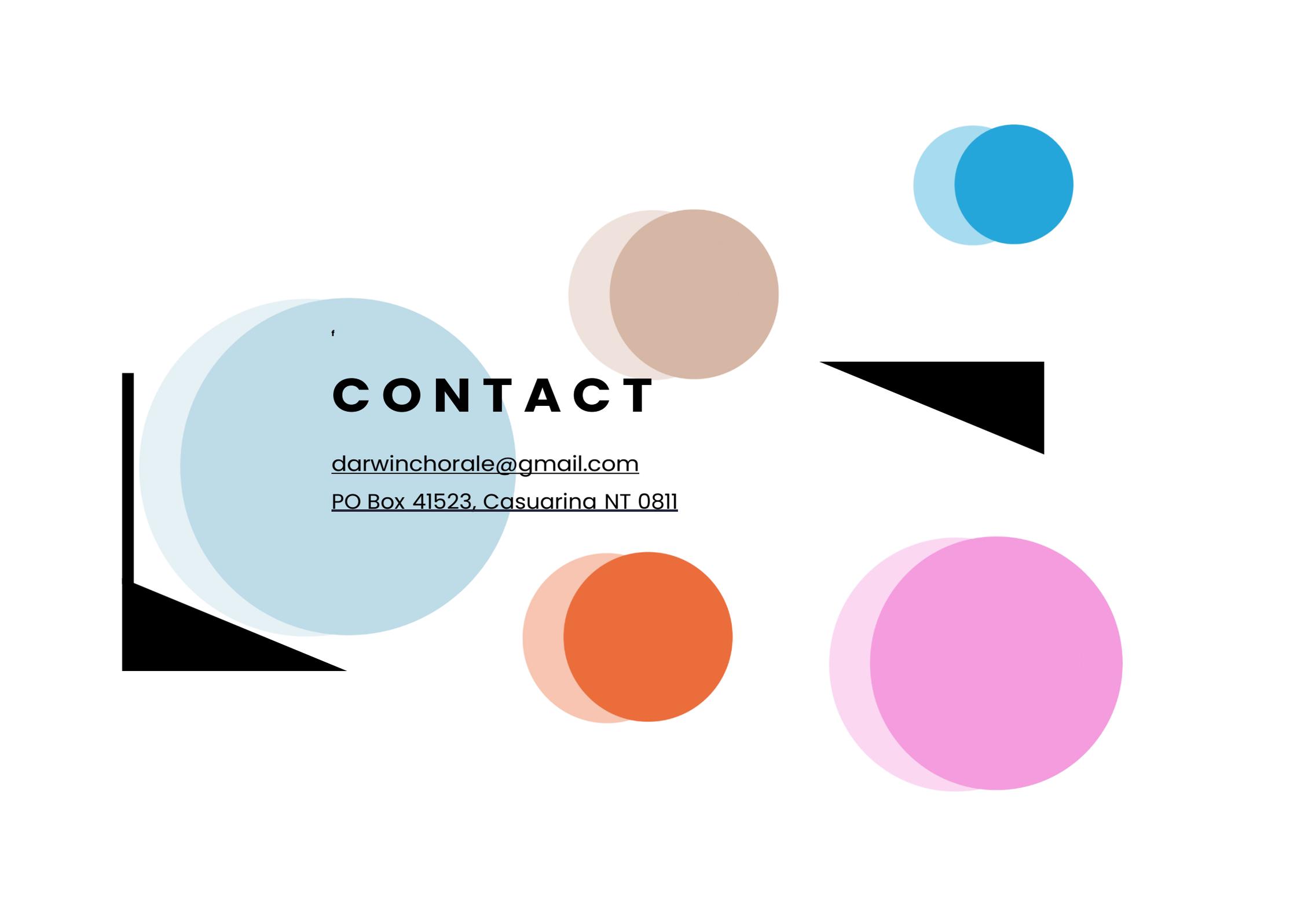
The background is decorated with several overlapping circles in light blue, brown, orange, and pink. There are also black geometric shapes: a triangle pointing right on the right side, and a vertical line on the left side that meets a horizontal line at the top and a diagonal line at the bottom, forming a right-angled corner.

BUSINESS PLAN

2026

Darwin Chorale Board



CONTACT

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Executive summary

The Darwin Chorale (“the Chorale”) has a long and rich history of delivering high quality choral and musical theatre performances to the Greater Darwin community. In 2025, we celebrated our *Ruby Jubilee*, a special milestone illustrating the versatility, distinctiveness, and exceptional quality of choral performances delivered over the past 40 years.

For the first time in our operating history, 2025 saw the Chorale receive 5-year funding under the Key Arts Organisation program of ArtsNT. Receipt of this funding is testament to the important contribution we make to the cultural fabric of Greater Darwin and the Northern Territory more broadly. Under this funding, we have successfully engaged a part-time General Manager who will direct our efforts to develop and deliver a financially sustainable intergenerational choir for the community to enjoy for many more years to come.

The 2026 Business Plan sets out the Chorale’s key activities for the calendar year ahead and progresses our strategic priorities of the Darwin Chorale Strategic Plan 2025–29 (‘the Strategic Plan’).



Our Organisation

Guiding principles

Vision

To be the Northern Territory Arts Community's Premier Choir.

Purpose

To foster the art of choral singing
To perform and present musical and choral repertoire
To organise workshops, musical seminars and masterclasses
To respond to requests from the community for choral performances

Mission

To maintain a financially sustainable choir for the fulfilment and enjoyment of generations of singing members and provide high quality performances for audiences.

We achieve our mission by:

- Enriching our community
- Supporting our members
- Strengthening our financial sustainability
- Sound governance structures

Our Values

Respect

Quality

Enjoyment

What we do

Darwin Chorale was established in 1985 by Dr Dean Patterson who envisaged a Community Choir of excellence ("the Choir").

Initially focused on sacred classical works, the Choir has developed over the years to perform a wide range of genres and styles. These changes have broadened community appeal and interest in the Chorale and ultimately enhanced our membership and performance program.

Since our inception, more than 1200 singers have performed with the Choir and each year we proudly welcome and serve a membership base of over 100 singers.

Supporting our community

The Chorale contributes to the cultural fabric of our home city through singing and support of important community events and commemorative services.

Over the last 40 years, the Chorale has proudly supported a number of annual community and civic events, including the Australia Day Citizenship Ceremony; Anzac Dawn Service; The Bombing of Darwin Commemorative Ceremony; Opening of Parliament; Annual Police Memorial Service; Carols by Candlelight; and the City of Darwin Christmas tree lighting, as notable examples.

We are proud to also support a number of important commemorative services in our city, including the Battle of Binh Ba Commemorations, the Memorial Service for Prince Philip, and the Palliative Care Memorial Service at Royal Darwin Hospital.

Supporting our members

The Chorale provides fellowship to our singers through the shared enjoyment of singing through rehearsals, performances, and our support of important community events.

We offer members the opportunity to perform and develop performance skills, both on stage and backstage. We upskill our members in vocal techniques, stage craft, technical theatre skills, artistic direction and conducting, and we engage our network to foster skills backstage, front-of-house and in more technical aspects of theatre.

As a community Choir, our members come from, and represent the diversity of, the Greater Darwin community. We welcome and celebrate our youth and senior singers; singers with disabilities; First Nations singers; LGBTQIA+ singers; and singers from diverse cultural and linguistic backgrounds.

Delivering high quality performances

Since our inception, the Chorale has presented over 170 concerts (including regional performances in Alice Springs, Adelaide River, Jabiru, Pine Creek and Timor Leste) and we have presented major musical theatre productions to sell out audiences (including *Jesus Christ Superstar*, *Les Misérables*, *Chess*, *Guys and Dolls*, *the Sound of Music*, *Fiddler on the Roof*, *Evita* and *Mary Poppins*).

We pride ourselves on delivering a diverse performance program incorporating classical, jazz, cabaret, concerts through to full stage shows for our audiences and members to enjoy.

We acknowledge the important contributions of our community partners in enriching and supporting our performance program. We have proud history of collaboration with Charles Darwin University, Darwin Symphony Orchestra, Arafura Wind Ensemble, the Australian Army Band, Tracks, Darwin Children's Choir, the Centre Youth Music Choir, as well as our talented local musicians and artists.

Our structure

Darwin Chorale is a member-led non-profit registered under the Australian Charities and Non-profit Commission (ACNC). We are an incorporated association endorsed as a deductible gift recipient (DGR). We are governed by the Darwin Chorale Inc. Constitution and undergo annual independent financial auditing processes. We are fully compliant with our annual reporting obligations.

The Board

The Chorale is proudly managed by an active volunteer Board. The Board comprises nine elected members, including a Chair, Secretary and Treasurer*. Board members are elected at the Annual General Meeting by the Chorale's financial members and each make an important contribution to our organisation's leadership:

The **Chairperson** is responsible for leading and ensuring progress in the meeting and dealing with any declarations of conflict of interest.

The **Secretary** is responsible for preparing and distributing the minutes and other documents for the meeting.

The **Treasurer** is responsible for reporting on the organisation's financial affairs (income and expenditure).

The **Performance Manager** is responsible for reporting on the activities/recommendations of the Performance Committee and proposing endorsement of new members.

The **Members** ensure the meeting has a quorum, express their views in the discussion, and pass resolutions.

*To view our current Office Bearers, visit darwinchorale.org.au
To contact the Chorale Board, email darwinchorale@gmail.com

Meetings and Committees

The Chorale constitution requires a minimum of four formal meetings to be held each calendar year. In recent years, we have been holding up to seven meetings a year to ensure timely response to the ongoing leadership and management of the Chorale.

To better support core functions outside regular meetings, the Board has also endorsed the creation of two volunteer sub-committees which report back to the Board at regular meetings. These are:

- the Performance Committee – to support the development and delivery of our annual performance program
- the Fundraising Committee – to support the development and delivery of fundraising events and activities.

We thank our committee volunteers for their service and meaningful contributions to the Chorale.

General Manager

The Chorale's part-time General Manager is responsible for managing and driving sustainable growth of the Chorale. To achieve this objective, the General Manager is assigned the following accountabilities:

- Advancing financial sustainability through grant writing, philanthropy, supporting fundraising events and managing new (and current) donor and sponsor relationships
- Improving financial capacity with the objective of employing a contracted Music Director
- Increasing Membership at the Chorale, including increasing our engagement of children and youth in performance delivery
- Marketing the Chorale to expand our audience and increase community awareness of the Choir
- Delivering the Strategic Plan and annual Business Plans with the support of the Board.

To contact the General Manager, email gm@darwinchorale.org.au

Our impact

Community impact

The diversity of our performance styles and genres allows the Chorale to attract a diverse community of people to our organisation as members, collaborators and audience members. We are committed to delivering family friendly productions aimed at inspiring youth and children to get involved in the performing arts. In 2025, our major production of *Mary Poppins* received an overwhelmingly positive community response, attracting over 4,500 audience members - many of whom were children.

Our diverse performance program is supported by an equally diverse community to deliver - from local singers, musicians, set builders, designers, art workers, creatives, directors, equipment hirers and various service providers. Our partnership with Charles Darwin University connects students in Technical Production and Music courses with the Chorale performance program. By getting involved, students are able to meet their course requirements. We are so proud to see many of our student participants go on to direct shows with the Chorale and local theatre groups; gain employment as technicians; and become music directors with other community choirs.

Member impact

The Chorale is invested into developing the skills of our members and arts community through stage shows, workshops and masterclasses. We are grateful to have benefited from the skill and directorship of notable guest conductors, including Nicholas Routley, Ben Gill, Brett Weymark, Christopher Kiver and Mark O'Leary AM.

Member development is not solely focused on improving vocal technique. Through our Cabaret performance format, we offer members the opportunity to develop their capabilities in song *and* dance. Delivering our performance program allows our members to get involved in artistic direction, choreography and stage management, with support and development provided along the way.

**Over 5,000
tickets sold in
2025**

**Over 100
members
supported in
2025**

2026 – The Year Ahead

Summary

2025 was a year of success and celebration for the Chorale. We celebrated 40 years of service to our community; we secured multi-year funding to employ a General Manager; we engaged Peter Sampson as Musical Director; and we delivered a high-quality performance program reaching over 5,000 audience members.

Last year saw a number of improvements made to our business systems and policies, improving the way we work and helping us communicate with our stakeholders. We migrated our records to the cloud, updated key policies, developed a branding and style guide, adopted Mailchimp for external communications, progressed targeted social media marketing across Instagram and Facebook, and launched our “\$40 for 40 more years” campaign with the aim of engaging a contractual music director, as some examples.

For 2026, our aim is to build on the success of 2025 and work towards achieving our funded objectives as a Key Arts Organisation under ArtsNT. We will continue to improve the ways we work, engage our members and share our successes with our community. We are excited to direct our efforts to investing into and improving our program.



Welcome Peter Sampson,
the Chorale's new Music
Director

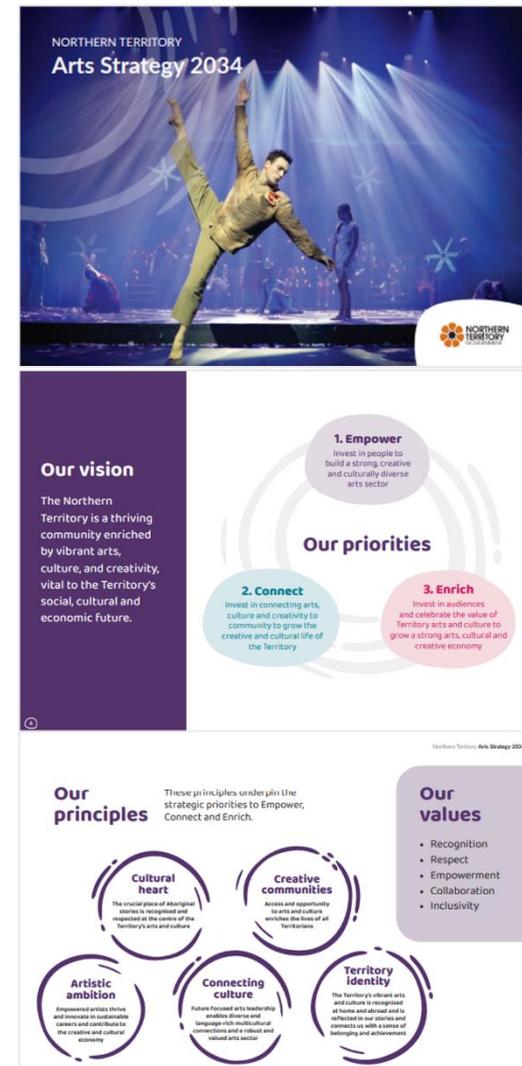
Funded objectives

As a recipient of Key Arts Organisation funding through ArtsNT, the Chorale partners with the Northern Territory Government to collectively achieve the objectives of the NT Arts Strategy 2034, and support growth, leadership and innovation in arts and culture through the development and delivery of our program and services.

Our funding agreement with ArtsNT outlines five key objectives for the Chorale. These are:

- **Objective 1 (O1)** – To create and deliver **Public Value**, including access to and engagement in arts and culture for diverse communities and programs that generate local demand
- **Objective 2 (O2)** – To develop and deliver **Quality** programs and services to support, produce and deliver high-quality arts and cultural initiatives
- **Objective 3 (O3)** – To deliver creative, cultural, social and economic **Impact** aligned to the category objectives
- **Objective 4 (O4)** – To demonstrate **Viability** and sustainability, evidenced by good governance, effective management, partnerships and strong compliance and financial management, and
- **Objective 5 (O5)** – To demonstrate **Leadership** through innovation, entrepreneurship, First Nations led opportunities and active contribution to the NT arts sector and national arts dialogue

We look forward to progressing our funded objectives across 2026.



Annual Performance Program

2026 is set to be another spectacular year of performances for the Chorale. Our Performance Committee proudly present our Annual Performance Program for 2026–27. We look forward to another year of delivering high quality and engaging entertainment to our community.

BEST OF BRITISH POP

**CDU Theatre
MAY**

JAZZ CONCERT

**CDU Theatre
SEPTEMBER**

BEST OF BENJAMIN BRITTEN

**CDU Theatre
NOVEMBER**

STAGE SHOW 2027

**AANT Centre, Playhouse
*Dates TBA***

COMMUNITY EVENTS AND SERVICES

Including

| ANZAC Day Service | Bombing of Darwin Service | Police Remembrance |
| Remembrance Day | Palliative Care service | Opening of Parliament |
| Carols by Candlelight |

Strategic priorities

In addition to advancing our funded objectives, our planned activities for 2026 build on the five strategic priorities outlined in the Chorale's Strategic Plan 2025–29. We look forward to progressing key actions over 2026 to achieve our five-year vision of becoming the Northern Territory's premier Choir.

PRIORITY 1

EMPLOYMENT OF A GENERAL MANAGER

- 1.1. Strengthen Business Systems
- 1.2. Strengthen financial sustainability & good governance practices
- 1.3. Build the Chorale's brand awareness

PRIORITY 2

ENGAGE A CONTRACTUAL MUSIC DIRECTOR

- 2.1. Elevate Artistic Direction
- 2.2. Enrich our community
- 2.3. Support our members
- 2.4. Develop our membership

PRIORITY 3

INCREASE FINANCIAL STABILITY TO SUPPORT OUR ARTISTIC PROGRAM

- 3.1. Strengthen financial sustainability

PRIORITY 4

EXPAND OUR AUDIENCE AND MEMBERSHIP BASE

- 4.1. Support our members

PRIORITY 5

GROW COMMUNITY INCLUSIVITY AND OUTREACH

- 5.1. Enrich our community
- 5.2. Be inclusive

Strengths and challenges

With over 40 years of successful service delivery to the Greater Darwin Community, the Chorale has developed a number of strengths and competencies. We also acknowledge that, despite our strengths, the path forward is not without its challenges.

Strengths

We leverage our strengths to support our development, invest in our program and, ultimately, deliver an engaging experience for our members and audiences. Our core strengths are:

- Strong governance structure and practices
- Engaged volunteers, including board representatives and committee members.
- A consistently high membership base
- Solid artistic vision and understanding of member and community needs
- Ability to create and produce large scale musical stage shows with great musical appeal
- A strong sense of unity within the choir
- A long history of partnerships and collaboration within the arts community

Challenges

We acknowledge that challenges are real and need to be properly considered in our development planning. Our primary challenges are:

- Reliance on key volunteers who comprise the Board and Performance Committee to deliver our program
- High dependency on voluntary and in-kind contributions to develop our program
- Short-term, small (<\$50,000) and often specialised funding programs limiting potential investment into program delivery and development.
- Operating in a hypercompetitive philanthropic environment with no major financial sponsor

Key focus areas

Meeting our funded objectives and achieving our strategic priorities requires ongoing organisational development and effective project management. Positioning the Chorale as the Territory's premier Choir whilst simultaneously building a sustainable organisation requires responsiveness and adaptability, clear development objectives and priorities, strong accountability and supporting governance, and solution thinking to address the challenges we face as an organisation.

Noting our strengths, and acknowledging our primary challenges, we identify five key focus areas for 2026. These key focus areas meaningfully direct our actions to advance our development in line with our strategic priorities.

FOCUS 1

Improving how
we work

FOCUS 2

Diversifying
our income

FOCUS 3

Enhancing
member
experience

FOCUS 4

Developing our
audience

FOCUS 5

Growing our
program

Improving how we work

Strategic priority areas

- 1.1. Strengthen business systems
- 1.2. Strengthen financial sustainability & good governance practices
- 2.1. Elevate artistic direction

Overview

In 2026, we will invest in the continuous improvement of our business systems and processes to make it easier to do what we do and support our organisational development. Especial focus will be given to developing our processes, strengthening accountability over delivering our strategic development objectives, and implementing new systems to improve how we work.

Strategic actions captured

- 1.1. Align the General Manager's goals with the overall business development and marketing objectives
- 1.2. Meet with key personnel to ensure the development, implementation and administration of our strategy
- 1.2. Deliver our annual Business Plan
- 1.2. Develop a comprehensive risk management system
- 2.1. Align the music director's goals with the strategic plan

FOCUS 1

What we plan to do

Our goals are to:

- optimise business systems and processes to improve service delivery
- work together on shared goals and objectives

To achieve our goal, we will:

- develop processes and templates for our core activities, including: performance planning, member management (e.g. onboarding), and delivering our performance program (e.g. rehearsal format)
- create communication templates for regular query types
- update internal documents to reflect new branding and style guidelines
- update our email management system under the @darwinchorale.org.au domain
- develop our risk management and succession plans
- deliver annual business planning meetings with key stakeholders to set agreed goals and development objectives for the year ahead
- meet regularly to monitor and evaluate our performance against the strategic plan and business plan actions

We will measure success through:

- effective project management protocols, including task management and action reporting
- collection of feedback and suggestions from stakeholders over system and process improvements
- regular Board meetings to raise concerns and report back against our implementation plans

FOCUS 1

Funded Objectives

O2 - Quality

O4 - Viability

Diversifying our income

Strategic priority areas

- 1.1. Strengthen business systems
- 1.2. Strengthen financial sustainability & good governance practices
- 2.1. Elevate artistic direction
- 3.1. Strengthen financial sustainability

Overview

In 2026, we will direct our efforts to growing our revenue streams and offsetting our costs to support our financial sustainability objective. Especial focus will be given to pursuing new grants opportunities to support our programs, identifying and attracting new corporate sponsors, delivering targeted fundraising campaigns and activities, and identifying opportunities to work with our community to better share resources and work together.

Strategic actions captured

- 1.1. Explore grant opportunities for operational funding
- 1.2. Create and execute a plan for the acquisition of new sponsors and partnerships
- 1.2. Liaise with funding agencies and sponsors and ensure compliance with all reporting requirements
- 2.1. Secure initial cash flow for the musical director position
- 3.1. Identify prospective corporate sponsors and develop relationships that align with performance content
- 3.1. Cultivate relationships with potential donors, sponsors and philanthropic organisations
- 3.1. Prepare and submit grant and sponsorship applications
- 3.1. Support the fundraising committee to deliver the fundraising plan

FOCUS 2

What we plan to do

Our goals are to:

- secure a principal major sponsor to partner with the Chorale over the next 2-4 years to create shared and enduring value for our community
- grow our revenues (namely, membership fees, fundraising income, grant income and sponsorship income) against 2025 actuals
- offset our program costs through grants, sponsorships and partnerships

To achieve our goals, we will:

- develop a funding plan that identifies potential sponsors, grant and donor programs, and philanthropic partners aligned with our mission and development objectives
- develop an informed and realistic budget highlighting fundraising and sponsorship goals
- support our Fundraising Committee to deliver the fundraising plan
- target grant and philanthropic programs to leverage our fundraising goals (e.g. Plus1) and, where able, offset our costs (e.g. AANT community partnership)

We will measure success through:

- Regular meetings and reports from our Fundraising Committee
- Budget reporting and monitoring through our regular Board meetings
- Compliance with our reporting and acquittal requirements

FOCUS 2

Funded Objectives

O3 - Impact

O4 - Viability

Enhancing member experience

Strategic priority areas

- 2.3. Support our members
- 2.4. Develop our membership
- 4.1. Expand our audience and membership base

FOCUS 3

Overview

In 2026, we will enhance member experience by delivering an engaging performance program and providing our members with the support they need to improve their performance capabilities. Especial focus will be given to learning from our members on how we can improve their experience with the Chorale, identifying opportunities to improve member engagement and support across the entire membership lifespan, and enhancing the quality of our Choir and performance program through member-focused workshops and masterclasses.

Strategic actions captured

- 2.3. Designed and implemented singing skills both in technique and music reading
- 2.3. Designed and implemented singing and skills workshops for members and other community members
- 2.3. Volunteer recognition
- 2.4. Develop and instigate membership campaigns
- 4.1. Develop and implement member surveys as to style of performance and musical genre

What we plan to do

Our goals are to:

- Attract new members to our community
- Provide a fulfilling and enjoyable experience to members and volunteers across our entire program
- Develop the performance capabilities of our members through our rehearsals and workshop offerings
- Celebrate and recognise the role and contribution of our volunteers

To achieve our goals, we will:

- support our Performance Committee to develop and deliver the annual performance plan
- investigate and implement opportunities to improve member experience (e.g. through system upgrades, organisational communications and assessing membership benefit options)
- surveying our members to ensure their voice informs program development and delivery
- provide, and communicate, opportunities for our members to volunteer with, and advocate for, the Chorale

We will measure success through:

- performance planning meetings to ensure our members are supported and their needs are being met
- member engagement surveys to assess member experience and identify opportunities for improvement

FOCUS 3

Funded Objectives

- O1 - Public Value
- O2 - Quality
- O3 - Impact

Developing our audience

Strategic priority areas

- 1.3. Build brand awareness
- 2.2. Enrich our community
- 4.1. Develop our audience

Overview

In 2026, we will increase the community's awareness of who we are and what we do. Especial focus will be given to developing our social media and marketing plans, updating our website content, delivering targeted promotional campaigns, and ensuring consistent messaging and branding in promotions and communications across all channels.

Strategic actions captured

- 1.3. Develop a marketing plan for the Chorale
- 1.3. Implement marketing of the choir
- 1.3. Develop website content and social media campaigns
- 1.3. Develop reports on data and demographics for the Board
- 2.2. Development of artistic program in line with members and audiences' interests
- 4.1. Develop and implement audience feedback surveys
- 4.1. Monitor and analyse audience engagement metrics to refine and optimise strategies

FOCUS 4

What we plan to do

Our goals are to:

- increase community awareness of who we are and what we do
- attract new members to our community
- deliver engaging performances that audiences will love

To achieve our goals, we will:

- develop our marketing plan
- update our website content
- develop our external communications to ensure purposeful and consistent messaging and branding in our content
- deliver targeted and paid campaigns that promote our Choir and performance program and communicates our success and impact across all our channels
- deliver post-performance audience surveys and communications to learn from our audience and inform future performance planning and delivery.

We will measure success through:

- collection and analysis of relevant datasets to optimise engagement strategies, (including audience demographics, show attendance data and social media analytics (social media)).
- audience surveying (post-show)

FOCUS 4

Funded Objectives

O1 - Public Value

O2 - Quality

Growing our program

Strategic priority areas

- 2.3. Support our members
- 2.4. Develop our membership
- 5.1. Enrich our community
- 5.2. Be inclusive

Overview

In 2026, we will actively investigate opportunities to increase our service offerings to the Darwin Community, thereby increasing our positive impact on the community. Especial focus will be given to assessing the feasibility of different development options available to the Chorale, evaluating member and community interest in any new proposed program developments, identifying prospective community partners to collaborate with in future service delivery, and testing new ideas without impacting our organisational sustainability objectives.

Strategic actions captured

- 2.3. Designed and implemented singing and skills workshops for members and other community members
- 2.4. Start a new sub-choir, e.g. seniors, youth, and children
- 5.1. Increase connections in Government
- 5.2. Build relationships with community organisations
- 5.2. Identify organisations that may benefit and be open to the Chorale providing them with a service
- 5.2. Participate in local festivals, parades, and community gatherings to strengthen visibility and connections

FOCUS 5

What we plan to do

Our goals are to:

- attract new members to our community
- increase community awareness of who we are and what we do
- provide a fulfilling and enjoyable experience to members and volunteers across our entire program

To achieve our goals, we will:

- investigate and assess options to expand our workshops and masterclasses to the broader community
- investigate and assess options to develop a new Chorale sub-choir in 2027
- investigate and assess options to expand our outreach through local festivals, parades and events for 2027

We will measure success through:

- effective project management protocols, including project scoping and planning
- piloted ideas with partnership and funding support
- market testing new ideas to inform feasibility

FOCUS 5

Funded Objectives

O3 - Impact

O5 - Leadership

Financials

Financial governance

Sound governance, risk management, reserves policies and careful planning ensure the Chorale is in good financial health. Careful and comprehensive budgeting and ongoing budget management will support our expected and ongoing viability for the year ahead.

To mitigate any potential losses, detailed performance budgets with funding and donation goals are created in advance, with performance budgets calculated using an average of 70% house tickets.

From 2017, we began collecting data from our audiences and tailoring our concerts to reflect their feedback. This has resulted in greater audience numbers and ticket sales, ultimately increasing retained yearly income.

The Chorale was grateful to receive a large bequest in 2020. These funds have been purposely set aside to invest in large-scale musical productions.

We allocate funds into three accounts:

| <u>Account name</u> | <u>Purpose</u> |
|----------------------------|--|
| General fund | <ul style="list-style-type: none">• General operating costs• Concerts under \$50,000 to produce |
| Savings fund | <ul style="list-style-type: none">• Reserve funding of \$50,000 to ensure financial sustainability |
| Tax deductible fund | <ul style="list-style-type: none">• Funds set aside to cover a major musical theatre show (>\$250,000 in expenditure) |

Revenues

The Chorale derives its income from a variety of sources. These are:

- Membership fees
- Performance / rehearsal fees
- Ticket sales
- Music hire
- Fundraising
- Donations
- Grants
- Sponsorship (in-kind)

We are grateful for the in-kind support of Charles Darwin University who provides the Chorale with a rehearsal space, performance venue and music library room.

Expenses

As a performing arts organisation, we have many ongoing regular expenses and many ad hoc expenses dependent on the performances being undertaken. Recurrent expenses include musician expenses (including a rehearsal pianist for each show); Music Director fees; equipment hire; lighting and sound technicians; venue hire (plus additional expenses); music hire and purchase; live performance fees; storage costs; subscription costs (including accounting software); freight; general office expenses; insurance; and website management.

Additional expenses associated with larger scale performances involve royalties and the purchasing of rights; Artistic and Assistant Director; choreographer; stage manager; production manager; graphic artist; costumier; set designer; set builder; lighting designer; photography and video fees; make up (including wigs); props; set construction; scaffolding hire; and airfares and accommodation.

Budget 2026

The Darwin Chorale Board are proud to present our comprehensive budget for 2026 as Annexure A to the business plan. Our 2026 Core Budget (CB) and Performance Budgets (PB) were endorsed and adopted by the Board on 10 December 2025.



Implementation Plan

| FOCUS AREA | ACTION | PLANNED DELIVERY |
|-------------------|---|-------------------------|
| F1 | develop processes and templates for our core activities, including: performance planning, member management, and delivering our performance program (e.g. rehearsal format) | June-26 |
| F1 | create communication templates for regular query types | Apr-26 |
| F1 | update internal documents to reflect new branding and style guidelines | Feb-26 |
| F1 | update our email management system under the @darwinchorale.org.au domain | Feb-26 |
| F1 | develop our risk management and succession plans | TBA |
| F1 | deliver an annual business planning meeting with key stakeholders to set agreed goals and development objectives for the year ahead | Oct-26 |
| F1 | meet regularly to monitor and evaluate our performance against strategic plan and business plan actions | Ongoing |
| F2 | develop a funding plan that identifies potential sponsors, grant and donor programs, and philanthropic partners aligned with our mission and development objectives | Jan-26 |
| F2 | develop an informed and realistic budget highlighting fundraising and sponsorship goals | Dec-25 |
| F2 | support our Fundraising Committee to deliver the fundraising plan | Ongoing |
| F2 | target grant and philanthropic programs to leverage our fundraising goals (e.g. Plus1) and, where able, offset our costs (e.g. AANT community partnership) | Ongoing |

| FOCUS AREA | ACTION | PLANNED DELIVERY |
|-------------------|---|-------------------------|
| F3 | support our Performance Committee to develop and deliver the annual performance plan | Ongoing |
| F3 | investigate and implement opportunities to improve member experience (e.g. through system upgrades, apps, organisational communications and assessing membership benefit options) | Jul-26 |
| F3 | survey our members to ensure their voice informs program development and delivery | Ongoing |
| F3 | provide and communicate opportunities for members to volunteer with, and advocate for, the Chorale | Ongoing |
| F4 | develop our marketing plan | Mar-26 |
| F4 | update our website content | Feb-26 |
| F4 | develop our external communications to ensure purposeful and consistent messaging and branding in our content | Mar-26 |
| F4 | deliver targeted and paid campaigns that promote our Choir and programs and communicates our successes and impacts across all our channels | Ongoing |
| F4 | deliver post-performance audience surveys and communications to learn from our audience and inform future performance planning and delivery. | Ongoing |
| F5 | investigate and assess options to expand our workshops and masterclasses to the broader community | Sep-26 |
| F5 | investigate and assess options to develop a new Chorale sub-choir in 2027 | Sep-26 |
| F5 | Investigate and assess options to expand our outreach through local festivals, parades and events for 2027 | Sep-26 |