

# MUSIC VICTORIA

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Strategic plan 2019 – 2022

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# Strategic plan

2019 – 2022

## Message from the Board Chair and CEO

We are pleased to present to you the Music Victoria Strategic Plan, effective from July 2019 through to June 2022.

To create this Strategic Plan, Music Victoria consulted widely and conducted a series of workshops and meetings with key stakeholders. In particular, we would like to acknowledge and thank:

- Music Victoria Board, staff and Advisory Panels
- Creative Victoria and other key stakeholders
- Liz Pommer, Kintsugi Alliance

Building on from the previous strategic plan, this three-year strategy includes a new strategic goal focusing on prosperity and growth. This goal reflects the ambitions of Music Victoria which include the management of the Victorian Music Development office, undertaking industry research and developing new partnerships and opportunities within the Creative Industries both locally and internationally.

There is also a stronger focus on accessibility and inclusivity to enable Music Victoria to better reflect and represent the broader Victorian contemporary music community.

As Music Victoria approaches it's ten year anniversary there are many opportunities opening up for the organisation including an exciting move to the Collingwood Arts Precinct Music Market in 2020. This will be a space where musicians, music businesses and other stakeholders will be able to connect and collaborate to deliver positive outcomes.

Beyond this Music Victoria will continue to capitalise on key trends, harness opportunities and unite the industry that we are all so proud of and dedicated to.



Tim Northeast  
Chair, Music Victoria Board



Patrick Donovan  
Chief Executive Officer, Music Victoria

*We acknowledge the First Peoples and traditional owners of the land we now call Victoria and celebrate the history and contemporary creativity of the world's oldest continuous living culture.*

# Vision and mission statements

## Vision

Victoria has a thriving, inclusive and sustainable contemporary music industry and community.

## Mission

Music Victoria will enhance the positive impact contemporary music has on social, cultural and economic outcomes for all Victorians by supporting and providing opportunities to Victorian musicians, music professionals and businesses.

## Who we are

Contemporary Music Victoria Inc. is an independent, not-for-profit organisation and the peak body for contemporary music, operating under the oversight of a Board. Within Music Victoria, there are two work units: Music Victoria and the Victorian Music Development Office (VMDO).

We represent, deliver initiatives for and work with the Victorian contemporary music community, which includes musicians, music professionals, music businesses and music lovers.

## Strategic outcomes 2019 – 2022

- **Advocacy and connection**
- **Prosperity and growth**
- **Support**

**NOTE:** The VMDO is a project of the Victorian Government managed by Music Victoria with outputs that align with Music Victoria's Strategic Outcomes. The VMDO operates under a dedicated strategic plan, which is referenced in Music Victoria's overarching strategy.

## Our values and underpinning principles

At Music Victoria we are:

### **Inclusive**

We aim to ensure the people, artistic expressions and experiences in music are diverse and that everyone has opportunity to participate.

### **Connectors**

Music is ultimately about human connection and a successful industry relies on a connected community. We aim to be effective and respectful communicators and collaborators and to support the development of strong connections and partnerships across the Victorian music industry and community.

### **Progressive and future-focused**

We aim to push forward and embrace innovative and future-focused ideas and balance our passion with strong research to progress relevant and evidence-based initiatives.

### **People-centred**

We value our members, music audiences and the musicians and music businesses we support. We aim to create a safe, inclusive and fun working environment where staff have opportunity for professional development and growth.

### **Accountable**

We aim to work to a high standard, provide good value to our members and stakeholders and always work towards being financially and environmentally sustainable. We'll apply good governance principles, high ethical standards and maintain an effective organisation.

# Three-year strategy

## Advocacy and connection

## Prosperity and growth

## Support

### Strategic outcome 1

As Victoria’s peak contemporary music body, Music Victoria will continue to:

- Achieve change which benefits the entire Victorian music eco-system through effective and relevant advocacy.
- Provide credible/trusted, evidence-based advice.
- Connect Victorian musicians, music businesses and music professionals with each other and others in national and international communities.

### Strategic outcome 2

Victorian musicians, music businesses and music professionals achieve better economic outcomes.

Music Victoria continues to grow as an inclusive, effective organisation.

### Strategic outcome 3

Victorian musicians, music businesses and music professionals are capable of accessing opportunities when they arise; the industry and audiences more closely reflect the state’s diversity through inclusive and accessible opportunities and venues; Victorian musicians have better health and wellbeing.

1. **Advocate** on behalf of the Victorian music industry and community with government, private sector and other music industries and communities.
2. Provide expert **advice** to the industry on relevant and emerging topics and trends.
3. Conduct **research** to inform future-focused, innovative and evidence-based decisions and initiatives.
4. **Connect** Victorian musicians, music businesses and music professionals with each other and to national and international music communities.

1. Develop pathways and opportunities for Victorian musicians to expand their **audience reach** statewide, nationally and internationally (both recorded and live).
2. Directly or in partnership, deliver initiatives that assist Victorian music professionals and businesses to achieve strong **economic and social outcomes**.
3. Continue to evaluate and adjust the Music Victoria **financial model** to enable the organisation to deliver on its goals.
4. Review and refresh Music Victoria’s **governance and operations** to enable the organisation to meet its goals, values and principles.

1. Directly or in partnership, provide information, mentoring, training and resources to support musicians, music professionals and music businesses in developing their **skills and business acumen**.
2. Directly or in partnership, deliver initiatives that support the Victorian music industry and communities to better understand and employ principles of **inclusiveness and accessibility**.
3. Effectively **communicate** initiatives to relevant audiences to ensure they are aware of the range of opportunities available to them.

Outcomes

Objectives

# Victorian Music Development Office



The Victorian Music Development Office (VMDO) is a project of the Victorian Government managed by Music Victoria. The work of the VMDO is aimed at delivering outputs in support of Music Victoria’s Strategic Outcomes. The VMDO is managed by a General Manager under the guidance of the Music Victoria Chief Executive Officer and a dedicated steering committee and is governed by the Music Victoria Board.

## VMDO strategic plan

| VMDO strategic plan |   |   |  |  |  |  |
|---------------------|---|---|--|--|--|--|
| <b>Goal</b>         | 1. The VMDO will work with and for Victorian music businesses to develop capacity [and capability].   | 2. The VMDO will work with and for Victorian music businesses to increase revenue.  | 3. The VMDO will work with and for Victorian music businesses to seed innovation.  | 4. The VMDO will work with and for Victorian music businesses to reflect Victorian communities.                              | 5. The VMDO will work with and for Victorian music businesses to be relevant and trusted.  |  |
| <b>Outcomes</b>     | <p>In the future, Victorian music industry businesses are:</p> <p>1.1 Outward and connected</p> <p>1.2 Powered by innovative, business-focused and skilled people</p> | <p>In the future, Victorian music industry businesses are:</p> <p>2.1 Accessing relevant markets</p> <p>2.2 Seeking new investments</p> | <p>In the future, Victorian music industry businesses are:</p> <p>3.1 Participating in and accessing relevant research and information</p> <p>3.2 Learning from other industries</p> <p>3.3 Market leaders in new thinking</p> | <p>In the future, Victorian music industry businesses are:</p> <p>4.1 Embodying the diversity of the Victorian community</p> | <p>In the future, Victorian music industry businesses are:</p> <p>5.1 Advocates of the VMDO</p> <p>5.2 Represented in the governance of the VMDO</p> |  |

# Organisational design

How we organise ourselves to  
deliver our strategic outcomes



*Event: The Age Music Victoria Awards 2019  
Artist: Angie McMahon  
Photographer: Martin Philbey*

# Statement of purpose

## As stated in the Music Victoria Rules of Association

Contemporary Music Victoria Inc. exists to support the growth, participation and development of the Victorian contemporary music industry.

As a peak body for the Victorian contemporary music industry, Contemporary Music Victoria Inc.:

- a. Is the central point of contact for Victorians to engage with and participate in the contemporary music industry and related activities.
- b. Provides advocacy on behalf of contemporary music within the music industry, the wider community and government.
- c. Provides an industry development role through provision of programs and services and the creation of a knowledge hub.
- d. Provides activities to encourage celebration and promotion of contemporary Victorian music and to create a supportive cultural community.
- e. Represents Victorian contemporary music interests at the local, national and international levels and participation of Victorian interests in national projects and other activities.
- f. Is a relevant and strong organisation focused on good governance and community participation.
- g. Engages and fosters strong partnerships between the music industry, government and the community.
- h. Aims to work from an understanding of not replicating services that are provided elsewhere.
- i. Provides for the support and fellowship of its members.
- j. Is broadly inclusive of the entire contemporary music industry: all music genres, industry sectors and professions as well as being accessible for metropolitan and regional Victoria.
- k. Aims to be valuable to music makers in its activities whenever possible.



*Event: The Age Music Victoria Awards 2019  
Artist: Baker Boy  
Photographer: Martin Philbey*

# Operating model

Influenced by: laws, regulations, community need and sentiment

## Vision, mission and purpose

- Our vision is that Victoria has a thriving, inclusive and sustainable contemporary music industry and community.
- We will enhance the positive impact contemporary music has on social, cultural and economic outcomes for all Victorians by supporting and providing opportunities to Victorian musicians, music professionals and businesses.
- We represent, deliver initiatives for and work with the Victorian contemporary music community and industry, which includes musicians, music businesses, music professionals and music lovers.

## Organisational design

- Music Victoria is a not-for-profit, incorporated association, overseen by a Board of Directors and led by a Chief Executive Officer.
- The Board and CEO oversee the organisation's two work units: Music Victoria and Victorian Music Development Office, both led by General Managers.
- The organisational structure diagram shows reporting lines and role function descriptions.

## Business model and operations

- Business model (what and for whom)
- Operational plan (how, when and budget)
- Governance (decision-making and reporting)
- Engagement, collaboration, interface with colleagues and external stakeholders, customer relationships
- Organisational development and innovation

## Strategic outcomes

- As Victoria's peak contemporary music body, Music Victoria will continue to:
  - achieve change which benefits the entire Victorian music eco-system through effective and relevant advocacy
  - provide credible/trusted, evidence-based advice
  - connect Victorian musicians, music businesses and music professionals with each other and others in national and international communities.
- Victorian musicians, music businesses and music professionals achieve better economic outcomes; and Music Victoria continues to grow as an inclusive, effective organisation.
- Victorian musicians, music businesses and music professionals are capable of accessing opportunities when they arise; the industry and audiences more closely reflect the state's diversity through inclusive and accessible opportunities and venues; Victorian musicians have better health and wellbeing.

## People

- Capability
- Capacity
- Agility and resilience
- Culture – building a sense of unity, purpose and respect
- People management: recruitment, performance, development

## Systems and processes

- Information, data and knowledge management
- Authorising processes
- Enabling technology
- Risk and issues management
- Measurement and evaluation
- Standard operating procedures

## Built environment

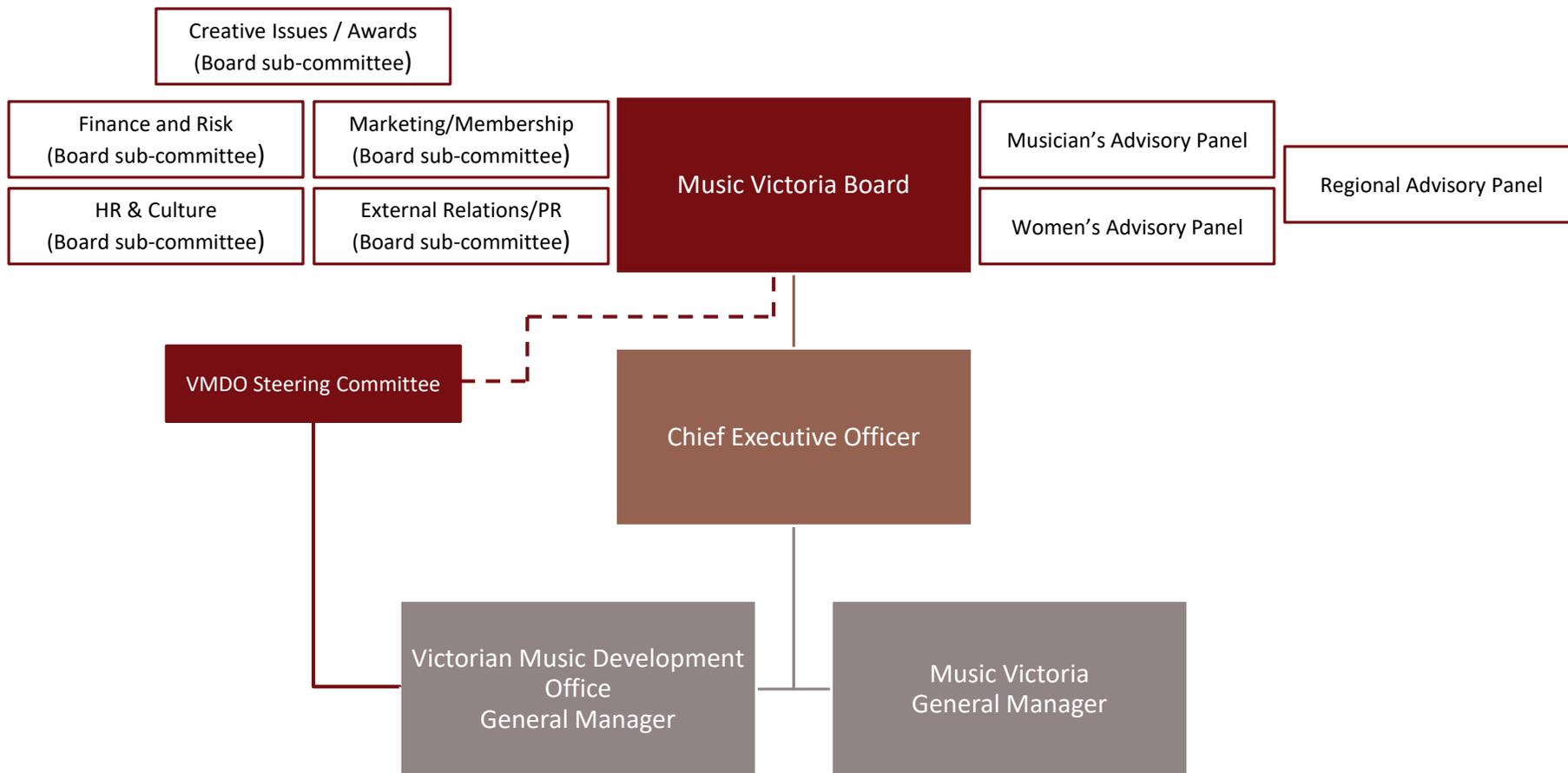
- Activity-based work environment
- Accommodation
- Equipment
- Facilities
- OHS

## Finances and budget

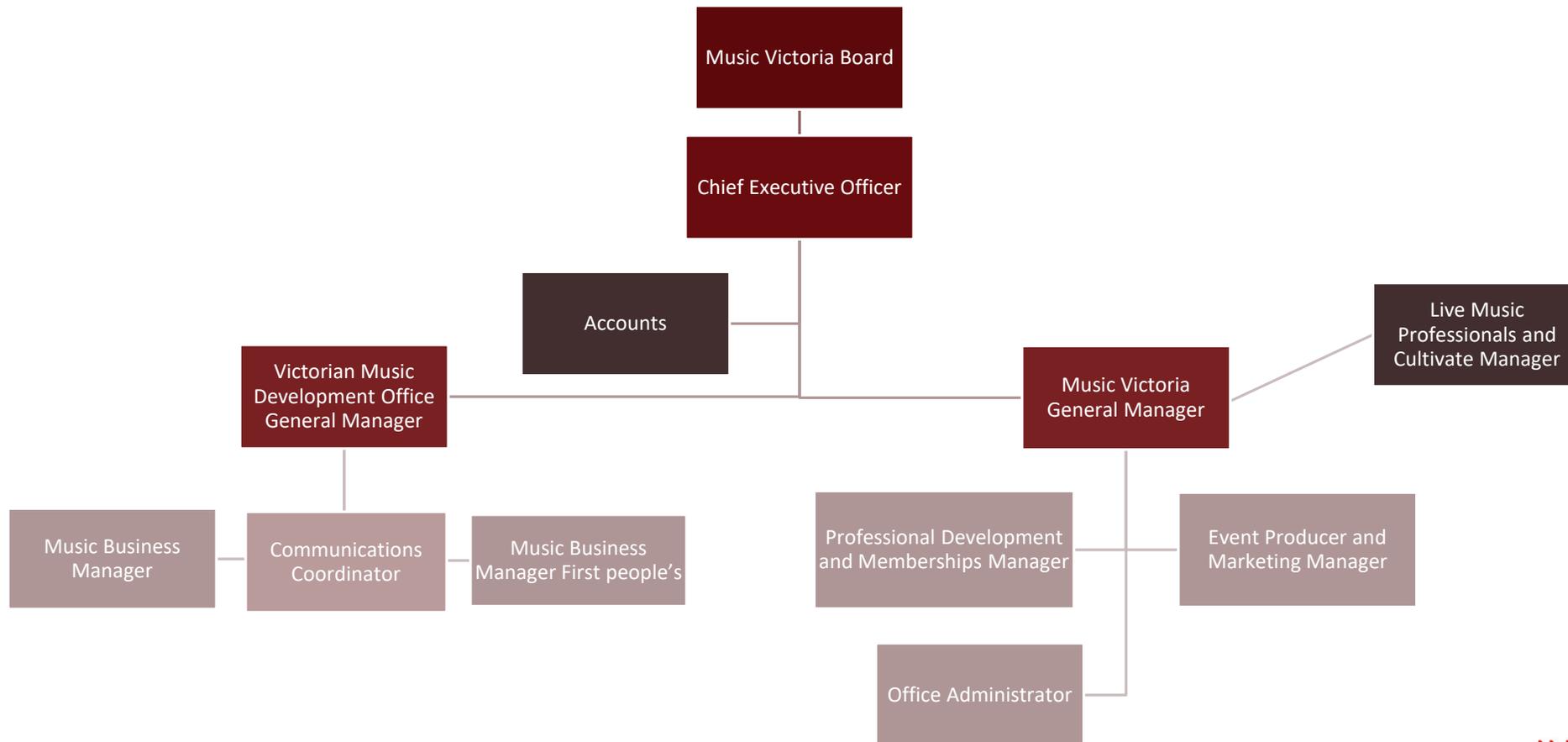
- Income streams: ongoing, project-based, membership
- Staffing, development and implementation costs
- Resourcing

Influence on: people, their lives and community (economy, environment, society)

# Governance



# Organisational structure



# Role function descriptions

| Role   | Functions   |
|--|---|
| Board and Chair                                  | <ul style="list-style-type: none"> <li>• Provide and monitor strategic direction of the organisation</li> <li>• Monitor operational and financial position and performance</li> <li>• Assure a prudential and ethical base to the organisation's conduct and activities</li> <li>• Assure key risks are identified and addressed</li> <li>• Appoint and oversee performance of CEO and monitor other executive appointments</li> <li>• Approve budgets and business plans, monitor acquisitions and capital management</li> <li>• Oversee and review the design, implementation and review of policies, processes and codes</li> <li>• Oversee member and stakeholder engagement</li> </ul> |
| Chief Executive Officer                          | <ul style="list-style-type: none"> <li>• Lead the delivery of the Music Victoria's strategic objectives and oversee the day-to-day operations</li> <li>• Oversee the development of membership and services provided to members</li> <li>• Ensure that Music Victoria operates in an ethically, environmentally and socially responsible manner</li> <li>• Oversee staff management and development</li> <li>• Work with staff to oversee contractual management, implementation of marketing and communications strategies and safety management plan</li> <li>• Identify risks and threats and implement mitigation strategies</li> </ul>   |
| General Manager                                  | <ul style="list-style-type: none"> <li>• Responsible for business and operational management, including strategic and business planning</li> <li>• Manage and develop staff</li> <li>• Business development</li> <li>• Assist CEO and Board in stakeholder engagement and advocacy</li> <li>• Financial management, procurement and contract management</li> </ul>  |
| Event Producer and Marketing                     | <ul style="list-style-type: none"> <li>• Producer for The Age Music Victoria Awards</li> <li>• Oversee and manage the set-up of the new Music Victoria website</li> <li>• Develop, manage and implement organisational marketing, social media and communications strategies and budgets</li> <li>• Support the Memberships and Professional Development Manager with the annual membership drive</li> </ul>  |
| Memberships and Professional Development Manager | <ul style="list-style-type: none"> <li>• Responsible for the strategy, development and delivery of the Music Victoria memberships program</li> <li>• Responsible for the strategy, development and delivery of the Music Victoria professional development program</li> <li>• Manage the annual membership drive with support from Marketing</li> <li>• Develop, deliver and report on member surveys</li> </ul>  |
| Office Administrator                             | <ul style="list-style-type: none"> <li>• Responsibly for general office administration</li> <li>• Front line office support</li> <li>• Membership administration</li> <li>• Office coordination</li> <li>• Website, newsletters and social media updates</li> </ul>   |

- Board sub-committees**
- Finance/Risk
  - Marketing/Membership
  - HR and Culture
  - External Relations/PR
  - Creative Issues/Awards
- Advisory panels**
- Women's Advisory Panel
  - Artists' Advisory Panel
  - Regional Advisory Panel

# Stakeholders (who we do this with and for – external )

| Stakeholder segment     | Descriptions   | Groups  |   |
|-------------------------|--|---|---|
| Music community         | <ul style="list-style-type: none"> <li>• People-focused</li> <li>• Musician: someone who is interested in pursuing a professional or semi-professional music career. That is, someone who wants to earn their living from their music.</li> <li>• Audiences and music consumers: anyone who listens to or buys music – live or recorded.</li> <li>• Music hobbyist: someone who likes playing music but has no intention of earning an income from music.</li> </ul> | <ul style="list-style-type: none"> <li>• Individual and groups of Victorian contemporary musicians.</li> <li>• Audiences and consumers: Victorian, Australian and international.</li> <li>• Hobbyists</li> <li>• Sub-sets: geographic location; gender; cultural and linguistic; ability;</li> </ul>  |   |
| Music industry          | <ul style="list-style-type: none"> <li>• Enterprise-focused</li> <li>• Music businesses: for-profit entities – an organisation that operates to bring music to audiences or support musicians to bring music to audiences, preferably at a profit to the business. Not a musician.</li> <li>• Music professionals: an individual who earns all or part of their income in the music industry either independently or within a company. Not a musician.</li> </ul>    | <ul style="list-style-type: none"> <li>• Includes rehearsal, recording and live music venues (including festivals); production, recording, distribution, streaming, record, licensing and publishing companies; promoters, booking and management agencies; infrastructure and equipment providers (staging, PAs, lighting, transport, etc.); corporate support (accountants, lawyers, etc.); and publications.</li> <li>• Support service providers (crews, management, tour management, other supporters).</li> </ul> |   |
| Other service providers | <ul style="list-style-type: none"> <li>• Partners and sponsors</li> <li>• Not-for-profit organisations which provide direct support or advocacy</li> </ul>   | <ul style="list-style-type: none"> <li>• APRA AMCOS</li> <li>• The Push</li> <li>• Sounds Australia</li> <li>• Arts Centre Melbourne</li> <li>• Support Act</li> <li>• Arts Access Victoria</li> <li>• Regional Arts Victoria</li> </ul>  | <ul style="list-style-type: none"> <li>• Green Music Australia</li> <li>• Music Educational Institutions (JMC, Melbourne Polytechnic, SAE, RMIT, Box Hill Tafe, Collarts)</li> <li>• The Age</li> <li>• Band Mates</li> <li>• Community Radio (RRR, PBS)</li> </ul> |
| Music advocates         | <ul style="list-style-type: none"> <li>• Organisations or individuals which operate for the purpose of promoting and growing the music industry and community, generally not-for-profit.</li> <li>• Worker advocates (unions and industry associations)</li> </ul>   | <ul style="list-style-type: none"> <li>• Peak bodies: QMusic, Music NSW, Music SA, Music NT, Music Tasmania, WAMusic,</li> <li>• AMIN</li> <li>• Music Australia</li> <li>• MEAA</li> </ul>   |   |
| Music Victoria members  | <ul style="list-style-type: none"> <li>• Individuals or group who pay for a membership and have access to membership benefits.</li> </ul>  | <ul style="list-style-type: none"> <li>• Under 18s</li> <li>• Concession individuals</li> <li>• Music lovers</li> <li>• Musicians</li> <li>• Music industry professionals</li> <li>• Sound engineer/producer</li> </ul>   | <ul style="list-style-type: none"> <li>• Non-profit/small business</li> <li>• Venues/Festivals</li> <li>• Platinum</li> <li>• Councils</li> <li>• Patrons</li> </ul>  |
| Media                   | <ul style="list-style-type: none"> <li>• Online, print, broadcast</li> </ul>   | <ul style="list-style-type: none"> <li>• Victorian, other state-based, national and international music media</li> <li>• Victorian, other state-based, national and international mainstream media</li> </ul>   |   |

# Stakeholders (for internal operations)

| Stakeholder segment | Descriptions  | Groups   |
|---------------------|---|--|
| Leadership group    | <ul style="list-style-type: none"> <li>Decision-making groups and executives</li> </ul>   | <ul style="list-style-type: none"> <li>Music Victoria Board: Chair and members</li> <li>VMDO Steering Committee</li> <li>MV CEO</li> <li>MV and VMDO GMs</li> </ul>  |
| Working groups      | <ul style="list-style-type: none"> <li>Sub-committees or working groups of the Board</li> <li>Ad hoc working groups</li> </ul>  | <ul style="list-style-type: none"> <li>Women’s Advisory Panel</li> <li>Artist Advisory Panel</li> <li>Regional Advisory Panel</li> <li>Sub-committees (Finance/Risk, Marketing/Membership, HR/Culture, External Relations/PR, Creative Issues/Awards)</li> </ul>   |
| Staff               | <ul style="list-style-type: none"> <li>People who work directly with the Music Victoria organisation to design, develop, deliver or assess services, programs and products</li> </ul> | <ul style="list-style-type: none"> <li>Current and past paid employees</li> <li>Volunteers</li> <li>Interns</li> <li>Consultants and contractors (paid and pro bono)</li> </ul>  |
| Government          | <ul style="list-style-type: none"> <li>Funders</li> <li>Law-makers, regulators</li> </ul>   | <ul style="list-style-type: none"> <li>Municipal Association of Victoria</li> <li>79 x LGAs</li> <li>State government; Creative Victoria</li> <li>Federal government;</li> <li>Australia Council for The Arts</li> <li>Minister for Creative Industries (state)</li> <li>Minister for Communications and the Arts (federal)</li> <li>Office for Women</li> <li>Development Victoria</li> <li>Visit Victoria</li> </ul> |
| Suppliers           | <ul style="list-style-type: none"> <li>Provide goods or services to Music Victoria for operations or as part of service/product delivery</li> </ul>                                   | <ul style="list-style-type: none"> <li>White Sky Accounting</li> <li>Ilnet</li> <li>Blue Flame IT</li> <li>One Rabbit</li> <li>AON insurance</li> <li>Eventbrite</li> <li>Noisy Ritual</li> <li>Public Relations (Progressive PR, This Much Talent, Little Giant)</li> </ul>   |