



# STRATEGIC PLAN

# 2025 - 2029



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# EXECUTIVE SUMMARY

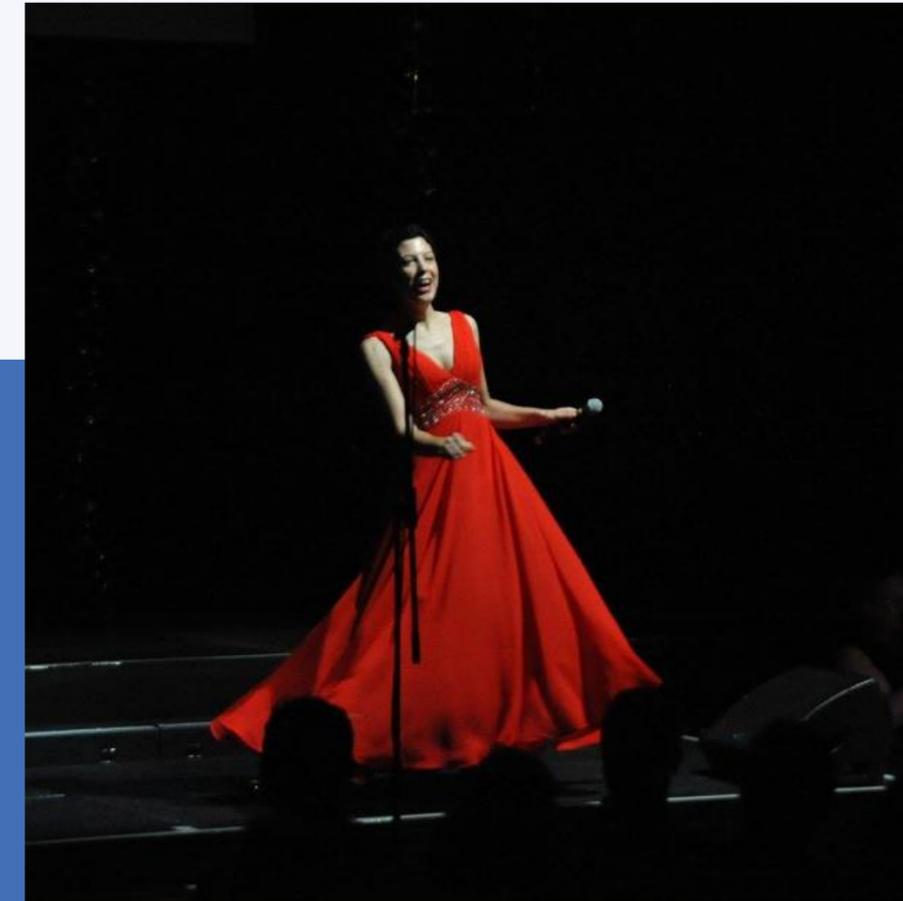
In pursuit of becoming the premier choir in the Northern Territory, Darwin Chorale strategic vision is centred on excellence, enjoyment, and community impact. Our mission and vision encapsulates a commitment to being recognised for exceptional musical performances across various genres and musical theatre. The positive contributions to both our members and audiences aim to set a standard for choral excellence in the Territory.

Grounded in respect, quality, and enjoyment, our mission underscores the importance of fulfilling our members within a collaborative, inclusive and supportive environment while concurrently delivering performances that inspire and entertain our audiences.

Darwin Chorale places a strong emphasis on four foundational principles that guide our actions and decisions. We are dedicated to enriching our community, actively seeking opportunities to contribute positively to the cultural and social fabric of the Northern Territory. By fostering partnerships, engaging in outreach programs, and participating in community events, we aim to create a lasting and meaningful impact beyond our musical performances. Simultaneously, we aim to prioritise the well-being and growth of our members, providing a supportive environment that fosters personal and artistic development.

Moreover, Darwin Chorale is committed to strengthening financial sustainability as a key value. We recognise the importance of sound financial practices in achieving our goals, and thus, we approach financial management with transparency, accountability, and a focus on long-term stability. This commitment extends to implementing robust governance structures that ensure the effective and ethical management of our organisation.

To realise this vision, Darwin Chorale has identified five key strategic goals. Firstly, we aim to employ a part-time general manager to enhance organisational leadership, followed by the appointment of a skilled music director to elevate our artistic excellence. Financial sustainability is pivotal to our success, prompting us to actively pursue grants, donations, and corporate partnerships. Diversifying our annual performance calendar and extending our reach by varying locations across the Northern Territory are pivotal to increasing our visibility and audience base. Lastly, we commit to supporting community events, fostering partnerships, and engaging in outreach programs to connect with diverse communities.



# GUIDING PRINCIPALS

## OUR VISION

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

## OUR MISSION

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

## OUR VALUES

Respect  
Quality  
Enjoyment

## OUR OBJECTIVES

Enrich our community.  
Support our members.  
Strengthen financial sustainability.  
Sound governance structures.

# CHALLENGES

The main challenges that impact on the associations ability to grow and sustain, include a range of considerations:

The biggest obstacle is securing funding to employ a part time General Manager to oversee the growth of the Chorale.

The challenge of short-term funding impacts on sustainability of the choir for paid positions of General Manager and Music Director.

Lack of branding of the Chorale within the community.

Lack of financial backing to allow the choir to tour to regions, interstate and nationally.

# STRENGTHS

The key strengths that underpin the association and present opportunities for new partnerships:

Strong governance structure and practices.

Solid artistic vision and understanding of member and the community needs.

Ability to create and produce large scale musical stage shows with great audience appeal.

A strong sense of unity within the choir.

# STRATEGIC FRAMEWORK

The five-year strategy for the Darwin Chorale identifies the development of five priorities.

## PRIORITIES

- Priority 1: Employment of a General Manager.
- Priority 2: Engage a contractual Music Director.
- Priority 3: Increase financial stability to support our artistic program.
- Priority 4: Expand our audience and membership base.
- Priority 5: Grow community inclusivity and outreach.

## STRATEGIES

A series of approaches and platforms developed to address key priorities.

## ACTIONS

Each strategy is matched with a broad range of activities, undertakings and plans.

## EVALUATION

Monitoring and evaluating the effectiveness of the actions will be carried out by the Darwin Chorale Board. Methods used will include baseline data, surveys, interviews, analysis of audience and attendance statistics, and members' feedback and surveys.

# PRIORITY ONE - EMPLOYMENT OF A GENERAL MANAGER

Overview: Engagement of a General Manager (GM) to develop a comprehensive fundraising strategy that incorporates diversified funding streams and engages with donors, sponsors, and grant opportunities to secure adequate financial resources for sustaining operational roles.

PRIORITY	OBJECTIVE	STRATEGY	ACTION
1.1	Strengthen Business Systems	Recruit and onboard a General Manager to lead fundraising and partnership initiatives strategically.	<ul style="list-style-type: none"> <li>• Explore grant opportunities for operational funding.</li> <li>• Develop a detailed job description.</li> <li>• Secure initial funding for the position.</li> <li>• Facilitate introductions with key team members and relevant stakeholders.</li> <li>• Provide orientation and necessary training regarding organisational goals and expectations.</li> <li>• Align the GM's goals with the overall business development and marketing objectives.</li> <li>• Support the GM's ongoing professional development through relevant workshops and networking opportunities.</li> <li>• Develop strategies to ensure continued employment beyond the initial funding.</li> </ul>
1.2	Strengthen financial sustainability & good governance practices	GM's role is to maximise funding opportunities for the Darwin Chorale through efficient management and development of sources of income.	<ul style="list-style-type: none"> <li>• Nurture current corporate sponsors</li> <li>• Identify prospective corporate sponsors and develop relationships.</li> <li>• Prepare and submit grant and sponsorship applications.</li> <li>• Create and execute a plan for the acquisition of new sponsors and partnerships.</li> <li>• Produce sponsorship materials to retain or gain sponsors and partners.</li> <li>• Liaise with funding agencies and sponsors to ensure compliance with all reporting and acquittal requirements in a timely manner.</li> <li>• Support the delivery of the Chorale's artistic, financial and community engagement goals.</li> <li>• Develop a comprehensive risk management system.</li> <li>• Review policies and procedures and update with the board approval.</li> <li>• Meet with key personnel to ensure the development, implementation, and administration of the strategic plan.</li> <li>• Develop and instigate membership campaigns.</li> </ul>
1.3	Build the Chorale's brand awareness	To build the Chorale's brand awareness	<ul style="list-style-type: none"> <li>• Develop a marketing plan for the Chorale.</li> <li>• Implement marketing of the choir.</li> <li>• Develop website content and social media campaigns.</li> <li>• Develop reports on data and demographics for the Board.</li> </ul>

# PRIORITY TWO - ENGAGE A CONTRACTUAL MUSIC DIRECTOR

Overview: Engagement of a Music Director (MD) to elevate the musical standards, enhance artistic performances, and contribute to the overall cultural enrichment of the community.

PRIORITY	OBJECTIVE	STRATEGY	ACTION
2.1	Elevate Artistic Direction	Recruit and onboard a Music Director to cultivate artistic excellence and elevate the musical proficiency of the Chorale.	<ul style="list-style-type: none"> <li>• Develop a detailed job description</li> <li>• Secure initial cash flow for the position</li> <li>• Facilitate introductions with key team members and relevant stakeholders.</li> <li>• Provide orientation and necessary training regarding organisational goals and expectations.</li> <li>• Align the MD's goals with the strategic direction</li> </ul>
2.2	Enrich our community	Continuity of artistic leadership for the Chorale.	<ul style="list-style-type: none"> <li>• The contract for the music director is in place and signed.</li> <li>• Development of artistic program in line with members and audiences' interests.</li> </ul>
2.3	Support our members	Development of singing and music skills for members	<ul style="list-style-type: none"> <li>• Designed and implemented singing skills both in technique and music reading.</li> <li>• Designed and implemented singing and skills workshops for members and other community members.</li> </ul>
2.4	Develop our membership	Create specialised choirs from within our membership tailored to the needs.	<ul style="list-style-type: none"> <li>• Start a new sub-choir, e.g. seniors, youth, and children.</li> <li>• Develop and instigate membership campaigns.</li> </ul>

# PRIORITY THREE - INCREASE FINANCIAL STABILITY TO SUPPORT OUR ARTISTIC PROGRAM

Overview: Implement initiatives to secure sustainable funding, explore new revenue streams, and optimise budget allocation.

PRIORITY	OBJECTIVE	STRATEGY	ACTION
3.1	Strengthen financial sustainability	Maximise funding opportunities for the Darwin Chorale	<ul style="list-style-type: none"><li>• Identify prospective corporate sponsors and develop relationships that align with performance content.</li><li>• Prepare and submit grant and sponsorship applications.</li><li>• Develop and implement a sponsorship plan and marketing campaign.</li><li>• Cultivate relationships with potential donors, sponsors, and philanthropic organisations.</li><li>• Explore grant opportunities aligned with the Chorale's mission and objectives.</li><li>• Implement financial management tools to monitor and optimize budget allocation for the artistic program.</li></ul>

# PRIORITY FOUR - EXPAND OUR AUDIENCE AND MEMBERSHIP BASE

Overview: Deploy targeted audience engagement strategies, enhance accessibility measures, and curate diverse and inclusive programming.

PRIORITY	OBJECTIVE	STRATEGY	ACTION
4.1	Support our members	Develop an artistic plan which reflects the desires of the audience and members in content and performance style.	<ul style="list-style-type: none"><li>• Conduct market research to understand the demographics and preferences of potential audience segments.</li><li>• Develop and implement member surveys as to style of performance and musical genre.</li><li>• Develop and implement audience feedback surveys.</li><li>• Enhance digital presence through social media, online platforms, and a user-friendly website.</li><li>• Actively engage with First Nations communities, LGBTQI+, CALD, and individuals with disabilities to ensure representation and inclusivity.</li><li>• Monitor and analyse audience engagement metrics to refine and optimize strategies.</li></ul>

# PRIORITY FIVE - GROW COMMUNITY INCLUSIVITY AND OUTREACH

Overview: Implement targeted outreach initiatives and strategic tours, fostering inclusivity and engaging diverse communities

PRIORITY	OBJECTIVE	STRATEGY	ACTION
5.1	Enrich our community	Create and build relationships with other choirs and communities.	<ul style="list-style-type: none"> <li>• Identify key regional areas and interstate locations with potential audience interest.</li> <li>• Facilitate ongoing networking opportunities across the creative arts sector, both regional and interstate.</li> <li>• Develop a suggested tour schedule, considering logistical and budgetary aspects.</li> <li>• Explore grant opportunities and sponsorships to support tour-related expenses.</li> </ul>
5.2	Be Inclusive	Establish new community events that align with our values, which we are able to support through singing.	<ul style="list-style-type: none"> <li>• Build relationships with community groups such as First Nations communities, LGBTQI+, CALD, and individuals with disabilities.</li> <li>• Identify organisations that may benefit and be open to the Chorale providing them with a service.</li> <li>• Ensure accessibility and inclusivity in all tour arrangements, including venues and accommodations.</li> <li>• Build relationships with community organisations.</li> <li>• Participate in local festivals, parades, and community gatherings to strengthen visibility and connections.</li> <li>• Establish partnerships with community leaders and influencers to enhance outreach effectiveness.</li> </ul>



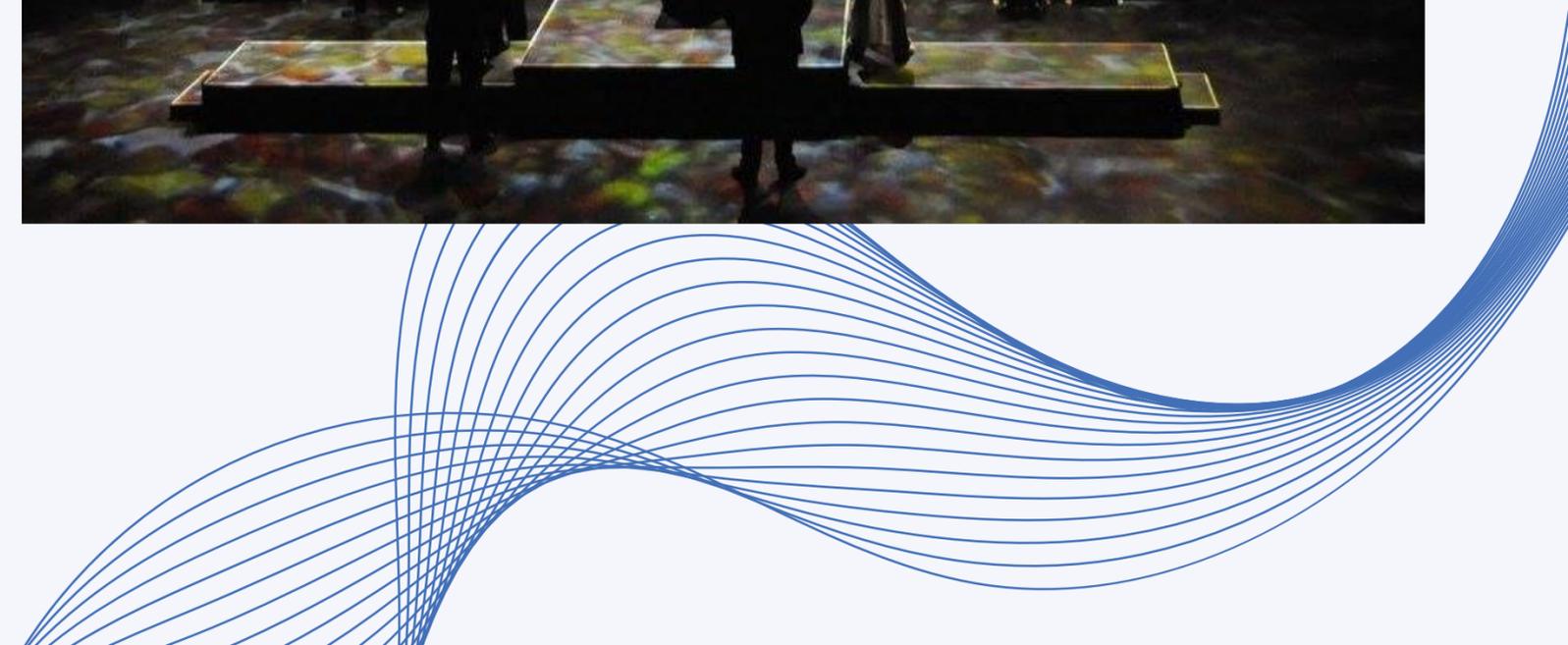
# BACKGROUND

The Darwin Chorale is an auditioned choir that began in 1985. It is a not-for-profit organisation and is recognised as Darwin's premier community choir. Darwin Chorale has celebrated 38 years of distinctive and exceptional choral performances.

The choir was founded by Dr. Dean Patterson, who envisaged a community choir of excellence. For the next fifteen years, the Chorale flourished under his direction.

The tradition of presenting a varied and dynamic program has continued, predominately under the leadership of Nora Lewis, AM.

The celebration of our Pearl Anniversary in 2015 highlighted 30 extraordinary years of continuous performance, bringing together many past and present members, and we are certain the 40th celebration in 2025 will do the same. We have benefited from the leadership of several talented and dedicated music directors who have maintained a program true to the Chorale's vision of inclusivity, creativity, and high-performance standards.



# PERFORMANCES

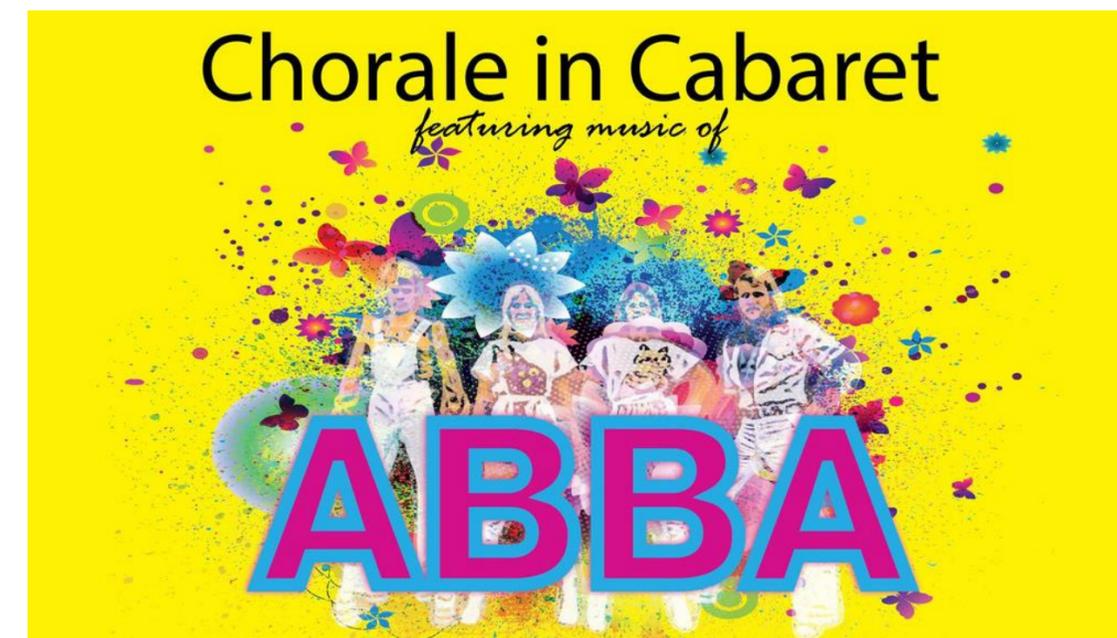
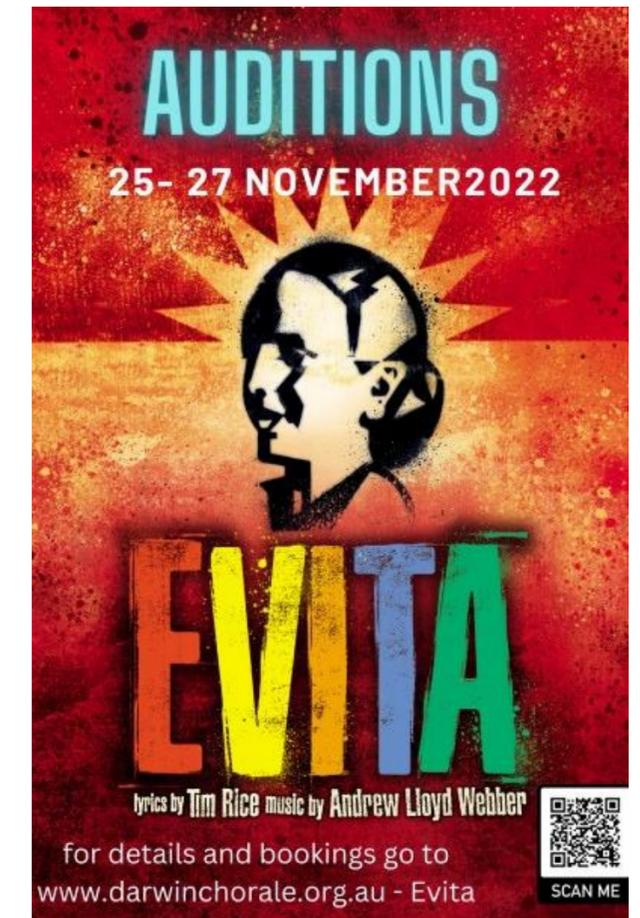
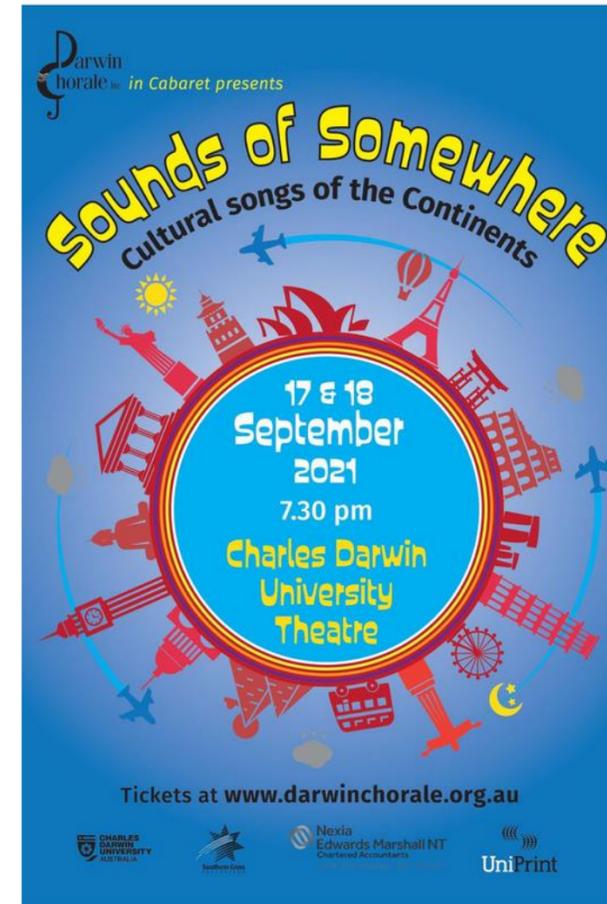
The Chorale presents a minimum of three concerts each year that include serious classical choral works that are interchanged with cabaret and jazz performances.

From the inaugural performance of Bach's St John Passion, the Chorale's repertoire has embraced a wide range of styles and performance modes, including Jesus Christ Superstar, Chess, ABBA cabaret, African Sanctus, Faure's Requiem and Christmas Oratoria.

We regularly support the community by signing at community events such as ANZAC Day, Bombing of Darwin, Police Remembrance and Remembrance Day services.

Between 1998 and 2005, the Chorale formed a partnership with the Darwin Theatre Company, Cavenagh Theatre Company, and the Darwin Entertainment Centre to produce major stage productions, including Les Misérables, Fiddler on the Roof, Guys and Dolls and The Sound of Music.

The Chorale has continued producing stage shows such as Chess, Jesus Christ Superstar and most recently Evita. Without the Chorale, the Darwin community would not be able to access full stage shows as national companies do not tour the NT.



Collaborative concerts have included local arts groups such as Darwin Symphony Orchestra, Arafura Wind Ensemble, Key Changers and Centre for Youth and Community Music, while further abroad, we have combined with the Alice Springs Choral Society and two Timorese choirs. We sponsored the Timorese choir to sing with us at one of the Darwin Festival events and again to sing the Messiah in Darwin. In return, the Chorale has performed twice in Dili.

During the nearly four-decade history of the Chorale, an annual performer membership of approximately 100 singers has been maintained. Not only do we perform, but we take pride in upskilling members and interested people in leadership and theatre skills both on stage and backstage.



Darwin Chorale in Cabaret  
**A NIGHT AT THE MOVIES**

7.30PM, 12, 13, 14 MAY 2022  
**CHARLES DARWIN UNIVERSITY THEATRE, ORANGE 3**

★ TICKETS AT [WWW.DARWINCHORALE.ORG.AU](http://WWW.DARWINCHORALE.ORG.AU) ★



Songs of  
*Nature*

Free Concert  
5pm Sunday 18<sup>th</sup> September 2022  
Botanical Gardens  
Frangipani Hill Amphitheatre  
Conductor: Megan Atfield

Register your interest at [www.darwinchorale.org.au](http://www.darwinchorale.org.au)

HANDEL'S  
**MESSIAH**



Sat 17 December 2022  
Darwin Convention Centre  
Guest Conductor Brett Weymark OAM



Season's Greetings

8.00pm, 28 November 2020  
St Mary's Cathedral, Smith Street  
[www.darwinchorale.org](http://www.darwinchorale.org)



TICKETS ON SALE NOW



**THE RHYTHMS OF LATIN AMERICA**  
Samba - Cha Cha - Beguine - Mambo  
Tango - Salsa - Reggaeton - Bossa Nova

Darwin Chorale with 12 piece Band  
featuring **BRAZILIAN SAMBA DARWIN**

**BOOK NOW!**

 Friday, 20<sup>th</sup> July 2018  
SANDERSON MIDDLE SCHOOL

Time: 7:30pm  
Tickets: [www.ntix.com.au](http://www.ntix.com.au)  
or DEC Box Office: 08 8980 3333



**FIESTA LATINA**

# GREASE



# THE ASSOCIATION

The Chorale has an average income of approx. \$80,000 per year. This income is achieved through membership, ticket sales, grants, fundraising and donations. Our average expenditure, which includes performance costs, subscriptions, rent payments, is approx. \$50,000 per year. The Chorale has a reserve policy of \$50,000 per year should there be a perceived risk of loss when producing major stage shows.

In 2023, a major stage show, *Evita*, was produced, which, when forecasting the budgeting for the show, saw a possible loss of over \$150,000 with money from retained assets to be used to cover losses and the reserve fund not to be utilized to ensure the Chorale could produce another twelve months of shows and therefore sustainability. Fortunately, with the backing of local companies through donations and in-kind support, government grants, sound financial management of the budget and the ability to keep costs under budget, and great public support with sell-out performances, the stage show was able to turn a profit. This has left the Chorale in a financial position to be able to produce another stage in 2025.

With a membership of around 100 singers, throughout its long and illustrious history, the Darwin Chorale has supported important community events, including Australia Day Citizenship Ceremonies, ANZAC Day Services, Bombing of Darwin Commemorative Services, Opening of Parliament, Police Memorial Service, Charles Darwin University Graduation ceremonies, Palliative Care memorial services and Carols by Candlelight.

The Chorale has performed in local Italian festivals, travelled to Dili to collaborate with East Timorese choirs as well as premiering NT and Australian new works and sung in English, Kriol, Yolngu Matha, Latin, German, Spanish, French, Italian, Russian, Tagalog and Tetum. The Chorale is the premier choir that is contacted by interstate groups and companies who wish to collaborate, and we have performed with Co- Opera Australia, The Australian Opera Company, Choir of Trinity College Melbourne, Exauldi Choir, Spooky Men's Choir, Sydney Pilgrim singers to name a few.

This engagement with diverse community groups, celebrations and commemorations is an ongoing commitment for the Chorale.

The Chorale has no financial liabilities and is not financially at risk if it continues in the same manner without a general manager and ad hoc music directors.

For the Chorale to employ a part time general manager and a music director without funding, would place a large financial risk on the Chorale, with the retained earnings being expended over the next 2 - 3 years and the Darwin Chorale being unable to operate.

The Darwin Chorale Inc. is managed by a volunteer Board and, as an incorporated association, undergoes annual independent financial auditing processes.

The Board consists of nine elected members, including the Chair, Treasurer and Secretary and all board members are elected by financial members of the Darwin Chorale at the Annual General Meeting

The Darwin Chorale does not receive any continuous funding. We have been fortunate recipients of occasional grant funding for specific shows from the NT Government, but many of our shows would not have happened without the support of our donors and 'in-kind' support. Our current financial situation is solid through the careful management of funds by the Board.



From our long history, we have learned that we need to adapt to remain current and have audience appeal in an ever-changing environment. The Chorale regularly conducts member surveys for feedback on performances, styles of shows, and genres that appeal to the singers. This, along with audience surveys and analysis of ticket sales, concert attendance and location of performance, informs the Board of the artistic direction the Chorale should take.

Over the years, many other choirs have formed. Many of these have a focus, e.g. cultural style of music – classical, age-limited or gender/ sexual influenced. The Chorale, however, is all-inclusive and has singers from other cultural and linguistic backgrounds, First Nations, Seniors, Youth, LBGTIQA+ and with disabilities.

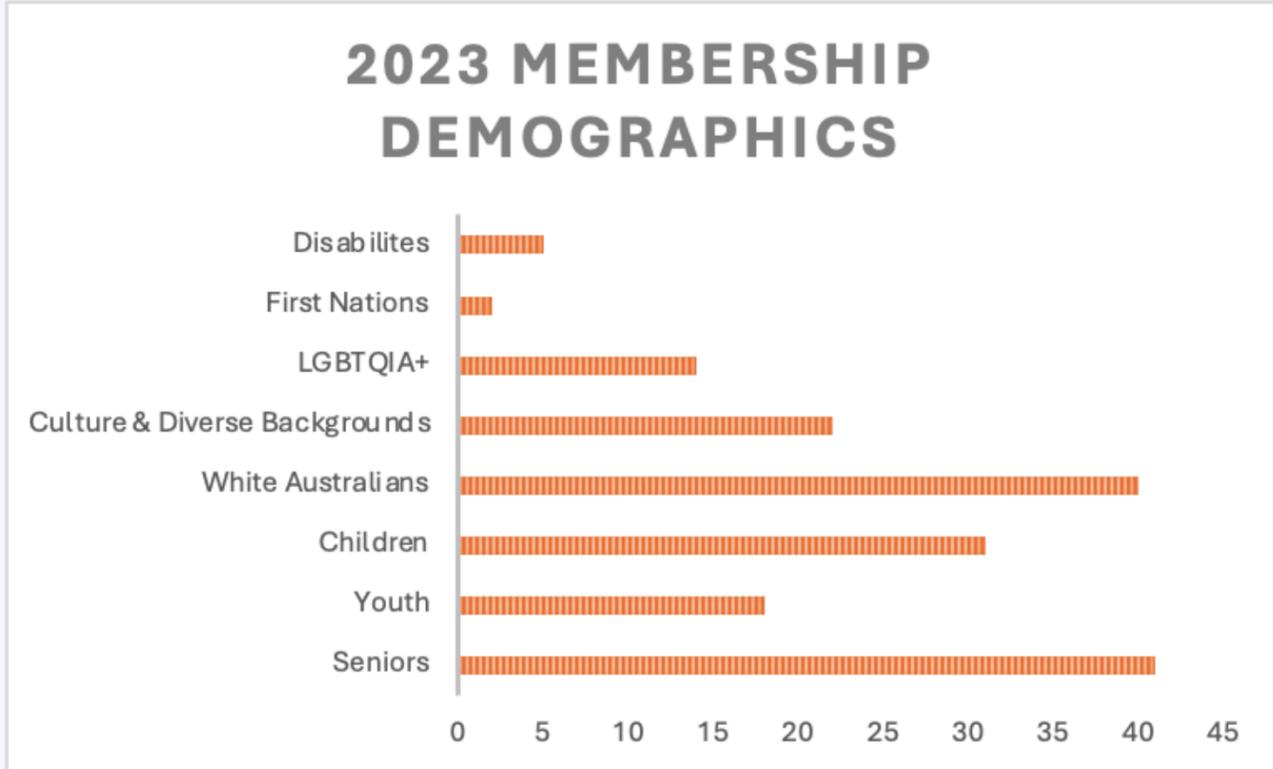
From 2022 and 2023 surveys to minimize artistic threats from other choirs, we have diversified into catering for family concerts such as Disney performances and matinee shows. From audience feedback, there are limited live shows to take children to in Darwin. Another area is musical theatre and large-scale productions. Evita was a success in finding a niche,

not only for performers with a large increase in membership but also for two sold-out shows in the playhouse at the Darwin Entertainment Centre.

It is with this in mind that our 2024/25 program consists of another Disney show, with different content and in cabaret style, which is a popular format for our members, and another stage show is planned for early 2025. Doing large performances is fulfilling and beneficial to the community as we are the only association providing these; however, they are costly.

The employment of a part-time general manager to focus on gaining corporate sponsorship and ongoing funding will allow the Darwin Chorale to achieve the goals of providing the Darwin community with what they are wanting.

Without funding contributing to financial sustainability, the Chorale cannot deliver the artistic content craved by the Darwin community as often as desired.



## ARTISTIC & CULTURAL VIBRANCY

Darwin Chorale, although an audition choir, is inclusive, and membership is made up of the community, and like the community, embraces all singers from youth to seniors, singers with disabilities, First Nations singers, LGBTQIA+ singers and singers from other cultural and linguistic backgrounds. We do not limit ourselves to one sector of the community.

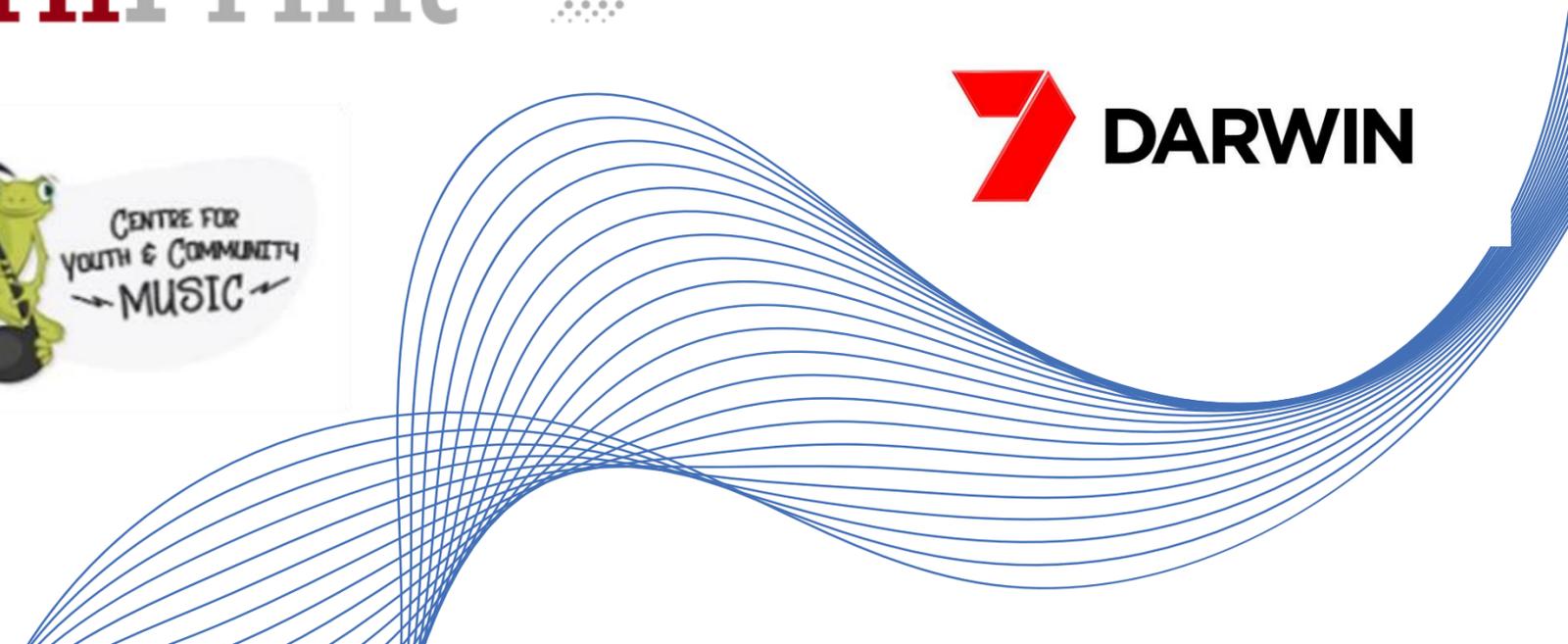
# MARKET

Over the history of the Chorale, we have and continue to have the support of the local community. Our partner from the Chorale's inception has been Charles Darwin University, which provides a venue for rehearsals, storage of our library and sound equipment, and reduced hire fees for the on-campus theatre. We also have sponsorship from Nexia Edwards Marshall NT and Uniprint. These are our long-term sponsors. We also attract sponsorship from local businesses for one-off concerts.

Partnerships have included Darwin Entertainment Centre, Southern Cross TV, McGees Property, Darwin Symphony Orchestra, Children and Youth Centre for Music, Arafura Wind Ensemble, Darwin Army Band (NT) and Military Wives Choir.

Our audience is a large stakeholder in the association. With regular feedback taken from audience surveys and analysis of ticket sales along with members' surveys, we stay current as to community and members' needs in relation to the artistic content we provide. Two thousand twenty-three surveys have shown that family shows and musical theatre are wanted by the community, so our upcoming artistic program reflects this. The Chorale, being flexible and skilled in singing a variety of genres, can adapt to the community's and audience's needs. Musical theatre has proven popular with both members and the audience alike, and by offering large scale productions, the Chorale is unique. No other arts group in the NT has the capacity to do this, and national companies rarely tour Darwin due to transport costs.

The community, although supportive, has limited funds to be able to attend all performances in the arts sector. Funding is also highly competitive due to the many active arts groups in Darwin and the NT.



# ARTISTIC GOALS 2025 - 2029

February 2025			Strategic Plan Goals
<b>Date</b>	<b>14,15 and 21,22 Feb 2025</b>	Possible show on Feb 20th, dependent upon tickets sales	<p><b>Offer music education and entertainment to the wider community through a variety of Choral genres.</b></p> <p><b>Create</b> an annual program with a balanced mixture of pieces – some unfamiliar and artistically challenging, and some familiar with wider audience appeal.</p> <p><b>Provide musical enrichment and enjoyment for members through choral skills and development in regular practice and in public performances.</b></p> <ul style="list-style-type: none"> <li>Select repertoire that provides singers with a sense of accomplishment through successful mastery.</li> </ul> <p><b>Strengthen Financial Sustainability</b></p> <ul style="list-style-type: none"> <li>Philanthropy – build relationships to increase support from all key stakeholders and communities</li> <li>Business Sponsorship – develop partnerships which will be perceived as adding value</li> </ul>
<b>Title</b>	<b>Stage show</b>	Mary Poppins/ Les Misérables, Phantom of the Opera Still arranging rights for shows	
<b>Venue</b>	Darwin Entertainment Centre		
<b>Venue Costs</b>	\$70,000		
<b>Concert Cost</b>	\$300,000		
<b>Music content</b>	Musical as selected		
<b>Music hire/purchase</b>	Cost included in concert cost		
<b>Musicians</b>	16 players	Costs included in concert cost	
<b>Marketing</b>			
<b>MD AD</b>	Need to source. Steve Kidd or Mark Bunnnett as possible AD	Advertise for both MD and AD positions	
<b>Sponsorship required</b>	Yes Money from DGR account PLUS a high level of sponsorship	At least \$60,000 additional income Money from reserves earmarked for stage shows - \$115,000	

July 2025			Strategic Plan Goals
Date	11 and 12 July		<p><i>Offer music education and entertainment to the wider community through a variety of Choral genres.</i></p> <p><b>Create an annual program with a balanced mixture of pieces – some unfamiliar and artistically challenging, and some familiar with wider audience appeal.</b></p> <p><b>Participate in joint performances with other groups.</b></p>
Title	Working title – 40 <sup>th</sup> Anniversary		
Venue	Studio Theatre Darwin Entertainment Centre		
Venue Costs	\$40,000		
Concert Cost	Approx \$20,000		
Music content	Popular songs from the chorale repertoire		
Music hire/purchase		All music from repertoire in the library	
Musicians	14 players		
Marketing			
MD AD	TBA		
Sponsorship required	yes	Donations \$3,000	

November 2025			Strategic Plan Goals
Date	Nov Dates to TBA		<p><i>Offer music education and entertainment to the wider community through a variety of Choral genres.</i></p> <p>Create an annual program with a balanced mixture of pieces – some unfamiliar and artistically challenging, and some familiar with wider audience appeal.</p> <p>Participate in joint performances with other groups</p>
Title	Best of Britain		
Venue	CDU Theatre		
Venue Costs	NIL - Sponsorship from CDU		
Concert Cost	Approx \$25,000		
Music content	Pop Songs of British Composers	Beatles, Elton John, Queen, Rolling Stones. Adele, David Bowie, Wham, Oasis, Cold Play, Cliff Richard, Spice Girls, Savage Garden, The Pretenders	
Music hire/purchase	Some to purchase	Some music available from our library	
Musicians	Six players		
Marketing			
MD AD	TBA		
Sponsorship required	yes	In-kind costume making \$2,000 donations	

Concert	Music Genre
2026	Showcase NT artist's concert
	Christmas in July cabaret
	Work with historical society re Territorians and sing related songs
2027	Large classical works, e.g. Handel's Messiah, Carmina Burana, Faure Requiem, Andrew Llyod Webber Requiem
	Engage interstate Conductor and have workshops running
	Pop music cabaret
2028	Stage show – Musical theatre
	Gospel
2029	Modern sacred works/ motets
	Big band/ Andrew Sisters style
	Christmas concert - carols and songs

# ANNUAL COMMUNITY EVENTS

## IN ADDITION TO THE MAJOR CONCERTS, ANNUAL COMMUNITY EVENTS INCLUDE:

- Bombing of Darwin
- ANZAC Day
- Police Remembrance Day
- Remembrance Day
- Palliative Care service



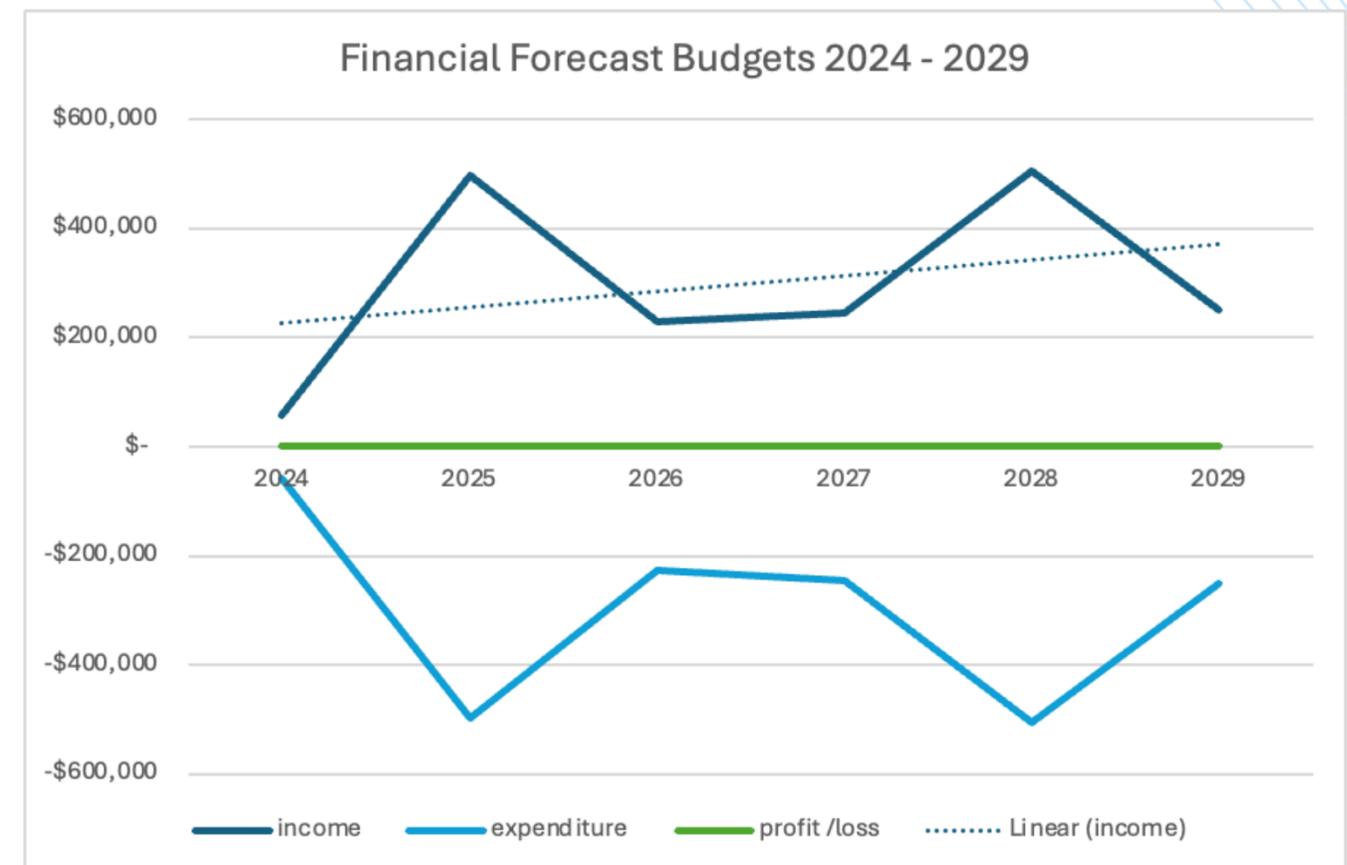
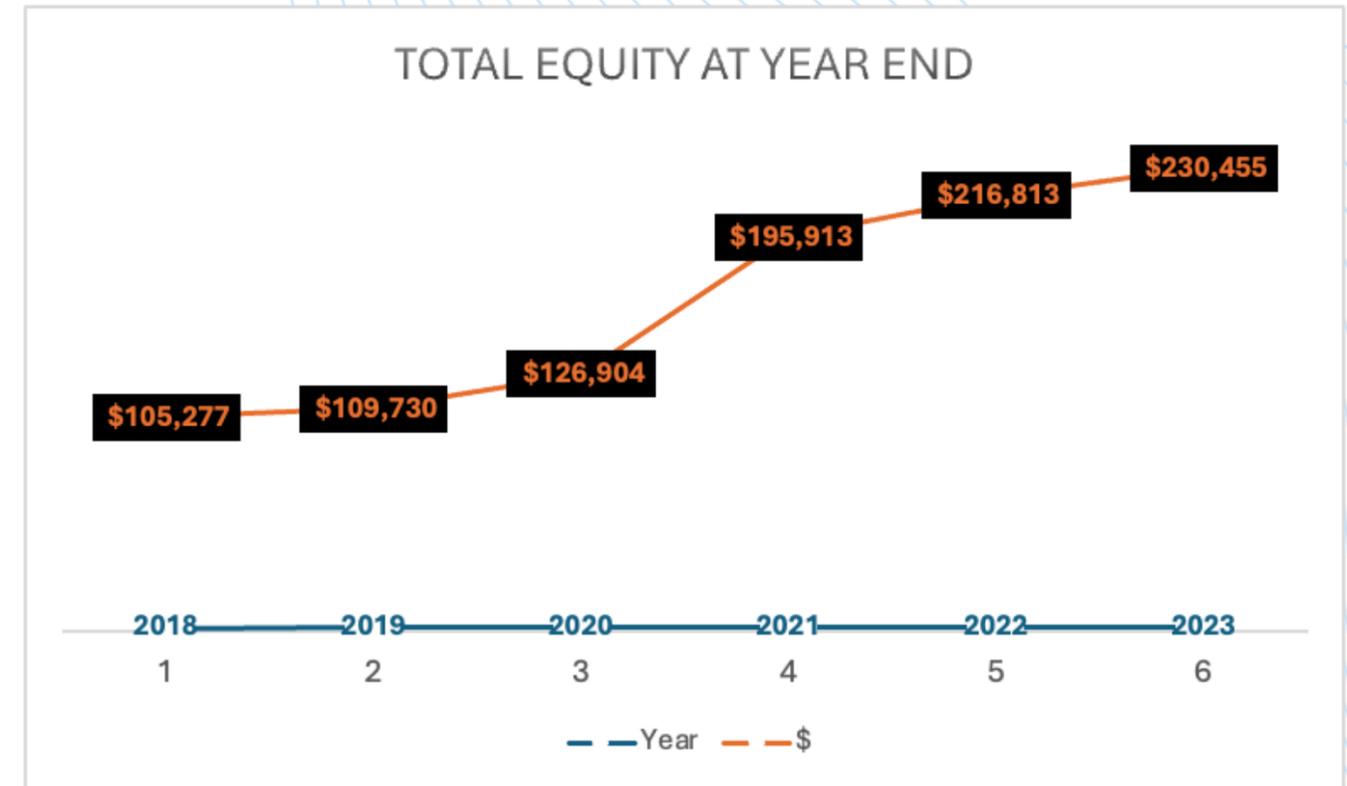
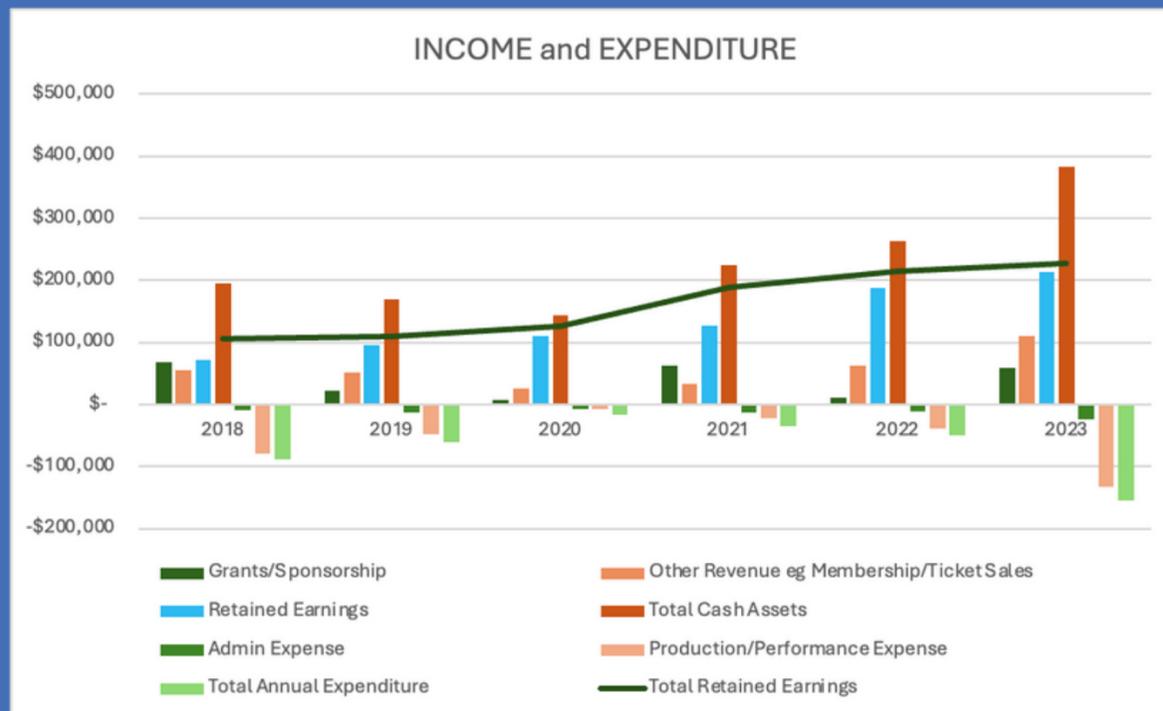
# SUPPORT PLANNING

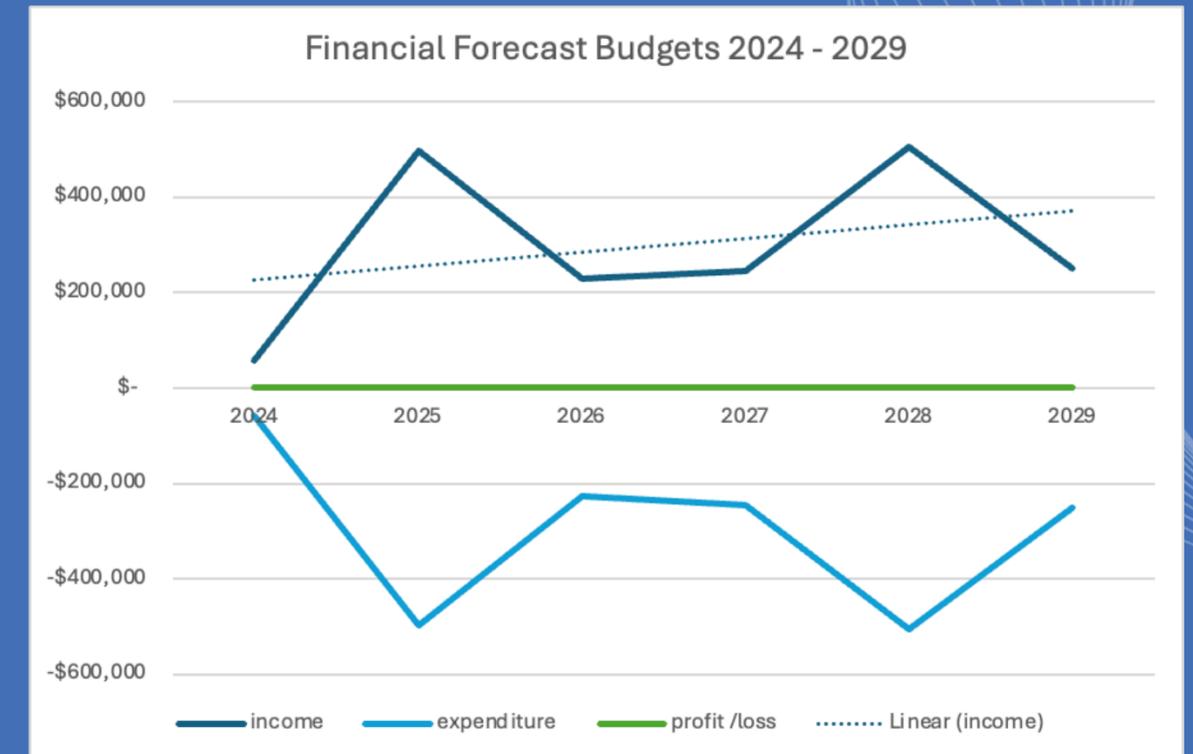
## FINANCIAL OVERVIEW

The Chorale, through sound governance and careful planning, is in a good financial position.

Money is allocated into three accounts. General funds cover operating costs for the Chorale, including concerts under \$50,000 to produce. A separate fund has money put aside to cover a major musical theatre show. The costs for this type of show in Darwin Entertainment Centre average \$250,000+ in expenditure. We then have money in a savings account, which is the basis for our reserve funding.

Each of the shows produced relies on grants, sponsorship and ticket sales for additional income. Although the financial basis is sound, it does not allow for the costs of a general manager to be employed and still carry out the desired artistic program provided to the community.





The forecast budgets are worked on a zero balance; therefore, there is no profit or loss. However, retained income will remain the same if budgets do not show a profit or loss. Retained earnings will cover losses should they occur.

Expenditure is increasing year by year, but large-scale musical theatre shows, which require great expenditure and have large income, cause peaks and troughs in the graph.

# MANAGEMENT

## T H E B O A R D

Under the constitution, the Board are required to meet at least four times per year; however, the Chorale Board meet every six weeks to address ongoing requirements and to keep policies, the constitution, finances, and management current. One of the standing items on the agenda is the Strategic plan, so every six weeks, this is considered and revised.

Board members are recruited from within and outside our membership base to find the right person to fill the positions. We have job descriptions for each of the roles, and it is this criterion that informs our decision to find a suitable person for the roles. Our succession plan informs the Board on how to approach unexpected and known upcoming vacancies.

A large part of the Performance Manager's role is to mentor members to take on roles that lead to a successful concert so they can learn and develop skills in a variety of areas and then, in turn, pass on their knowledge. Mentoring potential Performance Managers is a high focus within our association. This, along with key personnel on the Board as we understand leadership is the key to longevity and a successful organisation.

Any conflicts of interest are recorded in the minutes, and the person steps out if required and, on occasion, in camera sessions are used.

## S U B C O M M I T T E E S

Reporting to the Board is a Performance Committee, which is responsible for the organisation of all concerts and community events. This committee has three elected members, Assistant Treasurer, Librarian and Registrar who oversees membership, attendance and payments, and is coordinated by the Performance Manager. The Music Director and additional ad hoc members are invited to the committee to assist with artistic input, marketing, program design, catering and general organisation for concerts. This committee is also responsible for providing annual concert budgets for approval and catering for all aspects of production.

A separate independent committee overseen by our Treasurer is convened for the use of funds within the Gift Recipient fund.

Any invited performers, such as orchestra members, guest MDs, and rehearsal pianists, are engaged by the Board.

## F I N A N C E

Our financial planning budgets include general running costs of the choir and then each performance income and expenditure breakdown. This budget is overseen by the Treasurer of the Board, and performance budgets are overseen by the Treasurer and the Assistant Treasurer and Performance Manager, who are members of the performance committee.

The Board considers the financial risk of each show, which is supported by a policy to have twelve months of running costs plus concert costs for three low key performances in reserve funds to ensure the association's sustainability.

As directed by our constitution, an independent auditor audits our financial records annually.

The Chorale is dedicated to financial sustainability, membership, and leadership.

The GM's role is proposed to generate further income through grants and sponsorships, which will reduce overheads and, in turn, lead to the employment of a long-term music/artistic director.



CERTIFICATE OF LIFE MEMBERSHIP  
*Jane*

CERTIFICATE OF LIFE MEMBERSHIP  
*Mary Vorus*  
This certificate is awarded to Mary Vorus  
for her services to Darwin Chorale  
4 November 2017

2011 JENNY SCOTT  
2012 DARRELL BIRDS  
2013 MARTIN GORE  
2014 ANNETTE GORE  
2015 NORA LEWIS AM  
2016 FIONA WAKE

2017 STEPHEN REEVE  
2018 KATHY CHAMBERS  
2019 Ann Stephens  
2020 Glen Jarvis

THE ANNUAL JENNY SCOTT AWARD  
FOR OUTSTANDING SERVICE