

# MUSIC VICTORIA STRATEGIC PLAN - 2016 to 2019



## Mission

*To champion Victorian music.*

## Strategic objectives 2016 to 2019

### STRATEGIC OBJECTIVE 1: REPRESENT

*Provide a leading and representative voice*

#### 1. Maintain and develop Music Victoria's position as a primary source of trusted industry advice

- 1.1 Host sub-committees and advisory panels to provide a series of organised forums for industry engagement and to provide authoritative advice and guidance to Music Victoria, industry and government in areas of policy, plans and programs
- 1.2 Music Victoria website to be a repository of authoritative and trusted information – ensure website and social media channels are up to date with music industry news and opportunities, ensure resources and directory pages are current with all new venues, festivals and small music industry businesses
- 1.3 Provide an in-bound service to members responding to industry inquiries on phone, email and in person

#### 2. Represent the industry on issues at local, state, national and international levels

- 2.1 Ensure Music Victoria is represented on key local, state and government advisory bodies
- 2.2 Ensure contemporary music is recognised and supported in council and policy strategies
- 2.3 Continue Music Victoria's involvement in SEPP N-2 review
- 2.4 Advocate for cross government support for the national music industry
- 2.5 Increase the value and appreciation of music in the public domain

#### 3. Develop Music Victoria's 'industry representative' position in the public domain

- 3.1 Communicate key issues and achievements via CEO report in Music Victoria newsletter and news page on website programs
- 3.2 Issue press releases, social media posts and conduct media interviews on all key issues

- 3.3 Secure regular guest appearances on mainstream media such as ABC Radio National and Triple M, as well as community radio and music blogs
- 3.4 Music Victoria is acknowledged in publicity by others around events, awards, issues, etc.
- 3.5 Develop and maintain good bi-partisan relationships with government at the state and national levels
- 3.6 Present lectures to music industry students

#### ***Advise and influence***

#### **4. Advise and influence the Victorian Government's delivery of Music Works and Creative Industry policies**

- 4.1 Provide advice to government on the structure and delivery of the Music Works package
- 4.2 Advisory role to Creative Victoria in its establishment of the Music Market, Hall of Fame, Live Music Development Office
- 4.3 Promote use of and seek commitments to use Victorian music in public places, events and businesses (e.g. AFL & VFL games, fashion events, other cultural/tourism events)
- 4.4 Work with Creative Victoria to encourage government agencies and other creative industries that have state government financial support (including gaming and film producers) to use Victorian music

#### ***Be diverse and inclusive***

#### **5. Develop policies, behaviours and publish statements to promote diversity and inclusiveness**

- 5.1 Consult with key stakeholders and music community to develop diversity and inclusiveness policies, including but not limited to gender, background, disability and geography
- 5.2 Publish and operate in accordance with diversity and inclusiveness statements

## **STRATEGIC OBJECTIVE 2: SUPPORT**

### ***Deliver programs***

#### **6. Provide ongoing professional development and engagement with music education**

- 6.1 Deliver industry development workshop series on a range of topics at 'entry level', 'mid-level' and 'masterclass' level in a number of metropolitan and regional locations (refer to professional development program). Specifically target venues and artists
- 6.2 Partner with academic institutions or areas of industry to undertake industry related research, possibly including:
  - music industry census
  - targeted industry sectors surveys
  - research projects
- 6.3 Offer opportunities for interns

#### **7. Promote, facilitate and deliver November series of industry events**

- 7.1 Partner with event stakeholders and Victorian Government to better plan and coordinate the November series of events – present to Visit Victoria, Creative Victoria and major event producers
- 7.2 Support annual Face the Music conference and other key Victorian industry conferences - offer strategic advice on program and recommend appropriate key speaker suggestions

#### **8. Expand the member benefits program**

- 8.1 Identify and negotiate discounts for musicians
- 8.2 Identify and negotiate discounts for other members

#### **9. Focus on regional Victorian music community**

- 9.1 Identify key issues and opportunities and develop regional actions based on evidence and feedback from key stakeholders within the regional music community
- 9.2 Partner with Creative Victoria on any relevant regional projects

## **10. Establish a women's industry initiative**

- 10.1 Establish and coordinate an ongoing forum to promote and pursue stronger women's involvement in industry decision-making commensurate with women's participation

### ***Music Victoria as a knowledge hub and centre of excellence***

## **11. Develop and publish guidance and advice for members**

- 11.1 Publish information and other resources on the Music Victoria website on new Music Works initiatives
- 11.2 Investigate the need to publish a Best Practice Guidelines for Musicians
- 11.3 Promote and distribute Best Practice Guidelines for Live Music Venues to councils and venues. Investigate the need to update Best Practice Guidelines for Live Music Venues with new developments

### ***Celebrate and promote Victorian music***

## **12. Publicise Victorian music**

- 12.1 Continue to develop and promote the Melbourne Music City app:
- Promoted in a Melbourne street poster campaign
  - Place advertisements in print and online media (e.g. street press/magazines, music blogs, other industry websites)
- 12.2 Apply for music laneways funding to produce video content and podcasts to accompany laneway celebrations and walking tours
- 12.3 Work with Tourism Victoria to promote key Melbourne events and stories
- 12.4 Coordinate with state and local government and media to preserve and promote Victoria's music heritage

## **13. Plan major events to celebrate Victorian music**

- 13.1 Plan and execute The Age Music Victoria Annual Awards
- 11 genre awards
  - 12 publicly voted awards
  - select a date that increases opportunities for nominees to attend to align/coincide with November music industry events
  - survey awards judges about any need to amend criteria, categories, panels every 2 years

***Partnership arrangements to better deliver programs***

**14. Expand initiatives under this business plan to deliver or support delivery of key elements of Victorian Government's Music Works package**

14.1 Music Victoria to develop and deliver a series of programs, or expand other programs in this business plan, to support implementation of the Victorian government's Music Works package including:

- partner in mentoring/internship program under the 'Music Under Wings' initiative
- manage Good Music Neighbours program

**15. Partner with Local Government to support their local music communities**

15.1 Curate and present 3 professional development/information sessions at Leaps and Bounds Music Festival

15.2 Liaise with City of Melbourne in its management of Melbourne Music Week to provide feedback regarding reach and diversity of genre and that appropriate stakeholders are represented and engaged with

**16. Partner with hearing/health organisations**

16.1 Partner with HEARsmart, Live Music Office, Support Act Ltd. and Sensaphonics on the Hearing Friendly project and other key health partnerships

## **STRATEGIC OBJECTIVE 3: SUSTAINABLE ORGANISATION**

### ***Organisational structure and staff development***

#### **17. Implement appropriate human resource procedures**

- 17.1 Maintain appropriate policies for the appointment and retention of staff and committee of management including:
- develop and implement performance assessment process and plans for each staff member
  - identify relevant training opportunities for each staff member

### ***Broaden and increase funding sources***

#### **18. Broaden and increase revenue streams**

- 18.1 Prepare annual expenditure and required revenue forecast each year  
18.2 Apply for grants and program funding as appropriate

### ***Ensure Music Victoria has a strong mandate***

#### **19. Develop communication and stakeholder strategies and continually implement resultant plans**

- 19.1 Implement Music Victoria membership/marketing/communications strategy. Review annually

#### **20. Develop a strong membership base with a focus in key target markets**

- 20.1 Update membership strategy and undertake an annual membership drive including membership drives across industry and across the state  
20.2 Leverage off industry development activities to build membership base

## **SUMMARY OF KEY STRATEGIC OBJECTIVES – 2016-19**

### **STRATEGIC OBJECTIVE 1: REPRESENT**

- Provide a leading and representative voice
- Advise and influence government
- Be diverse and inclusive

### **STRATEGIC OBJECTIVE 2: SUPPORT**

- Deliver programs
- Be a knowledge hub and centre of excellence
- Celebrate and promote Victorian music
- Develop partnership arrangements to better deliver programs
- Expand initiatives under this strategic plan to deliver or support delivery of key Victorian Government projects (e.g. Music Works)
- Partner with local government to support local music communities

### **STRATEGIC OBJECTIVE 3: BE A SUSTAINABLE ORGANISATION**

- Implement appropriate organisational structure and staff development
- Broaden and increase funding sources
- Ensure Music Victoria has a strong mandate