

# CULTURAL STRATEGY

2017 – 2021

CREATIVE, INNOVATIVE AND CULTURALLY DISTINCT



LIVERPOOL  
CITY  
COUNCIL



FRONT COVER  
*Trolleys, Shaun Parker and Company*  
At Liverpool Street Art Festival  
13 August 2016





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# A MESSAGE FROM THE MAYOR



Culture is an essential component of everyday life, facilitating social cohesion, community building and engagement, individual wellbeing, urban renewal, environmental sustainability, and economic development. Culture's place in the planning and policy-making agenda of local government is increasingly being recognised. Indeed, along with meeting their role in realising the economic, environmental and social imperatives of the communities they serve, local governments around the world are increasingly embracing the function of culture in public policy and planning.

Liverpool City is the regional capital of South West Sydney, and is rapidly growing to become one of the biggest cities in Australia. In line with this growth, Council has undertaken steps to transform the city into a more desirable place to live, work and visit. Our Community Strategic Plan *Our Home, Liverpool 2027* sets the stage for the presentation of a vibrant, robust and compassionate city which is the thriving economic and cultural hub of South West Sydney.

This Cultural Strategy is the first of its kind for Council, as we strive towards the goal of being an organisation which embraces creative excellence, innovation and inclusiveness. This Strategy will set the stage for cultural and creative engagement with Liverpool's cultural assets and public domain. It will provide an ever-changing platform of opportunities for artists and audiences to engage with, and respond to, the city's constantly evolving communities and surroundings.

I encourage artists, community groups, organisations and the private sector to explore the possibilities which abound within this Strategy. I invite you to consider how the directions set out can enable you to contribute to the creative life of the city, and to explore opportunities to work with Council to deliver unique and inspiring projects that all members of our community can enjoy. I look forward to seeing the projects that will be delivered, and to sharing in the community pride of witnessing the transformation of our beautiful city through this Strategy.

MAYOR WENDY WALLER



# A MESSAGE FROM THE CEO



Liverpool is one of Australia's most culturally diverse cities and diversity is its strength. It has a long history and significance for its Aboriginal owners as well as for the many people affiliated with the area's rich Colonial and military history. Over the past two centuries, many communities from across the globe have made it their home and their cultural values, traditions and beliefs have created the distinct cultural tapestry of Liverpool.

Council recognises the value that arts and culture make to the vibrancy of the city and its community. Council's intention through this Strategy is to support and develop a thriving creative culture. This Strategy provides a platform to articulate priorities in the arts and cultural sphere to transform our city into a vibrant and engaging city that delivers captivating and inspiring activities for all residents and visitors to enjoy.

Council allocates substantial resources to cultural activities, services and projects which already contribute significantly to the cultural life of the city. Council seeks to enhance cultural engagement and practice to maximise creative opportunities through the use of digital technology and placemaking initiatives.

Liverpool has experienced significant population growth in the last few decades, and is poised to become one of Sydney's strategic centres, in line with the NSW Government's Towards our Greater Sydney 2056. Flowing from this positioning as a strategic city centre, Liverpool will experience continued residential growth, as well as consolidation of commercial, educational and health sectors.

Liverpool's population and industry growth is matched by ongoing population diversity. These factors have been, and will continue to be, critical influences in the development of the city's cultural character. More than 150 different languages are spoken by residents, providing Liverpool with a diversity advantage. Therefore, it is crucial that Council commit to meeting the community's cultural needs and making arts and culture as accessible to all who live, work and visit Liverpool. This will ensure that creativity and cultural participation are seen as mainstream elements of the community's social and economic life.

Through the implementation of this Strategy, Council seeks to realise the vision to capture opportunities to be creative, innovative and promote our cultural distinctiveness to position Liverpool as the cultural destination of South West Sydney.

A handwritten signature in black ink, appearing to read 'Kiersten Fishburn'.

KIERSTEN FISHBURN  
CHIEF EXECUTIVE OFFICER



# WHY A CULTURAL STRATEGY?

The Cultural Strategy is a four-year framework detailing Council's priorities for investment in culture in Liverpool. The Strategy is an extension of the Cultural Policy in providing strategic direction and defining Council's role and commitment to meeting the cultural needs of the city.

The Cultural Strategy:

- Acknowledges the role of culture in promoting social cohesion, civic pride, economic growth, environmental sustainability and individual well-being;
- Recognises Council's role in facilitating cultural development and growth in Liverpool by presenting greater opportunities for participation through a diverse range of creative and cultural offerings;
- Directs Council's resource investment in cultural projects, programs and services over the next four years;
- Supports the development of partnerships that will actively build the cultural life of the city and shape Liverpool's vibrant cultural landscape; and
- Celebrates Liverpool's unique identity and diversity, and recognises the importance of sharing the cultural heritage of our communities.

# DEVELOPING THE CULTURAL STRATEGY

Findings from the following processes have informed this Strategy:

- Literature review of relevant policies, plans, reports and best practice studies;
- Analysis of latest Census data to identify demographic trends that will inform programming and activities and will likely contribute to demand growth;
- Analysis of cultural venues and events attendance statistics and trends at the national, state, regional and local level;
- Consultation with key stakeholders including within Council, arts and cultural sector, heritage sector and through community surveys and workshops;
- An assessment of the needs of non-traditional arts and cultural participants in Western Sydney; and
- A general audit of the use of Council's community centres in relation to their use for arts and cultural activities.

# THE ROLE OF LOCAL GOVERNMENT

Through the established National Local Government Cultural Forum, local governments will work to set long-term objectives for local government cultural planning and the arts, with a view to sharing knowledge and ideas that can strengthen communities, and improve community health and well-being through the arts.

Local governments have a particularly important role in facilitating opportunities for their local communities to participate in arts and cultural activities as a means to contributing to community cohesion, social well-being and economic growth in the area. This can be done in a variety of ways such as through arts and cultural programming, community capacity building activities, community planning initiatives, placemaking activities, place activation, and infrastructure development, renewal and maintenance projects.

Council's intention through this Strategy is to support and develop a thriving creative culture. This Strategy provides a platform to articulate priorities in the arts and cultural sphere to transform our city into a vibrant and engaging city that delivers captivating and inspiring activities for all residents and visitors to enjoy.

## LIMITATIONS

This Strategy aims to build a city where the community is socially engaged and has a culturally vibrant environment in which to live. It presents an opportunity for Council to be strategic and innovative in embedding creative outcomes into key projects within current capacity and resources. Council will play a facilitating role and collaborate with the community, public sector bodies and the private sector to drive investment in artistic and cultural innovation, creative outcomes and audience participation in creative and cultural offerings across the local government area.

## COUNCIL'S SPHERE OF INFLUENCE



What Council controls or does – our direct responsibilities, commitments, deliverables within the context of local government

What Council influences but may not deliver – partnerships, funding, state/ federal government initiatives, community facilities, own cultural sites

What Council cannot control or influence – Council's support for social economic, environmental or community-driven opportunities and outcomes. Council may not have a lead role but acknowledges these contributions to Liverpool

# POLICY FRAMEWORK

This Strategy is informed by, and aligned to, international, national, state and regional policies, and Council's Community Strategic Plan (CSP), *Our Home, Liverpool 2027*. The community's vision for the future as identified in the Plan is "Liverpool, rich in nature, rich in opportunity, creating community; our place to share and grow".

All four directions of the Plan include priorities that encourage the integration of arts and cultural initiatives and participation by all members of the community across the spectrum of Council's programs, services and facilities. The Cultural Strategy expands on the cultural components of the Plan and outlines the actions that will contribute to delivering the overall vision for *Our Home, Liverpool 2027*.

# LINKS TO OTHER PLANNING DOCUMENTS

The Cultural Strategy sits alongside a suite of intersecting planning documents that are connected by *Our Home, Liverpool 2027* and guide Council services in specific areas. These documents include:

- Multicultural Strategy
- Local Refugee Action Plan
- Reconciliation Action Plan
- Community 2168 Strategic Plan
- Youth Strategy
- Disability Inclusion Action Plan
- Economic Development Strategy
- Community Facilities Strategy
- Draft City Activation Strategy
- Draft Destination Management Plan
- Draft Recreation, Open Space and Sports Strategy
- Local Environmental Plan (LEP) and relevant Development Control Plans (DCP)

This Strategy forms the basis in which Council will work with stakeholders including government, business, not-for-profit sector and residents to capitalise on the opportunities to move Liverpool towards becoming a creative, innovative and inclusive city. Embracing the spirit of collaboration and knowledge-sharing better positions Council to deliver a diversity of quality cultural programs and outcomes.





# CHALLENGES

A rapidly growing population presents Liverpool and our community with numerous challenges. This Strategy links with the Community Strategic Plan and other planning documents to identify opportunities to respond to these challenges.

## COMMUNITY PRIDE AND HERITAGE

Liverpool has a rich heritage with a major cultural and arts focus. There are a number of significant heritage buildings and places which are protected at the local and state levels, Maintenance of historic buildings often involves significant building works which are at a higher cost than normal works. A challenge for Council is balancing the need to protect its community identity and heritage with alternate demands on its income.

## SOCIAL CONNECTION

Liverpool is one of the most culturally diverse cities in NSW. It also has a significant Aboriginal community. Liverpool needs to continue efforts to create a harmonious society where differences are appreciated and celebrated. There is also a challenge for Council to ensure equity in its services while considering new and innovative ways to engage with a broad range of the community.

## ECONOMIC DEVELOPMENT

Liverpool continues to experience growth in commercial and industrial development. The revitalisation of the city centre is a key Council priority. Council's challenge is to create a city centre that will attract a range of industries and is vibrant and engaging for residents and visitors to the city.





# CULTURAL LANDSCAPE

## LIVERPOOL'S POPULATION

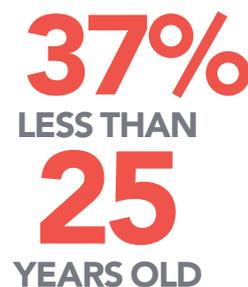
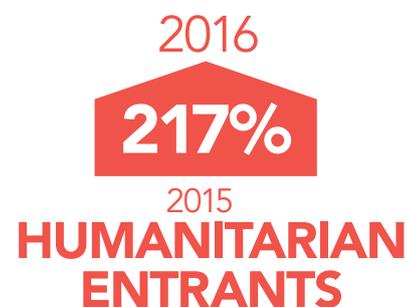
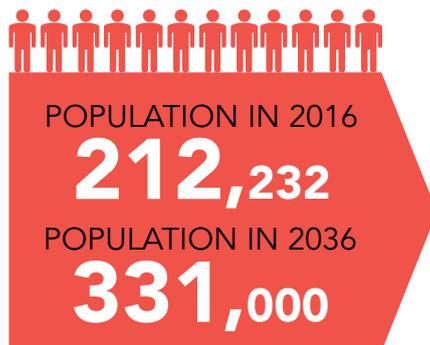
Liverpool is one of the fastest growing local government areas in Australia with the population doubling in just 20 years. Family households, and those with young children, form a large part of our community. Liverpool has one of the largest concentrations of people from a refugee background in Australia, with numbers tripling between 2015 and 2016. Liverpool has suburbs ranking as some of the most socio-economically disadvantaged areas in Sydney. Research shows inequality exacerbates disadvantage, which impacts on people's mental health, physical health and well-being.

The diversity in our population is one of Liverpool's defining features and must be considered in our planning for cultural programs and facilities. Participating in arts and cultural activities can improve community cohesion and have a positive impact on individual health and well-being. Ensuring that our cultural offerings are accessible and affordable ensures that families, particularly those with young children and those on lower incomes, can equally benefit from the social connection, opportunities for self-development and an environment for health promoting activities.

## LIVERPOOL'S CULTURAL FACILITIES, SERVICES AND ASSETS

Liverpool invests in a diverse range of cultural facilities and assets available for the community's use. Annually Council delivers on community activities to mark significant national days/weeks such as Harmony Day, Youth Week, Seniors Week, Refugee Week, Children's Week, Sorry Day and NAIDOC Week.

Council's six libraries and Regional Museum are hugely popular with the community. At 2016, there was a total of 112,000 memberships, 700,176 loans and a collection of 214,573 items.





CAPTURING  
OPPORTUNITIES  
TO BE CREATIVE,  
INNOVATIVE  
AND PROMOTE  
OUR CULTURAL  
DISTINCTIVENESS

# STRATEGIC DIRECTIONS

## ENHANCE

Council's existing creative and cultural offerings.

## GENERATE

New opportunities for arts creation, creative outcomes and audience participation outside existing facilities and programs.

## PROMOTE

Liverpool's cultural assets and reputation as the cultural destination of South West Sydney.

## CELEBRATE

Recognise and share our diversity, uniqueness and the cultural heritage of our communities.



# ENHANCE

COUNCIL'S EXISTING CREATIVE  
AND CULTURAL OFFERINGS

WHAT YOU SAID   
**Making Liverpool  
a key cultural hub**



Arts and culture enhance social well-being and promotes community cohesion. Participation in cultural activities provides positive opportunities for social engagement, economic stimulation, and contributes to the preservation of heritage for future generations. This Strategy aims to ensure residents of all ages and backgrounds have opportunities to participate as audience members and by becoming involved in both formal and informal cultural activities.

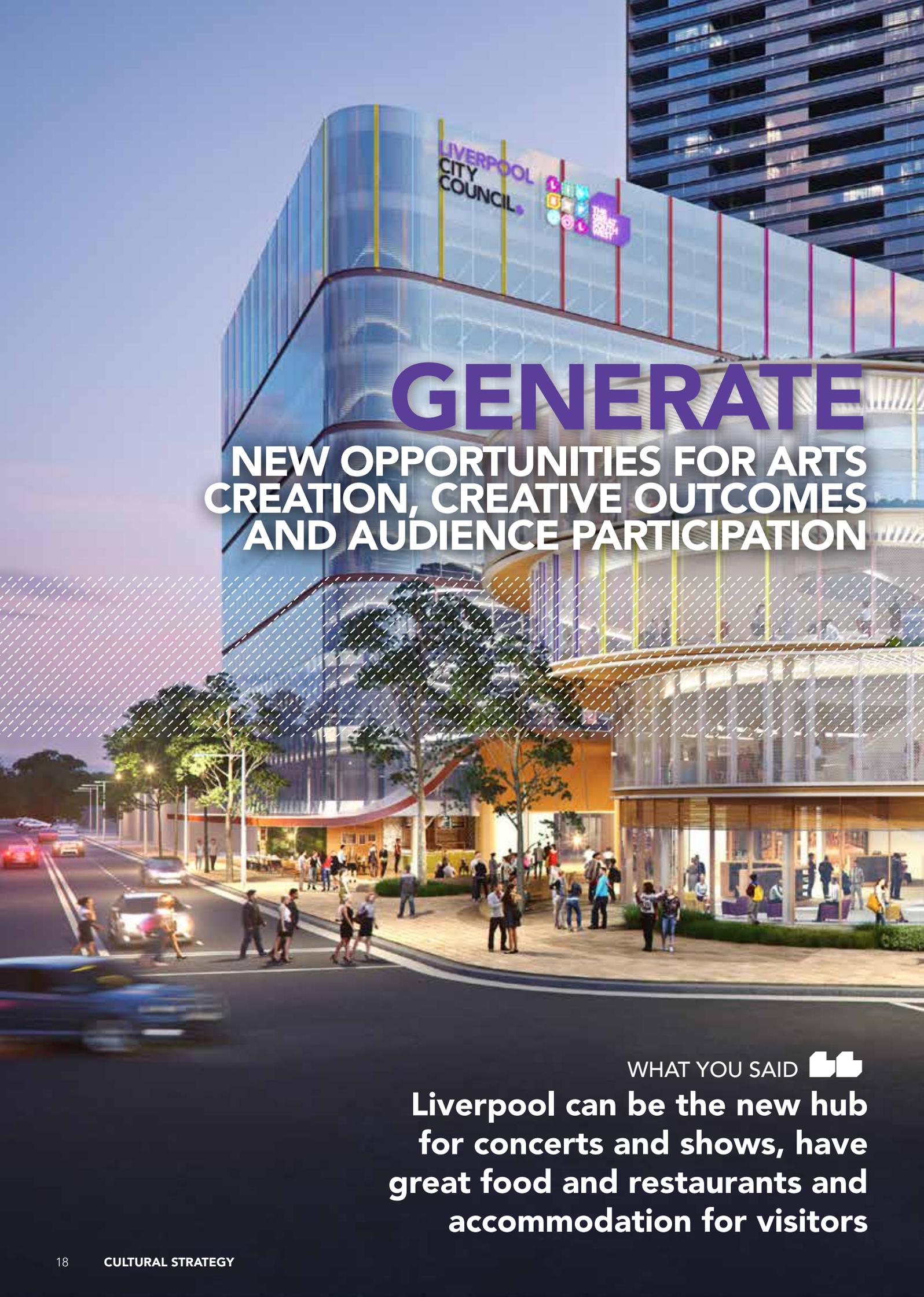
Council allocates substantial resources to cultural activities, services and projects which already contribute significantly to the cultural life of the city, including Casula Powerhouse Arts Centre (CPAC), Liverpool Regional Museum (LRM), libraries, community facilities, major events and public art. While figures have shown that there has been a steady increase in attendance and participation across the spectrum of Council's cultural venues and activities over the last few years, Council seeks to further enliven and enhance cultural engagement and practice for local residents, the creative community, and businesses and visitors to Liverpool.

Various studies indicate that one of the reasons why people were not attending cultural venues and events was that few were on mailing lists. These findings demonstrate a significant opportunity for Council to identify key audiences and enhance existing creative and cultural offerings to focus attention on targeted programming suited to the local demographic while also encouraging people to subscribe to email lists to be kept updated on relevant local cultural activities and events.

Council will develop and/or update operational frameworks to enhance existing cultural facilities, services and programs, as well as increase the number of programs and initiatives provided within current capacity. These enhancements will serve to engage more artists and creatives, and increase accessibility of, and audience participation with, Council's current cultural offerings. This Strategy presents Council's commitment to growing the city's cultural profile and increasing opportunities for residents and visitors to experience and participate in an exciting cultural future.

## KEY OUTCOMES

- Better identification and targeting of specific audiences with appropriate programming for key groups (residents, workers, students, visitors) that better connect with their interests and passions
- Growing the city's profile as a place with a distinct cultural offer that appeals to locals and visitors to Liverpool
- More artists and creatives are engaged with Council's current cultural offerings



LIVERPOOL  
CITY  
COUNCIL



# GENERATE

NEW OPPORTUNITIES FOR ARTS  
CREATION, CREATIVE OUTCOMES  
AND AUDIENCE PARTICIPATION

WHAT YOU SAID 

**Liverpool can be the new hub  
for concerts and shows, have  
great food and restaurants and  
accommodation for visitors**

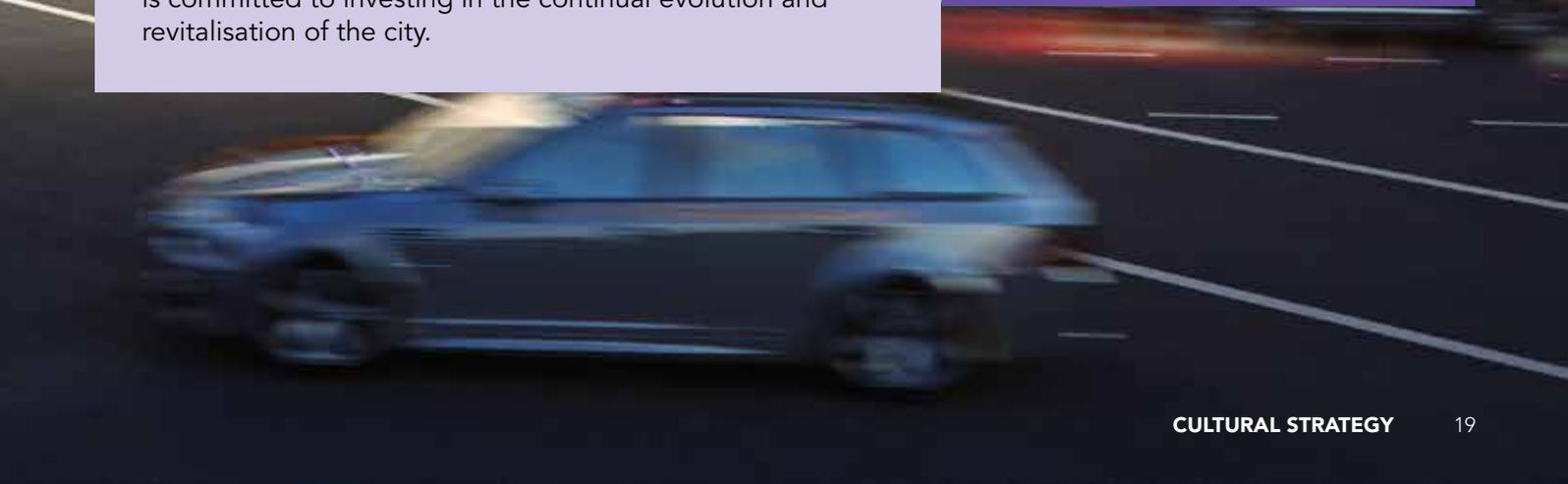


Council will actively seek out new avenues for art-making, creative outcomes and audience participation outside of its existing cultural structures. Liverpool is undergoing a period of transformation and rejuvenation, and Council is at the forefront of the change, with a number of infrastructure and environment projects to be delivered over the coming years. Work will be underway soon at Civic Place to create a new home for the City Centre Library and community hub, Council offices and Chambers. It will also house a University of Wollongong campus, student accommodation, an exciting plaza area, and commercial and residential spaces. Council will develop frameworks for collaboration between its directorates for the purposes of embedding creative outcomes, such as public art and other cultural activities, into the delivery of Civic Place as well as other medium to large-scale projects.

Additionally, the principles and practices of placemaking will be prioritised across Council infrastructure and community initiatives, to set the foundations for holistic and engaged local communities. Looking externally, Council will advocate for creative outcomes and innovative engagement by local businesses and new developers, such as art on hoardings, pop-up and maker spaces and live music, so that they are complicit in building a diverse and dynamic cultural city which serves residents, visitors and business alike.

Investing in creative and cultural economies has wide reaching social impact that enhances the well-being of the community, attracts talent and builds on the knowledge economy. Recognising the inherent value of arts and cultural activities in the economy and in the community, Council is committed to investing in the continual evolution and revitalisation of the city.

## KEY OUTCOMES

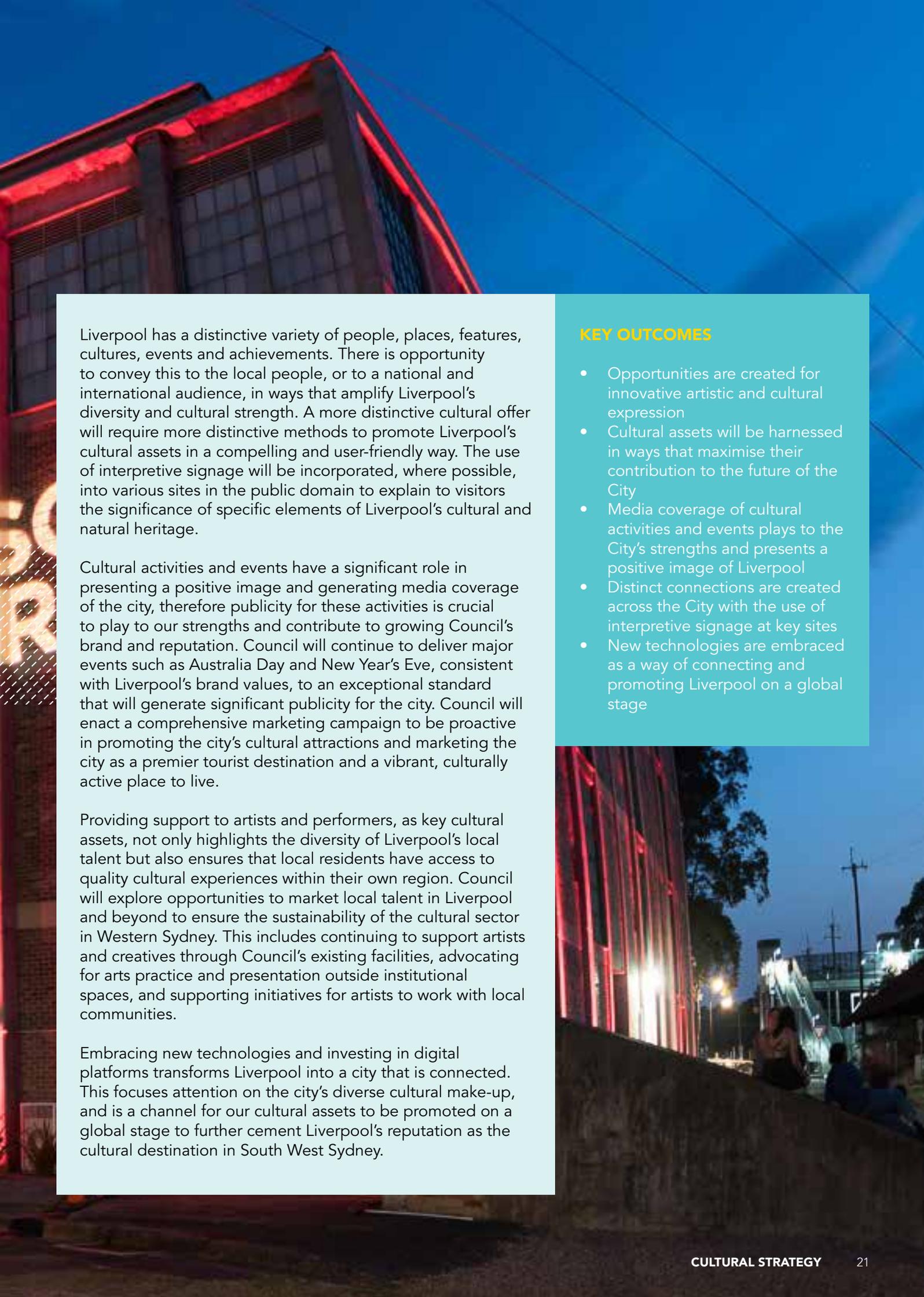
- Greater recognition of the value of arts and culture and its contribution to social well-being
  - Opportunities will be created where creative outcomes are integrated with existing Council services, programs and facilities
  - Arts and culture are key mechanisms for community engagement
  - An urban environment with a distinct cultural atmosphere and diversity that will attract talented and creative people to live and work in the city
  - Collaborative work with partners to promote and drive participation of residents in cultural activities provides a sense of place in their local area
  - Improvements to the city's public domain where residents and visitors feel safe and proud to use spaces during the day and at night
  - Cultural development and growth in Liverpool as a result of participation in a diverse range of creative and cultural offerings
- 

# PROMOTE

LIVERPOOL'S CULTURAL ASSETS  
AND REPUTATION AS THE  
CULTURAL DESTINATION OF  
SOUTH WEST SYDNEY

WHAT YOU SAID 

**More art and  
cultural experiences that  
ordinary people can enjoy**



Liverpool has a distinctive variety of people, places, features, cultures, events and achievements. There is opportunity to convey this to the local people, or to a national and international audience, in ways that amplify Liverpool's diversity and cultural strength. A more distinctive cultural offer will require more distinctive methods to promote Liverpool's cultural assets in a compelling and user-friendly way. The use of interpretive signage will be incorporated, where possible, into various sites in the public domain to explain to visitors the significance of specific elements of Liverpool's cultural and natural heritage.

Cultural activities and events have a significant role in presenting a positive image and generating media coverage of the city, therefore publicity for these activities is crucial to play to our strengths and contribute to growing Council's brand and reputation. Council will continue to deliver major events such as Australia Day and New Year's Eve, consistent with Liverpool's brand values, to an exceptional standard that will generate significant publicity for the city. Council will enact a comprehensive marketing campaign to be proactive in promoting the city's cultural attractions and marketing the city as a premier tourist destination and a vibrant, culturally active place to live.

Providing support to artists and performers, as key cultural assets, not only highlights the diversity of Liverpool's local talent but also ensures that local residents have access to quality cultural experiences within their own region. Council will explore opportunities to market local talent in Liverpool and beyond to ensure the sustainability of the cultural sector in Western Sydney. This includes continuing to support artists and creatives through Council's existing facilities, advocating for arts practice and presentation outside institutional spaces, and supporting initiatives for artists to work with local communities.

Embracing new technologies and investing in digital platforms transforms Liverpool into a city that is connected. This focuses attention on the city's diverse cultural make-up, and is a channel for our cultural assets to be promoted on a global stage to further cement Liverpool's reputation as the cultural destination in South West Sydney.

## KEY OUTCOMES

- Opportunities are created for innovative artistic and cultural expression
- Cultural assets will be harnessed in ways that maximise their contribution to the future of the City
- Media coverage of cultural activities and events plays to the City's strengths and presents a positive image of Liverpool
- Distinct connections are created across the City with the use of interpretive signage at key sites
- New technologies are embraced as a way of connecting and promoting Liverpool on a global stage



# CELEBRATE

RECOGNISE AND SHARE  
OUR DIVERSITY, UNIQUENESS  
AND THE CULTURAL HERITAGE  
OF OUR COMMUNITIES

WHAT YOU SAID 

**Our most valuable  
asset is our people,  
heritage and future**

Liverpool is diverse and culturally rich with forty one per cent of the population being born overseas and fifty two per cent speaking a language other than English.

Council is committed to celebrating the cultural diversity of the Liverpool community by promoting our diversity as an asset that should be highlighted in creative and innovative ways. Council will ensure our community feels connected to each other and to their place, by using art and creative practice in our engagement with the community and planning for new urban environments. This will help boost Liverpool's visitor economy and commercial activity, thereby positioning the city as the cultural destination of South West Sydney.

Aboriginal people, the Darug and Tharawal people, are a large part of our community. We acknowledge that Aboriginal culture continues to strengthen and enrich our city. We commit to actively engage with people of Aboriginal backgrounds so we can learn from and experience Aboriginal culture.

Heritage is an important part of Liverpool's story and we recognise the importance of preserving our heritage. Historically a place of new arrivals, Liverpool celebrates traditions and histories of all who call Liverpool home. This Strategy will identify opportunities to care for our cultural assets and share our historical past with future generations.

Council seeks to ensure our services, programs and facilities are as accessible and inclusive, to increase participation and enjoyment by residents, and visitors to the city. In a study into the barriers to cultural participation, participants indicated the desire to have more events and activities that related to their cultural background. It is crucial that our arts and cultural offerings are relevant to the local community by including cultural references and information within them to increase engagement. Council acknowledges that the community's diversity can make a significant contribution to Liverpool's artistic and cultural offerings, not only by participating in cultural activities, but also through involvement in developing the cultural activities across Council's services, programs and facilities. It is through this process that communities can really be the 'architects' of the city's cultural life and develop a sense of connection with the places and spaces in which they interact.

## KEY OUTCOMES

- A city that celebrates, values and showcases its own heritage and cultural diversity
- A city of proud participants and architects of the City's cultural life with opportunities for cultural expression in varying forms
- Meaningful cultural offers that diverse communities can relate to and engage with that is accessible to all people in the community
- Culture contributes to creating a community that is socially engaged, cohesive, has a sense of place, and good health and well-being
- A community with a greater appreciation for cultural understanding and mutual respect

# MONITORING & REPORTING

The Cultural Strategy will be the responsibility of the City Community and Culture directorate.

The actions of the Cultural Strategy will be monitored through a Project Control Group (PCG) model comprised of key internal stakeholders across Council directorates. The PCG will meet quarterly to report on progress of actions. The PCG will report to Council on an annual basis via the Strategic Panel meetings of Councillors and the Executive team.

In addition, six-monthly meetings of the PCG and external stakeholders will occur to monitor progress of the Cultural Strategy, explore further opportunities for creative/cultural outcomes from community groups, NGOs and businesses. Most importantly, the benefits sustained from our cultural activities will be measured.

# EVALUATION & REVIEW

This Strategy will be reviewed every four years. The review should include the following:

1. Council's ongoing commitment to the purpose and objectives of this Strategy;
2. Mechanisms to collect feedback on Council's creative and cultural activities;
3. Whether the manner in which Council manages this Strategy and related activities is professional, transparent and accountable; and
4. Whether conflicts of interest are identified and activities terminated should a conflict of interest arise that cannot be resolved.



# ACTION PLAN



**ENHANCE**

Actions	CSP Key	Measures	Timeframe for completion or implementation				Responsible
			17/18	18/19	19/20	20/21	
1 Develop a Casula Powerhouse Arts Centre Strategy	C.2	Strategy completed	✓				CPAC
2 Develop a Library and Museum Strategy	C.4	Strategy completed	✓				Library and Museum Services
3 Develop a Major Events Strategy	C.2	Strategy completed	✓				Events
4 Facilitate delivery of markets by external operators on Council land	C.2	Expression of interest process completed Number of markets delivered annually	✓	✓	✓	✓	Events
5 Explore opportunities for creative and cultural elements in major events	C.2	Creative and cultural elements included in programming for two major events	✓	✓	✓	✓	Events
6 Redesign Council's What's On calendar on LCC website for integrated cross-promotion of cultural activities across Liverpool	L.2	Redesign completed Quarterly update completed	✓	✓			Communications
7 Develop a Heritage Strategy for the management and promotion of local heritage	C.1	Strategy completed	✓				Strategic Planning (Heritage)
8 Consider linkages with existing Council programs and initiatives such as the Women in Business Mentoring Program to link artists with employment opportunities	C.3	Number of employment opportunities per year	✓	✓	✓	✓	Economic Development
9 Explore opportunities to showcase to the public the Liverpool Collection of artworks and heritage objects, sharing our creativity and heritage with future generations	C.5	Number of showcasing opportunities presented per year	✓	✓	✓	✓	Library and Museum Services

## ENHANCE

Actions	CSP Key	Measures	Timeframe for completion or implementation				Responsible
			17/18	18/19	19/20	20/21	
10	C.5	Storage options identified		✓			CPAC Library and Museum Services
11	G.3	Launch events held for Bigge Park and Macquarie Mall Annual program of events and activations	✓	✓	✓	✓	Economic Development
12	L.2	Number of partnerships and sponsorships	✓	✓	✓	✓	Events
13	L.2	One collaborative cross-institution project per year	✓	✓	✓	✓	CPAC Library and Museums Services
14	L.2	Mapping report completed		✓			CPAC
15	G.3	Procedure developed		✓			Economic Development
16	G.3	Policy reviewed and endorsed		✓			Economic Development
17	L.2	Spaces provided to young people Number of new initiatives developed	✓	✓	✓	✓	CPAC Library and Museum Services

GENERATE							
Actions	CSP Key	Measures	Timeframe for completion or implementation				Responsible
			17/18	18/19	19/20	20/21	
1 Investigate the development of mutually beneficial intergenerational and cross-cultural local initiatives that provide positive collaborative opportunities for people across generations and cultures	C.3	Two activities delivered Activities promoted through four networks and forums	✓	✓	✓	✓	Community Development
2 Support access to opportunities for artist residencies/artists in residence in external community organisations and facilities	C.5	Number of artists' residencies supported per year		✓		✓	Community Development
3 Investigate feasibility of new cultural funding stream through Council's existing Grants and Donations Programs, or the establishment of a new grants program	C.3	Feasibility report completed		✓			Community Development
4 Investigate the feasibility of implementing a cultural levy for large-scale infrastructure, recreation and civil developments	S.4	Feasibility report completed		✓			Strategic Planning
5 Explore opportunities for voluntary planning agreements and DCP review that assist or encourage creative outcomes in major developments across the LGA	S.4	Number of planning agreements with creative outcome conditions per year	✓	✓	✓	✓	Strategic Planning
6 Develop a City Centre Activation Strategy that encourages, amongst other things, a vibrant night life for the City	G.3	Strategy completed	✓				Economic Development
7 Develop a Digital Strategy to expand the audience reach for the City's cultural collections beyond public display	L.2	Strategy completed		✓			CPAC
8 Explore opportunities for pop-ups and maker spaces in the City Centre and surrounding suburbs	C.3	Feasibility report completed	✓				Library and Museum Services Economic Development
9 Explore partnerships with local cultural tourism enterprises	C.3	Number of partnerships developed	✓	✓	✓	✓	Economic Development

## GENERATE

Actions	CSP Key	Measures	Timeframe for completion or implementation				Responsible
			17/18	18/19	19/20	20/21	
			10	Explore opportunities for a live music performance program in local venues and public spaces	C.5	Feasibility report completed Partnerships developed Number of venues and public spaces	
11	Create avenues for skilled artists and performers to teach early childhood educators and workers how they can incorporate arts and culture into children's learning	C.3	Number of training opportunities provided to early childhood educators and workers	✓	✓	✓	Children's Services Library and Museum Services
12	Encourage and provide opportunities for artists to work with children in child care centres, pre-schools and the library's children's programs, with the aim that it becomes an integral part of the program planning	C.3	Number of opportunities provided	✓	✓	✓	Children's Services
13	Capitalise on opportunities during precinct master planning stages to use art, public art and engage artists to assist with community engagement. This includes investigation of opportunities for artists' engagement in the design of new facilities and open spaces	S.4	One opportunity provided on precinct master planning projects per year	✓	✓	✓	Community Planning and Development
14	Generate opportunities to engage artists to facilitate creative and cultural practice for specific activation or community engagement projects	C.3	Two opportunities provided for artists through community capacity building activities per year	✓	✓	✓	Community Planning and Development
15	Develop guidelines for public art in private development	C.3	Guidelines developed and conditioned in DA consent/other regulatory framework	✓			CPAC
16	Engage community groups, NGOs, local businesses, developers and university representatives to collaborate with Council to identify opportunities for creative and cultural outcomes in their operations	C.3	Number of opportunities explored	✓	✓	✓	Community Planning and Development Economic Development
17	Investigate feasibility of creating artists' residency programs across Council's facilities	C.3	Feasibility study completed	✓			CPAC

GENERATE								
Actions	CSP Key	Measures	Timeframe for completion or implementation				Responsible	
			17/18	18/19	19/20	20/21		
18	Apply for Live and Local grant funding to provide opportunities for local talent to showcase their skills and create a vibrant city	C.3	Application completed and submitted	✓				Economic Development
19	Review local controls to enable live music venues to operate across the City	C.5	Review of DCP completed		✓			Economic Development
20	Collaborate with local organisations to promote their creative programs and projects across the LGA	C.3	Number of creative programs and projects promoted	✓	✓	✓	✓	Community Development
21	Encourage and support local community participation in the development and establishment of innovative social projects	S.4	Number of social projects established Number of people participating in the development phase	✓	✓	✓	✓	Community Development
22	Continually seek grant funding and sponsorship to grow creative and cultural programming throughout the city	C.4	Number of grants and sponsorships received per year		✓	✓	✓	CPAC Library and Museum Services

## PROMOTE

Actions	CSP Key	Measures	Timeframe for completion or implementation				Responsible
			17/18	18/19	19/20	20/21	
1	L.2	Develop a Communications and Marketing Strategy for increased cultural recognition and promotion	✓	✓	✓	✓	Communications
2	L.2	Promote artists and local artists profiles	✓	✓	✓	✓	CPAC Communications
3	C.1	Investigate the use of digital technology to promote Liverpool's natural and cultural heritage	✓	✓	✓	✓	Strategic Planning (Heritage) CPAC
4	C.2	Provide opportunities for local performers to showcase their talents at events	✓	✓	✓	✓	Community Development CPAC Events
5	L.1	Map Council's cultural and heritage assets to retain a complete register for future use	✓	✓	✓	✓	Strategic Planning (Heritage)
6	L.2	Develop a 'Cultural Opportunity Map' for Liverpool's residents and visitors to know of and participate in cultural opportunities across the LGA	✓	✓	✓	✓	Economic Development Community Development
7	L.2	Develop a series of maps and tourism brochures that highlight Liverpool's cultural attractions	✓	✓	✓	✓	Economic Development Communications
8	C.1	Explore the creation of a sculpture walk along the Georges River to highlight sites of significance and important historical events	✓	✓	✓	✓	CPAC Open Space Construction

**CELEBRATE**

Actions	CSP Key	Measures	Timeframe for completion or implementation				Responsible
			17/18	18/19	19/20	20/21	
1 Conduct an assessment of cultural heritage places / local heritage collections	C.1	Assessment completed		✓			Strategic Planning (Heritage)
2 Encourage the installation of heritage interpretation signage as a part of major developments to promote the history and heritage of the area	C.1	Two signs installed (budget permitting)		✓	✓	✓	Strategic Planning (Heritage)
3 Identify opportunities to record local heritage and history and ensure that this reflects and respects the diverse ethnic and cultural groups represented in Liverpool	C.1	Two opportunities identified to document local heritage and history			✓	✓	Library and Museum Services Strategic Planning (Heritage)
4 Explore opportunities to showcase Liverpool's heritage buildings to the public	C.1	One showcasing annually Number of people in attendance		✓	✓	✓	Strategic Planning (Heritage)
5 Explore opportunities for incorporation of Aboriginal themes in the design of public art or community hubs and social infrastructure	C.1	Number of Aboriginal art programs supported	✓	✓	✓	✓	Community Development
6 Promote screen culture by continuing to support and promote film festivals that reflect the diverse and evolving cultural interests of Western Sydney	C.2	Number of film festivals supported or promoted	✓	✓	✓	✓	CPAC
7 Consult with cultural advisors from diverse communities to ensure our major events and programs are culturally engaging	L.2	Consultations conducted	✓	✓	✓	✓	Events
8 Promote access and participation in cultural art activities by artists' groups from diverse backgrounds	L.2	Two groups are promoted and supported per year		✓	✓	✓	Community Development and Planning

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# APPENDIX 1: POLICY FRAMEWORK

## INTERNATIONAL CONTEXT

### UNIVERSAL DECLARATION ON CULTURAL DIVERSITY (UNESCO, 2001)

#### Article 3 – Cultural diversity as a factor in development

Cultural diversity widens the range of options open to everyone; it is one of the roots of development, understood not simply in terms of economic growth, but also as a means to achieve a more satisfactory intellectual, emotional, moral and spiritual existence.

#### Article 7 – Cultural heritage as the wellspring of creativity

Creation draws on the roots of cultural tradition, but flourishes in contact with other cultures. For this reason, heritage in all its forms must be preserved, enhanced and handed on to future generations as a record of human experience and aspirations, so as to foster creativity in all its diversity and to inspire genuine dialogue among cultures.

#### Article 8 – Cultural goods and services: commodities of a unique kind

In the face of present-day economic and technological change, opening up vast prospects for creation and innovation, particular attention must be paid to the diversity of the supply of creative work, to due recognition of the rights of authors and artists and to the specificity of cultural goods and services which, as vectors of identity, values and meaning, must not be treated as mere commodities or consumer goods.

#### Article 9 – Cultural policies as catalysts of creativity

While ensuring the free circulation of ideas and works, cultural policies must create conditions conducive to the production and dissemination of diversified cultural goods through cultural industries that have the means to assert themselves at the local and global level.

## NATIONAL CONTEXT

### NATIONAL ARTS AND CULTURE ACCORD (2013)

This is a framework through which the Australian, state, territory and local governments will work together to support Australia's artists, creators, cultural institutions and creative industries to ensure Australians have access to rich and diverse creative culture wherever they live. In the spirit of partnership and cooperation, all the levels of government agree that increased collaboration across the jurisdictions can enhance and strengthen support for the arts, cultural heritage and creative industries sector; for individual practitioners and cultural organisations, and for all Australians engaging with arts and culture to deliver a more accessible, sustainable and competitive cultural sector. The Accord adopts a broad concept of arts and culture encompassing three overlapping and interrelated sectors: Core arts, Creative industries and Cultural heritage.

## STATE CONTEXT

### CREATE IN NSW: NSW ARTS AND CULTURAL POLICY FRAMEWORK (ARTS NSW, 2015)

This policy framework sets a vision for a future in which arts and culture are central to the life of our State. Create in NSW is a whole of government framework to drive excellence, expand access and build the strength of the State's arts, cultural and screen sectors. Built on three mutually reinforcing ambitions – excellence, access and strength – Create in NSW will guide future strategy, investment and partnerships to grow a thriving, globally connected arts and cultural sector with and for the people of NSW.

### NSW: MAKING IT HAPPEN

The NSW Premier has released 18 state priorities that, in addition to the 12 Premier's priorities, aim to make NSW a better place to live and work. These priorities reflect the NSW Government's whole-of-government approaches to tackling important issues for the state. One of the priorities includes 'Increasing cultural participation' with the objective to 'Increase attendance at cultural venues and events in NSW by 15% by 2019'.

This priority recognises the value of participating in the arts as a contributor to personal and collective well-being as well as to an innovative and robust local economy. Increasing attendance at cultural venues and events has flow-on benefits for job creation, the visitor economy and education.

### A PLAN FOR GROWING SYDNEY, TOWARDS OUR GREATER SYDNEY 2056

Recently, the NSW Government released an amendment to a Plan for Growing Sydney titled, *Towards our Greater Sydney 2056*. This document reconceptualises Greater Sydney as a metropolis of three major cities,

Eastern City (Sydney CBD), the Central City (Parramatta) and a future 'Western City' focussed on Western Sydney Airport. This three cities concept will act as the central organising strategy in the planning for the Greater Sydney area, guiding future decision-making and the priorities of government.

### DRAFT WESTERN CITY DISTRICT PLAN

The Draft Western City District Plan sets out a vision, priorities and actions for the development of the Western City District of Greater Sydney. This area encompasses Liverpool, Fairfield, Camden, Campbelltown, Penrith, Blue Mountains, Hawkesbury and Wollondilly LGAs. Liverpool is designated as a 'Strategic Centre' and home to health and education precincts.

The Draft District Plan assists Councils to plan for and deliver growth and change and align their local planning strategies to place-based outcomes.

The Planning Priorities of the District Plan focus on achieving a liveable, productive and sustainable future for the District.

Pertinent to this Strategy are the following directions:

- A city supported by infrastructure
- A collaborative city
- A city for people
- A city of great places
- A well connected city
- Jobs and skills for the city

### WESTERN SYDNEY CITY DEAL

The Australian and NSW Governments have recently agreed to work with local government (including Liverpool) on the development of a 'Western Sydney City Deal'. Although largely conceptual, the deal aims to deliver almost 100,000 jobs, more housing and improved transport for outer Western Sydney. The majority of this funding will be limited to the area known as the Western Sydney Priority Growth Area which lies in Penrith and Liverpool LGAs.

Amongst many things, the Western Sydney City Deal pledges to support clean air, green spaces, and vibrant arts and cultural initiatives.

### LOCAL CONTEXT

#### OUR HOME, LIVERPOOL 2027: COMMUNITY STRATEGIC PLAN (LIVERPOOL CITY COUNCIL, 2017)

This is Council's ten year plan that defines our vision and priorities of the community. Liverpool is unique in its diversity and rich in many ways. It sets several key strategic directions and promotes Council as an organisation that embraces innovation, excellence, sustainability and equity in delivering the most efficient and effective services for our community.

Driven by the Plan's vision – rich in nature, rich in opportunity, creating community; our place to share and grow – it is the intention to embrace these unique attributes to cultivate a place and community that is connected and strengthened by its diversity. The following CSP directions and strategies relate to this Strategy:

#### DIRECTION 1: CREATING CONNECTION

This direction emphasises the importance of connections within Liverpool to create a harmonious community.

- Celebrate diversity, promote inclusion and recognise heritage
- Deliver a range of community events and activities
- Implement access and equity for all members of the community
- Provide community facilities which are accessible to all
- Create a dynamic, inclusive environment, including programs to support healthy living

## *DIRECTION 2: STRENGTHENING AND PROTECTING OUR ENVIRONMENT*

This direction is about planning high quality, sustainable urban environments to create a great place to live, work and play.

- Exercise planning controls to create high-quality, inclusive, urban environments
- Develop and advocate for plans that support safe and friendly communities

## *DIRECTION 3: GENERATING OPPORTUNITY*

This direction underlines the need for Council to support economic growth, including employment and investment options.

- Meet the challenges of Liverpool's growing population
- Attract businesses for economic growth and employment opportunities
- Create an attractive environment for investment

## *DIRECTION 4: LEADING THROUGH COLLABORATION*

This direction highlights the importance of a Council proactively leading the community, while continually engaging the community to ensure an aligned vision.

- Seek efficient and innovative methods to manage our resources
- Increase community engagement
- Encourage community participation in decision-making
- Strive for best practice in all Council processes

## *CULTURAL POLICY (LIVERPOOL CITY COUNCIL, 2017)*

Council's Cultural Policy outlines Liverpool's ambitions towards a creative, innovative and inclusive city.

This Policy acknowledges the role of culture in promoting social cohesion, civic pride, economic growth, environmental sustainability and individual well-being. As the region continues to grow and change, Liverpool's role in facilitating cultural development and growth within its geographical boundaries, and the wider region, becomes more critical.

The three objectives of the policy are to:

- Develop Liverpool's reputation as the cultural destination in South West Sydney
- Create the conditions for engaging, diverse and accessible cultural experiences for residents and visitors of Liverpool
- Support artists and creatives to produce and present work in Liverpool



# APPENDIX 2: DEFINITIONS

<b>Art</b>	Music in all forms, performing arts, dance in all forms, visual arts and crafts, arts festivals, established and emerging and experimental art forms, and inter-arts activities, Aboriginal and Torres Strait Islander arts, community arts and cultural development, and arts education and training.
<b>Artists</b>	Individuals who engage in activity related to creating, practicing or demonstrating one or more of the art forms outlined under 'art'. Artists may be professionally trained or have developed skills through grassroots experience in an activity.
<b>Creatives</b>	Individuals whose jobs involve creative or cultural work, as outlined under 'art'.
<b>Creative industries</b>	A sector which harnesses a range of creative and business skills for commercial production and dissemination. This includes film and television production, broadcasting, electronic games, architecture, design and fashion, publishing, media and advertising.
<b>Community arts and cultural development</b>	<p>Community-based arts practice that can engage any art form and directly involve collaborations between professional artists and communities to achieve artistic and social outcomes with a variety of groups and as response to specific critical social and cultural issues.</p> <p>Community arts and cultural development is distinct from other arts practice as it is the creative processes and relationships developed with community to make the art that defines it, not the art form or genre. Projects are driven by the communities who are involved in each stage of the process including the identification of objectives, design and evaluation to embrace the strong emotional and aesthetic elements of each community.</p>
<b>Cultural diversity</b>	A variety of cultures or communities within a specific location or in the world as a whole. It can refer to the diversity in language, religion, gender, age, ethnicity and sexual orientation.
<b>Cultural heritage</b>	<p>The legacy of physical artefacts and intangible attributes of a group or society that are inherited from past generations, maintained in the present and bestowed for the benefit of future generations.</p> <p>Tangible heritage includes buildings and historic places, monuments and artifacts, which are considered worthy of preservation for the future. These include objects significant to the archaeology, architecture, science or technology of a specific culture. Intangible heritage includes but is not limited to traditional festivals, oral traditions, oral epics, customs, ways of life and traditional crafts.</p>
<b>Cultural development</b>	Actions that contribute to cultural liveliness. This does not relate only to the arts, entertainment and cultural programs, but also community services and facilities, urban and landscape design, heritage conservation, parks and recreation and planning and development controls.
<b>Cultural tourism</b>	A visitor's engagement with a region's culture and cultural attractions showcased through events, exhibitions and programming that highlight its natural, cultural, heritage and recreational assets.

<b>Culture</b>	<p>The Universal Declaration on Cultural Diversity states that ‘Culture should be regarded as the set of distinctive spiritual, material, intellectual and emotional features of society or a social group, and that it encompasses, in addition to art and literature, lifestyles, ways of living together, value systems, traditions and beliefs’.</p> <p>In the context of this Strategy, ‘culture’ includes but is not limited to visual art, performing arts, theatre, music, exhibitions, museums and galleries, the representation and animation of history and heritage, libraries, craft, design, publishing, film, literature, digital and new media, television, interactive software, and activations of public space.</p>
<b>Public art</b>	<p>Art in any form that has been positioned temporarily or permanently in the public domain and is accessible to the public. Usually involves the conceptual contribution of an artist and collaboration with the community and considers the location and history in the design.</p>
<b>Participants</b>	<p>Members of the general public who consume cultural products, work with artists and creatives in the production of culture, and/or undertake their own creative or cultural production as a hobby.</p>



# APPENDIX 3: CULTURAL SECTOR STATISTICS

## CULTURAL SECTOR FUNDING

- In 2012-13, the estimate of total expenditure for cultural activities funded by the three tiers of government was \$7 billion
- In 2012-13, federal funding contributed \$2.3 billion to cultural funding, which is 1.3% of total federal government expenditure
- In 2012-13, cultural expenditure as a proportion of total NSW government expenditure was 1.5%, or \$899 million
- From 2008-14, the Western Sydney population was 9.5% of Australia's population. Federal government arts funding to Western Sydney accounted for 1% of total arts funding
- From 2010-14, the Western Sydney population was 29.4% of the NSW population. State government arts funding to Western Sydney accounted for 5.5% of total arts funding

## CULTURAL SECTOR EMPLOYMENT

- In NSW the cultural sector directly and indirectly employs more than 176,000 people. This is 36% of the national cultural workforce and about 5.6% of total NSW employment
- From 2006-11 employment growth in the NSW creative industries was nearly double that of the rest of the State's workforce

## CULTURAL SECTOR AUDIENCE PARTICIPATION

- In 2013, 78 tickets to performing arts events were sold for every 100 Australians. This is the equivalent of 18 million tickets
- In 2013, Australians born in non-English speaking countries were less likely to creatively participate in the arts (38% and 63%) compared to Australians overall (48% and 71%)
- Almost 4.8 million or 83.2% of the NSW population attend at least one cultural venue or event per year
- NSW attracts 61% of Australia's international cultural visitors (1.7 million people)
- In 2013, five million people attended small-to-medium museums and galleries in NSW
- The top four reasons given for not-attending a cultural venue or event were cost (32%), work (30%), family (28%), and program (26%)
- Among the barriers to attendance, participants rated price, safety, transport, parking and suitability of program as the most important
- Positive attendance drivers that were ranked as important or very important were friendly staff (82%), variety and suitability of program and safe area to go at night (81%), and information via newspapers, magazines or radio (75%)

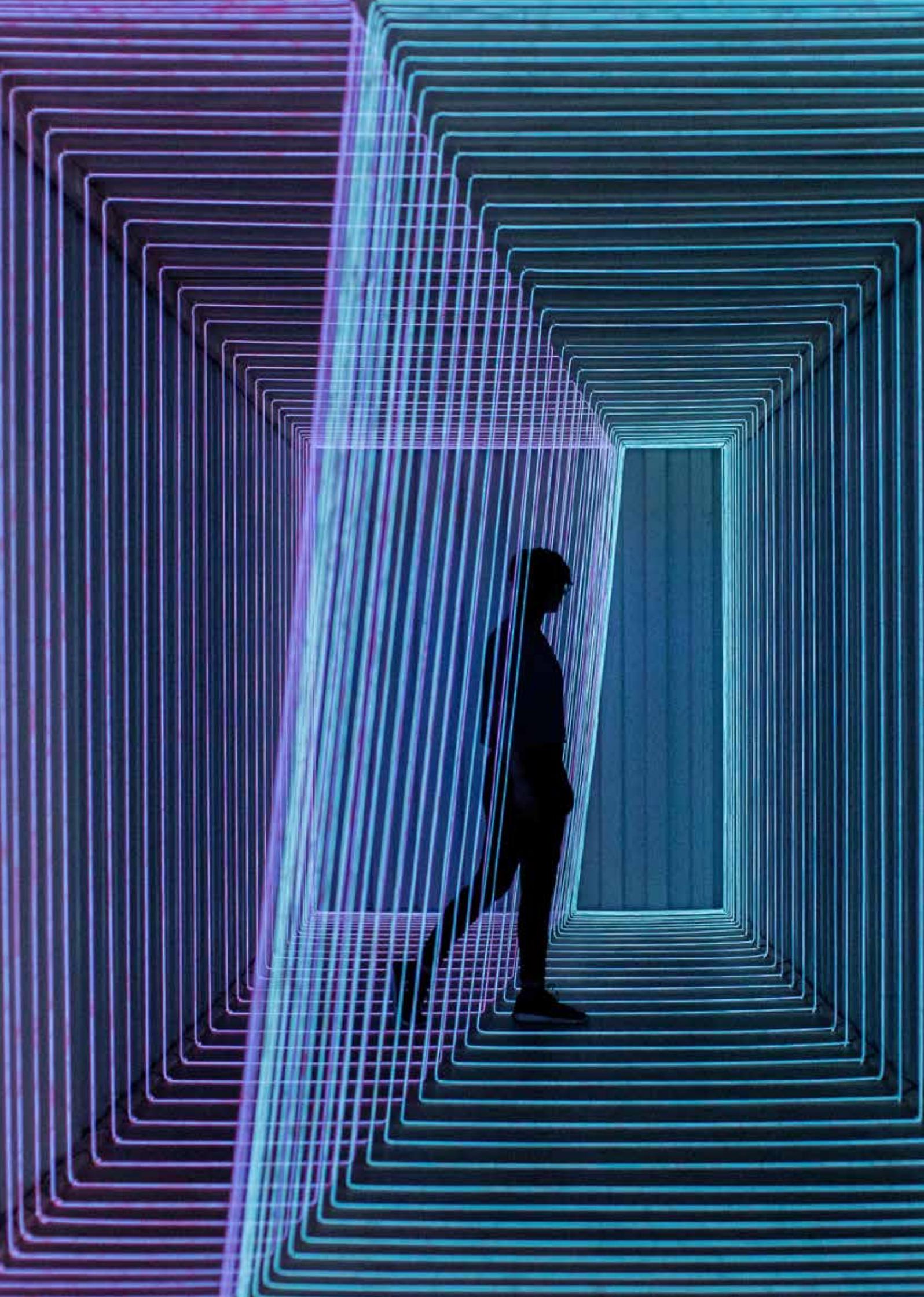
- Scoring highest among the activities rated very important, with 23% rating it very important, was "more events and activities that relate to my cultural background"
- Friends were by far the greatest influence in making decisions about attending cultural events, with 68% of men and 70% of women saying they were influenced by friends
- Less than 3% of respondents are on an email list for a cultural venue or event in Western Sydney
- Nearly half of the respondents said they were willing to pay less than \$10 to attend a festival
- 67% of respondents said they were very likely or likely to attend a festival in the next 12 months
- Respondents were generally positive about all ideas for increasing involvement in the arts, but particularly increasing education about cultural activities at school, activities for children and young people, and more events and activities that relate to their cultural background
- Almost 77% of respondents say they have not been to a cultural event or venue in other areas of NSW in the past 12 months, and only 19% of respondents could name a cultural venue in the council area in which they live, and only 14% could name one in another council area in Western Sydney

## CULTURAL SECTOR VALUE GENERATION

- In 2008-09, the cultural sector contributed to 4% of Australia's GDP, or \$86 billion, making it the 6th highest contributor to the national GDP
- According to surveys released in 2010, almost \$4.8 billion in business income was generated by arts and cultural industries in NSW

## CULTURAL SECTOR CONSUMER SPENDING

- In 2011, Australians spent almost \$20 billion on cultural activities annually, which is 4% of their average weekly household expenditure
- In 2012 international cultural and heritage visitors spent an estimated \$4 billion in NSW
- In 2011, Western Sydney households spent an aggregate \$232 million at museums, art galleries, live theatre, music, concerts, and on cultural fees and charges. This is compared to \$283 million spent by Eastern Sydney households in the same period







## For further information



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