



Providing musical enjoyment and entertainment in the Redlands

Strategic Plan 2022-2027

Version: 30/11/2022

redlandcitybands.org.au



Redland
CITY COUNCIL

Redland City Council is proud to provide funding for the Redland City Bands as part of the Community Grants Program to assist the Redlands community.

ACKNOWLEDGEMENTS

We acknowledge the Quandamooka People, the Traditional Owners of the land, waters, winds and seas. We acknowledge the Elders, past and present and extend that respect to other Aboriginal and Torres Strait Islander people.

Redland City Bands Inc is grateful to all Executive and General Committee members, volunteers, members and supporters who assisted the development of this Strategic Plan, through generous investment of time and during the consultation process.

The committee is very thankful to Redland City Council for financial support for this activity via the Community Grants Program Organisation Support Grant. We also gratefully acknowledge the support of Councillors who attend our events, particularly Cr Tracey Huges (Co-Patron).

SIGNATURES

This Strategic Plan has been revised through lengthy consultation and evaluation process, agreed to and signed off on behalf of the Management Committee and stakeholders of Redland City Bands Inc. by:

PRESIDENT:

Allen Clark Dated: / / 2022

Secretary:

Victoria Miller Dated: / / 2022

Trading Name/s:	Redland City Bands Incorporated
Incorporation:	IA 05288 Incorporated 08/02/1989
ABN:	25 391 137 360 (Est. date 16/05/2000)
GST Status:	No
Income Tax Exemption:	Yes
Postal Address:	PO Box 516, Cleveland, QLD, Australia, 4163
Physical address:	Edgar Harley Pavilion, 40 Smith Street, Cleveland, 4163 Queensland, Australia
Telephone:	0400 529 451
Email:	redlandcitybands@gmail.com
Website:	https://redlandcitybands.org.au/
Members:	130 @ 30 September 2022
Management Committee:	15 committee members/volunteers

Strategic Plan Summary 2022-2027

Strategic Priorities

- ❖ Strong governance & management
- ❖ Enjoyable programs and services
- ❖ Increased community engagement & performances
- ❖ New engagement strategies
- ❖ Improved member communication
- ❖ Diverse, sustainable revenue
- ❖ Safe, welcoming environments.

Our Vision

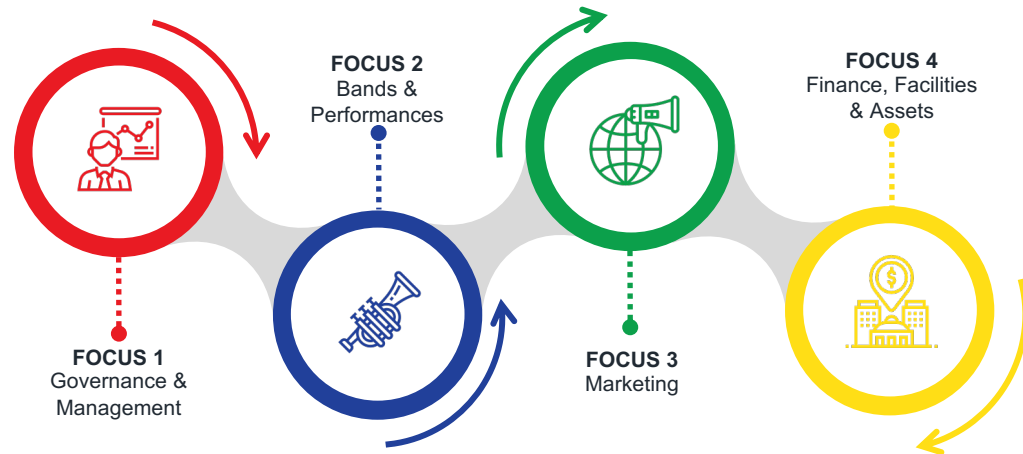
Redland City Bands is recognised as the premier provider of music playing opportunity in the Redlands and is accepted as an essential part of the creative and cultural fabric of the local community.

Our Mission

To provide welcoming opportunity for musicians to learn, play and enjoy band music and deliver performances that entertain and delight the community.

Our Values

- Teamwork
- Respect
- Relationships
- Cooperation
- Excellence
- Professionalism



From The President



In 2015 Redland City Band Inc. commissioned its first Strategic Plan, to articulate our Vision and Mission, identify our stakeholders and define our process and priorities. The many goals achieved under that first plan are a strong testament to the work of Committee volunteers.

Some of our acknowledged 'wins' include increasing our membership; growing our collection of instruments and significantly improving our rehearsal facilities. The organisation is also financially very strong, even after two years of significant COVID disruption.

In 2022, we've reviewed and updated our strategic plan for the next five years. This next plan provides us opportunity to reinforce existing strengths and processes, while also challenging us to achieve more. The most important task ahead is to develop and implement a strong Marketing Strategy, so we can continue to grow membership and audience and increase our musical influence in the Redlands Community, as we strive to realise our Vision.

I thank the Committee and all those who participated in the strategic planning process. I have every confidence we will be an even stronger organisation, and even more recognisable within the Redlands Community in the ensuing years.

Allen Clark, President 2022

Organisation Overview

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

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Our Values

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Our Objective

Delivery of a high-quality venue, music resources and skilled conductors across a range of bands, catering to a wide range of musical ability and taste.

Enjoyable public performance opportunities that entertain the community, while also enabling members to refine their skills as performers.

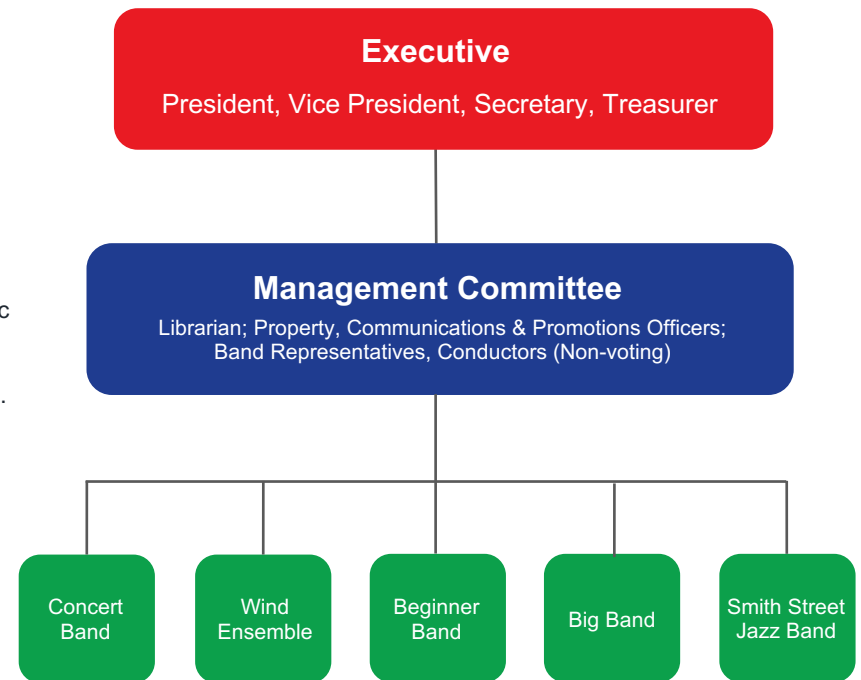


Strategic Process

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



Structure



Goals & Objectives

Strategic Goals



Governance & Management

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



Bands & Performances

Our development and performance activities enhance the capabilities and enjoyment of all participating musicians.



Marketing

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



Finance, Facilities & Assets

We remain strong & financially stable, with high quality facilities and resources that support our goals.

Strategic Focus 2022-2027



01. GOVERNANCE & MANAGEMENT

Objectives (What we will achieve)

- Continuing stability through modern & responsive policies and procedures.
- Effective, efficient communication to members, committee, volunteers.
- Embed Grievances & Complaints policy and process.
- Continuing engagement and retention of volunteers.

Actions (What we will do)

- Cyclical review of Constitution; policies/procedures; role. statements; Member Handbook.
- Develop Committee Handbook.
- Annual review of Librarian role, structure, scope.
- Establish written Communications Plan (internal).
- Refine communications using member-preferred platforms.
- Conduct annual member satisfaction survey.
- Develop/implement Exiting Member survey.
- Education campaign on grievance policy/processes; include in Member & Committee Handbooks.
- Review/continue volunteer recruitment and management strategy.



02. BANDS & PERFORMANCES

Objectives (What we will achieve)

- Player development & transition pathways and incentives.
- Conductors with talents/interests that meet member needs.
- Re-focussed player commitment.
- New partnerships to increase performance opportunities (Local, State, National).
- Volunteer support for performances.

Actions (What we will do)

- Develop Member Recognition/Promotion targets (incentives program with KPI's for promotion/transition – self-directed).
- Conductor development & support activities including mentoring Assistant Conductors.
- Internal review of each band to refocus player commitment.
- Music development camps for members (day, ½ day).
- Joint member & school-community 'camps' or 'come & try' events.
- Develop Partnership Engagement Strategy including database of events/contacts/opportunities.
- Explore volunteer 'Events Crew' to support staging of performances.

Strategic Focus 2022-2027



03. MARKETING

Objectives (What we will achieve)

- Increased awareness of RCB in the community.
- Greater public engagement with RCB bands and events.
- More opportunities for RCB to engage the music loving public through performances.

Actions (What we will do)

- Develop/deliver a written Marketing Plan (external) including strategies to increase online engagement (SEO & social media - multiple platforms).
- Develop/update suite of electronic templates for promotions, events, activities.
- Build upon/expand 'Bands in the Park' initiative.
- Implement Partnerships Strategy to increase community engagement and performance opportunities.



04. FINANCE, FACILITIES & ASSETS

Objectives (What we will achieve)





- Safe, high-quality facilities for members, visitors and guests.
- Continuing, long term financial stability that protects against future business interruptions.
- New projects/programs delivered through grants.

Actions (What we will do)

- Work with council on facility improvement plan for external areas (carparks, paths).
- Source funding to improve climate control and storage in Edgar Harley Pavilion.
- Obtain grants to outsource Marketing Plan and Partnerships Strategy and deliver capital improvements.
- Annual review of fees, program and event costs.
- Ongoing review of financial targets that protect against business interruption.
- Diversify revenue through events, paid performances and sponsorship opportunities.
- Review/monitor current investment strategy to facilitate equipment and facilities improvements.

Measuring Success

INDICATORS & TARGETS 2022-2027

	KEY PERFORMANCE INDICATORS	2022	2024	2027
 Governance & Management	<ul style="list-style-type: none"> Membership total Membership growth % No. committee volunteers Annual survey satisfaction score % 			
 Programs & Performances	<ul style="list-style-type: none"> No. of clinics/camps No. events held Total ticket sales Average audience per event 			
 Communication & Marketing	<ul style="list-style-type: none"> Website - total visits / unique visit Website - Membership conversion Website – Event sales conversion Social Media – total Followers Social media – Engagement / Shares Total partnerships 			
 Finance, Facilities & Assets	<ul style="list-style-type: none"> Core business revenue \$ Grants revenue \$ Sponsorship revenue \$ Fundraising revenue \$ Equipment replacement \$ Venue hire expenditure \$ 			

Gallery



