



MUSIC *for* CANBERRA

2022 – 2026

Strategy

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Executive summary

Entering a new strategic phase in Music for Canberra (MfC), this strategy is set to strengthen and grow MfC as a known brand in Canberra and beyond. Driving this new invigoration in MfC's offering, operations and leadership, the 2022 – 2026 strategy has been built to strengthen the core music offerings, scale the artistic delivery and introduce new programs and capabilities.

Central to community, the strategy's core design has been refreshed to center stage community relevance and great musical experiences. To support this community centricity, MfC has developed seven strategic priorities as the guard rails of strategy execution. These priorities are underpinned with execution pillars that will engage with the community and other stakeholders, and drive operational efficiencies, financial sustainability and resilience for MfC.

Strategic accountability is key to delivering strategic success, and MfC has appointed a new board with key accountabilities and strengthened operations to deliver on the 2022 – 2026 strategy. Each appointed board member has been tested for MfC's philosophy for community centricity and a passion to make music a great experience for all.

Looking towards the future, MfC's strategic success will be how well we have delivered for the community, how we have attracted scale through our brand and offerings, and how we have worked with and influenced the music ecosystem to strengthen the arts culture in Canberra and beyond.

Who are we?

MfC has built a reputation as an organisation that is inspiring and engaging a large and diverse audience in Canberra and beyond through exceptional musical performances and participation programs. Importantly, this work is underpinned by training and professional development initiatives that create career pathways, attract talent and increase audiences.

Our work inspires and promotes inclusive programs that address barriers, support social and emotional wellbeing and allow people with diverse needs to engage with music. MfC brings together two of Canberra's longest-established key arts organisations, Music for Everyone and Canberra Youth Music, which both have roots back to the 1960s. Through their many years as key components of the ACT music ecosystem, these organisations have collaborated successfully with communities, artists and educators to build creative opportunity and social capacity in the ACT and surrounding regions.

Over the past seven years, MfC has remained resilient as an arts organisation despite facing numerous challenges including COVID-19. Our organisation has emerged stronger and rejuvenated out of this experience, as we look to increase collaboration with other local and national institutions and organisations, and step up to deliver better access, participation, and development pathways to music for our community.

Our Philosophy

MfC's philosophy is centered around the community. For us, community includes people of all ages and all walks of life wanting to create and have fun with music, those who want to grow with music beyond a hobby and professional musicians who want to grow their profession in our community and deliver performances.

Our community philosophy extends to partners who are willing to collaborate in expanding and promoting community relevance and to support funding and physical infrastructure.

At MfC we see great opportunities to be an inclusive hub to nurture, create and develop music in the community.

How do we see the future?

MfC has set a simple, yet impactful view of how we can contribute to the Canberra arts and music ecosystem through a:

Vision of increased access to and participation in music in all its diversity, enriching the lives of individuals and the community in Canberra and beyond, and a

Mission to inspire and engage a large and diverse audience in Canberra and beyond through exceptional musical performances and participation programs.

Our future is based on **three core values**:

- 1. Passionate about music** and the benefits music brings to individuals and our community. We communicate and share our passion through performances, musical contributions and other activities in Canberra and beyond,
- 2. Community encouragement** helping everyone to nurture and express their love of music through our programs, and
- 3. People Growth** through inspiration and support to develop their musical abilities and appreciation, strive to achieve their artistic goals and support them to perform their best.

What does success look like?

- Valued by and being an integral part of the community.
- Relevant to stakeholders delivering on collaborations.
- Programs and events delivering people and business growth.
- Satisfied employees and attracting talent.
- Musical capability and leadership driving results.
- Sound governance, financial performance and business growth.

Converting success into priorities for 2022 - 2026

MfC has set 7 strategic priorities to drive our strategy. We have carefully created these priorities to focus on community and a solid business that co-delivers not just for the community, but for Canberra's ambition to be recognised as Australia's Arts Capital

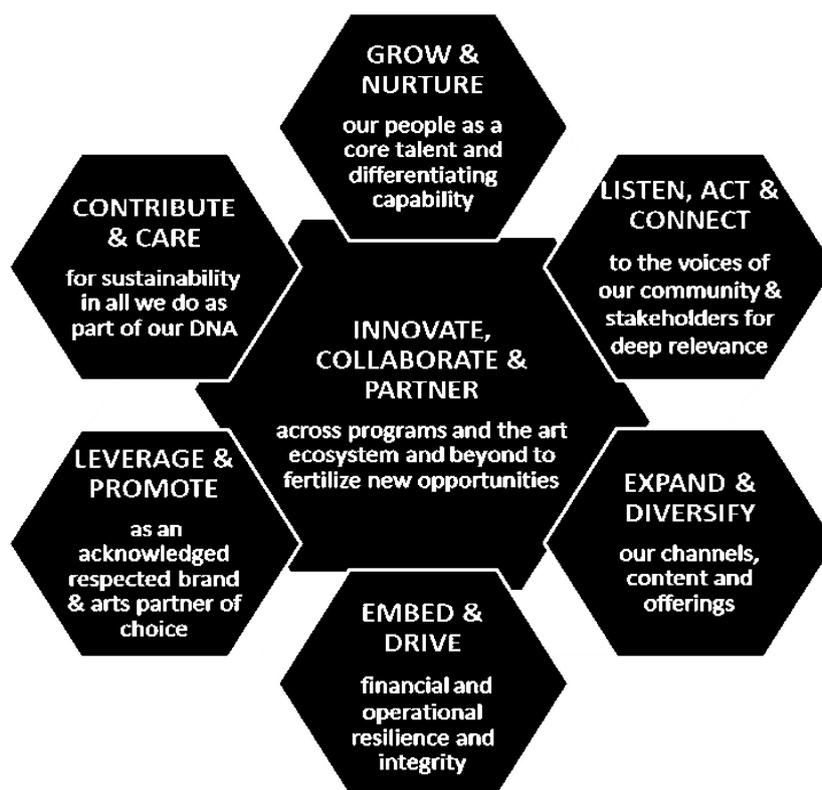


Figure 1- MfC's 7 Strategic Priorities

Strategy that matters

We have built our strategy around two key enabling components and eight strategy execution pillars.

Firstly, **engagement** with pillars made up of:

1. **Community** at the core of MfC offerings.
2. **Brand** that is respected and acknowledged in Canberra and beyond.
3. **Ecosystem** collaboration and music industry unification.
4. **Digital Transformation** driving innovation and technology enhancement for music.

Secondly, **operations** that includes:

5. **Music offerings** relevant to the community.
6. **Employees** who are fully engaged and find fulfillment in working at MfC.
7. **Financial sustainability** through governance, risk management and sound financial management.
8. **Places** that are fit for purpose and in convenient locations for the communities we aim to serve.

Strategy execution pillars

The engagement and operation pillars intersect with each other for strategy execution as depicted in figure 2 below. Our execution ensures that operations and engagement are weaved into our operating plans, considers specific intersect requirements to break down siloed thinking, ensures that MfC's leadership and management operate the organisation in a connected way and ensures that finances, governance and risk are understood end to end.

The execution pillars frame our 2022 – 2026 ambition, which are supported by a detailed 2023 artistic program, operating plans, structure and budget. Our design is based on strengthening our core offerings and existing relationships, ensuring we are relevant to the community, introducing new programs and embedding a stronger structure.

To help consolidate and validate the ideas behind our design, the MfC board has consulted with the community in preparing this strategy. We held a number of open sessions with, and actively sought feedback from members and staff, and conducted individual consultation sessions with external parties familiar with MfC's history and standing in the arts industry and with experts in the music and arts.

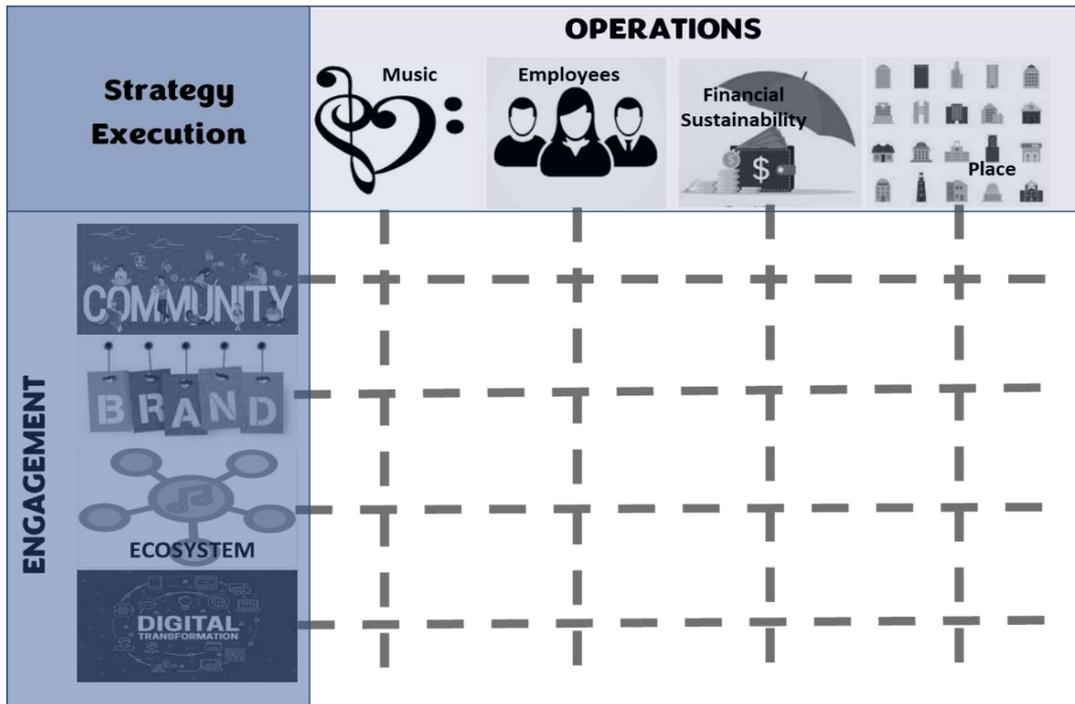


Figure 2 - MfC Engagement and Operation's Execution Pillars

Engagement

Community

- Involve Canberrans in shaping what MfC should be and how MfC is for them.
- Build an active MfC Alumni network that contributes to MfC's excellence.
- Make family and friends central to the MfC experience and drive inclusive participation.
- Give back to Canberrans through free and subsidised performances in the community.
- Price MfC's offerings that make it sustainable for the community to fully participate in the Arts and Music industry.



Brand

- Ensure cross promotion of MfC's offerings at all events.
- Grow our digital presence.
- Maintain and promote musical resources for the community.
- Establish the MfC brand as representing high quality inclusive community.
- Embed a brand that is relevant and promoted by our community, stakeholders, ecosystem partners and Government.
- Expand our brand where MfC is known beyond Canberra as a Music organisation of choice.



Ecosystem

- Strengthen our external collaborations and relationships to create more musical opportunities that contribute to developing Canberra's cultural tourism.
- Identify and collaborate with business and arts partners to enhance MfC's inclusivity and enable all members of the community to realise their love for music.



- Work in partnership to broaden Canberra's music ecosystem and increase opportunities to engage locally, nationally, and internationally to ensure future relevance.
 - Promote the Arts Minister's vision for Canberra to be recognised as Australia's Arts Capital.
- Build digital capabilities to enhance MfC's offerings.

Digital Transformation

- Work with the ecosystem, business and technology partners to create and deliver music platform capabilities that drive active participation in the music industry.
- Establish core performance digital capabilities with key venue partners for enhanced performance.
- Participate in technology innovation labs where business is developing digital capabilities for the arts and music industry.



Operations

Music

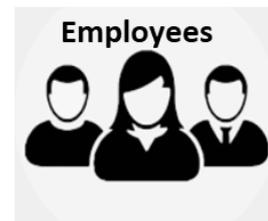
- Develop and promote MfC's flagship offerings and their participants to achieve recognised excellence and appeal.



- Develop and promote inclusive programs that address barriers, support social and emotional belonging and allow everyone to realise their core of music.
 - Use differentiated channels to enhance enjoyment and allow people with diverse needs to engage with music.
- Strengthen our classical offerings and musical pathways, and expand our contemporary offerings, including bringing together choirs and orchestras.
 - Stimulate the creation and presentation of Australian compositions and enable their performance.

Employees

- Establish a principled approach to musical pedagogy across MfC.
- Value and acknowledge our employee contributions and their passions, including remunerating them at or above the relevant award.
- Support and encourage professional development across MfC and support professionals in their passion to achieve in the whole ecosystem.
- Strive to be the employer of choice for Canberra's musical community by establishing a professional human resource function with the necessary capabilities, governance and policies.



Financial Sustainability

- Develop a funding model that utilizes different sources of finance for maximum impact and longevity of MfC's flagship programs.
- Actively source funding to supplement core income.
- Deploy rigorous financial acumen and management in financial, risk and governance.



- Critically appraise financial attributes of innovative MfC offerings.
- Enhance board, operational structures, leadership and MfC culture to drive performance and growth.

Place

- Diversify the locations where MfC programs are presented.
- Roll-out our programs and performances to venues across Canberra that are convenient for the communities we aim to serve.
- Seek out and ensure that the venues we use are fit for purpose.
- Become known as a Canberra-wide provider of musical programs and performances.



Strategy accountability

MfC has recently refreshed its board members, board committee operations, board talent and diversity. The new board has been selected to support MfC's strategy and operations more hands-on to ensure the CEO and the business team have access to extended leadership to deliver strategy success.

Board performance is a focal area for the board to uplift governance, risk management and financial management as key support pillars for strategy execution.

Participation in MfC's music delivery is a key activity for all board members with each board member having an agreed engagement plan to connect with members, community and other stakeholders to ensure strategy feedback and adjustment.

The board committees have been strengthened to ensure that the strategy and key operating areas have the dedicated leadership required to support the board and the CEO. These are:

Finance board committee

- Chaired by the Treasurer and supported by the Vice Chair, CEO and Finance Manager managing all accounting, financial and audit items.

Artistic board committee

- Chaired by a board member and supported by four board members who are experienced in artistic planning and execution. The Artistic Director executes and reports on the artistic program with the support of the CEO and other artistic staff members.

Risk board committee

- Chaired by a board member and supported by two additional board members for strategic risk and the CEO to cover operational risk.

ROCO committee

- Chaired by a board member and comprised of the CEO and Non-Board members meeting certain qualifications required by the Register of Cultural Organisations to ensure compliance with requirements for tax-deductible donations.

Digital transformation advisory committee

- Chaired by the Vice Chair and supported by internal and external members to drive the future digital capability of MfC with extended technology partners.

Board profiles



David Harvey, Chair

GAICD

Originally from Melbourne, David has had an international career in Australia, Japan and the US, having worked in the Japanese finance industry for more than 30 years. Fluent in Japanese, he is currently a director of the Asian Finance Group, specializing in research on Asia and translation of finance and corporate governance documents. He is a past president of the Yarralumla Residents Association and former committee member of the Inner South Canberra Community Council. International board level experience includes President of the Kaisha Society (an association for foreigners working at Japanese companies) in Japan and Trustee on the Board of the Evergreen School, in the greater Seattle area, US.

David has an AMusA (Piano) and is a graduate of the Pacific Northwest Film Scoring Program (Seattle). He was co-founder of the Melbourne-based musical theatre company Spellbound Theatre Productions and also served on the committee of the Music Theatre Guild of Victoria. He also holds a Graduate Diploma of Japanese Studies (language and music).



Brian Ferreira, Vice Chair

GAICD

Chair of the Digital Transformation Advisory Committee

Brian migrated to Australia from South Africa after a long international career in technology and business. In Australia, Brian is a Managing Partner for an advisory firm supporting boards and the c-suite on various business, technology, and board operations and performance.

Brian has a personal philosophy about the impact of music on people and has a deep relationship with Baroque music. In addition to this love for music, Brian is experienced and qualified in the board environment as a Chartered Secretary, Chartered Governance Professional and a Masters Degree in Governance and Leadership. Brian's contribution to the board is about strategic thinking, maturing the board's operations and supporting Canberra's ambition to be a Design City as part of the UCCN where creativity as a strategy is deployed for urban development.



Samuel Robinson, Treasurer

Chair of the Finance Subcommittee

Samuel Robinson was born in Perth, grew up in Sydney and has lived in Canberra for close to 15 years. He is married with twin young children, with family scattered across Australia and overseas. At work, he is an assurance and management consultant, based in Canberra with more than a decade of experience in professional services, and currently leads a team of data analysts working across federal government projects. He is a chartered accountant with CAANZ, and has experience across a range of financial, non-financial, conformance and performance audit and assurance engagements in several industries.



Jane Haycock, Secretary

GAICD

Jane brings to the Music for Canberra board experience in governance and accountability from her roles as Vice-President, Ottawa Children’s Choir, Board Chair of the Global Innovation Exchange and as a UK representative on the Executive Boards of UNICEF and UNDP at the United Nations. Jane is currently the CEO of a peak body and has extensive experience in international development having worked for the Department of Foreign Affairs and Trade and the UK Department for International Development. Jane has sung in many choirs and played the violin in the Camden Symphony Orchestra whilst living in London. She is an advocate for inclusion and diversity and loves the opportunities music offers people from different cultures to come together, be creative and have fun, while developing their technical skills and sense of community.



Jason Li, Ordinary Member

Chair of the Artistic Subcommittee

Jason Jingshi Li is a data scientist based in Canberra. He has more than a decade of experience in artificial intelligence research and development, and currently leads the technical delivery of AI solutions to public and financial sectors. He holds a PhD in Computer Science from the Australian National University and was previously a research scientist at the ANU and the Swiss Federal Institute of Technology in Lausanne (EPFL). He co-founded the Black Mountain Piano Quartet, where he also serves as the principal violinist. Jason was born in China, spent his formative years in New Zealand, and moved to Australia when he was 18. He is married with two primary-school-age children.



Russell Eade, Ordinary Member

GAICD

Chair of the Risk Subcommittee

Russell is a governance, audit and risk management specialist, with over twenty years experience working with the Commonwealth Government (both in Australia and overseas), with responsibility for governance, planning, risk management, audit, assurance, compliance and fraud control. He is a Fellow of the Governance Institute of Australasia and has a Masters of Applied Finance (Macquarie University) and postgraduate qualifications in economics (University of New England). He is currently a member of the ACT Division Council for the Australian Institute of Company Directors, the Institute of Internal Auditors (Australia) and Toastmasters International (District 70. Russell was previously on the Board of the Watson Arts Centre and is passionate about the role of the arts in the Canberra community.



Gabrielle Trenbath, Ordinary Member

GAICD

Gabrielle has recently moved to Canberra to work with Australian Public Service after working for the WA State Government. Previously she sat on the boards of the Disability Service Commission, a community service provider and a domestic violence shelter. She is a Chartered Secretary, Chartered Governance Professional and is passionate about good governance in the community and NFP sectors. Music has been a constant presence throughout her life and Gabrielle sung in many choirs in Perth and she continues to do so in Canberra.



Helena Popovic, Ordinary Member

Helena Popovic is a practicing lawyer specialising in public and administrative law. Helena has a unique blend of litigation, statutory interpretation and dispute resolution skills, working with a wide range of Commonwealth clients. Helena otherwise is an active member of the Canberra music scene and holds an AMuSA, an LMuSA and a Bachelor of Music (Performance) from the Australian National University.



Barb Campbell, Ordinary Member

Chair of the ROCO Committee

Barb Campbell, her husband and their young son and daughter moved by choice, to Canberra from Sydney in 1993. Barbara has a background in Music, Education and Law.

Barb hopes her contribution to MfC will assist in revitalising the organisation, helping to take music to those unable or unaware of the amazing benefits of hearing and being involved in all genres of music. In the past she was a university appointed Master Teacher and District Music Coordinator conducting choirs of 600 students.

Barb's degrees and qualifications focused on Critiquing the Arts, Education, English Literature, History, Family Law, Military Law while a Naval officer and a later LLM, specialising in Succession Law. She is an arbitrator, mediator and director of her law firm and is winding down her practice to work part time as an academic and have more time to return to NFP work and be available for her four very young grandchildren.

ROCO Committee Members include:

Liesl Centenera, former Chair of MfC and current Deputy Chair, Long Service Leave Authority, ACT Government

Nicole Webb, Lawyer, former Board Member of MfC and current Acting Director, Legal Advice and Strategy, Comcare

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