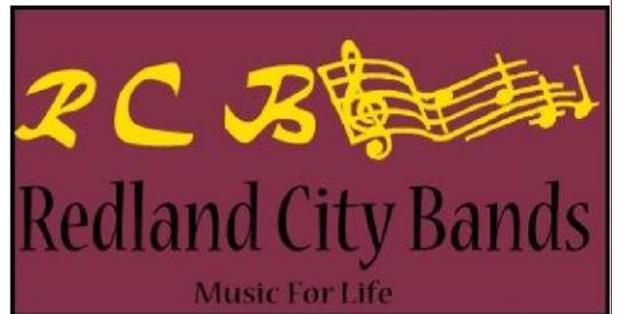




# Redland City Bands Incorporated

## Strategic Plan 2015 - 2017

Prepared by GrantsPlus Consulting Pty Ltd  
Version Control: 07/10/2014



## ACKNOWLEDGEMENTS

Redlands City Bands Incorporated is grateful for the input and assistance of the Management Committee, volunteers and supporters who gave of their time to the consultation process for this strategic document. The assistance and cooperation of all who contributed to the preparation of this strategic document is gratefully acknowledged.

## SIGNATURES

This Strategic Plan has been developed at length, agreed to and signed off on behalf of the Management Committee and stakeholders of Redlands City Bands Inc.:

George McDonald	President	Ayla Relf	Band Member
Tjaart van der Walt	Vice President	Bob Hunter	Band Member
Charis BurrIDGE	Secretary	Daniel van Jaarsveld	Band Member
Joy Lovey	Treasurer	Denis Pickwell	Band Member
John Allen	Musical Director	Graham Martin	Band Member
Allen Clark	Conductor	Louise McGill	Band Member
Kym Hall	Conductor	Megan Morley	Band Member
Brad Ledger	Band Rep	Nick Ellis	Band Member
Chris Smith	Band Rep	Owen McNamara	Band Member
Cynthia McCluskey	Band Rep	Peter Hardcastle	Band Member
Lisa Clark	Band Rep	Sarah Hawkins	Band Member
Allan Guldbaek	Property Officer		



Signature 1:

\_\_\_\_\_  
President

Date: \_\_\_\_\_

Signature 2:

\_\_\_\_\_  
Secretary

Date: \_\_\_\_\_

## Organisation Details

**Date of Incorporation:** 8<sup>TH</sup> February 1989, Incorporation no. IA 05288

**Trading Name/s** Redland City Bands Inc

**ABN:** 25 391 137 360

**GST Status:** Not Registered

**Income Tax Exemption:** Yes

**Deductible Gift Recipient:** NA

**Public Benevolent Institution:** NA

**Registered Office:** Edgar Harley Pavilion  
Smith Street, Cleveland  
4163 Queensland, Australia

**Postal Address:** PO Box 516  
Cleveland QLD Australia 4163

**Telephone:** **Secretary 0466 560 019**

**E-Mail:** [redlandcitybands@gmail.com](mailto:redlandcitybands@gmail.com)

**Website:** [www.redlandcitybands.org.au](http://www.redlandcitybands.org.au)

# TABLE OF CONTENTS

<b>EXECUTIVE SUMMARY</b> .....	<b>5</b>
<b>STRATEGIC PLAN SUMMARY 2015 – 2017</b> .....	<b>8</b>
<b>ORGANISATION OVERVIEW</b> .....	<b>9</b>
OUR VISION .....	9
OUR MISSION.....	9
OUR VALUES.....	10
OUR STAKEHOLDERS.....	11
MANAGEMENT STRUCTURE.....	12
- STRATEGIC PROCESS.....	12
- OUR FOCUS.....	13
STRATEGIC PRIORITIES.....	14
- Focus 1 – Marketing & Partnerships.....	14
- Focus 2 – Governance & Management.....	15
- Focus 3 – Programs & Performances.....	16
- Focus 4 – Finance, Facilities & Assets.....	17

**OPERATIONAL PLAN:** A SEPARATE DOCUMENT THAT WILL BE UPDATED ON AN ONGOING BASIS TO REFLECT ACTIONS, RESULTS AND NEW DATA.

# EXECUTIVE SUMMARY

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## Our History

Thirty years ago the Redland Shire Band was re-formed at the Cleveland Showgrounds in the original Edgar Harley Pavilion with 20 members including its first President, Stuart Robins. It was a Brass band and it played its first concert in November of 1984 and won its first competition in 1985. By 1989 it had awarded its first Life Membership – to Mary Gilbert. To date we have a total of 15 Life Members.

The Concert band was created in 1987 with the aim of providing experience for the growing number of school students interested in further developing the skills they had developed in their school programs.

By 1995 the Beginner Band, Wind Ensemble, Big Band and Inaccord had been formed providing approximately 80 players with the opportunity to expand their musical skill and genres. Finally in 2003 the Swing Band (now known as the Stage Band) formed providing an opportunity for more players to gain skill and experience in this genre of music before moving to the Big Band.

In 2008 Redland Shire Bands changed its legal trading name to Redland City Bands in line with the upgrading of the Local Authority status. At this time a new constitution was developed and the following organisational objectives were created:

- To promote and further the appreciation of band music
- To perform professionally as the Redland City Bands
- To provide opportunities for the study of, tuition and training in band music
- To encourage a spirit of cooperation and comradeship amongst the members of the band and the Association
- To hold rehearsals, meetings and all other matters incidental to the preparation and arrangement of band programs
- To promote public awareness, knowledge and the appreciation of music
- To be available to the community for presentations, performances and demonstrations of band music
- To cooperate with organisations and/or individuals with similar interests in music
- To provide or obtain venues, facilities and resources for the activities of the Association

We are proud to call the Edgar Harley Pavilion at the Cleveland Showgrounds our home. This facility is provided by Redland City Council and I would like to take this opportunity to thank them for their continuing support.

## Our Achievements – 2000 - 2014

- 100 current members
- Incorporated status – Feb 1989
- Most notable competition successes:
  - 1<sup>st</sup> place in the Redlands Eisteddfod (Community Ensembles) 9 years in a row 2001–2009 with a 2<sup>nd</sup> placing in 2010 and 2011. Wind Ensemble achieved 2<sup>nd</sup> place in 2008 and 2009
  - Concert Band won 1<sup>st</sup> place in 2001 in the Australian Academy of Music Community Bands and Orchestras section with an equal 2<sup>nd</sup> in 2002
  - Concert Band was awarded 3<sup>rd</sup> in the B Grade section of the National Band Championships 2006
  - Wind Ensemble won the Open D Grade concert band section of the National Band Championships in 2014.
- Regular performances include:
  - Community concert partnerships with Queensland Accordians, Brisbane Mandolins, Redland Rhapsody Chorus, Bayside Harmony and others
  - Successful and continuing Big Band series of Back to Ballroom dances
  - Annual Redlands Seniors Concert
  - Annual End of Year Concert
  - Annual joint concert with the Buderim Concert Band
  - Cleveland Anzac Day services
  - Primary Schools Music Camp at Chandler Auditorium – demonstration concert
  - Community Christmas Carols
  - Raby Bay Markets
  - Regular performances at retirement villages, particularly by Inaccord
  - Intimate Friday night concerts in the Edgar Harley Hall.
- Grant funding:
  - 2013 - \$3,000 Redland City Council Organisational Support grant for strategic planning (2015-2017)
  - 2013 - \$3,000 from Redland City Council - Councillors Small Grant fund for chairs, trophy cabinet, percussion equipment and the annual Seniors Concert
  - 2013 - \$11,353 from the Gaming Community Benefit Fund for music stands and lights
  - 2014 - \$22,880 from Jupiter's Casino Community Benefit Fund for risers and timpani transport platforms.

## **Our Future**

The areas of greatest priority for Redland City Bands over the next three years are in:

1. Marketing & Partnerships
2. Programs & Performances
3. Finance, Facilities & Assets
4. Governance & Management

These key focus areas provide the overarching structure of our strategic plan and serve as a framework as we seek to address our priority strategies for 2015-2017 which are to:

- Collate and analyse member and audience data
- Develop schools networks
- Develop and implement a marketing plan
- Provide new and diverse musician development opportunities
- Develop a comprehensive calendar of performances and competitions
- Improve facilities at Edgar Harley Pavilion
- Review financial membership model
- Identify alternative revenue streams
- Conduct a comprehensive organisation review
- Improve member communication and management processes

This Strategic Plan is a working document that outlines a structured approach for consistent and collaborative action over the next three years to achieve our strategic priorities.

George McDonald  
President  
Redlands City Bands Inc.  
June 2014

*“Without music, life would B flat” Anon*

# STRATEGIC PLAN SUMMARY 2015 – 2017

## Our Vision

Redland City Bands Inc. is recognised as the premier provider of music playing opportunity in the Redlands and is accepted as an essential part of the creative and cultural fabric of

## Our Mission

We provide an opportunity for musicians to learn, play and enjoy music through our programs and performances to entertain the broader Redlands community.

## Our Values

- Fun and enjoyment
- Inclusion for all
- Respect & teamwork
- Efficiency
- Professional

## Marketing & Partnerships

*Physical & online marketing  
Attract new members  
Grow audiences*

## Programs & Performances

*Development opportunities & pathways  
Performance opportunities*

## Finance, Facilities & Assets

*Performance & rehearsal spaces  
Music resources  
Diverse revenue streams*

## Governance & Management

*Organisational structure  
Compliance  
Member*

## Strategic Priorities

- Collate and analyse member and audience data
- Develop school networks
- Develop and implement a marketing plan
- Provide new and diverse musician development opportunities
- Develop a comprehensive calendar of performances and competitions
- Improve facilities at Edgar Harley Pavilion
- Review financial membership model
- Identify alternative revenue streams
- Conduct a comprehensive organisation review
- Improve member communication and

# ORGANISATION OVERVIEW

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## OUR VISION

Redland City Bands Inc. is recognised as the premier provider of music playing opportunity in the Redlands and is accepted as an essential part of the creative and cultural fabric of the local community.

## OUR MISSION

We provide an opportunity for musicians to learn, play and enjoy music through our programs and performances to entertain the broader Redlands community.

Our main aims are:

- To promote and further the appreciation of band music
- To perform professionally as the Redland City Bands
- To provide opportunities for the study of, tuition and training in band music
- To encourage a spirit of cooperation and comradeship amongst the members of the band and the Association
- To hold rehearsals, meetings and all other matters incidental to the preparation and arrangement of band programs
- To promote public awareness, knowledge and the appreciation of music
- To be available to the community for presentations, performances and demonstrations of band music
- To cooperate with organisations and/or individuals with similar interests in music
- To provide or obtain venues, facilities and resources for the activities of the Association.

We will achieve our aims by continuing to provide a high quality venue, resources and skilled conductors across a range of bands that cater to a wide spectrum of abilities and taste in music. We will also actively seek to secure public performance opportunities that will entertain the broader Redlands community, as well as enabling our members to refine their skills as performers.

## OUR VALUES

As an organisation the Redland City Bands is committed to and values:

- **FUN & ENJOYMENT** – The services we provide and the way our organisation operates will be geared towards ensuring our members and volunteers enjoy their time with Redland City Bands.
- **INCLUSION** – Anyone, regardless of gender, race, religion, age or ability will be welcomed at Redland City Bands if they have a passion for music and are willing to contribute to our activities.
- **TEAMWORK** – We work hard as a team to achieve optimum results for our members, stakeholders and the Redlands community.
- **RESPECT FOR OTHERS** – We respect all with whom we interact and honour all voices.
- **EFFICIENCY** – We will be an organisation that strives to conduct its affairs in an effective and timely manner.
- **PROFESSIONAL ATTITUDE** – Our members and volunteers will always act in the best interests of the organisation and ensure that Redland City Bands is held in the highest esteem by our stakeholders, our partners, external agencies and the broader community.

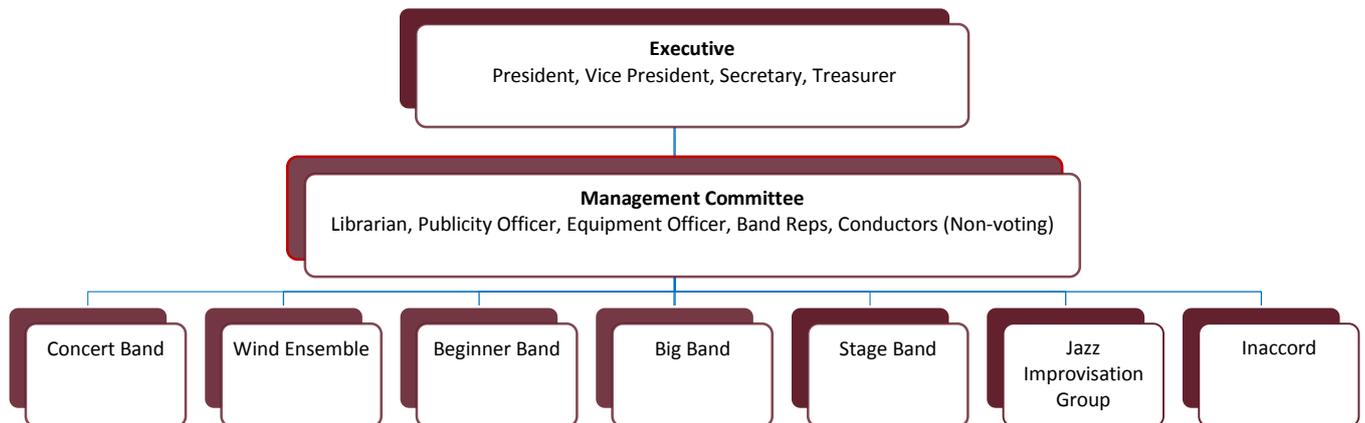
*Music gives a soul to the universe, wings to the mind,  
flight to the imagination and life to everything.”*

*– Plato*

## OUR STAKEHOLDERS

	Aug 2014	Aug 2015	Aug 2016	Aug 2017
<b>Total</b>				
Members	93	100	120	130
Active Supporters	12	20		
Sponsors	0			
<b>Membership demographic</b>				
Age group:				
20 & Under	16			
21–30 years	11			
31–40 years	4			
41–50 years	17			
51–60 years	12			
61–70 years	14			
71 and Over	19			
Gender:				
Female	47.3%			
Male	52.7%			
<b>By role</b>				
Volunteers - Committee	17			
Conductors	4	5		
Volunteers - All	12	15	20	30
Corporate partners	0			
Other	0			

# MANAGEMENT STRUCTURE



## Strategic Process

We plan for our future using strong consultative processes that engage our key stakeholders and the broader community.



## OUR FOCUS

This Strategic Plan has been structured to reflect the responsibilities and accountabilities of each major area of our incorporated association. Objectives are supported by defined action areas and performance areas to measure the success of our activities and guide future planning.

### Marketing & Partnerships

Our brand is recognised by musicians and audiences as the premier provider of band music in Redlands.

### Governance & Management

Our organisation is established as a mission driven, accountable and highly effective community organisation.

### Programs & Performances

Our development and performance programs enhance the capabilities of all musicians to play and enjoy band music.

### Finance, Facilities & Assets

We are a strong, financially stable organisation with high quality facilities and resources that support our aims.

## STRATEGIC PRIORITIES

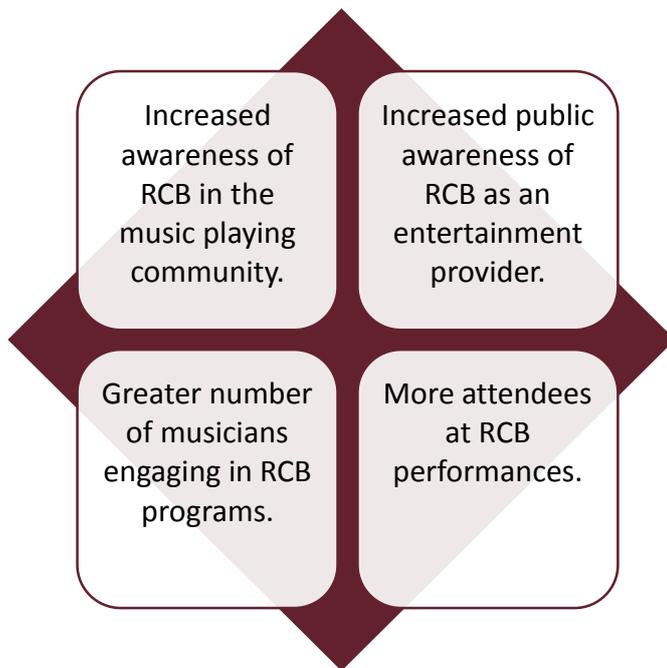
The following strategies were identified through consultation, to assist Redland City Bands to achieve its stated aims in the four key focus areas.

### Focus 1 – Marketing & Partnerships

**GOAL:** Our brand is recognised by musicians and audiences as the premier provider of band music in the Redlands.

#### OBJECTIVES

We will achieve:



#### Our priorities:

- Develop member and audience database
- Develop and implement a member exit survey
- Establish school networks
- Develop marketing plan
- Undertake audience/ community consultation

## Focus 2 – Governance & Management

**GOAL:** Our organisation is established as a mission driven, accountable and highly effective community organisation.

### OBJECTIVES

We will achieve:



### Our priorities:

- Review the Constitution and organisational structure
- Review policies and procedures (WH&S, Financial, Legal) to ensure compliance as required
- Develop member handbook
- Develop committee handbook
- Establish a process to communicate committee activity to members
- Develop a volunteer management strategy
- Undertake annual member consultation
- Undertake an annual conductor performance review

### Focus 3 – Programs & Performances

**GOAL:** Our development and performance programs enhance the capability of all musicians to play and enjoy band music.

#### OBJECTIVES

We will achieve:



#### Our priorities:

- Development clinics and/or camps.
- Flexible performance and rehearsal opportunities.
- Establish a clear player transition process.
- Develop performance partners (i.e. RCC, Redfest, corporate functions) engagement strategy.
- Competitions program.

## Focus 4 – Finance, Facilities & Assets

**GOAL:** We are a strong, financially stable organisation with high quality facilities and resources that support our programs.

### OBJECTIVES

We will achieve:



### Our priorities:

- Lobby council to:
  - Improve ventilation and lighting in the band room
  - Improve external lighting
  - Lobby council to upgrade the car park to a sealed surface
- Develop and implement a resource loan policy
- Increase the pool of instruments and music available for loan
- Review the financial membership model
- Establish and promote a fee for performance service
- Identify possible commercial partnerships with music tutors and retailers