

2023

 **musicSA**  
**STRATEGIC PLAN**

2025

2023  
2025

**WELCOME**

NGADLURLU KAURNA MIYURNA YAITYA YARTA-MATHANYA WAMA  
TARNTANYAKU TAMPINTHI.

IYANGKA YARTANGKA NGADLU INPARRINTHI, WARPULAYINTHI,  
PINTYANTHI.

YALARRA, PARNAKU YAILTYA, PARNAKU TAPA PURRUNA PURU PURRUNA.

PARNARLU YAKU PARNAKU YARTA YUNGKI.

MUNAINTYANANGKU, TUNTURRI.

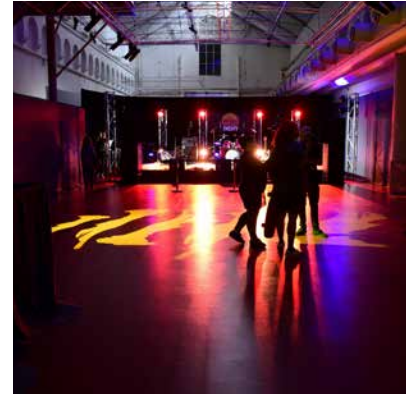
 **musicosa**



J-MILLA Treaty 2020 PHOTOGRAPHY Trentino Prior



Natasha Wanganeen Treaty 2020 PHOTOGRAPHY Trentino Prior



Treaty 2020 Tandanya National Aboriginal Cultural Institute PHOTOGRAPHY Trentino Prior

We acknowledge that we meet, work and create on the traditional country of the Kurna people of the Adelaide Plains.

*Ngadlurlu Kurna Miyurna yaitya yarta-mathanya Wama Tarntanyaku tampinhi.  
Iyangka yartangka ngadlu inparrinhi, warpulayinhi, pintyanthi.*

We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.

*Yalarra, parnaku yaitya, parnaku tapa purruna puru purruna.*

We recognise that sovereignty was never ceded.

Always was, always will be.

*Parnarlu yaku parnaku yarta yungki. Munaintyanangku, tunturri.*

With thanks to Kurna Warra Karrpanthi for providing source of the word.

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# INTRODUCTION

SOUTH AUSTRALIA IS A VIBRANT, WORLD CLASS CULTURAL COMMUNITY AND HOME TO AUSTRALIA'S ONLY UNESCO CITY OF MUSIC. THE PROUD LEGACY OF THE STATE'S ICONIC MUSICAL HERITAGE UNDERPINS THE SUCCESS OF TODAY'S LOCAL AND UNIQUE CONTEMPORARY MUSIC INDUSTRY, WHICH IS BOTH NOTED AND ENVIED FOR ITS INNOVATION, LIVEABILITY AND CREATIVE DRIVE.



Umbrella Festival Opening Night 2021  
PHOTOGRAPHY Samuel Graves



Hari Hari Umbrella Festival 2021 installation  
in Port Adelaide



J-MILLA Treaty 2020  
PHOTOGRAPHY Trentino Priori

# musicSA

## VISION

The contemporary music industry in South Australia is elevated and celebrated as an artist-driven, thriving, innovative and professional music ecology.

## MISSION

MusicSA is the peak advocacy body for the South Australian contemporary music industry. A not-for-profit organisation, MusicSA exists to promote, support and develop the local industry by nurturing careers, creating pathways, delivering industry and professional development opportunities, strategic projects and programs, and connecting artists, audiences, venues and businesses.

We Acknowledge and Respect First Nations

We place Artists at the centre of our Industry

## VALUES

We work Transparently, Collaboratively, Inclusively and Respectfully

We are Fearless in our Advocacy

We practice Sustainability for our People, in our Process and for our Planet

**92% OF AUSTRALIANS LISTEN TO RECORDED MUSIC. 43% OF AUSTRALIANS GO OUT AND SEE LIVE MUSIC.**

OPPOSITE PAGE Stellie SAM Awards 2019 PHOTOGRAPHY Dave Court



2023  
2025

# PRIORITIES



SAM Awards 2020 PHOTOGRAPHY Jack Turner



Go Live Campaign 2020 PHOTOGRAPHY Michael Tessari



NOISE//NATURE Umbrella Festival 2020 PHOTOGRAPHY Lewis Potter

## PRIORITY 1

# ADVOCACY

**RAISE** THE PROFILE OF THE SOUTH AUSTRALIAN CONTEMPORARY MUSIC INDUSTRY, LOCALLY AND NATIONALLY, AND ADVOCATE FOR INTEGRATED FEDERAL AND STATE GOVERNMENT MUSIC INDUSTRY SUPPORT.

### STRATEGIES

- Consult with and represent the South Australian contemporary music industry
- Consult with the national contemporary music industry
- Consult with local, state and federal government
- Consult with the Australian Music Industry Network (AMIN), comprising MusicSA, MusicNSW, MusicACT, MusicVic, QMusic, MusicTas, MusicNT and WAM
- Representation through local, state and federal media and communications

**FOCUS** ON THE ONGOING AND UNIQUE CHALLENGES THAT FACE THE SOUTH AUSTRALIAN CONTEMPORARY MUSIC INDUSTRY FOLLOWING THE PANDEMIC, AND LEVERAGE NEW OPPORTUNITIES FOR INDUSTRY RECOVERY AND GROWTH.

### STRATEGIES

- Consult with local, state and federal government
- Consult with the national contemporary music industry
- Representation through local, state and federal media and communications
- Design and deliver industry development strategic initiatives and programs

**INCREASE** THE PROFILE AND VISIBILITY OF ADELAIDE AS THE ONLY DESIGNATED UNESCO CITY OF MUSIC IN AUSTRALIA WITHIN THE INDUSTRY AND FOR SOUTH AUSTRALIAN AUDIENCES AND VISITORS.

### STRATEGIES

- Work with the Adelaide UNESCO City of Music office and consult with the wider music sector in South Australia
- Consult across state government portfolios
- Consult with the City of Adelaide and metropolitan local governments
- Design and deliver industry development strategic initiatives and programs



Adelaide Arcade Umbrella Festival 2022

LIVE MUSIC IS  
WORTH MORE THAN  
\$16 BILLION TO  
THE NATION



The Empty Threats Go Live Campaign 2020  
PHOTOGRAPHY Michael Tessari

## PRIORITY 2

# INDUSTRY AND PROFESSIONAL DEVELOPMENT

**EXPAND** THE FOCUS AND SUPPORT FOR A COHESIVE AND CONNECTED SOUTH AUSTRALIAN LOCAL CONTEMPORARY MUSIC SECTOR THROUGH INDUSTRY AND PROFESSIONAL DEVELOPMENT

### STRATEGIES

- Build organisational capacity to create and deliver industry and professional development initiatives and programs
- Create partnerships and networks that forge new openings and pathways for industry and professional development across all areas of the contemporary music industry

**INCREASE** SKILLS AND EXPERTISE, EDUCATIONAL PATHWAYS, WORKFORCE CAPACITY, CAREER VIABILITY, AND THE PROFILE OF WORKING INDUSTRY PROFESSIONALS

### STRATEGIES

- Consult across state and federal government portfolios
- Identify industry workforce and pathway opportunities and gaps across the industry
- Connect to and partner with aligned advocacy organisations and industry coalitions and forums

**DRIVE** AUDIENCE DEVELOPMENT TO INCREASE ENGAGEMENT WITH LOCAL LIVE MUSIC ACROSS SOUTH AUSTRALIA AND PROMOTE THE VIABILITY OF NATIONAL AND INTERNATIONAL TOURING TO SOUTH AUSTRALIA

### STRATEGIES

- Work with the Adelaide UNESCO City of Music office and consult with the wider music sector in South Australia
- Consult across state government portfolios
- Consult with metropolitan and regional local governments
- Design and deliver audience development strategic initiatives and programs
- Representation through local, state and federal media and communications



## PRIORITY 3

# FIRST NATIONS ENGAGEMENT

**OPEN** PATHWAYS TO ENGAGE AND WORK WITH FIRST NATIONS ARTISTS AND MUSIC INDUSTRY BUSINESSES

### STRATEGIES

- Consult with local and national First Nations artists and music industry businesses
- Develop and implement policies and procedures in cultural safety and work practice that support First Nations artists and music industry businesses
- Identify and develop networks and partnerships with South Australian First Nations artists and music industry businesses

**ENGAGE** FIRST NATIONS EXPERTISE TO BUILD AND DELIVER INDUSTRY AND PROFESSIONAL DEVELOPMENT PATHWAYS FOR FIRST NATIONS ARTISTS AND BUSINESSES

### STRATEGIES

- Build organisational capacity to drive and deliver First Nations industry and professional development outcomes
- Develop and deliver strategic programs and initiatives that benefit First Nations emerging and established industry professionals
- Structure mentor and engagement opportunities for First Nations artists and industry professionals across all areas of the contemporary music industry

**SUPPORT** EDUCATION, SKILLS DEVELOPMENT AND CAPACITY-BUILDING PATHWAYS FOR FIRST NATIONS CONTEMPORARY MUSIC

### STRATEGIES

- Consult with local and national First Nations artists and music industry businesses
- Consult across state government portfolios
- Consult with metropolitan and regional local governments
- Develop and deliver audience development strategic initiatives and programs



Sonz of Serpent Treaty 2020  
PHOTOGRAPHY Trentino Priori



Natasha Wanganeen Treaty 2020  
PHOTOGRAPHY Trentino Priori



DEM MOB Treaty 2020  
PHOTOGRAPHY Trentino Priori

## PRIORITY 4

# REGIONAL ENGAGEMENT AND DEVELOPMENT



SEABASS SAM Awards 2020 PHOTOGRAPHY Jack Turner



Kiah Lanagan Jazz Trio Go Live Campaign 2020 PHOTOGRAPHY Michael Tessari



Ricky Albeck and the Belair Line Band  
Umbrella Festival Opening Night 2021  
PHOTOGRAPHY Samuel Graves

**INCREASE** MUSICSA'S PROFILE AND ENGAGEMENT IN REGIONAL AREAS ACROSS SOUTH AUSTRALIA

### STRATEGIES

- Consult with the regional South Australian contemporary music industry
- Consult across state and federal government portfolios
- Consult with regional local governments
- Representation through regional media and communications

**DEVELOP** AND GROW THE CONTEMPORARY MUSIC INDUSTRY IN REGIONAL SOUTH AUSTRALIA

### STRATEGIES

- Create a MusicSA presence in South Australian regional areas
- Develop regional and national partnerships and networks
- Develop and implement regional programs for engagement and capacity building

**NURTURE** REGIONAL INDUSTRY NETWORKS AND CULTIVATE FUTURE REGIONAL TOURING PATHWAYS

### STRATEGIES

- Create a MusicSA presence in South Australian regional areas
- Develop regional, state and national partnerships and networks
- Develop and implement regional programs for engagement and capacity building



The Bait Fridge Umbrella Festival 2021  
PHOTOGRAPHY Samuel Graves



Lunar Boogie Umbrella Festival 2019  
PHOTOGRAPHY Daniel Marks



Umbrella Festival Opening Night 2021  
PHOTOGRAPHY Samuel Graves

## PRIORITY 5

# SUSTAINABILITY

**GROW** AND STRENGTHEN A PROGRESSIVE, RESPECTED, FINANCIALLY VIABLE AND WELL-GOVERNED CONTEMPORARY MUSIC INDUSTRY PEAK ADVOCACY ORGANISATION

### STRATEGIES

- Secure stable levels of organisational and strategic program funding
- Appoint an experienced, skills-based and diverse Board of Directors
- Be a recognised employer of choice that attracts high calibre employees
- Model organisational governance and operations on best practice and compliance
- Build a strong, progressive and engaged profile for MusicSA

**GROW** AND STRENGTHEN A VIBRANT, ENGAGED AND OPPORTUNISTIC CONTEMPORARY MUSIC INDUSTRY IN SOUTH AUSTRALIA

### STRATEGIES

- Build a strong, progressive and engaged profile for MusicSA
- Consult with the South Australian contemporary music industry
- Advocate for increased local, state and federal government investment in and support for the contemporary music industry
- Work with the Adelaide UNESCO City of Music office and consult with the wider music sector in South Australia
- Representation through local, state and federal media and communications

**IN 2020 CONTEMPORARY MUSIC GENERATED MORE THAN 51% OF THE REVENUE AND APPROX. 37% OF ATTENDANCE OF THE OVERALL LIVE PERFORMANCE MARKET IN AUSTRALIA.**



2023  
2025

# MUSICSA KPIs

## KPIs

# ADVOCACY

### CONSULT WITH AND REPRESENT THE SOUTH AUSTRALIAN CONTEMPORARY MUSIC INDUSTRY

2023

- 2 x 'State of Play' round tables
- 20+ individual meetings
- 3 x affiliated memberships

2024

- 2 x 'State of Play' round tables
- 20+ individual meetings
- 1-day SA industry conference
- 4 x affiliated memberships

2025

- 2 x 'State of Play' round tables
- 20+ individual meetings
- 1-day SA industry conference
- 5 x affiliated memberships

### CONSULT WITH THE NATIONAL CONTEMPORARY MUSIC INDUSTRY

2023

- 2 x large forum Zoom meetings
- Attendance at 2 x interstate conferences/ meetings

2024

- 2 x large forum Zoom meetings
- Attendance at 3 x interstate conferences/ meetings

2025

- 2 x large forum Zoom meetings
- Attendance at 4 x interstate conferences/ meetings
- 5 x affiliated memberships

### CONSULT WITH LOCAL, STATE AND FEDERAL GOVERNMENT

2023

- 2 x MP meetings
- 4 x MP correspondence
- 1 x federal government meeting
- MusicSA provides leadership to the Premier's Live Music Industry Council

2024

- 3 x MP meetings
- 5 x MP correspondence
- 1 x federal government meeting
- MusicSA provides leadership to the Premier's Live Music Industry Council

2025

- 3 x MP meetings
- 5 x MP correspondence
- 1 x federal government meeting
- MusicSA provides leadership to the Premier's Live Music Industry Council

### CONSULT WITH AMIN, COMPRISING MusicSA, MusicNSW, MusicACT, MUSICVIC, QMUSIC, MusicTAS, MusicNT AND WAM

2023

- 10 x AMIN Zoom meetings
- 1 x interstate visit
- Collaborate on 1 x shared project

2024

- 10 x AMIN Zoom meetings
- 2 x interstate visits
- Collaborate on 2 x shared projects

2025

- 10 x AMIN Zoom meetings
- 2 x interstate visits
- Collaborate on 2 x shared projects

**MUSIC STREAMING IS EXPECTED TO BE A \$37.8 BILLION MARKET IN 2022, RISING TO \$89.3 BILLION BY 2030.**

**FOR EVERY DOLLAR SPENT ON LIVE MUSIC, THREE DOLLARS IS RETURNED TO THE COMMUNITY.**

**REPRESENTATION THROUGH LOCAL, STATE AND FEDERAL MEDIA AND COMMUNICATIONS**

**2023**

- Contracted Publicist on staff
- 3 x SA media articles
- 1 x national media article
- 500 e-newsletter subscribers
- TV, print, radio, socials outcomes

**2024**

- Contracted Publicist on staff
- 5 x SA media articles
- 2 x national media articles
- 1000 e-newsletter subscribers
- TV, print, radio, socials outcomes

**2025**

- Contracted Publicist on staff
- 7 x SA media articles
- 3 x national media articles
- 1250 e-newsletter subscribers
- TV, print, radio, socials outcomes

**DESIGN AND DELIVER INDUSTRY DEVELOPMENT STRATEGIC INITIATIVES AND PROGRAMS**

**2023**

- Good Music Month
- Scouted/ local showcase
- SA Music Awards
- Interstate showcase

**2024**

- Good Music Month
- Scouted/ local showcase
- SA Music Awards
- Interstate showcase
- 1 x new initiative

**2025**

- Good Music Month
- Scouted/local showcase
- SA Music Awards
- Interstate showcase
- 1 x new initiative

**WORK WITH THE ADELAIDE UNESCO CITY OF MUSIC OFFICE AND CONSULT WITH THE WIDER MUSIC SECTOR IN SOUTH AUSTRALIA**

**2023**

- 4 x AUCoM meetings
- 2 x wider music forums
- 1 x collaborative project

**2024**

- 4 x AUCoM meetings
- 2 x wider music forums
- 2 x collaborative projects

**2025**

- 4 x AUCoM meetings
- 2 x wider music forums
- 2 x collaborative projects



SAM Awards 2020 PHOTOGRAPHY Jack Turner

**CONSULT ACROSS STATE GOVERNMENT PORTFOLIOS**

**2023**

- 1 x Tourism meeting
- 1 x Education meeting

**2024**

- 2 x Tourism meetings
- 3 x Education meetings

**2025**

- 2 x Tourism meetings
- 3 x Education meetings

**CONSULT WITH THE CITY OF ADELAIDE AND METROPOLITAN LOCAL GOVERNMENTS**

**2023**

- 4 x CoA meetings
- 2 x local government meetings

**2024**

- 4 x CoA meetings
- 3 x local government meetings
- 1 x new collaborative project

**2025**

- 4 x CoA meetings
- 3 x local government meetings
- 1 x new collaborative project

## KPIs

# INDUSTRY AND PROFESSIONAL DEVELOPMENT

### **BUILD ORGANISATIONAL CAPACITY TO CREATE AND DELIVER INDUSTRY AND PROFESSIONAL DEVELOPMENT INITIATIVES AND PROGRAMS**

#### 2023

- 1 x FT Industry Development role
- 2 x Interns
- 1 x Industry Development Program Sponsor
- Annual Programs

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#### 2024

- 1.5 x FT Industry Development role
- 2 x Interns
- 2 x Industry Development Program Sponsor
- Annual Programs

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#### 2025

- 1.5 x FT Industry Development role
- 3 x Interns
- 2 x Industry Development Program Sponsors
- Annual Programs

### **CREATE PARTNERSHIPS AND NETWORKS THAT FORGE NEW OPENINGS AND PATHWAYS FOR INDUSTRY AND PROFESSIONAL DEVELOPMENT ACROSS ALL AREAS OF THE CONTEMPORARY MUSIC INDUSTRY**

#### 2023

- 2 x new partnerships
- Workshops by state and national presenters
- Diversity of development opportunities

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#### 2024

- 2 x new partnerships
- Workshops by state and national presenters
- Diversity of development opportunities

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#### 2025

- 2 x new partnerships
- Workshops by state, national, international presenters
- Diversity of development opportunities



Umbrella Festival Opening Night 2021  
PHOTOGRAPHY Samuel Graves



Lunar Boogie Umbrella Festival 2019  
PHOTOGRAPHY Daniel Marks



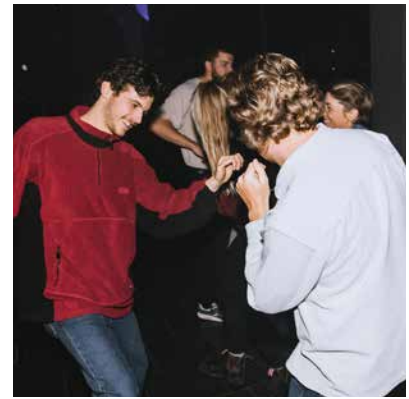
Kiah Lanagan Jazz Trio Go Live Campaign  
2020 PHOTOGRAPHY Michael Tessari



Elsy Wameyo Go Live Campaign 2020  
PHOTOGRAPHY Michael Tessari



SAM Awards 2020 PHOTOGRAPHY Jack Turner



Lunar Boogie Umbrella Festival 2019  
PHOTOGRAPHY Daniel Marks

## IDENTIFY INDUSTRY WORKFORCE AND PATHWAY OPPORTUNITIES AND GAPS ACROSS THE INDUSTRY

### 2023

- Assessment of state industry
- Benchmark against national industry
- Audit of education and training pathways in SA
- Creative Careers marketing campaign

### 2024

- Annual snapshot assessment of industry
- Develop strategies to increase education and training pathways in SA
- Creative Careers marketing campaign

### 2025

- Annual snapshot assessment of industry
- Implementation of strategies to increase education and training pathways in SA
- Creative Careers marketing campaign

## CONNECT TO AND PARTNER WITH ALIGNED ADVOCACY ORGANISATIONS AND INDUSTRY COALITIONS AND FORUMS

### 2023

- 3 x affiliated memberships
- 1 x new advocacy partnership
- Attendance at 2 x national gatherings

### 2024

- 4 x affiliated memberships
- 1 x new advocacy partnership
- Attendance at 2 x national gatherings

### 2025

- 4 x affiliated memberships
- 1 x new advocacy partnership
- Attendance at 2 x national gatherings

## DESIGN AND DELIVER SUCCESSFUL AUDIENCE DEVELOPMENT STRATEGIC INITIATIVES AND PROGRAMS

### 2023

- Good Music Month
- Implementation of brand campaign 'Adelaide. City of Music.'
- 1 x collaboration with AUCoM
- 1 x collaboration with SATC

### 2024

- Good Music Month
- Implementation of brand campaign 'Adelaide. City of Music.'
- 1 x collaboration with AUCoM
- 1 x collaboration with SATC, Tourism Australia

### 2025

- Good Music Month
- Implementation of brand campaign 'Adelaide. City of Music.'
- 1 x collaboration with AUCoM
- 1 x collaboration with SATC, Tourism Australia



## KPIs

# FIRST NATIONS ENGAGEMENT

### CONSULT WITH LOCAL AND NATIONAL FIRST NATIONS ARTISTS AND MUSIC INDUSTRY BUSINESSES

2023

- Convene First Nations advisory committee
- 5 x meetings (2 x regional)

2024

- 2 x First Nations advisory committee meetings
- 5 x meetings (2 x regional)

2025

- 2 x First Nations advisory committee meetings
- 5 x meetings (2 x regional)

### DEVELOP AND IMPLEMENT POLICIES AND PROCEDURES IN CULTURAL SAFETY AND WORK PRACTICE THAT SUPPORT FIRST NATIONS ARTISTS AND MUSIC INDUSTRY BUSINESSES

2023

- Draft policies and procedures
- Consult on draft policies and procedures
- Implement policies and procedures
- Deliver Staff and Board Training

2024

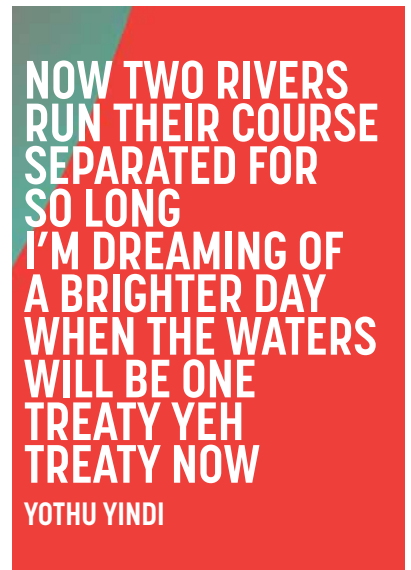
- Consult on and update policies and procedures
- Annual Staff and Board Training
- Annual industry training
- Development and implementation of industry resources

2025

- Consult on and update policies and procedures
- Annual Staff and Board Training
- Annual industry training
- Update of industry resources



SAM Awards 2019 PHOTOGRAPHY Dave Court



Tilly Tjala Thomas Treaty 2020 PHOTOGRAPHY Trentino Priori

**BUILD ORGANISATIONAL CAPACITY TO DRIVE AND DELIVER FIRST NATIONS INDUSTRY AND PROFESSIONAL DEVELOPMENT OUTCOMES**

2023

Identify and secure project funding for First Nations industry development

2024

FTE0.5 First Nations Industry Development role

2025

FTE0.5 First Nations Industry Development role

**DEVELOP AND DELIVER STRATEGIC PROGRAMS AND INITIATIVES THAT BENEFIT FIRST NATIONS EMERGING AND ESTABLISHED INDUSTRY PROFESSIONALS**

2023

2 x First Nations industry development projects  
First Nations inclusions in Good Music Month  
Scouted/ local showcase  
SA Music Awards  
Interstate showcase

2024

Annual First Nations industry development program  
First Nations inclusions in Good Music Month  
Scouted/ local showcase  
SA Music Awards  
Interstate showcase

2025

Annual First Nations industry development program  
First Nations inclusions in Good Music Month  
Scouted/ local showcase  
SA Music Awards  
Interstate showcase

**STRUCTURE MENTOR AND ENGAGEMENT OPPORTUNITIES FOR FIRST NATIONS ARTISTS AND INDUSTRY PROFESSIONALS ACROSS ALL AREAS OF THE CONTEMPORARY MUSIC INDUSTRY**

2023

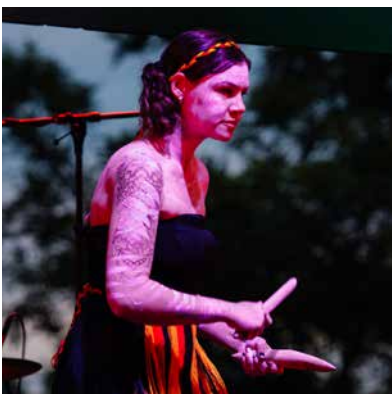
Creative Careers marketing campaign  
2 x mentor opportunities

2024

Creative Careers marketing campaign  
2 x mentor opportunities  
1 x internship

2025

Creative Careers marketing campaign  
2 x mentor opportunities  
1 x internship



SAM Awards 2020 PHOTOGRAPHY Jack Turner

**GLOBAL MUSIC REVENUE WILL DOUBLE TO US\$131 BILLION BY 2030.**



J-MILLA SAM Awards 2020 PHOTOGRAPHY Jack Turner

## KPIs

# REGIONAL ENGAGEMENT AND DEVELOPMENT

### CONSULT WITH THE REGIONAL SOUTH AUSTRALIAN CONTEMPORARY MUSIC INDUSTRY

2023

2 x regional visits  
Virtual inclusion in 'State of Play'  
round tables

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2024

3 x regional visits  
Virtual inclusion in 'State of Play'  
round tables

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2025

3 x regional visits  
Virtual inclusion in 'State of Play'  
round tables

### CONSULT WITH REGIONAL LOCAL GOVERNMENTS

2023

2 x regional visits

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2024

3 x regional visits  
1 x new partnership

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2025

3 x regional visits  
2 x new partnerships

### REPRESENTATION THROUGH REGIONAL MEDIA AND COMMUNICATIONS

2023

2 x regional media stories

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2024

3 x regional media stories

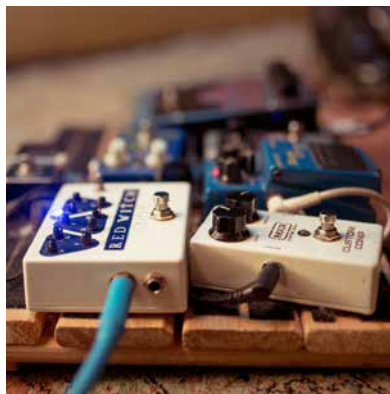
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2025

4 x regional media stories



Teenage Joans Ones to Watch 2021 event  
PHOTOGRAPHY Samuel Graves



Go Live Campaign 2020  
PHOTOGRAPHY Michael Tessari



Lunar Boogie Umbrella Festival 2019  
PHOTOGRAPHY Daniel Marks

## CREATE A MUSICSA PRESENCE IN SOUTH AUSTRALIAN REGIONAL AREAS

2023

- 2 x regional visits
- 1 x new regional project
- Identify funding opportunities for regional engagement

2024

- 2 x regional visits
- 2 x new regional projects
- Project funding secured

2025

- 2 x regional visits
- Part time MusicSA Industry Development roles in 2 x regional areas
- Project funding secured

## DEVELOP REGIONAL AND NATIONAL PARTNERSHIPS AND NETWORKS

2023

- 1 x CASA partnership
- 1 x council partnership

2024

- 1 x CASA partnership
- 2 x council partnership
- 1 x national regional partnership

2025

- 1 x CASA partnership
- 2 x council partnership
- 2 x national regional partnerships

## DEVELOP AND IMPLEMENT REGIONAL PROGRAMS FOR ENGAGEMENT AND CAPACITY BUILDING

2023

- 1 x regional Industry Development opportunity
- Regional promotion of: Good Music Month
- Scouted/ local showcase
- SA Music Awards
- Interstate showcase

2024

- 2 x regional Industry Development opportunity
- Regional inclusion in: Good Music Month
- Scouted/ local showcase
- SA Music Awards
- Interstate showcase

2025

- Annual regional Industry Development Program
- Regional inclusion: Good Music Month
- Scouted/ local showcase
- SA Music Awards
- Interstate showcase



Kiah Lanagan Jazz Trio Go Live Campaign 2020 PHOTOGRAPHY Michael Tessari



Nathan May Go Live Campaign 2020 PHOTOGRAPHY Michael Tessari



Scouted 2021 at Lion Arts Factory PHOTOGRAPHY Samuel Graves

## KPIs

# SUSTAINABILITY

### SECURE STABLE LEVELS OF ORGANISATIONAL AND STRATEGIC PROGRAM FUNDING

2023

- Secure increased MDO funding with CPI increase
- Secure Australia Council project funding
- Sponsorship 10% increase
- Develop and implement new fundraising strategy

2024

- Secure increased MDO funding with CPI increase
- Secure Australia Council project funding
- Sponsorship 5% increase
- Fundraising 10% increase

2025

- Secure increased MDO funding with CPI increase
- Secure Australia Council project funding
- Sponsorship 5% increase
- Fundraising 10% increase

### APPOINT AN EXPERIENCED, SKILLS-BASED AND DIVERSE BOARD OF DIRECTORS

2023

- Determine skills matrix for Board Directors
- Board audit
- Set diversity targets for Board Directors

2024

- Board governance training
- Implement diversity targets for Board Directors

2025

- Board audit
- Achieve diversity targets for Board Directors

### BE A RECOGNISED EMPLOYER OF CHOICE THAT ATTRACTS HIGH CALIBRE EMPLOYEES

2023

- Staff turnover less than 20%
- Annual indexed salary increases
- Staff feedback high levels of job satisfaction
- Satisfactory work-life balance for staff

2024

- Staff turnover less than 20%
- Annual indexed salary increases
- Staff feedback high levels of job satisfaction
- Satisfactory work-life balance for staff

2025

- Staff turnover less than 20%
- Annual indexed salary increases
- Staff feedback high levels of job satisfaction
- Satisfactory work-life balance for staff

### MODEL ORGANISATIONAL GOVERNANCE AND OPERATIONS ON BEST PRACTICE AND COMPLIANCE

2023

- Board audit
- Finance and Risk Committee meets quarterly
- Staff and Board professional development
- 50% policies and procedures reviewed annually

2024

- Board governance training
- Finance and Risk Committee meets quarterly
- Staff and Board professional development
- 50% policies and procedures reviewed annually

2025

- Board audit
- Finance and Risk Committee meets quarterly
- Staff and Board professional development
- 50% policies and procedures reviewed annually

### BUILD A STRONG, PROGRESSIVE AND ENGAGED PROFILE FOR MUSICSA

2023

- Refresh MusicSA brand
- Develop and implement branding and profile building campaign
- Contracted Publicist on staff
- Website updated
- Relocation to new street-front office premises

2024

- Increased profile through PR and media
- Contracted Publicist on staff

2025

- Increased profile through PR and media
- Contracted Publicist on staff
- Website updated

2023  
2025

**GOVERNANCE**

## GOVERNANCE

# FRAMEWORK

**MUSICSA** WAS ESTABLISHED 25 YEARS AGO AND IS A REGISTERED COMPANY LIMITED. THE NFP ORGANISATION IS GOVERNED BY A BOARD OF DIRECTORS AND LED BY A CEO.

## MUSICSA STAKEHOLDERS AND CONSTITUENTS

Musicians and artists

Emerging and established contemporary music industry professionals and businesses

Wrap around industries connected to the contemporary music industry

South Australian audiences and music lovers

South Australian venues, music festivals, music events

Australian Music Industry Network (AMIN)

National contemporary music industry

Local, state, federal government

Corporate partners, sponsors, investors

Wider South Australian music, arts and culture sectors

Media

Music educators and tertiary institutions

## MUSICSA PARTNERS

Funding agencies and partners

Program and project partners

Sponsors and donors

Music businesses, venues, festivals, events

Allied advocates for music, art, culture, creative industries

Adelaide UNESCO City of Music

City of Adelaide and metropolitan and regional local councils

Media

Educators

THERE WAS A 70%  
DECLINE IN VENUE-  
BASED LIVE MUSIC  
IN 2020-2021  
COMPARED TO  
PRE-PANDEMIC  
LEVELS



Electric Fields SAM Awards 2019  
PHOTOGRAPHY Dave Court



SAM Awards 2020 PHOTOGRAPHY Jack Turner



Live Nation Ones to Watch 2021  
PHOTOGRAPHY Samuel Graves

## BOARD OF DIRECTORS

John Glenn

**Chair**

(appointed February 2022)

From an initial career in music performance, John has had roles in financial, project and logistical management for a variety of government, non-profit and private entities. He was Operations Manager of Sydney Symphony, GM of Sydney's State Theatre, and GM of the Venue Management Association (Asia and Pacific). John was Executive Producer – Venue Utilisation at Queensland Performing Arts Centre before returning to his hometown in the role of Executive Producer – Adelaide Cabaret Festival and Commercial Ventures from 2014-2017. John then returned to Queensland Performing Arts Centre in the role of Director – Programming. Most recently John was Chief Operating Officer of GWB Entertainment and is currently a creative consultant and advisor. John serves on the Board of the Darwin Entertainment Centre.

Tim Haslam

**Treasurer**

(commenced April 2019)

Tim Haslam is an experienced Chartered Accountant and Senior Partner with business services firm Perks. His main focus is providing strategic advice and

solutions on accounting, tax and financial management issues to private businesses and individuals. Combined with a diverse range of skills drawn from a career in finance spanning Adelaide, London and Sydney, Tim also has extensive knowledge and experience in the Australian music industry. Several years with the Secret Sounds Group (incorporating Splendour in the Grass and Falls Festival) were invaluable in gaining a rich understanding of the music business. As a musician also, Tim has tickled the ivory for decades as a solo performer, accompanist and with numerous bands across the country.

Angus Crawford

**Secretary**

(commenced March 2020)

Angus Crawford is a qualified lawyer and muso at heart. Honing a unique combination of skills, he works for NewLew tech firm Sprintlaw. Angus is also a musician, playing in some of Adelaide's most cheery, colour-clad bands. His passion for music has led to opportunities to play shows to crowds of thousands and have his music heard online by millions – all originating from humble Adelaide, South Australia. He lives and breathes the SA music scene. Angus' professional background and experience as a musician gives him a unique perspective on the music

industry. He has seen first-hand the impact that support from non-for-profit arts organisations can have on the careers of emerging musicians.

Stu MacQueen

**Director**

(commenced April 2018)

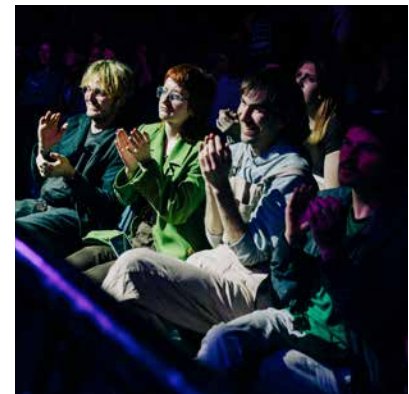
Stu is co-CEO and co-founder of the Wonderlick Entertainment Group and President of A&R. Stu formerly held positions including GM of Krell Records and Director of A&R at Shock Records. Stu began working in the music industry in the early 1990's in Adelaide as a studio engineer-producer, live audio engineer, music journalist and artist manager. The Wonderlick Entertainment Group, est. 2007, is a leading Australian music company with its head office located in Sydney. The group includes a joint venture record label with Sony Music (Wonderlick Recording Company), a publishing arm (Wonderlick Publishing Company) and an artist management company (Wonderlick Management Company). The Wonderlick Group has a roster that includes many Australian leading artists. Throughout his career, Stu has signed and acted as A&R on several #1 albums, more than twenty Top 10 charting albums (Australian and international charts), multiple top 5 singles, and a host of other top 20 records. Stu formerly served as a



The Bait Fridge Umbrella Festival 2021  
PHOTOGRAPHY Samuel Graves



Umbrella Festival Opening Night 2021  
PHOTOGRAPHY Samuel Graves



Scouted 2021 PHOTOGRAPHY Samuel Graves



Board Member of AIR (Association Independent Record Labels), is currently on the board of MusicSA and is a Director of the Robert Stigwood Fellowship program. Stu has made the top 30 of the AMID Power 50 List of the most powerful people in the Australian music industry three years running, and was the only person nominated for both Manager of The Year and A&R Person of The Year in the inaugural national Industry Observer Awards.

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## Deb Edwards

### Director

(commenced July 2020)

Deb Edwards has notched up a career of 37 years working in the Australian music industry including senior roles with EMI Music, Virgin Records and Sony Music. Originally based in Adelaide, Deb moved to Victoria in the mid 90's to work as PA and Tour Coordinator for legendary concert and theatrical promoter Garry Van Egmond, and then as a publicist with one of Melbourne's leading PR companies, Kerry O'Brien Publicity. Deb returned to Adelaide in 2001, joining the Adelaide Entertainment Centre as Corporate Hospitality Supervisor and in 2008 launched Deb Edwards Publicity managing national album release and tour projects for a long list of high-profile Australian artists. Operating as a PR specialist for the Australian country music industry, Deb spent 10 years working alongside long-time clients – Troy Cassar-Daley, Beccy Cole and Adam Harvey. The popular Adelaide 500 after-race concert series has engaged Deb as Concert PR Manager since 2012. A proud Yankunytjatjara woman, Deb also represents First Nations artists and organisations having worked with East Arnhem Land dance troupe Djuki Mala, Tandanya National Aboriginal Cultural Institute (Adelaide Fringe First Nations Fringe Hub 2020-2021), Reconciliation South Australia and AnglicareSA.

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## Craig Swann

### Director

(commenced August 2020)

For over 25 years, Craig's passion has been using technology to connect people and music – through innovative, intimate and interactive experiences. Currently, as Founder of Looplabs, he is focused on developing new interactive music products and experiences that break down barriers to making music – while connecting the world. Craig has received special recognition at SxSW for development of the web's first drag'n'drop interface and has won the prestigious Webby Award. Craig believes in prototyping the future – that making is breaking – and that if it's not fun, exciting or affecting lives it's not worth doing.

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## Craig Lock

### Director

(commenced December 2021)

Craig Lock began working in the music industry in 2010 and founded Five Four Entertainment with business partner Ross Osmon. Starting life as a weekly promoter of local bands in small venues, Five Four Entertainment has since grown into one of SA largest concert and festival promoters in South Australia. They run various large scale music festivals in SA including Spin Off Festival and St Jeromes Laneway Festival. In 2019 they opened Lion Arts Factory, a purpose built 500 capacity music venue located on North Terrace and just recently, opened the new Hindley Street Music Hall. In 2018, Craig founded Plus One Co, a promoter of bespoke themed club nights. The company runs 600+ events per year in venues across Australia, NZ and Japan. Craig also has extensive experience in artist management having previously managed nationally and International successful artists Tkay Maidza, City Calm Down and Japanese Wallpaper. Craig is passionate about the South Australian music industry and is a strong advocate for its economic and cultural value to the state.

**CONTEMPORARY  
MUSIC REPRESENTS  
WELL OVER 50% OF  
ALL PERFORMING  
ARTS ACTIVITY  
ACROSS AUSTRALIA.**



Lunar Boogie Umbrella Festival 2019  
PHOTOGRAPHY Daniel Marks



NOISE//NATURE Umbrella Festival 2020  
PHOTOGRAPHY Lewis Potter



Lunar Boogie Umbrella Festival 2019  
PHOTOGRAPHY Daniel Marks

**LIVE MUSIC  
PROVIDES A  
KEY SOURCE OF  
COMPETITIVE  
ADVANTAGE  
FOR REGIONAL  
ECONOMIES.**



Teenage Joans Ones to Watch 2021 event  
PHOTOGRAPHY Samuel Graves

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## Sharni Honor

### **Director**

(commenced March 2022)

Sharni Honor is a wildly passionate woman of the music and arts industries in South Australia. She is the creator of award-winning travelling backyard festival series, The Porch Sessions, co-director of regional festival Porchland, and co-director of creative space and live music venue Summertown Studio. This is in addition to the recent creation of record store and label, Porch Records which is thriving beneath the roof of Summertown Studio. Her own back catalogue of industry work extends across WOMADelaide and Adelaide Festival and a plethora of national festivals, including Panama Festival in Tasmania. In 2019, Sharni was named one of the InDaily 40 under 40 people in business and entrepreneurship and at just 29 years of age, she has now worked in music for over a decade. Sharni lives and breathes music and strives to create space for the incredible people that make it and is thrilled to be a Director of the MusicSA Board.

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## Rebecca Pearce

### **Director**

(commenced June 2022)

Rebecca Pearce is an arts manager, creative producer, and arts programmer with over 20 years' experience working in festivals and events, and live performing arts. Rebecca has developed and managed a variety of international projects and cultural programs encompassing music, dance, theatre, and visual arts. Most recently she has worked in the role of CEO for Adelaide UNESCO City of Music, and Associate Director with Adelaide Festival Centre. Over the course of her career Rebecca has helped to support creative risk-taking and to actualise bold ideas and artistic visions. She was a recipient of Asialink residency with Singapore Festival, and also a Women In Music mentorship with Australian Independent Record Labels Association.

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## EXECUTIVE LEADERSHIP

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## Christine Schloithe

### **CEO**

(commenced May 2022)

Christine is a highly accomplished multi-industry leader with local, national, and international experience working across the performing arts, music, festivals, major events and cultural heritage, and has post-graduate qualifications in Cultural Tourism. She is skilled in change management, strategic visioning, facilitating creative outcomes, supporting artists and makers, and developing vital stakeholder and partner relationships. She has previously worked for Adelaide Fringe, Adelaide Festival Centre, Adelaide Guitar Festival, Botanic Gardens and most recently as a Senior Policy Advisor for Department of Premier and Cabinet. Commencing her role as CEO at MusicSA, Christine is looking forward to setting a new strategic plan and road map for the next few years that will build, activate, and strengthen South Australia's contemporary music sector and raise the profile and reach of MusicSA.



Runebilly Rattle Umbrella Festival 2021  
PHOTOGRAPHY Samuel Graves

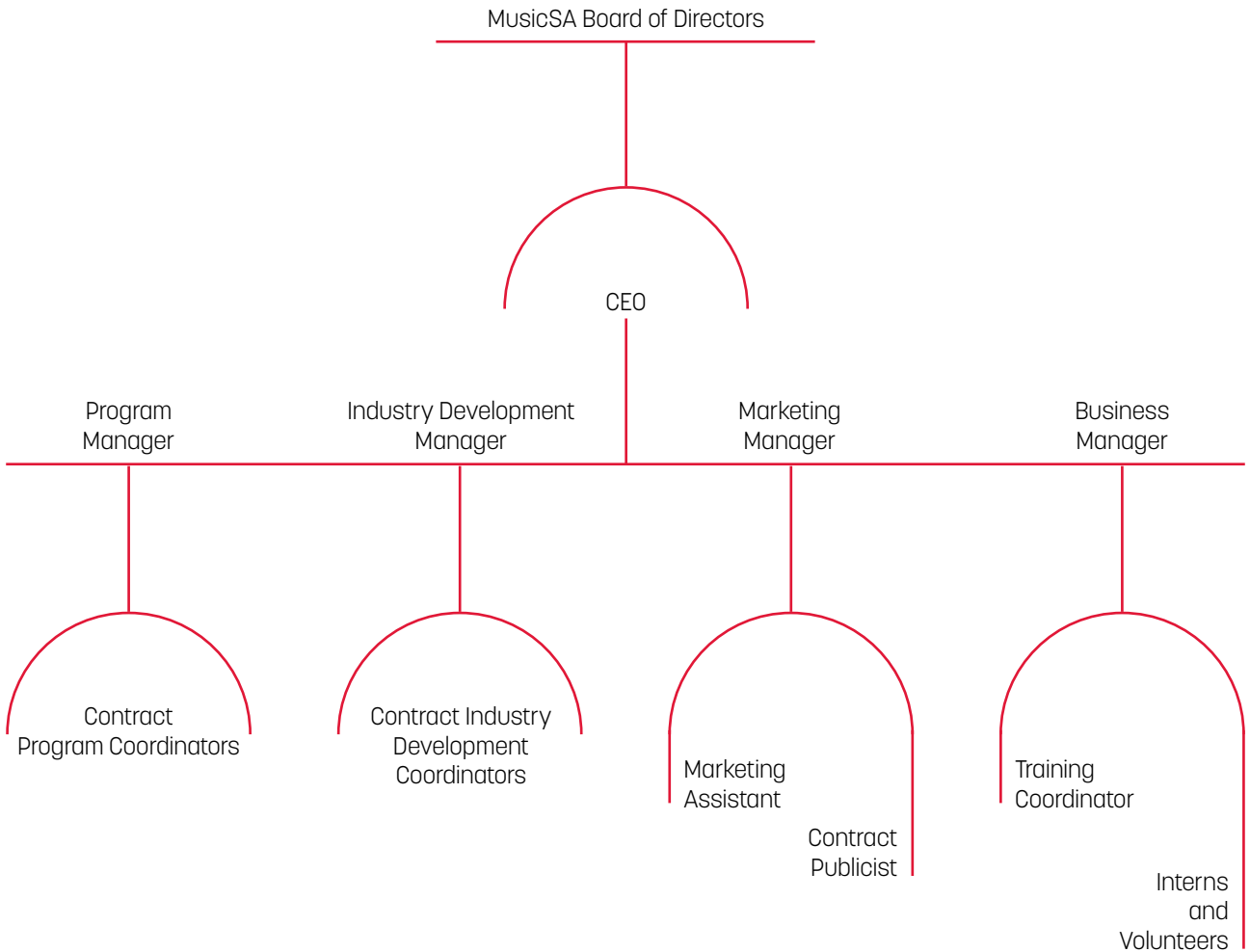


Tara Coates Umbrella Festival 2021  
PHOTOGRAPHY Samuel Graves



Umbrella Festival Opening Night 2021  
PHOTOGRAPHY Samuel Graves

## ORGANISATIONAL CHART 2023 - 2025



2023  
2025

# STRATEGIC RISK ANALYSIS

COVER Oscar the Wild at Scouted 2021 PHOTOGRAPHY Samuel Graves  
OPPOSITE PAGE NOISE//NATURE Umbrella Festival 2020 PHOTOGRAPHY Lewis Potter

## MANAGEMENT RISKS

### LOSS OF BOARD DIRECTORS

#### LIKELIHOOD / IMPACT

Medium / medium

#### POTENTIAL OUTCOME

Negative impact on good governance processes, inadequate Board membership, reputational consequence

#### RISK MITIGATION

In-built notice period, succession planning, governance training, Board audits

### LOSS OF CEO, KEY STAFF, KEY CONTRACTORS/ PARTNERS

#### LIKELIHOOD / IMPACT

Medium / high

#### POTENTIAL OUTCOME

Negative impact on Board and Staff workload, loss of corporate knowledge, reputational consequence

#### RISK MITIGATION

In-built notice period, attractive remuneration and work environment, succession planning, best practice organisational and administration procedures

### POOR MANAGEMENT JUDGEMENT AND/ OR DECISIONS

#### LIKELIHOOD / IMPACT

Low / medium

#### POTENTIAL OUTCOME

Organisation commits to poor directions or initiatives  
Failure to achieve outcomes and KPIs

#### RISK MITIGATION

Board and staff training, good governance procedures, implementation of and regular review of Strategic Plan

## OPERATIONAL RISKS

### PROGRAMS AND PROJECTS COMPROMISE ORGANISATIONAL RESOURCING AND STAFFING CAPACITY FOR ADVOCACY

#### LIKELIHOOD / IMPACT

Medium / medium

#### POTENTIAL OUTCOME

Reputational consequence, staff burn-out, poor quality advocacy and/ or program delivery

#### RISK MITIGATION

Implementation of and regular review of Strategic Plan, strategic management of programs and projects through dedicated staff, contractors, partners, regular monitoring of programs and projects, post program evaluations

### MUSICSA DOES NOT MEET THE NEEDS OF THE INDUSTRY AND/ OR STAKEHOLDERS

#### LIKELIHOOD / IMPACT

Low / high

#### POTENTIAL OUTCOME

Reputational consequence, future of the business is jeopardised, industry is under-represented and without strong advocacy

#### RISK MITIGATION

Constant engagement and consultation with industry, delivery of high-quality services and advice, collaboration with respected industry professionals and contractors

### WHS

#### LIKELIHOOD / IMPACT

Low / medium

#### POTENTIAL OUTCOME

Health, safety, welfare of Board, Staff, industry is compromised

#### RISK MITIGATION

Best practice WHS policies, procedures and processes implemented and followed, regular reviews of policy and process

## FINANCIAL RISKS

### REDUCTION OR LOSS OF GOVERNMENT FUNDING

#### LIKELIHOOD / IMPACT

Low / high

#### POTENTIAL OUTCOME

Inability to operate and support industry sustainability and success, future of the business is compromised, reputational consequence

#### RISK MITIGATION

Develop positive relationship with funding bodies, meet agreed funding outcomes, diversify revenue opportunities, build good cash reserves

### FAILURE TO ACHIEVE REVENUE TARGETS

#### LIKELIHOOD / IMPACT

Medium / high

#### POTENTIAL OUTCOME

Inability to deliver on adequately resourced outcomes, inability to meet growth targets, future of the business is compromised

#### RISK MITIGATION

Effectively engage sponsors and partners, build new partnerships and revenue opportunities, increase public profile, increase public participation and engagement

### POOR MANAGEMENT OF ORGANISATIONAL FINANCES

#### LIKELIHOOD / IMPACT

Low / high

#### POTENTIAL OUTCOME

Inability to deliver on adequately resourced outcomes, compromised outputs, reputational consequence

#### RISK MITIGATION

Annual budgets set and monitored regularly, financial management and delegation policies implements, Financial and Risk Committee meets regularly

### LITIGATION OR LEGAL ACTION

#### LIKELIHOOD / IMPACT

Low / high

#### POTENTIAL OUTCOME

Time consuming and expensive legal proceedings, reputational consequence

#### RISK MITIGATION

Good governance and operational frameworks in place, appropriate insurances in place, Board and Staff operate professionally and diligently

### POOR MANAGEMENT OR MAINTENANCE OF ASSETS AND CAPITAL GOODS

#### LIKELIHOOD / IMPACT

Low / high

#### POTENTIAL OUTCOME

Inability to fund or update equipment or assets, unnecessary loss of assets

#### RISK MITIGATION

Good governance and operational frameworks in place, financial management and delegation policies implements, Financial and Risk Committee meets regularly, maintain and grow cash reserves



Germein SAM Awards 2020  
PHOTOGRAPHY Jack Turner



The Bait Fridge Umbrella Festival 2021  
PHOTOGRAPHY Samuel Graves



Colourblind Ones to Watch 2021 event  
PHOTOGRAPHY Samuel Graves



TOWNS SAM Awards 2021  
PHOTOGRAPHY Samuel Graves



SAM Awards 2020 PHOTOGRAPHY Jack Turner



Humphrey B Bear Umbrella Festival 2021  
PHOTOGRAPHY Samuel Graves

## ENVIRONMENTAL RISKS

### OUTGROWING CURRENT OFFICE PREMISES

#### LIKELIHOOD / IMPACT

High / medium

#### POTENTIAL OUTCOME

Inefficient work practices due to poor office amenities, lack of proprietary privacy and space, confused industry and public perception about MusicSA and MDO purpose and roles

#### RISK MITIGATION

Increase work-from-home and flexibility arrangements for staff, seek and secure independent office accommodation

### REALIGNMENT OF GOVERNMENT PORTFOLIOS AND DEPARTMENTS

#### LIKELIHOOD / IMPACT

Medium / medium

#### POTENTIAL OUTCOME

Changes in government focus on and support for the industry, changes in government priorities, policies, funding

#### RISK MITIGATION

Advocacy for the importance and value of the industry, build the profile of MusicSA, build reputation for delivering high quality services and outcomes

### ONGOING PANDEMIC IMPACTS

#### LIKELIHOOD / IMPACT

Medium / medium

#### POTENTIAL OUTCOME

Ongoing challenges for the industry and MusicSA, managing variable and changeable environments and circumstances, staff and industry fatigue, negative impact on business

#### RISK MITIGATION

Continue to be resilient and responsive, advocate for flexible government support, focus on new opportunities

### UNFORESEEN BUSINESS STOPPAGE (NATURAL DISASTER, CYBER-ATTACK)

#### LIKELIHOOD / IMPACT

Low/ medium

#### POTENTIAL OUTCOME

Business shutdown or stoppage at short notice, inability to sustain operations

#### RISK MITIGATION

Secure good insurance coverage, back up and secure data systems, develop emergency response and security policies and procedures

### REGULATORY CHANGES

#### LIKELIHOOD / IMPACT

Low / low

#### POTENTIAL OUTCOME

Difficulty in complying with changes to regulatory bodies regarding industry and trade practices

#### RISK MITIGATION

Ensure appropriate expertise at Staff and Board level, identify and engage expert consultants



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Music Company Limited**

Trading as MusicSA  
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Government  
of South Australia  
Department for Industry,  
Innovation and Science

**Music  
Development  
Office**



**AMIN**  
AUSTRALIAN MUSIC  
INDUSTRY NETWORK