



UWA CHORAL SOCIETY

# STRATEGIC PLAN

2020- 2022

## I. BACKGROUND AND HISTORY

The Choir has a proud history stretching back 90 years and has played a significant role in the musical history of the state (and in particular of its capital, Perth) and the University of WA .

It is believed to be the oldest continuously operating choir in Australia, having been formed in December 1931.

The Choir was, and is, comprised of members of the community who volunteer their services to participate in the Choir's annual performance program. Members come from a diverse range of backgrounds and ages.

Over the years, the Choir has performed under eminent visiting conductors including Percy Grainger, Sir Malcolm Sargent and Sir Thomas Beecham. Its history includes a close relationship with the ABC, especially during the 26-year leadership of Sir Frank Callaway.

Subsequent to the departure of Christopher van Tuinen in 2018, the Choir appointed Kristin Bowtell, its current musical director.

## II. VISION

To continually improve as a premium, auditioned choir presenting a high quality choral repertoire for the pleasure and benefit of its members and the community.

## III. MISSION

UWACS mission is to engage, educate, enrich and inspire the community by presenting diverse choral music with artistic excellence.

## IV. GOVERNANCE and MANAGEMENT

To enable the Choir to exist as a viable entity into the future, a strong and visible Management Committee is required. It must be fully engaged in all aspects of the life of the choir, provide a strong governance culture which regularly reviews its performance, and has specific position descriptions for each committee role.

AIM:	To ensure maintenance of a strong Committee leadership.
STRATEGIC INITIATIVES	<ul style="list-style-type: none"> <li>• Develop each committee as a skills-based committee</li> <li>• Define the roles of each member role with Position Descriptions</li> <li>• Develop a committee effectiveness review structure to be completed every year</li> <li>• Develop a committee succession plan</li> <li>• Develop a committee to membership communication process</li> </ul>

## V. MEMBERSHIP AND MUSIC QUALITY

To stage choral events of a high standard and musical excellence and handle large scale performances, the Choir needs to maintain an on-stage chorus of 100+ skilled singers. Membership engagement incorporates two important aspects, namely recruitment and retention.

AIM	To attract and retain members and to develop their choral skills
STRATEGIC INITIATIVES	
Singer Recruitment	<ul style="list-style-type: none"> <li>• Present interesting and challenging musical repertoire</li> <li>• Identify and build relationships with feeder groups</li> <li>• Actively seek a diverse membership</li> </ul>
Member Engagement, Retention and Skills Development	<ul style="list-style-type: none"> <li>• Present interesting and challenging musical repertoire</li> <li>• Build and maintain a culture which is both welcoming and encourages development of skills of members</li> </ul>

## VI. FINANCIAL SUSTAINABILITY

To enable the Choir to exist as a viable financial entity into the future requires it to cover not only immediate operating costs but also to provide funding to undertake development activities within the choir and management projects to develop the profile of the Choir.

AIM	To enable the Choral Society to exist as a viable entity into the future
STRATEGIC INITIATIVES	<ul style="list-style-type: none"> <li>• Provide funding for full development of the Strategic Plan's associated operational initiatives</li> <li>• Identify new and sustainable revenue sources</li> <li>• Maintain a strong relationship with UWA</li> <li>• Maintain adequate financial reserves</li> </ul>

## VII. VOLUNTEER RECOGNITION

The Choir will only operate effectively if the management is handled by an enthusiastic group of singer members and other volunteers. In this context, the Choir needs volunteers and must foster a culture of appreciation for its volunteers.

AIM	To nurture and support a culture of volunteer involvement in the management of the Choral Society
STRATEGIC INITIATIVES	<ul style="list-style-type: none"><li>• Develop a position description for each management role</li><li>• Develop a process to formally acknowledge contribution of members in all the different roles involved in managing the Choir.</li></ul>

## VIII. AUDIENCE ENGAGEMENT

The Choir aspires to build a growing and loyal following amongst the community.

AIM	To build a growing and loyal following within the community
STRATEGIC INITIATIVES	<ul style="list-style-type: none"><li>• Develop a new Choir Marketing Plan. By identifying and describing the target audience, the Plan should help to build the audience base.</li><li>• Re-imagine “Concerts” as “Events” to enhance audience enjoyment</li><li>• Develop online audience engagement</li></ul>

## IX. COLLABORATIONS AND RELATIONSHIPS

The Choir wishes to be recognised as a high-calibre choir capable of singing challenging works of distinction. It needs to foster stronger relationships with key arts organisations and players in the Perth region including government bodies, orchestras and other choirs.

AIM	To be the “go to” choir for other arts and UWA organisations when making their planning decisions
STRATEGIC INITIATIVES	<ul style="list-style-type: none"><li>• Build strong relationships across the Arts Sector to raise the profile of the Choir in the minds of arts decision makers in WA</li><li>• Build strong relationships with the University of WA to strengthen the society’s connection with the campus</li><li>• To be the choir of choice for musical activity organized by other arts groups in the Perth region</li></ul>