

THE MUSIC OPPORTUNITY

BUSINESS CASE

December 2019

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INTRODUCTION

At the RNZ Board meeting on 1 October 2019, management presented a proposal to launch a completely new and different music service. (This is available in full on Diligent)

This proposal was based on achieving two objectives:

- a) Firstly, the need for RNZ to extend its audience reach into under-served sectors of New Zealand, if it is to optimise its Charter performance and achieve its strategic goal of reaching one in two New Zealanders by 2022; AND
- b) Secondly, the need to address the under-performance of the current RNZ Concert service, in terms of both its audience reach and its operational efficiency.

By re-directing budget and resources presently allocated to RNZ Concert towards a new multi-platform, music-based service, with new content targeting younger New Zealanders, and especially Māori and Pacific Islanders, there is the opportunity to achieve both these objectives from this one initiative.

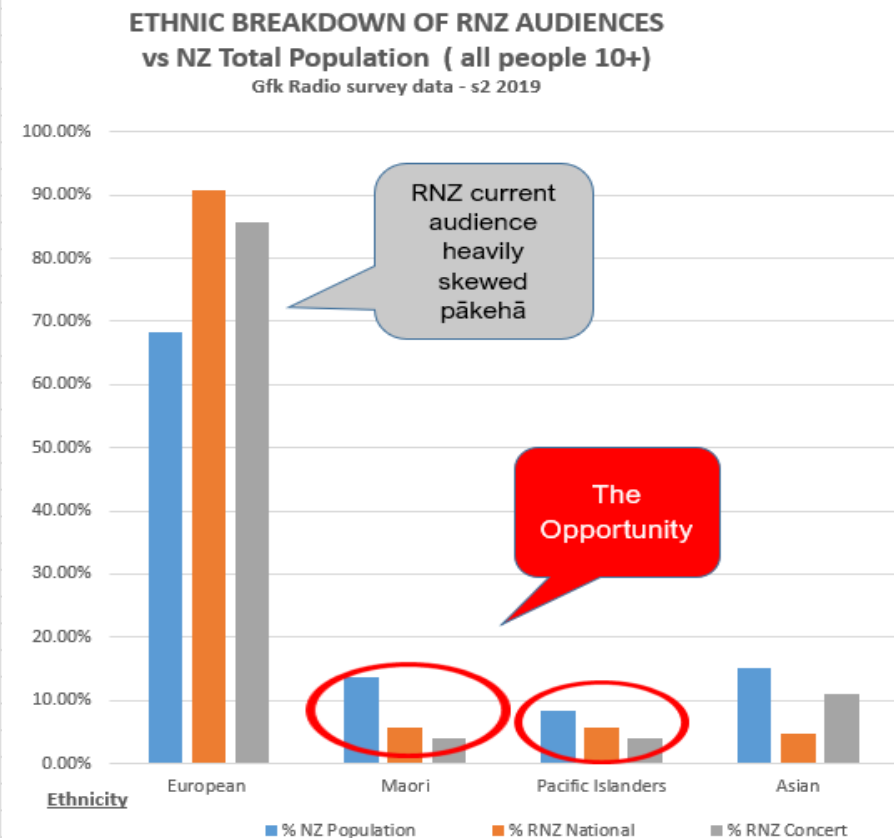
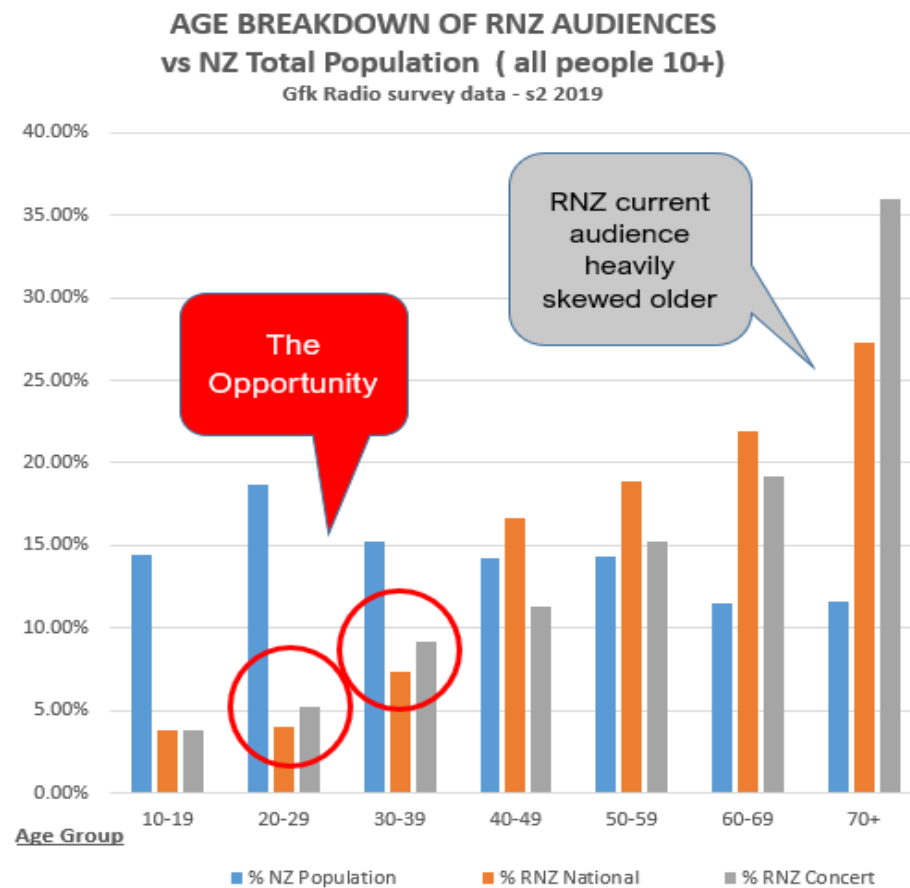
The Board recognised the potential for this proposal to greatly enhance delivery of its strategic and statutory objectives, and therefore supported the direction of the recommendations.

Given the potential impact on the current RNZ Concert service, its audiences and associated staff, the Board have asked for more detail on the implementation plan before fully endorsing the proposal.

The first paper set out the rationale for the change, and this paper, sets out in more detail how this proposal will be implemented.

THE OPPORTUNITY

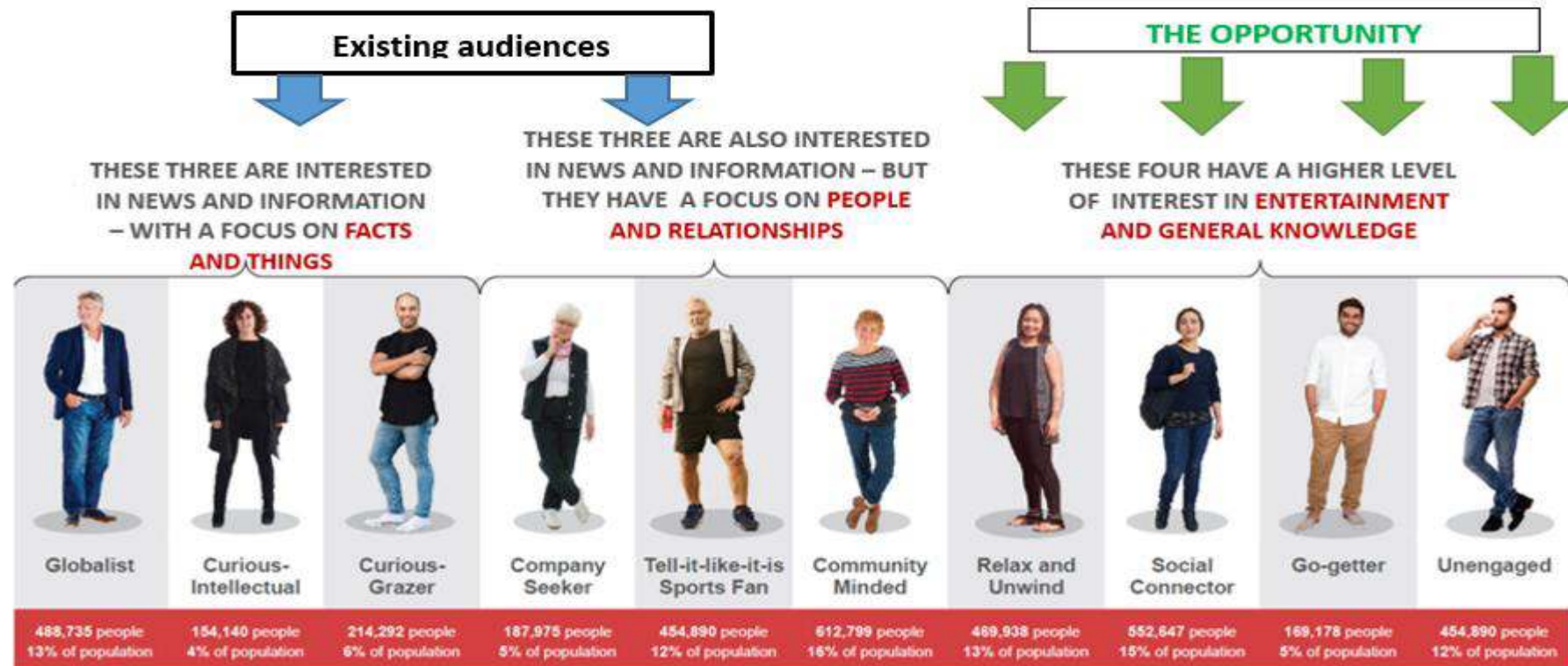
From any analysis of RNZ's current audiences, it is apparent that RNZ does very well meeting the needs of the older news-orientated, pākehā audiences, but RNZ is under-performing significantly with younger New Zealanders, and with non-pākehā communities. By directing more of its resources to these new audiences, there is an opportunity for RNZ to significantly increase its charter and strategic performance.



THE NEW AUDIENCE: Who are these new people RNZ is aiming to reach with this new service ?

Our latest segmentation research also tells us which sectors of the NZ population we already have an existing relationship with, and which sectors currently have low levels of awareness and/or interaction with RNZ services.

RNZ AUDIENCE SEGMENTS – THE 10 NEW ZEALANDERS



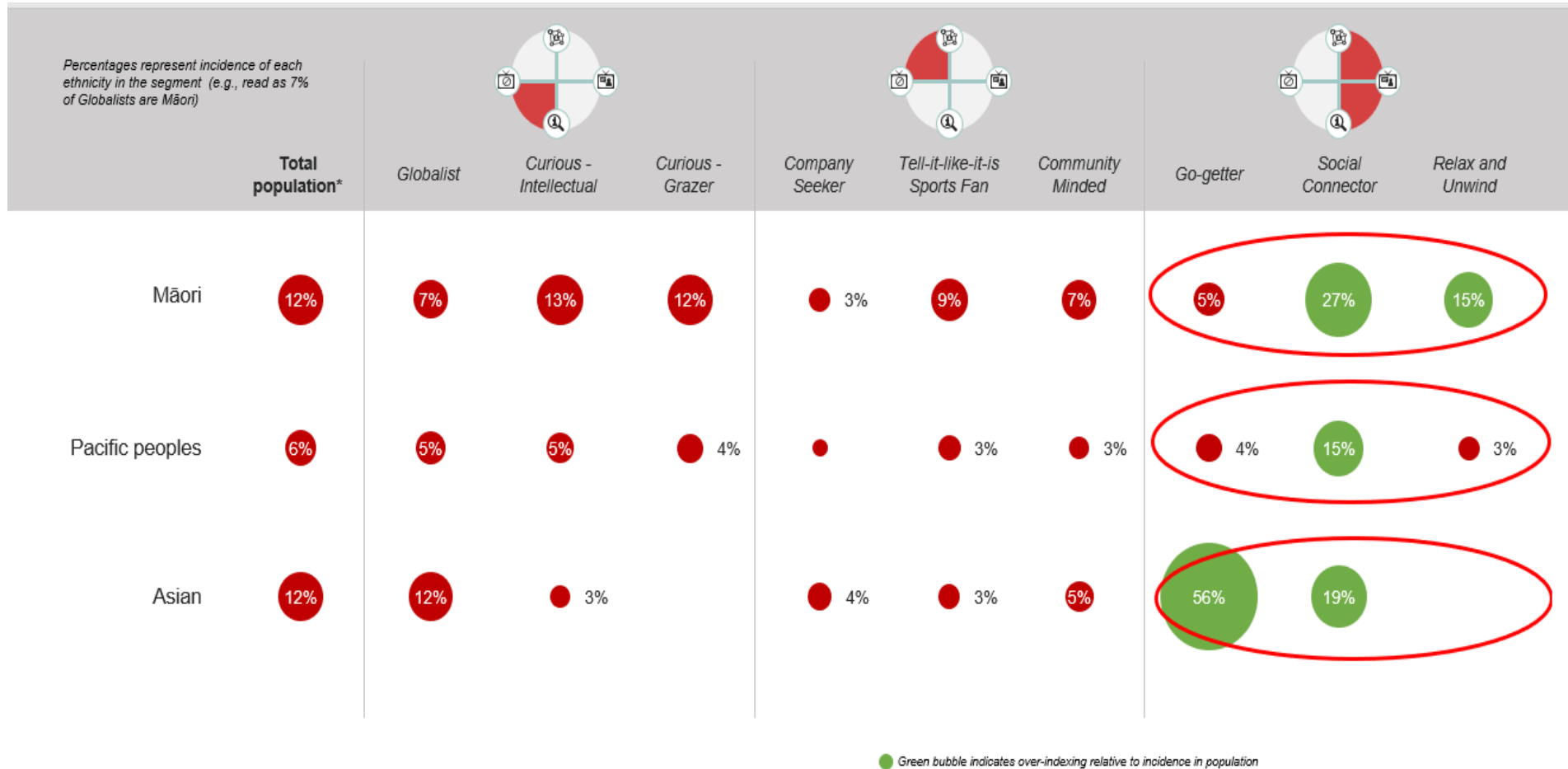
Source: Colmar Brunton, RNZ Segmentation, 2019

THE NEW AUDIENCE: They are more likely to be younger and from Auckland



Results from 2018/19 Colmar Brunton Segmentation analysis

The New Audience: They are more likely to be Māori, Pacific Islanders, or Asian



Results from 2018/19 Colmar Brunton Segmentation analysis

The New Audience: What do they like ?



Relax and Unwind

(469,938 people; 13% of population)

They've had to think during their day, so when it comes to media content they just want something that allows them to **mentally switch-off and relax**. They want simple, easy to follow storylines – something that is not mentally taxing.



Social Connector

(552,647 people; 15% of population)

Young men and women in their 20s. Social media is part of the fabric of their life.

They're looking for content that lifts their mood – something that makes them laugh, or inspires them, or **simply music**. They're also wanting to **connect** – through a shared interest or activity, or that gives them something to share with friends ... something that has shock value ("OMG did you see when ...").



Go-getter

(169,178 people; 5% of population)

These young men have a desire to succeed and get ahead. They're looking for content that gives them an advantage whether it be for work (business and finance content), life (investments), and generally (tech). They want to **feel they're a step ahead**.



Unengaged

(454,890 people; 12% of population)

They're typically young men with little interest in news and information. They're more interested in entertainment – particularly content that allows them to connect with others – however they consume a lot less media than the other groups.

They do like listening to music.

Segments presenting the best opportunity to grow

Total = 1,646,653 New Zealanders



Results from 2018/19 Colmar Brunton Segmentation analysis

THE PROPOSAL - EXECUTIVE SUMMARY

The vision is for RNZ to be as strong in music and with younger New Zealanders, especially Māori and Pacific Islanders, as we are in News and with older pākehā audiences.

This will be done by re-directing funding and resources currently allocated to RNZ Concert, which shares 60% of its audience with RNZ National, to a completely new music service, targeted at completely new and different audiences.

Key objectives for the plan for the new service will include:

- An operating budget at no more than that of the current RNZ music service, and with the objective of being at least \$100k less for the first two years to offset the net cost of redundancies, AND
- A range of alternatives for the current RNZ Concert listeners to continue to be able to access the RNZ classical music service. Though this will no longer include FM radio, alternative sources will include a wide variety of options including rnz.co.nz, Freeview channel 51, Sky Digital channel 422, on their mobile through the RNZ app and our streaming partners, iHeart Radio, Rova & Spotify.
(NB: Use of the AM Network on non-Parliamentary sitting days is also a possibility but not yet confirmed)

THE NEW SERVICE RNZ MUSIC v 2.0

The proposal requires the creation of an entirely **new brand for young NZ** (all 18 – 35)

RNZ Music v 2.0 utilises **digital technologies and FM radio** to generate and share content.

Content that is curated by **influencer talent** that RNZ will source from within the diverse target audience.

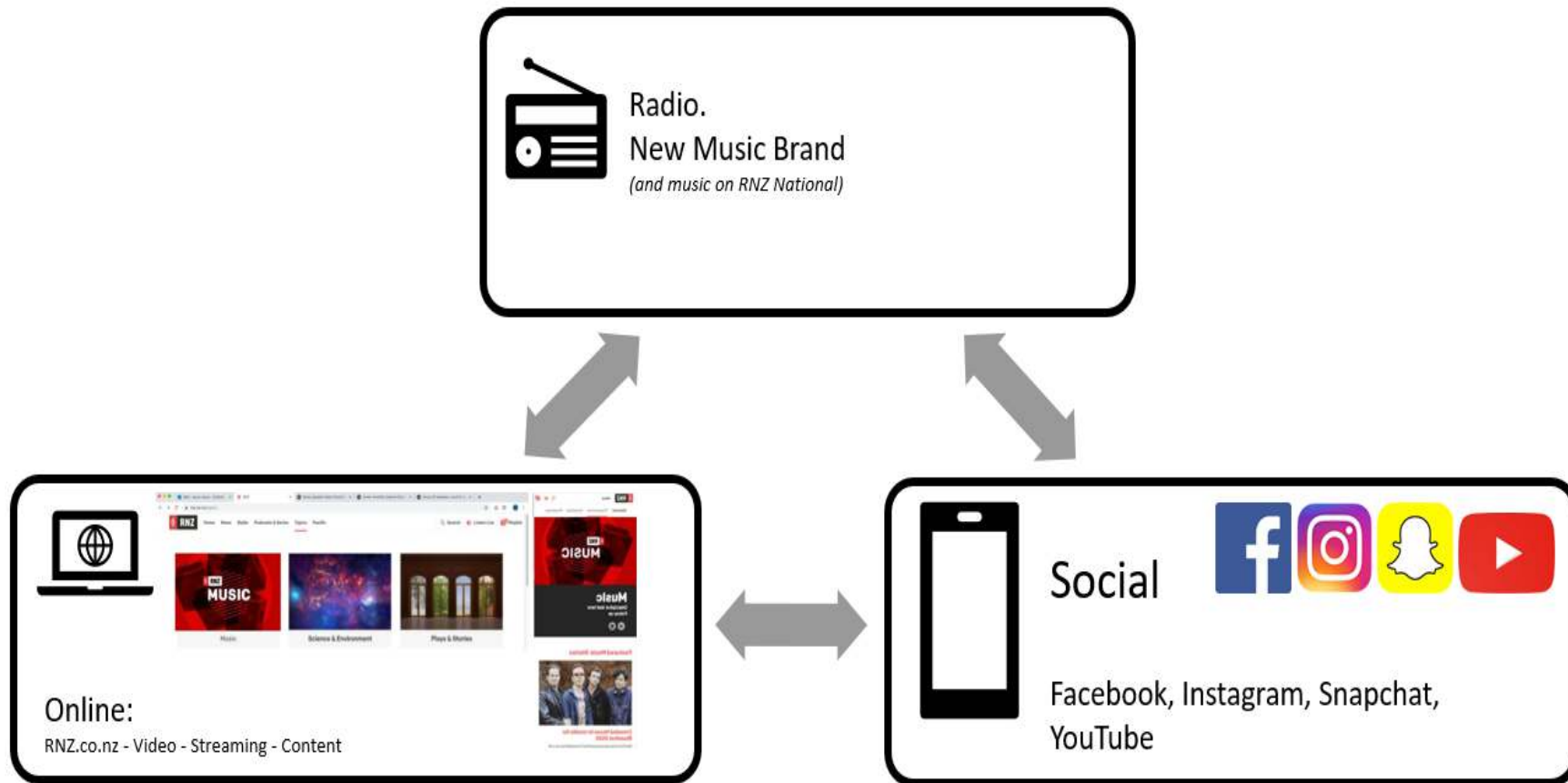
This will foster a sense of strong national identity and will **promote NZ culture** to a young Aotearoa.

Key brand attributes:

- Broad appeal format to reach a wide audience vs. a niche approach.
- Non genre-specific playlists. Genre is no longer relevant to this audience. Market research and streaming data has borne this out.
- Driven by diverse range of influencer talent and personalities.
- A creator of new content.
- This strategy will be driven by a new product team based in Auckland and an injection of fresh and diverse presentation talent.

The full new Music v2.0 will be ready to launch by 28th August 2020. (See provisional timeline)

Unlike RNZ Concert which is primarily a radio-only service, RNZ Music v2.0 will utilise all the platforms the target audiences use. This will entail a purpose-built, multi-platform service with each platform supporting and complementing the others.



WHAT THIS MEANS FOR THE CURRENT RNZ CONCERT SERVICE AND AUDIENCE ?

RNZ Concert will continue to offer New Zealand listeners a 24/7 classical music service, although there will be some modifications to the format.

The music selection will offer a more accessible streamlined Classical hits format, with no regular fulltime hosting, utilising automation wherever possible, but still with the capability to take 'live' concerts of any genre and deliver special programming.

The most noticeable change under this proposal will be that this service will no longer be available on FM radio. However, if listeners have access to a television, a mobile phone or any other internet connected device, they will still be able to receive this classical music service.



Broadcasting the revised RNZ Concert via AM radio is also an option. This would involve using the AM radio network currently used for the live coverage of Parliamentary proceedings, which usually only sits for approximately 90 days per annum. At present the down time for Parliament has been leased to Radio Rhema, and this arrangement expires in s 9(2)(i)

If this option is utilised it will mean lost income of approximately \$s p.a which will add to the net cost of the plan, and it may also add another issue to be wrestled with in our plans to eventually withdraw from AM broadcasting.

So this option, while mitigating some of the initial impact of the change for current Concert listeners, will need to be carefully considered bearing these factors in mind, before a final decision is made.

STAGED TRANSITION

RNZ Concert will scale down over the summer holiday break, as it usually does each year, and this modus operandi will then be maintained until we are ready to start the transition to the new Concert format commencing early April 2020.

This will involve refining the format on air towards its final 'destination', dropping most news bulletins, and including more non-hosted automated shifts. The new Concert will also include an 'alternative listening options' on-air campaign to prepare the audience for the future.

From late May 2020 RNZ Concert on FM will be replaced by an early automated music-only version of RNZ Music v2.

All the other Concert broadcast and streaming options, other than FM, will be retained.

FINANCIAL IMPACT

The major financial impact of this change will be the cost of redundancies affecting up to 18 current RNZ staff (16.6 FTEs).

Current estimates are in the order of \$ s 9(2)(a) , and the current Budget for the 2019/20 year includes a provision for \$ s 9(2)(a) for re-structuring will partially contribute to this cost.

For much of the period from implementation of the change proposal through to the full launch of the new Music v2.0, up to 4-6 months, RNZ Concert will be operating on its new automated version with a greatly reduced cost structure, and the new service will also only be operating on a minimal basis, before its full launch in late August 2020.

This is expected to deliver savings of up to \$ s 9(2)(i) per month for this transitional period, delivering a further estimated savings of \$ s 9(2)(i) k against budget for the 2019/20 financial year, which will also contribute to the cost of change.

For the 2019/20 financial year, this will mean reporting trading surplus of approx. \$, and a non-recurring charge of \$ for the launch of the new music strategy and the reset of RNZ Concert. (Giving a net deficit result of approx. \$)

On an ongoing basis RNZ Music v2.0 will be initially expected operate with a lower budget of up to \$ per annum than the current RNZ Concert/Music budget.

A provisional amount of \$ s 9(2)(i) has also been provided for in the 2019/20 Capex Plan, mostly for studio changes. After a recent discovery tour of the major commercial and public service radio operations in Sydney, we are envisioning the re-purposing of two existing RNZ Auckland broadcast studios for music. One will be set up for audio / visual elements and the other audio only.

FINANCIAL IMPACT OF CHANGE				
1	PERSONNEL			
	Previous	FTEs	23.60	
	New - Ongoing	FTEs	20.00	
	Reduction in personnel	FTEs	3.60	
	Roles Dis-established	FTEs	16.60	
		Redundancy (est)	s 9(2)(a)	
	New Roles		13.00	
2	OPERATING COST	(Excl FM transmission)		
	Previous - Ongoing	per annum	s 9(2)(i)	
	New - Ongoing	per annum		
	Reduction in Operating Costs	per annum		
	Temporary Saving 2019/20	March to June 2020		
3	NET FINANCIAL IMPACT	2019/20		
		Budget redundancy provision		
		BUDGET OVERAGE 2019/20		

SUMMARY OF ALL CHANGES

The net effect of this proposal is to move RNZ from offering only one radio-based music service adding only 70,000 to our audience reach, to providing two distinctly different music services appealing to two distinctly different audiences, using multiple platforms and when combined, potentially adding more than 250,000 to RNZ's weekly audience reach.

This will be achieved from within current funding.

Details as follows:

	RNZ NOW	RNZ NEW	
	RNZ CONCERT ONLY	RNZ CONCERT v2 2020	RNZ MUSIC v2.0
Audience	55% > 60 yrs 9% < 30yrs Ave AGE – 57 YEARS 8% Māori or Pacific Adds <u>69,800</u> to RNZ reach (radio only)	55% > 60 yrs 9% < 30yrs Ave Age - 57 YEARS 8% Māori or Pacific Adds <u>30,000</u> to RNZ reach – (lose FM audience but more mainstream content)	3% > 60 yrs 66% < 30yrs Ave Age – 26 YEARS 28% Māori or Pacific Adds <u>130,000</u> to RNZ reach from radio + potential for another <u>+130,000</u> on other digital & social Platforms from a potential audience of 1.6M
Brand	Traditional radio-only Classical music service, with small online streaming component. Niche appeal format with some live performance and arts based editorial content.	The New RNZ Concert is breaking down the barriers to listening to Classical music, and is now a dynamic music brand that can engage with all NZ'ers	Fresh talent creates and present new music and lifestyle focussed content. Content that fosters a sense of strong national identity and will promote NZ culture to a young Aotearoa.
Content	Classical music 24/7 Hosted 18 hours per day Production & broadcast of live events	Classical music 24/7 Hosted 0 hours per day Speciality production elements & broadcast of live concert recordings.	Utilises linear broadcast <u>and</u> new digital technologies to generate and share content. Music is broad appeal not genre-specific or niche Hosted 18 hours per day, Production & broadcast of live events. Opportunities for commissioned content including not limited to podcast, Speciality programming and events.

	RNZ NOW	RNZ NEW	
	RNZ CONCERT ONLY	RNZ CONCERT 2020	RNZ MUSIC v2.0
Charter delivery	NZ content – 4% composition, 18% performance	NZ content – 4% composition, 10% performance	NZ content – 33% composition & performance
Distribution	FM Radio Terrestrial TV - Freeview Satellite TV - Freeview, Sky Streaming - rnz.co.nz, IHeart, TuneIn , Apple	Terrestrial TV – Freeview (no change) Satellite TV - Freeview, Sky (no change) Streaming -rnz.co.nz, IHeart, TuneIn, Apple, +++ (no change) (Potentially AM Radio as well)	Multi-platform – broadcast + online + social, incl. FM Radio Streaming -rnz.co.nz, IHeart, TuneIn, Social – facebook, <i>Instagram, Snapchat, Youtube</i> , +++
Staffing	Staff 25 (23.6 FTE) 6.0 staff = Presentation 11.0 staff = Production (incl RNZ Nat) 8.0 staff = Scheduling, Admin, Mgmt	Staff 2.0 FTE 2.0 staff = Presentation + Programming	Staff 18.0 FTE 5.0 staff = Presentation 9.0 staff = Production (incl RNZ Nat) 3.0 staff = Scheduling, Admin,(for both services ?) 1.0 staff = Publicity & Rights
Budget	Budget 19/20 – Opex \$2.4m Budget 19/20 – FM only TX \$2.0m	Budget 19/20 – Opex \$0.2m Budget 19/20 – TX addit. Online \$0.1m	Budget 19/20 – Opex \$2.0m Budget 19/20 – FM & TX \$2.0m

IMPLEMENTATION PLAN - KEY PERSONNEL

Project Lead	Willy Macalister (Music Content Director)
Project Support	s 9(2)(a)
Exec Sponsors	David Allan (Head of Radio & Music RNZ) Alan Withrington - (Head of Business Transformation & Strategy RNZ) - Chair of Project Team
Project Manager	TBA – external resource appointed once project confirmed
Other	Heads of each workstream – participate as required Potential development opportunity for other staff in Music, to be involved in some areas of plan.

KEY MILESTONES

Based on Board approval – 6 December 2019

Week comm.

9/12/19 Initial Announcement – Early advice to staff and stakeholders about a new music strategy

28/1/20 Change Proposal distributed to staff & Public Announcement of Plan

24/2/20 Consultation on change proposal complete and implementation commences

9/4/20 End of employment for affected staff

29/5/20 RNZ Concert ceases on FM. Replaced by streamed automated version of RNZ Music v2.0

28/8/20 Launch of new RNZ Music v2.1

APPENDICES

- A. PRELIMINARY PLANNING – WORK STREAMS**
- B. HIGH LEVEL RISK ASSESSMENT PLAN**
- C. COMMUNICATIONS PLAN**
- D. PROVISIONAL IMPLEMENTATION TIMELINE & MILESTONES**
- E. PROVISIONAL PERSONNEL STRUCTURE**

APPENDIX A - PRELIMINARY PLANNING - WORK STREAMS

	WORKSTREAM	DESCRIPTION	RESPONSIBLE
A	MVP DESIGN	Define preliminary minimum viable proposition as prerequisite for more detailed planning. Incl. - Features for new service, AND Requirements for changed RNZ Concert service.	Willy Macalister + s assist
B	TRANSITION PLAN	Set out details, timing, staff impacts, budget etc. to transition from current service to new Music service and new RNZ Concert	Willy Macalister
C	PROJECT TEAM	Establish Project team, appoint Project manager, coordinate change elements.	Project Manager (TBA)
D	CHANGE PROPOSAL	Finalise change proposal consultation for staff in readiness for announcement. Incl. plan to manage staff through the change period.	Mark McGinn
E	COMMS PLAN	Finalise comms plan for initial announcements to staff, stakeholders and media. Internal & External.	John Barr
F	BUDGET	Finalise budget for change & implementation. Management of expenditure to achieve budget provisions	Alan Withrington
G	RESEARCH	Audience analysis	s 9(2)(a)
H	TECHNICAL & RESOURCE PLANNING	Determine studio, equipment, DAM, IT & software needs to meet MVP	Mark Bullen
I	ACCOMMODATION	Office requirements, location, etc..	s 9(2)(a)
J	BRANDING & MARKETING	Launch of new service, and changes to existing	Stephen Smith
K	DISTRIBUTION PLATFORMS	Requirements for new service. Requirement s for continuation of RNZ Concert	Mark Bullen s 9(2)(a)
L	RECRUITMENT	Employment of staff for new service	Mark McGinn
M	RISK IDENTIFICATION	Establish a s risk register and use to mitigate risks	Project manager (TBA)
N	NEWS	Develop news proposition for new service.	Richard Sutherland
O	IMPACT ON OTHER PARTS OF RNZ	Assess impact of changes on other areas of RNZ, eg. Operations, legal, rights management, marketing, commissioning,	David Allan

APPENDIX B – HIGH LEVEL RISK MANAGEMENT PLAN

	Risk	Probability	Impact	Owner	Notes / Mitigation Plan
a.	Delays in approval process impacting on project delivery	Med	Med	CEO	This will determine the key start date for the project which will then determine all future milestones. Will impact the MVP launch date, financial impact depending on timing across budget years. Will add to staff uncertainty.
b.	Staff Change management - disruption, morale	High	Med	HR Project Team Lead	Ensure well planned and fair change process with staff. Ensure managers are on hand to respond and support the staff. HR have reviewed and support the change process. Clear and regular communication from CEO and project team.
c.	Change requirements not delivered against timeline	Med	High	Project Manager	Project Management structure implemented early. Workstream development underway prior to announcement. Good engagement in MVP design across project team. Final Timeline to be determined.
d.	Negative response to change externally - Audience and stakeholders	High	Med	CEO & Board	Ensure clarity of communication regarding alternative listening methods for concert. Ensure early engagement with current stakeholders. Communication plan developed and implemented well, Promote the positive outcomes.

	Risk	Probability	Impact	Owner	Notes / Mitigation Plan
e.	Budget over-runs	Med	Med	CFO	Workstreams developed well to set budgets early on. Design, contingency and implementation. Well run project and cost reporting. High level budget determined setting financial parameters
f.	Project resourcing	Med	High	Project Team Manager	Early recruitment, identification of expertise, technology support. Workstream development identifying early challenges
g.	Project impact on existing RNZ business	Med	Med	Project Team Leads	Early identification of impacts through workstreams and planning.

Risks and classification of each risk will be determined by the Project Team

Probability: High = High likelihood that this risk will occur
Med = Reasonable likelihood that this risk will occur
Low = Unlikely that the risk will occur

Impact: High = will have a major impact on the project if the risk occurs affecting many factors leading to failure
Med = will cause an impact that will likely affect multiple factor/s i.e. cost, timeline, people, business continuity but not leading to failure
Low = will cause an impact to one factor i.e. cost, timeline, people, business continuity

APPENDIX C – COMMUNICATIONS PLANNING

Consistent key messaging provided for Board, spokespeople, and managers.

Responsibilities:

- | | |
|--|---------------------|
| • Ministers and Stakeholders | CEO/ Chair |
| • Govt. Agencies / Partner Organisations | CEO |
| • Staff | CEO / Managers / HR |
| • Media | Comms./CEO |
| • Broadcasting / Music Industry | CEO / Managers |
| • Public | Comms. |

KEY MESSAGES

- As a public service broadcaster RNZ has a duty to engage with all New Zealanders. Research shows that RNZ is unable to reach a significant number of New Zealanders with its current programming and services. RNZ cannot fully meet its Charter obligations without broadening the diversity of its audience.
- This is an RNZ project designed to meet a need for RNZ to broaden both the reach and diversity of its audience. It is an opportunity to create a significantly new and different RNZ music service that will allow RNZ to extend its audience into new sectors of the New Zealand population, without the need for additional funding.
- RNZ will continue to provide a classical music service.

Why is RNZ proposing changes?

- RNZ Music will enhance its delivery of Charter obligations and strategic objectives.
- Research has informed our forward planning for programming and content decisions and will ensure RNZ is meeting its public broadcasting objectives in the future.

RNZ Audiences

- This is a critical time for RNZ. Audiences are changing and New Zealand as a society is changing.
- It is vital that RNZ continues to innovate and deliver content that resonates beyond its traditional audience base.
- RNZ is not currently connecting to all New Zealanders - some groups, including Maori, Pacific people and younger audiences are under-represented.

What is RNZ doing?

- What is being proposed is a major step in helping RNZ better achieve our charter obligations by appealing to more of those New Zealand audiences who are not being reached by current services.
- RNZ is exploring several options that will add value to the public investment in broadcasting by diversifying content, reaching new audiences and more fully reflecting Aotearoa / New Zealand as a nation.
- RNZ research shows that music is the vehicle to reach some of those younger audiences not currently well served.
- Final plans are still being considered but nothing is confirmed or decided.

Communicating Change - Who do we need to talk to?

- Communication is required for both internal and external stakeholders. Messaging will need to be consistent and proactive. Timing, coordination and consistency around communications and messaging will be critical. RNZ spokespeople will need to be identified and allocated to specific stakeholder groups.

Who are our stakeholders?

INTERNAL

- Staff
- Those directly affected by change
- Music staff
- Colleagues of those affected and other staff
- Good pastoral care and responsibilities are required as a good employer.

EXTERNAL

- Stakeholding Ministers: Minister of Broadcasting and Minister of Finance
- External agencies and other key stakeholders: Treasury Officials, Ministry for Culture and Heritage, NZ On Air, MFAT?
- Other political parties - noting it 2020 is election year and public media strategy debate.
- Music Industry - APRA , Key individuals – e.g. s 9(2)(a) , Festivals and event partners
- Past and Present Partner Organisations - e.g. NZSO, WOMAD, Big Sing, APO, s 9(2)(a)
- Broadcasting Industry - Key individuals, RBA and member networks, Lobby Groups, Better Public Media?, Commercial radio industry lobbyists
- New Zealand Public / Existing Listeners
- Media

What is our timeline?

December 2019

- 06 Board Meeting
- Confirm timing for announcements
- Media planning FAQs and key response messaging
- Media planning Spokespeople and roles / responsibilities Mitigation plan in place in case of early leak. (contingency Plan B)Key messages identified for each audience and stakeholder group.
- Ensure Minister is briefed in case of early leak (Plan B)
- Anticipate high level Minister announcement re public media planning by year end.

January 2020

- Minister and Stakeholders briefed

- Confirm potential support personalities
- Finalise internal and external messaging
- Finalise coordinated announcement plan A and plan B
- HR Process checked and plan approved
- Public feedback process confirmed

February 2020

- Proposed RNZ stakeholder function at National Library
- RNZ at Parliament for Select Committee
- Date TBC but after Internal and external announcements coincide
- Begin playout of on air concert trailer schedule and messaging
- Political parties / spokespeople briefed
- Partner organisations briefed
- Media interviews
- OpEd from music industry personality
- Potential media conference with music personalities involved?

Risks and Risk Mitigation

Early leak of proposal details or OIA Requests

- Ensure staff messaging and information is pre-prepared and ready for quick release
- Spokespeople briefed and FAQs pre-prepared
- Communications with partner organisations pre-prepared and on hold
- Ensure Minister and key stakeholders are briefed
- Briefing notes for Reception / front facing staff

Conflicting public messages about the proposal – deliberate or confused understanding.

- Proactive and clear public statements across wide ranging audience groups from RNZ
- Briefing notes for Reception / front facing staff

Active campaign against the proposal from commercial media.

- Prepare messaging to address anticipated arguments and lobbying
- Anticipate the arguments
- Emphasise no competition but opportunity to grow the market

Objections from NZ music industry

- Proactive use of music industry personalities who support the proposal
- Briefing documents prepared and distributed to coincide with the announcement
- Emphasise opportunity to grow the market.
- Op Ed from prominent music industry personality

Objections from partner organisations e.g. NZSO

- Reassurance that live recordings will still be made – emphasise the positives
- Emphasise that times are changing – as are partner approaches to content deliver (NZSO and Wellington Town Hall etc.) Support still available but more targeted

Internal staff concerns expressed publicly post announcement.

- Ensure clear proactive messaging is distributed widely to coincide with announcement
- Ensure clear briefing notes available for Reception and front facing staff

Who are our spokespeople?

Chair - High level support for strategic plan. Ministers and Stake-holding Ministers with CEO

CEO - Political parties / spokespeople. Internal staff communication supported by managers. External media interviews

David Allen & Willy Macalister – Radio Industry, Music industry and internal

Who are our support personalities?

TBC - Music personality (s) to involve in supporting announcement

Media Enquiries ?

John Barr - Triage media enquiries and allocate to relevant spokespeople

APPENDIX D - PROVISIONAL TIMELINE & MILESTONES

Workstream	Description	Responsible	Peer Reviewer	% Complete	Start Date	End Date
MVP DESIGN	Define preliminary minimum viable proposition as prerequisite for more detailed planning. Incl. - Features for new service, AND Requirements for changed RNZ Concert service.			100%	14/10/19	22/11/19
Music v2.0 MVP	Confirm studio spec, reconcile against reality	Mark Bullen Willy Macalister	Alan Withrington David Allan Mark Bullen Stephen Smith Willy Macalister	100%	14/10/19	13/11/19
Concert MVP	Confirm updated service	Willy Macalister	Alan Withrington David Allan Mark Bullen Stephen Smith Willy Macalister	100%	07/11/19	13/11/19
DRAFT BUDGET	Finalise budget for change & implementation. Management of expenditure to achieve budget provisions	Alan Withrington	Mark Bullen Willy Macalister	100%	14/10/19	22/11/19
TRANSITION PLAN	Set out details, timing, staff impacts, budget etc. to transition from current service to new Music service and new RNZ Concert	Willy Macalister	David Allan	100%	14/10/19	22/11/19
Board Paper	Board Paper recommendation	Alan Withrington	David Allan Mark Bullen Paul Thompson Stephen Smith Willy Macalister	100%	01/11/19	22/11/19
Board Approval	Board approves plan	Paul Thompson			06/12/19	06/12/19
MILESTONE #1 Secure Board Approval to initiate change	Secure Board Approval to initiate change				06/12/19	06/12/19
PROJECT TEAM	Establish Project team, appoint Project manager, coordinate change elements.			15%	02/12/19	11/12/19
PROJECT MANAGER BRIEF	Brief provided to potential candidates	Alan Withrington			02/12/19	05/12/19
PROJECT MANAGER	Confirm scope of work for new Project Manager, identify people	Alan Withrington Willy Macalister		10%	09/12/19	11/12/19
CHANGE PROPOSAL PREPARE	Finalise change proposal consultation for staff in readiness for announcement. Incl. plan to manage staff through the change period and identify any risks	Mark McGinn	David Allen	100%	18/11/19	24/01/20
COMMS PLAN PREPARE	Finalise comms plan for initial announcements to staff, stakeholders and media. Internal & External. Support from Peter Parussini	John Barr	Alan Withrington David Allen Willy Macalister	100%	18/11/19	06/12/19

Workstream	Description	Responsible	Peer Reviewer	% Complete	Start Date	End Date
MILESTONE #2 Initial internal announcement - new music strategy	Initial internal announcement - new music strategy				09/12/19	09/12/19
COMMS PLAN INITIAL ANNOUNCEMENTS	Announcements as per Comms plan –internal & external stakeholders, affected staff	Paul Thompson			10/12/19	16/12/19
MILESTONE #3 Implement Change Proposal and public	Implement Change Proposal				28/01/20	28/01/20
CHANGE PROPOSAL RELEASE & CONSULTATION	Release Change proposal to staff & consultation with affected staff	David Allen Mark McGinn			28/01/20	17/02/20
REVIEW FEEDBACK, DECISIONS AND STRUCTURE CONFIRMED	Review of feedback, decisions and structure confirmed with staff and Union	Mark McGinn	David Allan Willy Macalister		18/02/20	24/02/20
MILESTONE #4 Finalise the implementation plan and execute	Finalise the implementation plan and commence execution				24/02/20	24/02/20
RECRUITMENT & SELECTION	Employment of staff for new service, Development of new role profiles	Mark McGinn			25/02/20	09/04/20
MILESTONE #5 End of employment for affected staff					09/04/20	09/04/20
MILESTONE #5 Concert V2 go-live	Concert V2 go-live				09/04/20	09/04/20
Launch automated Concert V2	Launch automated version of concert	Willy Macalister	David Allan		14/04/20	14/04/20
Concert V2 end FM transmission		Willy Macalister			29/05/20	29/05/20
Run RNZ Music V2.0 automated	Run automated version of RNZ Music V2.0	Willy Macalister	David Allan		29/05/20	28/08/20
MILESTONE #6 RNZ Music v2.0 (unhosted) starts on FM	RNZ Music v2.0 (unhosted) starts on FM				29/05/20	29/05/20
MILESTONE #7 RNZ Music v2.1 MVP launches	RNZ Music v2.1 launches				28/08/20	28/08/20

APPENDIX E – PROVISIONAL ORGANISATION STRUCTURE

