

*“ more kids in more bands - bigger and better for  
2012 ”*

**A Four Year Development Strategy for the whole activity**

This document has been created from the whole activity 2008 National Conference and subsequent communication and consultation with band leaders and representatives of the Federation’s member organisations.

We are an entirely voluntary activity. It is the hard work of bandmasters and their colleagues that keep bands operational. However despite this hard work, and the fact that new bands have been launched, there continues to be an overall downturn in the number of bands and the number young members taking part in our unique activity.

All of us have spent time discussing why there has been a decline – increasing bureaucracy, lack of recognition, changes in society, too many other things for kids to do etc. However, the fact that thousands of young people do enjoy our activity, and that there are some very successful marching youth bands, proves that young people can be successfully engaged! The many bands that consistently perform strongly year on year have successfully embraced all or most of the following.

- Good leadership, sensible delegation and a strong team ethic.
- Aspiration, and a clear and shared understanding of the band’s objectives
- A rehearsal environment that appeals to members across the age range
- Targeted annual recruitment together with retention strategies
- Good support, usually because of local performances and community involvement
- Adaptability, providing a variety of performance opportunities
- Willingness to welcome external expertise and advice when needed
- Perennial optimism and realistic advance planning.

This strategic document has used these attributes as guidance to hopefully support existing and new bands in realising their aspirations. It also provides the basis on which the Federation and its member organisations hope to offer support. Of course, many bands have already discussed and applied some of the suggestions identified, but action by bands is such a priority that a column with possible review tasks is included.

The 2008 – 2012 Cultural Olympiad aims to unite sport and the arts as a sustainable community endeavour. Our activity is uniquely placed to contribute to this quest. It is therefore opportune for us to align a four year developmental strategy with this high profile national campaign. By doing this we nevertheless raise significant expectations for every part of our activity, so possible routes towards realising these are also integrated into this document. Bands, and the activity as a whole, cannot expect to benefit without rising to the challenge.

National analysis of the particular success of cycling and the water sports in the 2008 Olympics and Paralympics identified long term strategic planning which resulted in funding to create, over a period of time, the best coaching and the best facilities and equipment. This is a model that many activities in the UK, not least ours, could aspire to replicate. It won’t happen over night but we have a sound base on which to build, and we have begun the process of working together and identifying strategies that could guide us towards success.

The Federation believes that aligning with the 2008-2012 Cultural Olympiad is a once in a generation opportunity to become an accepted and valued part of community youth arts provision with the post 2012 legacy of **‘more kids in more bands’**. The Political establishment is also raising the issue of ‘Britishness’, which offers our inclusive activity additional opportunities. So, let’s do it bigger and better by 2012!

Member Organisations: British Youth Band Association, Marching and Performing Arts UK, (Drum Corps UK & Winter Guard UK), Traditional Youth Marching Band Association, Air Training Corps, Army Cadet Force, Boys Brigade, Church Lads and Girls Brigade, Girls Brigade, Girlguiding UK, Nautical Training Corps, Royal British Legion, Scout Association, Sea Cadets, St.John.

**The Federation's development strategy has been funded by The John Ellerman Foundation  
2008 to 2012 Development Strategy**

Aims	Review and action tasks that bands might consider	Support that the Federation and its member organisations will aim to offer
<p><b>A Organisation</b></p> <p>1. Review organisational structure, identifying a realistic strategic plan of action to improve year on year consistency. <i>(what do we want to achieve and how can we do this)</i> For many bands this must be within the context of their parent organisation's wider objectives</p>	<p><b>A(a)</b></p> <p>1. Identify a small team to take responsibility for growing the band over two - four years. 2. Identify 'alumni' and others who might help 3. Enthuse the band's whole 'family' by initiating a 4 year, <i>year-on-year</i> plan, setting achievable goals with different people i/c of each project. To invite other people not connected with the band to help in specialist areas. 4. Where possible, liaise with other bands to jointly achieve aspirations</p>	<p><b>A(b)</b></p> <p>1. Review the role of the Federation 2. Agree an achievable four year development strategy that increasingly links with its member organisations to strengthen the activity 3. With member org. reps. to meet with national youth organisation policy makers to encourage their support of their bands 4. Establish working teams to action agreed tasks 5. Consider the launch of a national 'whole activity' alumni association.</p>
<p><b>B. Communication</b></p> <p>1. To identify and use appropriate communication to improve the sharing of information locally, regionally and nationally. 2. When material is produced to ensure that it is professionally presented and honestly representative.</p>	<p><b>B(a)</b></p> <p>1. Regular communications with members, staff and supporters. To include in this, wider local community and activity news. 2. Identify other local community newsletters and ensure band news included. 3. Keep national organisations aware of news. 4. List all local media/publicatons 5. Build a relationship with local media so they know what the band submits is accurate and will therefore be published. 6. Consult members to identify wider local communication routes amongst their peers</p>	<p><b>B(b)</b></p> <p>1. Continue to promote National Marching Youth Music Week 2. Keep bands informed of useful information 3. Keep an updated data base of bands 4. Identify and make submissions to national youth/music/arts web sites and publications. 5. Maintain updated web sites. For bands with parent organisations, to negotiate a link. 6. Co-operate in developing a national hard copy publication. 7. Facilitate youth, leader and supporters forums 8. Facilitate links for those members moving away to university</p>
<p><b>C. Community</b></p> <p>1. To encourage communities to value the role of bands to individual young people, their families, and to the community as a whole. 2. To develop supportive policies that improve inclusion.</p>	<p><b>C(a)</b></p> <p>1. Review opportunities to perform locally – part or full band. 2. Consider other community support the band might offer 3. Consider inviting local non-band specialists to support the band 4. Invite key local policy makers to band event(s) 5. Liaise with local schools sharing members success 6. Stage 'music and movement' workshops for young peoples' and adult community groups</p>	<p><b>C(b)</b></p> <p>1. In all submissions to regional and national government offices and national bodies to include the physical, social and community benefits along with our arts base. 2. To offer advice on the inclusion of all young people in the activity (from specialist national bodies and from bands with experience in this area) 3. To provide advice and where possible links to involvement in international and inter-cultural activities</p>
<p><b>D. Training &amp; Education</b></p> <p>1. To encourage leader and member training that raises quality and benefits individual and band development 2. Identify inspiring training of relevance to the age group(s) aiming to raise performance quality.</p>	<p><b>D(a)</b></p> <p>1. To consult with leaders to identify and apply targeted training that will improve individual teaching, management and performance skills, and which will also enhance career and personal development 2. To consult with marching members on creating new, inspiring and challenging training opportunities, including those within the wider music community.(eg using the rhythms of youth culture)</p>	<p><b>D(b)</b></p> <p>1. Provision of leader training that enhances leader capability. 2. Support to identify wider performance and leadership training opportunities 3. To publish a list of specialists able to assist bands. 4. To facilitate joint band individual and ensemble workshops for young people 5. Create training material for distribution</p>

	3. Review rehearsals to ensure that enjoyment is balanced with productivity and progress.	
<b>E. Recognition</b> (see also communication) <ol style="list-style-type: none"> <li>To develop a wider acknowledgment of the physical, personal, educational, social, arts and community benefits of the activity, and the fun experienced by participants.</li> </ol>	<b>E(a)</b> <ol style="list-style-type: none"> <li>To create a list of local arts/educational policy makers and advise them of the band's arts, physical, community and ambassadorial roles, of its aspirations and from time to time of its progress.</li> <li>Consider appointing local well known 'champions' of the band</li> <li>Seek advice and involve local arts/educational professionals</li> <li>Research local schools and develop a supportive role, particularly with those that have little music provision.</li> <li>Discuss with members how the band can best be 'marketed' amongst their peers.</li> <li>Identify how parents/carers might be targeted when marketing the band</li> </ol>	<b>E(b)</b> <ol style="list-style-type: none"> <li>To create supportive material for use by bands.</li> <li>To identify well known 'champions' who by giving their support can give credibility to the activity.</li> <li>To develop support material specific to schools and colleges regarding the benefits/potential of the marching band activity. To consider a campaign aimed at the educational sector</li> <li>To respond to government and other bodies regarding youth and community initiatives and the role that marching bands can play</li> <li>To consider the value of additionally identifying the activity as a sport.</li> </ol>
<b>F. Olympics and other performance opportunities</b> <ol style="list-style-type: none"> <li>To initiate, maintain and develop a working relationship with local and regional event organisers.</li> <li>Involve bands in events that show the activity at its best</li> <li>Encourage performance opportunities that allow leaders and members to perform informally.</li> </ol>	<b>F(a)</b> <ol style="list-style-type: none"> <li>Brainstorm the possibilities. Task one leader/supporter with this initial research into events and likely requirements. Include Regional Cultural Olympiad Programmer in this list.</li> <li>Use the events agreed to set band performance targets</li> <li>Work and share with other bands on high profile events</li> <li>Create an adaptable repertoire of performance(s) suitable for a range of opportunities</li> <li>Create a short band promotional DVD and send to potential hirers.</li> <li>Use the internet to honestly represent what the band can offer.</li> </ol>	<b>F(b)</b> <ol style="list-style-type: none"> <li>Maintain and develop links with national, regional Olympic and Cultural Olympiad personnel.</li> <li>Maintain an accurate web site directory of bands for direct access</li> <li>Encourage joint band/ whole activity showcase events</li> <li>To further develop the activity's international links.</li> <li>To facilitate the sharing of experiences of bands that initiate innovative performance opportunities.</li> </ol>
<b>G.Funding</b> <ol style="list-style-type: none"> <li>To use strategic objectives to identify funding needs and most likely sources.</li> </ol>	<b>G(a)</b> <ol style="list-style-type: none"> <li>To identify revenue and capital priorities over the four year time scale. Task one leader/supporter with identifying local, regional and national funding sources. Seek advice from other recipients.</li> <li>Plan a fund raising and grant application programme together with the necessary monitoring</li> </ol>	<b>G(b)</b> <ol style="list-style-type: none"> <li>To identify revenue cost priorities over the four year time scale. Identify national funding sources.</li> <li>To encourage the sharing of information amongst bands so that funding can be sourced successfully.</li> <li>To produce a list of national grant making bodies that might support bands</li> </ol>

**Suggested draft planning, target setting and review document lay-out**

Aim	Specific targets	Person /team i/c	Cost implications	Month/Year achievable				How success will be measured
<b>A. Communication</b>								
<b>B. Organisation</b>								
<b>C. Community</b>								
<b>D. Training and Education</b>								
<b>E. Recognition</b>								
<b>F. Olympics and other performance opportunities</b>								
<b>G. Funding</b>								

*Etc etc*