

MOORAMBILLA VOICES
STRATEGIC PLAN 2025-28

THE POWER
OF POSSIBILITIES



We would like to acknowledge the living culture of the traditional custodians of the land and water upon which we create and work, and extend our respects to all Elders past, present and emerging.





CULTURAL COMPACT

The people, creatures, land, water and surroundings of the communities we operate in are precious to us all.

We all share this land.

We all care deeply about this country.

It is our collective responsibility to respect and care for all of those associated with Moorambilla.

We commit to working with each other and walking forward together in a spirit of openness and generosity – and this will guide all of our interactions artistically, culturally and socially and in every interaction we make that represents Moorambilla.

We create art, memories and a sense of ourselves and place from our stories and the land.

We always learn from the past to shape the present and work towards a better future for our country.

In partnership, and with mutual respect and understanding, we put the wellbeing of our Moorambilla family first, its people, its communities and its country. We do this by respecting ourselves, each other and our shared culture.

To walk together with inclusion and respect.

MOORAMBILLA VOICES, 2017

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EXECUTIVE SUMMARY

In 2025, Moorambilla celebrates its 20th anniversary, signifying our status as a cultural force with the longest-running, most consistent youth arts program operating across a third of regional and remote New South Wales. Setting the stage for 2025–2028 our four-year agenda is ambitiously creative, showcasing capacity, connection and works-of-scale that share and celebrate First Nations culture whilst developing the next generation of regional NSW artists, and cultural leaders.

More than just a choir, Moorambilla Voices transcends the traditional choral experience by drawing inspiration from the rich landscapes, spirit, and communities of regional and remote New South Wales to inform our interdisciplinary work. Over the next four years, we will empower the young people of Western NSW through song, dance, drumming, and visual arts, fueling their creative capacity and supporting them to thrive.

Our four-year goals are designed to amplify the voices of regional youth, embed First Nations culture in our practices, unleash excellence in artistic endeavours, and fortify our governance and financial structures, so that future generations can continue to benefit from our legacy.

We will provide accessibility for all regardless of socio-economic backgrounds. We will deliver over 360 free workshops to students from over 70 regional and remote NSW towns over four years, and that is just the entry of our artistic programs! Our grassroots activities in school and community halls across regional NSW will journey some participants through to performances on our national and even international stages. Our amplification of regional capacity is loud, proud and strong.

We will continue to embed First Nations culture in our art and practice, creating works that celebrate the rich cultural heritage of regional NSW. Committed to walking together with inclusion and respect, we will continue to develop our long-term relationships with our communities, artists and artistic partners to create unique works which push creative boundaries.

To secure a sustainable future, we will fortify our business scaffolds, diversify our income streams, enhance our brand visibility, expand our workforce, grow our listenership and continue to implement our robust management and governance practices. This includes establishing new strategic partnerships and measuring the impact of our programs to guide our strategic direction, and enable and amplify our work.

Our impacts will be deep, enduring and profound. We believe in the power of possibility.

“Moorambilla Voices took my rugby loving boy and opened his horizons to a whole new world.”

PARENT





Moorambilla in Gamilaroi means 'the place where fresh water naturally finds its most efficient path through the landscape'. So too do we seek to create pathways of knowledge, artistry and inclusion for our children and youth, our communities and our audiences.

STRATEGIC FRAMEWORK

PURPOSE

More than just a choir

Inspired by the land, spirit and Indigenous cultures of regional and remote NSW communities, we use song, dance and creativity to empower and build the capacity of young people, whilst honouring First Nations' voices and stories.

VISION

Everyone lifts on a rising tide

Regional NSW and its young people are transformed and thrive when we work together. Young people connect to Country and find their creative voices to become empowered and self-determined, and walk together with inclusion and respect.

VALUES

INTEGRITY

Transparency and authenticity underpin all we do.

RESPECT

Our work is culturally safe, free of appropriation, honours First Nation people's stories and voices, and cultural knowledge and boundaries are respected.

ACCESS

All young people are given the opportunity to thrive.

PERSISTENCE

The work is challenging, but the rewards are vast. Our commitment to regional NSW is enduring and unwavering.

CONNECTION

We are all nourished when we connect, listen, share and collaborate.

BELIEF

We never doubt the boundless potential of young people and the power of genuine cultural exchange.

GOALS

AMPLIFY the capacity and voices of regional youth and their communities

RESPECT First Nations culture by creating works which authentically reflect and celebrate Indigenous culture, while ensuring cultural traditions are honoured

UNLEASH excellence through our work, artistic process, and the capacity of our youth and artists

STRENGTHEN our business, governance and financial structure to enable our work and amplify our impact



WHO WE ARE

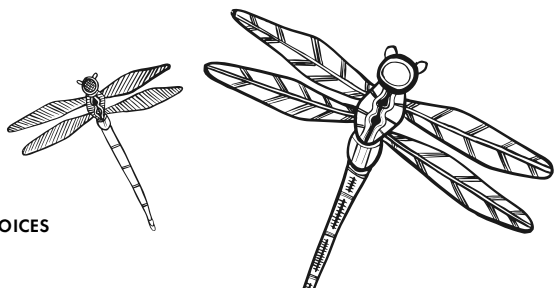
Moorambilla Voices is an award winning arts organisation that engages youth aged 8 to 18 living in regional and remote NSW, to co-create, perform and record multi-disciplinary works which share and celebrate the rich culture of regional NSW.

Moorambilla delivers an annual program of skill development workshops, residencies, performances, recording projects, and artistic & cultural immersions held on Country. This gives its young people, who have limited access to professional arts experiences, the rich opportunity to partner with artists of the highest calibre – composers, musicians, choreographers and visual artists.

In 2025, Moorambilla Voices will turn 20, and since humble beginnings in the 2006 drought, the Company has worked with over 48,000 youth living across 22 Local Government Areas. Moorambilla offers these young people transformative and empowering arts and cultural experiences that enable them to live a life of possibilities.

“In supporting Moorambilla Voices, we not only champion a program with a profound impact but also embrace a future where equity of access and cultural integrity are the norm, not the exception.”

CHEYNE HALLORAN,
PROUD NGUNNAWAL MAN, CULTURAL CONSULTANT



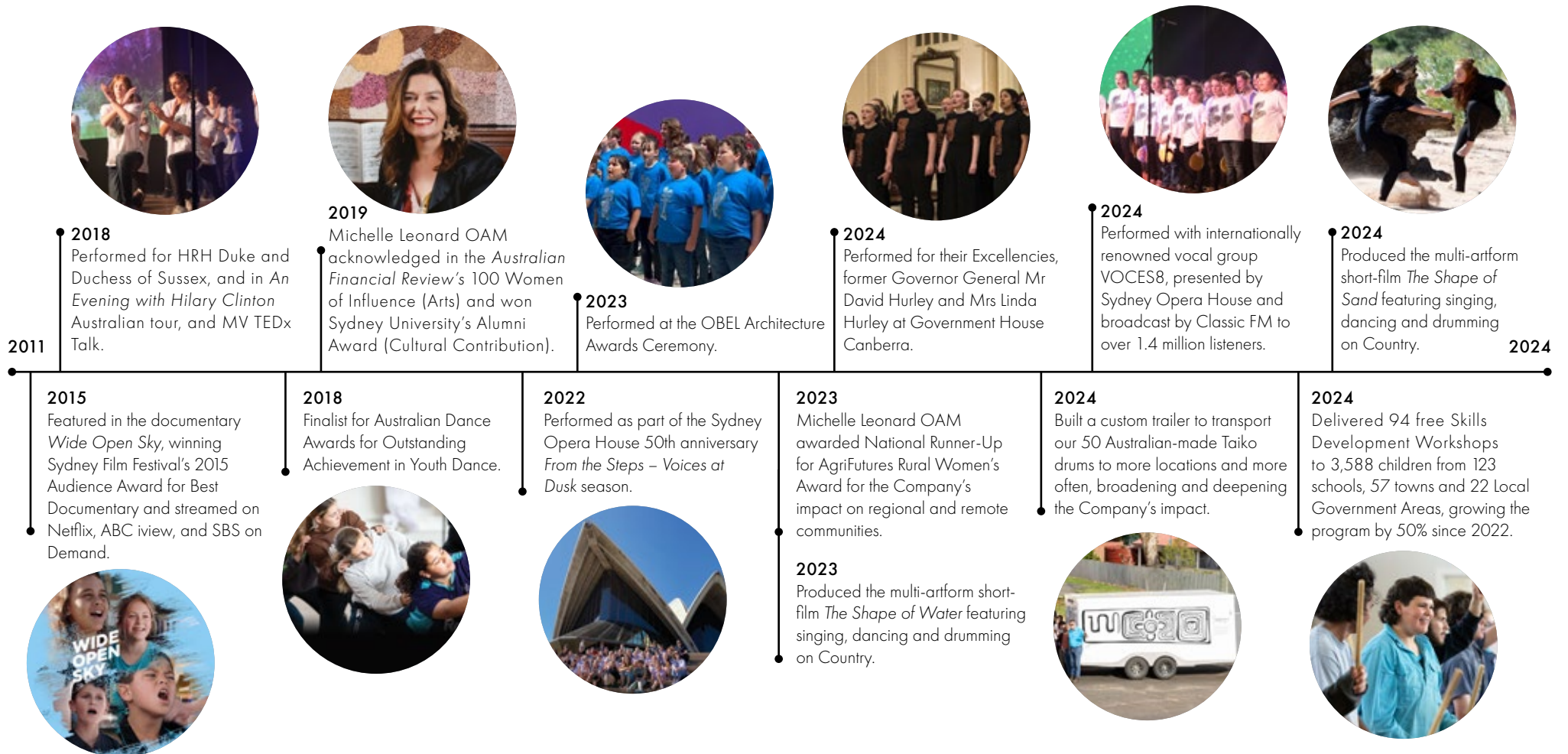
KEY ACHIEVEMENTS

MUSIC AWARDS: 2011–2023

Winner of nine Art Music Awards, including the 2023 National 'Organisation Luminary Award' for the Company's commitment to creating Australian art music with and for young people in regional and remote NSW. Winner of the 2021 National Award for 'Excellence in Music Education'.

ALBUMS: 2017–2023

Independently produced four albums including *Goodhigoo Yanmay* (2023), *Lepidoptera* (2019), *Yarragaa* (2018) and *Yindyamarra* (2017). *Goodhigoo Yanmay* featured Indigenous language and was recorded in collaboration with Sydney Opera House and presented on ABC Classic Drive to over 1.4 million listeners.



“The children said that it was one of the best experiences of their lives; it was also one of the best experiences of my life. I know that we will never forget it.”

VERONICA REID, WIRADJURI ELDER



GOAL 1

AMPLIFY the capacity and voices of regional youth and their communities

Because life is full of possibilities



STRATEGIES

- Strengthen the music, choral, dance and visual arts skills of regional and remote NSW youth, within an environment that prioritises wellbeing and personal development
- Provide accessible entry points and pathways for creative engagement from beginner vocal workshops for all children and youth through to extension programs for those with potential
- Ensure programs are accessible to all children within the Company's footprint, regardless of socio-economic or cultural background
- Take a whole-of-community approach, working collaboratively with families, schools, community leaders, local organisations and regional businesses
- Support Australian primary and secondary schools to deliver quality arts education

ACTIONS

- Deliver core artistic program which includes over 90 skills development workshops, eight residency camps and an annual gala (a professional-level on-stage experience)
- Leverage the Company's 50 Taiko drums and trailer to create dynamic youth engagement opportunities
- Subsidise all children engaged in Moorambilla's programs, and provide full financial support for disadvantaged youth
- Employ alumni as emerging artists and staff
- Invest in regional and remote businesses, suppliers and individuals
- Position young people as co-creators in the artmaking process
- Create a platform to share Moorambilla's Magic Modules with primary and secondary schools – 163 award-winning 20-30 minute arts education videos

IMPACTS

- Young people lead the future of the arts in Australia and seek opportunities outside of their immediate sphere
- Regional youth and communities gain access to world-class artistic experiences, creating a new generation of regional creatives and leaders
- Geographical and financial barriers to professional arts practice are dismantled
- Wellbeing outcomes for young people are improved including self-confidence, self-esteem, resilience, connection, belonging, sense of purpose and identity
- The voices and talents of regional NSW youth are showcased nationally, supporting local economies and regional communities to thrive
- The delivery of arts education in regional NSW is heightened

GOAL 2

RESPECT First Nations culture by creating works which authentically reflect and celebrate Indigenous culture, while ensuring cultural traditions are honoured

So we can walk together with inclusion and respect, and celebrate NSW's rich First Nation's culture

STRATEGIES

- Create and perform new works inspired by the land, waters, stories, and cultural heritage of the Indigenous communities of regional NSW
- Foster relationships with NSW First Nations Elders, cultural knowledge holders, artists and linguists
- Provide a platform to share, value, and celebrate regional NSW's First Nations languages, cultures and worldviews
- Build and maintain strong respectful partnerships with Indigenous communities and organisations and ensure ongoing collaboration and cultural integrity
- Embed First Nation's perspectives into decision making processes, creative works and organisational practice

ACTIONS

- Deliver the annual Artistic & Cultural Immersion program, enabling artists to learn directly from Indigenous Elders, linguists and cultural knowledge holders at significant cultural sites
- Employ First Nations artists in lead creative roles
- Feature Indigenous language in our compositions including Wiradjuri (D10), Gamilaray (D23), Barkantji (D12), Weilwan (D20), Yuwaalaraay (D27) and Ngemba (D22), performed and recorded for national and international audiences
- Ensure at least 30% of the young people in our programs identify as Indigenous and source/provide financial and human resource support to facilitate their participation
- Prioritise the recruitment of Indigenous people at all levels of the organisation
- Deliver cultural awareness training for staff and Board members
- Develop the next cycle of the Company's Reconciliation Action Plan (RAP), aligning it with best practices in diversity, equity, and inclusion

IMPACTS

- Participants become part of an artistic family that empowers them to embrace and share their cultural identity
- Indigenous languages, stories, and cultural knowledge are transferred respectfully to both Indigenous and non-Indigenous participants, including youth, families and audiences
- Young people's connection to ancestry, country and culture is deepened, fostering pride, trust, respect and cultural awareness
- The rich First Nation's cultural legacy of regional and remote NSW is further revitalised and celebrated on national and international platforms

GOAL 3

UNLEASH excellence through our work, artistic process, and the capacity of our youth and artists

Quality process, leads to quality outcomes, leads to quality impacts



STRATEGIES

- Create, perform and record multi-artform works grounded in rigorous and authentic artistic processes
- Collaborate with leading professional artists and partner with innovative arts organisations
- Continue to commission groundbreaking new Australian works
- Provide professional development for emerging and established artists that enhance their artistic practice and cultural understanding and competency
- Cultivate cross-disciplinary collaborations that push creative boundaries

ACTIONS

- Deliver the Company's annual core artistic program
- Produce one or more recording or performance tour annually
- Ensure 100% of our work is created by Australian artists and 85% are new commissions
- Employ emerging and established artists from diverse artistic disciplines within our cross-artform and inter-cultural collaborations

IMPACTS

- A vibrant regional arts ecosystem that values and promotes Australian Indigenous culture and intercultural, cross-disciplinary creative exchanges
- Intergenerational, intercultural and interdisciplinary artistic collaborations are enabled
- Our work is highly regarded, reviewed and attended, nationally and internationally

GOAL 4

STRENGTHEN our business, governance and financial structure to enable our work and amplify our impact

So future generations benefit from Moorambilla's programs
and an enriched national arts ecology

STRATEGIES

- Diversify and grow income streams
- Expand resources and staffing to meet the evolving needs of our programs
- Enhance brand visibility to strengthen connections with the arts sector and grow audiences
- Foster an inclusive and supportive workplace centred on well-being and collaboration.
- Forge strategic partnerships to expand our reach and resources, and deepen our impact
- Measure the impact of our programs to guide our strategic direction and secure financial support
- Maintain strong governance structures and processes through best practice management and accountability

ACTIONS

- Increase multi-year funding from Create NSW (2025–2028) and the Indigenous Language and Arts program (2026–2029)
- Implement long-term fundraising strategy to increase philanthropic and sponsorship income
- Produce touring programs and fundraising events to build connections between urban and regional stakeholders and secure funding
- Recruit additional staff leveraging this funding application to address identified gaps
- Expand marketing efforts to grow the organisation's visibility and audience engagement
- Commence a five-year longitudinal study to identify and measure the impact of our programs on young people living in in remote and regional NSW
- Review and update our policies, procedures and systems annually, including continued investment in child safety and protection measures, and information management system security measures
- Facilitate annual strategic planning with the Moorambilla Voices Board

IMPACTS

- Purpose and vision are realised, and KPI's are met
- Positive workplace culture is maintained, with high staff retention
- Long-term financial sustainability is maintained
- Company brand is respected and recognised and celebrated at state and national levels
- A robust Company structure to broaden and deepen our impact



“Growing up in a regional or remote part of Australia shouldn’t limit your education, aspirations or belief in your capacity.”

VOLUNTEER SUPERVISOR

ARTISTIC PILLARS CORE ANNUAL PROGRAM



REGIONAL SKILLS DEVELOPMENT WORKSHOP TOUR

Across a third of northwest regional NSW
February – April

Over five weeks, Moorambilla delivers over 90 free music workshops to over 3,500 children in Years 3–12 from 123 schools across 22 Local Government Areas of regional and remote NSW; from Yoogali to Goodooga, and from Cobar to Coolah.

Aligned with the NSW music syllabus, workshops include body percussion, singing, and music literacy. Workshops are tailored to the diverse communities Moorambilla works with and provides skill development for students and teachers.

The participants include many children and youth from remote and Indigenous communities and from isolated or disadvantaged backgrounds, the majority of which do not have access to arts education. This program sees us cast our nets widely, at the entry point to our program, ensuring all children in the Company's footprint have access to quality arts and cultural experiences. Participants demonstrating developmental potential are selected and offered the opportunity to join Moorambilla's August and September Ensemble Residencies.



TAIKO & FILM INTENSIVE

Baradine
April/May

Over three days, up to 60 youth collaborate with composers, choreographers, visual artists, Taiko artists, and videographers to co-create a multi-disciplinary, short art-film which places Taiko, choral and dance in the landscape within a contemporary music and visual framework. These films are epic in scale and ambition, using on ground and drone footage, producing highly professional product which showcases our shared connection to regional NSW to national and international audiences. Youth further develop their creative capacity, health and wellbeing, and understanding of Indigenous Language and worldview, and are prepared for touring opportunities.



ARTIST & CULTURAL IMMERSION

On Country
April/May

Each year, Moorambilla takes emerging and professional artists on a week-long residency where they experience culturally significant sites and work with local Indigenous Elders, Linguists and Cultural Knowledge Holders. The compositions, choreography and visual artworks co-created during the August and September Residencies are framed by the annual Artistic & Cultural Immersions, and are shaped by the communities, stories, worldview, language and experiences of Western NSW communities. The Immersion ensures our work is culturally safe and free of appropriation, honours First Nation's stories and voices, cultural knowledge and boundaries are respected and maintains the agency and leadership of Indigenous Elders and Cultural Knowledge Holders.

ARTISTIC PILLARS CORE ANNUAL PROGRAM



ENSEMBLE RESIDENCIES

Baradine
August & September

Over 290 children and youth identified during Skills Development Workshops join one of Moorambilla's four ensembles: Birralii (Year 3-4), Birray (Year 5-6 boys), Mirray (Year 5-6 girls) and MAXed OUT (Years 7-12). Each ensemble participates in two 3-5 day Ensemble Residencies where they collaborate with composers, musicians, choreographers and visual artists to co-create choral, contemporary dance and Taiko works which speak to our growing understanding of our shared connection to Country. We collaborate with artists who have worked with the Australian Chamber Orchestra, Sydney Symphony Orchestra, Australia World Orchestra, Pinchgut Opera, Australian Youth Orchestra, ANAM, Sydney Dance Company, Bangarra Dance Theatre, NAISDA, as well as other independent composers and visual artists.

Throughout the August Ensemble Residencies participants sing, dance and drum to develop leadership, team-work skills and resilience. These contribute significantly to developing positive self-esteem, shared connection to Country, and a sense of belonging, purpose and identity.

GALA PERFORMANCES

Dubbo
September

The core Moorambilla program culminates in the annual Gala concerts presented in a regional centre, featuring 300 youth dancing, drumming and singing in First Nations Language. Over three days, children and youth are immersed in the theatre, production and technical aspects of performing, as well as how to rehearse and perform alongside a professional chamber orchestra of musicians and vocalists; they are challenged to achieve and exceed their best selves – and perform the rich stories and long held knowledge of the region in a professional theatre setting.

These sell-out performances are live streamed to ensure remote audiences unable to travel can watch their children perform. Alongside these performances is a free fire and light sculpture installation, enjoyed by the whole community.





'It was an utter pleasure to play in the orchestra supporting the kids again – the artistic and soul highlight of my year. Not many other orchestral or music projects 'feed' a professional like this – it's special!'

LONG-STANDING ORCHESTRA MEMBER

ARTISTIC PILLARS

NON-CORE PROGRAM

Bespoke, one-off special projects, sometimes invitation based, but all requiring additional financial support to deliver.

During the year, selected ensemble members are invited to perform and record albums with leading arts organisations. These activities present an opportunity for Moorambilla to broaden its reach and reputation, while extending the capacity of children living in regional and remote NSW. These non-core projects can only be realised with additional government and/or philanthropic funding, due to the immense and expensive, but thoroughly rewarding, undertaking of bringing the young people to the city, many of whom have never travelled outside of their communities.

2025–2026: MOORAMBILLA MAGIC MODULES

During the 2020/2021 COVID lockdown, Moorambilla partnered 29 artists with educators to create 163 25-minute Magic Modules – video resources mapped to the NSW school curriculum. These exceptional resources provide teaching and learning experiences across the music, dance, visual arts, PDHPE and drama Learning Areas, and 37% are First Nations led, created or consulted.

The Moorambilla Magic Modules received the 2021 APRA/AMCOS award for 'Excellence in Music Education'. Moorambilla seek to establish an online Learning Management System so that they can be accessed beyond the northwestern NSW region and into other parts of NSW and Australia.

2026: 21ST BIRTHDAY CELEBRATION PERFORMANCE

In recognition of the incredible 21 years of artistic legacy as the leading performing arts organisation in regional NSW, Moorambilla Voices is in discussions with possible partners Sydney Opera House and Sydney Symphony Orchestra to showcase two decades of Australian repertoire, and new commissions and collaborations with emerging and established artists. This exciting project will further amplify the voices and worldviews of the communities we serve.

2026: TAIKO TRAILER TOURS

Moorambilla Voices Taiko Trailer Tours seek to deliver free Taiko drumming and contemporary dance workshops to young people ages 12–18 who are disengaged or at risk of disengaging from education and living in socioeconomically disadvantaged regional communities of NSW. These transformative workshops, delivered directly into schools will empower youth to develop their confidence, health and wellbeing, agency, capacity and community connection, and provide further employment opportunities for Australian Taiko artists.

2028-2029 INTERNATIONAL TOUR

Where possible, we offer our participants opportunities to perform in Australian capital cities through special projects. An extension of this would be the opportunity to perform internationally which would be profoundly life changing. Additionally, exporting our Australian commissioned works, performed in Indigenous Languages would prove a powerful cultural asset and sharing of First Nations' culture. Our Artistic Director has forged significant relationships with multiple Swedish choirs during a 2024 professional development tour, particularly in the far north where cross-artform collaboration with their Sami (Swedish First Nations) has been spearheaded through the Arctic Lights youth choir. Invitations to work in Sweden and Denmark as cultural ambassadors for works demonstrating cultural integrity and choral excellence are being actively explored.

OTHER OPPORTUNITIES

Performance tours and recording projects will likely be offered to us in 2026–2028 and we would like to take advantage of these opportunities as they enrich and enhance our program activities. Past opportunities include 2024 performance with VOCES8, presented by Sydney Opera House and broadcast by Classic FM and 2023 album 'Goodhigoo Yanmay: The Song in Company'; produced in collaboration with the Sydney Opera House.

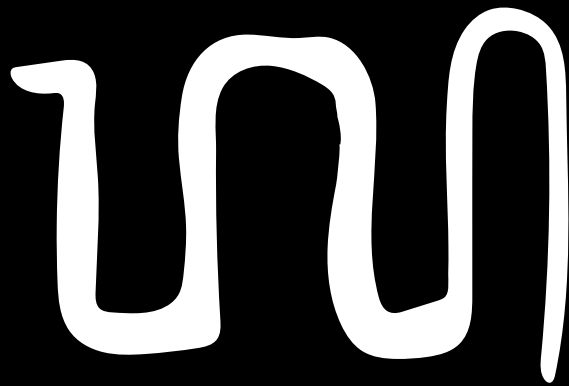
“It’s a really beautiful part of the Australian culture that I wasn’t exposed to when I was younger, that I learnt about and now I carry with me very strongly.”

MOORAMBILLA ALUMNI



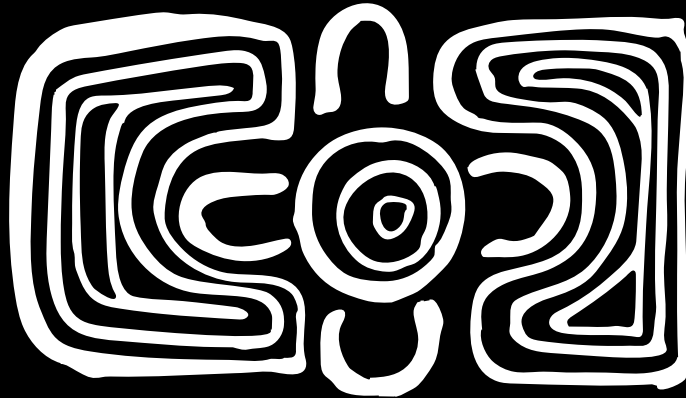
PIPELINES AND PATHWAYS

How young people move through our program



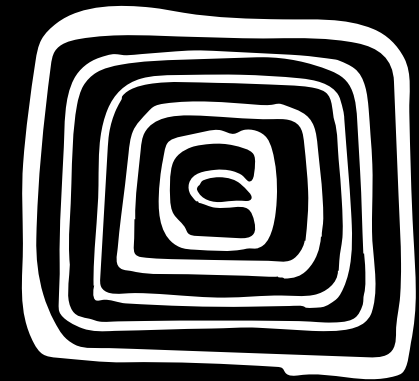
ENTERING

Skills Development Workshops
to 3,500+ annually



MEETING, LISTENING LEARNING

Ensemble residences for 290+
Taiko + film intensives for 60+
Annual Touring projects for 40+



GROWING IMPACT

Alumni employment opportunities
4 + annual
13,000 watching online
1.4M listening on radio

F. Wright
Dhinaw an

This artwork, by Gamilaroi visual artist Frank Wright, represents the path that children follow on their Moorambilla Voices journey and draws its inspiration from the sand carving and line work found in western NSW.

WHERE ARE THEY NOW?



NATHAN BRYON

Grew up Geurie, population 706.

Participated in the program for 4 years, finishing in 2015.

Since Moorambilla, Nathan has established an international, award-winning career as an Operatic Tenor. Nathan joined the 2024 Merola Opera Program in San Francisco, won the Michael Burn Wiener Staatsoper Opera Award and will commence at the Wiener Staatsoper Opera in 2025.

"I wouldn't have achieved anything that I have without the resilience that I learned at Moorambilla."



DAISY ANDREWS

Grew up Coonabarabran, population 3,477.

Participated in the program for 6 years, finishing in 2018.

Daisy has since completed a Bachelor in Archaeology at Macquarie University (2024) and is employed as Moorambilla's Executive Administrator.

"Moorambilla showed me people who had a career in the arts, that's something you don't see in the country – that it isn't just a hobby... Moorambilla gives you a holistic look at culture that is continuing to this day... there's a past, there's a present, and Moorambilla celebrates the future."



JOSHUA DOCTOR

Proud Yuwaalaraay, Gamilaraay and Gubbi Gubbi Man

Grew up Lightning Ridge, population 1,946.

Participated in the program for 3 years, finishing in 2019.

Josh is currently studying an Advanced Diploma of Professional Dance at NAISDA and performed in Bangarra Dance Theatre's 2023 season of *Dance Clan*.

"Through the dancing at Moorambilla I have experienced many, many opportunities and now coming back as an Assistant Choreographer in 2024 – it shows that us country kids can actually make a difference."



KATELYN ONEILL

Proud Wiradjuri Woman

Grew up Trangie, population 1,073.

Participated in the program for 10 years, finishing in 2024.

Katelyn will pursue tertiary education and advance her vocal studies.

"Moorambilla created the positive pathways I have followed throughout my life, and has inspired me to constantly aspire for more and try and improve in all aspects of my life."

ARTIST & CULTURAL IMMERSIONS

For over a decade, Moorambilla has taken emerging and professional artists on a week-long residency where they experience culturally significant sites and work with local Indigenous Elders, Linguists and Cultural Knowledge Holders framing the works created during the Ensemble Residencies and ensuring our work is culturally safe and free of appropriation.

- 2011 Warren – Ngemba, Wailwan
- 2012 Dandry Gorge – Gamilaroy
- 2013 Artist led on-site – Gamilaroy
- 2014 Artist led on-site – Gamilaroy
- 2015 Narran Lakes – Gamilaroy
- 2016 Mount Grenfell National Park – Ngiyampaa
- 2017 Mount Gundabooka National Park and Brewarrina – Ngemba
- 2018 Brewarrina and Byrock – Ngemba
- 2019 Macquarie Marshes – Weilwan
- 2022 Collarenebri – Gamilaraay
- 2023 Warrumbungle National Park and Narran Lakes – Gamilaroy
- 2024 Mutawintji National Park – Barkintji
- 2025 Warrumbungle National Park – Gamilaroy



OUR PEOPLE

MANAGEMENT

Artistic Director

Moorambilla Voices is led by Founder and Artistic Director Michelle Leonard OAM, who brings over 30 years' experience as a nationally awarded Arts and Culture Leader. Michelle grew up in Coonamble, giving her an intrinsic understanding of life in regional NSW. She oversees the artistic direction of the organisation, creating and leading our programs as Conductor, engages all artists and works with cultural consultants to shape the artistic direction of the organisation.

Executive Director

Jacob Williams is responsible for general management and business operations from the day-to-day to the company's strategy and business development. He is charged with maintaining the organisational culture and developing internal competencies.

STAFF

From 2025, Moorambilla will invest in the following two roles to reinforce Moorambilla's stable foundation, grow and diversify revenue and ensure long-term sustainability.

Development Manager (1 FTE) – New

Responsible for implementing Moorambilla's Fundraising Strategy to increase revenue through campaigns, donor circles and events, and partnerships with corporate partners and philanthropic trusts and foundations.

Executive Administrator (1 FTE) – Extended

Provides administrative and operational support to the Executive Director, Artistic Director and Lead Ensemble Manager.

CONSULTANTS - ON DEMAND

Moorambilla Voices is supported by a range of consultants (retainers and contractors) which allow us to access specialised expertise, and expand our capacity during peak periods.

- Marketing Directive – Warren-based marketing agency
- Path Bookkeeping – Tamworth-based firm
- Experience Plus Digital – supporting digital strategy, website, CRM, and information management
- Stage Support – Wagga Wagga-based, First Nations production company
- Riskworks – consulting on all Company risk and policy
- SDJA – not-for-profit audit specialists
- John Winter Slattery – pro bono legal advice
- Middleton Arts – consulting on strategic development and grants

ARTISTS AND CREATIVE PRACTITIONERS – CASUAL AND CONTRACTUAL EACH YEAR

Our ambitious annual program is brought to life by over 45 artists and creative practitioners including composers, choreographers, visual artists, musicians and vocalists.

Moorambilla has established a web of working relationships with Indigenous Elders, Cultural Knowledge Holders, Linguists and artists to seed, develop and create new Australian works inspired by the land, waters, stories, and cultural heritage of the Indigenous communities of regional NSW. 30% of our creatives are First Nations, with several holding senior positions, such as Gamileroi Visual Artist, Frank Wright and Wiradjuri Choreographer Neville Williams-Boney.

ALUMNI

Many young adults have progressed through Moorambilla's programs and have since achieved success in the arts sector and other industries. We are now seeing them return as artists, employees, mentors and community leaders.

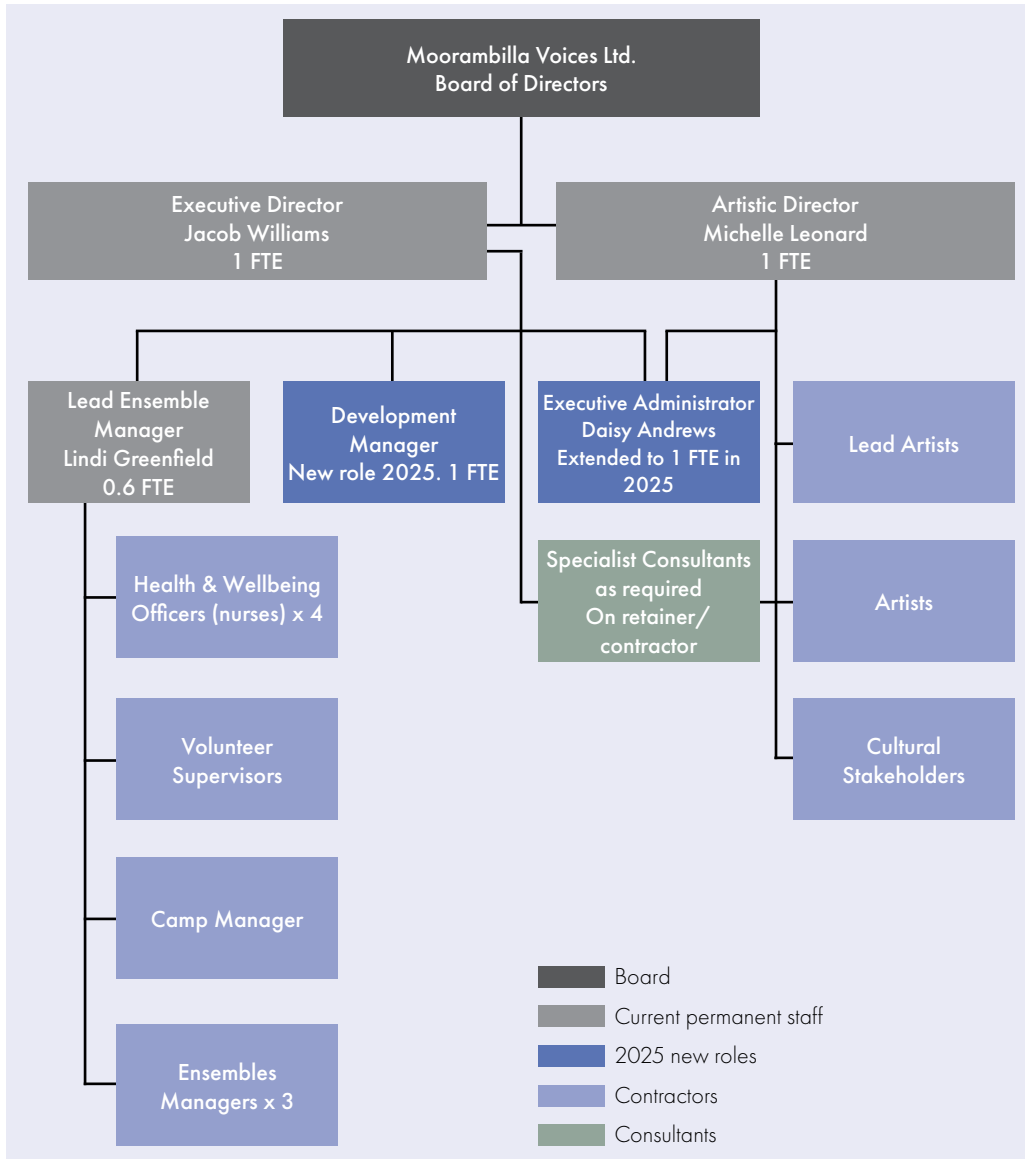
SUCCESSION PLANNING

The long-term sustainability of the program is dependent on identifying and developing artists and arts workers who will assume aspects of the Artistic Director's role. These would be divided among conducting, cross-artform direction and cultural and community consultation. Several core artists make up a pool of potential candidates. Succession planning strategies for both the AD and ED positions include:

- Providing flexible working conditions, including working remotely.
- Paying wages consistent with or above industry standards.
- Ensuring our Board remains active and engaged in the Company, supporting management and minimising likelihood of unexpected departures.
- Providing opportunities for core artists to develop arts management skills.
- Mapping of an extended notice period and transition of leadership when Company AD or ED leaves.
- Working with Arts Recruiters if necessary to reach far and wide in our search for exceptional successors.



OUR PEOPLE & WORKPLACE



SAFE AND INCLUSIVE WORKPLACE

A core value for Moorambilla is to provide a safe and inclusive workplace for all. We are firmly committed to ensuring our staff, consultants, participants and communities feel safe, included and valued, ensuring they can do their best work.

Our culture is driven by our Board and our senior executive. We continue to develop and embed comprehensive practical policies to ensure everyone at Moorambilla thrives. This is underpinned by our work with Indigenous leaders and community members.

Our organisational culture is led by our company values of integrity, respect, access, persistence, connection and belief.

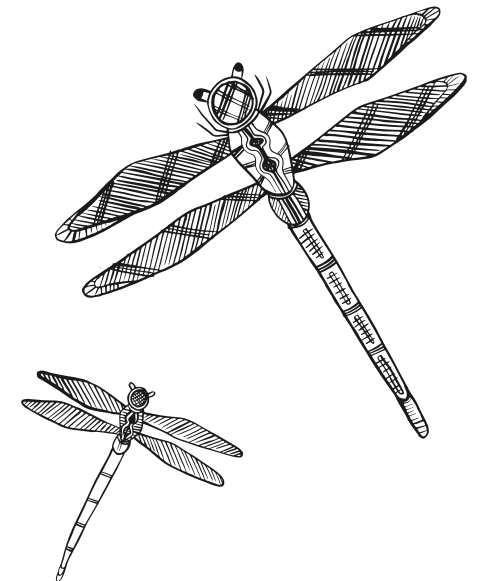
Key measures:

- Artists and artworkers paid consistent with MEAA pay rates
- Innovate Reconciliation Action Plan (RAP) developed and implemented in consultation with regional leaders
- Health & Wellbeing Officers (registered nurses) are employed during our activities
- All staff and Board are provided with cultural competency training and on Country experiences
- All staff are provided with First Aid and Mental Health First Aid training
- Cultural mentoring for Culturally and Linguistically Diverse (CaLD) and First Nation participants and artists is included in program activities
- Environmental, Social and Governance (ESG) principles are incorporated into activities and monitored and reported against
- Specific risk assessments are developed for

each activity based on a Board approved Risk Management Plan.

- Work Health and Safety (WHS) Planning and incident reporting is aligned with national and state regulations
- Specific policies and procedures (such as Safe Organisation Plan created to navigate Covid) are created for key impacts and adapted for future events
- Longitudinal research (5-year) is conducted to identify the impact of Moorambilla programs on participants and ways to improve program design and delivery

In 2022, the Board of Directors endorsed an ESG plan as part of Moorambilla Voices operations. This policy and the related principles are ensuring we continue to model good corporate citizenship behaviours across the communities in which we work.



GOVERNANCE

Moorambilla Voices Ltd is incorporated under Australian Corporations Law as a company limited by guarantee. The company is governed by a Board of Directors. The Board meets six times a year and is responsible for strategic direction, corporate oversight, policy review and implementation, management support, financial viability and for delivering accountable performance outcomes in accordance with the organisation's goals and objectives to ensure the sustainability of the organisation.

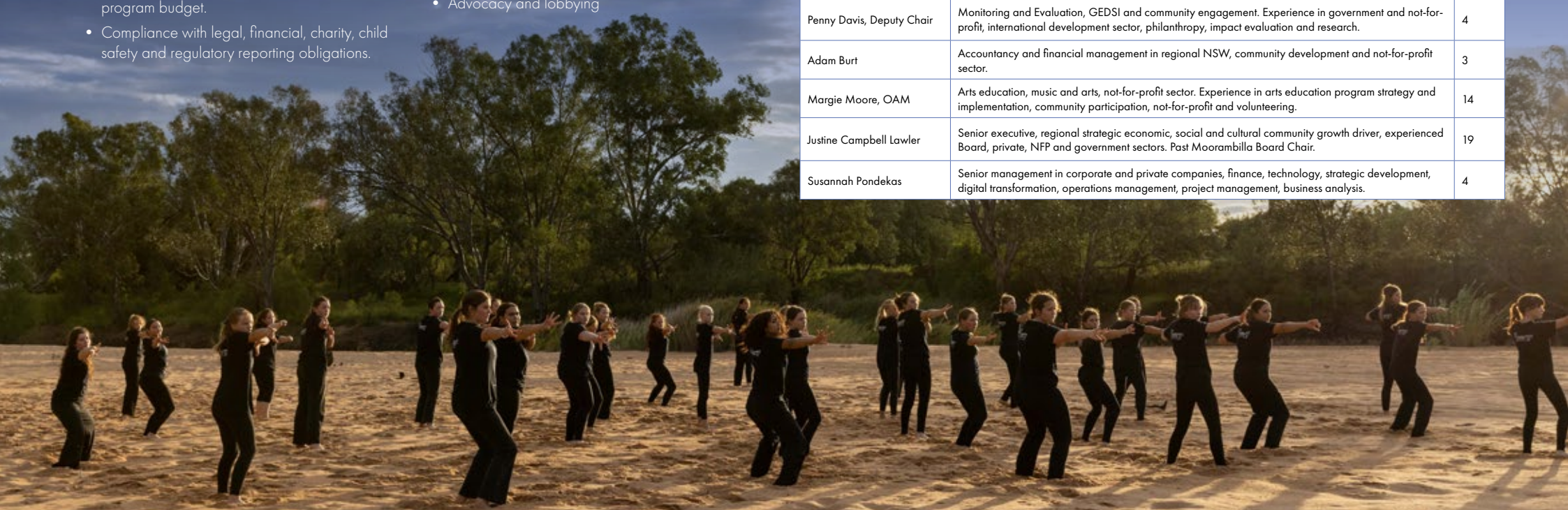
Key responsibilities include:

- Strategic planning and long-term business sustainability.
- Financial oversight and approval of an annual program budget.
- Compliance with legal, financial, charity, child safety and regulatory reporting obligations.

- Oversight of fundraising strategies including government grants, philanthropic organisations, corporate partnerships and individual donations.
- Recruitment and remuneration of Artistic Director (AD) and Executive Director (ED) and other resource requirements.
- Risk Management and incident controls.
- Policy and procedural oversight of cultural engagement frameworks (RAP) environmental, social and governance initiatives (ESG), gender, equity, diversity, social inclusive strategies (GEDSI), child safety and child protection, and information management security.
- Transparency and accountability
- Advocacy and lobbying

Directors are appointed based on their professional skills and the experience they can bring to the company to ensure there is a broad range of capabilities and lived experiences. As part of an onboarding process, new Board Members undertake a mandatory induction process including cultural awareness training. The Board participates in a strategic planning weekend once a year in a regional NSW location and during that time undertake cultural sessions with Indigenous Advisors from the region. Jill Norton, Baradine-based proud Gamilaraay woman, served on the Board until recently, and continues to work with us as a Cultural Consultant in our programs. Moorambilla has started the process of recruiting a new First Nations Board Director to continue representation at the most senior level of the company.

NAME	SKILLS AREA	YEARS
Alison McKechnie, Chair	Strategic planning, business oversight, corporate governance and tertiary education. Experience across the Asia-Pacific region in the International Development infrastructure sector. Senior Lecturer at University of Melbourne.	7
Michelle Leonard, OAM AD & Founder	Artistic, music, arts education, arts sector leadership. National Awards: Order of Australia for services to the Arts and Community (2017), Sydney University Alumni of the year (2019), National Runner Up AgriFutures Rural Women's Award (2023).	19
Penny Davis, Deputy Chair	Monitoring and Evaluation, GEDSI and community engagement. Experience in government and not-for-profit, international development sector, philanthropy, impact evaluation and research.	4
Adam Burt	Accountancy and financial management in regional NSW, community development and not-for-profit sector.	3
Margie Moore, OAM	Arts education, music and arts, not-for-profit sector. Experience in arts education program strategy and implementation, community participation, not-for-profit and volunteering.	14
Justine Campbell Lawler	Senior executive, regional strategic economic, social and cultural community growth driver, experienced Board, private, NFP and government sectors. Past Moorambilla Board Chair.	19
Susannah Pondakas	Senior management in corporate and private companies, finance, technology, strategic development, digital transformation, operations management, project management, business analysis.	4



IMPACT

Since 2006, Moorambilla Voices have worked with over 48,000 children and youth living across a third of regional and remote NSW.

ANNUALLY

3,500+

Youth participate in free skill development workshops

33%

of participants identify as Indigenous

300+

Youth participate in Residencies

45+

Australian artists

22 LGAS

represented

1.4m

Listeners

123+ Schools

represented

7,976

Volunteer hours

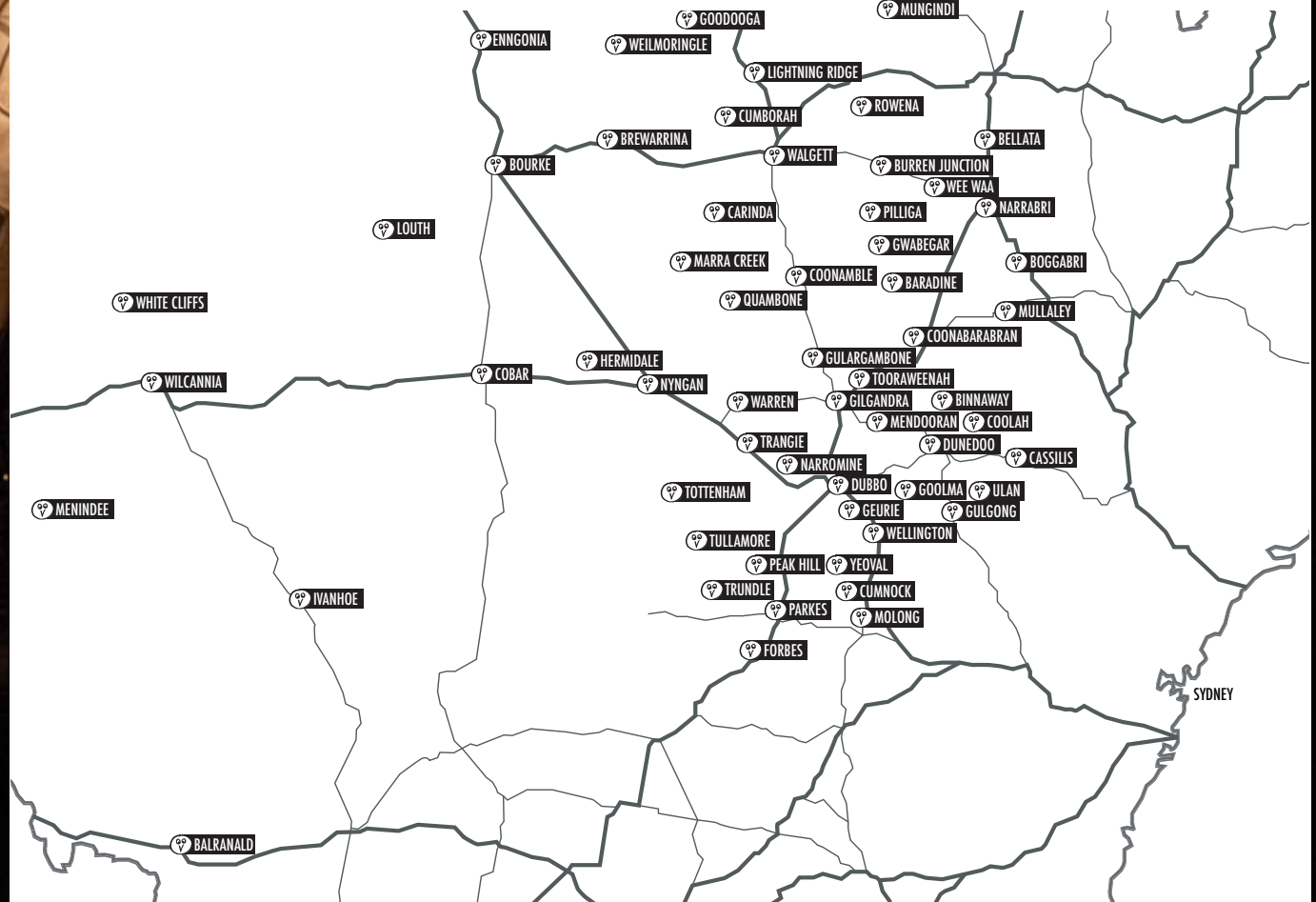
\$450k+

Invested in regional businesses/services

18

Partners

REACH



"It's so strong the connection you build with these people, because you are finally in a place where you feel you belong; in a place with people who enjoy the same things you do. You have no shame."

MOORAMBILLA ALUMNI



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