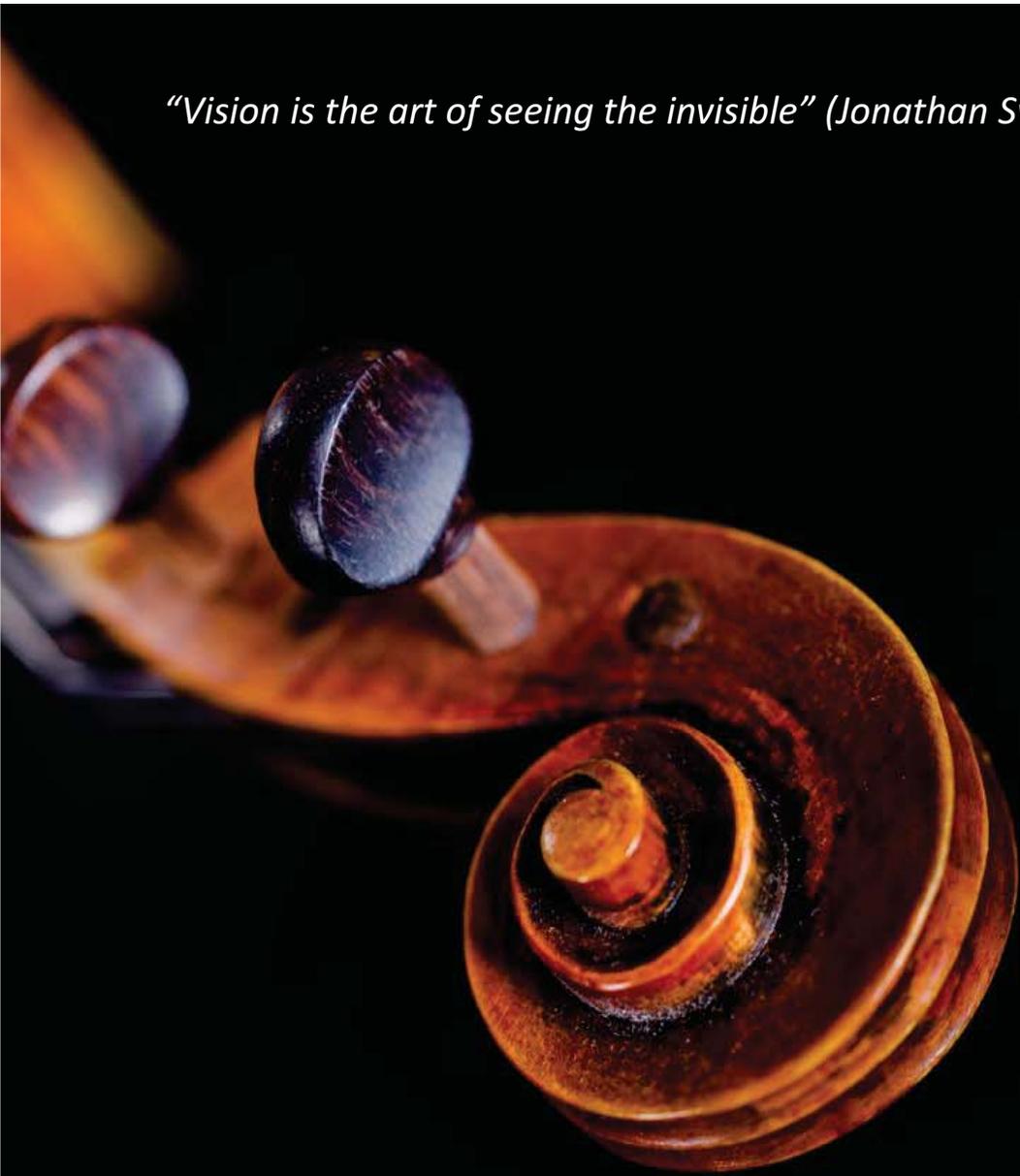A Journey of RenewalKay

DRMC

Strategic Plan for 2016-2019

"Vision is the art of seeing the invisible" (Jonathan Swift).

The Dandenong Ranges Music Council believes in the power of Music Arts as a generational and cultural change catalyst for Local, National and International Communities

The Vision

The mission of the DRMC is to create and strengthen community bonds and well-being through Music Arts.

Our Mission

- THE ORGANIZATION.

- The **Dandenong Ranges Music Council Incorporated** is an arts organisation serving the Shire of Yarra Ranges and beyond. DRMC began in 1979 as a community driven music arts organisation serving communities across the Dandenong Ranges and Yarra Valley.

- It has built on a rich history of successes including musical commissions, developing new performing ensembles, innovative projects, servicing the community with arts information, referrals to music professionals and generally integrating music into the lifestyle of communities through active community music making. We believe community music is for everyone, beginner to professional. It enriches our lives and gives us opportunities locally to sing, play, perform, jam, create and listen.

- The organisational structure is supported by the board of the DRMC which takes care of all governance, accountability, occupational health and safety, bushfire evacuation plans , performing rites and insurances. It liaises with all levels of government and the arts industry.

- The performing ensembles as units of the DRMC under the model rules have support committees according to their needs. DRMC organises or facilitates a range of musical projects and events. These are a mixture of regular and special purpose events involving varying age groups and abilities.

- The DRMC will continue to consult and establish new artistic advisory teams to drive innovation and introduce new music arts knowledge to the geographic and music genre specific communities it serves.

- In 2016 a new direction and focus needs to be discovered to ensure that the position DRMC has in engaging the community ,identifying new musical opportunities with cutting edge community music education will be maintained and grow.

- All ages. All abilities. All music. This is our mantra.

- Active community consultation and partnerships with professional artists are hallmarks of the work of the DRMC.

- Organisational excellence is supported by strong administrative and financial leadership with high ethical standards in partnership with paid professional arts administration and artists working with trained volunteers.

- Uncompromising standards of artistic excellence and governance is a priority.

- Upholding our culture of success is something we practice every single day.

- Through experience we will not compromise this culture.

- Believing in the artistic vision of our communities and professional artists ,it is our responsibility to lead with support and encouragement.

- We expect everyone who associates in DRMC organisational and music arts activities to be respectful and responsible .

- We will be respectful and responsible in return, ensuring that artistic relationships both professionally and personally will flourish and be ongoing.

- Our Belief Parameters:-

  - Music is a core human need.

  - Group music making has a binding effect on community wellbeing and cohesion.

  - Music crosses all boundaries of age, abilities and social status.

  - The happiest people in our communities are those who volunteer and assist others.

  - For Australia to grow our own music arts history we must invest in our communities in partnership with our professional artists, administrators and volunteers.

- DRMC knows through experience, and now through ethics based research that our work in music arts must continue in new and exciting ways to enable our communities to continue to celebrate, grieve, protest, remember and reflect through active participation through music arts.

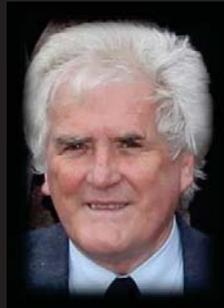- *And finally we believe Music Is A Human Right*

The Board

Bev McAlister OAM

Stuart Ashburner

Andrea Woodberry

Heather Maxwell

Ray Yates

Vinko Rizmal

Helen Willsher

Jenny Barker

The Staff

Karen Noonan

Rochelle Brammers

Core Values

- **Passion**   **C**ommitment in heart and mind

- **Respect**   **Value** every voice and conduct open and transparent intercourses

- **Integrity**   **D**oing what is right and building trust within and across our diverse range of communities

- **Dedication**   **T**o the needs of our community and our people

- **Empathy**   **L**isten intently, think with consideration and act with understanding

- Ethics   supported by strong leadership and uncompromising standards.

- We further pledge that we will:
  - provide open, honest and consultative communication
  - lead by example by demonstrating our strengths within our sector
  - apply principles of continuous quality improvements to our service provision and
  - respond to constructive input from our stakeholders

Goals

"Man is a goal seeking animal. His life only has meaning if he is reaching out and striving for his goals" (Aristotle)

Strategy Planning becomes a "living process" with regular evaluation, scanning, listening, revisiting and potential course correction

"Objectives are not fate; they are direction. They are not commands; they are commitments. They do not determine the future; they are a means to mobilize the resources and energies of the business for the making of the future." (Peter F. Drucker)

Overarching Principle

Organizational Excellence and Responsible Governance

Goals & Strategies for the Overarching Principle

- Goals

1. Establishing conditions for a successful, contemporary modern organization
2. An effective, efficient and sustainable model of Goverence
3. have a key role in achieving Vision
4. Strengthened relationships a priority
5. Clearer structure and role
6. Focus on collaboration between stakeholders
7. Measuring impact and value
8. Accountability and support for Units and community

- Objectives

1. Revise & refine our Governance and Operating Model
2. Establish Qualification for Funding – constant awareness
3. Measuring Value and Impact
4. A new building prospect explored with Educational establishment
5. **Policy development and review**
6. Active & targeted recruitment of Board members

Actions

a) Consider volunteer development needs (as we are largely a volunteer organization)
b) Develop a Communication Plan
c) Annual Action Plan
d) Comprehensive induction processes for incoming staff, Board members and volunteers.
e) Discovery through reflection
f) Practice & Repeat Successes
g) Establish & Build routines
h) Develop Annual Business Plans
i) Revisit and review Board Succession Plan
j) Planning of Human Resourcing to best suit organizational needs & strategic vision

Develop a comprehensive Action plan for each year 2016-2019 See following page for additional foci.

Action Plan Additional Focii

Equip people with the techniques, understandings and confidence to successfully establish and maintain group music-making in their communities .Do it in an open way that they becomes enthusiasts

Provide leaders with a continuing practical support service that also clarifies and highlights the community strengthening aspects of our activities

Support the growth and development of self-help networks as an ongoing mechanism for advice, counselling, confidence-building and skills and experience sharing.

Apply principles of continuous quality improvements to our service provision and respond to constructive input from our stakeholders

Use I/T to communicate our achievements and news on a regular quarterly basis and as opportunities arise

Continue to be enterprising.

Building meaningful relationships among stakeholders - collectively sharing responsibilities and sharing ideas to achieve.

Establishment of   Common goals.

Representative democratic structures in units and the community

See following page for Tool of evaluation

Evaluation & Review

Develop and implement tools to measure organizational success

THE TOOL:
A logic model is a systematic and visual way to present and share your understanding of the relationships among the resources you have to operate your programme, the activities you plan, and the changes or results you hope to achieve." (W.K. Kellogg Foundation 2004)

- Identifying the Problem(s)-Challenges (What is the community need?)
- Naming the desired results (What is the vision for the future?)
- Developing the strategy for achieving the goal(s) (How can the vision be achieved?)
  A logic model is a relatively simple image that reflects how and why a programme will work.
- Logic models are useful to implement changes in their programme.
- Creating logic models in a group brings the power of consensus and group examination of values and beliefs about change processes and programme results.
- Logic models are actionable plans, strategies or maps with clear outcomes and explicit steps for solving programme problems.
-         Getting to our core
-         Making organizational meaning
-         Ensuring constancy and consistency of purpose
-         Facing the facts and our fears
-         Building sustainable relationships

-         Annual surveys, Staff KPI's, Strategic Plan reviews

Planning   Results

Resources & Inputs	Activities	Outputs	Outcomes	Impact
1	2	3	4	5
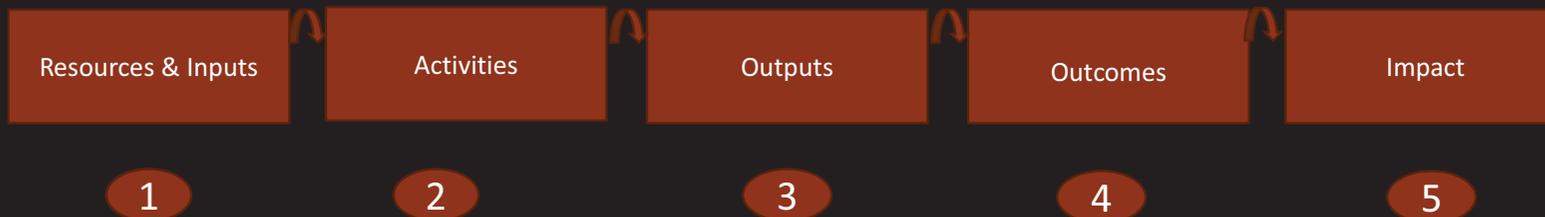
Logic Model

Our 4 pillars

Social Inclusion
Cultural vitality
Education- Growth & Enrichment
Economic Viability

Supporting Strategy

Communication and Promotion

Pillar 1 -Social Inclusion

Target - DRMC heralds its place as a premier Music Arts Organization with Local, National and International connections

DRMC will continue its proactive approach to reduce barriers to participation, and promote inclusion in their activities and functions.

Ensure that people from all backgrounds have opportunities, information, services and use of our facilities and skills. These measures are embedded in our inclusion plans reflecting the diversity of the population.

DRMC Target

People of all ages

People of all abilities

People of all backgrounds

DRMC will take formal steps to reduce barriers to participation, and promote inclusion in their activities and functions. Ensure that people with disability or from different cultural backgrounds have opportunities, information, services and our facilities. These measures are embedded in our inclusion plans reflecting the diversity of the population.

Strategy 1.1

 Ensure that our programmes are accessible in all respects.

Objective 1.1.1

Plan and present an exciting and extensive Artistic Programme to attract inclusive participation

Conduct Annual Surveys of the community to measure effectiveness

Implement the actions of the Disability Action Plan

Actions 1.1.2

1.1.3 Undertake regular Community Consultations.

1.1.4 Identify gaps and hard to get to groups to enhance Social Inclusion.

1.1.5 Consult and link to embrace our Wurundjeri peoples and engage meaningfully with indigenous arts and cultures.

1.1.6 Bring the community to DRMC and DRMC to the Community through creative and inclusive activities.

1.1.7 Increase adaption to the way we impact on the community to become a more open and reflective Music Arts Organization.

1.1.8 Share DRMC achievements and promote new pathways into music arts programs.

1.1.9 Maximize successes and 'what works' to consolidate inclusive practises.

Leverage off success to motivate cultural Inclusion.

1.1.10 Disability Action Plan

Pillar 2 -Cultural Vitality

Target -DRMC will continue to provide a broad cultural perspective within its activities.

Goals 2.1

1. Captivate audiences by investing energies and priorities to grow the local network in relationships with national and international artists.

2. Strengthen collaborations and partnerships to provide varied and wide range of opportunities to the community and Artists.

3. Strengthen leadership in building enhanced activities and techniques by growing the profile of local Music Arts artists

Strategy 2.1.1
Strong and diverse partnerships.

This will include partnerships with various entities including schools, Parks Vic, Country Fire Brigades, the Shire Council and local professional musicians. Additionally we will maintain the ongoing use of external musicians, specialists and experts as required for our various activities. Our activities include regular groups such as bands, choral groups, special needs groups together with annual and biannual events. Many of these activities involve linking cultural threads and operate across disparate age groups.

Objectives 2.1.2

2.1.2 Strengthen the current collaboration with National and international connections.
2.1.3 Become champions of Music Art.
2.1.4 Foster partnerships with local organisations across sectors including health, recreation, education, business, heritage, tourism. etc.
2.1.5 Deliver wider economic and social benefits through the application of creativity and use of a variety of partnerships through collaboration.
2.1.6 Facilitate and maintain diverse music making groups
2.1.7 Research through consultation and respond to changing community needs
2.1.8 Foster experimentation and fuel diverse practices
2.1.2 Identify and enhance partnerships to deliver programmes that meet the aspirations of the communities.

Strategy 2.2.0
Signature Events

We will continue to use music and the performing arts for cultural development to high light issues (environmental, social, historical, safety and other social issues) and as a vehicle to build on our national and local knowledge and identity.

Objectives **2.2.1**

2.2.2 Develop the potential of Music Arts through lived experience to inspire, engage members of the community
2.2.3 Enhance and enrich the lives of the community through Music arts
2.2.4 Strengthen engagement by building capacity and unlocking opportunities to reach wider audiences.

Actions 2.3.0
The organisation will;
2.3.1 Develop quality and sustainable programmes
2.3.2 Be flexible and versatile to engage the community
2.3.4 Have trained and committed staff and volunteers who are core to building a sustainable organization
2.3.5 Expand the horizons of what can be achieved from new programme opportunities through Musical Arts
2.3.6 Develop from a sound purpose based perspective, an outreach focus to determine community need
2.3.7 Allocate resource to the marketing of events
2.3.8 Maintain and grow the event schedule
2.3.9 Create and Implement DRMC Engagement Strategy, including audience targets and monitoring
2.3.10 Expand on the reputation for Signature events
2.3.11 Proactively provide opportunities for volunteers within the Artistic Program
2.3.12 *Create an -Artistic advisory team/ board.*
             -Youth music advisory team.
             -Disability music arts advisory team.
             -Community music education advisory team
     by developing a Peer Reference group of outstanding musicians and music educators .

Pillar 3 -Educational Growth & Enrichment

Education and Music Arts embraces lifelong learning from infancy to elderly.

To enhance and extend community involvement, participation and appreciation across all sectors using Music Arts as the medium for engagement

In using the terms related to music training and mentoring, there is an implied understanding that there are many aspects of the music industries beyond performance and participation , such as sound engineers, stage technicians and most importantly developing greater audiences and audience knowledge.

Objective **3.0.0 To enhance and extend community involvement, participation and appreciation across all sectors using Music Arts as the medium for engagement.**

3.0.**1** Establish and maintain a dynamic contact with all levels of local educational institutions and music teachers.

3.0.**2** Encourage music training at all levels for all ages and abilities, including mentoring by experienced musicians

3.0.**3** Encourage and support professional musicians (and others within the music and music related industries)

3.0.**4** Support curriculum and professional development for music teachers and leaders.

3.0.**5 S**trengthen the capacities of local artistes through Professional   Development and master classes

3.0.**6** Support up-and-coming musicians.

3.0.**7** Use both local and external (beyond the Dandenong Ranges) experts for mentoring and training.

3.0.**8** Make available aspirational role models.

3.0.**9** Encourage participation and peer group exchanges to develop new skills and knowledge

3.0.**10** Establish showcase concerts to encourage skills

3.0.**11** Enable access to events and education for people at risk, children and the financially disadvantaged.

3.0.**12** Adopt the mantra that Music Arts educates the community.

3.0.13 Establish a database containing all local groups involved in musical education including libraries, schools, colleges, pre-schools, music teachers and coaches, professionals within the music industry, instrument suppliers, manufacturers and vendors and other relevant entities.

- <u>Objectives 3.1.0</u>

3.1.1 Develop a Creative and cultural education plan to complement the work of DRMC

3.1.2 Encourage educational exploitation and creative opportunities through Musical Arts

3.1.3 Promote talent by creating more opportunities to produce and present quality music based work.

3.1.4 Increase participation in and access to culture through music and creativity by setting high standards for education, access and public events and broadly promoting the value of music arts.

3.1.5 Showcase the use of music to enable community and individual emotional well-being

3.1.6 Use the leverage of the new partnership project with local Secondary College and Education Ministry to develop an expansive model of Music Arts excellence

Actions Pillar 3.2.0

3.2.1 Maintain and update a database containing all local groups involved in musical education including libraries, schools, colleges, pre-schools, music teachers and coaches, professionals within the music industry, instrument suppliers, manufacturers and vendors and other relevant entities.
3.2.2 Develop a multi-media resource to demonstrate the potential for music making and community engagement
3.2.3 Promote musical education through formal and informal channels
3.2.4 Promoting talent by creating more opportunities to produce and present great music based work.
3.2.5 A Creative and cultural education plan to complement the work of DRMC
3.2.6 Use music to enable individual emotional wellbeing
-                   Enable and encourage music education in our community
-                   Facilitate and maintain diverse music making groups
-                   Respond to changing community needs
-                   Promote musical education through formal and informal channels
-
3.2.7 Artistic advisory team/ board.
3.2.8 Youth music advisory team.
3.2.9 Disability music arts advisory team.
3.2.10 Community music education advisory team/committee.

Pillar 4 -Economic Viability

Goal Continue and Expand the financial sustainability of the organization

Target A Music Arts organization that has a strong position to support and grow community connections and partnerships

Strategy 4.1

Effective management processes and plans.

Objective

4.1.1   Financial health and sustainability- agreed objectives to improve financial viability (ongoing)
4.1.2   Clearly documented financial and operational plans
4.1.3   Demonstrated effective budgetary management & control
4.1.4   Provision of formative feedback that allows the Board and staff to monitor successes and challenges.
4.1.5   Readily engage on adjustments to actions to ensure continued financial accomplishment.
4.1.6   Courageous adaptive Board leadership
4.1.7   Establishing conditions for a financially successful contemporary community based organization

Strategy 4.2

Identify and pursue the diversity of income streams

Objective

4.2.1   Financial Plans that targets regular opportunities of support
4.2.1   Identify and capture new pathways of financial support
4.2.3   Seek and develop and implement new sponsorships
4.2.4   Invest in initiatives that drive innovation and artistic vibrancy

Strategy 4.3

Resource Planning

Objective

4.3.1   Prepare a list of requirements for the following resources
Personnel
Facilities- note projected growth in units and current temporary relocation of groups due to venue restrictions
Technology
Finances
Distribution
Promotion
Products & services

Priority Actions for Pillar 4

Review the Financial Operational Plan

Implement effective budget management and monitoring of financial performance

Agreed framework of evaluation and commitment to it

Develop measurement tools and instruments, both internally and externally (6 monthly reviews), to monitor performance

New model of governance of partnership with units focussing on shared planning and extending service partnerships

Governance- implementation of initiatives to improve financial viability of DRMC

Conducting feasibility studies for new programmes

Annual review of and endorsement of action plans and budget forecasts

Volunteers

We are a work in progress, consistently trying to get better and working creatively and purposefully.

But we are Volunteers dedicated to our community, our region and Music Arts.

We Respect & Recognize them and their work.

Build team spirit

Give them the training

Communicate with them.

Supervise them properly and offer them resources and support.

Demand that they do a good job to reach excellence

Consult with them.

Brainstorm for their ideas.

Challenge them.

Work their skills and abilities.

DRMC Strategic Plan 2016-2019
Proposed Consultation and Communications Framework

This Framework for planning consultation is an approach to match methods to stakeholders interests, needs and roles.

It has been developed from the IAP2 Public Participation Spectrum framework.

Methods	General interest	Indirect Stakeholders impacted	Direct stakeholders Involved and participating	Expertise, knowledge	Authorising stakeholders
Decision Making **Collaborate** -Specialist workshops -Meetings, Focus groups **Involve** -workshops, interviews **Consult** -Meetings -Surveys **Inform** -Newsletters -News articles, stories -Web page, facebook -Media releases	Individuals and groups including community service organisations who have a community wide interest General community Sports clubs Service clubs, Apex, Lions, Rotary CFA,SES Churches Seniors clubs Health centres, medical Recreation centres Parks Vic	Local Schools; Monbulk primary Ferny Creek Etc. Etc. Arts facilities Burrinja Etc. Etc. 4 Shire areas Critical friends	Units	Yarra Ranges Shire Alumni Community Music Victoria Arts Vic Australia Council	

2016	2017	2018	2019
Communication Plan	Assessment	Review	Review
Risk Management Plan	Risk Management Plan Evaluation	Risk Management Plan Evaluation	Risk Management Plan Evaluation
Artistic Plan for 2016 +2017	**Artistic Plan for 2018**	**Artistic Plan for 2019**	**Pre-planning for new Strategic Plan**
Disability Action Plan	Disability Action Plan Review	Disability Action Plan Review	**Disability Action Plan - Major Review & Evaluation**
Major Events Plan 2 events	Major Events Planning	Major Events Bells of Peace + other	Review and evaluation

Actions

Reference notes for Consideration