



# **Victorian Bands' League 2002–03 Strategic Plan**



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# From the President

It is with great pleasure and a sense of excitement that I am able to present to you the Victorian Bands' League 2002–03 Strategic Plan.

Work on this document began in July 2001 and is the result of many hours of deliberation by our Policy and Planning committee and Executive Council with input from a many Delegates. The result marks the first time that the Victorian Bands' League has produced such a document and gives our organisation a clear guide for the future

The Victorian Bands' League 2002–03 Strategic Plan builds upon the work that was undertaken as part of *Bands Towards 2000*, which set out many ideas that the League may use to improve its services. While not every idea has been taken up, several have been further developed and refined to become part of this plan. In future years, *Bands Towards 2000* will continue to be an influence on our planning activities as there are still many ideas which will be of use to the banding community.

It is my hope that members of the Victorian Bands League will assist the League in achieving its aims and objectives throughout 2002–03 by playing an active role in the implementation of this strategic

plan. What is set out in this document is not a small task, but one which I think we are fully capable of achieving. With the help of our members, supporters and volunteers, the implementation of this plan may well become the first step towards a more vibrant and responsive organisation which will benefit our members, organisation and community music enormously.

I hope you find the Victorian Bands' League 2002–03 Strategic Plan of interest and I look forward to working with the Executive Council, Delegates, sub-committees and member bands in its implementation.

**David Billimoria**  
President



# Why do we need a plan?

The Victorian Bands' League needs a strategic plan for several important reasons:

## **To effectively articulate what the Victorian Bands' League does and will do.**

The Victorian Bands' League undertakes many different activities for the benefit of brass and concert bands in Victoria. These include organising contests, managing player registrations, providing services to our members by organising events, holding meetings and managing the Victorian State Youth Brass Band to name a few. However, the League has never explicitly stated what it does, and what it will do during the course of a year in the context of our objectives and goals. As a result, the Victorian Bands' League has tended to be reactive rather than proactive in its management.

This strategic plan will assist us to define what it is the League will do, develop strategies to define how it will undertake its activities and be proactive in the planning and management of its activities to provide a greater chance of success.

## **To set out objectives which the Victorian Bands' League aims to achieve.**

Our objectives are focussed on both the short-term and long-term and provide the organisation with direction and purpose. Clearly articulated objectives will ensure that we continue to work towards meeting the needs of our members and ensure that our activities are effectively aligned with our objectives and serve the interests of our members.

## **To encourage participation from our members.**

The members of the Victorian Bands' League, the brass and concert bands of Victoria, are the lifeblood of our organisation. This plan provides a framework for bands to become more involved in the League and encourages participation by members by articulating how we are going to serve the needs of our members and how they can become involved.

## **To be accountable to our members**

The most common question asked of the Victorian Bands' League by community bands and musicians is "What do you do for our band?" A strategic plan provides an answer to this question. In this document, the Victorian Bands' League has outlined its aims and objectives and how it will work towards achieving those aims and objectives in the year ahead through the strategies outlined in this plan. As a result, the Victorian Bands' League will become more accountable to its members.



# Our aims and objectives

Our aim is:

**To provide opportunities for brass and concert bands to achieve their objectives through a wide range of services**

Our objectives are to:

- encourage brass and concert bands to attain the highest possible standard in their activities
- advance the common interests of brass and concert bands
- provide and promote events offering entertainment to the community
- encourage people of all ages to participate in community music
- liaise and work with other organisations to promote community music
- encourage member bands to become involved in the management and activities of the Victorian Bands' League.

## Achieving our objectives

The Victorian Bands' League will work towards achieving its objectives through the strategies that are set out in this document. Each strategy addresses an issue of importance to the League's activities and members and can be linked to one or more of our objectives:

### ***Objective 1 – Encourage brass and concert bands in Victoria to attain the highest possible standard in their activities***

Through encouraging brass and concert bands in Victoria to attain the highest possible standard in their activities actively allows the Victorian Bands' League to participate in developing community banding across the state. The Victorian Bands' League is in a position to offer specialised services and support to brass and concert bands to assist in the development of their musicians and ensembles. This support will be provided through:

- **Youth strategy**
- **Recognition Strategy**
- **Competition Strategy**
- **Music Development Strategy**
- **Band Development Strategy**
- **Marching Development Strategy**

### ***Objective 2 – Advance the common interests of brass and concert bands in Victoria***

As a state governing body, the Victorian Bands' League has a responsibility to advance the common interests of brass and concert bands in Victoria. We recognise these common interests through our ongoing discussions with bands, through our regular Delegates and Executive Council meetings and through specific requests made by our members. Common interests can include everything from the development of specific services, to lobbying government and councils and providing performance opportunities for our members. Common interests of our members will be advanced through:

- **Youth Strategy**
- **Communication Strategy**
- **Music Development Strategy**
- **Band Development Strategy**
- **Marching Strategy**
- **Organisational Governance**

### ***Objective 3 – Provide and promote events offering entertainment to the community***

Events are one of the primary activities of the Victorian Bands' League. In 2002–03, we will continue to stage events with a focus on providing cultural entertainment to the community and opportunities for our members to perform. We will do this through:

- **Communication Strategy**
- **Contest Strategy**
- **Music Development Strategy**
- **Marching Strategy**

### ***Objective 4 – Encourage people of all ages to participate in community music in Victoria***

In any voluntary organisation, participation is one of the keys to success. As a state governing body, the Victorian Bands' League will continue to encourage people of all ages to participate in community music in Victoria. This will actively assist brass and concert bands in their development and ensure the long term future of community banding. We will do this through:

- **Communication Strategy**
- **Recognition Strategy**
- **Youth Strategy**

### ***Objective 5 – Liaise and work with other organisations to promote community music in Victoria***

As a community music organisation, the Victorian Bands' League needs to foster relationships with other similar musical organisations with the aim of promoting community music in Victoria. In many cases, there are opportunities to develop joint programs and improve existing activities and events for the benefit of all.

In 2002–03, the Victorian Bands' League will work towards achieving this objective through:

- **Communication Strategy**
- **Contest Strategy**
- **Music Development Strategy**
- **Organisational Governance**

### ***Objective 6 – encourage member bands to become involved in the management and activities of the Victorian Bands' League.***

One of the reasons for developing a strategic plan is to encourage greater participation in the management and activities of the Victorian Bands' League by our member bands. We will do this through:

- **Youth Strategy**
- **Communication Strategy**
- **Recognition Strategy**
- **Contest Strategy**
- **Band Development Strategy**
- **Organisational Governance**

## **Our Strategies**

The Victorian Bands' League exists in a difficult and sometimes turbulent environment where it must work to benefit a variety of stakeholders including community brass and concert bands, individual musicians, band groups, various advisory boards, the National Band Council of Australia, other community music organisations and the Victorian Bands' League itself.

The benefits we provide as an organisation to these stakeholders are most often the result of the hard work of volunteers operating on small budgets and giving much of their own time to complete the work that is required.

As part of this plan, the League has developed eight specific strategies which encompass a broad range of our activities. These strategies will be the focus of our activities in 2002–03.

However, none of the strategies can be taken alone. They all work together, offering an integrated set of services that we aim to provide to our members.

As a result, their achievement requires the co-operation and dedication of a wide variety of people operating as Delegates, in individual bands and serving the banding community through the Executive Council, Delegates Committee, Music and Drill Advisory Boards and Victorian State Youth Brass Band.



# Youth Strategy

The Victorian Bands' League Youth Strategy aims to provide services to benefit young musicians in Victoria's community brass and concert bands and in the many concert bands and ensembles within the school system. In doing so, the strategy contributes to the objectives of the Victorian Bands' League to:

- encourages brass and concert bands to attain the highest possible standard in their activities
- advances the common interests of brass and concert bands
- encourages people of all ages to participate in community music
- encourages member bands to become involved in the management and activities of the Victorian Bands' League.

The strategy has two components.

## *Youth Council*

The Victorian Bands' League Youth Council is a new initiative designed to provide a forum for young people up to twenty-five years of age with an opportunity to be more actively involved in the banding movement by

- Contributing to the development of VBL policy by providing advice to the Executive Council specifically in regard to youth
- Developing events specifically for youth associated with community banding
- Developing leadership skills and knowledge about community banding

There are many young people in our bands who have the necessary talent to not only become great musicians, but also to become great leaders in community banding. This initiative aims to encourage those young people to become involved, learn and grow as leaders of the future by providing a friendly learning environment in which to test new ideas and skills.

## **How it will work**

It is anticipated that members of the Youth Council

will be drawn from brass and concert bands across the state. All its members will be under twenty-five years of age and will be appointed on an annual basis by the Executive Council, based on nominations from bands or individuals. The Youth Council will serve for one year, but members will be able to serve for up to three consecutive years. In order to ensure that as many bands as possible can be represented, no more than two members of any one band may be members, but the Executive will give preference to choosing a group of people that represent as many bands as possible. The chair of the Youth Council will be appointed by the Executive Council.

It is anticipated the council will meet at least four times per year, however the council itself may choose to meet more regularly in order to accomplish its goals.

The Youth Council will develop its goals based on broad directions from the Executive Council and it is anticipated that it will stage at least one event specifically targeted toward young musicians in Victoria in its first year of operation.

Other functions of the council may include

- Providing feedback and advice to the Executive Council on the impact of Executive Council decisions on young musicians and band members
- Developing and implementing plans to communicate the benefits of the Victorian Bands' League to young musicians around Victoria

The development of this initiative represents an important first step in targeting VBL activities towards young people. As a new initiative it provides an opportunity for young people to become more involved in community banding and develop their skills as leaders of the future. Ultimately, these young leaders will undoubtedly rise to leadership positions within their own bands and provide for a strong future for community banding.

### ***The Victorian State Youth Brass Band***

The Victorian State Youth Brass Band has established itself over the last two decades as a premier brass band, performing high calibre works and educating its members in the art of brass music. It routinely rehearses once a month and has a membership ranging in age from as young as twelve years to twenty-five years.

The Victorian State Youth Brass Band regularly undertakes band camps and tours around Australia, as well as performances at major events such as the Melbourne Flower and Garden Show and the AFL Grand Final Parade. The band does not compete and ensures that when players are required for performances by their own bands, that they are available.

As part of the Victorian Bands' League Youth Strategy, the Victorian State Youth Brass Band has an important role to play in the development of young musicians and future leaders in the banding community.

The Victorian State Youth Band will continue to train young musicians in all aspects of musicianship and marching through their rehearsals, camps and activities throughout 2002–03. In addition, the Victorian State Youth Brass Band will continue to be a vehicle by which the Victorian Bands' League can promote brass band music to local communities across the state.



# Communication Strategy

The aim of the Victorian Bands' League Communication strategy is to provide greater opportunities for the Victorian Bands' League to inform its member bands and individual musicians about its activities and promote the message of our sponsors and advertisers where appropriate. In doing so, the strategy contributes to the objectives of the Victorian Bands' League to:

- advance the common interests of brass and concert bands
- provide and promote events offering entertainment to the community
- encourage people of all ages to participate in community music
- liaise and work with other organisations to promote community music
- encourage member bands to become involved in the management and activities of the Victorian Bands' League

The communication strategy has five key components

## *The VBL News*

The VBL news has been the main means by which the League has provided news to its members for over two decades. However, in recent years its usefulness has been undermined by having fewer articles and advertisements due to reasons including increased costs and lack of a full time editor. In addition, while the Victorian Bands' League News is sent to every affiliated band, there is no way of knowing how many individual band members actually read it, or the opportunity to do so. In many cases, it is these people who will benefit most from the information.

In 2002, the VBL News will be redeveloped to provide a new more appealing format and a greater emphasis will be given to providing articles about Victorian Bands' League activities and the activities of our members, supporters, friends and sponsors. This will be accomplished by:

- redesigning the publication to provide a cleaner and more readable format

- appointing a member of the Executive Council as Editor, this person to be responsible for managing Victorian Bands' League news content and sourcing articles and advertising
- continuing to provide free advertising for any Victorian Bands' League registered band to advertise their activities, concerts or events to all bands in Victoria
- providing advertising at preferential rates to other community music organisations to advertise events or performances which may be of interest to Victorian Bands' League member bands and individual musicians
- sourcing advertising from a wider range of advertisers in order to advertise a wider range of services that bands may find useful
- gathering feedback on the usefulness of the publication and the readership it generates.

## *www.vbl.org.au*

The Victorian Bands' League website was a significant initiative that was implemented in 2001 and is receiving considerable attention from Victorian Bands' League members. During 2002, the site will be further developed to include a greater variety of information that will be of use to member bands. This will include

- a site that will become the first port of call for musicians and bands seeking information about the Victorian Bands' League, its activities or its members
- as part of the Victorian Bands' League website, a website for all member bands or a link to member bands' websites
- all VBL forms being available for download
- all VBL rules, regulations, policies and bylaws
- all minutes of Executive Council and Delegates Meetings
- all editions of VBL News and other publications
- all contest results
- an up-to-date news service that provides information about Victorian Bands' League activities

The Victorian Bands' League website represents a significant improvement in the ability of the Victorian Bands' League to communicate important news and information to its members and provides another avenue for members, musicians, friends and supporters to access our organisation.

### ***Advertising Material for bands***

As a new initiative, the Victorian Bands' League will produce a number of flyers, brochures and information sheets about community brass and concert bands and community music in general which will be available for bands to use in their advertising to the community. The information provided will be generic and allow for each band to insert its contact details on the advertising material and thus have a ready made means of advertising to the public. Advertising material might include:

- a range of brochures about community bands and their activities
- a range of flyers in various sizes that can be used to attract people into community music and advertise the individual bands
- training for bands in promotion of events, preparing media releases and working with the media.

In developing and professionally producing these materials on attractive paper stocks, the Victorian Bands' League is providing a significant benefit to community bands who will be able to use the materials to lower their own advertising costs and have access to a wider range of promotional materials

### ***Media Releases***

With a raft of new activities proposed in this plan, major events planned throughout the year and the usual array of contests, concerts and festivals, there is a strong need for the Victorian Bands' League to advertise its activities and the activities of its members to the media and the community.

As a result, the Victorian Bands' League will develop a media release system to advertise its

own activities and that of its members. Media releases will be distributed electronically and by fax to relevant news and media organisations, community music organisations, banding journals, other state governing bodies and members.

The system will also allow for member bands to advertise their own activities. Member bands will be able to submit information for release to the Victorian Bands' League and the Victorian Bands' League will distribute that information through a media release.

The development of a media release system will benefit the Victorian Bands' League, its members and community music in general by providing more information to the community about the activities of the Victorian Bands' League and its members, resulting in greater interest in community banding.

### ***Meetings, conferences, forums and seminars***

One of most effective ways to advertise an event, remains word of mouth advertising. Through the many events outlined in this plan and in the VBL calendar of events, the VBL will continually advertise its activities and those of its bands to audiences who are most likely to be interested. This will be done at Victorian Bands' League meetings, (including contests and concerts), conferences, forums and seminars to ensure that those who attend these functions are aware of the activities which the VBL is undertaking and will hopefully tell their family and friends about these events, while attending themselves.



# Recognition Strategy

Community bands in Victoria involve more than three thousand people on a regular basis in over one hundred bands. Among these participants, there are many outstanding leaders, musicians and supporters who have contribute above and beyond the call of duty to their band or ensemble. The Victorian Bands' League, as a state governing body, has an obligation to recognise and reward these people and ensembles that do so much to promote community music.

Commencing in 2003, the VBL will offer a greater number of awards than ever before, and make them available to a wider variety of people in order to recognise and reward the people and organisations that do so much for community banding. In doing so, the strategy contributes to the objectives of the Victorian Bands' League to:

- encourage brass and concert bands to attain the highest possible standard in their activities
- encourage people of all ages to participate in community music
- encourage member bands to become involved in the management and activities of the Victorian Bands' League.

The awards fall into seven categories.

## Certificates

- **Certificate of Appreciation** – available to any person or organisation to whom the League or one of its member bands wishes to express appreciation for assistance and participation in band activities.

## Youth Awards (under 25 years)

- **Bronze Youth Award** – Available after three years service to an individual band. The nominee must demonstrate commitment to the band through consistent attendance at rehearsals and performances and continuation of musical study.

- **Silver Youth Award** – Available after four years service to an individual band. The nominee must demonstrate commitment to the band through consistent attendance at rehearsals and performances and continuation of musical study.
- **Gold Youth Award** – Available after five ears service to an individual band. The nominee must demonstrate commitment to the band through consistent attendance at rehearsals and performances and continuation of musical study. The nominee must also demonstrate leadership within the band by helping to organise events, sitting on band committees etc. (If this aspect can not be demonstrated, the applicant may be eligible for a five year service award.)

## Service Awards

- **5 year service award** – Available after five years service to a band or bands.
- **10 year service award** – Available after ten years service to a band or bands.
- **15 year service award** – Available after fifteen years service to a band or bands.
- **20 year service award** – Available after twenty years service to a band or bands.
- **25 NBCA Medal** – Awarded by the NBCA for twenty five years service to the banding community.
- **Victorian Bands' League Bronze Medal** – A bronze medal available after thirty years service to a band or bands and is equivalent to the current VBL Certificate of Honour
- **Victorian Bands' League Silver Medal (40 years)** – A silver medallion representing forty years service to the banding community
- **Victorian Bands' League Gold Medal and Lifetime service award (50 years)** – a gold medallion representing fifty years service to the banding community.

## Merit Awards

- **Victorian Bands League Merit Award (badge of Merit)** – an award representing meritorious service to a band, bands or the banding community, which goes beyond simply being a member of the band. Recipients must demonstrate commitment to the ensemble over a period of time and be involved in the management of the band or its activities.
- **Award for outstanding service to a band** – for outstanding service to an individual band as a musician or as a supporter
- **Award for outstanding service to the Victorian Bands' League** – award for outstanding service to the Victorian Bands League during the course of a year
- **Award for outstanding service to the banding community** – for outstanding service to the Victorian banding community as a musician or as a supporter.
- **Life Membership of the Victorian Bands' League** – offered to up to three persons per year who have demonstrated outstanding service to a band or bands, the banding community and the Victorian Bands' League over a lifetime of service. This is the highest individual honour the Victorian Bands' League can bestow.

## Annual Awards

- **Young musician of the year** – award for the most outstanding young musician each year as demonstrated by musical achievement and participation (under 25 years).
- **Musician of the year** - award for the most outstanding musician each year as demonstrated by musical achievement and participation (over 25 years).
- **Musical Director of the year** – award for the most outstanding Musical Director based upon musical achievement and participation over the course of a year.
- **Drum major of the year** – award for the most outstanding Drum Major based upon achievement and participation over the course of a year.
- **Most improved player in the Victorian State Youth Brass Band** – Awarded on a recommendation of the musical directors of the VSYBB to the member of the VSYBB who is the most improved player over the course of the year.

## Band Awards

- **Merv Simpson Trophy for Brass Band of the Year** – based on contest results in both band and solo and party competitions held under the auspices of the Victorian Bands' League.
- **Trophy for Concert Band of the Year**—based on contest results in both band and solo and party competitions held under the auspices of the Victorian Bands' League.
- **Trophy for Junior Band of the Year**—based on contest results in both band and solo and party competitions held under the auspices of the Victorian Bands' League.
- **Most Valuable Band Trophy** – based on contribution to the activities of the Victorian Bands' League in a year.

The information presented here is only a brief description of each award and its criteria. Complete information will form part of a set of bylaws for the Victorian Bands' League.



# Competition Strategy

Since its formation, competitions have been an integral part of the League's activities. As a governing body, the Victorian Bands' League has a responsibility to ensure that there is consistency between contests and those contests are run and managed in a fair and equitable manner from the perspective of the VBL, member bands and contest organisers.

The Victorian Bands' League Competition strategy aims to accomplish this by revising the contest rules to govern types of contests, developing new contests and developing closer relationships with contest organisers to specify how each contest will be managed.

In doing so, the strategy contributes to the objectives of the Victorian Bands' League to:

- encourage brass and concert bands to attain the highest possible standard in their activities
- provide and promote events offering entertainment to the community
- liaise and work with other organisations to promote community music
- encourage member bands to become involved in the management and activities of the Victorian Bands' League.

## *Contest Rules and Regulations*

During 2002–03, the Victorian Bands' League will revise its contest rules and regulations. It is necessary to undertake this revision to ensure that the contest rules and regulations are consistent with the new constitution, to remove inconsistencies that exist in the current rules, to 'fill the gaps' where the current rules are silent on key issues and to bring the rules into line with National Rules where applicable.

In addition, the League will review its registration procedures, which forms part of the organisational governance strategy.

Members will be invited to suggest proposed changes and asked for feedback and input throughout the process.

## *Development of new contests*

Currently, there are only four major brass band contests held within Victoria each calendar year (excluding the Australian National Band Championships). For junior bands, there is only one major contest (Box Hill), though most regional contests do hold junior sections, and for concert bands there is only the Victorian Concert Band Championships, which in recent years have been held infrequently. In addition, a recent survey\* of musicians from across the country indicated that there is scope for more contests each year.

In order to create more contest opportunities for those bands that wish to compete, the Victorian Bands' League will investigate new contest opportunities in order to provide member bands with a greater variety of contests throughout the year. These contests will vary in their size and type from State Championships to regional contests to small contests and eisteddfods or contests sponsored by band groups or even individual bands.

## *Closer Relationships with Contest Organisers*

The relationship between the Victorian Bands' League and contest organisers such as the Royal South Street Society, Bendigo Competitions Society and the Latrobe Valley Eisteddfod are paramount to the effective management of many of our major contests held throughout the year.

In order to make the management of these contests more effective, the Victorian Bands' League will work with contest organisers to develop a greater understanding of what is required when running a contest. In particular, the Victorian Bands' League will seek to reach agreements with organisations managing contests on our behalf which set out what is required from both the Victorian Bands' League and the contest organisers.

\* Australia's Band World, Vol. 9. No. 10 January 2002



# Music Development Strategy

As an organisation which aims to encourage brass and concert bands in Victoria to attain the highest possible standard in their activities and advance the common interests of brass and concert bands in Victoria, the Victorian Bands' League must look to develop music programs which supports our members. This function is the responsibility of the Music Advisory Board (MAB) which will lead the Victorian Bands' League Music Development Strategy.

To do so, the Victorian Bands' League Executive Council will review the structure of the MAB in order to ensure that its members are able to carry out its functions and are suitably qualified to do so. This will be accomplished by developing bylaws to manage the MAB during 2002. The MAB will have five key functions:

- grade and re-grade bands
- accredit and appoint adjudicators
- select music for contests
- run educational workshops and master classes
- lead the development of music for brass and concert bands in Victoria.

The MAB will be charged with carrying out the Victorian Bands' League Music Development Strategy which supports the following objectives of the Victorian Bands' League:

- encourage brass and concert bands to attain the highest possible standard in their activities
- advance the common interests of brass and concert bands
- provide and promote events offering entertainment to the community
- liaise and work with other organisations to promote community music

The strategy has several components.

## *Development of Musical Guidelines*

The MAB will be responsible for developing guidelines, which will be used by the MAB to manage several of its key functions.

### • **Criteria for grading of bands**

The MAB is responsible for grading and regrading bands, but currently there are no set criteria which outline how such decisions will be made. During 2002, the MAB will develop criteria which state what a band should demonstrate in order to be graded in a certain way or change grades.

### • **Criteria for the accreditation of adjudicators**

The MAB is responsible for the selection of adjudicators for contests, but currently there are no criteria setting out what experience and/or qualifications an adjudicator should have. During 2002, the MAB will develop a system to accredit adjudicators before they can be selected to adjudicate at contests. The system will recognise experience and qualifications and will also provide a means to train aspiring adjudicators.

### • **Criteria for the selection of music**

The MAB is responsible for setting test music for competitions at various grade levels and for developing lists of suitable music. In order to carry out this function more effectively, the MAB will develop criteria which outline music standards that can be used to assist in the selection of music for competitions and other events.

## *Running events and workshops*

The MAB is also responsible for providing opportunities for the musical development of Victorian Bands' League members. This will be achieved through the development of events such as master classes and conducting workshops, and assisting at various band camps throughout the state.

## *Selecting and commissioning music*

The MAB will continue to select test music for competitions throughout Victoria where required. However, in addition to this, the MAB will also develop music lists for all grades of suggested works which bands may wish to use in contests.

In addition, the MAB will also look to commission music by recognised composers for use in competitions or special events.



# Marching Development Strategy

The need for quality marching bands has been recently highlighted through the Sydney Olympics and the Victorian Centenary of Federation event “Our Nation on Parade”. In addition, bands continue to march at ANZAC Day ceremonies, in community festivals and parades and in major events such as the AFL Grand Final Parade. With so much marching to be done, the Victorian Bands' League must assist those bands that wish to march to develop their marching skills by providing specific marching activities.

These events are to be managed by the Victorian Bands' League Drill Advisory Board (DAB) which will be responsible for implementing the Victorian Bands' League Marching Development Strategy.

The DAB will have two key functions:

- To stage the Victorian State Marching Championships
- To accredit drum majors and marching adjudicators.
- To provide marching instruction to Victorian bands.

In doing so, the strategy contributes to the objectives of the Victorian Bands' League to:

- encourage brass and concert bands to attain the highest possible standard in their activities
- advance the common interests of brass and concert bands
- provide and promote events offering entertainment to the community

## ***Marching Instruction***

During 2001, the DAB offered marching instruction to bands, to assist them in their preparations for the 2002 Australian National Band Championships. In 2002, this effort will be continued through the Drum Major's seminars and marching workshops to continue the development of marching in Victoria's bands and drum majors.

## ***State Marching Championships***

In order to recognise the best marching bands in Victoria, the DAB will redevelop and stage the Victorian State Marching Championships using a combination of both marching and on-stage performances.

## ***Development of Drum majors and adjudicators accreditation system***

Currently, those persons wishing to become Drill adjudicators are required to pass a written and practical examination for which a considerable amount of personal effort is required to learn all the details of the marching rules and regulations.

The DAB will review this system to simplify the process to accredit Drum Majors and drill adjudicators. This would involve breaking up the current examination into beginner, intermediate and advanced examinations which would be easier to prepare for and undertake. Each examination would have a written and practical component. Drum majors would sit the examinations in order until they have reached the advanced level. Drum Majors who have passed the intermediate examination would be eligible to join the Drill Advisory Board. Two further examinations would be available to cater for adjudicators, one examination for dress, and another for drill.

The development of an accreditation system such as this mirrors other such systems which are already in use by other banding organisations in Victoria and adds much prestige to the title of Drum Major as persons will have earned this title based on merit and development of their skills.



# Band Development Strategy

The Victorian Bands' League Band Development Strategy aims to provide specific supports to brass and concert bands to assist them to develop their ensembles and organisations through targeted programs and events.

In doing so, the strategy contributes to the objectives of the Victorian Bands' League to:

- encourage brass and concert bands to attain the highest possible standard in their activities
- advance the common interests of brass and concert bands

In 2002–03 this strategy will focus on:

- concert bands
- communication
- performance opportunities for bands
- educational opportunities in both music and organisational governance
- developing services to assist bands in their musical development and management
- determining what services member bands want from the Victorian Bands' League.

## Concert Bands

Concert Bands are an important part of community music in Victoria. It is in the interests of the League and within its objectives to support Victorian Concert Bands through services designed specifically for concert bands.

At the end of 2001, the Victorian Bands' League held a forum to talk about what sort of events concert bands wished the Victorian Bands' League to provide. The discussion indicated that concert bands were interested in:

- better communications between the Victorian Bands' League and concert bands
- improved educational services
- a focus on youth
- events tailored to concert bands that do not have a competitive focus.

Many of these concerns are addressed in specific strategies contained throughout this plan.

However, in addition to these strategies, several specific strategies will be explored in 2002 targeted specifically at Victoria's concert bands.

## Communication

In an effort to communicate the benefits of League membership to those bands which are not Victorian Bands' League members the Victorian Bands' League will send the *VBL News* to all Victorian Community Bands throughout in 2003. In addition, the Victorian Bands' League will send specially developed materials to schools, informing them of events which may be of interest to them such as the solo and party competitions and the Victorian School Band Championships.

## Performance Opportunities

The Victorian Bands' League will investigate staging a Massed Band Concert Series as a series of concerts staged in various locations around the state.

Wherever possible, the concerts will tie in with local festivals and events to provide musical entertainment to local communities. Concerts are likely to feature several bands playing both individually and as a massed group. In addition, concerts will be staged which feature contest winners, providing an extra incentive for bands to participate in contests. However, the series will be open to all bands. Finally, bands will be financially rewarded for their participation in the series, providing even greater benefit.

## Educational Opportunities

In 2002–03 the Victorian Bands' League will further develop educational opportunities for bands in all aspects of their activities and organisational development and management. Some activities which form part of this strategy are already covered in other parts of this plan such as marching instruction and workshops, musical directors workshops, the Victorian State Youth Brass Band and the Victorian Bands' League Youth Council. However, several other events are also planned.

## **Annual Conference**

The Victorian Bands' League Annual Conference will be held in the second half of each year and will be a major educational event for members of the Victorian Bands' League. The conference will feature master classes for musicians, and workshops for band committees in areas such as management of meetings, fundraising, grant writing and management of volunteers etc. There may also be the opportunity for tuition in marching or other areas of interest to bands. The event will also feature bands in short performances.

Bands will be invited to take part in the conference by organising complimentary events or providing educational sessions for the conference attendees.

## **Services for Bands**

In 2002–03 the Victorian Bands' League will work to develop services for bands which take advantage of the purchasing power of the Victorian Bands' League to provide bands with services that benefit bands in a number of ways.

### ***Insurance***

Throughout 2001, the Victorian Bands' League has developed a broad-form insurance policy which covers bands insurance needs in respect of public liability insurance and other insurance needs such as contents, buildings, travel and directors and officers liability.

Insurance policies will continue be available to all member bands as part of their membership. It is not compulsory to purchase insurance through the scheme, but the Victorian Bands' League encourages all member bands to consider the benefits of the policy.

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# Organisational Governance

Organisational governance is the control and government of an organisation in order to achieve its strategic goals and objectives. Good governance is the mechanism through which the Victorian Bands' League can enhance its performance, moving beyond doing what it has always done, to focus on the achievement of its objectives.

Governance frameworks assign responsibilities, which in turn define accountabilities. The President, as the accountable officer, is responsible to the Delegates and the members of the Victorian Bands' League for the efficient and effective performance of the organisation. The President is assisted in this task by the Executive Council and the various committees and advisory boards of the League.

Organisational governance activities undertaken by the League include:

- development of a strategic plan for 2002 based on the objectives and strategies of the Victorian Bands' League.
- delegating responsibility for areas of operation of the League to members of the Executive Council and to committees and advisory boards
- reviewing the Constitution of the Victorian Bands' League and policies and procedures of the organisation to ensure that they meet the needs of our members and assist in achieving our objectives

In undertaking these activities, the strategy contributes to the objectives of the Victorian Bands' League to:

- advance the common interests of brass and concert bands
- encourage member bands to become involved in the management and activities of the Victorian Bands' League.

## *Constitutional Review*

The review of the Victorian Bands' League Constitution commenced in July 2001 and was undertaken by a committee made up of members of the Executive Council and chaired by the

President. The committee has worked to redevelop the Victorian Bands' League Constitution to increase its flexibility. The new constitution will be presented to the Delegates in February 2002 and hopefully adopted by a special meeting in April.

Of the many changes to the constitution, one of the most significant is the introduction of bylaws of the Victorian Bands' League. Bylaws allow the Executive Council (or delegates) to develop policies and procedures that will govern the way the League operates. If necessary, these bylaws can be changed by the Executive Council or Delegates Committee at will. As a result, the Victorian Bands' League will be able to operate in a more flexible manner, as it will not have to change the Constitution each time it wishes to change a method of operation. Contest rules, registration procedures, governance and makeup of committees and boards and other policies and procedures will all form part of the bylaws of the League.

## *Development of bylaws, policies and procedures*

The new Constitution allows for bylaws to be developed to enhance the management of the Victorian Bands' League. Throughout 2002–03, various groups, including all subcommittees and advisory boards of the League will be charged with developing bylaws in particular areas which will be determined by the Executive Council.

Areas for revision include, but are not limited to:

- player registration procedures
- contest rules and regulations
- forms and business materials
- functions and operating procedures for the Music Advisory Board, Drill Advisory Board and Victorian State Youth Brass Band
- financial management
- office Management

Throughout the development these bylaws, Delegates and member bands will be given the asked to provide input and feedback. In particular,

contest rules will only be able to be adopted by the Delegates Committee, while the Executive Council can adopt any other bylaw as necessary after consultation with members.

The effort to commit to writing these policies and procedures is significant, as it marks a concerted attempt to capture much of the knowledge that members of the Executive Council have acquired during their service with the League and once completed, will become a ready form of reference for future members of the Executive Council and leaders of the Victorian Bands' League.

### ***Develop closer relationships with other organisations***

The Victorian Bands' League is in the business of community music. However, we are not the only organisation in this industry. Throughout 2002, the Victorian Bands' League will attempt to develop closer relationships with other community music and professional music organisations that may be able to assist the Victorian Bands' League and its members in the achievement of their goals.

In particular, the Victorian Bands' League will look towards developing co-operative agreements that benefit both the Victorian Bands' League and other community music organisations through joint initiatives and programs.

### ***Delegation of responsibility***

The new constitution allows for the delegation of specific responsibilities to members of the Executive Council and subcommittees and Boards of the VBL. Following reforms begun in 2001, this process will be continued so that each member of the Executive Council is responsible for the management of a particular strategy or assisting in the management of a strategy.

As a result, the Executive Council will move to create portfolios based on specific areas of need. Such areas may include

- finance
- youth

- recognition
- communication
- concert bands
- competitions
- Organisational Governance

Responsibility of the Music Development strategy will be delegated to the Music Advisory Board and shall be managed by the Chairman of the MAB.

Similarly, management of the Marching Development Strategy will be delegated to the Drill Advisory Board and shall be managed by the Chair of the DAB. Special project will be delegated to specific managers as the need arises.

The Executive Council, will be responsible for the planning, development and implementation of each strategy outlined in this strategic plan. In some cases, it is anticipated that strategies will take longer than one year to complete and will be rolled into future strategic plans. Furthermore, each member of the Executive Council will provide a report to the Executive Council and Delegates on the progress made towards achieving each strategy on a regular basis.

Overall, the Executive Council and President will remain accountable to the Delegates for the implementation of the strategies contained within this strategic plan leading to improved organisational governance.