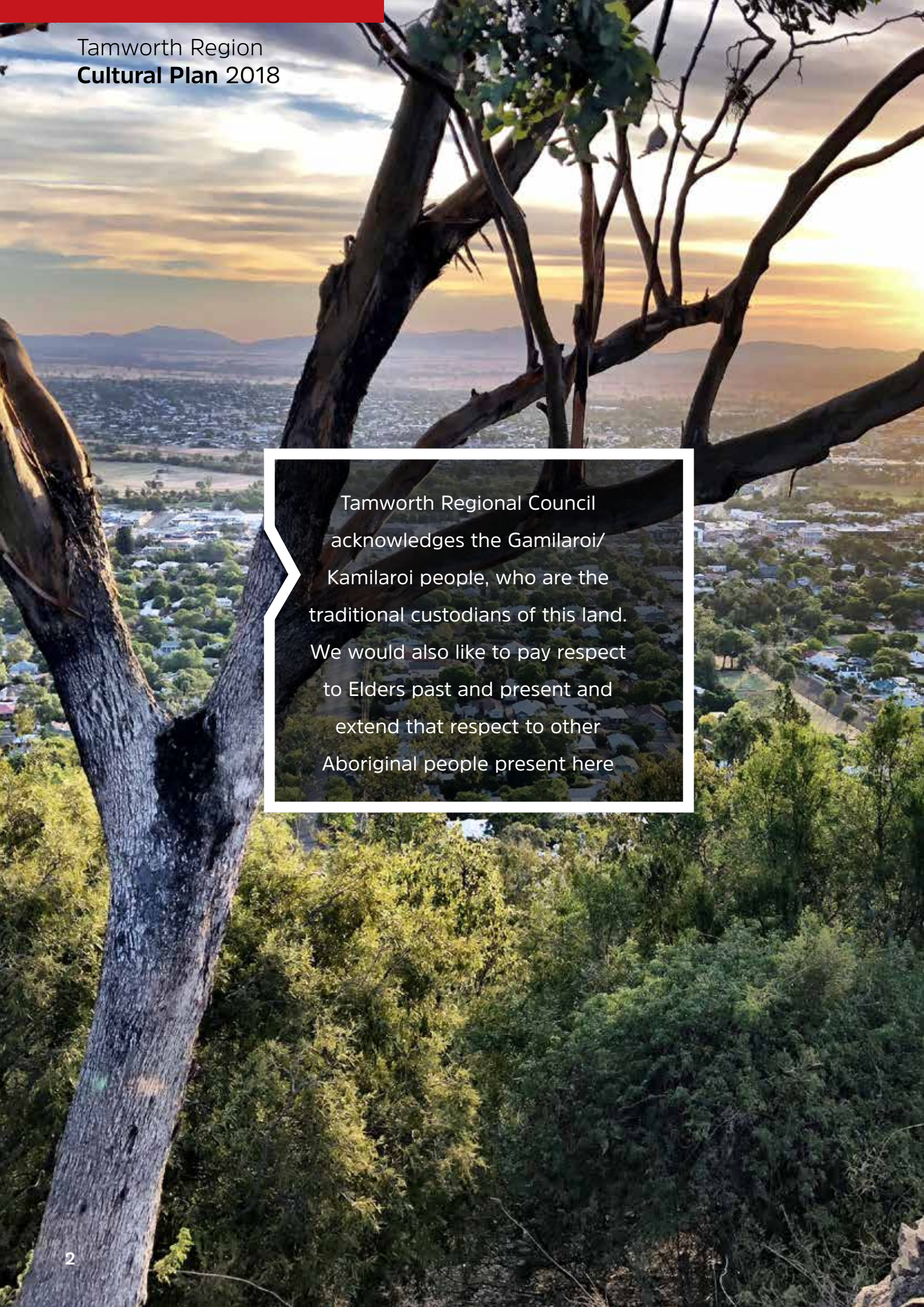


Tamworth Region

Cultural Plan 2018-2023

A region of engaging arts
and cultural surprises





Tamworth Regional Council
acknowledges the Gamilaroi/
Kamilaroi people, who are the
traditional custodians of this land.
We would also like to pay respect
to Elders past and present and
extend that respect to other
Aboriginal people present here



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About this Plan

The purpose of this Plan is to enable the sustainable development of diverse and bold cultural practice making the Tamworth region a place of engaging arts and cultural surprises.

Acknowledgements

Tamworth Regional Council acknowledges the contribution of arts consultant, Michael Huxley for the facilitation of forums and providing an outline for the Plan.

Council also acknowledges the work of The Tamworth Regional Arts and Cultural Advisory Committee (TRACAC) and all the community participants who provided input.

This plan has been developed using the Framework for Cultural Development Planning produced by the Cultural Development Network.

Executive Summary

The Tamworth Region Cultural Plan 2018-2023 outlines the Region's arts and culture priorities for the next five years. The document is the product of extensive community consultation and reflects the community's arts and culture aspirations.

The plan responds to;

- Keychange 2017-2027 - Tamworth Regional Council's Community Strategic Plan
- The New England North West Regional Plan
- Tamworth Tomorrow

The Plan also takes into account the evolving trends and challenges faced in the provision of cultural services and facilities, along with changes in demographics and technological capabilities.

Tamworth Region

Tamworth Regional Council (TRC) was established in March 2004, amalgamating the northern NSW shires of Barraba, Manilla, Nundle and Parry and the city of Tamworth. It is one of the biggest councils in inland NSW, with a population of over 61,000 and growing at around 1.2% per annum.

Tamworth has been officially recognised by the NSW Government as a regional city and through its New England North West Plan, a regional centre where it will work with Council to grow the local economy, cultivate resilient communities and protect the natural environment.

From city living to rural retreats, the region boasts quality and diverse shopping, education, health services and sporting facilities in an affordable and supported community. The region also proudly boast an emerging creative industry, which this Plan will support, fostered by art galleries, museums, performing arts and the Tamworth Regional Conservatorium of Music.

In 1888 Tamworth became the first city in the southern hemisphere to introduce electric street lighting. It remains one of NSW's most vibrant regions, with a flourishing modern economy and a strong sense of community.

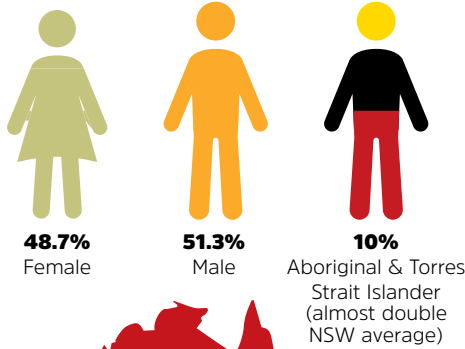
The region has been an early adopter in the practice of cultural planning and this plan will be its third. Significant progress has been made under the previous two plans and the achievements include:

- the completion of the new purpose built Tamworth Regional Gallery and Library in December 2004;
- completion of the Capitol Theatre in November 2008;

- installation of tiered seating at the Tamworth Regional Entertainment and Conference Centre;
- feasibility study for the re-siting of the Norm Mackellar Stage (as part of the Fitzroy Street/Bicentennial Park Master Plan);
- relocation of Walk a Country Mile to the Australian Country Music Hall of Fame;
- review of the S94 Plan to encourage property developer contributions to cultural infrastructure, in particular, public art;
- development and adoption of the TRC Public Art Policy and Implementation Plan;
- continued and expanded support of the Tamworth Country Music Festival;
- establishment of the Cultural Development Officer position;
- re-establishment of an Arts and Cultural Advisory Committee;
- continued support of NAIDOC Week, Reconciliation Week, Seniors Week, Youth Week and other events that celebrate cultural diversity, including Go for Gold and Fiesta La Peel;
- the success of the Australian Equine and Livestock Events Centre;
- a new library for Nundle;
- development of a strategic plan for the Powerstation Museum;
- development and implementation of a Public Art Engagement Strategy;
- improved storage for The Powerstation Museum, and
- increased open hours for the Tamworth Regional Gallery.



Community Profile



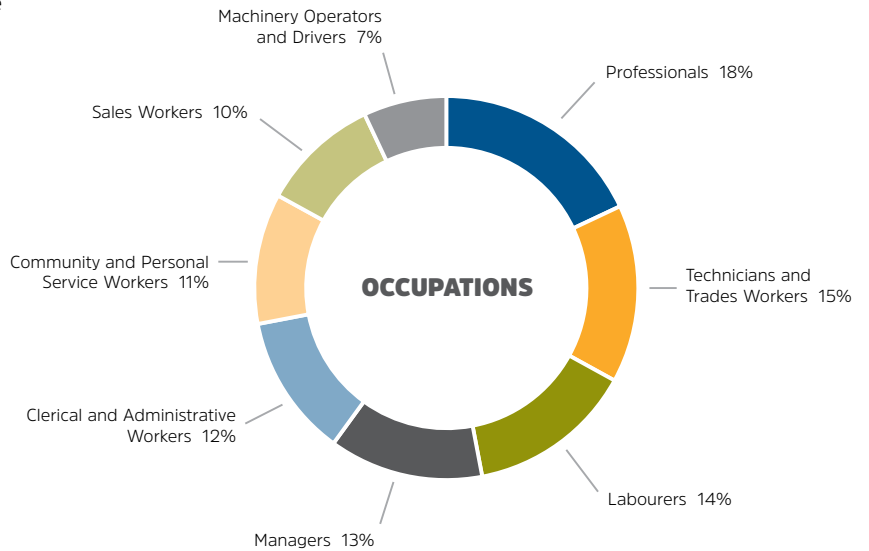
40 YRS
MEDIAN AGE

84%
EMPLOYED

21%
VOLUNTEER

6%
UNEMPLOYED

TOP 5 EMPLOYING INDUSTRIES	13.9% Retail Trade
	12.5% Health Care
	10.5% Manufacturing
	10% Construction
	7.2% Education & Training
	7.1% Public Administration



Median housing value \$335,806	Gross Regional Product \$2.8M	Total exports exceed \$860M	Total imports \$7.8M	79% INTERNET ACCESS
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Community Consultation

This Plan has been developed following a lengthy consultation with the community and cultural stakeholders, and is in keeping with Tamworth Regional Council's Community Engagement Charter.

In 2016, a series of community consultations took place with a range of groups within the local government area. These included the Aboriginal community, the multi-cultural community at Fiesta La Peel, historical/heritage societies and performing arts groups. Consultations also took place in the towns and villages including Barraba, Manilla, Kootingal, Bendemeer and Nundle.

In early 2017, an online survey was distributed to the community with questions focusing on current and desired activities and programs. The survey received over 600 valid responses from across the LGA. There was a strong representation from the city, towns and villages across the region including a mix of ratepayers, owner occupiers, residents and non-residents. Over half of the respondents were aged over 40 years, however, this is in line with the average age of cultural consumers in the region.

In August 2017, a series of a lead conversations around the findings of the survey and other areas of priority for a cultural plan were undertaken. The conversations were held with over 30 people including Friends of the Gallery, representatives from the larger villages, council workers including those engaged in cultural program delivery, councillors and senior management, and the community arts advisory group.

Key findings from the consultation included:

- the top reported responses on the importance of culture include learning about other cultures, attending festivals and events, being exposed to different ideas and ensuring children had a range of cultural activities
- the most frequently reported activities that people participate in for leisure are music, theatre, photography, writing and craft
- there is general support for a range of programs to activate public spaces such as a cultural hub/precinct, pop up exhibition places, a regional museum and projections on buildings, and
- cultural priorities identified by respondents include a purpose-built performing arts centre to serve local and touring theatre and concert presentations, an Aboriginal cultural centre, activation of villages and food and drink services as part of a night time economy

The Plan in its draft form was presented to The Tamworth Regional Arts and Cultural Advisory Committee for comment on 8 February 2018.



Photo supplied by Ria Larkin

Arts and Culture - Priorities for 2018-2023

The Cultural Plan intends to reflect, enrich, and enhance the lives of the people of the Tamworth Region and can only be delivered effectively if Council and the community work together.

The 2018-2023 Cultural Plan is built around the five following goals:

- To connect and foster a “creative region” ecosystem
- To deepen engagement with the Tamworth Region's identity and heritage
- To develop audiences, events and programs to reflect a bold and innovative local arts culture
- To celebrate our diverse community
- To provide sustainable and engaging infrastructure, spaces and places





Goal 1: Connect and foster a “creative region” ecosystem

No	Action	Outcome	Timeline
1.1	Foster a whole-of-Council approach to cultural development in our region	<ul style="list-style-type: none"> • Sense of positive future for community inspired 	All years
1.2	Foster partnerships with regional, state and national level arts and cultural organisations	<ul style="list-style-type: none"> • Local economy supported 	All years
1.3	Facilitate the Tamworth Regional Arts and Cultural Advisory Committee (TRACAC) and seek its advice on arts and cultural matters	<ul style="list-style-type: none"> • Active citizenship, leadership stimulated • Useful connections between groups in the community increased. 	All years
1.4	Foster the individual character, maintain support and regular communication with the town and village cultural groups	<ul style="list-style-type: none"> • Useful connections between groups in the community increased 	All years
1.5	Support Tamworth’s objective to be a ‘Smart City’ and lever cultural outcomes from technological opportunities	<ul style="list-style-type: none"> • Local economy supported • Sense of positive future for community inspired 	All years
1.6	Seek funding to develop a mobile “app” for provision of local cultural information and events.	<ul style="list-style-type: none"> • Useful connections between groups in the community increased 	2020
1.7	Seek out partnerships with tertiary education providers to expand the range of educational opportunities in the region	<ul style="list-style-type: none"> • Employment enhancing skill development facilitated 	All years
1.8	Develop a community learning plan to promote health, creative aging, and positive youth and child development.	<ul style="list-style-type: none"> • Bonding, bridging and linking social capital increased • Employment enhancing skill development facilitated • Equality of opportunity for all people in the community perceived 	2019
1.9	Increase volunteerism in the cultural sector and explore ways to make volunteering a more enriching experience.	<ul style="list-style-type: none"> • Sense of community belonging or civic pride enhanced • Aesthetic enrichment experienced 	All years
1.10	Commission new work that advances the arts and provides opportunities for innovation and creativity to flourish	<ul style="list-style-type: none"> • Creativity stimulated (Stimulation) • Local economy supported 	All years
1.11	Provide support for artists and creative industries	<ul style="list-style-type: none"> • Local economy supported 	All years

No	Action	Outcome	Timeline
1.12	Investigate establishing an artist in residency program	<ul style="list-style-type: none"> • Creativity stimulated • New knowledge, insights and ideas gained (Insight) 	2020
1.13	Increase the region's cultural capacity by establishing a community foundation to support arts and culture in the region.	<ul style="list-style-type: none"> • Local economy supported 	All years
1.14	Review Council's grants and fee waiver policies with an aim to encourage new initiatives and use of public spaces	<ul style="list-style-type: none"> • Creativity stimulated (Stimulation) 	2020
1.15	Identify succession planning needs to enable ongoing cultural growth. (Staff and volunteers)	<ul style="list-style-type: none"> • Sense of positive future for community inspired 	2021



Goal 2: Deepen engagement with the Tamworth Region's identity and heritage

No	Action	Outcome	Timeline
2.1	Grow the Tamworth Region Heritage Festival as a cross-directorate Council project	<ul style="list-style-type: none"> • Sense of belonging to shared heritage experience (Belonging) • New knowledge, insights and ideas gained (Insight) • Positive sense of place in the local built and natural environment engendered 	All years
2.2	Build on Tamworth's identity as the City of Light	<ul style="list-style-type: none"> • Sense of belonging to shared heritage experience (Belonging) • New knowledge, insights and ideas gained (Insight) 	All years
2.3	Support the Aboriginal and Torres Strait Islander (ATSI) community to tell its stories and celebrate its history and culture.	<ul style="list-style-type: none"> • Bonding, bridging and linking social capital increased • Good physical and mental health stimulated • Sense of belonging to shared heritage experience (belonging) • Cultural diversity appreciated (appreciation) 	All years
2.4	Work with the local ATSI community and other organisations to assist with indigenous language revitalisation.	<ul style="list-style-type: none"> • Cultural diversity appreciated (Appreciation) • Sense of belonging to shared heritage experience (Belonging) 	All years
2.5	Support members of the region's multicultural community to tell their stories and celebrate their history and cultures.	<ul style="list-style-type: none"> • Bonding, bridging and linking social capital increased • Good physical and mental health stimulated • Sense of belonging to shared heritage experience (Belonging) • Cultural diversity appreciated (Appreciation) 	2019
2.6	Develop a regional museums strategic plan that recognises a distributed collection and provides opportunities for themed and joint exhibitions, and shared storage	<ul style="list-style-type: none"> • Sense of belonging to shared heritage experience (Belonging) • Useful connections between groups in the community increased 	All years
2.7	Increase access, including digital access, to Tamworth's Country Music Heritage making it available to audiences at a local, national and international level.	<ul style="list-style-type: none"> • Sense of belonging to shared heritage experience (Belonging) 	2020

No	Action	Outcome	Timeline
2.8	Build on Tamworth Region's reputation for textile excellence including the Tamworth Textile Triennial.	<ul style="list-style-type: none"> • Creativity stimulated (Stimulation) • Aesthetic enrichment experienced (Enrichment) • Employment enhancing skill development facilitated 	All years
2.9	Use technology to provide meaningful and interactive cultural and heritage experiences for all sectors of the community	<ul style="list-style-type: none"> • Sense of belonging to shared heritage experience (Belonging) • New knowledge, insights and ideas gained (Insight) 	All years
2.10	Develop contemporary public art to tell stories and histories that connect people to place and implement the TRC Public Art Engagement Strategy	<ul style="list-style-type: none"> • Sense of belonging to shared heritage experience (Belonging) • New knowledge, insights and ideas gained (Insight) 	All years
2.11	Promote and activate Tamworth's heritage King George Avenue	<ul style="list-style-type: none"> • Sense of belonging to shared heritage experience (Belonging) • Valued connection to the natural world increased • Positive sense of place in the local built and natural environment engendered 	All years



Goal 3: Develop audiences, events and programs to reflect a bold and innovative local arts culture

No	Action	Outcomes	Timeframe
3.1	Provide meaningful experiences that will grow the arts community	<ul style="list-style-type: none"> • Aesthetic enrichment experienced (Enrichment) 	All years
3.2	Grow audiences and awareness of cultural offerings in partnership with Destination Tamworth and Visitor Information Centres	<ul style="list-style-type: none"> • Local economy supported 	All years
3.3	Grow Tamworth Region's Country Music Culture	<ul style="list-style-type: none"> • Creativity Stimulated (Creativity) • Local Economy supported • Direct employment provided • Individual economic benefit obtained 	All years
3.4	Build on Tamworth's strength in music to develop a culture of music diversity, music education and music business opportunities.	<ul style="list-style-type: none"> • Aesthetic enrichment experienced (Enrichment) • Local economy supported • Direct employment provided • Individual economic benefit obtained 	All years
3.5	Grow the Tamworth Taste Festival	<ul style="list-style-type: none"> • Aesthetic enrichment experienced (Enrichment) • Local economy supported 	All years
3.6	Grow the 'Fiesta La Peel' Multicultural Festival	<ul style="list-style-type: none"> • Cultural diversity appreciated (Appreciation) • Sense of belonging to shared heritage experience (Belonging) • Equality of opportunity for all people in the community perceived 	All years
3.7	Support the Region's towns and villages to develop and deliver festivals and events, including the Nundle Go for Gold Festival and Frost over Barraba	<ul style="list-style-type: none"> • Bonding , bridging and linking social capital increased • Appreciation(Cultural) • Sense of belonging to shared heritage experience (Belonging) • Local economy supported 	All years
3.8	Investigate new festivals and events for the region	<ul style="list-style-type: none"> • Creativity stimulated (Stimulation) • Local economy supported 	2019
3.9	Revise the Tamworth Regional Gallery Strategic Plan	<ul style="list-style-type: none"> • Sense of a positive future for community inspired 	2018

No	Action	Outcomes	Timeframe
3.10	Revise the Central Northern Regional Library Strategic Plan	<ul style="list-style-type: none"> • Sense of a positive future for community inspired 	2021
3.11	Review open times for all cultural facilities	<ul style="list-style-type: none"> • Equality of opportunity for all people in the community perceived 	2018/19
3.12	Encourage and facilitate the use of venues and public spaces for creative activities including ephemeral art and pop-up culture	<ul style="list-style-type: none"> • Sense of safety and security 	All years



Photo supplied by Tess Jennar

Goal 4: Celebrate our diverse community

No	Action	Outcome	Timeline
4.1	Make arts and culture in the Tamworth Region accessible to people of all ages, races, genders, religions and abilities.	<ul style="list-style-type: none"> • Bonding, bridging and linking social capital increased • Good physical and mental health stimulated • Cultural diversity appreciated (Appreciation) 	All years
4.2	Meet bi-monthly and seek advice on cultural matters from the Aboriginal Community Consultative Committee for Tamworth Regional Council (TACCC)	<ul style="list-style-type: none"> • Bonding, bridging and linking social capital increased 	All years
4.3	Develop and implement a Tamworth Regional Council (TRC) organisational Reconciliation Action Plan (RAP)	<ul style="list-style-type: none"> • Bonding, bridging and linking social capital increased • Cultural diversity appreciated (Appreciation) 	2018
4.4	Support NAIDOC celebrations	<ul style="list-style-type: none"> • Bonding, bridging and linking social capital increased • Cultural diversity appreciated (Appreciation) 	All years
4.5	Support National Reconciliation Week celebrations	<ul style="list-style-type: none"> • Bonding, bridging and linking social capital increased • Cultural diversity appreciated (Appreciation) 	All years
4.6	Champion “Welcome to Country”, “Acknowledgment of Country” and other Aboriginal and Torres Strait Islander protocols at public events	<ul style="list-style-type: none"> • Bonding, bridging and linking social capital increased • Cultural diversity appreciated (Appreciation) 	2019/2020
4.7	Support the establishment of an Aboriginal and Torres Strait Islander Cultural Centre	<ul style="list-style-type: none"> • Bonding, bridging and linking social capital increased • Sense of community belonging or civic pride enhanced • Positive sense of place in the local built and natural environment engendered 	As requested
4.8	Partner with multicultural agencies to develop opportunities for members of the multicultural community to share and celebrate their cultures.	<ul style="list-style-type: none"> • Bonding, bridging and linking social capital increased • Good physical and mental health stimulated • Cultural diversity appreciated (Appreciation) 	All years

No	Action	Outcome	Timeline
4.9	Mark Harmony Day with events that promote understanding and appreciation	<ul style="list-style-type: none"> • Bonding, bridging and linking • Social capital increased • Cultural diversity appreciated (Appreciation) 	All years



Goal 5: Provide sustainable and engaging infrastructure, spaces and places

No	Action	Outcome	Timeline
5.1	Develop a arts and learning precinct that includes a performing arts centre and shared cultural facilities to maximize synergy and incubate creative initiative	<ul style="list-style-type: none"> • Creativity stimulated (Stimulation) • Positive sense of place in the local built and natural environment engendered 	Commence planning and seek funding 2018/19
5.2	Progress a new performing arts centre suitable for an audience of 600, with rehearsals spaces, commercial outlets, education space, recording facilities, café and open air spaces	<ul style="list-style-type: none"> • Positive sense of place in the local built and natural environment engendered 	Planning 2018 onwards
5.3	Develop cultural precincts for: <ul style="list-style-type: none"> • Heritage • Science, Education and Astronomy • Music and Food • The Environment 	<ul style="list-style-type: none"> • Positive sense of place in the local built and natural environment engendered • Contribution to neighbourhood character, including regeneration, made 	Commence planning and seek funding 2018/19
5.4	Develop the new “Tamworth Regional Science, Education and Astronomy Centre” and any associated cultural tourism opportunities	<ul style="list-style-type: none"> • Positive sense of place in the local built and natural environment engendered • Employment-enhancing skill development facilitated • Local economy supported 	2019
5.5	Implement and activate stage 3 of <i>The Bicentennial Park Masterplan</i> including a permanent outdoor stage structure.	<ul style="list-style-type: none"> • Positive sense of place in the local built and natural environment engendered • Sense of safety and security supported 	All years
5.6	Procure shared collection storage space for local collections	<ul style="list-style-type: none"> • Sense of belonging to shared heritage experienced (Belonging) • Sense of community belonging or civic pride enhanced (Governance) 	2020
5.7	Investigate opportunities to expand library spaces across the Tamworth Region.	<ul style="list-style-type: none"> • Positive sense of place in the local built and natural environment engendered 	Ongoing
5.8	Investigate establishing an innovation lab/ makerspace for Tamworth with outreach potential for towns and villages.	<ul style="list-style-type: none"> • Employment –enhancing skill facilitated • New knowledge, insights and ideas gained (Insight) 	2020

No	Action	Outcome	Timeline
5.9	Improve cultural signage including the addition of Gamilaraay translations, where applicable, for new street names and facilities, particularly those in high profile locations.	<ul style="list-style-type: none"> • Sense of belonging to shared heritage experience (Belonging) • Contribution to neighbourhood character, including regeneration, made 	2019 onwards
5.10	Seek out suitable buildings to host artist residency programs	<ul style="list-style-type: none"> • New knowledge, insights and ideas gained (Insight) 	2020
5.11	Include creative design in functional items in public spaces	<ul style="list-style-type: none"> • Positive sense of place in the local built and natural environment engendered • Contribution to neighbourhood character, including regeneration, made 	2019 onwards
5.12	Work to asset management plans for all cultural facilities to ensure sustainability	<ul style="list-style-type: none"> • Sense of positive future for community inspired 	All years



Photo supplied by Ria Larkin

Cultural Outcomes

The outcomes listed against each action (in the cultural domain) include the measureable cultural outcomes defined in the Cultural Development Network's "Framework for Cultural Development Planning". These cultural outcomes are:

- Creativity stimulated (**Stimulation**)
Sparking of the imagination, creativity or curiosity, resulting in increased desire to participate more and/or create new cultural works
- Aesthetic enrichment experienced (**Enrichment**)
Experiences (familiar or unfamiliar) that come through the senses and are special and outside the everyday; feelings of being moved that are evoked by experiences such as beauty, joy, awe or wonder
- New knowledge, insights and ideas gained (**Insight**)
Intellectual stimulation, deeper understanding, critical reflection and creative thinking generated
- Cultural diversity appreciated (**Appreciation**)
Appreciation of different forms of cultural expression; the diverse ways that people express themselves depending on their life experience and interests, and how the interactions between those expressions are valued'
- Sense of belonging to shared heritage experienced (**Belonging**)
Illumination of the present through a sense of continuity with the past, and a pathway to the future, through connections to present and past. History, heritage, cultural identity appreciated.

Relationship to other plans

Tamworth Region Community Strategic Plan – 'Keychange' 2017-2027 (CSP)

- C1 Active healthy communities
- C2 Promote our region's heritage, character and culture
- P1 A strong and diverse economic base
- P2 Promote region as a great place to live
- P3 Quality, affordable lifelong education and learning opportunities
- A3 Functional communications and technology for the region
- F1 Sound asset and land planning to facilitate future community needs
- L1 Our community feels well informed, heard, valued and involved in the future of the region



**New England North West Regional Plan 2036 (RP)
(NSW Planning & Environment)**

- Direction 8 Expand tourism and visitor opportunities
- Direction 17 Strengthen community Resilience
- Direction 18 Provide great places to live
- Direction 19 Support healthy, safe socially engaged and well connected communities
- Direction 23 Collaborate with Aboriginal communities to respect and protect Aboriginal culture and heritage
- Direction 24 Protect the region's historic heritage assets

The Cultural Plan's relationship to 'TAMWORTH TOMORROW: driving the Tamworth region's economic growth 2016- 2021'

Objective 1

Raise the region's profile as an emerging and progressive destination to live, do business and visit

Objective 3

Foster partnerships and networks focussed on attracting and building knowledge, innovation and R&D activities to the Tamworth region.

Extracts from this plan which relate to the cultural plan include:

TT – p4 “An emerging creative industry is fostered through a range of events such as the internationally recognised Tamworth Country Music Festival, art galleries, museums, Tamworth Regional Conservatorium of Music and strong key industry sector growth”.

TT – p6 “By enhancing the quality of living including active recreation spaces and ensuring provision of an array of services and facilities, the region will attract talented and creative people”.

TT –p17 Cultural Activity (as a regional target) – “A highly sought after region of choice, attracting highly skilled residents and industry from outside the region to create new ideas, new technology, and new creative content”.

TT – p17 “One of the keys to economic growth lies in the ability to attract the creative class, and translate that underlying advantage into creative economic outcomes in the form of new ideas, new high-tech businesses and regional growth”.



Photo supplied by Ria Larkin

