

# 2016 Program Plan



## Organisational Round Up

Music Australia's transformation agenda is now largely completed. With a fully operational Sydney office, skilled staff, specialist part time writers, effective branding, and trade mark in place, the organisation is now fully fit for purpose. Remaining tasks are to update our rules and strengthen membership mechanisms, both of which are to be finalised early in 2016.

Our refreshed activities program has had good uptake with a sold out inaugural Contemporary Music Roundtable, five professional industry seminars held in three cities under the Music Talks banner, continued advocacy and representations to government, specialist art and community music forums and reports, and a music education program which this year broke all records. We achieved participation by 550,000 students, 2,100 schools and 3,500 teachers. This is the largest school music program in the country, and at under \$1 per head for each student, very cost effective.

On the communications front, a suite of new digital tools are in place, and delivering results. We've further improved our well received website, with traffic tripling in the past six months, and enews subscribers growing solidly. We enjoy consistent social media uptake, growing at 25 percent, our content is increasingly shared and our current combined digital reach exceeds 67,000.

Financially, Music Australia is in a solid position as we prepare our next strategic plan. City of Sydney have expanded their venue support and are likely to be major sponsor of our 2016 National Roundtable, our schools program is funded for three more years, and we have financial support from APRA AMCOS. Our strengthened platforms and services are now more attractive to advertisers and members, and this has seen a forty percent increase in earned income.

Demand for our services continues to grow, evidenced by the unanimous backing for a significant national plan by our music industry peak bodies, similar leadership requests from national music education associations, and an ever expanding education program. The challenge here, as always, is sufficiently monetising our services in an ecology where demand is strong but resources limited. It is in this context that underwriting of the Australia Council continues to play a vital role in ensuring our ongoing viability as a strong national contributor to the strategic development of music.

## Key Priorities

The priorities in our 2014 – 2016 Strategic Plan, are all still applicable and integrated. We have two new key priorities in 2016, focused on delivering our strongest strategic impact:

1. **Maximise our influence into the wider music community as a national leader to deliver high level benefits to the Australian public.** We will do this by:
  - Leveraging this influence to foster adoption and advocacy of high value propositions across the music community to provide a unified voice to government and the public.
  - Acting as a catalyst with other peak agencies as the 'peak of the peaks' to achieve a powerful multiplier effect on behalf of the sector delivering sector wide services
  - Leveraging our independent, honest broker status to foster cooperation, and to identify, advocate and address key challenges, opportunities and solutions across the artform.
2. **Work with key partners to contribute to growth of live music audiences**
  - We see this as the major national priority for music, and also for ourselves. Paid audiences represent a key challenge for the whole sector, from popular to art music.
  - Data shows audiences are under pressure, static or declining, and impacted by a multiplicity of digital, demographic and economic factors.
  - We will work strategically with partners including the Live Music Office, Industry conferences, and APACA to champion and support audience growth - by fostering shared learning, improvement, and sector development via quality information and representation.

## Classical and Art Music

### **Sector development and advocacy**

As part of our work examining Australia's classical futures, we convened [a workshop](#) in 2015 to examine key issues for the independent and small to medium classical sector. Facilitated by Music Australia Councillor Nicole Canham, and attended by a dozen Councillors and sector professionals, this provided rich material for our planning. A report on our website [can be accessed here](#).

A summary of recommendations for Music Australia included:

- Advocacy to government, the sector and the general public
- Benchmarking and promotion via involvement in Awards and by profiling case studies
- Facilitate sector communication and engagement into music education
- Acting as a catalyst for conversations between interest groups
- Acting as a catalyst for training, mentorship and leadership development

These recommendations have informed our work program for 2016, with the following identified:

topic	recommendation	Implementation
Broad Advocacy	Develop a sector map of activities of Independents and small to medium organisations	Adapt <i>Music: Count Us In</i> map and publish dedicated Classic Innovators landing pages and with links to articles
	Provide Facts and figures	Develop fact sheet with key data and reach of ensembles, include with our MP advocacy
Promotion	Profiling – success stories, best practice through Music Australia publications	Profile artists in enews and Journal articles using specific Classic Innovators theme and a dedicated landing page
Music Education Advocacy	Facilitate small-to-mediums working in schools via promotion	Provide promotion of small to medium ensembles through our school music program
Sector Engagement	Activate the Erskineville Town Hall space as a live classical music venue at low cost to artists	Provide access and opportunities through Indie Classic series (below) Provide desks to independents & ensembles
Mentoring and Development	Provide Mentoring - leadership development opportunities	Provide mentoring through Indie Classics series, and include leadership development in Vivid Ideas seminar (below)
	Regular networking events	Host a networking event and development workshop the day after 2016 APRA AMCOS Art Music Awards in partnership with the AMC

### **Indie Classic Live music series**

Our Indie Classic series is a planned three year project across two cities for independent artists, small ensembles and Australian work. It will present two series of diverse, classically based music, as a platform to explore new forms of presentation, promotion, engagement and audience creation. A key objective is to explore ways to attract new, non-traditional audiences. Research and development components will analyse and provide professional learning for the sector, to better understand the drivers and challenges with classical attendances. The series will be progressively commenced once funding is in place, starting at Erskineville Town Hall in Sydney in 2016, with plans for a second series in Melbourne or Brisbane from 2017. This project is our contribution to an important cultural shift, well under way in the northern hemisphere, based on innovative models targeting non-traditional attendees, to strengthen relevance to contemporary culture, create new audiences, and increased practice in informal settings attractive to diverse audiences.

## ***Indie Classics – future focussed at Vivid Ideas***

*A seminar at Vivid Ideas 2016 presented by Music Australia*

This seminar on 6 June at MCA (Museum of Contemporary Art) Sydney explores the future of classical music with a focus on independents and the small to medium sector. We examine how our classical music ecosystem operates and compares globally, discuss the need to support the whole ecosystem, and examine improvement options. On the producing side we look at fostering entrepreneurialism, imaginative programming and relevance to contemporary culture. Moving to audiences we will explore recent trends, seek to better understand what contemporary audiences want, and focus specifically on a unique opportunity (and challenge) to attract the under thirty-fives.

We illustrate these issues with a hypothetical pitch session: ‘*propose an art music series for under 35s*’. Festival directors and presenters on the panel unpack issues in discussion, with a goal to informally educate artists / managers how presenters work, and encourage inventive thinking and appeal. This is new ground for some in the sector who just want to get booked and perform.

## ***International market development***

CEO Chris Bowen will attend the Classical: Next conference in Rotterdam in 2016, build on connections made at the 2015 conference, and work with the Australian delegation including Australian Music Centre and Sounds Australia to support strengthening of this market as a platform for Australian artists and music. Sounds Australia are planning a reception in 2016, providing a perfect opportunity to ramp up the Australian profile and presence. Priorities are to:

- Pursue strategic opportunities with this establishing market which is diverse, increasingly well attended, and open to influence to enable Australia to leverage worthwhile outcomes
- Propose quality people for conference panels, with a focus on ground-breaking work
- Build our presence, and advocate attendance by a balanced and diverse Australian delegation with a mix of buyers (festival & presenters) and sellers (ensembles, MPAOs)
- Propose a future panel of our orchestras showcasing examples of diverse practice

## **Contemporary Music Industry**

### ***National Contemporary Music Business Development Plan***

Music Australia is leading development of a National Business Plan with the contemporary music industry. This follows a unanimous commitment by all Australia’s music business peak bodies and key music agencies at the inaugural [Contemporary Music Roundtable](#) in August 2015.

This joint partnership between national music peak bodies and specialist agencies, covers all facets of the contemporary music industry. Development is well now underway, with three working groups of over 45 people driving specific components. A secretariat is being provided by Music Australia.

It will provide a blueprint for national growth of Australian contemporary music, comprehensive in scope, covering, jobs, skills, investment, economic contribution, cultural impact, public engagement and government investment. This is one of the largest brains trusts of professionals ever to work on a shared policy objective for Australian contemporary music. The full business plan is expected to be finalised for adoption by mid-2016.

Once ratified Music Australia and partners will work jointly on implementation and advocacy. We will seek a whole-of-government commitment to increase investment in and recognition for contemporary music, and a similar commitment from industry to joint action and development.

### ***National Contemporary Music Roundtable***

We will host the second national Roundtable in August 2016 at Customs House Sydney, following the success of this year's inaugural event. City of Sydney sponsorship will enable us to grow the event's scope and profile as a key national industry and policy development conference.

The Roundtable provides the national forum to develop and extend our work, within music and beyond music. By mid 2016, with a detailed national plan expected to have been endorsed by all our peak body partners, we will have a powerful agenda for national campaigning and development. We will use the Roundtable to advance our advocacy, build public and industry awareness, develop coalitions of support, and foster implementation. It will extend into specialist policy and development areas, to engage with other jurisdictions including local and state governments, and to reach multiple government portfolios that connect with music. We will also use it to build partnerships with allied industries including film, television, and tourism, and across the digital spectrum.

### ***Contemporary Music Regional Touring Circuit***

We will lead development and advocacy for strengthened contemporary music touring circuits and investments, particularly into regional centres. There are few active national programs touring contemporary music into regional centres, apart from the Australia Council administered *Contemporary Music Touring Program*. We will work with industry partners including the Live Music Office, APACA, AMIN members, and touring agencies such as Arts on Tour, to develop new models, and propose new investments to boost regional access to contemporary music. Nationally these are likely to be 'demand' driven, designed to complement the supply side model of the contemporary music touring program. Specific initiatives at a State level will also be encouraged. Options include strengthening contemporary music's success rate to the national performing arts *Playing Australia* program, where music is under-represented, encouraging States to develop and support dedicated circuits such as WA's successful *Wheatbelt Circuit*, and the potential for a new *National Playing Australian Music Program*. We will scope this as part of our National Music Plan and then seek investment support, directly from government or potentially through the new federal Catalyst Fund.

### ***Contemporary Music Industry Forums***

We will convene specialist policy and industry development forums with partners across specific sectors to advance our national work, both public, and closed door. Some will be held in the lead-up to the Contemporary Music Roundtable, and others will input to developing the National Plan.

#### ***Australian Music on Radio***

Australian content on prime time Australian radio has declined over the last decade, with as little as 10-15% on some major stations, despite quotas. This in camera forum will bring together public, community and commercial radio and TV to discuss issues and solutions around Australian content. We want to identify ways to increase local content within existing frameworks and formats, and assist radio stations to do this. The forum will discuss our proposal for an *Australia Music Media Advocate* - working with stations to increase high quality Australian music on Australian radio. This forum will be convened by Music Australia with our media Councillor Stephen Green.

#### ***Australian Local Government Contemporary Music Forum***

This forum, to be jointly organised with the City of Sydney and the Live Music Office, and held as part of the Roundtable, will bring together officials from across Australia's local government areas to discuss contemporary music development issues including live music reform, audience development, youth music development, community and recreational music making. Experts from each of these areas will address the Forum, and discussion groups will explore potential new joint initiatives, funding models, and mechanisms to better leverage this important tier of government.

### *National Music Industry Skills Forum*

Leading contemporary music educators from all course types and providers, will share best practice, ideas and discussion, and generate recommendations to strengthen student outcomes and product quality. Topics include a potential national industry peak body to set and monitor standards and requirements, deliver representation, and act as a resource centre. Also on the agenda are defining future skills requirements, business incubators, mentor schemes, a national internship program, and scholarships. Ben O'Hara, co-convenor of our Skills Working Group, will lead this forum.

## **Music Education**

### ***Music: Count Us In Program***

We will increase our collaborations and our role as a catalyst, continue as a persuasive advocate, and foster increased participation in school music in 2016. Our national schools program works as both an advocacy campaign to raise awareness of music in schools, and a participation program, building teacher capabilities, and offering engaging activities for students and school communities.

In 2016 we commence another Federal Education Department multi-year funding agreement. As one of the few nationally funded music enrichment programs, we are very conscious of our role and responsibility as a national leader. The program provides free engagement, enrichment and professional learning activities in all states and territories, reaching 2,100 schools, 550,000 students, and 3500 teachers. A full term of music resources for use in the general classroom is provided, with a focus on accessing high need regions and areas. This program aims to improve student learning outcomes in music, increase participation and engagement in school music education, deliver teacher professional development, increase their confidence in music, and raise the status and awareness of the value and benefits of school music education.

In 2016 we will pursue a potential partnership with organisers of the 2018 Commonwealth Games, which has the scope to significantly expand program reach, raise its profile, and enrich content.

### ***Pilot project with SSO – instrumental music and symphony orchestras***

At the invitation of the Sydney Symphony Orchestra, we will participate in a joint instrumental music education pilot in 2016. This will see a week long residency with James Morrison in western Sydney schools in March 2016 culminating in a public SSO concert in Parramatta. The intention is to extend our vocal based Music: Count Us In program into instrumental music. This has the potential to expand the reach of our program into schools and deepen its impact. If successful, the plan is to extend this into a national collaboration, potentially involving all State Symphony Orchestras.

### ***National School Music Education Forum***

A high level, half day policy and development forum in Sydney on 3 August. We will gather 20 national leaders working to strengthen music in schools, including our Education Advisory Group. The focus will be on implementing our national advocacy, showcasing great practice, highlighting innovative work making real change for music, and grappling with national arts curriculum implementation. It will also brainstorm ways to fill identified gaps, including informal teaching and learning. The Forum will align with our National Contemporary Music Roundtable, to build engagement with industry, including in music rights and student skills pathway areas.

### ***National Music Education Advocacy***

We will launch a new Music Education Advocacy Agenda next year, to coincide with the release of the Australian Curriculum – the Arts. Ten years on from the 2005 National Review into School Music, a fresh agenda is timely. This will take into account contemporary circumstances, including an increased emphasis on informal learning and teaching, strategies to empower generalist classroom teachers, and measures to build connections with professional companies and artists working in schools. Our expert Education Advisory Group will drive development of this agenda.

We will lead a delegation of senior music education identities and organisations for a day of engagement and meetings with parliamentarians in Canberra in October. This follows a successful inaugural education delegation in 2014. This will be an advocacy and awareness raising event, designed to highlight the vital role music education plays in the overall health of the arts and cultural sector, and the intrinsic and educational benefits it offers students and schools communities.

## **Forums, Talks and Conference**

### ***Music Talks Seminar Series***

This series commenced in 2014 with four seminars, five were delivered in 2015, and six presenting partners involved. In 2016 we will present four to six seminars and panels on topical future focused issues in Australian music. Music Talks are held in Sydney and other cities, generally with partners. Most are part of music industry conferences and festivals. Each targets a particular professional audience including the independent sector and teachers. 2016 provisional topics include:

### ***Contemporary Live Music Touring***

*To be presented in association with APACA Conference – Melbourne 29 August – 2 September*

Music touring by definition generally involves a 'one night stand'. This is hard work, costly, and involves as much effort to publicise as a week-long season, with lower returns. This session looks at state of play and opportunities to strengthen touring, particularly in regional Australia. It explores opportunities for branded circuits, shares initiatives including Arts on Tour's Set List, WAM's Wheatbelt circuit, and Music Australia's prototype regional concert circuit. Panellists will include a presenter, producer, artist manager, touring agency rep, and an audience advocate.

### ***Getting to the Bottom of the Stream – The Economics for Artists***

*To be presented at Erskineville Town Hall, Sydney in association with Music NSW, date tbc, and offered to industry conferences, Big Sound, Brisbane and Face the Music, Melbourne: Sept to Nov.*

A multitude of music press coverage devoted to the rise of streaming hasn't necessarily made this complex subject any clearer. Yet as this medium matures as the pre-eminent means of music distribution, understanding the potential it offers for artists, and its limitations, is vital. We offer reflections and predictions from an expert panel as we explore trends and issues in models for commerce, forging music careers with viable incomes, transparency, and ease of consumer use.

### ***The role for informal and formal music education***

*Erskineville Town Hall, Sydney, date tbc*

A hot topic in our 2015 editorial pages has been striking the optimal balance between formal exam based music learning and informal and experiential programs. Do our school based programs, have the right mix, and if not what are the opportunities? Our expert panel examines the merits of both approaches, and shares innovative practices that are responsive and engaging to young people.

### ***Indie Classics – future focussed at Vivid Ideas***

*Part of Vivid Ideas Sun 6 June 2016 at MCA (Museum of Contemporary Art) Sydney*

Continues our exploration of the future of classical music. We peer into the art of the independents, trends with audiences, and explore their varied involvements in the artform. See more detail above.

### ***Annual Conference***

*Friday 5 August at Erskineville Town Hall or held digitally*

This is our annual gathering of Councillors and Advisory Groups, and our AGM, where we develop and affirm policy and advocacy positions, advance work programs, share information and present findings, discuss key issues facing the sector, and receive expert advice to inform Music Australia's future agenda. Given the diversity of our national constituency, we are investigating options for this event to be held digitally rather than face to face.

## Community Music

### ***Development services for community groups***

In 2016 Music Australia will advance work achieved to date with APRA AMCOS to scope improved services for community music groups. This follows a survey of community music groups jointly conducted in late 2014, a consultation workshop in August 2015, and a resulting report and recommendations. Survey results and workshop recommendations have identified two priorities:

- a need to review and develop new models for licensing community music groups for the use of copyright music; and
- a requirement for sector development services for small not for profits

Licensing issues are sensitive, for although most community groups want 'to do the right thing', many do not, and some are not compliant with statutory licensing requirements for activities such as sharing recordings, ticketed performances, and photocopying.

Sector development needs are more straightforward, and are primarily around building capability, including how to operate a non-profit business, obtain insurances and registrations, develop promotions and marketing, run membership drives, and fundraising.

Our approach is to partner with APRA AMCOS to address the licensing issues, and offer sector development services to strengthen these groups and their sustainability. In 2016 we plan to:

- work with APRA AMCOS to develop model(s) for a more comprehensive license ('a blanket' or multi-purpose license) for community groups, addressing issues raised
- scope out a series of development services and resources using a mix of face to face and digital learning tools, to be progressively delivered as resources permit.

Groups to be targeted include community choirs, orchestras, pipe and brass bands and special interest groups including folk, ukulele, and multicultural music makers.

There is a broader strategic opportunity here to reimagine national representation of community music groups and then apply this network to deliver broad sector development objectives including:

- addressing licensing issues and sector development services identified above
- providing representation and increased networking and engagement between groups
- championing and celebrating the distinctive cultural contributions of these groups nationally
- building a case and securing increased support from and recognition by governments

This work will be initially scoped in 2016 and implemented from 2017.

### ***Resources***

#### ***Best practice community festivals guide***

In 2016 we will publish a tool kit for community festivals being produced in partnership with the University of Wollongong. Based on an extensive case study of the Honk Oz! Festival in the Illawarra, and experience across many community festivals by project partners, this guide will provide a clear and accessible toolkit for festival organisers. It will include 'how to' tips, best practice principles, practical examples, and resources. It will be published in an iBook format on the Music Australia website.

## Policy and Advocacy

Music Australia will continue to act as a key national music advocate and contributor to policy development. In addition to specific initiatives outlined in this program plan, activities will include:

- Active engagement with our two [National Advisory Groups](#), providing national representation and expertise to drive policy development, sector engagement and advocacy partners
- Increased representation with key industry bodies enabled through updated membership rules

- Establishing working groups and specialist sub-groups to drive specific work
- Leading sector and industry delegations on key issues and [submissions to government](#)

Specific areas of Advocacy focus are detailed in the content and are likely to include announced Government policy agendas of the Australian Curriculum, Copyright, and issues flowing from the impacts of the 2015 / 2016 Arts Budget. Our focus will remain largely national, although we advocate at other levels for issues of significance or with implications across jurisdictions.

An increasing trend is for more collaborative advocacy with coalitions of interest groups across the sector, notably in contemporary music.

## Communications

### *Information Services*

In 2016 we will build on our established online communication platforms for social media, Enews, website and electronic direct marketing. The Enews, as our primary digital resource, will continue to be our dissemination hub, an effective tool to channel and reinforce content to stakeholders, drive traffic to our website, foster engagement, and increase our credibility and reach. Our approach continues to be to provide information not otherwise generally available, and to supplement and complement content by stakeholders. Our emphasis will be on strategies to develop digital engagement and strengthen data analysis, and implementing learnings from surveys. These will drive improvements to all communication channels across all platforms.

### *Overview of content distribution*

<b>Enews</b>	<ul style="list-style-type: none"> <li>• Short stories and aggregated information linked to longer articles on the website</li> <li>• Opportunities sections with resources, funding, awards, conferences, and jobs</li> </ul>
<b>Journal</b>	<ul style="list-style-type: none"> <li>• Articles are housed on website as short and long form articles and reviews</li> </ul>
<b>Website</b>	<ul style="list-style-type: none"> <li>• Provides overview on each focus area: industry, community, education with:</li> <li>• Information on our advocacy agenda and work, case studies, profiles, directories</li> <li>• Dedicated landing pages and microsites for specialist activities</li> <li>• Music sector directory - comprehensive listing of national music organisations</li> <li>• Enews and Journal micro site</li> </ul>
<b>Social media</b>	<ul style="list-style-type: none"> <li>• Our social media platforms channel our news and journal articles, and enable us to engage with our stakeholders by sharing and promoting relevant information</li> </ul>

### *Enews & EDMs*

Our fortnightly enews is now well established and enjoying solid organic growth and industry engagement, with content increasingly shared, and valued by music professionals. As a widely read and respected newsletter, it provides regular coverage and analysis on key issues in Australian musical life, with a focus on policy and sector development. Our small team, including two specialist casual writers, source news and information of interest to all our readers, covering contemporary, classical and community music, and music education.

News is complemented with the popular Opportunities listing, with information on competitions, awards, conferences, seminars, workshops, funding, jobs, and a curated what's on guide. Stories are placed on our website with a mix of short and long form articles. All items are well received by readers, with a high click rate on all content. An average issue will carry a dozen news stories, 25 Opportunities, a similar number of funding items and jobs, and a selection of Our Picks.

The Music Australia e-list now has well over 13,500 subscribers, growing at 35 per cent pa. It is our major PR tool, and increasingly in demand from the broader sector due to its ability to connect music professionals, educators and enthusiasts across many genres and interests. Content is distributed across a suite of platforms and electronic direct marketing, ensuring we cater to specific and general audiences. This seeks to position Music Australia as thought leaders, build connectivity, and raise utilisation of services. In 2016 we will implement findings of a user survey

carried out at the end of 2015 to inform improvements to the platforms' content, demographic reporting, and digital advertising.

### **Social media**

We use social media to maintain a regular news flow, to reinforce information across our platforms, drive traffic to our website, and increase the credibility and reach of our services.

### **Music Journal**

Music Journal is now fully integrated into Music Australia's digital information outputs as an online publication offering a national platform for quality writing that explores and debates trends and activity across all aspects of Australian music. It publishes articles, interviews, profiles, reviews, and has occasional and regular themes and features. All music genres and activity are covered from early childhood and grassroots activity, to contemporary industry and concert hall practice.

2015 saw the Music Journal undergo a format re-design, more suited to its digital environment on the website. The move to digital has significantly increased its reach and readership.

Articles are supported by electronic direct marketing and social media promotion. Content follows our policy priorities and reinforces key projects. For example in 2015 a dozen articles and blogs were commissioned for the National Contemporary Music Roundtable. These were published on the Journal page, promoted through our news, and listed on the Roundtable Resources page.

### **Website**

2016 website priorities include dedicated landing pages for contemporary and classical music, with associated articles, resources, and information. We will continue to develop the music sector directory, as a more comprehensive listing of music organisations and affiliates across Australia. The improvements made to the website in 2015 will be populated with fresh and re-ordered content to improve navigation and positioning of organisation as a music information hub. The upgraded home page, news, journal, events and resources pages will also be able to clearly accommodate more information on current and past activities and resources.

Migration and updating of content from the twelve website the former Music Council of Australia maintained will be completed in 2016. The final sites still to be migrated are Music in Communities and Music Careers. This has been an enormous task, involving archiving of considerable material, with most content needing to be updated or rewritten.

### **Marketing Collateral**

A suite of marketing collateral, developed in 2015, will be distributed throughout 2016. This includes hardcopy flyer and posters, and digital infographics, e-flyers and promotional videos. This material has strengthened our promotions, key messages and market positioning. In 2016 we will develop a further suite of digital and hardcopy materials for the Music: Count Us In program to communicate to stakeholders in a short, simple and fun way. Animation clips and infographics will explain the program processes, supported by information kits for schools principals, parents and communities, to raise awareness and involvement with the campaign.

### **Engagement with specialist constituencies**

Specialist communications are utilised to engage with distinct constituencies including Music Educators and teachers, Contemporary Music sector and Classical and art music sector. The Contemporary Music Roundtable success has seen this initiative grow, and a sub-brand will be developed, along with a separate contemporary music microsite. Each constituency is supported with tailored information, resources, and news updates. The *Classical Futures* sub brand is used for this constituency, and similar services will be rolled out as engagement builds with this sector.