



Record of Proceedings of the Meeting held on Sunday September 13th 2009

Document Version: Draft 1

Attachments to the minutes: (hardcopies filed for the records and available for review and inspection)

1. Presentation Charts used during the meeting
2. Attendance Sheet
3. Written report of Music Director
4. Written report of Treasurer.

The meeting was Chaired and minuted by Roy Kruze.

Documentation of the material presented and reviewed by the meeting is recorded in the Presentation Charts attached to the minutes. The following notes, comments, and decisions were recorded during the meeting.

1. Admin & Formalities

16 members attended the meeting achieving the quorum required for decisions to be made.

The meeting expressed thanks to all those retiring from their posts and letters will be sent to those not able to be present at the meeting.

The remaining committee members resigned their posts and put themselves forward for re-election.

Previous AGM 2008 minutes were agreed.

General point was raised that the band would like direct feedback following Committee meetings. **Action: New Committee**



2. The Band Factory Report

Current status and progress with The Band Factory was seen to be positive and it was agreed that we can now proceed with the controlled investment and development in line with the priorities identified at the last Committee meeting. **Action: Trustees and New Committee to progress.**

3. Musical Director's Report

The written report submitted by Paul Russell was made available to attendees as requested. The contents were duly noted and a hardcopy filed with the proceedings of the meeting. It was decided not to respond to the detail of the report but to write a short letter to thank Paul for his long service to the band.

Neil Kelsall requested that it be specifically minuted that the claim that he has left RSB and joined Cubbington is not true and that he remains a committed member of RSB.

4 Treasurer's Report

Gordon's apologies were conveyed to the meeting together with a brief summary of the main points of his report which had been received by phone. A hardcopy of the report will be attached to these minutes. The main points emphasised were:

- 1) In general a reasonable year financially with the final position showing a surplus of just over £2000 over the previous year. Accounts have been audited and a copy for inspection by members is available is on request. The position with respect to cash in the bank is healthy.
- 2) Decline in the main revenue streams apart from rental income from The Band Factory
- 3) The accounts have been restructured to separate band funds from those related to The Band Factory.
- 4) Gordon has already reviewed the charts shown at the meeting and supports the proposed plans and priorities.



5 Analysis & Trends

Several charts were reviewed providing an analysis of the P&Ls for the band and for The Band Factory.

Main points:

1. The band P&L shows a small surplus and despite a decline in the main revenue streams (subscriptions and performance income) costs were under control. However, it was noted that expenditure on key items such as new music and promotional items has been constrained. Musical Director fees were identified to be around 40% of the costs. Concern was expressed at the steady decline in revenue streams and agreement that reversing these should be a priority. Sorting out the subscription situation is a key priority. **Action: New Committee**
2. The Band Factory P&L shows that the increased rental income now more than covers running costs and the outlook will allow a level of investment and development in the building. It was recognised and agreed that the band should continue to make a fair contribution to the running costs comparable with the other user groups.

6 Strategic Priorities

The strategic priorities proposed on the chart were discussed and agreed.

7 90 Day Action Plan

Significant discussion took place to agree the actions to be taken in the short term (next 90 days). The following decisions and agreements were made:

1. The organisation should continue to offer activities to suit a range of levels of ages and abilities and that continuity of the main band depended on recruitment and training of new players and retention of experienced players.
2. Action should be taken to promote the activities of the various groups and we should allocate budget for promotional materials, advertising and leaflets. The documentation and leaflets should be updated and a Welcome Pack should be available for new and prospective members.
3. The current structure of Buddin Brass, Band, Ensemble should continue with the groups retaining their individual identities but consistent within the overall brand of



Royal Spa Brass. The needs of all players to be respected and provided for. The committee should ideally be made up of representatives of all groups.

4. The appointment of a new Musical Director is high priority and the process for making this appointment should be immediately actioned by the Committee.
5. Hugh has agreed to continue as stand-in conductor on Tuesdays until the long term appointment is made. It was agreed that the known issues of timing and attendance could be addressed by restructuring and extending the rehearsal. **Action: Hugh Rashleigh to implement changes.**
6. We should invest in all the main groups of the band by allocating a budget in return for the delivery of revenue back to the organisation. Hugh's requests and proposals (submitted to the last committee meeting) were reviewed and approved. A budget of £500 for Buddin Brass was allocated and approved, and a similar revenue target (subs and performance/concert revenue) accepted. It was agreed that we should purchase new music for the main band and the ensemble and we should investigate the design and purchase of stand banners to be displayed by all groups when performing.
7. The most urgent need is for experienced cornet players for the main band. A recruitment campaign (advertising, direct approaches, invitations to ex-RSB players) is to be initiated and all members to exploit their personal networks to help with this.
8. We will do whatever is necessary to ensure a successful performance at Carols at The Castle on December 19th. The plan includes:
 - Bolster the band by inviting selected, experienced players to perform with us – top priority cornet players
 - Early decisions on pieces to achieve an entertaining but achievable programme.
 - Specific, published, rehearsal dates to begin after half term .
 - Identification and appointment of a conductor (an opportunity to trial a candidate for new MD).
 - Commitment from all existing members to deliver an excellent performance and to protect our 'contract' for this job which is critical to our morale, public image and reputation.
9. We will plan to exploit the Xmas season to raise revenue and to enjoy ourselves. Opportunities for organised Carol Playing to be taken by all groups.
10. We should aim for a decent indoor Concert involving all groups in the Spring.



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11. We should plan to participate in an event (Open-Day) to celebrate the 10th Anniversary of The Band Factory on Saturday 27th February 2010.

All the above actions to be pursued vigorously by the new committee.

8 Management Team

The roles required to professionally manage the band and the band factory were reviewed. Of particular note is the need for a Welfare Officer to focus on Child Protection and to ensure compliance with the new regulations.

9 Election of New Committee

The following members were elected to the new committee for 2009/10:

Hugh Rashleigh

Kenneth Owen

Richard Hartshorn

Roy Kruze

Jon Lambdon

Lynne Rowcliffe

Megan Bazeley

Meeting closed 9:30pm

Minutes prepared by Roy Kruze