



New Zealand Music Industry Commission Te Reo Reka o Aotearoa

Growing the New Zealand Music Industry
Culturally and Economically, at Home and Abroad

Business Plan 2010 - 2013

For the year beginning 1 July 2011

The NZ Music Commission
Te Reo Reka O Aotearoa is funded by



Our vision

A successful music industry in New Zealand.

Our Mission

To grow the music industry in New Zealand, both culturally and economically, at home and abroad.

The NZ Music Commission
Te Reo Reka O Aotearoa is funded by



A) Overview from the Chairperson and Chief Executive

On behalf of the Board of Trustees and the staff of the New Zealand Music Commission Te Reo Reka o Aotearoa, we are pleased to present the Music Commission's business plan for the year beginning 1 July 2011. This plan outlines both our strategic direction and our specific work programme for the coming year.

In 2011/2012, the Music Commission is well positioned to deliver services supporting the Government's over-arching objective for the contemporary popular music sector as defined in the Manatu Taonga Ministry for Culture and Heritage's recent review. This is: *"To support a thriving music sector in order to ensure New Zealanders can listen to and buy contemporary popular music of their choice"*. It is the Music Commission's intention to continue to operate consistently with the Government's interest in the effective provision of services and providing value for money.

The Music Commission will:

- Deliver in a cost-effective manner, services for the contemporary music sector, domestically and internationally
- Take a leadership role in collecting data and identifying music issues and trends across the range of activities comprising the NZ music industry
- Deliver a successful Cultural Diplomacy International Programme (CDIP) programme of events for the REAL NZ Festival 2011
- Work with Manatu Taonga Ministry for Culture & Heritage on any outcomes resulting from the review of Government's investment in New Zealand contemporary popular music
- Continue to seek additional resources for work in education settings that complements the skills development and advocacy work undertaken for New Zealand music within the wider music sector.

Our Environment

Sales of digital music have stabilised this year, with an average of approximately 170,000 local digital single sales by New Zealand artists each quarter in the past twelve months. The NZ market share for digital singles dropped by 2.3% in the first quarter of 2011 – however the increase for calendar year ending 2010 was 39%. Sales of local albums have also fallen, with a 9.3% drop in this period. The percentage of NZ albums sold in 2010 was 18.4%, so overall sales are holding close to 1 in 5. Revenue from live music has maintained growth – reflected by a record payout by APRA this year to its members, increasing by more than 7% on 2010. As noted in various reports on the music industry this year, the sources of income for New Zealand music businesses continues to change and the Music Commission must be adaptable to these changes.

The majority of the Music Commission's funding is attained from Government through Vote: Arts, Culture and Heritage, and we are committed to contributing to Government's desired goal for the sector – "New Zealand's distinctive culture enriches our lives", and to Government's long term goal of building foundations for a stronger economy.

The Music Commission's strategic direction reflects those objectives within the scope and financial capability of the organisation.

Enhancements To Our Work Programme

We anticipate further refining our work programme during 2011/2012 as collaborative interventions with NZ On Air and Creative New Zealand are developed in response to the *Review of Government support for contemporary music* recently completed by Manatu Taonga Ministry for Culture & Heritage (the Ministry).

In the year beginning 1 July 2011 the Music Commission has 22 specific outputs. These are detailed in the Statement of Service Performance, which can be found on page 9 of this Business Plan.

The majority of our existing services continue in the coming year's plan Plan, however we have added four one-off initiatives specific to this year and the REAL New Zealand Festival during the Rugby World Cup. These initiatives are funded by NZ 2011 Festival Lottery Fund or the Cultural Diplomacy International Programme via the Ministry. They also contribute strongly to the goals of the Music Commission.

- Cultural Diplomacy International REAL NZ Music Tour – a twenty-four center contemporary music tour that will take place across the nation, from Invercargill to Whangarei during the time period of the 2011 Rugby World Cup (funded by CDIP).
- The REAL New Zealand Music on Screens project – three 2-hour music video compilations for playing on screens throughout the county for the duration of the REAL NZ Festival (funded by NZ 2011 Festival Lottery Fund).
- The REAL NZ Music Phone Application – giving mobile access to information about New Zealand music and musicians throughout the REAL NZ Festival (funded by NZ 2011 Festival Lottery Fund).
- The REAL NZ Music Album – a retail album showcasing music from all the host centers project, that will fundraise for the newly established NZ Music Foundation to support music charities around New Zealand and provide benevolent assistance to members of the New Zealand music industry (funded by NZ 2011 Festival Lottery Fund).

Delivering More

As always we will continue to seek additional commercial income streams for the organisation and look for more innovative ways of delivering future initiatives; for example through partnerships and in-kind sponsorship of our programmes and activities where it is appropriate.

We look forward to delivering this plan in a particularly exciting year for the nation, and leading the industry forward in challenging but opportune times to grow our successes both financially and culturally, at home and abroad.



Anthony Healey
Chairperson



Cath Andersen
Chief Executive

B) Our strategic direction

The Music Commission's strategic direction is focused on achieving its Mission through undertaking work in four outcome areas:

Outcome One - INFRASTRUCTURE **The expertise of music industry professionals is increased**

We focus on this outcome because we believe that:

- A healthy industry requires a healthy and strong infrastructure
- Continuing to strengthen our music industry's infrastructure is an important and vital function of the Music Commission
- We need to be building our internationally successful companies of the future now

Outcome Two - EXPOSURE **to local music is enhanced, leading to increased financial and cultural returns**

We focus on this outcome because we believe that:

- New Zealand music enriches the lives of New Zealanders, and strengthens our sense of ourselves and our place in the world
- Our music should be taught in our schools
- Building future audiences begins with young people

Outcome Three - EXPORTING **More overseas market initiatives are successful**

We focus on this outcome because we believe that:

- NZ can achieve further offshore success for our music industry exports, which will lead to both enhanced cultural pride and higher levels of economic return to our country
- Outward Sound will continue to be a robust, diverse and transparent international music marketing scheme
- Leveraging across all NZ export and trade opportunities will enhance the NZ music industry's reputation on the world stage.

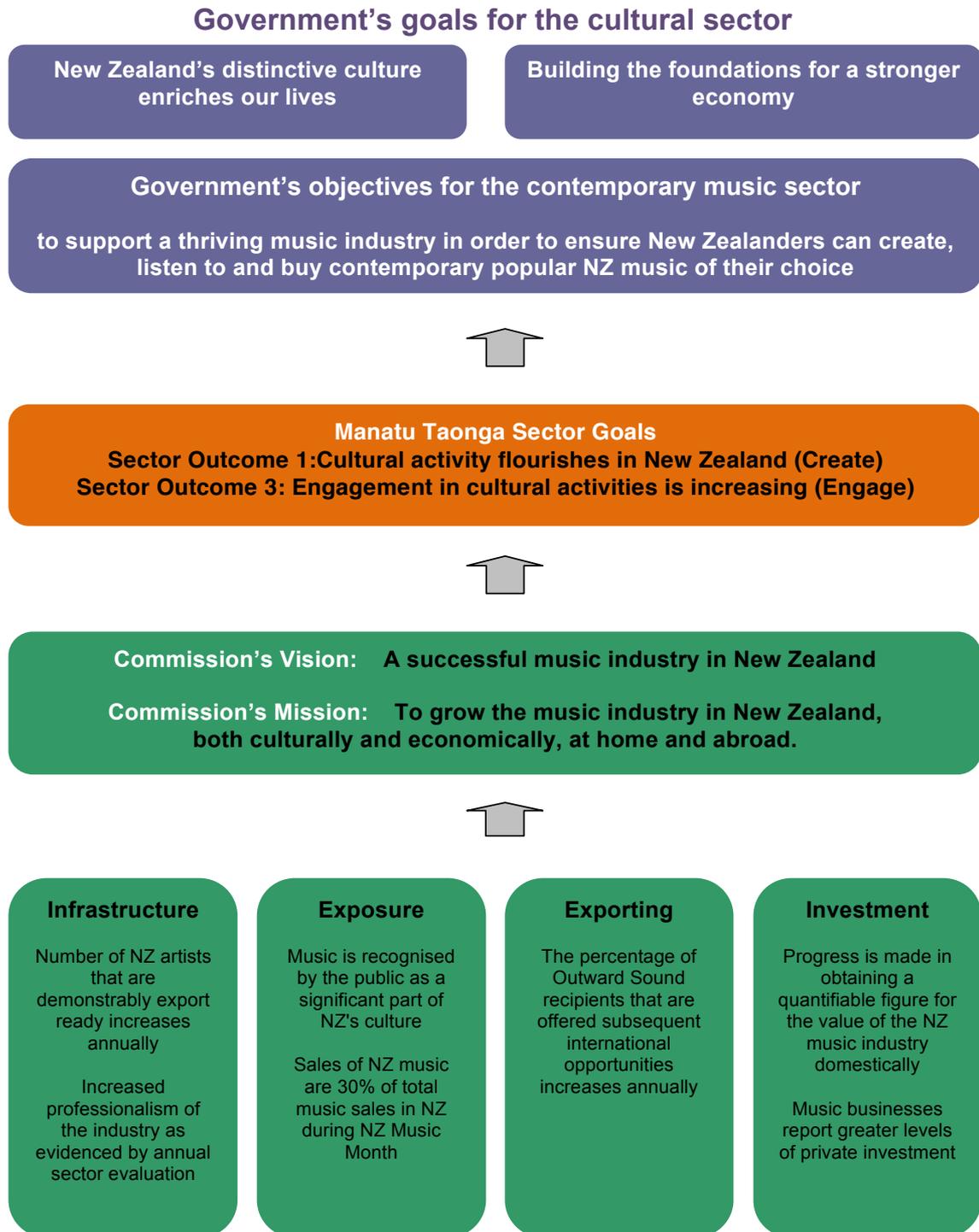
Outcome Four - INVESTMENT **More private money is channeled into the industry**

We focus on this outcome because we believe that:

- The music industry will contribute to the economic transformation of the country and grow the tax pool from the creative sectors
- The music industry is on an upturn of professionalism and innovative thinking
- The music business has a lot to offer private investors, and we need to get better at leveraging the value of music to attract that investment
- Research and development will lead to greater investment, when the high value returns can be better documented.

C) Our Contribution to the sector

The links between the Commission's outcomes, its vision for the sector, and Government's goals is shown in the diagram below:



D) Impacts: Specific impacts that contribute to cultural sector outcomes

The Ministry has have identified three specific impacts that contribute to the Government’s goal. They are Outcome 1: Create, Outcome 2: Preserve and Outcome 3: Engage.

The Music Commission plays a key role in the cultural sectors contribution to **Outcome 1 – Create** and **Outcome 3 – Engage**. The Music Commission does not have a role in the preservation of New Zealand’s cultural and heritage.

The table below shows the Government’s goal, sector outcomes, key impacts and how the Music Commission outcomes contribute to these.

Government’s goal for the cultural sector: New Zealand’s distinctive culture enriches our lives	
Sector Outcome 1: Cultural activity flourishes in New Zealand (Create)	Sector Outcome 3: Engagement in cultural activities is increasing (Engage)
<i>Key impacts for Outcome 1</i>	<i>Key impacts for Outcome 3</i>
C1. New cultural content is created	E1. New Zealanders see their culture as relevant and distinctive, and make it part of their daily lives
C2. High-quality cultural content is created	E3. There is private investment in culture
C3. Maori language content and other Maori cultural content is created	E2. New Zealanders engage with Māori language content and other Māori cultural content
C4. Cultural content has a distinct New Zealand character	E4. Culture contributes innovative solutions in the areas of health, social development, the environment, education and the economy
C5. New Zealand’s cultural infrastructure supports innovative and successful cultural industries	
 <div style="background-color: #4F81BD; color: white; padding: 5px; text-align: center;"> Music Commission Outcomes that contribute to the sector Outcome 1: Create </div>	 <div style="background-color: #4F81BD; color: white; padding: 5px; text-align: center;"> Music Commission Outcomes that contribute to the sector Outcome 3: Engage </div>
INFRASTRUCTURE - The expertise of music industry professionals is increased INVESTMENT - More private money is channeled into the industry	EXPOSURE to local music is enhanced, leading to increased financial and cultural returns EXPORTING - More overseas market initiatives are successful

E) Nature and 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 or through the music industry itself. The Music Commission is in a unique position to take a long term developmental approach for the contemporary popular music sector as a whole.

The Music Commission's range of outputs include:

- New Zealand Music Month to increase public exposure to and promote New Zealand music;
- Professional development services for music industry professionals;
- Direct funding to the Independent Music New Zealand and the Music Managers Forum;
- Investing in offshore music market initiatives through the Outward Sound funding programme;
- Researching the value and trends of the industry; and
- Delivering music education programmes in schools.

The Music Commission does not fund the production or broadcast of recorded music.

The Music Commission reports to the Minister for Arts, Culture and Heritage via Manatu Taonga the Ministry for Culture and Heritage. The terms of the funding relationship are set out in a Memorandum of Understanding between the Music Commission and the Minister. Further expectations of the Minister are communicated to the Music Commission in an annual Letter of Expectations.

F) Steering the strategic direction

Links to Government's goals

The Government's goal for the arts, culture and heritage sector (as set out in the Manatu Taonga Ministry for Culture & Heritage Statement of Intent 2011 – 2014) is 'New Zealand's distinctive culture enriches our lives'.

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.

F) Our outcomes, outputs and how we will measure success

This section outlines in detail the planned activities (outputs) of the Commission over the next three years under each of the four outcomes we are working towards. Performance indicators and targets have been set to measure the effectiveness of each output in contributing to the outcomes.

Statement of Forecast Service Performance:

Outcome One: INFRASTRUCTURE - The expertise of music industry professionals is increased

Outcome indicator			2011/2012	2012/2013
Number of NZ artists that are demonstrably export ready as evidenced by number of high potential Outward Sound applications (those that are suitable to fund - whether or not there are sufficient funds available to fund them) received annually			Number of high potential (or 'export ready') Outward Sound applications received. Increases on the previous year.	Number of high potential (or 'export ready') Outward Sound applications received increases on the previous year.
Increased professionalism and expertise of the industry as evidenced by annual sector evaluation			Annual survey shows growth in satisfaction of professionalism.	Annual survey shows growth in satisfaction of professionalism.
OUTPUT	IMPACT	PERFORMANCE INDICATORS	2011/2012	2012/2013
1. Provide support to independent music companies via Independent Music New Zealand, and professional artist managers through the Music Managers Forum, and work in partnership with those organisations	Providing support to these industry representative bodies enables them to deliver important industry support and professional development initiatives	Music Commission provides an annual operating grant to IMNZ IMNZ meets contracted performance expectations	Operating support for 2011/2012 provided IMNZ meets contracted performance expectations for 2011/2012	Operating support for 2012/2013 provided IMNZ meets contracted performance expectations for 2012/2013
		Music Commission provides annual operating grant to MMF	Operating Grant for 2011/2012 provided	Operating Grant for 2012/2013 provided

OUTPUT	IMPACT	PERFORMANCE INDICATORS	2011/2012	2012/2013
2. Providing part-funding for music professionals to attend international seminars on subjects of value for the industry	Providing professional development opportunities, whilst ensuring New Zealand has representation at such events, and that the industry is abreast of critical new trends and opportunities.	That all participants provide a timely report on information from the conference/seminar they attended that is of use to other NZ music companies.	4	4
3. Investigate a music industry apprenticeship or internship programme	Analyse potential for supporting an accelerated and structured professional development experience throughout the wider industry.	Develop and test a programme that is a useful learning tool for participants and assists in finding employment in the music industry. Survey of potential participating companies to ensure any programme would be a useful resource.	Test pilot programme with a minimum of four participants.	<i>Expand programme to meet need and resource.</i>
4. Convene an annual Think Tank with music industry representatives	Providing a platform for a wider group to consider the future potential of our sector, and to share ideas to help inform the direction, planning and programmes of the Music Commission.	That a minimum of 25 professionals participate in an annual Think Tank and the session notes are considered as part of the Music Commission's Annual Planning process.	1	1
5. To deliver professional development opportunities for the NZ Music Industry from grassroots learning through to higher professional development opportunities	Supporting and participating in seminars in the four main centres of NZ during the year, and publishing music industry handbooks, to provide industry professionals with useful and high quality information with which to expand their skill base.	Number of general music industry seminars delivered in the main centres of NZ annually. One Masterclass opportunity provided annually.	Undertake one general music industry seminar in main centres of NZ. 1	<i>Undertake one general music industry seminar in main centres of NZ</i> 1

OUTPUT	IMPACT	PERFORMANCE INDICATORS	2011/2012	2012/2013
		Level of participant satisfaction with NZMC run or supported seminars, as measured by survey.	75% of seminar attendees rate the seminar as good or excellent.	75% of seminar attendees rate the seminar as good or excellent.
		Percentage of new vs returning audiences at NZMC run seminars as measured by customer satisfaction surveys.	25% of audience members at seminars were first time attendees.	25% of audience members at seminars were first time attendees.
6. Provide information resources for NZ music companies.	Servicing the music industry with high quality and practical information such as access to legal advice and information on imminent international markets will help to grow the industry's expertise.	Continuation and uptake of Music:Law service.	Music:Law continues. Bookings remain over 80% full for the year.	Music:Law continues. Bookings remain over 80% full for the year.
		The NZ Music industry is provided with information on upcoming offshore market events and information about recent NZ music successes / events in different regions.	Music Commission publishes monthly updates.	Music Commission publishes monthly updates.
		The Music Commission website is up to date and provides useful information and resources for artists and industry practitioners.	The Resource section of the website is added to on a monthly basis.	The Resource section of the website is added to on a monthly basis.

Outcome Two: EXPOSURE - to local music is enhanced, leading to increased financial and cultural returns

Outcome Indicator	2011/2012	2012/2013
Musicians recognised by the public as a significant part of NZ's culture, as measured by an annual survey	70% of survey respondents agree that music is a significant part of NZ's culture.	70% of survey respondents agree that music is a significant part of NZ's culture.
Sales of NZ music are 30% of total music sales in NZ during NZ Music Month	Sales of NZ music are 30% of total music sales in NZ during NZ Music Month	Sales of NZ music are 30% of total music sales in NZ during NZ Music Month
OUTPUT	IMPACT	PERFORMANCE INDICATORS
7. New Zealand Music Month	High visibility promotional activities lead to increased media coverage, retail sales, and public interest in NZ music.	Level of media coverage of NZ Music during NZ Music Month.
		Number of TV hours and print pages for NZ music during Music Month increases from April annually.
	Sales of NZ music as a percentage of total music sales in NZ during NZ music month.	30%
	Level of external revenue gained for the promotion of NZ Music in May.	30%
8. Musicians Mentoring in Schools Programme	Teachers and students develop knowledge, skills and understanding of contemporary popular NZ music through a practical based framework in which professional musicians act as mentors in participating schools.	Level of external revenue gained for the promotion of NZ Music in May.
		Number of TV hours and print pages for NZ music during Music Month increases from April annually.
	Number of Schools participating in the programme annually.	30%
	Number of students participating in the programme annually.	30%
	Satisfaction levels.	30%

OUTPUT	IMPACT	PERFORMANCE INDICATORS	2011/2012	2012/2013
9. Bands Mentoring in Schools Programme	Participants in the Pacifica Beats and Smokefreeockquest programme will be assisted to develop their live performance and event management skills through partnering them with a professional band which provides support, and shares experience and knowledge.	Number of schools participating annually. Satisfaction levels.	40 90% or greater of participants rate the programme as good or excellent.	40 90% or greater of participants rate the programme as good or excellent.
10. Identify and support significant Maori and Pacific Island music events	Supporting these events helps to showcase to the public the importance of the contribution of both Maori Music and Pacific Music to the contemporary popular music industry.	The number of significant national Maori and Pacific Island music events identified and supported annually by the Music Commission.	2	2
11. Identifying sponsorship opportunities with a domestic focus	Liaising with appropriate brands and agencies to heighten awareness of the sponsorship potential of NZ music projects will result in the successful sponsorship of NZ music related projects.	Number of commercial sponsors that undertake NZ music related projects increases annually.	6	7
12. Provide publicity and press exposure for Music Commission projects and distribute information about individual artists / business where appropriate	Utilising the communications capabilities of the Music Commission by servicing media with a range of information about the organisations projects and local industry news will increase public exposure to NZ music.	A range of information about Music Commission projects and local industry news is distributed.	Music Commission website regularly updated. Monthly updates emailed to a range of sources.	Music Commission website regularly updated. Monthly updates emailed to a range of sources.

OUTPUT	IMPACT	PERFORMANCE INDICATORS	2011/2012	2012/2013
13. CDIP REAL NZ Music Tour	That New Zealand contemporary popular music is performed in a live setting and ensuring local music is an integral part of the REAL NZ Festival, hosted nationwide during the 2011 Rugby World Cup.	Twenty-four performances by contemporary popular New Zealand artists are staged nation wide during the REAL NZ Festival.	24	0
14. NZ 2011 Festival Lottery Fund NZ music promotion projects	That New Zealand music is accessible, prominent and proudly showcased as part of the national culture for the duration of the REAL NZ Festival.	Three 2-hour music video compilations for playing on screens nationa wide is produced and distributed. One compilation album featuring artists from throughout New Zealand is produced. A phone application providing mobile access to information about New Zealand music and musicians is developed.	3 1 1	0 0 0

Outcome Three: EXPORT - More overseas market initiatives are successful leading to a thriving music industry

Outcome indicator		2010/2011	2011/2012
Percentage of Outward Sound recipients offered subsequent international opportunities after undertaking an Outward Sound supported project therefore increasing their business		Percentage of Outward Sound recipients offered subsequent opportunities increases annually	<i>Percentage of Outward Sound recipients offered subsequent opportunities increases annually</i>
OUTPUT	IMPACT	PERFORMANCE INDICATORS	
15. Operation of the Outward Sound Programme	Through providing a robust and transparent grants assistance programme, investing up to 50% of costs for representatives or artists to undertake overseas music market initiatives, NZ music projects will have an increased chance at success in overseas markets, foreign exchange earnings from NZ music will increase, and the profile of NZ music in international markets will improve.	Outward Sound continues to operate in a robust and transparent manner.	
		2011/2012	2012/2013
		Four funding rounds are held annually. 100% of projects funded through Outward Sound have robust plans and demonstrate capability to achieve increased overseas earnings, as assessed by industry advisory group. 100% of grant recipients provide a detailed project report within the agreed timeframe. Four applicants take part in a survey to assess the funding process and management of the programme. Random audits are undertaken for a minimum of 2 completed Outward Sound projects. Explore google analytics and other internet technologies to measure the profile of NZ music offshore.	Four funding rounds are held annually. 100% of projects funded through Outward Sound have robust plans and demonstrate capability to achieve increased overseas earnings, as assessed by industry advisory group. 100% of grant recipients provide a detailed project report within the agreed timeframe. Four applicants take part in a survey to assess the funding process and management of the programme. Random audits are undertaken for a minimum of 2 completed Outward Sound projects. Explore google analytics and other internet technologies to measure the profile of NZ music offshore.

OUTPUT	IMPACT	PERFORMANCE INDICATORS	2011/2012	2012/2013
16. Developing a separate grant within the Outward Sound programme for music managers and music companies to grow their businesses offshore	Supporting opportunities for companies to grow, as successful companies will have greater capability for reinvestment.	Number of NZ music companies and music managers who utilise the programme.	6	6
17. To facilitate the availability of offshore expertise to local practitioners, both in formal seminar and one on one mentoring settings	Facilitating opportunities for international specialists to pass on knowledge to the local market via seminars, networking opportunities etc. will enable NZ artists and professionals to make more informed plans and decisions with regard to overseas market initiatives, improving their chances of success.	That experts participate in seminars or networking opportunities annually. % of attendees / participants that rated satisfaction with the event as good or excellent.	3 80%	3 80%
18. Coordinating and managing the representation of NZ music at strategically identified international music trade events	The offshore business potential of delegates will be increased through a coordinated, professional and relevant national representation.	Number of international music markets / trade fairs attended.	4	4
		New networks gained and change in potential foreign exchange earnings for participating companies.	80% of participating companies report an improvement in networks gained and potential foreign exchange earnings as a direct result of the international event.	80% of participating companies report an improvement in networks gained and potential foreign exchange earnings as a direct result of the international event.

OUTPUT	IMPACT	PERFORMANCE INDICATORS	2011/2012	2012/2013
19. Identifying sponsorship opportunities with an international focus.	The Commission liaises with appropriate brands and advertising agencies to heighten awareness of the sponsorship potential of offshore NZ music projects. Increased sponsorship of international NZ music projects will help to raise the profile and financial viability of NZ music offshore.	Number of commercial sponsors undertaking offshore NZ music related projects.	3	3

Outcome Four: INVESTMENT – More private money is channeled into the industry

Outcome indicator	2011/2012	2012/2013
Progress is made in obtaining a quantifiable figure for the value of the NZ music industry domestically	The Music Commission can report on actual industry figures	The Music Commission can report on actual industry figures
Music businesses report greater levels of private investment in music related projects	% of surveyed companies report growth	% of surveyed companies report growth

OUTPUT	IMPACT	PERFORMANCE INDICATORS	2011/2012	2012/2013
20. Improve statistical research on the performance of the music industry, both domestically and internationally	Facilitating the collection of economic data relevant to the NZ music industry will provide the industry (and the Music Commission) with important knowledge about the performance of the industry. Research and development will lead to greater investment, as high value returns can be better documented.	Progress is made in obtaining a quantifiable figure for the value of the NZ music industry domestically.	2011/2012 Implementation of a collection mechanism for obtaining domestic income from NZ music. Work undertaken with MCH and Statistics NZ.	2012/2013 Reviews options for a collection mechanism for obtaining domestic income from NZ music. Work undertaken with MCH and Statistics NZ.
		Progress is made in obtaining a quantifiable figure for the value of the NZ music industry's foreign exchange earnings.	Collate total foreign exchange earnings of Outward Sound applicants for the year and increase statistical sources to obtain broader figure.	Collate total foreign exchange earnings of Outward Sound applicants for the year and increase other sources to obtain broader figure.
		Useful data on the performance of the NZ music industry is collected by the Music Commission and disseminated.	Quarterly reports are collected and disseminated by the Music Commission.	Quarterly reports are collected and disseminated by the Music Commission.

OUTPUT	IMPACT	PERFORMANCE INDICATORS	2011/2012	2012/2013
21. Implement royalty and rate tool kits for artists	Build tools to inform bands about the level of return they can expect for various levels and types of contractual engagement	Frequently accessed and updated information is available on the Music Commission website.	% increase in access of online information. Survey users for usefulness.	% increase in access of online information. Survey users for usefulness.
22. Implement investment tool kits for NZ music companies	In consultation with active investors, build tool kits that assist music businesses to promote music as an attractive investment	A useful resource for NZ music companies is developed.	% increase in access of online information. Survey users for usefulness.	% increase in access of online information. Survey users for usefulness.

G) Improving our performance

The Music Commission has implemented a project evaluation framework to assess the overall effectiveness of each project the Music Commission undertakes, including the value for money or 'cost-effectiveness' of those projects. The results of project evaluations will be used to inform the Music Commission's annual planning procedure to ensure maximum efficiency and effectiveness.

The Music Commission will continue to convene an annual think tank of industry professionals to inform new thinking and gauge the effectiveness of its programmes, with a full programme on a bi-annual basis. This will ensure the Music Commission's work priorities are relevant and reflects the growth and changes occurring within the industry.

H) Organisational Health and Capability

The Music Commission has a small staff and is governed by a Board of Trustees. There are currently seven members on the Board. The Board members have been appointed specifically for their knowledge and skills across all facets of the NZ music business and they meet seven times a year. There are currently six full-time and three part-time employees. A full list of Board members and employees is provided on page 21.

The Commission has in place a detailed set of internal objectives and corresponding annual targets to ensure it is a capable organisation with responsive and responsible management and governance. The high level objectives are:

- An Excellent Staff that is stable, high performing and growing in capability
- Internal Policy Development will be up to date with best practice standards by 2013
- Industry partnerships and relationships are enhanced
- The Commission is a responsive organisation with a clear and informed annual planning process.

J) Our people

Board of Trustees:

Anthony Healey
Chairperson
Director NZ Operations, APRA

Chris Hocquard
Deputy Chairperson
Principal, Dominion Law

Ngahiwi Apanui
Music Consultant

Victoria Blood
Music Consultant

Ben Howe
Independent Music NZ
Arch Hill Records

Darryl Parker
Director, Finance & Operations, Sony Music NZ

Teresa Patterson
Artist Manager, CRS Management

Richard Thorne
Publisher, NZ Musician

Staff:

Cath Andersen
Chief Executive

Gary Fortune
International Manager

Stephanie Lees
Education Manager

Alan Holt
International Coordinator

Simon Woods
Communications & Projects Officer

Milon Williams
Content & Research Officer

Catherine Walker
Administration

Vicki Walker
Finance Manager

Sonya Waters
Education Assistant

Address:

7 Great North Road
Ponsonby
Auckland

PO Box 68 524
Newton
Auckland

Phone: +64 9 376 0115
Fax: +64 9 376 0116
Freephone: 0800 469 642

info@nzmusic.org.nz

www.nzmusic.org.nz