

KU-RING-GAI MALE CHOIR

STRATEGIC PLANNING – 14TH FEBRUARY 2024

1. Preamble on key areas of concern

Problem statement: KMC membership numbers and available functional resources have become critically low

STRATEGIC IMPERATIVES

draft 12 July 2022

SUSTAINABILITY	PERFORMANCE	BUSINESS
<ul style="list-style-type: none">• define our values• membership relevance• financial viability• demographics	<ul style="list-style-type: none">• excellent musical leadership• deliver acceptable quality• optimise audience experiences	<ul style="list-style-type: none">• constitutional barriers• address leadership structure• role succession• simplify governance process

To move this forward our behaviours may/will need to change:

- Ensure we focus on the root cause not the symptom
- Every committee action focusses on the plan by applying action-oriented utilisation of available resources
- Organisational overhead diverts our combined time and so remove the personal nice to do and replace with the strategic urgent and important
- Celebrate our history but project the excitement of musicality through our values

Simply: keep what adds to our values, start doing the right things and stop wasting effort on low value items.

2. Analyse our current situation – SWOT:

Strengths	<ul style="list-style-type: none"> - Highly-skilled accompanist - Highly-skilled, highly-regarded Music Director - Loyalty of members - Camaraderie, fellowship of members - Consistent, well-attended practices
Weaknesses	<ul style="list-style-type: none"> - Lack of agreed vision & purpose - Succession planning – MD, Committee members etc - Aging membership - Slow recruitment of new members - Non-musical recruitment of new members - Lack of excitement – mojo – amongst members - Sub-optimal performance of some members - Suspect long-term financial viability - Relevance of the current repertoire to wider audience groups - Restricting rehearsals and performances to Tuesday evenings – might not work with the wider audiences - Restricting performances (largely) to Retirement Villages - St Swithun’s church is not an ideal rehearsal venue – acoustics and lighting
Opportunities	<ul style="list-style-type: none"> - Application of technology aids (screens, tablets etc) for practice and performance enhancement - Improve learning/training for members – music literacy, singing technique etc - Approach other groups and cohorts – eg returned soldiers – to recruit new members - Investigate other funding sources – eg recurrent funding from Ku-ring-gai Council etc - Seek additional performance venues – bowling clubs, social clubs, RSLs, other community groups etc
Threats	<ul style="list-style-type: none"> - Accompanist might move on - MD leaving without having a competent, capable and committed Associate MD in place - Some members might retire if the current MD retires - Long term financial viability in the face of significant additional costs - Inability to form a workable committee – heavy workload on key committee members - Poaching of members by other choirs

3. Our aims for the choir in three years (2027):

Profile	<ul style="list-style-type: none"> - Highly disciplined performance group – skilled, competent, committed - Recognised within the Sydney (Australian) choral community for its excellence - Appealing to a broad range of audience groups - Appearing in a wider range of venues
Marketing	<ul style="list-style-type: none"> - Effective marketing programs in place to recruit new members, attract audiences and venues
Membership	<ul style="list-style-type: none"> - Membership of c. 50-60, average age of c.60 years, at least 50% being able to read music - New members need to pass an audition process - Ongoing skills reviews
Music Director	<ul style="list-style-type: none"> - A competent, capable, committed MD, well-respected within the choral community - 2-3 formally-appointed Assistant Music Directors
Performance Standard	<ul style="list-style-type: none"> - An excellent standard for a community choir - Periodic reviews to ensure high individual performance
Performance Venues	<ul style="list-style-type: none"> - RVs , Music Clubs, as present - Other community groups: bowling clubs, social clubs, RSLs, other community groups etc
Financial	<ul style="list-style-type: none"> - Reliable source of income to cover projected increasing costs - Clarity on fixed and variable costs - Enhanced buy-in from members

4. Our plan for 2024:

Area	Strategy	Actions	Desired Outcome	Timing and responsibility "By whom and by when?"
Profile	Committed, disciplined, skilful	Establish a series of training programs to enhance the choir's performance standard: reading music	The choir is able to perform to a higher standard. The choir is recognised by the choral community, venues and audiences for performance excellence.	PW to approach John Hughes re skills (music & teaching) by mid-March PW & GF to formulate a course by mid-March Part leaders to identify likely course attendees – by end-March PW & Part Leaders - Review recruitment for course participants by end-March
		Establish a series of training programs to enhance the choir's performance standard: general music literacy, singing technique etc.		On hold until action #1 (reading music) rolls out
		Incorporate technology devices – screens, tablets etc to enhance rehearsal effectiveness.		On hold for now – check on availability of TV at the church – KR by mid-March
		Present the strategic plan (distilled subset) to the choir		KD – present at 12/3
Finances	Increase revenues to counter anticipated cost increases. Options include: <ul style="list-style-type: none"> Increase membership fees 	Increase membership fees <ul style="list-style-type: none"> Justify members' fees increases – 	Choir is financially viable for the long term	KR to propose a model of fee increases offset against other revenue-raising

Area	Strategy	Actions	Desired Outcome	Timing and responsibility "By whom and by when?"
	<ul style="list-style-type: none"> • Obtain grants/subsidies from Local Govt • Obtain donations from commercial operations • Increase the number of revenue-raising concerts 	<ul style="list-style-type: none"> • Explain to members what this means in the short-to-medium term (2024-25-26) • Obtain agreement from choir members to the proposed increases <p>Obtain grants/subsidies from Local Govt</p> <ul style="list-style-type: none"> • Research available grants, subsidies – Local councils etc • Apply for grants 		<p>alternatives – by end-April</p> <p>KR to investigate funding options (grants, subsidies etc) from council etc by end-April</p>
		<p>Obtain donations from commercial operations</p> <ul style="list-style-type: none"> • Review mailing list • Review existing letter • Send letter 		<p>MR to establish a team to complete this by end-April</p>
		<p>Increase the number of revenue-raising concerts</p> <ul style="list-style-type: none"> • Make a list of possible venues • Approach venues with a pricing/benefits package <p>See below, under 'Performance Venues'</p>		<p>See below, under 'Performance Venues'</p>

Area	Strategy	Actions	Desired Outcome	Timing and responsibility "By whom and by when?"
Marketing	Develop a marketing plan to enhance communication with prospective new members, venues and audiences.	Design and distribute a postcard to be left in venues etc to promote the choir.	The choir is recognised and well-regarded in both the choral and general communities.	GM, KW to design the deliverable/expectations (language, basic design etc) by end-March GM, KW Identify a resource to implement the design by end-April
		Review the website to enhance the choir's appeal to new members and new audiences. Reactivate the FB page Review FB interaction (visits, updates etc) Review other social media marketing opportunities.		GM, GF – review the current FB status, reactivate it, design the interaction as required by end-April
Membership	Increase to 50 members	Develop a recruitment program including an audition component. – either face-to-face or via recording	Membership of 50 with a younger average age (c.60 y/o) and reasonable musical literacy and performance abilities.	KD, PW – develop & document the process by 27/4
		Approach different catchment groups and cohorts to attract new members – eg Returned Servicemen.		KR to discuss with R D-B, JW mid-April
Music Director	Recruit a Music Director	Recruit an Associate Music Director.	Associate Music Director in place	KW to convene a meeting of the AMD panel by end-March Generate an ad to be placed with ANCA & Choir Central

Area	Strategy	Actions	Desired Outcome	Timing and responsibility "By whom and by when?"
		Handover from MD to AMD	AMD able to assume full MD responsibilities	by mid-April Place the ad by end-April Review applicants by end-May 3Q24
		Promote to MD	New MD in place	4Q24
Performance Standard	Expand the repertoire to appeal to a wider range of audiences. Enhance the performance standard of the choir.	Establish a series of training programs to enhance the choir's performance standard: reading music, general music literacy, singing technique etc See above, under 'Profile' and 'Membership'	The choir is able to perform to a higher standard.	See above, under 'Profile' and 'Membership'
Performance Venues	Expand the choir's reach beyond the current set of RVs. Include more revenue-generating appearances.	Approach addition venue types – eg bowling clubs, social clubs, RSLs, other community groups etc	A wider range of venues – hence, audiences Enhanced financial viability due to revenue generated	KD to present to the choir: - Invite input re wider range of performance venues