



CONTENTS

Executive Summary

1. Where we are
2. PESTEL analysis
3. SWOT
4. Goal
5. Objectives to achieve this goal 2009-2011
6. Strategies to reach the objectives
7. Resources
8. Action plan
9. Budgets
10. Appendix

EXECUTIVE SUMMARY

This Plan is the culmination of a year's work that began with a Review of the National Music Council published in 2007. This document outlines a future for the organisation and charts its ambitions to achieve a new focus and position within the whole music sector. PESTEL and SWOT analyses have demonstrated a rapidly changing world and have identified areas that can, and should, be strengthened and those that will be a challenge to the organisation in its development. Sections 4 to 6 set out the organisation's goal, objectives and strategies.

In summary, the organisation aims to offer more services to an increased membership in the areas of information exchange, through a redeveloped website and regular email bulletins; regular meetings for members with key stakeholders; lobbying on specific issues; cross-sector meetings with other sub-sectors of the music world; the provision of research and a statistical service; working across, and regionally within, the 4 nations. It will continue to run, jointly with the MEC, its Music Awards scheme and it aims to provide a secure post-2012 Olympics legacy framework for the not-for-profit community. To support all of this activity it will increase the quantity and diversity of its membership, strengthen its financial base through income raised from a variety of sources.

1. WHERE WE ARE

NMC TO DATE

The National Music Council is a registered charity and company limited by guarantee. Founded in 1953 its mission statement stated that the "National Music Council seeks to celebrate and promote the value and enjoyment of music, which contributes, in all its forms, to the cultural, spiritual, educational, social and economic well-being of the United Kingdom." Its membership was drawn from all areas of the music sector: professional, voluntary and amateur; subsidised and commercial; creative and educational.

Over recent years, there have been a number of efforts put into exploring ways in which a '*music council*' or some kind of '*music sector single representative body*' for the music sector might be formed. In 2007 the National Music Council published its own Review, which re-assessed its role in the context of rapidly changing areas of musical activity including commercial, education and live/subsidised/service providers and suppliers. The report contained an analysis of the current situation which showed some duplication of work and associated meetings for members and with external bodies such as Government departments. It also set out the current state of the whole music sector and identified a way forward for the NMC. The functions, activities and communication paths of the music sector were described under a '3 pillar' model. In this instance a 'pillar' is used to define an umbrella body that broadly is supported by groups of organisations sharing a general area of interest in, for example, Education (Music Education Council - MEC) or Copyright (Music Business

NATIONAL MUSIC COUNCIL PLAN 2009-2011

Group now UK Music, see below). It was suggested that the NMC could re-position itself to represent a part of the music sector that includes live, subsidised and diverse musics, service providers and suppliers. The Review then proposed that the situation could be re-organised to increase efficiency and add value to all members of these 3 pillars.

The NMC review involved:

- Research by NMC Executive Committee
- Discussion and approval by the Executive Committee
- Presentation, discussion and approval by the membership at the NMC's AGM in October 2007
- A consultation paper with hyperlink to the Review with set questions sent by email to
 - The whole NMC membership
 - Government departments: Department for Culture, Media and Sport, Department for Children, Schools and Families, Department for Business, Enterprise and Regulatory Reform
 - Scottish Executive
 - Welsh Assembly
 - Creative and Cultural Skills, Sector Skills Council
 - Ofsted
 - Qualifications and Curriculum Authority
 - Arts Councils in England, Scotland, Northern Ireland and Wales
 - National Campaign for the Arts

Following consultation with the membership and externally, the Executive Committee agreed to create an internal Plan so that the Council can move forward with its work. Increasing the NMC's membership and strengthening its funding base will underpin the success of these activities.

In the NMC's review the Music Business Group was described as the 'pillar' representing the commercial music sector. After much discussion between the interested parties, British Music Rights, which represented the PRS for Music (formerly the MCPS-PRS Alliance), the Music Publishers Association and the British Academy of Composers & Songwriters has been dissolved to make way for a new body, UKMusic representing the wider commercial sector of the music business. It is understood that UKMusic will replace the Music Business Group and will therefore be referred to us such for the remainder of this document. The founder member organisations of UK Music are the Association of Independent Music (AIM), the British Academy of Composers & Songwriters (BAC&S), the British Recorded Music Industry (BPI) PRS for Music, the Music Managers Forum (MMF), the Music Publishers Association (MPA), the Musicians Union (MU) and Phonographic Performance Limited (PPL). The core aims of UKMusic are to promote awareness and understanding of:

- The interests of the UK music industry at all levels
- The value of music to society, culture and the economy
- Intellectual property rights and how they protect and promote creativity
- The opportunities and challenges for music creators in the digital age

2. PESTEL analysis

This analysis is of the broader environment in which the music sector as a whole currently operates.

Political

- Labour Government supports participative and accessible arts, and invests in music education
- Possible change of Government in 2010
- Possible Copyright extension for sound recordings
- McMaster report supports principles of excellence, innovation and risk-taking¹
- Arts Council England (ACE) is looking to develop a system of Peer Review²
- 'Find Your Talent' programme to give young people the chance to encounter a range of high-quality cultural experiences both in and outside of school. Children in the pilot areas will be able to discover and develop their talents in the cultural sphere. In time, the

¹ http://www.culture.gov.uk/reference_library/publications/3577.aspx

² <http://www.artscouncil.org.uk/publications/publications.php>

NATIONAL MUSIC COUNCIL PLAN 2009-2011

Government wants all young people to have the right to experience five hours of arts and culture every week.³

- 2012 Olympics⁴
- Arts Council England agenda⁵
 - Building digital capacity of the sector
 - Investing in the visual arts
 - Children and young people
 - Opportunities of 2012
- Involvement with Sector Skills Councils to support post-education training and continuing professional development
- Gershon⁶/Varney⁷/comprehensive spending review⁸ drive for greater efficiency
- Scottish Government plans to establish a new cultural development body, Creative Scotland, to advise, support and invest in the arts and creative industries across Scotland

Economic

- UK recession/less disposable income/instruments etc
- Exchange-rate fluctuation weakens tourism and discourages inward investment
- 2012 Olympics – funds taken from the arts to fund the Olympics
- No (financial) incentive for organisations to be involved in the Cultural Olympiad
- Increasing pressures on subsidies for live music presenters
- Globalisation - concentration of recording industry into 4 majors with 80% of EU market
- Erosion of copyright
- Pan European licensing
- Rise and competition of manufacturing industries in China and India

Social

- Increasing pressure of choice on people's leisure
- Impact of economic recession
- Increase in mobile lifestyles - consumers desire new ways of carrying music
- Ageing population

Technical

- Web enables new ways to market music
- Advances in technology lead to increases in productivity and innovation, and a reduction of costs
- Digital music changing all areas of the music sector/'The Long Tail'⁹
- Advances in technology allowing increased access to, and for, audiences/consumers and music makers
- Technology decreases production overheads
- Filesharing and downloading
- Mobile devices as music carriers
- DJ culture, remixing

Environmental

- Climate change
- Increase in gas emissions
- Impact of, and on, international touring
- Green taxes

Legislative

- Copyright issues

³ <http://www.creative-partnerships.org/offer>

⁴ <http://www.london2012.com/>

⁵ <http://www.artscouncil.org.uk/>

⁶ http://www.hm-treasury.gov.uk/spending_review/spend_sr04/associated_documents/spending_sr04_efficiency.cfm

⁷ http://www.hm-treasury.gov.uk/pre_budget_report/prebud_pbr06/other_docs/prebud_pbr06_varney.cfm

⁸ http://www.hm-treasury.gov.uk/spending_review/spend_csr07/spend_csr07_index.cfm

⁹ The Long Tail: Why the Future of Business is Selling Less of More, Chris Anderson (Hyperion, 2006, ISBN 1401302378)

NATIONAL MUSIC COUNCIL PLAN 2009-2011

- Work visas
- Health and safety laws
- Employment law
- Licensing laws
- The Control of Noise at Work Regulations 2005¹⁰

3. SWOT

This analysis is of the current National Music Council, not the proposed, re-positioned organisation. It has been carried out to help identify areas that can, and should, be strengthened and those that will be a challenge to the organisation in its development and in achieving the strategies as set out below (see no. 6)

Organisation Strengths	Organisation Weaknesses
<ul style="list-style-type: none"> • Breadth of membership • Formally constituted organisation • Ability to facilitate cross-sector debate • Breadth of expertise on Executive Committee and within membership • Prestige of NMC LEA Music Awards amongst local authorities and music services • Well-established relationship with Creative and Cultural Skills • Reputation for neutrality • Reputation for good collaborations • Organisational low overheads • Organisation's name 	<ul style="list-style-type: none"> • Breadth of membership • Defragmented membership • Lack of financial resources • Lack of full-time employees • Low profile • NMC LEA Music Awards unrecognised by public and music industry outwith NMC membership • Finding consensus slows process • Low profile at events, seminars, conferences • No lobbying expertise • Lack of business plan • Organisation's name
Opportunities	Threats
<ul style="list-style-type: none"> • Potential new members • Increase in membership • Increase in funding • Stronger alliances with MEC and UK Music • Opportunities for collaboration on LEA Music Awards presentation • Become the central point of research 	<ul style="list-style-type: none"> • Membership decreases • Loss of copyright-focused organisations to UK Music • Reduced influence • More organisations seeking funding from decreasing sources of funding • Work is duplicated by other organisations with more resources

4. GOAL

For the purposes of this document the goal is defined as the intention behind decisions

The National Music Council's goal is to become the representative organisation for the part of the music sector that includes live performance, subsidised, not-for-profit and community music organisations, libraries, diverse musics, manufacturers, production services, and suppliers connecting with the commercial music and music education sub-sectors. It will be one of the three 'pillars' which together include almost all UK music activity. Currently there is no single overall representative body for the music sector.

By 2011 the NMC will be a more vibrant and active organisation, with a broad range of members communicating within its sub-sector and with the broader music world including MEC and UK Music. It will have raised funding for regular sub-sector-wide economic research and be a more fully resourced organisation in financial and personnel terms. As one of three 'pillars' it will engage in cross-sector dialogue with the copyright and music education focussed 'pillars' and represent its constituency at the level of Governments, media and the general public. It will reinforce the

¹⁰ <http://www.hse.gov.uk/noise/regulations.htm>

NATIONAL MUSIC COUNCIL PLAN 2009-2011

foundations laid during the development of music's role in the Cultural Olympiad to provide a secure post 2012 legacy framework for the not-for-profit community.

5. OBJECTIVES TO ACHIEVE THIS GOAL 2009 – 2011

For the purposes of this document an objective is the goal stated in measurable form.

1. Re-position the National Music Council within the '3 pillar' model
2. Become more representative of an increased membership
3. Provide a platform for cross sector debate
4. Develop a framework of the regular collection, collation, analysis and publication of sub-sector statistics
5. Operate and develop National and regional connections and reward schemes
6. Develop a peripatetic biennial national music conference/symposium

6. STRATEGIES TO REACH THE OBJECTIVES

For the purposes of this document a strategy is the route by which an objective can be reached and action plans are the means of transport to achieve them.

6:1 RE-POSITION THE NATIONAL MUSIC COUNCIL WITHIN THE '3 PILLAR' MODEL

NMC will:

1. Re-focus the Council's priorities to serve and represent a constituency that includes and focuses on live performance, subsidised and community music organisations, libraries, manufacturers, production services, and suppliers
 - a. Define what are the issues, projects and activities the NMC can usefully respond and contribute to that support and add value to this sub-sector
 - b. Develop a mechanism for responding to external initiatives which could benefit NMC members and to which NMC members could contribute and participate e.g. the Cultural Olympiad and Building Schools for the Future capital programme
 - c. Clarify the NMC's position in relation to other umbrella groups and its members by mapping current activity:
 - i. Identify shared issues and gaps
 - ii. Avoid duplication of work and meetings
 - d. Develop issue-based meetings and working groups within the membership, relating to other parts of the whole music sector
 - e. Review the organisation's name and mission statement and explore options for a trading name that is more representative of the re-focused organisation's work and position
2. Encourage internal and external communications and cooperation between the other 'Pillars' - UK Music and Music Education Council (MEC)
 - a. Hold regular meetings of the Chairs of the NMC, UK Music and MEC
 - i. To establish parameters
 - ii. Define areas of activity, responsibility and mutual interest
 - iii. Share expectations
 - iv. Share progress
 - b. Organise regular meetings with key stakeholders
 - i. Government and Shadow Ministers
 - ii. Scottish Executive, Welsh Assembly, Northern Ireland Assembly
 - iii. UK Commission for Employment and Skills (UKCES)
 - iv. Alliance of Sector Skills Councils
 - v. Arts Councils in all four nations

Timeline: 2008 – 2011 see timetable

NATIONAL MUSIC COUNCIL PLAN 2009-2011

Measures of success: Chairs meetings taking place; the NMC is being represented at all relevant seminars, meetings and conferences

Key partners: UK Music and Music Education Council

Resources required: see budget projections

6:2 BECOME MORE REPRESENTATIVE OF AN INCREASED MEMBERSHIP

NMC will:

1. Research new members, across the whole range of genres and diverse musics, and including those in the informal learning, community music, live and subsidised sub-sector
2. Assist those developing the music strand of the Cultural Olympiad, working as a conduit for professional guidance and information to aspiring contributors and 'Inspire' candidates, establishing a core group of potential new members.
3. Explore and develop new categories of membership such as corporate membership for those organisations wanting to be allied to the work of NMC and its constituent members
4. Institute a membership campaign to increase and broaden the membership within the new parameters
 - a. Develop the inclusion of unrepresented sub-sectors such as service suppliers, diverse music organisations, and new corporate members
5. Encourage more direct participation by the services industries – those who provide specialist professional services:
 - a. insurance and legal advice
 - b. financial and tax expertise
 - c. manufacturers of instruments and equipment
 - d. artistic skills in design, software or other commercial added value that do not principally relate to UK Music's focus
6. Facilitate more regular exchange of information amongst members
 - a. Online forum
 - b. Meetings
 - c. Regular bulletins containing information about initiatives, consultations, events, changes of personnel etc
7. Re-develop the Council's website (see next objective for detail). Employ/retain site developing consultant.
8. Work in partnership with UK Music, MEC, and for example, National Campaign for the Arts (NCA) on advocacy for specific issues and outcomes
 - a. Small working groups to address specific issues
 - b. Determine appropriate audience (and media) for lobbying on specific issues
 - c. Seek to represent the entire UK music sector in conjunction with the other 2 pillars
9. Re-establish network of Presidents and Vice-Presidents
 - Refresh the list of proposed names
 - More regular communication with them

Timeline: 2008 – 2011 see timetable

Measures of success: Membership increases year on year; broader membership; more information flowing to and from NMC (in bulletins); improved website statistics; small cross-sector working groups collaborating on specific issues

Key partners: Organisations identified through research (see no.1 above); UK Music and MEC

Resources required: see budget projections

6:3 PROVIDE A PLATFORM FOR CROSS SECTOR DEBATE

NATIONAL MUSIC COUNCIL PLAN 2009-2011

NMC will:

1. Develop the Council's website
 - a. more information about members on the website in addition to the current signposting to members' own websites
 - b. more interactive
 - c. daily renewal
 - d. 24/7 accessibility
 - e. central point of information for press, NDPBs, regional institutions and government departments
 - f. noticeboard for members to post information for example press releases, job advertisements, property availability
 - g. Create a 'MyFace' style social network element within the NfP music community
 - h. Provide a 'First Stop' enquiry re-direction service via (FAQs)
2. Develop the partnership with UK Music and MEC beyond the meetings of the three Chairs
 - a. Identify issues that require cross-sector working groups to address them
 - b. Email bulletin to be shared with members of UK Music and MEC
 - c. Include the NCA when working on advocacy for specific issues and outcomes
 - d. Communicate to members about advocacy work, to whom the lobbying is being targeted and the outcome of the lobbying
 - e. Seek a mandate, in conjunction with UK Music and MEC to represent the entire UK music sector to Governments on specific issues
3. Coordinate events to enable cross-sector dialogue where necessary and appropriate
 - a. Meetings to enable debate of contentious issues and working groups established to address and respond to these issues
 - b. Conference with external speakers
 - c. Issue-specific seminars in response to issues raised externally and by members
4. Extend the NMC's AGM to include seminars, key-note speakers
5. Establish press release conduit 'one stop' for all media's music interests and press releases.
6. Establish NMC as a press/media contact and information conduit that channels enquiries to appropriate sub-sector commentators.

Timeline: 2008 – 2011 see timetable

Measures of success: Capacity attendance at events; external interest in attending events; improved website statistics; more coordinated responses to issues; less fragmented music sector; more cohesive messages from music sector

Key partners: UK Music; MEC; other umbrella networks at 2nd Tier level; external agencies

Resources required: see budget projections

6:4 BECOME THE CENTRAL POINT FOR DATA ABOUT THE MUSIC SUB-SECTOR: STATS UK

The NMC will:

1. Identify what research needs to be carried out
 - a. Evaluate whether the research needs to be specific to the NMC's sub-sector or across all sub-sectors of the music business.
 - b. Identify gaps in current statistics
2. Explore partners to work on the collection, collation, analysis and publication of the NMC's sub-sector's statistics
3. Explore the creation of a statistical service:

NATIONAL MUSIC COUNCIL PLAN 2009-2011

- a. a special project in collaboration with, and supported by, appropriate government institutions
 - b. online collection of data and responses to surveys
 - c. an annual audit of the NMC's sub-sector and/or the whole music business
 - d. access to latest figures for accredited journalists and other industry and governmental bodies
4. Establish the process of collection of data
 5. Outsource in collaboration with a Higher Education Institution
 6. Create mechanism/s for disseminating data sets about the music industry to client groups, members and public enquirers.

Timeline: 2008 – 2011 see timetable

Measures of success: Partners identified; funding obtained; data collected; statistics delivered; higher profile for NMC as a point of contact for research statistics within its own sub-sector

Key partners: Members, Cross-sector organisations; **UK Music**; MEC; Creative and Cultural Skills; Higher Education Institutions; Governments; NCA; 4 UK Arts Councils

Resources required: see budget projections

6:5 OPERATE AND DEVELOP NATIONAL AND REGIONAL CONNECTIONS AND REWARD SCHEMES

NMC will:

1. Continue to run jointly with the MEC the LEA Music Awards scheme
 - a. Develop more partnerships to support it to:
 - i. increase its profile
 - ii. raise financial support
 - b. Explore financial and other rewards for the 'winners'
 - c. Improve production-value of presentation ceremony by creating A/V components that enhance and up-grade the event.
2. Explore development of other schemes to increase contact and communication across England and the devolved nations by working with partners including:
 - a. Scottish Executive, Welsh Assembly, Northern Ireland Assembly
 - b. Music development agencies
 - c. Regional development agencies and cultural consortia
 - d. Four Arts Councils and regional offices

Timeline: 2008 – 2011 see timetable

Measures of success: More submissions received to the Awards scheme, financial support increased; national media/press coverage of the scheme,

Key partners: MEC; Department for Children, Schools and Families, Department for Innovation, Universities and Skills, Scottish Executive, Welsh Assembly; Northern Ireland Assembly; Music development agencies, regional development agencies, cultural consortia; Arts Councils; NMC members; media partner(s)

Resources required: see budget projections

6:6 DEVELOP A PERIPATETIC BIENNIAL NATIONAL MUSIC CONFERENCE/ SYMPOSIUM

The NMC will:

1. Seek UK-wide partners to develop a regular branded event
 - a. Identify issues
 - b. Appropriate date to complement other conferences, or hold the event during other events such as LIMS or the National Festival of Music for Youth (Birmingham)

NATIONAL MUSIC COUNCIL PLAN 2009-2011

2. Ensure the programme reflects the activities and interests of the broadest nature
 - a. Establish working group to develop programme
3. Attract the broadest range of participants

Timeline: 2008 – 2011 see timetable

Measures of success: First event takes place; feedback shows demand for a second event; good attendance at event; interest from potential sponsors in being involved in second event.

Key partners: UK Music and MEC; music development agencies; regional networks; Scottish Executive, Welsh Assembly; Northern Ireland Assembly;

Resources required: see budget projections

7. RESOURCES

7:1 ORGANISATIONAL AND MANAGEMENT STRUCTURE

In order to achieve these aims and objectives with the existing structure, progress will be steady but slow and change can only be implemented over time. The introduction of these aims and objectives will be phased over three years, see the timetable set out later in this plan.

7:2 LEGAL STATUS

The Council is currently, and will remain, a registered charity.

The 2000-2003 Strategic Plan proposed to register it as a company limited by guarantee which would provide the opportunity to adopt a memorandum and articles which will be mindful of charitable law, proper protection for the members of its governing body (the Executive Committee) and clarification of the following:

- The relationship between individual and organisational representation on the Council
- The basis upon which individuals and the organisations they represent are elected to the Executive Committee and Officer roles (currently, Chairman, Deputy-Chairman and Honorary Treasurer)
- The roles of the Executive Committee and individual officers

This should be re-explored in light of any proposed changes to the Constitution and possible changes to the membership structure.

7:3 HUMAN RESOURCES

Whilst the Executive Committee will continue to act as the Council's managing committee, its work will benefit from the establishment of informal issue/project -based working groups, drawing upon the membership as a whole. This approach will help the new membership campaign, in attracting organisations that can provide expertise and intelligence that is currently unknown, or under-used by the Council.

The previous Strategic Plan proposed the creation of a network of Presidents and Vice-Presidents. Dame Cleo Laine became the NMC's President in 2002. No Vice-Presidents have been appointed. This business plan proposes revisiting the idea of Vice-Presidents, to help meet the aim of the being more representative of an increased membership.

The current Administrator works part-time for the Council (1.5 days per week, 48 out of 52 weeks per year). In order to achieve the goal for 2008-2011, it will be necessary to increase the Council's paid administrative time.

The strategies as laid out on previous pages and the consequent financial forecasts suggest that a full-time post will be necessary. An immediate alternative is to appoint a part-time website designer/manager, to overhaul the NMC's website and to be its information officer, writing and distributing the email bulletins, managing the 'noticeboard' function and refreshing the site on a regular basis.

NATIONAL MUSIC COUNCIL PLAN 2009-2011

The level of human and financial resources immediately available to the NMC will not support the application of strict time-tables or financial targets. Until a significant 'buy-in' across the music sector has been accomplished, a realistic approach that needs to rely upon part-time, voluntary contributors will dictate the speed of achievement of the goals set out in this document.

7:4 INCOME GENERATION

Since 2000, the Council has been fortunate to receive core funding from members. It will plan to sustain this funding, whilst aiming to spread the base of financial support. The purpose of re-structuring the membership categories is to allow the Council to seek corporate sector membership and to fulfil this aim.

The Council will also seek project funding where appropriate from a variety of sources, for example, Arts Council England's Grants for the Arts and applications to Trusts and Foundations. The Council will be seeking funding on a 3-year basis.

The Council will not be increasing membership subscriptions to finance this business plan. However it will approach its members for support to fulfil certain aspects of the plan. This might take the form of in-kind support or project-based funds.

The financial forecast shows a large target for fundraising; this can be achieved through a variety of sources, including those mentioned above.

7:5 REVIEW AND MONITORING OF THE PLAN

The Plan will be monitored quarterly by the Executive Committee. It will be evaluated by the Executive Committee preceding each AGM and a report on progress will be given to that meeting.

NATIONAL MUSIC COUNCIL PLAN 2009-2011

8. ACTION PLAN FOR NOVEMBER 2008 – MARCH 2009

Strategy	October	November	December	Jan 2009	Feb	March
Re-position NMC within the '3 pillar' model	NMC Plan presented to AGM. 3 weeks given for responses	3 'pillar' chairs meet Review of name begins		EC signs off Plan Consult members about issues & projects to which NMC can respond and contribute* Develop mechanism for responding to external initiatives which could benefit NMC members	3 'pillar' chairs meet Continue consultation with members Meet with NCA	EC monitors Plan EC agrees new trading name EC agrees new banding levels for membership subs Full Council meeting with key stakeholder
More representative of an increased membership			Explore new categories of membership #	Explore involvement of specialist service providers tied to # in December	Start new fortnightly bulletin for members Membership campaign begins Identify person/org for website Begin fundraising for website redevelopment	EC review list of potential Vice Presidents (VPs) Review progress of membership campaign
Platform for cross-sector debate						Joint meeting NMC, UKMusic & MEC explores cross-sector issues
Data about this Music Sub-Sector: StatsUK				Meet with MusicTank	Set up working group	Research gaps in current research, potential partners & funding
Nat'l + reg'l awards schemes +connectns		Music Awards presentation ceremony			Meeting re: wider music awards scheme Explore new connections across regions + devolved nations	Awards forms sent out EC reviews connections across regions + devolved nations
Peripatetic biennial music conference				Begin research re: subject & partners, tied to * above		Conference working group established

NATIONAL MUSIC COUNCIL PLAN 2009-2011

ACTION PLAN FOR APRIL 2009 – MARCH 2010

Strategy	April 2009	May	June	July	August	Sept	Oct	Nov	Dec	Jan 2010	Feb	March
Re-position NMC within the '3 pillar' model	3 'pillar' chairs meet	Full Council meeting with key stakeholder	3 'pillar' chairs meet EC monitors Plan		3 'pillar' chairs meet	EC evaluates Plan Full Council meeting with key stakeholder	3 'pillar' chairs meet Progress report on Plan to AGM		3 'pillar' chairs meet EC monitors Plan	Full Council meeting with key stakeholder	3 'pillar' chairs meet	EC monitors Plan
More representative of an increased mem'ship	Start approaches to VPs Website re-design presented to EC redevelopmt starts	Begin work on Cultural Olympiad support	Review progress of mem'ship campaign New VP announced New website launched	Develop press list using website as contact point	New VP announced	Review progress of mem'ship campaign Cultural Olympiad working group set up	New VP announced		Review progress of mem'ship campaign	New VP announced		Cultural Olympiad working group meeting
Platform for cross-sector debate			Joint meeting NMC, UK Music & MEC				AGM includes keynote speaker					Joint meeting NMC, UK Music & MEC
Data about this Music Sub-sector: StatsUK	Working group meeting Meet with CC Skills	Start phased approach to potential partners	Continue approaches + to Higher Education Institution	Working group meeting		Establish process of collection of data agreed with all partners Awards panel meets	Work outsourced to HEI	Work outsourced to HEI	Project begins		Working group reviews progress	
Nat'l + reg'l awards schemes +connectns		EC reviews connections across regns + devolved nations		UK-wide meeting held	Awards forms submission deadline			Music Awards ceremony				Awards forms sent out
Peripatetic biennial music conference		Conference wkg group meets		Conf wkg group meets		Conf wkg group meets		Conf wkg group meets		Conf wkg group meets		Conf wkg group meets

NATIONAL MUSIC COUNCIL PLAN 2009-2011

ACTION PLAN FOR APRIL 2010 – MARCH 2011

Strategy	April 2010	May	June	July	August	Sept	Oct	Nov	Dec	Jan 2011	Feb	March
Re-position NMC within the '3 pillar' model	3 'pillar' chairs meet		3 'pillar' chairs meet EC monitors Plan		3 'pillar' chairs meet	EC evaluates Plan Full Council meeting with key stakeholder	3 'pillar' chairs meet Progress report on Plan to AGM		3 'pillar' chairs meet EC monitors Plan		Full Council meeting with key stakeholder	3 'pillar' chairs meet EC monitors Plan
More representative of an increased membership	New VP announced	Cultural Olympiad working group meeting Website reviewed				New VP announced Cultural Olympiad working group meeting						Cultural Olympiad working group meeting
Platform for cross-sector debate			Joint meeting NMC, UK Music & MEC				AGM includes presentations from keynote speaker					Joint meeting NMC, UK Music & MEC
Data about this Music Sub-sector: StatsUK			Report produced	Start to plan next stage		Working group meeting		Working group meeting				Working group meeting
Nat'l + reg'l awards schemes +connectns		UK-wide meeting held			Awards forms submission deadline	Awards panel meets		Music Awards ceremony				Awards forms sent out
Peripatetic biennial music conference	Conference working group meeting	Conference takes place	Conference working group reviews conference			Conference working group meeting			Conference working group meeting			Conference working group meeting

NATIONAL MUSIC COUNCIL PLAN 2009-2011

9. BUDGETS

Draft projected Budget for 2009 - 2011

	2009	2010	2011	Notes
Income				
	£	£	£	
Subs, Dons and Core Funding	12850	14700	20690	1
Events	400	480	560	2
Bank interest	200	250	300	
Conference fees	0	0	26000	3
Fundraising	48000	71000	65000	4
TOTAL INCOME	61450	86430	112550	
Professional fees/costs	12300	12700	13000	5
Projects				
Re-position NMC	200	200	200	6
Increase membership	500	300	350	7
Website development	2000	2000	2000	8
Enable cross-sector debate	5000	5000	5000	9
Cultural Olympiad legacy	5000	7500	10000	10
Stats UK	4000	19000	19000	11
Music Awards	10000	11000	12000	12
National & regional work	2000	2000	2000	13
Biennial conference	0	6000	26000	14
	sub-total			
	28700	53000	76550	
Administration	20100	20703	21324	15
TOTAL EXPENDITURE	61100	86403	110874	
Total income	61450	86430	112550	
Total Expenditure	61100	86403	110874	
Surplus/Deficit	350	27	1676	
Unrestricted funds B/F	5000	5350	5377	
Surplus/Deficit	5350	5377	7053	

Notes and assumptions

1. 2009 incl 39 mems @£150; 2010 incl 50 mems @£154; 2011 incl 10 corporate members
2. Events: income from non-members to attend cross-sector meetings
2 mtgs, 20 people x £10, then £12, then £14
3. Assumes 200 people @ £130 or 176 @ £148
4. Required income will be raised by a variety of means e.g. investment from members, sponsorship, government and other partnership funding
5. Current Administrator. Staffing costs will be paid for out of project funding
6. Cost of Full Council meetings - contingency to pay for catering, photocopying
7. Includes new name logo in 2009 & costs of marketing materials
8. Website development based on estimates provided by Peter Filleul/APRS website manager
9. Includes staffing costs
10. Cultural Olympiad - estimate of cost of supporting advice/information service
11. Stats UK: to frame the parameters of data, collected on an annual basis, across the sub-sector; outsourced to HEI, staffing costs in first year only then additional publication + marketing costs
12. Includes increased costs of presentation ceremony and staffing costs
13. Includes staffing costs and travel
14. 2010 includes staff costs; 2011 includes costs relating to conference
15. Includes print, postage, telephone, travel, contingency

NATIONAL MUSIC COUNCIL PLAN 2009-2011

10. APPENDIX: LIST OF MEMBERS

AIM

Association of British Orchestras (ABO)

Association of Professional Recording Services (APRS)

British Academy of Composers & Songwriters

British Music Information Centre

British Music Rights

British Phonographic Industry (BPI)

Classic FM

Concert Promoters Association

Entertainment Retailers Association (ERA)

Federation of Music Services

Generator

International Association of Music Librarians UK & Ireland (IAML UK & IRL)

International Artist Managers' Association (IAMA)

Jazz Services

Local Government Association

Making Music (formerly the National Federation of Music Societies)

Mechanical Copyright Protection Society (MCPS)

Music Education Council

Music Industries Association

Music Publishers Association (MPA)

Musicians Benevolent Fund (MBF)

Musicians' Union (MU)

Orchestras Live (formerly Eastern Orchestral Board)

Phonographic Performance Limited (PPL)

Performing Right Society (PRS)

PRS Foundation

Production Services Association (PSA)

Sound Connections

Sound Sense

spnm - promoting new music

Trinity College London

Observers

Arts Council England

British Council

Visiting Arts