

Bradford Festival Choral Society - Strategic Aims

Background

The Trustees have formulated five strategic aims to enable us to develop BFCS in a more focussing a rand way. They are broader and more explicit than the overall aim expressed in this statement from our Memorandum and Articles of Association: *The Charity's object is the study and the practice of choral music in order to foster public knowledge and appreciation of such music by means of public performance and such other exclusively charitable ways as the Charity, through its Trustees, shall determine from time to time.*

1 BFCS will sing a range of music centred on the classical canon

- The classical choral canon is at the heart of our music
- We aim to balance high musical standards with accessibility for less experienced singers
- We will support the Musical Director in exploring a variety of classical works, including contemporary and secular works
- Our repertoire will include non classical songs for community events

2 BFCS will maintain its financial health by active planning

- From 2017-18 season onwards, each season will be costed to break even, or preferably achieve a surplus
- If there is a surplus at the end of any season, the Trustees will decide whether to allocate it to reserves, to use it for new, time-limited projects or to add to it the budget for the following season.
- We will seek out sources of funding in addition to ticket sales and membership subscriptions

3 BFCS will maintain its singing membership at a level which facilitates both good musical performance and financial health

- The target singing membership will be 120-130 (number recruited to balance number leaving)
- The target attendance at both rehearsals and performances will be 100
- *Operational aspects of this include (a) considering most effective methods of recruitment (Publicity and Marketing group) (b) paying attention to rehearsal and concert attendance (Membership Sec) (c) fostering retention of members by including activities in the programme which build the choir's team spirit*

4 BFCS will strive to increase concert audiences, both to improve its financial health and to fulfil its stated objective of fostering public knowledge and appreciation of choral music

- The target audience at concerts (other than the Christmas Spectacular, for which the audience must be larger) will be 350 paying members in the long term (250 for the remainder of the 2016-17 season).
- *Operational aspects of this should begin with establishing the exact size of our paying audiences.*
- We will encourage people unfamiliar with classical music, or those who cannot afford our tickets, to attend our concerts by invitations to community organisations, subsidising tickets and other means.

5 BFCS will seek to foster music-making and music appreciation in the wider Bradford community

- We will aim to support at least one new community involvement project every season
- In addition, we will run one or two Come and Sing events every season, and Learn to Sing courses from time to time
- We will welcome invitations for informal performances at community events
- We will refer to community commitment in our publicity material (*Bradford Festival Choral Society – a classical choir with community spirit*).

6 BFCS will maintain its organisation in a way which fosters effectiveness, democracy and accountability

- In the Trustee group and the committee, we will seek a balance between using the experience of existing volunteers and encouraging the enthusiasm of new ones
- We will express appreciation and encouragement of our volunteers
- We will communicate all significant developments to choir members, and consider involving them in decisions when appropriate
- We will involve the musical team in all decisions affecting artistic content