



Making New Music Matter

Strategic Plan (2017-2020)



Introduction

The Contemporary Music Centre (CMC) aims to be a relevant, resourceful and recognisable force in the **documentation, development and promotion** of contemporary music from the island of Ireland. CMC meets the needs of a wide variety of interest groups (composers, performers, musicologists, teachers, students, promoters, national performing groups, Local Authority Arts offices and many others). CMC reaches a wide range of audiences, both specialist and general (including music enthusiasts, children and young people, audiences from other artforms and the general public) in its support to New music.

CMC is the national archive of scores and recordings of the works of composers from Ireland from 1950 to the present day. CMC creates awareness and understanding of music from Ireland across the 20th and 21st centuries. The public library delivers **access** to these scores, including provisions of scores for performance. The archive (physical and digital) **preserves** these works for the future, playing a central and unique role in the musical heritage of the island.

Enhancing our core service of **documenting** contemporary music from Ireland, CMC positions **audience development and public engagement** at the heart of its work, while supporting the **continuing professional development** of creative artists working in contemporary music from Ireland. This clear focus on public engagement and professional development for artists is also reflected in **CMC's digital infrastructure**, which enables clients and users to engage with New music from Ireland

Given CMC's staff expertise, knowledge and motivation, the board and executives are confident in the delivery of the aims outlined in this four year plan.

Our Values

Every organisation has a value system that influences how it behaves and operates. CMC's value system is built upon a set of core principals which, as with everything it does, it aims to apply to a high standard.

These are:

Contemporary and dynamic

CMC operates *'on the crest of the new'*, leading from the front and anticipating new developments as well as responding to existing needs.

Creative and innovative

CMC has a commitment to experimentation and encourages creativity in all its forms. This extends to how the Centre itself works, as well as its response to the creation, performance and dissemination of New music from Ireland and how the public engages with creative practices in contemporary music

Enterprising

CMC is imaginative in its initiatives and the organisation is run in an enterprising and entrepreneurial manner.

Fostering cultural heritage

CMC fosters performance of, and research into, the musical heritage of the current and previous centuries to ensure it remains an active and not a passive resource.

Our Vision

The Contemporary Music Centre is inspired by an Ireland . . .

**Where composers
and performers of
New music
from Ireland
are valued
and supported
throughout
their career.**

**Where public
engagement
with the richness and
diversity of
New music
from Ireland is
increased.**

**Where
the experience of
New music
from Ireland
is deepened
for composers,
performers and
the public.**

Our Mission

To nurture the creation, performance, dissemination and engagement with contemporary music from the island of Ireland

We do this in the following ways:

We support artists from the island of Ireland in the creation and performance of New music.

We introduce a broader public to the richness of New music from Ireland, including the strong heritage of the artform.

We deepen the experience of those engaged with New music from Ireland.

We ensure the safe-keeping of the unique collection of music housed in CMC.

CMC Priority Areas

Document

Goal: to ensure that the contemporary music landscape in Ireland is documented for current access and preserved for future generations.

Develop

Goal: to establish a supportive environment for artists who create and perform contemporary music from Ireland

Promote

Goal: that contemporary music from Ireland will reach and engage a broader public on the island and internationally

Governance

Goal: to attain operational and organisational excellence.

Document

Goal: to ensure that the contemporary music landscape in Ireland is documented for current access and preserved for future generations.

Objective 1:

Improve our dynamic range of information services.

Supporting Actions

- Maintain and develop CMC's collection of scores, recordings and materials
- Foster collection development with national partners and individuals
- Enhance the production of engaging online content related to contemporary music from Ireland
- Maintain the production of promotional collections of recorded works of contemporary music from Ireland

Objective 2:

Increase the range of clients engaging with CMC information services.

Supporting Actions

- Introduce new client groups nationally and internationally to CMC's collection & information services
- Develop a specific outreach programme for third level music departments
- Promote CMC's collection through our social media channels
- Advance online discovery tools to increase online engagement with new music from Ireland

Document

Goal: to ensure that the contemporary music landscape in Ireland is documented for current access and preserved for future generations.

Objective 3:

Enhance composer services.

Supporting Actions

- Develop a new model for composer services based on the commissioned research from 2015
- Foster new partnerships with performers of contemporary music from Ireland
- Maintain programmes which engage new composers with the services of CMC
- Maintain the supply and distribution of scores by CMC composers

Objective 4:

Improve the digital infrastructure required to document new music from Ireland.

Supporting Actions

- Create a new collection management system to replace the current library and archive database
- Maintain digital archiving of CMC's collection in line with best practice
- Invest in CMC's network facilities

Develop

Goal: to establish a supportive environment for composers and performers of contemporary music from Ireland

Objective 5:

Improve opportunities for composers and performers to develop their practice in Ireland and internationally.

Supporting Actions

- Provide quality professional development programmes
- Maintain international residency partnerships
- Create a series of annual events exploring relevant issues to the new music sector
- Develop CMC's building as a resource for aiding practice
- Provide advice on promotion and funding for projects

Objective 6:

Improve opportunities for the performance of new music from Ireland on the island and internationally.

Supporting Actions

- Provide advice to interested commissioning bodies
- Promote national and international commission opportunities to composers
- Maintain and develop partnerships with Music Generation, RTÉ performing groups, RTÉ Radio, Local Authorities, venues, festivals & programmers
- Host visits for international programmers and promoters
- Enable licensing and digital downloads of scores from CMC website
- Commission research into a commercial strategy for CMC's published works

Develop

Goal: to establish a supportive environment for composers and performers of contemporary music from Ireland

Objective 7:

Improve the career conditions of composers and performers of New music from Ireland.

Supporting Actions

- Advocate on behalf of New music from Ireland on the island and internationally
- Foster composition and performance of New music from Ireland within music education at all levels
- Inform commissioning bodies of international best practice
- Maintain commission guidelines and professional fee structure for composers
- Publish composer research commissioned in 2015



Promote

Goal: that contemporary music from Ireland will reach and engage a broader public on the island and internationally

Objective 8:

Increase public access to contemporary music on the island of Ireland including the strong heritage of the art form

Supporting Actions

- Promote **New** music events across the island
- Maintain our annual programme of events across the island: talks, panels, interviews and performances
- Profile artists active in **New** music in Ireland through a range of media
- Foster partnerships for the promotion and understanding of music from Ireland
- Establish the all-Ireland contemporary music awards
- Advocate for **New** music from Ireland in the programming of venues and festivals across Ireland
- Advance “*new music: new audiences*” research in Ireland, in partnership with international colleagues and experts

Objective 9:

Increase participation in contemporary music from Ireland throughout the island of Ireland

Supporting Actions

- Maintain awards in nationwide competitions and in key festivals to engage semi-professional/amateur music sector
- Provide curated catalogues to aid performance by professional and amateur performers
- Establish an all Ireland programme to partner the amateur music sector with composers
- Develop ease of access to digital scores and recordings
- Develop a series of curated anthologies

Promote

Goal: that contemporary music from Ireland will reach and engage a broader public on the island and internationally

Objective 10:

Improve the profile of new music from Ireland on the island and internationally.

Supporting Actions

- Represent new music from Ireland at international networks, conferences, trade fairs and showcases
- Nominate composers from Ireland for international awards and opportunities
- Provide national and international media contacts to the sector
- Foster partnerships with national and international broadcasters for the promotion of new music from Ireland
- Maintain national partnerships for international promotion under *Music from Ireland* branding

Objective 11:

Grow and diversify audiences and participation through CMC's online networks.

Supporting Actions

- Maintain CMC's website as the information and dissemination hub for new music from Ireland
- Provide online tools for composers and performers to promote their work and activities
- Use digital measurement tools to obtain data for audience analysis
- Implement regular social media plans
- Enable online data and content to be easily reused under license

Governance

Goal: to attain operational and organisational excellence.

Objective 12:

Support and develop the expertise of staff and board members.

Supporting Actions

- Promote staff expertise to ensure that staff are valued
- Support professional development and further training for staff
- Work towards regular professional review procedures to support staff development
- Work with current HR providers to restore salary structures and salary scales for staff that acknowledge expertise
- Recruit a broad range of skills and expertise to the board and plan for transition periods
- Develop procedures and a resource pack for orientation of new Board members
- Develop schedule to connect board members with the work of the centre

Objective 13:

Maintain and increase public transparency and accountability.

Supporting Actions

- Fully implement the governance code
- Adhere to the regulations of the Charities Regulatory Authority
- Maintain policies with regard to representation on the board
- Develop SORP reporting
- Maintain adherence to statutory obligations for financial regulation
- Maintain annual review of all staff contracts, CMC handbook and policies for employees

Governance

Goal: to attain operational and organisational excellence.

Objective 14:

Maintain the CMC building as a publicly accessible resource for new music.

Supporting Actions

- Develop and cost a schedule for annual internal maintenance
- Liaise with Fishamble Music Ltd in relation to external maintenance and insurance
- Ensure that the Cultural Use Agreement with Fishamble Music Ltd is monitored
- Ensure adherence to health and safety regulations for staff and the public
- Ensure a welcoming environment for the public at events hosted in the CMC building

Objective 15:

Ensure sufficient finances and other resources to enable the delivery of CMC strategic objectives.

Supporting Actions

- Develop new income streams
- Ensure sinking fund is maintained for the building
- Ensure that the centre's operations are planned within a realistic budget and timeframe
- Move to a fully-costed model for individual CMC projects
- Renew and review as necessary hardware, software and plant used to carry out CMC's operations

Governance

Goal: to attain operational and organisational excellence.

Objective 16:

Increase Strategic Alliances.

Supporting Actions

- Explore a variety of partnerships to support the development of CMC services and initiatives
- Work with partners nationally and internationally to pool resources and expertise to benefit the wider music and arts sector and achieve CMC's goals within this
- Explore the broader corporate sector for the benefit of composers and performers of contemporary music from Ireland

