

9.7 OUTCOMES OF ADVERTISING - ARTS PLAN

- Attachments:**
1. **Summary of Submissions and Tracked Modifications**
 2. **Arts Plan 2023-2028**

RECOMMENDATION:**That Council:**

1. **REVOKES the Arts Development Action Plan 2018-2020; and**
2. **ADOPTS the Arts Plan 2023-2028, at Attachment 2.**

PURPOSE OF REPORT:

For Council to consider revoking the Arts development Action Plan 2018-2020 and adopting the Arts Plan 2023-2028.

BACKGROUND:

The Arts Plan 2023 – 2028 (Arts Plan) is the successor to the Arts Development Action Plan 2018 – 2020 (ADAP), and will deliver an overarching vision, key objectives and associated action items as part of the overall strategic arts direction for Vincent. This is aligned with the Corporate Business Plan 2022/23 – 2025/26 (CBP) connected community priority area action: 'Prepare and implement the Arts Plan'.

At its August 2018 (item 12.2) Ordinary Meeting, Council adopted the ADAP. The ADAP was subsequently implemented between 2018-2020.

At the 22 September 2020 Council Workshop, Administration presented a closure report and outcomes of the ADAP. Administration further undertook a performance review of the ADAP, completed in June 2021.

On 1 October 2021, a Policy Paper outlining the development of the Arts Plan was issued to Elected Members, for consideration of the scope, draft vision, themes and objectives and proposed community engagement in accordance with the City's Policy Development and Review Policy.

On 16 February 2022 further information was provided via email outlining the communications plan and engagement approach.

On 28 June 2022 at its Council Workshop, the Arts Plan project was presented to Elected Members. This provided an overview of the engagement report and process, and outlined the key take outs and areas for action that have been reflected in the Arts Plan.

On 16 May 2023 (item 9.9) at its Ordinary Meeting, Council approved the Draft Arts Plan for advertising as per the City's Community and Stakeholder Engagement Policy.

DETAILS:

The draft Arts Plan was advertised from 29 May 2023 to 26 June 2023 via the following methods:

- Notice published on the City's website;
- Six posts to the City's social media;
- Notice published in the local newspapers;
- Dedicated project page on Imagine Vincent, providing opportunity to comment generally or fill out a survey;
- TV displays at Beatty Park and the Library;
- Notice posted in the City's business e-newsletter and monthly e-newsletter;
- Notice exhibited at the City's Administration and Library and Local History Centre;
- 3,000 postcards distributed to businesses across seven town centres;
- Digital display at Beatty Park and the Library;
- A-frames at Pickle Park for The Pickle District After Dark 3.0 event on 5 May 2023;

- In-person drop-in session at Cleaver Street & Co on 8 June 2023 from 8am-1pm; and
- In-person community open day was held at the City of Vincent Administration building on 19 June 2023 from 4:00-8:00pm.

Consultation was supported by activities aimed at encouraging community attendance at the in-person sessions and driving an increase in responses to the Imagine Vincent survey.

The results of the public consultation period are as follows:

- Social media reach –9,276 people.
- Imagine Vincent Unique page views – 73.
- Document downloads – 6.
- Attendance at drop-in session – 8.
- Attendance at Community Open Day – 10.
- Completed surveys – 7.

Responses via the survey were mostly positive or supportive of the Arts Plan. Key results are as follows:

- Objectives:
 - Agreeance with proposed objectives ranged from 71%-100%.
 - 100% agreeance with four of eight objectives.
- Actions:
 - Agreeance with proposed Connected Community actions ranged from 71%-100%.
 - Agreeance with proposed Vibrant and Thriving actions ranged from 86%-100%.
 - Agreeance with proposed Place and Identity actions ranged from 71%-100%.
 - Agreeance with proposed Innovation and Creative Economy actions ranged from 57%-100%.
 - 100% agreeance with 14 of 30 actions.

A summary of submissions is provided as **Attachment 1**. This document details the comments received in relation to the vision, objectives and actions, Administration's response, and any recommended modifications to the Arts Plan.

Two modifications are proposed and are detailed in **Attachment 1**. These include the modification of Action 1.3 and Objective 3, to provide additional clarity around the intent of both.

Based on the survey responses and comments, there is clear support for the Arts Plan, included as **Attachment 2**.

CONSULTATION/ADVERTISING:

Administration has notified all submitters of this item being presented to Council for approval. Administration will further notify all submitters of the outcomes of the Ordinary Meeting of Council.

Prior to the formal consultation outlined above, the following community engagement activities took place:

- July 2021, August 2021, April 2022 and May 2022: Workshops with the AAG;
- April to May 2022: Online community survey open, 62 responses;
- April to May 2022: Four event pop-in sessions at the Kyilla Community Farmers Market, Luna Leederville, Noongar Radio Harmony Day and Pickle District After Dark 2.0;
- May 2022: Two industry workshops;
- May 2022: One workshop with relevant members of Administration; and
- May 2022: Interview with DLGSC.

LEGAL/POLICY:

The Arts Plan has been developed in line with the City's [Policy Development and Review Policy](#).

RISK MANAGEMENT IMPLICATIONS

Low: It is low risk for Council to endorse the Arts Plan.

STRATEGIC IMPLICATIONS:

This is in keeping with the City's *Strategic Community Plan 2022-2032*:

Enhanced Environment

Our parks and reserves are maintained, enhanced and are accessible for all members of the community.

Accessible City

Our pedestrian and cyclist networks are well designed, connected, accessible and encourage increased use.

Connected and Healthy Community

We have enhanced opportunities for our community to build relationships and connections with each other and the City.

Our many cultures are celebrated.

We recognise, engage and partner with the Whadjuk Noongar people and culture.

We are an inclusive, accessible and equitable City for all.

Thriving Places

Our town centres and gathering spaces are safe, easy to use and attractive places where pedestrians have priority.

Efficiently managed and maintained City assets in the public realm.

Art, history and our community's living cultures are evident in the public realm.

Sensitive Design

Our built form character and heritage is protected and enhanced.

More people living in and working in or enjoying our town centres.

Innovative and Accountable

We deliver our services, projects and programs in the most inclusive, efficient, effective and sustainable way possible.

SUSTAINABILITY IMPLICATIONS:

This does not contribute to any specific sustainability outcomes of the *City's Sustainable Environment Strategy 2019-2024*, however sustainability and minimising environmental impacts are integrated into assessment criteria for physical artworks, particularly public artworks and those commissioned through the Percent for Art scheme.

PUBLIC HEALTH IMPLICATIONS:

This is in keeping with the following priority health outcomes of the City's *Public Health Plan 2020-2025*:

Increased mental health and wellbeing

Increased physical activity

FINANCIAL/BUDGET IMPLICATIONS:

The implementation of the Arts Plan will be met through existing operational budgets. These budgets and any specific Arts Plan action items requiring capital budget, will be considered by Council through the annual budgeting process.

There is opportunity to utilise Percent for Art cash-in-lieu reserve for projects and initiatives that align with the Percent for Art Policy.

COMMENTS:

Access to art and culture not only increases vibrancy and improves the experience of places and spaces, but also encourages connection and increases the mental health and wellbeing of the community. Opportunities for creative expression of Vincent's context, heritage and culture as well as the people who live, work and play here are vital in creating a sense of identity and belonging. The Arts Plan will further these opportunities and strengthen the presence of Art in Vincent.

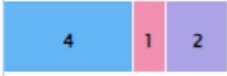
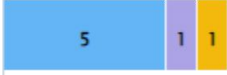
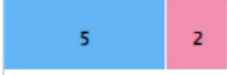


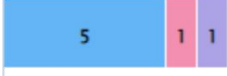
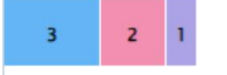
Arts Plan 2023-2028 - Summary of Submissions

VISION AND OBJECTIVES			
QUESTION	SUBMITTER COMMENT (VERBATIM)	ADMINISTRATION RESPONSE	RECOMMENDED MODIFICATION
<p>Question 3: Do you support the draft vision of the Arts Plan to <i>embed creativity in everything we do to make the City of Vincent the Arts Capital of Perth?</i></p> <p>Draft vision</p> <p>2 4 6 8</p> <ul style="list-style-type: none"> ● Definitely agree ● Somewhat disagree ● Somewhat agree ● Definitely disagree ● Neither agree nor disagree 	<p>Submitter 2: Somewhat disagree</p> <p>Through the research it is evidently clear that the two things that artists are crying out for are space and funding. These make up only a minor part of your vision. If you focus on these it will reverberate throughout the other highlighted themes. More funding needs to be allocated to these objectives.</p>	<p>Submitter comment noted. Whilst the vision is short, ambitious and high level it is identified throughout the document that increases in both space and funding for the arts sector are required in working towards achieving the vision.</p> <p>Increased funding is addressed in Actions 1.4, 4.1, 4.2, 6.1, 6.3, 7.1, 7.4 and 8.2.</p> <p>Cultural infrastructure (more space) is addressed under objective 6. We attract artists to the community and support them to explore and grow their practice and in actions 6.1, 6.2 and 6.3.</p> <p>The Local Planning Policy 7.5.13 Percent for Public Art was reviewed in 2022 and now allows space to be provided as a percent for art contribution. Furthermore, the draft Pickle District Planning Framework includes mechanisms that incentivise subsidised rents for the creative arts and creative industries (Development Incentives for Community Benefit section).</p>	No modification required.
	<p>Submitter 4: Somewhat agree</p> <p>I regularly go on morning walks in my local area would be wonderful to see more laneways within residential parts of the City of Vincent showcasing artwork from local artists.</p>	<p>Submitter comment noted. Showcasing local artist's work in residential laneways within Vincent is supported through ctions 4.1, 4.2 and 7.3.</p>	No modification required.
	<p>Submitter 5: Definitely agree</p> <p>Happy with vision.</p>	<p>Submitter support noted.</p>	No modification required.
	<p>Submitter 6: Definitely agree</p> <p>Vision is good, implementing it will be difficult.</p>	<p>Submitter support noted. The Arts Plan is structured around three key focus areas. Focus area one sets out the strengths, weaknesses, opportunities and threats of Vincent's current arts and culture portfolio and results of the stakeholder engagement conducted for the Arts Plan. Focus area two sets out the vision and associated themes and objectives that will respond to the 'where are we now' focus area, to enhance and improve Vincent's arts and culture activities and offerings. Focus area three outlines the actions which will contribute to achieving the objectives and vision of the Arts Plan. Through the staged implementation of the Arts Plan in line with these three key focus areas the City will look to progress the delivery of it's vision.</p>	No modification required.

Arts Plan 2023-2028 - Summary of Submissions

Question 4: Do you support the following objectives of the Draft Arts Plan?	Submitter 2: Definitely agree to all eight objectives	Submitter comment noted. Increased funding for artists is addressed in actions 1.4, 4.1, 4.2, 6.1, 6.3, 7.1, 7.4 and 8.2.	Modify Objective 3.
<p>1. Our arts and culture flourishes and is celebrated</p> 	<p>Yes, I support these objectives, but again, providing spaces and funding for artists should be the priority. Do this and it will flourish. Look at local councils like the City of Fremantle.</p>	<p>Cultural infrastructure (more space) is addressed under objective 6. We attract artists to the community and support them to explore and grow their practice and in actions 6.1, 6.2 and 6.3. Other local governments including City of Fremantle will continue to be included in benchmarking and case study research.</p>	<p>Recommended modification:</p>
<p>2. Arts and culture helps us build relationships and connections with each other and the City</p> 			<p>Objective 3:</p>
<p>3. We work towards injecting creativity into all our public spaces which showcases art and culture and enhances our public places</p> 		<p>The Local Planning Policy 7.5.13 Percent for Public Art was reviewed in 2022 and now allows space to be provided as a percent for art contribution. Furthermore, the draft Pickle District Planning Framework includes mechanisms that incentivise subsidised rents for the creative arts and creative industries (Development Incentives for Community Benefit section).</p>	<p>We work towards injecting creativity into all our public spaces, which to showcases art and culture and enhances our public spaces deliver thriving places.</p>
<p>4. Our places move us to discover and connect to a culturally rich Vincent that is accessible to people of all abilities</p> 			
<p>5. We cultivate a sense of belonging, pride and identity through creative insight and reflection</p> 			
<p>6. We attract artists to the community and support them to explore and grow their practice</p> 			
<p>7. We are focused on growing Vincent's creative economy through innovation and support for our emerging creative talent</p> 			
<p>8. We support bold, inspirational and sustainable thinking that draws on the expertise of our creative community</p> 			
<p> ● Definitely agree ● Somewhat disagree ● Somewhat agree ● Definitely disagree ● Neither agree nor disagree </p>		<p>To improve clarity around the intent of Objective 3, it is proposed the objective is modified to read: We work towards injecting creativity into all our public spaces, to showcase art and culture and deliver vibrant places</p>	

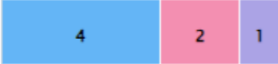

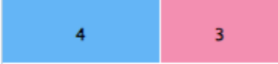
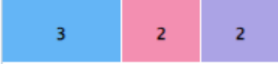
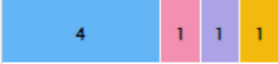



Arts Plan 2023-2028 - Summary of Submissions

CONNECTED COMMUNITY				
QUESTION		SUBMITTER COMMENT (VERBATIM)	ADMINISTRATION RESPONSE	RECOMMENDED MODIFICATION
Question 5: To what extent do you support the actions outlined in the Connected Community section (pages 18-22)?				
1.1 and 1.2 Undertake a cultural audit and establish a database that is publicly available of creatives and arts organisations in City of Vincent.		Submitter 2: Artists already access RTRFM and they already promote the arts. \$10,000 per annum to fund the investigation of a partnership seems like a lot.	Submitter comment noted. Administration agree artists already access RTRFM and their promotion of the arts. This provides the City with an opportunity to reach arts producers and arts consumers from Perth and beyond. In addition, the partnership supports RTRFM which is a local community-run, not-for-profit, creative hub located in City of Vincent. The allocated \$10,000 budget to Action 1.3 will cover the partnership cost. Investigation into the details by Administration will be facilitated through existing operational expenditure. Action 1.3 is proposed to be modified to clarify this.	Modify Action 1.3 to provide further clarity. Recommended modification: Action 1.3: Investigate a pPartnership with RTRFM for the to promote ion of arts and culture activities and opportunities in Vincent.
1.3 Partner with RTRFM to promote arts and culture activities and opportunities in Vincent.				
1.4 Support creative events through the Events & Festivals Sponsorship and Town Team Grant programs.		Submitter 5: 1.4 - is 100k enough to spread over the 5 years. Will this be taken away from the Town Team Grants or added to? 2.4 - is 150k enough for a significant and prominent Noongar artwork? Previous experience would indicate this will reduce the artist talent pool and the size of artwork. As this would be such an important milestone for the City, the budget should reflect this.	Submitter comments noted. Action 1.4 proposes a \$100,000 budget per annum, subject to the annual budgeting process. There is no change proposed to the annual town team grants. Action 2.4 has an estimated budget proposed of \$150,000. As the artwork opportunity and project plan are developed there will be opportunity to review the budget allocation to ensure it is appropriate and finalised costings will be subject to the annual budgeting process.	No modification required.
2.1 Explore opportunities for heritage and interpretation through the Arts in our public places.				
2.2 Ensure public art and arts opportunities are accessible to people of all abilities.		Submitter 6: Please consider the value of Town Teams as a whole... some are great, other are completely useless.	Submitter comment noted. Separate to the Arts Plan, Town Teams can access grant funding through the Town Team Grant Program. This requires a town team grant application and acquittal forms which are assessed by Administration to ensure a certain level of planning, management and delivery.	No modification required.
2.3 Explore opportunities to celebrate Noongar culture and language through the arts in public places.				
2.4 Commission a significant Noongar artwork in a prominent City location.				
	<ul style="list-style-type: none"> ● Definitely agree ● Somewhat agree ● Neither agree nor disagree ● Somewhat disagree ● Definitely disagree 			

Arts Plan 2023-2028 - Summary of Submissions

VIBRANT AND THRIVING				
QUESTION		SUBMITTER COMMENT (VERBATIM)	ADMINISTRATION RESPONSE	RECOMMENDED MODIFICATION
Question 6: To what extent do you support the actions outlined in the Vibrant and Thriving section (pages 23-26)?				
3.1 and 3.2 Improve exposure and promotion of City run and supported arts activities, and redesign and implement changes to the City's arts webpages.		Submitter 2: We have a lot of Murals already, it seems like this is the only solution to public art.	Submitter comment noted. Stakeholder engagement identified a gap in Vincent's arts and culture offerings. Efforts to date have largely been in the visual arts, particularly permanent public art and murals. Through action 8.1, the City will work to ensure a wide variety of artforms are supported and facilitated by the City. Additionally, the Local Planning Policy 7.5.13 Percent for Public Art was reviewed in 2022 and now allows a wider variety of arts contributions such as ephemeral, performative art and spaces for creatives.	No modification required.
3.3 and 3.4 Undertake a full audit of the City's art collection and improve record keeping processes and maintenance schedule.				
4.1 Review and relaunch the Mural Co-funding Program.		Submitter 5: 3.1 - 3.2 - I don't believe the budget will meet the objectives. 3.3 - 3.4 - was the audit not completed in the last plan? is there a need for a 10K spend?	Submitter comment noted. Actions 3.1 and 3.2 propose a budget of \$10,000 per annum and \$5,000 per annum respectively subject to annual budgeting process. This is considered to be adequate as the majority of each action will be delivered by the City's administration and will be facilitated through existing operational expenditure. The Arts Development Action Plan (ADAP) review did not include an audit of the City's art collection. At present, there are substantial gaps in collection data. It is anticipated that the majority of the proposed budget will be used for evaluations and any repairs required to the collection.	No modification required.
4.2 Relaunch the Lightbox Gallery program.				
4.3 Explore avenues to screen the collection of short films commissioned through the City of Vincent Film Project in public and to the wider community.				
	<ul style="list-style-type: none"> ● Definitely agree ● Somewhat agree ● Neither agree nor disagree ● Somewhat disagree ● Definitely disagree 			

Arts Plan 2023-2028 - Summary of Submissions

PLACE AND IDENTITY				
QUESTION		SUBMITTER COMMENT (VERBATIM)	ADMINISTRATION RESPONSE	RECOMMENDED MODIFICATION
Question 7: To what extent do you support the actions outlined in the Place and Identity section (pages 27-31)?				
5.1 Develop a living document that maps out prioritised public art opportunities.		Submitter 2: Space is the number one thing that artists want. This is where you should be focusing your energy.	Submitter comment noted. Cultural infrastructure (more space) is addressed under objective 6. We attract artists to the community and support them to explore and grow their practice and in actions 6.1, 6.2 and 6.3. The Local Planning Policy 7.5.13 Percent for Public Art was reviewed in 2022 and now allows space to be provided as a percent for art contribution. Furthermore, the draft Pickle District Planning Framework includes mechanisms that incentivise subsidised rents for the creative arts and creative industries (Development Incentives for Community Development section).	No modification required.
5.2 Explore opportunities to integrate arts outcomes into public open spaces.				
5.3 Integrate artistic outcomes into the implementation of the Wayfinding Signage Plan.				
5.4 Explore opportunities for artist talks on public artworks in Vincent.		Submitter 5: 6.2 - The percent for art policy needs an overhaul as the art currently being installed through developments are underwhelming. Earlier engagement with artists would enhance the finished product without the bolt on effect, art currently being approved. Funding should also be channelled into ways the percent for art funding can be pooled more frequently allowing for more substantial artworks within Vincent precincts. I don't believe there is enough funding in the budget for this important project.	Submitter comment noted. The Local Planning Policy 7.5.13 Percent for Public Art was reviewed in 2022. This included a number of substantial changes to ensure better quality and more varied outcomes, and also to encourage more cash in lieu contributions that can be pooled to fund projects outlined on the public art opportunity map.	No modification required.
5.5 Develop and implement the Public Infrastructure Mural Program.				
6.1 Investigate reduced-fee and alternative length of time options for creatives to hire Vincent spaces.		Submitter 6: integrating art into public spaces is terrific but will take a change of mindset... why install a regular park bench when we can do something that is artistic AND accommodates seating.	Submitter comment noted. Actions 2.1, 2.3, 5.2 and 5.3 support and encourage the integration of art into public spaces. Administration agree that the delivery of this will involve cross collaboration within Administration teams to upskill and increase awareness of opportunities to integrate art with other initiatives in the public realm and will encourage this.	No modification required.
6.2 Explore opportunities to increase the supply of cultural infrastructure in Vincent through planning frameworks.				
6.3 Advocate to DLGSC to assist in supporting delivery of arts spaces with funding opportunities.				
	<ul style="list-style-type: none"> ● Definitely agree ● Somewhat agree ● Neither agree nor disagree ● Somewhat disagree ● Definitely disagree 			

Arts Plan 2023-2028 - Summary of Submissions

INNOVATION AND CREATIVE ECONOMY				
QUESTION		SUBMITTER COMMENT (VERBATIM)	ADMINISTRATION RESPONSE	
Question 8: To what extent do you support the actions outlined in the Innovation and Creative Economy section (pages 32-36)?		<p>Submitter 2: Funding was the second most important thing that artists wanted. The City of Vincent definitely needs to look at a variety of art forms. They have had WAAPA on their doorstep for years and many of the best performing artists in the country living in the City of Vincent. All I see in the City of Vincent is Music and Public Art (Mostly Murals), though both are important, there needs to be more variety if you want to be the arts capital of Perth.</p>	<p>Submitter comment noted. Increased funding opportunities are cited through multiple objectives and addressed in actions 1.4, 4.1, 4.2, 6.1, 6.3, 7.1, 7.4 and 8.2.</p> <p>Stakeholder engagement identified a gap in Vincent's arts and culture offerings. Efforts to date have largely been in the visual arts, particularly permanent public art and murals. Through action 8.1, the City will work to ensure a wide variety of artforms are supported and facilitated by the City.</p>	
7.1 Support early career filmmakers through the City of Vincent Film Project.				No modification required.
7.2 Facilitate or promote skill development opportunities for creatives to build upon their capabilities.				
7.3 Investigate the opportunity to provide a Legal Laneway in Vincent for street artists.				
7.4 Investigate a grant program for local arts and culture initiatives.				
8.1 Ensure support of wide variety of different art forms and initiatives.				
8.2 Support existing creative organisations and initiatives in Vincent that align with objectives of the Arts Plan.				
8.3 Explore partnership opportunities to deliver a large scale, temporary art installation.				
<p> ● Definitely agree ● Somewhat disagree ● Somewhat agree ● Definitely disagree ● Neither agree nor disagree </p>				

Arts Plan 2023-2028 - Summary of Submissions

GENERAL COMMENTS		
SUBMITTER COMMENT (VERBATIM)	ADMINISTRATION RESPONSE	RECOMMENDED MODIFICATION
<p>Submitter 2: Prioritise spaces and funding for artists. You should really allocate more funding in the budget towards these two objectives and be doing (not just investigating) these outcomes asap. These are clearly the things that artists wanted from all your consultation. I don't know why there is so little money allocated to these objectives. The City of Vincent is a long way off from being the Arts capital of Perth, if you truly want that then listen to the people you consulted with. I'm also very surprised that City of Vincent doesn't have an art gallery.</p> <p>Also, you should implement a new system for art collection record keeping before doing the audit of the City's art collection. That way you can put the details straight into the new system and save a lot of extra work, double handling and wasted money. I'll save you some investigation money and tell you that a lot of institutions and local governments cultural departments use EMu collection management.</p>	<p>Submitter comment noted. Spaces and funding in the arts sector are high priorities for the City and are supported through actions 1.4, 4.1, 4.2, 6.1, 6.2, 6.3, 7.1, 7.4 and 8.2, the Local Planning Policy 7.5.13 Percent for Public Art and planning mechanisms in the draft Pickle District Planning Framework. These consider and include the recommendations outlined in the Making Space for Culture findings and report.</p> <p>The City doesn't have the required resources to fund, manage and programme an art gallery, or other type of arts space. The Local Planning Policy Percent for Art was reviewed in 2022 and now allows space to be provided as a percent for art contribution.</p> <p>Administration is liaising with other local governments and similar institutions regarding collection management including digital programs. The audit is being undertaken first to align with the timeline of the review of the Art Collection Policy 3.10.7 and Public Art Policy 3.10.8. Any art collection management system will be procured in accordance with the City's Purchasing Policy.</p>	<p>No modification required.</p>
<p>Submitter 4: More inclusions from those arts students living within the City of Vincent.</p>	<p>Submitter comment noted. Arts students in City of Vincent have many opportunities to engage with our arts programming, particularly through actions 4.1, 4.2, 5.5, 6.1, 7.1, 7.2, 7.3 and 7.4.</p>	<p>No modification required.</p>
<p>Submitter 5: Great to read we are constantly looking to improve and build on the art pathways in the City of Vincent.</p> <p>Would love to see the Pickle District After Dark program be extended over a weekend instead of a one night event!</p>	<p>Submitter comment noted.</p>	<p>No modification required.</p>



CITY OF VINCENT

ARTS PLAN

2023 - 2028





Cover:
Voxlab studio ft. Bec Juniper paintings
Photograph by Danica Zuks, 2021

This page:
Smiths Lake Reserve sculpture and Talking Rock
Tony and Francine Riches, 2003
Photograph courtesy of City of Vincent, 2013

ACKNOWLEDGEMENT OF COUNTRY

The City of Vincent acknowledges the Traditional Owners of the land, the Whadjuk people of the Noongar nation, and pay our respects to Elders past and present.

We recognise the unique and incomparable contribution the Whadjuk people have made and continue to make to our culture and in our community, as the oldest living culture and the first artists on this land. We will continue to seek the input of the Traditional Owners.

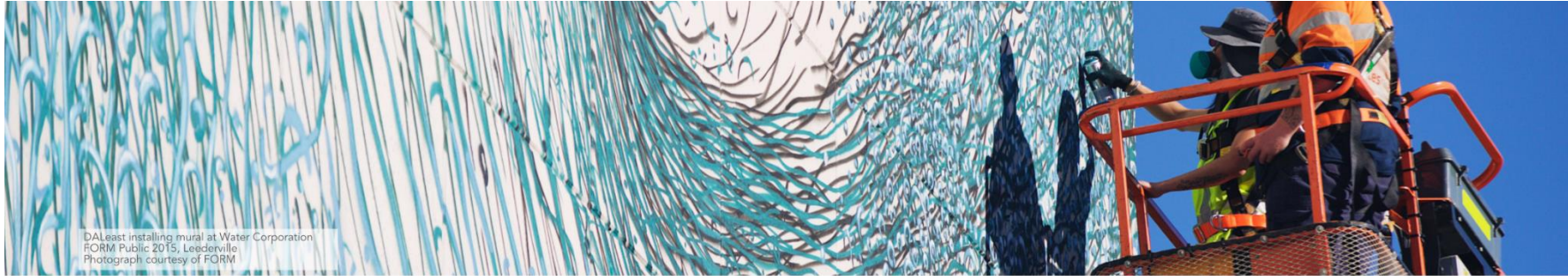
The land on which we live, meet, and thrive as a community always was and always will be Noongar land.



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Pickle District After Dark 2.0
Light artwork by Sohan Ariel Hayes
Photograph by Matthew Gedling, 2022



DALeast installing mural at Water Corporation
FORM Public 2015, Leederville
Photograph courtesy of FORM

ARTS PLAN ON A PAGE

VISION

Embed creativity in everything we do to make City of Vincent the Arts capital of Perth.

The Vision feeds into four themes, each with two key objectives. The final section of this document details several actions for each objective, to be delivered over the five year span of the Arts Plan.

THEMES



CONNECTED
COMMUNITY



VIBRANT &
THRIVING



PLACE &
IDENTITY



INNOVATION &
CREATIVE ECONOMY

OBJECTIVES

1. Our arts and culture flourishes and is celebrated
2. Arts and culture helps us build relationships and connections with each other and the City
3. We work towards injecting creativity into all our public spaces, to showcase art and culture and deliver thriving places
4. Our places move us to discover and connect to a culturally rich Vincent that is accessible to people of all abilities
5. We cultivate a sense of belonging, pride and identity through creative insight and reflection
6. We attract artists to the community and support them to explore and grow their practice
7. We are focused on growing Vincent's creative economy through innovation and support for our emerging creative talent
8. We support bold, inspirational and sustainable thinking that draws on the expertise of our creative community

HOW TO READ THIS DOCUMENT

The Arts Plan is structured around three key focus areas:

1. WHERE ARE WE NOW?

Sets out the strengths, weaknesses, opportunities and threats of Vincent's current arts and culture portfolio and the results of the stakeholder engagement conducted for the Arts Plan.

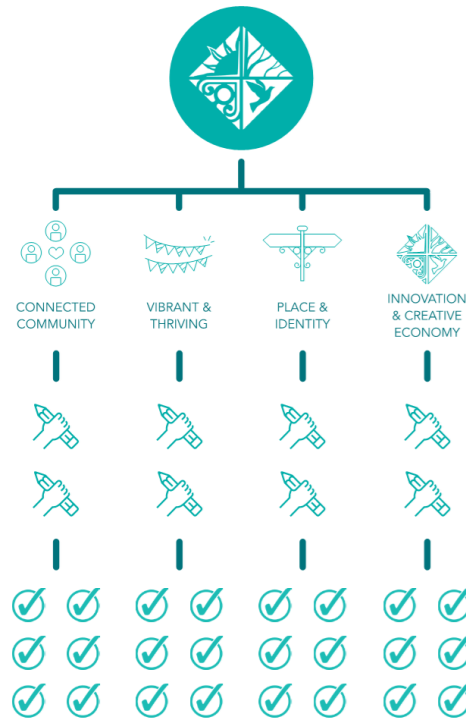
WHERE DO WE WANT TO BE?

Sets out the vision and associated themes and objectives that will respond to the 'where are we now' focus area, to enhance and improve Vincent's arts and culture activities and offerings.

HOW DO WE GET THERE?

Outlines the actions which will contribute to achieving the objectives and vision of the Arts Plan.

HOW DO THE VISION, THEMES, OBJECTIVES AND ACTIONS RELATE?



VISION

High level goal for the Arts Plan.

THEMES

Captures four major themes through which the Arts Plan will be delivered in order to achieve the vision.

OBJECTIVES

Two key objectives are listed against each theme, articulating our approach and priorities.

ACTIONS

Corresponding with each of the objectives specify what we will do to achieve each objective, and the overall vision.

WHERE ARE WE NOW?

THE ARTS IN VINCENT

What sets Vincent apart from other areas of Perth is the rich, layered and diverse history embedded in this place that always was and always will be Whadjuk Noongar Boodja.

The bustling and ever evolving inner city location we enjoy today has a past as the fringe and outskirts of the city, and a longstanding history of welcoming immigrants from all over the world. Before the wetlands were infilled they were home to Chinese market gardens; long before that, before colonisation an extensive network of wetlands that stretched across and passed through Vincent were rich in flora and fauna, and remain culturally significant sites to the Whadjuk Noongar people.

Today Vincent is known for its thriving arts scene, home to artists and galleries, street art and public art throughout town centres and laneways, live music venues, the Pickle District, Hyde Park events, creative organisations and institutions such as The Rosemount and RTRFM.

Our community is diverse, multicultural, vibrant, creative, engaged, and values art and culture.



Behind the scenes of dance film *Honeymoon Phase* by Kaela Halatau and Stephanie Senior
Photograph by Danica Zuks, 2020

Rings by Stephen Pennock,
North Perth Common, 2019
Photograph by Danica Zuks

Rivulets by Lorena Grant
Beatty Park Leisure Centre
Photograph by Danica Zuks

Ever Ever mural by Georgia Hill, 2016
Photograph by D Dewsbury



Picnic in the Park, Hyde Park
Perth International Jazz Festival 2021
Photograph by Luke Riley



- Alignment with:**
- Innovate RAP 2022 - 24
 - Wayfinding Signage Plan
 - Place Plans and Planning Frameworks
 - Access & Inclusion Plan 2022 - 27
 - Public Open Space Strategy 2018

- Arts Policies:**
- Percent for Art Policy
 - Public Art Policy
 - Murals Policy
 - Art Collection Policy

STRATEGIC ALIGNMENT

The Strategic Community Plan (SCP) details Vincent’s overarching plan for the future, and is informed by extensive community consultation. It sets the strategic direction for the entire organisation and is supported by a number of informing strategies and plans, including the Arts Plan.

The four themes of the Arts Plan have been developed in line with the SCP guiding principles Connected and Healthy Community, Thriving Places, Sensitive Design and Innovative and Accountable.

The Arts Plan succeeds the Arts Development Action Plan 2018 - 2020 (ADAP). A review of performance achieved against the ADAP was undertaken and informed the framework of the Arts Plan, alongside the Making Space for Culture Report. Both are detailed further in the following pages.

Other City documents that the Arts Plan aligns with include:

- Innovate Reconciliation Action Plan 2022 - 2024;
- Wayfinding Signage Plan;
- Place Plans and Planning Frameworks;
- Access & Inclusion Plan 2022 - 2027; and
- Public Open Space Strategy 2018.

The Arts Plan guides the City’s activity and investment in the arts sector, percent for art contributions and cash-in-lieu expenditure and informs the arts policies. This includes:

- arts commissions, projects, events and programming;
- internal processes such as approvals, collection management and maintenance;
- sponsorship of initiatives, projects and awards;
- co-funding or grant funding initiatives; and
- partnerships and collaborations.



CONTEXT

The performance review and learnings of the ADAP informed the development of the Arts Plan. Findings from the recently completed Making Space for Culture study also played an informative role.



8 | CITY OF VINCENT ARTS PLAN 2023 - 2028

ADAP REVIEW

Adopted in 2018, the ADAP vision was to ‘embed creativity in everything we do to make City of Vincent the Arts capital of Perth’, supported by five key themes (connection, activation, support, innovation, creative economy) and associated goals and deliverables.

Implementation of the ADAP was impacted by COVID-19 as many actions could not be delivered due to restrictions. The delayed implementation of the ADAP slowly resumed as the ease of restrictions allowed.

The key strengths and challenges identified in the ADAP review revealed the following:

Successes

Mural and public art commissions. A large number of projects and initiatives were successfully commissioned, funded and co-funded.

Opportunities for the community to meet creatives and learn about their practice. Artist talks and meet and greet sessions have been valuable and will continue to be actioned through the Arts Plan.

Connect with creative organisations to advertise opportunities through their networks. Increased reach to artists has resulted in receiving higher quality submissions. An example of this was advertising the Film Project open call through RTRFM.

Identify and partner with local organisations to achieve common goals. Partnerships have drawn on expertise of local creative sector to provide creative opportunities and experiences to the industry and community. An example of this was the Moorditj Mural Masters project delivered in partnership with Kickstart Youth Festival, where budding young Aboriginal artists were mentored through the full mural commission process by Jade Dolman, a Whadjuk/Ballardong Noongar and Eastern Arrente experienced mural artist.

Challenges

Resourcing barriers. A number of deliverables were not able to be achieved due to lack of human and financial resourcing.

Spaces for creative production and practice. Suitable and affordable working spaces for artists were not found despite multiple avenues being explored including City of Vincent assets, partnerships with arts organisations and vacant, privately owned premises.

Increased interaction between arts and other portfolios internally. Whilst there has been improvement in this area with integration of the arts portfolio into the Place Planning team, further cross collaboration across the City can be achieved.

MAKING SPACE FOR CULTURE

The Making Space for Culture study was collaboratively commissioned in 2021 by City of Perth, Town of Victoria Park, City of South Perth and City of Vincent. Undertaken by Hatch RobertsDay, the study investigated the demand, preferred location and strategies to support affordable artist live work infrastructure and creative maker spaces such as studios and workshops in the Perth inner city.

The study included an inventory of cultural infrastructure and planning frameworks, targeted survey of local creatives, interviews with key stakeholders, and researched best practice local, national and international benchmarking and case studies.



The resulting report aligned planning mechanisms and partnership opportunities to identify practical avenues to deliver creative space both collaboratively and individually for each local government authority.

The survey yielded 1,080 responses from practicing creatives in Perth, of whom over 80% were seeking creative space for their practices in the inner city area. There is an enormous need for space for arts and culture, yet its provision is deeply deficient.

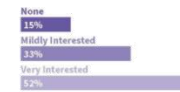
326 respondents specified a preference for a location within the City of Vincent, almost half of which were in the visual arts, with 20% in performance and 14% in music. The survey also collected detailed information about the design and amenity requirements of such spaces and locations, providing a comprehensive understanding of the spatial needs such as natural lighting, access to water, power and loading areas, and equipment requirements. This has been highly valuable in the development of the Arts Plan.

Findings from the report were further tested and evolved through stakeholder engagement for the Arts Plan.

Survey Results

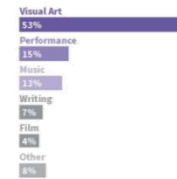
1080
RESPONSES
FROM PRACTICING
CREATIVES

What is your level of interest to have a space in 'Inner Perth'?



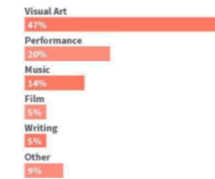
84%
INTERESTED
IN AN INNER CITY
CREATIVE SPACE

What best describes your main creative practice?



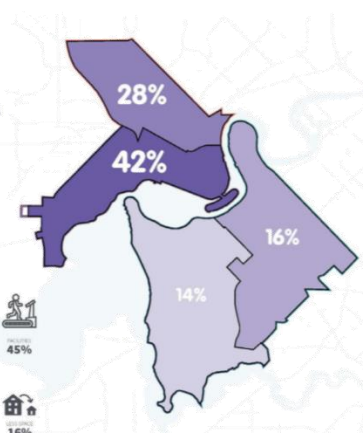
326
RESPONSES
IDENTIFIED CITY OF VINCENT
AS PREFERRED LGA

What best describes your main creative practice?



Where?

What is your preferred LGA to have a space in?



ATTRACTIONS (TOP 5)



BARRIERS (TOP 5)



WHERE ARE WE NOW? COMMUNITY FEEDBACK

A community survey formed one component of the stakeholder engagement for the development of the Arts Plan. The survey was open to everyone and included questions to gauge where we are now in the arts and culture space.

The community survey was hosted online in April and May 2022, and was supplemented with in-person engagements, and physical and digital promotions. The survey received 62 responses.

Most respondents were actively involved in the arts industry. 65% were professional practitioners, 28% were either part-time practitioners or hobbyists and 7% were not involved in the arts industry.

63% of survey participants were City of Vincent residents, highlighting an engaged local arts community.

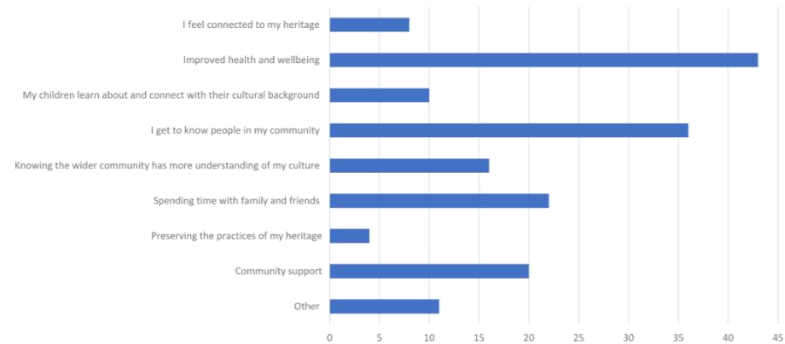
The main goal of the survey was to understand the community's priorities for the future. Feedback also provided the community's perspective and reflection on current arts and cultural offerings.

The top reasons why survey participants thought arts and culture is important were:

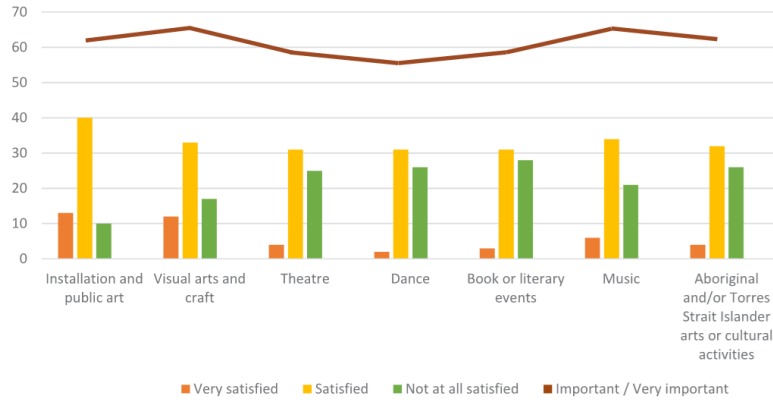
1. Improved health and wellbeing
2. Getting to know people in the community
3. Spending time with family and/or friends
4. Community support



IMPORTANCE OF ART AND CULTURE



SATISFACTION AND IMPORTANCE

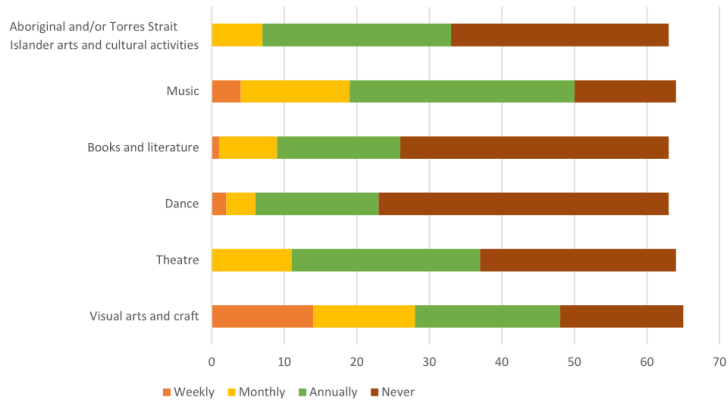


The arts and culture activities that received the most participation by survey respondents were music and visual arts and craft.

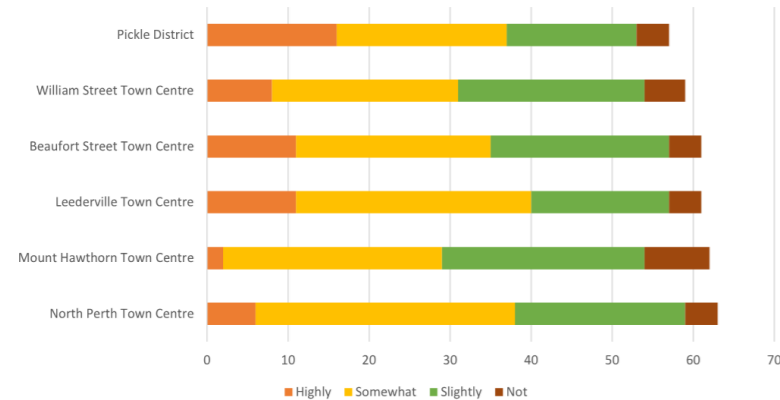
Arts genres identified as moderately more important than others also reflected the highest levels of satisfaction. These were installation and public art, visual arts and craft and music.

Based on the community survey feedback, the Arts is best represented in the Pickle District, followed by the Leederville and Beaufort Street Town Centres. Mount Hawthorn was identified as the town centre where the Arts is least represented in Vincent.

COMMUNITY PARTICIPATION IN ARTS AND CULTURE



REPRESENTATION OF ARTS AND CULTURE





WHERE DO WE WANT TO BE?

ENGAGEMENT METHODS

Based on the information collected in the 'Where are we now?' section, a draft vision and themes for the Arts Plan were formulated with input from the Arts Advisory Group and Elected Members. These were then tested, developed and enhanced through the stakeholder engagement process.

Engagement with stakeholders is critical for the success of the Arts Plan, to ensure it reflects the unique needs of the local creative industry, the wider community and key stakeholders.

A range of engagement methods were employed for the development of the Arts Plan in an effort to capture feedback across all groups. Findings are summarised in the following pages.



Jane Coffey working in her studio, recipient of Arts Relief grant, Photograph by Danica Zuks, 2021

Interactive artwork by Sohan Ariel Hayes, 2022
Fridays Studio, Pickle District After Dark 2.0
Photograph by Kate Hulett.

ENGAGEMENT FINDINGS

COMMUNITY SURVEY

Aimed at residents, workers and visitors of Vincent the survey was comprehensive with a total of 18 questions, seeking feedback on how well the Arts is represented in existing precincts, the Arts Plan strategic objectives, participation, satisfaction and importance, priority service areas and public art specifically.

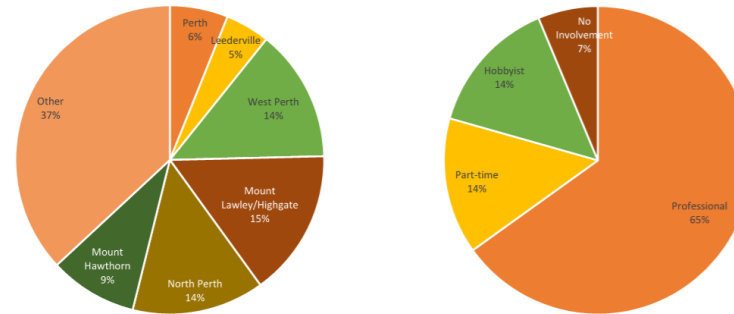
Valuable and substantial feedback was collected with 295 webpage visits and 62 participants completing the survey, a third of which opted to fill out the open text section.

Most respondents were actively involved in the arts industry with 65% professional practitioners, 28% part-time practitioners or hobbyists and only 7% not involved in the arts industry. 63% of participants were City of Vincent residents, highlighting an engaged local arts community.

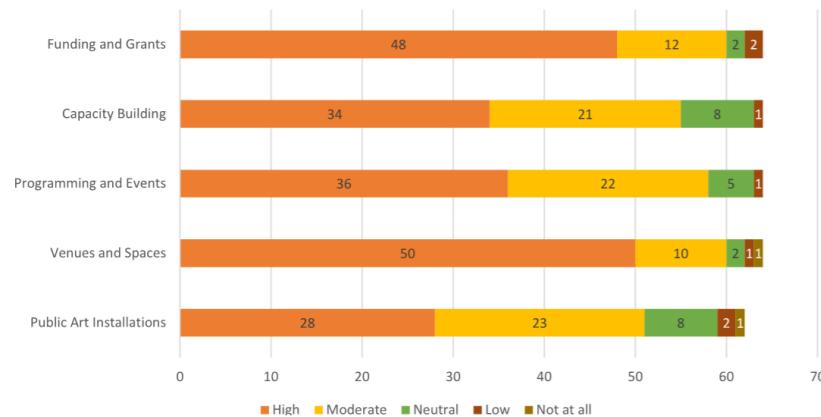
Key findings:

- The four proposed themes ‘Connected Community’, ‘Vibrant and Thriving’, ‘Place and Identity’ and ‘Innovation and Creative Economy’ were all of high importance to respondents, with ‘very important’ being the most used response to all categories.
- Arts genres that reflected the highest level of dissatisfaction were Dance, Theatre, Books/Literature and Aboriginal and/or Torres Strait Islander cultural activities.
- The provision of suitable venues and spaces, alongside financial resources were identified as the highest priority service to support the Arts industry.

SURVEY RESPONDENTS LOCATION AND INDUSTRY INVOLVEMENT



PRIORITY SERVICES TO SUPPORT THE ARTS INDUSTRY





EVENT POP-IN SESSIONS

The aim of the event pop-in engagement activities was to promote the community survey and attract feedback specifically from arts and culture consumers and people who engage in community activities.

Stalls were set up at the Kyilla Community Farmers Market, Luna Leederville, the Noongar Radio Harmony Day at Hyde Park and at The Pickle District's After Dark 2.0 event. Participants were invited to share their experience of the Arts in Vincent along with a map and ideas wall to prompt the in-person conversation.

Large format posters on easels and walls promoting the community survey were also installed at Luna Leederville, The Art Garage, Get Ya Fix, The Backlot and Linton and Kay Gallery.

Key findings:

- There is an opportunity to provide a richer cultural experience in parks, to suit all ages.
- There is an opportunity to provide more Aboriginal cultural heritage elements and arts outcomes in public places.
- There is an opportunity to raise the visibility of arts activities for Vincent residents, workers and visitors through promotions and marketing.





INDUSTRY WORKSHOPS

Held in May 2022, the objective of the industry focused workshops was to directly engage with the local arts and cultural sector to validate the draft vision and themes, and workshop objectives, curatorial considerations, avenues for support of the sector, and general actions and deliverables.

Two workshops took place with a diverse group of attendees, including practitioners, arts organisations and developer representatives.

Themes discussed included:

- provision of creative space;
- the role and opportunities for funding;
- barriers and opportunities provided by administrative and statutory processes;
- the role and planning of arts precincts;
- the role of events and programming; and
- partnership and collaboration opportunities.

Key findings:

- There is an opportunity for more variety and diversity in arts activities and offerings in Vincent.
- There is high demand for a variety of physical spaces for creative production and practice.
- There is a need to create better awareness and provide accessible information about arts activities and opportunities through marketing and promotions.
- There is a desire for more opportunities for capacity building.
- There is a need for partnerships and collaboration within creative industry to strengthen and widen the arts and cultural offering by pooling resources.
- There is a desire for more support for grassroots and industry-led programming and activations across all districts and town centres.

TARGETED STAKEHOLDER WORKSHOPS

Arts Advisory Group

In addition to a number of workshops in 2020 that informed the approach and direction of the ADAP review and Arts Plan development, two focus workshops were undertaken in 2022 with City of Vincent's Arts Advisory Group (AAG). The AAG includes representatives of the local arts industry across a wide variety of genres.

Key findings:

- We must do what we can to provide more cultural infrastructure at affordable prices for the local creative industry. Further support is required to nurture relationships and build networks within the arts sector and consult directly with artists regularly.
- Facilitate capacity building opportunities for creatives. Explore potential for grant and/or micro-grant funding.
- Importance of marketing, communications and advocacy with a focus on broad audiences and arts consumers.
- Advocate for state funding and contributions of maker spaces and artist-in-residence opportunities.
- Continue to support creative events through the Event Sponsorship Program and town team support. Explore opportunities to sponsor or partner with arts organisations to deliver arts experiences and/or programming.

City of Vincent

Two internal engagement workshops were held with staff representing key operational sectors within the City.

Key findings:

- An organisation-wide focus on integration of arts and culture through collaborative approaches across directorates and teams is desired.
- Consider broad outcomes aligned to the SCP and recognise that some arts initiatives are complex and require considerable time to deliver.
- The City has limited resources, focus should be on prioritising a smaller number of initiatives and explore opportunities to support externally-led projects.
- Awareness of the arts in Vincent through marketing and promotions is required.
- There is an opportunity to engage developers early regarding percent for art contributions and arts opportunities.

State Government

The project team met with the Department of Local Government, Sport and Cultural Industries (DLGSC) to gain an understanding of how the City's programs and future Arts Plan can integrate with DLGSC programs and policies, and the potential to leverage cultural infrastructure funding.

Key findings:

- Potential for new cultural infrastructure funding is being investigated. Further engagement required to understand detail and opportunities.
- Percent for Art model is under review, a key issue to be addressed is an increase in the procurement of Aboriginal and Torres Strait Islander artists, and a greater representation of Aboriginal and Torres Strait Islander art and culture. This presents the opportunity to align Vincent's Percent for Art Policy with new amendments.
- Recent success in partnership with Lotterywest to support short term and long term artist-in-residence programs. Further engagement required to understand detail and opportunities for Vincent.

HOW DO WE GET THERE?



Two artists at the Moorditj Mural Masters Launch, 2022
Photograph by Sophie Minissale

VISION, OBJECTIVES AND ACTIONS

Through the review of the ADAP and subsequent stakeholder engagement, we were able to determine our arts and culture priorities. A number of draft visions were canvassed through community consultation, but feedback particularly from the creative sector showed that the ambitious ADAP vision remained the preferred option and had not yet been achieved. The vision statement has been retained as follows:

Embed creativity in everything we do to make City of Vincent the Arts capital of Perth.

The vision feeds into four themes that align with the Strategic Community Plan. Within each theme are two key objectives. These objectives are achieved by the actions detailed in the following pages, and summarised through the implementation framework on pages 37 and 38.

THEME	OBJECTIVE
 <p>Connected Community</p>	<p>1. Our arts and culture flourishes and is celebrated.</p> <p>2. Arts and culture helps us build relationships and connections with each other and the City.</p>
 <p>Vibrant and Thriving</p>	<p>3. We work towards injecting creativity into all our public spaces, to showcase art and culture and deliver thriving places.</p> <p>4. Our places move us to discover and connect to a culturally rich Vincent that is accessible to people of all abilities.</p>
 <p>Place and Identity</p>	<p>5. We cultivate a sense of belonging, pride and identity through creative insight and reflection.</p> <p>6. We attract artists to the community and support them to explore and grow their practice.</p>
 <p>Innovation and Creative Economy</p>	<p>7. We are focused on growing Vincent's creative economy through innovation and support for emerging creative talent.</p> <p>8. We support bold, inspirational and sustainable thinking that draws on the expertise of our creative community.</p>



Objective:

1. Our arts and culture flourishes and is celebrated.

Arts and culture are powerful tools in bringing people together, and encouraging understanding and empathy between different groups. COVID-19 has created social restrictions and negative impacts on the arts sector in recent years. In response, it is important to encourage relationships and connections within the community and with the City.

This is supported by the community survey responses which showed that getting to know other people in the community was the second most important aspect of arts and culture, followed by spending time with family and friends and community support.

The actions for this objective work towards building the following relationships and connections:

- The City and the local arts community.
- Individuals, groups and organisations in the arts sector for potential collaboration and job opportunities and networking.
- The public and the local arts community.
- The City and the broader community.

ACTION 1.1	Undertake a cultural audit of creatives and arts organisations in City of Vincent.
ACTION 1.2	Establish a database of creatives and arts organisations that can be accessed by the public.
Rationale	<p>One of the main take aways from community engagement was the need for cross pollination between creative industries and genres to strengthen and widen the arts and culture offering in Vincent. Participants in the industry workshops agreed and also emphasised the importance of bringing creatives together, as they often work in isolation, for potential collaboration, knowledge share and mentoring opportunities.</p> <p>Establishing a database of creatives and arts organisation for public use will enable this cross pollination and foster relationships both within the creative sector and with the public.</p>
Details	<p>Undertake a cultural audit and identify the optimal way to make the database accessible to the public.</p> <p>Timeframe: 2024/25 - 2026/27</p>



ACTION 1.3	Partner with RTRFM to promote arts and culture activities and opportunities in Vincent.
Rationale	<p>Located in the Beaufort Street Town Centre, RTRFM is a highly valuable asset for Vincent with its strong and longstanding focus on local arts, music and culture. Deeply embedded in the local arts community, RTRFM presents the opportunity to tap into an established and extensive network of creatives, arts and culture consumers and community minded locals.</p> <p>A partnership with RTRFM will not only help raise visibility of the Arts in Vincent, but will also enable the City to support this local, established, non-profit community radio station that plays a vital role in the West Australian music and wider arts and culture scene.</p>
Details	<p>Work with RTRFM to explore opportunities for a partnership to raise awareness of arts activities in Vincent, such as but not limited to regular promotions and appearances on the Artbeat show.</p> <p>First year learnings should be reviewed and any necessary changes implemented to the following year's partnership.</p> <p>Timeframe: 2023/24 onwards</p>

ACTION 1.4	Support creative events through the Events & Festivals Sponsorship and Town Team Grant programs.
Rationale	<p>Events are important to creatives as they bring public visibility, deeper community connection, inspiration, and collaboration and mentoring opportunities. Feedback provided in the industry workshops supported this.</p> <p>Community survey responses showed support for more creative events, including a wide variety of art forms from kids finger painting all the way through to sophisticated showcases of work by established artists.</p> <p>Across all stakeholder groups we received positive feedback for The Pickle District Town Team annual art crawls. These events are able to attract large crowds of artists and art enthusiasts, and increasingly also the general public. There is an opportunity to learn from and/or build upon this event model to increase the number of successful creative events supported.</p>
Details	<p>Continue to support creative events through the Festivals & Events Sponsorship and Town Team Grant annual funding programs. Explore ways to support applicants in delivering successful creative events by implementing changes to the application and operational processes.</p> <p>Timeframe: 2023/24 onwards</p>



Objective:

2. Arts and culture helps us build relationships and connections with each other and the City.

Vincent has the advantage of being an inner-city location, steeped in history from pre-colonial times through to today.

Our town centres and districts tell a story through their architecture, streetscapes and people, but this can be further built upon. Integration of arts and culture in these spaces can help the community learn about our places, both literally and in more abstract ways, to connect to the rich culture embedded in Vincent.

It is vital to ensure this is done with an inclusive and honest approach, portraying all groups who are tied to our places now and throughout history.

This objective aligns to the City's Innovate Reconciliation Action Plan 2022-2024 and Disability Access & Inclusion Plan.

ACTION 2.1	Explore opportunities for heritage and interpretation through the Arts in our public places.
Rationale	<p>Community survey responses identified reflection and interpretation of Vincent's heritage as one of four main areas of improvement.</p> <p>Feedback from the pop-in sessions indicated a particular desire for Aboriginal cultural and artistic heritage elements in public places.</p> <p>The City of Vincent Library and Local History Centre and the Boordiya Elders Group are excellent resources for historical knowledge of our places as well as Noongar cultural knowledge. They can be drawn upon to explore opportunities for heritage and interpretation arts projects including the application of surface motifs, mural artworks, small discovery pieces, performance art and technological solutions like talking posts and QR codes.</p>
Details	<p>Once opportunities are identified, incorporate into map of public art opportunities and prioritise accordingly. Include all necessary details such as art form and historical, cultural and/or contextual content.</p> <p>Timeframe: 2025/26 onwards</p>



ACTION 2.2 Ensure public art and arts opportunities are accessible to people of all abilities.

Rationale

The community survey responses identified accessibility and inclusion as a main area of improvement for the City's public art collection. Feedback received across all stakeholder groups highlighted the importance of providing opportunities for people of all abilities and ages to make creative contributions.

Through this action the City will address accessibility and inclusion in regards to both the experience of public art and in opportunities to contribute public art.

Details

Research best practice examples and precedents locally and abroad. Make necessary amendments in the review of arts policies, application processes and arts initiatives to ensure public art and arts opportunities are accessible to people of all abilities.

Timeframe: 2024/25 - 2025/26

ACTION 2.3 Explore opportunities to celebrate Noongar culture and language through the arts in public places.

Rationale

This initiative aligns with the Innovate Reconciliation Action Plan 2022-2024. Recognising the need to grow our knowledge of Aboriginal cultures, achievements and history, this action helps the City in working towards ensuring Aboriginal traditions, protocols and cultures are respected and preserved.

Opportunities can encompass any and all forms of art such as physical installations, workshops, performance art and spoken word, amongst others.

Details

With appropriate cultural advice and direction, identify opportunities to celebrate Noongar culture and language through the arts in public spaces. Incorporate opportunities into the public art opportunities map and prioritise accordingly.

If opportunities arise to collaborate with external parties on initiatives that achieve this outcome, cultural advice is to be sought and opportunity considered.

Timeframe: 2023/24 onwards



<p>ACTION 2.4</p>	<p>Commission a significant Noongar artwork in a prominent City location.</p>
<p>Rationale</p>	<p>This action is a deliverable within the City of Vincent Innovate Reconciliation Action Plan 2022-2024.</p> <p>This initiative will show respect to Noongar culture, and will help achieve the City's goal to celebrate Noongar language, culture, history and art. It will provide the opportunity for Noongar artists to tell Noongar stories, and for the broader community to learn about Noongar culture.</p>
<p>Details</p>	<p>Taking direction from the Boordiya Elders Group, develop specific details of the artwork opportunity and project plan, to then procure the artist(s) and commission the artwork.</p> <p>Timeframe: 2024/25</p>



Objective:

3. We work towards injecting creativity into all our public spaces, to showcase art and culture and deliver thriving places.

The City of Vincent is known for its extensive network of public art and strong presence of creative industries.

Areas for improvement identified in stakeholder engagement included making art more visible, creating better awareness and providing accessible information about arts activities.

Promoting arts initiatives in Vincent works towards achieving the arts vision, to build the City's reputation as the arts capital of Perth.

Promotions and accessibility of information also extend to the artists and creatives involved, and can assist them in securing future work opportunities. This ensures our arts and culture sector is not only celebrated, but flourishes.

ACTION 3.1	Develop and implement processes to improve exposure and promotion of City run and supported arts activities.
ACTION 3.2	Re-design and implement changes to the City's arts webpages.

Rationale

Community event pop-in sessions indicated that there is limited communications of arts events and initiatives in Vincent, limiting community attendance and participation. There is a desire to be informed about arts activities in a timely manner to allow for adequate planning.

This presents an opportunity to raise the visibility of arts activities for residents and arts and culture consumers with regular promotion and marketing through existing and potentially new channels.

Details

The City, having due regard to available resources will review its internal practices to determine an efficient process for the promotion of arts activities through relevant media channels. This will be incorporated into existing reporting requirements.

The design of the City's arts webpages will reflect these improvements and be updated accordingly.

Timeframe: 2023/24 - 2025/26



ACTION 3.3 Undertake a full audit of the City's art collection.

ACTION 3.4 Investigate and implement new system for art collection record keeping and maintenance schedule.

Rationale

Bolstered by the Percent for Art Policy which has been in place since 1998 and the former Town of Vincent Art Awards, the City has built an impressive art collection. Community survey responses identified the top area for improvement in public art was making information about the collection readily available to the public.

There is currently no consolidated register for this collection which makes it difficult for City processes such as ongoing maintenance, and for the public to access up to date information about the art collection.

Details

Undertake a full audit of the City's art collection including paintings, objects, public art and murals. Investigate the best system for documentation of the art collection as well as artwork maintenance schedules.

Timeframe: 2024/25 - 2027/28



Objective:

4. Our places move us to discover and connect to a culturally rich Vincent that is accessible to people of all abilities.

Artists perform an important role in Vincent and have provided immeasurable value to our communities. When art correctly reflects place, context and community it has the ability to create a sense of belonging and identity.

This objective aims to bring to light the identity of place through an inclusive approach to creative insight and reflection. This includes all aspects of our community as we know that people feel a sense of belonging to a place when they see themselves reflected in the places they live, work and play.

ACTION 4.1	Review and relaunch the Mural Co-funding Program.
Rationale	<p>The annual Mural Co-funding Program is currently open for applications for City funding towards a mural project year round. As funding is set at the commencement of each financial year, co-funding is provided on a first come first served basis and does not allow for an assessment of all opportunities to be undertaken.</p> <p>Reducing the period that applications are accepted and allowing for an assessment of all applications together is a more equitable approach. The program should be open for applications at the beginning of each financial year so that proposals can be fairly assessed, budgets be distributed and applicants will have the remainder of the financial year to install the mural.</p> <p>Assessment criteria will be updated in the program review to ensure that successful projects align with the Arts Plan objectives.</p>
Details	<p>Review the Mural Co-funding Program including the application process, assessment criteria and process, and guidelines.</p> <p>Timeframe: 2023/24 - 2024/25</p>



ACTION 4.2	Relaunch the Lightbox Gallery program.
	Located in Kaadadjiny Lane in the Beaufort Street Town Centre, the Lightbox Gallery was first launched in 2015 and has since hosted 16 exhibitions by local, emerging artists.
Rationale	The lightboxes now require refurbishment and feedback from the local arts community shows that the program has become outdated, requiring artist fees to be increased, to better support emerging artists.
Details	Refurbish the lightboxes and review the Lightbox Gallery program and associated artist fees, application process and assessment criteria, to then relaunch the program. Timeframe: 2023/24

ACTION 4.3	Explore avenues to screen the collection of short films commissioned through the City of Vincent Film Project in public and to the wider community.
	The annual Film Project produces short, non-fiction films that reflect the place and identity of our community by showcasing local stories, characters and urban legends of Vincent.
Rationale	There is an opportunity to share the growing collection of short films with the community to enjoy our local stories and talent, and in turn nurture a sense of belonging, pride of place and identity. It will also widen the variety of arts offerings in the public realm for locals and visitors alike.
Details	Explore avenues to screen the short films. Possible opportunities include organising a screening event, incorporating the screening into scheduled City events, and digital or streaming options. Timeframe: 2024/25 onwards



Objective:

5. We cultivate a sense of belonging, pride and identity through creative insight and reflection.

This objective is aligned with the overall vision for the Arts Plan, to embed creativity in everything we do.

A goal for this objective is to move away from the silo approach traditionally taken by local governments and instead take a holistic approach to arts projects to integrate creative outcomes into our public spaces.

Effective collaboration will provide opportunities of a small to larger scale with high impact. This will provide a subsequent value add with creative interventions to works and upgrades in our public spaces through the integration of arts and culture.

As well as inspiring the public and encouraging social interaction, this holistic approach will enable the City to achieve a resource efficient arts program and more varied arts outcomes.

ACTION 5.1	Develop a living document that maps out prioritised public art opportunities.
Rationale	A map with prioritised public art opportunities in Vincent will bring a more strategic and efficient approach to arts projects. The living document will inform City run initiatives as well as expenditure of the percent for art cash-in-lieu reserve.
Details	The living document will identify public art opportunities, their location and level of prioritisation, and include any relevant additional information. Timeframe: 2023/24 - 2024/25



ACTION 5.2	Explore opportunities to integrate arts outcomes into public open spaces.
Rationale	Feedback at the event pop-in sessions, largely from locals and arts consumers, identified the opportunity to provide a richer creative and cultural experience to suit all ages and abilities in our public open spaces and parks. This was further supported in the industry workshops where participants agreed highly frequented areas outside of town centres are also important.
Details	Identify where opportunities suited to public open spaces and parks including playspaces, heritage and interpretation art and small scale discovery pieces can be facilitated. This action will align with the City's Public Open Space Strategy. Timeframe: 2024/25 - 2025/26

ACTION 5.3	Integrate artistic outcomes into the implementation of the Wayfinding Signage Plan.
Rationale	The Vincent Wayfinding Signage Plan presents the opportunity to integrate arts outcomes into its implementation. Community survey responses showed strong support for incorporating public art into City of Vincent entry statements and gateways .
Details	Identify and implement opportunities to integrate artistic outcomes into the implementation of the Wayfinding Signage Plan including but not limited to public art entry statements and gateways, surface application murals and wayfinding signage. Timeframe: 2023/24 onwards



ACTION 5.4	Explore opportunities for artist talks on public artworks in Vincent.
Rationale	Artist talks give insight into the concepts and processes behind artworks and their creators. Even more so than public artworks themselves, they can spark inspiration, teach us more about the place and context, and encourage social interaction. The talks will provide access to more information about public artworks in Vincent, which was identified as a major area for improvement in stakeholder engagement.
Details	Opportunities for artist talks include but are not limited to, artist talks as part of artwork launch events, filmed artist talks as digital assets on the City's website, or collaboration with an external public art walking tour provider. Opportunities will be implemented through making changes to commission requirements and allocating appropriate funding to projects for artist talk fees and videography. Timeframe: 2026/27 - 2027/28

ACTION 5.5	Develop and implement the Public Infrastructure Mural Program.
Rationale	<p>The City partnered with Main Roads WA to launch the Traffic Control Box Program in 2016, providing traffic control boxes as canvases to emerging mural artists. The resulting murals beautify and add points of interest to our traffic networks, enjoyed by pedestrians, cyclists and vehicles.</p> <p>The opportunity exists to expand the program to include more types of public infrastructure such as bike paths, noise walls, underpasses, street furniture and general utility assets, particularly in anticipation of the Vincent Underground Power Project.</p> <p>Feedback from the local arts community emphasised the importance of regularly reviewing and updating artist fees to ensure viability for artists, considering cash flows and costs of insurances and equipment required for mural commissions.</p>
Details	Review the Traffic Control Box Program and develop the Public Infrastructure Mural Program and associated artist fees with consideration to insurance and equipment costs. Engage with necessary external organisations for owner permissions, including but not limited to Water Corporation and Western Power. Timeframe: 2025/26 onwards



Objective:

6. We attract artists to the community and support them to explore and grow their practice.

The Making Space for Culture study identified a major deficit in the provision of creative spaces in inner-city Perth.

This creates the opportunity for Vincent to explore avenues to provide more creative spaces and cultural infrastructure, and in turn attract artists and creatives into the community. In addition, support for creatives in securing spaces allows artists to focus on and grow their individual practice.

Such spaces could include but are not limited to:

- longer term studios for display and/or practice of various art forms;
- medium-term spaces for rehearsal and showing of musical and/or performative arts; and
- short-term spaces for creative events and experiences.

ACTION 6.1	Investigate reduced-fee and alternative length of time options for creatives to hire Vincent spaces.
	<p>Currently managed through the SpacetoCo website, the City's venues such as town halls, pavilions and parks are available for hire by the hour.</p> <p>Feedback from the community, particularly creatives in the performing arts sector, is that the current model is not practical or financially viable for arts activities. It is desirable for spaces to be hired for periods varying from several days to several weeks along with access to secure storage throughout.</p>
Rationale	<p>Venues, particularly smaller spaces, have the potential for longer term uses than the current hourly offering provides, for example a theatrical production requiring four weeks for rehearsals and two weeks for performances, or artist residencies spanning one to three months.</p>
Details	<p>Investigate the viability of providing medium and longer term hire or lease options of City owned venues to creatives at reduced rates, with the introduction of a compensation model that creates community arts and culture activations that the public can participate in free of charge.</p> <p>Timeframe: 2024/25 - 2025/26</p>



ACTION 6.2	Explore opportunities to increase the supply of cultural infrastructure in Vincent through planning frameworks.
Rationale	<p>The community survey responses showed that the number one ranked priority service to support the arts industry was to provide access to venues and spaces for arts practitioners.</p> <p>This builds upon findings from the Making Space for Culture study. There is high demand for spaces within the City for a wide variety of arts and culture uses, from individuals to organisations and from grass roots to established creatives.</p>
Details	<p>Investigate opportunities to allow and encourage the supply of cultural infrastructure by the private sector through the Percent for Art Scheme and Precinct Planning Frameworks.</p> <p>Timeframe: 2024/25 onwards</p>

ACTION 6.3	Advocate to DLGSC to assist in supporting delivery of arts spaces with funding opportunities.
Rationale	<p>The main topic discussed in targeted consultation with DLGSC was the provision of cultural infrastructure in inner-city Perth.</p> <p>DLGSC are aware of the high demand and low supply of cultural infrastructure, and are investigating the possibility of funding avenues that use a partnership approach with local government and/or community groups to deliver spaces. They noted the success of the Creative Communities Program in partnership with Lotterywest, which supported artist residencies and creative programming as an example of this.</p>
Details	<p>Continue to engage with and advocate to DLGSC to assist in delivering cultural infrastructure with funding opportunities. This action will require ongoing engagement with the arts sector to understand physical space needs.</p> <p>Timeframe: 2024/25 onwards</p>



Objective:

7. We are focused on growing Vincent’s creative economy through innovation and support for emerging creative talent.

In order to maintain, cultivate and grow the arts sector in Vincent, it is important to support a wide variety of creative individuals and initiatives from emerging to established.

Key findings from stakeholder engagement included the importance of opportunities for emerging artists, investment in local artists and continual support of established artists.

This objective focuses on support for externally run arts initiatives. In order to grow the creative economy it is important to facilitate upskilling and capacity building for individuals and organisations.

ACTION 7.1	Support early career filmmakers through the City of Vincent Film Project.
Rationale	<p>Launched in 2005 and delivered in partnership with Revelation Perth International Film Festival since 2018, Vincent’s Film Project provides early career filmmakers with the opportunity for mentorship and funding to make a short non-fiction film that demonstrates their filmmaking talents.</p> <p>Proven to be a useful stepping stone into the screen industry, the project is a great opportunity to promote early career filmmakers.</p>
Details	<p>Continue to support emerging filmmakers with funding and mentorship through the annual Film Project. Review process of Film Project every second year and implement any changes required to ensure continued successful outcomes.</p> <p>Timeframe: 2023/24 onwards</p>



ACTION 7.2	Facilitate or promote skill development opportunities for creatives to build upon their capabilities.
Rationale	<p>Stakeholder engagement identified the importance of capacity building in the local creative community. The ideas wall from community pop-in sessions received a number of suggestions for administrative support and upskilling in public art procurement and commission processes for artists.</p> <p>Such capacity building will allow creatives to expand their practices and will increase the pool of opportunities available to them.</p>
Details	<p>Engage with the local arts community to understand details of desired skill development, and then investigate ways to facilitate or promote opportunities for upskilling.</p> <p>It is anticipated that external providers will need to be procured for these services.</p> <p>Timeframe: 2025/26</p>

ACTION 7.3	Investigate the opportunity to provide a Legal Laneway in Vincent for street artists.
Rationale	<p>Vincent is known for the street art and graffiti filled laneways located in and around our town centres. Often including a combination of City approved and non-approved artworks, they spark many different views. Some are of the view that any non-approved work must be removed immediately (extremely resource intensive), others think it adds to the grungy character of town centres, and some see it as a tourist attraction as the laneways draw visitation from near and far.</p> <p>The opportunity exists to leverage the City's iconic street art laneways and mark out a specific location for a Legal Laneway model in Vincent. The Legal Laneway model allows ongoing installation of street art without permissions in specified areas, and has been known to reduce graffiti and tagging in nearby areas whilst also increasing the general standard of street art in the area. Successful precedents exist in City of Melbourne and Brisbane City Council.</p>
Details	<p>Research the Legal Laneway model and explore the opportunity to provide it in Vincent.</p> <p>Timeframe: 2024/25 - 2026/27</p>



ACTION 7.4	Investigate a grant program for local arts and culture initiatives.
	It is important to support external initiatives as well as City-led projects in order to support the local creative industries and foster a sense of belonging and ownership in the community.
Rationale	Community survey responses ranked funding and grants as the second top priority for supporting the arts, and highlighted the need to provide financial resources to support the arts and cultural industry and community organisations. The COVID-19 Arts Relief Grants initiative was a huge success, funding 16 projects by local creatives across a wide variety of artforms.
Details	<p>Explore opportunities and then develop and implement a framework for an arts grant program for arts and culture initiatives that align with objectives and actions from the Arts Plan.</p> <p>Keep application process and artwork brief broad and open to allow for innovative creative interventions to be approved for grant funding.</p> <p>Timeframe: 2026/27 - 2027/28</p>



Objective:

8. We support bold, inspirational and sustainable thinking that draws on the expertise of our creative community.

In Vincent we are lucky to have a substantial network of creatives and arts organisations, venues and initiatives. This presents the opportunity for collaboration, support for the local creative industry, and more varied arts and culture outcomes.

This objective aims to take advantage of this impressive brains trust with an innovative approach, drawing upon the expertise of our creative community.

Feedback collected through stakeholder engagement indicated that Vincent’s past and current arts and culture activities are heavily focused on the visual arts, and the community would like to see a more diverse offering.

ACTION 8.1	Ensure support of wide variety of different art forms and initiatives.
Rationale	<p>Stakeholder engagement identified a gap in Vincent’s arts and culture offerings. Efforts to date have largely been in the visual arts, particularly permanent public art and murals. Responses call for more attention to be placed on the performing arts such as theatre, movement and musical performances, literature and poetry.</p> <p>Two approaches are anticipated for this action:</p> <ul style="list-style-type: none"> • Arts policies and programs must be amended to allow a wider variety of arts and culture offerings; and • The public art opportunities map referred to in Action 3.1 can be used to ensure a wide variety of art forms are included in planning.
Details	<p>Ensure changes are made to allow a wider variety of arts and culture initiatives in Vincent.</p> <p>Ensure the public art opportunities map includes types of artworks against each located opportunity, and regularly check to ensure a wide variety of art forms across Vincent.</p> <p>Timeframe: 2024/25 onwards</p>



ACTION 8.2 Support existing creative organisations and initiatives in Vincent that align with objectives of the Arts Plan.

Findings from the arts industry workshops and AAG included the need to support the process of art, the artists and organisations behind the scenes, and not just outcomes of art, in order to nurture the creative economy as a whole.

Rationale Supporting existing organisations and initiatives is also beneficial as Vincent has limited resourcing available for the delivery of arts initiatives. It will help us achieve our goal to provide a wide variety of arts and culture offerings to our community, by drawing upon the expertise of our creative community.

Details It is important to build and maintain networks and relationships in the creative sector, and look for opportunities to support organisations and initiatives that are diverse to achieve the objectives and vision of the Arts Plan.

This action identifies opportunities for support including sponsorship funding and/or in-kind contributions such as venue hire, as well as support for projects, programs or awards.

Timeframe: 2024/25 onwards

ACTION 8.3 Explore partnership opportunities to deliver a large scale, temporary art installation.

Across all stakeholder consultation a common thread in the responses was the desire for a big ticket arts event, a unique community celebration of our arts scene. Suggestions included larger, richer experiences showcasing a variety of art offerings to suit all ages, in our parks as arts festivals and/or laneway events.

Rationale A large scale, event-based and temporary art installation is an ambitious goal and will fulfill these community requests whilst also supporting innovation and the creative economy. Delivery of a bold and inspirational temporary art installation will provide a rich experience for the community and also assist in achieving our vision to become the arts capital of Perth.

Details Explore opportunities to partner with like-minded organisations and creatives to deliver a large scale, temporary art installation in Vincent. It is anticipated to take place in a park or town centre location such as laneways or a piazza.

Timeframe: 2025/26 - 2027/28

IMPLEMENTATION FRAMEWORK

ARTS PLAN 2023 - 2028 IMPLEMENTATION FRAMEWORK									
ACTIONS	APPROX. BUDGET	LEAD TEAM	SUPPORT TEAM	TIMING					
				23/24	24/25	25/26	26/27	27/28	
CONNECTED COMMUNITY									
Objective 1: Our arts and culture flourishes and is celebrated.									
1.1	Undertake a cultural audit of creatives and arts organisations in City of Vincent.	\$5,000	S&D	C&B		✓	✓		
1.2	Establish a database of creatives and arts organisations that can be accessed by the public.	\$5,000	S&D	C&B			✓	✓	
1.3	Partner with RTRFM to promote arts and culture activities and opportunities in Vincent.	\$10,000 p.a.	S&D	C&B	✓	✓	✓	✓	✓
1.4	Support creative events through the Events & Festivals Sponsorship and Town Team Grant programs.	\$100,000 p.a.	C&B	S&D	✓	✓	✓	✓	✓
Objective 2: Arts and culture helps us to build relationships and connections with each other and the City.									
2.1	Explore opportunities for heritage and interpretation through the Arts in our public places.	\$200,000	S&D/LHC	I&E			✓	✓	✓
2.2	Ensure public art and arts opportunities are accessible to people of all abilities.	\$6,000	S&D	I&E/C&B		✓	✓		
2.3	Explore opportunities to celebrate Noongar culture and language through the arts in public places.	\$150,000	S&D	C&B	✓	✓	✓	✓	✓
2.4	Commission a significant Noongar artwork in a prominent City location.	\$150,000	S&D	C&B/I&E		✓			
VIBRANT AND THRIVING									
Objective 3: We work towards injecting creativity into all our public spaces, to showcase art and culture and deliver thriving places.									
3.1	Develop and implement processes to improve exposure and promotion of City run and supported arts activities.	\$10,000	C&B	S&D	✓	✓			
3.2	Re-design and implement changes to the City's arts webpages.	\$5,000	C&B	S&D		✓	✓		
3.3	Undertake a full audit of the City's art collection.	\$10,000	S&D	C&B		✓	✓		
3.4	Investigate and implement new system for art collection record keeping and maintenance schedule.	\$15,000	S&D	ICT				✓	✓
Objective 4: Our places move us to discover and connect to a culturally rich Vincent that is accessible to people of all abilities.									
4.1	Review and relaunch the Mural Co-funding Program.	\$35,000 p.a.	S&D	C&B	✓	✓			
4.2	Relaunch the Lightbox Gallery program.	\$10,000 p.a.	S&D	C&B	✓				
4.3	Explore avenues to screen the collection of short films commissioned through the City of Vincent Film Project in public and to the wider community.	\$25,000	S&D	C&B		✓	✓	✓	✓

Community & Business Services (C&B), Strategy & Development (S&D), Infrastructure & Environment (I&E), Information & Communications Technology (ICT), Vincent Library Local History Centre (LHC)

IMPLEMENTATION FRAMEWORK

ARTS PLAN 2023 - 2028 IMPLEMENTATION FRAMEWORK									
ACTIONS	APPROX. BUDGET	LEAD TEAM	SUPPORT TEAM	TIMING					
				23/24	24/25	25/26	26/27	27/28	
PLACE AND IDENTITY									
Objective 5: We cultivate a sense of belonging, pride and identity through creative insight and reflection.									
5.1	Develop a living document that maps out prioritised public art opportunities.	\$5,000 p.a.	S&D	I&E	✓	✓			
5.2	Explore opportunities to integrate arts outcomes into public open spaces.	\$5,000 p.a.	S&D	I&E		✓	✓		
5.3	Integrate artistic outcomes into the implementation of the Wayfinding Signage Plan.	\$80,000	S&D	I&E	✓	✓	✓	✓	✓
5.4	Explore opportunities for artist talks on public artworks in Vincent.	\$15,000	S&D	C&B				✓	✓
5.5	Develop and implement the Public Infrastructure Mural Program.	\$40,000 p.a.	S&D	I&E			✓	✓	✓
Objective 6: We attract artists to the community and support them to explore and grow their practice.									
6.1	Investigate reduced-fee and alternative length of time options for creatives to hire Vincent spaces.	\$20,000	S&D	C&B		✓	✓		
6.2	Explore opportunities to increase the supply of cultural infrastructure in Vincent through planning frameworks.	\$2,000	S&D	C&B		✓	✓	✓	✓
6.3	Advocate to DLGSC to assist in supporting delivery of arts spaces with funding opportunities.	-	S&D	C&B		✓	✓	✓	✓
INNOVATION AND CREATIVE ECONOMY									
Objective 7: We are focused on growing Vincent's creative economy through innovation and support for emerging creative talent.									
7.1	Support early career filmmakers through the City of Vincent Film Project.	\$32,000 p.a.	S&D	C&B	✓	✓	✓	✓	✓
7.2	Facilitate or promote skill development opportunities for creatives to build upon their capabilities.	\$10,000	S&D	C&B			✓		
7.3	Investigate the opportunity to provide a Legal Laneway in Vincent for street artists.	\$5,000	S&D	C&B		✓	✓	✓	
7.4	Investigate a grant program for local arts and culture initiatives.	\$80,000	S&D	I&E/C&B				✓	✓
Objective 8: We support bold, inspirational and sustainable thinking that draws on the expertise of our creative community.									
8.1	Ensure support of wide variety of different art forms and initiatives.	2,000	S&D	I&E/C&B		✓	✓	✓	✓
8.2	Support existing creative organisations and initiatives in Vincent that align with objectives of the Arts Plan.	\$10,000 p.a.	S&D	C&B		✓	✓	✓	✓
8.3	Explore partnership opportunities to deliver a large scale, temporary art installation.	\$50,000	S&D/C&B	I&E/C&B			✓	✓	✓

Community & Business Services (C&B), Strategy & Development (S&D), Infrastructure & Environment (I&E), Information & Communications Technology (ICT), Vincent Library Local History Centre (LHC)



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