Whakahiato Puoro o Aotearoa
Music Enriches Aotearoa

NEW ZEALAND MUSIC COMMISSION
TE REO REKA O AOTEAROA

Strategic Plan 2025 – 2029

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NEW ZEALAND MUSIC COMMISSION
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Our Environment
Tō Mātou Waahi Mahi

Introduction from the Chair

We are proud to embark on our new four-year strategic plan; our vision is Whakahiato Puoro o Aotearoa – Music enriches Aotearoa. As part of this process, we have spent time as a Board, with the Music Commission team, and the national music organisations looking to the future. We know we must advocate for the resources our industry deserves and the sustainable career pathways our artists need. Music is one of New Zealand's most powerful cultural and economic exports. We acknowledge that this requires partnership across government, industry, and the creative community. Together, we will unlock the full economic and cultural potential of New Zealand music.

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Our Environment
Tō Mātou Waahi Mahi

We will continue to focus on education, upskilling across the music sector, and supporting our artists to thrive globally. It is also important that we have strategic intentions which align with the Ministry for Culture and Heritage Manatū Taonga strategic outcome to amplify arts and culture to make New Zealand a global creative powerhouse.

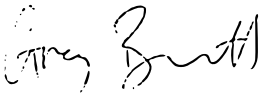
According to the PwC NZ Economic Contribution of the Music Industry 2023 report release late last year, New Zealand's music industry contributed $901 million to GDP in 2023, with overseas earnings estimated at $48 million. While this represents growth, it highlights opportunities which build on our traditional export strengths, and the wider creative sector's economic contribution. In 2024 New Zealand's creative sector's economic contribution was $16.3 billion, or 4.3% GDP to New Zealand's total economy.

We have a goal of doubling our music exports. When we consider that global recorded music revenues hit $29.6 billion in 2024, according to International Federation of the Phonographic Industry, with New Zealand recording music revenues growing by 7.8%, the international landscape presents our artists and music businesses unprecedented opportunities. Global streaming revenues exceeded $20 billion for the first time in 2024, with paid subscription users reaching 752 million globally. This digital revolution has democratised access to global audiences in ways that were unimaginable just a decade ago.

So, with global music revenues growing consistently across all regions, and streaming platforms creating direct pathways to international markets, New Zealand is uniquely positioned to continue to grow our cultural exports. Artists from Aotearoa already demonstrate this potential through individual success stories. This is underlined by growing demand for matched funding in the Outward Sound export programme, which last year received 177 applications for international activity for a combined total of over $3million - of which we were able to partially support 116 applications with our $600k annual budget. This was the highest volume and value of applications ever in the 20 years of the Outward Sound – 30% higher than the previous year, and double the requests received in 2018-2019 . The demand for growth is there to see.
Central to this strategic plan is addressing the fundamental challenge of artist and music business sustainability. Over the next four years musicians will be expected to compete in an increasingly sophisticated global industry including new markets with broader audiences. Our framework recognises that sustainable music careers require multiple revenue streams, professional development, and strategic international market entry. Through expanded programs like Outward Sound, enhanced funding for emerging technologies, and stronger industry partnerships, we will create an ecosystem where artistic excellence translates to economic viability.

This begins with providing educational opportunities and resources to young people for formative engagement with music. Development opportunities through internships to grow the skill base, employment and sustainability of the music sector across Aotearoa to develop export ready artists, implementing a domestic touring programme to grow national, regional, and all age audiences, and support for cultural events which reflect and celebrate our cultural heritage. Investment in music infrastructure, international market development, and artist professional development generates measurable returns in job creation, export revenue and cultural soft power.

The Music Commission, which is the only government-funded agency that takes a long term approach to the development of the New Zealand music industry, is proud of the initiatives in this new four year strategic plan which will translate into action, resources, and results for a thriving cultural and export sector.



Greg Bonnett
New Zealand Music Commission

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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

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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.

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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.

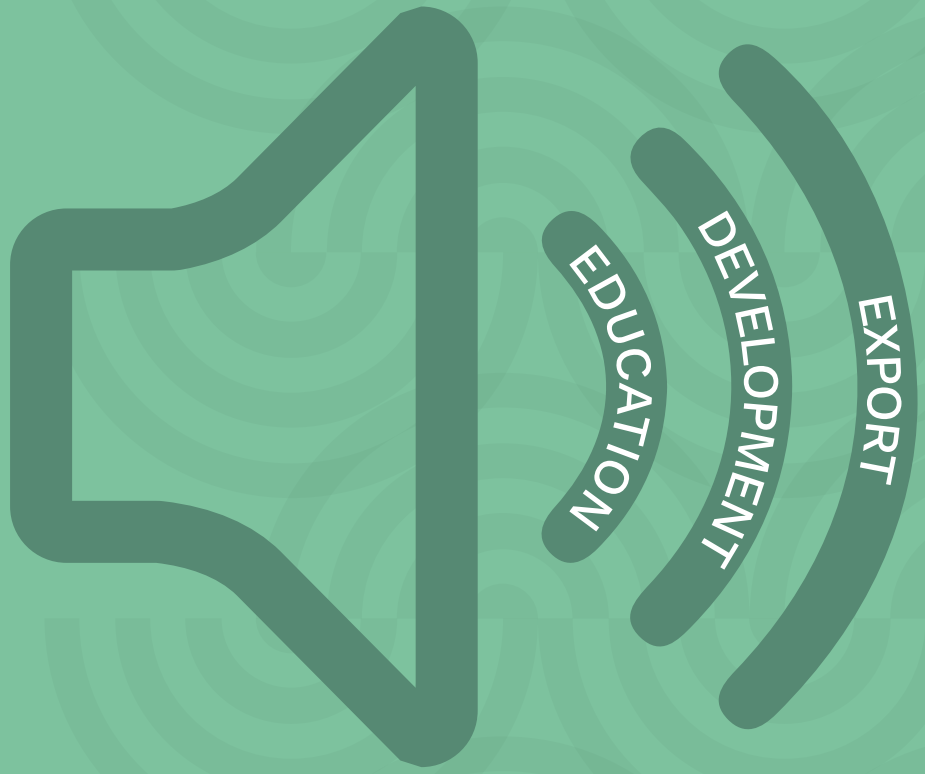
Our Strategic Focus
Tō Mātou Rautaki Whakaarotau

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.



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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.

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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 the Manatū Taonga Ministry for Culture and Heritage strategic outcomes & priorities for arts and culture in Aotearoa.

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Our Contribution
Tō Mātou Tākohatanga

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



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.

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



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.

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



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.

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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 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 outcomes.

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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 – Waiata Māori, 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.

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 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

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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