

VICTORIAN BANDS LEAGUE (INC.)



BANDS TOWARDS 2000

PRACTICAL IDEAS TO TAKE THE VBL
INTO THE
TWENTY-FIRST CENTURY

THE BANDS TOWARDS 2000 SUBCOMMITTEE

DAVID BILLIMORIA

IAN DOUGLAS

JOHN BREEN

JOHN CILIA



Introduction

At the VBL Delegates meeting of April 6, 1997 a letter was presented from Heidelberg Brass raising various concerns about the structure, finances and services of the Victorian Bands League. This led to the creation of a committee charged with the task of preparing "a discussion paper on the direction of the league towards the year 2000."

Just over a year later, it has come time for this committee to report. This report is written with the aim of recommending courses of action for the VBL in the near future. It is a report full of ideas, each one of them workable and practical. It is not intended as a solution for the problems facing the VBL and to read it as such would be an error. The report addresses each of the terms of reference set out by the President, some to a large degree, others not so much.

The report examines each of the terms of reference set up after the delegates meeting of November 1997 (these terms of reference have been slightly modified). In particular it looks at the issues of VBL structure, organisation, and finance as well as issues such as government support, VBL image, members' services and contests, competitions and concerts.

The President (Ian Douglas) has already alluded that changes are required and this report presents the vital first step in achieving those changes. Results will only follow if all Executive Councillors, Delegates, bands, and VBL members get behind the VBL and do the work. If only a few people are willing to be involved then we have lost before we have even begun.

Much emphasis in this report is put on treating the VBL as a business. Business is a ruthless, survival of the fittest, competitive world. The VBL is competing for the loyalties of our members and the money available to non-profit organisations. The VBL is competing in a business environment but without any business principles or business plan. This needs to change.

I have no doubt that this report will be just the beginning of what will be a long and exhaustive restructuring of the League. I urge each and every band delegate to read carefully the contents of the report and to think about the issues it contains. Most of all I urge each and every delegate to become involved in what will be the biggest challenge facing the League to date.

David Billimoria

April 24, 1998



Table of Contents

INTRODUCTION	1
TABLE OF CONTENTS	2
TERMS OF REFERENCE	5
EXECUTIVE SUMMARY	6
<i>Term of Reference One</i>	6
<i>Term of Reference Two</i>	6
<i>Term of Reference Three</i>	7
<i>Term of Reference Four</i>	7
<i>Term of Reference Five</i>	7
<i>Term of Reference Six</i>	8
<i>Term of Reference Seven</i>	8
<i>Term of Reference Eight</i>	8
<i>Term of Reference Nine</i>	9
TERM OF REFERENCE ONE	10
INTRODUCTION - THE VBL AS A BUSINESS.....	11
RESTRUCTURING THE VBL – PART ONE	12
THE FRANCHISE MODEL.....	12
<i>Levels of Management in Franchises</i>	12
THE VBL FRANCHISE.....	13
<i>The Current VBL Structure</i>	13
<i>Strengths of the Current Structure</i>	13
<i>Effectiveness of the current structure</i>	13
<i>The Missing Link</i>	14
THE CREATION OF BAND GROUPS.....	14
FUNCTIONS OF BAND GROUPS.....	15
<i>Fundraising</i>	15
<i>Area Slow Melody Contests</i>	16
<i>Area Competitions</i>	16
<i>Revision of Permit Rules</i>	16
<i>Area Concerts or Concert Seasons</i>	16
RESTRUCTURING THE VBL – PART TWO	17
INCREASING THE SIZE OF “HEAD OFFICE”.....	17
THE CREATION OF ANCILLARY COMMITTEES.....	17
<i>Finance Committee</i>	18
<i>Public Relations Committee</i>	18
<i>Events Committee</i>	18
<i>Music and Drill Advisory Committee</i>	18
<i>Area Committees</i>	18
<i>Joint or Ad Hoc Committees</i>	18
WHO WANTS TO BE ON A COMMITTEE?.....	19
SUMMARY.....	20



TERM OF REFERENCE 2	21
INTRODUCTION.....	21
OVERHAUL OF THE EXECUTIVE COUNCIL	22
<i>Role of the Executive Council.....</i>	22
<i>A New Approach: Management by Objectives.....</i>	23
<i>Overhaul of the Composition of the Executive Council.....</i>	24
<i>Diversification of the Roles of The Executive Council.....</i>	25
ROLE OF OTHER MEMBERS OF THE VBL.....	26
<i>Music Advisory Board.....</i>	26
<i>Drill Advisory Board</i>	26
<i>Finance Committee.....</i>	26
<i>Individual Bands.....</i>	26
<i>VBL Delegates.....</i>	26
<i>Musical Directors.....</i>	26
<i>Drum Majors.....</i>	27
<i>Individual Players.....</i>	27
SUMMARY	27
TERM OF REFERENCE THREE.....	28
INTRODUCTION - COMMUNITY BANDS – WHAT ARE THEY?.....	28
CREATING A STRATEGY	29
<i>Public Relations Strategy.....</i>	29
<i>Public Relations Committee.....</i>	29
<i>Community Contacts Database.....</i>	29
IDEAS TO INCREASE THE VISIBILITY OF BANDS IN VICTORIA	30
<i>Victorian Bands Week.....</i>	30
<i>Schools Awareness Programme</i>	30
<i>March on Parliament.....</i>	30
<i>A New Logo?.....</i>	30
SUMMARY	31
TERM OF REFERENCE FOUR.....	32
INTRODUCTION.....	32
CREATION OF AN EVENTS COMMITTEE.....	33
CONCERTS.....	33
COMPETITIONS.....	33
<i>Competition and Band Incentives.....</i>	34
<i>Competition Attendance.....</i>	35
SUMMARY	35
TERM OF REFERENCE FIVE.....	36
INTRODUCTION.....	37
THE CHALLENGE TO BECOME SELF FUNDING.....	37
SOURCES OF FUNDING.....	38
<i>A New Fee Structure?.....</i>	38
<i>State Government.....</i>	38
<i>Local Government.....</i>	39
<i>Government Business Enterprises.....</i>	39
<i>Corporate Sponsorship.....</i>	39
<i>Corporate Sponsorship.....</i>	40
<i>Century Nova.....</i>	40
<i>Philanthropy Australia Inc.....</i>	42
<i>Other Philanthropic Organisations.....</i>	42
<i>Tax Free VBL.....</i>	42
<i>Fundraising generally.....</i>	43
COMMITTEE ACTION.....	43
SUMMARY	43
TERM OF REFERENCE SIX.....	44
INTRODUCTION.....	44



TERM OF REFERENCE SEVEN.....	45
INTRODUCTION.....	45
EDUCATIONAL SERVICES.....	46
<i>State Youth Brass Band and State Youth Concert Band.....</i>	<i>46</i>
<i>State Brass Band and State Concert Band.....</i>	<i>46</i>
<i>Music Camps.....</i>	<i>46</i>
<i>Conductors Course.....</i>	<i>46</i>
<i>Band Leaders Seminars.....</i>	<i>47</i>
<i>VBL Annual Conference.....</i>	<i>47</i>
GENERAL SERVICES.....	48
<i>Standardised Forms for All Administration Processes.....</i>	<i>48</i>
<i>VBL News.....</i>	<i>49</i>
<i>VBL Internet Site.....</i>	<i>49</i>
<i>Music Database.....</i>	<i>49</i>
<i>Registration Database.....</i>	<i>49</i>
<i>Single Invoices.....</i>	<i>49</i>
CONTRACTED SERVICES.....	50
<i>Music Discounts.....</i>	<i>50</i>
<i>Stationery/Photocopying Services.....</i>	<i>50</i>
<i>Bus Travel.....</i>	<i>50</i>
<i>Musical Hardware.....</i>	<i>50</i>
<i>Uniform Repair, Replacement and Embroidery.....</i>	<i>50</i>
<i>Trophies and Engraving.....</i>	<i>50</i>
<i>Rental Services.....</i>	<i>51</i>
SUMMARY.....	51
TERM OF REFERENCE EIGHT.....	52
INTRODUCTION.....	52
RETAINING OUR MEMBERS.....	53
<i>Value for Money.....</i>	<i>53</i>
INCREASING THE NUMBER OF BANDS IN THE VBL.....	53
<i>Create a Starter Kit.....</i>	<i>53</i>
TERM OF REFERENCE NINE.....	54
INTRODUCTION.....	54
<i>Member Survey.....</i>	<i>54</i>
<i>Band Survey.....</i>	<i>54</i>
<i>VBL Think Tank.....</i>	<i>54</i>
APPENDIX ONE.....	55
PROPOSED BAND GROUPS.....	55
<i>METROPOLITAN BAND GROUPS.....</i>	<i>56</i>
<i>COUNTRY BAND GROUPS.....</i>	<i>57</i>
APPENDIX TWO.....	59
PHILANTHROPY AUSTRALIA.....	59
INDEX.....	60



Terms of Reference

The sub-committee should examine all aspects of community banding in Victoria, with the aim of making recommendations which will enable the Executives and Delegates of the VBL to set a policy and direction, and ultimately produce a plan of action for the VBL relevant for the next five to ten years.

Without restricting the ability of the sub-committee to examine any relevant matters, it should at least examine: -

1. The organization of the VBL and its associated Boards Groups and subsidiaries, assessing their relevance and effectiveness, and whether any alternative arrangements would be better or more appropriate for them.
2. The tasks and roles of the various VBL bodies, roles and members, and any alterations required to such tasks and roles to improve their effectiveness.
3. The funding processes of the VBL, fundraising, philanthropy, donations, and any other relevant financial matters.
4. The services offered by the VBL to its members and whether any additions or withdrawals need to be made to them, including educational activities run (or sponsored) by the VBL, the State Youth Brass Band, music camps, seminars, conferences and reading days etc.
5. The various types of performances run or sponsored by the VBL, such as contests, festivals and concerts, and whether any changes or different emphases need to be made to these activities.
6. The visibility of community bands in Victoria, and whether any special efforts need to be made to gain more publicity and audiences for bands, and if so, by what process.
7. The image of the VBL as seen by member bands, Arts Victoria and other political and community bodies.
8. Increasing the number of bands within the VBL, and retaining bands which are already members.
9. Methods of ascertaining the needs of VBL members and their communities to make the VBL relevant to its members and other interacting parties including increased liaison with music educators and schools, colleges and universities etc.



Executive Summary

Each section of this report has its own summary. What follows are all those summaries put together into one executive summary.

Term of Reference One

The restructuring of the VBL falls broadly into two sections. Creating area groups with Area Delegates in the vain of a “Franchise Model” and increasing the size of the VBL Head office to divest major functions away from the Executive Council and create a number of ancillary committees.

To create a franchise structure, a minimum of ten band groups would need to be created, four metropolitan and six country, with each group having no more than sixteen bands. The groups would form an area committee that would be responsible for coordinating the groups to meet objectives set down by the Executive Council. The chairperson of the area committee would sit on the executive council as an Area Delegate. (See the next section for more details)

To summarise, the Band groups, through an ‘area committee’:

- ?? Would implement overall strategy as directed by the Executive Council
- ?? Coordinate and help run contests within the area
- ?? Coordinate fundraising for the VBL between bands or fundraise as a band group
- ?? Assist the VP (Membership) in keeping a player register.
- ?? Promote Bands in local area through schools, churches, community groups etc.
- ?? Encourage bands to attend contests. (May require a revision of contest rules for bands with low number of players?)
- ?? Contribute to each edition of VBL News on their activities.

Each band group would have at least the following functions.

- ?? The band groups would be required to fundraise on behalf of the VBL
- ?? The band groups may choose to hold area slow melody competitions or band competitions.
- ?? The bands may be able to share a large number of players from within their area.
- ?? The bands groups may choose to run combined area concerts or concert seasons.

This list is not exhaustive and may be expanded by the Executive Council at will. Apart from receiving direction from the Executive Council, the band groups would be left to themselves to organise themselves and do what they wish. It is up to them as to how they fundraise or whether they undertake band or solo competitions and concerts.

In addition to this the VBL should create a number of ancillary committees to which major functions can be divested. In this way, the VBL increases the size of its “head office” and the VBL Executive is properly supported. All VBL Delegates should be expected to serve on at least one ancillary committee, so that the work of these committees is evenly spread among the delegates

Term of Reference Two

The Executive Council of the VBL needs to take a much larger role in directing the future of bands in Victoria. In order to do this it should adopt a recognised management process such as Management by Objectives. Management by objectives would allow the Executive Council to set objective, achievable targets that can be achieved over a specified period. These targets should be aimed at revitalising the VBL.



In order to do this the council itself needs to be overhauled to include at least the following:

- | | |
|-------------------------------|--------------------------------------|
| ?? Artistic Director | ?? Vice President (Public Relations) |
| ?? President | ?? Vice President (Membership) |
| ?? Vice President (Education) | ?? 6 Country Area Delegates |
| ?? Vice President (Events) | ?? 4 Metropolitan Area Delegates |
| ?? Vice President (Finance) | ?? Minute Secretary |

As each Vice President has their own portfolio and the area delegates are there to coordinate bands it is possible to develop a cohesive decision making process. A Vice President would chair any subcommittee which is involves in his portfolio which would also cut down the work of the President and Artistic Director.

For example, if the Executive Council wishes to have something done, it can be easily delegated to the Vice President who is in control of that portfolio. He would have to come up with a solution by the next meeting and if endorsed it would then be enforced by the area delegates and their committees.

Finally, all key members of the VBL such as the MAB, DAB, Finance Committee, individual bands, VBL Delegates, musical directors, drum majors and individual players must be willing to contribute to the VBL when called upon by their Area Delegate or the Executive Council.

Term of Reference Three

The VBL should create a public relations committee under the direction of the Vice President(Public Relations) with the aim of creating and maintaining a public relations strategy and liaising with the media.

The VBL should develop a comprehensive community contacts database, schools awareness program; Victorian bands Week, March on parliament and look at developing a new logo.

Term of Reference Four

In line with its constitutional objectives the VBL should create an events committee, chaired by the Vice President(events) responsible for creating, organising and managing all VBL sponsored events in which the VBL plays a direct organising role. The events committee should stage at least two major concerts each year. Alternatively each band group could stage one concert and the events committee one concert each year.

All bands should have to compete at least once annually at the State Championships to maintain their grading. Alternatively, bands should have to compete at two other contests in place of the state championships.

The VBL should offer bands incentives to attend contests such as bus travel (Term of Reference 7) and the opportunity to win a trophy and prize for the most outstanding band in each grade each year.

Term of Reference Five

With grants from state government bodies dwindling the VBL must be prepared to become self-funding in the near future. We should no longer have to rely on the Government to support us. In conjunction with increased services, the VBL can afford to charge its members more than it currently does. Where bands are under a heavy financial burden the Executive should grant relief in the form of discounted player levies.



The VBL should begin a public education campaign to educate the public and in particular members of parliament of the existence of the VBL, our importance in the community and our need for funding.

The VBL must look towards either corporate sponsorship or philanthropic donations for further funding over and above that supplied by members. Organisations to consider include large companies in fields such as the media, telecommunications, finance, and the arts. The VBL should also consider becoming a member of Philanthropy Australia, Inc. and using its services to educate its members on how to apply for funding. If membership is not a viable option the Australian Directory of Philanthropy and the Guide to Successful Submission writing must be purchased and used to help write the next round of submissions. Furthermore the tax-free nature of the VBL needs to be advertised in a more effective way.

The finance committee should reform the VBL fee structure with a view to becoming self-funding within three to five years. Furthermore, the finance committee must also prepare a fundraising target and indicate how it is to be achieved. Finally the finance committee must prepare annual (or perhaps semiannual budgets) that must be adhered to stop overspending.

A Grants Committee should be established to write the submissions for funding for the government and philanthropic organisations. The members of the committee must be properly trained in this regard

Term of Reference Six

This section could easily be combined with section three to form one larger section that deals with the issue more effectively. To summarise them, it involves increasing the level of services available to members from the VBL and creating a public relations strategy. These are outlined in Term of Reference three and Term of Reference seven.

Term of Reference Seven

The VBL must strive to increase the level of service that it provides its members. We will only maintain the bands that we have if we give them a reason to pay their fees and belong to the VBL.

In terms of educational services we must offer our members the highest level of musical education possible. The SYBB needs to be maintained and encouraged to grow, while the SYCB needs to be reformed in the future. We should look to providing high quality music camps, seminars for band executives that are run by the appropriate professionals and holding an annual VBL conference and conductors course.

Our general services to bands should include streamlined forms for all bands, a more detailed VBL News, an Internet site upon which all bands can have an Internet homepage, a music database and a detailed player registration database and finally a streamlined invoice and revenue collection procedure.

The VBL also needs to offer contract services to all bands as part of their membership. A new idea for the VBL this would include negotiating contracts with firms to gain discounts upon music, stationery, photocopying, bus travel, musical hardware and hardware in general, uniform repair and embroidery, trophies and engraving and rental services.

Term of Reference Eight

We must find ways to retain our members by offering them increased value for money through better services. The VBL must help new establish new bands by creating a starter kit.



Term of Reference Nine

The easiest way to determine the needs and concerns of VBL members is simply to ask them. Create annual surveys for bands and biannual surveys for members. Hold VBL think tanks to discuss important issues.



Term of Reference One

The organisation of the VBL and its associated Boards Groups and subsidiaries, assessing their relevance and effectiveness, and whether any alternative arrangements would be better or more appropriate for them.

TABLE OF CONTENTS

INTRODUCTION - THE VBL AS A BUSINESS	11
RESTRUCTURING THE VBL – PART ONE	12
THE FRANCHISE MODEL	12
<i>Levels of Management in Franchises</i>	12
THE VBL FRANCHISE.....	13
<i>The Current VBL Structure</i>	13
<i>Strengths of the Current Structure</i>	13
<i>Effectiveness of the current structure</i>	13
<i>The Missing Link</i>	14
THE CREATION OF BAND GROUPS.....	14
FUNCTIONS OF BAND GROUPS.....	15
<i>Fundraising</i>	15
<i>Area Slow Melody Contests</i>	16
<i>Area Competitions</i>	16
<i>Revision of Permit Rules</i>	16
<i>Area Concerts or Concert Seasons</i>	16
RESTRUCTURING THE VBL – PART TWO	17
INCREASING THE SIZE OF “HEAD OFFICE”	17
THE CREATION OF ANCILLARY COMMITTEES	17
<i>Finance Committee</i>	18
<i>Public Relations Committee</i>	18
<i>Events Committee</i>	18
<i>Music and Drill Advisory Committee</i>	18
<i>Area Committees</i>	18
<i>Joint or Ad Hoc Committees</i>	18
WHO WANTS TO BE ON A COMMITTEE?.....	19
SUMMARY	20



Introduction - The VBL as a Business

Few of us seem to realise that the VBL is, in fact, a business. It is in the business of serving and coordinating banding in Victoria. If you think about it though, you would not manage your own business in the way that the VBL is managed. One of the problems may be that the VBL is such a large business – 130+ bands and 4000+ members. Because of this, the VBL must address a whole host of functions – finance, public relations, event management, music and drill selections, education, recruitment, member registration and so on.

There are many ways the VBL could address these functions. In a large business there would be a department for each. For example, the accounting department, marketing department, and human resources department. Obviously, the VBL does not have any such structure. A large business would also have a Board of Directors. In this case the VBL does have an equivalent in the Executive Council.

In order to determine what ‘structure’ the VBL should adopt, we must first determine what the core functions of the VBL are. Then we must decide the best way to manage these functions, and thirdly set up a management system to do this. Finally we must continually review and assess the strengths and weaknesses of the system we create and test its adaptability and efficiency.

Without a doubt, the VBL is far too large an organisation to be managed by just one committee such as the Executive Council. In order to address this problem, a combination of two methods will be considered. The first involves adding another layer of management between the Executive Council and the Bands. This is based on a franchise model and the three layers of management most franchised companies contain.

The second involves widening the management structure at the top of the hierarchy at the Executive Council Level. This includes creating a number of ancillary committees to compliment the Executive Council. As a result we will create committees to address the departments of finance, public relations, events, music and drill selection, education and so on. In the terms of the franchise model we would be increasing the size of ‘head office’, giving it bolder and more defined functions to address the problems that the VBL is currently facing and will continue to face in the future.

The various committees that are created within the ‘head office’ will be referred to briefly here in this term of reference and in greater detail in others. However, let us start with the Franchise model.



Restructuring the VBL – Part One

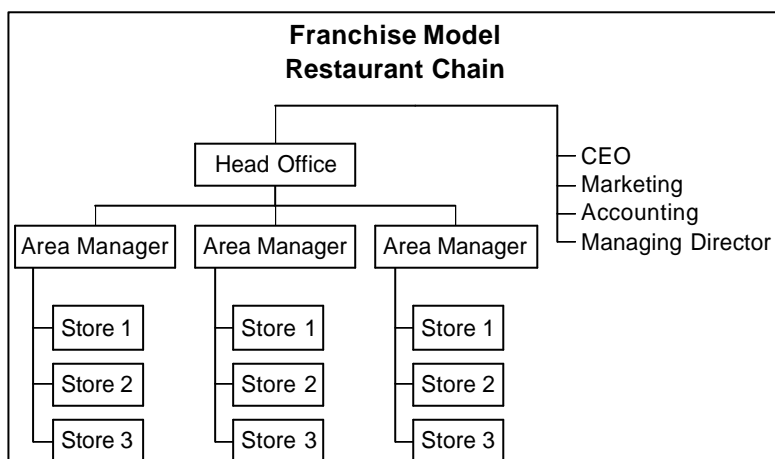
The Franchise model

In order to examine the organization of the VBL and its associated boards and subsidiaries, and assess their relevance and effectiveness, let us look for a moment a model of management which can loosely be described as a “Franchise model”. Consider for a moment a company such restaurant chain. How do you coordinate many separate restaurants throughout Victoria some of whom are thriving, some of whom are surviving and others that are struggling? Franchises come up with an effective solution to solve this problem.

Levels of Management in Franchises

The franchise model is based on three levels of management. At the top of the hierarchy is head office. Head office is responsible for setting an overall policy direction, coordinating marketing promotions, administering payroll, and generally trying to keep everyone working together.

At the bottom of the hierarchy are the individual stores and store managers. Each store effectively runs its own operation, while fitting in with the marketing promotions organised through head office. No store however, can operate by itself. Franchises pay a licence fee to head office to allow its operation while stores owned and operated by head office send their profits to the head office to be redistributed as necessary. Each store also has its own management hierarchy but this is not strictly relevant to the model I am proposing.



The link between head office and the individual stores are the area managers (AM). Each AM has under their control between six and twelve restaurants. It is their responsibility to ensure that each store observes the marketing promotions, reaches production/profit targets, and contributes to the company. If stores are having problems, it is the AM who will come in and help to find a solution. While each store is in competition with

every other store, stores do assist each by loaning stock or staff when necessary.

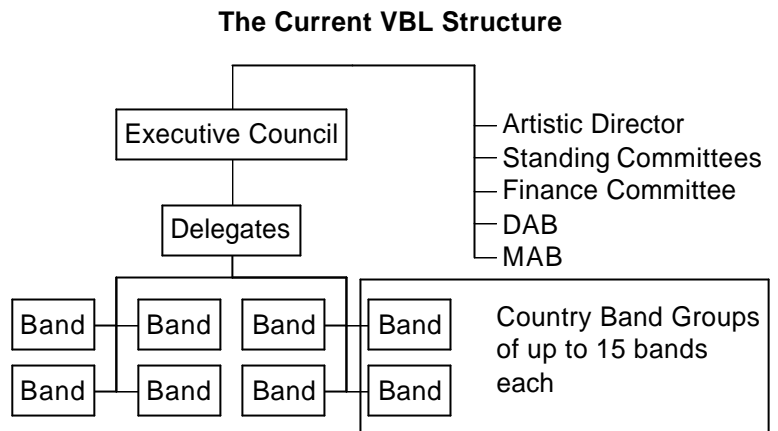
In summary, the franchise model has three major elements: head office, the area managers, and the individual restaurants.



The VBL Franchise

The Current VBL Structure

In comparison to the restaurant franchise, under the current structure the VBL only has two of the three major elements required for effective management. The head office of the VBL is essentially the Executive Council headed by the President and the Artistic Director. Together they form the crux of policy making and direction for the VBL. They organise marketing and some communication. The Executive Council and the Artistic Director report to the Band



Delegates just as the head office would report through the CEO to the shareholders of the company. Other divisions of the VBL “Head Office” include ancillary committees such as the Music Advisory Board (MAB), Drill Advisory Board (DAB), Nationals Committee, Bands 2000 Committee and so on all of whom report to the Executive Council and Artistic Director.

The VBL also has a likeness between the individual stores of the franchise and the individual bands of the league. They perform similar functions in that while all bands (like the stores) are competing against each other for performance opportunities, they all help each other by exchanging players, music, and supporting the VBL itself.

Strengths of the Current Structure

The current VBL structure has many strengths including having a full time Artistic Director, and good formal structures and procedures as laid out in the VBL Constitution. The VBL also already has several established country band groups which can work together within their area to promote each band and banding within the local community. However, the VBL fails to effectively coordinate the activities of its 4000 members and 130 bands.

Effectiveness of the current structure

The current VBL Structure does not operate effectively in terms of communication and coordination of activities. Certainly, by looking at the attendance at recent VBL Delegates meetings it seems clear that either the Bands have little interest in the activities of the VBL or the Delegates are not willing to put in the effort to attend the meetings. In this regard, one of the problems may be the distance that needs to be travelled by Delegates from country bands. Delegates from bands such as Mildura, Ouyen, Echuca, Shepparton and the like have a long distance to travel to Yarraville to attend meetings.

Perhaps one of the major problems that the VBL has is a lack of direction. However I feel even if the VBL Executive were to make some reasonable objective targets, or even implement a system of Management by Objectives, the possibility of achieving these targets is undermined by the lack of representation by bands at VBL Delegates Meetings, and the lack of involvement from individual bands.



The Missing Link

It was stated earlier that the VBL has two out of three of the major elements of the franchise model. What it is missing is the management level for Area Managers who provide an important link between the stores and the head office, or in the case of the VBL between the bands and the Executive Council. In order to rectify this problem some changes to the VBL structure are in order.

The Creation of Band Groups

The VBL Constitution allows for the creation of band groups under section 33. The creation of band groups would involve bands being divided into a total of ten groups, four metropolitan, and six country. These groups could be loosely based around the groups that already exist in the country but in the city they would be formed from scratch.

Each band would, as is currently the case, elect (or appoint, depending on the rules of the band) a VBL Delegate. This Delegate would represent the band at VBL Delegate meetings and also at the group level.

The Band Delegates in each area would form an 'area committee' that would in turn elect a member to the VBL Executive Council to sit as an Area delegate. At a VBL Delegates meeting the Area Delegate would only be able to represent the band to which they belong. However, at Executive Council Meetings the Area Delegate would be able to represent the Bands that belong to their group. The Area Delegate also becomes the chairman of the area committee.

By adopting such a method, communication between bands is increased because their VBL Delegates are meeting on a regular basis. (Say six times per year at Band Group Meetings) Furthermore, the VBL Executive is able to obtain feedback from bands in each area through their delegates meetings, which would be passed on to the Executive Council by the Area Delegate. As a result it is possible to coordinate events more easily.

It may be likely that meetings of band groups will eventually make obsolete the VBL Delegates meetings. This should not be allowed to happen. Delegates meetings should still be held several times per year (perhaps 3 times) so that the members of the VBL – the bands, can ratify major decisions of the Executive Council.

To summarise, the Band groups, through an 'area committee':

- ?? Would implement overall strategy as directed by the Executive Council
- ?? Coordinate and help run contests within the area
- ?? Coordinate fundraising for the VBL between bands or fundraise as a band group
- ?? Assist the VP (Membership) in keeping a player register.
- ?? Promote Bands in local area through schools, churches, community groups etc.
- ?? Encourage bands to attend contests. (May require a revision of contest rules for bands with low number of players?)
- ?? Contribute to each edition of VBL News on their activities.

These band groups, through their committee and led by the area delegate, fulfil the same role as Area Managers in the Franchise Model. They are responsible for coordinating bands, organising events within their areas and assisting the Executive Council with its policy and agenda. Area Delegates would occupy a unique position as the information gatekeepers between individual bands and the Executive Council. Each band has an easily accessible channel to the Executive Council via its Area Delegate.



Band groups would also be responsible for creating targets for the year at their first meeting. These targets would need to take into account directions set for them by the Executive Council and their own aims for the year. However, the primary goal of these groups is to implement overall strategy as directed by the Executive Council.

The proposed Band Groups are listed in Appendix one. These band groups do not take into account existing band groups; they are simply divided into areas where bands are relatively close to each other. There are 60 metropolitan bands and 64 country bands split into ten groups. No group contains more than 16 bands. If this is thought to be too large, there is the possibility to reduce the number of bands in each group. It should be remembered however, that this may also increase the size of the Executive Council, and that many bands in each group are junior/school bands that do not play a large part in the running of the VBL through Delegates meetings etc.

Functions of Band Groups

I have already mentioned some of the functions of the band groups in the previous section. However it should be noted that, under this proposal, the Executive Council or the ‘VBL’ does not play a large role in the administration of these groups. The Band groups are meant to be self-functioning with only policy directions coming from the Executive Council. This means that while the Executive Council may set a policy direction or task for a band group or groups, it should be left to the band groups as to how they decide to achieve that aim.

The following are functions that the band groups could undertake on behalf of the VBL and on behalf of their own members.

Fundraising

Funding is a particularly precarious issue at the moment for the VBL. The lack of funding from the State Government means that the VBL faces a \$15,000 shortfall in this year. I am however, a great believer in the idea that organisations such as bands should be self-funding. That is, our revenue should be gathered from, subscriptions, band licences and player levies, events such as competitions, concerts and marches and when all else fails, from fundraising.

Using the ten band groups that I have already established (see appendix one) could be a means of achieving such a fundraising target. Each Band group has between 8 and 16 members. If each band group were allocated a VBL Fundraising target to achieve within the

South Eastern Bands Group	16 Bands	\$2,000
Eastern Bands Group	16 Bands	\$2,000
Northern Bands Group	16 Bands	\$2,000
Western Bands Group	14 Bands	\$1,750
Bendigo Bands Group	16 Bands	\$2,000
Gippsland Band Group	12 Bands	\$1,500
Midlands Band Group	12 Bands	\$1,500
North Eastern Bands Group	9 Bands	\$1,125
South Western Bands Group	9 Bands	\$1,125
Wimmera Bands Group	8 Bands	\$1,000
Total	128	\$16,000

next 12 months, it would be possible to raise over \$15,000.

For example:

Each band group is allocated a VBL fundraising target based on the number of bands in that group. Each band is then required to earn \$125 for the VBL in the course of one year. This figure is calculated by dividing the target by the number of bands in each group

and should come out of the band’s fundraising target, not its regular earnings. Bands should not consider fundraising for the VBL as a payment to it. In actuality, the bands are acting on behalf of the VBL. As you can see, with each band earning a small amount for the VBL, we have made up the expected loss of not receiving the State grant. Each Band group could



decide its own way to raise the funds for the VBL, whether that be selling chocolates, putting on a concert, or holding a public event.

Band groups must be careful to include junior and school bands in their deliberation as to how to achieve these targets. School bands are not often considered when planning events for the VBL. School bands must be encouraged to undertake fundraising drives on behalf of the VBL (and themselves) as they have a very large, established, sales base in terms of the students' parents and families.

Area Slow Melody Contests

Slow Melody Contests have been part of many bands' program for a long time. However, in my experience they always seem hard to organise for lack of individuals to take part. Band groups have the unique opportunity to run their own area slow melody contests. Instead of having two people from one band compete for a band title, the contest could be expanded to include all the bands in the area. In this way the title becomes one for a much larger area, adding to its prestige as well as increasing the number of people available to be involved. If the contest was run at a profit, the money should be split between the VBL, the bands, and prize money.

Area Competitions

In the same way that band groups could hold area slow melody contests, they could also hold their own area band competitions. If each area were to hold its own area competition each year, there is the possibility of introducing the concept of a local champion. These local champions could also gain automatic entry to the Victorian championships and perhaps to pay less (or nothing) to enter as an incentive to take part. Once again, school bands need to be encouraged to take part, and profits should be distributed between the VBL, the band in the groups and the prize money.

Revision of Permit Rules

Bands that are in the same group should be allowed, to some degree, to share players especially for concerts and competitions. In this way, bands with a low number of members would be able to compete in competitions, or perform concerts because they would be able to use on permit, a larger number of players. This also increases communication between bands and eases the strain of working together.

Area Concerts or Concert Seasons

Area groups also have the opportunity to organise and run concert seasons. While it is very difficult for any band to organise several concerts each year, it would be relatively simple for a group of bands to hold their own concert season. Bands could combine their talents to hold a concert once every two months in each area. Furthermore, if a school band and an open band were to come together for a combined concert it would be possible to sell to a larger audience, make the students in the school band aware of open bands as an avenue to which they can look to keep playing after school and make money for the bands involved, the band group and the VBL.

For example, concerts could be held in February, May, July, September, and November. At a cost \$10 per ticket for a 500 seat auditorium or theatre for each concert, the gross takings for the season could be up to \$25,000. With this much money available for the season, it should not be difficult to put on high calibre performances. Furthermore up to ten different bands could be involved with special guests. The bands that are not involved in the larger band



groups could help to organise the concerts. Another advantage is that instead of just selling tickets for one concert, tickets could be sold as season passes. For example \$45 for all five concerts. By pre-selling tickets it is possible to guarantee an audience at future concerts and continue to make more people aware of the concerts and the bands and band groups which are involved.

Finally, if one dollar from every ticket sold was sent to the VBL, for a concert season like this the VBL has earned \$2500. If every Band Group were to do a concert season, the contribution to the VBL could be as high as \$25,000.

Provide Feedback to the Executive Council through regular Delegates Meetings

Each band group would need to have regular meetings throughout the year. Personally I would say that six would be adequate (January, March, June, August, October and December.) Each of these meetings could be used to organise concerts, slow melody competitions and/or band competitions, coordinate fundraising, and discuss matters that are important to each of the local bands in the group such as council funding, or applying for special council grants etc.

Furthermore, these Area meetings would be invaluable to the VBL. Because a member of each area committee is a member of the Executive Council as an “Area Delegate”, the Executive Council is receiving constant feedback on the activities of bands, their wishes and their proposals. In doing so it may be possible to understand to a greater extent what bands actually want from the VBL or what things they would like done better.

Restructuring the VBL – Part Two

Increasing the Size of “Head Office”

In the introduction, it was stated that the VBL is too large an organisation to be run by just one committee such as the Executive Council. In a large business, major functions are divested to smaller units, most commonly known as departments. However, without a large full time staff, it would be difficult to create such a structure for the VBL.

Furthermore, the current structure of the VBL is based on a very democratic style of management. That is, each band elects (or appoints depending on their rules) a VBL Delegate. The delegate then elects members to the Executive Council. Certainly, the democratic nature of the VBL would be considered by most member bands and bandsmen to be appropriate for the organisation. In order to maintain this democratic nature, each of the committees will have to be elected or made up of volunteers.

The Creation of Ancillary Committees

In order to manage the VBL more effectively, each of its major functions could be delegated to a particular committee. In this way each committee becomes a department. Each committee would report to the VBL Executive who would have the ultimate say over day to day decisions. The committees are there principally to assist and compliment the executive council.

The role and composition of the Executive Council are outlined in the second term of reference. The following are committees the VBL may wish to create. Their details are listed briefly here but they are given in more detail in other areas of this report.



Finance Committee

Headed by the Vice President (Finance) this committee would be responsible to deal exclusively with applying for grants from Federal, State and Local Government and from Philanthropic sources. Furthermore, the finance committee must review the funding procedures of the VBL with a view to becoming a self-funding organisation. The finance committee must also set the level of fundraising that is to be achieved by the VBL over the forthcoming year and indicate how this target is to be achieved. Finally the Finance committee must take a greater role in supplying an annual budget for the VBL. **(For more detail see the term of reference concerned with funding)**

Public Relations Committee

The VBL should establish a Public Relations Committee. Under the direction of the Vice President (Public Relations) the committee would be responsible for increasing the level of awareness of the VBL in the community, schools, colleges, universities and local and state government. The committee would report to the Executive Council through the VP(Public Relations). The committee would also be responsible for creating promotional material for VBL events and public relations. This committee could be responsible for creating a Public Relations strategy.

The Public Relations Committee would also be responsible for liaising with the media, being the major and local newspapers and television and radio. The Public Relations Committee must inform these institutions of events that are being held by local bands and by the VBL itself. **(For more details, see the section concerned with PR)**

Events Committee

This committee would be responsible for creating, running and organising VBL events such as an annual concert series or Gala Concerts, VBL Fundraising events (in conjunction with the finance committee) and competitions. It would be chaired by the Vice President(Events) and report directly to the Executive Council.

Music and Drill Advisory Committee

This committee would be the result of combining the current Music Advisory Board and the Drill Advisory Board. The functions would remain basically the same and the VBL President would chair the group as this portfolio does not fall under any particular Vice President.

Area Committees

These would be created by each area delegate and all the VBL delegates that are in that area. The committee would be chaired by their elected area delegate and would be responsible for coordinating banding in their local area.

Joint or Ad Hoc Committees

The Executive Council may choose to create a joint or ad hoc committee to deal with a particular problem or issue, or organise an event. Examples may include the competitions committee or a management review committee.



Who wants to be on a committee?

One of the problems that the VBL has faced in recent times is the lack of volunteers to undertake the necessary work. The crux of the matter is that there is so much work to be done.

In order to address this problem all VBL Delegates should be expected to serve on a committee other than their area committee. For example, a VBL Delegate may be a member of the finance committee in addition to their area committee and being a VBL Delegate. To make sure that the work is not concentrated on those who are overly enthusiastic, no VBL Delegate should be allowed to stand on more than four VBL Committees including their area committee, unless they are a member of the Executive Council. So, a VBL Delegate has the opportunity to be on their area committee and up to three other committees.

There is no doubt that this will be a hard rule to implement. However, the advantages of such a system are enormous. The biggest advantage is the huge increase in communication. If the members of each area committee are spread among the various other committees, information will naturally flow between them. This will lead to better decision making because all VBL Delegates are better informed of the activities of all the VBL Committees.



Summary

The restructuring of the VBL falls broadly into two sections. Creating area groups with Area Delegates in the vain of a “Franchise Model” and increasing the size of the VBL Head office to divest major functions away from the Executive Council and create a number of ancillary committees.

To create a franchise structure, a minimum of ten band groups would need to be created, four metropolitan and six country, with each group having no more than sixteen bands. The groups would form an area committee that would be responsible for coordinating the groups to meet objectives set down by the Executive Council. The chairperson of the area committee would sit on the executive council as an Area Delegate. (See the next section for more details)

To summarise, the Band groups, through an ‘area committee’:

- ?? Would implement overall strategy as directed by the Executive Council
- ?? Coordinate and help run contests within the area
- ?? Coordinate fundraising for the VBL between bands or fundraise as a band group
- ?? Assist the VP (Membership) in keeping a player register.
- ?? Promote Bands in local area through schools, churches, community groups etc.
- ?? Encourage bands to attend contests. (May require a revision of contest rules for bands with low number of players?)
- ?? Contribute to each edition of VBL News on their activities.

Each band group would have at least the following functions.

- ?? The band groups would be required to fundraise on behalf of the VBL
- ?? The band groups may choose to hold area slow melody competitions or band competitions.
- ?? The bands may be able to share a large number of players from within their area.
- ?? The bands groups may choose to run combined area concerts or concert seasons.

This list is not exhaustive and may be expanded by the Executive Council at will. Apart from receiving direction from the Executive Council, the band groups would be left to themselves to organise themselves and do what they wish. It is up to them as to how they fundraise or whether they undertake band or solo competitions and concerts.

In addition to this the VBL should create a number of ancillary committees to which major functions can be divested. In this way, the VBL increases the size of its “head office” and the VBL Executive is properly supported. All VBL Delegates should be expected to serve on at least one ancillary committee, so that the work of these committees is evenly spread among the delegates.



Term Of Reference 2

The tasks and roles of the various VBL bodies, roles and members, and any alterations required to such tasks and roles to improve their effectiveness.

TABLE OF CONTENTS

INTRODUCTION.....	21
OVERHAUL OF THE EXECUTIVE COUNCIL	22
<i>Role of the Executive Council.....</i>	22
<i>A New Approach: Management by Objectives.....</i>	23
<i>Overhaul of the Composition of the Executive Council.....</i>	24
<i>Diversification of the Roles of The Executive Council.....</i>	25
ROLE OF OTHER MEMBERS OF THE VBL.....	26
<i>Music Advisory Board.....</i>	26
<i>Drill Advisory Board.....</i>	26
<i>Finance Committee.....</i>	26
<i>Individual Bands.....</i>	26
<i>VBL Delegates.....</i>	26
<i>Musical Directors.....</i>	26
<i>Drum Majors.....</i>	27
<i>Individual Players.....</i>	27
SUMMARY	27

Introduction

This section focuses particularly on the role of the Executive Council and other key members of the VBL. The first term of reference described how major functions of the VBL could be divested to ancillary committees. This section shall examine the role and structure of the Executive Council and suggest an alternative composition for it. It shall also look at a management strategy that may be appropriate for the VBL at this time and the role of other members of the VBL.



Overhaul of the Executive Council

Role of the Executive Council

The VBL Constitution defines the objectives of the league as:

1. To encourage member bands to attain and maintain the highest musical standards possible, thereby increasing public acceptance and increasing member's satisfaction. (VBL Constitution s4.1)
2. To consolidate and advance the interests, ideals and welfare of bands to their common advantage. (VBL Constitution s4.2)
3. To stimulate public demand for, and public acceptance of bands and band music by conducting public recitals and contests, and by other means from time to time decided. (VBL Constitution s4.3)
4. To assume a dominant role in contest administration by appointing dates, times, venues, and adjudicators and by deciding, subsequently, grading alterations. (VBL Constitution s4.4)

The VBL Executive Council has the power to

?? Transact all ordinary business of the league, requiring attention between delegates meetings. (VBL Constitution s16.1)

While the VBL Executive was originally formed to transact business between delegates meetings, what it has actually become is the primary decision making body of the VBL. The delegates at the next meeting usually ratify these decisions. In light of this fact, perhaps the VBL Executive needs to take a much larger role in the direction of banding in Victoria; much like head office directs the strategy and policy of each Franchise store. The Executive Council as 'Head office' needs to become proactive in its approach to the management of events. It should be constantly learning how to adapt to new situations (such as the loss of our government grant) and looking for new opportunities to advertise and promote the organisation to bands and the community. In total, the VBL Executive should become responsible for creating, directing and coordinating the direction of banding in Victoria.

Even though the current system of committee management of the VBL works, its major problem is that it is no longer innovative enough to deal with current problems. As a result, the Executive Council needs to look towards implementing a new "system" of management. There are many different models that will state how to manage a firm. A particularly good one for an organisation in crisis is Management by Objectives.



A New Approach: Management by Objectives

Management by Objectives (MbO) is a system that can be used by any organisation but it is particularly effective when applied to an organisation in crisis. MbO was suggested by management writer Peter Drucker and can have very positive effects if used correctly. The main features of MbO are that it:

- ?? Focuses on measurable outcomes centred on key performance areas in an organisation.
- ?? Creates precise and measurable objectives to be followed.
- ?? Create a mutual 'contract' between the Manager and subordinates as both have been involved in the process.
- ?? Leads to greater motivation because there are clear goals that have been objectively set.

However, MbO will only be effective if:

- ?? Key performance areas are identified.
- ?? The performance targets set are measurable against a set criteria; and
- ?? All levels of management are used to create/set the objectives.

Furthermore it should be realised that:

- ?? People have limits as to the achievements that can be made.
- ?? Motivation needs to be maintained throughout the process.
- ?? Cultural factors (management, social and organisational) will influence the process.
- ?? Performance will only increase up to a given level, after which time a new system may be required.

The Executive Council through a system of Management by Objectives (MbO) would be responsible for:

- ?? Creating overall policy/strategy direction with input from delegates.
- ?? Coordinate National and State Championships
- ?? Publish VBL News
- ?? Keep Central Register of players
- ?? Promote Banding in Victoria through a central public relations department.
- ?? Maintain the VBL Website and mount Internet sites for all bands.
- ?? Continue to administer the VBL Building funds and trusts etc.

While these may be the functions of the Executive Council (the above list is not exhaustive) the VBL needs to implement a quantitative and qualitative management review process. The emphasis has to move away from simply running the VBL to *Managing* the VBL.



Overhaul of the Composition of the Executive Council

The positions on the Executive Council will also need to be modified to allow for more efficient management of the VBL. The Executive Council could be expanded to include the following:

?? Artistic Director	?? Vice President (Public Relations)
?? President	?? Vice President (Membership)
?? Vice President (Education)	?? 4 Metropolitan Area Delegates
?? Vice President (Events)	?? 6 Country Area Delegates
?? Vice President (Finance)	?? Minute Secretary

By expanding the Executive Council in such a way, we now have a committee with eighteen people on it who represent both country and metropolitan bands and band groups. Furthermore, each member of the Executive Council has a distinctive job description.

Artistic Director	Responsible for overall coordination of the VBL, remains the only full time employee at this time.
President	Responsible for chairing meetings and overall coordination of the VBL and its sub committees. Should delegate to Vice Presidents chair for sub committees. Eg. The MAB could be chaired by Vice President (Events).
Vice President (Education)	Responsible for managing the SYBB and any Educational camps which the VBL conducts. Responsible for implementing VBL Education program.
Vice President (Events)	Responsible for managing all events which the VBL sponsors such as competitions or concerts. This may possibly be the hardest job on the Executive Council. Chairperson of the events committee.
Vice President (Finance)	Responsible for pursuing grants from government bodies and other organisations. Responsible for creating an annual or semiannual budget for the League. Chairperson of the finance committee.
Vice President (Public Relations)	Responsible for the image of the VBL as seen by member bands, the government, and other relevant bodies such as Arts Victoria and local councils. Would also be responsible for the Internet site and publishing VBL News each month.
Vice President (Membership)	Responsible for maintaining Band registration records, new registrations, and the computer database etc. Formerly the Registrar.
Area Delegates (Country & Metro)	Six country and four metropolitan Area Delegates are the link between the VBL and bands throughout the state. Their role shall be expanded in the next section.
Minute Secretary	Takes minutes at Executive Council, VBL Delegates, and other meetings. Publishes minutes in VBL News



These job descriptions are only brief and may be expanded or reduced. The Artistic Director would be able to play a part in all of these portfolios, as a manager should. By allocating portfolios to each Vice President the workload of the Artistic Director is substantially reduced.

Diversification of the Roles of The Executive Council.

It was stated in the first term of reference that the VBL is too large an organisation to be run by just one committee such as the Executive Council. Just like a big business, the major functions of the VBL should be divested to smaller groups of delegates for consideration. The Executive Council and delegates need to identify and define the core functions of the VBL and create appropriate structures to deal with them. This is why it has been suggested that the VBL create such groups as the Finance Committee, Public Relations Committee, Events Committee, Area Committees, and joint or ad hoc committees as necessary, to compliment and assist the Executive Council to develop ideas and oversee their direction and implementation.



Role of Other Members of the VBL

The Executive Council is not the only body in the VBL that deserves the attention of this paper. While the ancillary organisations of the VBL are involved in it running to a lesser extent they all play their part. What follows is a synopsis of what each group is or should be doing.

Music Advisory Board

The functions of the Music Advisory Board remain the same in principle but it must set out clear procedures and criteria for the grading of bands and music which should be ratified by the delegates.

Drill Advisory Board

The functions of the Drill Advisory Board remain the same in principle but it must set out clear procedures and criteria for the grading of bands and music which should be ratified by the delegates.

Finance Committee

The finance committee should take a lead role in determining the financial activities of the league. It must look for new and innovative ways of funding, be it corporate, government or philanthropic grants or door to door fundraising or selling chocolates. The committee, under the direction of VP(Finance) would be responsible to the Executive Council for the financial decisions of the VBL.

Individual Bands

Each individual band that is affiliated to the VBL must be expected to support the VBL in all of its activities. This means attending competitions, going to VBL events, advertising for and on behalf of the VBL. Bands should use avenues such as the VBL News to advertise their activities to all bands and each band should try to help other bands by partaking in their events.

VBL Delegates

VBL Delegates should be required to attend at least eighty percent of all delegates meetings held or be subject to strict disciplinary action by the League. They must be leaders within their band and leaders within the area groups that were established earlier. They have the important role of being information gatekeepers between the band, the area committee, and the Executive Council. VBL Delegates should get up at rehearsal at least once a month and explain to the band the current activities of the VBL, upcoming events, and important points to note.

Musical Directors

Musical Directors should be encouraged to take bands to competitions at least yearly. They should also encourage their musicians to attend music camps, take part in solo competitions, or join the state youth brass band etc. The VBL should set out a set of expectations for the Musical Directors of Bands affiliated to the league. Musical Directors should attend an annual weekend conference to exchange ideas and peruse music.



Drum Majors

Like Musical Directors, Drum Majors should play an active role in bands, hold regular marching practice, and teach young members the procedures for marching. They should encourage members to form a drum core, appoint a Drum Sergeant and Drum Corporal, and perhaps reward members who are the best marchers. Drum majors should attend an annual one-day conference organised by the league, to exchange ideas and learn new routines.

Individual Players

What it all comes down to, is satisfying the 4000+ individual members of the league. The VBL is there to serve them, and should do so by sending them regular notifications of VBL activities and invitations to events, concerts, and so on. You read it right...all 4000+ of them.

Summary

The Executive Council of the VBL needs to take a much larger role in directing the future of bands in Victoria. In order to do this it should adopt a recognised management process such as Management by Objectives. Management by objectives would allow the Executive Council to set objective, achievable targets that can be achieved over a specified period. These targets should be aimed at revitalising the VBL.

In order to do this the council itself needs to be overhauled to include at least the following:

- | | |
|-------------------------------|--------------------------------------|
| ?? Artistic Director | ?? Vice President (Public Relations) |
| ?? President | ?? Vice President (Membership) |
| ?? Vice President (Education) | ?? 6 Country Area Delegates |
| ?? Vice President (Events) | ?? 4 Metropolitan Area Delegates |
| ?? Vice President (Finance) | ?? Minute Secretary |

As each Vice President has their own portfolio and the area delegates are there to coordinate bands it is possible to develop a cohesive decision making process. A Vice President would chair any subcommittee that is involved in his portfolio, which would also cut down the work of the President and Artistic Director.

For example, if the Executive Council wishes to have something done, it can be easily delegated to the Vice President who is in control of that portfolio. He would have to come up with a solution by the next meeting and if endorsed it would then be enforced by the area delegates and their committees.

Finally, all key members of the VBL such as the MAB, DAB, Finance Committee, individual bands, VBL Delegates, musical directors, drum majors and individual players must be willing to contribute to the VBL when called upon by their Area Delegate or the Executive Council.



Term of Reference Three

The visibility of community bands in Victoria, and whether any special efforts need to be made to gain more publicity and audiences for bands, and if so, by what process.

TABLE OF CONTENTS

INTRODUCTION - COMMUNITY BANDS – WHAT ARE THEY?	28
CREATING A STRATEGY	29
<i>Public Relations Strategy</i>	29
<i>Public Relations Committee</i>	29
<i>Community Contacts Database</i>	29
IDEAS TO INCREASE THE VISIBILITY OF BANDS IN VICTORIA.....	30
<i>Victorian Bands Week</i>	30
<i>Schools Awareness Programme</i>	30
<i>March on Parliament</i>	30
<i>A New Logo?</i>	30
SUMMARY	31

Introduction - Community Bands – What Are They?

Community bands have a long and varied history. Once they were part of the culture of almost every town or suburb. Times however, have changed. The community band no longer holds a place of pride and prestige in their local communities. In the last ten years, more than seventy bands have left the VBL. Some are still playing, while others have disappeared quietly into history.

For many people, unless you are involved in a community band, or related to somebody who plays in a community band, it is unlikely that you know if there is a band in your local community area. Even when bands turn out at major public events such as the ANZAC day parade, many people will appreciate their efforts, but few will realise where they come from or how many there are left.

This term of reference imparts some ideas as to how we may increase the level of public awareness of bands and their plight.



Creating a Strategy

The Executive Council, in conjunction with a Public Relations Committee, should create a detailed Public Relations strategy that includes at least the following.

Public Relations Strategy

The Executive Council or an appropriate committee (such as a Public Relations Committee) should create a short to medium term strategic plan to increase the public awareness of the VBL. If this matter is approached in an ad hoc manner, very little will be accomplished. The VBL must work as one unit to increase its visibility in the community.

Public Relations Committee

The VBL should establish a Public Relations Committee. Under the direction of the Vice President (Public Relations) the committee would be responsible for increasing the level of awareness of the VBL in the community, schools, colleges, universities and local and state government. The committee would report to the Executive Council through the VP (Public Relations). The committee would also be responsible for creating promotional material for VBL events and public relations. This committee could be responsible for creating a Public Relations strategy.

The Public Relations Committee would also be responsible for liaising with the media. Media being the major and local newspapers and television and radio. The Public Relations Committee must inform these institutions of events that are being held by local bands and by the VBL itself.

Community Contacts Database

At the present time, a public relations committee has very few resources to call upon. With this in mind, this committee, or the Executive Council, should look towards establishing a community contacts or public relations database. This database would contain the names, addresses and contact numbers of useful contacts in areas such as local and state government, bands, the RSL, schools, colleges, universities, the education department, local newspapers, national newspapers, television, radio and a myriad of other organisations and sectors.



Ideas to Increase the Visibility of Bands in Victoria

Victorian Bands Week

The VBL could organise a Victorian Bands Week, just like we have a Senior Citizens Week or Skin Cancer Awareness week. The VBL, through the Executive Council and the Area Groups could organise a coordinated Victorian Bands week. This might involve all bands (senior, junior, school, concert, brass, unclassified, graded) getting out into the community to play in the local mall, shopping centre, concert, church service or whatever, with the aim of promoting themselves, the VBL and banding in general.

At the very least, the VBL should continue with the organisation of a Victorian Bands Day. If every band in Victoria were to get out and play at a venue on one Saturday each year and this were covered by local media and television, the image of the VBL may be considerably strengthened.

Schools Awareness Programme

The VBL should implement a comprehensive schools awareness program to promote within schools the VBL and VBL bands. How many musicians are lost forever when they leave school and do not join another band? The VBL should attempt to harness these players as soon as they leave school at the end of year 12.

If Area Delegates were to gain a list of the school leavers in their area, and send each of them an invitation to attend the rehearsals of the closest band to their school then bands would benefit greatly by the influx of new players at the end of each year. Not all school leavers would move into community bands, but if each senior band were to gain five new players, then the membership of the VBL would increase by three hundred and fifty people in just one year.

The VBL would have to coordinate such a process carefully. Lists of music students need to be gained and invitations created. This would then have to be printed by the league for the area delegates and distributed through the area committees. The whole exercise would fall under the joint direction of the Vice President (Membership) and Vice President (Public Relations)

Furthermore the VBL should gain a list from the Victorian Teachers Association, of all music teachers in Victoria. The VBL should send them regular updates to inform them of VBL concerts, the closest bands to the schools at which they teach and how to get in touch with local community bands.

March on Parliament

This option has already been considered by the Executive Council and (as far as I know) is considered a last resort option in the event of lack of acknowledgment from government. The VBL should create a detailed plan as to how such a march would be organised and keep it in reserve for such an occasion when it is deemed required. In this way the plan is already finished, all that is required is for it to be implemented.

A New Logo?

Many people have suggested that a new logo, new name, or combination of both would give the VBL a much-needed 'shot in the arm'. Some logos have been designed and are contained in appendix two. A new logo or name may give the VBL a boost in morale but it will do little



to address the underlying problems facing the VBL, especially in terms of finance and structure.

Should a new logo or design be adopted it may be possible to stage an opening ceremony, or event to publicise the event. If the Minister for the Arts, shadow minister for the Arts and other dignitaries were able to attend it would most likely receive some television and media coverage, leading to further publicity for the League and the plight of all bands.

Summary

The VBL should create a public relations committee under the direction of the Vice President(Public Relations) with the aim of creating and maintaining a public relations strategy and liaising with the media.

The VBL should develop a comprehensive community contacts database, schools awareness program; Victorian bands Week, March on parliament and look at developing a new logo.



Term of Reference Four

The various types of performances run or sponsored by the VBL, such as contests, festivals and concerts, and whether and changes or different emphases need to be made to these activities.

TABLE OF CONTENTS

INTRODUCTION.....	32
CREATION OF AN EVENTS COMMITTEE.....	33
CONCERTS.....	33
COMPETITIONS.....	33
<i>Competition and Band Incentives.....</i>	<i>34</i>
<i>Competition Attendance.....</i>	<i>35</i>
SUMMARY	35

Introduction

The VBL Constitution contains in it a summary of current objectives. Two of these objectives are directly relevant to the section. These objectives of the VBL are:

- ?? To stimulate public interest and appreciation of community bands by way of public performance, competitions and eisteddfods; and
- ?? To further promote Concert Bands and Stage bands through Festivals/Concerts and Eisteddfods.

The VBL should be looking to maximise the number of performances sponsored by the VBL held each year. The 1998 VBL Calendar lists twenty possible contests in which bands can participate as well as several marches, music camps and concerts. Organisation and management of these events is a feat in itself and is well handled by the Artistic Director and VBL Office. Furthermore, it is a lot of work.



Creation of an Events Committee

The VBL should move to create an elected events committee, chaired by the Vice President(Events) which would be responsible for:

- ?? Staging at least two major gala concerts per year with special guests and Victoria's top bands.
- ?? Staging the Victorian Brass Band Championships in conjunction with the venue managers. (currently the Royal South Street Society)
- ?? Staging the Victorian Concert Band Championships in conjunction with the venue managers.
- ?? Staging the Victorian Junior and School Concert and Brass Championships in conjunction with the venue managers.
- ?? Assisting the Nationals Organisation Committee when the Nationals Championships are held in Victoria.

There are possibly other things that could be added to this list, but as it stands, this committee would be responsible for organising and managing at least six events for the VBL each year. Having a committee to do this work would considerably lighten the workload of the Artistic Director.

Concerts

Under the direction of the events committee, the VBL should hold at least two gala concerts each year. Alternatively, if the band groups created in section one come into effect, each band group should be responsible for holding one gala concert each year.

These concerts, if held in an auditorium for 1000 people would be able to gross well over \$10,000 each, enough to make a profit which can be split between the VBL and the band groups. In addition, if the VBL were to hold one concert by itself which also to make a profit then we are well on the way to making up our budget shortfall. For example, if each group and the VBL held one concert next year, that's eleven concerts. If each were to make \$2,000 profit, that's \$22,000 that can be distributed between the VBL and the bands involved.

Competitions

At the current time, all graded bands are required to play in at least one suitable competition every two years in order to maintain their current grading. This means that some bands do not compete very often. It also does little to encourage a competitive ethos among band members, in that competing at competitions is one of the best ways to improve the performance of a band. Not all VBL members will agree with this, but competing in competitions gives bands an achievable goal towards which they can aim. It also increases the performance standard and commitment to the band, especially if the band wins. It should be noted that competitions do not always determine the best overall band, they determine the best band on the day.



Competition and Band Incentives

Bands need to be given incentives to compete in competitions. Competitions do bring their own rewards, such as the trophy, prize money, and prestige but not enough bands are competing in them. Perhaps the VBL needs to give bands more of an incentive to appear in competitions more regularly.

The VBL could create an annual trophy for the most outstanding band in each grade. Bands would earn points throughout the year in order to win the trophy. For example a band may receive points for:

- | | |
|---|--|
| ?? Performing in a competition | ?? Performing in festivals |
| ?? The place they finish in a competition | ?? Undertaking tours interstate or overseas |
| ?? Performing in a regional competition (extra points) | ?? Attending delegates meetings (large number of points) |
| ?? Paying affiliation fees early | ?? Members involved in VBL committees or activities. |
| ?? Paying player levies early | ?? Achieving a VBL Fundraising target. |
| ?? Holding a major concert each year (with donation to the VBL) | ?? Achieving a band group fundraising target. |
| ?? Performing in street marches (more points for big marches such as ANZAC Day) | |

For example if, throughout the year a band competes in two competitions, the Anzac day march and two other marches, the VBL delegate attends all meetings, their affiliation fees and player levies were paid early, they held one major concert and played in two festivals and undertook an interstate tour (such as Tanunda, Canberra or Sydney) they might receive the following points:

Competitions (Tanunda and state) (20pts each):	40 points
Anzac March (20pts):	20 points
Smaller Marches (5pts each)	10 points
Delegate meetings (15pts each)	45 points
Early payment of fees/levies (15pts)	30 points
Major concert (30pts)	30 points
Festivals (10pts each)	20 point
Travelled to Tanunda for contest (20pts)	20 points
<hr/>	
Total:	215 points

Compare this to a band who competed in one competition, attended one delegates meeting, did not pay fees early, did not hold a concert, played in one small march and festival and did not travel interstate:

Competition	10 points
Delegates Meeting	15 points
Smaller march	5 points
Festival	10 points
<hr/>	
Total	40 points

On this basis it would be easy to choose the most outstanding band. The system would run for bands in each grade and the prize could be the waiving of all VBL affiliation fees and levies



in the following year. For some bands this could be a prize in the form of savings of around \$500.

Competition Attendance

All graded junior and senior VBL Bands should compete at least once each year at the Victorian Championships. Failure to do so would mean that a band needs to compete at any two other competitions. By adopting such a system the VBL is urging bands to attain the highest possible musical standard as outlined in the VBL Constitution. It would also mean that the Victorian Championships would be more successful because more bands would attend. Furthermore, it would increase the prestige of the Victorian Championships, as it will be the only competition where all bands attend.

All VBL School bands should be required to compete annually at the VBL Victorian School band Championships. This means that all school bands would need to be properly registered and paid up in order to compete. Care must be taken in enforcing these rules, as we do not want to drive away bands that do not believe that competing is the best way to measure a bands performance.

All VBL Competitions should be open to bands that are not affiliated members of the VBL, provided that they pay the contests registration fee and a one off daily registration fee. The band members of non affiliated bands would be required to follow the same rules as members, and required to undergo the same registration process, with the exception that the league will not have player registration cards for all these players.

Summary

In line with its constitutional objectives the VBL should create an events committee, chaired by the Vice President(events) responsible for creating, organising and managing all VBL sponsored events in which the VBL plays a direct organising role. The events committee should stage at least two major concerts each year. Alternatively each band group could stage one concert and the events committee one concert each year.

All bands should have to compete at least once annually at the State Championships to maintain their grading. Alternatively, bands should have to compete at two other contests in place of the state championships.

The VBL should offer bands incentives to attend contests such as bus travel (Term of Reference 7) and the opportunity to win a trophy and prize for the most outstanding band in each grade each year.



Term of Reference Five

The funding process of the VBL, fundraising, philanthropy, donations and any other relevant financial matters.

TABLE OF CONTENTS

INTRODUCTION.....	37
THE CHALLENGE TO BECOME SELF FUNDING.....	37
SOURCES OF FUNDING.....	38
<i>A New Fee Structure?</i>	38
<i>State Government</i>	38
<i>Local Government</i>	39
<i>Government Business Enterprises</i>	39
<i>Corporate Sponsorship</i>	39
<i>Corporate Sponsorship</i>	40
<i>Century Nova</i>	40
<i>Philanthropy Australia Inc.</i>	42
<i>Other Philanthropic Organisations</i>	42
<i>Tax Free VBL</i>	42
<i>Fundraising generally</i>	43
COMMITTEE ACTION.....	43
SUMMARY.....	43



Introduction

Over recent years we have seen the State Government progressively cut the level of funding available to the VBL. While funding for the Arts has remained at a fairly constant level, the funds have been increasingly directed towards high profile projects which expose Victoria to the rest of the country and overseas. While the Kennett Government is in power in Victoria it is unlikely that funding for the VBL will return. With this in mind the VBL is faced with the challenge of becoming a self-funding organisation. Under this philosophy we would do our best to maintain the organisation and any money received by the way of State grants would have to be seen as a bonus to the VBL.

The Challenge to Become Self Funding

If a band were to look at becoming self-funding, it is most likely that they would receive their income from three sources. Performances, fundraising and member subscriptions. Anything else, such as donations or money won at competitions is simply an unexpected (or perhaps expected) bonus. At the same time, the band would have to carefully budget its expenses or at least match expenses to revenue in order to ensure that both a profit and a positive cash flow is achievable.

The VBL can adopt a similar philosophy. Its revenue, without the help of the State Government is also made up from three sources. Member subscriptions are made up of the VBL levy, fundraising still remains a part of the VBL revenue flow and instead of performances, the VBL earns money from sponsoring and organising its own, instead of being paid to perform.

In order to survive and eventually expand, the VBL must look at expanding these sources of income and continually finding new and innovative ways to increase its revenue. The most favourable option would be to do this without withdrawing any services. However, because of the position the VBL finds itself in at the present time, any move to withdraw services may be met by increasing disdain from bands who will simply decide that it is no longer viable for them to be members.

As result the VBL must look for ways to increase it services to bands, while maintaining it income. What follows are several ideas that may be used to help in this regard.



Sources of Funding

A New Fee Structure?

One possible option that is currently being developed by the New South Wales Band Association (NSWBA) which could also be used in Victoria is to revamp the fee structure of the organisation. Their proposal is to charge all bands a flat fee of \$100 for a yearly affiliation with the association. Secondly, the members of affiliated bands would be required to pay a yearly Membership levy of \$10 per person. This would make them eligible to play with the band at registered competitions or festivals. Finally, if members want to join the association as a solo player, and not be in an affiliated band they can do so for the same yearly fee of \$10. In line with the current regulations, player levies could be capped at sixty members for large concert bands.

If we apply this example to the Victorian situation there is the opportunity to earn over \$40,000. There are currently 130 bands in the league, at \$100 each that raises \$13,000. In those bands there are approximately 3,500 members. This raises a further \$35,000. In total this is \$48,000. At the present time this would be enough money to pay the Artistic Director and still have a large amount left over for the running of the league.

While this would represent a saving for bands, it does mean an increase in the financial burden upon players. The question is - is \$10 per year per person too much? For most bands and for most people it probably won't result in a large increase in subscription fees. However for those bands with high rent or financial burdens this may be too much to bear. In these cases the Executive Council should take the opportunity to look at each case on its merits and either provide rent support or a discounted player levy.

It should be noted that the \$10 that goes to the league each year is payment on behalf of the player, not the band. That \$10 entitles the member to play with the band at any competitions it attends and all the benefits associated with VBL Membership.

Perhaps the notion of VBL Membership is part of the problem. Members of the bands to which I belong are members of the VBL, but do they understand the benefits of being a member of the VBL? More will be said on this topic in the eight term of reference.

State Government

Last year the VBL applied for several State Government grants to cover the cost of running the VBL. Unfortunately none of our submissions were successful. Part of the problem¹ was not that the applications themselves were below standard but that they were targeted at the wrong areas. The VBL should look at applying to the government in many different areas. Possible options include applying for funding for:

- ?? Operational support
- ?? Technology Upgrades
- ?? Rent assistance
- ?? Music Programme support

Applications need to be lodged with both the Victorian Government and any other relevant department that gives out annual grants to community organisation such as Arts Victoria, Arts21 and so on.

¹ I do not profess to know the full story behind the Government submissions. These comments are based on what I have been told



Furthermore, how many Victorian Members of Parliament actually know that there is an organisation such as the Victorian Bands League? Probably only a couple, and they would be associated in a direct way with band members. The league should undertake a campaign to inform all Victorian MP's of the League's existence, operations, requirements, and urgent need of funding.

Local Government

By themselves local governments would probably not be willing to fund a state-based organisation such as the VBL, most likely saying that it would be a State Government responsibility. However, it is possible to approach local Government for operational support or rent assistance for the VBL offices. Furthermore, all bands should be lobbying their local councils for individual support. Most councils will agree to rent assistance for bands, and all bands should make the effort to apply for such programmes if they are not doing so already. If the local council also has an Arts Council (such as the Monash Arts Council) then apply to them for funding as well.

More importantly, it is important that band executives get to know their local councils and councillors. I have found that dealing with council is much easier when you have actually met them in person and they know your name (and you know theirs!). All bands should be encouraged to meet with members of the local council and council staff so that contacts can be established. It is always handy to know who is the best person to help you in your local council. Furthermore, make the effort to invite members of the local council to a band AGM (if it is not done already). If they come, they can gain a valuable insight into how your band works, and that may make all the difference at funding time.

A further option may be to forge links with the local Chambers of Commerce in Victoria. These organisations often need bands for events and the VBL may be able to assist or alternatively, receive some support from them.

Government Business Enterprises

Both State and Federal government operate Government Business Enterprises (GBE) throughout Victoria in a multitude of different fields. These organisations are being progressively privatised but it may be possible to seek out the ones that are relevant to the VBL and approach them to forge links with the League.

Corporate Sponsorship

Corporate Sponsorship is probably the most difficult form of funding to obtain but it could be a worthwhile option for the League. Recently the League signed *VicHealth* and *Asthma Victoria* as major sponsors for the Australia National Championships through their Active for Life Campaign. These organisations are prime targets to be approached for sponsorship.

The VBL already has ties with the Victorian Returned Services League and the ANZ Bank. The VBL should seek out whether it is possible to obtain any further funding from these organisations.

Other than those organisations who already sponsor the League in some way, the VBL could consider approaching large companies such as airlines, phone companies (especially the new ones who are after exposure), television and radio stations or music companies (that's what we do after all) among others.



However, the issue of naming rights does have a factor here. The league should be careful to maintain its individualism and not be lost in the name of the sponsor. We do not want to become the OPTUS VBL do we?

A final point to remember when considering corporate sponsorship is that sponsors are businesses and will only sponsor the organisation while they feel they are gaining something and can afford to do so. By definition every business has some obligation to society but that will not stop them from trying to make a profit.

Corporate Sponsorship

Century Nova



All bands will receive a letter in the mail outlining the details of this fantastic offer by Century Nova. The letter is included on the next page for your reference only.



Dear Band Secretary,

In recent years, funding for brass and concert bands has become ever more scarce. Government funding has dried up, donations are down and performances don't pay as much as they used to.

We at Century Nova have recognised this problem and have decided to do something about it. Corporate business sponsorship for VBL affiliated brass and concert bands is now a reality!

Century Nova is a Home Shopping Grocery Business based in Dandenong and is proudly owned and run by bandspersons.

The owner of the business is Kevin Morgan, a well-known conductor and adjudicator who has played a part in many top bands over the years.

Our new catalogue, available in early May, comprises over 1100 non-perishable items which will enable bands to set up their own buying group. Many of these products are well known brand names including Uncle Toby's, Nestle, Nescafé and others. All are available at close to major supermarket prices.

Century Nova's sponsorship offer is simple: For each \$5,000 of business placed by your members, supporters and friends, Century Nova will award a **grant to your band of \$1,000** and in addition a further grant of **\$250 to the Victorian Bands League**, your parent organisation.

Interested? Let's look at a practical example.

Let's say you play in a brass band that has twenty-five members and therefore, twenty-five families. These twenty-five families would set up a buying group through your band. If each family could spend as little as \$100 per month (\$25 per week) then that would bring in \$2500 of business to Century Nova. In just two months, your band has earned a grant of \$1000 and \$250 for the VBL.

Of course, these are just a few of the 1100 plus products which Century Nova offers.

Now suppose that you could provide Century Nova with \$5000 of business every two months. Over a year **your band will earn \$6000 and the VBL \$1500.**

If \$100 per month per family seems too much, an estimate for \$50 per month per family will still net a yearly grant of \$3000 for your band and \$750 for the VBL. Don't forget that these products are ones that you would normally buy when you do your grocery shopping. The only difference is that if you buy them from Century Nova, your band and its parent organisation will benefit.

Grants would be paid every time your buying group breaks the \$5000 sales barrier, or approximately every two months according to the above example. It's that easy. In addition, there is no cost involved to your band. Simply place your first order with a registration form and you are on the way to your first grant.

It's simple. The larger your support base the greater the opportunity.

For further details regarding this remarkable opportunity, please contact Kevin Morgan directly on (03) 9793 9199.



Philanthropy Australia Inc.

The Australian Association of Philanthropy, Inc., (3/111 Collins Street, Melbourne, 3000 ph. 9650 9255) was established in 1975 and is the National peak organisation of Grantmakers. Its members are Australia's leading Private, Family and Corporate Trusts and Foundations. Philanthropy Australia is responsible for distributing over \$1 billion dollars to the community, principally in the areas of welfare, health and medical research, education, the environment and the arts.

Services provided include

- ?? Workshops, consultations and sessions for grant seekers
- ?? Comprehensive resources centre and database of national and international funding information.
- ?? Presentations, lectures, and tutorials on all aspects of philanthropy to the community, private and corporate government sectors.
- ?? A directory of over 300 trusts and foundations with summary information for community organisations
- ?? A directory of Australian and International scholarships and awards, fellowships and exchange programs.
- ?? A quarterly magazine highlighting trends in philanthropic funding.

The annual membership fee for Philanthropy Australia is \$500 per year. This entitles the member to most of the above services at a reduced fee. It could be worthwhile for the VBL to look into joining this organisation. The organisation also runs workshops.

Books available include

- ?? The Australian Directory of Philanthropy - \$45
- ?? The Australian Guide to Scholarships and Awards - \$45
- ?? The Philanthropy Journal, 4 issues per year - \$50
- ?? Philanthropic Back Issues - \$10 per issue
- ?? The guide to informed giving - \$50
- ?? Successful submission writing - \$23.

At the very least, the VBL and any band would benefit from owning copies of the Australian Directory of Philanthropy and the Guide to Successful Submission writing. A copy of the fax obtained from Philanthropy Australia, which outlines their services, can be seen in appendix three.

More information about the organisation is available by fax. Please call (03) 9650 9255.

Other Philanthropic Organisations

There are many philanthropic organisations that support community ventures. For example, the Lions Club, Rotary Club, Association for the Blind, Asthma Victoria, and others. The league should consider approaching those organisations where a commonality exists between the League and the organisation. Information from Philanthropy Australia Inc would be invaluable in this task.

Tax Free VBL

Bands and members must be willing to donate to the VBL in order to claim their tax deduction. It may even be possible to raise the level of VBL Levies so that they can be claimed as a tax deduction, although I'm not sure. The tax-free status of the VBL's is one of



our greatest assets when it comes to fundraising. We must continue to strive for donations that are larger than \$2 so that we can generate income and the donations can be claimed as a tax deduction

Fundraising generally

The VBL must set itself an annual fundraising target and come with ideas to determine how that money will be raised before the year begins. If band groups comes into force then it will be possible to use them to do fundraising on behalf of the VBL as mentioned in the first section. If not, the VBL will have to look towards individual bands to help carry the fundraising burden. If each band were to split the profits from one fundraising drive each year with the VBL the target could possibly be reached quite easily.

Committee Action

The VBL must establish a finance committee to deal exclusively with applying for grants from Federal, State and Local Government and from philanthropic sources. Furthermore, the finance committee must review the funding procedures of the VBL with a view to becoming a self-funding organisation. The finance committee must also set the level of fundraising that is to be achieved by the VBL over the forthcoming year and indicate how this target is to be achieved. Finally the Finance committee must take a greater role in supplying an annual budget for the VBL.

Summary

With grants from state government bodies dwindling the VBL must be prepared to become self-funding in the near future. We should no longer have to rely on the Government to support us. In conjunction with increased services, the VBL can afford to charge its members more than it currently does. Where bands are under a heavy financial burden the Executive should grant relief in the form of discounted player levies.

The VBL should begin a public education campaign to education the public and in particular members of parliament of the existence of the VBL, our importance in the community and our need for funding.

The VBL must look towards either corporate sponsorship or philanthropic donations for further funding over and above that supplied by members. Organisations to consider include large companies in fields such as the media, telecommunications, finance, and the arts. The VBL should also consider becoming a member of Philanthropy Australia, Inc. and using its services to educate its members on how to apply for funding. If membership is not a viable option the Australian Directory of Philanthropy and the Guide to Successful Submission writing must be purchased and used to help write the next round of submissions. Furthermore the tax-free nature of the VBL needs to be advertised in a more effective way.

The finance committee should reform the VBL fee structure with a view to becoming self-funding within three to five years. Furthermore, the finance committee must also prepare a fundraising target and indicate how it is to be achieved. Finally the finance committee must prepare annual (or perhaps semiannual budgets) that must be adhered to stop overspending.

A Grants Committee should be established to write the submissions for funding for the government and philanthropic organisations. The members of the committee must be properly trained in this regard



Term of Reference Six

The image of the VBL as seen by member bands, Arts Victoria and other political and community bodies.

Introduction

In recent times many people would argue that the VBL has had an image problem. In particular, many of our own member bands do not seem to be wholly supportive of the organisation. Furthermore, the state government has been reducing our grant over the last couple of years so that in 1998/99 we will receive no support from the Kennett Government. Finally the loss of several concert and brass bands last year has prompted many bands to rethink their affiliation.

The VBL must find a way to convince organisations such as Arts Victoria, local government and state government that we are a valuable part of the community and something that is worth supporting.

Much of the information contained under terms of reference three and seven would suffice to explain how the VBL might change its image as seen by member bands, Arts Victoria, and other political and community bodies.

To summarise them, it involves increasing the level of services available to members from the VBL and creating a public relations strategy. These are outlined in Term of Reference three and Term of Reference seven



Term of Reference Seven

The services offered by the VBL to its members and whether any additions or withdrawals need to be made to them including educational activities run (or sponsored) by the VBL, the State Youth Brass Band, music camps, seminars and reading days etc.

TABLE OF CONTENTS

INTRODUCTION.....	45
EDUCATIONAL SERVICES.....	46
<i>State Youth Brass Band and State Youth Concert Band.....</i>	46
<i>State Brass Band and State Concert Band.....</i>	46
<i>Music Camps.....</i>	46
<i>Conductors Course.....</i>	46
<i>Band Leaders Seminars.....</i>	47
<i>VBL Annual Conference.....</i>	47
GENERAL SERVICES.....	48
<i>Standardised Forms for All Administration Processes.....</i>	48
<i>VBL News.....</i>	49
<i>VBL Internet Site.....</i>	49
<i>Music Database.....</i>	49
<i>Registration Database.....</i>	49
<i>Single Invoices.....</i>	49
CONTRACTED SERVICES.....	50
<i>Music Discounts.....</i>	50
<i>Stationery/Photocopying Services.....</i>	50
<i>Bus Travel.....</i>	50
<i>Musical Hardware.....</i>	50
<i>Uniform Repair, Replacement and Embroidery.....</i>	50
<i>Trophies and Engraving.....</i>	50
<i>Rental Services.....</i>	51
SUMMARY.....	51

Introduction

One of the VBL’s main aims is to provide services for bands which they cannot supply themselves. With this in mind it is important to realise that the VBL is a service-oriented organisation. In recent times, the VBL has provided services such as

- ?? Competition organisation and support
- ?? VBL News
- ?? Music Camps and SYBB
- ?? Centralised registration process
- ?? Centralised bands register

While these services are efficient and work to the VBL’s advantage, many bands still complain that they are paying far too much for too few services. If this is the case a solution may lie in increasing the number of services on offer and streamlining those which are already in place.

What follows are a list of services the VBL should consider implementing. They fall in to three categories: Educational Services, General Services, and Contract Services.



Educational Services

State Youth Brass Band and State Youth Concert Band

Education of our young players should be one of the highest concerns of the VBL. Through our education systems we breed loyal VBL members and have the opportunity to improve band members and the bands to which they belong.

The State Youth Brass Band, currently conducted by Wayne Bowden, is a peak body for young brass musicians in Victoria. There is (as far as I know) no other band like it. All members must be encouraged by the VBL and their bands to apply for entry into this organisation.

Musical Directors have a particular responsibility in this regard as they are the people best qualified to judge if a player would be able to join the SYBB, and therefore best able to encourage members to apply. It should be part of any band Musical Director's contract to encourage members to join on occasion the VBL SYBB or SYCB or both.

Should the area proposal outlined in the first term of reference come into being it may be possible to create regional youth bands that would then feed into the State youth band. This would allow for a higher level of prestige and elitism to be associated with the state band and also allow only the best young musicians to reach the highest level, thereby guaranteeing a high calibre band.

The State Youth Concert Band, formerly conducted by Richard O'Toole is currently defunct. This is a great loss. The VBL should attempt to form another band as soon as is practicable.

The SYBB and SYCB (when reformed) should attempt to put on one major combined concert each year with the aim of earning \$2000 for the VBL. It should not be too difficult for two of the top bands in the state to come together to organise, promote and succeed in such a venture.

State Brass Band and State Concert Band

It was recently suggested to me that the VBL should establish a State Brass Band and State Concert Band. Such a band has several benefits. It would allow members of the the SYBB and SYCB to graduate to another top class band. It would be able to compete in 'A' Grade Championships. It is another possible fundraising or concert possibility. State bands could compete against other state bands at the National Championships. If the youth bands are the crème de la crème of the VBL youth then these bands would be the crème de la crème of the VBL Seniors.

Music Camps

The music camps sponsored and run by the VBL in recent times have become less popular. The reasons for this are perhaps due to lack of appropriate advertising and commitment from bands. If band groups were formed as outlined in the first term of reference, each band group could be responsible for organising and running an annual music camp open to all members of the VBL and school students from their area. In this way it may be possible to run up to 10 music camps each year, with profits being split between the VBL and band groups. Music camps should be subsidised by the VBL to make them as attractive as possible to members.

Conductors Course

ABODA has run a conductor's course in January of each year for the past several years. In 1998, with the price pegged at over \$400 per person for a six day course (full registration)



there were once again too many applicants. The VBL has an opportunity to run its own course at a lower price in order to train its own conductors and their assistants. The course would be open to all VBL conductors and anybody else who is interested. Perhaps we could look at getting a special guest such as Markus Stenz (Melbourne Symphony Orchestra) or Brian Hogg (Local Composer/Conductor) to run the course. If the ABODA course is so popular there is definitely a market to appeal to. Music for the course could be provided by a preferred VBL Music company (Wright's or Music Junction etc) and the band would be made up of the conductors themselves and any observers. I would suggest (like ABODA) three levels of registration: full, concession and observer. Full and concession applicants would be entitled to play with and conduct the band. Observers would be able to play with the band but not conduct.

If the course had 25 conducting registrations at \$250 each and a further 25 observers registrations at \$125 each, the possibility is there to gross \$9375. Of this, perhaps \$2000 would go to the guest conductor, \$1000 to a secondary guest conductor, leaving \$6375 to cover costs. It could possibly be managed to do this for \$4000 for a five or six day course, then the VBL earns over \$2000. The course could easily be done for both brass and concert bands.

Band Leaders Seminars

In each band there are many leaders who contribute to the organisation. The VBL should attempt to organise at least annual seminars for all band executive officers such as Presidents, Secretaries, and Treasurers on topics that would be of interest to them. For example:

- ?? Presidents could attend seminars to teach them how to run a committee meeting; how to lead an organisation; how to focus resources; etc.
- ?? Secretaries and Band Managers could attend seminars to teach them how to manage competition preparation; run a successful concert; take notes at committee meetings; write minutes of meetings; etc.
- ?? Treasurers could attend seminars by members of the accounting profession to explain current accounting issues for bands; how to maintain band accounts; how to set up a financial reporting system; how to budget for a band; etc.
- ?? Librarians could attend a seminar by members of the librarians' profession explaining the common elements of a library; how to establish a good band library; how to maintain a library, etc.

If the courses were run for a nominal cost of \$20 per person with a maximum of 40 people there is the potential to gross \$800 for an afternoon seminar (say 1-4pm). At \$350 for the guest speaker, \$200 for a room reservation and \$50 for refreshments it is possible to earn \$200 per seminar. Obviously, the bigger the seminar, the more opportunity for a larger profit. At five seminars per year, it is possible to earn up to \$1000 for the VBL.

VBL Annual Conference

The VBL should organise an annual weekend conference to bring together all delegates and other interested parties for a free exchange of ideas and seminars on issues facing the VBL. The conference could run from Friday Evening to Sunday evening or perhaps even a Monday evening if it were held over the Labour Day or Queens Birthday Long weekend. A Gala concert could be held on the Friday evening and a dinner dance on the Saturday. Both could feature local VBL bands. VBL Delegates meeting could be held on the Sunday afternoon.



The conference could be used by the Executive Council as a means of ascertaining feedback from VBL Delegates all around the state. Members of the Executive Council would chair seminars, each addressing an individual problem the VBL currently faces. These could be put into motion at the Delegates meeting on Sunday or be expanded and presented to the Executive Council and delegates at a more convenient time.

The conference would not only be for band delegates. It would be open to all members of the banding movement who wish to attend. A good target might 250 conference delegates. This would allow for about 130 from bands and 120 other guests. All delegates would be invited to bring family or other guests.

The cost of the conference is difficult to determine but it could be based on the following. Conference delegates pay a \$25 registration fee (non-refundable). They would then pay a minimal fee for each seminar they wish to attend, say \$5. If there were four seminars being held at any one time it would be possible to have groups of 60 people in each. There would be four seminars in total, three on Saturday and one on Sunday. People would pay an individual fee to attend the gala concert (\$10) on Friday and the dinner dance (\$25) on Saturday. Accommodation would be up to the individual delegate either at the conference venue or near by.

So, based on this example we have a total income, based on 250 conference delegates, of approximately \$20,000. If expenses could be limited to \$15,000, the VBL has made \$5000 in profit.

General Services

Standardised Forms for All Administration Processes

The VBL should revamp its administration procedure to include forms which request more information and are more detailed in their nature. All forms should be printed onto standard A4 or A3 paper, which would allow for easy duplication by bands. This is especially true in the case of competition registration forms, which are difficult to reproduce. Forms to include are:

- | | |
|------------------------------------|---------------------------------------|
| ?? Player Registration Form | ?? Permit Player Application Form |
| ?? Band Registration Form | ?? Declaration of Compliance Form |
| ?? Annual Registration Return | ?? Declaration of Non Compliance Form |
| ?? Competition Entry Form | ?? VBL Election Nomination Form |
| ?? Competition signature form (A3) | ?? Internet Site Application |

Most of these forms currently exist. However, they need to be updated to include more detailed information, especially in the case of player and band registration.

The larger forms, such as the competition signature form, should be transferred onto A3 paper to make them easier for bands to reproduce. Two new forms are present on the above list. The Band registration form would be created to give the VBL detailed information about its member bands. The second new form is the competition entry form. At the present time each competition has its own individual entry form. This is inefficient as the VBL has to send all the forms through the VBL News, and each form is different. If all the details were contained on one single form, it would be much easier for bands to enter competitions. The relevant entry fee and competition closing dates could be published in VBL News and all the band secretary has to do is send it to the VBL.



VBL News

The VBL News should be updated to be produced on A4 size paper or alternatively, on A3 sized paper folded in half. It's major function however, remains the same. It should include the minutes of monthly Executive Council meetings, articles from bands about special events, flyers from bands about their upcoming concerts. In the future the VBL News should be expanded so that it sent to every VBL Member (all 4000 of them) every month.

VBL Internet Site

The VBL has recently established an Internet site. Bands should have the opportunity to provide information about themselves from which the VBL would produce and maintain an Internet site. Alternatively, bands can have links to their own sites placed on the VBL page. A simple form would suffice to create such a site for bands. This would add to the public awareness of the VBL, allowing us to be accessible through the World Wide Web.

Music Database

Have you ever wanted a piece of music that was published in 1967 and is now out of print? Most likely you never have but it would not be difficult for the VBL to set up such a music database. Band Librarians would be required to provide the Title, Composer, Arranger, Publisher and Publish date of all the music in their libraries. This would then be compiled into a central computer register at the VBL office. If a band is searching for a particular piece of music they can find out who might have it by contacting the VBL Office. It would then be up to the band to contact the band and come to an arrangement as to the loan of the music. This would be especially popular for music for occasions such as Christmas and Festivals were many different bands often play the same music.

Registration Database

It is important that the VBL look towards modifying its operations to include the use of technology. The most obvious application of computer technology would be to computerise the registration database. Once completed the VBL would be able to have a far greater degree of control over players at competitions and so forth.

In line with the proposed NSW model, all VBL members should have a photo identification card with a barcode scan line on it to register at competitions, events and so on. This would eventually replace the current competition registration system.

Single Invoices

Many bands have complained from time to time about receiving constant invoices from the VBL. Invoices could be sent twice per year, in January for the preceding six months and in July, for the preceding six months. The invoices should contain all billing items such as player levies, building fund levies, competition payments, VBL stationery payments, permit application payments and so on. All the information could be contained into a comprehensive invoice, which would be sent to bands at the beginning of January, and the beginning of July. The bands would then have 30 days to pay the invoice or be subject to penalty fees.



Contracted Services

Music Discounts

The VBL should establish a contract with a Victorian music distributor to provide discounted music to all VBL bands. The contract would be for a limited period (say 2 years) after which time the service would be put out for tender again. The music houses would be expected to offer at least 10% discount on small orders and larger discounts on larger orders. In return the VBL would direct all its member bands to buy music through that music distributor.

Stationery/Photocopying Services

The VBL could set up an contract with a newsagents chain or large office supplier such as Officeworks it may be possible to receive discounts on stationery and other office items which bands require. Bands often purchase paper for photocopiers and letters, printer cartridges, computer products, office hardware such as photocopiers, and answering machines. If the supplier could offer bands a 10% discount on all these products, then the VBL would direct all bands to purchase their products through that supplier.

A similar agreement could also be arranged with a copy company such as Snap Printing, Kwik Kopy, or the like. If these companies were able to give the VBL and VBL bands discounts on the production or copying of brochures, flyers, newsletters, programmes and other paper items, the VBL would direct all bands to have their bulk copying done through that company.

Bus Travel

The VBL should establish a contract with a bus company to allow VBL bands a minimum of 10% discount on the cost of bus hire. If bands could obtain bus travel at a cheaper rate there is more incentive to travel to regional competitions which is likely to make them more successful. (the band and the competition)

There are scores of bus companies in Melbourne who would love to establish such a contract. It would be a lucrative deal for the Bus Company. If just thirty bands use their services throughout the year, they would be able to increase their sales by tens of thousands of dollars.

Musical Hardware

Bands are in the business of making music. To make music, bands need instruments. The VBL should establish an agreement with a music dealership for the sale of musical instruments to VBL bands at discounted rates. It may be necessary to set up several agreements as no particular company sells everything.

Uniform Repair, Replacement and Embroidery

To look their best bands need uniforms that are in good condition. This means that occasionally they need repair or upgrading. The VBL should seek to establish a contract with a uniform company so that bands can receive discounts on uniform repair, upgrading or replacement.

Trophies and Engraving

Perhaps more of a service for the VBL rather than individual bands, the VBL could seek to set up a contract with a trophy and engraving company so that the VBL and bands could receive discounts on new trophies, engraving and uniform badges.



Rental Services

Perhaps the VBL could set up an agreement with the Returned Services League (who are great supporters of bands and the league) so that bands can use local RSL Clubs for meetings, or in extreme cases, rehearsals. Most RSL Clubs are quite willing to help in this regard, but a formal agreement may help establish a dialogue on this matter.

Summary

The VBL must strive to increase the level of service that it provides its members. We will only maintain the bands that we have if we give them a reason to pay their fees and belong to the VBL.

In terms of educational services we must offer our members the highest level of musical education possible. The SYBB needs to be maintained and encouraged to grow, while the SYCB needs to be reformed in the future. We should look to providing high quality music camps, seminars for band executives, which are run by the appropriate professionals, and holding an annual VBL conference and conductors course.

Our general services to bands should include streamlined forms for all bands, a more detailed VBL News, an Internet site upon which all bands can have an Internet homepage, a music database and a detailed player registration database and finally a streamlined invoice and revenue collection procedure.

The VBL also needs to offer contract services to all bands as part of their membership. A new idea for the VBL this would include negotiating contracts with firms to gain discounts upon music, stationery, photocopying, bus travel, musical hardware and hardware in general, uniform repair and embroidery, trophies and engraving and rental services.



Term of Reference Eight

Increasing the number of bands within the VBL, and retaining bands which are already members.

TABLE OF CONTENTS

INTRODUCTION.....	52
RETAINING OUR MEMBERS.....	53
<i>Value for Money</i>	53
INCREASING THE NUMBER OF BANDS IN THE VBL.....	53
<i>Create a Starter Kit</i>	53

Introduction

Recently, the VBL has lost several member bands. This has hit the league hard because it has forced other bands to reassess their VBL affiliation. The VBL, as a business or coordinating body, is there to serve its member bands and their members. Throughout this report, we have continually mentioned new services the VBL could offer, new ways of continuing older services, and other methods by which the VBL could serve its members.

As it stands, the challenge is to retain all the members that we have and try to coax those who have left to return to the fold.



Retaining our Members

Many of the ideas that we would be useful to look at in this section have already been discussed in other areas. See especially Term of Reference 7

Value for Money

If we examine why bands have decided to leave the league in the last two years, most would say that it is because they pay too much and receive too little. This is an area of concern. All VBL bands pay between \$100 and \$350 per year as an affiliation fee. What does this fee get them?

- ?? A subscription to the VBL News
- ?? The opportunity to play in VBL sponsored competitions
- ?? The opportunity to be represented on the Executive Council
- ?? The opportunity to be represented at Quarterly Delegates meetings.

When you look at it, this is not really much. This fact is the problem with VBL membership. On top of this, all members are required to pay a yearly membership levy of \$5. What does this entitle these members to?

- ?? The opportunity to play with affiliated bands at VBL sponsored competitions.

And that is all.

Clearly, the VBL must look at ways of increasing the services available to its members without a huge increase in costs. Some increase would be acceptable if the increase could be justified via increased services putting extra financial strain upon the league.

Term of reference seven offers practical solutions and services that the VBL may be able to obtain for its members.

Increasing the Number of Bands in the VBL

The following are ideas that may be used to increase the number of bands in the VBL.

Create a Starter Kit

The reasons why many small businesses fail is due to lack of thought out and well considered planning. The same applies to bands. Many new bands fail because they simply do not realise what it takes to set up, run, and manage a band.

The VBL could create, with input from member bands, a starter kit, that explains:

- ?? How to set up a band
- ?? How to create a band constitution
- ?? How to register players and the band with the VBL
- ?? Services the VBL offers to help bands
- ?? How to incorporate the band or band organisation
- ?? How to go about applying for council grants
- ?? How to fundraise successfully
- ?? How to find performance opportunities and other work

This starter kit would then have to be made available to anyone who is considering starting a band, or even to all existing bands as a reference on how they may be set up or how they may change their organisation to be more effective.



Term of Reference Nine

Methods of ascertaining the needs of VBL members and their communities to make the VBL relevant to its members and other interacting parties including increased liaison with music educators and schools, colleges and universities etc.

Introduction

The easiest way to determine the needs and concerns of VBL members is simply to ask them.

Member Survey

The VBL should design (using proper design principles) a survey for all its members to complete. It should try to determine what band members want, need, or expect from the VBL. It should also try and determine what they expect to pay for these services.

Band Survey

The VBL should create a survey like the one for members but this time to be answered by the Secretary, President, or band committee on behalf of the band. This should try and determine what bands want, need or expect from the VBL. It should also try and determine what they expect to pay for these services. This survey should be carried out once each year, perhaps in conjunction with annual registration. Incorporated into this survey should also be some measures to assess what the bands think of the VBL's current performance, and what they might do to improve it.

VBL Think Tank

It would be possible, once area groups are established or even before, to hold various VBL think tanks to try and address some of these problems and other broader issues facing the VBL. Under the direction of the Executive Council, Bands 2000 Committee or another ancillary committee, think tanks would provide invaluable information from bands as to what they think of the VBL, its problems, and how it could be improved.



APPENDIX ONE

Proposed Band Groups

The proposed Band Groups are listed on the next two pages. These band groups do not take into account existing band groups; they are simply divided into areas where bands are relatively close to each other. The listings are based on the location of the band as detailed in the current VBL listing. This *may not be entirely accurate* as some bands may have listed the address of their secretary and that may not be in the same area as the band's location. There are 60 metropolitan bands and 64 country bands split into ten groups. No group contains more than 16 bands. If this is thought to be too large, there is the possibility to reduce the number of bands in each group. It should be remembered however, that this may also increase the size of the Executive Council, and that many bands in each group are junior/school bands that do not play a large part in the running of the VBL through Delegates meetings etc.



METROPOLITAN BAND GROUPS

SOUTH EASTERN BANDS GROUP		EASTERN BANDS GROUP	
BAND	LOCATION	BAND	LOCATION
<i>Bayside City Brass</i>	Brighton	<i>Blackburn High School</i>	Blackburn
<i>R&S.L. Band - HQ BAND</i>	Cranbourne	<i>Glen Eira Band</i>	Blackburn
<i>Dandenong, City of Greater</i>	Dandenong	<i>Box Hill City</i>	Box Hill
<i>Wesley College Elsternwick</i>	Elsternwick	<i>Croydon Citizens Brass</i>	Croydon
<i>Frankston City of</i>	Frankston	<i>Croydon Sec. College</i>	Croydon
<i>Wesley College Glen Waverley</i>	Glen Waverley	<i>Croydon Wind Symphony</i>	Croydon
<i>Haileybury College</i>	Keysborough	<i>Lilydale Adventist Academy</i>	Lilydale
<i>Kooweerup Sec. College</i>	Kooweerup	<i>Advent Brass</i>	Nunawading
<i>Malvern Municipal</i>	Malvern	<i>Nunawading Advent College</i>	Nunawading
<i>Moorabbin City of</i>	Moorabbin	<i>Wesley College Prahran</i>	Prahran
<i>Southern Area Concert</i>	Moorabbin	<i>Ringwood, City of</i>	Ringwood
<i>Mornington Youth Citizens</i>	Mornington	<i>Melbourne Grammar</i>	South Yarra
<i>Mazenod College</i>	Mulgrave	<i>Vermont Secondary College</i>	Vermont
<i>Mazenod College</i>	Mulgrave	<i>Wantirna Secondary College</i>	Wantirna
<i>Wellington Sec College</i>	Mulgrave	<i>Wantirna Secondary College</i>	Wantirna
<i>Oakleigh Brass</i>	Oakleigh	<i>Bell Post Hill Concert</i>	Wattle Park
TOTAL(OPEN/JUNIOR)	8/8	TOTAL(OPEN/JUNIOR)	7/9

NORTHERN BANDS GROUP		WESTERN BANDS GROUP	
BAND	LOCATION	BAND	LOCATION
<i>Parade College</i>	Bundoora	<i>Hyde Street Youth</i>	Ardeer
<i>Eltham Concert</i>	Eltham	<i>Brunswick City</i>	Brunswick
<i>Eltham High School</i>	Eltham	<i>Lowther Hall Anglican</i>	Essendon
<i>Eltham High School</i>	Eltham	<i>Mooney Valley, City Of</i>	Essendon
<i>Diamond Valley Brass</i>	Greensborough	<i>Footscray Yarraville City</i>	Footscray
<i>Hawthorn Brass</i>	Hawthorn	<i>Western Region Concert</i>	Footscray
<i>Hawthorn Brass</i>	Hawthorn	<i>Bayside Brass Geelong</i>	Geelong
<i>Heidelberg Brass</i>	Heidelberg	<i>Geelong Memorial Brass</i>	Geelong
<i>Heidelberg Brass</i>	Heidelberg	<i>Geelong West City</i>	Geelong
<i>Darebin Brass Youth</i>	Ivanhoe	<i>The Grange Sec College</i>	Hprs Crossing
<i>Darebin City Brass</i>	Ivanhoe	<i>Penleigh & Essendon Grammar</i>	Niddrie
<i>Carey Baptist Grammar School</i>	Kew	<i>Sunbury Downs Sec College</i>	Sunbury
<i>Kew Band</i>	Kew	<i>Sunshine City</i>	Sunshine
<i>Kew Brass and Kew Youth</i>	Kew	<i>Winchelsea Concert</i>	Winchelsea
<i>Kew Brass and Kew Youth</i>	Kew		
<i>Methodist Ladies College</i>	Kew		
TOTAL(OPEN/JUNIOR)	9/7	TOTAL(OPEN/JUNIOR)	9/5



COUNTRY BAND GROUPS

BENDIGO BANDS GROUP INC		GIPPSLAND BANDS GROUP	
BAND	LOCATION	BAND	LOCATION
<i>Bendigo & District Concert Band</i>	Bendigo	<i>Leongatha Concert</i>	Leongatha
<i>Bendigo Combined Schools</i>	Bendigo	<i>South Gippsland Shire Brass</i>	Leongatha
<i>Bendigo Youth Symphonic</i>	Bendigo	<i>Maffra Municipal</i>	Maffra
<i>Bendigo, City of</i>	Bendigo	<i>Morwell Citizens</i>	Morwell
<i>Bendigo, City of</i>	Bendigo	<i>Sale City</i>	Sale
<i>Eaglehawk Citizens</i>	Bendigo	<i>Traralgon City of</i>	Traralgon
<i>Greater Bendigo Brass</i>	Bendigo	<i>Traralgon City of</i>	Traralgon
<i>Greater Bendigo Brass</i>	Bendigo	<i>St. Paul's Anglican Grammar</i>	Warragul
<i>Marist Brothers</i>	Bendigo	<i>Warragul Municipal</i>	Warragul
<i>Marong Municipal</i>	Bendigo	<i>Warragul Municipal</i>	Warragul
<i>Thompson's Foundry</i>	Castlemaine	<i>Wonthaggi Citizens</i>	Wonthaggi
<i>Dunolly Citizens</i>	Dunolly	<i>Wonthaggi Citizens</i>	Wonthaggi
<i>Kyneton Municipal</i>	Kyneton		
<i>Maldon Brass Band</i>	Maldon		
<i>Maryborough City</i>	Maryborough		
<i>Maryborough Regional College</i>	Maryborough		
TOTAL(OPEN/JUNIOR)	11/5	TOTAL(OPEN/JUNIOR)	11/1

MIDLANDS BANDS GROUP		NORTH EASTERN BANDS GROUP	
BAND	LOCATION	BAND	LOCATION
<i>Ararat City</i>	Ararat	<i>Benalla Rose City Concert</i>	Benalla
<i>Ararat Secondary College</i>	Ararat	<i>Moira Brass</i>	Cobram
<i>Ballarat and Clarendon College</i>	Ballarat	<i>Corowa Border District</i>	Corowa (NSW)
<i>Ballarat City of</i>	Ballarat	<i>Deniliquin Municipal Band</i>	Deniliquin (NSW)
<i>Ballarat High School</i>	Ballarat	<i>Echuca Federal</i>	Echuca
<i>Loreto College</i>	Ballarat	<i>Rushworth Citizens</i>	Rushworth
<i>St. Patrick's College</i>	Ballarat	<i>Mitchell Concert Band</i>	Seymour
<i>Beaufort Municipal</i>	Beaufort	<i>Shepparton Brass</i>	Shepparton
<i>Creswick Municipal</i>	Creswick	<i>Wodonga Citizens</i>	Wodonga
<i>Daylesford & District Municipal</i>	Daylesford		
<i>Stawell City Brass</i>	Stawell		
<i>Haddon Community</i>	Wendouree		
TOTAL(OPEN/JUNIOR)	7/5	TOTAL(OPEN/JUNIOR)	9/0



<i>SOUTH WESTERN BANDS GROUP</i>		<i>WIMMERA BANDS GROUP</i>	
<i>BAND</i>	<i>LOCATION</i>	<i>BAND</i>	<i>LOCATION</i>
<i>Camperdown Fire Brigade</i>	Camperdown	<i>Nhill-Dimboola Band</i>	Dimboola
<i>Colac City</i>	Colac	<i>Horsham City</i>	Horsham
<i>Baimbridge College</i>	Hamilton	<i>Mildura District</i>	Mildura
<i>Hamilton City</i>	Hamilton	<i>Coromby Brass</i>	Murtoa
<i>Lake Bolac District Schools</i>	Lake Bolac	<i>Natimuk Brass</i>	Natimuk
<i>Port Fairy Citizens</i>	Port fairy	<i>Ouyen and District</i>	Ouyen
<i>Portland Citizens</i>	Portland	<i>St. Arnaud Citizens</i>	St Arnaud
<i>Warrnambool City</i>	Warrnambool	<i>Warracknabeal & District</i>	Warracknabeal
<i>Warrnambool College</i>	Warrnambool		
<i>TOTAL(OPEN/JUNIOR)</i>	<i>6/3</i>	<i>TOTAL(OPEN/JUNIOR)</i>	<i>8/0</i>



Appendix Two

Philanthropy Australia

What follows is a copy of a fax sent to me by Philanthropy Australia outlining their services and products.



Index

A

Adjudicator; 41
Administration; 15, 22, 45, 48
 Forms; 8, 45, 48, 51
 invoices; 49
 Invoices; 45, 49
Ancillary Committee; 6, 10, 11, 13, 17, 20, 21, 54
ANZAC; 28, 34
Area Committee; 6, 10, 14, 17, 18, 19, 20, 25, 26, 30
Area Delegate; 6, 7, 14, 17, 18, 20, 24, 27, 30
Artistic Director; 7, 13, 24, 25, 27, 32, 33, 38
Arts Victoria; 5, 24, 38, 44
Arts21; 38
Awards; 41

B

Band Groups; 6, 10, 13, 14, 15, 16, 17, 20, 24, 33, 43, 46, 55
Band Secretary; 24, 27, 41, 48, 54, 55
Bands; 5, 6, 7, 8, 9, 11, 13, 14, 15, 16, 17, 18, 20, 21, 22, 23, 24, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58

C

Community; 5, 6, 7, 8, 13, 14, 18, 20, 22, 28, 29, 30, 31, 32, 38, 42, 43, 44, 54, 57
Community Contacts Database; 7, 28, 29, 31
Competition; 32, 34, 35, 45, 48
Concert; 10, 16, 32, 33, 46, 56, 57
Conductor; 41, 46, 47
Conductors Course; 8, 45, 46, 51
Conference; 8, 26, 27, 47, 48, 51
 Annual; 45, 47
Corporate Sponsorship; 8, 36, 39, 40, 43
 Century Nova; 36, 40, 41

D

Delegate; 6, 7, 14, 17, 18, 19, 20, 24, 27, 34, 48
Delegates Meeting; 13, 17, 34, 53
Discount
 Music; 45, 50
Drill Advisory Board; 7, 13, 18, 21, 26, 27
Drum Major; 21, 27

E

Education; 7, 8, 11, 24, 27, 29, 42, 43, 46, 51
Events Committee; 7, 10, 18, 24, 25, 32, 33, 35
Executive Council; 6, 7, 11, 13, 14, 15, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 29, 30, 38, 48, 49, 53, 54, 55

F

Fee Structure; 36, 38
Finance; 7, 8, 10, 11, 18, 19, 21, 24, 25, 26, 27, 31, 43

Finance Committee; 8, 18, 19, 24, 26, 43
Funding; 5, 7, 8, 15, 17, 18, 26, 36, 37, 38, 39, 41, 42, 43
 Self Funding Challenge; 36, 37
Fundraising; 5, 6, 8, 10, 14, 15, 16, 17, 18, 20, 26, 34, 36, 37, 43, 46

G

Government; 7, 15, 18, 36, 37, 38, 39, 41, 43, 44
 Business Enterprise; 36, 39
 Local; 18, 36, 39, 43
 Parliament; 28, 30, 39
 State; 15, 36, 37, 38, 39
Grants Committee; 8, 43

H

Hardware
 Instruments; 50
Head Office; 6, 10, 11, 12, 13, 14, 17, 20, 22
Hierarchy; 11, 12

I

Image; 5, 28, 29
 Visibility; 28, 30

M

Management; 6, 10, 11, 12, 13, 14, 17, 18, 21, 22, 23, 24, 27, 32
 Franchise Model; 6, 14, 20
Management by Objectives; 6, 13, 21, 22, 23, 27
Members; 5, 7, 8, 9, 11, 13, 14, 15, 16, 17, 19, 21, 26, 27, 33, 34, 35, 37, 38, 39, 41, 42, 43, 44, 45, 46, 47, 48, 49, 51, 52, 53, 54
Members of the VBL; 21, 26, 34, 38, 39, 48, 52, 53
Music; 10, 13, 18, 21, 26, 38, 45, 46, 47, 49, 50
Music Advisory Board; 7, 13, 18, 21, 24, 26, 27
Music and Drill Advisory Committee; 10, 18
Music Camp; 46
Music database; 8, 49, 51
Music Database; 45, 49

P

Permit Rules; 10, 16
Philanthropy; 5, 8, 36, 42, 43, 59
 Philanthropy Australia; 8, 36, 42, 43, 59
Photocopying Services; 8, 45, 50, 51
Public Relations; 7, 8, 10, 11, 18, 23, 24, 25, 27, 28, 29, 30, 31, 44

Q

Qualitative; 23
Qualitative Review Process; 23
Quantitative Review Process; 23

R

Registration; 8, 11, 24, 35, 41, 45, 46, 48, 49, 51, 54



Registration Database; 8, 45, 49, 51
Rent; 38
Rental Services; 8, 45, 51
Restructuring; 6, 10, 12, 17, 20
Returned Services League; 29, 39, 51
Role of...; 6, 7, 14, 15, 17, 18, 21, 22, 24, 26, 27,
35, 43

S

Schools Awareness Programme; 28, 30
Seminar; 47, 48
Services; 39, 42, 45, 46, 48, 50, 51, 53
 Contract; 45
 Educaional; 24, 45, 46
 General; 45, 48
Starter Kit; 8, 9, 52, 53
State Brass Band; 45, 46
State Concert Band; 45, 46
State Youth Brass Band; 5, 8, 24, 45, 46, 51
State Youth Concert Band; 8, 45, 46, 51
Stationery; 8, 45, 49, 50, 51
Survey; 54

T

Tax Free; 42
Tax Free VBL; 36, 42
Technology; 38, 49
Term of Reference; 11, 17, 18, 21, 25, 28, 38, 46,
53
Think Tank; 9, 54

U

Uniform; 8, 45, 50, 51

Embroidery; 45, 50

V

VBL; 39, 41
As a Business; 10, 11, 39, 41
Officers
 Artistic Director; 7, 13, 24, 25, 27, 32, 33,
 38
 Minute Secretary; 7, 24, 27
 President; 7, 13, 18, 24, 25, 27, 29, 30, 31,
 33, 35, 54
 Registrar; 24
 Vice President; 7, 18, 24, 25, 27, 29, 30,
 31, 33, 35
 Vice President (Education); 7, 24, 27
 Vice President (Events); 7, 18, 24, 27, 33
 Vice President (Finance); 7, 18, 24, 27
 Vice President (Membership); 7, 24, 27, 30
 Vice President (Public Relations); 7, 18,
 24, 27, 29, 30, 31
VBL Constitution; 13, 14, 22, 32, 35
VBL Delegate; 6, 7, 13, 14, 17, 19, 20, 21, 24,
26, 27, 47, 48
VBL Internet Site; 45, 49
VBL Logo; 7, 28, 30, 31
VBL News; 6, 8, 14, 20, 23, 24, 26, 45, 48, 49,
51, 53
Vice President; 6, 14, 18, 20, 26, 29
Victoria; 5, 6, 11, 12, 22, 23, 24, 27, 28, 30, 33,
37, 38, 39, 42, 44, 46
Victorian Bands Week; 28, 30