STRATEGIC PLAN 2016-19

2018 UPDATE

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Photographer: Andrew Watson

3 MARCH 2018
Contemporary Music Victoria Inc. (Music Victoria) is an independent, not-for-profit organisation and the state peak body for contemporary music.

We represent musicians, venues, music businesses and professionals, and music lovers across the contemporary Victorian music community.

Music Victoria provides advocacy on behalf of the music sector, actively supports the development of the Victorian music community, and celebrates and promotes Victorian music.

OUR VISION
The potential for Victorian music will be realised nationally and internationally.

OUR MISSION
To create value and improved economic outcomes for Victorian musicians and music businesses.
MUSIC VICTORIA’S VALUE PROPOSITION

For musicians

> Access to broader networks and connection to music industry opportunities locally and internationally.
> Support to transform their capability to take advantage of such opportunities.
> Access to expert advice and support for improved health and economic outcomes.
> Advocacy for recognition that music is one of the state’s most valuable assets.
> Access to discounts for important services such as travel and equipment.

For audiences

> A diverse and accessible contemporary music scene that provides compelling entertainment all year round.
> Opportunity to live in a city and state with a national and international reputation for being the music capital of Australia.

For service and infrastructure providers

> Connections and advice for attracting quality content.
> Advocacy regarding government policy and legislation that impacts the service and infrastructure aspects of the music industry.

For government

> Independent representative and expert advice on the music industry to guide development of relevant and high-impact policy and legislation.
> Expert advice on developing a thriving creative economy.
> Awareness of sector opportunities and issues and support for effective and timely response.
> A trusted and reliable project partner.

For non-practitioner members

> Opportunity to support the growth of a vibrant Victorian music industry and creative economy.

For partners and sponsors

> Opportunity to provide targeted products and services to musicians, music business and audiences that increase reputation and sales.

For media

> Access to diverse and compelling stories that have high appeal for audiences.
HOW WE GENERATE THIS VALUE

ACCESS TO WELL INFORMED SPECIALISTS

To ensure industry policy debate is evidence-based, Music Victoria engages specialists to undertake research reports and provide expert commentary.

Leadership
To contribute to the direction of policy and legislation, Music Victoria presents a united voice to government by reconciling the shared but disparate and sometimes conflicting needs of the industry.

Providing a forum
Music Victoria provides forums for different members of the music community to raise and discuss key issues facing their sector, including the formation of industry sub-committees.

Skills and professional development
Music Victoria will map the industry to identify skills gaps, support industry development initiatives and advocate for programs to equip the industry with the necessary skills to expand their opportunities through professional development and coaching.

Identifying role of music industry in wider social policy challenges
Music Victoria will develop relationships across Government to identify and promote the role that music can play in addressing wider social issues. This could include, for example, the role of music in promoting mental health.

Representation
Music Victoria is providing a strategic and representative voice for the Victorian music industry at the state and national level to ensure that there is a coordinated response to emerging issues faced by the industry as well as responding to other economic and cultural opportunities.

Music Victoria is currently advocating the interests of the industry on critical bodies such the Liquor Control Advisory Council (LCAC), the Australian Music Industry Network (AMIN) and the Arts Industry Council of Victoria. It is also strengthening its relationship with Creative Victoria and developing its relationship with Regional Arts Victoria, Tourism Victoria, the City of Melbourne, and local councils.

Research, Information and Education
Music Victoria will undertake its survey of industry trends and needs each year in order to track the development of the industry in Victoria and identify policy and industry development needs. Its research will be specific and issues-based and will not seek to duplicate research already undertaken elsewhere.
**Goal 1: Support the growth of a vibrant music industry and creative economy in Victoria**

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<th>OBJECTIVE</th>
<th>KPI</th>
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<td>1. Create opportunities for contemporary music performance and promotion</td>
<td>&gt; Strategy, action plans and programs developed and implemented for metropolitan, national and international opportunities.</td>
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<td>and promotion in metropolitan and regional Victoria, national and</td>
<td>&gt; Regional strategy, action plans and programs developed and implemented.</td>
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<td>international venues.</td>
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<td>2. Directly or in partnership, deliver professional development for</td>
<td>&gt; Professional development strategy, action plans and programs developed and implemented.</td>
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<td>musicians and music business owners, operators and staff, in</td>
<td>&gt; At least 75% of expected attendance at Music Victoria hosted advisory and information sessions.</td>
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<td>metropolitan and regional Victoria.</td>
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<tr>
<td>3. Directly or in partnership, deliver business development for music</td>
<td>&gt; Business development strategy, action plans and programs endorsed and implemented.</td>
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<td>businesses in metropolitan and regional Victoria to develop growth</td>
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<td>opportunities for employment, businesses and the economy.</td>
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<td>4. Continue to offer a contemporary membership model that creates</td>
<td>&gt; Measure membership satisfaction, specifically against expected and received value.</td>
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<td>value for members.</td>
<td>&gt; Improve measurement processes to allow better data capture on benefits uptake.</td>
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<td>&gt; Develop and implement a campaign to convert potential members to increase membership by 10% (campaign to be based on an effective digital engagement strategy).</td>
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<td>5. Continue to celebrate and promote Victorian music and the</td>
<td>&gt; Continue to host a major industry awards event.</td>
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<td>Victorian music industry.</td>
<td>&gt; Continue to develop and implement a mainstream PR strategy for the awards, monitor annual improvements.</td>
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Goal 2: Provide leadership and a representative voice

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| 7 Music Victoria to be a primary source of trusted industry advice and leadership. | > Board and CEO invited to speak at state, national or international industry events – four per year.  
> Major report released on industry or creative economy.  
> Interviews with state, national and international media published or broadcast. |
| 8 Represent the industry and effectively engage on matters relating to Music Victoria’s strategic objectives at local, state, national and international levels. | > Active membership on all relevant key local and national strategic bodies, including:  
  - at least one working group or sub-committee role for each  
  - attend at least 80% of each standard meeting. |
| 9 Advise and influence government policy where it affects the Victorian music industry and creative economy. | > Regular meetings with the relevant state and federal government Ministers (State Govt. at least three per year).  
> Positive written responses received from relevant Ministers and state government bodies such as Creative Victoria.  
> Facilitate engagement and networks between music industry and government.  
> Actively lobby relevant government ministers and Members of Parliament to inform relevant policy and legislative reform. |
| 10 Continue to demonstrate and promote diversity, inclusiveness, health and wellbeing. | > Aim to achieve gender equality and diversity balance on the Music Victoria Board, advisory panels and organisational staffing.  
> Aim to apply gender equity and diversity to all Music Victoria activities.  
> Conduct an annual survey on musician health – physical and mental. |
**Goal 3: Be an effective and sustainable organisation**

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<td>11</td>
<td>Ensure Board members and staff have access to relevant and effective professional development.</td>
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| 12  | Practice a high-standard of governance. | > Identify and meet all compliance requirements.  
> Strategic plan set and reviewed annually against performance.  
> Create a Board succession plan.  
> Conduct an annual review of sub-committees – purpose, effectiveness.  
> Board helps the organisation engage effectively with stakeholders.  
> Board sets the tone for ethical and responsible decision-making. |
| 13  | Ensure a sustainable and resilient funding base is established. | > Continue to meet the terms of the funding agreements in place with Creative Victoria.  
> Commitment is secured from each major political party (with potential to form government) to maintain current funding arrangements.  
> Review current funding model and investigate relevant opportunities from global best practice and sustainability options.  
> Secure a minimum of $400,000 annual revenue, with a minimum increase to cover wage rises and CPI.  
> Investigate and pursue additional funding opportunities.  
> Board helps the organisation engage effectively with stakeholders. |
| 14  | The organisation is managed in a fair, equitable and accountable manner meeting high contemporary standards. | > Board and staff satisfaction surveys rank the organisation highly. |