



**THE
PUSH**

**Youth Music
Organisation**

STRATEGY

2022 ————— 2025



**The Push acknowledges
the Traditional Custodians
of the Lands across
Australia where our work
takes place and recognises
their continuing connection
to land, waters, community
and culture. We pay our
respects to Elders, past
and present.**

**First Nations culture and
community are integral
to the way we work with
young people in music.**



Giving every young person the opportunity to participate and thrive in Australian music.

The Push is an Australian youth music organisation and registered charity based in Melbourne. Over three decades we have supported more than four million young people with access to contemporary music programs and events.



Principles that guide our work



First Nations culture and community are integral to the way we work with young people in music



Young people are at the centre of everything we do



We are representative of contemporary Australia



Our work has impact and we capture and measure our success



We are responsive to new ideas and ways of working



We work together respectfully and collaboratively towards a common purpose



Foreword

For over three decades, The Push has been deeply connected with the communities that we serve. We celebrate these vibrant communities of young people and believe that every young person should have the opportunity to participate and thrive in Australian music.

However, this is not the reality for all young people in Australia. There are fewer events in regional and outer-suburban areas, many events come with unaffordable ticket prices, and rarely are live music events staged for underage audiences or designed to be accessible and culturally safe.

Similarly, pathways into the Australian music industry as either an artist or practitioner often rely on education and training, resources and social networks. We know that these pathways exclude, and often discourage, many young people from pursuing a career in the music industry, especially those from low-income backgrounds or living in regional Australia.

The last two years of the global pandemic have only exacerbated these barriers. Young people have been disproportionately impacted by job losses, there has been an increase in young people reporting worse mental health and wellbeing, and there have been limited opportunities for young people to develop the skills, confidence and networks needed for future career pathways.

Music plays a vital role in the daily lives of young Australians. For many young people it is an equaliser. Participation in music at any level can be transformative in being the defining moment in a young person's life. It helps young people to shape their identity, establish lifelong relationships, build their

connections to community, and increase their sense of social connectedness.

Since our establishment in 1986, The Push has provided opportunities for millions of young people to connect with music, and while we have significantly invested in developing our Victorian music sector, the impact of our work has been felt nationally and internationally.

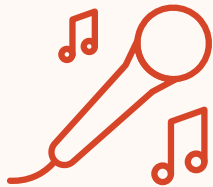
We recognise that the barriers preventing young people from accessing music are experienced right across Australia. We are committed to ensuring that every young person, regardless of age, cultural background, gender identity, location, income or ability can participate in Australian music.

This strategy is our roadmap for the next four years to respond to the unique challenges facing young people during this time – ensuring that we can promote contemporary music to strengthen our communities and develop all-ages audiences, evolve young people's career pathways for a more representative contemporary music sector, secure our future, celebrate our impact and expand our reach to connect with every young Australian.



Kate Duncan
CEO, The Push

Over the next four years we will



Give 140,000 young people the opportunity to attend a safe and accessible, all-ages live music event



Support more than 10,000 young people with access to skills and networks through our education and training programs



Generate more than \$1 million in new revenue across the organisation through partnerships, products and service fees



Implement our first Reconciliation Action Plan and achieve increased representation of First Nations young people across our staff, governance and programs



Increase our organisational awareness and online engagement maintaining a 'forever young' audience nationally



Have 50% of our Board of Management positions occupied by young people



01

**Promote
contemporary
music to strengthen
our communities
and develop all-ages
audiences**

Support regional and outer-metropolitan venues and promoters to stage high-quality all-ages events that foster young audiences and embed youth-led practice

1. Deliver an annual All-Ages Tour that connects young regional audiences with contemporary live music experiences, as well as support young people in regional areas to access industry-based training opportunities

Develop strategic partnerships with key sector stakeholders to stage signature all-ages events

1. Identify and evaluate existing strategic partnerships across the organisation
2. Formalise future commitment from existing strategic partners
3. Develop a growth strategy for new partnerships nationally, prioritising organisations who are committed to supporting young people and contemporary music

Support the contemporary music sector to deliver viable all-ages events through addressing the barriers that exist for live music venues, artists and promoters

1. Undertake sector-wide research to capture the trends and barriers that exist for attending and staging all-ages live music events
2. Lead a national advocacy and education campaign that addresses the changing landscape of youth audience development
3. Deliver an all-ages grants program that provides subsidies to live music venues, booking agents, artists, promoters and community organisations to stage all-ages music events

Lead a suite of localised community engagement initiatives that are safe and accessible, using contemporary music to connect with and respond to the unique needs of young people

1. Continue an ongoing relationship with Victorian local government areas as lead agency for the delivery of the FReeZA Support Service
2. Develop an all-ages events team framework that supports local government areas to use contemporary music to connect with young people, and pilot across local government areas nationally
3. Foster partnerships with key local community organisations to initiate pathways into Push programs and events



02

**Evolve young
people's career
pathways for a
more representative
contemporary music
sector**

Deliver industry-based programs that provide young people with opportunities to create new works and develop transferable skills for sustainable career pathways

1. Deliver a structured mentoring program that connects young people with the contemporary music sector, increasing young people's industry networks, skills and knowledge
2. Deliver a suite of contemporary music masterclasses that cover soft skills and career development subjects, providing young people with the knowledge and tools required in their employment pathways

Deliver tailored programs that are respectful of the cultural and diverse needs of young people

1. Undertake an audit of staff, program participants and audiences to identify communities that are underrepresented across the organisation
2. Identify priority communities and set annual targets for increased participation
3. Develop and endorse annual Reconciliation Action Plans and implement actions across the whole of the organisation
4. Formalise partnerships with leading cultural, disability and youth sector organisations to build trusted relationships that will inform safe and respectful ways of working
5. Work with partner organisations to address barriers to participation and develop a participation framework for all programs and events

Lead a suite of professional development opportunities for teachers and secondary schools focussed on the contemporary music sector and career pathways


1. Undertake a national audit of contemporary music training packages that exist for teachers and secondary schools, and develop a project to address current service delivery gaps
2. Deliver an annual music careers expo targeted towards secondary school students and teachers, that provides an interactive opportunity to discover career pathways and training offerings
3. Develop and deliver a suite of professional development programs for secondary school music and careers teachers, designed to improve their understanding and awareness of contemporary music making and career pathways

Address the barriers that exist for young people's access to contemporary music funding programs

1. Undertake research with the sector and young people to capture the participation rates and barriers that exist for young people's access to contemporary music funding programs
 2. Lead national advocacy that presents research findings and informs all levels of government to set future targets for increased participation in funding programs
 3. Develop a series of capacity building programs for young people to develop the skills, knowledge and awareness needed to access contemporary music funding programs
 4. Deliver a targeted grants program that supports young people entering the contemporary music sector to access funding
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Elevate young people's voices to increase confidence amongst future leaders, and inform sector priorities for new ways of working

1. Initiate partnerships with youth sector organisations to capture young people's participation in leadership roles across the contemporary music sector
2. Work with partner organisations to deliver structured programs that provide young people in the contemporary music sector with the skills, knowledge and confidence required for leadership pathways
3. Work with all partner organisations to identify annual activities through which young people's voices can be heard and considered to inform new ways of working
4. Develop and embed a structured recruitment and induction process for young people on The Push board of management
5. Commit to increasing youth representation on The Push board of management through achieving annual targets



03

**Expand our reach to
connect with every
young Australian**

Secure national cross-sector strategic partnerships that increase young people's access to contemporary music and position The Push as a leader in youth music across Australia

1. Identify and review existing national partnerships across the organisation
2. Develop a commercial partnerships strategy, prioritising organisations who are committed to supporting young people and contemporary music
3. Formalise multi-year national partnerships that can increase The Push's awareness and reach
4. Develop an annual program of national activities for partners to support that add value to partners and position The Push as a leader in youth music across Australia

Embed whole of organisation diversity and inclusion targets and standards, reflective of age, cultural background, gender identity, location, income and ability

1. Undertake audit of staff, board of management, program participants and audiences to identify communities that are underrepresented across the organisation
2. Develop and endorse annual Reconciliation Action Plans and implement actions across the whole of the organisation
3. Set annual targets for increased representation across staff, board of management, program participants and audiences to ensure the organisation is truly national in focus
4. Formalise partnerships with leading cultural, disability and youth sector organisations to build trusted relationships that will inform safe and respectful ways of working

Build organisational capacity to grow The Push's national presence and awareness amongst young people engaging with contemporary music

1. Undertake situational analysis to capture and define the unique offering and value proposition of the organisation
2. Develop and implement a new organisational communications and marketing strategy to ensure the organisation builds and maintains a 'forever young' audience nationally
3. Achieve annual marketing and audience targets for year-on-year growth

Remain an indispensable and trusted resource to Local, State and Federal Governments through informing all levels of government of emerging trends and issues amongst young people and contemporary music

1. Develop a government relations strategy that is reflective of Local, State and Federal Governments
2. Maintain effective stewardship with MP's and key stakeholders across Local, State and Federal Governments to ensure The Push is recognised as an indispensable and trusted resource



04

**Secure our future
and celebrate our
impact**

Continuously improve the governance, leadership and operations across the organisation

1. Embed continuous improvement frameworks across all governance, leadership and operational functions. This includes reviewing policies and procedures periodically, professional development, and succession planning
2. Review current organisational structure and resource allocation to ensure the optimum support and delivery of our current and future priorities
3. Review and update the organisation's rules, corporate structure and legal entity to govern national service delivery that has the charitable purpose of addressing disadvantage of underrepresented young people in contemporary music

Build organisational sustainability through securing diversified revenue streams that provide long-term financial commitment

1. Secure multi-year organisational funding through Creative Victoria and Fairer Victoria
2. Secure strategic funding through philanthropic trusts and foundations to support organisational growth and sustainability
3. Develop a commercial strategy that supports the organisation to generate new revenue for year-on-year growth through partnerships, products, co-working arrangements and service fees
4. Increase the organisation's financial reserves with annual growth targets
5. Develop and implement an organisational fundraising strategy that leverages corporate social responsibility through structured workplace giving campaigns, and embeds effective donor stewardship encouraging repeat donations

Capture and demonstrate the impact and outcomes of all programs and events

1. Develop and implement a series of standardised data collection tools across all programs, capturing outputs, impact and outcomes
 2. Develop and implement a standardised evaluation and impact framework across all activities
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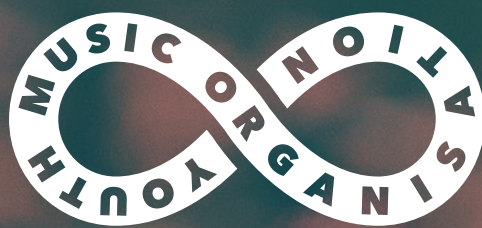
Connect with and celebrate The Push's history and unique role within the Australian music community

1. Implement and deliver a public facing organisational ambassador program
 2. Stage an annual fundraising event that celebrates The Push's community – connecting past and present members
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Build robust operational capacity to include expertise and systems for financial management, legal and risk, people, the workplace, and planning

1. Develop multi-year operational framework that identifies and develops key organisational systems required to support business growth
2. Engage HR specialist to advise on enterprise bargaining agreement and salary sacrificing packages





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