

CREATE SPACE
FOR CREATIVITY,
COMMUNITY AND
CONNECTIONS

Arts north west

STRATEGIC PLAN 2023 - 2024



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ACKNOWLEDGEMENT OF COUNTRY

Arts North West would like to acknowledge the traditional custodians of these lands where we work, live, play and call home. We pay our respects to Elders past and present, our cultural leaders of today and the inspirational leaders of our future.



Arts North West services are delivered on the traditional lands of several nations and language groups including:
Kamilaroi/Gamilaroi/Gamilaraay, Jukumbal, Marbul, Gidhabal, Anaiwan, Banbai, Ngoorabul, Gumbainggir, Dhanggati and Nganyaywana

GLOSSARY OF TERMS

- ANW – Arts North West
- RADO – Regional Arts Development Organisation
- LGA – Local Government Area
- CALD – Culturally and Linguistically Diverse
- LALC – Local Aboriginal Lands Council
- ATSI – Aboriginal Torres Strait Islander
- F/N – First Nations
- PLWD – People Living with Disability
- LGBTIQ+ - Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, and Two-Spirit and other terms (such as non-binary and pansexual) that

people use to describe their experiences of their gender, sexuality and physiological sex characteristics.

- ANWOT - Arts North West on Tour
- UNE – University of New England
- ILA – Indigenous Language Arts Program – Funded by the Australian Government
- IVAIS – Indigenous Visual Arts Industry Support - Funded by The Australian Government
- PESTEL - This is a framework used to analyse and monitor the internal, external and macro-environmental factors including Political, Economic, Social, Technological, Environmental and Legal factors.



Figure 2 : Arts North West Service Map created by Arts North West 2022

BACKGROUND

Arts North West is a lead organisation of arts and cultural development across the New England North West. As a regional arts development organisation, ANW provides critical services, advice and support on all arts and cultural developments across the New England North West of New South Wales (Figure 2). In 2021, Arts North West celebrated 25years of service delivery. ANW was established in 1996 as a Regional Arts Development Program and established as an independent Regional Arts Board for the New England North West in 1997. For over 25 years, ANW has been true to its core purpose of regional arts development while also being responsive and agile through the myriad of changes and hardships faced both globally and locally; most recently COVID-19 pandemic and lockdowns, droughts, floods, fires, and plagues. Through these difficult times, ANW has continued to provide support, advice, and advocacy for the diverse and changing creative needs and consumption of arts in the region. ANW is proud of our strong community engagement and has established a robust reputation locally, as the peak advisory body for arts in the region.



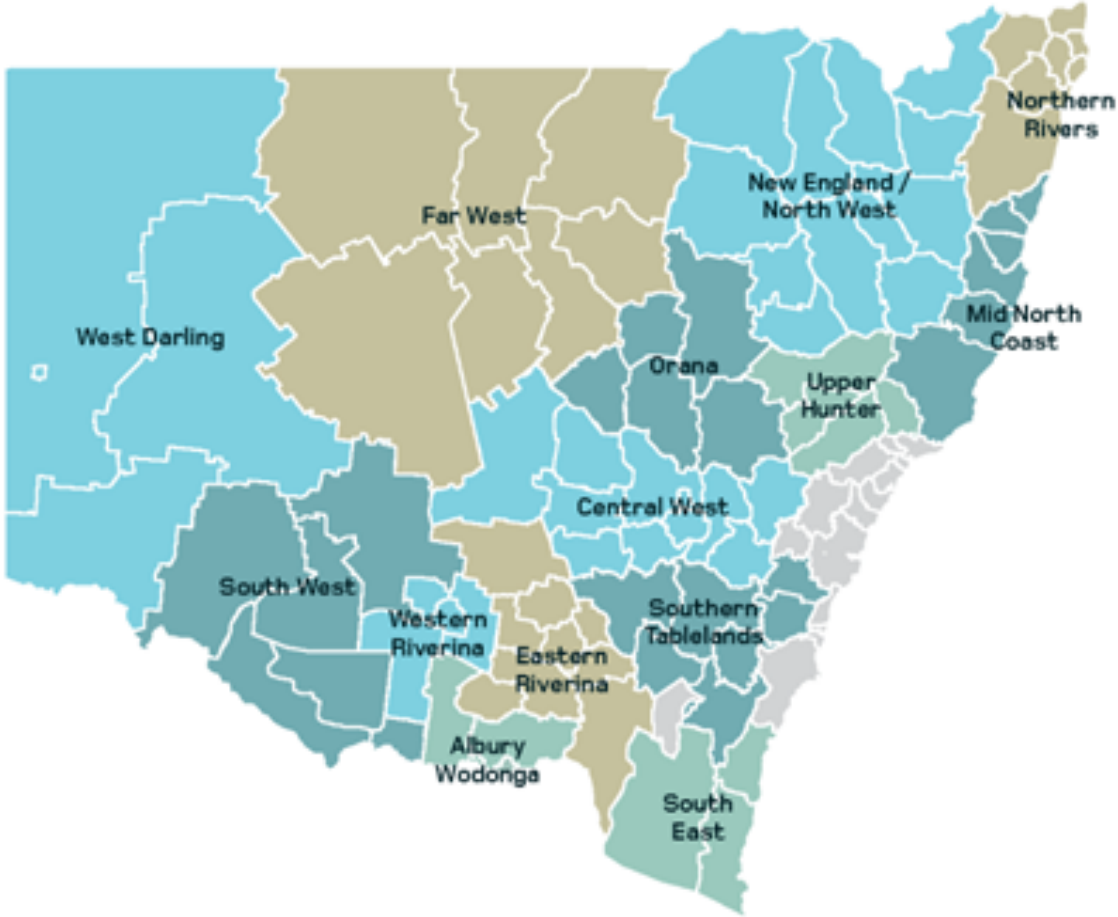
- ARMIDALE REGIONAL COUNCIL
- GLEN INNES SEVERN
- GUNNEDAH SHIRE COUNCIL
- GWYDIR SHIRE
- LIVERPOOL PLAINS SHIRE
- MOREE PLAINS SHIRE
- NARRABRI SHIRE COUNCIL
- TAMWORTH REGIONAL COUNCIL
- TENTERFIELD SHIRE
- URALLA SHIRE
- WALCHA COUNCIL

ANW receives financial support for its operational management through Arts NSW Negotiated Triennial Funding from Create NSW, annual contributions from eleven (11) local government councils and a range of other grant-funded projects. Arts North West has registered charity status .

ANW operates as part of a collegial network of 15 independent regional arts development organisations working across NSW (Figure 3) with Regional Arts NSW acting as their peak advisory body. Arts North West is a member of Regional Arts NSW and pays a subscription for their services. This is a new model of service provision and is currently under review by Create NSW.

Figure 3: Regional NSW Regional Arts Development Organisations Network Map

- Arts Mid North Coast
- Arts North West
- Arts Northern Rivers
- Arts OutWest
- Arts Upper Hunter
- Eastern Riverina Arts
- Murray Arts
- Orana Arts
- Outback Arts
- South East Arts
- South West Arts
- Southern Tablelands Arts
- West Darling Arts
- Western Riverina Arts



Arts North West service area is over 93,000 km² and a population above 180,000 people. The service area is located over numerous electorates. The Federal electorates of Barwon, Parkes and New England and the State electorates of Northern Tablelands, Tamworth, and Barwon. The service area also sits over two Joint Organisations of Council (JOC's) the Namoi and the New England Highlands. The ANW office is located centrally in the region at 16 East Avenue, Glen Innes. The building has been provided by the Glen Innes Severn Council and this agreement is in place until May 2024.

The New England North West is spread over a vast geographical area of differing geological terrains. The New England Highlands is known as the 'high country' situated in the granite belt, with large mountainous ranges, picturesque bushlands and decorated by a plethora of natural springs and waterfalls. The New England Highlands network currently includes:

- Armidale Regional Council
- Glen Innes Severn
- Gwydir Shire
- Tenterfield Shire
- Uralla Shire

The Namoi Region is situated in the lower-lying part of the region, with winding rivers that stretch over the vast plains of fertile soils and is appropriately known as 'big sky country' The local council's who are included in the Namoi JOC are:

- Gunnedah Shire Council
- Liverpool Plains Shire
- Moree Plains Shire
- Narrabri Shire Council
- Tamworth Regional Council, and
- Walcha Council

In 2021, the Highlands experienced severe bushfires while the Namoi region experienced flooding rains, an example of the extremes that inform our regional identity and highlights the requirements for the careful curation and diversification of creative and cultural programming to build resilience and respond to the regions changing needs. Culture and the arts play a deep, real role in supporting communities and individuals to tackle disasters and the potential of reframing life, landscape and connection beyond the impact Art North West understands arts-based projects, both permanent or participatory, can contribute significantly to the long-term resilience and rebuilding of communities, by positively and creatively engaging individuals and communities and will continue to provide arts-based support, to better support our communities in their times of need.

The New England North West is known for its agriculture practices, large contributions to the nation's food bowl and mining services. Many councils are diversifying their economies with an increase in infrastructure projects and the development of the Inland Rail system that spans across the region The region's identity and main areas of urban growth are shifting as climate change is shifting the global requirements of our region. Cultural Tourism is being recognised as an essential pillar for economic development and a key contributor to the diversification of regional economies due to the influx of regional tourism "Post-COVID". This has supported the role of the arts in the regions and has bolstered the position of arts and culture to the liveability of a community, this is reflected through the inclusion of the arts into elements of integrated planning within local government. Arts and culture drive the reflection of the individual identity and development of unique offerings of each community and cultural tourism is the outcome of this practice. This shift positions Arts North West to be a reliable conduit; to support and respond to the unique and carefully curated identities of each community and their creative and cultural cohorts. Stronger relationships with local government enable cultural offerings, that in turn increase the attraction, retention and

cohesion of communities in regional NSW. The role of arts and culture on economic viability, cultural tourism possibilities and the liveability of the region is yet to be realised. The NSW Government recognises that participation in the arts contributes strongly to an innovative and robust local economy. Cultural investment also supports population growth management, densification, and place-making.

Tamworth and Armidale have a concentrated urban population, infrastructure, and services for the region, making these the larger epicentres of the ANW service area. This is reflected in the number of respondents to our online survey from these regions (Figure 4).

This chart correlates with the level of engagement ANW sees from each LGA and informs areas of focus for engagement and increase of arts and cultural programming and offerings. The corresponding data (Figure 5) suggests that word of mouth and use of ANW services as a Participant/ Partner/Representative is the strongest and most effective introduction and marketing for Arts North West. It also indicates that these forms of introductions transfer into ongoing and active engagement. This data reflects the need for Arts North West to maintain relationships and build community champions, as well as provide opportunities for participation in arts and culture to maintain and develop our audience and build strong community advocates.

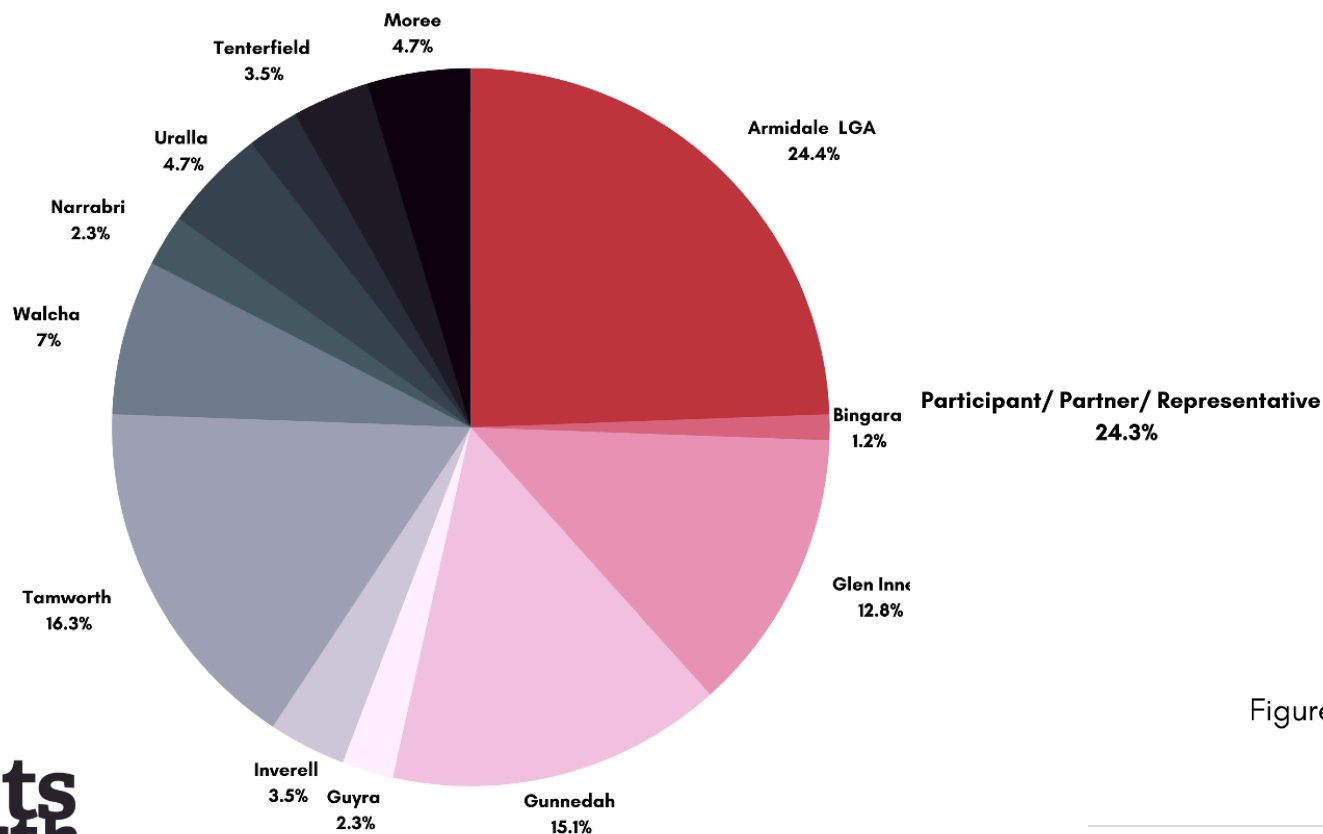


Figure 4 : LGA locations of respondents to the online survey

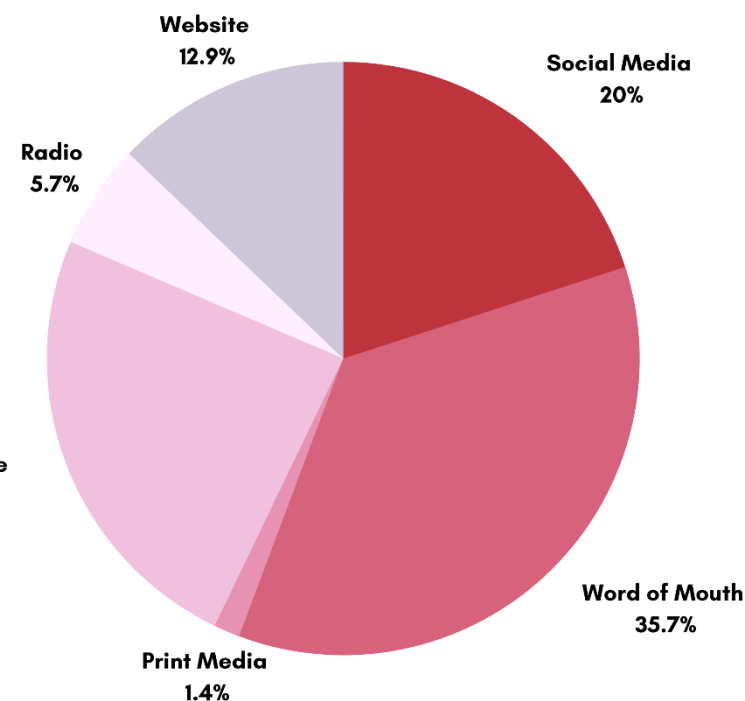


Figure 5 : How respondents learnt about Arts North West - Information from the online survey

MISSION STATEMENT AND ARTISTIC VISION

OUR VISION

'Create space for creativity, connection, and community'

Arts North West (ANW) vision is a vibrant arts and cultural landscape creating healthy sustainable and connected communities in the New England North West of NSW.

OUR MISSION

To facilitate, support and generate creative opportunities in the New England North West of NSW

OUR GOALS

- Activate and utilise physical space to create immersive arts experiences
- Embrace Virtual Space
- Create space for innovation, collaboration, and authentic partnerships
- Create space to share our stories and use our voice
- Create space for excellence in HR, Governance and Financial management

CORE BUSINESS

- Grants and Funding
- Advocacy and advice
- Professional development and creative development

PROGRAMS

- Aboriginal Cultural Support Program
- EnAble Arts
- Arts North West Connect
- Film NENW
- Arts North West on Tour

PRIORITY AREAS

- Focus for Growth and diversification
- Increased engagement with Youth, PLWD and CALD stakeholders
- Position arts and cultural practices as an economic and cultural tourism driver and viable employment opportunity
- Secure funding for First Nations Programming
- Expand the online content of Arts North West Connect

OUR PROGRAMS

The arts have the power to connect people beyond geographic, social and cultural borders and plays a pivotal role in education, health, wellbeing, identity and inclusion in regional areas. Creating partnerships is central to our service provision. The strategic vision of the organisation is based on working with other organisations both in and outside the sector, while leveraging strategic partnerships to strengthen our creative landscape, and diversifying income for our regional economies.

The arts is intrinsic to an engaged, responsive, and resilient society Arts North West is committed to the development and delivery of services that foster opportunities for development, collaboration, facilitation and experiences in the arts, that support and respond to our diverse creative and cultural ecology.

FIRST NATIONS SUPPORT PROGRAM

According to available data (ABS 2016) the Arts North West service area has over 18,415 Aboriginal and Torres Strait Islander (ATSI) people living in the region, representing 10.1% of the total regional population which is 6.7% higher than the state average. According to 2021 ABS data (Figure 6), the highest concentration is in Moree Plains Shire Council (19.9%), with significant ATSI populations in Gunnedah Shire (15.6%), Liverpool Plains Shire (14.8%), Narrabri Shire (14.8%) and Tamworth (10.6%). Boggabilla, Toomelah, Walhallow, Wee Waa and Mungindi are all towns with a high Aboriginal population. Arts North West actively seeks external funding streams to ensure the delivery of our Aboriginal Support program, which enables Arts North West to continue to actively promote indigenous and cultural activity through collaboration, advice, and opportunities promoting the self-determination of our First Nations peoples. It is the goal of the organisation to secure ongoing funding to ensure consistency and maintain a high standard of service delivery in this space to safely strengthen cultural representation and connection and the voice of First Nations people in our communities while still adhering to cultural protocols.

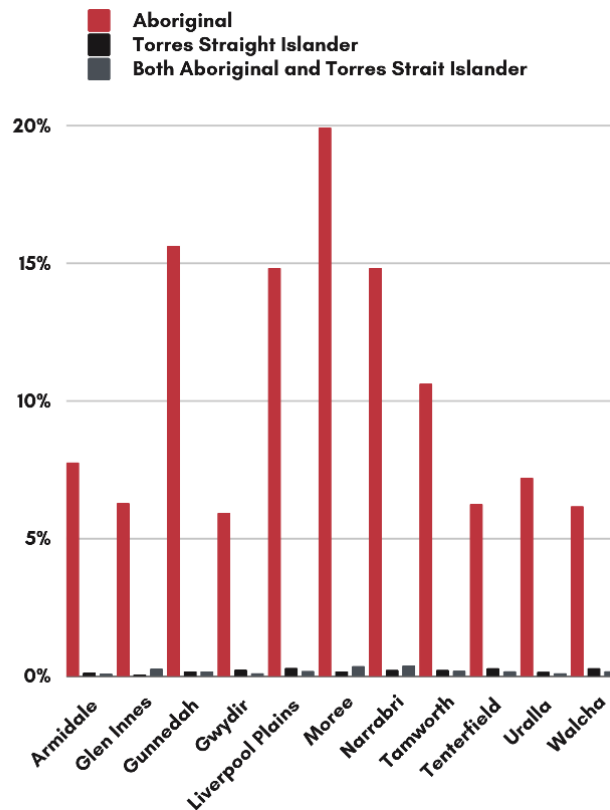


Figure 6 : ATSI Population Statistics



Arts North West is provided cultural advice by our Aboriginal Steering Committee, consisting of two representatives from each LGA and a nominated elder for a 2-year term. This advisory group provides advice for our programming, protocols for community and cultural consultation grows local Aboriginal leaders' and communities' capacity to drive their own vision for our cultural future. This is a dynamic consultation structure that Arts North West will continue to utilise and raise the profile and activity of this group. We are now at a pinnacle and urgent time of cultural strength, new cultural learnings and awareness and cultural significance, pride, and determination.

The United Nations Educational, Scientific and Cultural Organization (UNESCO) Endangered Languages Atlas and the National Indigenous Language Survey have identified all remaining Aboriginal languages in NSW as critically endangered. ANW has prioritised the need to provide space and opportunities for First Nations people to explore and express culture, as a partner in knowledge preservation. Arts North West endeavours to continue to seek long-term funding arrangements to support and continue to strengthen the cultural fabric of our First Nations endeavoured throughout the region.

ENABLE ARTS

Our EnAble Arts Program delivers creative projects and is also a network of organisations and individuals that build creative opportunities and information flow between those working in arts and disability sector in the New England North ANW would like to extend this network to establish an advisory body, EnAble Arts Advisory Committee, to provide recommendations and feedback to developing authentic accessible and inclusive high-quality arts and cultural programming to be delivered throughout the New England North West. We acknowledge that not everyone has equal access to creative space and opportunities and ANW acknowledges and address these barriers and create a genuine space for the voices of those people living with a disability, to codesign accessible and inclusive program development and delivery as well as improve the overall accessibility and inclusivity practices of the organisation.

NEW ENGLAND NORTH WEST MUSEUMS NETWORK

Regional NSW has experienced a severe downturn in volunteers across the heritage and community museums sector. This impact has been a high priority for the New England North West Museums Network. Arts North West coordinates The New England and North West Museums Network and provides professional advice and skills development for museums in the region. ANW is expanding this offering to develop a media campaign to highlight the volunteer offerings in the cultural and museum sector.

Active New England North West volunteers have established a regional incorporated group 'Heritage New England North West'; aiming to share resources, increase skills consistency and ensure the longevity of this sector. This initiative aligns with the service footprint of ANW. Arts North West will encourage this organisation to become the local leader in the museums and heritage sector to promote autonomy and community-led decision-making. ANW will continue to deliver support through our New England North West Museums Network but can see great benefit in the success of this community-developed organisation.

ARTS NORTH WEST CONNECT

Arts North West Connect is an Arts North West initiative launched in 2012 and is an online registry promoting creatives, cultural venues, and artworkers in the New England North West. Arts North West Connect is administered by Arts North West which retains all responsibility in relation to the management and selection of artists, events and content to be included in the Arts North West Connect website. This is a public-facing resource to directly support opportunities for creative development and economic viability of the arts in our region.

This platform has the ability to be the peak resource for all arts and cultural events development throughout the region and has significant room for growth and diversification ANW will focus on the increase of profiles and contractor information added to the platform and will investigate the ability to increase interaction with mapping functions, to allow users to curate their own arts and cultural experience in the New England North West.

ARTS NORTH WEST ON TOUR

Numerous Councils have developed Cultural Precinct Masterplans and extensive redevelopment of existing venues to accommodate for anticipated urban growth. Arts North West will advocate for funding for these projects through numerous tiers of government and support viable funding options as they present themselves. Arts North West On Tour (ANWOT) is an established touring network of community, local council and privately managed venues/presenters. The network was established in 2009 and is now an industry-recognised regional touring model. Each network member pays an annual service fee to Arts North West, for specialised tour coordination with production companies which includes tour negotiation, programming, administration, meetings, marketing and audience development.

Arts North West also offers a 'Pocket Productions' touring option for smaller venues and small communities in our region, as an affordable and low-tech offering. This has been successful throughout the region and can be a mechanism to provoke arts and theatre opportunities through existing venues, and creating space for accidental tourism and supporting ephemeral site activation in unorthodox or less traditional locations.

The current members of Arts North West on Tour include:

- Capitol Theatre, Tamworth.
- Sir Henry Parkes Memorial School of Arts, Tenterfield
- The Chapel Theatre, Glen Innes
- The Crossing Theatre, Narrabri
- The Gunnedah Cultural Precinct, Gunnedah
- The Hoskins Centre, TAS Armidale
- The Roxy, Bingara

There has been a downturn in audience attendance, production offerings that are fiscally viable for the venues and venue subscriptions to ANWOT Post-COVID". The rising cost of travel for touring productions prompts us to strengthen touring routes throughout regional NSW and push local and regional productions. Strategic partnerships with neighbouring RADO's and the inclusion of live music in the programming will ensure the viability of ANWOT.

FILM NEW ENGLAND NORTH WEST

Film New England North West is the first contact point for filming in the region. ANW provides information, resources and assistance to link film and television and film productions to our 11 film-friendly local Councils. Increased accessibility and the emergence of digital content creation is happening globally as well as locally. Arts North West is investigating innovative means to support cinemas to screen local productions and tour throughout the New England North West. This creates space to increase the profile of local filmmakers and provides regional cinemas with regional content that reflects our stories and our voices.

STRATEGIC ENGAGEMENT STRATEGIES

CALD

International travel bans due to COVID-19 lockdowns resulted in a decline of regional migrant populations. Employment and education opportunities in the region will support a return of culturally and linguistically diverse (CALD) communities. Tamworth and Armidale have a higher density of migrant communities with a high representation of families relocated from the Middle East, Sudan, South East Asia and the Polynesian Islands. Armidale is part of the Government's Humanitarian Settlement Program (HSP), resettling a number of Yazidi families and Glen Innes and Gunnedah are Refugee Safe Zones. The New England North West celebrates cultural diversity through events and festivals including 'The Nundle Go for Gold Festival' and 'The Glen Innes Celtic Festival', 'Fiesta La Peel' (Tamworth) and Harmony Day events across the region. Many councils have International Sister City Programs, welcoming economic and cultural exchanges between countries. Arts North West can utilise these mechanisms to support councils to provide cultural expression and enrichment opportunities in the region.

YOUTH INITIATIVES

Each year Arts North West delivers a series of Cultural Leaders Forums, inviting staff from identified key institutions in our service area to participate in professional development, development of key partnerships and strategic programs. ANW will be establishing a Young Cultural Leaders Forum, to provide similar opportunities aimed at young people wishing to be involved in the sector. Once a year these two cohorts will meet as a mentoring opportunity to assist with career progression and increase pathways for our young people to engage in the arts as a career.



BOARD MANAGEMENT



In 2018 the organisation transitioned to a two-tier governance structure comprising a skill-based Board of Management governing the organisation and a Strategic Advisory Council (SAC) of representatives from contributing LGAs and independent cultural organisations providing strategic input and feedback into programming and direction.

The Aboriginal Steering Committee provides insight and advice for culturally appropriate strategic decisions to promote a safe and inclusive service delivery through self-determination for our First Nations people.

The establishment of the EnAble Arts Advisory Committee encourages people living with a disability to provide advice and guidance to ensure the creation and delivery of Arts North West's programming is inclusive and accessible.

First Nations representation, cultural diversity, ability diversity, gender equity and inclusion in board and committee composition encourages nominations that reflect the diversity of the New England North West area.

The Board Directors have skills and/or expertise in the following areas:

- governance, business and strategic planning
- financial management
- legal expertise in a non-profit organisation
- local government
- arts, arts practice, arts administration
- regional economic and/or tourism development
- regional community and cultural services development
- human resources management
- information technology communications
- risk management/insurance; or
- marketing/fundraising

FINANCIAL SUMMARY

ANW's income for core activities is derived from Triennial Funding from Create NSW and annual contributions from 11 LGAs. Our artistic program is also funded through project grants from a variety of funding sources. Our Aboriginal Cultural Support Program is funded through project grants from the Federal Government. It is a key program for ANW, and the model is currently unsustainable as it funds short-term projects only, although current funding is secured from the Australian Federal Government through IVAIS and ILA until 2023. Increased core funding from Create NSW has enabled an expanded provision of staff hours to retain and attract to the organisation. The staffing model for 2023 (Figure 8) reflects these changes and is also a flexible model that will respond to the changing needs of the organisation and our service delivery. Diversification of income streams is essential to long-term sustainability and will build fiscal autonomy. This is a long-term goal that can be achieved through strategic partnerships, fundraising opportunities, and delivery of additional fee-for-service products. Below is the forward budget projection of Arts North West for the next two years. This will mark the end of the current Triennial Funding from Create NSW for this term of agreement. Arts North West will apply for the following funding terms from Create NSW and continue to seek diverse and dynamic funding opportunities where possible.

2023 - 2024 ARTS NORTH WEST BUDGET	2023	2024
INCOME:		
Triennial Funding	\$ 217,000	\$ 217,000
Local Government	\$ 114,108	\$ 117,186
Earned Income	\$ 40,808	\$ 47,505
Other Income	\$ 4,250	\$ 4,650
TOTAL CORE INCOME:	\$ 375,666	\$ 385,841
EXPENDITURE:		
Salaries	\$ 244,336	\$ 249,218
Administration Costs/Overheads	\$ 41,800	\$ 43,900
Office Consumables & Resources	\$ 19,250	\$ 19,850
Promotion/Marketing Costs	\$ 2,000	\$ 3,500
Travel	\$ 14,700	\$ 15,400
Core Program Costs	\$ 24,900	\$ 25,400
Legal, Finance & Governance Costs	\$ 8,460	\$ 8,520
Depreciation	\$ 9,000	\$ 9,000
Sundries	\$ 2,000	\$ 2,000
Transfer to Reserves	\$ 9,000	\$ 9,000
TOTAL CORE EXPENDITURE	\$ 375,446	\$ 385,788
NET CORE SURPLUS/(DEFICIT)	\$ 719	\$ 553

Figure 7: 2022 ANW Structure

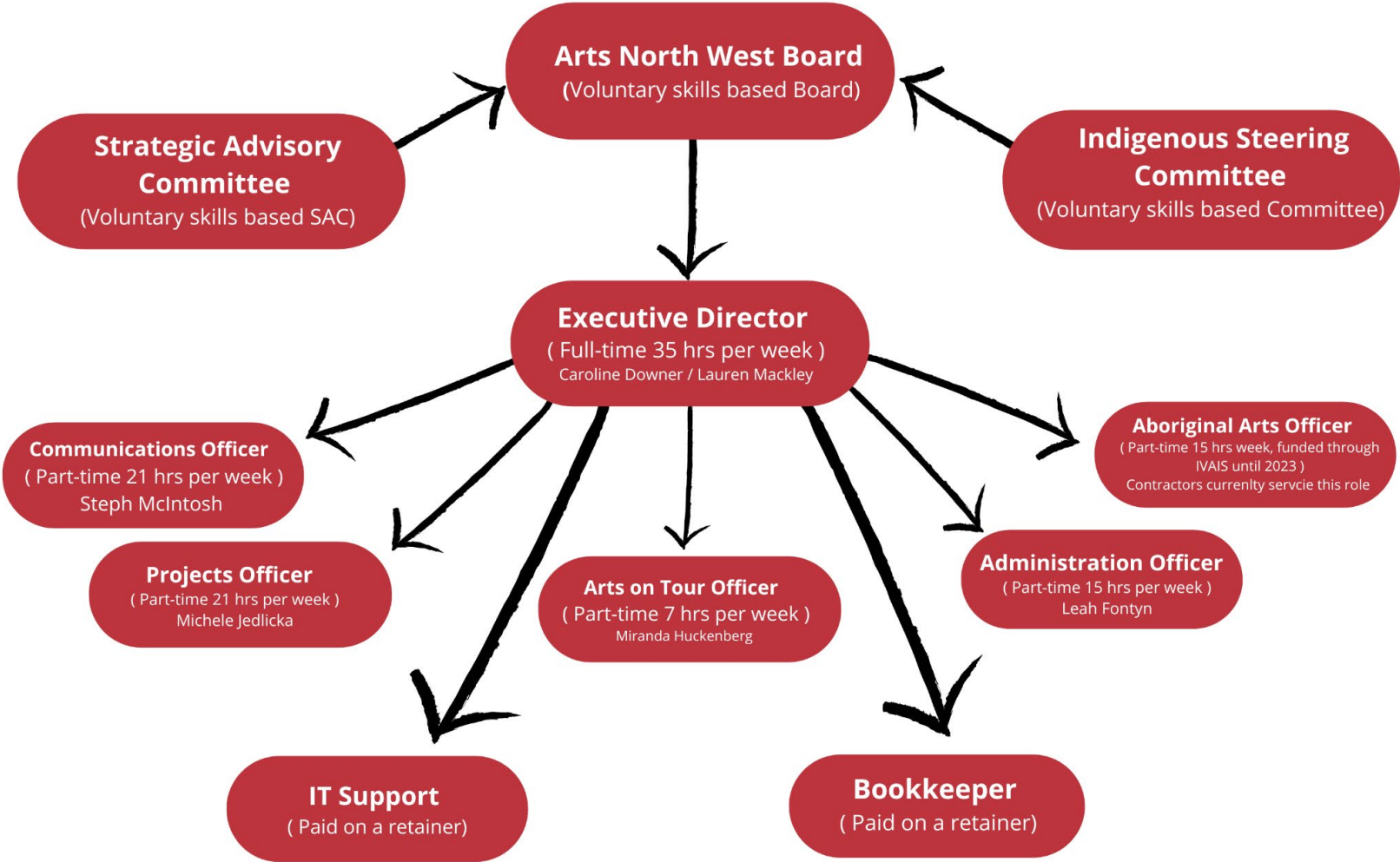


Figure 8: 2023 – ANW Structure



CURRENT PARTNERS AND KEY STAKEHOLDERS

Key Stakeholders

- Create NSW – Multiyear funding and project funding
- Australian Federal Government – IVIAS and ILA
- Local Government - Armidale Regional, Glen Innes Severn, Gunnedah Shire, Gwydir Shire, Liverpool Plains Shire, Moree Plains Shire, Narrabri Shire, Tamworth Regional, Tenterfield Shire, Uralla Shire and Walcha Council
- Charity donations

Core and Strategic Partners

- Individual artists and practitioners
- Arts and cultural businesses, organisations, and individuals
- Regional Arts NSW
- Local Aboriginal Land Council's
- Music NSW
- Health particularly through aged services and disability service organisations
- Tertiary education services UNE and TAFE
- Creative Recovery Network
- Destination NSW
- Educational Organisations including Primary Schools and High Schools
- Regional Galleries
- Regional Theatres and Venues
- Regional Conservatoriums
- Community and commercial galleries and Arts and Cultural Centres
- Libraries and Visitor Information Centres
- Community Groups and various service providers
- Wider community and audiences across the New England North West

Networks and Advisory Committees

- Arts North West Aboriginal Steering Committee
- Cultural Leaders Network
- Arts North West Connect
- New England North West Museums Network
- Council and Community led Arts Advisory Groups

KEY PARTNERSHIPS AND STAKEHOLDERS

Focus development and diversification of partnerships

- Joint Organisations Council's (JOC) – Namoi and Highlands
- Destination NSW
- Department of Planning and Environment
- CALD Communities
- Health and Disability Service Providers
- Young Cultural Leaders Network
- University of New England
- Screenworks and Film production companies
- Chamber of Commerce
- Council advisory groups for CALD, Accessibility and Youth services

Partner organisations present events, educational services, house treasured permanent collections and exhibits, and offer varied programming to engage audiences all year round. The individuals who drive these organisations, and who sustain and develop their arts practices, play a vital role in a region's cultural life by providing a local focus which flourishes into community assets, cultural tourism attractions and epicentres for activities which celebrate community identity and our vibrant regional culture.

Arts North West partnerships harness local expertise to strengthen and add value to existing practices and enterprises, by creating synergies and collaborations to strengthen these assets ensuring a resilient and sustainable cultural sector. Below is a listing of some of ANW partners. This is an ever evolving list and is not limited to those stated:

Arts and Cultural Venues	Museums
<ul style="list-style-type: none"> • Aboriginal Cultural Centre and Keeping Place, Armidale • Bank Art Museum, Moree • Capitol Theatre, Tamworth • Crossing Theatre, Narrabri • Glen Innes Art Gallery • Gunnedah Cultural Precinct • Hoskins Theatre (TAS) • McCrossins Mill Museum, Uralla • Narrabri Art and Craft Society • New England Regional Art Museum • Roxy Theatre, Bingara • Sir Henry Parkes School of Arts, Tenterfield • Tamworth Regional Art Gallery • Tamworth Regional Craft Centre Inc • Wee Waa Community Arts and Cultural Centre 	<ul style="list-style-type: none"> • Armidale Folk Museum • Boggabri and Districts Historical Society • Calalala Cottage Museum • Gunnedah Rural Museum • Gunnedah Water Tower Museum • Hillgrove Museum • Land of the Beardies History House Museum • Moonbi Museum • Namoi Echo Museum (Wee Waa Historical Society) • Narrabri Historical Society • National Guitar Museum • Tamworth Power Station Museum • Tenterfield Railway Station Museum • The Boggabri Tractor Shed • University of New England Museums

Arts organisations	Music organisations
<ul style="list-style-type: none"> • 2 Rivers • Armidale Pottery Club • Arts Gunnedah • Barraba Potters and Craft Guild • Black Gully Printmakers • Deepwater Art and Pottery Group • Glen Innes Pottery Club • Gunnedah Pottery Club • Mad Proppa Deadly • Tamworth Photography Group • Yinarr Maramali 	<ul style="list-style-type: none"> • Armidale Choral Society • Armidale Music Foundation • Armidale Symphony Orchestra • Armidale Youth Orchestra • Gunnedah Conservatorium of Music • Gunnedah Shire Band • Musicians of Armidale • New England Conservatorium of Music • Tamworth Regional Conservatorium of Music • Wee Waa Community Band
First Nations Events and spaces	LALCs
<ul style="list-style-type: none"> • Aboriginal Country Music Association Cultural Showcase • Amaroo Museum Cultural Centre, Walcha • Armidale Aboriginal Keeping Place and Cultural Centre, Armidale • Bank Art Museum Moree • Beyond Empathy, Head office in Armidale • Dhiiyaan Centre, Moree • Euraba Paper, Boggabilla • Mehi Gallery, Moree • Myall Creek Cultural Centre • Nigyanni Indigenous Corporation, Gwabegar 	<ul style="list-style-type: none"> • Amaroo Local Aboriginal Land Council • Anaiwan Local Aboriginal Land Council • Armidale Local Aboriginal Land Council • Glen Innes Local Aboriginal Land Council • Moree Local Aboriginal Land Council • Narrabri Local Aboriginal Land Council • Red Chief Lands Council Gallery and Museum in Gunnedah • Tamworth Local Aboriginal Land Council • Tenterfield Local Aboriginal Land Council • Toomelah Local Aboriginal Land Council • Walhallow Local Aboriginal Land Council • Wee Waa Local Aboriginal Land Council
Theatre Production Companies	Writing Organisations and competitions
<ul style="list-style-type: none"> • Deepwater Players • Glen Innes Arts Council • North West Theatre Company, Bingara; • Tamworth Dramatic Society • The Armidale Drama & Musical Society 	<ul style="list-style-type: none"> • Dorothea Mackellar Memorial Society • New England Writers Centre Inc
Film Festivals and appreciation groups	Dance Companies and Organisations
<ul style="list-style-type: none"> • French Film Festival, Armidale (Alliance Francais/Belgrave Cinema) • International Film Festival, Armidale • North West Film Festival, Bingara 	<ul style="list-style-type: none"> • North West Dance Company, Armidale • Rising Starts Dance Company, Manilla • Tamworth City Dance, Tamworth

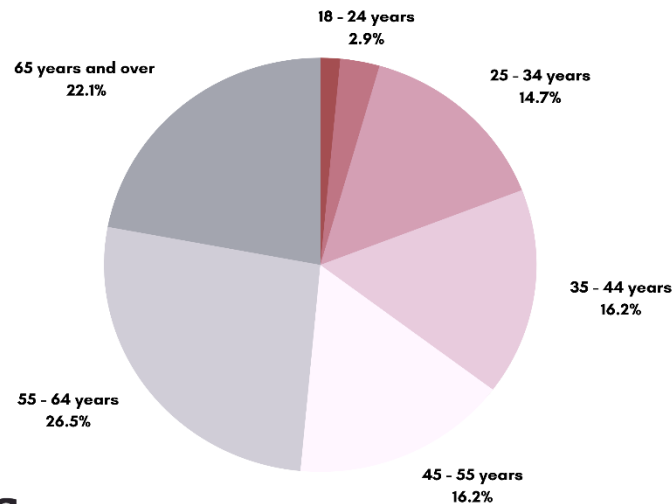
DEVELOPMENT OF THE ARTS NORTH WEST STRATEGIC PLAN 2023/2024

Arts North West Executive Director Lauren Mackley believes in meaningful community consultation as a reciprocal process that is reflective of genuine partnerships with the community. Various consultation methodologies were utilised to provide space to empower the community and stakeholders to have a voice to inform and shapes our decision-making. This process has strengthened communication and partnerships with various stakeholders and has given voice to the future we build together.

Community Survey respondents	64
Community one-on-ones	19
Staff, SAC and Board Consultations	18
Community Consultation respondents at The Manilla Arts Taster Day	35
=136 respondents in total	

From these responses, the data has been analysed and collated to inform the development of the strategic plan and provide insight into the demographics, appetites, and behaviour of ANW audiences, informing the strategic direction of the organisation for the term of 2023 and 2024.

The graph below indicates the ages of the audience who engage with ANW. Arts North West On Tour offerings attract audiences under 25 years but the data below is reflective of the lack of engagement by young people other services. The most active participants to ANW's other services are aged 55 years and over. The responses from the survey have indicated that most programs and projects are delivered inside of work times and restrict the ability for most cohorts to attend.



The data below reveals the key services accessed by the cohort and provided by Arts North West, which has in turn informed the identification and prioritisation of our core services. Access to advice, support and/or advocacy and Arts North West On Tour, has the largest participation rate, followed by Arts North West Connect, Grant Advice and Support, Professional Development and Creative Workshops and our Aboriginal Cultural Support Program.

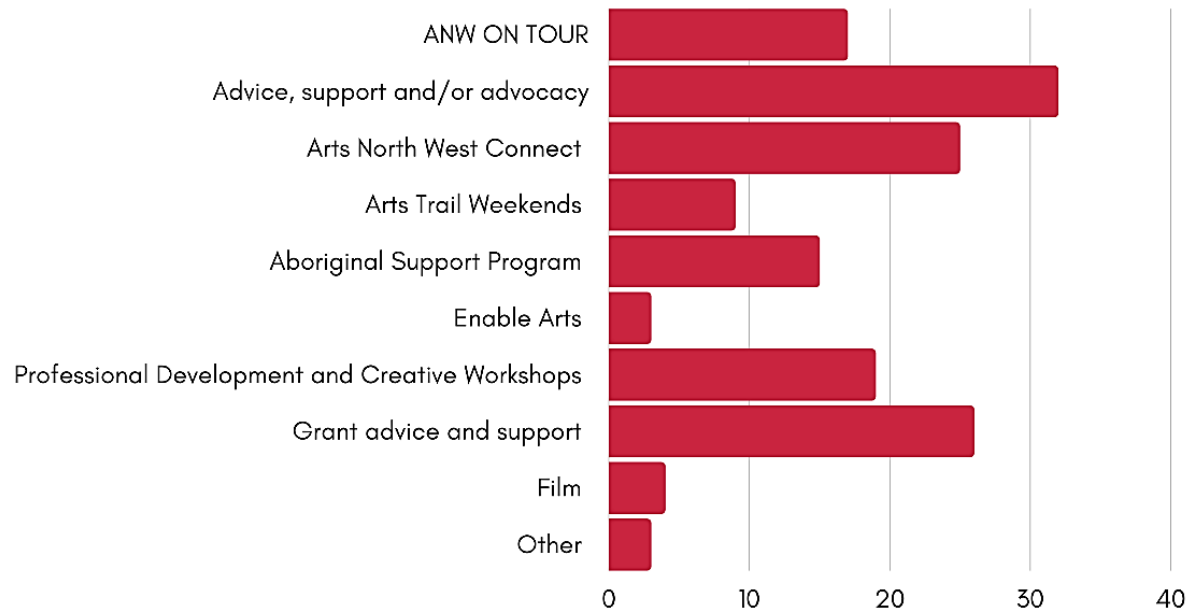


Figure 10: ANW Services accessed by online survey respondents

Submissions from community consultation opportunities were analysed and included in a PESTEL analysis. This is a framework used to analyse and monitor the internal, external, and macro-environmental factors that may have a profound impact on Arts North West, including Political, Economic, Social, Technological, Environmental and Legal factors. These factors were then cross examined with a problems and solutions-based matrix ‘Barriers and Bolt Cutters.’ This process was used in our face-to-face consultations with the staff and the SAC as a collective strength-based ideas generation tool. The below is not the directions for ANW but feedback that was captured through our consultation process. Some of the contributions from the feedback have been included below as a point of analysis for our strategic direction. All the feedback provided has been considered in the development of our strategic planning priorities, Key Performance Indicators, deliverables, and the development of our Risk Management matrix, for our future service provision.

PESTEL ANALYSIS

PESTAL	BARRIERS	BOLTCUTTERS
<i>POLITICAL</i>	INTERNAL: <ul style="list-style-type: none"> Arts North West is heavily reliant on Government Funding loss of this funding would see dire consequences for the organisation 	<ul style="list-style-type: none"> Identify opportunities to diversify income and utilise strategic partnerships and increase interindustry collaboration Advocate on all levels of government for secured funds for the arts Continue to deliver grants writing workshops to ensure The NENW are competitive and securing funding for projects Apply for grants that deliver a regional focus
	EXTERNAL: <ul style="list-style-type: none"> Increased funding “post – COVID-19” and Regional Events funding 	<ul style="list-style-type: none"> Arts North West can position themselves as a fee for service Project Manager or Service Provider to assist with the delivery of these influx of funds Maintain current service provision for creative development, support, and advice to ensure strategic partnerships Provide Fee-for-service Data collection for Council’s at events.
	EXTERNAL: <ul style="list-style-type: none"> Funding is becoming more dependent on quantifiable data rather than qualitative 	<ul style="list-style-type: none"> Arts North West can expand service provision for data collection for Councils, events, and organisations as a fee for service action or service expansion to quantify the impact of creative industries on the larger economic sphere of the region Develop a process for testimonials and case studies to ensure the qualitative experiences and outcomes are not lost
	EXTERNAL: <ul style="list-style-type: none"> Changes to the NSW Department of Planning Legislation to increase Agritourism, Activation of CBDs and Night time economy and Film friendly communities 	<ul style="list-style-type: none"> Develop strategic partnerships to support and enhance these changes to foster a vibrant regional economy and ecology Develop opportunities for artists and creatives to lead urban activation and vibrancy Present opportunities for new way of presenting works in public locations Activate vacant shopfronts - Renew Newcastle model, Art in the heart in Lismore and currently happening in Armidale – Assist Council’s with the development of these projects

ECONOMIC	INTERNAL: <ul style="list-style-type: none"> Who is Arts North West? 	<ul style="list-style-type: none"> Increase brand recognition and service understanding Cohesive strategy for customer service journey mapping Website accessibility to remove jargon-based navigations Invite newcomers and remove elitism from the arts
	EXTERNAL: <ul style="list-style-type: none"> Building economic pressures Looming recession and increased cost of living will affect audience attendance and development opportunities As cost of living increases people will have less interest in investing in the arts as it is perceived as a luxury 	<ul style="list-style-type: none"> Create space to build understanding and advocacy that position arts as a key economic driver
	EXTERNAL: <ul style="list-style-type: none"> Infrastructure investment is reactionary rather than planned often resulting organisations overestimating their commitment and capacity 	<ul style="list-style-type: none"> Working with all tiers of Government to advocate for substantial and long-term investment in events and arts infrastructure Strategic and coordinated approach to cultural infrastructure and investment
	INTERNAL AND EXTERNAL: <ul style="list-style-type: none"> Lack of places for artworks development, artists to exhibit artworks and performances to be hosted Many art spaces are booked out 1-2 years in advance 	<ul style="list-style-type: none"> Promote opportunities through Arts North West Connect Activate/ support alternative spaces for arts happenings Provide more opportunities for local productions through Arts North West On Tour
	INTERNAL: Lack of Manpower <ul style="list-style-type: none"> Staffing shortages, changes and loss of corporate knowledge 	<ul style="list-style-type: none"> Utilised increased funding from Create NSW to increase staffing allocations Use diversification of income to create employment opportunities Utilise and develop project planning software Increase efficiency of CRM – Airtable
	INTERNAL AND EXTERNAL: <ul style="list-style-type: none"> More public art and murals More information on mural artists – Develop local skills and opportunities 	<ul style="list-style-type: none"> Showcase public artists through Arts North West Connect Host PD for mural development Works with landowners eg: Businesses, educational facilities, local councils and landowners to identify and develop public arts opportunities

SOCIAL	INTERNAL: <ul style="list-style-type: none"> Lack of regional perspective 	<ul style="list-style-type: none"> Expand Arts North West on Tour to larger regional footprint and deliver live music options Arts North West Connect can be the conduit to increase professional offerings and share human resources Collaboration with JOCs – 2 x in our region LGAs as a collaboration, not a competition Develop opportunities for artists/ stakeholders/ curious collaborators in each LGA/ all LGA's to catch-up as a group, network, partner and connect as regular and informal opportunities for creative conversations
	INTERNAL: <ul style="list-style-type: none"> New England North West is known for traditional art forms. Contemporary and experimental art forms are not supported 	<ul style="list-style-type: none"> Create space for experimentation, unorthodox arts experiences, and accidental cultural tourism.
	EXTERNAL: <ul style="list-style-type: none"> Lack of professional educational opportunities within the arts There are no longer any accredited visual arts training courses operating in the New England North West. Educational opportunities are essential to creative retention in the region 	<ul style="list-style-type: none"> Expand teaching and cross-pollination of different skills throughout regions and out of area for local participants Increase skills-based training, professional development, and training opportunities to ensure secession planning in the region Create meaningful content and authentic partnerships – Strengthen partnerships with UNE, TAFE and Community College Invite those on Arts North West Connect to host workshops Develop opportunities for artists to host workshops through School Holiday Programming, NAIDOC
	EXTERNAL: <ul style="list-style-type: none"> Changes in the NDIS affects the delivery of Enable Arts programming 	<ul style="list-style-type: none"> Develop all abilities programming Change the delivery of Enable Arts to an inclusive and socially integrated model
	EXTERNAL: <ul style="list-style-type: none"> Lack of engagement by young people 	<ul style="list-style-type: none"> Activities to engage younger people – need community conduit - Active youth councils School holiday toolkit for councils or listing of suitable facilitators for School Holiday Program
	INTERANAL AND EXTERNAL: <ul style="list-style-type: none"> Audience Development 	<ul style="list-style-type: none"> ANW is in a strong position for marketing and promotions across the region Diversify audiences and build habits for creative attendance
	INTERANAL AND EXTERNAL: <ul style="list-style-type: none"> Increase in Cultural Tourism to regional NSW 	<ul style="list-style-type: none"> What does your ultimate weekend look like? Support food and beverages and accommodation providers to deliver a holistic cultural tourism campaign for each LGA Develop Case studies of activations, events, and exhibitions to celebrate vibrancy in communities Large Grey nomad tourism offerings in regions Build better relationships with the Visitor Information Centres

		<ul style="list-style-type: none"> • Better signage and wayfinding • Accommodation shortages - Phasing events over different weekends or collaborating as cultural tours
	INTERNAL: <ul style="list-style-type: none"> • Live music circuit required for regional access, artist sustainability 	<ul style="list-style-type: none"> • Develop Strategic Partnership with Music NSW • Utilise Arts North West On Tour to expand to live music options
	INTERNAL: <ul style="list-style-type: none"> • Aboriginal Cultural Support Program 	<ul style="list-style-type: none"> • Not enough time to be part of the community – look at different AAO for each nation • Advocate for ongoing funding for this position and service provision • Partner with Council inclusivity committees • Engage numerous First Nations Staff/ contractors • This is a crucial position when considering the high density of First Nations population in the New England North West • Strategy for AAO Officer - ANW employs an in house Aboriginal Arts Officer who liaises with the community and delegates projects to local contractors as required. • Strategy for AAO Officer - ANW Contracts to an Aboriginal Project Manager to deliver projects
	INTERNAL AND EXTERNAL: <ul style="list-style-type: none"> • Lack of festivals in the region 	<ul style="list-style-type: none"> • Micro festivals are being held and Arts North West can be a regional promoter and connector for the existing festival syndicate • Arts Festival, like Artstate for meaningful and viable networks and collaboration of resources • Passport for regional festival goers to increase travel and attendance • Pollination of existing festival models to come to the region eg Groove in the Moo has a regional touring leg • Viable site and venue listings for festivals in communities • The region has ample space and access to unorthodox venues in large supplies • Council confidence and willingness to deliver • ANW should have a stall at all festivals in the region and showcase and employ creatives in the region
	INTERNAL AND EXTERNAL: <ul style="list-style-type: none"> • Lack of CALD Programming • Many smaller LGA's have sparse density of CALD Communities who are seeking social connections 	<ul style="list-style-type: none"> • Partner with Council inclusivity committees • Create connectivity opportunities through cultural sharing workshops and performances
INTERNAL: <ul style="list-style-type: none"> • Little to no LGBTIQ+ programming 	<ul style="list-style-type: none"> • Mentoring partnerships opportunities 	

TECHNOLOGICAL	INTERNAL: <ul style="list-style-type: none"> Arts North West has first-hand experienced the vulnerability of current technological systems 	<ul style="list-style-type: none"> Develop Business Continuity Plans for Technological shutdowns to ensure the continuance of service delivery Cloud-based server for data. Server to act as an archival system rather than day-to-day use Increase security for passwords and encryption Change procedures for data storage and back-ups
	INTERNAL: <ul style="list-style-type: none"> Increase use of online platforms and awareness and use of technology “Post-COVID-19” 	<ul style="list-style-type: none"> Increased use of cybernetic platforms and video technology to surpass issues and tyranny of distance, travel times where possible Working from home is now far more accessible thus changing the way the ANW team communicate internally and externally
	EXTERNAL: <ul style="list-style-type: none"> Issues regarding access to the internet and phone coverage still affect much of the region. 	<ul style="list-style-type: none"> Record and store videos resources on website, rather than live feeds where possible
	INTERNAL: <ul style="list-style-type: none"> Increased video demands for publicity eg Tik Tok, Facebook and Instagram stories 	<ul style="list-style-type: none"> Increase video as a viable form for the development of media collateral, EResources and communication with audiences to stay relevant
	INTERNAL: <ul style="list-style-type: none"> Website navigation 	<ul style="list-style-type: none"> Increase search engine capabilities. Website is confusing if you don’t know what ANW already does Make website accessible and disability friendly Why is Arts North West Connect a separate webpage? Increase Arts North West Connect to include information and evolve as a core arts and event planning resource Platform to find Mural artists Link with ATDW

ENVIRONMENTAL	EXTERNAL: <ul style="list-style-type: none"> Increased natural disasters; drought, fire, floods, plagues etc for the whole region, Due to large service areas at times different regions are responding to different natural disasters e.g., fire in the highland and floods on the plains 	<ul style="list-style-type: none"> Opportunity for Arts North West to be a regional connector Develop resilience, community connectedness and space for belonging in times of need. and coordination
	EXTERNAL: <ul style="list-style-type: none"> Distance is an issue for the residents of the New England North West and in turn Arts North West The increased cost of fuel Lack of public transport Issues with the social connectivity of community and region Attendance at events can be cumbersome Large service area equates to vast travel commitments and time constraints and may impact equitable service delivery for all LGAs 	<ul style="list-style-type: none"> Utilising virtual means of communication and service delivery Facilitate opportunities for artists and creatives to move and deliver throughout the region rather than LAG's Activate and work closely with smaller villages the councils struggle to service
LEGAL	INTERNAL: <ul style="list-style-type: none"> Maintain a high level of governance 	<ul style="list-style-type: none"> Share resources to assist organisations to maintain a high level of governance
	EXTERNAL: <ul style="list-style-type: none"> Sharp increase in Copyright infringements 	<ul style="list-style-type: none"> Provide professional development opportunity Develop Strategic Partnerships to provide secure advice RE: Tax, Australian Business Registrations, Copyright and insurance and legal obligations.

RISK ASSESSMENT AND MITIGATION

Below is a Risk Management Matrix, informed by the responses and assessment of Arts North West through the PESTEL analysis. The risks discussed in the table below are the areas of the highest risk of organisation's reputation, longevity, governance, financial loss and disruption to capacity to provide services.

Risk identified	Impact of Risk and risk rating	Mitigation / Management of Risk and revised Risk Rating
Arts North West is heavily reliant on grant funding Core Funding revoked Triennial Grant and Council Contributions cease and/or funding not secured	Extreme <ul style="list-style-type: none"> Core services cannot be delivered or will heavily impact operations of Arts North West Reserves will last 18 months of operations 	Medium <ul style="list-style-type: none"> Maintain relationship with Stakeholders and satisfy and exceed funding requirements Apply for the next round of Triennial funding from Create NSW Diversify income streams
Lack of manpower and staffing capacity	High <ul style="list-style-type: none"> Integrity of projects and programs delivered maybe compromised Lack of ability to apply for alternative funding streams to maintain service expectations and delivery Obligations of funding requirements may not be met Staff burn-out 	Medium <ul style="list-style-type: none"> Use the increase in core funding from Create NSW to allocate more staff hours New Position Descriptions integrate holistic project management, so all staff are equipped with the skills required, ensuring skills disbursement and minimise loss of corporate knowledge Utilise project management software to track project progress to increase transparency and access to project information
Recession	High <ul style="list-style-type: none"> Lack of funding available for projects and programs Lack of funds for audience participation especially ANWOT The price of materials, travel, accommodation, and resources become unaffordable Inability to adequately provide programming to the service area As cost of living increases people will have less interest in investing in the arts as it is perceived as a luxury 	Low <ul style="list-style-type: none"> Develop Strategic partnerships inside and outside of the arts sector Increase local performances to tour with ANWOT, reducing travel and accommodation costs Develop strong online and virtual presence and opportunities Pool resources with other RADO's if required

Technological	<p>Extreme</p> <ul style="list-style-type: none"> Breach of cyber security through ransomware attack or malware attack 	<p>Low</p> <ul style="list-style-type: none"> Allocate fund to ensure IT security and safer processors can be implemented Review the type of data we store and why Develop Business Continuity Plans for Technological shutdowns to ensure the continuance of service delivery Cloud-based server for data. Server to act as an archival system rather than day-to-day use Increase security for passwords and encryption Change procedures for data storage and back-ups
Natural disasters	<p>High</p> <ul style="list-style-type: none"> Loss of Infrastructure Effects staff movements throughout the region Effects service provision and incurs costs for programs and projects to be reorganised Communities in times of trauma 	<p>Medium</p> <ul style="list-style-type: none"> Enact Safe work processes to eliminate risk of harm to staff and participants eg Do not drive through flood waters Ensure clear communication with staff, contractors and participants to reduce risk of dangerous or harmful decision making Arts North West responds to community stress to build connectedness and resilience accompanied by strategic partnerships where required

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GOAL: Activate and utilise physical space to create immersive arts experiences and audience development

PRIORITY ACTION	KEY PERFORMANCE INDICATOR	2023	2024
Generate increased awareness of creative and cultural activity and opportunities to increase Audience Development	Accurately capture data and report audience attendance and develop strategies to increase attendance and opportunities	Please refer to ANW Reporting Matrix	Please refer to ANW Reporting Matrix
Arts North West On Tour <ul style="list-style-type: none"> Maintain Arts North West On Tour Deliver performing arts and live music to subscribed performing arts venues coordinated by ANW who promote touring product and resources 	6 touring venues confirmed for Arts North West on Tour, with a minimum of 2 coordinated tours per annum Pocket Productions have activated a minimum of 6 villages. Per annum	ANWOT contributions confirmed # of Workshops # of attendees to workshops # of ANWOT performances # of POCKET PRODUCTIONS # of attendees to performances General admin and advice Relaunch Arts North West on Tour	ANWOT contributions confirmed # of Workshops # of attendees to workshops # of ANWOT performances # of POCKET PRODUCTIONS # of attendees to performances General admin and advice
Increase Cultural Infrastructure and creative spaces throughout the region	Support and Advocate infrastructure investment in the region with all tiers of Government and through strategic partnerships Support the development of spaces for arts and cultural placemaking/ activation and artmaking, sales and experiences	#of advice and support # of LOS # of Partnerships # of projects supported	#of advice and support # of LOS # of Partnerships # of projects supported

Careers Development <ul style="list-style-type: none"> Generate increased opportunities for access, participation, training and education within the arts industry through enhancing connections to promote collaboration on career development pathways, mentoring, entrepreneurship and business development for NSW artists and arts organisations. 	Develop key partnerships to increase educational opportunities for art practices and professional development	# of partnerships with Organisations : #(Cash or In-Kind) # of partnerships with Business #(Cash or In-Kind) # of partnerships with Government #(Cash or In-Kind)	# of partnerships with Organisations : #(Cash or In-Kind) # of partnerships with Business #(Cash or In-Kind) # of partnerships with Government #(Cash or In-Kind)
	Promote career development opportunities	# Career Development opportunities promoted # of Youth Cultural Leaders Forums delivered	# Career Development opportunities promoted # of Youth Cultural Leaders Forums delivered
	Provide 2 Professional Development opportunities and programs per annum	Professional Development #of activities in Regional NSW # of activities outside Regional NSW #of participants in activities # of CALD people in attendance # of ATSI people in attendance # of PLWD people in attendance # of YP people in attendance #of attendees F2F # of CALD people in attendance # of ATSI people in attendance # of PLWD people in attendance # of YP people in attendance #of attendees ONLINE # of CALD people in attendance # of ATSI people in attendance # of PLWD people in attendance # of YP people in attendance	Professional Development #of activities in Regional NSW # of activities outside Regional NSW #of participants in activities # of CALD people in attendance # of ATSI people in attendance # of PLWD people in attendance # of YP people in attendance #of attendees F2F # of CALD people in attendance # of ATSI people in attendance # of PLWD people in attendance # of YP people in attendance #of attendees ONLINE # of CALD people in attendance # of ATSI people in attendance # of PLWD people in attendance # of YP people in attendance

GOAL: Embrace Virtual Space and utilise digital resources

PRIORITY ACTION	KEY PERFORMANCE INDICATOR	2023	2024
Increase and diversify content on online platforms including web presence, social media presence, and EResources	Development of 1 x high-quality web-based digital resource materials and services per annum as EResources and/or online/video recorded assets to provide stakeholders with the key resources to assist themselves.	# of Website visitation # Online resources developed	# of Website visitation # Online resources developed
	Development of 10 x online artist portfolios on Arts North West Connect per year	# of Arts North West Connect subscriptions	# of Arts North West Connect subscriptions
	Use online platforms to increase audience development through distribution of information <ul style="list-style-type: none"> • Minimum of 10 x social media posts per week • Enews distributed monthly 	# of subscribers on socials # of subscribers to Enews # of social media posts # of Enews distributed	# of subscribers on socials # of subscribers to Enews # of social media posts # of Enews distributed
	Online delivery of programs and projects	#of attendees ONLINE Programs and Projects # of CALD people in attendance # of ATSI people in attendance # of PLWD people in attendance # of YP people in attendance	#of attendees ONLINE Programs and Projects # of CALD people in attendance # of ATSI people in attendance # of PLWD people in attendance # of YP people in attendance
Increase accessibility of website and navigation pathways	Website navigation is simplified and more accessible Website information is up-to-date and accurate	Complete website audit – ongoing Update the website to increase accessibility	Complete website audit – ongoing Update the website to increase accessibility

GOAL: Create space for innovation, collaboration, and authentic partnerships

PRIORITY ACTION	KEY PERFORMANCE INDICATOR	2023	2024
<p>Funding</p> <ul style="list-style-type: none"> Develop, promote, and manage funding that benefits our arts and cultural sector. Through the delivery of brokerage and funding programs including Microgrants and CASP Supporting innovative projects that develop new partnerships, collaborations, and creative opportunities through robust networks by providing support and assistance to stakeholders to secure arts and cultural funding Include funding opportunities in our virtual presence and media channels Project manage and deliver funding in accordance with the funding obligations Apply and (if successful) manage and acquit grants to support identified regional arts projects Identify and develop projects for and/or across the region that are responsive to the community needs 	Deliver CASP and Microgrants funding once P/A	# Applications received # of successful grant applications \$ amount distributed	# Applications received # of successful grant applications \$ amount distributed
	Support at least 10 grant applications P/A	Funding Advice provided # of CALD people in attendance # of ATSI people in attendance # of PLWD people in attendance # of YP people in attendance # LOS or Assistance with Funding Application Council - # LOS or Assistance with Funding Application	Funding Advice provided # of CALD people in attendance # of ATSI people in attendance # of PLWD people in attendance # of YP people in attendance # LOS or Assistance with Funding Application Council - # LOS or Assistance with Funding Application
	Maintain and review the ANW CRN database		
	10x funding opportunities promoted per annum	# of funding opportunities promoted	# of funding opportunities promoted
	Accurately report ANW active and auspiced grants to the Board	# of projects and programs delivered in regional NSW # of projects and programs delivered outside of Regional NSW Reports provided in Board Papers and Meetings	# of projects and programs delivered in regional NSW # of projects and programs delivered outside of Regional NSW Reports provided in Board Papers and Meetings
	At least 2x project/program grants per year	# Grant applications submitted by ANW # of successful applications by ANW	# Grant applications submitted by ANW # of successful applications by ANW
	Provide 100hrs of support for local projects per annum	# of hrs Planning Committee or Creative Development with Councils # of hrs Planning or Creative Development Contributions with individuals, committees and organisations	# of hrs Planning Committee or Creative Development with Councils # of hrs Planning or Creative Development Contributions with individuals, committees and organisations

<p>External Partnerships</p> <ul style="list-style-type: none"> • Diversification of partnerships and contributions from inside and outside of the sector. • Engage in strategic partnerships and secure revenue from diverse sustainable sources • Develop partnerships that encourage cross-pollination for ideas, funding and networking inside and outside of the sector 	<p>Develop partnerships with other organisations, businesses, and government departments to develop arts and cultural activity in the region</p> <p>Develop and maintain industry networking platforms. Deliver 2 ANW Networks meetings and Advisory meetings per annum:</p> <ul style="list-style-type: none"> • Arts North West Aboriginal Steering Committee • Cultural Leaders Forum • Young Cultural Leaders Forum • New England North West Museums Network 	<p># of partnerships with Organisations (Cash or In-kind) :</p> <p># of partnerships with Business (Cash or In-kind) :</p> <p># of partnerships with Government (Cash or In-kind) :</p> <p># of ANW Network meetings and Advisory Committee Meetings</p> <p>Develop Youth Cultural Leaders Network</p> <p>Development of EnAble Arts Advisory Committee</p>	<p># of partnerships with Organisations (Cash or In-kind) :</p> <p># of partnerships with Businesses (Cash or In-kind) :</p> <p># of partnerships with Government (Cash or In-kind) :</p> <p># of ANW Network meetings and Advisory Committee Meetings</p>
<p>Developing space for collaboration and partnerships:</p> <ul style="list-style-type: none"> • Create a vibrant, empowered innovative collectively creative ecology throughout the New England North West • Provide space and opportunities for collaboration, networking, and partnership development within the arts sector and beyond 	<p>Develop opportunities that promote a multitude of arts disciplinary to network, collaborate and explore partnerships</p>	<p>Host 1x all arts industry and disciplines networking event</p>	<p>Host 1x all arts industry and disciplines networking event</p>
<p>Strengthening partnerships with Local Government</p> <ul style="list-style-type: none"> • Develop and maintain strong working relationships with Council staff and Councillors • Support councils to work across a variety of responsibilities, assisting them in areas including tourism, economic development, cultural planning 	<p>Collaboration and support of a myriad of council projects, programs, community consultation, planning and infrastructure projects.</p>	<p># hrs Advice and staff time</p> <p># of Meetings attended</p> <p># of LGA - Specific policy or template development; community consultation</p> <p># of hrs of Planning Committees or Creative Development Contributions</p> <p># of Council Projects Assisted</p>	<p># hrs Advice and staff time</p> <p># of Meetings attended</p> <p># of LGA - Specific policy or template development; community consultation</p> <p># of hrs of Planning Committees or Creative Development Contributions</p> <p># of Council Projects Assisted</p>

GOAL: Create Space to share our stories and use our voice

PRIORITY ACTION	KEY PERFORMANCE INDICATOR	2023	2024
<p>Provide creative opportunities for expression, inspiration, and new learnings relevant to the needs of the community</p> <ul style="list-style-type: none"> • Develop a program delivery plan that builds social connectedness, resilience, and creative enthusiasm over the course of one financial year • Enhance social connectedness and community well-being through creative opportunities for expression, resilience, and inclusion. • Develop and deliver a range of diverse and innovative projects 	<p>Implementation of Creative Program delivery of a minimum of events, workshops or projects – 3 x per year.</p>	<p>Creative Program 2023</p>	<p>Creative Program 2024</p>
<p>First Nations Engagement</p> <ul style="list-style-type: none"> • Targeted support for and engagement with artists, arts organisations and communities • Advocate for dedicated First Nations position(s) in Arts North West • Consultation with the community for the development of the 2023 – 2027 ANW First Nations Strategic Plan 	<p>Advocate and secure Funding for F/N position and or F/N specific Projects and/or programming with F/N project Management</p> <p>Conduct community and development of ANW First Nations Strategic Plan</p> <p>Increase F/N representation through our Arts North West Connect</p>	<p># of F/N specific Projects and Programs F2F - # of ATSI people in attendance ONLINE - # of ATSI people in attendance Professional Development # of ATSI people in attendance F2F - # of ATSI people in attendance ONLINE - # of ATSI people in attendance # of meetings attended Advice and Mentoring – # of ATSI # of meetings attended # of F/N specific creative outcomes eg exhibitions, performances etc # of Hrs planning or creative development</p>	<p># of F/N specific Projects and Programs F2F - # of ATSI people in attendance ONLINE - # of ATSI people in attendance Professional Development # of ATSI people in attendance F2F - # of ATSI people in attendance ONLINE - # of ATSI people in attendance # of meetings attended Advice and Mentoring – # of ATSI # of meetings attended # of F/N specific creative outcomes eg exhibitions, performances etc # of Hrs planning or creative development</p>

		contributions with individuals, committees and organisations Development and launch of ANW First Nations Strategic Plan # F/N Arts North West Connect subscribers	contributions with individuals, committees and organisations Implementation of ANW First Nations Strategic Plan # F/N Arts North West Connect subscribers
Brand Arts North West as the art development advocate of the region	Resources allocated in the annual budget to increase the visibility of Arts North West as a trusted and reliable brand and advocate	Allocation of funds for Marketing campaigns	Allocation of funds for Marketing campaigns
Advocacy and representation at local, regional, and national levels for the value of arts in our service area and arts and cultural development in the region	30x meetings per annum with key Stakeholders, advisory groups, funding bodies and committees	# of hrs Regional Advocacy # of hrs state-wide meetings	# of hrs Regional Advocacy # of hrs state-wide meetings 30 meetings with key stakeholders per year
Advocate, promote and encourage arts and culture tourism offerings to embrace and directly reflect our identity and encourage accessible arts and cultural opportunities Publicise and celebrate cultural tourism offerings of the New England North West social, economic and civic wellbeing as well as a sense of identity and belonging	Support and develop public art and cultural tourism offerings Sustain 70x subscribers and maintain the platform of Arts North West Connect Support 2 x public art and space activation initiatives throughout the region per year Maintain the ANW events calendar on the website and extend publicity to social media, enews and annual programming collateral	# of Projects and programs delivered that support cultural tourism, public art and space activation # projects supported # of hrs of advice provided # of meetings attended # of submissions of events through online calendar # of regional promotional collateral developed	# of Projects and programs delivered that support cultural tourism, public art and space activation # projects supported # of hrs of advice provided # of meetings attended # of submissions of events through online calendar # of regional promotional collateral developed

GOAL: Create Space for excellence in HR, Governance and Financial management

PRIORITY ACTION	KEY PERFORMANCE INDICATOR	2023	2024
HR Create a happy, safe and prosperous environment for staff	Annual review of office facilities, resources and technologies Annual performance and position reviews Abide by Safe work Act and relevant legislation	Annual review of Office facilities, resources and technologies Performance reviews carried out for all staff.	
Provide quality staffing, employment and resources.	Secure funding for core staff.	Maintain or increase staff working hrs	Maintain or increase staff working hrs
Governance Undertake policy and procedure audit and Review Risk Management Policy and Planning.	Annually updated Risk Management Policy and Planning.	Update all policies and procedures when required. Review and update Risk Management Policy.	Update all policies and procedures when required. Review and update Risk Management Policy.
Sustain governance and board effectiveness composition, skills base, key roles, processes, communication	Sustainable board governance. Deliver required reporting in a timely, rigorous and transparent manner. 1 x Board Professional Development opportunity per year	Implement Governance policies and Board succession planning. Annual report, 4 Board Papers per year, AGM. Board Professional Development opportunity provided	Implement Governance policies and Board succession planning. Annual report, 4 Board Papers per year, AGM. Board Professional Development opportunity provided
Financial Management Deliver sustainable and fiscally responsible business practices and Excellent financial management processes.	Provide updated budgets during the year	Provide updated budgets during the year Annual Audit and Reports. Financial Statements with regular financial reporting to the Board.	Provide updated budgets during the year Annual Audit and Reports. Financial Statements with regular financial reporting to the Board.
Secure core funding from stakeholders – Create NSW and LGAs.	Funding is secured with rate-pegging increases from LGAs.	Triennial funding secured with an increase to core funding. 11 LGAs contribution secured Create NSW acquittals completed, and ROI reported provided	Triennial funding secured with an increase to core funding. Triennial funding for 2024 – 2028 submitted with an increase to core funding 11 LGAs contribution secured Create NSW acquittals completed, and ROI reported provided

SAMPLE ANW REPORTING MATRIX

ANW Reporting Matrix Jan- March 2022

	All council information	Armidale Regional Council	Glen Innes Severn Council	Gunnedah Shire Council	Gwydir Shire Council	Inverell Shire Council	Liverpool Plains Shire Council	Moree Plains Shire Council	Narrabri Shire Council	Tamworth Regional Council	Tenterfield Shire Council	Uralla Shire Council	Walcha Council	Total
Council contributions \$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Partnerships														
Number of partnerships with Organisations (Cash or In-kind) :														
Number of partnerships with Business (Cash or In-kind) :														
Number of partnerships with Government (Cash or In-kind) :														
# of ANW Network Meetings														
Advice and Support														
ED Advice														
# of CALD people														
# of ATSI														
# of PLWD														
# of YP														
Staff Advice														
# of CALD people														
# of ATSI														
# of PLWD														
# of YP														
Planning or Creative Development Contributions with individuals, committees and organisations														
RADO judging/Representation at Events														
Regional advocacy														
State-wide meetings														
Advice and Support with Councils														
ED Advice														
Staff Advice and Time														
Meetings attended														
LGA - Specific policy or template development; community consultation														
Planning Committee or Creative Development Contributions														
Council Projects Assisted														
Aboriginal Cultural Support														
No of meetings attended														
F/N specific Projects and programs														
Creative outcomes eg exhibitions														
Professional Development														
#of activities in Regional NSW														
# of activities outside Regional NSW														
#of participants in activities														
# of CALD people in attendance														
# of ATSI people in attendance														
# of PLWD people in attendance														
# of YP people in attendance														
#of attendees F2F														
# of CALD people in attendance														
# of ATSI people in attendance														
# of PLWD people in attendance														
# of YP people in attendance														
#of attendees ONLINE														
# of CALD people in attendance														
# of ATSI people in attendance														
# of PLWD people in attendance														
# of YP people in attendance														
Programs / Projects														
#of activities in Regional NSW														
# of activities outside Regional NSW														
#of participants in activities														
# of CALD people in attendance														
# of ATSI people in attendance														
# of PLWD people in attendance														
# of YP people in attendance														
#of attendees F2F														
# of CALD people in attendance														
# of ATSI people in attendance														
# of PLWD people in attendance														
# of YP people in attendance														
#of attendees ONLINE														
# of CALD people in attendance														
# of ATSI people in attendance														
# of PLWD people in attendance														
# of YP people in attendance														
Creative outcomes														
eg exhibitions, performances etc														
Funding programs														
# Applications received														
# of successful applicants														
\$ Distributed														
Advice														
# of CALD people in attendance														
# of ATSI people in attendance														
# of PLWD people in attendance														
# of YP people in attendance														
# LOS or Assistance with Funding Application														
Council - # LOS or Assistance with Funding Application														
# Grant applications submitted by ANW														
# of successful applications by ANW														
Media														
# of Arts North West Connect Subscribers														
# of F/N Subscribers to Arts North West Connect														
# of Career Development opportunities promoted														
# of Funding Opportunities promoted														
# of regional promotional collateral developed														
# enews developed														
# of Enews subscribers														
# of News Stories, website etc														
# of Socials media subscribers for Facebook, Instagram etc														
# of Social media posts														
# of Other media including TV, radio and Print														
ANWOT														
# of Workshops														
# of attendee to workshops														
# of ANWOT performances														
# of POCKET PRODUCTIONS														
# of attendees to performances														
General admin and advice														
ROI for each Council														

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