STRATEGIC PLAN 2027-2032

THE NANNUP MUSIC CLUB INC

ORGANISATION OVERVIEW

The Nannup Music Club Inc is a not-for-profit, incorporated arts organisation dedicated to fostering community through music and the arts. Since its establishment in 1988, the organisation has played a pivotal role in the cultural life of the region through the delivery of the annual Nannup Music Festival, one of Western Australia's most recognised regional music events. Both through and alongside its flagship event, and in-line with its commitment to facilitate cultural experiences in a regional setting, the Club delivers a range of programs and activities in support of the WA music industry, audiences and regional communities.

The Club is a registered charity with reporting requirements to the Australian Charities and Not for Profits Commission, a member of the Regional Arts Network, and is supported by the State and Federal Governments, Regional Arts WA, Lotterywest, Totally Sound and the Shire of Nannup.

PURPOSE

To create, connect and strengthen community through music and the arts; to encourage and promote emerging and Indigenous artists; to drive local economic activity and support regional liveability through cultural tourism; to respect the environment and work towards minimising our impact, while learning and educating where we can.

VALUES

- Connection, Community and Inclusivity
- Nurture of Emerging, Regional and Indigenous Artists
- Leadership and Integrity
- Collaboration
- Environmental Awareness and Respect for Land

ARTISTIC VISION

The NMC artistic vision shines a light on emerging, regional, remote and First Nations contemporary artists, by helping build career pathways and providing exposure to a safe and supportive audience, and with a passionate commitment to embrace and showcase new talent, excellence, originality, diversity, culture and Indigenous heritage.

Like no other, Nannup Music Festival has been Western Australia's premiere performing opportunity for remote community Indigenous artists for well over a decade. It has nurtured relationships with artists, their families and communities in order to provide a welcoming, supportive and respectful platform for them to perform and share knowledge. Renowned for its long standing celebration and inclusion of Indigenous musicians, artists and creatives, the NMF has become a leader in promoting Indigenous music in WA and Australia.

Its inclusive and diverse programming appeals to all layers of the artistic and general community; it is a program that brings together all ages in a safe and exciting environment to share a festival experience - together.

PARTNERS, FUNDERS & COLLABORATORS

Our key partnerships are essential to helping The Nannup Music Club Inc achieve our vision. Among these are:

GOVERNMENT

State:

- Department of Creative Industries, Tourism and Sport
- Lotterywest
- Tourism WA
- South West Development Commission

Federal:

- Creative Australia
- Office for the Arts

Local:

- Shire of Nannup

NON-GOVERNMENT

- Regional Arts WA
- West Australian Music
- Totally Sound
- Crank Recording
- Zenith Music
- SAE University College
- Nannup District High School
- Nannup Chamber of Commerce and Industry
- Nannup Golf Club
- Donnelly River Village
- Nannup Hotel, Nannup Brewing Co
- Fremantle College, WAAPA, Servite College, South Regional TAFE

CORE ACTIVITIES

THE NANNUP MUSIC FESTIVAL

The Nannup Music Festival came from humble but passionate beginnings, born in the hearts of a group of Folk music lovers in the South West region, to share and celebrate their love of music and good company. Its story is truly an evolution of music in its ever growing and changing forms and genres, and a colourful tapestry of community contribution and participation, involving the generosity, creativity, spirit and dedication of a long list of people.

A truly regional event, the Nannup Music Festival has been running since 1990 and has consistently proven to be one of the most anticipated weekends in Australia's music calendar. Over its long course, it has created life-lasting memories for multiple generations of audiences and earned an acclaimed reputation among national and international performers. It is proud to showcase new talent, originality, excellence, culture and Indigenous heritage, through a diverse and high quality program, which always promises and delivers a 'weekend of discovery' for the music lover. The festival presents a rich program highlighting emerging, regional, Indigenous and international performers over 10 free and ticketed stages, while presenting a number of special projects and awards in support of the West Australian music and arts community. The event is framed by workshops, talks, poetry, camping, kids' activities, food and artisan markets as well as extensive free and volunteering programs which promote access and participation for all; it is an inspiring festival experience enjoyed daily by 5,000 ticket holders and over 3,000 visitors.

Nannup Emerging Artists Award
The Nannup Music Festival is passionate and excited to support, nurture and encourage Emerging Artists through the Nannup Emerging Artists Award. Ten artists from the festival lineup are selected to participate in the award each year. They perform two original songs to a supportive audience and go in the running for recording time with Lee Buddle at Crank Recording and with James Newhouse at Lamb Chop (sponsored by Totally Sound). Winners are selected by an industry pool of judges and are invited to perform at the following year's festival.

Remote Aboriginal Artist Development Program (2025-2027)
The program supports selected emerging Aboriginal music acts from remote WA regions to receive mentoring by a steering committee, a professional recording opportunity, the release and promotion of several singles, plus the opportunity to perform at the Nannup Music Festival. Supported by the WA Government's Contemporary Music Fund the initiative solidifies the NMF's dedication to amplifying Aboriginal voices, providing platforms for cultural expression and creating sustainable pathways for remote artists to thrive in the music industry.

Festival Director's Award
Each year, an artist from our lineup is acknowledged with the Festival Director's Award, in recognition of their offering to the festival and their audience. The NMC is proud to be able to offer a cash sponsorship towards this award.

Nannup Unplugged
The inaugural 'Nannup Unplugged' was presented at our 2026 festival. Intimate, from the heart performances for smallish audiences are lined up from local singing groups, local and regional musicians and buskers, and a 'blackboard' session for those brave enough to have a go. The highlight is "unplugged" evening performances from seasoned artists drawn from the main festival program. Hosted at the Nannup Catholic Church with free entry for all.

A Random Act of Guyness Award
2026 saw the beginning of a new award, inspired by Guy Ghouse. May his legacy of kindness continually remind us of what it is to be human and how wonderful we can truly be. The 'Random Act of Guyness Award' goes to any random being in recognition of their Random Act of Guyness. This may be anything of apparent goodness, from acts of kindness to musical collaboration. Zenith Music

sponsored the 2026 award.

Buskers Award
The Award offered a recording session at with Hopping Mouse Studios in Fremantle for a talented busking artist.

Student Showcase
The NMF offers performance opportunities for music students within the festival's supportive environment. It is always a delight to see their growth, with some picking up national touring and airplay as they evolve. A number of schools have been part of this initiative over the years.

NMC ARTISTS IN RESIDENCE

Launched in July 2026 and in line with the organisation's goals of supporting artists, nurturing cultural and creative pursuits, creating opportunity and contributing to regional tourism, the NMC Artists In Residence program will bring together artists of all mediums and the local community, while supporting their creative and professional development and highlighting Nannup as a destination. Four NMC funded residencies will be available annually, as well as the option of NMC supported residencies by offering the Festival House at discounted rates for individual artists, arts organisations and educational institutions. As a residency requirement, artists deliver a local performance and/or workshop as a way of giving back to the community.

NMC OTHER EVENTS

The NMC produces smaller events locally during the rest of the year, in support of the sector and of the local community. These events are often free or subsidised by the NMC, in order to facilitate attendance. Past events include Nannup Instachoir, Festival of Small Halls in collaboration with Woodfordia Inc., Solstice in the Secret Garden, A Day in the Village Green.

NANNUP DISTRICT HIGH SCHOOL

The Nannup Music Club Inc has an ongoing relationship with The Nannup District High School. Each year, the Club offers staged sets for the school's music and/or choir students to perform at the Nannup Music Festival. The Club also offers an annual cash donation in support of the school's music programs.

RECENT ACHIEVEMENTS

KEY CREATIVE ACHIEVEMENTS

In the last two years, the NMC contributed to developing export-ready artists, while delivering a range of development programs to nurture existing WA talent:

- Remote Aboriginal Artist Development Program: Recording, mentoring and performance opportunities for Kimberley bands Baart Marr Band and Kiwirrkurra Band.
- Emerging Artists Award: Recording time with Lee Buddle at Crank Recording and James Newhouse at Lamb Chop Records for Hello Stranger, Clare Perrott, Romy B, Don't Tell Daisy. Airtime on ABC Radio for: Psycho Serene
- Festival Director's Award: Recognition and cash prize for RATSALAD (WA) and Loren Kate (SA)
- Buskers' Prize: Recording time at Hopping Mouse Studios, Fremantle for Geraldton artist Lakeeeisha.
- Our Student Showcase program saw the involvement of a number of schools and educational institutions such as Broome Senior High School, Fremantle College Specialist Music Program, Nannup District High School, Servite College, South Regional TAFE - Margaret River Campus.
- Inaugural Random Act of Guyness Award: The recipient of the award sponsored by Zenith Music was Margaret River's Lemon Myrtle.
- Introduction of "Nannup Unplugged".
- A significant and long-awaited milestone was the launch of the NMC Artists In Residence program, which will initially see four artists per year accessing fully funded residency opportunities.

OUTCOMES AND IMPACT

The Nannup Music Festival is known for bringing people together and connecting community in a music-filled weekend with lasting impact for anyone who experiences it. It fosters genuine cultural exchange, creative excellence, and access to the arts in a way that is both sustainable and impactful. The festival consistently delivers high-quality, inclusive programming with a strong focus on emerging, regional, and Indigenous artists, while offering diverse performance, networking, and industry pathways. It delivers incredible audience development for contemporary music and regional artists with its artistic programming, community connection, and family-friendly format.

The festival's economic impact is undeniable; being the town's busiest weekend of the year, it helps underpin local businesses, creates regional employment and supports local trades and contractors.

TEAM & STRUCTURE

The affairs of the Club are managed by a volunteer Management Committee consisting of the Chair, Vice Chair, Secretary, Treasurer (the Officers), Portfolio Holders and up to four other members. Most members choose to take on a festival portfolio. Employed staff may be invited to participate in Management Committee meetings ex-officio.

Membership is open to all interested persons over the age of eighteen who are accepted by the Committee as Members. The NMC Committee meets monthly for most of the year, with more meetings added closer to the festival or special meetings called for specific matters. An Annual General Meeting takes place around September each year.

The Nannup Music Club Inc team currently consists of five staff working to an FTE 2.61.

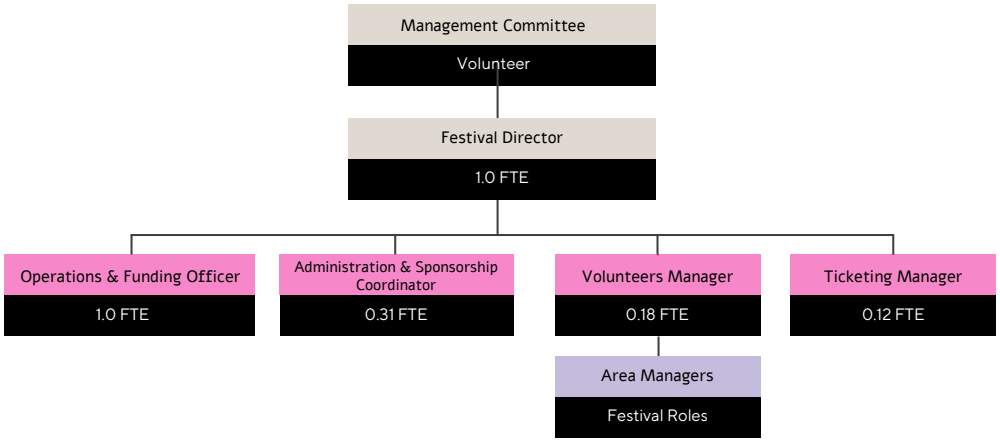
The NMC operates with a set of continuously improved and updated plans and policies, available on request. Examples include: NMC Constitution, NMC Strategic Plan 2023 - 2028, Risk Management Plan, Child Safe and Code of Conduct, Marketing Plan, DAIP, MOU NMC & Shire of Nannup, MOU NMC & Nannup Golf Club.

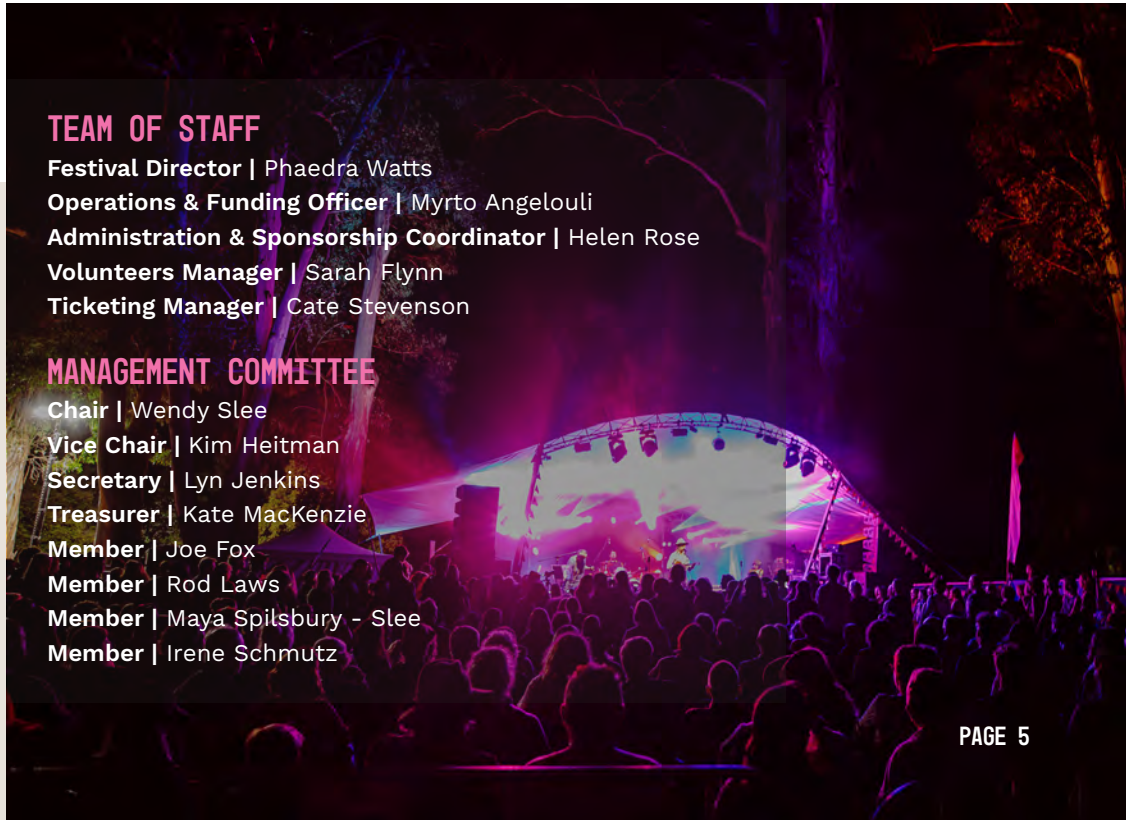
KEY ORGANISATIONAL ACHIEVEMENTS

Over the last two years, the Nannup Music Club Inc:

- Achieved ACNC registration and DGR status, opening philanthropic income potential.
- Employed a third permanent staff member in a part-time Administration & Sponsorship Coordinator role.
- Engaged a new Volunteer Manager and fully reviewed its volunteering program documentation and operations.
- Finalised STRA registration of NMC property, reimagined as the 'Festival House', to be used as artist accommodation (NMC AIR, NMF artists) and as a short-term rental, further diversifying its income stream.
- Completed the build of two sheds, one to be used as storage and the other as an Artists Check-in during the NMF.

ORGANISATIONAL CHART FY 2026-2027





TEAM OF STAFF

Festival Director | Phaedra Watts
Operations & Funding Officer | Myrto Angelouli
Administration & Sponsorship Coordinator | Helen Rose
Volunteers Manager | Sarah Flynn
Ticketing Manager | Cate Stevenson

MANAGEMENT COMMITTEE

Chair | Wendy Slee
Vice Chair | Kim Heitman
Secretary | Lyn Jenkins
Treasurer | Kate MacKenzie
Member | Joe Fox
Member | Rod Laws
Member | Maya Spilsbury - Slee
Member | Irene Schmutz

ROLE WITHIN THE BROADER ARTS & CULTURAL SECTOR

The Nannup Music Club Inc is widely recognised as a leading force in the WA music industry. Its proven track record, strategic leadership, and significant economic and cultural contribution to regional WA reinforce its viability and long-term value. NMF is an integral pillar in the state-wide networks of presenters that support contemporary music performance, a destination in the Australian festival touring circuit and an essential part of the Western Australian regional arts organisations ecosystem (member of the Regional Arts Network).

NMF Director and Golden WAMi recipient Phaedra Watts, is well-connected in the industry with memberships and ongoing relationships with: Australia Live Music Business Council, Folk Alliance Australia, Adelaide Guitar Fest, East Coast Music Association (Canada), English Folk Expo, Showcase Scotland Expo, Sound States, West Australian Music, to name a few. Phaedra is industry advisor and peer assessor for numerous funding bodies (CITS, Creative Australia, Regional Arts Australia, Australian Women in Music Awards).

NMF Awards

2023 National Live Music Awards: Best Live Event in WA
2022 State Cultural Treasures Awards: Community Impact - Organisation
2020 WAMAwards: Most Popular Live or Streaming Music Event
2018 National Live Music Awards: WA Live Event of the Year

SWOT ANALYSIS

Strength

- Acclaimed reputation among performers, audiences and peers
- Returning audience and positive brand recognition
- Seen as industry leader
- Good financial management and governance practices
- Long-term funding partnerships with a strong track record
- Director with strong skills, established relationships and depth of knowledge of the contemporary Australian music sector
- Staff retainment, staff continuity
- Dedicated volunteer Management Committee
- Good relationships with key stakeholders and local businesses
- Willingness to take risks and think outside the box to achieve goals
- Strong environmental event management practices
- Loyal volunteer base

Opportunity

- To increase the profile of the Nannup Music Festival nationally and internationally
- To develop existing and new artistic programs
- To strengthen collaborative relationships with industry and sector
- To expand and strengthen staffing, policy and governance compatible with the growth of the organisation
- To further seek and support professional development opportunities for staff and Executive
- To pursue substantial multiyear funding opportunities and increase core funding
- To seek diversification of funding and income streams
- To invest in NMC-owned festival infrastructure in order to lower hire and freight costs
- To further engage the local community with existing and new activities and events
- To expand and further promote environmentally sustainable event practices
- To explore NMF site relocation opportunities to rural acreage.

Weakness

- Low staff levels to meet increased administrative and program delivery requirements, burnout danger
- Long-term, dedicated staff but insufficient succession planning
- Managing local community expectations
- Continually increasing production and delivery costs
- Regional location and the costs and difficulties that come with it (e.g. freight, travel)
- Lack of festival accommodation
- Limiting festival site, inadequate Shire infrastructure
- Heavy reliance on volunteers for the festival weekend

Threat

- Competitive funding and operating environment
- Festivals under significant financial and regulatory pressure worldwide
- Stagnation of government funding at state and federal levels
- Economic situation could negatively impact funding levels, cost of doing business and ticket sales
- The festival could outgrow its site and town infrastructure
- Vulnerability to natural disasters due to regional location with proximity to native forest

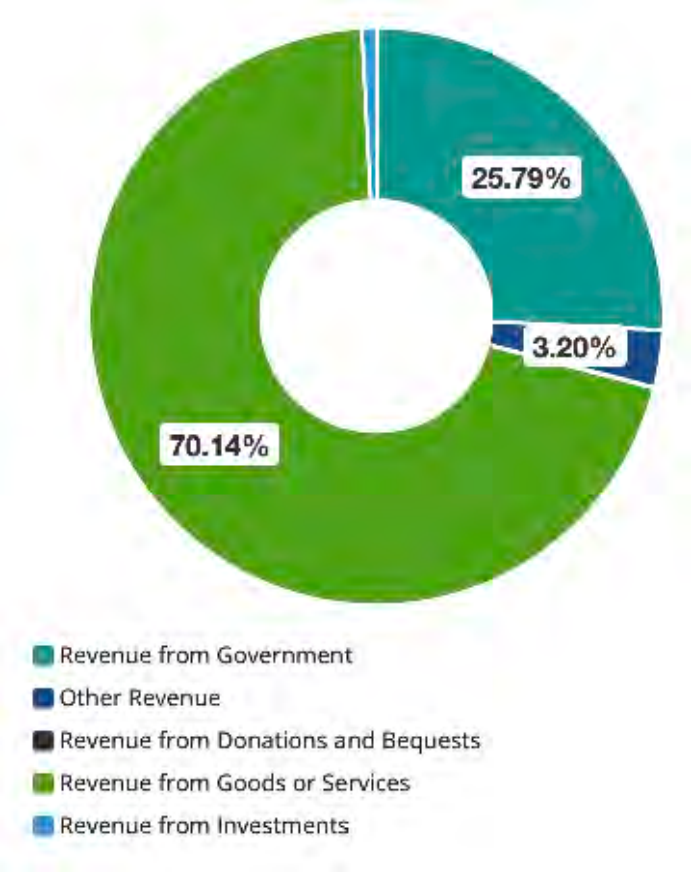
STRATEGIC PRIORITIES

Key Priority	Strategic Approach	Indicative Activity Outputs	NMC Strategic Goal Achieved
ARTISTIC VISION SUPPORT AND DEVELOPMENT	Continue to deliver the iconic Nannup Music Festival at a high standard.	• Diverse and exciting programming • High quality production	To create, connect and strengthen community through music and the arts.
	Seek, develop, and respond to new artistic and programming opportunities to support the purpose of the Nannup Music Club Inc.	Support intrastate, interstate and international networking opportunities for Festival Director.	To encourage and promote established, emerging and Indigenous artists.
	• Support emerging, regional and Indigenous artists; artists with restricted opportunity. • Identify need, create opportunity for artists. • Nurture connection. • Audience development: Attract new, diverse and welcoming audiences, expose audiences to unknown yet incredible performers.	• Create promotion, performance and recording opportunities for artists via NMF programs and awards • Continue respectfully amplifying Indigenous voices and facilitating travel for those living regionally and remotely • NMC Artists In Residence program (4x fully-funded residencies, plus discounted stay residencies, performances and workshops for the local community and school)	
ONGOING VIABILITY AND SUSTAINABLE GROWTH	Seek income diversification; Actively pursue financial and other resources from government, philanthropic, and business sources.	• Pursue substantial multiyear funding opportunities and increased core funding. • Access philanthropic opportunities. • Grow ethical corporate sponsorship income. Develop the Festival House into a significant income source when not used for residencies (short-term rental). • Develop and establish the NMF Online Shop for festival merchandise.	To ensure that the Nannup Music Club Inc and its core activities are sustainable into the future.
	Maintain and further develop the profile, and heighten public awareness of the Nannup Music Club Inc and its activities beyond Western Australia.	• Seek and respond to fresh marketing and promotional opportunities (e.g. cinema advertising, new festival app, new program book format). • Networking and NMC representation at sector events locally, nationally and internationally.	
	Property and asset development	Continue to build the assets of the organisation, particularly in areas that help reduce costs and improve efficiency (e.g. storage sheds, electrical works to reduce generator use, portable Accessible shower block, landscaping).	
	Explore NMF relocation possibilities to a rural acreage property.	Outsource relevant Business Plan.	
ORGANISATIONAL PRACTICE	Create and maintain employment opportunities for regional cultural workers and industry professionals.	Expand and strengthen staffing, compatible with the growth of the organisation.	To ensure that the Nannup Music Club Inc and its core activities are sustainable into the future.
	Promote a fair, safe, inclusive, creative, and exciting work environment for artists and arts workers.	• Competitive wages for staff retainment and continuity. • Seek and support training and professional development opportunities for staff. • Ensure fair payment for artists. • Promote safety and inclusivity (via messaging, policy, action plans).	
	Expand and strengthen policy and governance compatible with the growth of the organisation.	• Continue working on a strong set of policy documents. • Provide training opportunities for the Management Committee.	
	Responsible financial management	• Continue on our path of reserved budgeting, good record-keeping, transparent cash flow tracking, clear rules, regular reports and independent Auditing. • Ensure a smooth Treasurer role handover (2026-2027). • Establish an effective and seamless workflow with new bookkeeper (2026-2027).	
	Demonstrate leadership	• Lead by example, demonstrating integrity, communication, empathy, accountability, and strategic thinking. • Support peers via sharing knowledge and resources (privately or via participating in panels and mentorship programs)	
COMMUNITY AND COLLABORATION	Reduce barriers to participation	• Maintain and develop the NMF free program in a sustainable for the NMC way • Maintain free entry for children under 12. • Companion Card WA • Deliver free or subsidised local events	To create, connect and strengthen community through music and the arts;
	Support and empower youth	• Support Nannup District High School with annual cash donation towards their music program. • Create opportunity for students through our Student Showcase and The Young Ones programs. • Develop traineeships for youth volunteers, introduce work experience through local schools and expand of youth progression of responsibility.	
	Drive regional visitation	• Attract visitation through our artistic programs and promote Nannup and the Region as a destination. • Increase the number of off-season events to broaden audience engagement year-round.	To drive local economic activity and support regional liveability through cultural tourism.
	Collaboration	Embrace collaboration with like-minded organisations and community groups and actively engage in the cultural, social and economic development of the local and wider community and the evolution of the sector (e.g. Regional Arts Network, WAM).	We endeavour to support the local community and the Region, and aim to play a positive role in cultural, social, and economic development.
ENVIRONMENTAL SUSTAINABILITY PRACTICE AND PROMOTION	Deliver the event with minimal environmental impact while spreading a message of environmental awareness through operations and programming. Actively pursue opportunities to educate audiences and affect attitudes and behaviours within the wider community.	• Continue to develop our bespoke Waste Wise Plan • Improve our sustainability messaging and calls to action • Engage a Sustainability Coordinator • Conduct annual environmental audits for the Nannup Music Festival • Continue to navigate corporate sponsorship in an ethical manner	To respect our natural environment and continue working towards minimising our impact, while learning and educating where we can.

FINANCIAL PLANNING

Strong financial management over the last few years, saw retained surplus strategically reinvested into organisational and property development with the aim of strengthening organisational stability. The Nannup Music Club's aim is to continue to grow at a safe pace while pursuing its dreams and aspirations.

The organisation owns property in the heart of the festival site in Nannup, where it houses its HQ, storage sheds, Secret Garden venue and two rental properties. Ticket sales and other revenue from the annual Nannup Music Festival remain the organisation's main source of income. Remaining NMC income mainly comes from grants, and the two NMC rentals. ACNC financial information below is from the Club's latest Annual Information Statement (FY 2025-2026).



FINANCIAL RESOURCES

NMF Income

We are budgeting for 70% sales of our annual ticket allocation each year. Ticket prices are modestly increased to meet costs.

Grants

We endeavour to keep long-term funders on board and focus on multiyear core funding programs, while responding to new opportunities within our capacity.

Corporate Sponsorship

We aim to further develop corporate sponsorship and achieve our newly-set and increased target.

Philanthropic Opportunities

Having acquired DGR status, we can be looking into new fundraising opportunities and team training (e.g. Creative Australia Matched Funding Program) in an effort to further diversify our income.

NMC Property

Our long-term rental property provides a steady annual income, while our short-term rental (Festival House) will add to the income pool when not used for artist accommodation or the NMC Artists In Residence program.

NMF Online Shop

With a new Festival Shop Manager engaged, we are hoping to grow the role and establish an online shop for NMF merchandise, which will provide additional income throughout the year.

Cash Reserves

We are using cash reserves as contingency and towards NMC property development.

FINANCIAL PRIORITIES

NMF Production Costs
Successful delivery of the Nannup Music Festival remains the main priority of the NMC. Ever-increasing production costs, dictate substantial expenses that need to be carefully budgeted.

Artist Fees & NMC Artists In Residence Program
Similarly, creating performance and development opportunities for artists is fundamental for the NMC; adequate funds for fair artist fees and funded residency programs are a priority when setting the annual budget.

Wages
Wages is another of the organisation's priorities; securing core funding from the State and Federal Governments, as well as generating new corporate partnerships is essential to being able to offer secure employment for arts workers, maintain continuity, implement succession planning, increase capacity to deliver programs and enhance organisational sustainability.

Property Development
Income and funding dependent, the NMC will continue developing its property in a way that supports its goals and simplifies its operations.

Assets Building
The NMC will continue to build the assets of the organisation, particularly in areas that help reduce hire costs and improve efficiency (e.g. portable Accessible shower block, event equipment).

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REGISTERED CHARITY
acnc.gov.au/charityregister

AIR ARTISTS IN RESIDENCE THE NANNUP MUSIC CLUB INC

REGIONAL ARTS NETWORK