community life in public spaces & precincts

Strategy 2.5.3 Host and facilitate community events and activities.

## FINANCIAL AND BUDGET IMPLICATIONS

The Council has allocated \$30,000 for the development of the Plan.

To date, there have been no costs incurred in the preparation of the Plan, as community consultation and the preparation of the Plan have been prepared and delivered by the Manager, Arts, Culture & Community Connections, and graphic production of the final document prepared in-house by the Creative Digital Designer.

There will be costs associated with printing a small print run of 40 bound copies of the Plan, however, this will be minimal and in the order of \$2,000.

## EXTERNAL ECONOMIC IMPLICATIONS

There are no external economic implications associated with the development of the Plan.

## SOCIAL ISSUES

The Council has an active role to play in facilitating cultural development activities, programs, and events to increase community participation and connection. The development and implementation of the *2024-2027 Arts and Culture Plan* recognises the vital role art, culture and creativity continue to play in the social, economic, cultural and health and wellbeing outcomes of our citizens.

## CULTURAL ISSUES

Through fostering innovation, imagination, and creative expression across all areas of arts and culture we hope to engage and challenge new audiences to connect with local arts and cultural experiences. In addition, through genuine collaboration with both First Nations people and our strong multi-cultural community, the Council endeavours to bridge gaps and cultivate authentic cultural experiences and connection.

## ENVIRONMENTAL ISSUES

Not Applicable.

## RESOURCE ISSUES

The Plan has been prepared, released for consultation and revised using existing staff resources.

## RISK MANAGEMENT

A Project team was established to oversee the Project and to mitigate risks. The Project Team consists of the Council's Manager, Arts, Culture & Community Connections, Cultural Heritage Coordinator and Arts Officer.

The Project team have consulted with Council staff from across the organisation to ensure that actions contained within the Plan that relate to specific functional areas within the organisation are achievable within the current staff resources and capacity and embedded within future Departmental annual business plans.

The risk ratings for the top three (3) risks associated with this stage of the *Arts and Culture Plan* are summarised in **Table 1** below.

**TABLE 1: KEY RISKS ASSOCIATED WITH THE ARTS AND CULTURE PLAN**

Risk #	Risk Event	Impact Category	Risk Rating	Primary Mitigation	Impact Category	Residual Rating
1	Council policies and procedures prevent implementing actions contained within the Plan.	Service/ Programs	Substantial 13	Include identified policy and procedure action recommendations within the plan to ensure the enabling environment.	Service/ Programs	Low 21
2	Inadequate annual budget allocation to deliver actions contained in the Plan.	Service/ Programs	Substantial 13	Distribute projects requiring budget allocation across the three years	Service/ Programs	Low 21
3	Community concern regarding Council directing a portion of its annual budget for arts and culture initiatives contained within the Plan.	Service/ Programs	Medium 19	Ensure the plan's aim to deliver targeted actions related to Strategic Outcomes and Objectives, as set out in the Council's Strategic Management Plan <b>City Plan 2030: Shaping Our Future</b> , is well communicated.	Service/ Programs	Low 21
		Reputation	Medium 19	Where possible, adopt an asset-based community development approach to project delivery, utilising existing resources, form collaborative partnerships and seek external funding to fill any gaps.	Reputation	Low 21

The potential risks to the successful delivery of the Plan highlight the need for well executed ongoing updates and communications. Therefore, it is essential that staff continue to work directly with our citizens and the arts and culture community throughout the implementation stages, to ensure that any concerns and aspirations are understood and taken into consideration.

## CONSULTATION

- Elected Members**

Elected Members have been apprised and consulted on the Arts and Culture Plan Project on two (2) separate occasions, at the commencement of the Project (Elected Member Information Briefing held on 11 April 2023) which included an overview of the proposed project scope, draft definition of arts and culture, guiding principles, actions for consideration and project stages, including community engagement, and project timeline.

Elected Members also considered and provided comments on the draft plan at the Elected Member Information Briefing held on 31 July 2023.

The *2024-2027 Arts and Culture Plan* has been informed by the comments that have been received and prepared in accordance with the resolutions made by the Council at its meeting held on Monday 28 August 2023.

• **Community**

The level of community engagement for this project is: ‘involve’ given that the Council will ensure there is a common understanding of community views, concerns, and aspirations and that these are reflected in the development of options or approaches, summarised in **Table 2** below.

**TABLE 2: STAGE 1 COMMUNITY ENGAGEMENT TECHNIQUES AND PROMOTIONS**

Engagement technique	Details / Location	Target Audience	Date(s) 2023
Informal consultation with arts & culture sector	Various – site visits	Local arts organisations and peak bodies	8 May to 6 June
Stage 1 Community Survey – online (idea gathering)	The Council’s website	Broad community	8 May to 6 June
In person workshop – Ideas Cafe	Banquet Hall	Broad community and arts & culture sector	Sat 27 May 2.30pm - 4.30pm
Sector survey	Additional section on community survey	Local artists, historians, cultural workers, arts & culture organisations, businesses & groups	8 May to 6 June
Mailout	1,500 project postcards	Local community & visitors	8 May
InDaily article	Arts vision for the inner-east	Broad community	11 May
Email	77 arts & culture sector businesses, sole traders, groups & organisations in NPSP	Local arts & culture practitioners	12 May
Radio	5mbs Arts Diary promotion	Community interested in the Arts	19 May
Media Release	Arts and Culture Plan now open for Consultation	Various	9 May
Stage 2 Community Survey – online (feedback on draft Plan)	The Council’s website	Various	29 August to 19 September

• **Staff**

At the commencement of the project, all staff were invited to contribute to an ideas board that was installed at the Norwood Town Hall from 12 May to 6 June 2023. The ideas board provided a visual collection of action ideas organised under the relevant Cultural Vitality Objectives.

Targeted engagement with staff was also conducted with the following functional areas:

- Arts, Culture & Community Connections (Youth, Cultural Heritage, Arts, Events, Community Facilities and Norwood Concert Hall);
- Libraries (Lifelong Learning, Children’s & Youth Services & Coordinator Norwood Library & Community Facilities);
- Economic Development;
- Urban Planning & Sustainability; and
- Community Care Services.

To close the ‘communication loop’, on 29 August 2023 Council Departments were apprised of actions contained within the draft plan that are of relevance to their area and were invited to provide comments or additional action ideas. Staff who provided comments during the idea generation stage of the project were contacted directly to advise how their ideas were considered or represented in the Plan.

- **Other Agencies**

Arts and culture organisations and practitioners were engaged in the research stage of the project to inform the development of the draft Plan. No other agencies provided additional feedback during the consultation on the draft Plan.

## **DISCUSSION**

### **Purpose and Scope of the Plan**

The Plan will guide the Council's arts and culture service development, service delivery, budget and resource priorities and collaborative partnerships over the next three (3) years. Breaking down the relevant Cultural Vitality objectives of the *City Plan 2030: Shaping Our Future* into actionable steps and timelines that can be easily followed and tracked.

The actions and foundation projects contained in the Plan are designed to create the enabling environment and to test and refine initiatives and processes to ensure that the Council will have essential information to inform future strategic decisions and actions. For example, the foundation project, '*Cultural Map of our City*', uses cultural mapping as a systematic tool to identify cultural strengths, resources and analyse needs and gaps to inform targeted program development to bring arts and cultural activities to locations in need.

Upon laying this foundation, the vision beyond the Plan is to leverage data, processes and knowledge gained throughout the lifespan of the Plan to support and advance innovative arts and culture ideas in subsequent Arts and Culture Plans and initiatives.

### **Amendments Post-Consultation**

Considerations of the results of the community consultation on the draft Plan, three new actions have been added to the draft Plan:

1. Installation of interactive artwork at Council owned facilities  
Trial a series of community based interactive artwork installations within Council owned community facilities, such as libraries, to encourage community engagement and a more welcoming and creative environment.
2. Enable risk taking and experimentation with digital and emerging technologies and artforms.  
As a component of the Public Art Masterplan (refer to Section 3 of the Plan) identify places of potential for digital, immersive and/or interactive artworks (including sound art). Encourage artists to explore novel and unconventional approaches to art development within the gallery and proposed artist in residence program. Explore collaborative partnerships to develop and expand audience access and engagement with emerging artforms. Investigate pathways of funding to support the development of emerging artforms. Explore digital literacy programs to reduce barriers to innovation and creativity and to increase artist confidence to adopt new technologies within their arts practice.
3. Identify places of potential for multicultural arts and culture activations.  
Following the creation of the Cultural Map (refer to Section 3 of the 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.

## **OPTIONS**

The Council has the following options in respect to progressing the *2024-2027 Arts and Culture Plan*.

Option 1 – Endorse the Plan for publication.

The Council could determine to endorse the Plan, incorporating the suggested amendments, as set out above, that have been made in response to the comments that have been received.

This option is recommended.

Option 2 – endorse the Plan with further, more substantial, amendments prior to publication.

This option is not recommended, as the development of the Plan has been informed through community engagement, robust research, consideration of resource priorities and achievable actions within a three-year timeframe to support the delivery of Cultural Vitality Objectives contained within the *City Plan 2030: Shaping Our Future*.

## CONCLUSION

The development of an *Arts and Culture Plan* provides an opportunity for the Council to implement a methodical approach to identifying, prioritising and sequencing arts and culture initiatives, actions and resources that will move the Council toward achieving the cultural vitality component of the Councils Strategic Management Plan, *CityPlan 2030: Shaping our Future*.

The Plan allows for greater transparency for our citizens to understand the Council's priorities and arts and culture initiatives the Council proposes to undertake over the coming three-year period.

Robust community engagement and research ensure there is a common understanding of community views, concerns, and aspirations and that these were reflected in the development of the Plan.

## COMMENTS

Nil

## RECOMMENDATION

1. That the *2024-2027 Arts and Culture Plan*, as contained in **Attachment A**, be endorsed as being suitable for publication and implementation.
2. That the Chief Executive Officer be authorised to make any necessary minor amendments to finalise the Plan prior to publication.

## **Attachments – Item 11.1**



# Attachment A

## Arts & Culture Plan 2024-2027

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City of  
Norwood  
Payneham  
& St Peters



# Arts & Culture Plan

2024–2027



City of  
Norwood  
Payneham  
& St Peters





*Seed Mix, Nicholas Uhlmann, Old Mill Reserve, Hackney*



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## 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

# Mayor's Message



**Welcome to the City of Norwood Payneham & St Peters' Arts and 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 & 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 and 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 vision.**

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. Providing 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 & 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 & 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.





# 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 & printmaking

### Performing Art

Dance, theatre & live music

### Public Art

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

### Literary Art

Creative writing, poetry & prose

### Moving Image

Video, film & 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 Federal and State Government levels 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 wellbeing 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 Kurna 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.
- Expectation that artists are paid for their work, receive fair remuneration and earn income from copyright and royalties.

## Relevant Government and Arts & 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 contextualization 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 and 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 2018–2022	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)
- 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 Permit
- Reconciliation Policy
- Community Consultation 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 (3) 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 & 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 artist's 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 wellbeing, our economy, our daily lives and cultural vitality, along 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

We all have a role to play in advancing reconciliation and in creating stronger relationships with First Nations people.

**Arts and culture can be a provocative avenue into this conversation and utilised as a tool to help to restore the visibility of our First Nations communities, creating a greater sense of understanding, belonging and a shared path forward.**

As the governing body of public spaces and community facilities, along 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 cross sector collaborations 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, this 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 & 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 and 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; the Arts Officer and the Cultural Heritage Coordinator, conducted face to face and survey engagement with our community, arts and culture sector and 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 feedback 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 the *CityPlan 2030: Shaping Our Future* (Outcome 2- Cultural Vitality) accessible 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 and 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 on 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 resources 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 operational 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, as well as external funding support.

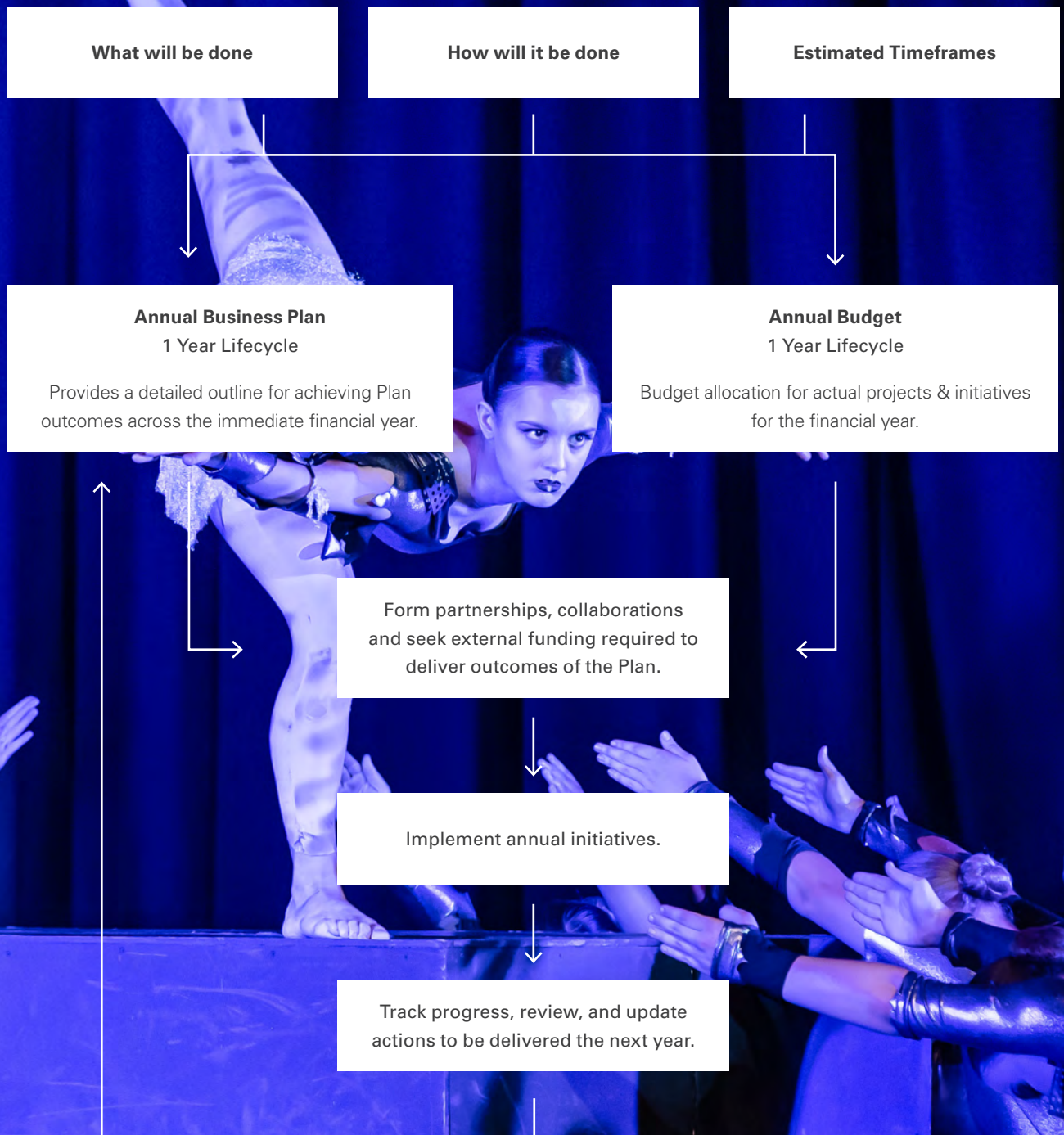
As this is a dynamic document to move us toward our 2030 Cultural Vitality objectives, the annual update will include a list of the next year's priority actions as we progressively monitor, evaluate, define, incorporate emerging information and opportunities, adapt and map future actions.

The first annual progress report is due in December 2025 with the final three (3) year review delivered 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 we will pursue from January 2024 to January 2027.

## CityPlan 2030 Objective 2.1

### An artistic, creative, cultural & visually interesting City

#### 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
Develop a Public Art Masterplan (Foundation Project)	The public art masterplan will assist us to identify where public art thrives and where opportunities exist.  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.  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.  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 & 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.  Trial four (up to 6-weeks) open calls for contemporary artists to exhibit in the 2024 exhibition season. Include artist talks and artist led activations and workshops.  Develop a gallery page on the Council website to promote upcoming exhibitions, workshops, artists talks and exhibition program expressions of interest.	2024	All

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.  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.  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 fair.  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).  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

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 are 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 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 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 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.  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 & visually interesting City and attract creatives to our City.  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.  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.  Ensure all artforms are represented on the Artist Register.  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.  Identify collaborative partnerships with arts & 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.  Seek partnership opportunities to source external funding to co-deliver arts and culture initiatives in our City.  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

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 (2) 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

Identify and support participatory literary arts opportunities	<p>Include poetry and spoken word 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 (multi-year project)	Moving Image 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 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



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.**

<b>Strategy 2.2.1 Acknowledge and recognise local Aboriginal heritage and history</b>			
<b>How will we achieve this?</b>	<b>Description / Deliverables</b>	<b>When will we achieve this?</b>	<b>Art form</b>
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 Karrowirra 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.  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 grants program supports all artforms, as contained in the 'what do we mean by arts &amp; 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 and 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 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 funding program.</p> <p>Explore viability of 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 below projects 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. 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. Details of each potential location (typology/ scope/ opportunities/ artwork objectives/ rationale) Group potential artwork locations into price brackets that can be prioritised to suit available budget and external funding opportunities. 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, jazz 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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Front Cover Image

Meliesa Judge  
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### **Further information**

**For information on the Arts and 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 and 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

City of Norwood Payneham & St Peters  
175 The Parade, Norwood SA 5067

Telephone 8366 4555  
Email [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)  
Website [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)  
Socials  /cityofnpsp  @cityofnpsp



City of  
**Norwood  
Payneham  
& St Peters**

# Attachment B

## Arts & Culture Plan 2024-2027

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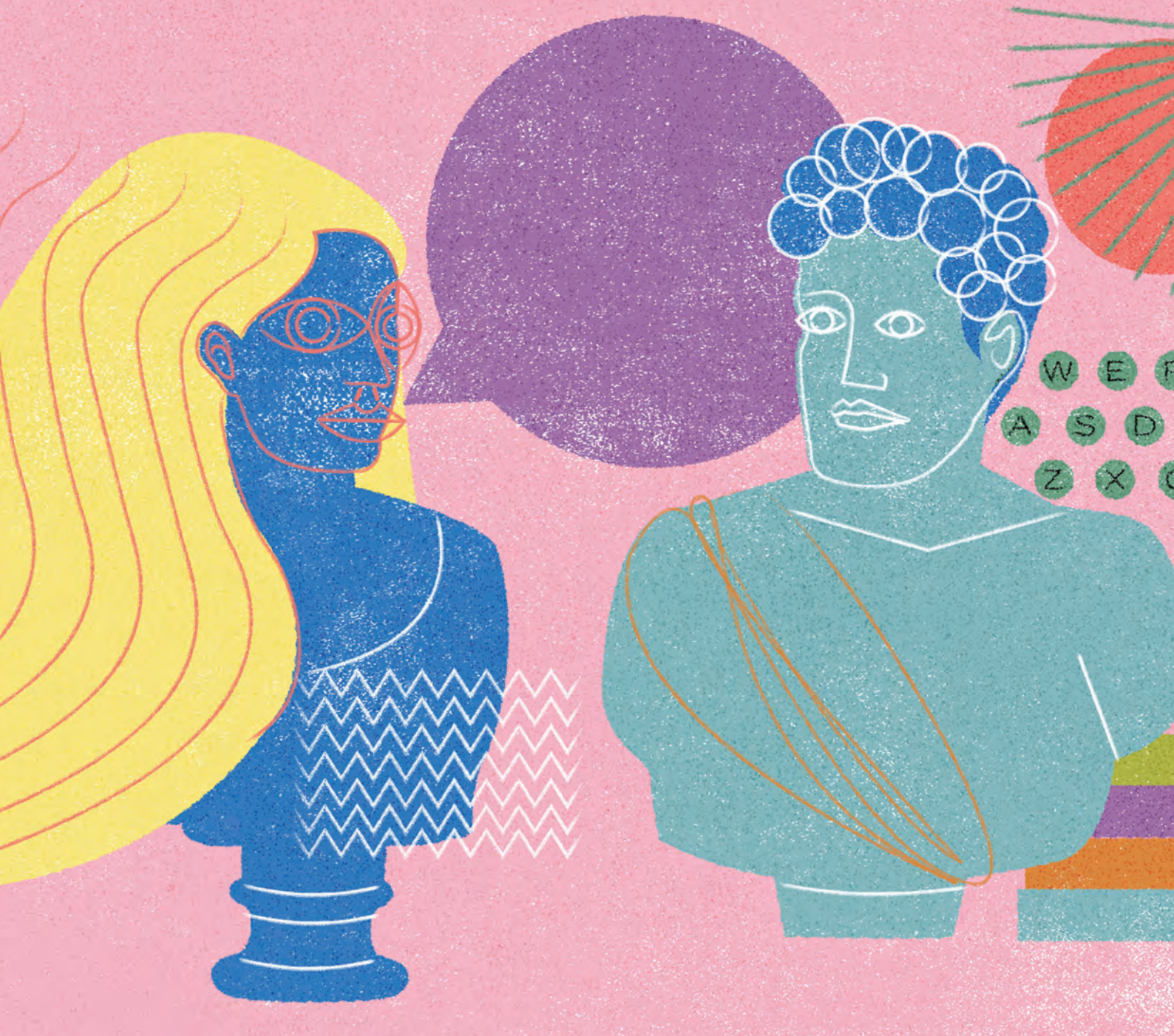
City of Norwood Payneham & St Peters  
175 The Parade, Norwood SA 5067

Telephone 8366 4555  
Facsimile 8332 6338  
Email [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)  
Website [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)



City of  
Norwood  
Payneham  
& St Peters





# Arts & Culture Plan 2024–2027

*2023 Community Engagement Report (Stage 1 & 2)*



City of  
Norwood  
Payneham  
& St Peters









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# Introduction

A culturally rich and diverse City, with a strong identity, history and sense of place.  
*CityPlan 2030*, Cultural Vitality Aspiration.

In 2022, the City of Norwood Payneham & St Peters established the new Arts, Culture & Community Connections Unit to support the delivery of Cultural Vitality outcomes and objectives contained in the *CityPlan 2030: Shaping our Future*.

To move us toward realising this vision, the Arts & Culture Plan 2024-2027 will provide an arts and culture roadmap to clearly define and guide our short to medium term actions, partnerships and resources for the next three years, to strengthen Arts & Culture activation, development, identity and collaboration across our City.

The community engagement process consisted of two stages:

## Stage 1: Creating the draft Arts & Culture Plan

The community was invited to share their ideas for short to medium term actions to improve the cultural vitality of our City via a face to face ideas café session as well as an online survey. Community ideas and aspirations were then mapped against the *CityPlan 2030: Shaping our Future* Cultural Vitality objectives and strategies. Allowing the draft Arts & Culture Plan to be developed in response to the ideas of local citizens, our arts and cultural sector, as well as Council staff.

A total of 71 citizens participated in stage 1 of the community engagement process (57 survey respondents and 14 people attended the community engagement workshop).

## Stage 2: Public Consultation on draft Plan

In August 2023 the community were invited to provide feedback on the draft Arts and Culture Plan.

A total of four citizens participated in the stage 2 survey.

This report summarises the community engagement undertaken by the Council to assist in shaping the Arts and Culture Plan 2024–2027

## Thank you!

The City of Norwood Payneham & St Peters would like to acknowledge and thank all of the citizens who participated in the community engagement process by attending the Ideas Café and completing a survey. Your knowledge and input have been integral to the development of the draft Arts & Culture Plan 2024-2027.

# Community Engagement Report

## *What is the Purpose of this Report?*

The purpose of the Arts and Culture Plan 2023 Community Engagement Report is to present to the Elected Members, the citizens of the City of Norwood Payneham & St Peters and the wider arts and culture community, a summary of ideas and comments which have been received during the community engagement for the Arts and Culture Plan.

The community engagement process included a face-to-face ideas café session as well as online or hard copy surveys. Our community participation goal was to work directly with our citizens throughout the process to ensure their ideas and aspirations are consistently understood, considered and directly reflected in the actions and priorities of the Arts & Culture Plan.

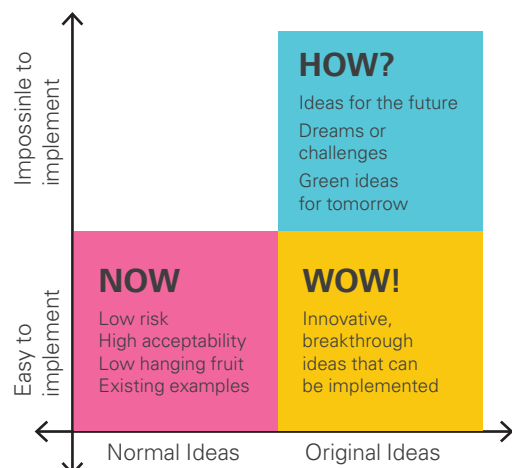
The outcomes of the community engagement informed the development of the final Arts and Culture Plan 2024–2027.

## *How did we engage with our community?*

### **Stage 1: Creating the draft Arts & Culture Plan**

Stage 1 of the community engagement process commenced on 8 May 2023 and concluded on 6 June 2023.

The Council facilitated an ideas café held at St Peters Town Hall Complex on Saturday 27 May 2023. The purpose of the ideas café was to generate innovative ideas for actions to move us closer to achieving our *CityPlan 2030* Cultural Vitality goals. The relaxed style event enabled participants to share and explore ideas in small table groups. The venue was setup with five tables, each table focussed on a particular Cultural Vitality strategy (Appendix A). Participants were invited to join one of the tables and generate ideas for ten minutes in response to the theme on that table, each member of the group then moved to the next table until they visited all five. Table hosts were stationed at each table to help facilitate conversation, to welcome the next group and briefly overview the ideas from the previous round. Table hosts recorded the ideas on wall pad paper, sorting them under the headings how, now and wow.







Complementing the face-to-face ideas café session, a survey was prepared for citizens to complete which was available online through the Council website and hard copy format upon request (Appendix B). Citizens who required assistance to participate in the project were invited to contact the Council’s Arts Officer and a face to face or phone meeting was arranged.

**Stage 2: Public Consultation on draft Plan**

Stage 2 community engagement commenced on 29 August and concluded on 19 September 2023 (21 days).

The Draft Actions, developed from community feedback during stage 1 community engagement, along with the Guiding Principles, of the Arts and Culture Plan were available on the Council’s website consultation page for citizens to read, review and provide comments through a short survey.

The survey was available on the Council website and hard copy format upon request (Appendix C).

**8 May 2023**

1500 Postcard promotion sent to 13 local cafes

Council website project page and survey opened.

A Latest News item on the Council’s website home page, “Have your say on our City’s three-year Arts & Culture Plan.”

**9 May 2023**

A media release from Mayor Robert Bria titled: ‘Arts and Culture Plan now open for consultation.’

**11 May 2023**

InDaily Article: Arts vision for the inner-east

**12 May 2023**

An email delivered to 707 local arts & cultural sector businesses, sole traders, groups and organisations advising of the community engagement and ways in which the sector can contribute.

Staff were invited to contribute ideas to a physical ‘idea board’ installation at the Norwood Town Hall. The idea boards provided a visual collection of thoughts curated by NPSP staff. Ideas were organised under the relevant Cultural Vitality Goals and were gathered from 12 May to 6 June 2023.

**19 May 2023**

5mbs Arts Diary Promotion

**6 June 2023**

Stage 1: community consultation closed.

**29 August 2023**

Stage 2: Public Consultation on the draft plan and survey opened.



**27 May 2023**

Community engagement event, Ideas Café.

1 announcements were posted to the Council’s LinkedIn page

Post Reach: 553

Post Engagement: 9

**29 August 2023**

Stage 2: Public Consultation on the draft Plan is scheduled to open in August 2023.

**1 September 2023**

An email with community engagement information and a weblink to the draft plan and survey was delivered to 296 citizens who registered their interest to receive updates on the project, as well as arts and culture information, during stage 1 community engagement.

**19 September 2023**

Stage 2: community consultation closed.

**Stage 1 Social Media Engagement**

4 announcements were posted to the Council’s Facebook page

Post Reach: 16,197 (paid ad) + 312 + 363 + 262 = 17,134

Post Engagement: 20 + 1 + 1 + 3 = 25

2 announcements were posted to the Council’s Instagram page

Post Reach: 101 (reel) + 183 = 284

Post Engagement: 1 + 4 = 5



**Stage 2 Social Media Engagement**

1 announcement was posted to the Council’s Facebook page

Post Reach: 583

Post Engagement: 6

4 announcements were posted to The Council’s Instagram page

Post Reach: 102+88+100+118

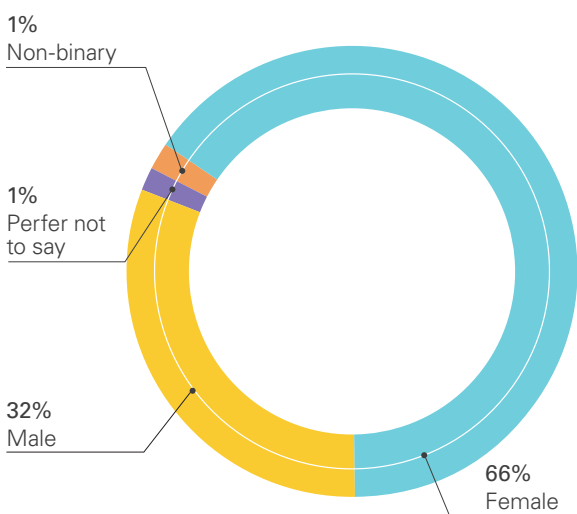
Post Engagement: 6+1+2+7

# Community Engagement Summary (Stage 1)

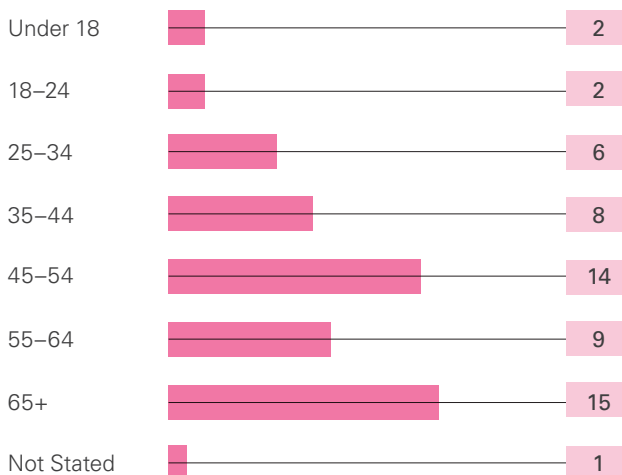
The following summary provides an overview of the Stage 1 consultation survey results and in-person community engagement Ideas Cafe. Stage 1 Sample Size Survey respondents: 57 (56 online and 1 hardcopy) Community Ideas Cafe: 14 participants. Total stage 1 sample size: 71.

## Demographics

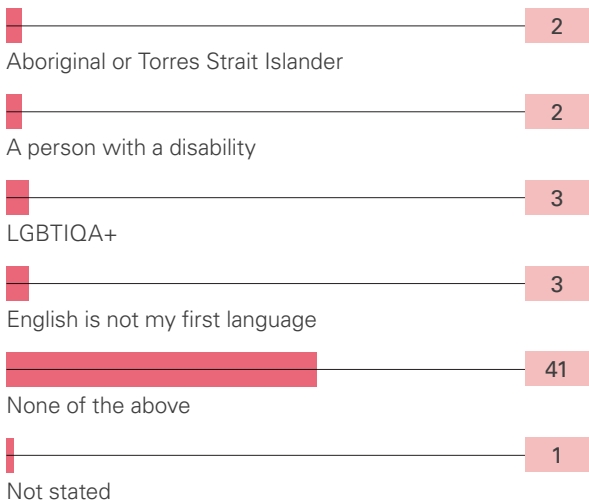
### Gender



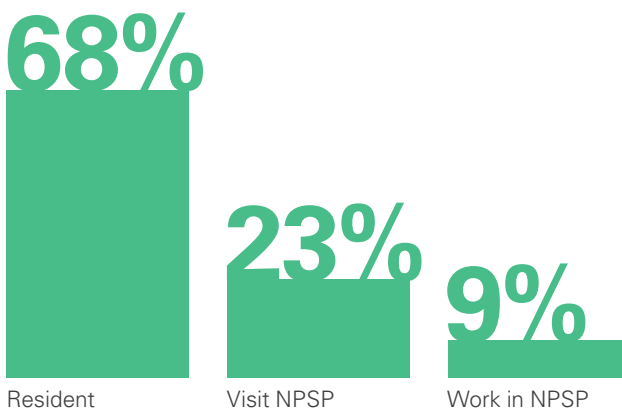
### Age



### Identity



### Connection to NPSP

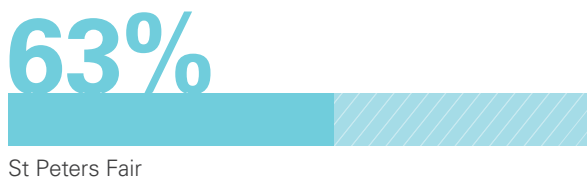
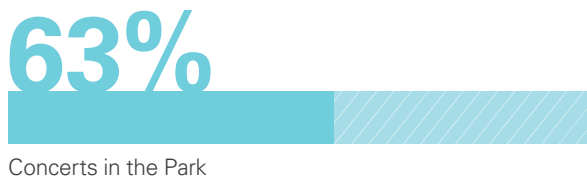




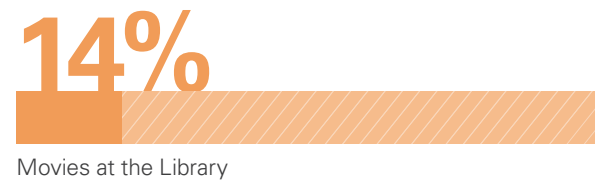
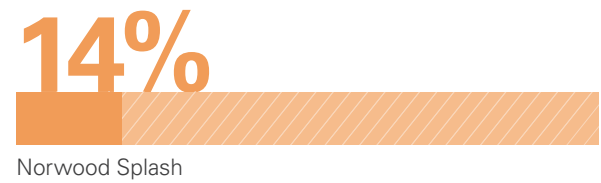


## Engaging with Arts & Culture

Top 3 events respondents are likely to attend in the future



Events respondents are least likely to attend in the future



### What other events would you like offered in our City?

Key themes included a desire for interactive, participatory and accessible events.

Such as artist led workshops, artist talks, exhibitions and events that showcase diverse artforms, including theatre, live music and digital art.

A reoccurring theme also included the importance of marketing events, as well as, providing street art or sculpture trail information on our website.

### History topics that are of interest to our community

50% or more survey respondents are interested in the following topics;

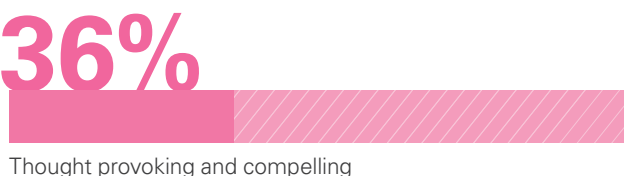
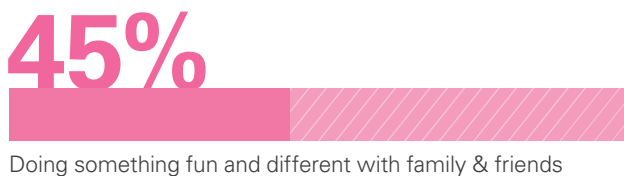
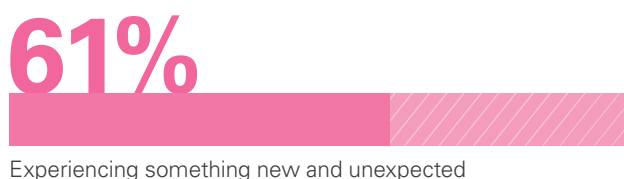


Our community also suggested the following cultural heritage topic ideas

- Use art mediums to interpret the cultural heritage collection, places & stories.
- Outstanding contributors to the Arts who have lived in our city over the past 100 years.
- Photos & pictorial histories (including history of infrastructure development).

### What our community enjoys about participating in arts & cultural experiences

Top 5 responses





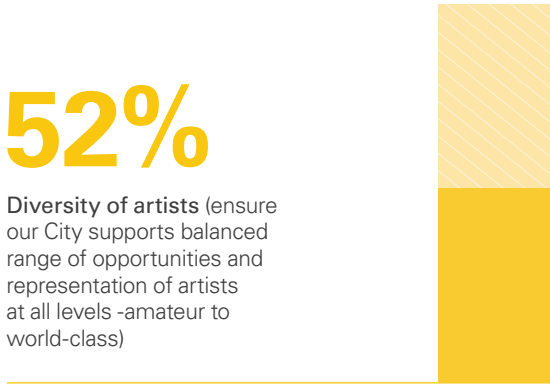
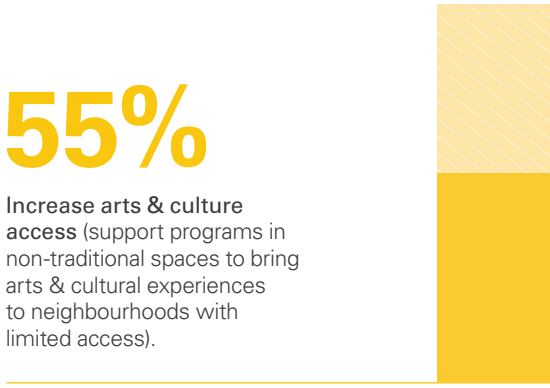
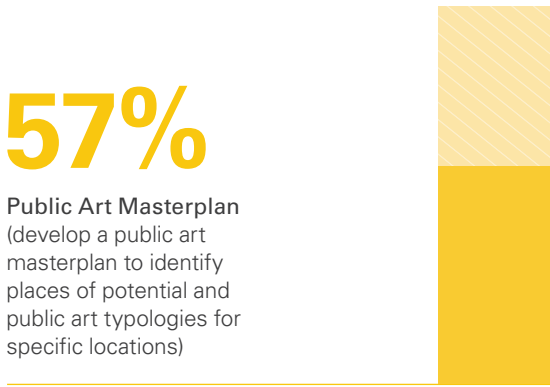
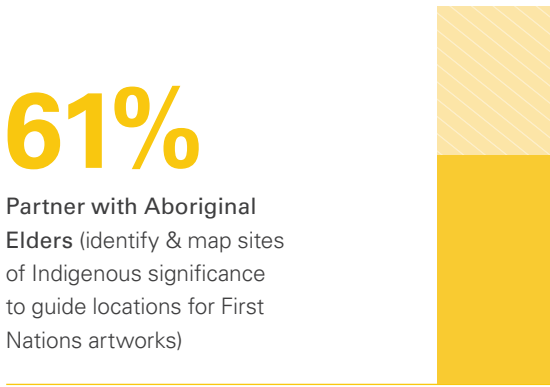
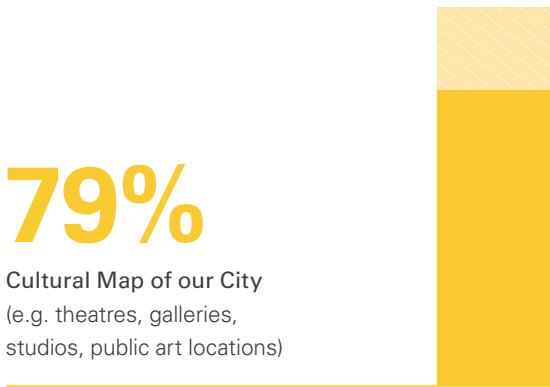
## Arts & Culture Aspirations & Ideas

What our community values most about arts & culture in our City.



### Proposed actions identified during internal staff engagement that our community would like included in the Arts & Culture Plan

Actions with more than 50% community support



Words our Community used to describe how they would like arts & culture  
in our City to be in the future

## ACCESSIBLE & INCLUSIVE

EVERYWHERE LOCAL RESPECT MEANINGFUL  
TOGETHERNESS ACCEPTING INDIGENOUS SHARED  
CONNECTION GENDER BALANCED CELEBRATION

## DIVERSE & ENGAGING

ENTERTAINING VARIED AMAZED FUN EVERYDAY  
CHALLENGING CREATIVE BALANCED STIMULATING

## INFORMATIVE & INTERACTIVE

THOUGHT PROVOKING UNDERSTANDABLE THOUGHTFUL  
ELEVATING EXPERIENTIAL HISTORICAL INTERESTING  
ENRICHING INTEGRATED INSPIRING EXPLORING INSIGHTFUL

## INNOVATIVE & VIBRANT

PROGRESSIVE UNIQUE FUTURISTIC NEW  
ADVENTUROUS VISIBLE COLOURFUL DEMOCRATISED  
UNEXPECTED EXPERIMENTAL FREEDOM

## QUALITY & RELEVANT

PROFESSIONAL COMMUNITY-FOCUSSED CONTEMPORARY  
EMERGING BEAUTIFUL STUNNING USEFUL AESTHETIC

## Additional ideas our community would like us to consider for inclusion within the Arts & Culture Plan.

### Artists

Support emerging or mid-career artists to connect with local businesses and opportunities.

Opportunities for artists to network

Artist talks and free artist led 'come and try' workshops (accessible to the public, for instance in a local café).

Feature local artist of the month on the Council website and magazine.

Funding support for poets to produce poetry books.

Annual visual arts market (open only to local artists).

Increase opportunities for artists to exhibit their work, not only for Art on Parade and SALA.

Opportunities for local artists to be creative in the area where they live. Find out what our residents are capable of and what they can contribute.

Artist in residence program (paid opportunity).

Quality control of musicians performing at Council events.

### Advocacy & Inclusion

Work with other SA Councils to promote community participation and raise the profile of the Arts.

Be more inclusive of LGBTIQ+

Accessible opportunities to hands on creative activities for our aging community.

Inter-generational and cross-cultural projects to bring people together from all walks of life.

Affordable, welcoming to all and free workshops to increase participation and accessibility.

### Businesses

Develop 'how to guides' for businesses to commission a mural

Encourage local galleries and businesses to host local artworks and arts & cultural events.

Identify businesses who are interested in supporting local artists by displaying their work and encouraging sales.

### Community Art

Create stobie pole art guidelines and approval process

Not just create thematic artworks, allow for playful expression of individuals.

### Cultural Heritage

Oral history program to record the life experiences of residents.

Liaise with the State Library of South Australia to guide cultural heritage best practice.

Historical exhibitions in the Cultural Heritage Centre changed at least every 6 months to maintain community interest.

Local community submit historical photos for scanning and saving for the future.

Projects that help bring local stories to life.

Local heritage signage on buildings, update existing signs as they are faded & create an online map of locations.

## Kaurna & First Nations collaborative projects

Dual naming of places (Kaurna and English)

Signs of respect on public buildings and businesses

## Places

Additional public artwork in Little Rundle Street, as it is on the National map for street art

Activate underutilised or vacant sites with artist run Initiatives, independent theatres & artist studios to create affordable options for creative production and expression.

Grants for pubs to host live bands

Visual and performing art in our shopping precincts

Place art in unexpected places and where it is needed the most

Create an exhibition program for the Norwood Town Hall Foyer (change exhibition at least every 3 months)

Visual and artistic enhancements of neighbourhoods

Potential locations for major public art commissions, corner of Stephen Terrace & Tennyson Bridge; Lower Portrush Road & OG Road; North Terrace; Rundle Street or Flinders Street Kent Town.

Make better creative use of the St Peters Town Hall Complex.

## Variety of Cultural Expression

Support live music & poetry

More public art

Interactive art

Include digital and immersive art at Council events & at particular locations and times of year.

Professionally curated contemporary art exhibitions

Engage more with artists who work in less traditional mediums

Explore ways for our community to participate in Open access festivals (such as SALA, Adelaide Fringe & Umbrella Festival) as well as major festivals across our city.

Acoustic busking program with local musicians in each mainstreet.

Incentivise regular and consistent busking

Purchase or lease visual art to display in Council owned buildings

Puppetry, textile arts & literary art workshops.

Moving images and digital art competitions and funding.

## Young People

Opportunities for young people to pitch creative projects (beyond grants)

Programs to encourage participation and showcase young artists.

Art group for young people & display created artworks

Competition for young artists

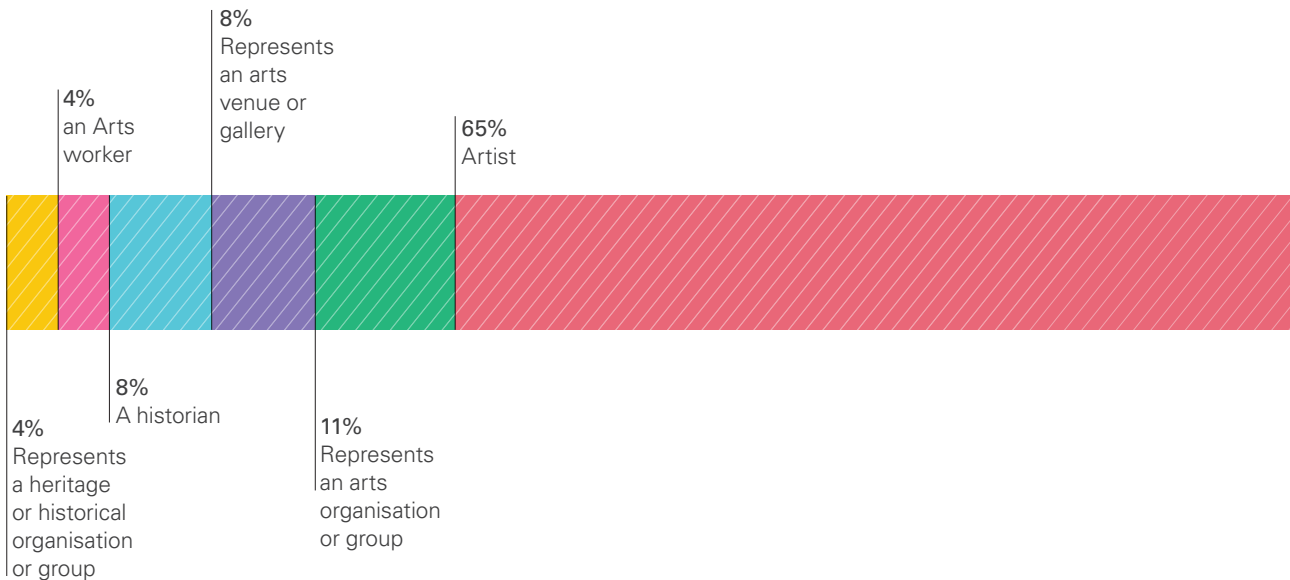
Involve local schools in the arts and history programs.



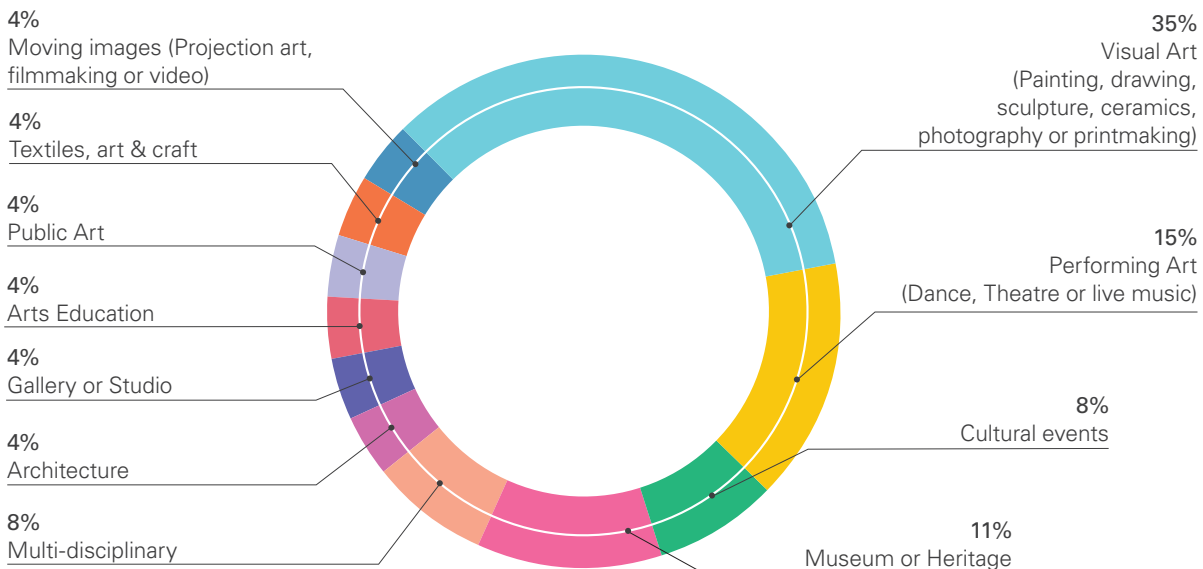
# Arts & Culture Sector

Twenty-six (46.3%) online survey respondents identified as either artists or working within the arts and culture sector. To further understand our creative community the following survey questions were proposed to this group.

## What best describes you?



## What is the main focus of your work?



## In your own words, what are the top 3 challenges you are currently facing as an arts & culture professional, organisation, business or group?

### Arts & Culture Ecosystem

A key theme to emerge from the survey emphasised the importance of the arts and culture eco-system and the interdependence of individual artists, arts & cultural organisations, community networks, cultural policy, marketing and promotion. With a focus on building stronger networks and collaborations; equitable access to information and paid opportunities; improved visibility of local artist's work and valuing their talents and contribution.

Stressing the important role of the Council as a promoter and connector between artists, community, businesses, place and creative opportunities to ensure artists feel part of, connected to and participate in the cultural life of our City.

"Marketing and promotions"

Respondent #11

"Access as an emerging artist into public art (sculpture)"

Respondent #32

"Lack of communication and interaction with other artists"

Respondent #33

"No local connections to get any opportunity. Learning of new local systems to fit in."

Respondent #36

### Financial

Financial barriers were a reoccurring theme across survey respondents (73% of arts & culture sector respondents). Sub-themes including 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.

*"There are very limited number of funded opportunities for artists and arts projects. How might we attract more grant funding from outside of council budgets as well as leverage councils non arts budgets (infrastructure, social services, marketing etc) to create better outcomes in those areas while generating opportunities for artists?"*

Respondent #55

### Recognition & Value

27% of arts & culture sector respondents highlighted that as a community we must afford far greater recognition to the value of arts and culture to our wellbeing, our economy, our daily lives and cultural vitality, along with recognition and support for non-traditional and emerging artforms, such as digital art.

*"Lack of understanding about art and its value on a social, economic and cultural level."*

Respondent #25

*"Lack of understanding of the importance of the arts and culture to a healthy, vibrant community."*

Respondent #49

### Other barriers

- Increased competition for commissions and funding opportunities
- Accessing volunteers with particular skill sets (within cultural heritage sector)
- Challenge of digitising historical collections.





## How do you think Council can best work with, partner or support local arts & culture professionals, organisations, businesses or groups over the next three years to help overcome these challenges?

### Arts & Culture Ecosystem

- Build relationships with the sector and engage with as many local people as possible.
- Assist local business to contribute to cultural life of precincts
- Extend invitations to be involved in community events to share knowledge
- Capacity building programs that involve partnerships, collaborations & skill development
- Mini buses for moving people through communities for workshops and exhibitions
- Support, mentor or patrons to help build creative business
- Advocate for the local cinema to host and attract regular nature-based film screenings
- Promote local musicians and arts event
- Identify vacant and underused sites for artist residencies.
- Educate Council's non arts staff to consider and understand the role that arts and culture might play in the delivery of non-arts outcomes.

### Financial

- Convene topic specific small focus groups to genuinely involve the arts sector in particular challenges
- Grant funding & funding provision of affordable spaces, artist led workshops, artist talks, artists awards & equipment
- Community access to technology resources, for instance, high quality scanners for digitisation
- Collaborations to maximise funding opportunities
- Offer co-working hubs, studio spaces and a contemporary art venue
- Trial opening the Norwood library 2 nights a week as a community hub for creative writers in partnership with Dillions (eg. creative writing classes, book clubs, literary talks & events)
- Organise a place where artists can regularly meet.
- Pay for childcare so that single parents can participate in art classes

### Recognition & Value

- Create a strategic exhibition program
- Explore, in partnership with Dillions, hosting a Writers Festival
- Create an artist in residence program
- Engage with multi-cultural communities to design and host cultural events open to all
- Help attract more diverse and younger audiences

## What actions or projects could Council and our arts & culture community work together on to increase arts & culture activation, development, experiences and participation in our City?

- Create or Subsidise a maker space/ studio (many artists do not have access to space or facilities, especially young people).
- Curate a regular exhibition program (within council venues as well as local businesses)
- Increase arts & culture outreach programs across our City
- Partner with neighbouring Councils and arts organisations to pool resources and marketing
- Marketing initiatives that incentivise diverse and young audiences to participate in the arts
- Art and Live music within local businesses across the year

## What do you see is your role in the new Arts and Culture Plan and how could you be involved?

### **Local collaborative projects & workshops**

Eleven (7%) of the arts & cultural sector respondents registered their interest in exploring collaborative projects and workshops with the Council and our local Arts & Culture Sector

### **Arts & culture consultation services and focus group**

Six (1.56%) of the arts & cultural sector respondents would be interested in being part of a focus group to assist with the planning of arts & culture initiatives.

### **Participate in exhibitions**

Four (1.04%) of the arts & cultural sector respondents expressed an interest to exhibit artwork in Council curated exhibitions.



## Community Insights

Below is a high-level summary of community insights and themes that were captured at the face-to-face community ideas cafe, as well as conversations with our creative community, that provided valuable considerations when developing the plan:

### Insights & Themes

A need for more effective promotion of existing arts and cultural initiatives.

#### Action Options

Develop a NPSP Digital Marketing Plan

Create a gallery/ exhibition page on the Council's website.

Importance of co-led projects with our creative community and avoid duplication of existing projects & initiatives, go to the source.

#### Action Options

Reflected in the guiding principle, 'arts & culture collaboration' within the arts & culture plan, we will take a broad view of interconnections and we will identify partnership opportunities to work as a coherent system to achieve our shared goals.

During the planning stage of new initiatives, research who is currently working within this space or who can assist us within our community; connect with them to identify collaborative or complementary ways in which we can work together, identify what is working well and what opportunities exist and narrow in on Council's role (refer to section, 'our role in arts & culture' within the Arts & Culture Plan).

Strengthening relationships with the Traditional Owners.  
First Nations leading the planning and implementation of Indigenous projects.

#### Action Options

Develop guiding principles for the Arts and Culture Plan to further strengthen the CityPlan 2030 strategy 2.2.1 Acknowledge and recognise local Aboriginal heritage and history.

Draft guiding principles:

- Arts & Culture Identity  
We recognise and respect the crucial place of First Nations peoples and through genuine partnerships we endeavour to bridge gaps and cultivate richer and more authentic Indigenous cultural experiences, shared stories, truth telling and understanding.
- Arts & Culture Collaboration  
We will position First Nations and Kurna communities and creators at the centre of the decision-making process for any Indigenous-focused projects.



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## Insights & Themes

Resource sharing and networking across our arts & cultural community.

### Action Options

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Map our cultural assets and resources to assist in identifying resource sharing opportunities.

---

Explore and create informal networking initiatives.

The importance of maintaining a focus on local History and Heritage

### Action Options

---

Cultural heritage and history are key themes throughout our CityPlan 2030 Cultural Vitality objectives and strategies. We will continue to provide a program of Cultural Heritage exhibitions, events, initiatives and research services. As well as plan and implement a digitisation project and Cultural Heritage Centre service improvements to increase awareness, access to and preservation of our physical collection.

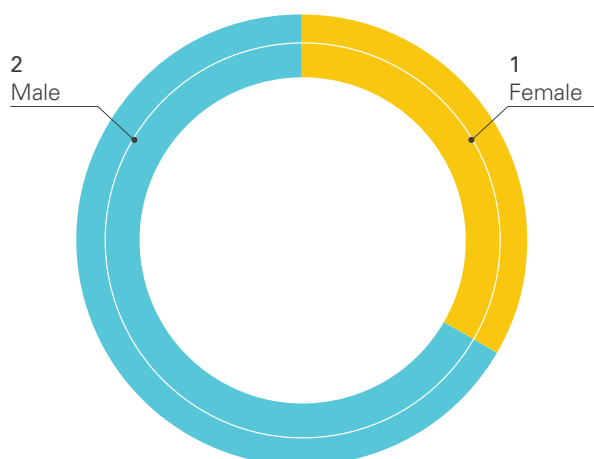
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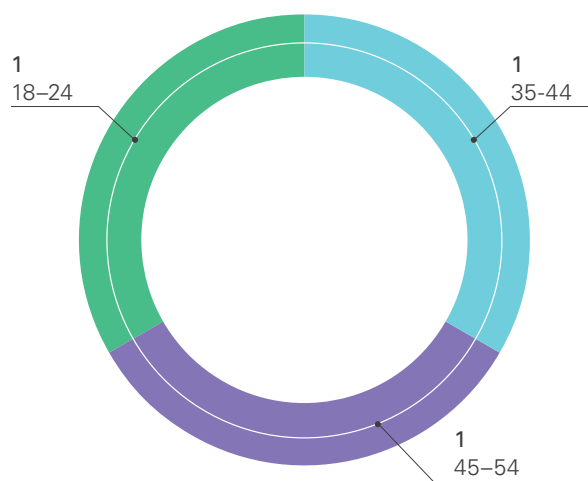
# Community Engagement Summary (Stage 2)

We invited feedback from our community about our draft Arts and Culture Plan. Below is a summary of what we heard. Survey respondents: 4 (1 respondent utilised the survey to comment on another Council project so was omitted from the below summary).

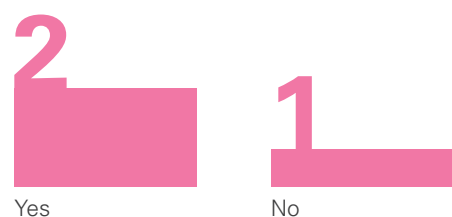
## Gender



## Age



## Do you support the draft Arts & Culture Plan 2024–2027?



## What we heard – in support of the Plan

‘I feel privileged to live in a council area that pays such attention to these matters.’

‘Establishing a plan like this will allow many small businesses and local creators to flourish within the community.’

## What we heard – not in support of the Plan

‘There are simply more important themes for the council to address and fund. Road safety and traffic management is one such theme that council has been dragging its feet with.’

# Appendix A

*Ideas Cafe*

*Table themes and questions*

## Table 1

### Theme: A creative & engaging City

Table host: Chris Iasiello, Venue Manager, Norwood Concert Hall

Discussion starter question: How can we use the arts to improve locations in our City (temporary & permanent activations) and bring arts & culture to where it is needed most?

*CityPlan2030: Shaping our Future*

Objective 2.1

An artistic, creative & cultural and visually interesting City

Strategy 2.1.1

Use the arts to enliven public spaces and create a sense of place

Strategy 2.1.2

Provide opportunities & places for creative expression of all people

## Table 2

### Theme: Our Creative Community

Table host: Emma Comley, Arts Officer

Discussion starter question: How can we showcase and support our creative community (across all artforms)?

*CityPlan2030: Shaping our Future*

Objective 2.1

An artistic, creative & cultural and visually interesting City

Strategy 2.1.3

Attract & support cultural & creative organisations, businesses & individuals

## Table 3

### Theme: Embrace & celebrate cultural diversity

Table host: Simone Wise, Team Leader, Lifelong Learning

Discussion starter question: How can we embrace and celebrate cultural diversity? How can we support the telling of First Nations history and stories?

*CityPlan2030: Shaping our Future*

Objective 2.2 A community embracing & celebrating its social & cultural diversity

Strategy 2.2.1

Acknowledge & recognise local Aboriginal heritage and history.

Strategy 2.2.2

Facilitate opportunities for cultural expression, celebration and interaction between different cultural & demographic groups

Strategy 2.2.3

Promote understanding of and respect for our cultures and heritage

## Table 4

### Theme: Reflect our City's history

Table Host: Jacquelyne Ladner, Cultural Heritage Coordinator

Discussion starter question: What local history topics, projects or initiatives are of interest to you?

*CityPlan2030: Shaping our Future*

Objective 2.3

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

## Table 5

### Theme: Community events & activities

Table Host: Anna Wilson, Events Coordinator

Discussion starter question: What new events would you like offered in our City?

*CityPlan2030: Shaping our Future*

Objective 2.5

Dynamic community life in public spaces and precincts

Strategy 2.5.3

Host and facilitate community events and activities



# Appendix B

## *Survey: Stage 1*

## Demographics

Please tell us a little about yourself, this helps us ensure that we have a range of responses from all sectors of our community

**Name** (optional)

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**Gender**

Male                       Female                       Non-binary                       Prefer not to say

Prefer to self-describe                       Gender self-describe

**Do you identify as any of the following?**

Aboriginal or Torres Strait Islander                       A person with a disability

LGBTIQ+                       English is not my first language

None of the above                       Prefer not to answer

**Age**

Under 18                       18–24                       25–34                       35–44

45–54                       55–64                       65+

**My connection with NPSP\***

I live here                       I work here                       I Visit the City of Norwood, Payneham & St Peters

## Engaging with Arts & Culture

The following questions help us to understand arts & culture initiatives and events that are of interest to you.

**1. Are you likely to participate in one of our events in the future?\*** *Tick all events you are interested in attending.*

*For more information visit [https://www.npsp.sa.gov.au/culture\\_and\\_lifestyle/events\\_and\\_festivals](https://www.npsp.sa.gov.au/culture_and_lifestyle/events_and_festivals)*

- Movie Nights at the Pool (Norwood Swimming Pool)
- Santos Tour Down Under Stage 3 (Parade, Norwood)
- Concerts in the Park (Jazz, melodies & symphony)
- Norwood Splash (inflatable floating obstacle course at Norwood Swimming Centre)
- St Peters Fair (market stalls, live music & free children's entertainment)
- Art on Parade (art exhibition of sculptures, paintings, drawings and photographic works on display in retail and commercial businesses along The Parade, Norwood for the entire month of April).
- SA history Festival events and guided history walks
- Raising the Bar (expert speakers on a range of topics in local pubs in August)
- Zest for Life (range of workshops and experiences to encourage active ageing).
- Norwood Christmas Pageant
- Twilight Carols
- Adelaide Writers week – live streaming at St Peters and Payneham libraries
- Movies at the library
- Food secrets + Eastside Wine & Ale trail Bus tours

**2. What other events would you like offered in our City?**

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**3. What local heritage or history topics are of interest to you?\*** *Select all that apply*

- Local stories (written and oral histories, past & present)
- Aboriginal & First Nations Culture & stories
- Local landmarks & buildings
- Natural environment
- Migration experience and stories
- Documents and photos of our community
- Residential property history
- World wars & military history
- Art, music and literature
- The way people lived
- Events and social activities of the past
- History of food
- History of Sporting Clubs
- History of Fashion
- Changing technology and science
- Toys and other everyday artefacts
- History of public health & medicine
- History of Local businesses and employment
- Notable individuals from our City
- Family history
- None of the above
- Other
- If Other, please specify

**4. Think about one of the most memorable arts and cultural experiences you have participated in, why was the experience so memorable? *Select up to 3 responses***

- Experiencing something new and unexpected
- The way it affected the senses
- Learning about history and culture
- Being amazed by the incredible skill of the artist
- The visual appeal or beauty
- Experiencing my imagination being totally captured
- Thought provoking and compelling
- Connecting with people who have similar interests
- Interactive experience
- Doing something fun and different with family or friends
- Trying or developing a new creative skill
- Other
- If Other, please specify

### Your Arts & Culture Aspirations and Ideas

The following section helps us ensure our Arts & Culture Plan captures your aspirations and ideas for the future of Arts & Culture in our City.

**5. What do you value most about arts and culture in the City of Norwood, Payneham & St Peters?\***

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**6. Below is a list of ideas generated during internal consultation with City of Norwood, Payneham & St Peters staff to further strengthen the Cultural Vitality of our City, what proposed actions would you like included in the Arts & Culture Plan?\*** *Select all that apply*

- Public Art Masterplan:** develop a public art masterplan to identify places of potential and public art typologies for specific locations, for instance, places suitable for sculptures, murals, integrated and place specific artwork, projections and light-based artworks, functional or play-friendly art.
- Cultural Map of our City:** use the map to promote local arts & cultural assets (eg theatres, galleries, studios), public art locations (council and privately funded), locations of regular events (eg. markets, jazz in the park) and identify where creativity thrives or an opportunity exists.
- Partner with Aboriginal Elders:** identify and map sites of Indigenous significance to guide locations for First Nations artworks.
- Kaurna and First Nations Art & Culture:** identify opportunities for our community to connect with Kaurna and First Nations art, culture and storytelling.
- Arts & Culture Exhibitions:** activate the Gallery at the St Peters Town Hall Complex to showcase local Artists across a range of art media, historical artefacts and storytelling.



- Interactive experiences:** develop a program of interactive experiences led by Artists, working across various mediums, at the Cultural Heritage Centre.
- Arts & Culture Grants:** review Council’s grants program to ensure the program encourages & supports innovation and is open to all arts media (visual art, performing art, literary art, public art, moving images and community art).
- Online Artist Register:** review Council’s online artist register to find out how Artists would like to use this tool to ensure it is relevant and of value.
- Business or resident seeking artist:** consider business or resident seeking artist listings on the Council website to help match artists with local locations.
- Artist in Residence:** consider opportunities for artist in residence initiatives.
- Creative Hoardings:** develop guidelines to place artwork on hoardings surrounding construction sites.
- Increase access to arts & culture:** support creative programming in non-traditional spaces to bring arts & cultural experiences to neighbourhoods with limited access.
- Diversity of Artists:** ensure our City supports a balanced range of opportunities for and representation of Artists at all levels, from amateur, early career, mid- career, established to world class artists.
- Cross Sector Collaboration:** explore opportunities for cross sector collaboration (eg. arts & technology, the environment & science) to respond to challenges ahead of us.
- Digitise Council’s Cultural Heritage Collection:** develop a Digitisation Strategy to outline priorities for creating and making accessible digital copies of physical collection materials to preserve and improve access to materials that provide public benefit.

**7. What additional projects or actions would you like us to consider for inclusion in the Arts & Culture Plan that we can easily implement within the next 3 years and will contribute to the cultural vitality and uniqueness of our City?** *Please note, new infrastructure, such as buildings, and upgrades to existing Council facilities are not included within the scope of this project.*

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**8. What are 3 words that come to mind when you think about how you would like arts & culture in our City to be in the future?\***

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**9. Do you have any suggestions regarding arts and culture activation in our City within the areas of:**

- |  |   |  |                                     |
|--|---|--|-------------------------------------|
| <input type="checkbox"/> Visual Art    | <input type="checkbox"/> Performing Art     | <input type="checkbox"/> Literary Art                | <input type="checkbox"/> Public Art |
| <input type="checkbox"/> Community Art | <input type="checkbox"/> Heritage & History | <input type="checkbox"/> Moving Images & Digital Art |                                     |

**10. Do you have any other comments or suggestions relating to Arts & Culture in our City that you would like us to consider for the Arts & Culture Plan?**

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## Additional Section for Arts & Cultural Sector

### I am an Artist, Historian, arts worker, or represent an arts & culture organisation, venue, business or group?

- Yes (if yes please complete the additional questions below)
- No (if no, please scroll down to the Thankyou section at the bottom of this page)

Local artists and arts & cultural spaces make our City an artistic, creative, cultural and visually interesting place to live, work or visit. We would like to understand your arts & cultural practice and/or business, the challenges you are facing and ways in which we can collaborate to move us toward our shared Cultural Vitality goal.

### What best describes you?

- I am an artist
- I am an historian
- I represent an arts organisation or group
- I represent a heritage or historical organisation or group
- Other
- If Other, please specify
- 

### What is the main focus of your work? (please select up to two answers)

- Visual Art (Painting, drawing, sculpture, ceramics, photography or printmaking)
- Performing Art (Dance, Theatre or live music)
- Literary Art (Creative writing, poetry & prose)
- Public Art
- Moving images (Projection art, filmmaking or video)
- Arts education
- Gallery or studio
- Museum or Heritage
- Cultural events
- Other
- If Other, please specify
- 

### What is the main focus of your work? (please select up to two answers)

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**In your own words, what are the top 3 challenges you are currently facing as an arts & culture professional, organisation, business or group?**

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**How do you think Council can best work with, partner or support local arts & culture professionals, organisations, businesses or groups over the next three years to help overcome these challenges?**

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**What actions or projects could Council and our arts & culture community work together on to increase arts & cultural activation, development, experiences and participation in our City?**

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**What do you see is your role in the new Arts and Culture Plan and how could you be involved?**

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**Are you interested in exploring collaborative initiatives with Council and our local Arts & Culture Sector?**

Yes       No

If yes, please register your interest by providing your name and email below.

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### **Thank You**

Thankyou for completing this survey. We appreciate your time, ideas and contribution.

If you would like to keep up to date with this project or other arts & culture opportunities, please provide your name and email address below.

You can also use this email address to sign up to our bi-monthly eNewsletter, Your NPSP, to stay up to date about the Council's programs, services, events and initiatives.

I would like to receive the Council's eNewsletter       Yes       No

Please contact Emma Comley, Arts Officer, [ecomley@npsp.sa.gov.au](mailto:ecomley@npsp.sa.gov.au) if you have any questions about this survey or project.

# Appendix C

*Survey: Stage 2*





### **Further information**

**For information on the Arts and 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 and Culture Plan 2024–2027 Community Engagement Report can be viewed online at [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)

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

City of Norwood Payneham & St Peters  
175 The Parade, Norwood SA 5067

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Website [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)  
Socials  /cityofnpsp  @cityofnpsp



City of  
**Norwood  
Payneham  
& St Peters**

## 11.2 PROPOSAL TO INITIATE A CODE AMENDMENT - HISTORIC AREA AND CHARACTER AREA STATEMENTS REVIEW

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**REPORT AUTHOR:** Senior Urban Planner  
**GENERAL MANAGER:** General Manager, Urban Planning & Environment  
**CONTACT NUMBER:** 8366 4561  
**FILE REFERENCE:** qA82455  
**ATTACHMENTS:** A

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### PURPOSE OF REPORT

This report presents a draft Proposal to Initiate a Code Amendment to improve and update the content of Historic Area and Character Area Statements, introduced by the State Government as part of the *Planning and Design Code* in March 2021.

### BACKGROUND

In March 2021, the *Planning and Design Code* replaced the former City of Norwood Payneham & St Peters Development Plan and its contents relating to all planning policy, including the policy relating to heritage and character.

The former Historic (Conservation) Zones and Policy Areas were converted to the Historic Area Overlay. Most of the area formerly zoned Residential (Character) Zone was converted to the Character Area Overlay.

A significant part of the City is affected by one or the other of these Overlays. There are 25 individual Historic Areas and 6 Character Areas, each with their own individual Area Statement. The extent of the Historic and Character Area Overlays is defined on a map within the attached Proposal to Initiate a Code Amendment, **Attachment A**.

In drafting the *Planning and Design Code*, a significant amount of local detail from the Development Plan was either simplified or omitted and Historic Area Statements and Character Area Statements were established as descriptions of character significance and attributes. These are linked to Overlay provisions of the *Planning and Design Code* and play a key role in the assessment of Development Applications. These Area Statements are a poor replacement for Desired Character Statements under the Development Plan, which were a very clear and detailed description of how future development should be considered for a designated zone or policy area.

In the conversion to the *Code*, the content was limited to a template of historic or character area attributes and it was explained by the State Planning Commission at the time, that these Area Statements were not able to perform the “forward facing” policy to assist in the assessment of future development proposals.

The existing Area Statements (prepared by the Department to support introduction of the State-wide *Code*) are not directly based on surveys of historic or residential character. The transition to the *Code* resulted in inconsistencies within Area Statements and their relationship to other parts of the *Code* (zone provisions and Technical and Numerical Variation layer). As a result of the limitations of the transition process followed, some Statements are very rudimentary.

The Council, in its various submissions on the *Code*, has consistently raised this as an area of improvement for the *Planning and Design Code*. On 19 October 2022, the State Planning Commission published the following ‘proposal’ on-line:

*“Character Area Statement Updates*

*Support and facilitate councils to review and update their Character Area Statements (and Historic Area Statements) to address identified gaps or deficiencies. This might include updating themes of importance, incorporating additional design elements, and including illustrations where appropriate. These enhanced Statements will provide a stronger focus on design which is bespoke to local character and heritage areas and will provide better tools for assessment of character and heritage values.”*



On 10 October 2023, the State Planning Commission wrote to Councils advising of:

*“...a need to establish a clear set of rules to maintain a level of consistency and compatibility with the way in which the Historic Area Overlay and Character Area Overlay work...”*

and setting out:

*“...guidance to assist those Councils wishing to progress Code Amendments to update their (sic) Statements”.*

The City of Adelaide recently received approval for a Proposal to Initiate a Code Amendment, formalising the start of a process of updating Area Statements for the Historic Area Overlay in Adelaide and North Adelaide.

The Commission’s recent letter indicates that further guidance will be issued shortly. Council staff have enquired about the availability of this material and it is understood this includes the availability of a suite of diagrams to support the design and siting requirements of development in the Historic and Character Area Overlays. Staff have been advised that this material is likely to be made available in early 2024. It is anticipated that the scope and timing of the proposed Code Amendment would be sufficiently flexible to be able to adopt this material when it became available.

The Commission’s letter is included as ‘Attachment C’ within the attached Proposal to *Initiate the Historic Area and Character Area Statements Code Amendment*, contained in **Attachment A**.

## **RELEVANT STRATEGIC DIRECTIONS & POLICIES**

### **Outcome 2: Cultural Vitality**

*A culturally rich and diverse city, with a strong identity, history and sense of place*

#### **Objective:**

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

2.3.1 *Protect and enhance places, streetscapes, precincts and landmarks which reflect the built and cultural history of our City.*

2.4 *Pleasant, well designed, and sustainable urban environments*

2.4.1 *Encourage development that complements our City’s built heritage and character areas.*

## **FINANCIAL AND BUDGET IMPLICATIONS**

Preparing a Code Amendment to update the Historic Area and Character Area Statements is unlikely to require input from a consultant and can be done inhouse with existing resources unless workload priorities clash unexpectedly and/or assistance to implement aspects of the community engagement is required.

As part of considering the *Built Heritage Strategy*, the Council endorsed a budget allocation of \$70,000 for a range of implementation actions including Code Amendments that help implement the *Strategy*.

## **EXTERNAL ECONOMIC IMPLICATIONS**

The Area Statements within the Planning and Design Code are part of an existing policy construct (the Overlays) and describe the attributes and significance of existing historic areas and character areas which do not have any obvious or significant implications for economic activity.

## **SOCIAL ISSUES**

Not applicable

## CULTURAL ISSUES

The Council's role in supporting the retention of areas of historic character strongly aligns with one of the key objectives of the Council, which is to protect and enhance the City's valued built form and character. This is also reflected in Council's *Built Heritage Strategy 2022 - 2027*. The Council's approach to heritage also aligns with the aims of the League of Historical Cities, of which the Council is a member.

## ENVIRONMENTAL ISSUES

Not Applicable.

## RESOURCE ISSUES

The Code Amendment will be undertaken in-house using resources.

## RISK MANAGEMENT

The risk associated with not preparing a Code Amendment is that some intact areas of historic character or more general character will be more likely to be prone to instances of less effective, efficient and/or consistent development assessment due to lack of detail and clarity in the existing Area Statements.

## CONSULTATION

- **Elected Members**  
Elected Members have been advised of the need to improve and update the 2021 Area Statements through previous Information Sessions and Council reports. The most recent such report was a Confidential Item presented to the Council at its meeting on 7 March 2022, and prior to that an Information Session was held on 13 December 2021.
- **Community**  
The community will be consulted as part of the formal public consultation of the future Code Amendment.
- **Staff**  
General Manager, Urban Planning & Environment  
Manager, Urban Planning & Sustainability  
Heritage Advisor.
- **Other Agencies**  
Planning & Land Use Services of the Department of Trade and Investment which advises the State Planning Commission.

## DISCUSSION

### Code Amendment Process

The *Planning, Development and Infrastructure Act 2016* (the PDI Act), sets out the process for amending the *Planning and Design Code*, as summarised in **Figure 1**.

The only completed step at this point is 1.1, with the next steps being the Department and State Planning Commission considering the revised documentation as part of steps 1.2 and 1.3.

**FIGURE 1: SUMMARY OF CODE AMENDMENT PROCESS**

<b>1. INITIATION</b>		
1.1	Proponent (e.g. Council)	Prepares a Proposal to Initiate outlining the intent of the Code Amendment
1.2	Department	Assesses the Proposal to Initiate
1.3	State Planning Commission	Reviews the Proposal to Initiate and provides advice to the Minister
1.4	Minister	Determines whether to approve the Proposal to Initiate (with or without conditions)

<b>2. PREPARATION AND ENGAGEMENT</b>		
2.1	Proponent	Undertakes investigations, prepares Engagement plan and Code Amendment. Drafting instructions provided to the Department
2.2	Department	Prepares draft policy and mapping (if applicable) <i>Note: the Department doesn't need to approve Code Amendment content</i>
2.3	Proponent	Undertakes engagement in accordance with the Engagement Plan.
	<i>Post Engagement</i>	Summarises submissions, prepares Engagement Report, amend the draft Code Amendment (if applicable) and provides these to the Department for approval

<b>3. APPROVAL</b>		
3.1	Department	Assess Engagement Report and approval documentation
3.2	Minister	Considers the Engagement Report and Code Amendment (may consult with Commission) and makes a decision whether to approve the Code Amendment
3.3	ERD Committee	Considers Code amendment and resolves to object, not object or suggest amendments.
3.4	Minister	If applicable, determines whether to adopt any changes suggested by ERDC

**Areas Affected**

Historic Area Statements will be revised for the following twenty five (25) areas of the Historic Area Overlay:

*NPSP 1 College Park*

*NPSP 2 Hackney North*

*NPSP 3 Hackney South*

*NPSP 4 Joslin / Royston Park*

*NPSP 5 Kensington 1*

*NPSP 6 Kensington 2*

*NPSP 7 Kent Town 1*

*NPSP 8 Kent Town 2*

*NPSP 9 Marden (Broad Street/Pollock Avenue)*

*NPSP 10 Maylands*

*NPSP 11 Norwood 1*

*NPSP 12 Norwood 2*

*NPSP 13 Norwood 3*

*NPSP 14 Norwood 4*

*NPSP 15 Norwood 5*

*NPSP 16 Payneham (Harcourt Road)*

*NPSP 17 Payneham (Henry Street/ George Street)*

*NPSP 18 St Peters*

*NPSP 19 Stepney*

*NPSP 20 The Avenues*

*NPSP 21 Dequetteville Terrace*

*NPSP 22 Kensington (Mixed Use)*

*NPSP 23 Payneham Road*

*NPSP 24 Portrush Road*

*NPSP 25 The Parade – Fullarton Road*

Character Area Statements will be revised for the following six (6) areas of the Character Area Overlay:

*NPSP-C1 Evandale/Maylands/Stepney*

*NPSP-C2 Hackney*

*NPSP-C3 Heathpool/Marryatville*

*NPSP-C4 St Peters/Royston Park*

*NPSP-C5 Trinity Gardens/St Morris*

*NPSP-C6 Residential Character (Norwood)*

These areas are defined on a map within the attached Proposal to Initiate a Code Amendment, **Attachment A**.

### **Policy Implications**

In the transition to the *Planning and Design Code*, areas previously contained in the Council's Development Plan as Residential Character Zones were generally transitioned to the Character Area Overlay. Former Historic (Conservation) Zones and Policy Areas became the new Historic Area Overlay.

A key difference between these two Overlays is that demolition control applies in the Historic Area Overlay only. Therefore, within the Character Area Overlay, a property owner can demolish an old building, without the requirement to lodge an application for Planning Consent. A key principle of the Historic Area Overlay is the requirement for retention of original buildings, if the demolition of these buildings would diminish the historic value of the area. Notwithstanding this difference, Character Areas tend to have a high concentration of original building stock, often with some limited more contemporary development present and with the highest concentrations of original buildings generally being confined to smaller pockets.

During 2021 and 2022, the Council considered reports which outlined a range of options for pursuing heritage protection opportunities, and adopted its *2022-2027 Built Heritage Strategy*, which signalled a need to amend the *Planning and Design Code*.

It is therefore timely and welcome that in October 2023, the State Planning Commission wrote to Councils to announce new guidelines for updating the Historic Area and Character Area Statements which were originally introduced with the *Planning and Design Code* in March 2021.

Given the number of Statements to review and given that some deficiencies and gaps are present in the existing Statements, timing a review to commence in 2024, would capitalise on the State Planning Commission's advice dated 10 October 2023. As well as offering more guidance to assist those Councils wishing to update Area Statements, this signalled more detailed guidance would be issued soon (likely early 2024). The October correspondence is included as Attachment C of the Proposal to Initiate documents (**Attachment A** accompanying this report).

Staff have taken the opportunity to discuss the intent of Code Amendment with staff from Planning and Land Use Services (PLUS) who were supportive of the approach proposed to review Historic Area and Character Area Statements.

The Proposal to Initiate which has been developed (**Attachment A**) is similar in scope to the City of Adelaide's Proposal to Initiate (a Code Amendment) to review Historic Area Statements recently approved by the Minister for Planning.

### **Representative Buildings**

Representative Buildings in the *Planning and Design Code* are the former 'Contributory Items' from former Development Plans. As components of a Historic Area, Representative Buildings are representative of the Area's historic built character.

Though Contributory Items were identified throughout Norwood and Kent Town in the *Kensington and Norwood Heritage Survey* (Heritage Investigations, 1985) as well as the subsequent *Kensington and Norwood Heritage Review* (Mark Butcher Architects, 1995), none of these identified Contributory Items in Norwood and Kent Town were included in the local Development Plan, due to restrictions / limitations to include these at the time. Elsewhere in the City, Contributory Items were defined in the relevant Development Plan when Historic (Conservation) Zones were introduced. These were later transferred to the present *Planning and Design Code*. As a result, College Park, Hackney, Joslin, Kensington, Marden, Maylands, Payneham, Royston Park, Stepney, and St Peters contain Representative Buildings in their current Historic Areas, but Norwood and Kent Town do not.

It should be noted that though a Representative Building is a significant cue when a Development Application is assessed, demolition control is not contingent on whether a building is a Representative Building or not, but whether the building is in the Historic Area Overlay (Representative or not). The *Code* has been constructed to apply demolition control in Historic Areas from the date of its introduction both where Representative Buildings existed and in scenarios like Norwood and Kent Town where they did not exist. As Representative Buildings are a useful upfront indicator of value in terms of retention, the Council has argued strongly during the development of the *Code* for Representative Buildings to be defined so that there is better upfront certainty for all parties. This was not initially supported by the State Planning Commission but was eventually agreed to after significant feedback on this issue.

Potential new Representative Buildings have been provisionally identified across the existing Norwood and Kent Town Historic Areas. The vast majority were identified as Contributory Items in the above-mentioned earlier assessments by heritage consultants. Where there is benefit in more in-depth analysis after an initial staff assessment, the Council's Heritage Advisor, David Brown, will be engaged to advise on whether the property concerned warrants definition as a Representative Building having regard to the current condition and historic context.

The resultant recommended changes should be included the proposed *Historic Area and Character Area Statements Code Amendment*.



## **Better Alignment of Building Heights in Area Statements and Technical Numerical Variations**

There is some ambiguity in the Code as it relates to maximum building heights in parts of the Historic Area Overlay, plus inconsistency with typical heights of original (historic) buildings in the Norwood and College Park Historic Areas.

For example, in the College Park Historic Area, the relevant Technical Numerical Variation (TNV) in the Code specifies a two-storey maximum building height, despite the dominance of single-storey original pre-WWII buildings across these areas (with a few relatively rare two-storey exceptions).

This issue was raised by a Notice of Motion that was considered by the Council on 5 December 2022, in response to community concerns about some two-storey dwelling additions in the Historic Area Overlay. Correspondence addressing this matter was sent to the State Planning Commission in early 2023. This matter has since been discussed with PLUS staff who advise the State Planning Commission to help determine the best pathway for Code improvements via the Code Amendment process.

Accordingly, it is proposed to conduct a review of the relevant TNV in tandem with a review of the content about height in the corresponding Area Statements. This will address the State Planning Commission's advice of 10 October 2023, inviting Councils to help update Area Statements, and any subsequent guidance from the Commission to Councils wishing to update Area Statements.

It is important that Historic Area Statements are clear and precise in defining the range of heights that are attributes of the prevailing historic character. Historic Area Statements are linked to and referenced by the Overlay provisions of the Code and the Overlay provisions take precedence over other provisions, including Technical Numerical Variations, in the case of any conflict.

Based on legal advice, setting a one (1) level TNV building height maximum for a Historic Area, instead of two (2) levels, as specified at present, in some cases (notably Norwood and College Park), would not preclude or discourage a sensitively designed upper-level addition to the rear of a dwellings where that would not adversely impact the streetscape. It would, however, seek to discourage full two-storey development, which would generally be entirely inconsistent with the historic character.

## **OPTIONS**

The options for seeking to alter planning policy as it is applied through the Area Statements are as follows:

Option 1 – endorse the attached draft Proposal to Initiate a Code Amendment.

Option 2 – prepare a Code Amendment with a broader scope or combine with other policy amendments.

Option 3 – not submit a Proposal to Initiate a Code Amendment.

Option 1 responds positively to the recent guidance letter from the Commission inviting a review of Area Statements pending issue of clearer guidance from the State Planning Commission and/or Minister on adjusting the extent of Overlays.

Option 2, on paper, could achieve more through one integrated Code Amendment, but in practice is likely to be more unwieldy. It risks delaying outcomes including those that could have been achieved via a more focussed approach.

Option 3 would limit the implementation of relevant actions in the *Built Heritage Strategy*.

Option 1 is therefore the recommended option.

## CONCLUSION

A Proposal to Initiate a Code Amendment to review the Area Statements for both Historic Area Overlay and the Character Area Overlay builds on and complements a range of other outcomes sought by the *Built Heritage Strategy 2022-2027*. It will be part of a staged approach likely to require several years of effort and careful coordination to achieve greater protection of areas of historic character and improve the effectiveness and clarity of development assessment affecting areas of significant historic character in the Historic Area Overlay and character of streetscapes in the Character Area Overlay, via Code Amendments.

## COMMENTS

Nil

## RECOMMENDATION

1. That the draft *Historic Area and Character Area Statements Review Code Amendment* Proposal to Initiate, as contained in **Attachment A**, be endorsed as being suitable to forward to the Department for Trade and Investment seeking approval to proceed with a Code Amendment.
2. That the Chief Executive Officer be authorised to make any necessary minor amendments to finalise the draft Proposal to Initiate, providing the changes do not affect the intent of the Amendment.

## **Attachments – Item 11.2**

# Attachment A

## Proposal to Initiate a Code Amendment Historic Area and Character Area Statements Review

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*City of*  
**Norwood  
Payneham  
& St Peters**

**PROPOSAL TO INITIATE AN  
AMENDMENT TO THE PLANNING &  
DESIGN CODE**

**Historic Area and Character Area  
Statements Review Code Amendment**

**By the City of Norwood Payneham &  
St Peters (*the Proponent*)**

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**Mario Barone PSM  
CHIEF EXECUTIVE OFFICER**

***City of Norwood Payneham & St Peters (the Proponent)***

**Date: DRAFT ONLY**

This Proposal to Initiate document together with conditions specified by the Minister forms the basis for the preparation of a proposed amendment to the Planning and Design Code for the purpose of section 73(2)(b) of the *Planning, Development and Infrastructure Act 2016*. By signing this Proposal to Initiate, the Proponent acknowledges and agrees that this Proposal to Initiate, and any supporting documents may be published on the PlanSA portal by the Attorney General's Department.

**MINISTER FOR PLANNING**

**Date:**



## INTRODUCTION

The City of Norwood Payneham & St Peters (the Council) is proposing to initiate an amendment to the Planning and Design Code (the Code Amendment) to update all Historic Area and Character Area Statements applying to parts of the City of Norwood Payneham & St Peters within either the Historic Area Overlay or Character Area Overlay.

The purpose of this Proposal to Initiate is to seek approval of the Minister for Planning and Local Government (the Minister) to initiate the Code Amendment under section 73(2)(b) of the *Planning, Development and Infrastructure Act 2016* (the Act).

The Code Amendment will update:

- Historic Area Statements within Part 3 – Overlays – Historic Area Overlay – Historic Area Statements – Historic Areas affecting the City of Norwood Payneham & St Peters of the Planning and Design Code; and
- Character Area Statements within Part 3 – Overlays – Character Area Overlay – Character Area Statements – Character Areas affecting the City of Norwood Payneham & St Peters of the Planning and Design Code.

This will ensure that the statements contain relevant and clear information to enable effective and efficient decision-making during development assessment. No changes to increase the extent of the Historic Area or Character Area Overlay are proposed in this Code Amendment. Such adjustments would need to be pursued by a separate Code Amendment.

However, part of the scope of the Code Amendment will be to ensure that there is an appropriate level of coherence between Area Statement descriptions of character attributes of significance and intent of Technical Numerical Variations (TNV) that address the same attributes as Area Statements, like building height.

This Proposal to Initiate details the scope, relevant strategic and policy considerations, nature of investigations to be carried out and information to be collected for the Code Amendment. It also details the timeframes to be followed in undertaking the Code Amendment, should this Proposal to Initiate be approved by the Minister.

The Proponent acknowledges that the Minister may specify conditions on approving this Proposal to Initiate, under section 73(5) of the Act. In the event of inconsistency between this Proposal to Initiate and any conditions specified by the Minister, the conditions will apply.

### Designated Entity for Undertaking the Code Amendment

In accordance with section 73(4)(a) of the Act, the Proponent will be the Designated Entity responsible for undertaking the Code Amendment process. As a result:

The Proponent acknowledges that it will be responsible for undertaking the Code Amendment in accordance with the requirements Act.

The Proponent declares that it has not and does not intend to enter into an agreement with a third party for the recovery of costs incurred in relation to the Code Amendment under

section 73(9) of the Act. If the Proponent does enter into such an agreement, the Proponent will notify the Department prior to finalising the Engagement Report under section 73(7).

The Proponent's contact person responsible for managing the Code Amendment and receiving all official documents relating to this Code Amendment is:

Jim Allen  
Senior Urban Planner  
[jallen@npsp.sa.gov.au](mailto:jallen@npsp.sa.gov.au)  
8366 4561

OR

Ms Emily McLuskey  
Senior Urban Planner  
[emcluskey@npsp.sa.gov.au](mailto:emcluskey@npsp.sa.gov.au)  
8366 4561

## Rationale for the Code Amendment

In proposing to initiate an amendment to the Planning and Design Code, the Council is seeking to address the following Outcome and Objectives of *CityPlan 2030: Shaping Our Future*, the long-term strategic management plan for the City of Norwood Payneham & St Peters:

### **Outcome 2: Cultural Vitality**

*A culturally rich and diverse city, with a strong identity, history and sense of place*

#### **Objective:**

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

*2.3.1 Protect and enhance places, streetscapes, precincts and landmarks which reflect the built and cultural history of our City.*

*2.4 Pleasant, well designed, and sustainable urban environments*

*2.4.1 Encourage development that complements our City's built heritage and character areas.*

The Proposal also addresses the *Built Heritage Strategy 2022-2027* which was subject to community consultation and adopted by the Council in 2022.

The City of Norwood Payneham & St Peters has 25 Historic Areas and 6 Character Areas, with each area having its own Area Statements referenced by the relevant Overlay policies of the Planning and Design Code.

The Statements provide relevant contextual information for applicants to inform how they design proposed developments, including alterations and additions and are relied upon by planners and heritage specialists and heritage architects during development assessment.

The Planning and Design Code has now been operational for over two years. Improvement opportunities have been identified based on new knowledge and experience.

The Minister for Planning wrote to all relevant Councils in March 2023 inviting Councils to initiate proposals for updating of Historic Area Statements.

Subsequently, the State Planning Commission wrote to Councils in October 2023 providing advice on how Area Statements can be updated.

Progressively updating the Planning and Design Code is important to ensure the Code is fit-for-purpose. This is necessary to remedy various gaps and deficiencies, including (among other things) in relation to building height in some Historic Areas. An initial review of the existing Area Statements and review of heritage-related development assessment outcomes in the City of Norwood Payneham & St Peters reinforces the need to update the existing Area Statements.

Updating the Statements will ensure they contain relevant information describing relevant historic context and character attributes to support effective and efficient decision-making by planners during development assessment.

The scope of the Code Amendment is confined to introducing a new set of Historic Area Statements and Character Area Statements for the applicable areas in the City of Norwood Payneham & St Peters.

A parallel amendment process (beyond scope of this Proposal) will address the extent of the Historic Area and Character Area Overlays within the City.

## SCOPE OF THE CODE AMENDMENT

### Affected Area

The proposal seeks to amend the Planning and Design Code for the Affected Area, being the land within the Historic Area and Character Area Overlays as shown in Attachment A and detailed in the Table below.

### Scope of Proposed Code Amendment

<p><b>Current Policy</b></p>	<p><i>Part 3 - Overlays - Historic Area Overlay - Historic Areas affecting the City of Norwood Payneham &amp; St Peters – the following Historic Area Statements:</i></p> <p><i>NPSP 1 College Park</i></p> <p><i>NPSP 2 Hackney North</i></p> <p><i>NPSP 3 Hackney South</i></p> <p><i>NPSP 4 Joslin / Royston Park</i></p> <p><i>NPSP 5 Kensington 1</i></p> <p><i>NPSP 6 Kensington 2</i></p>
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	<p><i>NPSP 7 Kent Town 1</i></p> <p><i>NPSP 8 Kent Town 2</i></p> <p><i>NPSP 9 Marden (Broad Street/Pollock Avenue)</i></p> <p><i>NPSP 10 Maylands</i></p> <p><i>NPSP 11 Norwood 1</i></p> <p><i>NPSP 12 Norwood 2</i></p> <p><i>NPSP 13 Norwood 3</i></p> <p><i>NPSP 14 Norwood 4</i></p> <p><i>NPSP 15 Norwood 5</i></p> <p><i>NPSP 16 Payneham (Harcourt Road)</i></p> <p><i>NPSP 17 Payneham (Henry Street/ George Street)</i></p> <p><i>NPSP 18 St Peters</i></p> <p><i>NPSP 19 Stepney</i></p> <p><i>NPSP 20 The Avenues</i></p> <p><i>NPSP 21 Dequetteville Terrace</i></p> <p><i>NPSP 22 Kensington (Mixed Use)</i></p> <p><i>NPSP 23 Payneham Road</i></p> <p><i>NPSP 24 Portrush Road</i></p> <p><i>NPSP 25 The Parade – Fullarton Road</i></p> <p><i>Part 3 - Overlays - Character Area Overlay - Historic Areas affecting the City of Norwood Payneham &amp; St Peters – the following Character Area Statements:</i></p> <p><i>NPSP-C1 Evandale/Maylands/Stepney</i></p> <p><i>NPSP-C2 Hackney</i></p> <p><i>NPSP-C3 Heathpool/Marryatville</i></p> <p><i>NPSP-C4 St Peters/Royston Park</i></p> <p><i>NPSP-C5 Trinity Gardens/St Morris</i></p> <p><i>NPSP-C6 Residential Character (Norwood)</i></p>
<p><b>Amendment Outline</b></p>	<p>The overall objective of this Code Amendment is to update Historic Area Statements and Character Area Statements to reflect local context, refine wording, and improve clarity and</p>

	<p>structure (in accordance with State guidelines and the relevant templates), and identify Representative Buildings within the Historic Area Overlay in Norwood and Kent Town where these were not been previously identified in the relevant Development Plan (thus have been absent under the Planning and Design Code introduced in March 2021).</p>
<p><b>Intended Policy</b></p>	<p><i>Part 3 - Overlays - Historic Area Overlay - Historic Areas</i></p> <ul style="list-style-type: none"> <li>• Update the Historic Area Statements within the City of Norwood Payneham &amp; St Peters to: <ul style="list-style-type: none"> <li>▪ refine wording and include any necessary historical context;</li> <li>▪ improve structure and nomenclature to align with State advice and templates;</li> <li>▪ identify Representative Buildings within each Area Statement</li> <li>▪ include images or diagrams, if considered appropriate.</li> </ul> </li> </ul> <p><i>Part 3 - Overlays - Character Area Overlay - Character Areas</i></p> <ul style="list-style-type: none"> <li>• Update the Character Area Statements within the City of Norwood Payneham &amp; St Peters to: <ul style="list-style-type: none"> <li>▪ refine wording and include any necessary historical context;</li> <li>▪ include images or diagrams, if considered appropriate.</li> </ul> </li> </ul> <p><i>Part 6 - Index of Technical and Numeric Variations</i></p> <ul style="list-style-type: none"> <li>• Review of Part 6.3 Building Heights (Metres) and Part 6.4 Building Height (Levels) to align with updated Historic Area Statements, where necessary to reflect local historic context, within the City of Norwood Payneham &amp; St Peters.</li> </ul> <p><i>South Australian Property and Planning Atlas (SAPPA)</i></p> <ul style="list-style-type: none"> <li>• Update mapping of representative buildings within the existing extent of the Historic Area</li> </ul>



	Overlay as it applies within the City of Norwood Payneham & St Peters.
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## STRATEGIC PLANNING OUTCOMES

Proposed Code Amendments occur within a state, regional and local strategic setting, which includes:

- State Planning Policies (SPPs)
- Regional Plans
- Other relevant strategic documents.

### Summary of Strategic Planning Outcomes

The proposed Code Amendment will align with strategic policy outcomes including, but not limited to:

- Improve heritage protection and guidance.
- Improve design quality.
- Outcomes articulated in State Planning Policies, the Regional Plan, and other relevant documents.

### Alignment with State Planning Policies

The State Planning Policies (SPPs) set out the State's overarching goals and requirements for the planning system. Under section 66(3)(f) of the Act, the Code must comply with any principle prescribed by a SPP.

The Code Amendment should be initiated because the strategic planning outcomes sought to be achieved through the Code Amendment align with or seeks to implement the following SPPs:

State Planning Policy (SPP)	Code Amendment Alignment with SPPs
<p><b>State Planning Policy 2: Design Quality</b></p> <p>Objective – to elevate the design quality of South Australia's built environment and public realm.</p> <p>2.1 Promote best practice in the design of buildings, places and the public realm by applying the principles of Good Design (Figure 3) [including] Context: Good design is contextual because it responds to the surrounding environment and contributes to the existing quality and future character of a place.</p> <p>2.5 Prioritise performance-based design quality outcomes</p>	<p>The Code Amendment will enable the Planning and Design Code policy to encourage design quality via clearer expression of significant attributes of historic and character areas in Area Statements which will encourage better context-responsive design and thus aligns with Policies 2.1, 2.5, 2.8, 2.9 and 2.11.</p>

State Planning Policy (SPP)	Code Amendment Alignment with SPPs
<p>in...heritage and character areas...</p> <p>2.8 Recognise the unique character of areas by identifying their valued physical attributes in consultation with communities.</p> <p>2.9 Respect the characteristics and identities of different neighbourhoods, suburbs and precincts by ensuring development considers existing and desired future context of a place.</p> <p>2.11 Manage the interface between modern built form of different scales with more traditional dwelling forms, including through the management of streetscape character, access to natural light, visual and acoustic privacy, massing and proportions.</p>	
<p><b>State Planning Policy 3: Adaptive Reuse</b></p> <p>Objective: The adaptive reuse of existing buildings that enhance areas of cultural or heritage value, capitalise on existing investment and/or contribute to vibrant and liveable places.</p> <p>3.3 Repurpose, adapt and reuse historical buildings and places that recognise and preserve our state's history.</p> <p>3.4 Prioritise the adaptive reuse of buildings in areas of heritage or cultural value where it will contribute to active and vibrant places, or where it is a catalyst for additional development demand.</p>	<p>The Code Amendment will strengthen the adaptive use potential of existing buildings by providing a clearer contextual historical reference point and description of relevant attributes of character.</p>

State Planning Policy (SPP)	Code Amendment Alignment with SPPs
<p>3.5 Facilitate the conversion and adaptation of existing office commercial office and industrial buildings that contribute to the local area.</p>	
<p><b>State Planning Policy 7: Cultural Heritage</b></p> <p>7.3 Recognise and protect places and areas of acknowledged heritage value for future generations.</p> <p>7.4 The appropriate conservation, continuing use, and as appropriate, adaptive reuse of our heritage places and heritage areas of value to the community.</p> <p>7.5 Maintain the context of a place or area of heritage value through appropriate design guidelines that encourage compatible design solutions.</p> <p>7.6 The interpretation potential of heritage places and areas is enhanced to contribute to the economic and cultural sustainability of the state.</p> <p>7.7 Provide certainty to landowners and the community about the planning processes for heritage identification, conservation and protection.</p>	<p>The Code Amendment will effectively encourage the sensitive and respectful use of culturally and historically significant places.</p> <p>It will also help maintain the context of areas of heritage value and provide greater certainty to landowners and the community about the planning processes for heritage identification, conservation and protection and specific attributes that are intended to be conserved.</p>

### Alignment with Regional Plans

As with the SPPs, the directions set out in Regional Plans provide the long-term vision as well as setting the spatial patterns for future development in a region. This includes consideration of land use integration, transport infrastructure and the public realm.

The *30 Year Plan for Greater Adelaide* volume of the Planning Strategy is relevant for this Code Amendment.

Regional Plan Identified Priorities or Targets	Code Amendment Alignment with Regional Plan
<p>Target 6: Heritage</p> <p>Protect and recognise our heritage:</p> <p>P33. Recognise the value that communities place on heritage and ensure that new development is implemented sensitively and respectfully.</p> <p>P34. Ensure heritage places and areas of heritage value are appropriately identified and their conservation promoted.</p>	<p>The Code Amendment will improve the information within the Historic Area and Character Area Statements to enable efficient and effective decision-making during development assessment to protect heritage and attributes of character that are recognised and valued.</p> <p>The historic context within historic areas will be better represented, and described, including through new Historic Area Statements, and also, the definition of Representative Buildings where these currently do not exist in Norwood and Kent Town.</p>

### Alignment with Other Relevant Documents

Additional documents may relate to the broader land use intent within the scope of this proposed Code Amendment (or directly to the Affected Area) and therefore are identified for consideration in the preparation of the Code Amendment.

The following table identifies other documents relevant to the proposed Code Amendment:

Relevant Document	Code Amendment Alignment
<p><b>City of Norwood Payneham &amp; St Peters City Plan 2030</b></p> <p><b>Outcome 2: Cultural Vitality</b> A culturally rich and diverse city, with a strong identity, history and sense of place</p> <p><b>Objective:</b> <b>2.3</b> A City which values and promotes its rich cultural and built heritage</p> <p><b>Strategies</b> <b>2.3.1</b> Protect and enhance places, streetscapes, precincts and landmarks which reflect the built and cultural history of our City.</p>	<p>The Code Amendment will support Objectives 2.3 and 2.4 of the City of Norwood Payneham &amp; St Peters <i>City Plan 2030</i> and their associated strategies via better description of the valued attributes of historic and character areas.</p>



Relevant Document	Code Amendment Alignment
<p><b>2.3.3</b> Promote the value of heritage protection.</p> <p><b>Objective:</b></p> <p><b>2.4</b> Pleasant, well designed, and sustainable urban environments</p> <p><b>Strategy</b></p> <p><b>2.4.1</b> Encourage development that complements our City's built heritage and character areas.</p>	
<p><b>City of Norwood Payneham &amp; St Peters <i>Built Heritage Strategy 2022-2027</i></b></p> <p>2.2 Protect Historic Areas</p> <p>2.2.1 Expand application of Planning and Design Code Overlays</p> <p>Investigate areas containing vulnerable, at-risk buildings that have historic value but do not currently have any demolition protection that may warrant additional protections under the Planning and Design Code.</p> <p>Work collaboratively with the State Government to explore amendments to the Planning and Design Code to further protect historic areas.</p>	<p>The Code Amendment will support the protection of the significant attributes of Historic Areas in accordance with the State Planning Commission's advice relating to the content and format of Historic Area Statements. In particular, this proposal helps protect the integrity of groups of historic buildings within the existing extent of Historic Areas by inclusion of more accurate information to guide decision-making on development proposals such as additions, alterations and/or demolitions</p>

## INVESTIGATIONS AND ENGAGEMENT

### Investigations Already Undertaken

The table below identifies what investigations have already been undertaken in support of the proposed Code Amendment.

Investigation Undertaken	Summary of Scope of Investigations	Summary of Outcome of Recommendations
Preliminary Historic and Character Areas Review	<p>Desktop review of past historical research and surveys, character analyses, and planning assessment outcomes for Historic and Character Areas under the Planning and Design Code.</p> <p>Character Areas were defined primarily based on investigations by Council planning staff, including assessment against applicable Departmental criteria at the time, for example, relating to the extent of presence of pre-WWII dwellings.</p> <p>Analysis of date of construction data for existing dwellings in relevant areas, augmented by some physical survey (ground-truthing) in Historic Areas and Character Areas.</p>	<p>Scope to update Historic Area and Character Area Statements for improved detail, clarity, consistency, and responsiveness to local context.</p> <p>Scope to add Representative Buildings in the Historic Areas in the suburbs of Norwood and Kent Town where these were not added to the former Development Plans (see below).</p>
Comparative analysis	<p>Analysis of the existing Area Statements having regard to the degree to which they accord with the remnant attributes of historic or general character, and in the case of Historic Areas, the themes, findings, and recommendations of the original heritage survey investigations that formed the basis for establishing relevant Historic Areas.</p> <p>Comparative analysis was also undertaken with Area Statements applying to areas outside the City of Norwood Payneham &amp; St Peters some of which are a useful guide for the level and type of information that can be included.</p>	<p>Area Statements guide applicants in their design approach and support relevant authorities in undertaking an assessment against Performance Outcomes of the Code.</p> <p>The review identified that the existing Area Statements lack clear and adequate information to apply in a process of contextual assessment that respects the values and significance of the relevant Areas</p> <p>The Code Amendment will better relate the Historic and Character Area Statements to the relevant State guideline documents, including support material to be produced by the State</p>

		Planning Commission in early 2024.
Review of issues relating to building height criteria in Area Statements and relevant Technical Numerical Variations	Initial investigations have highlighted that achieving better alignment of Building Heights with some Area Statements and relevant Technical Numerical Variations is an opportunity to improve the Code / Area Statements.	Specific opportunities to improve clarity and consistency have been identified in the College Park Historic Area, plus also in Norwood. For example, in the College Park Historic Area, the relevant Technical Numerical Variation (TNV) in the Code specifies a two-storey maximum building height, despite the dominance of single-storey original pre-WWII buildings across this area. *1
Representative Buildings in Norwood and Kent Town Historic Areas	<p>As components of a Historic Area that are representative of the Area's historic built character, Representative Buildings in the Planning and Design are defined in all Historic Areas in the City except in Norwood and Kent Town where none of the Contributory Items identified in past heritage surveys were included in the local Development Plan, due to policy construction limitations at the time.</p> <p>Potential new Representative Buildings have been provisionally identified across the existing Norwood and Kent Town Historic Areas. The vast majority were identified as Contributory Items in the earlier comprehensive surveys by heritage consultants covering these suburbs.</p> <p>As well as reviewing past survey reports and associated mapping of Contributory Items, a ground-truthing survey was undertaken in 2023 to identify the current extent and condition of such items and to develop the provisional recommendations for inclusion as Representative Buildings.</p>	High correlation between Contributory Items in different past heritage surveys covering Norwood and Kent Town including in current Historic Area Overlay. The 2023 ground-truthing survey indicates most of the Contributory Items in the current Historic Area Overlay are intact.

\*1 Based on legal advice, setting a one (1) level TNV building height maximum for a Historic Area, instead of two (2) levels, as specified at present, would not preclude or discourage a sensitively designed upper-level addition to the rear of a dwellings where that would not adversely impact the streetscape. It would, however, seek to discourage full two-storey development, which would generally be entirely inconsistent with the historic character.

## Further Investigations Proposed

In addition to the investigations already undertaken and identified above, the table below outlines what additional investigations will be undertaken to support the Code Amendment.

<b>Further Investigations Proposed</b>	<b>Explanation of how the further investigations propose to address an identified issue or question</b>
Review of Area Statements based on State Planning Commission guidelines and the investigations carried out earlier (as outlined above).	<p>For Historic Areas, the relevant Statements will be informed by findings of surveys and historical research carried out by qualified heritage consultants in the past, plus further physical survey (where not done during 2023) to detect any conditions that differ from conditions at the time of the original survey.</p> <p>For Character Areas, augment and update digital data analysis and physical surveys already undertaken.</p> <p>Both Statements for Historic Areas and Character Areas will be informed by State Planning Commission guidelines (including in the attached correspondence of 10 October 2023) for the content and format of Area Statements, including potential use of diagrams and quantitative data where this is useful in development assessment.</p> <p>The scope of analysis will include criteria in Technical Numerical Variations as well as Area Statements relating to significant character attributes (like building height) described in Area Statements with the aim of promoting greater consistency and certainty as well as outcomes that respect local historic character.</p>
Representative Buildings in Norwood and Kent Town Historic Areas – further steps	<p>Recommendations on Representative Buildings to reflect Heritage Advisor review pre-consultation.</p> <p>Expert review of objections (post-consultation) as required.</p>
Preparation of a Code Amendment	Subject to Ministerial approval to initiate.

## Engagement Already Undertaken / Proposed

In accordance with Practice Direction 2 – Consultation on the Preparation or Amendment of a Designated Instrument, the State Government's Planning and Land Use Services (PLUS) team was consulted informally on this proposal in December 2023.

In summary, this helped identify:

- best practice statements that inform the type and level of content to be provided;
- ways of addressing local variation in the structure of Area Statements;
- aspects of the Commission's thinking about diagrams in Area Statements.

No direct public or stakeholder engagement has been conducted about this potential Code Amendment to date.

However, community support for active management of the City's built form heritage was affirmed through the broad community engagement undertaken as part of development of the Council's *Built Heritage Strategy 2022 – 2027*.

### **Engagement Proposed**

Affected property owners and the community will be consulted as part of the formal community consultation.

The table below outlines what additional engagement will be undertaken to support the Code Amendment. This will be guided and augmented by a more detailed Engagement Plan.

<b>Further Engagement Proposed</b>	<b>Explanation of how the further engagement propose to address an identified issue or question</b>
Letters to stakeholder groups to be identified in the Engagement Plan	Advising key stakeholders of proposed changes and inviting feedback.
Letters to relevant State agencies and MPs	Advising relevant agencies of proposed changes and inviting feedback.
Information on Council's website (including providing a link to the Code Amendment page on the PlanSA Portal), and newsletter / magazine (subject to publication coinciding with consultation)	Advising general public of proposed changes and inviting feedback.
Community drop-in session(s)	Opportunity for community members to have discussions with Council staff to understand the implications of the proposed changes
Local Government Association	To ensure the LGA is aware of the Council Code Amendment



## CODE AMENDMENT PROCESS

### Engagement Plan

The Code Amendment process will occur in accordance with the Community Engagement Charter and Practice Direction 2 – Consultation on the Preparation or Amendment of a Designated Instrument.

The Designated Entity will prepare an Engagement Plan prior to the commencement of engagement on the proposed Code Amendment. The Engagement Plan will include the following mandatory consultation requirements (which may be in addition to the engagement outlined in this Proposal to Initiate):

- the Local Government Association must be notified in writing of the proposed Code Amendment
- if the Code Amendment has a specific impact on 1 or more particular pieces of land in a particular zone or subzone (rather than more generally), the Designated Entity must take reasonable steps to give a notice in accordance with Regulation 20 of the *Planning, Development and Infrastructure (General) Regulations 2017*, to:
  - the owners or occupiers of the land
  - owners or occupiers of each piece of adjacent land
- consultation must also occur with any person or body specified by the State Planning Commission under section 73(6)(e) of the Act.

### Engagement Report

Once engagement on the Code Amendment is complete, the Designated Entity will prepare an Engagement Report under section 73(7) of the Act.

The Designated Entity must ensure that a copy of the Engagement Report is furnished on the Minister and also published on the PlanSA portal. This will occur in accordance with Practice Direction 2.

The Engagement Plan and the Engagement Report will also be considered by the State Planning Commission during the final stages of the Code Amendment process. The Commission will provide a report to the Environment, Resources and Development Committee of Parliament under section 74(3) of the Act. The Commission's report will provide information about the reason for the Code Amendment, the consultation undertaken on the Code Amendment and any other information considered relevant by the Commission.

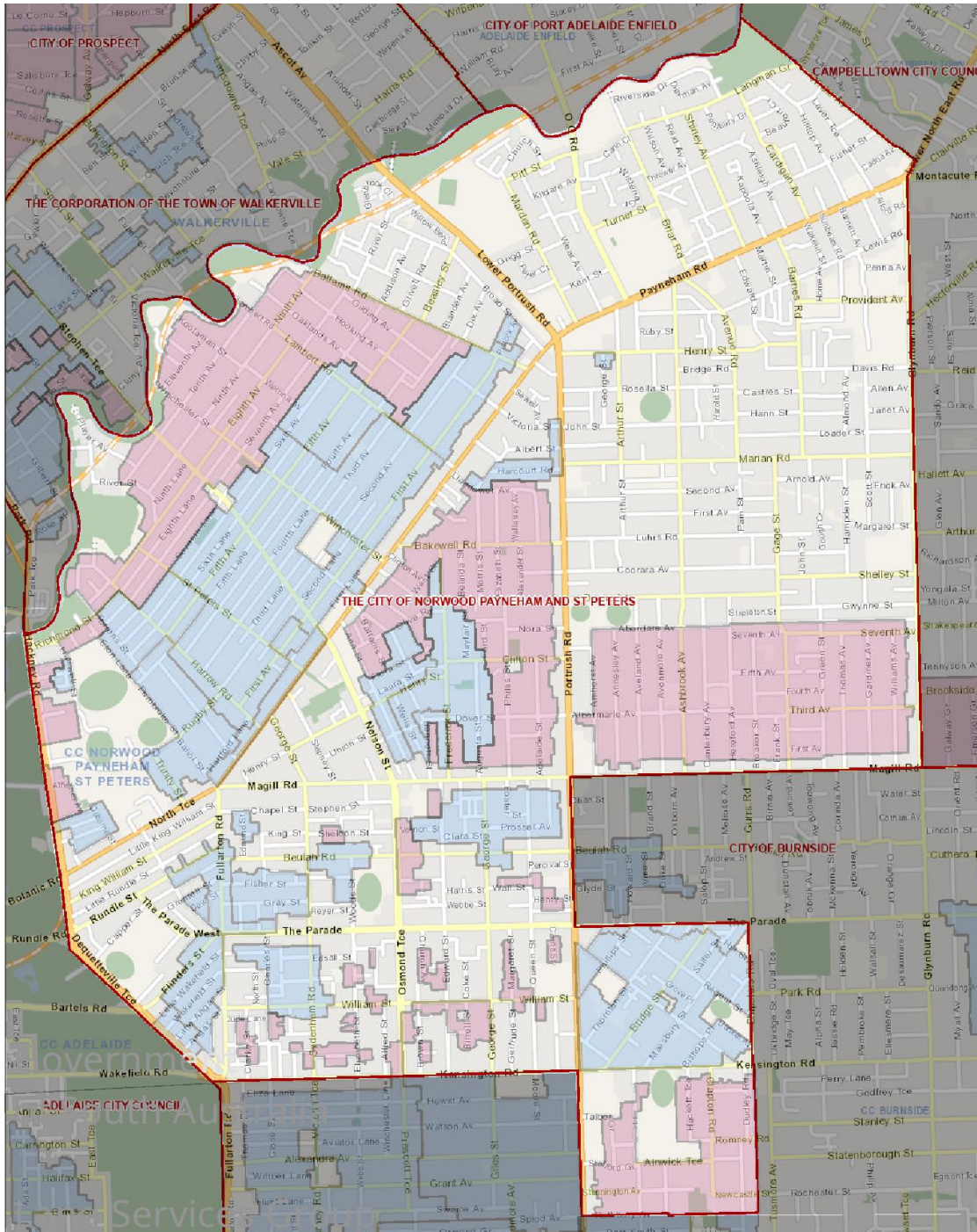
### Code Amendment Timetable



The Proponent (where it is also the Designated Entity) commits to undertaking the Code Amendment in line with the timeframe outlined Attachment B. If a timeframe is exceeded (or expected to be exceeded) the Proponent agrees to provide an amended timetable to the Department with an explanation of the delay, for approval by the Minister of an extension of time for the Code Amendment.

# ATTACHMENT A

## AREA AFFECTED

Only Historic Areas & Character Areas within City of Norwood Payneham & St Peters



-  Existing Historic Area Overlay
-  Existing Character Area Overlay

## ATTACHMENT B

### Timetable for Code Amendment by Proponent

Step	Responsibility	Timeframes
<b>Approval of the Proposal to Initiate</b>		
Review of Proposal to Initiate to confirm all mandatory requirements are met (timeframe will be put on hold if further information is required). Referral to the Minister to request advice from the Commission.	DTI	2 weeks <i>(includes lodgement and allocation + referral to Government Agencies within the first week)</i>
Minister requests advice from the Commission.	Minister	2 weeks
Referral to Government Agencies for comment (where necessary).	DTI, Relevant Government Agencies	+ 2 weeks
Consideration of Proposal to Initiate and advice to the Minister.	Commission	+ 3 weeks
Proposal to Initiate agreed to by the Minister	Minister	2 weeks
<b>Preparation of the Code Amendment</b>		
Engagement Plan Prepared. Investigations conducted; <a href="#">Code Amendment Report</a> prepared. The Drafting instructions and draft mapping provided to AGD.	Designated Entity	4 Weeks
DTI prepares Amendment Instructions and Mapping and provides to Council for consultation purposes.	DTI	1 week
Preparation of Materials for Consultation.	Designated Entity	Informed by Engagement Plan
<b>Engagement on the Code Amendment</b>		
Code Amendment Report released for public consultation in accordance with the Community Engagement Charter and the prepared Community Engagement Plan.	Designated Entity	Informed by Engagement Plan
<b>Consideration of Engagement and Finalisation of Amendments</b>		
Submissions summarised; Amended drafting instructions provided, Engagement Report prepared and lodged with AGD.	Designated Entity	6 Weeks <i>(includes consideration by Council)</i>
Assess the amendment and engagement. Prepare report to the Commission or delegate.	DTI	4 weeks

Step	Responsibility	Timeframes
Timeframe will be put on hold if further information is required, or if there are unresolved issues.		
Consideration of Advice	Commission	+ 3 weeks
<b>Decision Process</b>		
Minister considers the Code Amendment Report and the Engagement Report and makes decision	Minister	3 weeks
<b>Implementing the Amendment (operation of the Code Amendment)</b>		
Go- Live- Publish on the PlanSA portal	DTI	2-4 weeks
<b>Parliamentary Scrutiny</b>		
Referral of approved Code Amendment to ERDC	DTI	8 weeks

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**ATTACHMENT C**

State Planning Commission Guidance on Updating Historic Area and Character Area Statements, issued in correspondence to the Council dated 10 October 2023

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20709471

10 October 2023

Mayor Robert Bria  
City of Norwood Payneham & St Peters



Level 10  
83 Pirie Street  
Adelaide SA 5000

GPO Box 1815  
Adelaide SA 5001

1800 752 664  
saplanningcommission@sa.gov.au

By email: [rbria@electedmembers.npsp.sa.gov.au](mailto:rbria@electedmembers.npsp.sa.gov.au)

A handwritten signature in blue ink that reads "ROBERT".

Dear Mayor Bria

### **Guidance on updating Historic Area and Character Area Statements**

I write in relation to previous correspondence from both myself and the Minister for Planning, the Hon Nick Champion MP, regarding the ongoing protection and management of our important Historic and Character Areas. You will remember the commitment made to enabling Councils to update their Historic Area and Character Area Statements (Statements) to address gaps and enhance design guidance which is bespoke to local areas.

There is a need to establish a clear set of rules to maintain a level of consistency and compatibility with the way in which the Historic Area Overlay and Character Area Overlay work. This being the case, I provide the following guidance to assist those Councils wishing to progress Code Amendments to update their Statements.

#### *Format*

To ensure consistency, the current tabular format of Statements, and elements identified, will remain unchanged, ie:

- Eras, themes and context
- Allotments, subdivision and built form patterns
- Architectural styles, detailing and built form features
- Building height
- Materials
- Fencing
- Setting, landscaping, streetscape and public realm features
- Representative Buildings.

#### *Eras, themes and context*

Councils may elaborate on the eras, themes, and context of areas. For example, discussion can be provided about the establishment of an area. Councils should ensure that the information included is succinct and has a role in assisting the development assessment process.



## OFFICIAL

*Numerics*

Technical and Numeric Variations (TNV) at the zone level remain a good option for identifying allotment sizes, frontages, setbacks and building heights where there are homogenous built form patterns in an area. However, to further reinforce this, Councils may include the prevailing measurements within Statements, expressed in square metres and metres, respectively.

For those locations where there is a diversity in allotment sizes, frontages and setbacks, Statements may include an expression of the range, for example:

*'Allotments are generally between xx and yy square metres'*  
*'Frontages / setbacks are generally between aa and bb metres'.*

Given the Statements sit within Overlays, if there is a discrepancy between any zone policy / TNV and numerics expressed in the Statement, the Statement will prevail.

With regards to building heights, it is accepted that further clarity could be provided to guide the placement of two-storey additions. This being the case, Councils may continue to use building height TNV and identify numeric building heights within the Statements (including number of storeys and wall / ceiling heights) but may also include additional direction with regards the placement of additions. For example:

*'Second storey development located within the roof space or to rear of dwellings behind ridgeline of roof'*  
*'Predominantly single storey, with two storey additions within roof space to rear of buildings.'*  
*'Typical proportions of Victorian-era cottages with wall heights of around 3.3 to 3.6 metres and ridge heights of around 5.0 to 5.5 metres.'*  
*'Wall Height in the order of 3.6 metres. Total Roof Height in the order of 5.6 metres; and Roof Pitch in the order of 27 degrees and 35 degrees. Verandahs, on earlier styles in the order of 2.1 metre fascia height and 3.0 metre pitching height, and on later styles incorporated as part of principle building main roof extension.'*  
*'Up to two storeys, with development presenting a single storey appearance on street frontages.'*

*Diagrams and Images*

Planning and Land Use Services (PLUS) is currently in the process of procuring a library of diagrams to assist in the understanding and interpretation of architectural styles and built form, including:

- Alterations and additions
- Setbacks and built form patterns
- Placement of signage
- Fencing styles.

PLUS are working to have this library available by the end of 2023, and will make these available as soon as possible for review.

## OFFICIAL

Suggestions regarding other images are welcomed, particularly for more unique situations, and where appropriate will be commissioned as part of the library. It is intended that diagrams will sit under each relevant heading within the Statement tables.

With regards the use of images (e.g. photos of materials), PLUS is working through the technicalities of whether such can be included in the Planning and Design Code, recognising that file size may have a detrimental impact on loading time. However, Councils may choose to include such images within their own guidance materials and further, images will continue to play an important role in the various guides published on the PlanSA website – again, these are in the process of being updated.

*Next Steps*

Please note that there is no requirement for Councils to undertake this work should they be satisfied with the current content of their Statements. For those Councils that do wish to progress Code Amendments, be advised that they will not incur fees. Please submit any Proposals to Initiate a Code Amendment via the PlanSA website:

[https://plan.sa.gov.au/resources/learning\\_and\\_toolkits/request\\_a\\_change\\_to\\_the\\_code](https://plan.sa.gov.au/resources/learning_and_toolkits/request_a_change_to_the_code)

I would also like to remind any Councils contemplating the creation of new Historic or Character Areas, and/or the listing of new Local Heritage Places, that a suitable level of justification is still required to underpin a Code Amendment.

Guidance materials are being updated, however, in the interim I encourage you to contact the Code Amendment Team within PLUS to discuss information requirements email [CodeAmendmentCoordination@sa.gov.au](mailto:CodeAmendmentCoordination@sa.gov.au), or phone Nadia Gencarelli, Team Leader – Code Amendments on (08) 7133 2311.

Yours sincerely



**Craig Holden**  
Chair

cc: Mr Mario Barone, Chief Executive Officer, City of Norwood Payneham & St Peters

**Section 2 – Corporate & Finance**  
**Reports**

### 11.3 MONTHLY FINANCIAL REPORT – DECEMBER 2023

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**REPORT AUTHOR:** Chief Financial Officer  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4548  
**FILE REFERENCE:** A823880  
**ATTACHMENTS:** A

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#### **PURPOSE OF REPORT**

The purpose of this report is to provide the Council with information regarding its financial performance for the months ended December 2023.

#### **BACKGROUND**

Section 59 of the *Local Government Act 1999* (the Act), requires the Council to keep its resource allocation, expenditure and activities and the efficiency and effectiveness of its service delivery, under review. To assist the Council in complying with these legislative requirements and the principles of good corporate financial governance, the Council is provided with monthly financial reports detailing its financial performance compared to its Budget.

#### **RELEVANT STRATEGIC DIRECTIONS AND POLICIES**

Not Applicable.

#### **FINANCIAL AND BUDGET IMPLICATIONS**

Financial sustainability is as an ongoing high priority for the Council. The Adopted Budget forecast an Operating Surplus of \$1,387,382 for the 2023-2024 Financial Year. Following the First Budget Review (which included the Carry Forwards) an Operating Surplus of \$535,761 is forecast

#### **DISCUSSION**

For the period ended December 2023, the Council's financial performance remained stable, with an Operating Surplus of \$124,658 against budgeted Surplus of \$182,863 resulting in an unfavourable variance of \$58,205. There are number of variances in certain expense categories, impacting the overall performance and they are set out below.

Rates: Positive variance is due to higher than budgeted amount for Penalties for Late Payment.

Statutory Charges: The reduced statutory charges are primarily due to the lower income from Parking Infringements. It is challenging to accurately budget for parking infringement income due to its unpredictable nature.

Grants: Increase in Grant income in comparison to budget is due to the receipt of the *Local Roads and Community Infrastructure (LRCI) Program Grant* of \$127,035 from the Department of Infrastructure & Transport which was not accounted for in the Adopted Budget.

Employee Costs: In the first half of the year, there is an under expenditure of \$369,154 due to vacant positions mainly as a result of resignations that have not yet been filled. While some of these roles are temporarily covered by contract staff, several positions are currently in the recruitment process. As these positions are filled in the coming months, it is expected that the future gap between Actuals and Budget will decrease.

Contracted Services: Increase in expenses related to Contracted Services is primarily linked to the employee costs savings against budget as set out above. Temporary staff and contractors have been engaged to fill in for staff vacancies.

Parts, Accessories & Consumables and Utilities: The variance is mainly related to the timing difference between actual cost and budgeted costs timeframe.

Subscriptions, Memberships & Licences: The overspend of \$72,880 is due to the timing of Information Technology and Events subscriptions and licences, compared to budget. In addition, variance is impacted by the accruals via Purchase Orders of upcoming subscription that is currently recognised in full. In line with accounting principles of prepayments these transactions will be recognised on straight line basis over the term of subscriptions at the time of goods receipt.

Legal Fees: There was an unfavourable variance of \$233,580 in the Legal Fees, due to the number of planning appeals and regulatory compliance matters. The unpredictable and complex nature of such activities results in Council having to respond to Environment Resources & Development Court appeals and other matters with legal representation.

The Monthly Financial report is contained in **Attachment A**.

#### **CONCLUSION**

Not Applicable.

#### **COMMENTS**

Nil

#### **RECOMMENDATION**

That the December 2023 Monthly Financial Report be received and noted.

## **Attachments – Item 11.3**



# Attachment A

## Monthly Financial Report December 2023

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City of Norwood Payneham & St Peters  
175 The Parade, Norwood SA 5067

Telephone 8366 4555  
Facsimile 8332 6338  
Email [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)  
Website [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)



*City of*  
**Norwood  
Payneham  
& St Peters**



*City of*  
**Norwood  
Payneham  
& St Peters**

**MONTHLY FINANCIAL REPORT**

**DECEMBER 2023**

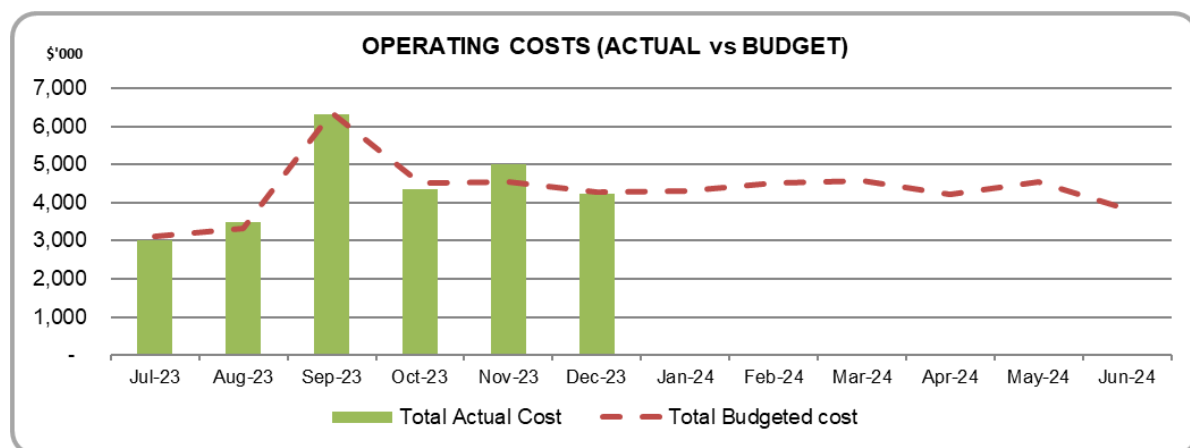
## MONTHLY FINANCIAL REPORT

DECEMBER 2023

### FINANCIAL PERFORMANCE OVERVIEW

For the period ended December 2023, the Council's financial performance remained stable, with an Operating Surplus of \$124,658 against Budgeted Surplus of \$182,863. There are notable variances in certain expense categories, impacting the overall performance. This report provides a summary analysis of these variances and the respective impact on the Council's financial results. These variances will continue to be monitored and actions will be taken to maintain its financial stability.

Financial Performance for the period ended 31 December 2023					
LYTD Actual		YTD Actual	YTD Revised Budget	Var	Var %
\$'000		\$'000	\$'000	\$'000	
	<b>Revenue</b>				
39,921	Rates Revenue	21,847	21,760	87	0%
2,007	Statutory Charges	1,080	1,146	(66)	(6%)
3,753	User Charges	1,944	1,891	53	3%
3,088	Grants, Subsidies and Contributions	1,313	1,215	98	8%
46	Investment Income	55	60	(5)	(8%)
501	Other	261	235	26	11%
17	Reimbursements	17	4	13	301%
<b>49,332</b>	<b>Total Revenue</b>	<b>26,517</b>	<b>26,311</b>	<b>206</b>	<b>1%</b>
	<b>Expenses</b>				
(16,083)	Employee Expenses	8,929	9,298	369	4%
(12,773)	Contracted Services	7,010	6,643	(367)	(6%)
(1,438)	Government Levies	822	754	(68)	(9%)
(955)	Parts, Accessories and Consumables	391	491	100	20%
(1,336)	Utilities	566	666	101	15%
(826)	Insurance	479	452	(28)	(6%)
(630)	Subscriptions, Memberships & Licences	404	331	(73)	(22%)
(267)	Legal Expenses	316	83	(234)	(283%)
(2,220)	Other Expenses	1,002	953	(49)	(5%)
(11,159)	Depreciation, amortisation & impairment	6,231	6,231	0	0%
(515)	Finance Costs	242	228	(14)	(6%)
(263)	Net Loss - Joint Ventures & Associates	-	(3)	(3)	100%
<b>(48,465)</b>	<b>Total Expenses</b>	<b>26,392</b>	<b>26,128</b>	<b>(264)</b>	<b>(1%)</b>
<b>867</b>	<b>Operating Surplus/(Deficit)</b>	<b>125</b>	<b>183</b>	<b>(58)</b>	<b>(32%)</b>



## Key Variances

### Income:

- **Rates:** Positive variance is due to higher than budgeted amount for Penalties for Late Payment.
- **Statutory Charges:** The reduced statutory charges are primarily due to the lower income from Parking Infringements. It is challenging to accurately budget for parking infringement income due to its unpredictable nature.
- **Grants:** Increase in Grant income in comparison to budget is due to the receipt of the *Local Roads and Community Infrastructure (LRCI) Program Grant* of \$127,035 from the Department of Infrastructure & Transport which was not accounted for in the Adopted Budget.

### Expenses:

- **Employee Costs:** In the first half of the year, there is an under expenditure of \$369,154 due to vacant positions mainly as a result of resignations that have not yet been filled. While some of these roles are temporarily covered by contract staff, several positions are currently in the recruitment process. As these positions are filled in the coming months, it is expected that the future gap between Actuals and Budget will decrease.
- **Contracted Services:** Increase in expenses related to Contracted Services is primarily linked to the employee costs savings against budget as set out above. Temporary staff and contractors have been engaged to fill in for staff vacancies.
- **Parts, Accessories & Consumables and Utilities:** The variance is mainly related to the timing difference between actual cost and budgeted costs timeframe.
- **Subscriptions, Memberships & Licences:** The overspend of \$72,880 is due to the timing of Information Technology and Events subscriptions and licences, compared to budget. In addition, variance is impacted by the accruals via Purchase Orders of upcoming subscription that is currently recognised in full. In line with accounting principles of prepayments these transactions will be recognised on straight line basis over the term of subscriptions at the time of goods receipt.
- **Legal Fees:** An unfavourable variance of \$233,580 in the Legal Fees due to the increased level of planning appeals and regulatory compliance matters. The unpredictable and complex nature of such activities results in Council having to respond to Environment Resources and Development Court appeals and other matters with legal representation.

### Proposed Action:

1. Recruitment: Continue to expedite the recruitment process for vacant positions to optimize our workforce and control Employee and Temporary Labour costs.
2. Legal Fees: Continue to monitor and review the legal fees budget in the Second Budget Review to align budget with a more accurate forecast for the following half year.

**PROJECTS OVERVIEW**

The Council's financial performance has been based on recurring expenses and also on the progress of Operating and Capital projects. Table 1 below provides an overview of both Operating and Capital projects, those carried forward from the previous financial year and new projects initiated as part of the 2023-2024 Adopted Budget. At the start of the 2023-2024 financial year, significant focus has been placed on completing carried forward projects from the previous financial year.

**TABLE 1:**

Project Summary for period ended 31 December 2023			
	YTD Actual	YTD Budget	Remaining Current year Budget
	\$'000	\$'000	\$'000
<b>Operating Projects</b>			
Corporate Management	64	332	236
Economic Prosperity	38	71	88
Cultural Vitality	28	28	462
Environmental Sustainability	91	44	53
Social Equity	109	328	744
<b>Net Cost of Operating Projects</b>	<b>329</b>	<b>803</b>	<b>1,583</b>
<b>Capital Projects</b>			
Corporate Management	44	58	169
Economic Prosperity	43	73	2,122
Cultural Vitality	18	125	5
Environmental Sustainability	3,297	4,161	8,491
Social Equity	9,491	9,950	20,863
<b>Net Cost of Capital Projects</b>	<b>12,893</b>	<b>14,367</b>	<b>31,649</b>

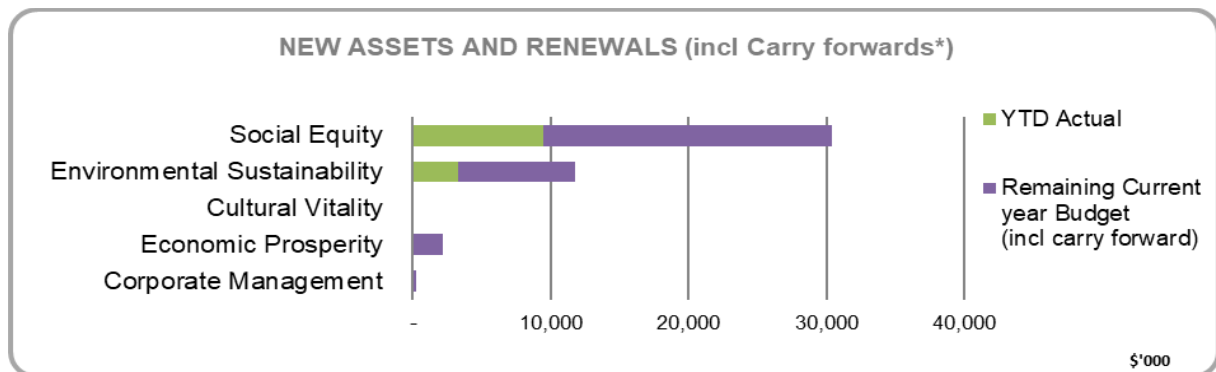
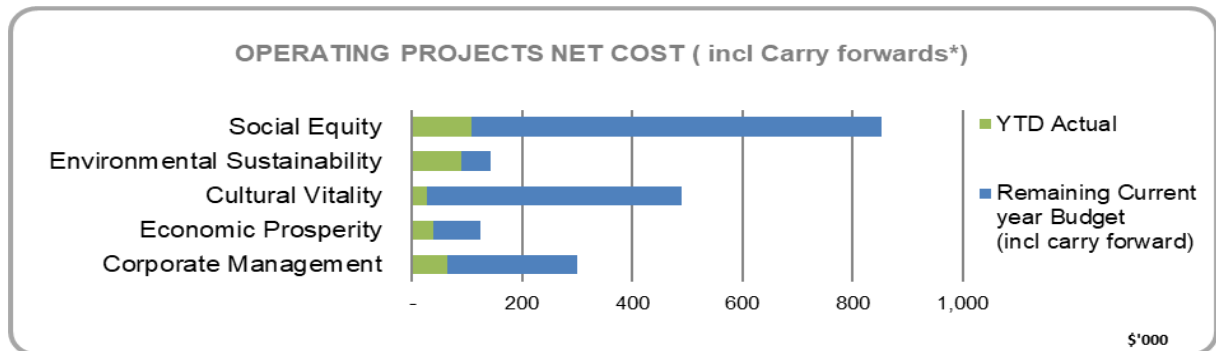


TABLE 2: STATEMENT OF FINANCIAL POSITION

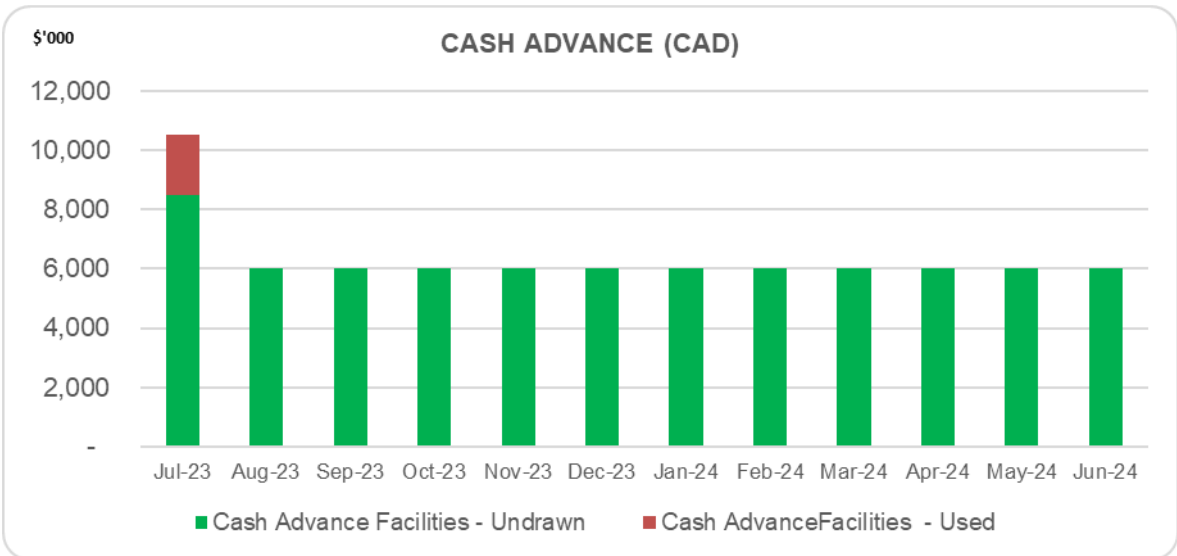
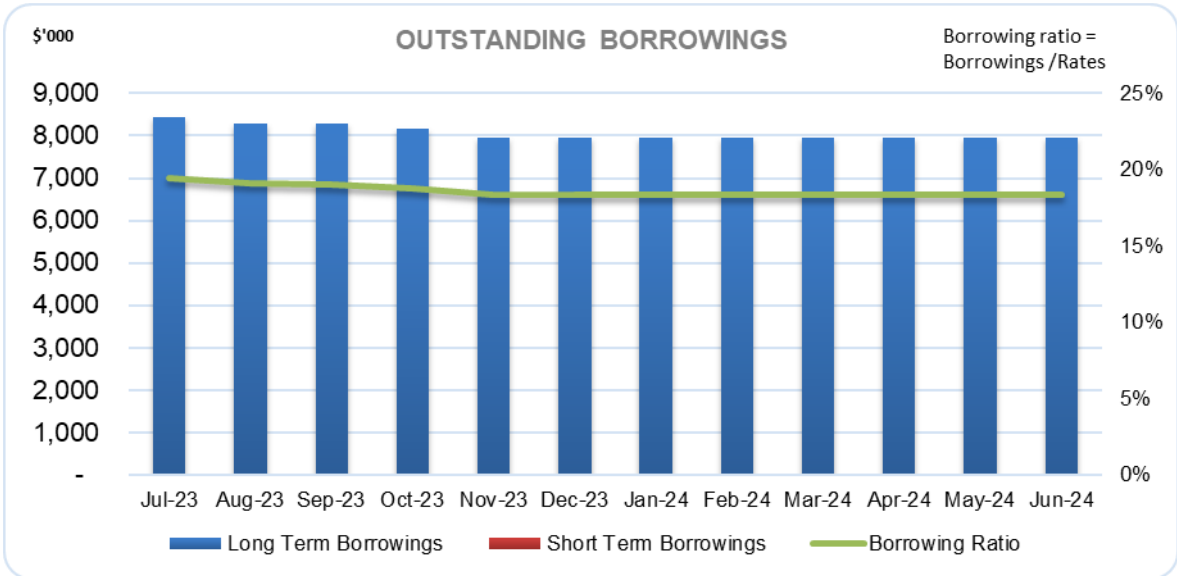
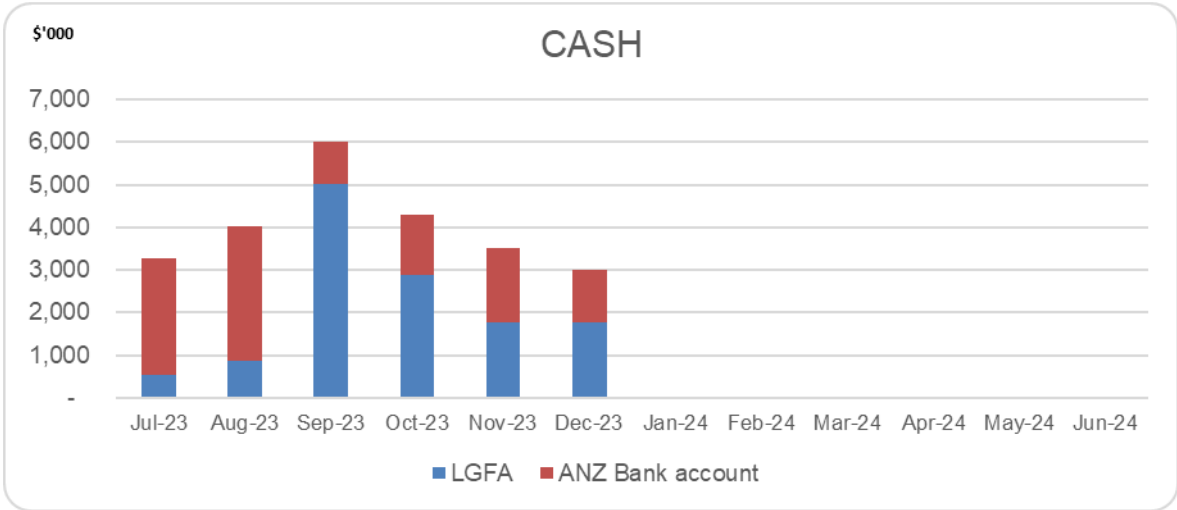
	June 23	December 23	Movement	
	Draft	Actual		
	\$'000	\$'000	\$'000	%
<b>ASSETS</b>				
<b>Current Assets</b>				
Bank and Cash	4,317	3,029	1,288	30%
Accounts receivables	2,746	1,734	1,012	37%
Less : Provision for Bad Debts	(580)	(580)	-	0%
<b>Total Current Assets</b>	<b>6,483</b>	<b>4,183</b>	<b>2,300</b>	<b>35%</b>
<b>Non-current Assets</b>				
Financial Assets	(2)	(2)	-	0%
Investments in Joint Ventures	1,949	1,788	161	8%
Infrastructure, Property, Plant and Equipment	595,636	601,436	(5,800)	-1%
Other Non-current Assets	5,707	5,707	-	0%
<b>Total Non-current Assets</b>	<b>603,290</b>	<b>608,929</b>	<b>(5,639)</b>	<b>-1%</b>
<b>Total Assets</b>	<b>609,773</b>	<b>613,112</b>	<b>(3,339)</b>	<b>-1%</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Trade and Other Payables	8,689	14,128	(5,439)	-63%
Borrowings	174	174	-	0%
Provisions	2,910	3,009	(99)	-3%
<b>Total Current Liabilities</b>	<b>11,773</b>	<b>17,311</b>	<b>(5,538)</b>	<b>-47%</b>
<b>Non-current Liabilities</b>				
Borrowings	8,446	7,957	489	6%
Provisions	1,250	1,250	-	0%
Investments in Joint Ventures	952	(20)	972	102%
<b>Total Non-current Liabilities</b>	<b>10,648</b>	<b>9,186</b>	<b>1,461</b>	<b>14%</b>
<b>Total Liabilities</b>	<b>22,420</b>	<b>26,497</b>	<b>(4,077)</b>	<b>-18%</b>
<b>NET ASSETS</b>	<b>587,352</b>	<b>586,615</b>	<b>737</b>	<b>0%</b>
<b>EQUITY</b>				
Accumulated Surplus	64,652	60,976	3,676	
Profit/(Loss) for the year-to-date	-	125	(125)	
Asset Revaluation Reserves	522,700	525,514	(2,814)	
<b>TOTAL EQUITY</b>	<b>587,352</b>	<b>586,615</b>	<b>737</b>	<b>0%</b>

TABLE 3: KEY PERFORMANCE INDICATORS

	Budget 2024	Expected 2024	Variance
Operating Surplus / (Deficit) Ratio	2.6%	0.9%	-1.7%
Net Financial Liabilities Ratio	81.9%	81.6%	-0.3%
Asset Sustainability Ratio - net Asset renewals	157.0%	157.0%	0.0%
Asset Sustainability Ratio - Rolling 3 year average	93.7%	93.7%	0.0%
Debt Servicing	3.4%	1.8%	-1.6%



TREASURY MANAGEMENT



## 11.4 2024-2025 ANNUAL BUSINESS PLAN AND BUDGET OBJECTIVES & PARAMETERS

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**REPORT AUTHOR:** Chief Finance Officer  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4548  
**FILE REFERENCE:** A538520  
**ATTACHMENTS:** Nil

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### PURPOSE OF REPORT

The purpose of this report is to seek the Council's endorsement of the objectives and parameters which will apply in the development of the draft 2024-2025 Annual Business Plan and Annual Budget.

### BACKGROUND

#### Legislative Requirements

Pursuant to Section 123 of the *Local Government Act 1999* (the Act), each financial year the Council is required to prepare an Annual Business Plan and Annual Budget. The Annual Business Plan and Annual Budget are required to be adopted by the Council after 31 May for the ensuing financial year and except in a case involving extraordinary administrative difficulty, before 31 August for the financial year.

Pursuant to Section 123(2) of the Act and in Regulation 6 of the *Local Government (Financial Management) Regulations 2011* (the Regulations), each Annual Business Plan of a Council must-

- (a) *include a summary of the Council's long-term objectives (as set out in its strategic management plans); and*
- (b) *include an outline of—*
  - (i) *the Council's objectives for the financial year; and*
  - (ii) *the activities that the Council intends to undertake to achieve those objectives; and*
  - (iii) *the measures (financial and non-financial) that the Council intends to use to assess the performance of the Council against its objectives over the financial year; and*
- (c) *assess the financial requirements of the Council for the financial year and, taking those requirements into account, set out a summary of its proposed operating expenditure, capital expenditure and sources of revenue; and*
- (d) *set out the rates structure and policies for the financial year; and*
- (e) *assess the impact of the rates structure and policies on the community based on modelling that has been undertaken or obtained by the Council; and*
- (f) *take into account the Council's Long-Term Financial Plan and relevant issues relating to the management and development of infrastructure and major assets by the Council; and*
- (g) *address or include any other matter prescribed by the Regulations.*

Pursuant to Section 123 (3) of the Act, prior to the adoption of the Annual Business Plan, the Council must undertake public consultation for a minimum period of twenty-one (21) days. At the conclusion of the public consultation period, a public meeting is to be held where members of the community can ask questions and make submissions regarding the draft Annual Business Plan. During the public consultation period, the Council must make available copies of the draft Annual Business Plan at its principal place of business.

### RELEVANT STRATEGIC DIRECTIONS & POLICIES

The Council's Strategic Management Plan, *CityPlan 2030: Shaping Our Future*, the Long-term Financial Plan and Whole-of-Life Asset and Infrastructure Management Plans, provide the basis and framework upon which the Council's Annual Business Plan and Budget is based.

## FINANCIAL AND BUDGET IMPLICATIONS

The Council's Long-Term Financial Plan, sets out the Council's financial goal as, "A City which delivers on our Strategic Outcomes by managing our financial resources in a sustainable and equitable manner", in short to be financially sustainable.

The Local Government Association of South Australia defines financial sustainability as:

- *"A Council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services."*
- *The key elements to the definition are:*
  - *ensuring the maintenance of a Council's high priority expenditure programs, both operating and capital;*
  - *ensuring a reasonable degree of stability and predictability in the overall rate burden; and,*
  - *promoting a fair sharing in the distribution of Council resources and the attendant taxation between current and future ratepayers.*

In simple terms, financial sustainability means positioning the Council so that it can continue to provide quality services, programs and facilities and maintain the Council's infrastructure to a defined service standard, with stable rate increases (removal of sudden increases) and ensuring inter-generational equity.

The Council will need to ensure that its Annual Business Plan and Budget, contains objectives and financial parameters that will deliver a responsible budget and meet the reasonable needs and expectations of the community on an equitable and "value for money" basis. For the 2024-2025 Financial year, the Council's draft 2024-2034 Long-Term Financial Plan, projects an Operating Surplus of \$18,338 based on a Rate Revenue increase of 8%.

It should be noted that the target Net Surplus includes Grant Income of \$3,364,000 which is expected to be received in the 2024-2025 Financial Year under the Roads-to-Recovery Program & Payneham Memorial Swimming Centre Upgrade and is included in the Capital Projects budget to be spent on a Capital Road Project(s).

## EXTERNAL ECONOMIC IMPLICATIONS

The Annual Business Plan and Budget will have an economic impact on property owners and suppliers of goods and services to the Council, the level of which will be dependent on the final decisions taken in respect to the level of income, and subsequently the Rate increase required to meet proposed expenditure.

## SOCIAL ISSUES

Nil.

## CULTURAL ISSUES

Nil.

## ENVIRONMENTAL ISSUES

Nil.

## RESOURCE ISSUES

Nil.

## RISK MANAGEMENT

Financial Management and Annual Business Plan preparation processes are governed by the *Local Government Act 1999* and Regulation 6 of the *Local Government (Financial Management) Regulations 2011*. All budget documentation will need to be prepared in accordance with the relevant statutory requirements.

## CONSULTATION

- **Elected Members**  
Nil.
- **Community**  
Not Applicable.
- **Staff**  
Not Applicable.
- **Other Agencies**  
Not Applicable.

## DISCUSSION

### 2024-2025 Annual Business Plan

The Annual Business Plan is the Council's statement of the intended services, programs, facilities and objectives set by the Council for a given financial year. It is based upon the objectives and strategies set out in the Council's Strategic Plan *CityPlan 2030: Shaping Our Future*, the *2024-2034 Long-term Financial Plan* and the *Whole-of-Life Infrastructure and Asset Management Plans*.

The Council's Strategic Plan, *CityPlan 2030: Shaping Our Future*, sets out the Council's Outcomes in respect to Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability, together with objectives and strategies for each Outcome.

Pursuant to Section 123(2) (b) (i), the Annual Business Plan must contain a series of objectives for the financial year. To be effective the annual objectives should be in line with the outcomes contained in the *City Plan 2030: Shaping Our Future* and assist the Council in delivering on the financial outcomes set out in the *Long-Term Financial Plan*.

The following objectives are proposed to be incorporated into the 2024-2025 Annual Business Plan.

### ***Social Equity***

#### **An inclusive, connected, accessible and friendly community**

- Our cost-effective services are welcoming, inclusive, and socially connected all ages and abilities.
- Our infrastructure assets are maintained and renewed in line with the Council's Whole of Life Infrastructure framework.
- Deliver programs and activities which result in an engaged and participating community.
- Engage disabled, aged, youth and varied cultures in the life of the City through a variety of events and programs.
- Rates are fair and equitable for our residents and ratepayers.

### ***Cultural Vitality***

#### **A culturally rich and diverse City, with a strong identity, history and 'sense of place'**

- Promote a healthy cultural life and creative expression through the use of public art and events that complement the City's cultural heritage.
- Provide opportunities for the community to contribute to the social and creative life of the City through events, activities, arts and cultural initiatives.

### ***Economic Prosperity***

#### **A dynamic and thriving centre for business and services**

- Support the development of a prosperous local economy.

### ***Environmental Sustainability***

#### **A leader in environmental sustainability**

- Ensure urban development undertaken enhances the environmental, social and cultural character of our City.
- Maximise the use of the City's open space by providing a range of active and passive open space recreation opportunities.
- Promote recycling and environmentally sustainable practices throughout the City.
- Consider innovative infrastructure solutions which minimise the impact on the environment.

### ***Organisational Excellence***

- Ensure best use of Council resources by innovative, efficient and effective service provision.
- Demonstrate Business Excellence Principles.
- Financially sound organisation.

The assessment of new projects, services, programs and activities will be assessed against both the Annual Business Plan objectives and *City Plan 2030* objectives and strategies.

### **The 2024-2025 Annual Budget**

To ensure that the Council delivers its financial objectives and in accordance with the Council's standard practice, the draft 2024-2025 Annual Budget should be developed with reference to and within the framework of the Long-Term Financial Plan, which, based on the components of the rate revenue increase set out in the Budget and Financial Implications above, sets out a target Operating Surplus of \$18,338.

To ensure the Council's financial targets are achieved, the Annual Budget must be set with reference to similar key influences and assumptions. The influences and assumptions relating to external economic conditions and internal policy decisions are set out below.

#### **Key Influences**

- maintenance and renewal program for existing infrastructure assets, including roads, footpaths, Council owned properties and open spaces, are consistent with the *Whole-of Life Infrastructure and Asset Management Plans*;
- commitment to major projects which span more than one (1) financial year;
- initiatives and major projects which are undertaken need to contribute to the Vision, strategic direction and the wellbeing of our City as set out in the *CityPlan 2030: Shaping Our Future*;
- previously recognised ongoing operational savings are to be maintained;
- to continue to implement the principles and practices of the Business Excellence Framework (i.e. Continuous Improvement of the organisations procedures and process to ensure the "best value" is achieved);
- prudent financial management to ensure ongoing financial sustainability; and
- decisions will be informed and based on the best available evidence and information at the time.

#### **Key Assumptions**

The Annual Budget incorporates three (3) components of the Council Operations, these being:

- Recurrent Income and Expenditure (Recurrent Budget)
- Operating Projects (Operating Projects Budget); and
- Capital Projects (Capital Budget).

## Rate Revenue Increases

As in previous years, for the initial review of the draft Recurrent Budget, at this stage no increase in rate revenue will be taken into account in the analysis. Notwithstanding this, it should be noted, that the financial projections set out in the Council's draft *2024-2034 Long-Term Financial Plan* are based on a Rate Revenue increase of 8.0%.

## Maintaining Existing Services at Current Service Standards

The draft Recurrent Budget is proposed to be based on a “*business as usual*” assumption, which means that the Council will continue to provide the existing services, programs and facilities at the current service levels, unless otherwise determined by the Council. This is not to say that the existing services, programs and facilities will be continued to be delivered in the same way. It should be noted that service levels, and the associated budget will be adjusted to reflect ongoing operating cost adjustments resulting from projects completed during the 2023-2024 Financial year.

The “*business as usual*” assumption does not take into account any change in direction or service levels in response to community expectations, legislative requirements, changing economic conditions or any changes which the Council may wish to make. Such changes will be accounted for in the Council's Operating & Capital Projects Budget.

## Cost Escalation

### Materials, Contracts and Other Expenses

The Adelaide CPI for the June 2023 Quarter and September 2023 Quarter was 6.9% and 5.9% respectively. An alternative measure for cost escalation is the Local Government Price Index (LGPI). As the nature of the price movement associated with goods and services consumed by Local Government is different to the goods and services consumed by the 'average household', the LGPI is a reliable and independent measure of the inflationary effect on price changes in the South Australian Local Government sector. The LGPI is similar in nature to the CPI, however it represents the movements of prices associated with the goods and services used by Local Government in South Australia (to deliver services to its community) as opposed to the goods and services consumed by the 'average metropolitan household'. The LGPI considers both recurrent and capital expenditure. The change in the recurrent component from the previous year of the LGPI for South Australia to June 2023 is 6.9% and as at September 2023 is 5.9%.

The State Government recently released the 2023-2024 Mid-year Budget Review, which forecasts the Adelaide CPI at 4.75% for the remainder of 2023-2024, reducing to 3.5% for the 2024-2025 financial year. The Federal Government expects inflation to be at 3.25% by June 2024, before gradually easing to 2.75% by June 2025.

Following consideration of both the LGPI and the community's expectation that increases should only move by the CPI forecast, it is recommended that the **maximum** expenditure increase for 2024-2025 across the Materials, Contracts and Other Expenses component of the Budget, be set at 3.3%, which has been determined with reference to the current movements in the Adelaide CPI and the LGPI Index for recurrent expenditure. It should be noted that this may change as the Budget process progresses.

It should also be noted that in some circumstances, there may be cost increases in excess of the 3.3% target (i.e. Solid Waste Levy, fuel charges and materials costs) and in other circumstances, there will be no or minimal cost increases.

## Wages and Salaries

Wages and Salaries and other associated employee on-costs will be indexed in line with the current Enterprise Agreements, which is currently set at 3.0% for the *Municipal Officers Enterprise Agreement* (indoor staff) and 10% 1 July 2023 to 30 October 2024, 3.5% 01 November 2024 to 30 October 2025 and thereafter 3% annually for *The Local Government Workers Enterprise Agreement* (Field and Swimming Centre casual staff). It should be noted that in-line with the *Superannuation Guarantee (Administration) Act 1992*, superannuation guarantee payments will increase to 11.5% of eligible earnings from 01 July 2024.



## Fees and Charges

Fees and Charges which are not set by legislation, are proposed to be increased by 5.0% or market levels as determined by the review of the Fees and Charges, which will be considered at the Council meeting scheduled for 4 March 2024. The proposed increase is the weighted average of the recommended increase in Material & Contracts and the Wages and Salaries Indexation.

## Capital Expenditure

Capital Expenditure relates to the purchasing, building, upgrading and renewing of the Council's assets. Capital Expenditure is funded from depreciation, borrowings and grant funding (where available). For asset renewals the main funding source is depreciation. For new assets and upgrades, the main funding source is borrowings and grant funding. The draft Annual Budget will assume that the Council will borrow to fund new assets and the upgrading of existing assets, with the renewal of assets being funded through depreciation.

Assuming that the Reserve Bank of Australia maintains cash rates at the current level of 4.35% (as at 5 December 2023), the interest rates on new borrowings are forecast to be between 4.5% per annum and 6.05% per annum, depending on the term of the borrowings. The interest rate on investment income is forecast at 4.23% per annum.

## New Operating and Capital Projects

The assessment of new projects, both Operating and Capital, which are put forward for consideration, will be based on the objectives contained in *CityPlan 2030: Shaping Our Future*, the Council's Long Term Financial Plan and the Infrastructure and Asset Management Plans and the annual objectives set out above.

All new proposed Projects are to be considered and approved within the constraints of the draft *2024-2034 Long-Term Financial Plan*. New services and "one-off" Operating Projects are funded through Rate Revenue increases, grant funding or by expenditure savings. New Capital Projects will be funded via Grant Funding (if secured), borrowings or cash reserves.

## Carry Forward Projects

Where Operating Projects are not completed within budgeted scheduled timeframes, future deficits can eventuate, as the Rate Revenue is raised in the year the project is initially approved. As part of the draft 2024-2025 Budget, the cost to complete the Operating Projects from prior financial years will be carried forward to the 2024-2025 Financial Year, however the estimate of Carried Forward Projects will be excluded for rate modelling purposes. In this respect, estimates will be based on the 2023-2024 Third Quarter Budget Update, with the associated operational impacts being built into the determination of the 2023-2024 Operating Result.

The draft Recurrent Budget (prior to any increase in Rate Revenue being determined by the Council together with the Operating and Capital Projects) will be presented to Elected Members at a Workshop which is scheduled for 12 March 2024. The draft Recurrent Budget and the Capital and Operating Projects are proposed to be considered by the Council at a Special Council Meeting which is scheduled for 8 April 2024.

## Budget Management Principles

As in previous years, the Council needs to exercise "*budget discipline*" if it is to achieve its financial outcomes that are set out in the Annual Business Plan and Budget and continue to achieve and maintain financial sustainability. To date, the approach which has been taken by this Council once the Annual Business Plan and Budget has been adopted, includes:

- no new recurrent operating expenditure or projects approved without being matched by an increase in operating revenue (i.e., Grants/Fee for Service) or a reduction in expenditure, elsewhere within the Council's operations;
- expenditure over-runs are offset by deferral of discretionary expenditure or expenditure savings elsewhere within the Council's operations;
- income shortfalls to be matched by operating expenditure savings; and
- no new capital expenditure that requires additional borrowings.

Noting that there may be some urgent issues that require urgent attention however once the Budget is adopted, these should be the exception rather than the rule.

### Budget Timetable

Pursuant to Section 123 of the Act and Regulation 6 of the Regulations, the Council is required to adopt the Annual Business Plan and Annual Budget after 31 May for the ensuing financial year and except in a case involving extraordinary administrative difficulty, before 31 August for the financial year.

As set out in Table 1 below, a proposed budget timetable has been developed to ensure that the Council is in a position to adopt the 2024-2025 Annual Business Plan and Annual Budget at the Council meeting to be held on 1 July 2024. It is important to note that these dates are subject to change if required.

**TABLE 1: KEY BUDGET PROCESS ACTIVITIES 2024-2025**

Key Steps	Dates
Budget process, parameters and objectives adopted	Monday 22 January 2024 (Council Meeting)
Fees and charges adopted in principle by the Council	Monday 4 March 2024 (Council Meeting)
Budget Workshop with Elected Members	Tuesday 12 March 2024
Budget Council Meeting	Monday 8 April 2024 (Special Meeting)
<ul style="list-style-type: none"> <li>• <i>Recurrent Budget considered</i></li> <li>• <i>Operating and Capital Projects considered</i></li> </ul>	
Draft Annual Business Plan considered by the Audit & Risk Committee	Monday 22 April 2024
Draft Annual Business Plan, rating model and projects carried forward and Infrastructure Whole of Life endorsed	Monday 6 May 2024 (Council Meeting)
Draft Annual Business Plan available for viewing by the public	Friday 10 May 2024
Meeting to receive public submissions on the Annual Business Plan	Monday 27 May 2024
Consideration of public submissions	Tuesday 11 June 2024 (Special Council Meeting)
Adoption of Annual Business Plan and Budget	Monday 1 July 2024 (Council Meeting)

In respect to the community consultation on the Annual Business Plan, a Public Meeting is proposed to be held on Monday, 27 May 2024 to allow members of the community to present their comments and feedback to the Council on the content of the Annual Business Plan and Budget.

### OPTIONS

The Council has the following options in respect to this issue:

1. adopt the Annual Business Plan objectives, Annual Budget parameters and assumptions as recommended; or
2. amend any or all of the recommended Annual Business Plan objectives, Annual Budget parameters and assumptions.

The Annual Business Plan objectives, Annual Budget parameters and assumptions set out in this report, are consistent with the approach which the Council has set in previous years to the development of the Annual Business Plan and Budget. In addition, the proposed approach and timetable as presented, will ensure that the Council meets its legislative requirements as set out in the *Local Government Act 1999* and Regulation 6 of the *Local Government (Financial Management) Regulations 2011* therefore Option 1 is recommended.

## CONCLUSION

The development of the 2024-2025 Annual Business Plan and Budget should form the platform to position the Council to achieve ongoing Financial Sustainability. Financial Sustainability is not a number on the Income Statement, it is a strategy. Therefore, strategies need to be developed that integrate into the Council's planning and are supported by longer term planning, with any future decisions made being consistent with and supporting the strategy.

## COMMENTS

If Elected Members have any questions or require clarification in relation to specific budget items, and/or any issues raised in this report, do not hesitate to contact the Chief Financial Officer, Natalia Axenova on 8366 4548 or email [naxenova@npsp.sa.gov.au](mailto:naxenova@npsp.sa.gov.au) prior to the meeting.

## RECOMMENDATION

1. That the Annual Business Plan objectives as set out in this report be adopted "in principle" for the purposes of preparing the draft 2024-2025 Annual Business Plan and Budget.
2. That the following budget parameters and assumptions be adopted 'in principle' for the purposes of preparing the draft 2024-2025 Annual Business Plan and Budget:
  - the Recurrent Operating Budget be prepared on a "business as usual" basis;
  - the continuation of previously recognised ongoing operational savings;
  - maximum Material, Contracts and Other Expenses cost escalation be set at 3.3%;
  - wages and salaries increases be set in line with the Council's Enterprise Bargaining Agreements;
  - fees and charges not set by Legislation be increased by a minimum of 5.0%;
  - new Capital Projects to be considered and approved within the context of the Annual Business Plan objectives, *CityPlan 2030: Shaping Our Future*, The Infrastructure and Asset Management Plan and the Council's Long Term Financial Plan;
  - new services and one-off projects to be considered and approved within the context of the Annual Business Plan objectives, *CityPlan 2030: Shaping Our Future*, The Infrastructure and Asset Management Plan and the Council's Long Term Financial Plan be funded through Rate Revenue increases or by expenditure savings; and
  - new capital projects are funded through grant funding and or long-term borrowings.

**Section 3 – Governance & General  
Reports**

## 11.5 COUNCIL ASSESSMENT PANEL REVIEW – MEMBERSHIP AND RECENT ACTIVITY

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**REPORT AUTHOR:** Manager, Development Assessment  
**GENERAL MANAGER:** General Manager, Urban Planning & Environment  
**CONTACT NUMBER:** 8366 4567  
**FILE REFERENCE:** qA1741  
**ATTACHMENTS:** Nil

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### PURPOSE OF REPORT

The purpose of this report is to review the Membership of the Council Assessment Panel (CAP) and to provide general commentary on the Panel's activities and performance over the past 12 months (2023 calendar year).

### BACKGROUND

On 1 August 2017, the provisions of the *Planning, Development and Infrastructure Act (PDI Act) 2016* relating to Council Assessment Panels commenced operation. As a result, all Councils were required to replace their former Development Assessment Panels with Council Assessment Panels comprising up to five Members, one (1) of which may be an Elected Member.

The Council Assessment Panel was established by the Council at its meeting held on 4 September 2017. Since that time, the Council has considered the membership of the Panel on two (2) further occasions (8 October 2019 and 7 March 2022). At the Council meeting held on 7 March 2022, the Council resolved the following:

1. *That the following persons be and are hereby appointed as Specialist External Members to the City of Norwood Payneham & St Peters Council Assessment Panel, for a period commencing on 18 April 2022 until 18 April 2024, or until extended or removed from membership of the Council Assessment Panel by resolution of the Council:*
  - *Mr Terry Mosel (as Presiding Member);*
  - *Ms Jenny Newman;*
  - *Mr Mark Adcock; and*
  - *Mr Ross Bateup.*
  
2. *That Mr Terry Mosel be and is hereby appointed as Presiding Member to the City of Norwood Payneham & St Peters Council Assessment Panel, for a period commencing on 18 April 2022 until 18 April 2024, or until extended or removed from membership of the Council Assessment Panel by resolution of the Council.*

In addition, following the conclusion of the 2022 Local Government Elections, at its meeting held on 5 December 2022, the Council resolved the following with respect to the Elected Member position on the Council Assessment Panel:

*That Cr Christel Mex be and is hereby appointed to the City of Norwood Payneham and St Peters Council Assessment Panel for a period commencing on 19 December 2022 until 18 April 2024.*

*That Cr Kester Moorhouse be and is hereby appointed as the Deputy Member to the City of Norwood Payneham and St Peters Council Assessment Panel for a period commencing on 19 December 2022 until 18 April 2024.*

As the term of appointment for all of the Council Assessment Panel Members expires on 18 April 2024, it is necessary for the Council to consider the membership of the Council Assessment Panel now to allow for a recruitment process to occur for the Specialist Independent Members prior to the expiry of the current term.

## RELEVANT STRATEGIC DIRECTIONS & POLICIES

The following outcomes contained in *CityPlan 2030, Shaping Our Future*, have been identified as relevant to the core business of the Council Assessment Panel.

### **Outcome 2: Cultural Vitality**

#### **Objectives:**

2.4 *Pleasant, well designed and sustainable urban environments.*

### **Outcome 3: Economic Prosperity**

#### **Objectives:**

3.1 *A diverse range of businesses and services.*

3.2 *Cosmopolitan business precincts contributing to the prosperity of the City.*

### **Outcome 4: Environmental Sustainability**

#### **Objectives:**

4.1 *Sustainable and efficient management of resources.*

4.2 *Sustainable streets and open spaces.*

Forming a Council Assessment Panel in accordance with the relevant legislation, is both a statutory requirement and good governance and provides the community with the confidence that the Council's processes, procedures and delegations, are robust - all of which allows the Council to focus on strategic planning. In addition, appointing a Panel comprised of persons with a suitable mix of qualifications and experience, ensures that objectives (often competing) relating to economic development, environmental sustainability and visual amenity, are appropriately balanced in the development assessment process.

## FINANCIAL AND BUDGET IMPLICATIONS

Specialist External Members of the Panel receive a sitting fee of \$450 per scheduled Panel meeting and the Presiding Member receives a sitting fee of \$550 per meeting. The Council has also resolved that Elected Members appointed to the Panel will receive a sitting fee of \$450.

In this context, the cost of providing sitting fees to Panel Members is currently \$2,350 per meeting.

The Assessment Managers network across Local Government carried out a comparison of sitting fees for Council Assessment Panel Members in 2023. The City of Norwood Payneham & St Peters currently sits in approximately the mid to upper range of the sitting fees that are paid to Panel Members. This has enabled the Council to compete and to attract high quality Specialist External Members.

No changes therefore to the current sitting fees are recommended.

## EXTERNAL ECONOMIC IMPLICATIONS

There are no external economic implications applicable to this matter.

## SOCIAL ISSUES

There are no social issues applicable to this matter.

## CULTURAL ISSUES

There are no cultural issues applicable to this matter.

## ENVIRONMENTAL ISSUES

There are no environmental issues applicable to this matter.



## RESOURCE ISSUES

The resourcing required for the effective functioning of the Council Assessment Panel is provided for by the Administration.

## RISK MANAGEMENT

A *Code of Conduct for Assessment Panel Members* commenced operation on 1 October 2017. The Code of Conduct imposes Conflict of Interest provisions which are similar to those which existed previously under the *Development Act 1993*. To this end, in summary the new Code of Conduct continues to prohibit Panel Members from:

1. Engaging in consultation outside of the panel process with any party on a proposed Development Application that is likely to be heard by the Panel;
2. Giving advice to an Applicant or other third party on a Development Application after it has been lodged outside of a panel meeting;
3. Speaking at a public meeting for or against a proposal where the purpose of the meeting is to discuss either a proposed development or a Development Application unless required by the *Act*;
4. Expressing an opinion on a Development Application or a proposed development outside of a panel meeting; and
5. Engaging in any other act or omission which may give rise to a reasonable presumption that they have prejudged a development proposal or Application.

All Code of Conduct complaints concerning CAP Members are required to be made to and addressed by the State Planning Commission. Unlike the previous requirement under the *Development Act 1993*, Councils are not required to have a Public Officer for their Council Assessment Panel.

In addition to the *Code of Conduct*, several other measures are in place to effectively manage and where possible, mitigate risks associated with membership of, and the activities undertaken by, Council Assessment Panel members, including:

- Accredited Professionals Scheme – All Specialist Independent Members are required to be accredited at Level 2. The accreditation requirements impose ongoing professional development obligations. A *Code of Conduct* is also applicable to Accredited Professionals;
- Training – Training is regularly scheduled and available for Panel Members. Independent training providers offer relevant training courses, and generally, during each two (2) year Membership term, the Council will provide a tailored training session to Council Assessment Panel Members through Council's legal advisors;
- Terms of Reference and Meeting Procedures – Both the Terms of Reference and Meeting Procedures for the Council Assessment Panel were reviewed and updated in the 2023 calendar year, providing an updated and detailed framework for Panel conduct and decision making.

## CONSULTATION

- **Elected Members**  
Not Applicable.
- **Community**  
Not Applicable.
- **Staff**  
General Manager, Urban Planning & Environment  
Development Assessment Planners  
Planning Assistants.
- **Other**  
Not Applicable.

## DISCUSSION

### The Panel's Activities and Performance

The Panel met on eleven (11) occasions between January and December 2023. Two (2) scheduled Ordinary Meetings (February 2023 and April 2023), were cancelled due to there being no agenda items and a Special Meeting was held on 15 August 2023, to hear a complex matter regarding a review of the decision of the Assessment Manager.

During the twelve (12) month reporting period from January 2023 to December 2023, 632 Development Applications were determined by the City of Norwood Payneham & St Peters.

The Panel considered twenty-seven (27) Development Application items during the reporting period, which equates to approximately 4.2% of all Development Applications which were determined.. All other Development Applications were determined by the Assessment Manager as the relevant authority (and staff under delegation) or by the Assessment Manager (and staff under delegation) acting under the delegation of the Council Assessment Panel. It is also important to note that the Panel also considered a further 10 items (in addition to the 27 noted above) that were related to the operations of the Panel (i.e. Terms of Reference and Meeting Procedures) and also other matters such as correspondence from the State Planning Commission and Environment Resources & Development Court matters.

The Panel considered twelve (12) Development Applications for commercial developments and nine (9) Development Applications for residential developments. Other Applications related to other types of developments, such as proposals to remove significant trees.

Some of the larger scale and/or more complex development applications which were considered by the Panel during the reporting period included:

- alterations and additions to an existing hotel in Royston Park;
- the establishment of consulting rooms on Osmond Terrace in Norwood;
- a large-scale third party advertising sign in St Peters;
- a child care centre and bulky good outlet (separate Applications) in Trinity Gardens;
- an Environment Resources & Development Court Compromise Proposal for a significant Bulky Goods Outlet.

Of the twenty-seven 27 Development Applications which were considered by the Panel during the reporting period, three (3) Applications were refused by the Panel. Of the three (3) Applications which were refused, one (1) was recommended to be refused by staff.

Of the twenty-four (24) Applications which were approved by the Panel, all were determined in accordance with the recommendations made by staff. Overall, eleven per cent (11%) of decisions made by the Panel were contrary to staff recommendations. Accordingly, the vast majority of decisions made by the Panel are consistent with staff recommendations, which demonstrates a close alignment between the way in which staff and the Panel are interpreting and applying the provisions of the *Planning and Design Code*). This has remained consistent for several years.

Three (3) of the decisions that were made by the Panel during the reporting period, were appealed to the Environment Resources & Development (ERD) Court, either by the applicant or a third party. One (1) of those appeals has been resolved via a compromise, without proceeding to a Full Hearing. The remaining two (2) appeals have not yet been finalised.

Over the reporting period, the Council Assessment Panel considered two (2) reviews of the decisions of the Assessment Manager. In one case, the Panel determined to affirm the decision of the Assessment Manager and in the other case the Panel chose to set aside the decision of the Assessment Manager and substitute it with their own decision. The process of reviewing the decisions of an Assessment Manager (where requested by an Applicant and allowed for under the *Planning, Development & Infrastructure Act 2016*) is considered to be functioning well, with applicants receiving a fair hearing and decisions being set aside where that is considered appropriate by the Council Assessment Panel.

To ensure procedural fairness and mitigate any perception of bias, the Assessment Manager is not present whilst the Panel deliberates reviews of the decisions of the Assessment Manager.

## Review of Delegations

The most recent review of delegations was undertaken by the Council Assessment Panel at its meeting held on 10 February 2021. Contrary to the regime which was established under the *Development Act 1993*, whereby the Council determined which Application types would be determined by the CAP versus staff, the *Planning, Development and Infrastructure Act 2016*, establishes that all Applications are determined by the Assessment Manager, other than those which are the subject of public notification.

The Council Assessment Panel is able to delegate authority to determine certain types of Applications which are the subject of public notification. In this respect, the CAP determined to delegate authority to the Assessment Manager, to determine applications which are the subject of public notification, where no representations have been received in opposition to the Application.

A further review of delegations will be undertaken in 2024.

## Procedural Issues and Meeting Efficiency

The Meeting Procedures for the Council Assessment Panel were reviewed in 2023. An amended version of the Meeting Procedures was endorsed by the Panel at its meeting held on 19 June 2023.

The updated Meeting Procedures provided additional clarification on the processes for the hearing of representations, considering additional information and the taking of Minutes.

There were no significant procedural issues identified during the reporting period.

## Planning Policy Issues / Trends

The Council Assessment Panel, as a relevant authority under the *Planning, Development & Infrastructure Act 2016* is charged with undertaking assessments and making decisions in respect to Development Applications presented to it. Accordingly, the Panel is in an ideal position to take into account trends or issues with planning policy which may need to be presented to the Council for their consideration in respect to the relevant planning policy.

The Panel did encounter a number of anomalies in the planning policy applicable to its assessment activities, but none of such significance that they would warrant the immediate attention.

However, there were several “general observations” about the relevant planning policy and planning system that are worthy of consideration, as follows:

1. Loss of Tailored Policy – The shift from Development Plans (which contained bespoke policy that had been developed by Council over a number of years) to one over-arching policy framework applicable across the State has resulted in the loss of localised and specific policy, which had been tailored to particular localities and contexts.

As a result, the applicable planning policy is often very generalised, with numerical measures which may not suit particular localities and qualitative provisions which are too general in nature to provide for a useful guide. This has made assessment and decision making more problematic and more open to interpretation and challenge.

2. Planning for Context – As a result of a more generalised policy framework, the concept of “planning for context” has arisen. That is, the importance of considering the Performance Outcomes in the Planning and Design Code in the context of the particular site and locality within which the development is proposed.

For example, a Performance Outcome might suggest “development should be compatible with the surrounding built form”. Whether that Performance Outcome will be achieved could be different depending on where the development is proposed and potentially different outcomes could result between two separate sites even if both are within the same zone.

To a certain extent, “planning for context” has always been required in development assessment, but the nature of the generalised policy framework now makes that more critical. The level of uncertainty this can create has done little to provide for a “simplified system” as per one of the goals of the original Expert Panel on Planning Reform in 2013.

3. Loss of Third Party Appeal Rights – The implementation of the new planning system has resulted in third party’s no longer having a right of appeal to the Environment Resources & Development Court should they not agree with a decision made by the Council Assessment Panel. As knowledge of the lack of appeal rights has spread, Council Assessment Panels are beginning to see a trend of more detailed and assertive representations.

It is also resulting in increased interest in procedural challenges through the judicial review process (where the decision making process is challenged as opposed to the merits of the proposal).

4. Deferrals – As part of the planning system applicable under the *Development Act 1993*, it was not uncommon for the Council Assessment Panel to defer items for further information, or to enable reconsideration or negotiation of particular elements of the proposal, before the proposal was put back before a future meeting of the Panel.

This was often done to address a problematic element in a proposal, and in many cases, resulted in an enhanced development outcome. The Panel was unable to “re-design” a proposal, but the deferral process could be used effectively to address particular problematic issues.

The introduction of Deemed Consents in the new planning system established under the *Planning, Development & Infrastructure Act 2016* has unfortunately now meant that the Panel is generally unable to defer a matter – as doing so will often result in the exceedance of the legislated timeframe and result in the potential for a deemed consent to be issued.

Accordingly, where applicants previously may have been afforded an opportunity through a deferral to provide additional information / amendments, that opportunity now rarely exists, and applications are instead being refused.

5. Changing Case Law Environment – The new planning system is being subjected to a number of appeals and case law is regularly forthcoming that is changing and influencing the understanding of the new system and the planning policy framework that is applicable. One of the challenges for relevant authorities is remaining updated with the latest case law and making effective decisions bearing in mind the changing environment.

### **Specialist External Panel Members**

The four (4) Specialist External Members who currently serve on the Panel, have varied professional backgrounds and are highly regarded in their respective fields of expertise:

- Mr Mosel is a qualified and highly experienced Town Planner and former ERD Court Commissioner;
- Ms Newman is a qualified Architect with extensive heritage conservation experience;
- Mr Adcock is a qualified and highly experienced Town Planner, with private sector, local and state government experience; and
- Mr Bateup is a qualified and highly experienced Architect, Landscape Planner, Urban Designer and City Planner, with private sector, local, state and federal government experience.

It is considered that all Panel Members have discharged their responsibilities and have performed to a very high standard. The meeting attendance rate for all Panel Members is high and all Members have contributed to discussions on agenda items in a robust manner. Members have sought advice and clarification from staff at various times throughout the year, asked questions of representors, applicants and staff at Panel meetings, identified planning trends of concern and it is evident from observing the meetings that all Members have prepared thoroughly for each meeting. The quality of decision making is considered to be of a high and robust standard and is acknowledged in the sector as such.

Mr Mosel and Ms Newman have both advised that they will not be seeking a further term on the Council Assessment Panel. Both Mr Mosel and Ms Newman have been longstanding Members of the Council Assessment Panel and have fulfilled their duties to the highest level with integrity, diligence and professionalism.

Given that Mr Mosel and Ms Newman have advised that they will not be seeking a further term, the Council may determine to call for expressions of interest in the Specialist External Member positions. There are a significant number of registered persons available for selection for Council Assessment Panel Member positions which may be worthy of consideration. This approach is therefore recommended.

Members, other than Elected Members, will need to be accredited as Planning Level 2 Accredited Professionals under the Accredited Professionals Scheme.

It is considered preferable that the Presiding Member who is appointed to the Panel, will have qualifications and extensive experience in planning and chairing meetings.

### **Number of Panel Members**

Council Assessment Panels are required to have a maximum of five (5) members, one of which may be an Elected Member of the Council.

It is recommended that the Council Assessment Panel continue to comprise five (5) Members, including one (1) Elected Member.

### **Deputy Panel Members**

The Council can also appoint Deputy Members to the Council Assessment Panel. Deputy Members can attend meetings in the place of absent CAP Members on an 'as-needs' basis. The appointment of Deputy Members may assist the CAP in avoiding quorum issues.

Cr Kester Moorhouse is currently appointed to the position of Deputy Member, to sit on the Panel when Cr Mex is unable to attend a meeting. Where an Elected Member is appointed as a Deputy Member, that person may not act as a deputy for any other CAP Member.

The Council has previously determined not to appoint a Specialist External Deputy Member. The absence of a Specialist External Deputy Member has not hindered the operations of the CAP over the past six (6) years. However, it has required some advanced scheduling on behalf of the administration to ensure Member availability, and on several occasions, the CAP has met with only four (4) Members present and such a situation can lead to the Presiding Member needing to use a casting vote.

The Council could determine to call for expressions of interest for a Specialist External Deputy Member, who would be able to attend in situations when one or more Specialist External Members are unable to attend a meeting. While a Specialist External Member has not been appointed in the past, it is considered best practice to do so and accordingly it forms part of the recommend approach.

### **Panel Members Term of Engagement**

The *Planning, Development and Infrastructure Act 2016*, does not prescribe a maximum term for CAP Members appointed by the Council. Most recently, the Council appointed CAP Members for a two (2) year term.

Given the safeguards in the Terms of Reference to remove a Member at the discretion of the Council at any time and historical absence of any operational concerns, it is recommended that the Council determines to call for expressions of interest for Specialist External Members on the basis of a two (2) year term. Two (2) year terms for Council Assessment Panel Member positions is relatively consistent across Local Government.

## OPTIONS

The Council could determine to re-appoint all Specialist External Members of the CAP, or alternatively could determine not to appoint one or more Members and instead call for expressions of interest for new Members. For the reasons set out in this report, it is recommended that all Specialist External Member positions not be reappointed and that expressions of interest be sought for membership of the Council Assessment Panel, noting this does not prevent current Members from seeking reappointment.

It is also recommended that the Council seek expressions of interest for a Specialist External Deputy Member, to attend meetings of the Council Assessment Panel when other Specialist External Members are unable to attend. However, the Council could choose not to appoint a Specialist External Deputy Member – doing so would be unlikely to interfere with the operations of the Panel to a substantial degree.

## CONCLUSION

The Council Assessment Panel has discharged its responsibilities extremely well, with meetings running efficiently and with a high degree of professionalism.

The Panel determined a vast majority of Development Applications in accordance with the staff recommendation, reflecting a continued high degree of consistency between staff and Panel assessment approaches, recommendations and final decisions.

Overall, the Council can be justifiably satisfied with the results which have been achieved and the Panel's operation during the 2023 calendar year.

Given that the current term of all Panel Members is due to expire in April 2024, and two (2) Specialist External Members have confirmed they do not wish to continue in their roles, it is considered appropriate to call for expressions of interest for all Specialist External Panel Member positions at this time.

Should the Council agree with that approach, an expressions of interest process will be undertaken. Should the number of applications exceed the number of positions available, interviews will be conducted and a recommendation provided to Council. At that point, the Council would also select the Elected Members to the Elected Member and Deputy Elected Member positions on the Council Assessment Panel.

## COMMENTS

Not Applicable.

## RECOMMENDATION

1. That the report on the activities and performance of the Council Assessment Panel throughout the 2023 calendar year, be received and noted.
2. That the Council expresses its gratitude to Mr Terry Mosel and Ms Jenny Newman for their efforts, diligence and outstanding contribution to the City of Norwood Payneham & St Peters Council Assessment Panel and wishes them well for their future endeavours.
3. That the Council determines to call for Expressions of Interest for the four (4) Specialist External Members and one (1) Deputy Specialist External Member for the Council Assessment Panel, for a two (2) year term from April 2024 to April 2026.
4. That a selection panel be established to conduct interviews for the Specialist External Member positions (if required) comprising the General Manager, Urban Planning & Environment; Manager, Urban Planning and Sustainability and Manager, Development Assessment.



5. That following the Selection Panel's shortlisting and interviewing of candidates (if required), a report be prepared for the Council's consideration to finalise the appointment of Specialist External Members to the City of Norwood Payneham & St Peters Council Assessment Panel.
6. That all Members of the City of Norwood Payneham & St Peters Council Assessment Panel receive a sitting fee of \$450 per meeting or training session arranged by Council staff that they attend, other than the Presiding Member, who shall receive a sitting fee of \$550 per meeting or training session arranged by Council staff that they attend.

**12. ADOPTION OF COMMITTEE MINUTES**  
Nil

**13. OTHER BUSINESS**  
(Of an urgent nature only)

**14. CONFIDENTIAL REPORTS**

## 14.1 COUNCIL RELATED MATTER

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### RECOMMENDATION 1

That pursuant to Section 90(2) and (3) of the *Local Government Act, 1999*, the Council orders that the public, with the exception of the Council staff present, be excluded from the meeting on the basis that the Council will receive, discuss and consider:

- (a) information relating to a proposal to prepare or amend a designated instrument under Part 5 Division 2 of the *Planning, Development and Infrastructure Act 2016* before the draft instrument or amendment is released for public consultation under that Act;

and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the consideration of the information confidential.

### RECOMMENDATION 2

Under Section 91(7) and (9) of the *Local Government Act 1999*, the Council orders that the report, discussion and minutes be kept confidential until the proposed Code Amendment is ready for release for the purpose of public consultation.

## 14.2 COUNCIL RELATED MATTER

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### RECOMMENDATION 1

That pursuant to the provisions of Section 90 (2) and (3)(d) (i) and (ii) of the *Local Government Act 1999*, the Council orders that the public, with the exception of the Council staff present, be excluded from the meeting on the basis that the Council will discuss:

- (g) matters that must be considered in confidence in order to ensure that the Council does not breach any duty of confidence;

and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public has been outweighed by the need to keep the discussion and consideration of the information confidential.

### RECOMMENDATION 2

Under Section 91(7) and (9) of the *Local Government Act 1999* the Council orders that the report, discussion and minutes be kept confidential until the announcements have been made.

### 14.3 COUNCIL RELATED MATTER

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#### RECOMMENDATION 1

That pursuant to Section 90(2) and (3) of the *Local Government Act 1999* the Council orders that the public, with the exception of the Council staff present, be excluded from the meeting on the basis that the Council will receive, discuss and consider:

- (d) commercial information of a confidential nature (not being a trade secret) the disclosure of which—
  - (i) could reasonably be expected to confer a commercial advantage on a third party; and
  - (ii) would, on balance, be contrary to the public interest;

and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

#### RECOMMENDATION 2

Under Section 91(7) and (9) of the *Local Government Act 1999* the Council orders that the report, discussion be kept confidential for a period not exceeding 12 months, after which time the order will be reviewed.

**15. CLOSURE**