







## Acknowledgement to Country

Tamworth Regional Gallery  
acknowledges the Kamilaroi/Gomeroi  
People, who are the Traditional  
Custodians of this land.

In presenting this plan, we wish to pay  
respect to Elders past,  
present and emerging, and to extend that  
respect to other Aboriginal and  
Torres Strait Islander peoples living  
in and visiting our region.



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Tamworth Regional Gallery View, Open House: 3rd Tamworth Textile Triennial. Image: Steve Gonsalves Tamworth.

*‘Do not lose sight  
of the fact that a  
knowledge of art is  
necessary in every  
relation of life.’—*

John Salvana (1919)

## 1.0 our gallery

For over 100 years, Tamworth Regional Gallery has provided access to the arts in a regional centre. The Gallery first opened on 1 June 1919 as the Tamworth Art Salon and Art Library. It was established with a gift of 100 artworks and art reference books by the local artist and collector John Salvana ‘to encourage art in the country’. Salvana’s donation included incomplete works designed to demonstrate to students how an artwork is constructed. Salvana believed in providing an art gallery where young children and those with an interest might be encouraged to study art and to learn from viewing original works at first hand. Education continues to be a key focus of the Gallery to this day.

Tamworth Regional Gallery is ideally located in the heart of Tamworth’s CBD on Peel Street, close to shops, parking and the new riverside precinct. The Gallery offers a rotating program of touring exhibitions of national significance, alongside

curated exhibitions of works by regional artists and exhibitions from our permanent collection. Every year, Tamworth Regional Gallery delivers a rich and varied series of workshops, lectures, artist talks, events and engaging public programs. The Gallery houses purpose-built exhibition spaces, conservation collection storage, a retail shop, the Esther Halliday Studio and a research library, and is a fully accessible space. Tamworth Regional Gallery is the result of over 100 years of sustained support from our community, alongside forward planning and investment by Tamworth Regional Council.

Tamworth is a regional city that supports a surrounding area of towns and outlying villages. The Gallery, too, provides support for both regional and remote communities in outlying areas. We embrace our location in a diverse cultural landscape, and our responsibility to deliver to our public as part of a close community.

We aim to be inclusive, and to genuinely and actively engage with our communities. The Gallery seeks to foster, promote and enhance understanding and enjoyment of the visual arts through its permanent collection, temporary exhibitions and public programs. Our Vision, Purpose, Values and Goals reflect our current context.





Tamworth Regional Gallery guided tour of *The View from 1919*, June 2019. Image: Steve Gonsalves Tamworth.

## 2.0 our vision

**To provide access to a visual arts and cultural resource that inspires, enriches and informs the community; enhances experiences through the visual arts; and is a model in the delivery of cultural services to the community.**

## 3.0 our purpose

Tamworth Regional Gallery offers a distinctive connection to place and a curatorial agenda that creates meaningful art experiences for all. The Tamworth Regional Gallery collection exists for our audiences – to comprehend the past, to navigate the present, and as a potent avenue for imagining the future. Placing art, access and audiences at the very heart of who we are guides the Gallery's artistic and public programs. Tamworth Regional Gallery contributes positively to cultural cohesion, social wellbeing, creativity, engaged citizenship, and the economic life in Tamworth and the surrounding region. The Gallery's purpose is to provide access to the arts in a regional centre that focuses on artistic vibrancy, social and cultural impact, cultural tourism and an arts ecosystem.

**Artistic Vibrancy:** The exhibition program creates a cultural experience that stimulates the creativity and curiosity of our audiences and increases audience attendance and engagement.

**Social and Cultural Impact:** The public and education programs increase appreciation of different forms of creative expression, leading to increased empathy and greater understanding of difference.

**Cultural Tourism:** As a major regional hub with a diverse cultural landscape, Tamworth is a tourist destination that also services the local regional area. The Gallery provides access to visual arts and cultural experiences as part of the tourism offering.

**Arts Ecosystem:** Artists living in regional New South Wales have limited access to opportunities to continue to build their reputation and to have a sustainable practice. The Gallery plays an important role by working with a curated group of artists, supporting them to develop their practice, and providing access to audiences.



## our goals

All the activities of the Gallery underpin the delivery of its purpose to provide access to the arts in a regional centre and support the following goals:

1. Delivering **EXCELLENCE** in cultural programs through exhibitions and collections
2. Developing audience **ENGAGEMENT** through participation in events and education
3. Implementing **SUSTAINABILITY** through development of the collection and our environment



## 4.0 our values

**We believe that the arts and culture are for everyone – for visitors of all ages, abilities, genders and cultures.**

Our core values are: **1.** Equity **2.** Access **3.** Authenticity **4.** Collaboration, and **5.** Courage

## 5.0 our goals

Tamworth Regional Gallery is a cultural and community service managed by Tamworth Regional Council. The Gallery aims to provide access to the arts in a regional centre to foster, promote and enhance understanding and enjoyment of the visual arts through its collections, temporary exhibitions and public programs.

Our goals are Excellence, Engagement and Sustainability.

- Delivering **EXCELLENCE** in cultural programs through exhibitions and collections
- Developing audience **ENGAGEMENT** through participation in events and education
- Implementing **SUSTAINABILITY** through development of the collection and our environment.

This implementation plan outlines the framework and goals of Tamworth Regional Gallery. Further, it describes how these goals can help Tamworth Regional Council achieve the objectives set out in its Cultural Plan 2018–2023 and Community Strategic Plan 2023. The implementation plan articulates the Gallery's operations, management and services, as well as its audiences.

In addressing Tamworth Regional Gallery's vision, purpose, values and goals, we have also identified how the Gallery relates to the Create NSW ambitions and the Cultural Policy Framework. This plan addresses each goal in detail, specifying the relevant activities and associated impacts (see the implementation table in section 10, 'Our Impacts').



Tamworth Regional Gallery view, Versatility and Diversity, a Tamworth Fibre Textile Collection Exhibition. Image Pam Brown.



### Goal 1 = Excellence

- To create a complete visitor experience that demonstrates to all visitors the calibre of Tamworth Regional Gallery
- To produce new work that advances the visual arts and provides opportunities for innovation and creativity to flourish
- To create powerful exhibitions that generate meaningful audience engagement and create a safe place for unsafe discussions
- To demonstrate best practice in collection management, including the processes of acquisition and the development of a visual arts collection plan
- To develop a diverse exhibitions schedule of both touring and in-house products, to 'get the exhibition mix right', with their associated public programs

### Goal 2 = Engagement

- To capture new audiences, especially our priority areas, who would not typically seek out the visual arts, and to provide exposure to and engagement with meaningful experiences
- To work in partnership with the local community, volunteers and identified stakeholders to collaboratively engage our communities
- To provide a diversity of dynamic educational and public programs throughout the life span of our audiences
- To provide accessible exhibitions, resources and outreach programs, both online and at the art gallery, to educate and link back to the national curriculum
- To generate innovative exhibitions, including touring exhibitions of a national calibre, to engage new and diverse audiences
- To ensure the collection is accessible both physically and virtually, and to extend this accessibility through loans to and from external cultural institutions

### Goal 3 = Sustainability

- To support the arts community and promote the development of creative industries and their ongoing success at both the local and national levels
- To generate a diversity of income streams for Tamworth Regional Gallery that are not reliant on one source
- To develop and build the visual arts collection through a combination of cultural gifts, purchases, bequests, donations and commissions
- To maintain and extend the existing branding and reputation of Tamworth Regional Gallery, including through continuation of the Tamworth Textile Triennial
- To work sustainably in the delivery of all programs and exhibitions, in gallery management, and in improving our built environment to reduce our environmental impact



Tamworth Regional Gallery view, *The View from 1919*. Image: Steve Gonsalves Tamworth.



*‘This collection of small pictures, studies, sketches etc. in the various media – oils, water colours, pastel, charcoal, pencil, crayon, pen and ink – which this catalogue represents and explains, has been placed here in Tamworth for all time for your benefit, your guidance, your instruction.’ –*

John Salvana (1919)

## 6.0 our history

### 6.1 our collection

The Tamworth Gallery had its early beginnings in 1919 with a bequest to Tamworth by John Salvana of 100 works and reference books from his collection, including oil paintings, watercolours, etchings and pastels. The works were located in the then Council Chambers as an Art Salon and Art Library. The Gallery became a municipal gallery in 1961 and shared the street-level floor of the V. Guy Kable Building with the Tamworth City Library for some 43 years.

A second major body of works comprising English, European and Australian paintings was bequeathed to the Gallery in 1958 by Mrs M. Burdekin of ‘Plumthorpe’, Barraba. Among the artists represented were such celebrated English watercolourists as Myles Birket Foster and Copley Fielding, while two important paintings are attributed to J.M.W. Turner. In 1967 the Lyttleton Taylor family of Tamworth donated the Regan Silverware Collection, containing important

examples of early Australian silverware. These works are on permanent display in the foyer of the new Gallery. A number of contemporary works were acquired through the Tamworth City Art Prize, which was held annually between 1960 and 1972. Acquisitions have also been made with the support of the Friends of the Gallery and through generous donations, primarily by local artists.

The quality of the overall collection of artworks held at the Gallery, the development of the Tamworth Fibre Textile Biennial, and the donations/acquisitions of textile works that eventually became the nucleus of the Tamworth Fibre Textile Collection led the City Council, with the support of the Tamworth Art and Gallery Association and the Regional Galleries Association of New South Wales, to appoint in 1981 a full-time Gallery Director, with additional staffing following in later years.

The Tamworth Fibre Textile Collection originally consisted of significant historical Australian textile works dating from 1975 and purchased from the first Tamworth Fibre Crafts exhibition. This exhibition was the precursor of the Tamworth Fibre Textile Biennial, now known as the Tamworth Textile Triennial. The collection, supplemented by works acquired from each subsequent exhibition and donated by individual artists, is now considered one of the most comprehensive representations of contemporary Australian textile work. Together, the collection and the Triennial provide a significant record of contemporary textile practice in Australia.

In 1999, through a cultural collaboration between Utopia batik artists and Tamworth City Gallery, the Gallery was presented with a body of archival artwork known as the Utopia Collection Bequest. The bequest consists of a core group of indigenous textile artworks dating back to 1995,



Walaaybaa Home Program, Teachers Day workshop paper making with Euraba Paper Artists, February 2020. Image: Steve Gonsalves Tamworth.



works on paper, and wooden carved ceremonial figures that were designated as important archival pieces in the evolution of art production on the Utopia Homelands. As was the case in many public galleries in Australia, Aboriginal art had no place in the earliest history of the Tamworth City Gallery Collection. Therefore, the Utopia Collection Bequest is not only a unique collection of historically and culturally important works from Utopia, but also a significant development for Tamworth Regional Gallery.

In 2014, the Gallery received a substantial gift of a major tapestry work called *Release* (1985). The tapestry was completed at the Australian Tapestry Workshop in Victoria and depicts the work of Australian artist Roger Kemp. The National Gallery of Victoria has four works from this series completed by the Australian Tapestry Workshop; Tamworth now has the fifth one. The Gallery also received a substantial gift of a collection of 14 handmade designer rugs by six Australian artists.

In 2017, the Gallery received a cultural gift donation of over 40 silk batiks from Utopia, including many early works gathered in the 1970s and 1980s, building on the original bequest. Additional significant acquisitions from regional artists and collectors continued in 2018 and 2019. Many significant works have been made possible through the support of the Cultural Gift Program. The Gallery continues to develop its collection through acquisition of artworks, with a strong focus on textile works, landscapes, and works by regional artists. Often, these acquisitions are made possible through the fundraising efforts and ongoing support of the Friends of the Gallery.

During 2019 and early 2020 Tamworth Regional Gallery conducted a significance assessment of its entire collection through the Community Heritage Grants. This assessment was completed by Dr. Roslyn Russell, author of *Significance 2.0*.

"Tamworth Regional Gallery holds a nationally significant collection that dates back over 100 years, and comprises artworks from all periods of Australia's settled history, including fine examples of works that document the changes in fibre textile art practice over the past 45 years; landscape art by iconic figures of the art world in Australia such as Hans Heysen, Will Ashton, Sydney Long, Elioth Gruner and Elisabeth Cummings; nineteenth century silverware in the Regan Collection, a stellar collection of silk batiks from the Utopia Indigenous art community; tapestries by abstract expressionist artists John Coburn and Roger Kemp; and contemporary paintings, sculpture and ceramics that reflect Tamworth's iconic Australian Country Music Festival."





*‘In December 2004 the gallery moved to a new purpose-built library and gallery building, designed to international exhibition and conservation standards with state-of-the-art exhibition areas, a spacious reception area with gift shop, a multi-purpose meeting room, and a studio workshop and facilities, all suitable for disabled access.’—*

Brian Langer (2006)

## 6.2 our buildings

Tamworth Regional Gallery was designed by Architectus Brisbane Pty Ltd. It is located in Peel Street, close to the retail shopping area of Tamworth's CBD. The Gallery is situated on the upper floor of a two-level building complex, with internal access between the floors via a lift or stairs. The new City Library occupies the ground floor of the building, which was completed in early December 2004 at a total cost of \$7.8 million.

The Gallery has two spacious exhibition areas with timber floors, a multi-functional lighting system that was upgraded in 2013 to new LED lamps, and a ceiling height of 4.8 metres. In addition to a secure collection storage space with updated storage equipment for the growing gallery collection, there is a conservation room, a general-purpose workshop, administration offices and staff/Friends meeting room/reference library/kitchen, and a covered loading dock with internal doors opening to the crate storage area. The building has been designed with fully integrated climatic and environmental controls in keeping with the standards of major galleries around

Australia, as well as state-of-the-art electronic security and surveillance systems.

Together, these exhibition and storage facilities and service areas provide the framework for the development of a dynamic arts venue that not only meets the demands of major touring exhibitions, but also has the potential to attract broader support and interest regarding loans and donations from collectors, major galleries and museums, arts organisations and artists.

Other public areas include a studio/workshop space with natural and artificial lighting, as well as a kitchen with catering facilities for openings and special events. The inclusion of a studio/workshop space builds on the existing cultural and educational strengths of the Gallery with the added potential to respond to emerging opportunities, particularly in the area of developing new media art projects and exploring new synergies. The Gallery entry zone and shop combine modern information display areas with a friendly and well-presented retail area.

The external courtyard to the building and the entrance foyer landing provide an area for display of sculptural pieces from the collection. A major work by sculptor Stephen King was commissioned for the forecourt at the entrance to the building, providing street appeal and visual recognition for the public.

Furthermore, the inclusion of a third exhibition space at Ray Walsh House, Council's main facility for exhibiting emerging and regional artists, has expanded the Gallery's capacity to develop a more diverse exhibition program and created new opportunities for local and regional artists. This exhibition space is located in the main reception area of the Council chambers and is an extremely effective way to capture and provide positive engagement with new audiences who would not typically seek out the arts.





Garth Knight, Performative Installation, 2 November 2019, Tamworth. Image Garth Knight and Wendy Crane



*‘The Tamworth National Fibre Exhibition is fast becoming justifiably central to the development of Australian Textiles, exhibiting works which are at the forefront of the new thinking, eccentric at times but forward looking.’—*

David Green, Chairman, Crafts Board of The Australia Council (1984)

## 6.3 our operations

Tamworth Regional Gallery is professionally staffed and administered. It is well recognised for the development and implementation of its annual artistic program. It has attracted nationally significant exhibitions from major arts organisations, and has developed a sound reputation for its ability to successfully develop and tour nationally its textile- and collection-based exhibitions. The Gallery has been successful in engaging the community through its programs and events, resulting in increased attendance figures. This is achieved by identifying and addressing the needs of local, regional and national audiences.

Upgrades and restructuring at the Gallery have enabled it to open on Sundays and some public holidays since 1 July 2017. Role definition and understanding of responsibilities have improved among the staff, through ongoing dialogue and

by embracing the technology options currently available. To ensure the continued growth and development of the Gallery, and to meet community needs and expectations, adequate staffing levels must be maintained and then be increased as the population increases. A curatorial position that is responsible for the curatorship of in-house exhibitions, artist partnership exhibitions, and the ongoing development and tour management of the Textile Triennial will be required in the future. The staffing restructures allocated additional human resources and their associated salaries for the Gallery.

Tamworth Regional Gallery’s team consists of:

- Director (F/T)
- Education Officer (F/T)
- Exhibitions and Collections Officer (F/T)
- Customer Service and Collections Officer (P/T)
- Technical Maintenance Officer (P/T)
- Administrative Officer (P/T)
- Customer Service Officers (casual)

## council support from other departments and sections includes:

- **Human Resources** – supports all aspects of the Gallery's recruitment processes, staff appraisals, evaluations and some staff training.
- **Communications** – supports the media, publicity and promotion of the Gallery; includes some graphic design work and social media support, especially with blockbuster exhibitions and the Tamworth Textile Triennial. Coordinates with Destination Tamworth for wider audience engagement.
- **Building Maintenance** – supports all aspects of the Gallery's building upgrades and maintenance, including cleaning contractors.
- **Fleet** – supports all aspects of the Gallery's van maintenance, elevated work platform, forklift and other fleet vehicles.
- **Finance** – supports financial and asset management, including budgeting forecasts, and assists with grant acquittals, accounts payable and revenue.
- **Engineering and Regional Services** – supports the implementation of public art, engineering specifications, and installation.
- **Risk** – supports the implementation of large-scale artworks and public art, workshop processes and materials use, Work Health Safety and exhibition installation.
- **Information Technology** – supports the Gallery's technology needs for staff and the collection database management system, Vernon.
- **Waste and Sustainability** – supports partnership public programs and sponsorship. Includes implementation of solar panels for the Gallery.
- **Governance** – supports the administration of Council reports and governance to coordinate with Council requirements and Councillors.
- **Cultural Services** – supports the collaboration and skill transfer from entertainment venues, including the theatre, libraries, museums, public art and cultural development staff to ensure the Gallery and our other cultural services areas are working efficiently and collaboratively.



## our volunteers

Our volunteers are an essential part of the Gallery's engagement with our community. All volunteers are provided with relevant training on a regular basis and a volunteer position description for their support roles.

Our volunteers:

- provide a vital link between community and the Gallery
- support the Gallery's front-of-house reception – meet and greet
- invigilate the exhibition gallery spaces and provide information to audiences
- assist with exhibition and/or collection research and documentation
- support at exhibition openings and other Gallery events and functions.

The Tamworth Regional Gallery Friends is a not-for-profit voluntary group whose purpose is to support Tamworth Regional Gallery and promote community interest in the visual arts. The Friends of the Gallery are an active fundraising committee and support the development of the permanent collection with the acquisition of new artworks.

Tamworth Region Arts Advisory Committee (TRAAC) members volunteer their time and expertise to support the Gallery and provide informed recommendations. The broad purpose and aim of TRAAC is to provide strategic advice to Council in relation to 'Arts' matters within the region and to make recommendations regarding priority areas for development and/or support.

TRAAC recognises and encourages diversity across the Tamworth Regional Council area, and its board members were identified in Create NSW's recent diversity audit.



Yinarr Maramali weavers and artist Amy Hammond, complete Amy's work, *Dhinawan Walaybaa (Emu Country)* in Exploded Textiles. Image Pam Brown.



## 7.0 our environment

The Gallery has a clear and meaningful connection to place that acknowledges the context in which we live, and the traditional custodians of the land, the Kamilaroi/Gomeroi People. Our population includes an extremely high Aboriginal population: at the last Census, 10.1 per cent of our total population identifies as Aboriginal or Torres Strait Islander (ATSI), a much higher figure than the state average. Furthermore, our local Peel High School has the highest number of Aboriginal students of any secondary school in New South Wales. As such, engagement with our Aboriginal community is a priority focus area for the Gallery.

Another priority area is our culturally and linguistically diverse (CaLD) community. In 2016, 4,052 people living in the area administered by Tamworth Regional Council were born overseas, and 27 per cent had arrived in Australia within the preceding five years. This important population is growing, as evidenced by new statistics from Multicultural Tamworth, that record over 300 nationalities in our LGA. Programs for

people with a disability also play a vital role at the Gallery. In 2016, 5.6 per cent of the population in the Tamworth Regional Council local government area (LGA) reported needing help in their day-to-day lives due to disability. The largest age group in the local population in 2016 was five- to nine-year-olds. Four years on, members of this age group are now becoming young people and remain a priority focus for the Gallery.

In 2018, Tamworth Regional Council estimated that the resident population was 62,156, with a population density of 0.06 persons per hectare, however, the Gallery services a much wider geographical area than our LGA including all of New England and the Northwest.

The New England and Northwest region of New South Wales is located in the north of the state and west of the Great Dividing Range, including the Tablelands area around Armidale and north to the Queensland border. The region comprises 12 LGAs: Armidale Regional, Glen Innes Severn, Gunnedah, Gwydir, Inverell, Liverpool Plains,

Moree Plains, Narrabri, Tamworth Regional, Tenterfield, Uralla and Walcha. It covers a total area of around 99,100 square kilometres and is home to approximately 186,200 people.

Agriculture accounts for 14.8 per cent of employment, followed by 11.9 per cent in health, 10.9 per cent in retail, and 9.9 per cent in the education sector. Only 0.8 per cent work in the arts. Agricultural land occupies 80 per cent of the New England and Northwest region, half of which is grazing modified pastures. A lack of rain, combined with record temperatures, has devastated communities across the region, with a number of towns forecast to run dry within the next six months. Many New England/Northwest farmers say that the current dry conditions are the worst in living memory. Bushfires in November 2019 devastated many communities, and smoke significantly affected air quality.

Despite these challenges our community is resilient and innovative. We are known for “having a go” and succeeding to overcome obstacles.



Artist Impression of the purpose built performing arts centre and cultural precinct.



## 7.1 our future

Tamworth Regional Council has a targeted population of 100,000 by 2040, through the Blueprint 100 initiative. This initiative aims to implement strategies that smooth the impact of population growth for both current and future residents, ensuring a well-planned and sustainable community where Tamworth is a regional leader. It aligns all tiers of government with regional priorities.

Blueprint 100 includes a number of key actions focused on the Arts, including the development of an arts and learning precinct that includes a Performing Arts Centre and shared cultural facilities to maximise synergies and incubate creative initiatives, and the development and expansion of opportunities for display and storage of Tamworth's collections and moveable heritage.

Tamworth Regional Council has acknowledged through this initiative its responsibility to our community to plan today for Tamworth tomorrow.

Tamworth Regional Council has just approved the business case for a new purpose built performing arts centre and cultural precinct. This landmark project is about a coordinated approach to giving the arts a 'home' by bringing the arts into a precinct – an ecosystem that can create the right mix for a sustainable future with like minded tenants and components that can offer the best return to ratepayers and activate the city day and night to create a real vibrant social and cultural heart.

This partnership consolidates growth plans for Tamworth and will provide centre/s that leverage face-to-face and online modes of research and learning. The Tamworth cultural precinct development offers a university a unique opportunity to embed its creative learning programs within the precinct and contribute to the arts ecosystem.

The performing arts have a long and rich presence in Tamworth's history and for many decades a long-term solution to the gap in performing arts infrastructure has been

discussed and explored. The performing arts centre will be co-located with the Library and Tamworth Regional Gallery, providing essential improvements and additional studio/meeting space and a shared café.

The ultimate aim of the project is to position Tamworth to be a leader in business tourism, cultural tourism and a regional centre for arts excellence through a world-class performing arts centre and cultural precinct. It will operate on a business model that offers the best return to ratepayers, delivers a functional community asset, provide a robust arts ecosystem and a vibrant cultural heart.

Tamworth has recognised the importance of a university presence in driving economic growth, increasing industry productivity and enhancing social and cultural vibrancy. To realise these outcomes Tamworth is partnering with universities that understand and work closely with the regional community and can be well integrated into the local industry and future cultural precinct.



Tamworth Regional Gallery view, *Exploded Textiles*, November 2019 Tamworth Regional Gallery. Image Matthew



## 8.0 our audiences

*‘This gutsy and timely exhibition rethinks textile art, but more so demonstrates how our state and regional galleries can work together to national significance.’—*

Gina Fairley, ‘Exploded Textiles, Tamworth Regional Gallery (NSW)’, ArtsHub review, 6 November 2019.  
Rating: 5 stars.

Tamworth Regional Gallery presents to a diverse audience. The key audiences include, but are not limited to, the general public, school students, retirees, young families, Aboriginal community groups, CaLD community groups, Access groups (including people with a disability), Friends of the Gallery, university, TAFE and U3A students, specialist interest groups, the residents of Tamworth and the surrounding region, and visitors to the region. The Gallery services a wide surrounding region of up to a two hours’ drive in any direction.

The overall attendance at Tamworth Regional Gallery continues to grow. Gallery attendance figures were calculated with door counter statistics and workshop participation.

- 2016 = 53,254
- 2017 = 58,353
- 2018 = 64,112
- 2019 = 66,740

These figures do not include external collection-based exhibitions and tours to other venues or the Tamworth Textile Triennial national tour attendances.

The ongoing partnership established with Hunter New England Health Tamworth encourages appreciation, by the general community, of the Gallery’s visual arts collection and its links to healing and health. A key outcome in this partnership is to provide a positive experience through visual art. The display of works from the Gallery’s permanent collection at Tamworth Hospital provides access to high-quality art for patients, staff and the general public. This partnership allows works from the permanent collection to be installed throughout the hospital and rotated on an annual basis under a fee-for-service arrangement.

For our broader community, there is certainly a very real sense of depression and heaviness – from farmers dealing with the everyday of the drought, to the devastated landscapes, the ever-present dust storms, and the hazardous air quality, not to mention the loss of life and property in the bushfires and recent the effects of COVID-19. It is a community that is doing it tough, like many in regional New South Wales. Access to the arts in a regional centre can provide respite and new ways of thinking around these challenges.





## 8.1 audience development and the exhibition mix

Tamworth Regional Gallery presents our community with a combination of touring, partnership and locally developed exhibitions, and the renowned Tamworth Textile Triennial. These exhibitions cover a range of visual arts practices, including painting, design, crafts, sculpture and textiles. The annual exhibition program delivers individual exhibitions that demonstrate careful decision-making processes to ensure that the best 'exhibition mix' is delivered, targeting all elements of our community, including minority groups, and providing opportunities for audience development.

Regional artists are represented in many exhibitions, and their support and mentorship is a primary focus of the Gallery. We estimate that approximately 50 regional/professional artists will be exhibited at Tamworth Regional Gallery annually and another 50 emerging artists at the Ray Walsh House community arts space.

In addition, hundreds of students and Challenge Community Services participants are exhibited during the year, totalling 300 to 500 artists exhibited annually.

The relationship between art and craft is a major strength of Tamworth Regional Gallery. We have systematically developed relationships and partnerships with the Australian Design Centre, Craft ACT, Craft Victoria, Artisan and the Jam Factory, to ensure that crafts such as textiles, glass, ceramics, woodwork and metalwork are included in our exhibition mix, as well as to secure access to significant loans from national and state institutions.

Touring exhibitions and artworks loaned from major state and national institutions ensure that we provide essential access to works of significance for our region.

The annual exhibition mix includes:

- 1 – 2 x textile-based exhibitions
- 1 – 3 x Gallery collection-based exhibitions
- 1 – 2 x blockbuster exhibitions
- 2 – 3 x Aboriginal community exhibitions
- 1 – 2 x CaLD community exhibitions
- 1 – 2 x People with a disability exhibitions
- 1 – 2 x Students and/or young people exhibitions
- 5 – 6 x regional artist represented exhibitions





Tamworth Regional Gallery view, Open House: 3rd Tamworth Textile Triennial. Image: Steve Gonsalves Tamworth.



Through working in partnership with both state and national institutions, we are able to provide essential access in regional New South Wales to works by renowned national – and sometimes international – artists.

Tamworth Regional Gallery also ensures that in the exhibition mix we include exhibitions that allow us to be bold and brave. These exhibitions help to challenge stereotypes and encourage audience education. Sometimes sexy, sometimes political, sometimes uncomfortable, these exhibitions are important for our regional audiences. In the words of Elaine Heumann Gurian, our Gallery believes in providing a 'safe space for unsafe ideas'. We have a track record of including diverse, challenging and thought-provoking artworks within our exhibitions – in particular, through the artworks exhibited in the Tamworth Textile Triennial.

The Tamworth Textile Triennial, held every three years, showcases the most innovative textile works from across the country, attracting artist participation from all states in Australia, wide audiences and critical review. The Triennial is recognised nationally as Australia's pre-eminent textile-related exhibition. The 3rd Tamworth Textile Triennial, curated by Glenn Barkley using an 'Open House' theme, is currently on national tour. The 4th Tamworth Textile Triennial, 'Tension(s) 2020', curated by Vic McEwan, includes over 20 artists and arts organisations from across the nation and is scheduled to open at the Gallery in August 2020. The development of the 2023 Tamworth Textile Triennial is already underway, and the Gallery has specified an Aboriginal curator for this exhibition.

Tamworth Regional Gallery's association with textile art dates back to the early 1970s. The Gallery has focused on developing an Australian textile collection that embraces all related art and craft forms. The nationally significant collection comprises excellent examples of works that document the changes in textile practice over almost 50 years. The Tamworth Textile Triennial and other collection-based textile exhibitions support and advance this focus.



Art after School this exciting and engaging weekly art class for children is offered in three age groups. Image Lou Farina, Tamworth.



## 9.0 our programs

*‘An outstanding program!’—*

Timbumburi Public School

*‘The staff were very professional and able to keep the younger students engaged for the whole activity.*

*They are a good ambassador for the gallery.’—*

Blandford Public School

The public programs associated with exhibitions are core to the Gallery’s cultural programming, together with the permanent collection. As the major arts and cultural institution for the region, Tamworth Regional Gallery provides public access to a rich calendar of high-quality and innovative exhibitions and their associated public programs and activities. The Gallery provides learning experiences for a range of visitors, from young children, primary, secondary and tertiary students, and other young people, to teachers and various adult groups. The Gallery also targets our priority areas, delivering diverse programs for these audiences. Our popular and dynamic public programs seek to foster a love of the arts among people of all ages and abilities, and from all sectors of our community, as the following summary illustrates.

### 1. **Preschool Art**

These informal and relaxed workshops encourage young children and their families to take part in open-ended art-making activities, including drawing, painting, paper craft, sculpture activities and more.

### 2. **Art After School**

This exciting and engaging weekly art class for children aged 5–8, 9–12 and 13–17 explores different mediums or art styles, so the children build on the skills learned from the previous session’s activities.

### 3. **School Holiday Workshops**

A suite of workshops engage students aged 5–8, 9–12 and 12+ years in immersive creative arts activities under guidance from the Gallery’s education team, artist educators from the local community, and exhibiting artists.

### 4. **Family Funday Sundays**

These family-based activities utilising easy-to-find materials and accessible techniques recognise the importance of creative play and collaborative art making. The workshops are based on our current exhibitions and are taught by visiting exhibiting artists, emerging artists, the Gallery’s education team, and artists from regional and remote locations.



## 5. Programs for Young People

The Gallery collaborates with organisations such as Headspace, local youth groups such as The Youthie and PCYC, and the Tamworth Youth Interagency to provide opportunities for students to experiment with different art mediums and to learn new techniques in a safe and inclusive setting.

## 6. Adult Workshops

The Gallery runs workshop programs for adults every term, in the form of blocks of day classes and night classes, evening workshops, Art After Hours life drawing events, weekend programs and outreach events. The workshops, designed for all levels of student, meet the community need to engage in educative leisure activities in a creative and inclusive setting.

## 7. Masterclasses

Masterclasses for emerging, experienced and established artists aim to extend the skill bases of practising artists living in regional and remote locations, to cement relationships between artists as well as with the Gallery, and to provide a safe place for artists to try new techniques and seek feedback from their peers.

## 8. Lectures, Artist Talks and Art After Hours

Lectures and artist talks enable exhibiting emerging, mid-career and established artists to communicate about, and reflect on, their art-making practice. Our speaking program utilises the skills of Aboriginal artists, artists from regional and remote locations, emerging artists, artists with a disability, and LGBTIQ+ artists.

Image (left) Tamworth Regional Gallery adult art classes, Esther Halliday Studio. Image Lou Farina, Tamworth.





Under the Sea, Presentation Day, Challenge Community Services Client December 2020. Image Emily Henderson.

## **9. Cultural Tours and Workshops with Aboriginal Artists**

Tamworth Regional Gallery works closely with local Kamilaroi/Gomeroi community groups, community members and Elders, artists and educators, as well as Aboriginal teachers, to develop meaningful, rich and well-informed exhibition and public programs and cultural tours.

## **10. Multicultural Tamworth Workshop Events**

The Gallery holds, hosts and supports a range of workshop and community events to engage the migrant community at various levels, including events for children, young people and adults. Exhibition opportunities, community events, and monthly hands-on workshops are based on a range of visual arts mediums, including digital storytelling.

## **11. Access Groups and Sensory Sessions**

The Gallery provides exhibitions, programs and events that are physically and intellectually accessible by visitors of all ages, abilities, genders and cultures. We are able to tailor an experience for seniors, including people with limited mobility, and for not-for-profit organisations that provide support for people with disabilities or specific sensory preferences.

## **12. LGBTIQ+ Workshop and Community Events**

The Gallery ensures representation and meaningful engagement with LGBTIQ+ identifying artists, tutors, educators, curators, models and community groups by basing its programs on community demand with collaborations for identifying artists and young people.



### 13. Outreach – Regional and Remote

The Gallery services a vast geographical area and is committed to delivery throughout that region. Programs include: 'Art in a Suitcase'; online resources to support education programs; workshops held in outlying locations; engagement in existing regional festivals and events, among other means of outreach.

### 14. Art in a Suitcase

The 'Art in a Suitcase' program brings to schools a rotation of works from the Gallery's collection, as well as engaging resources from other institutions. The Gallery's art appreciation classes with students from K-6 foster an interest in the arts, while providing support for teachers and access to original artworks.

### 15. *Walaaybaa* (Home)

The Home Program, which has been given the Gamillaraay name *Walaaybaa*, is a series of workshops and virtual excursions that connects schools to local and national Aboriginal artists, community in partnership with the AGNSW and the Department of Education. The program culminates in an exhibition of student works, which engages teachers and students in rich and meaningful Aboriginal art education.

### 16. Teacher Education Programs

Teachers in regional and remote locations are able to access high-quality arts-based professional development through the Gallery's teacher education events, including hands-on demonstrations of art materials, art-making programs, lectures and artist talks, designed to enrich their teaching practice and classroom activities.

Image (left) Tamworth Regional Gallery view, *Walaaybaa Home Program*. Image Emma Stilts





Tamworth Regional Gallery view, Australia Council, Tamworth Leadership Exchange 2020. Image Frances Robinson.

## 17. Guided Tours and School Group Tours

We believe strongly in the importance of audiences and students viewing and engaging with artworks in a gallery setting. The Gallery services a vast geographic region; as such, our visitors include preschool, primary, secondary and tertiary students. Tamworth Regional Gallery has a dedicated Education Officer who is a trained teacher and able to work directly with schools and students to create relevant, interesting and thought-provoking excursions. We understand the challenges that schools face when planning excursions, and work closely with teachers and support staff to develop resources and programs that include art appreciation, art making and artist experiences. Guided tours often include 'back of house' visits to the Gallery's collection store, which provide exposure to original works in the permanent collection.

## 18. TRANSMIT

Tamworth Regional Gallery's TRANSMIT program supports wide community access to live events taking place at other galleries, museums and universities. TRANSMIT is the transmission of education, knowledge and ideas by means of digital technology such as large-scale portable and permanent digital screen/s. Through a series of virtual tours in partnership with the National Portrait Gallery, art lecturers with the Art Gallery of NSW, art history through UNE, film nights, artist talks and virtual classrooms, we can provide access to a diverse range of programs for different audiences. TRANSMIT continues the philosophy of providing access to the arts in regional Australia that has been the Gallery's principal priority since it opened over 100 years ago.

## 10.0 our impact

- **GOAL 1:** Delivering **EXCELLENCE** in cultural programs through exhibitions and collections

STRATEGY	ACTIVITY	TIMEFRAME	IMPACT
To create a complete visitor experience that demonstrates to all visitors the calibre of Tamworth Regional Gallery	'Meet and greet' all visitors	Ongoing	Improved visitor experience: audiences feel welcome and supported
	Ensure online content is accessible, informative and up to date	Ongoing	Improved visitor experience: reliable information creates audience confidence
	Provide information and targeted training sessions for staff and volunteers	Ongoing	Improved visitor experience: excellent customer service by staff and volunteers
	Redevelop building façade and situate public art at entrance to the Gallery	2023/2024	Improved visitor experience: increased visibility and street presence
	Improve signage and directional flow	2020/2021	Improved visitor experience: Gallery entrance and parking clearly signed
To produce new work that advances the visual arts and provides opportunities for innovation and creativity to flourish	Select 20 + artists for Tamworth Textile Triennial via expressions of interest and independent arts panel	2020, 2023, 2026 (every 3 years)	Increased artistic vibrancy and innovation: access to new audiences
	Hold 5–6 exhibitions showcasing regional artists	Annually	Increased artistic vibrancy and innovation: regional artist engagement and representation
	Hold 1–2 textile-based exhibitions	Annually	Increased artistic vibrancy and innovation: textile artist engagement and representation
	Commission permanent & ephemeral public art in Tamworth	Annually	Increased artistic vibrancy and social/cultural impact: access to new external audiences
	Work in partnership with state and national art institutions and craft-based organisations	Annually	Increased artistic vibrancy and engagement: high audience attendances and appeal



STRATEGY	ACTIVITY	TIMEFRAME	IMPACT
To create powerful exhibitions that generate meaningful audience engagement and create a safe place for unsafe discussions	Hold 5–10 exhibitions containing current and courageous content	Annually	Increased social/cultural impact: audience education and reflection
	Hold 2–3 Aboriginal community exhibitions	Annually	Increased social/cultural impact: representation and audience education
	Hold 1–2 CaLD community exhibitions	Annually	Increased social/cultural impact: representation and audience education
	Hold 1–2 exhibitions showcasing people with a disability	Annually	Increased social/cultural impact: representation and audience education
	Hold 1–2 exhibitions showcasing students/young people	Annually	Increased social/cultural impact: representation and audience education
To demonstrate best practice in collection management, including the processes of acquisition and the development of a visual arts collection plan	Generate a significance assessment of the collection	2020/2021	Improved collection value: better understanding of collection strengths and gaps
	Develop a collection plan and update the existing collection policy, copyright permissions and valuations	2020/2021	Improved collection value: clear direction for new collection acquisitions
	Generate a preservation needs assessment of the collection	2021/2022	Improved collection value: better understanding of collection conservation needs and housing
	Implement updates to artwork housing and storage solutions for the collection	2022/2023	Improved collection value: artworks cared for and expertly housed
	Increase collection storage size in theatre/gallery redevelopment	2023/ 2024	Improved collection value: adequate space for collection storage

# strategic plan

2020/21 to 2023/24

STRATEGY	ACTIVITY	TIMEFRAME	IMPACT
To develop a diverse exhibitions schedule of both touring and in-house products, to 'get the exhibition mix right', with their associated public programs	Hold 1–2 textile-based exhibitions	Annually	Increased engagement and cultural tourism: high audience attendances and appeal
	Hold 1–3 exhibitions based on the permanent collection	Annually	Increased engagement and cultural tourism: high audience attendances and appeal
	Hold 1–2 blockbuster exhibitions	Annually	Increased engagement and cultural tourism: high audience attendances and appeal
	Hold 2–3 Aboriginal community exhibitions	Annually	Increased social/cultural impact: representation and audience education
	Hold 1–2 CaLD community exhibitions	Annually	Increased social/cultural impact: representation and audience education
	Hold 1–2 exhibitions showcasing people with a disability	Annually	Increased social/cultural impact: representation and audience education
	Hold 1–2 exhibitions showcasing students/young people	Annually	Increased social/cultural impact: representation and audience education
	Hold 5–6 exhibitions showcasing regional artists	Annually	Increased social/cultural impact: regional artist engagement, representation and economic benefits



- **GOAL 2:** Developing audience **ENGAGEMENT** through participation in events and education

STRATEGY	ACTIVITY	TIMEFRAME	IMPACT
To capture new audiences, especially our priority areas, who would not typically seek out the visual arts, and to provide exposure to and engagement with meaningful experiences	Implement cultural tours and workshops with Aboriginal artists	Monthly	Increased access to the arts for the Aboriginal community
	Implement multicultural Tamworth workshops and programs for our CaLD community	Monthly	Increased access to the arts for the CaLD community
	Implement access group programs and sensory sessions for people with a disability	Monthly	Increased access to the arts for people with a disability
	Implement programs for young people	Weekly	Increased access to the arts for students and young people
	Implement regional and remote outreach	Monthly	Increased access to the arts for regional and remote communities
	Implement LGBTIQ+ workshops and events	Quarterly	Increased access to the arts for the LGBTIQ+ community
	Design, develop and install permanent public art in Tamworth and the surrounding region	Annually	Increased access to the arts for people who would not typically seek out the arts
	Design and present ephemeral public art in Tamworth and the surrounding region	Annually	Increased access to the arts for people who would not typically seek out the arts

# strategic plan

2020/21 to 2023/24

STRATEGY	ACTIVITY	TIMEFRAME	IMPACT
To work in partnership with the local community, volunteers and identified stakeholders to collaboratively engage our communities	Work collaboratively with Multicultural Tamworth and the CaLD community	Monthly	Increased social/cultural impact: representation and audience education
	Work collaboratively with Tamworth Aboriginal Land Council and other Aboriginal groups/ organisations	Monthly	Increased social/cultural impact: representation and audience education
	Work collaboratively with Challenge, Headspace, Hunter New England Health and support services for people with a disability	Monthly	Increased social/cultural impact: representation and audience education
To provide a diversity of dynamic educational and public programs throughout the life span of our audiences	Implement 'Preschool Art' classes	Weekly – school term	Implementation of an arts ecosystem: preschool students engaged
	Implement 'Art After School' classes	Weekly – school term	Implementation of an arts ecosystem: children and young people engaged
	Implement school holiday workshops	Quarterly – holidays	Implementation of an arts ecosystem: children and young people engaged
	Implement 'Family Funday Sunday' workshops	Monthly	Implementation of an arts ecosystem: children and families engaged
	Implement programs for young people	Weekly – school term	Implementation of an arts ecosystem: young people and students engaged
	Implement adult workshops	Weekly – school term	Implementation of an arts ecosystem: adult artists engaged
	Implement 'Masterclass' art workshops, lectures and artist talks	Quarterly	Implementation of an arts ecosystem: professional artists engaged



STRATEGY	ACTIVITY	TIMEFRAME	IMPACT
To provide accessible exhibitions, resources and outreach programs, both online and at the art gallery, to educate and link back to the national curriculum	Implement regional and remote outreach	Monthly	Improved access to the arts: access for outlying schools, nursing homes and communities
	Implement the 'Art in a Suitcase' program	Monthly	Improved access to the arts: access for outlying schools, students and communities
	Implement the 'Walaaybaa (Home)' program	Annually	Improved access to the arts: access to Aboriginal artists of national calibre
	Implement teacher education programs	Annually	Increased social/cultural impact: access for arts educators to specialist information
	Implement guided tours and school group tours	As required – for all exhibitions/ collection	Increased social/cultural impact: access to specialist information and education resources
	Develop and source education resources for exhibitions and public programs. Provide these information resources as required	As required – for all exhibitions	Increased social/cultural impact: access to specialist information and education resources
	Implement the TRANSMIT virtual program through information access on large screens	Monthly	Improved access to the arts: access to artists of national and international calibre

## strategic plan 2020/21 to 2023/24

STRATEGY	ACTIVITY	TIMEFRAME	IMPACT
To generate innovative exhibitions, including touring exhibitions of a national calibre, to engage new and diverse audiences	Tour the Tamworth Textile Triennial nationally	2020, 2023, 2026 (every 3 years)	Improved access to audiences: national exposure for Tamworth Textile Triennial
	Develop state-wide collection-based tours	2021, 2023, 2025 (every 2 years)	Improved access to audiences: statewide exposure of the Gallery's collection
	Hold 5 –10 exhibitions containing current and courageous content	Annually	Increased social/cultural impact: audience education
	Hold 1–3 exhibitions based on the permanent collection	Annually	Increased engagement and cultural tourism: high audience attendances and appeal
	Hold 5–6 exhibitions showcasing regional artists	Annually	Regional artist engagement, representation and economic/income benefits
To ensure the collection is accessible both physically and virtually, and to extend this accessibility through loans to and from external cultural institutions	Maintain and develop the searchable collection database	Ongoing	Increased access to and engagement with the Gallery's collection
	Hold 1–3 exhibitions based on the permanent collection	Annually	Increased engagement and cultural tourism: high audience attendances and appeal
	Loan our collection to other art institutions	Annually	Increased access to and engagement with the Gallery's collection
	Borrow artworks from other art institutions	Annually	Increased engagement and cultural tourism: high audience attendances and education
	Work in partnership with state and national art institutions and craft-based organisations	Annually	Increased artistic vibrancy and engagement: high audience attendances and appeal



- **GOAL 3:** Implementing **SUSTAINABILITY** through development of the collection and our environment

STRATEGY	ACTIVITY	TIMEFRAME	IMPACT
To support the arts community and promote the development of creative industries and their ongoing success at both the local and national levels	Employ regional artists to deliver workshops and programs	Weekly	Implementation of an arts ecosystem: regional artist engagement, representation and economic/ income benefits
	Implement programs for young people	Weekly	Implementation of an arts ecosystem: young people and students engaged
	Implement adult workshops	Weekly	Implementation of an arts ecosystem: adult artists engaged
	Implement 'Masterclass' art workshops	Quarterly	Implementation of an arts ecosystem: professional artists engaged
	Hold 5–6 exhibitions showcasing regional artists	Annually	Increased social/cultural impact: regional artist engagement, representation and economic benefits
To generate a diversity of income streams for Tamworth Regional Gallery that are not reliant on one source	Promote Deductible Gift Recipient (DGR) status and future donations	Ongoing	Improved financial resources: increased income from DGR donations
	Manage and promote the Gallery shop and merchandise	Ongoing	Improved financial resources: increased income from Gallery shop
	Manage and promote paid workshops and the use of 'Creative Kids' vouchers	Ongoing	Improved financial resources: increased income from Gallery workshops
	Support and promote regional artists and the sale of their artworks	Ongoing	Improved financial resources: increased income from commissions (30 per cent)
	Manage and promote venue hire and education hire at the Gallery	Ongoing	Improved financial resources: increased income from venue hire

STRATEGY	ACTIVITY	TIMEFRAME	IMPACT
To develop and build the visual arts collection through a combination of cultural gifts, purchases, bequests, donations and commissions	Attract new cultural gift program donations that align with the Gallery's collection policy	Ongoing	Improved collection value: increased number and quality of artworks in the visual arts collection
	Generate a significance assessment of the collection	2020/2021	Improved collection value: better understanding of collection strengths and gaps
	Develop a collection plan and update the existing collection policy	2020/2021	Improved collection value: clear direction for new collection acquisitions
	Generate a preservation needs assessment of the collection	2021/2022	Improved collection value: better understanding of collection conservation needs and housing
	Support and promote the Friends of the Gallery's fundraising auction	Annually	Improved collection value: increased fundraising income to support purchase of new acquisitions
To maintain and extend the existing branding and reputation of Tamworth Regional Gallery, including through continuation of the Tamworth Textile Triennial	Upgrade the Gallery's existing website, electronic mail-outs and social media	2020/2021	Improved access to audiences: greater audience reach and distribution
	Work collaboratively with Council's marketing team and Destination Tamworth	Ongoing	Improved access to audiences: Destination Tamworth databases
	Redesign Tamworth Regional Gallery branding and logo in line with redevelopment	2023/2024	Improved access to audiences: cultural precinct audiences engaged
	Tour the Tamworth Textile Triennial nationally	2020+, 2023+, 2026+	Improved access to audiences: national exposure for Tamworth Textile Triennial
	Place editorial/articles in national art-based magazines, e.g. <i>Artist Profile</i> , <i>Art Collector</i> , etc.	Annually	Improved access to audiences: national exposure for Tamworth Regional Gallery



STRATEGY	ACTIVITY	TIMEFRAME	IMPACT
To work sustainably in the delivery of all programs and exhibitions, in gallery management, and in improving our built environment to reduce our environmental impact	Use environmentally friendly materials in all workshops and programs	Ongoing	Reduced environmental impact: reduced use of non-recyclable materials and reduced emissions
	Recycle and reuse exhibition furniture	Ongoing	Reduced environmental impact: recycling of materials is an everyday practice
	Manage collection store/s with space-saving methods and environmentally friendly pest controls	Ongoing	Reduced environmental impact: reduced environmental footprint and reduced emissions
	Install and operate solar panels at the Gallery	2020/2021	Reduced environmental impact: reduced energy drawn from the electricity network
	Ensure new built forms and renovations use sustainable design and materials	2023/2024	Reduced environmental impact: passive solar designs and building orientation used to reduce environmental footprint and emissions

# strategic plan

2020/21 to 2023/24

## impacts and KPI's

GOAL	KPI	CURRENT	YEAR 1: 2020/21	YEAR 2: 2021/22	YEAR 3: 2022/23	YEAR 4: 2023/24
EXCELLENCE	Total exhibitions per year (across 3 gallery spaces) The annual exhibition mix includes: <ul style="list-style-type: none"> <li>• 1-2 x textile-based exhibitions</li> <li>• 1-3 x exhibitions based on the permanent collection</li> <li>• 1-2 x blockbuster exhibitions</li> <li>• 2-3 x Aboriginal community exhibitions</li> <li>• 1-2 x CaLD community exhibitions</li> <li>• 1-2 x exhibitions showcasing people with a disability</li> <li>• 1-2 x exhibitions showcasing students/young people</li> <li>• 5-6 x exhibitions showcasing regional artists</li> </ul>	30	30	30	30	30
	Continue to develop and tour the Tamworth Textile Triennial	3rd TTT on tour nationally/ 4th TTT development	4th TTT launched and goes on tour nationally	4th TTT on tour nationally	4th TTT on tour nationally/ 5th TTT development	5th TTT launched and goes on tour nationally
	Continue to develop touring exhibitions of regional artists and our permanent collection	'The View from 1919' on tour in NSW	'Nudie Suits: 50 Years: Australian Country Music Festival' exhibition development	'Nudie Suits: 50 Years: Australian Country Music Festival' exhibition launched/ 'Nudie Suits' on tour	'Nudie Suits' on tour/ 'Utopia Silks' exhibition development	'Utopia Silks' exhibition on tour in NSW

GOAL	KPI	CURRENT	YEAR 1: 2020/21	YEAR 2: 2021/22	YEAR 3: 2022/23	YEAR 4: 2023/24
EXCELLENCE	Continue partnership with Hunter New England Health & Tamworth Hospital	Up to 40 artworks on display throughout Hospital	Up to 40 artworks on display throughout Hospital	Up to 40 artworks on display throughout Hospital	Up to 50 artworks on display throughout Hospital	Up to 50 artworks on display throughout Hospital
	Number of exhibitions containing current and courageous content (from any of the above)	5	5	5	6	6
	Number of exhibitions/external loans of artworks of national or international significance	5–6	5–6	5–6	5–6	5–6
	Number of artists engaged (includes students and challenge community services clients)	300	350	400	450	500



# strategic plan 2020/2021 to 2023/2024

## impacts and KPI's

GOAL	KPI	CURRENT	YEAR 1: 2020/21	YEAR 2: 2021/22	YEAR 3: 2022/23	YEAR 4: 2023/24
ENGAGEMENT	Gallery's total annual attendance statistics (across all spaces)	50,000	51,000	52,000	53,000	54,000
	Volunteer numbers and engagement	60	62	65	68	70
	Life Span Public Programs: <ul style="list-style-type: none"> <li>Preschool Art</li> <li>Art After School</li> <li>School Holiday Workshops</li> <li>Family Funday Sundays</li> <li>Programs for Young People</li> <li>Adult Workshops</li> <li>Masterclasses</li> <li>Lectures and Artist Talks</li> </ul>	200	200	200	200	200
	Priority Areas Public Programs: <ul style="list-style-type: none"> <li>Cultural Tours and Workshops with Aboriginal Artists</li> <li>Multicultural Tamworth Workshop Events</li> <li>Access Groups and Sensory Sessions</li> <li>LGBTIQ+ Workshop and Community Events</li> </ul>	100	110	115	120	125

GOAL	KPI	CURRENT	YEAR 1: 2020/21	YEAR 2: 2021/22	YEAR 3: 2022/23	YEAR 4: 2023/24
ENGAGEMENT	Regional and Remote Public Programs:					
	<ul style="list-style-type: none"> <li>• Outreach to Remote Areas</li> <li>• Art in a Suitcase</li> <li>• Walaaybaa (Home)</li> <li>• Teacher Education Programs</li> <li>• Guided Tours and School Group Tours at Gallery</li> <li>• TRANSMIT – digital lectures</li> </ul>	60	60	60	60	60
	Total number of Gallery public programs annually	360	370	375	380	385
	Total participation in all Gallery public programs	4,000	4,250	4,500	4,750	5,000
	Media responses to exhibitions/public programs					
	<b>Monthly:</b> <ul style="list-style-type: none"> <li>• 1 x ABC radio</li> <li>• 1 x commercial radio</li> <li>• 1 x NDL editorial</li> </ul> <b>Yearly:</b> <ul style="list-style-type: none"> <li>• 3+ x television coverage</li> <li>• 1+ x national editorial</li> </ul>	40	42	44	46	48
	EDMs and social media posts					
	<ul style="list-style-type: none"> <li>• 1 x weekly + exhibition/public programs</li> </ul>	52	55	60	65	70

# strategic plan

2020/2021 to 2023/2024

## impacts and KPI's

GOAL	KPI	CURRENT	YEAR 1: 2020/21	YEAR 2: 2021/22	YEAR 3: 2022/23	YEAR 4: 2023/24
SUSTAINABILITY	Policies, plans and procedures reviewed annually	Annually	Annually	Annually	Annually	Annually
	Number of new acquisitions – in line with the collection policy	20–50	20–50	20–50	20–50	20–50
	Collection maintained, valued, documented and digitised	50	50	50	50	50
	Adequate built infrastructure support	Concept design for cultural precinct approved	Solar panels installed	Development plans for cultural precinct	Final plans for Cultural Precinct approved	Construction of cultural precinct commences
	Adequate moveable infrastructure support	1 x van 1 x EWP 1 x forklift 2 x wall movers	1 x van 1 x EWP 1 x forklift 2 x wall movers	1 x van 1 x EWP 1 x forklift 2 x wall movers	1 x van 1 x EWP 1 x forklift 2 x wall movers	1 x van 1 x EWP 1 x forklift 2 x wall movers
	Adequate staffing levels/ support to enable Gallery to open on Sundays and public holidays	3 full time 3 part time 2–3 casual	3 full time 3 part time 2–3 casual	3 full time 3 part time 3–4 casual	3 full time 3 part time 3–4 casual	4 full time 3 part time 3–4 casual
	Increased income from shop sales, public programs, room hire and artwork commissions	\$46,800	\$47,736	\$48,690	\$49,664	\$50,657
	Increased income from funding bodies	\$65,000	\$80,000	\$80,000	\$80,000	\$80,000
	Increased income from donations, fundraising, philanthropy, DGR and sponsorship	\$2,000	\$4,000	\$6,000	\$8,000	\$10,000

Impacts and KPIs may be affected by the COVID-19 pandemic.



## 11.0 references

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- Tamworth Regional Council's Community Strategic Plan 2023.
- Tamworth Regional Council's Public Art Engagement Strategy 2016–2021.
- Tamworth Regional Museums Engagement Strategy 2019–2024.
- Tamworth Region Arts Advisory Committee (TRAAC) – Terms of Reference
- Tamworth Regional Council contracts the Australian Bureau of Statistics to provide a specific breakdown of statistics for the region each Census, including Aboriginal population data by Tamworth suburb and trend data across censuses. <https://profile.id.com.au/tamworth>
- Gina Fairley, 'Exploded Textiles, Tamworth Regional Gallery (NSW)', *ArtsHub* review, 6 November 2019. <https://visual.artshub.com.au/news-article/reviews/visual-arts/gina-fairley/exploded-textiles-tamworth-regional-gallery-nsw>
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- NSW Arts and Cultural Policy Framework.
- Local Government Authorities Arts and Cultural Program Guidelines 2019/20.
- Cairns Gallery Precinct, Cairns Regional Council.
- Art Gallery of South Australia Strategic Plan 2019–2022.
- Draft Murray Art Museum Albury Strategic Plan 2020–2024.
- Queensland Art Gallery | Gallery Of Modern Art (GOMA) Strategic Plan 2016–20.
- Shepparton Art Museum (SAM) Annual Report 2018–2019.

Consultation and Feedback has been received from:

- Museums and Galleries of NSW
- Regional Arts NSW
- Regional Public Galleries of NSW
- Dr. Roslyn Russell, author of the Tamworth Regional Gallery's significance assessment
- Tamworth Regional Gallery Friends and volunteers
- Tamworth Regional Gallery and Cultural Services staff
- Tamworth Region Arts Advisory Committee Members (TRAAC)



TAMWORTH



TAMWORTH REGIONAL GALLERY

# strategic plan

2020/21 to 2023/24



Tamworth Regional Gallery view, 2018 Archibald Prize Regional Tour.  
Image: Steve Gonsalves Tamworth.