



Strategic Plan 2020 to 2025 Revised May 2020



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Forward to revised strategic plan – May 2020

The Covid-19 pandemic has radically changed the environment in which NZCF is currently operating and has had a fundamental impact on the activities of NZCF during 2020.

The primary immediate adverse effects of Covid-19 on the activities of NZCF have been:

- (1) the cancellation of the World Symposium on Choral Music, WSCM2020.*
- (2) the cancellation of The Big Sing in 2020 and potential cancellation of The Kids Sing in 2020.*
- (3) the inability of choirs, during Covid-19 Alert Level 4, 3 and to a major extent Alert Level 2, to rehearse and perform.*

The primary short- to medium-term focus of this revised strategic plan is to respond to Covid-19 in the most effective way possible in relation to our Vision, Mission, Values and Goals. NZCF intends to review this strategic plan at the end of 2020, when it is hoped that conditions for the following 24 months will be clearer.

This strategic plan should therefore be regarded as an interim plan which is likely to be subject to revision within the next 12 months after May 2020, so as to achieve maximum progress towards our Vision, Mission and Goals.

Our Vision

New Zealand as a singing nation

Our Mission

- To enable, encourage and facilitate group singing in all its forms
- To enhance our communities through the benefits of group singing
- To promote excellence, professionalism and broad participation in choral music-making in New Zealand
- To provide support and training for choral professionals to improve their own skills, as well as assist others
- To identify and nurture the next generation of choral singers and conductors
- To provide opportunities for New Zealand composers to have their works performed in public, both in New Zealand and overseas
- To provide access to national and international skilled clinicians for choral singers from all regions of New Zealand

Our Values

Participation – we are passionate about providing opportunities for New Zealanders to participate in the arts and to experience the health and wellbeing benefits of group singing

Inclusiveness – we support choirs, singers and conductors of all backgrounds and abilities

Diversity – we celebrate the increasing diversity of Aotearoa New Zealand

Excellence – we encourage and enable excellence in choral performance

Collaboration – we work with New Zealand choirs and other arts organisations to stimulate excellence and achievement

Identity – we seek to promote New Zealand music and encourage its inclusion

Innovation - we actively seek new ways to engage the choral community and are open to new ideas and initiatives

Integrity – we act with honesty and transparency

Our Goals

Goal 1: Service quality

To sustain and develop the quality of service delivered to our community

Priorities for 2020-2025:

- Refine processes for assessing achievement of service quality objectives
- Effective governance and management practices
- Effective communication between NZCF National and regional branches to ensure consistency of service quality and delivery
- Optimise the legacy of the WSCM2020 project¹
- Support, facilitate and recognise excellence in choral singing in New Zealand.

Activities contributing to this Goal

- Survey our membership regularly to determine the appeal and demand for NZCF activities, and identify the need for new initiatives, including in particular responses to Covid-19 and to both challenges and opportunities that Covid-19 presents
- Survey practitioners and participants in our annual activities to identify potential improvements to service quality and delivery
- Regular review of governance and management policies and procedures
- Annual review of strategic and business plans
- Regular meetings and teleconferences with regional chairs
- Continue to maintain, update and upgrade our website
- Development of resources that are relevant to the needs of our community
- Support, oversee and enable Symposium 2020 Ltd in maximizing the potential of the identified short-, medium- and long-term projects to achieve their legacy objectives in relation to the WSCM2020 project
- Change to Patronbase as NZCF's CRM database.

Goal 2: Stakeholder engagement

To work with our partners and stakeholders to further the development of a dynamic choral music community in New Zealand

Priorities for 2020-2025:

- Effective, engaging, regular and relevant communication with our membership and volunteers

¹ The NZCF was to have held the 12th IFCM World Symposium on Choral Music (“WSCM2020”) in Auckland in July 2020. A substantial amount of planning, preparation and resource was expended on WSCM 2020 over several years. With great sadness, NZCF was forced to cancel WSCM2020 due to COVID-19. However, despite this cancellation, NZCF considers that significant legacy opportunities arise from the WSCM2020 project.

- Develop appropriate responses to the NZCF member survey that consider the expressed needs of our community
- Engaging choral directors and the wider choral community through the legacy projects from the WSCM2020 project
- Successful management of Tōtara status with Creative New Zealand
- Maintenance of current funding level from Ministry of Youth Development

Activities contributing to this Goal

- Monthly eBreve; regular updating and upgrading of our website; expansion of reach and activity on our social media channels, find means of sending eBreve to individual choir members.
- Articulating the legacy benefits of the WSCM2020 project and supporting the identified legacy projects
- Developing revised performance measures for NZCF that reflect the priorities of our major funders (CNZ & MYD)
- Approaching potential partners regarding new and relevant support for the Auahi Kore Award
- Initiating activities that respond to the new (Covid-19) environment including the Virtual Sing, TBS You Tube Channel, and relevant Community choir activities (eg outdoor Singfests)

Goal 3: Membership development

To engage and grow our membership

Priorities for 2020-2025:

- To continue to offer valuable experiences and opportunities to our members
- To develop a strategy to increase the number of member choirs and individual members
- To increase NZCF's visibility, status and profile
- To demonstrate and better articulate the value of NZCF membership
- To encourage youth involvement in national and regional governance and organisation

Activities contributing to this Goal

- Establishment and support of new NZCF regions in Nelson/Marlborough and Northland
- An interactive survey of members to determine benefits and activities they would like NZCF to offer both in the short term (in response to Covid-19) and longer term.
- Facilitating the establishment of a Parliamentary choir and development of resources to support and encourage other workplace choirs throughout NZ, with a website resource as a starting point
- Respond to Covid-19 in a way that attracts, engages and retains members with relevant support and initiatives, and promote/publicise NZCF's role wherever possible

Goal 4: Diversity and reach

To encourage and facilitate participation in choral music among people from diverse backgrounds and communities across New Zealand

Priorities for 2020-2025:

- To encourage participation in regional TBS festivals from low-decile and ethnically diverse schools
- To engage with Te Matatini to explore possibilities for partnership
- To develop a strategy to encourage choral singing in primary schools
- To collect data on age/gender/ethnic identity of NZCF members and activity participants
- Extend the reach of TBS Finale experience to more choirs in the regions
- To extend the reach of NZCF regional activities to non-member and ethnic-based choirs

Activities contributing to this Goal

- To re-establish and support a Northland regional TBS in [2022](#)
- To survey non-TBS participant choirs in regions and low-decile areas to identify barriers to participation and how they might be overcome
- To grow the number of TKS festivals in the South Island
- To explore a partnership with MENZA in order to foster singing in primary schools
- To identify non-NZCF choirs, particularly ethnic-based choirs, in each NZCF region and to explore ways to reach out and include them in NZCF events
- A strong focus on ethnic-based community choirs at Sing Aotearoa 2022
- Collaboration with Indian Ink for choral involvement in regional tour of *Dirty Work*
- Support of and involvement in the 2021 South Auckland Choral Festival
- Support, oversee and enable Symposium 2020 Ltd in the *Matariki* legacy project.

Goal 5: Resilience

To ensure the New Zealand Choral Federation is a viable and sustainable organization

Priorities for 2020-2025:

- Maintaining a healthy level of financial reserves
- Diversifying funding sources
- Maintaining, expanding and diversifying volunteer base
- Increasing membership, especially young people
- Pro-active risk management
- Innovating with activities as required by Covid-19 environment.

Activities contributing to this Goal

- Identify and take part in capability training programmes
- Develop Risk and Opportunities Management policies and procedures
- Actively maintain relationships with funders
- Seek opportunities for new sponsors and partners
- Build on the existing reputational success of WSCM2020, to enhance the domestic and international status and profile of choral music in Aotearoa New Zealand
- Be nimble and responsive to opportunities for new activities eg Outdoor Singfests, Virtual Choirs.

Our people

Patron: Dame Patsy Reddy, Governor General GNZM QSO DSTJ

Governance Board: Juliet Dreaver (Chair), Michael Littlewood (Vice Chair), Toby Gee, Warwick Harvey, Megan Hurnard, Pete Rainey, David Squire, Robert Wiremu.

Chief Executive: Christine Argyle

Operations Manager: Cathryn Wyllie

Events Manager: Emma Billings

Accounts Manager: Jenni Prentice

National Big Sing Coordinator: Elizabeth Crayford

National Advisory Committee

NZCF Auckland: Penny Christiansen

NZCF Waikato/Bay of Plenty: Elizabeth Pilaar

NZCF East Coast: Alison Thomson

NZCF Manawatū/Whanganui: Roy Tankersley MNZM

NZCF Taranaki: Colin Bright

NZCF Wellington: Elizabeth Crayford

NZCF Nelson/Marlborough: Lucy Rainey

NZCF Canterbury/West Coast: Rosemary Fisher

NZCF Otago: Carole Randall

NZCF Southland: Christine McLeod

All of the above-mentioned are chairs of regional committees comprising seven to twelve people.

Volunteers

With the exception of the Chief Executive (the sole full-time employee), Operations Manager (part-time), the National Accountant, The Big Sing National Coordinator, and a few other ad hoc event coordinators, all of those listed above give their time to the NZCF without remuneration. In addition, several hundred committee members and volunteers throughout New Zealand give thousands of hours to the NZCF each year. Without this 'pro bono' support, the organisation simply could not continue to deliver its busy programme year after year.

Members

NZCF has over 20,000 members drawn from approximately 210 chamber/community choirs, 340 school choirs and 480 personal members spread across 10 regions of New Zealand Auckland; Waikato/Bay of Plenty; East Coast; Taranaki; Manawatu/Whanganui; Wellington; Nelson/Marlborough; Canterbury/West Coast; Otago; Southland.

Our key activities

THE BIG SING – the national secondary schools’ choral festivals, with approx. 10,000 singers aged 12 to 18 taking part in ten regional centres each year, plus 3 Cadenza Festivals and a National Finale

THE KIDS SING – primary and intermediate schools’ choral festivals for approx. 2,000 children aged 6 to 13 held in 7-10 centres each year.

NZCF SINGFEST – community and chamber choir festivals for youth and adult singers, held in five centres throughout the country.

FINE TUNING – professional workshops for 200 to 300 singers and their directors involved in The Big Sing that year.

GIVING DIRECTION – one-day workshops for around 50 choral conductors of youth, community or chamber choirs, held in five different centres each year.

PRIMARY GESTURES – one-day workshops for around 50 leaders of children’s choirs, held in five different centres each year (replaced by Primary Mentor training in 2020)

REGIONAL CHORAL WORKSHOPS– regionally-based short courses for singers and conductors, locally organised and held in up to nine centres each year

CHORAL CONNECT ‘21, ‘23 & ‘25 – a 3 to 4-day convention for approx. 100 choral directors held every two to three years in a different centre

SING AOTEAROA 2022 – NZCF's multi-cultural, multi-art triennial festival, bringing approx. 500 singers, conductors and composers from all over New Zealand to Rotorua for an intensive weekend of workshops, performances, forums and cultural exchange. Engagement with tangata whenua is a key component of the weekend.

Directions for growth

New and potential initiatives for 2020-2022 include:

PARLIAMENTARY CHOIR – a workplace choir initiative for MPs and parliamentary staff which crosses boundaries of hierarchy and political parties and promotes the concept of workplace choirs at the highest level.

WORKPLACE CHOIRS – the facilitation of workplace choirs around the country, promoting the benefits to staff of stress relief, improved well-being and collegiality.

WOMEN'S RUGBY WORLD CUP 2021 – delivery of national anthems on the field at all games, following the successful model of NZCF anthem choirs at the 2011 Rugby World Cup.