



T.A.C.C.O.

Tamworth Aboriginal Community
Controlled Organisations

Community Development Plan

July 2025



Acknowledgement of Country

The Tamworth Aboriginal Community Controlled Organisations (TACCO) acknowledges the Kamilaroi/ Gamilaroi/ Gomeroi people as the traditional custodians of the land we work on. We recognise the strength, resilience and capacity of our Aboriginal community and have the utmost respect for our Elders past, present and future.

TACCO logo

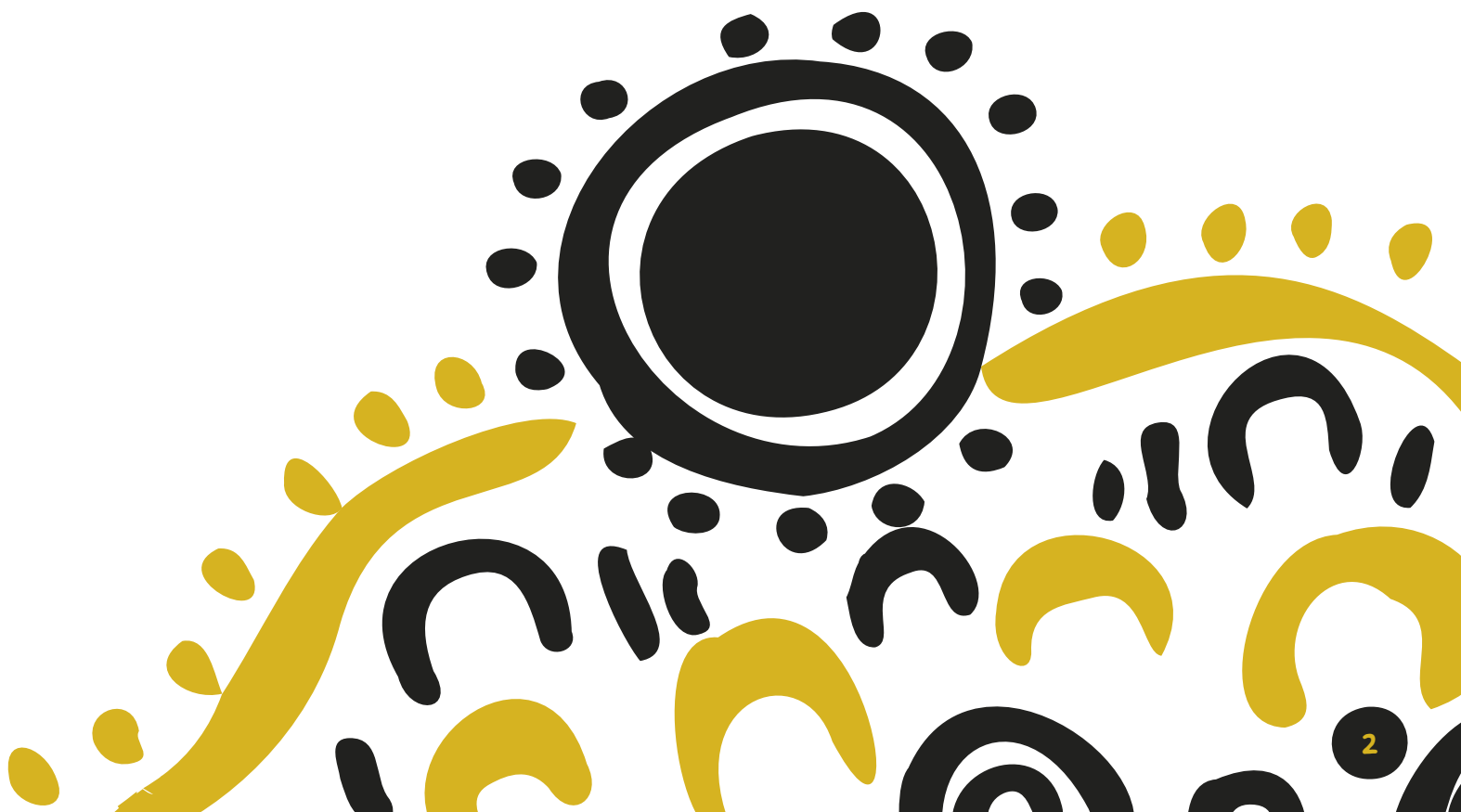
Artwork by Audrey Fogg

"The centre circle represents the Aboriginal community of Tamworth. I have used the Aboriginal art sitting symbol to represent the many Aboriginal people of our community and our unity together.

The outer round symbols represent the Tamworth Aboriginal Community Controlled Organisations (TACCO).

The colours are gold to represents Our strength, beauty, endurance and to honour us as the first people of this country. Black represents the Aboriginal people.

I want this artwork to express the unity of community and the partnership we have with the organisations who help and assist the Aboriginal people in Tamworth. The outer round circle represents TACCO. "



Contents

Acknowledgement of Country	2	What is required under the Placed Based Partnership?	12
Terminology	4		
Acronyms	4	Community Engagement	13
Key Sources of Information	4	Principles of Strong Partnerships in Community	15
2025 TACCOs Story So Far	5	Community Development Plan	16
Overview	5	1. <i>Strengthening Partnerships:</i>	17
Our Vision	6	2. <i>Enhance Decision-Making:</i>	20
Our Community – A snapshot of Our Community	7	3. <i>Capacity Building:</i>	23
		4. <i>Cultural Understanding Principles:</i>	25
Introduction	9	5. <i>Living on Country; Connection, Care, Economy</i>	26
National Agreement on Closing the Gap (27 July 2020)	9		
What are Place-Based Partnerships?	10		
		Monitoring and evaluation	27
Tamworth Coalition of Aboriginal Community Controlled Organisations (TACCO)	10	Conclusion	29



Terminology

The term “**Aboriginal and Torres Strait Islander**” most accurately reflects the diverse communities, cultures, rights holders, and connections to Country within the Tamworth Local Government Area. TACCO has adopted this terminology based on direct consultation with local Aboriginal Community Controlled Organisations (ACCOs) and community members. As Aboriginal people are the Traditional Custodians of NSW and TACCO operates within Tamworth, this Community Development Plan primarily uses the term “Aboriginal people.” However, all references are intended to be fully inclusive of Torres Strait Islander people, and TACCO’s programs, initiatives, and services reflect this commitment to inclusivity.

Acronyms

ACCO – Aboriginal Community Controlled Organisation

Birrelee M.A.C.S - AC - Birrelee Multifunctional Aboriginal Children’s Services
Aboriginal Corporation

CtG – Closing the Gap (National Agreement)

CoP – Coalition of Peaks

LGA – Local Government Area

M&E Framework – Monitoring & Evaluation Framework

TAACS - Tamworth and Armidale Children’s Services (Also known as Burrun Dalai Aboriginal Corporation)

TACCO – Tamworth Aboriginal Community Controlled Organisations

Tamworth LALC – Tamworth Local Aboriginal Land Council

TAMS – AC – Tamworth Aboriginal Medical Services – Aboriginal Corporation

Key Sources of Information

The Tamworth and its region Aboriginal and Torres Strait Islander Community - Thank you to the Community for your valuable input and contributions to the draft Plan - Your voices continue to guide and strengthen Our shared vision.

National Agreement on Closing the Gap

<https://www.closingthegap.gov.au/national-agreement>

www.closingthegap.gov.au/national-agreement/targets

Tamworth LALC Community Land and Business Plan 2024-2029

Tamworth Regional Council Community Profile – idcommunity demographic resources

profile.id.com.au/tamworth/

Australian Bureau of Statistics

Document Control

Document Name		Date
Draft Community Development Plan	For community engagement and public exhibition	March 2025
Final Community Development Plan	Endorsed by TACCO	July 2025

2025 TACCOs Story So Far

TACCO is committed to be the voice of Aboriginal Community Controlled Organisations (ACCOs) and the Aboriginal community in Tamworth and the region, driving change through collective leadership and collaboration.

We call on all ACCO leaders and our community to **UNITE with us, harnessing our shared strength and influence to create lasting impact for Our communities.**

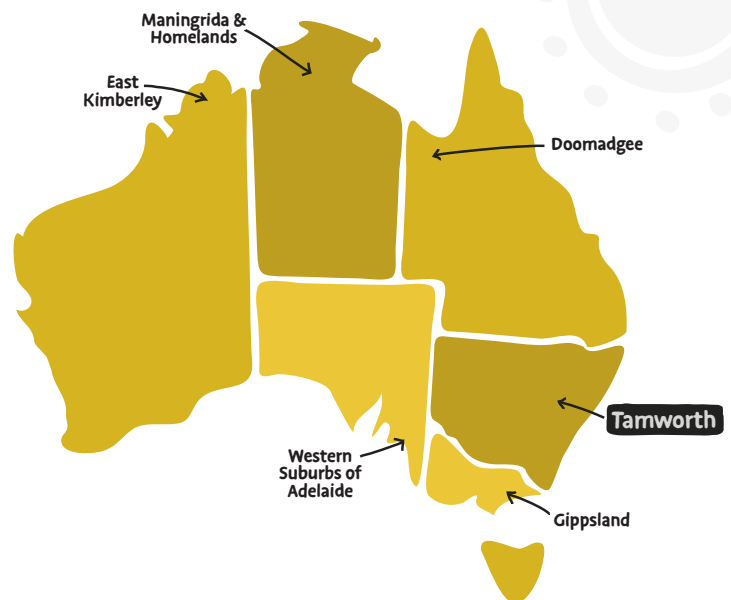
We are dedicated to supporting our community and organisations by driving real change. While not everyone will always agree, we will always listen and work towards the best outcomes for our community. Our community is constantly growing and changing, just like the world around us. We understand these changes impact our people, and we are committed to responding in a way that supports and strengthens our community.

Together, through strong leadership and collaboration, we can continue to build a **FOUNDATION for a future that truly reflects our shared vision and aspirations.**

Overview

In late 2021 State and Territory Governments, and Jurisdictional Peak organisations reached out to communities across Australia to see if there were interested in a Closing The Gap (CtG) local place-based partnership.

Of the identified communities the Joint Council formally endorsed six place based partnership locations - one in each State or Territory. Tamworth was chosen as the NSW site for the Commonwealth partnership.



TACCO was established to provide a united and representative voice for Aboriginal people within the Tamworth Local Government Area (LGA). By bringing together Aboriginal-led organisations, TACCO fosters collaboration and leverages collective resources, knowledge, and leadership to drive social, economic, and cultural outcomes for the community.

The Community Development Plan (CDP) reflects TACCO's commitment to enhance the thriving Aboriginal community in Tamworth and the region by addressing local priorities through self-determination, cultural integrity, and strategic partnerships. At its core, the Plan aligns with **Priority Reform 1** under CtG "Strengthening and establishing formal partnerships and shared decision-making." This ensures that Aboriginal voices are central to the planning, design, and delivery of policies and programs that affect their lives.

Our Vision

TACCO sees a future where the Aboriginal community in Tamworth LGA is strong, self-determined, and proud of its rich culture. We aim to overcome inequalities and let community-led projects build a fair and inclusive society.

Our vision, looking 50 years ahead, is one of hope, real change, and celebration—a future Our children and their children can embrace.

This vision is guided by five key focus areas:

1. **Strengthening Partnerships**

TACCO believes in building trust and real partnerships. We work closely with the government, community groups, and other key players to create lasting collaborations. TACCO will ensure that these partnerships are not transactional but are grounded in shared responsibility, transparency and a commitment to long term collaboration. Relationships are based on mutual respect and shared accountability. These partnerships will empower Aboriginal leadership, ensuring policies and programs reflect the needs and aspirations of Our community. This aligns with Our knowledge systems that value relationships as the core of action and decision making.

2. **Enhance Decision-Making**

TACCO is committed to empowering Aboriginal voices in decision-making processes. By advocating for shared decision-making frameworks that emphasis system thinking and a wholistic approach, recognising the interconnected nature of Our people, place and time. TACCO will work to ensure that policies, programs, and initiatives address the specific needs of Our community. This approach aligns directly with the goals of CtG's Priority Reform 1, embedding Our voices into every stage of planning and delivery in matters that affect Our future.

3. **Capacity Building**

Strengthening the skills, resources, and abilities of Aboriginal organisations and individuals is crucial. It is not just about training- its about creating networks of knowledge, nurturing leadership, and strengthening communities for long term success. TACCO's focus on capacity building fosters the growth of local leadership, enhanced service delivery, and ensures that ACCOs can effectively manage and sustain programs that have been defined by Our community and benefit Our community.

4. **Cultural Understanding Principles**

Embedding cultural understand principles in all aspects of the CDP reinforces the importance of cultural identity and heritage. By integrating culturally safe practices and respecting traditional knowledge, TACCO aims to strengthen community pride, resilience, and connection to Country. Cultural principles, which honour Our ways of knowing, being and doing, guide every decision and action, ensuring interconnectedness, balance and circular thinking and alignment with the community's values and priorities.

5. **Living on Country; Connection, Care, Economy**

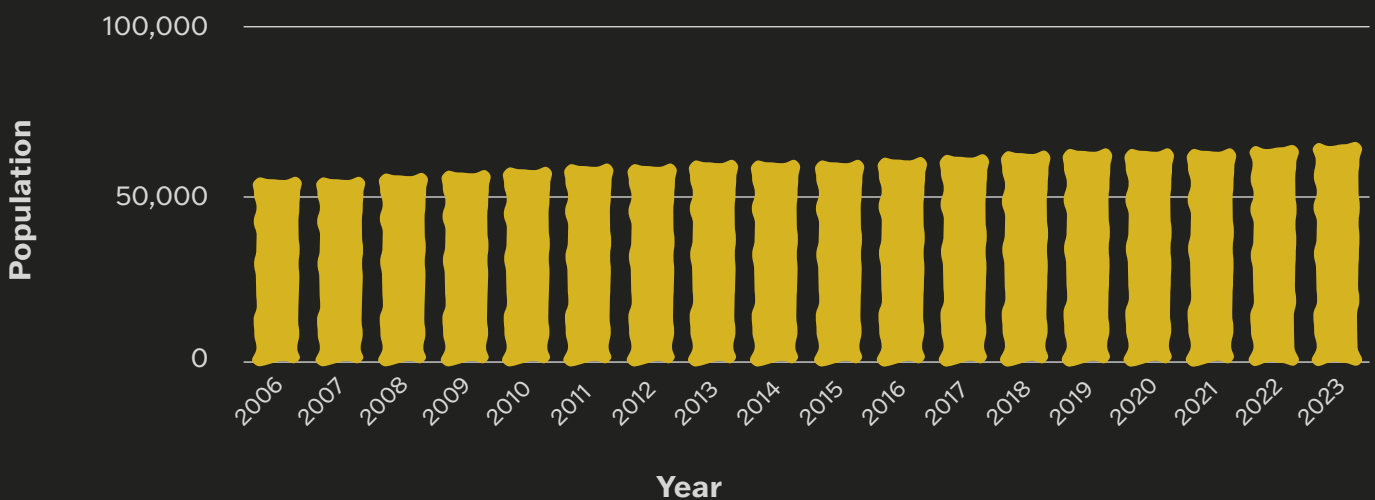
TACCO is committed to advocating for improved housing security, affordable living, and equitable access to land and water for Aboriginal people in the Tamworth region. Priorities include increasing visibility in housing allocation processes, expanding access to affordable and appropriate housing, enabling cultural and economic use of land and water, and partnering across all levels of Government to address cost-of-living pressures through community-led approaches.

Our Community

A snapshot of Our Community

The Tamworth Local Government Area is home to a vibrant Aboriginal community that plays an integral role in the region's cultural and social fabric. The population within the Tamworth Local Government Area is said to be 8,032 by the Australian Bureau of Statistics (2021 Census estimates), but the local community believe the actual population to be 10,000+. The Aboriginal population is concentrated in Tamworth city and surrounds (source Tamworth LALC CLBP 2024-2029).

Estimated Resident Population Tamworth Regional Council



Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented by .id (informed decisions)

The estimated total population of Tamworth LGA is 65,246 (2021 Census estimate) with the Aboriginal population making up **approximately 13%** of the total, which is approximately double the Regional NSW average.

Tamworth Regional Council - Total People (Usual residence)	2021			2016			Change
Population group	Number	%	Regional NSW %	Number	%	Regional NSW %	2016 to 2021
Males	30,906	49.0	49.2	29,077	48.7	49.2	+1,829
Females	32,166	51.0	50.8	30,581	51.3	50.8	+1,585
Aboriginal and Torres Strait Islander Population	8,035	12.7	6.6	6,038	10.1	5.5	+1,997
Australian Citizens	55,695	88.3	89.2	52,985	88.8	88.7	+2,710
Eligible voters (citizens ages 18+)	41,829	66.3	69.5	39,654	66.5	68.3	+2,175
Population over 15	50,376	79.9	82.1	47,556	79.7	81.6	+2,820
Employed Population	28,640	95.5	95.4	25,999	94.2	93.4	+2,641
Overseas visitors (enumerated)	72	---	---	259	---	---	-187

Source: Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021 (Usual residence). Compiled and presented in profile by .id (informed decisions).



Introduction

National Agreement on Closing the Gap (27 July 2020)

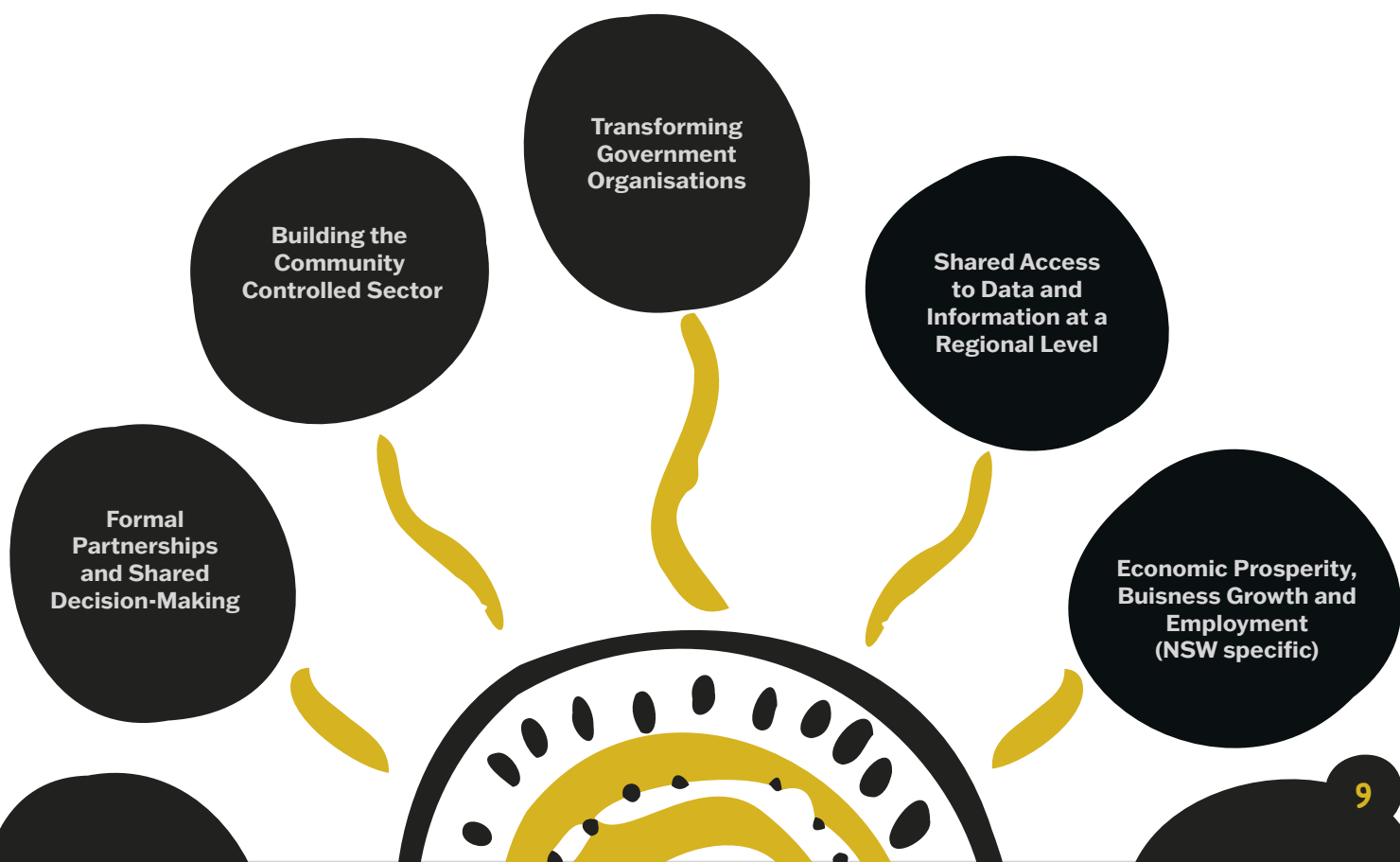
The National Agreement on CtG is a new way of working between governments and Aboriginal people. It was signed in 2020 by all Australian Governments and the Coalition of Aboriginal and Torres Strait Islander Peak Organisations CoP, made up of over 50 Aboriginal and Torres Strait Islander community-controlled peak organisations.

The National Agreement commits to four areas of priority reform:

1. Formal Partnerships and Shared Decision Making between governments and Aboriginal and Torres Strait Islander people
2. Building the Aboriginal and Torres Strait Islander Community-Controlled Sector
3. Transforming Government Organisations
4. Shared Access to Data and Information at a Regional Level
5. Economic Prosperity, Business Growth and Employment – NSW Specific

The Priority Reform Areas

There are 17 Socio-Economic Outcomes within the National Agreement to measure the progress of Closing the Gap. The Socio-Economic Outcomes cover the life outcomes of Aboriginal and Torres Strait Islander People in Health, Education, Justice & Families, Housing, Land & Water, Languages & Culture and Digital Inclusion.



What are Place-Based Partnerships?

Place-based partnerships are a commitment under Priority Reform 1 of the National Agreement. Governments have a long history of doing place-based work with Aboriginal communities. Not all place-based work in the past has been successful, or positive for communities.

What's different about the place-based partnerships under the National Agreement is:

- A partnership between government, Aboriginal representatives, and others (if agreed), that focuses on the needs and priorities of the local area. It is community owned and driven.
- Supporting the community to develop an agreed vision for the future.
- Identifying and ensuring each party understands and plays its role in supporting the community to achieve its development goals.
- Decision-making will be shared between Aboriginal people and all levels of governments.
- Long term community development will be the underlying principle of the partnerships, meaning they are holistic, responsive to community aspirations and local priorities, and sustainable.

The National Place Based Partnerships project for Tamworth and its region, primary object is to support Aboriginal Community Controlled Organisations (ACCOs) in Tamworth to form a local coalition, which has become known as TACCO, and through this coalition to engage in formal partnership

arrangements with government and other organisations within the Tamworth Local Government Area.

Community decisions, interests and priorities are at the core of the project and TACCO will be entirely and consistently led by Our community voices.

The ACCOs involved in this project will be directed by the community they represent throughout the lifetime of the project and the National Place Based Partnership.

Tamworth Coalition Aboriginal Community Controlled Organisations (TACCO)

In late 2022 TACCO was formed and is recognised as the Peak body within Tamworth LGA in relation to leadership, policy negotiations, social, economic and cultural wellbeing.

The Coalition jointly commit to supporting and fostering the social, economic and cultural wellbeing of Our people in the Tamworth LGA. On **10 July 2024** a Memorandum of Understanding (MoU) was signed by TACCO to formalise the working relationship of the Tamworth Place-Based Coalition and provide a strong network of support and collaboration for members to work together with regards to CtG alongside all three levels of Government.



TACCO's Role

TACCO brings together Aboriginal organisations in the Tamworth region to work collectively toward a stronger, more self-determined future for Our people. While TACCO does not hold formal jurisdictional authority to enforce decisions or drive structural change, its strength lies in its role as a trusted advocate and connector.

TACCO works to ensure the voices, priorities, and aspirations of Aboriginal people in Tamworth and the surrounding region are heard, respected, and reflected in decision-making.

Our role is to:

- **Bring People Together** – We connect Aboriginal organisations, leaders, and community members around a shared goal: better outcomes for Aboriginal people in our region.
- **Collaborate and Connect** – TACCO proudly works as a collaborator and connector, bringing together people, organisations, and partners in ways that honour cultural knowledge and community leadership. While we recognise the diversity of voices across our community, our strength lies in creating respectful spaces for these voices to come together, build relationships, and lead shared solutions.
- **Lead and Share Knowledge** – We offer trusted advice and cultural insight to influence policies, programs, and planning that affect our people, ensuring decisions reflect community priorities.
- **Speak Up** – We are a united, representative voice for the community, advocating strongly and respectfully for the changes our people want and need.
- **Keep Watch** – We help monitor how policies and programs are delivered, calling for transparency, holding systems accountable and making sure community voices continue to guide the way forward.

TACCO's strength lies in our ability to **bring people together, not stand in their way**—because real change happens when we work alongside one another, with **community at the centre** and culture guiding us.



What is required under the Placed Based Partnership?

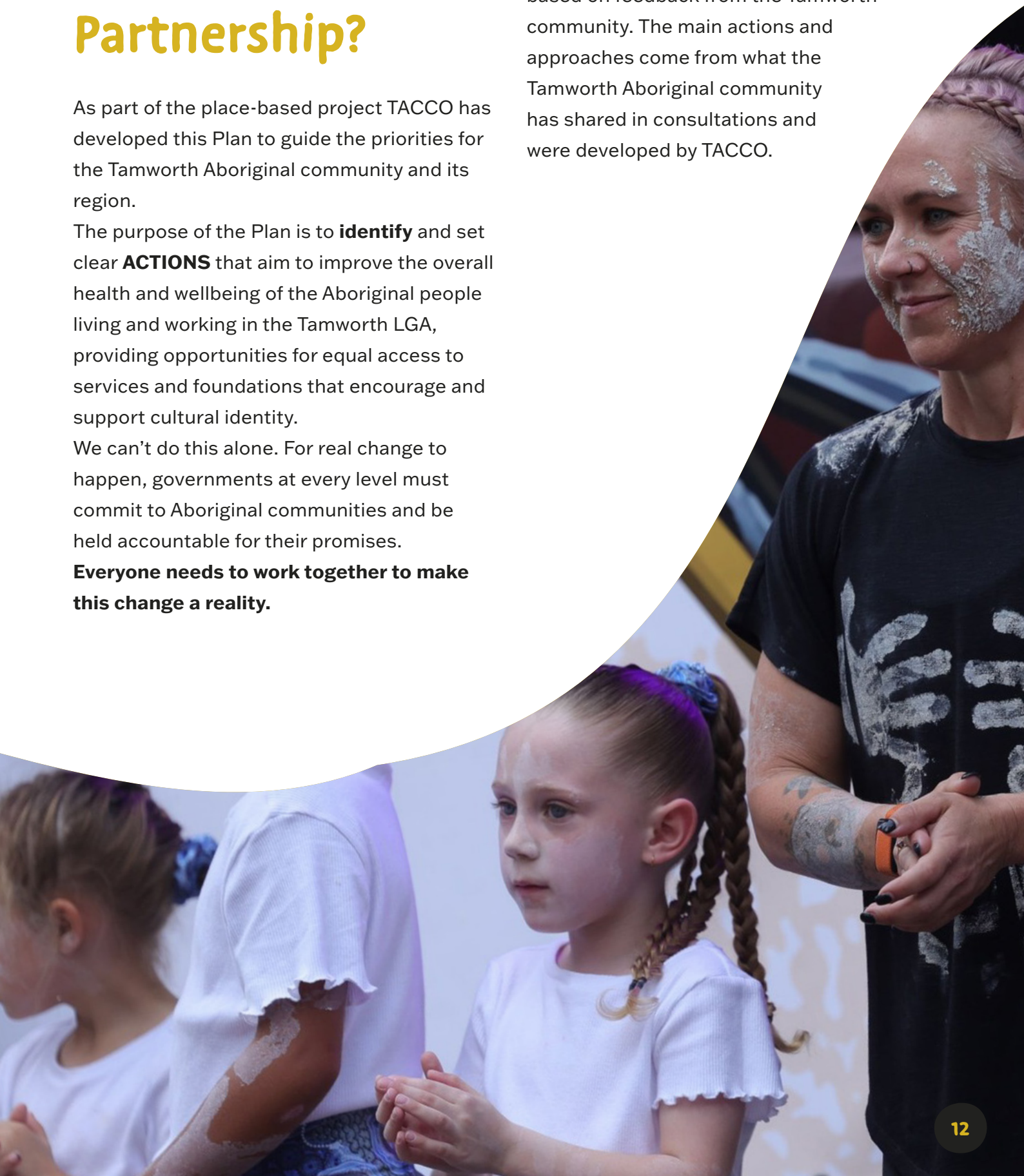
As part of the place-based project TACCO has developed this Plan to guide the priorities for the Tamworth Aboriginal community and its region.

The purpose of the Plan is to **identify** and set clear **ACTIONS** that aim to improve the overall health and wellbeing of the Aboriginal people living and working in the Tamworth LGA, providing opportunities for equal access to services and foundations that encourage and support cultural identity.

We can't do this alone. For real change to happen, governments at every level must commit to Aboriginal communities and be held accountable for their promises.

Everyone needs to work together to make this change a reality.

This Plan for the Tamworth LGA aims to bring people together, improve services, and support sustainable growth using the ideas of Priority Reform 1. It's a flexible Plan that will be regularly updated based on feedback from the Tamworth community. The main actions and approaches come from what the Tamworth Aboriginal community has shared in consultations and were developed by TACCO.



Community Engagement

Community engagement is an ongoing and essential component of the CDP, ensuring that Aboriginal voices are heard, respected, and actively involved in decision-making. The place-based partnership project is built on the principles of relationship-building, listening, and shared decision-making, creating a strong foundation for meaningful and lasting change. This requires a long-term commitment to two-way engagement, continuous feedback, and collaboration with the community.

Extensive community engagement and consultation have been integral to developing the draft plan. This process included:

- **Participation** in community events to engage directly with the broader community
 - **One-on-one** meetings with Aboriginal individuals to ensure diverse and personal insights are reflected
 - Use of **media platforms** and **QR Codes** to collect additional feedback
-
- Over **600** surveys collected from community members
 - **Discussions** with Aboriginal -owned businesses to understand their perspectives and needs
 - **Workshops** with Aboriginal staff working in the ACCO sector
 - **Presentations** and engagement with ACCO membership to gather input and strengthen collaboration
 - **Conversations** with young Aboriginal people to capture their voices and aspirations

Listening to Community: Consultation on the Draft Plan

Further consultation with community members and key stakeholders was undertaken on the draft CDP, ensuring it reflects the values, priorities, and aspirations of the Tamworth regions Aboriginal community.

Consultation **activities** on the draft Plan included:

- **Presentations** at ACCO membership meetings.
- **Public display** of the draft Plan on the TACCO website and in the ACCO organisations (March – May 2025).
- Community **drop-in sessions** on 13 and 28 April, 14 and 18 May 2025.
- **Engagement** at Gabi Yarns – Black Coffee events.
- Direct **sessions** with TACCO member organisations staff.
- **Briefings** to government departments, Coalition of Peaks Representatives and Members of Parliament.
- **Business** sector, **not-for profit** organisations and **university** briefings.
- Ongoing outreach via social media, newsletters, and one-on-one yarns.

The community raised a range of key issues during consultation, reflecting both immediate needs and long-term priorities.

Feedback included:

- Focus on **strengths-based, community-led**, and **place-based** solutions tailored to local needs and aspirations.
- The need for **Justice** and **diversion** programs.
- The need for **After-hours** guardianship and family support.
- Data **sovereignty** and governance.
- Funding and investment **reform** including transparency and accountability.
- **Housing, cost of living**, access to **land** and **water**, and economic **activation**.

No significant concerns were raised about the content of the draft CDP; instead, critical feedback focused on perceptions of **TACCO's organisational structure**. In response, TACCO is **actively** reviewing its governance arrangements, including its Terms of Reference, and exploring ways to **strengthen communication** with the community.

The community expressed strong support for the CDP to be reviewed annually, recognising it as a living document that can evolve with their aspirations, priorities, and needs. They also emphasised the importance of validation through community gatherings and informal discussions, which are vital for keeping the CDP grounded in lived experience, community voice, and for maintaining transparency and trust. TACCO is committed to this ongoing engagement with Elders, young people, organisations, and partners, ensuring the Plan reflects diverse perspectives. This approach ensures the CDP remains relevant, responsive, and strength-based—led by Aboriginal people, for Aboriginal people, and grounded in cultural integrity.

Principles of Strong Partnerships in Community

Strong partnerships are considered essential for the success of initiatives aimed at CtG, ensuring that policies and programs are developed with the active involvement and representation of Aboriginal communities. Key elements of strong partnerships outlined in the National Agreement include accountability, representation, and shared decision-making. This involves the participation of Aboriginal people in decision-making processes, transparency in negotiations, and the establishment of formal agreements that define roles, objectives, and reporting mechanisms.

Building strong partnerships takes time. Everyone involved should share information and data so decisions are clear and transparent. All parties must be open to feedback, and any challenges should be discussed openly and respectfully. It's everyone's duty to improve cultural understanding and acknowledge the extra effort needed to address historical inequality.

Ultimately for TACCO, building trust remains the core goal of partnerships, creating a foundation for enduring collaboration and ACTION that respects and uplifts Aboriginal peoples' voices, ensuring policies reflect their needs and aspirations for a shared future.



Community Development Plan

Objectives and Key Actions

Our Plan focuses on five areas: **strengthening partnerships, enhancing decision-making, capacity building, cultural understanding principles and living on Country**. These key focus areas give the Aboriginal community in Tamworth and its region a voice in governance, access to resources for development, and a way to share and celebrate their rich heritage. Each action is marked as **short term (0-1 year), medium term (1-3 years), long term (3-5 years), or ongoing**.



1. Strengthening Partnerships:

Objective - Establish and nurture formal partnerships between organisations and the TACCO. Partnership organisations may include:

- Commonwealth Government including its Departments
- NSW State Government including its Departments
- Tamworth Regional Council
- Organisations or Groups that provide services to Aboriginal people in the Tamworth LGA
- Other Aboriginal Community Controlled Organisations (ACCOs)
- Any other organisation, institution, business, not for profit organisation, business or identity that TACCO and the community identify

All partnerships must aim to:

- Explore partnerships with universities to support research collaboration and increase education and employment pathways for Aboriginal people, alongside strengthened engagement with the mining and transport sectors to create inclusive economic opportunities.
- Assist with the empowering to lead, shape and benefit Our people, and benefit from initiatives that reflect Our aspirations, culture, priorities and provide place-based solutions
- Foster genuine collaboration, drive tangible, measurable improvements across all 17 socio-economic targets under CtG
- Assist with capacity building for ACCOs and the community

- Prioritise community-led, strength-based, and Aboriginal-controlled service delivery models.

Key Actions

Short Term (0-1 years):

- 1.1) Develop a formal **partnership** between TACCO and **Tamworth Regional Council** that is based on having an equal power-sharing, genuine and long term relationship. This is to include governance structures that include Our peoples voices in planning and decision making processes.
- 1.2) Prepare **agreements** with **partner** organisations to formalise cooperation on specific projects, ensuring shared decision making, transparency, mutual accountability, benefit and mutual respect in all collaborative efforts.
- 1.3) Establish regular **communication channels** with Commonwealth, State and Local Governments, not-for-profit organisations, service providers and business to:
 - Host quarterly meetings or forums for mutual **exchange** of information and ideas;
 - Identify key stakeholders who can contribute to **actioning** and **implementing** this Plan;
 - Develop a comprehensive **map** of existing partnerships and opportunities for new collaborations.

- 1.4) Identify gaps, strengthen existing partnerships and establish new partnerships between **ACCOS, all levels of Government, service providers and businesses** within Tamworth.

Medium Term (1-3 years):

- 1.5) Establish an **ACTION** Committee that includes Tamworth Regional Council Councillors and TACCO representatives to drive regular dialogue, collaborative planning and implements this Plan and any other relevant Local Closing the Gap Strategies developed by either Council or TACCO. TACCO emphasises that the time for action is now, and while advice and collaboration remain essential, taking concrete steps forward is the highest priority.
- 1.6) Develop **joint programs and projects** with all levels of Government, businesses, service providers and not-for-profit organisations focussed on addressing community needs.
- 1.7) **Pursue** opportunities for **funding and resource-sharing** agreements with partner organisations to ACTION this Plan and TACCO initiatives.

Long Term (3-5 years):

- 1.8) Establish robust systems for **monitoring and evaluating** the impact of partnerships on achieving tangible outcomes aligned with the 17 socio-economic targets under CtG. Use data and feedback to continually improve partnership approaches.

- 1.9) Develop community-led **data sovereignty and governance frameworks** that ensure Aboriginal and Torres Strait Islander people retain ownership, control, access, and possession of data related to our communities, while also valuing and embedding story-based and culturally grounded data methods alongside traditional analytics.

Ongoing:

- 1.10) Develop **sustainable funding** pathways to support TACCO and ACCO operations.
- 1.11) Facilitate regular (once a quarter) **community engagement forums** to gather input, feedback, and priorities from Our community, ensuring aspirations and cultural values shape partnership activities.



Yilaan.gaal Dhina (Fresh Footprints) Pilot Project – Tamworth Justice Collaboration Initiative

Tamworth's Yilaan.gaal Dhina Pilot Project has changed lives. Amid rising youth offending, a Police-led meeting in July 2023 brought together 100 community stakeholders to back a new diversionary program. This call resulted in the design of a new initiative, Yilaan.gaal Dhina, which was designed in Tamworth in partnership with young offenders led by Tamworth Local Aboriginal Land Council, and is endorsed by TACCO. In a sixteen week pilot held in late 2024, five high risk young people avoided further offenses while gaining a range of work experience and work skills, securing essential documents, and building portfolios with job references. The success of this initiative is now paving the way for additional funding to extend the program beyond the next 12 months.

2. Enhance Decision-Making:

Objective - Ensure that the Tamworth and its region Aboriginal community has an active and influential role in decision-making processes.

We are dedicated to ensuring that the Aboriginal community has a powerful and influential voice in decision-making within the Tamworth LGA. We aim to strengthen, and where necessary formalise, partnerships between ACCOs, all levels of government, and service providers. By empowering these organisations to take the lead in shaping policies, programs, and services, we ensure that Aboriginal perspectives are not only heard but actively reflected in outcomes.

TACCO will advocate for support from all levels of government, leveraging its deep understanding of community needs and challenges to drive meaningful change.

While TACCO does not hold formal jurisdictional authority to enforce decisions or drive structural change, its strength lies in its role as a trusted advocate and connector. TACCO works to ensure the voices, priorities, and aspirations of Aboriginal people in Tamworth and the surrounding region are heard, respected, and reflected in decision-making at all levels.

TACCO and the community strongly emphasises the importance of **transparency and accountability**—particularly for non-Aboriginal owned organisations receiving funding for programs that serve or impact Aboriginal people—stressing that funding must prioritise community-led models.

Premature withdrawal of support, especially when programs begin delivering positive outcomes, undermines trust, disrupts progress, and causes lasting harm to communities working hard to create meaningful change.

Key Actions

Short Term (0-1 years):

- 2.1) Develop **mechanisms** for the Tamworth Aboriginal community to raise concerns and issues and identify responsible levels of Government. Ensure that these issues are addressed and that the community receives clear feedback on the outcomes.
- 2.2) Advocate for a **dedicated** position for TACCO representation on Tamworth Local Government committees or advisory boards that impact Aboriginal communities.
- 2.3) TACCO to lead the development of **protocols** to guide meaningful engagement and consultation with Tamworth Aboriginal community on local policies and projects.
- 2.4) Identify and support community-led justice and diversion programs, and take targeted **ACTION** to reduce the overrepresentation of Aboriginal adults and young people in **incarceration** and **youth crime**.
- 2.5) Explore and implement initiatives to address **after-hours support needs** for families, including the development of partnerships or programs that provide culturally safe, flexible assistance outside standard service hours.

Medium Term (1-3 years):

- 2.6) Investigate opportunities for review Tamworth Regional Council **procurement** process for Aboriginal owned Business within the Tamworth LGA.
- 2.7) Understand and **contribute** to other CtG Priority Reforms to ensure that the Tamworth Aboriginal community has a **platform** to be heard across all sectors of Government.
- 2.8) Implement **participatory budgeting** practices that allow the Tamworth Aboriginal community to have a say in how local government funds are allocated, particularly for projects affecting their land and broader community.

Long Term (3-5 years):

- 2.9) Develop and implement advocacy program targeting **professional** health bodies to promote culturally responsive healthcare practices and policies that align with the CtG targets.

Ongoing:

- 2.10) Identify and strengthen partnerships that are already in place between ACCOs, **all levels of Government** and service **providers** within Tamworth and the region.
- 2.11) TACCO to become a **strong leader** and **trusted voice** in decision-making processes affecting Aboriginal communities at local, state and national levels.

- 2.12) Ensure TACCO is involved in the **planning** and **review** of **policies** related to and impacting on Aboriginal communities. TACCO will engage with Our community on matters that impact Our people and communicate this information regularly.
- 2.13) TACCO to be involved in **all stages** of decision making processes with local, state and national government when programs and policies relate to **Aboriginal people**. This can be through, but not limited to, joint committees, advisory boards or consultation processes that allow for **equal** input from all parties. This ensures that Aboriginal perspectives are **central** in planning and implementation.



Maarumalda-y Project - Occupational Therapist

TACCO's, Birrelee MAC - AC, and TAMS-AC have secured funding for an Occupational Therapist (OT) to tackle a 12 month waitlist crisis for Our youth. The new OT will deliver holistic assessments to determine the necessary support, equipment, and modifications needed for independent living—prioritising young people from local childcare centres, Birrelee MAC, and schools. As TAMS-AC CEO Damion Brown puts it, *"We are a great community in Tamworth, and we don't want our patients to miss out on care or have to travel unnecessarily."*

3. Capacity Building:

Objective - Support and develop the capacity of Aboriginal organisations and leaders.

Supporting Aboriginal organisations and leaders is essential for fostering sustainable community development. We aim to provide resources and support to uplift Aboriginal businesses and social enterprises within the Tamworth LGA.

Key Actions

Short Term (0-1 years):

- 3.1) Conduct a **needs assessment** to identify organisations, gaps, resources and support provided to Our community. **Use** this information to develop a **Capacity Building Plan** that will facilitate closing of gaps, identify resources and supports to address the needs of Our community.
- 3.2) Facilitate training and mentorship for Aboriginal **leaders** and **emerging leaders** focused on governance, leadership and management skills. This will form the foundation of the development of Our future leaders (see Action 3.5 below).
- 3.3) Establish or expand **grant programs** specifically targeting initiatives led by or benefiting the Tamworth and its region Aboriginal community.

Medium Term (1-3 years):

- 3.4) Facilitate and provide resources and support to strengthen Aboriginal **owned businesses** and **social enterprises** within the LGA.
- 3.5) Establish a Tamworth **Young** Aboriginal Leadership Development Program to build a pipeline of **future leaders**.

Long Term (3-5 years):

- 3.6) Provide and build **cultural competency** amongst government agencies and other stakeholders to foster culturally safe and respectful partnerships that align with Aboriginal people values and practices.
- 3.7) Support and build **allyship** and shared responsibility in fostering an inclusive community amongst non-Aboriginal people and Aboriginal people.

Ongoing:

- 3.8) Advocate for dedicated **funding** systems to support Aboriginal-led initiatives and **long-term** organisational sustainability.
- 3.9) Regularly (once every 2 years) review and update **capacity building plan** to align with the evolving needs of Our organisations, leaders and community.



Gabi Yarns – Black Coffee

In October 2024, we kicked off Gabi Yarns – Black Coffee, a monthly networking event created from feedback by Aboriginal owned businesses. Backed by Regional Aboriginal Partnerships and Outcomes-NSW Government, local nonprofits, and TACCO, these relaxed catch-ups take place on the last Thursday of every month—where possible in cafés owned and/or led by Aboriginal entrepreneurs. Local Tamworth company Blak Print owner Lorraine Fishenden explains, *“Gabi Yarns is a vital tool that connects us with each other and key government bodies, boosting our marketing and driving stronger business outcomes.”*

4. Cultural Understanding Principles:

Objective - Promote understanding and respect for Aboriginal cultures and histories within the broader community.

Promoting cultural awareness, inclusivity and respect is essential for fostering a community that values diversity and ensures **zero** tolerance to racism.

Colonisation has disrupted how cultural Lore, boundaries, and Country are understood and respected. This makes it challenging to recognise cultural authority across the region. Regular community gatherings are seen as a good, culturally appropriate way to help with this.

Programs and projects should be shaped by the Our Aboriginal community. They should reflect local strengths, culture, and aspirations, and be guided by ongoing community conversations.

TACCO's role is to support—not control—this process. TACCO helps to bring people together, support cultural decision-making led by the right knowledge holders, and advocate for community-led approaches.

Key Actions

Short Term (0-1 years):

- 4.1) Advocate for and support the implement of regular **training** for Tamworth LGA staff, local businesses, schools and the broader community to deepen understanding of Aboriginal cultures and histories.
- 4.2) Advocate for and challenge Government for increase to the numbers of Aboriginal people **employed** by all levels of Government.
- 4.3) Develop and launch a public awareness **campaign** to educate the broader community about Aboriginal cultures, histories and contributions.

- 4.4) Establish a dedicated and culturally safe **reporting** mechanism for **racism**, ensuring community members have accessing places to report incidents and seek support.

Medium Term (1-3 years):

- 4.5) Conduct **audits** of local services and spaces to ensure they are culturally safe and welcoming for people.
- 4.6) Collaborate with all levels of Government, Non-Government Organisations and businesses to implement **anti-racism** policies and initiatives in public space, services and events. Encourage community to have a voice to **call out** racism.

Long Term (3-5 years):

- 4.7) Advocate for the establishment of an Aboriginal **cultural centre** in Tamworth as a hub for education, training, community engagement, and cultural celebration.
- 4.8) Build long-term partnerships with **local media** to ensure accurate and positive representation of Our peoples stories, achievements and issues. TACCO and ACCOs will showcase Our success – there are so many **good news stories** to share.

Ongoing:

- 4.9) Support and organise events and activities that **celebrate** and **promote** Aboriginal and Torres Strait Islander heritage, such as NAIDOC Week, sporting events, cultural festivals, and storytelling sessions.
- 4.10) **Monitor** and **evaluate** the effectiveness of anti-racism initiatives and cultural awareness programs, using feedback to adopt and improve strategies. To be undertaken annually.

5. Living on Country: Connection, Care, Economy

Objective - To advocate for improved housing security, affordable living and equitable access to land and water by ensuring transparent, culturally safe, and accountable systems that reflect the lived realities of Aboriginal people in the Tamworth region.

This includes:

- Promoting greater visibility in tenancy and housing allocation processes,
- Advocating for increased supply and access to affordable appropriate housing,
- Promoting access to land and water for cultural connection and economic use,
- Work collaboratively with community, all levels of government and service providers to reduce cost-of-living pressures through community-led solutions.

Key Actions

Short Term (0-1 years):

- 5.1) Develop an **advocacy brief** calling for government action on affordable appropriate housing and the cost-of-living challenges facing Aboriginal people in the Tamworth region.
- 5.2) Promote awareness of existing support programs (e.g., energy rebates, emergency vouchers) through a culturally safe **local campaign**.
- 5.3) Facilitate a **local forum** with the Tamworth region Aboriginal community to **identify culturally significant sites and land access needs**.

Medium Term (1-3 years):

- 5.4) Document the **tenancy application and allocation processes** with local housing providers in the Tamworth region.

- 5.5) Collaborate with local housing providers to **promote awareness** of tenancy application and allocation processes.

- 5.6) Collaborate with Tamworth Regional Council to identify suitable or underutilised **land for development**.

Long Term (3-5 years):

- 5.7) TACCO to **advocate** for the securing of a **partnership agreement** with at least one tier of government to **co-invest** in Aboriginal-led housing projects.

Ongoing:

- 5.8) Advocate for and contribute to local, regional, and state **land use** policies that recognise and uphold the rights of Aboriginal people to **access and care for Country, practice cultural traditions, and pursue** economic aspirations and community **prosperity**.
- 5.9) Support **long-term cultural land management programs** (e.g. healing Country, cultural burns, water management outcomes, seasonal gathering access).

Monitoring and evaluation

To support the successful implementation of this Plan, we will develop a comprehensive Monitoring and Evaluation (M&E) **Framework**. This Framework will establish a **clear** and **culturally appropriate** approach to assessing the impact of programs, partnerships, and advocacy efforts. It will incorporate both **qualitative** and **quantitative data** to measure outcomes effectively.

The M&E framework will focus on the four key areas identified in this Plan:

- Strengthening Partnerships
- Enhancing Decision-Making
- Capacity Building
- Cultural Understanding Principles

The M&E framework will incorporate **regular community consultations** to gather feedback on TACCO's impact and adjust strategies as needed.

It will be guided by and include the following:

1. Strengthening Partnerships

Objective:

Establish and nurture formal partnerships between organisations and the TACCO.

Key Metrics & Methods:

- **Partnership Metrics:** Track the number, diversity, and sustainability of new and existing partnerships.
- **Engagement Frequency:** Monitor and report on the regularity of collaborative meetings and joint initiatives.
- **Stakeholder Feedback:** Conduct surveys and interviews with partners to assess satisfaction and areas for improvement.

- **Documentation:** Develop case studies and reports to capture successful collaborations and lessons learned.

2. Enhancing Decision-Making

Objective:

Ensure that the Tamworth Aboriginal community has an active and influential role in decision-making processes.

Key Metrics & Methods:

- **Participation Rates:** Record attendance and active involvement in decision-making meetings.
- **Process Transparency:** Evaluate the clarity of agendas, documentation, and communication regarding decisions.
- **Outcome Analysis:** Measure the impact of decisions through follow-up assessments and performance reviews.
- **Community Involvement:** Collect feedback from community members on their level of involvement and the perceived fairness of decision-making processes.

3. Capacity Building

Objective:

Support and develop the capacity of Aboriginal organisations and leaders.

Key Metrics & Methods:

- **Training Engagement:** Monitor participation rates in capacity-building workshops, seminars, and training programs.
- **Skill Improvement:** Utilise pre- and post-training evaluations to measure knowledge gains and practical application.

- **Resource Development:** Track the creation and distribution of toolkits, guidelines, and other support materials.
- **Leadership Growth:** Identify and support emerging leaders within the Aboriginal and Torres Strait Islander community, tracking progress through mentorship programs and leadership roles assumed.

4. Cultural Understanding Principles

Objective:

Promote understanding and respect for Aboriginal cultures and histories within the broader community.

Key Metrics & Methods:

- **Cultural Competency Assessments:** Regularly survey participants and stakeholders to gauge the effectiveness of cultural training and initiatives.
- **Audits:** Review policies, programs, and practices to ensure they reflect cultural understanding and respect.
- **Community Feedback:** Engage with Elders and community members through focus groups and consultations to assess how well cultural values are being upheld.
- **Event Participation:** Record attendance and participant engagement at cultural events and activities to measure community support and involvement.

5. Living on Country: Connection, Caring, Economy

Objective:

To advocate for improved housing security, affordable living and equitable access to land and water by ensuring transparent, culturally safe, and accountable systems that reflect the lived realities of Aboriginal people in the Tamworth region.

Key Metrics & Methods:

- **Advocacy:** Track the number of advocacy briefings and responses to Government policy and programs relating to affordable housing, cost of living and equitable access to land and water.
- **Awareness Campaigns:** Track the number of community members reached through awareness campaigns and any increase in uptake of support programs.
- **Access to Cultural Land and Water:** Engage with the community on key land access needs identified by the community and how these needs are being addressed.

Evaluation and Reporting

- **Data Collection & Review:** Data will be gathered on an annual basis and reviewed.
- **Reporting:** Findings will be compiled into regular reports and shared with all stakeholders, ensuring transparency and accountability.
- **External Evaluations:** An annual external evaluation will be conducted to provide objective insights into the overall impact of this Plan and to identify areas for further improvement.
- **Continuous Improvement:** Feedback loops will be established to incorporate lessons learned into ongoing strategy adjustments, ensuring the Plan remains responsive to community needs and evolving circumstances.

Conclusion

TACCO stands as the strong voice for Aboriginal Community Controlled Organisations and the Aboriginal communities in Tamworth and its region. We are committed to driving real change through collective leadership and teamwork, and we call on all ACCO leaders and community members to unite with us.

While we know we can't solve every issue and not everyone will agree all the time, our promise to represent our community and make meaningful change remains firm. We recognise that Our community and the world are always evolving, and we're dedicated to building trust through honest partnerships that truly reflect Our needs.

This Community Development Plan, grounded in the principles of Closing the Gap, is a living document that will grow with and for the Aboriginal people of Tamworth and its region—honouring the past, supporting the present, and empowering future generations to thrive.



Appendix - Actions

Under key focus areas



1. Strengthening Partnerships			
Objective	Establish and nurture formal partnerships between organisations and the Tamworth Aboriginal Community Controlled Organisations (TACCO).		
No.	Action	Measuring success	Responsibility
Timing - Short Term (0-1 years)			
1.1	Develop a formal partnership between TACCO and Tamworth Regional Council that is based on having an equal power-sharing, genuine and long term relationship. This is to include governance structures that include Our peoples voices in planning and decision making processes.	Partnership Metrics: Track the number, diversity, and sustainability of new and existing partnerships.	TACCO Tamworth Regional Council
1.2	Prepare agreements with partner organisations to formalise cooperation on specific projects, ensuring shared decision making, transparency, mutual accountability, benefit and mutual respect in all collaborative efforts.	Engagement Frequency: Monitor and report on the regularity of collaborative meetings and joint initiatives.	TACCO Partner Organisations
1.3	Establish regular communication channels with Commonwealth, State and Local Governments, not-for-profit organisations, service providers and business to: <ul style="list-style-type: none"> Host quarterly meetings or forums for mutual exchange of information and ideas; Identify key stakeholders who can contribute to actioning and implementing this Community Development Plan; Develop a comprehensive map of existing partnerships and opportunities for new collaborations. 	Stakeholder Feedback: Conduct surveys and interviews with partners to assess satisfaction and areas for improvement. Documentation: Develop case studies and reports to capture successful collaborations and lessons learned.	TACCO Partner Organisations Tamworth Aboriginal Community
1.4	Identify gaps, strengthen existing partnerships and establish new partnerships between ACCOS, all levels of Government, service providers and businesses within Tamworth.		TACCO Partner Organisations Tamworth Aboriginal Community

No1. Strengthening Partnerships			
Objective	Establish and nurture formal partnerships between organisations and the Tamworth Aboriginal Community Controlled Organisations (TACCO).		
No.	Action	Measuring success	Responsibility
Timing - Short Term (0-1 years)			
1.1	Develop a formal partnership between TACCO and Tamworth Regional Council that is based on having an equal power-sharing, genuine and long term relationship. This is to include governance structures that include Our peoples voices in planning and decision making processes.	Partnership Metrics: Track the number, diversity, and sustainability of new and existing partnerships.	TACCO Tamworth Regional Council
1.2	Prepare agreements with partner organisations to formalise cooperation on specific projects, ensuring shared decision making, transparency, mutual accountability, benefit and mutual respect in all collaborative efforts.	Engagement Frequency: Monitor and report on the regularity of collaborative meetings and joint initiatives.	TACCO Partner Organisations
1.3	Establish regular communication channels with Commonwealth, State and Local Governments, not-for-profit organisations, service providers and business to: <ul style="list-style-type: none"> • Host quarterly meetings or forums for mutual exchange of information and ideas; • Identify key stakeholders who can contribute to actioning and implementing this Community Development Plan; • Develop a comprehensive map of existing partnerships and opportunities for new collaborations. 	Stakeholder Feedback: Conduct surveys and interviews with partners to assess satisfaction and areas for improvement. Documentation: Develop case studies and reports to capture successful collaborations and lessons learned.	TACCO Partner Organisations Tamworth Aboriginal Community
1.4	Identify gaps, strengthen existing partnerships and establish new partnerships between ACCOs, all levels of Government, service providers and businesses within Tamworth.		TACCO Partner Organisations Tamworth Aboriginal Community

No.	Action	Measuring success	Responsibility
Timing - Medium Term (1-3 years)			
1.5	Establish an ACTION Committee that includes Tamworth Regional Council Councillors and TACCO representatives to drive regular dialogue, collaborative planning and implements this Plan and any other relevant Local Closing the Gap Strategies developed by either Council or TACCO. TACCO emphasises that the time for action is now, and while advice and collaboration remain essential, taking concrete steps forward is the highest priority.	<p>Partnership Metrics: Track the number, diversity, and sustainability of new and existing partnerships.</p> <p>Engagement Frequency: Monitor and report on the regularity of collaborative meetings and joint initiatives.</p>	<p>TACCO</p> <p>Tamworth Regional Council</p>
1.6	Develop joint programs and projects with all levels of Government, businesses, service providers and not-for-profit organisations focussed on addressing community needs.	<p>Stakeholder Feedback: Conduct surveys and interviews with partners to assess satisfaction and areas for improvement.</p>	<p>TACCO</p> <p>Partner Organisations</p> <p>Tamworth Aboriginal Community</p>
1.7	Pursue opportunities for funding and resource-sharing agreements with partner organisations to ACTION this Community Development Plan and TACCO initiatives.	<p>Documentation: Develop case studies and reports to capture successful collaborations and lessons learned.</p>	<p>TACCO</p> <p>Partner Organisations</p>

No.	Action	Measuring success	Responsibility
Timing - Long Term (3-5 years)			
		Partnership Metrics: Track the number, diversity, and sustainability of new and existing partnerships.	TACCO Tamworth Aboriginal Community
1.8	Establish robust systems for monitoring and evaluating the impact of partnerships on achieving tangible outcomes aligned with the 17 socio-economic targets under Closing the Gap. Use data and feedback to continually improve partnership approaches.	Engagement Frequency: Monitor and report on the regularity of collaborative meetings and joint initiatives.	TACCO Partner Organisations Tamworth Aboriginal Community
1.9	Develop community-led data sovereignty and governance frameworks that ensure Aboriginal people retain ownership, control, access, and possession of data related to our communities, while also valuing and embedding story-based and culturally grounded data methods alongside traditional analytics.	Stakeholder Feedback: Conduct surveys and interviews with partners to assess satisfaction and areas for improvement. Documentation: Develop case studies and reports to capture successful collaborations and lessons learned.	TACCO Partner Organisations Tamworth Aboriginal Community

No.	Action	Measuring success	Responsibility
Timing - Ongoing			
1.10	Develop sustainable funding pathways to support TACCO and ACCO operations.	TACCO and ACCOs: <ul style="list-style-type: none"> • Track the total funds raised annually from sustainable sources. • Monitor the diversity of funding streams (e.g., government grants, private donations, community contributions). • Calculate the proportion of funding that comes from long-term, multi-year commitments. • Compare the sustainable funding against operational costs to assess financial stability. • Gather feedback from stakeholders on funding reliability and impact. 	TACCO ACCOs Partner Organisations Tamworth Aboriginal Community
1.11	Facilitate regular (once a quarter) community engagement forums to gather input, feedback, and priorities from Our community, ensuring aspirations and cultural values shape partnership activities.	Community engagement forums are held quarterly.	TACCO

2. Enhance Decision Making			
Objective	Ensure that the Tamworth Aboriginal community has an active and influential role in decision-making processes.		
No.	Action	Measuring success	Responsibility
Timing - Short Term (0-1 years)			
2.1	Develop mechanisms for the Tamworth Aboriginal community to raise concerns and issues and identify responsible levels of Government. Ensure that these issues are addressed and that the community receives clear feedback on the outcomes.	Participation Rates: Record attendance and active involvement in decision-making meetings. Process Transparency: Evaluate the clarity of agendas, documentation, and communication regarding decisions. Outcome Analysis: Measure the impact of decisions through follow-up assessments and performance reviews. Community Involvement: Collect feedback from community members on their level of involvement and the perceived fairness of decision-making processes.	TACCO All Levels of Government Tamworth Aboriginal Community Tamworth Community
2.2	Advocate for a dedicated position for TACCO representation on Tamworth Local Government committees or advisory boards that impact Aboriginal communities.		TACC Tamworth Regional Council Tamworth Aboriginal Community
2.3	TACCO to lead the development of protocols to guide meaningful engagement and consultation with Tamworth Aboriginal community on local policies and projects.		TACCO Tamworth Aboriginal Community
2.4	Identify and support community-led justice and diversion programs, and take targeted ACTION to reduce the overrepresentation of Aboriginal adults and young people in incarceration and youth crime .		TACCO All Levels of Government Tamworth Aboriginal Community Tamworth Community
2.5	Explore and implement initiatives to address after-hours support needs for families, including the development of partnerships or programs that provide culturally safe, flexible assistance outside standard service hours.		

No.	Action	Measuring success	Responsibility
Timing - Medium Term (1-3 years)			
2.6	Investigate opportunities for review Tamworth Regional Council procurement process for Aboriginal owned Business within the Tamworth LGA.	Participation Rates: Record attendance and active involvement in decision-making meetings.	TACCO Tamworth Regional Council Tamworth Aboriginal owned Businesses
2.7	Understand and contribute to other Closing the Gap (CtG) Priority Reforms to ensure that the Tamworth Aboriginal community has a platform to be heard across all sectors of Government.	Process Transparency: Evaluate the clarity of agendas, documentation, and communication regarding decisions.	TACCO All Levels of Government Tamworth Aboriginal Community
2.8	Implement participatory budgeting practices that allow the Tamworth Aboriginal community to have a say in how local government funds are allocated, particularly for projects affecting their land and broader community.	Outcome Analysis: Measure the impact of decisions through follow-up assessments and performance reviews. Community Involvement: Collect feedback from community members on their level of involvement and the perceived fairness of decision-making processes.	TACCO Tamworth Regional Council Tamworth Aboriginal Community

No.	Action	Measuring success	Responsibility
Timing - Long Term (3-5 years)			
2.9	Develop and implement advocacy program targeting professional health bodies to promote culturally responsive healthcare practices and policies that align with the CtG targets.	<p>TACCO will:</p> <ul style="list-style-type: none"> Record the number of policy submissions, recommendations, or advocacy materials produced. Track how many health organisations adopt new or updated culturally responsive practices or policies. Collect feedback from health professionals on changes in their understanding and application of culturally responsive care. Monitor any improvements in healthcare outcomes for Aboriginal communities that may be linked to these changes. 	<p>TACCO</p> <p>ACCOs</p> <p>Health professionals</p> <p>All levels of Government</p>

No.	Action	Measuring success	Responsibility
Timing - Ongoing			
2.10	Identify and strengthen partnerships that are already in place between ACCOs, all levels of Government and service providers within Tamworth and the region.	<p>Participation Rates: Record attendance and active involvement in decision-making meetings.</p> <p>Process Transparency: Evaluate the clarity of agendas, documentation, and communication regarding decisions.</p>	<p>TACCO</p> <p>ACCOs</p> <p>All levels of Government</p> <p>Service providers</p> <p>Partner organisations</p>
2.11	TACCO to become a strong leader and trusted voice in decision-making processes affecting Aboriginal communities at local, state and national levels.		<p>TACCO</p> <p>Tamworth Aboriginal Community</p>
2.12	Ensure TACCO is involved in the planning and review of policies related to and impacting on Aboriginal communities. TACCO will engage with Our community on matters that impact Our people and communicate this information regularly.	<p>Outcome Analysis: Measure the impact of decisions through follow-up assessments and performance reviews.</p> <p>Community Involvement: Collect feedback from community members on their level of involvement and the perceived fairness of decision-making processes.</p>	<p>TACCO</p> <p>ACCOs</p> <p>All levels of Government</p> <p>Service providers</p> <p>Partner organisations</p> <p>Tamworth Aboriginal Community</p>
2.13	TACCO to be involved in all stages of decision making processes with local, state and national government when programs and policies relate to Aboriginal people . This can be through, but not limited to, joint committees, advisory boards or consultation processes that allow for equal input from all parties. This ensures that Aboriginal perspectives are central in planning and implementation.		<p>TACCO</p> <p>ACCOs</p> <p>All levels of Government</p> <p>Service providers</p> <p>Partner organisations</p> <p>Tamworth Aboriginal Community</p>

3. Capacity Building			
Objective	Support and develop the capacity of Aboriginal organisations and leaders.		
No.	Action	Measuring success	Responsibility
Timing - Short Term (0-1 years)			
3.1	Conduct a needs assessment to identify organisations, gaps, resources and support provided to Our community. Use this information to develop a Capacity Building Plan that will facilitate closing of gaps, identify resources and supports to address the needs of Our community.	Training Engagement: Monitor participation rates in capacity-building workshops, seminars, and training programs. Skill Improvement: Utilise pre- and post-training evaluations to measure knowledge gains and practical application.	TACCO ACCOs All levels of Government Service providers Partner organisations
3.2	Facilitate training and mentorship for Aboriginal leaders and emerging leaders focused on governance, leadership and management skills. This will form the foundation of the development of Our future leaders (see Action 3.5 below).	Resource Development: Track the creation and distribution of toolkits, guidelines, and other support materials. Leadership Growth: Identify and support emerging leaders within the Aboriginal community, tracking progress through mentorship programs and leadership roles assumed.	TACCO Partner organisations Tamworth Aboriginal Community
3.3	Establish or expand grant programs specifically targeting initiatives led by or benefiting the Tamworth and its region Aboriginal community.		TACCO Partner organisations

No.	Action	Measuring success	Responsibility
Timing - Medium Term (1-3 years)			
3.4	Facilitate and provide resources and support to strengthen Aboriginal owned businesses and social enterprises within the LGA.	Training Engagement: Monitor participation rates in capacity-building workshops, seminars, and training programs.	
3.5	Establish a Tamworth Young Aboriginal Leadership Development Program to build a pipeline of future leaders .	<p>Skill Improvement: Utilise pre- and post-training evaluations to measure knowledge gains and practical application.</p> <p>Resource Development: Track the creation and distribution of toolkits, guidelines, and other support materials.</p> <p>Leadership Growth: Identify and support emerging leaders within the Aboriginal community, tracking progress through mentorship programs and leadership roles assumed.</p>	<p>TACCO</p> <p>Partner organisations</p> <p>Tamworth Aboriginal r Community</p>

No.	Action	Measuring success	Responsibility
Timing - Long Term (3-5 years)			
3.6	Provide and build cultural competency amongst government agencies and other stakeholders to foster culturally safe and respectful partnerships that align with Aboriginal people values and practices.	Training Engagement: Monitor participation rates in capacity-building workshops, seminars, and training programs.	TACCO Partner organisations
3.7	Support and build allyship and shared responsibility in fostering an inclusive community amongst non-Aboriginal people and Aboriginal people.	<p>Skill Improvement: Utilise pre- and post-training evaluations to measure knowledge gains and practical application.</p> <p>Resource Development: Track the creation and distribution of toolkits, guidelines, and other support materials.</p> <p>Leadership Growth: Identify and support emerging leaders within the Aboriginal community, tracking progress through mentorship programs and leadership roles assumed.</p>	<p>TACCO</p> <p>Partner organisations</p> <p>Tamworth Aboriginal owned Businesses</p> <p>Tamworth Non-Aboriginal owned Businesses</p>

No.	Action	Measuring success	Responsibility
Timing - Ongoing			
3.8	Advocate for dedicated funding systems to support Aboriginal -led initiatives and long-term organisational sustainability.	Training Engagement: Monitor participation rates in capacity-building workshops, seminars, and training programs.	TACCO ACCOs All levels of Government Partner organisations
3.9	Regularly (once every 2 years) review and update capacity building plan to align with the evolving needs of Our organisations, leaders and community.	<p>Skill Improvement: Utilise pre- and post-training evaluations to measure knowledge gains and practical application.</p> <p>Resource Development: Track the creation and distribution of toolkits, guidelines, and other support materials.</p> <p>Leadership Growth: Identify and support emerging leaders within the Aboriginal community, tracking progress through mentorship programs and leadership roles assumed.</p>	TACCO ACCOs Partner organisations Tamworth Aboriginal Community

4. Cultural Understanding Principles			
Objective	Promote understanding and respect for Aboriginal cultures and histories within the broader community.		
No.	Action	Measuring success	Responsibility
Timing - Short Term (0-1 years)			
4.1	Advocate for and support the implement of regular training for Tamworth LGA staff, local businesses, schools and the broader community to deepen understanding of Aboriginal people cultures and histories.	Cultural Competency Assessments: Regularly survey participants and stakeholders to gauge the effectiveness of cultural training and initiatives. Integration Audits: Review policies, programs, and practices to ensure they reflect cultural understanding and respect.	TACCO Tamworth Regional Council Partner organisations
4.2	Advocate for and challenge Government for increase to the numbers of Aboriginal people employed by Government.		TACCO All levels of Government
4.3	Develop and launch a public awareness campaign to educate the broader community about Aboriginal and Torres Strait Islander cultures, histories and contributions.		TACCO All levels of Government Tamworth Community
4.4	Establish a dedicated and culturally safe reporting mechanism for racism , ensuring community members have accessing places to report incidents and seek support.	Community Feedback: Engage with Elders and community members through focus groups and consultations to assess how well cultural values are being upheld. Event Participation: Record attendance and participant engagement at cultural events and activities to measure community support and involvement.	TACCO

No.	Action	Measuring success	Responsibility
Timing - Medium Term (1-3 years)			
4.5	Conduct audits of local services and spaces to ensure they are culturally safe and welcoming for Aboriginal people.	Cultural Competency Assessments: Regularly survey participants and stakeholders to gauge the effectiveness of cultural training and initiatives. Integration Audits: Review policies, programs, and practices to ensure they reflect cultural understanding and respect.	TACCO
4.6	Collaborate with Tamworth Regional Council to implement anti-racism policies and initiatives in public space, services and events. Encourage community to have a voice to call out racism.		TACCO Tamworth Regional Council Tamworth Community
No.	Action	Measuring success	Responsibility
Timing - Long Term (3-5 years)			
4.7	Advocate for the establishment of an Aboriginal cultural centre in Tamworth as a hub for education, training, community engagement, and cultural celebration.	Success of the establishment of a cultural centre	TACCO Tamworth Aboriginal Community Tamworth Regional Council Tamworth Community
4.8	Build long-term partnerships with local media to ensure accurate and positive representation of Our peoples stories, achievements and issues. TACCO and ACCOs will showcase Our success – there are so many good news stories to share.	TACCO will: <ul style="list-style-type: none"> Count the number of long-term partnerships formed with local media outlets. Track the frequency and number of stories featuring Our peoples' stories, achievements, and issues. Conduct content analyses to assess the accuracy and positive tone of the media coverage. Gather feedback from community members and partners about the representation of their narratives. 	TACCO ACCOs Local Media Tamworth Aboriginal Community

No.	Action	Measuring success	Responsibility
Timing - Ongoing			
4.9	Support and organise events and activities that celebrate and promote Aboriginal heritage, such as NAIDOC Week, sporting events, cultural festivals, and storytelling sessions.	Event Participation: Record attendance and participant engagement at cultural events and activities to measure community support and involvement.	TACCO Tamworth Community
4.10	Monitor and evaluate the effectiveness of anti-racism initiatives and cultural awareness programs, using feedback to adopt and improve strategies. To be undertaken annually.	TACCO will: <ul style="list-style-type: none"> • Set initial benchmarks for awareness and incidents of racism. • Measure changes in attitudes and understanding before and after initiatives. • Gather insights through focus groups and interviews. • Track attendance, engagement, and completion rates. • Compile findings into an annual report to guide strategy adjustments. 	TACCO Tamworth Community

5. Living on Country: Connection, Care , Economy			
Objective	To advocate for improved housing security, affordable living and equitable access to land and water by ensuring transparent, culturally safe and accountable systems that reflect the lived realities of Aboriginal people in the Tamworth region.		
No.	Action	Measuring success	Responsibility
Timing – Short Term (0-1 years)			
5.1	Develop an advocacy brief calling for government action on affordable appropriate housing and the cost-of-living challenges facing Aboriginal people in the Tamworth region.	<ul style="list-style-type: none"> • Advocacy: Track the number of advocacy briefings and responses to Government policy and programs relating to affordable housing, cost of living and equitable access to land and water. 	TACCO
5.2	Promote awareness of existing support programs (e.g., energy rebates, emergency vouchers) through a culturally safe local campaign .	<ul style="list-style-type: none"> • Awareness Campaigns: Track the number of community members reached through awareness campaigns and any increase in uptake of support programs. 	TACCO ACCOs Local Media
5.3	Facilitate a local forum with the Tamworth region Aboriginal community to identify culturally significant sites and land access needs .	<ul style="list-style-type: none"> • Access to Cultural Land and Water: Engage with the community on key land access needs identified by the community and how these needs are being addressed. <p>TACCO to facilitate as part of community engagement commitments.</p>	TACCO ACCOs Tamworth Aboriginal Community

Timing – Medium Term (1-3 years)			
5.4	Document the tenancy application and allocation processes with local housing providers in the Tamworth region.	Process documented and promoted across numerous platforms, media and at forums.	TACCO Housing Providers Any other organisations involved in the provision of housing
5.5	Collaborate with local housing providers to promote awareness of tenancy application and allocation processes.	Process documented and promoted across numerous platforms, media and at forums.	TACCO Housing Providers Any other organisations involved in the provision of housing
5.6	Collaborate with Tamworth Regional Council to identify suitable or underutilised land for development .	<ul style="list-style-type: none"> • Access to Cultural Land and Water: Engage with the community on key land access needs identified by the community and how these needs are being addressed. 	TACCO Tamworth Regional Council

Timing – Long Term (3-5 years)			
5.7	TACCO to advocate for the securing of a partnership agreement with at least one tier of government to co-invest in Aboriginal-led housing projects.	One partnership agreement formalised.	TACCO Government
Timing – Ongoing			
5.8	Advocate for and contribute to local, regional, and state land use policies that recognise and uphold the rights of Aboriginal people to access and care for Country, practice cultural traditions , and pursue economic aspirations and community prosperity .	<ul style="list-style-type: none"> • Advocacy: Track the number of advocacy briefings and responses to Government policy and programs relating to affordable housing, cost of living and equitable access to land and water. 	TACCO ACCOs Tamworth Aboriginal Community
5.9	Support long-term cultural land management programs (e.g. healing Country, cultural burns, water management outcomes, seasonal gathering access).		

Evaluation and Reporting

- **Data Collection & Review:** Data will be gathered on a quarterly basis and reviewed by an internal M&E team.
- **Reporting:** Findings will be compiled into regular reports and shared with all stakeholders, ensuring transparency and accountability.
- **External Evaluations:** An annual external evaluation will be conducted to provide objective insights into the overall impact of the Community Development Plan and to identify areas for further improvement.
- **Continuous Improvement:** Feedback loops will be established to incorporate lessons learned into ongoing strategy adjustments, ensuring the Plan remains responsive to community needs and evolving circumstances.