

2017 Program Plan



About Us

Music Australia is Australia's only organisation devoted to music in its entirety. We are a 50-member not for profit national Council, representing all aspects of musical life in this country. Our activities span education, community and the professional industry. We deliver campaigns, information, industry plans, resources, sector networking, community engagement, Australia's largest school music participation program, and a national contemporary music conference.

Vision

To strengthen Australia's musical futures as an influential national agency delivering quality information, services, and engagement across industry, community and education sectors

Mission

Music Australia is a:

- **Catalyst** for collaboration, development and improvement in Australian music
- **Connector** and information provider for music, our members, the sector and the public
- **Champion** for music's contribution to Australia's cultural and economic life

Overview

2017 marks a new direction for Music Australia. For the first time in nearly a decade the organisation will be without operational government funding. After eight years as a multi-year client, our Australia Council funding concludes in December 2016. So we must now adapt to changed circumstances and an income reduction that equates to a quarter of turnover.

The good news is that our School Music Program *Music: Count Us In* continues to thrive, with funding from the Australian Government Education Department until 2018. A new Sydney Contemporary Music Roundtable conference has also grown rapidly, City of Sydney have increased the subsidy on our office rent, and our sector engagement and reach are stronger than ever. These provide a foundation to refocus the organisation, and the opportunity to explore new directions.

These will see a shift from a service organisation to a project company offering a smaller range of services. Existing projects will be scaled up and new ones explored. Key projects are the Music: Count Us In school music program and the Contemporary Music Roundtable conference which will be our major platform to service the contemporary sector. We will also continue our information services which enjoy good reach, and are important to our sector engagement. These will continue across all music – professional, community and education.

We are scaling back other services consistent with a 25 percent reduction of turnover and staffing. We will continue to play an active role in music education advocacy, but pull back on other advocacy, where we will support rather than lead. Our seminars and workshops will focus on music education. Areas not currently resourced beyond information are classical and community music. The latter can be addressed if our proposed community music Play for Life project gets up.

To viably achieve the above, we will utilise some reserves to invest in our operations in 2017. This will enable us to properly service our projects, and retain our sector positioning, while seeking new revenue sources and directions.

This document lays out an operational plan for 2017. The change in finances also necessitates a rethink of strategic direction and purpose, and the Board and Staff will hold a Planning Day in early 2017 to chart a new strategic plan for Music Australia.

2017 Priorities

Viability

Re-establish the organisation on a viable financial footing and implement a realistic pathway to achieve a balanced budget in no more than two years

Impact

Grow *Music: Count Us In* in size and influence, through introducing new innovations and partners

Cement the Roundtable conference as the national 'go to' event for contemporary music policy and industry development with high quality feedback and critical recognition

Reach

Further expand Music Australia's market positioning as the central national hub for music information and expand reach across all metrics by five percent.

Music Education

Advocacy and Development

In 2017 we will continue as a national catalyst for music education, principally in school music, by:

- acting as a persuasive advocate for music education through policy, submissions, delegations and joint advocacy
- maintaining a national Education Advisory Group providing us and the sector with expert advice
- increasing our collaborations with educator practitioners to enable all parties to extend the scale, scope and impact of their work in school music
- developing and rolling out a new music education resources and promotional portal to facilitate increased access to schools by independent artists and small ensembles
- delivering our school music program, detailed below

Music: Count Us In Program

In 2017 we enter the second year of a Federal Education Department three-year funding agreement delivering our national school music program. 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 2,300 schools, 550,000 students, and 5000 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 benefits of school music education.

In 2017 we will develop and implement strategies, and seek new funding to leverage this successful program, to expand our reach and impact in school music. If funded these are likely to include:

- New partnerships to expand the range of music activities offered through the program, eg: introducing an instrumental program to complement our existing vocal based offer
- Developing regional hubs to expand engagement in schools in regional and remote locations
- New initiatives to increase program diversity and inclusiveness: eg Indigenous song translations

Music Talks and Workshops

In 2016 we will present up to three seminars and professional development workshops on topical future focused issues in Australian music education. *These are yet to be scoped at time of writing.*

Contemporary Music

National Contemporary Music Roundtable

We will host the third national Roundtable conference in August 2016 at Customs House Sydney. Following the success and rapid growth of the first two editions, the Roundtable has enabled Music Australia to achieve a key objective – development of a signature national event. Continued City of Sydney support and commercial sponsorship will be sought to take this event to the next stage as a high end, professional, boutique music industry conference.

A three day program is planned, utilising an additional venue to accommodate break-out activities. The conference will cover all facets of the music industry with a focus on policy and industry development. Content will include a mix of keynote and short presentations, panel sessions, interactive workshop style forums, and side networking events. Most speakers will be national, with some internationals via video conferencing. 2017 focus will be on fostering delegate engagement, high content quality, and developing allied forums and networking events.

We plan to position the Roundtable as NSW's number one music industry conference, and as the national 'go to' event for music industry policy and development.

Contemporary Music Advisory Group

Establish a National Advisory Group, incorporating existing related groups, to provide advice on national issues, and oversight for the Contemporary Roundtable.

National Contemporary Music Plan

Music Australia will continue to work with industry partners to jointly implement recommendations in this Plan we developed in 2016, and to contribute to industry based advocacy using the Plan as an evidence base. The ultimate objective is a whole-of-government commitment to increased investment in and recognition for contemporary music, and a commitment from industry to joint action and development.

Career and Skills Development

Continue as a member of the national Industry Reference Committee advising the federal government on vocational training provision, and in turn draw on industry experts to advise us.

Implement National Plan recommendations, principally by hosting a Music Educators Forum and associated networking events at the Roundtable

Information Services

Regular articles published on the website, promoted in the enews covering key developments and best practice in the artform. Large Opportunities listing, updated fortnightly.

Classical and Art Music

Music Education Access

Facilitate increased access to schools by independent artists and small ensembles through a new music education resources and promotional portal

Information Services

Regular articles published on the website, promoted in the enews covering key developments and best practice in the artform. Large Opportunities listing, updated fortnightly

Community Music

Information Services

Regular articles published on the website, promoted in the enews covering key developments and best practice in the artform. Large Opportunities listing, updated fortnightly

Projects in Planning Phase

We will seek to progress projects in the community sphere. One is currently in the planning phase:

Music Play for Life – This national community music project with our partner Australian Music Association, is seeking funding to enable a series of activities to be delivered working with Local Government authorities in multiple localities

Policy and Advocacy

Music Australia will act as a national advocate for school music education, and support other advocacy across the artform in 2017.

Sector Engagement

Sector engagement is achieved through the Music Australia's Board, Council, advisory groups, memberships, professional partnerships, information services, projects and advocacy.

The following engagement priorities will be pursued in 2017 consistent with our vision and mission:

Board: Recruit new Directors and strengthen expertise identified at strategic planning session. Implement strategies to increase utilisation of Directors, hold at least four meetings during year

Council: Maintain Council and implement revised constitution, increase Councillors by 25 percent, send out Communiques each four months, involve all Councillors in at least one annual activity

Advisory Groups: Maintain two advisory groups as detailed above

Membership: Develop new forms of engagement for members including partnerships, attract new membership benefits, and achieve membership targets as detailed above

Professional Partnerships: Pilot and roll out new commercial partnerships that leverage our reach into the music sector and assist targeted stakeholders grow their businesses and music activity

Projects: Develop and deliver projects that deliver impactful results, maximise engagement by sector professionals and increase our national influence

Advocacy: As detailed above

Information Services: As detailed below.

Music Australia Reach	2015/16	2017 target
Participating school students	550,000	575,000
Unique website visits	93,000	97,500
Enews subscribers	14,000	15,000
Social media subscribers	11,500	12,000
Music ed professionals, teachers	5,700	6,000
Participating schools	2,350	2,450
Music professionals	1,000	1,050

Information Services

We deliver our information services through three key platforms; fortnightly enews and other electronic direct marketing, website and social media. In 2017 we will implement strategies to deepen digital engagement, expand our national data base and strengthen data analysis. We will also leverage information platforms to expand commercial advertising and membership revenues.

Content Distribution Overview

Enews	<ul style="list-style-type: none"> • Short stories and aggregated information linked to longer articles on the website • Opportunities sections with resources, funding, awards, conferences, and jobs
Journal	<ul style="list-style-type: none"> • Articles are housed on website as short and long form articles and reviews
Website	<ul style="list-style-type: none"> • Overview on each focus area: professional sector, community, education • Advocacy Information and agenda, case studies, profiles, directories • Dedicated landing pages and microsites for specialist activities • Music sector directory - comprehensive listing of national music organisations
Social media	<ul style="list-style-type: none"> • Used to channel news and articles, and share and promote stakeholder information

Enews & EDMs

The Enews is our main digital resource. It enjoys solid industry engagement and content sharing, and is widely read and respected by music professionals. It is an effective tool to channel content to stakeholders, drive traffic to our website, foster engagement, and build our credibility and reach.

It provides regular coverage on key issues in Australian musical life, focusing on policy and sector development. We provide information not otherwise generally available, to support our stakeholders and our mission. Our small staff team and two casual writers source news and information, covering contemporary, classical and community music, and music education.

News is complemented with the popular Opportunities listing: competitions, awards, conferences, seminars, workshops, funding, and jobs. Stories are placed on the website, with an average issue carrying 10 news stories, around 35 Opportunities, and a selection of Our Picks.

Our e-list, with 14,000 subscribers, is a major PR tool, in demand from the sector due to its ability to connect music professionals, educators and enthusiasts across many genres and interests.

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.

Website

The Music Australia site has a solid reputation as one of the industry’s most effective, housing a vast range of content, relatively easy to navigate, and regularly updated. 2017 website priorities include refreshing and improving homepage and key microsites, rolling out a music education resources portal, improving Roundtable microsite mobile and membership user interfaces.

Income

Increasing and diversifying our income base is vital, and essential for future viability. Good progress has been made in 2016 with earned incomes doubling, after a 40% increase in 2015, albeit off a low base. A further doubling is again forecast in 2017 through memberships, advertising, conference registrations, and merchandise sales. This growth is ambitious but, with focused application, is achievable given our solid platforms, reach, and stakeholder support. This will be complemented by a continued focus on securing philanthropic funding, project grants and in kind support.