
Acoustic
Routes

Draft
Strategic
Plan
2009-12

June 2009

This draft Strategic Plan was developed by the elected Committee in 2009 (Mary Livingston, Gerard Hudson, Peter Denee, Col Wright, Anne McGregor, Derek Burfield, Nik Curry, Marion Pawson), and was facilitated by Karen Clarke of Raumati. The budget and ideas presented herein are not binding. They reflect collective thinking and discussion of the Committee at the time of production.

About Us

Our vision	To be at the heart of Wellington's folk music scene.
Our purpose	<p>To provide for the enjoyment of folk music in Wellington through performing, listening to and appreciating a broad range of folk music. We do this by:</p> <ul style="list-style-type: none"> - organising live acoustic music events in various folk styles and - promoting other musical events and networking with other live acoustic groups.
Our values	<p>Enjoyment Enjoying live acoustic music is the main thing that draws our performers and audiences together. Everything we do, we do to promote the enjoyment and appreciation of live acoustic music.</p> <p>Accessibility To make sure the club is open to the music community we promote a diverse range of events, encourage a wide range of acoustic music styles, keep costs affordable and have an inclusive, welcoming approach.</p> <p>Participation We believe participation is an important part of the folk club tradition and a key part of supporting performers.</p> <p>Community Having fun, enjoying social time, networking and making friends are a big part of the life of the club. We value an extended family feeling in the club and encourage participation from all age groups.</p> <p>Inspiration Creating opportunities that will inspire members on their musical journey is an important part of what we do.</p>
Looking to 2012	<p>As we look to 2012 we know we need to meet the following challenges:</p> <ul style="list-style-type: none"> • Ensuring the club is sustainable both financially and in its membership through attracting new and younger members, performers and audiences. • Ensuring that the club activities are forward looking, relevant and attractive to members, performers and audiences in a changing Wellington music scene. • Maintaining a welcoming, encouraging spirit in the club based on our values and actively including new people into this. • Focusing our efforts on our unique contribution to the Wellington music scene and what can be reasonably delivered within the club and committee resources.

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Our goals

We aim to achieve the following goals by 2012:

Area 1 Performance

- Offer a diverse and innovative range of acoustic music opportunities to performers and audiences.
- Foster performance and audience opportunities for our members with other promoters, venues, acoustic music initiatives.

Area 2 Membership

- Increase the number of younger performers and audience members.
- Increase the participation of inactive members

Area 3 Finances

- Make the club financially sustainable.
- Build cash reserves to 6k by 2012

Area 4 Publicity and Profile

- To communicate the club's events and services effectively via up-to date methods.

Area 5 Club management

- To ensure the club is consistently well managed and well administered.

Area 1 – Performance

- Offer a diverse and innovative range of acoustic music opportunities to performers and audiences.
- Foster performance and audience opportunities for our members with other promoters, venues, acoustic music initiatives.

Strategies	Year	Resources
Define venue criteria		
Open mind about securing a more appropriate venue(s)		
Develop an annual plan / policy which will forecast our planned performances (build in flexibility) <ul style="list-style-type: none"> • Singarounds 11 x \$75 • Touring acts (how many, criteria etc) 3 big names • Local performers 8 others \$200 • Club nights 20 x \$75 • Interclub performance exchanges 4 x \$150 	2009 2009-10 2009-10 2009-10 2009-10	 \$825 \$1500 \$1600 \$1500 \$600
Develop some new performance formats??		
Foster links with other acoustic performance initiatives and build ways for our members to participate		\$200
Promote a range of learning opportunities to support members performance growth workshop		\$300
Create stronger links with the Wellington Folk Festival (even a take back)		

Area 2 – Membership

- Increase the number of younger performers and audience members.
- Increase the participation of inactive members

Strategies	Year	Resources
Target younger performers for specific events		Time
Identify younger members who can take a lead		Time
Continue membership drives at the Wellington Folk Festival print pamphlets		\$500
Find previous data on young people and what they are looking for		
Find new ways to invite experienced members to participate and lead (museum concert) offer meal or bottle of wine for 4 sessions		\$100
Profile members		

Area 3 - FINANCES

1. To ensure the club is financially sustainable and able to fund its growth goals and projects.
2. Build cash reserves to 6K

Strategies	Year	Resource
1. Improve our financial planning <ul style="list-style-type: none"> - Implement annual budgeting based on planned activities and goals - Develop a simple, visible financial planning system for AR events 	2012	
2. Develop policy on how we pay performers and apply it consistently		
3. Review door charge and fee structure.		
4. Increase annual operating income by methods including: <ul style="list-style-type: none"> - Generating a surplus from all public concerts - Growing audiences for paid events to increase door take - Increase income from membership - Securing grant money for specific projects. - Seeking sponsorship 		
5. Reduce expenses by methods including: <ul style="list-style-type: none"> - Minimising the costs of venues - Rationalising fees to performers - Reducing print media costs <ul style="list-style-type: none"> - Revise the number of Balladeers printed and eliminate overrun - Offer members a choice of print or electronic copies of Balladeer - Managing publicity costs more carefully 		
6. Raise xxx\$ supplementary funds through providing musical activity/services.		

AREA 4 - PUBLICITY & PROFILE

- The club's events and services are effectively communicated via up to date methods.

Strategies	Year	Resource
1. Consolidate the club's branding, look and feel to ensure it is consistent and effective for target audiences (logo, publications, web content, flyers, posters).		
2. Ensure our basic information is clear and consistently described in all places.		
3. Build/redevelop a website that is efficient, updated and interactive. <ul style="list-style-type: none">- Scope and cost- Establish a means to fund the development- Develop the website	2009	
4. Improve our promotional networking with other clubs, venues, musical education providers, promoters, performers etc in the wider Wellington music scene to promote events, grow audiences and grow club profile		
5. Maintain the Balladeer as the clubs magazine and continue to develop it's content and format over time.		
6. Find cost effective ways to better publicise what members are already doing.		
7. Build radio exposure (advertising, air play, interviews) for the club and its members on Access, Hutt, National radio.		
8. Link web, brochure and newspaper publicity		

AREA 5 - CLUB MANAGEMENT

- To ensure the club is consistently well managed and well administered.

Strategies	Year	Resource
1. Ensure the committee is clearly structured with clear role/task descriptions		
2. Set up sub-teams for specific needs/tasks		
3. Improve consultation mechanisms (formal and informal) within the club		
4. Use succession planning approaches to ensure continuity on the committee <ul style="list-style-type: none">- “apprenticing”- past office bearers		
5. Profile the committee ahead of the AGM e.g. How they have contributed, what they have enjoyed, musical gains etc		
6. Provide each new committee with planning and team building session		
7. Implement stronger budgeting practices		
8. Ensure we have the website capability to meet all our website needs		