Whakahiato Puoro o Aotearoa
Music Enriches Aotearoa

NEW ZEALAND MUSIC COMMISSION
TE REO REKA O AOTEAROA

Annual Plan 2025 – 2026

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Our Environment
Tō Mātou Waahi Mahi

Introduction from the Chair - Our Shared Journey

As we present the New Zealand Music Commission Te Reo Reka o Aotearoa's Annual Plan for 2025-2026, we're focussing on how our artists are building sustainable careers in the music industry. Our vision of Whakahiato Puoro o Aotearoa continues to guide us. We're navigating both the foundations of our musical heritage and the emerging landscapes that technology creates – from the storytelling of our waiata to the global reach of digital platforms. This is where our music community adapt, evolve, and flourish with remarkable creativity and resilience.

Our Environment
Tō Mātou Waahi Mahi

This past year, which has seen tougher economic conditions continue, has reinforced that sustainable creative careers aren't just built on talent alone. We support education and upskilling across the music sector and continue to support our artists to have more opportunities and to support New Zealand music to thrive globally. We are immensely proud to see New Zealand artists not only participating in the global music ecosystem, but actively shaping it with their unique voices.

Our commitment to doubling New Zealand's music export value reflects more than economic ambition. It represents our belief in the extraordinary mana of our artists and their ability to connect with audiences worldwide, while remaining authentically connected to Aotearoa. This goal positions our music as cultural diplomacy – carrying our stories, values, and spirit to every corner of the globe.

As we harness new technologies to amplify our reach, we remain steadfast in our commitment to protecting the cultural values that make our music distinctly ours. Our artists are learning to navigate digital platforms, not as distant technologies, but as new stages for authentic expression and meaningful connection.

Through our educational programme, we're ensuring that emerging rangatahi have access to musical knowledge and contemporary industry skills. Our Musicians Mentoring programme continues to build bridges between generations. Our Industry Internship Programme creates direct pathways into sustainable careers. These initiatives reflect our understanding that the future of our music sector depends on nurturing talent at every stage of development.

Our international presence continues to expand strategically. From SXSW to WOMEX, from The Great Escape to Folk Alliance International, New Zealand artists are increasingly looking offshore to grow their careers and connect with music communities. There is also a growing focus on offshore music markets in Asia for artists and our team are keen to collaborate with international partners to support connections and pathways for musicians looking to grow their careers where their audiences are. The 60% increase in applications for our Outward Sound programme totalling more than $3million reflects both the growing ambition of our artists and the increasing recognition of New Zealand music internationally.

Even during tougher economic times it's important to celebrate everyone who is contributing to our industry and this year marked the 25th year of NZ Music Month, Te Mārama Puoro o Aotearoa. In May there were over 1,100 musical performances across Aotearoa, an amazing initiative which continues to shine a light on those in front of and behind the microphone.

Our Environment
Tō Mātou Waahi Mahi

To further support pathways for artists, we will continue to look to implement a reinvigorated domestic touring programme, which previously demonstrated that a framework which supports not only musicians, but music venues and live music infrastructure is front of mind to support artists domestically and with offshore ambitions in the future.

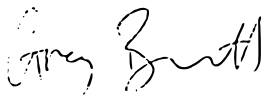
Partnership remains at the heart of our approach. We're grateful for the continued collaboration with all the national music organisations, and our many other partners who understand that investing in music is investing in our cultural and economic future. We're keen to continue to grow these important relationships and amplify the music communities voice for further support for our artists on the global stage.

The continued growth of Māori and Pacific music initiatives across the national music organisations of Aotearoa demonstrates the strength that emerges when we honour our cultural diversity. Through partnerships with the Māori Music Industry Coalition, the ongoing success of the Waiata Anthems movement, and our celebration of Pacific artists, we're ensuring that the authentic voice of Aotearoa resonates globally while strengthening our cultural foundations at home.

Looking ahead, we're developing a new four-year strategic plan that'll position us to meet the challenges and opportunities of an increasingly connected world. Our focus on education, development, and export will evolve to embrace emerging technologies while maintaining our commitment to the cultural values and practices that make our music uniquely powerful. We are also focusing on more engagement with central and local government to encourage further investment in the sector with our aims in line with the with the national arts strategy Amplify to double the value of New Zealand music exports. Our thanks to the continued support of Ministry of Culture and Heritage, Manatū Taonga and Minister Paul Goldsmith, and Ministry of Education Te Tahuhu te Matauranga and Minister Erica Stanford.

As we move forward, we do so with deep gratitude for our stakeholders, partners, and the entire music community whose dedication and collaboration transforms vision into reality. One that ensures the sounds of Aotearoa continue to enrich both our local communities and the global cultural landscape.

I would like to thank all the Trustees for their insights support and through the past year, and the fantastic team at the Music Commission who are working delivering on our work programmes. The Music Commission, which is the only government-funded agency that takes a long-term approach to the development of the NZ music industry is proud through the initiatives in this Annual Plan. The future of New Zealand music is bright. We're honoured to support this remarkable community.



Greg Bonnett
Chair, NZ Music Commission Te Reo Reka o Aotearoa

NB: In August 2025, Arts, Culture and Heritage Minister Hon Paul Goldsmith launched Amplify: A Creative and Cultural Strategy for New Zealand 2025–2030. Consequently, this Annual Plan was updated to reflect the Music Commission's contributions towards the goals and actions of Amplify.

Our Purpose
Tō Mātou Koronga

Vision
Whakahiato Puoro o Aotearoa –
Music enriches Aotearoa

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

Target
Doubling the value of the music sector in Aotearoa

Our Purpose
Tō Mātou Koronga

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.

Our Aims
Ā Mātou Whāinga Matua

The Music Commission is committed to supporting the wider music sector across all non-broadcasting aspects of development and growth. Our aspirations for the local music industry extend beyond this Strategic Plan. We know there are real opportunities to work across the sector, government ministries, local authorities and diplomatic posts to exponentially grow the impact and financial contribution of music from Aotearoa.

Our Aims
Ā Mātou Whāinga Matua

The following represent the overarching aims of the Music Commission in the coming four years that we believe will grow our music sector culturally, economically and globally.

- Grow the partnership with government to support music export through matched investment and targeted international initiatives to boost the economic and cultural contribution of New Zealand music on the world stage.
- Work with local government and authorities to support their goals for their local music community, encourage investment in initiatives to build regional successes, support collaborations which deliver outcomes for young people and live music opportunities, and advocate for regulation settings which enable New Zealanders to engage with local music.
- Embed contemporary popular music across cultural diplomacy and soft power initiatives to enhance the global reputation of New Zealand, grow the opportunities to showcase an innovative Aotearoa, collaborate with international partners and strengthen the potential for cultural tourism growth.
- Implement a comprehensive domestic touring programme focused on national, regional and all ages audiences to support artists; music venues and live music infrastructure; music workers, technicians and crew; and grow the pipeline of export ready artists for the years to come.
- Engage with all relevant ministries and policy units to ensure New Zealand music has a voice when government is devising best practice and fit for purpose policy and regulations – particularly for emerging technologies and copyright – to enhance the economic potential of our sector in the future.
- Support greater integration of music from Aotearoa across the primary and secondary school system in programmes, teacher training and resources to enhance education outcomes for our young people; and the development of more musicians, music professionals and audiences of the future.

Our Strategic Focus
Tō Mātou Rautaki Whakaarotau

More artists, audiences, sustainable businesses & export ready practitioners

A strong base of music education and opportunities for young people will grow the audience for local music and lead to a larger pool of emerging artists and professionals, upskilling and training for sustainable careers.

This will ensure a pipeline of export ready New Zealand artists and music businesses, both now and in the future, taking their music to the world.

Our strategy of support and strengthening the local industry is focused towards the target of doubling the value of the music sector in Aotearoa.



Our Strategic Focus
Tō Mātou Rautaki Whakaarotau

Education, Development & Export for Music in Aotearoa

Education

We will work with the NZ education system to provide support for building the artists, audiences and practitioners of the future.

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.

Export

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

Our Goals
O Mātou Whainga

Education, Development & Export for Music in Aotearoa

GOAL 1
Education

More artists, audiences and practitioners of the future.

GOAL 2
Development

NZ artists and music businesses grow sustainable careers.

GOAL 3
Export

Music from Aotearoa thrives in the international music environment.

Our Goals
O Mātou Whainga

GOAL 1 - Education
More artists, audiences and practitioners of the future.

Strategy

Deliver educational opportunities and resources to young people for greater engagement with music.

Outcomes

- More school-based music opportunities are provided for young people.
- An increased number of young people attain contemporary music based NCEA results.
- Young people are encouraged and empowered to make music part of their lives.

GOAL 2 - Development
NZ artists and music businesses grow sustainable careers.

Strategy

Implement & collaborate with partners to grow the skill base, employment and sustainability of the music sector across Aotearoa.

Outcomes

- More opportunities are provided for developing music skills in Aotearoa.
- 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 3 - Export
Music from Aotearoa thrives in the international music environment.

Strategy

Invest in 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.

Our Contribution
Tō Mātou Tākohatanga

The Music Commission's initiatives and projects make a direct positive contribution towards *Amplify: A Creative and Cultural Strategy for New Zealand 2025–2030* and the Manatū Taonga Ministry for Culture and Heritage strategic outcomes & priorities for arts and culture in Aotearoa.

Our Contribution
Tō Mātou Tākohatanga

Amplify - A Creative and Cultural Strategy for New Zealand
Music Commission Contribution to Amplify – Pillar 1 Investing for Maximum Impact

Music Commission Goal 1: Education
More artists, audiences and practitioners of the future.
Deliver educational opportunities and resources to young people for greater engagement with music.

CONTRIBUTES TOWARDS

Amplify Pillars & Actions:

1.2 Leverage alternative funding sources for the sector to support sector sustainability and provide more jobs and opportunities for creative practitioners

1.3 Work across government to enable the creative and cultural sectors to support social outcomes, for example providing support for people experiencing mental health challenges and those at-risk of entering the youth justice system

1.7 Support the growth and accompanying economic benefit of creative opportunities in the regions

Music Commission Goal 2: Development
NZ artists and music businesses grow sustainable careers.
Implement & collaborate with partners to grow the skill base, employment and sustainability of the music sector across Aotearoa.

CONTRIBUTES TOWARDS

Amplify Pillars & Actions:

1.2 Leverage alternative funding sources for the sector to support sector sustainability and provide more jobs and opportunities for creative practitioners

1.5 Develop a research programme to strengthen the evidence base for the creative and cultural sectors, to ensure funding and policy decisions are well-informed demonstrate the sector's value to decision-makers

1.6 Partner with the creative and cultural sectors, local government, and Māori to strengthen infrastructure for the health and sustainability of arts, culture and heritage

Music Commission Goal 3: Export
Music from Aotearoa thrives in the international music environment.
Invest in artists, upskilling opportunities and collaborations to take NZ music to the world.

CONTRIBUTES TOWARDS

Amplify Pillars & Actions:

1.2 Leverage alternative funding sources for the sector to support sector sustainability and provide more jobs and opportunities for creative practitioners

1.4 Grow creative exports and cultural tourism to attract more high-quality foreign direct investment into the sector and facilitate new opportunities for creative career development

1.6 Partner with the creative and cultural sectors, local government, and Māori to strengthen infrastructure for the health and sustainability of arts, culture and heritage

Our Contribution
Tō Mātou Tākohatanga

Amplify - A Creative and Cultural Strategy for New Zealand
Music Commission Contribution to Amplify – Pillar 2 Nurturing Talent

Music Commission Goal 1: Education
More artists, audiences and practitioners of the future.
Deliver educational opportunities and resources to young people for greater engagement with music.

CONTRIBUTES TOWARDS

Amplify Pillars & Actions:

2.1 Develop a creative education work programme that increases learners' exposure to New Zealand creative and cultural activity through the curriculum and curriculum supports, and develops the foundational creative skills necessary for a sustainable cultural talent pipeline

2.2 Ensure the tertiary education system and on-job training are meeting industry skill needs and can support the sectors' contribution to economic growth

Music Commission Goal 2: Development
NZ artists and music businesses grow sustainable careers.
Implement & collaborate with partners to grow the skill base, employment and sustainability of the music sector across Aotearoa.

CONTRIBUTES TOWARDS

Amplify Pillars & Actions:

2.3 Promote the sustainable development of the cultural system by supporting succession planning for specialist roles

2.4 Improve the sustainability of key creative and cultural sector infrastructure; with a focus on institutions that support the talent pipeline by providing career entry and early-mid career opportunities

2.5 Provide capability training for creative and cultural organisations' leaders and governors, including in supporting their organisations to be financially stable, grow audiences and diversify funding

Music Commission Goal 3: Export
Music from Aotearoa thrives in the international music environment.
Invest in artists, upskilling opportunities and collaborations to take NZ music to the world.

CONTRIBUTES TOWARDS

Amplify Pillars & Actions:

2.5 Provide capability training for creative and cultural organisations' leaders and governors, including in supporting their organisations to be financially stable, grow audiences and diversify funding

Our Contribution
Tō Mātou Tākohatanga

Amplify - A Creative and Cultural Strategy for New Zealand
Music Commission Contribution to Amplify – Pillar 3 Reducing Barriers to Growth

Music Commission Goal 1: Education
More artists, audiences and practitioners of the future. Music Commission Work Programme 2026-2027:
Deliver educational opportunities and resources to young people for greater engagement with music.

CONTRIBUTES TOWARDS

Amplify Pillars & Actions:

3.5 Support the creative and cultural sectors' uptake of new technology, including responsible use and development of AI and accessibility technology

Music Commission Goal 2: Development
NZ artists and music businesses grow sustainable careers.
Implement & collaborate with partners to grow the skill base, employment and sustainability of the music sector across Aotearoa.

CONTRIBUTES TOWARDS

Amplify Pillars & Actions:

3.1 Work across government to identify and update regulation that limits the creative and cultural sectors' ability to operate, earn and grow

3.4 Offer creative and cultural practitioners the tools needed to support & develop careers & practices

3.5 Support the creative and cultural sectors' uptake of new technology, including responsible use and development of AI and accessibility technology

Music Commission Goal 3: Export
Music from Aotearoa thrives in the international music environment.
Invest in artists, upskilling opportunities and collaborations to take NZ music to the world.

CONTRIBUTES TOWARDS

Amplify Pillars & Actions:

3.1 Work across government to identify and update regulation that limits the creative and cultural sectors' ability to operate, earn and grow

3.4 Offer creative and cultural practitioners the tools needed to support and develop their careers and practices

3.5 Support the creative and cultural sectors' uptake of new technology, including responsible use and development of AI and accessibility technology

Our Contribution
Tō Mātou Tākohatanga

Music Commission Goal 1: Education
More artists, audiences and practitioners of the future.
Deliver educational opportunities and resources to young people for greater engagement with music.

CONTRIBUTES TOWARDS

Ministry outcome:
Higher cultural participation rates in targeted communities.

Strategic priority: Increasing active participation.

Active participation in arts, culture, heritage and media is linked to a number of areas of social and economic impact, including social inclusion, education, innovation, wellbeing and health.

Music Commission Goal 2: Development
NZ artists and music businesses grow sustainable careers.
Implement & collaborate with partners to grow the skill base, employment and sustainability of the music sector across Aotearoa.

CONTRIBUTES TOWARDS

Ministry outcome:
Inclusive and reflective cultural system.

Strategic priority: Increasing understanding of our unique identity.

By understanding and valuing the nation's stories, we can help foster a common sense of who we are and encourage people to connect and meaningfully engage with each other, their communities and society.

Music Commission Goal 3: Export
Music from Aotearoa thrives in the international music environment.
Invest in artists, upskilling opportunities and collaborations to take NZ music to the world.

CONTRIBUTES TOWARDS

Ministry outcome:
The cultural system is sustainable and resilient.

Strategic priority: Strengthening the cultural system.

Our cultural system contributes to innovation and economic prosperity, boosts tourism and trade, grows highly-skilled, world-class talent, contributes to social unity and plays a crucial role in supporting democracy and our way of life in Aotearoa New Zealand.

Our Partners
O Mātou Hoa Pakihi

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.

Our Partners
O Mātou Hoa Pakihi

As part of this programme of working collectively, the Music Commission brings together representatives from sector organisations on an annual basis for a day-long strategy and collaboration meeting – looking at the key priorities for the coming year for each organisation and discussing where we can partner for programmes and projects.

Additionally, since early 2020 the Music Commission has hosted a group comprising the majority of organisations listed below for bi-weekly online hui. Originating from the early stages of the Covid-19 pandemic, this was the vehicle for the music organisations to share timely information, strategies and developments to support those in the music sector; and for the Music Commission to provide advice back to the government and Manatū Taonga.

It proved a very useful forum for connection and collaboration for the group and the 'Music Org Hui' has been maintained, meeting every second week (except in the case of urgent action being required, for example around the Auckland Anniversary Floods and Cyclone Gabrielle).

The Music Commission continues to chair the fortnightly Music Org Hui.

APRA AMCOS
Creative New Zealand
Independent Music NZ
Independent Music Venues Aotearoa
Manatū Taonga | Ministry For Culture and Heritage
Māori Music Industry Collective
MENZA
Ministry of Education
MMF Aotearoa
MusicHelps
Music Production Guild Aotearoa
Nz On Air
Play It Strange
Recorded Music NZ
Smokefree Rockquest & Tangata Beats
Soundcheck Aotearoa
SOUNZ
Te Māngai Pāho

Our Projects
O Mātou Kaupapa Matua

The Music Commission's strategic direction is focused on achieving its Mission through undertaking work across our projects and initiative result areas.

The key projects outlined in this section, will contribute to our Mission, the pillars of *Amplify – A Creative and Cultural Strategy* and the Manatū Taonga Ministry for Culture and Heritage strategic outcomes.

Our Projects
O Mātou Kaupapa Matua

GOAL 1 - Education
More artists, audiences and practitioners of the future.

- Operating the Musicians Mentoring in Schools Programme
- Operating the Bands Mentoring in Schools Programme
- Producing resources for secondary schools
- Operating the Gig Starters all ages shows initiative.

GOAL 2 - Development
NZ artists and music businesses grow sustainable careers.

- Supporting the Music Managers Forum Aotearoa (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
- Supporting an inclusive and safe music sector through working with national music organisations including the Māori Music Industry Collective and SoundCheck Aotearoa
- Contributing toward & publishing research on the economic value of the music industry
- Organising NZ Music Month
- Supporting significant cultural recognition events – Pacific Music Awards, the Taite Music Prize and the Student Radio Awards.

GOAL 3 - Export
Music from Aotearoa thrives in the international music environment.

- Operating the Outward Sound Programme
- Coordinating and managing the representation of NZ music at international music trade events – e.g. The Great Escape, BIGSOUND, Folk Alliance International and SXSW
- Producing the Going Global Music Summit in partnership with IMNZ
- Providing networking opportunities for NZ music businesses with international counterparts
- Facilitating Master Classes and upskilling opportunities for offshore business growth.

Our Initiatives
Ko Tauākī o te Mahinga Mahi

Our Initiatives
Ko Tauākī o te Mahinga Mahi

Goal 1 - Education
More artists, audience and practitioners of the future.

Initiative 1
Musicians Mentoring & Bands Mentoring in Schools Programmes.

TARGET	OUTPUTS	MEASUREMENTS
600 hours of Musician Mentoring are delivered in the year. **BUDGET** ($000) 345	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. Participants in the Smokefreerockquest programmes will be assisted to develop their live performance and event management skills through partnering them with a professional band that provides support, and shares their experiences and knowledge. This initiative is primarily funded through the Ministry of Education via two Funding Agreements.	600 hours delivered of Musician Mentoring. 40 Schools participate in Bands Mentoring. 85% of participants rate the Programmes as having a positive or strong influence in the intended result areas.

Our Initiatives
Ko Tauākī o te Mahinga Mahi

Goal 2 - Development
NZ artists and music businesses grow sustainable careers.

Initiative 2
Support Independent Music New Zealand (IMNZ) and the Music Managers Forum (MMF).

TARGET

The paid membership of IMNZ and the MMF remains stable or increases in the year.

BUDGET ($000)

280

OUTPUTS

Providing support to independent music companies via IMNZ and professional artist managers through the MMF enables the delivery of important industry support and professional development initiatives for the benefit of the wider industry.

MEASUREMENTS

The paid membership of IMNZ remains stable or grows.

The paid membership of the MMF remains stable or grows.

The MMF and IMNZ will provide services, including an upskilling schedule taking into account membership surveys and feedback, to benefit both their memberships and the wider industry.

Our Initiatives
Ko Tauākī o te Mahinga Mahi

Goal 2 - Development
NZ artists and music businesses grow sustainable careers.

Initiative 3
Delivering professional development opportunities, useful information & resources for the NZ music sector.

TARGET

A minimum of eight upskilling events, twelve Intern placements and four partnerships occur or support agreements occur annually.

BUDGET ($000)

362

OUTPUTS

Delivering an Industry Internship Programme will provide practical training and develop the knowledge, networks and career potential for the interns, whilst providing support and new perspectives and for host organisations.

Supporting and participating in upskilling events across NZ, from grassroots learning through to higher professional development opportunities, and producing practical information and resources - with a focus on domestic touring capability - will provide industry practitioners with useful and high-quality information.

Facilitating the collection of data relevant to the NZ music industry will provide the industry (and the Music Commission) with important knowledge about the economic performance of the industry and trends in the music sector.

Working in partnership and supporting other organisations to deliver resources and benefits for the music sector will provide opportunities and infrastructure for the overall health and development of contemporary music in Aotearoa.

MEASUREMENTS

That a minimum of twelve Intern placements occur per annum.

A minimum of eight upskilling events occur annually.

A quantifiable figure of the financial value of NZ music is published annually.

Provide services including the May Book and a free legal advice service.

At least 85% of professional development participants rate the initiatives as good or excellent.

Our Initiatives
Ko Tauākī o te Mahinga Mahi

Goal 2 - Development
NZ artists and music businesses grow sustainable careers.

Initiative 4
NZ Music Month.

TARGET

More than 1,000 NZ music performances, events and activities occur nationwide during May.

BUDGET ($000)

75

OUTPUTS

Promotional activities lead to increased coverage celebrating NZ music and the people who create it.

The purpose of NZ Music Month is to grow awareness of NZ artists, encourage discovery of new local music, and encourage growth for NZ music businesses and artist's audiences across Aotearoa.

MEASUREMENTS

NZ Music Month continues to attract public support as evidenced through the number of NZ music performances, events, promotions and activities nationwide during May.

Engagement grows as shown through a combination of social media / analytic data.

Our Initiatives
Ko Tauākī o te Mahinga Mahi

Goal 2 - Development
NZ artists and music businesses grow sustainable careers.

Initiative 5
Celebrating Contemporary Music Achievements.

TARGET

Three culturally significant events are supported in the year.

BUDGET ($000)

18

OUTPUTS

Supporting events that celebrate excellence in Pacific music, independent music, and the Student Radio music community will showcase to the public the importance of their contribution to the contemporary popular music industry.

MEASUREMENTS

That three events occur annually – specifically the Pacific Music Awards, the Taite Music Prize and the Student Radio Network Awards – and continue to be recognised as culturally significant events.

That the four events produce positive media results and provide recognition and coverage for these significant parts of the sector.

Our Initiatives
Ko Tauākī o te Mahinga Mahi

Goal 3 - Export
Music from Aotearoa thrives in the international music environment.

Initiative 6
Operation of the Outward Sound Programme.

TARGET

100% of projects demonstrate capability to achieve increased overseas earnings.

Four funding rounds are held in the year.

BUDGET ($000)

600

OUTPUTS

Through providing a robust grants assistance programme that invests up to 50% of costs for representatives or artists to undertake offshore 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.

MEASUREMENTS

Four funding rounds are held annually and independent audits are undertaken for a minimum of four completed projects.

100% of international marketing projects provided with matching funds through Outward Sound have robust plans and demonstrate capability to achieve increased overseas earnings, as assessed by an industry advisory group.

A stable or growing percentage of Outward Sound recipients offered subsequent international opportunities & receive greater coverage and engagement.

Four applicants take part in a survey to assess the funding process and management of the programme.

Our Initiatives
Ko Tauākī o te Mahinga Mahi

Goal 3 - Export
Music from Aotearoa thrives in the international music environment.

Initiative 7
Coordinating and managing the representation of NZ music at strategically identified international music trade events.

TARGET

A minimum of four international trade events host NZ participants in the year.

BUDGET ($000)

200

OUTPUTS

The offshore business potential for NZ music businesses will be increased through a coordinated, professional and territory-relevant national representation promoting New Zealand as a source of repertoire.

These trade events may include The Great Escape, BIGSOUND, Primavera Pro, Folk Alliance International, the International Indigenous Music Summit, WOMEX and SXSW.

MEASUREMENTS

Positive results are gained by a growing or stable percentage of NZ music businesses (including artists) that attend music markets or trade fairs to showcase artists and promote NZ as a source of repertoire.

A minimum of four international trade events host a NZ presence.

Our Initiatives
Ko Tauākī o te Mahinga Mahi

Goal 3 - Export
Music from Aotearoa thrives in the international music environment.

Initiative 8
Creating access to offshore expertise, networks and upskilling.

TARGET	OUTPUTS	MEASUREMENTS
At least 20 international professionals participate in the Going Global Music Summit. **BUDGET** ($000) 50	Facilitating opportunities for international specialists to pass on knowledge to local music businesses via seminars and networking opportunities will enable NZ artists and professionals to make more informed plans and decisions with regard to overseas market initiatives, improving their chances of success. Participation in upskilling or networking opportunities annually, both in New Zealand and offshore, provides useful information and contacts for NZ music businesses.	At least 80 NZ music professionals participate per annum. At least 20 international professionals participate per annum. At least 85% of participants surveyed rate their satisfaction with events as good or excellent.

Our Organisation
Tō Mātou Pakihi

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 three senior managers – the International Manager, the Education Manager and the Finance Manager.

The Music Commission will deliver its programme of work with 8.1 FTE staff members, comprising five full-time staff and five part-time members of the team. Additional support will be contracted in when necessary.

Organisational Health & Capability Goals
Te Hauora Me Te Āheinga O Te Whakahaere

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 2

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.

Organisational Health & Capability Goals
Te Hauora Me Te Āheinga O Te Whakahaere

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.

Our Financial Forecast
Te Tahua Pūtea

Our Financial Forecast
Te Tahua Pūtea

Financial Forecast to 30 June 2026
Balance Sheet
for the year to 30 June 2026

	JUNE 2025	JUNE 2026
Working Capital		
Cash and Investments	1,174,413	805,095
Receivables	197,543	156,384
Prepayments	11,628	8,197
	1,383,584	**969,676**
Less		
Payables & Accruals	(573,199)	(599,338)
Income In Advance	(445,833)	(18,907)
GST	9,771	16,802
Taxation	22,066	12,710
	(987,196)	(588,733)
Net Working Capital:	**396,388**	**380,943**
Non Current Assets		
Fixed Assets	6,614	13,341
Preliminary Expenses	-	-
Outward Sound Set Up Costs	-	-
Deferred Tax	41,557	41,670
	48,171	55,011
	444,559	**435,954**
Represented by:		
Retained Earnings	471,969	444,559
Prior Year Adjustment	-	-
Net Profit	(27,410)	(8,605)
	444,559	**435,954**
	(1)	0
FIXED ASSETS		
Assets at Cost; PRIOR YEAR	111,360	105,363
Purchases/(Sales) - Prior Months		11,800
Purchases/(Sales) - Current Year	564	-
Disposals	(6,561)	-
	105,363	**117,163**
Accum Depreciation: PRIOR YEAR	(102,347)	(98,750)
Depreciation Expense - Prior Months	-	-
Depreciation Expense - Current Year	(2,964)	(5,073)
Disposals	6,561	-
	(98,750)	**(103,823)**
Fixed Assets	**6,614**	**13,341**

Our Financial Forecast
Te Tahua Pūtea

Financial Forecast to 30 June 2026
Cashflow
for the year to 30 June 2026

	JUNE 2025	JUNE 2026
Net Profit Before Tax (Inclusive of Non Deductible)	(27,410)	(8,605)
Depreciation/Amortisation/Loss on Disposal	2,964	5,073
Decrease / (Increase) in Receivables	(10,297)	41,159
Decrease / (Increase) in Prepayments	500	3,431
Decrease / (Increase) in Intangible Assets	-	-
Decrease / (Increase) in Deferred Tax	(7,586)	(113)
Increase / (Decrease) in Payables / Accruals	(353,719)	26,134
Increase / (Decrease) in GST	46,855	(7,026)
Decrease / (Increase) in Income in Advance	(195,119)	(426,927)
Decrease / (Increase) in Taxation	13,923	9,356
Prior Year Adjustment (Retained Earnings)	-	-
Operating Cashflow:	(529,887)	(357,518)
Purchase of Fixed Assets	(564)	(11,800)
Movement in Cash:	(530,451)	(369,318)
SOURCE AND APPLICATION OF FUNDS STATEMENT		
The Bank started at (01/07/25)	1,704,864	1,174,413
Cash was received from:		
Grants, donations and other income	2,631,814	2,624,413
Long Term Assets/Deferred Tax	-	-
Taxation	13,923	9,356
GST	46,855	-
	2,692,593	2,633,770
Cash was applied to:		
Expenses (Including Non Deductible)	(3,214,894)	(2,984,148)
Long Term Assets/Deferred Tax	(7,586)	(113)
Taxation	-	-
Fixed Assets	(564)	(11,800)
GST	-	(7,026)
	(3,223,044)	(3,003,087)
The Bank Closed at (30/06/26)	1,174,413	805,095
Memo:		
Cash Received	2,692,593	2,633,770
Cash Applied	(3,223,044)	(3,003,087)
Movement in Cash:	(530,451)	(369,318)

Our Financial Forecast
Te Tahua Pūtea

Financial Forecast to 30 June 2026
Surplus Funds
for the year to 30 June 2026

Music Commission Cash In Bank - 30 June 2026	805,095
Less:	
Accounts Payable - 30 JUNE 2026	(582,535)
Taxation - 30 JUNE 2026	-
Income In Advance - 30 JUNE 2026	(18,907)
Plus:	
Accounts Receivable - 30 JUNE 2026	156,384
Taxation - 30 JUNE 2026	12,710
MUSIC COMMISSION NET SURPLUS FUNDS	**372,746**

Music Commission Net Surplus Funds Analysis

Surplus Funds	372,746
Made up of:	
2024-25 Surplus Funds Brought Forward	384,759
2025-26 Net Profit / (Loss) - MCH Funded	69,594
2025-26 Education - MCH Funded	(78,200)
2025-26 Outward Sound - MCH Funded	-
+ 2025-26 Non Cash Expenditure (Depreciation)	5,073
Less Capital Expenditure	(11,800)
Movement in Deferred Taxation	(113)
Movement in Income in Advance	-
Movement in Prepayments & Long Term Assets	3,431
MUSIC COMMISSION NET SURPLUS FUNDS	**372,744**

Our Financial Forecast
Te Tahua Pūtea

Financial Forecast to 30 June 2026
Total Summary by Department
for the year to 30 June 2026

	FIRST QUARTER	SECOND QUARTER	THIRD QUARTER	FOURTH QUARTER	BUDGET 2026	REFORECAST 2025	VARIANCE
INCOME							
Domestic	310,002	319,337	319,739	783,154	1,732,232	1,546,015	186,217
Education	-	133,500	-	133,500	267,000	267,000	-
International	102,737	102,737	102,737	102,737	410,949	424,215	(13,266)
Outward Sound	150,000	150,000	150,000	150,000	600,000	600,000	-
Total Income	**562,739**	**705,574**	**572,477**	**1,169,392**	**3,010,181**	**2,837,230**	**172,951**
EXPENSES (Including Non Deductible)							
Domestic	587,853	333,934	295,035	445,930	1,662,752	1,512,441	(150,311)
Education	59,276	107,346	50,841	127,737	345,200	305,834	(39,365)
International	59,280	47,237	145,179	159,253	410,949	379,033	(31,916)
Outward Sound	150,000	150,000	150,000	150,000	600,000	674,917	74,917
Total Expenses	**856,409**	**638,517**	**641,054**	**882,919**	**3,018,900**	**2,872,225**	**(146,675)**
Profit / (Loss) Inclusive Non Deductible	(293,670)	67,057	(68,578)	286,472	(8,719)	(34,995)	26,276
Taxation	-	-	-	(113)	(113)	(7,585)	(7,472)
NET Profit / (Loss)	**(293,670)**	**67,057**	**(68,578)**	**286,586**	**(8,605)**	**(27,410)**	**18,804**

Our People
O Mātou Tangata

Board of Trustees

Greg Bonnett - Chair
Business Affairs, BNZ Bank

Savina Fountain - Deputy Chair
Big Fan & Ignite Programme

Jeni Little
HOD Music, Hobsonville
Point Secondary School

Joel Tashkoff
Artist; Producer; Partner, Dominion Law

Nicole Thomas
NicNak PR & Management

Pip Laufiso
Education Adviser, Ministry of Education
& Co-chair, Te Mana hua Ake Charitable
Trust | Otago Polyfest

Sarah Owen
Māori Music Industry Collective

Zara Nichol - Board Intern
Recorded Music NZ

Staff

Cath Andersen - Chief Executive

Alan Holt - International Manager

Jessica Bailey - Education Manager

Vicki Walker - Finance Manager

Danya Yang - Content Lead

Rachel Ashby -
Capability Programmes Coordinator

Willa Cameron - Logistics & Support

Charlie Verberne - Projects & Events

Nicholas Lindstrom -
Education & Content Support

Nahal Ghamkhar - Administrator

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