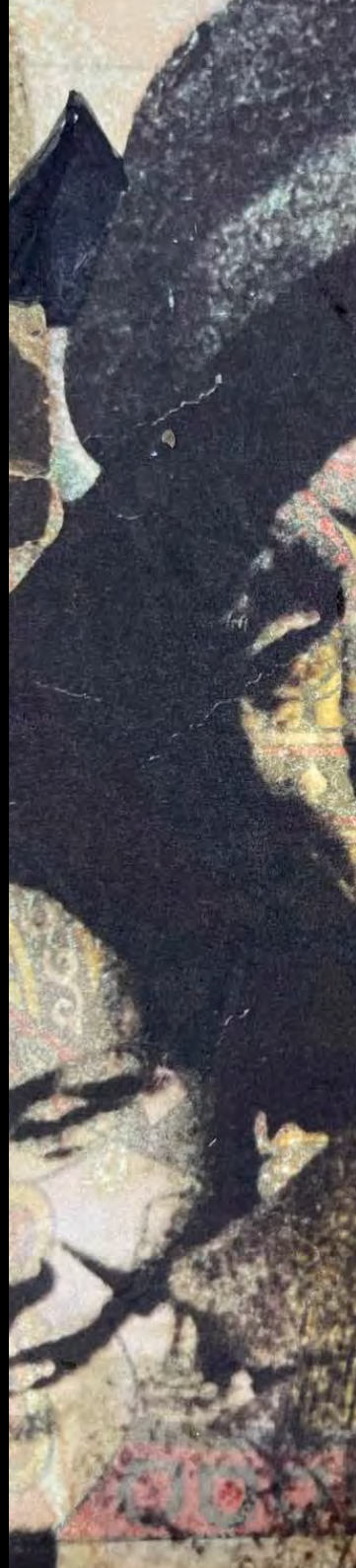




2025 - 2028 STRATEGIC PLAN

ARTS NORTH WEST INC
16 EAST AVE GLEN INNES (02) 6732 4988
ABN 13 294 582 557

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ACKNOWLEDGEMENT OF COUNTRY

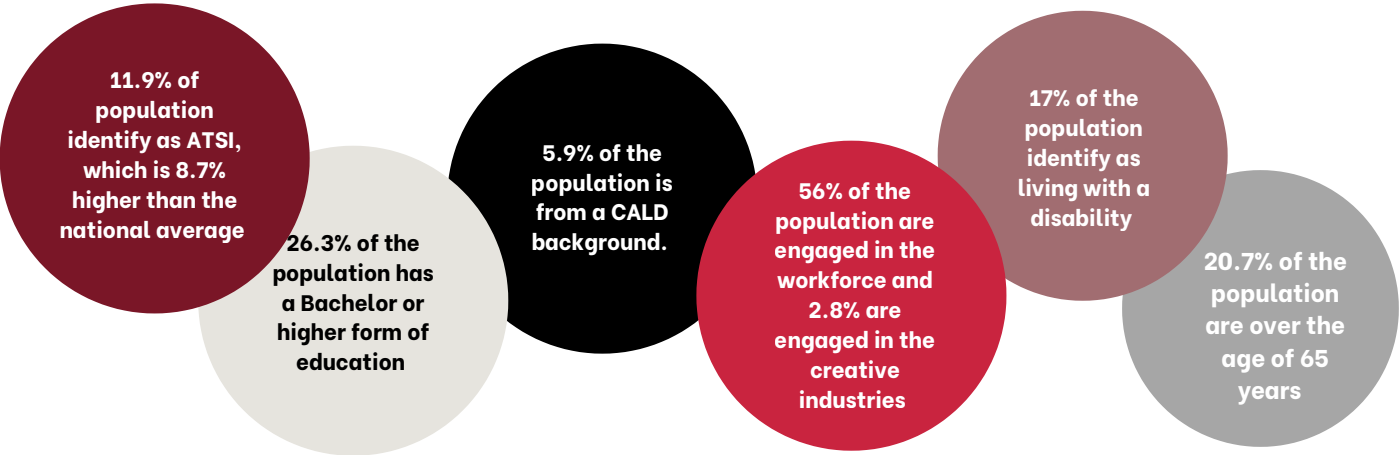
Arts North West acknowledges Aboriginal people as the traditional custodians of the lands we work on; the country upon which language, arts and culture has been shared and practices for thousands of years. We celebrate First Nations people's enduring Connection to Country, to Culture and Community. We are proud to live, work and create on the unceded lands of the Banbai, Biripi, Bundjalung, Dainggatti, Gumbainggir, Jukembal, Kamilaroi, Nganyaywana and Ngarabal Nations. We pay our respects Aboriginal Elders past, present, our cultural leaders of today and the inspirational leaders of our future

EXECUTIVE STATEMENT

Arts North West aims to build a resilient, vibrant, and culturally rich region that reflects the diversity and creativity of our people and communities. We are committed to maintaining and enhancing deep community engagement, fostering strong relationships to support and bolster our creative ecology, increasing new audiences and participation in the arts, while continuing to advocate for the critical role of the arts in regional development. We produce accessible and inclusive programming that elevates the voices of our changing region and sector. ANW provides essential services including expert advice, creative and professional development opportunities, networking forums, marketing and promotions support, grant delivery, advocacy and comprehensive support. In the current environment, several sectors of the arts, particularly performing arts, musicians, and regional museums, are at a critical juncture. This strategic plan is designed to address the challenges of our region and the creative industries sector, by developing targeted programming that supports, navigates and revitalises these essential areas.

With a proud history that spans over 25 years, ANW is committed to nurturing the creative ecology of the people and communities of the New England North West of NSW that create the ANW service footprint. Our service area is over 93,000 square kilometres and serves a population of more than 185,000 people, encompassing a diverse range of geographical and cultural landscapes, from the mountainous New England Highlands to the fertile plains of the Namoi region. ANW is committed to responding to the unique needs and identities of the communities we serve including the local government areas of Armidale, Glen Innes, Gunnedah, Gwydir, Liverpool Plains, Moree, Narrabri, Tamworth, Tenterfield, Uralla and Walcha. Our service area spans multiple electorates, including the Federal electorates of Barwon, Parkes, and New England, and the State electorates of Northern Tablelands, Tamworth, Lismore and Barwon. This wide-reaching service area necessitates a strategic approach to cultural programming and resource allocation.

The New England North West identity is changing. We are a region often marked by natural disasters and extreme weather and temperature conditions. The NENW is a key energy and raw resources provider for the nation, through traditional industries of agriculture and mining. A recent influx of renewables, including wind and solar, has transformed the population make-up of our region, with a large increase of CALD communities and transient or short term residents coinciding with seasonal and industry booms. Our population is ageing, with ABS data indicating that 20.7% of the regions population is over 65 years old, and this will increase in the foreseeable future. There are difficulties for our region to retain young people and young families. This shift has reinforced the importance of Arts North West as the key arts and culture development organisation and our key partners within local government and the myriad of creatives and key cultural organisations and communities to work together to enhance the liveability of the region. This evolving landscape positions Arts North West as a reliable conduit, supporting and responding to the distinct and identities of each community and their creative and cultural cohorts. The organisation's longevity and sustained impact are a testament to its deep-rooted commitment to the arts and its ability to remain agile and responsive to the changing dynamics of the region. We recognises the importance of carefully curating and diversifying creative and cultural programming, responding to the region's evolving needs and the changing face of the creative industries sector. In a time of flux, the role of the arts cannot be taken for granted. ANW positions arts and culture as a driver of cultural tourism, a mechanism for social and economic resilience and a core requirement of a healthy and liveable society.



OUR VISION:

A rich, diverse cultural landscape.

OUR MISSION:

To expand creative opportunities in our region.

CORE OBJECTIVES:

CONNECTIONS:

Develop and broaden diverse audiences and their participation in arts and cultural activities

CREATIVITY:

Grow and Support community cultural capacity

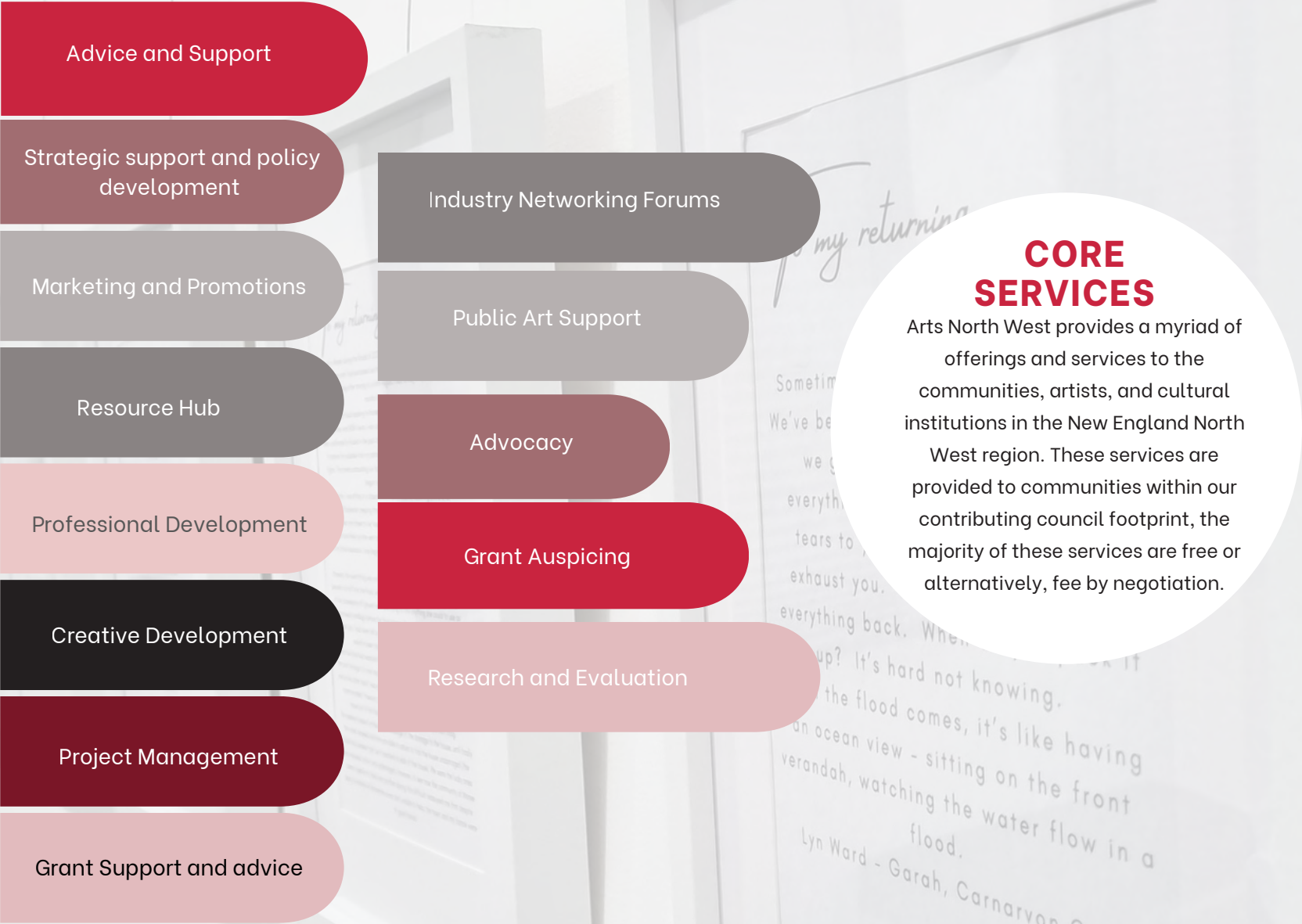
COMMUNITY:

Forge strong partnerships and networks across the region

PROVIDE SOUND AND EFFECTIVE CORPORATE GOVERNANCE:

To ensure a sustainable organisation

Arts North West areas of operation and core service provision over the next four years has been developed through community consultation and identification of industry insights. As an organisation we have numerous core services we provide. Our project delivery will elevate regional voices and the stories of the New England North West . These projects are embedded within our programs to provide longevity and ongoing support, long after the project is finalised.



ANW MUSEUMS AND HERITAGE NETWORK

The NENW Museums Network plays a vital role in preserving the heritage of the region. This sector is currently at a critical juncture of viability. ANW supports regional museums and cultural institutions to ensure that the stories and traditions of the past are preserved and also integrated into contemporary cultural practices. This helps to build a sense of continuity and identity within communities, fostering pride and a deeper connection to place.

ANW will:

- Enable museums to engage with contemporary audiences, creating programming and projects that integrate traditional narratives with modern artistic practices
- Create forums and networking opportunities to share skills, ideas and resources across the region
- Identify and advocate for career pathways to be explored and maintained in the sector

ANW aims to ensure that the history and stories of the community and the region are preserved, accessible and celebrated.



ANW SUSTAINABLE COMMUNITIES PROGRAM

The 'Arts North West Sustainable Communities Program' is a new program that is informed by the knowledge that, for regional communities to thrive, there needs to be investment in liveability, which consists of three essential pillars:

- Environmental integrity
- Economic viability
- Social equity

The NENW is experiencing social and economic transitions due to climate change, industry transitions, and changing population demographics. This program responds to the changes in our regional identity through creative expression to explore, express and socially connect us all.

ANW will:

- Provide data collection and research outcomes for audience evaluation in our regional context
- Position arts and culture as a key pillar to diversify the economy
- Create platforms for marginalised voices to be expressed and explored
- Position ANW as a key organisation for creative recovery, community resilience, and a partner in the journey toward sustainable communities

ARTS NORTH WEST FUTURE PROGRAMS



ANW ENABLE ARTS PROGRAM

ANW's commitment to creating inclusive and accessible spaces for artistic expression is reflected in programs such as the 'ANW Enable Arts Program' which focuses on ensuring that people with disabilities can fully participate in the arts. By removing barriers to access, ANW is actively working to engage a broader audience, ensuring that the arts are a vibrant part of daily life for all community members. This is a key focus for ANW in the coming years.

ANW will:

- Continue to be guided by people living with disabilities to inform our project and program development
- Increase training for ANW staff and provide capacity building opportunities in the region for a more inclusive and accessible industry
- Ensure inclusion and accessibility is part of our day-to-day practices
- Develop biannual bespoke projects that focus on inclusion and accessibility through community engagement



ARTS NORTH WEST CONNECT

'ANW Connect' is a database for artists, venues, museums and artworkers, designed as a regional connector and cultural tourism platform. In the coming years, ANW will evolve this program and transform it to a holistic creative connectedness hub, with networking forums, public programming offerings, assistance for cultural offerings as well as tailored professional development capacity building opportunities. ANW will:

- Increase the reach of creative disciplines to include First Nations cultural tourism offerings, musicians, theatre and performance creatives and spaces, public art listings and assistance with the delivery of public art projects.
- Leverage this database to provide creative networking forums
- Facilitate opportunities for collaborations between artists, cultural and community organisations, and local communities

Enhancing this program benefits artists by providing new opportunities for creative expression and income generation, and also strengthens the region's cultural infrastructure, creating a dynamic and interconnected arts sector. The program's success lies in its ability to build a network of support that benefits all participants, from emerging artists to established cultural institutions.



FIRST NATIONS FIRST ABORIGINAL CULTURAL SUPPORT PROGRAM

ANW prides itself on embedding Aboriginal perspectives in all aspects of our operations, ensuring Aboriginal voices guide our development and community and cultural protocols are respected. In the coming years ANW will:

- Secure and maintain funding for a dedicated Aboriginal Arts Officer within ANW
- Create opportunities for capacity building through creative and professional development as well as support economic pathways and ventures
- Capacity building opportunities for the delivery of creative and professional development by First Nations people for First Nations people
- Create spaces for Aboriginal people in our area to directly inform the development, strategic direction and branding of our Aboriginal Cultural Support Program

By fostering a deeper connection to Country, culture, and community, this program and its accompanying initiatives honour the cultural heritage of Aboriginal peoples and enriches the broader community's understanding and appreciation of Aboriginal arts and culture.



ARTS NORTH WEST ON TOUR REGIONAL LIVE PERFORMANCE TOURING

'Arts North West ON TOUR' (ANWOT) provides an agile, viable and efficient touring route of live theatre, performing arts, and musical performances, primarily throughout the New England North West but also throughout the north of New South Wales.

We support producers and venues by providing specialised tour coordination, price negotiation, technical support and advice, through our fee-for-service model. These offerings bring high-quality performances to communities across the region, builds new audiences and fosters a greater appreciation for the arts. Creatives are provided with valuable opportunities to showcase their work to wider and more diverse audiences, enhancing their professional development and career prospects.

This program ensures that the performing arts remain a dynamic and integral part of the regional identity. In the coming years ANW will:

- Expand this program to deliver a state-wide approach to live performance touring throughout regional NSW, in partnership with other RADOs
- Increase and promote regionally developed content to tour across NSW.



Tamworth Mental Health Unit Upgrade supporting the purchase of forty-two artists works for the clinical and office spaces, in partnership with Hunter New England Health



Narrabri West Railway Water Tower Project in partnership with the Narrabri West Railway Committee and Narrabri Shire Council



Gunnedah Hospital Redevelopment Project artist EOI and Exhibition development



ARTS NORTH WEST FUTURE PROJECTS

Tamworth Station Master's Residence to 'restore and repurpose' project to become an Artist in residency space in partnership with Tamworth Regional Council and Transport NSW



New England Sculpture Track (NEST) project and cultural tourism trail with over twenty sculptures to be installed in partnership Walcha Council, Uralla Shire Council and Tamworth Regional Council and the Bendemeer Art Society



PILLAR ONE: ENHANCE AND REFINE OUR CORE SERVICES AND PROGRAMS

Arts North West has a long service history of programs and core services that have been developed to respond to the unique needs of our region. Our six program areas are;

- First Nations First
- Arts North West Connect
- Enable Arts
- NENW Museums and Heritage Network
- Arts North West ON TOUR
- Arts North West Sustainable Communities Program

As we look to the future, we are expanding on the remit of these programs, embedding projects to respond to each program vein and compliment our existing service provision. This will ensure that long after the project funding has ceased, there is still longevity and ongoing engagement and opportunities through our program delivery.

We aim to enhance our Arts North West ON TOUR program to expand to a state-wide program in partnership with the Regional Arts Network to create a viable touring network that provides high calibre live performance opportunities to regional communities while ensuring a viable touring leg for live performances.

We aim to also expand on our Arts North West Connect program to showcase regional creatives, regional content and navigate and celebrate the regional cultural ecology. This provides a chance to connect and collaborate while celebrating regional stories and voices.

Over the next four years we also aim to enhance our Arts North West Connect program from online database and creatives directory, currently focused visual arts, arts workers and venues to expand to include musicians, live theatre and performance art listings. This platform will also be accompanied by online and face-to-face networking forums as well as bespoke resources, how to guides and videos and specialised mentoring and collaboration opportunities.

The NENW Museums and Heritage program will see a partnership with key stakeholders to identify and investigate solutions while making a strong and cohesive network to preserve our regional identity

We have listened and heard our community and their desires to refine and enhance our core services including the delivery of CASP and Microgrant funding and ensure these programs are maintained and continue to be delivered.



“ The NSW Government will work with regional communities, councils, creative organisations and venues to support a connected network of regional touring. This will involve working with local councils to connect and activate the network of regional halls and spaces to support local touring across music, performance and visual art / exhibitions. ”

PILLAR ONE: ENHANCE AND REFINE OUR CORE SERVICES AND PROGRAMS				
GOAL	2025	2026	2027	2028
GRANT SUPPORT: Promote, support, and review grant applications, assist with submissions, provide advice and Auspicing services	- Promote 20 x funding opportunities - Provide 5 x letters of support - Review 5 x grant applications - Partner with identified organisations to provide auspice services - Refine the Arts North West Auspice Policy and the procedure to ensure governance and compliance	- Promote 20 x funding opportunities - Provide 5 x letters of support - Review 5 x grant applications - Partner with identified organisations to provide auspice services	- Promote 20 x funding opportunities - Provide 5 x letters of support - Review 5 x grant applications - Partner with identified organisations to provide auspice services	- Promote 20 x funding opportunities - Provide 5 x letters of support - Review 5 x grant applications - Partner with identified organisations to provide auspice services
ADVICE AND SUPPORT: Maintain core services of advice and support to enquiries and identified needs in the NENW.	- Deliver 5 x Arts and About one-on-one advice sessions - Provide 9 x weekly advice and support to key stakeholders, groups and individuals - Continue to update the ANW CRM database to provide a central resource for our stakeholders	- Deliver 5 x Arts and About one-on-one advice sessions - Provide 9 x weekly advice and support to key stakeholders, groups and individuals - Continue to update the ANW CRM database to provide a central resource for our stakeholders	- Deliver 5 x Arts and About one-on-one advice sessions - Provide 9 x weekly advice and support to key stakeholders, groups and individuals - Continue to update the ANW CRM database to provide a central resource for our stakeholders	- Deliver 5 x Arts and About one-on-one advice sessions - Provide 9 x weekly advice and support to key stakeholders, groups and individuals - Continue to update the ANW CRM database to provide a central resource for our stakeholders
SECTOR CAPACITY BUILDING: Provide creative and professional development services designed to improve regional creative and industry capacity.	- Deliver 2 x internally developed professional development workshops - Deliver 2 x partnership professional development opportunities with other peak arts organisations including and not limited to NAVA, Creative Plus Business, Arts Law, Music NSW – ‘Navigating DA’s – Public Art Support and How to deliver Youth Workshops, Regional Touring Sound Advice Session’ - List professional development opportunities on the ANW Website and socials - Develop and provide 2 x accessible online resources - Continue to update resources on the website to inform changes to industry trends, protocols, strategic plans and expertise	- Deliver 2 x internally developed professional development workshops - Deliver 2 x partnership professional development opportunities with other peak arts organisations including and not limited to NAVA, Creative Plus Business, Arts Law, Music NSW - List professional development opportunities on the ANW Website and socials - Develop and provide 2 x accessible online resources - Continue to update resources on the website to inform changes to industry trends, protocols, strategic plans and expertise	- Deliver 2 x internally developed professional development workshops - Deliver 2 x partnership professional development opportunities with other peak arts organisations including and not limited to NAVA, Creative Plus Business, Arts Law, Music NSW - List professional development opportunities on the ANW Website and socials - Develop and provide 2 x accessible online resources - Continue to update resources on the website to inform changes to industry trends, protocols, strategic plans and expertise	- Deliver 2 x internally developed professional development workshops - Deliver 2 x partnership professional development opportunities with other peak arts organisations including and not limited to NAVA, Creative Plus Business, Arts Law, Music NSW - List professional development opportunities on the ANW Website and socials - Develop and provide 2 x accessible online resources - Continue to update resources on the website to inform changes to industry trends, protocols, strategic plans and expertise
GRANT ADMINISTRATION AND DELIVERY: Maintain and manage funding opportunities that benefit the regions arts and cultural sector	- Delivery of CASP and Microgrants funding round - Apply for, manage and acquit grants to support identified regional arts projects for the NENW.	- Delivery of CASP and Microgrants funding round - Apply for, manage and acquit grants to support identified regional arts projects for the NENW.	- Delivery of CASP and Microgrants funding round - Apply for, manage and acquit grants to support identified regional arts projects for the NENW.	- Delivery of CASP and Microgrants funding round - Apply for, manage and acquit grants to support identified regional arts projects for the NENW.

GOAL	2025	2026	2027	2028
ARTS ON TOUR: Maintain of the Arts North West ON TOUR Program through the fee for service model and expand offerings to include theatre, music and film as well as across the state via the RADO network	• Delivery of a regional tour of 5 x theatre, film and/or musical performances • Delivery of 2 x Pocket Productions • Delivery of 1 x professional development offering. • Audience and venue development survey and feedback undertaken • Maintain database of venues and current production and touring companies	• Delivery of a regional tour of 5 x theatre, film and/or musical performances • Delivery of 2 x Pocket Productions • Delivery of 1 x professional development offering. • Audience and venue development survey and feedback undertaken • Maintain database of venues and current production and touring companies	• Delivery of a regional tour of 5 x theatre, film and/or musical performances • Delivery of 2 x Pocket Productions • Delivery of 1 x professional development offering. • Audience and venue development survey and feedback undertaken • Maintain database of venues and current production and touring companies	• Delivery of a regional tour of 5 x theatre, film and/or musical performances • Delivery of 2 x Pocket Productions • Delivery of 1 x professional development offering. • Audience and venue development survey and feedback undertaken • Maintain database of venues and current production and touring companies
FIRST NATIONS FIRST: Delivery of the actions as stipulated in the Arts North West Aboriginal Arts Strategic Plan to ensure culturally safe and sustainable approach	• 2x Artist Residency, Cultural Exchange or Community Mentorship Opportunities , Cultural immersion and workshops with Badger Bates • 2x Gather and Trade Days Aboriginal Artisan Micro Markets – Yuga-li Gathering , Seasons of New England, Myall Creek, NAIDOC Markets and Gomeroi Nation Markets Moree. • 3x First Nations Exhibitions – Euraba Papermakers Exhibition at Yaama Ganu, Myall Creek Exhibition • 2x Grant Funding Applications for Projects and reapply for IVAIS funding • 4 x professional development sessions • 2x opportunities with established and emerging Artists – National Indigenous Arts Fair at The Overseas Terminal in Sydney	• 2x Artist Residency, Cultural Exchange or Community Mentorship Opportunities • 3x First Nations Exhibitions • 2x Gather and Trade Days Aboriginal Artisan Micro Markets • 2x Grant Funding Applications for Projects • 1x Cultural Knowledge/Capability Project or Program • 4 x professional development sessions • 2x opportunities with established and emerging Artists – Darwin Aboriginal Arts Fair, National Indigenous Arts Fair at The Overseas Terminal in Sydney	• 2x Artist Residency, Cultural Exchange or Community Mentorship Opportunities • 2x Gather and Trade Days Aboriginal Artisan Micro Markets • 3x First Nations Exhibitions • 2x Grant Funding Applications for Projects and reapply for IVAIS funding • 4 x professional development sessions • 2x opportunities with established and emerging Artists – National Indigenous Arts Fair at The Overseas Terminal in Sydney	• 2x Artist Residency, Cultural Exchange or Community Mentorship Opportunities • 2x Gather and Trade Days Aboriginal Artisan Micro Markets • 3x First Nations Exhibitions • 2x Grant Funding Applications for Projects and reapply for IVAIS funding • 4 x professional development sessions • 2x opportunities with established and emerging Artists – National Indigenous Arts Fair at The Overseas Terminal in Sydney
ARTS NORTH WEST CONNECT: Expand Arts North West Connect as an online database to become a New England North West Cultural Tourism asset.	• Launch the Arts North West and Arts North West Connect combined website • Maintain and update existing ANW Connect profiles • Expand 20 x listings to include and develop bios and profiles of local musicians and musical venues in Partnership with Music NSW • Deliver 5 x online forums or Face-to-face networking events • Update Arts North West Connections publication for distribution across the NENW • Develop creative development project , 'Touring Exhibition – 'Stage to Page' at BAMB, Tamworth Regional Gallery, Gunnedah Bicentennial Creative Arts Gallery	• Expand and develop 20 x bios and profiles of local theatre performers, performance societies and collectives, cinema and street performers • Deliver 5 x forums or networking events • Maintain and update existing ANW Connect profiles • Deliver creative development project , 'Touring Exhibition – 'Stage to Page' at BAMB, Tamworth Regional Gallery, Gunnedah Bicentennial Creative Arts Gallery	• Deliver 5 x forums or networking events • Develop and deliver the NENW Mural Track Cultural Tourism Package for all 11 Shires • Maintain and update existing ANW Connect profiles	• Develop profiles and google map pins of public art throughout the NENW • Deliver 5 x forums or networking events • Expand and develop 20 x bios and profiles of Aboriginal Cultural Tourism offerings in partnership with Regional NSW • Maintain and update existing ANW Connect profiles

PILLAR TWO: ELEVATE THE VOICES OF THE REGION TO REFLECT OUR AUTHENTIC STORIES

Arts North West is dedicated to elevating the authentic voices of the New England North West, celebrating the region's cultural richness, and amplifying unique stories by prioritising and creating opportunities, programs and projects informed by local perspectives. We are employing strategies to elevate the voices of the NENW. Our public programming is led through community decision making and co-design by using forums, advisory and steering committees and in partnership our subscribing councils, to ensure voices are heard and meaningfully reflected to transcribe the stories of the region.

The Australian Government's 'Revive' policy, specifically Pillar 2: A Place for Every Story, emphasises reflecting Australia's diverse stories and recognising the cultural contributions of all Australians. This aligns closely with Arts North West's commitment to elevating the voices of the New England North West to authentically reflect the region's stories.

Our First Nations First Program is codesigned by our Arts North West Aboriginal Arts Steering Committee, which consists of two representatives from each local government area we service. The Arts North West Aboriginal Arts Strategic Plan is in action within the organisation.

In 2024, the Arts North West Board ratified the Terms of Reference for an Arts North West Enable Arts Committee to be established. Providing strategic guidance and decision-making, advice, and feedback to the organisation as well as direction and planning for potential programs and projects within the arts and disability programming (Enable Arts) and also the operations of the organisation as a whole.

The NENW Sustainable Communities Program strives to ensure promote understanding and exploration of perspectives of environmental integrity, economic viability and social equity. Building community resilience and acceptance of our changing identity by using creativity to explore, express and socially connect us all. As our region faces the ongoing and adverse effects of climate change ANW is positioning itself as a key organisation for creative recovery and a partner in the journey of sustainable and liveable communities.

Arts North West Connect will be enhanced beyond a digital platform and cradle projects that elevate regional voices through a series of networking events, creating a platform that elevates the voices of the NENW to reflects the authentic stories of the region.

As an organisation we acknowledge that not everyone has equal access to creative space and opportunities and ANW aims to work hand in hand with people from marginalised sections of our community to create genuine access to creative space, codesign inclusive and accessible program and project development and delivery, and improve the overall accessibility and inclusivity practices of the organisation and creative and cultural experiences in our regional communities that reflect and embrace our changing regional identity.

Arts North West has strong statewide connections that enable the voices and stories our region to be presented on a national and international level. Our commitment to the Regional Arts Network and Regional Arts NSW in conjunction with 15 other regional arts development organisations across the state positions us as a strong network with a history of high calibre project delivery. Arts North West also leverages partnerships with key organisations including Regional Arts Network, Music NSW, Regional Arts NSW, Museums and Galleries NSW, Australian Centre of Design, Creative Plus Business, Business NSW, Workforce Australia, National Indigenous Arts Fair, Aboriginal Regional Arts Alliance, Arts ON Tour, The Australia Museum, Transport NSW, Regional NSW, NSW Health, National Association of Visual Arts (NAVA) as well as career pathway partners including the 11 local government bodies we services, University of NSW and TAFE.

ANW is a widely acknowledged and trusted organisation positioned to ensure the voices and stories of the NENW are communicated in a meaningful and authentic manner, reflecting our unique lifestyle and experiences. We pride ourselves on our history of this delivery and continue to position this as a strong strategic goal for our future planning and delivery.



“ Creative Communities supports the Revive goal of exporting more Australian stories to the world. ”

Pillar 2

A Place for Every Story: Reflecting the breadth of our stories and the contribution of all Australians as the creators of culture.

National Cultural Policy—Revive: a place for every story, a story for every place

PILLAR TWO: ELEVATE THE VOICES OF THE REGION TO REFLECT OUR AUTHENTIC STORIES

GOAL	2025	2026	2027	2028
ENABLE ARTS: Delivery and development of community led and codesigned Arts North West Enable Arts Program; Programming designed for people living with a disability.	• Host 2 x Enable Arts Steering Committee Meetings • Research and explore funding models for Enable Arts Program and leverage existing funds • Apply for external funding for 1 x Enable Arts Specific project • Seek advice to ensure inclusion and accessibility is at the forefront of ANW operations and delivery	• Host 2 x Enable Arts Steering Committee Meetings • Research and explore funding models for Enable Arts Program and leverage existing funds • Apply for external funding for 1 x Enable Arts Specific project • Seek advice to ensure inclusion and accessibility is at the forefront of ANW operations and delivery	• Host 2 x Enable Arts Steering Committee Meetings • Research and explore funding models for Enable Arts Program and leverage existing funds • Apply for external funding for 1 x Enable Arts Specific project • Seek advice to ensure inclusion and accessibility is at the forefront of ANW operations and delivery	• Host 2 x Enable Arts Steering Committee Meetings • Research and explore funding models for Enable Arts Program and leverage existing funds • Apply for external funding for 1 x Enable Arts Specific project • Seek advice to ensure inclusion and accessibility is at the forefront of ANW operations and delivery
FIRST NATIONS FIRST: Create space for First Nations voices to be heard to deliver community led and codesigned Programs and project delivery and advocacy.	• 10 x social posts that reflect First Nations wisdom and celebrate culture • Establish ANW Aboriginal Arts social platform • 3 x co-designed programs or projects • 2 x sessions of community consultation • Rebrand Aboriginal Cultural Support Program • Support, showcase, advocate for cultural institutions, organisations and Artists • 5 x letters of support or written submissions • 2 x grant funding applications for projects designed in partnership with community • 2 x Steering Committee meetings	• 3 x co-designed programs or projects • 2 x sessions of community consultations • Support, showcase, advocate for cultural institutions, organisations and Artists • 10 x social posts that reflect First Nations wisdom and celebrate culture • 5 x letters of support or written submissions • Review the ANW Aboriginal Advisory Committee Terms of Reference • 2 x Steering Committee Meetings • Develop a Needs Assessment Report to inform codesign of projects and programs	• 3 x co-designed programs or projects • 2 x sessions of community consultations • Support, showcase, advocate for cultural institutions, organisations and Artists • 10 x social posts that reflect First Nations wisdom and celebrate culture • 5 x letters of support or written submissions • 2 x Steering Committee Meetings	• 3 x co-designed programs or projects • 2 x sessions of community consultations • Support, showcase, advocate for cultural institutions, organisations and Artists • 10 x social posts that reflect First Nations wisdom and celebrate culture • 5 x letters of support or written submissions • 2 x Steering Committee Meetings

GOAL	2025	2026	2027	2028
STATEWIDE CONNECTIONS : Maintain State-wide partnerships with the RAN and RADO Network and other collaborative partners inside and outside the sector	• Participate in partnership and state-wide initiatives • Participate in RADO Meetings • Actively deliver state-wide projects with RAN partnerships: Cultural Tourism Project • Maintain subscription to Regional Arts NSW • Participate in the Australian Design Centre Shopfront Project	• Participate in partnership and state-wide initiatives • Participate in RADO Meetings • Actively deliver state-wide projects with RAN partnerships • Maintain subscription to Regional Arts NSW	• Participate in partnership and state-wide initiatives • Participate in RADO Meetings • Actively deliver state-wide projects with RAN partnerships: Cultural Tourism Project • Maintain subscription to Regional Arts NSW	• Participate in partnership and state-wide initiatives • Participate in RADO Meetings • Actively deliver state-wide projects with RAN partnerships: Cultural Tourism Project • Maintain subscription to Regional Arts NSW
NENW MUSEUMS AND HERITAGE:	• Deliver 2 x regional networking forums • Develop and distribute a regional museums program and open doors trail • Provide professional development opportunities in partnership with Museums and Galleries NSW	• Deliver 1 x project that explores non-traditional public programming and responses to collections • Deliver 2 x regional networking forums • Develop and distribute a regional museums program and open doors trail • Provide professional development opportunities in partnership with Museums and Galleries NSW	• Deliver 1 x project that explores non-traditional public programming and responses to collections • Deliver 2 x regional networking forums • Develop and distribute a regional museums program and open doors trail • Provide professional development opportunities in partnership with Museums and Galleries NSW	• Deliver 1 x project that explores non-traditional public programming and responses to collections • Deliver 2 x regional networking forums • Develop and distribute a regional museums program and open doors trail • Provide professional development opportunities in partnership with Museums and Galleries NSW

PILLAR THREE: POSITION THE CREATIVE INDUSTRIES AS AN ESSENTIAL ECONOMIC AND SOCIAL PILLAR

Arts North West is uniquely positioned to advocate and establish the creative industries as an essential pillar of economic and social strength for the New England North West region due to our deep integration with the community, regional expertise, and strategic focus on creative sector growth. Creative industries in Australia contribute significantly to economic output, accounting for over \$111 billion or 6.4% of the GDP in 2016–17. These industries not only boost local economies through job creation and tourism but also foster innovation and cultural engagement, critical for regional areas seeking diversification and resilience.

By leveraging its established partnerships with local governments, artists, and cultural organisations, ANW can amplify the arts' transformative power. This includes fostering creative skills essential for future workforce needs and driving cultural tourism, which is crucial for regional sustainability. Advocacy by ANW ensures that the NENW region benefits from strategic investments in creativity, helping local communities thrive socially and economically while preserving and celebrating their unique cultural narratives.

Through our NENW Sustainable Communities Program, ANW will host localised data collection – such as overnight stays, visitor spending, postcodes etc. in partnership with local councils, galleries, museums, performing arts venues and significant cultural events across the region to provide invaluable insights into the region's cultural ecosystem. The analysis of data will culminate in an annual regional and local government focused reports that enhance understanding of regional audiences, informing targeted approaches to storytelling and cultural development. By generating and distributing research and reports, ANW empowers stakeholders with evidence-based understanding of cultural tourism's economic and social impacts. These insights drive investment, enhance programming, and foster regional growth, showcasing the arts' vital role in shaping a resilient and thriving New England North West. While also understanding the impact on arts and culture as a vital pillar for economic diversification of the region and the contribution of the arts to the liability of our regional communities.

Public art has been a large contributor to economic development in regional NSW over the last 10 years and is showing no signs of slowing down. Public artwork has transformed physical landscape as well as the audiences of art, removing barriers and perceived perception of elitism while promoting accessible creative and cultural consumption. ANW has been working with numerous local councils to deliver public art initiatives over the last three years and has integrated this service into our core services.

Furthermore, numerous local government bodies, seasonal businesses and tourism operators are requesting support to develop creative residencies in the region. ANW aims to spend the next four years working with the Aboriginal Partnerships Department of Regional NSW to promote First Nations cultural tourism offerings and immersive on country experiences on Arts North West Connect while also leveraging our networks through our NENW Sustainable Communities program collate and develop opportunities for residences in the NENW. In 2025/2026 ANW will be working with Tamworth Regional Council to transform the Station Masters Quarters to a residency locality with Transport NSW.

In 2024 the Regional Arts Network (RAN) developed a research paper that looked at Cultural Tourism in regional NSW. The outcomes for the NENW were the need to assist our cultural tourism motivators with marketing and promotions. Arts North West Events Calendar will continue to develop strategies to and act as a platform to assist with promotions as well as partner with the RAN Network to continue to build networks and partnerships between the tourism and arts sectors and provide training for artists and cultural organisations to enhance their tourism products and services.

ANW acts as a conduit between NSW Government, local governments and creatives to understand, trial and implement the changes outlined in the Vibrancy Reforms in 2024, designed to continue to improve planning, liquor, outdoor and sound and noise regulations to encourage cultural activity across NSW, especially in Tamworth who has been identified a locality for the trail of Live Music Precincts, as well as working with local councils to reduce red tape for festivals and events to access local spaces and assisting creatives, event organisers, technical and production staff to navigate this changing space.



“Working with local councils to reduce red tape for festivals and events to access local spaces”

“Unlock underutilised spaces and make them fit-for-purpose and cost effective for creative and cultural uses.”

“Commitment The NSW Government commits to a second tranche of Vibrancy Reforms in 2024, designed to continue to improve planning, liquor, outdoor and sound and noise regulations to encourage cultural activity across NSW.”

PILLAR THREE: POSITION THE CREATIVE INDUSTRIES AS AN ESSENTIAL ECONOMIC AND SOCIAL PILLAR				
GOAL	2025	2026	2027	2028
NENW SUSTAINABLE COMMUNITIES: Develop and assist with the delivery, planning and approvals for Public Art	- Secure funding to deliver the NEST (New England North West Sculpture Track) 2 x Narrabri Water Tower Projects 1 x Manilla Mural Project 1 x Tamworth Projection in Fitzroy Street CBD Activation Project - Provide professional development regarding the planning requirements of Public Art - Remain active on local government public art committees and reference groups - Deliver 'Walcha Wayfinding Project' with Walcha Council to install artist citations throughout the Walcha Open Air Gallery	- Secure funding to deliver the NEST (New England North West Sculpture Track) - Support the delivery of 2 x public art projects - Remain active on local government public art committees and reference groups - Provide professional development regarding the planning requirements of Public Art	- Support the delivery of 2 x public art projects - Remain active on local government public art committees and reference groups - Provide professional development regarding the planning requirements of Public Art	- Support the delivery of 2 x public art projects - Remain active on local government public art committees and reference groups - Provide professional development regarding the planning requirements of Public Art
ARTS NORTH WEST CONNECT: Cultural Tourism in the NENW	- Develop and maintain existing profiles and google map pins of public art - Maintain 500x listings on the Arts North West Arts and Cultural Event calendar - Deliver fortnightly publications of listed events through social media platforms and ANW newsletters - Source funding to develop a printed publication of key arts and cultural tourism venues in the NENW - Add profiles of residency options	- Develop and maintain existing profiles and google map pins of public art - Develop 1 x online public art trail - Maintain 500 x listings on the Arts North West Arts and Cultural Event calendar - Deliver fortnightly publications of listed events through social media platforms and ANW newsletters - Deliver a printed publication of key arts and cultural tourism venues in the NENW	- Launch public art trail in the location of the Regional Creative Connector Event - Develop and maintain existing profiles and google map pins of public art - Develop 1 x online public art trail - Maintain 50 x listings on the Arts North West Arts and Cultural Event calendar - Deliver fortnightly publications of listed events through social media platforms and ANW newsletters	- Develop and maintain existing profiles and google map pins of public art - Develop 1 x online public art trail - Maintain 50 x listings on the Arts North West Arts and Cultural Event calendar - Deliver fortnightly publications of listed events through social media platforms and ANW newsletters - Deliver a printed publication of key arts and cultural tourism venues in the NENW
NENW SUSTAINABLE COMMUNITIES: Unlock underutilised spaces to generate arts and cultural opportunities	- Identify and support the development of artist residencies projects - Develop and support 2 x pop-up galleries and performance spaces	- Investigate types of artist in residency programs and develop a 'how to guide' for developing, delivering and participating in Artist in residencies - Identify and support the development of 2 x artist residencies locations - Develop or support 2 x pop-up activations	- Update the 'how to guide' for Artist in residency programs - Identify and support the development of 2 x artist residencies locations - Develop or support 2 x pop-up activations	- Identify and support the development of 2 x artist residencies locations - Develop or support 2 x pop-up activations

PILLAR THREE: POSITION THE CREATIVE INDUSTRIES AS AN ESSENTIAL ECONOMIC AND SOCIAL PILLAR

GOAL	2025	2026	2027	2028
ADVOCACY: Maintain advocacy for the support of arts and culture in the NENW.	• Maintain advocacy opportunities through partnerships with Create NSW, Regional Arts NSW and the Regional Arts Network • Advocate for arts and cultural nurturing and growth with all tiers of Government • Partner with local government bodies to support regional capacity building and strategic plans and partnerships and navigate changing legislations • Work with TRC on the delivery and outcomes of the 'Live Music Precincts' initiative	• Maintain advocacy opportunities through partnerships with Create NSW, Regional Arts NSW and the Regional Arts Network • Advocate for arts and cultural nurturing and growth with all tiers of Government • Partner with local government bodies to support regional capacity building and strategic plans and partnerships and navigate changing legislations	• Maintain advocacy opportunities through partnerships with Create NSW, Regional Arts NSW and the Regional Arts Network • Advocate for arts and cultural nurturing and growth with all tiers of Government • Partner with local government bodies to support regional capacity building and strategic plans and partnerships and navigate changing legislations	• Maintain advocacy opportunities through partnerships with Create NSW, Regional Arts NSW and the Regional Arts Network • Advocate for arts and cultural nurturing and growth with all tiers of Government • Partner with local government bodies to support regional capacity building and strategic plans and partnerships and navigate changing legislations
NENW SUSTAINABLE COMMUNITIES: Partner with communities in collective creative recovery and community resilience	• Partner and/or deliver 1 x community resilience project • Participate in community led resilience forums and initiatives • Deliver HNEH Arts Initiatives – Gunnedah Hospital Redevelopment and Tamworth Mental Health Unit Redevelopment • 4 x Zine publication – 'Printed Matter'	• Partner and/or deliver 1 x community resilience project • Participate in community led resilience forums and initiatives	• Partner and/or deliver 1 x community resilience project • Participate in community led resilience forums and initiatives	• Partner and/or deliver 1 x community resilience project • Participate in community led resilience forums and initiatives
NENW SUSTAINABLE COMMUNITIES: Data and evidence collection	• Collate data to generate LGA specific and NENW reporting document through the Understanding Audiences Event Evaluations	• Seek funding to expand 'Understanding Audiences' with 30 x key arts and cultural institutions, creative industries presentation venues and businesses, and key arts and cultural outdoor events • Engage local champions to assist with data collection • Collate data to generate LGA specific and NENW reporting document	• Expand Understanding Audiences Event Evaluations to galleries, museums, theatres etc if funding is secured • Engage additional locations to collect data • Engage local champions to assist with data collection • Collate data to generate LGA specific and NENW reporting document	• Engage additional locations to collect data • Engage local champions to assist with data collection • Collate data to generate LGA specific and NENW reporting document

PILLAR FOUR: INVESTING IN OUR PEOPLE

Arts North West has requested funding to increase staff wages to ensure our programs, projects and core services continue to be delivered in the NENW for the duration of this funding term. We have also requested funds to increase staff development opportunities as well as the employment of a permanent Aboriginal Arts Officer.

The employment of a permanent Aboriginal Arts Officer will provide stability for our First Nations communities to continue to access services through ANW without disruption, positioning us as a reliable and meaningful partner with ongoing cultural capacity and commitment. Having a dedicated Aboriginal Arts Officer aligns with the Australian Government, NSW Government and our organisation's commitment to cultural inclusivity, reconciliation, and amplifying First Nations voices within the creative industries. Additionally, this role would enable ANW to strengthen its commitment to inclusive and culturally responsive programming, by embedding Aboriginal leadership and expertise into ANW's operations, we can create sustainable career pathways for Aboriginal creatives, enhance cultural pride and would enable us to work in communities to foster a vibrant cultural landscape that authentically reflects the voices, stories, and contributions of Aboriginal communities in the region.

Arts North West has very uncompetitive wage rate, which is based on the Clerks Award, resulting large staff turnover and lack of staff retention, resulting in loss of corporate knowledge and disruption of services provided. To provide the organisational stability, Arts North West is asking Create NSW to increase the wages of all staff by 5% as well as provide wages for additional hours with a continued increase of 3.5%, in line with the advised CPI indexation of 3.5% for the years there after. Currently ANW has 3.78 FTE to service 93,000 kms2 and a population of over 183,000 people, over eleven local government areas, with only 1 x full time staff member and 4 x part time staff members with hours ranging from 10 – 25 hrs per week. Increasing wages for Arts North West staff can directly enhance the creative industries in the New England North West region by fostering employment growth and career pathways in several ways:

- Higher wages make arts positions more competitive, attracting skilled professionals who might otherwise seek employment outside the region or the sector.
- Retention of talented staff ensures continuity and expertise, fostering stronger programs and partnerships
- Well-compensated staff can dedicate more energy and time to developing initiatives, supporting emerging artists, and creating opportunities within the region. This commitment directly contributes to sector growth and sustainability by nurturing talent and creativity
- Higher wages leads to a more professionalised workforce that drives projects generating income and tourism, further fuelling local economies
- By investing in our staff, we bolster capacity to lead and innovate, creating a thriving ecosystem for the creative industries in NENW.

Arts North West is also requesting an increase in our staff development budget from \$1000 per year to \$7000.00 per year. This investment will enable our organisation to foster innovation, adaptability, and growth. In the dynamic and ever-changing arts landscape, equipping staff with new skills and knowledge ensures we remain relevant and competitive. Developing expertise that directly enhances the quality of programs and services as well as strengthening our long-term sustainability.

For Arts North West, investing in staff development aligns with broader goals of strengthening the creative industries and cultural ecology and builds a foundation for sustained success across the creative industries sector.



“The NSW Government recognises the need to improve the working conditions and the business environment for creative practitioners, to advocate for industrial relations reform, fair remuneration, gender equity and industry standards. It will also incentivise the creation of safe and inclusive workplaces”

AREA OF OPERATION : PILLAR FOUR: INVESTING IN OUR PEOPLE

GOAL	2025	2026	2027	2028
STAFF TRAINING AND DEVELOPMENT:	- Attend the Regional Arts NSW Professional Development and training Days - Training for staff about inclusion and access through Accessible Arts	- Training for staff about inclusion and access through Accessible Arts - Identify staff training goals and pursue certified training and education offerings aligned with strategic vision for the organisation or personal needs	- Training for staff about inclusion and access through Accessible Arts - Identify staff training goals and pursue certified training and education offerings aligned with strategic vision for the organisation or personal needs	- Training for staff about inclusion and access through Accessible Arts - Identify staff training goals and pursue certified training and education offerings aligned with strategic vision for the organisation or personal needs
SEEK FUNDING TO INCREASE STAFF WAGES THUS RETENTION	- Investigate funding options to increase staff wages and hours - Investigate sponsorship, donation and philanthropic avenues to increase staff wages and hours - Secure long-term funding to increase and maintain the Aboriginal Arts Officer position	- Investigate funding options to increase staff wages and hours - Investigate sponsorship, donation and philanthropic avenues to increase staff wages and hours - Secure long-term funding to increase and maintain the Aboriginal Arts Officer position	- Investigate funding options to increase staff wages and hours - Investigate sponsorship, donation and philanthropic avenues to increase staff wages and hours - Secure long-term funding to increase and maintain the Aboriginal Arts Officer position	- Investigate funding options to increase staff wages and hours - Investigate sponsorship, donation and philanthropic avenues to increase staff wages and hours - Secure long-term funding to increase and maintain the Aboriginal Arts Officer position

PILLAR FIVE: PROVIDE SOUND AND EFFECTIVE CORPORATE GOVERNANCE TO ENSURE A SUSTAINABLE ORGANISATION

Arts North West provides sound and effective corporate governance and fosters a positive, safe, equitable, transparent, and supportive working environment through a combination of strategic policies, leadership practices, and operational frameworks that prioritise sustainability, inclusivity, and fiscal responsibility.

ANW's governance structure includes a clear strategic framework guided by our mission, vision, and core objectives.

The Arts North West Board was formalised in 1997. In 2018 we updated our constitution and moved from a leadership board to a skills-based board that meets and reviews the organisations finances, policies and deliverables quarterly. We ensure compliance with legal and regulatory requirements, maintaining accountability and transparency through regular reporting and evaluation. This includes adhering to the Australian Charities and Not-for-profits Commission (ACNC) guidelines, which further enhance credibility and trust among stakeholders.

ANW exemplifies sound corporate governance by aligning its operational strategies with its mission and values. Through transparency, fiscal responsibility, inclusivity, and sustainability, ANW builds a resilient organisation that not only supports its staff but also strengthens the cultural ecology of the New England North West region. This approach ensures the continued delivery of impactful programs and services that reflect the authentic stories and needs of the communities it serves.

We secure funding from local councils, state and federal grants, and revenue generated through projects and partnerships. ANW's budgeting processes prioritise resource efficiency, ensuring funds are allocated to programs and projects that align with our strategic objectives while also boasting expertise in project management and reporting.

ANW maintains transparency by engaging stakeholders through regular communication and public consultations. This approach ensures we remain responsive to the needs of the region, adapting its programs and operations accordingly. Open communication channels also foster trust and collaboration with communities, artists, and cultural practitioners.

ANW prioritises the well-being of its staff by providing a safe and flexible working environment. This includes implementing policies that support work-life balance, fair compensation, and opportunities for personal growth. Our commitment to inclusion ensures accessibility and accommodations for employees with diverse needs.

ANW have a lengthy history of been a trusted, policy driven and strategically guided organisation with strong governance and responsive delivery.



The ACFP priorities addressed by ANW includes

- First Nations Stories and Communities
 - Regional NSW
- Next generation of creatives and audiences
- Broad and inclusive communities and content
 - Accessibility and equity

Australian Government 'Revive' Key Pillars and strategic objectives addressed by ANW includes:

- First Nations First: Recognising and respecting the crucial place of First Nations stories at the centre of Australia's arts and culture.
- A Place for Every Story: Reflecting the breadth of our stories and the contribution of all Australians as the creators of culture.
- Centrality of the Artist: Supporting the artist as worker and celebrating artists as creators.
- Strong Cultural Infrastructure: Providing support across the spectrum of institutions which sustain our arts, culture and heritage.
- Engaging the Audience: Making sure our stories connect with people at home and abroad

AREA OF OPERATION : PILLAR ONE: ENHANCE AND REFINE OUR CORE SERVICES AND PROGRAMS				
GOAL	2025	2026	2027	2028
GOVERNANCE: Sustain Governance and Board effectiveness composition, skills base, key roles, process and communication	- Implement governance policies - Deliver required reporting through 1 x Annual Report, 4 x Board meetings, and 2 x Strategic Advisory Meetings - ANW Board provide effective organisational management, including planning, reporting, fiscally responsible business practices, and sustainable operational framework	- Implement governance policies - Deliver required reporting through 1 x Annual Report, 4 x Board meetings, and 2 x Strategic Advisory Meetings - ANW Board provide effective organisational management, including planning, reporting, fiscally responsible business practices, and sustainable operational framework	- Implement governance policies - Deliver required reporting through 1 x Annual Report, 4 x Board meetings, and 2 x Strategic Advisory Meetings - ANW Board provide effective organisational management, including planning, reporting, fiscally responsible business practices, and sustainable operational framework	- Implement governance policies - Deliver required reporting through 1 x Annual Report, 4 x Board meetings, and 2 x Strategic Advisory Meetings - ANW Board provide effective organisational management, including planning, reporting, fiscally responsible business practices, and sustainable operational framework
EXCELLENT FINANCIAL MANAGEMENT PROCESSES: Financial practices are aligned with audit and best practice frameworks	- Annual audits and reports 4 x financial to the board - Regular meetings with bookkeepers - Ensure all payments are approved in Xero and by two account signatories.	- Annual audits and reports 4 x financial to the board - Regular meetings with bookkeepers - Ensure all payments are approved in Xero and by two account signatories.	- Annual audits and reports 4 x financial to the board - Regular meetings with bookkeepers - Ensure all payments are approved in Xero and by two account signatories.	- Annual audits and reports 4 x financial to the board - Regular meetings with bookkeepers - Ensure all payments are approved in Xero and by two account signatories.
COMPLIANCE AND BEST PRACTICE	- Implement the required organisational changes to ensure inclusivity and accessibility - Annual Policy reviews to ensure compliance and alignment with legislative and industry compliance	- Implement the required organisational changes to ensure inclusivity and accessibility - Annual Policy reviews to ensure compliance and alignment with legislative and industry compliance	- Implement the required organisational changes to ensure inclusivity and accessibility - Annual Policy reviews to ensure compliance and alignment with legislative and industry compliance	- Implement the required organisational changes to ensure inclusivity and accessibility - Annual Policy reviews to ensure compliance and alignment with legislative and industry compliance
REPORTING TO STAKEHOLDERS: Communicate and collate outcomes effectively	1 x ROI document provided to each financial contributing LGA 1 x Arts North West Annual Report 4 x council updates - Develop case studies to be published on ANW Website per project delivered - Complete ACNC and ATO Reporting	1 x ROI document provided to each financial contributing LGA 1 x Arts North West Annual Report 4 x council updates - Develop case studies to be published on ANW Website per project delivered - Complete ACNC and ATO Reporting	1 x ROI document provided to each financial contributing LGA 1 x Arts North West Annual Report 4 x council updates - Develop case studies to be published on ANW Website per project delivered - Complete ACNC and ATO Reporting	1 x ROI document provided to each financial contributing LGA 1 x Arts North West Annual Report 4 x council updates - Develop case studies to be published on ANW Website per project delivered - Complete ACNC and ATO Reporting

MARKETING AND COMMUNICATION

Arts North West's marketing and communication strategy is aligned to our mission to elevate the arts and cultural sector in the New England North West region. Our marketing and communications strategy is comprehensive, community-focused, and adaptable. It plays a vital role in enhancing visibility, promoting regional creativity, and fostering a vibrant cultural environment. Through targeted outreach, storytelling, and active community engagement, ANW ensures that our programs and initiatives resonate with a wide and diverse audience.

ANW uses a multi-channel approach to engage its diverse audiences. Our strategic marketing and communications are integrated into project timelines and objectives. Aligning marketing efforts with the various stages of project development, from planning to delivery and evaluation, ensures that each project receives the exposure and community involvement needed for success. This holistic approach helps to build trust, raise the profile of regional artists, and ensure long-term engagement with the broader NSW cultural ecology.

Audience Segment	Communications Channel	Strategic Purpose
Returning audience	• Newsletter (fortnightly) • Arts Calendar promotion (fortnightly) • Social media (daily)	• Develop a robust content strategy informed by stakeholder feedback, ensuring that all content is timely, relevant, and reflective of audience preferences. • Newsletters are distributed fortnightly to keep subscribers informed about key events, workshops, and opportunities for creatives in the area.
Potential audience	• Print and television media • Social media (daily) • ABC Radio Wrap Up (monthly) • Website	• Leverage media to increase visibility and credibility for programs and events. • Emphasise the impact of the organisation's projects and programs on broader community. • Explore opportunities for regional print media promotions, with a focus on promoting specific events and opportunities • Strengthen the monthly wrap-up segment on ABC radio to highlight activities and promote upcoming events across the NENW • Social media platforms such as Facebook, Instagram, and Twitter play a pivotal role in real-time engagement, allowing the organisation to reach a wider audience, including younger demographics and those in remote areas.
Arts workers	• ANW Connect • Resource Hub • Social media (daily)	• Foster connection between creatives and their audiences • Highlight upcoming events, projects, and exhibitions to celebrate the achievements of regional artists, reinforcing Arts North West's reputation as a key player in the regional arts scene. • Redevelop the ANW Connect online directory for broader regional engagement and up to date information • Profile regional artists to highlight local talent, promotion of excellence and cultural opportunities. • Develop current resource hub and extend our resource provision online, face to face • Develop a bank of quality images for use in promotion and marketing efforts, ensuring consistent visual representation of ANW's brand.
Regional communities	• ABC Radio Wrap Up (monthly) • ANW Connect Online Directory • Print and television media • Arts Calendar (fortnightly) • Newsletter (fortnightly)	• Emphasis on profiling regional artists to highlight local talent, promotion of excellence and cultural opportunities. • Elevate the visibility of the integrated arts calendar as a central resource for the region's cultural events. • Redevelop the ANW Connect online directory for broader regional engagement and up to date information. • Maintain distributing a fortnightly e-newsletter linking back to the ANW website, featuring arts and cultural events and opportunities specific to the region.
Accessibility and inclusion	• Website • Social media	• Maintain commitment to inclusivity and accessibility in communications, ensure that materials are accessible, including providing information in various formats to cater to different needs • Offers an accessible experience for all users by enhancing website functionality, incorporating new technologies and improve audience experience.



WHO IS OUR AUDIENCE?

At the heart of ANW's sector development strategy is support for individual creatives—artists, writers, performers, and artisans, who are the lifeblood of the region's cultural vibrancy. ANW provides these creatives with the tools, resources, and opportunities they need to succeed. This includes professional development workshops, networking opportunities, and access to funding, resources and conduits to state-wide platforms. Arts North West plays a pivotal role in supporting the career development needed to succeed in the competitive arts landscape.

By creating inclusive and accessible opportunities for artistic expression, supporting the professional development of artists, and fostering strong partnerships both within and beyond the region, ANW is building a vibrant and sustainable arts sector that enriches the lives of all who call the New England North West home. ANW not only meets the needs of our audience, we exceed expectations and play a crucial role in strengthening the broader cultural ecology of New South Wales. As the organisation and our audiences continue to grow and evolve, we remain dedicated to delivering high calibre programming that meets their needs and fosters a vibrant and resilient cultural landscape where the arts can thrive, ensuring that the creative potential of our communities is fully realised and celebrated.

Arts North West (ANW) serves a diverse and expansive audience. This audience includes a broad spectrum of stakeholders: individual artists, collectives, arts and cultural workers, Aboriginal communities, galleries, museums, performing arts venues, community organisations, local governments, national peak arts organisations, and the general public. The primary customers are creatives, artists and cultural practitioners local government representatives who rely on ANW for support, resources, programming and professional development opportunities, and see Arts North West as a trusted partner and collaborator. ANW recognises the importance of galleries, museums, and performing arts venues as cultural hubs that anchor artistic expression, and we work closely with these institutions to create opportunities for creatives to showcase their work and engage with audiences.

HOW CAN WE GROW?

Central to ANW's strategy is the recognition that audience development is intrinsically linked to community engagement, and we tailor our programs to foster deep connections between creatives and audiences. This approach broadens participation in the arts and ensures that the cultural experiences offered are relevant and meaningful. We define an engaged audience as one that experiences captivation, aesthetic enrichment, emotional resonance, and social bonding through their interaction with the arts. ANW's ability to deliver these experiences is a testament to our commitment to fostering a culturally rich and engaged audience.

To consolidate, grow, and diversify our audience, we employ a multifaceted approach that includes strategic partnerships, innovative programming, community consultation, and engagement led by the voices of our region and driven by our regional narratives. As the conduit between local creatives, local government and national peak arts organisations, ANW is able to bring high-quality artistic experiences to the region, thereby attracting new audiences and taking local content to national and international audiences.

Over the next 4 years ANW will grow and maintain audience retention through the following strategies:

- Provide marketing and promotion support through our Arts and Cultural events calendar and the delivery of our Marketing and Branding workshops and associated resources to build capacity and reach of the region, showcasing the strong cultural offerings of our area.
- Grow our digital delivery and leverage digital platforms to reach those who may be unable to attend in-person events, and engage with audiences beyond the physical boundaries of the region
- Launch research initiatives to better understand audiences in the region through data collection and evaluation
- Arts North West ON TOUR program will trial touring live music and live performances in partnership with our regional venues as well as smaller community venues with community organisations, to better understand the principles, methodologies and limitations that are effecting the downturn in audiences returning to venues post-covid
- Arts North West will leverage Arts North West ON TOUR and partner with other Regional Arts Development Organisations to create a viable state-wide regional touring network.
- Build a cohesive local creatives network through our Arts North West Connect Program to expand on opportunities for creatives in the region to connect and collaborate.



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CAREER PATHWAYS

Creative industries career pathways are vital in the NENW for several key reasons. The creative industries offer an essential alternative to traditional industries, contributing to a more balanced and sustainable regional economy as well as adding to the economic viability of regional areas, especially with the boost in cultural tourism post-covid. Economic diversification through cultural tourism has been identified throughout numerous of our Local Government area Economic Strategic Planning documents. The New England North West's economy hinges on energy generation and agriculture, two industries that are constantly in flux. Creative industries and cultural tourism provide a stable platform for communities to remain economically viable once these industries pivot or change. Creative industries career pathways are not just a matter of employment; they are central to the region's economic resilience, cultural vibrancy, and overall sustainability. A strong creative sector attracts tourists and investors, elevating the region's profile as a cultural hub and contributing to its economic health.

In recent years, Arts North West has been able to engage numerous contractors and creatives in paid opportunities, especially First Nations people to deliver a significant portion of our First Nations First Program as well as contractors to deliver some of our strategic projects. This ensures there are numerous career pathways and paid opportunities through our organisation, while fostering capacity building and skills development in the New England North West.

As an organisation and an industry we are struggling to maintain staff due to the non-competitive wages within the Arts. The budget ANW has put forwards see an increase in staff wages to ensure career pathways and longevity of corporate knowledge and organisational stability.

ANW develops career pathways in the creative industries through a comprehensive approach that includes professional development, mentorship, and strategic partnerships, as well as paid opportunities for creatives throughout the region and nationally including:

- Professional development Programs: ANW offers professional development workshops tailored to the needs of artists and arts workers. These workshops help participants gain the skills necessary to advance their careers in the arts and creative industries entrepreneurship
- Networking and Industry Events creates platforms for artists and arts workers to connect with peers, industry leaders, and potential collaborators.
- Digital and Online Resources provide access to digital tools that are essential for modern creative practice.
- ANW organises and supports collaborative projects, exhibitions, and performances that offer artists practical experience and exposure. These initiatives often include opportunities for emerging artists to work alongside experienced practitioners, enhancing their portfolios and professional networks.
- ANW connects emerging artists with established professionals through mentor programs that provide guidance, support, and networking opportunities. These mentorships are crucial for artists looking to refine their craft, gain industry insights, and navigate the complexities of the creative sector in a supportive environment.

OUR COMMITMENT TO MODERN WORKPLACE CONDITIONS

Arts North West (ANW) is deeply committed to fostering a work environment that prioritises the well-being, safety, and professional growth of employees, artists, cultural workers and organisations by embedding modern workplace practices and complying with legislative obligations. ANW's workplace policies are aligned with state and federal regulations, and the organisation actively promotes a culture of respect, diversity, and inclusion.

ANW host an annual policy review and update policies on an ongoing basis with the Arts North West Board to ensure legislative compliance with Safework NSW and Fairwork Australia in the first instance and the respective legislation *Fair Work Act 2009*, *Modern Slavery Act 2018*, *Work Health and Safety Act 2011 (NSW)*, and the *Anti-Discrimination Act 1977 No 48*. resulting in a supportive and inclusive workplace culture.

ANW also has access to Employee Assistance Program through a collaborate service provision with the RADO network and Regional Arts NSW through 'Hey Mate'.

ANW ensures all of our stakeholders, internal and external, are granted fair compensation and sustainable career pathways in alignment with industry standards as stipulated by NAVA and other peak industry bodies including Musicians Australia, Australian Society of Authors and others.

As a peak service provider for the NENW, Arts North West provides referral pathways to creatives and the wider sector through creative industries support initiatives including Support Act, Hey Mate and use of resources and tools provided by Creative Australia's 'Creative Workplaces'.

In 2023 Arts North West engaged and facilitated over 600 creatives with paid opportunities



Arts North West have supported the creative journeys of eighty-five projects in the NENW through our Microgrants Funding Program



Arts North West provided over 900 hrs of bespoke advice to creatives in 2023



ANW hosted five First Nations Artisans Micro Markets featuring 42 Aboriginal stallholders. These markets provided a platform for Aboriginal artists to showcase and sell their work, along with cultural performances and workshops.



In 2024, ANW coordinated 35 live theatre shows through our Arts North West ON TOUR program throughout the north of regional NSW



In 2023 Arts North West delivered over 169 events across the NENW and Western Sydney



The City of Lights - Next Gen: In collaboration with Tamworth Regional Council, this public art project featured large-scale projections and performances, engaging over 800 attendees and contributing to cultural tourism. Resulting in the permanent installation of projections, activation of Fitzroy Street Plaza, Tamworth



In Our Hands: A First Nations-led curatorial intensive, providing cultural support and professional development to Aboriginal arts workers resulting in Sophie Honess collaborating with Jonathan Jones in a mentorship program at the National Gallery of Victoria.

WHY IS ARTS NORTH WEST IMPORTANT TO THE CULTURAL ECOLOGY OF NSW?

Arts North West (ANW) plays a pivotal role in the cultural landscape of New South Wales, connecting regional communities with the broader arts scene and amplifying the voices of New England North West, including marginalised communities. For over 25 years, ANW has been a trusted creative industries service organisation dedicated to fostering cultural diversity, inclusivity, and sustainability.

ANW enriches the region's cultural fabric by promoting creative opportunities, supporting sector development, and advocating for accessible and representative arts. As a central hub, ANW connects creatives, venues, arts workers, and cultural institutions within the region and beyond, strengthening the cultural ecology of regional NSW and ensuring vibrant, resilient communities.

Arts North West contributes significantly to the growth and strengthening of the arts and cultural sector in NSW through its commitment to sector development, advocacy, and capacity building.



“As the Owner and Director of the Australian Poetry Hall of Fame in Guyra, I've found Arts North West to be an invaluable resource. Their guidance and support have been instrumental in helping me navigate the grant application process, stay informed about industry trends, and enhance my arts practice through workshops and webinars. Arts North West plays a vital role in fostering a vibrant creative community in the New England North West, and as an artist I find their network helpful especially in providing utility, value and practical advice.”

—James Arther Warren:
Australian Poetry Hall of
Fame and Thundercloud
Repairian Publishing.



“Arts North West has been a very influential organisation for me and other people in my arts community. I have taken part in Arts North West facilitated workshops as both a student and an assistant, opportunities that would not have arisen without Arts NW bringing these workshops to small villages in my region, the geographically large but sparsely populated Tenterfield Shire and neighbouring Severn Glen Innes Shire. The chance to work with experienced tutors and artists has had a great impact on my own artists practice. As a conduit for news of arts events, funding opportunities and contacts for artists to connect it is invaluable, bridging distances that define interaction in North Western NSW. It is a long way for almost everyone to get anywhere in our outer regional areas and this organisation has proved to be a great positive force to help bring the arts communities together”

—Liz Powell



“Arts North West has allowed me to not only create some of my own independent film projects for screening in public spaces in the local region, but has also allowed me to help educate both young adults and well established businesses and even councils in how they can better leverage creative works to help their business grow. These opportunities for both artist expression and commercial growth in the area would simply not exist without the help of Arts North West.”

—Visitors From Dreams
Multidisciplinary
Commercial Artist
Daniel Elliot



“The Deepwater School of Arts Hall was privileged to host the world class Arts North West “ Flower and Fiddle Show “ recently .A capacity crowd of guests from 8 to 80 were captivated by the incredible music shared by Hester and Andrew. In the beautiful Deepwater Hall decorated with flowers and fairy lights this Sunday afternoon performance transported us to a world of incredible lyrics bringing together a wide demographic of this incredible community. Thank you “ Arts North West hardly for enough for giving us this truly amazing opportunity. Our community came out in droves, enjoyed a delicious meal, shared happy company and were treated to some of the most incredible music in the country. We salute the Arts North West team with gratitude.”

— Mary, Deepwater Hall
Chair



“Over the past two years, their help has made a big difference in bringing arts and cultural projects to our community. In our large and somewhat isolated region, it can be hard for the Council to fund or find the resources for many projects. Arts North West has stepped in to make these opportunities possible.

Some key examples include:

CREATE Arts Festival: Arts North West added great activities like a portable Public Art Exhibition, a Yarn Bombing Tent, and suggested entertainment for Opening Night.

Public Art Projects: Lauren Mackley, Executive Director of Arts North West, has been a huge asset to our Public Art Advisory Committee, helping with projects like the Aboriginal Totem sculpture, a large mural at the West Lake Water Tank, Selina St Water Tower, and Boggabri Primary School.

Wee Waa Community Arts and Cultural Centre (WWCACC): Arts North West brought travelling exhibitions like Letter to My Returning and Body of Works to this venue, keeping arts alive in the Wee Waa area.

Arts North West on Tour: Thanks to this program, we've hosted theatre shows like Life Drawing with a Comedian and Hiccup for kids.

Policy and Planning: Arts North West drafted our Public Art Policy and Public Art Strategy, guiding us in growing the arts.

Arts North West works with eleven Local Government Areas and always provides high-quality service. They've truly helped transform the arts and culture in the North West”

—Scott Pollock,
Manager of Arts, Culture and Tourism
Narrabri Shire Council



“Arts NW creates connections between culture and communities. It provides important opportunities for creative practitioners, and support for our regional cultural heritage. Our region is richer because of the work they do.”

— Julie McCarthy
Archivist at University of New England



“Arts North West have always encouraged Make-It to further our artistic endeavours. Our artists are able to promote themselves via the Arts North West website to promote their products.”

— Make-It Tenterfield
Artist Collective



“Arts North West has been an invaluable partner in enhancing our arts community and promoting community well-being. Through their diverse programs and projects, we've witnessed significant growth in community engagement, fostering a vibrant atmosphere that enriches both local residents and visitors alike. The workshops they host in our area not only provide creative outlets but also bolster our visitor economy, attracting attendees who contribute to local businesses.

Their unwavering support for our signature events has been transformative. By aligning their projects with our initiatives, Arts North West has helped elevate our celebrations, making them more impactful and inclusive. Their collaboration and partnership have resulted in innovative solutions and resources, including toolkits that empower local artists and community groups.

Moreover, their assistance with surveys and statistics provides essential insights into our community's needs, ensuring that our initiatives are relevant and effective. Arts North West's commitment to public art initiatives and Cultural engagement further enriches our town, creating lasting connections between artists and the community.

As a vital connector and mentor within the arts sector, Arts North West continues to play a crucial role in fostering creativity and collaboration. “

— Rhonda Bombell
Coordinator Economic development & Tourism
Glen Innes Severn Council



ARTS NORTH WEST ORGANISATIONAL CHART

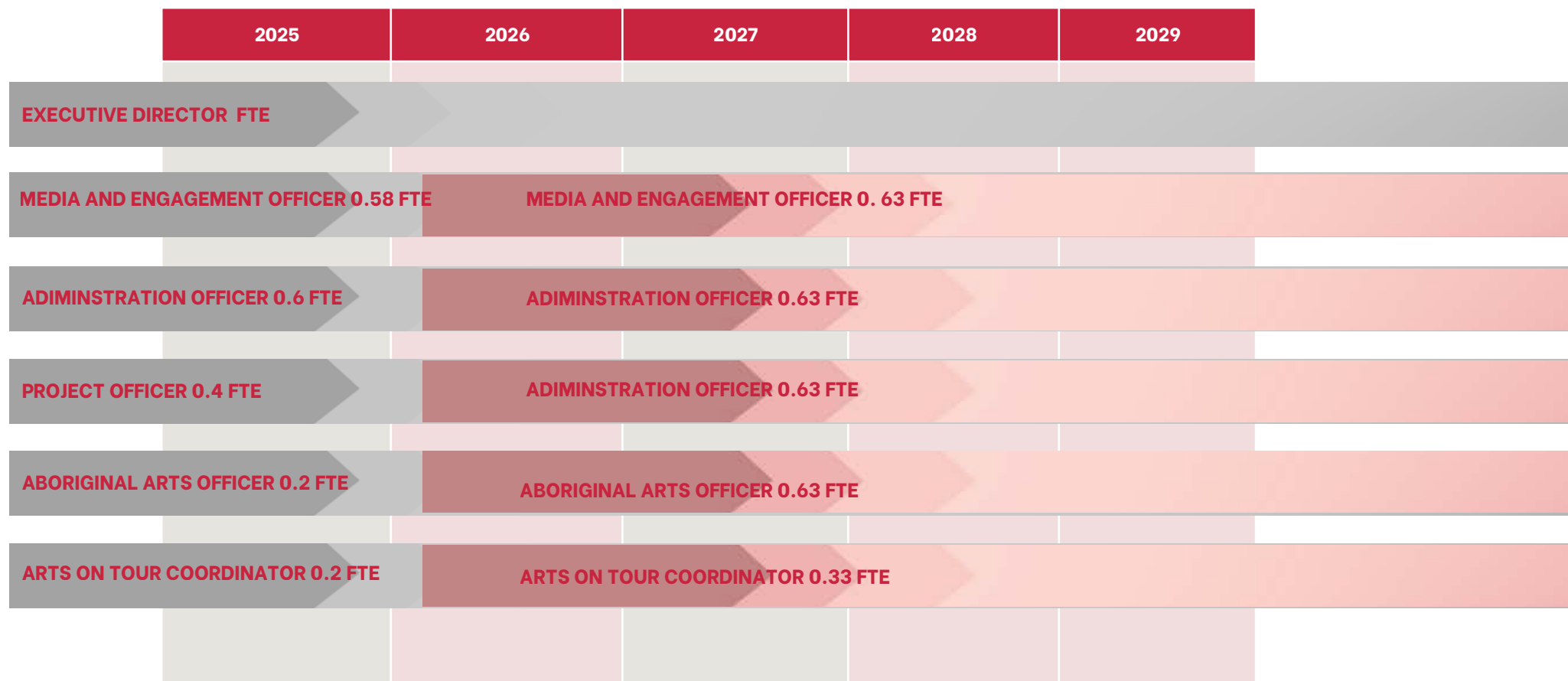
GOVERNANCE

- ARTS NORTH WEST BOARD

SKILLS BASED BOARD, 9 MEMBERS
ELECTED BY MEMBERS

CONSULTATION

- ARTS NORTH WEST STRATEGIC ADVISORY COMMITTEE
- ARTS NORTH WEST ABORIGINAL ARTS STEERING COMMITTEE
- ARTS NORTH WEST ENABLE ARTS STEERING COMMITTEE





Arts North West, Vice Chair
Peter Ross



Arts North West, Public Officer
Sandy McNaughton



Arts North West, Treasurer
Thomas Robinson



Arts North West, Chair
Alistair Noble



Arts North West, Board Member
Rachel Parsons



Arts North West, Board Member
Viv Clyne



Arts North West, Board Member
Tania Hartigan

GOVERNANCE

Arts North West is a Not-for-Profit arts service organisation with DGR status and is also a registered charity. For over 25 years, ANW has been a driving force in arts and cultural development across the region. Established as a Regional Arts Development Program in 1996 and later as an independent Regional Arts Board in 1997, Arts North West was founded with the core purpose of advancing regional arts development. Over the past quarter of a century, ANW has remained true to this mission, adapting its strategies and operations to meet the evolving needs of the community it serves.

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

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

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

The Aboriginal Steering Committee provides insight and advice for culturally appropriate strategic decisions to promote a safe and inclusive service delivery through self-determination for our First Nations people. The establishment of the EnAble Arts Advisory Committee encourages people living with a disability to provide advice and guidance to ensure the creation and delivery of Arts North Wests programming is inclusive and accessible. First Nations representation, cultural diversity, ability diversity, gender equity and inclusion in board and committee composition encourages nominations that reflect the diversity of the New England North West area.

RISK MANAGEMENT

Arts North West's Risk Management framework identifies, assesses, and manages potential risks that could impact the organisation's objectives and stability. Key risk categories include financial management, governance, and operational risks. The framework involves continuous monitoring, with specific roles assigned to staff to manage, review, and mitigate these risks, with ongoing reviews from the ANW Board and auditors informing our financial and governance controls, as recommended by the Australian Institute of Company Directors, and in compliance with Australian Accounting Standards.

1. Risk Identification: Identifying risks across various domains such as financial stability, governance, and operations.
2. Risk Assessment: Evaluating the likelihood and impact of each identified risk.
3. Risk Treatment: Implementing measures to mitigate or eliminate risks, including both preventative controls and contingency plans.
4. Monitoring and Review: Continuous assessment and review of risks to adapt to evolving conditions, with regular oversight by responsible officers and the board.

Arts North West also conducts annual policy reviews, WHS Handbook reviews and ensure we maintain legislative compliance, implement continuous improvement and to reduce risk to the organisation.

RISK ASSESSMENT

RISK IDENTIFIED	IMPACT AND RISK RATING	MITIGATION AND MANAGEMENT OF RISK AND REVISED RISK RATING
ARTS NORTH WEST IS HEAVILY RELIANT ON EXTERNAL FUNDING INCLUDING GRANT FUNDING FROM CREATE NSW AND LOCAL GOVERNMENT CONTRIBUTIONS	EXTREME - Core services cannot be delivered and operations would be heavily on operations. Current reserves would last 18 months of operation at the current levels	HIGH - Advocacy on all levels of government to maintain funding - Maintain relationships with Create NSW - Maintain relationships with local governments in Arts North West service area - Satisfy or exceed funding requirements - Ensure all 'Return on investment' reports are accurate and communicated clearly to local government authorities - Apply for Multiyear funding through - Create NSW Identify income streams for diversification of income including fundraising, crowd funding and philanthropy
LACK OF MANPOWER AND STAFFING CAPACITY MAJOR STAFF AND BOARD CHANGES INCREASE DEMAND FOR ANW SERVICE	HIGH - - Integrity of projects and programs delivered maybe compromised Lack of ability to apply for alternative funding streams to maintain service expectations and delivery - Obligations of funding requirements may not be met Staff burn-out Lack/ Loss of corporate knowledge - External perception of lack of service delivery Inability to achieve goals and objectives defined in the Strategic plan 2025 – 2029	MEDIUM - - New Position Descriptions integrate holistic project management, so all staff are equipped with the skills required, ensuring skills disbursement and minimise loss of corporate knowledge Utilise project management software to track project progress to increase transparency and access to project information - Utilise CRM software to maintain and track service delivery and maintain information within the organisation - Arts North West has a range of policies and procedures that ensures smooth and efficient operation - Arts North West will demonstrate careful and productive management of its limited resources and review procedures and polices regularly
INFLATION AND MOUNTING COST OF LIVING PRESSURES AND MAJOR ECONOMIC DOWNTURN LARGE REGION AND DIVERSE COMMUNITIES TO SERVICE	HIGH - - Decrease of funding available - Cost of living pressures have reduced luxury items and experiences – the arts seen as a luxury in households struggling Core materials have increased exponentially eg fuel, catering etc	MEDIUM - Arts North West has DGR status and Income Tax Exception endorsements as a Charitable Institution with the Australian Tax Office in order to maximise donations, rebates and deductions and to decrease fee through Microsoft, Budget allocation provided for vehicle and accommodation to travel across the region to directly address the needs of each location Increase in digital delivery to reduce travel and costs associated
LACK OF ATTENDANCE AND ENGAGEMENT WITH SERVICES PROVIDED BY ARTS NORTH WEST	MEDIUM - - Lack of audience engagement effects the organisations service provision and reputation - Lack of audiences returning 'post-covid' especially for ANWOT – many venues reluctant to take financial risk for large or expensive performances	LOW - Arts North West has longstanding relationships and is a trusted organisation in the New England North West with robust partnerships with local government and other peak arts organisations. Arts North West provides consistent news and transfer of information to all stakeholders. Arts North West has seen a significant increase in audience engagement 'post-covid' ANWOT is providing smaller and more agile productions as well as a 'booking fee model' to increase venue options The incorporation of ANWOT offerings through near by RADO's enables leverage negotiation for pricing and creates substantial touring opportunities in Regional NSW

ARTS NORTH WEST PESTLE ANALYSIS

POLITICAL

- The current NSW Government has changed Arts North West funding from negotiated to competitive, minimising the security of the organisation
- Recent local government elections and the financial constraints on council threaten the LGA contributions to Arts North West
- ANW has strong political and community connections within all tiers of government
- Reduced regional investment from all tiers of government

SOCIAL

- There are no longer any accredited visual arts training courses operating in the New England North West.
- Ageing population in the region and lack of youth retention Increasing CALD representation in the population
- The region is known to be very conservative and not accepting of minority groups or marginalised voices
- Increase in crime in the region – perceived as “unsafe” effecting tourism in the area
- Lack of public transport
- Increased expectation of delivery is not aligned with our resourcing

LEGAL

- Increase in copyright infringements and theft of artworks from online platforms
- Lack of legal and HR representation on the Arts North West Board but strong ties with HR representatives within local government that provide guidance and advice
- Maintain a high level of governance and policy driven board

ECONOMIC

- Arts North West is heavily reliant on Government Funding loss of this funding would see dire consequences for the organisation – The current landscape poses threats to the security of our organisation although ANW has sound reserves
- Arts North West has a strong track record of securing grants and fee-for service projects that provide external funding streams . Over the next 4 years ANW aims to increase sponsorship, donations and philanthropic funds
- The cost of living is seen to be a factor in the reduction in audience numbers and engagement in the arts, as the arts are perceived as a luxury
- Lack of places for artworks development, artists to exhibit artworks and performances to be hosted culminating in restricted ability for creatives to publicly program and generate income
- Lack of funding to create competitive wages within the organisation resulting in low staff retention, staffing shortages, changes and loss of corporate knowledge.

TECHNOLOGICAL

- Issues regarding access to the internet and phone coverage still affect much of the region
- ANW had a ransomware attack in 2022 and has increased our organisations digital security but this has been an expensive and time consuming rebuild for the organisation with some corporate knowledge still lost.

ENVIRONMENTAL

- Tyranny of distance is an issue for the residents of the New England North West and in turn Arts North West
- Numerous isolated and remote communities
- Large service area equates to vast travel commitments and time constraints and may impact equitable service delivery for all LGAs
- The region has been subject to numerous natural disasters

FINANCIAL SUMMARY

ANW has established several financial partnerships that support our mission to enhance arts and cultural development in the New England North West. ANW has long-term financial partnerships with the eleven contributing councils that create our service footprint. Each Council pay an annual subscription fee based on population density and CPI indexation. We also have a fee-for-service model for some of our service provisions and programs including Arts North West ON TOUR, policy development, project management through negotiation with some councils, creative industries businesses and significant state bodies. This is negotiated through a case-by-case analysis.

ANW also obtains additional funding through successful grant applications from a wide range of funding sources. Currently ANW receives funding for the First Nations First Program through the Australian Government's Indigenous Visual Arts Industry Support Program (due to end in July 2026) as well as funding for projects through FRRR's Collier Fund. As part of our strategic vision, we aim to focus on sponsorship, donations and philanthropy to increase our financial partnerships and stability and alleviate some of our dependence on grant funding, while diversifying our income. We also aim to increase awareness of our auspice services to enable more funding for the region.

Previously Create NSW has been a key financial partner to our organisation through negotiated funding. The success of this application will enable ANW to sustain into the future and once again position Create NSW as a key financial partner, providing sustainability to our organisation and the cultural ecology of the NENW.

STRENGTHS:

- **Strong Financial Foundation:** Arts North West has established a robust financial base, bolstered by previous negotiated funding from Create NSW and significant contributions from 11 local government councils as well as project and service funding from a myriad of other sources.
- **Strategic Funding Diversification:** Recognising the evolving funding environment, ANW is proactively identifying and pursuing diverse income streams through the charitable status of the organisations including donations, philanthropy, sponsorship etc.. ANW is committed to diversifying its income sources, including expanding fee-based services, pursuing new grants, and developing partnerships with private sector sponsors.
- **Collaborative Network:** As part of a network of 15 independent regional arts development organisations, ANW benefits from close collaboration with Regional Arts NSW and the ability to pool costs of operational expenditure including insurance, EAP (Employee Assistance Program) and Professional Development opportunities for staff as well as leverages arts and cultural advocacy.

WEAKNESSES:

- **Reliance on Competitive Funding:** The shift to a competitive funding model presents a significant risk if ANW does not secure sufficient from Create NSW ACFP Multiyear funding round and other funding streams. If funding is not secured the result will be an unstable and disconnected region with a large cultural blackspot in regional NSW, casting a shadow over the 93,000 km² we service as well as a lack regional identity reflected in cultural exports of NSW, which would in turn have significant effects on the region's economic and social fabric.
- **Resource Constraints in Scaling:** Expanding programs and services to meet growing demand may strain existing resources, requiring additional funding support for staff time and programming coupled with careful resources management to ensure that quality and effectiveness are maintained and meets expectations.
- **Articulating Value and Impact:** ANW must consistently communicate the value and impact of our work to stakeholders, funders, and the broader community. We emphasise how ANW contributes to regional cultural development, economic vitality, and social cohesion although with financial pressures due to cost of living crisis and numerous council's in our area looking for cost saving measures, the arts is often not considered a necessity and is often avenue to provide budget savings.

Arts North West is strategically positioned to continue its leadership in the cultural development of the New England North West region. By leveraging its strong financial foundation, diversifying income streams, and enhancing operational efficiency and securing multiyear funding from Create NSW, ANW can ensure long-term financial stability and expand its impact across the region. Our proactive approach to navigating the competitive funding landscape, combined with our commitment to economic diversification and collaborative partnerships, will be key to sustaining, servicing and growing our regionals cultural value in the years ahead.



By Arts North West 2024

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