

The background of the cover is a photograph showing the lower legs and feet of a person walking on a gravel path. The person is wearing dark blue trousers and is barefoot. The path is made of light-colored gravel and is surrounded by some greenery and trees in the background.

ABORIGINAL
ARTS & CULTURAL
STRATEGY

2020-2022

ARTS NORTH WEST



LORES, COUNTRY AND CEREMONY

THIS PLACE, OUR COUNTRY IS WHERE THE PLAINS MEET THE HILLS,
WHERE THE BUR MEETS THE SPINIFEX,
WHERE THE RAINFOREST MEETS THE BUSH,
WHERE THE RED SOIL MEETS THE BLACK.

THIS IS BEGINNING OF OUR PLACE, ON GOMEROI LAND!

OUR HOMELAND REFLECTS WHERE WE COME FROM, THE PLACE THAT IS
SPECIAL TO US, THE PLACE THAT GAVE US BIRTH, AND THE ANIMALS THAT
GIVE US BIRTH IN THIS PLACE.

OUR COUNTRY IS SPECIAL TO US AND WE WANT TO PROTECT IT.

Greg Griffiths
Gomerai Elder



ARTS NORTH WEST ACKNOWLEDGES ABORIGINAL PEOPLE AS THE TRADITIONAL CUSTODIANS OF THE LANDS WE WORK ON; WE RECOGNISE THE STRENGTH, RESILIENCE AND CAPACITY OF ABORIGINAL PEOPLE AND RESPECT THE ABORIGINAL ELDERS PAST AND PRESENT.

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MESSAGE FROM THE EXECUTIVE DIRECTOR

Arts North West supports the rights of Aboriginal and Torres Strait Islander people and communities to celebrate and practise their cultures and to fulfil creative and cultural aspirations. Furthermore, we recognise and respect that Aboriginal people have a right to self-determination particularly in respect to cultural matters. This includes making decisions about preserving and sharing their traditional and contemporary cultural knowledge and practices.

Over the past seven years, Arts North West has employed an Aboriginal Arts Officer (AAO) who provides dedicated, cohesive, and regionally-based support for Aboriginal arts and cultural development in the New England North West (NENW) allowing our community greater access to opportunities to strengthen and sustain Aboriginal knowledge and culture through their arts practice and career development. Aboriginal arts development is a key strategic priority for Arts North West and plays an integral part of the services we provide.

This Strategy sits within Arts North West overarching strategic plan and will be supported by the Arts North West team, which includes communication, administration and project management skills. It has been informed by our activity, and by the extensive consultation with Elders and our Aboriginal Communities. It contains goals that focus on protocols and community consultation, capacity building, developing and marketing sustainable careers in the industry. This strategy was funded by Create NSW through its Creative Koori program.

Finally, the key focus of this Strategy is the AAO position. It is vital to the long-term success of a vibrant Aboriginal arts sector in our region; it is key to the development and delivery of professional and skill development activities for Aboriginal artists. This position also ensures that the direct communication and connection with regional Aboriginal artists is self-determined, ethical and culturally appropriate.

We look forward to working with Community to promote and support Aboriginal arts and culture.

Caroline Downer





MESSAGE FROM THE ABORIGINAL ARTS OFFICER

To understand where we are today, it is important to reflect on where we have come from, and as I reflect I feel honoured to have sat with Elders and heard their stories, celebrated their achievements and mourned their losses of family, culture and self-determination. I've stood beside our youth before performing on the stage for the first time and watched them shaking while reassuring them that they are deadly and instilling the belief in them that I hold for their ability. I have sat on the bank of the mighty Peel River and learnt from wonderful Yinaar the skills of weaving. I have advocated for arts and culture at a local, state and federal level. These experiences have made our region a leader in Aboriginal arts and culture, and the outcomes we have achieved have only been possible with the support and engagement of our Elders and our community. Our achievements are your achievements, let's celebrate and build more together.

Since 2012 I have worked as the Aboriginal Arts Officer in the vibrant cultural landscape that is Arts North West. During this time I have walked beside our artists and organisations as they have grown, developed, achieved goals and greatness. From humble beginnings the role has flourished and supported the aspirations of many Aboriginal people in our community. Originally established with a mentoring focus, the evolution of the position has seen us deliver business and creative outcomes in each LGA that we work in.

Not without its challenges, I firmly believe that as artists and arts and cultural workers we have the responsibility to respect, affirm and promote our Aboriginal cultural values, practices, history and stories to ensure our own self-determination. This is a right that was denied to many of our parents, grandparents and ancestors and I aim to engrain this belief into this three year Aboriginal Arts and Cultural Strategy. I hope that I have done this with respect to all of the Elders, artists and communities who Arts North West have engaged with in the last seven years and particularly those that participated in the consultation and information sharing that informed this strategy.

I would like to thank each of the Elders, cultural leaders and knowledge holders who have guided me throughout my journey to date, and thank all of the artists, arts workers and community members who have contributed to the Aboriginal Cultural Support Program and specifically this strategic plan.

I am continually learning, you are continually learning – let us learn together.

Lorraine Riggs



WHAT WE DO

Arts North West supports the development of arts and culture regionally and is involved in the development of regional projects and initiatives. Arts North West was established in 1996 as a Regional Arts Development Program, and later established as an independent Regional Arts Board in 1997.

Arts North West is a not-for-profit incorporated association and charitable institution that receives financial support for its operational management through Create NSW Negotiated Triennial Funding and annual contributions from twelve (12) local governments of the New England North West region which are: Armidale Regional, Glen Innes Severn, Gunnedah Shire, Gwydir Shire, Inverell Shire, Liverpool Plains Shire, Moree Plains Shire, Narrabri Shire, Tamworth Regional, Tenterfield Shire, Uralla Shire and Walcha.



our core objectives

1. Develop and broaden diverse audiences and their participation in arts and cultural activities
2. Grow and support community cultural capacity
3. Forge strong partnerships and networks across the region
4. Provide sound and effective corporate governance to ensure a sustainable organisation.

our vision

A rich cultural landscape in the New England North West of NSW.

our mission

To generate creative opportunities in the New England North West of NSW.

THE REGION

regional demographics

Land area: 98,409 km²

Population: 181,555 (ABS 2016)

Aboriginal population / language groups

- Over 18,415 Aboriginal people live in the region, representing 10.1% of the total regional population. (ABS 2016)
- The highest concentration is in Moree Plains Shire Council (21.6%), with significant Aboriginal populations in Gunnedah Shire (12.8%), Liverpool Plains Shire (12.4%), Narrabri Shire (12.2%) and Tamworth (10.1%). Boggabilla, Toomelah, Walhallow, Wee Waa, Mungindi and Tingha are all towns with a high Aboriginal population.
- The New England/North West is the traditional land of several nations and language groups including Kamilaroi/ Gamilaroi/Gamilaraay, Kwiambal, Jukumbal, Marbul, Gidhabal, Anaiwan, Banbai, Ngoorabul, Gumbainggir, Dhanggati and Nganyaywana nation groups.
- 18 Aboriginal Land Councils in the region (Moombahlene, Glen Innes, Guyra, Armidale, Amaroo, Tamworth, Jabullum, Nungaroo, Walhallow, Red Chief, Pilliga, Wee Waa, Narrabri, Moree, Mungindi, Toomelah, Ashford and Anaiwan).





INTERNAL SITUATION

history of the Aboriginal Arts Officer position

The Aboriginal Arts Officer (AAO) position commenced in October 2012 in order to support the development and sustainability of an Aboriginal arts and cultural practice in the New England North West region of NSW and undertake an audit of current practice. The Aboriginal Arts Officer (AAO) is a central contact point of liaison with individuals, organisations and communities and improves networking between the diverse arts hubs, events and activities in Aboriginal communities in the region.

The current Aboriginal Arts Officer position commenced as an employee and transitioned to a contractor position in 2014. This has created continuity for increased workloads during the period however inadequate funding places great risk on the long-term sustainability of the position.

From 2012 to 2017 the AAO position was funded by the Australian Government through ever changing portfolios and Ministers.

2012 – Ministry of the Arts | Indigenous Culture Support

2013-2016 – Office of the Arts | Indigenous Languages and Arts

2017 – Office of the Arts | Indigenous Languages and Arts – delivered through RANSW

From **2018** the position was funded through the NSW Government, Create NSW under the Creative Koori funding stream.

The continual fight for funding and lack of continuity creates barriers and instability in the delivery of the position to the detriment of our community. Skilled Aboriginal staff are highly sought after and Arts North West have been lucky to retain our AAO for the seven years of the program.

The outreach service that the AAO provides is crucial in ensuring artists are supported through professional advice and on the ground assistance. The AAO travels extensively around the region, and focuses on:

- **Consultation/Support** – consult with the Aboriginal community to develop and coordinate a strategic regional approach to deliver a strong regional Aboriginal arts and cultural sector, identify training and networking opportunities as well as providing ongoing individual support to the increasing needs of the region's Aboriginal artists.
- **Skills Development** – increase professional and skills development of Aboriginal artists and arts workers by developing and delivering a series of professional development workshops and resources to encourage high quality artistic outcomes and build expertise.
- **Networking** – provide coordination to strengthen connections between exhibition spaces and artists to raise the profile of Aboriginal artists. Provide opportunities for artists and arts organisations to network together with funding bodies and other stakeholders to increase opportunities.
- **Capacity Building and Sustainability** – through one-on-one mentoring, workshops, programs and business tool development.

As a central contact point, the AAO:

- Provides a better regional approach that raises the profile of Aboriginal artists.
- Improves networking between the diverse arts hubs, established cultural events and emerging activities in Aboriginal communities in the region.
- Assists in the maintenance of Aboriginal cultural practice in the region.
- Builds relationships with established and emerging artists.
- Provides a central contact point who will understand, extend and advance artists' work.
- Identifies training and networking opportunities to develop professional art practice.
- Provides coordination to strengthen connections between exhibition spaces and artists and to enable artists to make future business connections independently.

The AAO is also part of a growing state-wide regional network of Aboriginal Arts Officers attached to Regional Arts Development Organisations. This model of networked Aboriginal arts workers is unique to NSW and offers an important support resource for officers who communicate regularly and meet face-to-face once a year via a combined Regional Arts Executive Director / Regional Arts NSW meeting in Sydney.

Arts North West has also established the New England North West Aboriginal Arts Steering Committee to assist in providing cultural direction and planning for potential programs and projects. The NENW Aboriginal Arts Steering Committee will support Arts North West and its Aboriginal Arts Officer with cultural guidance and decision making, strategic planning, advice and feedback. They will also determine priority areas for consideration in the development of the ANW Aboriginal Cultural Support Program. While the AAO has a strong relationship to community, the Steering Committee provides an additional level of connection, consultation and cultural guidance.





ABORIGINAL CULTURAL SUPPORT PROGRAM

funding profile (2012 to 2019)

<i>year</i>	<i>grant body</i>	<i>project details</i>	<i>funding</i>
2012	Federal Government, Indigenous Cultural Support	Aboriginal Arts Officer (Part time 1 year)	\$60,000
2013-15	Federal Government, Indigenous Cultural Support	Aboriginal Arts Officer (Part time 3 years)	\$210,000
2014	Federal Government, Regional Arts Fund	Art Relay- Pass it On!	\$15,689
2015	Federal Government, Regional Arts Fund	Art Relay – Pass it On! STAGED	\$15,000
2015	Arts NSW, Aboriginal Regional Arts Fund	Creative Freedom Curator- Aboriginal Cultural Showcase	\$15,000
2015	NSW Government	Aboriginal Cultural Showcase	\$5,000
2016	Federal Government, Indigenous Cultural Support	Aboriginal Arts Officer (Part time 6 months)	\$8,036
2016	Arts North West	Aboriginal Arts Officer (Part time 6 months)	\$8,460
2016	Arts NSW, Aboriginal Regional Arts Fund	Making Old Markings New	\$15,000
2016	NSW Government, EPA Protecting Our Places	Good Weed Bad Weed (gagil minan- marraba minan)	\$22,000
2016	Regional Arts NSW	Aboriginal Cultural Showcase	\$10,000
2016	Regional Arts NSW	Speed Dating for Aboriginal Artists	\$10,000
2016	Federal Government, Aboriginal Affairs	NAIDOC Print Media Exhibition	\$3,000
2017	Regional Arts NSW (through Federal funding Indigenous Languages and Arts)	Aboriginal Arts Officer (Part time 1 year)	\$61,000
2017-18	Federal Government, Indigenous Languages & Arts	“Rivers to Ridges” and the stories in between	\$145,213
2018	Create NSW, Aboriginal Regional Arts Fund	Create the Curator	\$20,000
2018	Create NSW, Creative Koori	Aboriginal Cultural Support Program	\$75,000
2019	Create NSW, Aboriginal Regional Arts Fund	Portfolio Promotion Pitch for Aboriginal Artists	\$20,000
2019	Federal Government, Indigenous Languages & Arts	Yesterday Today Tomorrow	\$150,000
2018	Federal Government, Regional Arts Fund	Miyay Miyay Part 1	\$59,580
2019	Create NSW, Creative Koori	Miyay Miyay Part 2	\$75,000



project highlights

Arts North West delivers a number of Aboriginal projects focusing on skills development and capacity building including exhibition opportunities, networking events, and the sharing of significant Aboriginal stories.

RIVERS TO RIDGES, AND THE STORIES IN BETWEEN (2017-2019)

“Rivers to Ridges” and the stories in between, gathered and documented the stories of Elders, Artists and the Aboriginal history of the New England North West in multimedia format. It provided Aboriginal Artists the opportunity to translate and share the stories with the broader community through workshops across our region and culminated with a well-received exhibition at the Tamworth Regional Gallery. (Federal Government’s Indigenous Languages and Arts Program \$145,213).

CREATE THE CURATOR (2018-2019)

Create the Curator was a professional development program for emerging regional Aboriginal curators to gain the skills and networks required to establish themselves as Curators living and working in regional NSW. The program included professional development workshops and mentoring for four Aboriginal emerging curators with professional curators Sandra McMahon, Caroline Downer and Sharni Jones and resulted in a group curated exhibition at Weswal Gallery in Tamworth. (Aboriginal Regional Arts Fund, Create NSW \$20,000)

OUR PLAINS, OUR HILLS, OUR HOME (2018)

Our Plains, Our Hills, Our Home was an exhibition held in May 2018 at Yaama Ganu Gallery, Moree. The exhibition was curated by Arts North West Aboriginal Arts Officer, Lorraine Riggs and showcased excellence in Aboriginal art by Kamilaroi people focusing on the special connection Aboriginal people have to Country.

MAKING OLD MARKINGS NEW (2016-2018)

Making Old Markings New was a professional and skills development project, to rediscover Aboriginal mark-making traditions from our region. It provided an opportunity for Aboriginal artists to research and connect to the unique style from our region, based on traditional markings, icons and symbols. The final exhibition was held at the Aboriginal Keeping Place and Cultural Centre, and an accompanying research resource was also published. (Aboriginal Regional Arts Fund, Create NSW \$20,000)



SPEED DATING FOR ABORIGINAL ARTISTS (2017)

Speed Dating for Aboriginal artists was a professional development opportunity for Aboriginal artists and collaboratives. It worked with nine highly motivated regional Aboriginal artists who came together with three commercial galleries, three regional galleries and three funding bodies to connect, network and develop strategic relationships and linkages. (Regional Arts NSW \$10,000)

NAIDOC SONGLINES (2016)

To celebrate NAIDOC week 2016 Arts North West curated a print media exhibition with the support of local newspapers. The exhibition allowed two Aboriginal artists from each of the contributing ANW LGAs to submit works based on the NAIDOC week theme Songlines- The living narrative of our nation. These works formed the print media exhibition and were accompanied by a profile of the artist and the story of their work in local newspapers. They were also incorporated into a coffee table book that was distributed throughout the region. (NAIDOC week funding \$3,000)

PROFESSIONAL DEVELOPMENT WORKSHOPS

Professional Development Workshops for visual artists delivered in the New England North West over the past five years included: *Pricing your Work* (NAVA), *Copyright for Artists* (NAVA), *What Why Wow – The Art of Project Planning* (ANW), *Arts Grant-writing Basics* (ANW), *Composing Creative Campaigns – imovie promotion* (ANW), *Promotion on a Shoe-String* (ANW), *10 Top Tips for Creative Business* (Monica Davidson), *Money is not a Dirty Word* (Monica Davidson), *Comms for Creatives* (Monica Davidson), *Travelling Places* (Artists in the Black), *Making Money Business – Business Skills for Aboriginal Artists* (David Sharpe).





EXTERNAL SITUATION

Activity in this region is largely localised with a diversity of capable artists through to those with a strong need of support and development. There is considerable Aboriginal arts activity in the New England / North West region with a number of large projects being undertaken by Arts North West and a variety of other individuals and organisations.

strengths

Vibrant landscape
Cultural currency
Community engagement
Sector influence
Growing sector
Diversity of skills and practices in the region

opportunities

partnerships
Self determination
Local Decision Making
Cultural competency
Sharing of knowledge
Aspirations of the communities
Increased Marketing and Promotion

barriers

Inadequate funding
Funding continuity
Sheer size of region and the ability to service
AAO position hours insufficient to adequately service all stakeholders in the region
Competing communities and organisations
Lateral violence
Lack of confidence
Lack of cultural knowledge in institutions
Lack of cultural protocols and procedures
Staff burnout

stakeholders

Arts North West has a large Aboriginal population, our communities are passionate about culture, sharing and learning.

artists and artworkers

Artists work across a number of different artforms including music, dance, visual arts, and traditional crafts such as weaving and carving.

- Emerging and Established artists
- Collectives
- Emerging curators
- Aboriginal arts and cultural workers and facilitators

Aboriginal arts organisations

The following organisations deliver a variety of Aboriginal arts events and projects for their communities:

- Amaroo Museum Cultural Centre, Walcha
- Aboriginal Country Music Association
- Armidale Aboriginal Keeping Place and Cultural Centre, Armidale
- Ashford Local Aboriginal Land Council Art Gallery, Culture Centre and Keeping Place.
- Bank Art Museum Moree has one of the most extensive Aboriginal art collections in regional NSW.
- Beyond Empathy, head office in Armidale
- Dhiiyaan Centre, Moree
- Euraba Paper, Boggabilla
- Gomeroi Dance Company, Tamworth
- Gomeroi Gaayngal Tamworth
- Len Waters Aboriginal Cultural Tours
- Mehi Gallery, Moree
- Myall Creek Cultural Centre
- Nigyanni Indigenous Corporation, Gwabegar
- Red Chief Lands Council Gallery and Museum in Gunnedah
- Tamworth Country Music Festival held annually in January includes an Aboriginal Cultural Showcase which provides exposure and skills development opportunities for new and emerging Aboriginal talent.
- Yaama Ganu ('Welcome All'), Moree
- Yinarr Maramali Gallery, Tamworth

Aboriginal arts festivals

The core festival in the region is the Tamworth Country Music Festival. The Aboriginal Cultural Showcase is an integral part of this event.

Aboriginal Arts Training and Education

- New England Institute of TAFE (Tamworth campus) offers Aboriginal language (Gamilaraay) courses.
- Gomeroi Culture Academy (Tamworth) for 13-17 year olds offering weekly cultural workshops including dance, language, carving, weaving, plant identification and purposing.
- There are a number of youth-based education programs in the region that are focused on arts and culture including a strong representation of Clontarf Groups and Girls Academies as well as school-based programs that focus on dance.
- A number of schools have developed Aboriginal language and culture programs.





OBJECTIVES, GOALS AND KPIS

Objective 1

Ensure that the Aboriginal Cultural Support Program is Aboriginal-led based on culturally appropriate protocols and clear community consultation.

<i>goal</i>	<i>context</i>	<i>measures</i>	<i>timeframe</i>
1.1 Advocate for Sustainable Funding for Aboriginal Arts Officer	The Aboriginal Arts Officer's position is the driver of all activities in the Arts North West Aboriginal Cultural Support Program. It does not however receive sustainable funding as it is only supported by short-term project grants. Arts North West will continue to advocate to both State and Federal Governments for longterm core funding. It is vital infrastructure for self-determination of the Aboriginal people of our region.	ACPS and the AAO position is sustainably funded.	IVAIS funding 2020
1.2 NENW Aboriginal Arts Steering Committee to provide cultural direction.	The Aboriginal Arts Steering Committee assists in providing cultural direction and planning for potential programs and projects. The NENW Aboriginal Arts Steering Committee will support Arts North West and its Aboriginal Arts Officer with cultural guidance and decision making, strategic planning, advice and feedback. They will also advise on priority areas for consideration in the development of the ANW Aboriginal Cultural Support Program.	4 meetings each year	2020 2021 2022
1.3 Undertake community consultation to ascertain the needs, goals and aspirations of the community.	Consultation must occur with each community to establish what their needs, goals and aspirations are in order for the AAO to develop a program of work to address these goals. Community Consultations occur through multi-layered strategies. We engage heavily through networks and partnerships we have developed including a strong relationship with Local Aboriginal Land Councils, Culture Centres, Keeping Places and Aboriginal specific programs. Through our Aboriginal Arts Officer we are able to meet the needs of engaging with the Aboriginal community be it at networking meetings, sitting on the river bank having a yarn or over a cup of tea.	3 forums each year - some online when COVID-19 precautions in place.	2020 2021 2022

OBJECTIVES, GOALS AND KPIS

Objective 2

Build the capacity of artists, arts workers and arts organisations in the Arts North West region.

<i>goal</i>	<i>context</i>	<i>measures</i>	<i>timeframe</i>
2.1 Provide personalised mentoring to Aboriginal artists, arts workers and organisations.	<p>Personalised mentoring continues to be the most effective form of professional development offered through the Aboriginal Cultural Support Program.</p> <p>Mentoring sessions are custom designed based on the aspirations of the artists or arts workers and are predominately delivered via Zoom conferencing although face to face is available as required.</p> <p>The structured approach encourages artists to contribute to their own development and allows them access to a range of tailored support.</p>	<p>40 sessions</p> <p>40 sessions</p> <p>50 sessions</p>	<p>2020</p> <p>2021</p> <p>2022</p>
2.2 Facilitate professional development workshops across the region based on the needs of each community.	<p>Our communities are diverse, and so are their needs. It is vital that we are responsive to serving the community through delivery of professional development workshops that address the needs of each community locally.</p> <p>Professional development and information workshops can include regional arts funding, grant writing, project management, partnership opportunities, arts business development, promotion and marketing.</p> <p>These professional development opportunities will contribute towards achieve social and emotional independence while also building economic outcomes through small business development and increased sustainable career pathways through arts and cultural activity.</p>	<p>PD workshops delivered in 5 communities each year</p> <p>2021/2 Curatorship program developed</p>	<p>2020</p> <p>2021</p> <p>2022</p>
2.3 Provide Aboriginal artists and arts workers with the key resources to assist themselves.	<p>Resources developed specifically for Aboriginal artists in the region including how-to-guides and action plans for: exhibition/event procedure development, creating online portfolios, preparing for art markets, working with galleries, marketing for social media, project delivery, budgeting.</p>	<p>3 new resources per year</p>	<p>2020</p> <p>2021</p> <p>2022</p>

goal	context	measures	timeframe
<p>2.4 Deliver a leadership program for Aboriginal artists and arts workers.</p>	<p>The program is designed for emerging, mid-career and established Aboriginal artists and arts workers who identify or aspire to be arts leaders.</p> <p>The Aboriginal leadership program brings together leaders from the Arts North West region to inspire Aboriginal artists and artworkers, develop networks and provide the platform to facilitate a strong, resilient and vibrant sector.</p> <p>Developed and delivered by the AAO, participants will engage in dynamic and significant workshops, focus sessions and professional development and will explore the issues and challenges that face Aboriginal regional artists and arts workers.</p> <p>Workshops will include:</p> <ul style="list-style-type: none"> • Cultural leadership • Collaboration and exchange • Diversity, ethics and globalisation • Emotional and social intelligence • Creativity and innovation • Self care • Networking 	<p>1 leadership program delivered.</p> <p>20 participants.</p>	<p>developed in 2020</p> <p>biannual symposium 2022</p>
<p>2.5 Deliver a Governance and Cultural Competency Program for Aboriginal and non-Aboriginal organisations and institutions in the region.</p>	<p>Many non-Aboriginal organisations and institutions have a strong desire to build their capacity and more importantly cultural governance to ensure they are not only meeting the needs of the Aboriginal community but are also doing business in a way that is culturally safe and respectful.</p> <p>By developing the governance skills of organisations and institutions we are able to successfully campaign for cultural change, embed cultural competencies and empower others for greater inclusivity while fostering new ways of thinking.</p> <p>Content will include but not be restricted too:</p> <ul style="list-style-type: none"> • Building cultural leadership • Leadership structures and governance • Embedding cultural competency • Developing cultural protocols and procedures • ICIP • Engagement & Consultation framework and principles • Good practice partnerships • Supporting Aboriginal Artists & Arts Workers in safe work environment. 	<p>1 leadership program delivered.</p> <p>20 participants.</p> <p>5 non-Aboriginal organisations represented.</p>	<p>2020</p>

OBJECTIVES, GOALS AND KPIS

objective 3

Devise and deliver strategic projects aimed at providing opportunities for artists to build sustainable career pathways.

<i>goal</i>	<i>context</i>	<i>measures</i>	<i>timeframe</i>
3.1 Develop exhibition program in partnership with the Dhiyaan Centre in Moree and ACCKP, Armidale	Develop, curate and install two group exhibitions per year (touring to multiple venues in the region eg Moree, Armidale, Tamworth) at Dhiyaan Centre Moree, which allow for exhibition and selling opportunities for Aboriginal artists across the ANW region.	2 exhibitions per year	2020 2021 2022
3.2 Facilitate creative workshops inspired by traditional practices from our region using contemporary methods.	These workshops can include painting weaving, photography, digital art, ceramics.	2 creative workshops per year	2020 2021 2022
3.3 Networking and access.	Arts North West will provide networking opportunities to link artists with galleries and spaces, funding bodies and professional support allowing them to direct access to market, promote and sell their works.	1 networking session per year	2020 2021 2022

OBJECTIVES, GOALS AND KPIS

Objective 4

Implement market strategies to promote regional Aboriginal artists to sell work commercially.

<i>goal</i>	<i>context</i>	<i>measures</i>	<i>timeframe</i>
4.1 Clearly and appropriately brand ANW Aboriginal Arts and Cultural Program	Branding for Aboriginal art and culture programs must be relevant to the Aboriginal community to ensure engagement and participation in a culturally appropriate manner. The implementation a consistent and relatable branding will allow the community to immediately identify it as an Arts North West ACSP program which will give them confidence to participate knowing that deliver programs in a culturally appropriate manner.	Ensure ACPS branding is consistent across all media	2020 2021 2022
4.2 Implement Marketing and Communication Plan that positions ANW as the central point of information and communication for Aboriginal arts across the region.	Implementation of Marketing and Communication Plan which includes specific Aboriginal arts Facebook page, media releases, Aboriginal Cultural Support Program (ACSP) section of website and development of Aboriginal artist database, and support of ANW Comms Officer for ACSP.	Marketing and Comms Plan implemented.	2020 2021 2022
4.3 Develop online artist portfolios.	Develop and publish Aboriginal artist portfolios on ANW Connect website for artists to promote, market and sell their work.	3 new artist portfolios published each year	2020 2021

OBJECTIVES, GOALS AND KPIS

Objective 5

Provide sound and culturally appropriate corporate governance.

<i>goal</i>	<i>context</i>	<i>measures</i>	<i>timeframe</i>
5.1 Develop and implement best practice principles and policies for working with Aboriginal people and communities	Protocol documents and resources made available to ANW Board members and staff.	Resources available	ongoing
5.2 Arts North West Staff and Board actively engage in Cultural Competency Training	<p>Arts North West strive for a culturally respectful and competent leadership, workforce and workplace in an effort to increase not only community engagement but also employee tenure and job satisfaction.</p> <p>Working with Aboriginal staff, consultants and most importantly communities requires staff and board members to increase their understanding and knowledge of Aboriginal and Torres Strait Islander cultures and develop skills to become culturally competent to fulfil their roles and also on a personal level.</p> <p>Cultural competency training will position Arts North West as a strong community minded, respected and sensitive organisation; reduce cultural risks within the workplace; increase engagement; and successfully attract and retain staff.</p> <p>Developing cultural competence within Arts North West will result in more culturally appropriate and effective service delivery, ultimately resulting in better outcomes for Aboriginal and Torres Strait Islander peoples.</p>	1 training workshop	<p>undertaken 2019</p> <p>Will be scheduled when there are new board members or staff</p>



MARKETING AND COMMUNICATION

Arts North West recognises that the marketing strategies for the Aboriginal Arts and Cultural Program (ACSP) must be culturally appropriate to effectively engage with the Aboriginal community. We also acknowledge that due to the size of the New England North West region and the diversity of the communities within our boundaries, it is important for Arts North West to utilise a number of marketing strategies to effectively communicate and engage with individual Aboriginal Cultural Support Program stakeholders.

The Arts North West Communications Officer manages and monitors the marketing and branding of all Arts North West projects and programs. ANW has liaised with the key stakeholders within the ACSP to develop and implement ACSP branding. It is immediately identifiable and generates confidence within the community that the program is being delivered in a culturally appropriate manner.

The Marketing and Communication Plan to be developed will aim to build on the strategic goals, focusing on:

1. Marketing strategies for the Aboriginal Arts and Cultural Program (ACSP) are culturally appropriate by liaising with key ASCP stakeholders in the region the project/program is taking place.
2. Implementing marketing strategies based on the needs of prioritised target audiences within the ASCP in order to build or further develop relationships within the Aboriginal communities; and
3. Developing opportunities to further engage key stakeholders with the objective of creating more 'champions' or advocates for Arts North West ACSP.

There are a number of factors that impact on the strategic goals outline above including:

- Limited staffing resources covering a large geographical area.
- Technology issues surrounding participant accessibility to the internet and phone reception due to remoteness of some communities.
- Limited technological skills of some participants including using social media and emails.



MARKETING MIX

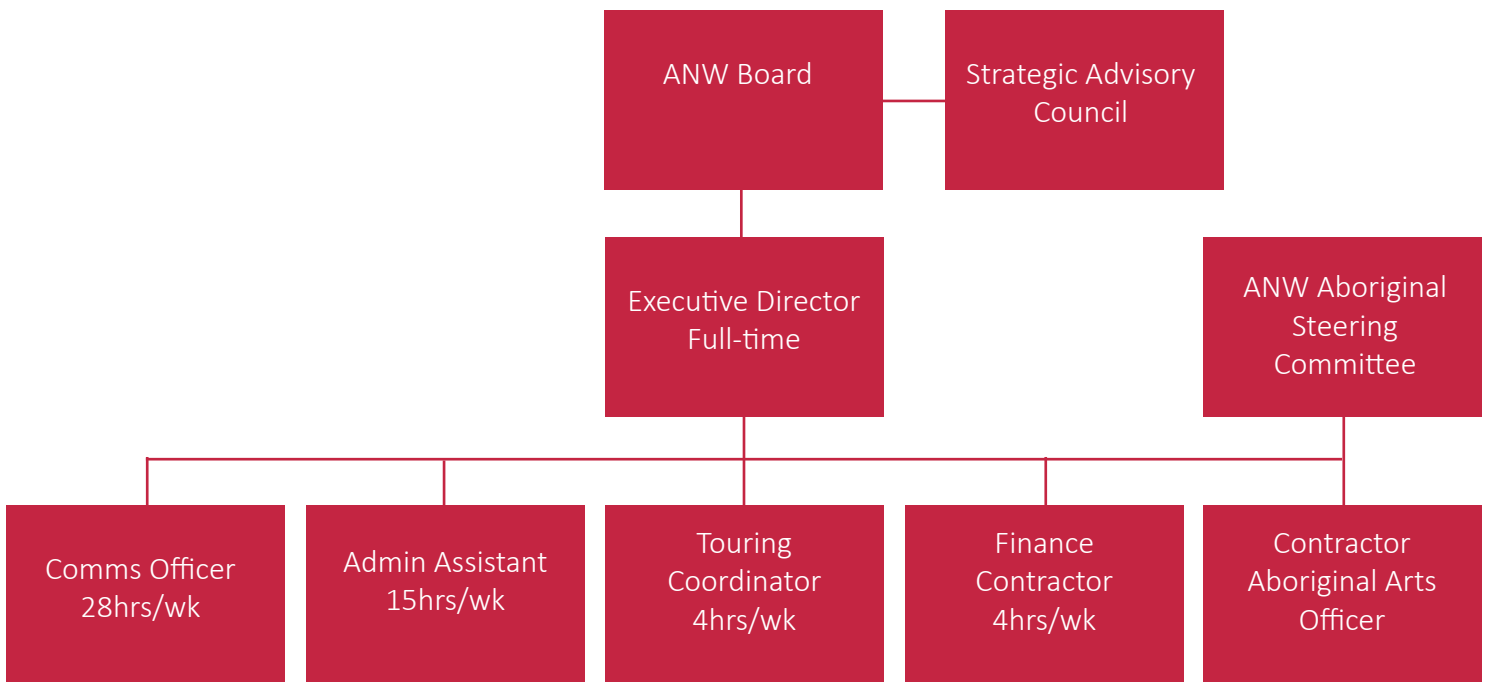
The Arts North West Communications Officer uses the following marketing mix to generate strategies appropriate for Arts North West projects and programs.

<i>website</i>	<p>The ACSP has a significant presence on the ANW website including the homepage.</p> <p>The ACSP content on the ANW website is timely, relevant and reflective of current activities.</p> <p>ANW Integrated Arts Calendar includes all ACSP activities and events.</p>
<i>media releases</i>	<p>ACSP events and activities are promoted through regular media releases that are distributed to relevant media outlets.</p>
<i>social media</i> Instagram, Facebook, Twitter	<p>ANW has a dedicated Facebook page for the ACSP – Aboriginal Arts Network which focusses on information sharing and allows stakeholders to connect and collaborate. The page is targeted to Aboriginal artists, arts workers and organisations within the region.</p> <p>Clear content developed in collaboration with AAO.</p>
<i>print media</i>	<p>All posts through Communications Officer to allow for timely, relevant content.</p> <p>Explore regional print media advertising possibilities.</p>
<i>radio</i>	<p>Specific advertising for ACSP events and activities if funding allows.</p> <p>Continue to organise interviews with the ABC New England North West that highlights ACSP activities and events.</p>
<i>newsletter</i> e news	<p>Fortnightly e-news is linked back to website, with information on arts and cultural events and opportunities specific to the region.</p> <p>Council Quarterly e-news profiles and highlights specific ACSP activities and events.</p>
<i>image bank</i>	<p>Key images are developed for ACSP images for promotion and marketing.</p>



MANAGEMENT

staff structure



governance

Arts North West is a not-for-profit incorporated association, with a two-tier governance structure comprising a small 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 ANW Board of Directors is a skills-based Board consisting of up to four Regional Directors, who are directors nominated by the Strategic Advisory Council and up to five co-opted Directors, for a total of nine members. The Board meets 5 times per year inclusive of an AGM usually held in May of each year.

ANW is also committed to First Nations representation, cultural diversity, gender equity and inclusion in its board composition and encourages nominations to reflect the diversity of the New England North West area of NSW. Nominations are sought to reflect a geographical spread across the Arts North West region.

RISK MANAGEMENT

risk *impact* *level* *actions*

Loss of Funding	Aboriginal Cultural Support Program Funding loss or unsuccessful application Service delivery will be severely reduced.	Moderate	Open and transparent dialogue with key funding bodies. Continue to identify other potential funding streams. Ensure reporting and acquittals are delivered on time and project highlights and outcomes effectively communicated.
Program / projects not delivered	Future funding jeopardised. Loss of confidence and support by key stakeholders. Loss of funding. Artists availability.	Minor	Each project to have a project plan including achievable goals and timings, budget, responsibilities, acquittal information. Each artist signs a participation agreement and is aware of the dates and their responsibilities. Maintain regular contact with artists. Encourage artists to network amongst themselves and look to each other for support. Any changes to be immediately reported to funding agencies affected- variance to grant requests made. Project updates reported at every Board meeting. Staff meetings conducted regularly.
HR conflicts	Example- CEO and Chair/staff unable to work together.	Minor	ANW has existing policies and procedures including a complaints policy, for stakeholder feedback to deal with issues such as conflict of interest, auspicing arrangements, selection panel for artist submissions that relate to potential complaints.
Relationship breakdown with Aboriginal community	Loss of trust with region's Aboriginal communities.	Moderate	Engage AAO with recognised skills and project management experience. Build into program clear goals and expectations. Keep key stakeholders informed of progress.
Sorry business	Programs not delivered.	High	Liaise with stakeholders and continue dialogue with ANW Aboriginal Arts Steering Committee to ensure that ANW is notified of any sorry business. Discuss with stakeholders the most culturally appropriate way to manage project delivery around sorry business.
Injury	Staff injury requiring workers compensation. Permanent or partial disability incurred. Significant risk associated with large amount of travel by car.	Moderate	All vehicles appropriately insured and maintained. If extensive travel required overnight accommodation is mandatory (ANW Safe Driving Policy). All workers compensation insurance reviewed annually-including volunteer insurance and public liability.
IT Failure	Loss of records, information, designs, databases. Website compromised. Privacy breaches possible	Minor	Back up protocol employed. Appropriate spy ware and anti corruption software installed on all computers.
Fraud	Loss of income through fraudulent activity. Reduction of ANW's ability to deliver its program.	Minor	ANW Financial Policy implemented. Financial reports prepared for each Board Meeting. ANW is audited annually. Two-signatory authorisation in place. Delegated authority set by Board.

SUCCESSION PLAN

funding termination

In the instance that the Aboriginal Arts Officer position does not receive funding Arts North West will be forced to drastically reduce service delivery and project development that is targeted to the Aboriginal communities in our region. Service delivery and consultation will be the core responsibility of the Executive Director and will be delivered with the mainstream services Arts North West provide.

unplanned or temporary absence of aao

In a situation where the AAO is absent temporarily, and determined to be unable to carry out the AAO responsibilities, the following procedures will be followed:

- Within ten business days after the date of the AAO's absence, the board authorises the ED to appoint an individual or individuals to carry out the AAO functions.
- The ED is responsible to ensure that interim staffing arrangements are communicated to the board, staff and key stakeholders.
- These appointments will remain in place until the AAO is able to resume their responsibilities or until such a time that the position becomes vacant. The ED maintains the prerogative to appoint or discontinue interim staffing appointments at any time.

replacement of Aboriginal Arts Officer

When the incumbent AAO gives notice of termination or is not able to return to the position, the ED will implement the following procedures:

1. Notify the Arts North West Board of Directors and Aboriginal Arts Steering Committee.
2. Develop a transition plan/timeline and support tools with retiring AAO if possible.
3. Review the position description and provide Applicant Information Pack.
4. Advertise the position.
5. Establish a selection panel comprising a minimum of 1 Aboriginal community member and manage the selection process.
6. Negotiate employment package with successful applicant.
7. Inform the Arts North West Board and Aboriginal Arts Steering Committee of the successful candidate.
8. Undertake formal orientation and induction.
9. Deliver announcement to Community.



recruitment process

Advertising for the position is undertaken through local papers, and key cultural institutions. Online advertising takes place via Arts Hub and Linked In.

The Selection Panel will undertake the recruitment process including shortlisting candidates and interviewing. Applicants are required to supply the following information:

- Cover letter
- Claim against ALL selection criteria
- Current CV
- Three referees

other elements of succession planning

- Annual performance reviews are conducted with all staff members
- Staff performance is reviewed against performance agreements developed between staff and ED











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