

**THE NEW ZEALAND MUSIC COMMISSION
TE REO REKA O AOTEAROA**

**STRATEGIC PLAN
2016 - 2020**

**SUPPORTING THE GROWTH OF THE NZ MUSIC INDUSTRY
BOTH CULTURALLY AND ECONOMICALLY, AT HOME AND ABROAD**



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TE REO REKA O AOTEAROA

STRATEGIC PLAN 2016 - 2020

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INTRODUCTION

Looking out to the year 2020 is a challenging task for any industry, let alone one where a seemingly small technological change, or new product launching, can shift the way the worldwide sector does business.

Fortunately, there is one unwavering constant – great music being made in New Zealand. It is this great music, and the increasing ways it can be heard at home and around the world, which is the basis for this four-year outlook.

The Music Commission Strategic Plan 2016-2020 is a change in way we plan and report. This Plan details the over-arching strategy for the Music Commission over the coming four years, and the priorities and areas on which we will focus our work. Alongside this document, an Annual Plan will describe the initiatives, goals and intended results for each year.

Over the course of preparing this Strategic Plan, the Music Commission consulted widely with the sector over an eighteen-month period. All of the feedback gathered was taken into account when devising our strategic priorities. In an time when the music industry is experiencing rapid and often extensive change, the two key recurring themes were the same throughout the process –

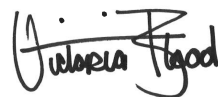
Creating sustainable careers, for artists and industry, is vital for the future development of the music sector. A focus on developing the capability of musicians and music professionals is imperative – ensuring they have the tools, resources and support to give them the best opportunity of a sustainable career in the music industry. For the Music Commission, this will include nurturing future artists and audiences in schools, utilising innovative technology for business growth, and partnering to provide skills development for artists, industry, and the next generation of musicians and music professionals.

A global focus is necessary for NZ based music companies to survive locally but thrive globally.

There have never been so many New Zealand artists performing, and succeeding, at all levels on the world stage. Continued support for NZ artists and music businesses offshore has never been as important, and there are more opportunities than ever before to excel internationally. As the agency tasked specifically with supporting music export growth, the Music Commission will prioritise initiatives that will lead to export ready artists, and music businesses, in the future.

In a static funding environment, the Music Commission has not been able to action all of the recommendations and will not be able to implement all the programmes proposed by the sector during our industry consultation. However, we have taken on board the key goals discussed, and what was considered the optimum support for growth. Through this process, our strategic objectives have been refined by looking at how we can support industry capability, and how we can support industry growth within the constraints of our resources.

In the next four years, the Music Commission will look to strengthen both local engagement and international opportunities. We will undertake work that enables the music sector to succeed, and work where we invest for the overall success of the music industry in New Zealand.



VICTORIA BLOOD
CHAIR



CATH ANDERSEN
CHIEF EXECUTIVE

STRATEGIC APPROACH 2016 - 2020

The vision of the Music Commission is
A successful music industry in New Zealand.

The mission of the Music Commission is
Supporting the growth of the New Zealand music industry - culturally and economically, at home and abroad.

The Music Commission is:

- Contemporary popular music focused
- Industry Led

The Music Commission was established with the role of supporting the contemporary popular music industry. Musicians and music businesses of all genres and forms can be part of the Music Commission's programmes - for example; applying for support through Outward Sound, participate in NZ Music Month and be part of the upskilling seminars - but the Music Commission's priority is contemporary popular music.

The Music Commission is an industry led organisation, with a governing Board of music and business specialists. As an organisation, the Music Commission consults with a wide range of music industry practitioners on a regular basis - the ideas, issues and opportunities discussed are an important part of informing the Annual Plan, and long term strategic objectives, of the Music Commission.

The Music Commission strategic focus areas will be:

Domestic

New Zealand music is a key part of the national cultural conversation

International

New Zealand music can compete in an evolving and diverse international music environment

The Music Commission strategic results areas will be:

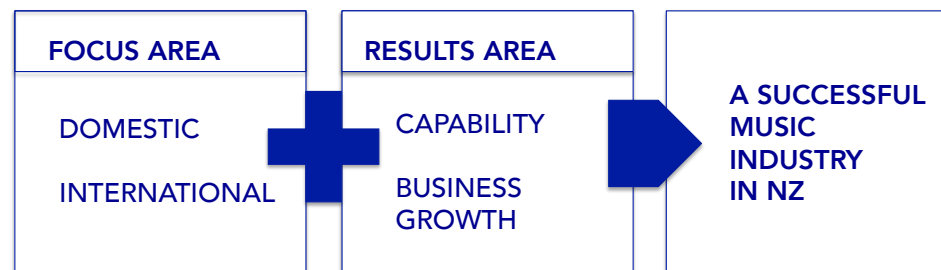
Capability results

New Zealand music practitioners have the resources and tools for doing better business

Business Growth Results

New Zealand music businesses grow their opportunities and successes

We believe these result areas are interconnected and positive results in one area will lead to benefits for the others.



STRATEGIC FOCUS & RESULTS



ABOUT THE NZ MUSIC COMMISSION

Nature & Scope of Functions:

The NZ Music Commission Te Reo Reka o Aotearoa is an organisation with a national reach that is funded primarily by Government through Vote: Arts, Culture and Heritage. Its purpose is to provide services and support to grow New Zealand music businesses.

These services are not provided by other government agencies. The Music Commission is in a unique position to take a long-term developmental approach for the contemporary popular music sector as a whole.

Additionally, the Music Commission undertakes two contracts for the Ministry of Education, to provide music mentoring services and support for students and in schools. This contract has a separate reporting process twice annually.

Reporting Framework:

The Music Commission reports to the Minister for Arts, Culture and Heritage via the Ministry for Culture and Heritage.

The terms of the funding relationship are set out in a Funding Agreement between the Music Commission and the Ministry. Further expectations of the Minister are communicated to the Music Commission in an annual Letter of Expectations.

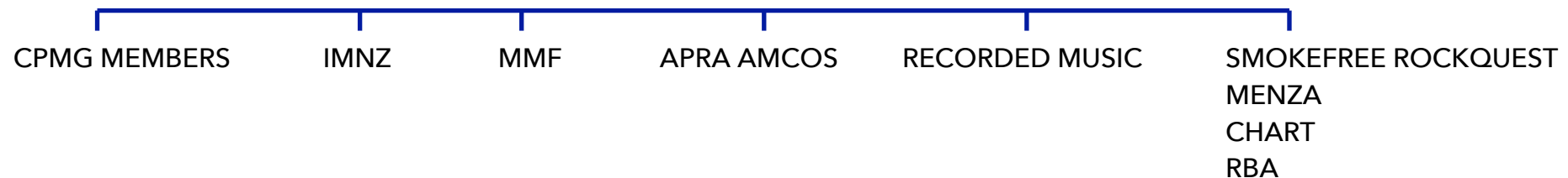
Inter Agency Coordination:

Across the Government, there are four agencies supporting contemporary popular music. These are the Music Commission, NZ On Air, Creative New Zealand and Te Mangai Paho.

Since 2012, the Contemporary Popular Music Group have met twice annually and formalise ongoing consultation in areas of shared interest, ensuring better coordination of support.

Collaborations

The Music Commission works with a range of other organisations to help us achieve the best value and reach for our services.



STRATEGIC CONTRIBUTION FRAMEWORK

The Music Commissions work contributes to achieving the Government's priorities for New Zealand, through the Ministry for Culture and Heritage Manatu Taonga goals for the cultural sector - or Sector Outcomes. The Music Commission plays a key role in furthering the Ministry for Culture and Heritage's Strategic Priorities as they relate to contemporary popular music.

Music is a key component of New Zealand's distinctive culture and provides significant artistic, economic and social benefits for New Zealanders. The Music Commission believes that successful music companies and successful music exports grow cultural pride and cultural output. A successful music industry will also contribute to the Government's goal to build foundations for a stronger economy.

The Music Commission contributes to the *Sector Outcomes Create, Engage and Excel*. The initiatives in these areas are detailed in the table on page 9.

The Music Commission does not directly contribute to the *Sector Outcome Preserve*.

Government Priorities:	Build a more productive and competitive economy
	Deliver better public services
	Rebuild Christchurch
Ministry for Culture & Heritage Sector Outcomes:	Create: Cultural and sporting activity flourishes in New Zealand
	Preserve: Our heritage can be enjoyed by future generations
	Engage: Engagement in cultural and sporting activities is increasing
Ministry for Culture & Heritage Strategic Priorities:	<ul style="list-style-type: none"> • Fostering inclusive New Zealand identity • Front footing transformative technology • Supporting Māori cultural aspirations • Improving cultural asset sustainability • Measuring and maximising public value

CONTRIBUTION TO MINISTRY FOR CULTURE AND HERITAGE SECTOR PRIORITIES

Through a range of projects undertaken by the Music Commission, there is a direct positive contribution towards the MCH Sector Priorities for arts and culture in New Zealand.

Fostering inclusive New Zealand identity

New Zealand music enriches the lives of New Zealanders, strengthens our sense of ourselves, and of our place in the world. By supporting and celebrating the success of NZ artists, the Music Commission aims to foster New Zealanders' sense of identity.

Additionally, New Zealanders excelling on the world stage is a direct source of national pride – a key characteristic of nurturing national identity. Success in offshore markets also encourages participation through inspiring New Zealanders; both to be active within the sector as practitioners, and by fostering supportive audiences at home.

Supporting Māori cultural aspirations

Offshore contemporary music interventions can support the exposure of our unique Māori culture and generate business for Māori musicians and music businesses. The Music Commission will continue professional representations at strategic relevant international trade markets that focus on indigenous music (i.e. the Womex World Music Expo and Australasian World Music Expo). The Music Commission is the sole agency that supports representation at these events.

Front footing transformative technology

The Music Commission will continue to explore initiatives that will enable more local music businesses to embrace new digital resources for borderless music production, promotion and distribution. Excellent online strategies are now the key to promoting artists internationally, and utilising new technologies will ensure NZ music businesses strategically target their markets and investments.

Data set technology, which uses analytic information across a comprehensive range of networks and can provide unprecedented access to audience analytics, is an emerging tool, which with early adoption, will give New Zealand artists a competitive edge at comparatively low cost. Additionally, the management of copyrights from remote locations, such as New Zealand, has become feasible with developments in the area of online digital rights administration. These recent advancements in burgeoning technologies will markedly assist music export growth in the coming years.

Improving cultural asset sustainability

In addition to creating export revenue, Outward Sound investment directly assists NZ companies to retain copyrights, which may have previously been assigned overseas in order to gain the financial resources needed to reach international markets. Domestic retention of copyrights allows New Zealand music businesses to earn long-term income from their development investments, and to reinvest locally. Not only does this keep export revenue within New Zealand, but it preserves the cultural assets generated – the intellectual property of our music.

Measuring and maximising public value

Broadly, continued support of contemporary popular Music via the Music Commission will enhance perceived public value of the arts via the enrichment of national identity detailed previously, and provide tools for measurement through the data-technologies discussed above.

KEY PROJECTS

The Music Commission's strategic direction is focused on achieving its Mission through undertaking work across focus and result areas. The key projects, which will contribute to our Mission, and MCH Outcomes, are:

DOMESTIC

- Operating the Musicians Mentoring in Schools Programme
- Operating the Bands Mentoring in Schools Programme
- Organising NZ Music Month
- Supporting significant cultural recognition events - eg. The Waiata Maori Awards, the Pacific Music Awards and the Taite Music Prize
- Supporting the Music Managers Forum NZ
- Supporting Independent Music NZ
- Continuing to monitor emerging income streams, including digital developments
- Producing the Official NZ Music Month Summit in partnership with the MMF
- Participating in and hosting seminars and upskilling events
- Providing a free legal advice service
- Producing the music industry handbook 'The May Book' annually
- Maintaining a website with a directory of NZ musicians, artist news and a resources
- Supporting capability growth for NZ music businesses
- Contributing toward research on the economic value of the music industry
- Providing quarterly reports on the performance of the NZ music industry regarding sales and airplay
- Publishing information on key domestic and international events.

MCH Outcome:
ENGAGE
Engagement in cultural activities is increasing

MCH Outcome:
CREATE
Cultural activity flourishes in New Zealand

INTERNATIONAL

- Operating the Outward Sound Programme
- Coordinating and managing the representation of NZ music at international music trade events - eg. CMJ Music Marathon, The Great Escape, BIGSOUND, AWME, WOMEX and SXSW
- Producing the Going Global Music Summit in partnership with IMNZ
- Providing networking opportunities for NZ music businesses with international counterparts i.e. Country Connections
- Facilitating Master Classes

MCH Outcome:
EXCEL
Artists and organisations achieve excellence

ORGANISATIONAL HEALTH & CAPABILITY

The Music Commission has a small staff and recognises that its people are its greatest organisational asset.

The operations of the organisation are managed by the Chief Executive, with input from two senior managers. Additional staff work in each outcome area with the full-time equivalent (FTE) staff of 7.2, including financial management.

The organisational structure for the NZ Music Commission is:

Board Of Trustees		
Chief Executive		
Finance Manager	Education Manager	International Manager
Communications & Projects Officer	Education Assistant	International Assistant
Executive Support		
Administration Assistant		

Organisational Health & Capability Goals

- | | |
|---|---|
| <p>Goal 1: The Music Commission has a committed and capable Board of Trustees that effectively governs the organisation.</p> | <ul style="list-style-type: none"> • The Board undertake an annual self-assessment to evaluate the effectiveness of its governance. • The Board reviews its make-up to ensure the right balance of skills as vacancies arise. • The Board reviews its policies and procedures on an annual basis. |
| <p>Goal 2: The Music Commission is committed to being a good employer focusing on retention of staff and providing equal opportunities to staff.</p> | <ul style="list-style-type: none"> • All staff have professional development plans to support their goals revised annually. • All staff will have training opportunities annually. • That staff turn over is no more than 1.5 FTE annually. |
| <p>Goal 3: Our office environment is safe, well maintained and fit for purpose.</p> | <ul style="list-style-type: none"> • Business Continuity Planning is part of the ongoing life of the organisation and reviewed annually. • Zero tolerance is maintained for harassment or bullying and all staff are aware of the serious misconduct policy. • Any safety hazards issues are dealt with promptly and reported in a document controlled file. |

DIRECTORY

Board of Trustees:

Victoria Blood - Chairperson
Music Consultant

Paul McLaney - Deputy Chairperson
Artist, Native Tongue Music Publishing

Ben Howe
Arch Hill & Flying Nun Records, Flying Out

Greg Bonnett
Business Affairs, ANZ Bank

Lorraine Barry
Owner, Lorraine Barry Management

Maisey Rika
Artist

Nick Atkinson
Artist, Manager, Journalist

Scott Maclachlan
Director, Saiko Management

Wairere Iti
Music Managers Forum NZ

Staff:

Cath Andersen
Chief Executive

Alan Holt
International Manager

Michelle Williams
Education Manager

Simon Woods
Communications & Projects Officer

Emily Crowther
Executive Support & Projects

Vicki Walker
Finance Manager

Westley Holdsworth
Administration Officer

Angel Guan
Education Assistant

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