

# Whakahiato Puoro o Aotearoa Music Enriches Aotearoa

Strategic Plan 2021 – 2025



NEW ZEALAND  
MUSIC COMMISSION  
TE REO REKA O AOTEAROA  
[www.nzmusic.org.nz](http://www.nzmusic.org.nz)

# Rārangi Take

## Contents

- 3** | **Our Environment:** Tō Mātou Waahi Mahi
- 5** | **Our Purpose:** Tō Mātou Koronga
- 7** | **Our Strategic Focus:** Tō Mātou Rautaki Whakaarotau
- 8** | **Our Goals:** O Mātou Whaingā
- 10** | **Our Contribution:** Tō Mātou Tākohatanga
- 11** | **Our Projects:** O Mātou Kaupapa Matua
- 15** | **Our Partners:** O Mātou Hoa Pakihi
- 16** | **Our Organisation:** Tō Mātou Pakihi
- 19** | **Our People:** O Mātou Tangata

# Tō Mātou Waahi Mahi Our Environment

## Introduction from the Chair

Since the advent of the digital music industry twenty years ago - and the rapidly-evolving music ecosystem that technological advances have enabled ever since - it has been a challenge at times to foresee the changes our industry might face over any substantial length of time - and that was without factoring in a global pandemic.

The Music Commission last prepared a four-year plan in 2016, which focussed on creating sustainable careers and music businesses, and more New Zealand artists succeeding on the world stage. We are proud to be entering our next four-year planning cycle having achieved or bettered all of our strategic objectives, bar those directly impacted by COVID-19.

- 8,728 students across 336 schools participated in Music Mentoring in Schools.
- Over 700 artists and music businesses participated in upskilling events and programmes.
- 61 internships resulted in 25% of participants receiving ongoing work.
- 256 Outward Sound grants for artists and 83 for music businesses were confirmed.

In the past five years:

- Streaming has become the predominant source of revenue for recorded music worldwide. In NZ streaming revenues have increased from \$43.3million in 2016 to \$98.6million in 2020.
- Artist income derived from streaming however is significantly lower than that once derived from the sale of physical product, and streaming tends to favour established and superstar artists.
- Data driven analytics and social media have radically increased artists' connection with their fanbases on a global level.
- The opportunity for Kiwi artists to compete on the world stage (albeit a more crowded stage) has been empowered by this ability to target audiences, the ease of international travel (pre-COVID-19), and a growth in support, skill and confidence.

And then came COVID-19.

As a highly digital industry already, recorded music was ahead of the game in many respects, and in 2020 NZ revenues grew slightly to \$139.6million. The live performance sector however ground to a halt for long periods, and internationally live music and touring is largely yet to resume. This continuing live music hiatus, plus declines in revenues from public performance and broadcasting, are expected to have negative impacts on income for several years.

The New Zealand music industry was quick to adapt to, and form a collaborative response to COVID-19, and to advise the government of its most pressing needs. The Ministry for Culture and Heritage acted swiftly to provide well-targetted music recovery funding in the May 2020 Budget, and this undoubtedly has helped the local industry to survive the worst effects of the pandemic.

Alongside supporting (via the Music Commission) those who had lost income from international touring, venue infrastructure, and the cost of cancelled NZ Music Month events, the government's Music Recovery funding invested \$4m over two years in domestic touring. The Aotearoa Touring Programme, launched in November 2020, has to date supported artists with 145 grants to perform 1,085 shows – these have occurred in 91 different towns and cities across the mōtu. The 2021-22 year of this plan will see the continuation of the Aotearoa Touring Programme funding and the organisation looks forward to supporting more emerging and established artists to take their music to towns and cities around Aotearoa.

## Looking out to 2025

- The devastating impacts of the pandemic will continue to be felt in the ability to travel freely, and in the survival of infrastructure in major touring markets (US, UK, Europe). We are however starting to see some markets open up and the high uptake of vaccinations in major touring destinations, new safety measures at venues, and pent-up audience demand are expected to rapidly reinvigorate international touring over the next twelve months.
- Alternative revenue streams, such as live performance via live-streaming, webcasts, and direct-to-fan offerings via platforms, will continue to evolve and grow.
- New digital currencies such as NFTs (Non Fungible Tokens) and other forms of blockchain will begin to transform the music value chain.
- The independent and self-released artist segment of the sector will continue to grow.
- The uptake of 5G technology will enable the growth of Augmented and Virtual Reality as tools to create new forms of performance and content.

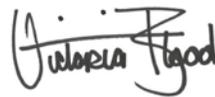
Consultation on this Strategic Plan began with an industry hui in November 2019, and in March 2020 a further gathering was held to consolidate the insights gained, and to seek feedback on an outline plan. At this meeting it became very obvious that our world was beginning to change drastically, and soon after the Music Commission CE and Board decided to delay the Plan until the impact of COVID-19 became clearer, and to allow the organisation to

focus on the immediate needs of our stakeholders. On March 16 2021, the consultation group was reconvened and the key themes agreed were:

- Importance of music education in developing artists and audiences.
- Need for a safer, more inclusive and bicultural industry.
- Flexible and adaptable capability building and infrastructure to support sustainable careers.
- Live music as the focus for career success and audience development – providing the opportunity for more NZ artists to enhance their performance skills and grow their revenue streams, growing the wider employment and business opportunities in the sector, and increasing audience access and participation.
- International and exports (whilst physically limited in the short-term) need continued support to ensure adequate earnings, and to protect the established and developing fanbases of our exporting artists.

To capture these key themes and the aspirations of the Music Commission, a new Vision and Mission for the organisation has been adopted. The Vision is Whakahiato Puoro o Aotearoa | Music enriches Aotearoa; and the Mission is Supporting a thriving New Zealand music sector – culturally, economically and globally.

This Plan takes all of these themes into account and provides an overarching framework for the strategic focus of the Music Commission in the next four years. It aims to retain the flexibility and agility that have served us so well over the duration of the COVID-19 pandemic so far, and that will allow us to be most responsive to the changes we will no doubt encounter as we work towards 2025. One thing that won't change is the exceptional music being created in and for Aotearoa and the Music Commission is proud to play its part in that.



VICTORIA BLOOD  
CHAIR

# Tō Mātou Koronga Our Purpose

## Vision

Whakahiato Puoro o Aotearoa – Music enriches Aotearoa

## Mission

Supporting a thriving New Zealand music sector – culturally, economically and globally

## Our Aims

- Sustainable careers & music businesses
- Inclusivity, wellbeing, access & participation
- Internationalisation

## 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.

The Music Commission's 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 Ministers 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.

### The Development, Performance & Export of Music from Aotearoa

#### Development

We will invest, and partner with others, to give NZ artists and music businesses the best opportunities for sustainable careers across the music sector in Aotearoa.

#### Performance

We will invest in skills and opportunities for NZ artists to perform on stages and platforms to grow access and audiences for original music from Aotearoa.

#### Export

We will invest in the international careers of NZ artists, and support NZ music businesses to take music from Aotearoa to the world.



## Goal 1 - Development

Support education & upskilling across the music sector

### STRATEGY

Implement & collaborate with partners for capability initiatives to grow the skill base and sustainability of the music sector across Aotearoa.

### OUTCOMES

More opportunities are provided for developing music skills in Aotearoa, from classrooms to high-level professional development.

A wide range of training opportunities are available across the NZ music sector.

Resources are provided to support artists, music businesses, and music career development.

## Goal 2 - Performance

Support NZ artist opportunities for successful performances

### STRATEGY

Support artists & practitioners to upskill, execute and promote original New Zealand music across stages and platforms.

### OUTCOMES

A thriving live music sector for artists and audiences in New Zealand.

Skilled, supported and resourced music practitioners who are agile in a post-COVID environment.

Increasing the a pool of export-ready artists in Aotearoa.

## Goal 3 - Export

Support NZ music to thrive globally

### STRATEGY

Invest in NZ artists, upskilling opportunities and collaborations to take NZ music to the world.

### OUTCOMES

More music from Aotearoa is seen and heard on the world stage.

NZ artists and music businesses grow their international opportunities and successes.

NZ artists and music businesses have the skills, networks and knowledge to excel in global markets.

**The Music Commission's initiatives and projects make a direct positive contribution towards the Ministry for Culture and Heritage priorities for arts and culture in Aoteroa.**

**All New Zealanders can access and participate in cultural experiences -**  
accessible cultural activity is important to individuals and communities.

**The cultural sector is supported and growing sustainably -**  
a thriving cultural sector contributes to a strong economy.

**New Zealanders share a distinct and inclusive identity and value our history and traditions -**  
the cultural sector plays a large role in fostering individual and collective identities and social inclusion and tolerance.

## ○ Mātou Kaupapa Matua Our Projects

The Music Commission's strategic direction is focused on achieving its Mission through undertaking work across focus and result areas. The key projects outlined in this section, will contribute to both our Mission and the Ministry for Culture and Heritage (MCH) Strategic Intentions.

## Development

Support education & upskilling across the music sector

### MCH Strategic Intention - Access & Participation

All New Zealanders can  
access and participate in  
cultural experiences.

- Operating the Musicians Mentoring in Schools Programme
- Operating the Bands Mentoring in Schools Programme
- Supporting the Music Managers Forum NZ (MMF)
- Supporting Independent Music NZ (IMNZ)
- Operating an Industry Internship Programme
- Continuing to monitor emerging income streams, including digital developments
- Producing the Official NZ Music Month Summit in partnership with the MMF
- Supporting, participating 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 artist and industry news, and music resources
- Supporting upskilling opportunities for NZ artists and music businesses
- Contributing toward research on the economic value of the music industry
- Operate a contestable Capability Grants Programme
- Supporting NZ artists and music businesses through capability focused projects to assist them to thrive in a post-COVID environment

## Performance

Support NZ artist opportunities for successful performances

### MCH Strategic Intention - Sustainable Growth

The cultural sector is supported and growing sustainably.

- Publishing information on key domestic and international events
- Operating the Aotearoa Touring Programme
- Organising NZ Music Month
- Supporting significant cultural recognition events – Waiata Maori Awards, Pacific Music Awards and the Taite Music Prize
- Providing resources to support successful domestic touring

## Export

Support NZ music to thrive globally

### MCH Strategic Intention - Sustainable Growth

The cultural sector is supported and growing sustainably.

- Operating the Outward Sound Programme (as border restrictions allow)
- Coordinating and managing the representation of NZ music at international music trade events – e.g. The Great Escape, BIGSOUND, IndieWeek, Folk Alliance International, WOMEX and SXSW (either online or as border restrictions allow)
- 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 and upskilling opportunities for offshore business growth

## **Inter-Agency & Organisation Collaboration**

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

**Manatū Taonga |  
Ministry for Culture  
& Heritage**

**MENZA**

**Recorded Music NZ**

**Ministry of Education**

**Smokefree Rockquest**

**APRA AMCOS**

**Music Managers Forum Aotearoa**

**SoundCheck Aotearoa**

**Creative New Zealand**

**MusicHelps**

**SOUNZ**

**Independent Music NZ**

**NZ On Air**

**Tangata Beats**

**Māori Music Industry Coalition**

**Our Venues Aotearoa**

**Te Māngai Pāho**

## **Tō Mātou Pakihi** **Our Organisation**

**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 four senior managers – the International Manager, the Education Manager and two new roles created in 2020, the Aotearoa Touring Programme Manager and the Capability Manager (together, these replace the previous position of Domestic Manager).

# Organisational Health & Capability Goals

## Goal 1

The Music Commission has a committed and capable Board of Trustees that effectively governs the organisation.

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, procedures and Governance Manual on an annual basis.

## Goal 2

The Music Commission is committed to being a good employer focusing on retention of staff and providing equal opportunities to staff.

All staff will have training opportunities and performance reviews annually.

That staff turn-over is no more than 1.5 FTE annually.

## Goal 3

Our office is safe, well maintained and fit for purpose and takes environmental impacts into account.

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 hazard issues are dealt with promptly and reported in a document-controlled file.

A carbon audit of the organisation is undertaken.

## Organisational Health & Capability Goals

### Goal 4

The Music Commission will collaborate with other agencies, both government and non-government, to provide services to support the growth of the music industry in New Zealand where appropriate.

The Music Commission identifies common goals with other agencies and where appropriate participates in partnerships for service provision.

The Music Commission continues to collaborate with government organisations that work with contemporary popular music.

### Goal 5

The Music Commission will consult with the wider industry on an annual basis to ensure our strategic goals are aligned with the current environment.

The Music Commission will host external industry representatives every year, either in small focus groups or wider forums, to gain insight into sectoral issues and opportunities.

The staff and Board will be proactive in their roles as ambassadors for the Music Commission and provide feedback and ideas to inform the organisation's strategic framework.

### Board of Trustees

**Victoria Blood**  
Chair  
Leader, WeCreate

**Greg Bonnett**  
Deputy Chair  
Business Affairs, BNZ Bank

**Jeni Little**  
HOD Music, Hobsonville Point Secondary School  
Chair, Music Education NZ Aotearoa

**Lorraine Barry**  
Owner, Lorraine Barry Management

**Matthew Davis**  
Owner, Flying Out

**Nick Atkinson**  
Artist, Manager & Journalist

**Paul McLaney**  
Artist & Native Tongue Music Publishing

**Ria Hall**  
Artist & Music Business Owner

**Savina Fountain**  
Auckland Live & Ignite Programme

### Staff

**Cath Andersen**  
Chief Executive

**Alan Holt**  
International Manager

**Mike Young**  
Education Manager

**Emily Crowther**  
Aotearoa Touring Programme Manager

**Nicola Edwards**  
Capability Manager

**Rebekah Ngatae**  
International Coordinator

**Rodney Fisher**  
Special Projects & Events Coordinator

**Angel Guan**  
Education Assistant & Social Media

**Vicki Walker**  
Finance Manager

**Willa Cameron**  
Executive Support

**Julia Morris**  
Administrator

### Contact Details

7 Great North Road  
Ponsonby  
Auckland 1021

P O Box 90-891  
Victoria Street West  
Auckland 1142

info@nzmusic.org.nz  
www.nzmusic.org.nz

Ph: 09 3760115  
Fax: 09 3760116  
Freephone: 0800 469 642