

A Partnership between Tamworth Regional Council
and the Australian Country Music Foundation

Australian Country Music Hall of Fame


2020–2024 Strategic Plan



PGN 758

1954 PANTHER

THIS IS THE 1954 PANTHER
300cc SINGLE-CYLINDER
MOTOR CYCLE BUILT IN
ENGLAND TO AUSTRALIA BY
THE COMPANY OF THE
INTERNATIONAL SONG
"I'VE BEEN EVERYWHERE"
"GIVE ME BACK AND WE'LL
TALK IN 1954"

A group of people are seated in a museum gallery, looking at displays. The gallery features several arched display cases on the wall, each containing a different exhibit. The people are seated in blue chairs, and the room is dimly lit with spotlights on the ceiling. A white text box is overlaid on the image, containing a statement from Tamworth Regional Council.

**Tamworth Regional Council
acknowledges the Gamilaroi/
Kamilaroi people, who are the
Traditional Custodians of this land.
In presenting this Plan, we would
like to pay respect to Elders past
and present, and extend that
respect to other Aboriginal and
Torres Strait Islander peoples living
in and visiting our Region.**



CONTENTS

INTRODUCTION	5
CURATORIAL THEMES	6
PURPOSE OF THE PLAN	7
BACKGROUND	7
ACCESS & STAFFING	8
THE COLLECTION & EXHIBITIONS	9
CURRENT CHALLENGES & OPPORTUNITIES	12
IMPORTANCE OF THE MUSEUM TO TAMWORTH	13
STRATEGIC FRAMEWORK	14
Purpose & Values	14
Methods, Product & Impact	14
Goals	14
VISITOR EXPERIENCE & AUDIENCE DEVELOPMENT	22
PROMOTIONS & COMMUNICATIONS	26
RESOURCING IMPLICATIONS FOR PARTNERS	27
RISK MANAGEMENT	28
CREDITS & REFERENCES	30
ACTION PLAN SUMMARY	31

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INTRODUCTION

The Australian Country Music Hall of Fame, including the Walk a Country Mile exhibit, features an unmatched collection of memorabilia from Australian Country Music artists...¹

The stories told by the Australian Country Music Hall of Fame (ACMF) contribute to Tamworth's collective memory, its history and its tourism potential. In order to continue to tell this important story, a sustained and strategic approach to long-term investment in the Museum is required. An investment in permanent galleries, buildings and staffing, and in renewal of collections and exhibitions, combined with a focus on building audiences, will be necessary to increase the Museum's visitor numbers and to establish a Country Music Precinct of excellence.

The ACMF supports and reflects key cultural themes for Tamworth and region, and is of significant importance in the tourism landscape. The Museum combines with other Tamworth music-themed products to offer a 'whole package experience' for niche markets seeking to immerse themselves in a country music escape.

The ACMF is a totally volunteer-run, not-for-profit organisation with the charter to collect, protect, preserve and promote the history and heritage of Australian country music. The Australian Country Music Foundation Inc. (ACMF Inc) was established in 1991 and is the administrator of the Australian Country Music Hall of Fame.

The Museum could not operate without the support of a committed volunteer team, assistance from dedicated sponsors and a strong partnership with Tamworth Regional Council (TRC). This strategic plan has been developed in partnership with ACMF Inc. volunteers, key stakeholders and representative of TRC to map a path to secure its future.

Collect, conserve, display – history, heritage, culture

Mission: To ensure the longevity of Australia's pre-eminent Country Music collection and the narratives contained therein, through the development of robust frameworks, sustainable practices and strategic partnerships.

¹ Significance Assessment Report for the Australian Country Music Foundation Collection and Museum (Linda Raymond, May 2007).

CURATORIAL THEMES

The ACMF exhibition retains its relevance to international country music. However, it is unique in its commentary on the development of the Australian music industry from the 1930s onwards. The collection provides extensive opportunities to interpret a range of themes relating to popular music culture and the experiences of ordinary Australians, but more particularly to the lives and lifestyles of the many performers who entertained Australians across the country.

Key themes for the Museum include:

- the development of the Australian country music industry
- legends of the Australian country music industry (including broadcasters and associated industries)
- the Museum's context and relevance to today
- the status of Tamworth as Australia's 'Country Music Capital'.

The Museum has a strong relationship with fans and members of the Australian country music industry, which will provide for long-term sustainability and viability. Audience access, inclusion and authenticity are underpinning principles of the ACMFs activities.

Organisational goals that foster an integrated approach are summarised as:

- excellence
- collaboration
- longevity
- access and inclusion
- integrated tourism planning.



PURPOSE OF THE PLAN

This forward plan outlines the framework and goals of the Australian Country Music Hall of Fame Working Group. The plan outlines a shared vision for the ongoing exhibition, collection care, research and interpretation of the country music story in Tamworth. The plan articulates:

- a sustainable and collaborative approach to collections management and museum development
- the identification of key priorities and principles
- discussion on appropriate governance structures to achieve a shared vision
- strategic partners and resources required to move forward.

The ACMF Inc. has a 10-year vision for developing in Tamworth a Country Music Precinct, involving the collaboration and co-location of a number of services and thematically linked attractions. This plan creates the foundations for the establishment of such a facility and marks the beginning of the journey to achieve such a vision. The document is based on a partnership approach,

with collaboration between the Australian Country Music Foundation and Tamworth Regional Council a vital ingredient. Like all successful partnerships, those invested will need to ensure the relationship is based on 'give and take', good faith and mutual support.

The plan maps the Museum's way forward by drawing on existing documentation, including the outgoing business plan, the Collection Significance Statement, the Tamworth Regional Council Cultural Plan 2018–2023, and the outcomes of a workshop held in February 2019 and attended by key stakeholders.

BACKGROUND

In 1969, Radio 2TM proclaimed Tamworth as Australia's 'Country Music Capital'. In 1973, 2TM staged the first Australian Country Music Awards and launched the Tamworth Country Music Festival with the support of other local groups, including the Capital Country Music Association.

The Australian Country Music Foundation Inc. was established in 1991 and is the administrator of the Australian Country Music Hall of Fame. The ACMF Inc. also acts as custodian of the Country Music Hands of Fame, the Broadcasters' Hall of Fame and the Eric Watson Literary Award.

The current collection was assembled following the amalgamation of two parent organisations, the Heritage Hall (HH) and the ACMF Inc., which were established by Tamworth-based volunteer groups in the early 1990s.

The ACMF Inc. was formed to establish a permanent National Country Music Archive and Resource Centre in Tamworth. To service its vision, it rented the heritage-listed Mechanics Institute Hall from Tamworth City Council (TCC) and invested

over \$100,000 (a TCC loan) in lighting and air-conditioning. An exhibition space and a small theatre showing archival footage of country music pioneers were set up. In the early years, ACMF focused on pioneers such as Slim Dusty, Buddy Williams and Smoky Dawson. As time passed, it widened the collection to include more contemporary artists.

By 2002, the TCC loan had become a burden on an organisation that had not yet found strategies to create an adequate income stream. Recognising the archive's value to the Tamworth community, TCC wrote off the loan and made overtures to ACMF Inc. and HH to consider amalgamation. In mid-2002, they joined forces, retaining the name 'Australian Country Music Foundation' along with the Mechanics Institute venue.

In 2015, the ACMF Inc. accepted an offer from Council to move to the iconic guitar-shaped building in Peel Street, formerly the Visitor Information Centre, where it is located today.

ACCESS & STAFFING

The Australian Country Music Hall of Fame Museum and 'Walk a Country Mile' exhibit is open daily from 10am to 4pm. During the January Country Music Festival and the July 'Hats Off' Festival, the Museum operates with extended opening hours. Admission prices ensure that the Museum is accessible, with entry for adults charged at \$7 per person (pp) and offered free for children under 12.

The Museum can cater for a diversity of needs. It has disabled access, and school and tour groups of up to 40 people can be accommodated. Parking is available for RVs, vans and coaches.

The Australian Country Music Foundation Inc. is a not-for-profit association whose operations are conducted entirely by volunteers, including a voluntary Board of Management. Volunteers undertake a wide variety of tasks necessary to operate the Museum and archive, including admissions, tours, information, office work, archiving, education, historical research, computer applications, management, promotion and advertising.

Succession planning is a major challenge for the Museum, and the current staffing is unsustainable in the long term. A Memorandum of Understanding (MOU) established between TRC and the Board of ACMF Inc. overviews a staged approach to the transfer of responsibilities for various aspects of operations over the coming years. In 2018, as part of this agreement, TRC Museums Team staff became more active in developing and maintaining exhibitions, and are on hand to assist with collection-related advice. The Collections Officer (Museums) dedicates an average of one day per week to the ACMF for this purpose.

The building is owned by TRC, which also maintains a budget line for the maintenance of the building and some elements of the exhibition (with particular reference to the 'Walk a Country Mile' exhibition, which is owned by TRC but shares the exhibition space in the same building).



THE COLLECTION & EXHIBITIONS

The ACMF collection overall is of very high significance against almost all the relevant criteria. It is unique not only in Australia but also at an international level and is both well-known and well-loved by country music fans not only in Australia but all over the world.²

The **Australian Country Music Hall of Fame** displays memorabilia from pioneers of country music through to current stars. Material within the collection includes:

- sound collection – including 78s, LPs, 45s, CDs, reel-to-reel audiotape, oral histories
- video library – DVDs, VHS, videotape, Prime TV CM Video masters
- books and periodicals
- artefacts
- documents
- sheet music

- posters and photographs
- large oil paintings (ten), including four featuring Archibald Prize entries and four paintings by Pro Hart
- a large collection of historical musical instruments dating back to the 1930s
- a large collection of stage clothing dating back to the 1930s.

Cataloguing is advanced and ongoing, and the organisation uses a bespoke version of access to record object detail. Digitisation of the collection is also underway. The collection is stored within the guitar-shaped building at Peel Street and in an offsite facility. The collection store is crowded, without climate control and is unsuitable for the more fragile items.



² Significance Assessment Report for the Australian Country Music Foundation Collection and Museum (Linda Raymond, May 2007).

Exhibitions

The ACMF Inc.'s first exhibition, 'Slim Dusty', opened in January 1995. The Broadcasters' Hall of Fame was inaugurated in 1997 to pay tribute to those broadcasters, past and present, who have played a significant role in the promotion and development of country music in Australia. In the same year, the Smoky Dawson room was dedicated and opened as the Channel 10 Theatrette, showing historic footage of country music pioneers. In 1998, the 'Slim Dusty' exhibition was expanded into the 'Legends of Australian Country Music' exhibit. The 'Legends' exhibition forms the central focus for displays in current exhibitions.

In 1995, the ACMF Inc. was given ownership and control of the Roll of Renown when former owners Radio 2TM passed most of its country music activities and responsibilities to Tamworth City Council. The ACMF Inc. was asked to administer the Hands of Fame on behalf of Council the same year. Since 2001, new awardees to the Broadcasters' Hall of Fame and Hands of Fame are announced at the ACMF-promoted ceremony held during the Country Music Festival.



Digital Presence

The ACMF is participating in a pilot project to establish a state-based online exhibition framework titled 'Collection and Stories'. Although in its infancy, this digital framework has the capacity to offer significant assistance to local collections to increase access to objects and stories across the state.

The ACMFs current web presence provides key visitation information and a basic outline of exhibitions and the collections. It is desirable to offer ACMF audiences more detailed online information on the collection and collection narratives, and ideally the organisation will work towards a re-launch of the website with a more interactive audience interface. Involvement in the Museums & Galleries of NSW (M&G NSW) pilot program may provide a first step in this process.

The organisation hosts a Facebook page that is active and provides potential audiences with better insight into exhibition content. The Facebook page has just over 500 followers. In contrast, the Tamworth Country Music Festival Facebook page has almost 74,000 followers, indicating that there may be opportunities for leverage via joint marketing. Visitor feedback via social media is overwhelmingly positive.



Recent Facebook page comments:

“

A must see!!!

A brilliant display of country music from how it got started to now.

January 26, 2019

”

“

**Absolutely loved this place
Such incredible memories
Brilliant displays
Everything is fabulous here**

December 31, 2018

”

“

5 stars!

Outstanding! The collections of country history are fantastic, the movies are very informative and the staff are friendly, welcoming and an absolute wealth of information. Thank you

February 13, 2019

”

CURRENT CHALLENGES & OPPORTUNITIES

At an ACMF Inc. Working Party workshop convened in February 2019, and attended by ACMF Inc. Board members and volunteers, TRC Councillors and staff, and other stakeholders, participants identified a range of challenges and opportunities facing the organisation.

Key challenges included:

- **Sustainability** – succession planning and staffing for the Museum; providing adequate storage for the collection; accessing external funding.
- **Increasing visitation** – finding the means to leverage from and partner with other attractions and events; promotional management and resources.
- **Change** – industry change and the evolution of consumer appetite changes; attracting audiences across distributed country music attractions in Tamworth.
- **Collaboration** – maintaining key partners and developing a common vision for the future.

Strategic opportunities were identified as:

- **Increasing visitation** – development of a Country Music Precinct; audience development; developing a structured marketing plan; events and public programs.
- **Sustainability** – progressing the MOU/partnership arrangements with TRC; the external funding environment; potential for new partnerships.
- **Collaboration** – strategic partnerships with other attractions (Golden Guitar); harnessing/leveraging visitation to the Country Music Festival.

One of the key challenges for the organisation is to remain relevant to audiences. The music industry is changing rapidly as the means for delivery of popular music evolves and an appetite for more contemporary versions of country music emerges. To ensure the ongoing relevance of the ACMF story to visitors, and therefore the sustainability of operations, the organisation will need to ensure ongoing flexibility and responsiveness to visitor demand.

The Museum currently has limited space to undertake preservation and collection care. It has no onsite meeting/ education space, merchandising area or temporary display area. The storage of the collection is problematic. Currently, the collection is housed in unsuitable storage areas onsite, in addition to an offsite location close by. These storage facilities have no form of temperature control and limited security devices. TRC's intention to construct shared archival facilities is dependent upon accessing suitable funding, and thus the resolution of this issue is pending.

IMPORTANCE OF THE MUSEUM TO TAMWORTH

Tamworth is widely recognised, both in Australia and overseas, as Australia's 'Country Music Capital' and the Annual Country Music Festival is now recognised as one of the world's top 10 music festivals.³

The Museum is important to Tamworth as a tourist attraction, as a research centre, as a teller of regional and nationally significant stories, and as a reflection of local cultural values. It is part of a distributed collection across the City of Tamworth that incorporates an array of activities, public artworks, events and exhibitions.

An annual highlight in Tamworth is the 10 day Country Music Festival held in January, which attracts up to 50,000 visitors per day. The program features over 700 performers and 2,800 shows across 120 different venues. There are over 400 buskers in the Tamworth CBD.

The ACMF is an active participant in the January festival, hosting numerous visitors to the Museum and the 'Meet the Pioneers' sessions conducted throughout the festival week. The ACMF is responsible for the Broadcasters' Hall of Fame and Hands of Fame imprinting ceremony, and administers the Hands of Fame cornerstone for Tamworth Regional Council.

The ACMF is also actively involved in other major tourist activities, including the annual mid-year festival, 'Hats Off to Country', held in July, when the centre operates on extended opening hours to accommodate additional visitors to the town.

The ACMF has a strong following of loyal country music fans and industry professionals, having developed an emotional connection between the organisation and the music industry, and is an integral part of the country music landscape in Tamworth.

The Museum stands as testimony to the grit and determination of the community to develop the country music industry as a cultural and tourism asset for Tamworth. The development of an integrated tourism planning approach as outlined in this document, and the eventual establishment of a Country Music Precinct of national significance, will further build on achievements to date and establish an iconic, integrated country music destination.

³ Max Ellis, 'The History of Country Music in Australia', www.historyofcountrymusic.com.au/htbcm.html. © Copyright, G.M. Ellis.

STRATEGIC FRAMEWORK

PURPOSE & VALUES

Australian Country Music Foundation: Collect, Conserve, Display – History, Heritage, Culture

Mission Statement: To actively seek out and obtain for preservation, academic research and, where appropriate, public display, all historic and significant items of memorabilia, recordings and documentation appertaining to Australian and New Zealand country music throughout the world.

METHODS, PRODUCT & IMPACT

The Museum achieves its purpose through the development of:

- exhibitions/static displays
- collection care
- guided tours
- events and public programs
- presentation of relevant industry awards (e.g. Eric Watson Literary Award, Broadcasters' Award).

While various methods are used to create these outcomes, it would not be possible without the dedication of volunteers. The volunteers are responsible for the care and maintenance of the collection, and have developed museum-based skills in collection care and exhibition development.

The Museum contributes to the diversity of tourism offerings available in Tamworth, often running specific programs in partnership with other major events.

It plays an important role in providing opportunities for shared memories and experiences, and in interpreting nationally significant stories of the development of popular music culture.

GOALS

All the activities of the Museum underpin the delivery of its purpose and impacts and support the following five goals:

1. Maintain and progress collaboration between the ACMF, Tamworth Regional Council and other key stakeholders.
2. Develop a Country Music Precinct of national significance.
3. Preserve the longevity of the Museum and its stories through the development of robust frameworks and sustainable practices to ensure it remains the pre-eminent Australian Country Music collection.
4. Facilitate access to and inclusion in the country music story for visitors.
5. Create and develop a tourist attraction within the framework of Tamworth's 'Country Music Capital' promotion.

STRATEGIES FOR THE DELIVERY OF GOALS

GOALS	ASSOCIATED STRATEGIES
<p>1. Maintain and progress collaboration between the ACMF, Tamworth Regional Council and other key stakeholders.</p>	<ul style="list-style-type: none"> • Recruitment of and skills development for volunteers • Building and developing sector networks • Meeting the expectations of external stakeholders • Increasing volunteer numbers and staff resources
<p>2. Develop a Country Music Precinct of national significance.</p>	<ul style="list-style-type: none"> • Improved visitor experience • Improved facilities • Increased attendance – target 50,000 visitors by 2030 • Targeted communications processes • Shared vision for precinct development • Building a unique brand – the Australian Country Music Hall of Fame Inc. and ‘Walk a Country Mile’ exhibits
<p>3. Preserve the longevity of the Museum and its stories through the development of robust frameworks and sustainable practices to ensure it remains the pre-eminent Australian Country Music collection.</p>	<ul style="list-style-type: none"> • Improved facilities, including climate control exhibition and storage spaces • Appropriate staffing levels and skill development • Alternate revenue streams for operational costs of facility • Strong operational models, including clear governance • Ensure collection sustainability
<p>4. Facilitate access to and inclusion in the country music story for visitors.</p>	<ul style="list-style-type: none"> • Increased visitor engagement • Cohesive and immersive country music experiences for visitors • Enable digital access to collections • Leverage of existing audiences • Fact-based knowledge of audiences • Diversifying audience segmentation
<p>5. Create and develop a tourist attraction within the framework of Tamworth’s ‘Country Music Capital’ promotion.</p>	<ul style="list-style-type: none"> • Cross-promotion of country music attractions in Tamworth • An integrated approach to tourism development • Leverage of existing audiences • More effective and increased use of social media platforms

GOAL 1: Maintain and progress collaboration between the ACMF, Tamworth Regional Council and other key stakeholders

STRATEGY	ACTIVITY	TIMEFRAME	RESPONSIBILITY (TRC and /or ACMF)	IMPACT
Meeting the expectations of external stakeholders	ACMF to undertake a staged transition with TRC to increase collaborative management of the Museum as outlined in the MOU.	Deed of Trust 31/08/2020	TRC/ACMF	Shared understanding of transition arrangement, providing peace of mind for ACMF and TRC. Establishment of agreement on a Deed of Trust and staged transition.
		Exhibits & Front of House 31/08/2020	TRC/ACMF	
		Management/ Operations – 31/08/2020	TRC/ACMF	
Meeting the expectations of external stakeholders	Collection ownership and care transferred to TRC as specified in the Deed of Trust.	Collection ownership – by 30/11/2020 (TRC access for exhibition development as of 31/08/2020)		Ensure the preservation, conservation and care of the collection for future generations. (Detailed in the Deed of Trust)
	Establish an advisory committee structure to ensure stakeholder feedback and participation in all aspects of Museum management.	31/03/2020	TRC/ACMF	Continued volunteer involvement and collaboration in management of Hall of Fame. KPI: Collaborative approach to operational transition and centre management.
Meeting the expectations of external stakeholders	Appoint a TRC representative as primary contact, and allocate management of ACMF operations and budgets accordingly.	31/03/2020	TRC	Ensuring communication channels remain open between all stakeholders and effective operational transition. KPI: Effective management of centre.
Recruitment of and skills development for volunteers	Collaboration between TRC staff and volunteers to research and develop exhibitions and generate interpretation and specialist collection knowledge.	30/11/2021	TRC/ACMF	Empowering volunteers to undertake skilled roles. KPI: Number of joint projects; increased capacity in volunteers.
Recruitment of and skills development for volunteers	Work in partnership with the TRC Collections Officer to digitise the collection and facilitate online access to it.	31/01/2021	TRC/ACMF	Increased access to the collection. KPI: Number of objects/records digitised. KPI: Participation in M&G NSW's 'Collections and Stories' program to increase audience access.

STRATEGY	ACTIVITY	TIMEFRAME	RESPONSIBILITY (TRC and /or ACMF)	IMPACT
Increasing volunteer numbers and staff resources	Work in partnership with the TRC Volunteer Coordinator to recruit new volunteers within the existing volunteer capacity.	31/03/2020	TRC/ACMF	Partnership to increase staffing and staff resources established. KPI: Increased volunteer numbers.
Meeting the expectations of external stakeholders	Identify and generate partnership projects with organisations, universities and businesses that support the development of the country music industry.	30/06/2022	TRC/ACMF	Strategic alliances developed and maintained. KPI: Number of partnerships/ projects completed annually.
Building and developing sector networks	Maintain and develop strong relationships with the country music industry and contemporary performers.	30/06/2020	TRC/ACMF	Strategic relationships developed and maintained. KPI: Level of industry support.
Building and developing sector networks	Work collaboratively with the Australian Museums and Galleries Association (AMaGA), Museums & Galleries NSW (M&G NSW), Create NSW and other professional organisations, including educational institutions.	31/03/2020	TRC/ACMF	Working in partnership to ensure industry standards are maintained.

GOAL 2: Develop a Country Music Precinct of national significance

STRATEGY	ACTIVITY	TIMEFRAME	RESPONSIBILITY (TRC and /or ACMF)	IMPACT
Shared vision for precinct development	Progress the concept of Country Music Precinct development:	31/03/2024	TRC/ACMF/Other stakeholders as required	Working towards a common goal with strategic partners. KPI: Project brief and initial masterplan completed.
	1. Establish consensus on inclusions.			
	2. Develop a project brief and initial master plan/ concept.	30/06/2024		
	3. Work collaboratively with TRC staff to undertake project development.			
Improved facilities	Develop a revenue plan for precinct development	30/06/2024	TRC/ACMF	Reduced financial risk, sustainable approach to project development, identification of strategic alliances. KPI: Revenue plan completed.
Shared vision for precinct development	Undertake community consultation for the precinct concept.	30/09/2024	TRC	Working towards a common goal with the Tamworth community; community engagement. KPI: Community support established.
Improved visitor experience Increased attendance	Refresh and create new displays, including temporary exhibitions.	30/11/2021	TRC/ACMF	Development of new product and narratives for visitors. KPI: Increased visitation; increased repeat visitation
	Secure ownership of the Golden Guitar sculpture as a key iconic outdoor exhibit.	31/01/2021	TRC	Shared vision; establishment of precinct. KPI: Discussion undertaken. Target date for relocation (2026?).
Improved facilities	Collaborate with the music industry and tertiary providers to plan for the establishment of an education centre in the precinct vision.	30/09/2024	TRC/ACMF	Shared vision; inclusion of facilities in precinct plans. KPI: Industry support for concept.
Targeted communications methods and materials	Create border communication tools that can be shared via social media and include an offer with a local business.	30/06/2022	TRC	Fact-based understanding of audiences. KPI: Social media engagement.
	Commission market research and develop a marketing plan.	30/06/2022	TRC	Targeted marketing strategies. KPI: Increased visitation and brand recognition.

STRATEGY	ACTIVITY	TIMEFRAME	RESPONSIBILITY (TRC and /or ACMF)	IMPACT
Building a unique brand – the Australian Country Music Hall of Fame and ‘Walk a Country Mile’ exhibits	Plan and create a range of unique low-cost Tamworth ACMF merchandise that extends the cultural experience.	30/06/2021	TRC/ACMF	Extension of cultural experience and increased brand recognition. KPI: Alternate revenue stream developed.
Building a unique brand – the Australian Country Music Hall of Fame and ‘Walk a Country Mile’ exhibits	Re-brand the Museum’s social media and web presence to reflect key messages of excellence, interactivity, immersion and changing exhibits. Develop new promotional logo and flyers to reflect the brand.	30/06/2021	TRC/ACMF	KPI: Increased visitation. KPI: Increased brand recognition.
Targeted communications processes	Create a range of experientially based promotional materials for the audience segments identified in research in partnership with Destination Tamworth.	30/09/2022	TRC	KPI: Increased visitation. KPI: Increased brand recognition.
Targeted communications processes	Create a bi-monthly hash tag campaign for social media, highlighting an object from the collection.	30/06/2021	TRC	Increased knowledge of collection. Trackable promotions. KPI: Social media engagement.
	Participate in the development of a joint museums ticket (Tamworth Multi-Museum Pass).	30/06/2021	TRC/ACMF	Trackable promotions. KPI: Increased visitation.
Targeted communications processes	Destination Tamworth staff to ensure both broad- and narrow-cast coverage of events and programs at the Museum.	30/06/2020	TRC	Better awareness of public events. KPI: Increased event attendance.
Targeted communications processes	Undertake promotions with the Tamworth Country Music Festival and other events/ attractions as appropriate.	31/01/2021	TRC	Trackable promotions. KPI: Increased visitation. KPI: Increased brand awareness.

GOAL 3: Ensure the longevity of the collection and its stories through the development of robust frameworks and sustainable practices to ensure it remains the pre-eminent Australian Country Music collection.

STRATEGY	ACTIVITY	TIMEFRAME	RESPONSIBILITY (TRC and /or ACMF)	IMPACT
Improved facilities	Identify and secure an appropriate means for coordinated collection storage and shared resourcing.	20/06/2023	TRC/ACMF	Adequate space for collection storage. KPI: Improved storage facilities.
	Progress installation of complete climate control facilities for exhibition and collection storage spaces.	30/06/2024	TRC/ACMF	Sustainable management practices and more efficient operations. KPI: Improved storage facilities.
Ensure collection sustainability	Commence a strategic deaccessioning program across the collection subject to collection policy parameters. Continue to acquire in line with the collection policy.	30/06/2024	TRC/ACMF	Good collection practices; adequate space for collection storage and sustainability of collection. KPI: Improved collection management practices.
Appropriate staffing levels	Dedicate a portion of entry income towards the employment of operational staff (front of house, administration, curatorial).	31/08/2020	TRC/ACMF	Establishment of key staff positions. KPI: Position established.
Alternate revenue streams for operational costs of facility	Develop a sponsorship plan and negotiate access to rental income (commercial food outlets) earned onsite.	30/06/2023	TRC/ACMF	Sustainable management practices and more efficient operations. KPI: Generation of alternate income streams.
	Develop a business plan for the site, including management of the income and expenses budget for the ACMF facility.	30/06/2023	TRC/ACMF	Sustainable management practices and more efficient operations. KPI: Generation of alternate income streams.
	Participate in development of a regional museums merchandising strategy.	30/06/2023	TRC	Sustainable management practices and more efficient operations. KPI: Generation of alternate income streams.

STRATEGY	ACTIVITY	TIMEFRAME	RESPONSIBILITY (TRC and /or ACMF)	IMPACT
Strong operational models, including clear governance.	Clarify organisational roles for paid staff, TRC staff, management and volunteers during the transitional management period (MOU).	30/11/2020	TRC	More efficient operations. Volunteer retention and renewal. KPI: Clear communication, leading to increased volunteer numbers. KPI: Effective facility management.
	Transfer collection management responsibilities of the collection to TRC. Expansion of the collection through donations, purchases and the Cultural Gift Program.	30/11/2020 (Stage 1 = Ownership) 30/06/2022 (Stage 2 = day to day management)	TRC/ACMF	Sustainable collections. KPI: Good collection management practices and developing a partnership approach with volunteers.
	Research the ACMF collections, and generate significance statements to reflect changes and new acquisitions.	30/06/2024	TRC/ACMF	Sustainable collections. KPI: Good collection management practices.

VISITOR EXPERIENCE & AUDIENCE DEVELOPMENT

Ensuring a focus on the visitor is a vital part of planning for today's museums. Museums and galleries are moving away from focusing entirely on the content of their collections to concentrating on the experience of visiting itself. Audience segmentation for marketing purposes is just the start in understanding visitors. Once we know our audience, this knowledge can be used to improve visitor experience on the ground – through better displays and galleries, websites, entrances, ticketing, catering, retail, events and activities.

The ACMF received annual visitation of just over 7,000 ticketed adult visitors (children/concession have free entry) in the 2018 calendar year. Audience feedback gathered via visitor books and social media is consistently positive. However, visitation numbers in comparison with those for the region indicate that many visitors to the Country Music Capital are either overlooking ACMF or choosing not to visit.

The New England North West Region receives 1.6 million visitors per annum, with all markets showing signs of strengthening numbers and the domestic market the strongest. The primary reasons for trips were cited as 'Visiting Friends and Relatives' (domestic overnight travel = 38.2 per cent, day trippers = 21.7 per cent) and 'Holidaying' (domestic overnight travel = 29.5 per cent, day trippers = 40.9 per cent). Most overnight visitors are travelling on their own (31.7 per cent), closely followed by travel as an adult couple (28.1 per cent) with an average stay of two nights.

Regional NSW (50.7 per cent) was the largest source of visitors to the region, and visitors aged '40 to 49 years' (19.5 per cent) the largest age group, followed by '60 to 69 years' (19.2 per cent) and '50 to 59 years' (18.5 per cent), for the domestic overnight market. For the New England North West region, sightseeing represented 20 per cent of preferred activities for visitors.

Figures for visitation to the ACMF over 2017 and 2018 indicate a 15 per cent rise in visitation; however, given the small sample, any assumptions of ongoing gradual increases are premature. At present, demographic information is not collected from visitors, so more detailed visitor information is largely anecdotal. Until site-specific data can be collected, visitation assumptions and base-level information is based on volunteer observation and regional statistics.

Current ACMF volunteers report the following observations regarding visitors:

- Adults are generally aged 50+ years.
- Visits by families increase during school holiday periods and may possibly be driven by the Museum's proximity to the caravan park.
- Approximately 25 per cent of visitors are international in origin.
- Visitors often have a family connection to the industry – for example, grandchildren of performers.
- Peak visitation times are autumn/spring, school holidays, and January during the festival period.

The Tamworth Country Music Festival brings up to 50,000 visitors to Tamworth for each day of the festival in January of each year. By contrast, ACMF visitation in January has been (respectively) 1,111 and 1,000 in 2017 and 2018. This demonstrates a 10 per cent drop in visitation over the festival period (though with just a small sample of two years, this may be an anomaly). However, annual visitation figures for the ACMF show a 15 per cent annual increase in visitation (2017: 6303; 2018: 7246). Although January visitation demonstrates only minimal leverage from festival audiences, annual visitation to the facility is on a par with comparable facilities such as the Powerstation Museum. Visitation for the Wax Museum is unknown, and figures may be skewed by colocation with the Visitor Information Centre facilities (VIC has received over 110,000 visitors per year during the last two years) and the attraction of the Golden Guitar.

It has been anecdotally reported that the Country Collection (Wax Museum and Shop) generated visitor numbers in excess of 100,000 under former management (from 1998 to 2011). This period pre-dates the establishment of the VIC facilities on this site; however, VIC statistics (2017/2018) indicate annual visitor numbers in the vicinity of 117,000 and represent a steady upward trend over recent years.

Initial research undertaken by Destination NSW and the Toyota Country Music Festival indicate that festival attendees are generally from lower income brackets; that approximately one-third of visitors intended to stay the full 10 days of the festival; and that a conservative 50–60 per cent of festival attendees have attended the festival previously. The most popular activity attended was the free Peel Street busking. Approximately 40 per cent of those surveyed purchased tickets to festival events online prior to their arrival in Tamworth.

The ACMF undertakes a range of activities to ensure it is well advertised throughout the Tamworth region. However, the limitations of budget and skilled staff restrict the reach of advertising materials. Although marketing aims to be inclusive and to attract a wide audience, there is a wide gap in numbers between visitation to attractions such as the Golden Guitar and the Tamworth Country Music Festival and the ACMF. The ACMF's visitation in 2018 was just over 7,000, and it is believed that visitation numbers are rising. If the Museum were able to secure just 5 per cent of visitors to the Tamworth Country Music Festival (perhaps via an online joint ticketing scheme), this would double annual visitation.

At a glance, the lessons in the above data lead us to believe that more work needs to be done on (1) leveraging visitation from Tamworth Country Music Festival and Golden Guitar visitors; and (2) undertaking market research to establish expectations of visitors who do not come to the Museum. An insight into visitor behaviours and audience expectations can be gained via industry-based visitation studies conducted over recent years. However, surveys of visitors at both the Festival and Golden Guitar precincts may provide beneficial feedback on the reasons why visitors are choosing not to visit ACMF when in Tamworth. This market research will inform future marketing and promotional strategies and may also guide public programming and exhibition presentation.

There are both physical and virtual audiences for the ACMF. Anecdotaly, the physical audiences consist of tour groups, tourists (couples) and families during school holiday periods. Building on the Museum's public programs, and linking these thematically with current events, recruiting music industry ambassadors and partnering with other music attractions in Tamworth all offer the opportunity to expand audiences and increase both physical and virtual visitation.

One of the Museum's greatest audience engagement assets is its workforce of volunteers. Their deep passion for the collection, love of the theme, and personal connection to the story of country music in Tamworth enhance the Museum's visitor experience. This can be expanded into exhibition content – both online and physical – by understanding the Museum's visitors and their expectations more clearly. There are also significant potential audiences waiting to be leveraged from other local attractions and events.

The visitor experience and audience development program is underpinned by the principle of access and engagement. The success of this goal and associated strategies assumes the engagement of professional assistance for the organisation and a close working partnership with Destination Tamworth.



GOAL 4: Facilitate access to and inclusion in the country music story for visitors.

STRATEGY	ACTIVITY	TIMEFRAME	RESPONSIBILITY (TRC and /or ACMF)	IMPACT
Fact-based knowledge of audiences	Survey existing audiences to quantify basic demographic indicators, visitation frequency and motivation.	30/06/2022	TRC	Fact-based understanding of audiences.
	Collect basic visitor information at entry to Museum (postcodes).	30/06/2020	TRC	
Increased visitor engagement	Use social media to harness existing loyal audiences.	30/06/2021	TRC	Increased loyalty base. KPI: Number of followers on social media networks.
Cohesive and immersive country music experiences for visitors	Build international physical and virtual audiences through events and an online campaign to celebrate the Festival's 50th anniversary celebrations.	31/01/2022	TRC	Cross-fertilisation of audiences. KPI: Increased visitation, partnership development.
Leverage of existing audiences	Participate in the development of a Tamworth Multi-Museum Pass, developed in consultation with local museums and Destination Tamworth.	30/06/2021	TRC/ACMF	Cross-fertilisation of museum audiences. KPI: Increased visitation, partnership development.
Leverage of existing audiences	ACMF to assist Destination Tamworth to increase market share.	30/09/2023	TRC/ACMF	Stronger connections to new audiences. KPI: Increased overall audience numbers.
Leverage of existing audiences	Refresh digital and physical exhibitions to encourage new audiences and repeat visitation.	30/11/2023	TRC	Renewing exhibitions and reissuing the invitation for potential audiences to visit. KPI: Increased visitation.
Diversifying audience segmentation	Use young music industry members as advocates/ ambassadors for ACMF.	30/11/2021	TRC/ACMF	Stronger connections to younger audiences. KPI: Increased overall audience numbers.
Leverage of existing audiences	Participate in a regional exhibition trail.	30/09/2023	TRC	Cross-fertilisation of museum audiences. KPI: Increased attendance.
Enable digital access to collections	Participate in Museums & Galleries NSW's 'Collection and Stories' digital exhibition pilot program.	31/03/2020	TRC	Increased access to collection. KPI: Number of referrals from project website. KPI: Number of objects accessible online.
Increased visitor engagement	Exhibition in celebration of the Museum's 50-year anniversary, to tour nationally.	31/01/2022	TRC	Cross-fertilisation of museum audiences. KPI: Attendance and number of host venues.

GOAL 5: Create and develop a tourist attraction within the framework of Tamworth's 'Country Music Capital' promotion

STRATEGY	ACTIVITY	TIMEFRAME	RESPONSIBILITY (TRC and /or ACMF)	IMPACT
Cross-promotion of country music attractions in Tamworth	Participate in cross-promotional and industry development activities as the opportunity arises.	30/06/2020	TRC/ACMF	Working in partnership to increase visitation. KPI: Increased visitation
	Loan objects across attractions/exhibitions to cross-promote where appropriate.	31/03/2020	ACMF	Increased participation and visitation. KPI: Increased visitation; deeper engagement with audiences.
	Commence regular (annual) familiarisations with Destination Tamworth and other industry stakeholders.	31/01/2021	TRC	KPI: Support an integrated approach to tourism development.
Leverage of existing audiences	Partner with Destination Tamworth and the Tamworth Country Music Festival and other attractions to maximise facility visitation.	30/06/2020	TRC	Working in partnership to increase visitation. KPI: Increased visitation.
An integrated approach to tourism development	Investigate the feasibility of eventual co-location with the Tamworth VIC facilities.	30/06/2024	TRC	Partnership to offer excellent visitor facilities. KPI: Increased visitation.
	Contribute to the development of regional plans and projects across other sectors – seek opportunities to contribute to the development of the Destination Tamworth Management Plan.	31/03/2020	TRC/ACMF	Contributing to a broader tourism vision for Tamworth. KPI: Participation where warranted/invited.
Leverage of existing audiences	Create specific cross-engagement public programs to leverage from other country music festivals, activities and products.	31/01/2021	TRC	Increased participation and visitation. KPI: Increased visitation; deeper engagement with audiences.

PROMOTIONS & COMMUNICATIONS

The ACMF has two brochures, developed in-house and available from the VIC, TRC and Tamworth Airport, and an online presence on Facebook, TripAdvisor and Pinterest. Due to current staffing levels, a proactive communications strategy has not been implemented. The Museum has an existing web presence; however, the launch of a revamped ACMF website is an opportunity to further connect digitally with a broader national and international audience.

It is important that the Museum positions itself in the tourism market as being a uniquely Tamworth experience. This can be achieved through highlighting the stories connected to the city's identification as Australia's Country Music Capital. The Museum also needs to be a place of exploration, fun and changing experiences. The articulation of these experiences will enable targeted communications to be developed for each audience segment.

There are three strategies used to guide more effective promotion and communications for the Museum. They are:

- use of trackable e-communications, including e-newsletters and social media
- targeted communication processes where all material is created in plain English for a specific audience/stakeholder segment
- building the brand of the ACMF as an integral part of the Tamworth Country Music experience.

The application of this strategy assumes the engagement of new part-time staff and/or project funds to dedicate to specialist assistance in the areas of market research and brand development.

Actions relating to this strategy have been incorporated into Goal 2 of this document: Develop a Country Music Precinct of national significance. It is also important to note that the term 'Country Music Capital' should be used consistently, as it is the most significant point of difference that Tamworth and the ACMF offers to our audiences.

*The ACMF Hall of Fame has become an integral and cultural foundation stone of the **Country Music Capital** vision. For half a century, **Country Music Capital** has dominated the consciousness of Australians where Tamworth and its Country Music association is concerned. Going into our second half-century, we must ensure that our overarching title and concept remain pre-eminent, protecting our unique country music genre and cultural positioning in all our promotion and publicity. This direction should include the Hall of Fame and how it is sold and promoted to the world.⁸*

⁸ Max Ellis, 'The History of Country Music in Australia', www.historyofcountrymusic.com.au/htbcmc.html. © Copyright, G.M. Ellis.

RESOURCING IMPLICATIONS FOR PARTNERS

Key recommendations for the future development of the ACMF focus on the maintenance of a partnership approach. Every attempt has been made to ensure that goals and strategies are realistic, achievable and sustainable. However, without additional resourcing and effective partnership with the ACMF Inc., stakeholders will not be able to deliver the outcomes as suggested within this plan.

Cost for Tamworth Regional Council

For TRC, challenges exist in identifying the extent of the additional resourcing required. The full implications of this will need to be explored via the development of a business plan for the Museum and the broader precinct development.

It is understood that TRC currently offers support with building and exhibition maintenance, curatorial direction and attraction promotions. As this support is administered by a variety of departments within Council, it is recommended that Council centralise internal management and budgetary responsibility relating to the ACMF. Although the current system has been effective, centralised management and the identification of a key contact within Council in relation to ACMF responsibilities and volunteer support will ensure better communication and more effective management.

In order to facilitate this plan, TRC will need to consider the following:

- centralising responsibility for ACMF within Council to a nominated staff member and allocating budgets accordingly
- additional staff requirements to support front-of-house duties at the Museum
- cross-departmental implications of increased responsibilities towards the operational management of the Museum, including increased support from the Volunteer Coordinator to manage volunteers
- identifying and activating revenue streams active within the current site, including the possible allocation of income sourced from commercial rentals within the precinct towards operational and development costs incurred at the Hall of Fame.

Australian Country Music Foundation Inc.

The day to day operational resources of the Foundation are extremely limited, and this is one of the primary reasons for seeking additional support from TRC. The Foundation does have significant financial reserves accumulated, which may be dedicated towards special projects such as the development of collection facilities. The ACMF Inc. is able to dedicate a portion of ticketing/entry income towards the employment of operational staff at the facility, although this will not extend to funding a full-time position. The Museum's entry figures indicate that income garnered from ticketing is approximately \$49,000 per annum (based on entry of 7,000 adults at \$7 pp), out of which administration, promotions, collection care and other operational costs must be drawn. With many of these costs being increasingly absorbed by Council, it is envisaged that a significant proportion of entry fees might be allocated towards staffing costs for the facility.

Specific arrangements for resourcing and partnership contributions will need to be identified in a new agreement between the primary stakeholders.

RISK MANAGEMENT

Financial Risks

The ACMF Inc. generates its primary income from entrance fees, and from this the organisation has managed to build significant reserves (approximately \$300,000). These reserves are dedicated towards special infrastructure projects. The ACMF Inc. enjoys the support of several smaller sponsors (predominantly local business) who are generous with cash and in-kind support of the facility.

Tamworth Regional Council offers the facility significant support via minimal rent, building and exhibition maintenance, and, over the past 12 months, the assistance of collections staff. TRC has pledged ongoing support of the facility via an MOU established in 2018, which outlines the eventual transition of the Museum to a TRC-managed facility in partnership with ACMF volunteers.

The Museum's forward planning relies on an increase in its current funding levels to support operations. (Infrastructure development will need to be sourced via external support.) The primary means to develop this increased funding is via an increase in ticketing income, and the generation of new revenue streams via increased spend per visitor (initially, merchandising). Revenue increases will improve the current level of operation by enabling employment of paid staff.

Marketing and Reputation Risks

As outlined in the Marketing Strategy, the ACMF Inc. undertakes a range of activities to ensure its operation is well advertised throughout the Tamworth region. Nevertheless, it requires additional, ongoing marketing and promotion. Marketing aims to be inclusive and to attract a wide audience; however, there is a gap between visitation to attractions such as the Golden Guitar and the Tamworth Country Music Festival and ACMF. The ACMF's visitation in 2018 was over 7,000, and it is believed that visitation numbers are rising. If the Museum were able to secure just five (5) per cent of visitors to the Tamworth Country Music Festival, this would double annual visitation.

There is capacity to grow the facility's social media and promotional presence and to leverage off an existing and loyal audience base. In order to undertake this growth effectively, it is recommended that the facility dedicate resources to developing a structured marketing plan that encompasses a range of strategies and features partnerships with the Tamworth Country Music Festival and Destination Tamworth. In order to facilitate and sustain these initiatives, the organisation will need to recruit skilled assistance – either via partnerships with Destination Tamworth and marketing specialists within the community, or by budgeting to engage external contractors.

Management Risks

The ACMF Inc. is staffed entirely by volunteers and operates as an incorporated body under the direction of a volunteer board. The Museum has in place a range of policies and procedures that ensure its smooth operation. This volunteer workforce is small but dedicated, and is ageing. Management is cognisant of the need to strengthen the Museum's sustainability. This has been addressed, in part, via the negotiation of an MOU with Council which outlines a staged transfer of responsibility for museum management, exhibition curation and collection management roles.

In order to move forward, the Museum will require the service of paid staff in a variety of roles. Initially, the employment of a staff member to assist with operational management and front of house is required. Ideally, over the coming years, this position will be supplemented by an experienced Project Manager to drive (1) the development of the Country Music Precinct concept, and then (2) to act as Museum Manager once the facility is established.

Operational Risks

The Museum building premises are regularly monitored and maintained by the volunteers with assistance from Tamworth Regional Council. Pest infestation is monitored, and pest prevention treatments are carried out regularly to ensure the safety of the collections and work areas of the Museum. The Museum has air-conditioning, but is not climate controlled. Museum staff and volunteers are aware of workplace, health and safety standards, and of the need for a safe work environment. Museum volunteers are given a site induction and training before commencing their volunteer services.

Succession Planning

There are limited resources for training. Financial assistance for volunteers to attend courses has to be acquired either through grants or through organisations such as Museums & Galleries of NSW. In 2008, the Museum participated in the National Standards Museum Program co-managed by M&G NSW and Museum and Gallery Services Queensland. This valuable and beneficial program for volunteers provided advice and support from people in the industry, and access to a range of useful information and documents. The ACMF Inc. has developed its own industry networks, accessing support services through institutions such as the Powerhouse Museum, the National Film and Sound Archive, and Museums Australia. Opportunities for volunteers to access training via TRC are also increasing – in particular, museum industry training facilitated by the Museums Team at TRC and volunteer support from the TRC Volunteer Coordinator.

The current volunteers are ageing; the nature of volunteering is shifting globally; and the integration of responsibility between the ACMF Inc. and TRC is commencing. This evolving situation requires clarity, in terms of volunteer and staff roles, duties and responsibilities. This clarity will help in identifying positions to be filled, thus enabling the continued engagement of skilled volunteers.

CREDITS & REFERENCES

Images

All images contained within this document have been sourced and supplied by Tamworth Regional Council staff unless otherwise indicated.

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THANK YOU

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ACTION PLAN SUMMARY

2020

TIMEFRAME	ACTIVITY	RESPONSIBILITY	GOAL
31/03/2020	Work in partnership with the TRC Volunteer Coordinator to recruit new volunteers within the existing volunteer capacity.	TRC/ACMF	1
31/03/2020	Appoint a TRC representative as primary contact, and allocate management of ACMF Inc. operations and budgets accordingly.	TRC	1
31/03/2020	Contribute to the development of regional plans and projects across other sectors.	TRC/ACMF	5
31/03/2020	Participate in Museums & Galleries NSW's 'Collection and Stories' digital exhibition pilot program.	TRC	4
31/03/2020	Loan objects across attractions/exhibitions to cross-promote where appropriate.	ACMF	5
31/03/2020	Work collaboratively with the Australian Museums and Galleries Association, Museums & Galleries NSW (M&G NSW), Create NSW and other professional organisations, including educational institutions.	TRC/ACMF	1
31/03/2020	Establish an advisory committee structure to ensure stakeholder feedback and participation in all aspects of ACMF management.	TRC	1
30/06/2020	Partner with Destination Tamworth and the Tamworth Country Music Festival and other attractions to maximise facility visitation.	TRC	5
30/06/2020	Maintain a strong relationship with the country music industry and contemporary performers.	TRC/ACMF	1
30/06/2020	Collect basic visitor information at entry to Museum (postcodes).	TRC	4
30/06/2020	Participate in cross-promotional and industry development activities as the opportunity arises.	TRC/ACMF	5
31/08/2020	Deed of Trust finalised and adopted by Council	TRC/ACMF	1
31/08/2020	ACMF to undertake a staged transition with TRC to increase collaborative management of the Museum as outlined in the MOU. Transition of Exhibits & Front of House & Management/Operations with access to collections (TRC formal administration and ownership of collections effective 30/11/2020) via Deed of Trust.	TRC/ACMF	1
31/08/2020	Dedicate a portion of entry income towards the employment of operational staff (front of house, administration, curatorial).	TRC/ACMF	3
30/11/2020	Clarify organisational roles for paid staff, TRC staff, management and volunteers during the transitional management period (MOU).	TRC	3
30/11/2020	ACMF to undertake a staged management transition with TRC to transfer ownership of collections to TRC (TRC access for exhibition development as of 31/08/2020)	TRC/ACMF	1

ACTION PLAN SUMMARY

2021

TIMEFRAME	ACTIVITY	RESPONSIBILITY	GOAL
31/01/2021	Secure ownership of the Golden Guitar sculpture as a key iconic outdoor exhibit .	TRC	2
31/01/2021	Commence regular (annual) familiarisations with Destination Tamworth and other industry stakeholders.	TRC	5
31/01/2021	Create specific cross-engagement public programs to leverage from other country music festivals, activities and products.	TRC	5
31/01/2021	Work in partnership with the TRC Collections Officer to digitise the collection and facilitate online access to it.	TRC/ACMF	1
31/01/2021	Undertake promotions with the Tamworth Country Music Festival and other events/attractions as appropriate.	TRC	2
30/06/2021	Use social media to harness existing loyal audiences.	TRC	4
30/06/2021	Create a bi-monthly hash tag campaign for social media, highlighting an object from the collection.	TRC/ACMF	2
30/06/2021	Plan and create a range of unique low-cost Tamworth ACMF merchandise that extends the cultural experience.	TRC/ACMF	2
30/06/2021	Re-brand the Museum's social media and web presence to reflect key messages of excellence, interactivity, immersion and changing exhibits. Develop new promotional logo and flyers to reflect the brand.	TRC/ACMF	2
30/06/2021	Participate in the development of a joint museums ticket (Tamworth Multi Museum Pass).	TRC/ACMF	2
30/11/2021	Collaboration between TRC staff and volunteers to research and develop exhibitions and generate interpretation and specialist collection knowledge.	TRC/ACMF	1
30/11/2021	Use young music industry members as advocates/ambassadors for ACMF.	TRC/ACMF	4
30/11/2021	Refresh and create new displays, including temporary exhibitions.	TRC/ACMF	2

ACTION PLAN SUMMARY

2022

TIMEFRAME	ACTIVITY	RESPONSIBILITY	GOAL
31/01/2022	Build international physical and virtual audiences through events and an online campaign to celebrate the Festival's 50th anniversary celebrations.	TRC	4
31/01/2022	An exhibition in celebration of the Museum's 50-year anniversary, to tour nationally.	TRC	4
30/06/2022	Identify and generate partnership projects with organisations, universities and businesses that support the development of the country music industry.	TRC/ACMF	1
30/06/2022	Survey existing audiences to quantify basic demographic indicators, visitation frequency and motivation.	TRC	4
30/06/2022	Create Broader communication tools that can be shared via social media and include an offer with a local business.	TRC/ACMF	2
30/06/2022	Commission market research and develop a marketing plan.	TRC	2
30/06/2022	Transfer collection management responsibilities of the collection to TRC. (Stage 2 day to day management)	TRC/ACMF	3
30/06/2022	Destination Tamworth staff to ensure both broad- and narrow-cast coverage of events and programs at the Museum.	TRC	2
30/09/2022	Create a range of experientially based promotional materials for the audience segments identified in research in partnership with Destination Tamworth.	TRC	2

2023

TIMEFRAME	ACTIVITY	RESPONSIBILITY	GOALS
30/06/2023	Develop a sponsorship plan and negotiate access to rental income (commercial food outlets) earned onsite.	TRC/ACMF	3
30/06/2023	Participate in the development of a regional museums merchandising strategy.	TRC	3
30/06/2023	Identify and secure an appropriate means for coordinated collection storage and shared resourcing.	TRC/ACMF	3
30/06/2023	Develop a business plan for the site, including management of the income and expenses budget for the ACMF facility.	TRC/ACMF	3
30/09/2023	ACMF to assist Destination Tamworth to increase market share.	TRC/ACMF	4
30/09/2023	Participate in a regional exhibition trail.	TRC	4
30/11/2023	Refresh digital and physical exhibitions to encourage new audiences and repeat visitation.	TRC	4

ACTION PLAN SUMMARY

2024

TIMEFRAME	ACTIVITY	RESPONSIBILITY	GOAL
31/03/2024	Progress concept of Country Music Precinct development – establish consensus on inclusions.	TRC/ACMF	2
30/06/2024	Investigate the feasibility of eventual co-location with the Tamworth VIC facilities.	TRC	5
30/06/2024	Develop a project brief and initial master plan/concept for a Country Music Precinct. Work collaboratively with TRC staff to undertake project development.	TRC/ACMF/Other Stakeholders as Required	2
30/06/2024	Develop a revenue plan for precinct development.	TRC/ACMF	2
30/06/2024	Progress installation of complete climate control facilities for exhibition and collection storage spaces.	TRC/ACMF	3
30/06/2024	Commence a strategic deaccessioning program across the collection subject to collection policy parameters.	TRC/ACMF	3
30/06/2024	Research the ACMF collections, and generate significance statements to reflect changes and new acquisitions.	TRC/ACMF	3
30/09/2024	Undertake community consultation for the precinct concept.	TRC	2
30/09/2024	Collaborate with the music industry and tertiary providers to plan for the establishment of an education centre in the precinct vision.	TRC/ACMF	2



