

CONSULTATION DOCUMENT - CONFIDENTIAL

5 February 2020

INTRODUCTION

RNZ is proposing a restructure of RNZ Music as a key part of the implementation of a new Music Strategy which was endorsed by the RNZ Board in December last year. This consultation document sets out the rationale for the new strategy and details the restructuring proposal that gives effect to that strategy.

BACKGROUND

In late 2018, Head of Radio and Music, David Allan talked about the need to conduct a full review of all RNZ Music outputs, and created a managerial structure to enable us to do that.

That structure established two new roles - an RNZ Music Content Director, and an RNZ National Content Director, working to the Head of Radio and Music.

The Music Content Director role was advertised with a specific brief to carry out this comprehensive Music Review: primarily of RNZ Concert, RNZ Music, the RNZ National playlist, the Music 101 format and all digital content.

I was appointed to the role.

The purpose of the review was to evaluate current music content, work-flows and resourcing and assess the ways these might be done differently to grow RNZ Music audiences.

The brief included re-defining target audiences for each output, and potentially devising and implementing new strategies across all music brands.

This included exploring any opportunities for RNZ Music to play a lead role in RNZ's pursuit of new, younger, and diverse audiences.

In 2015 RNZ set itself a target of doubling its total audience from 600,000 New Zealanders (14% of population) per week to 1,000,000 (28%) New Zealanders per week by 2020.

In March 2019 the 1 million mark was achieved. This growth has been driven primarily by the news-related content of our news-centric channels - RNZ National, rnz.co.nz, and third party content-sharing partnerships.

RNZ has now set itself a new target of "1 in 2 New Zealanders" (50%) by 2023 by "creating a lifelong relationship with all the people of Aotearoa."

For RNZ to drive the next level of growth necessary to achieve this new goal, it must attract completely new and different sectors of the New Zealand population.

RNZ cannot fully meet its Charter obligations without broadening the diversity of its audience.

Nor can it reach its goal of reaching one-in-two New Zealanders, or have a “life-long relationship” with them, without attracting a lot more new and different people to its audience base.

THE OPPORTUNITY

RNZ does well meeting the needs of the older news-orientated, pākehā audiences, but it is under-performing with younger New Zealanders and with non-pākehā communities.

Around 50% of all National listeners are over 60, and two thirds of Concert’s audience is over 65 with little potential for meaningful growth with younger, or more diverse audiences. We will not be able to connect with young, diverse audiences through our current live music brands.

The Executive Team developed a new strategy with the objective of creating a new RNZ Music brand targeting under-served young New Zealanders (18–34), including Māori and Pacific Peoples.

This strategy was presented to the RNZ Board in December 2019 and was approved for implementation. A summary is attached to this document in **Appendix One**.

The strategy will be implemented from within current budgets.

Key components of the Strategy are:

- (1) The creation of the new music brand with multi-platform outputs including RNZ Concert’s existing FM frequencies.
- (2) RNZ Concert will continue, and will become an automated music service available on digital outputs and broadcast on Freeview, Sky and on AM (utilising spare capacity on the Parliamentary Network).
- (3) The new RNZ music brand will use traditional and new digital technologies to generate and share content.

As explained in the strategy document, the new brand would be staffed by a new product team, based in Auckland. The recruitment for the product team roles would be progressive through to the on-air launch later this year.

Those new roles would be based in Auckland because that is the biggest market and takes advantage of Auckland being the centre for music and entertainment in New Zealand. Auckland is also where the largest numbers of the new brand's primary target are concentrated.

Given the proposed timeline, it would be the end of August before the new brand is fully up and running.

With the exception of the New Brand Programmer, who needs to be recruited as soon as possible, most of the new roles outlined in this document would not be needed for several months (see page 5). The initial focus would be on planning and developing the infrastructure and product requirements.

The New Brand Programmer role has been advertised in January to join the project team, and will also work with the RNZ Music Content Director on recruitment and the implementation of the product strategy.

What does this mean for RNZ Concert?

RNZ Concert would become an automated service from early April 2020. The revised service in place over the summer holiday period will continue through this transition. That is, we would have reduced news bulletins and talk content, and mostly automated shifts before Concert would become an automated service in April.

RNZ Concert listeners will be able to access the brand on Freeview channel 51, Sky Digital channel 422, on their mobile through the RNZ app and our streaming partners like iHeart Radio, Rova & Spotify, and on the Parliamentary Network (when Parliament is not sitting).

The proposed transition timeline is:

December 25, 2019 – Concert ran automated shifts for the summer holiday break, with reduced news bulletin, and less talk.

January 20, 2020 - Concert continues with reduced news bulletins, and more automated shifts.

From February 26 – Concert would drop many talk components.

March 30 – new Concert service would start on existing FM frequencies, with promotional campaign explaining alternative listening options.

May 29 - Concert would cease on FM, and be replaced by phase 1 of the new RNZ brand.

June 26 - The new brand would start on its digital platforms.

Aug 28 - Anticipated date of full launch of the new music brand

THE PROPOSAL

As a result of the decision to automate Concert and implement the new strategy, the proposal set out in this document would mean a significant number of existing RNZ Music roles would not be required from late March, 2020. New roles would however be created as set out below.

We are proposing to disestablish the following positions effective from 25 March 2020.

Summary of potential impact for existing positions if the proposal is confirmed

The following positions would be disestablished (18.80 FTE)

- Presenter RNZ Concert
- Music Scheduler (Team Leader) RNZ Concert
- Content Presenter/Producer RNZ Concert
- Presenter (Senior) RNZ Concert
- Producer/Scheduler RNZ Concert
- Presenter (Executive) RNZ Concert
- Music Content Producer RNZ Concert
- Producer (Senior) RNZ Concert
- Music Content Producer RNZ Music
- Music Producer (Senior)
- Producer/Presenter Upbeat RNZ Concert
- Music News Producer RNZ Concert (currently vacant)
- Concert Promotions Facilitator/Coordination
- Music Content Producer RNZ Music
- Scheduler/Library Assistant RNZ National
- Music Programmer National
- Librarian RNZ National
- Radio Programmer Concert
- Music Content Editor
- Digital Producer and Auckland Team Leader

The following positions would be created as part of this proposal (4 FTE):

- Concert Programmer (Wellington based)
- RNZ Rights and Compliance Manager (Wellington based)
- Digital Editor Music (Auckland based)
- Scheduler – RNZ National (Wellington based)

The role of RNZ New Brand Lead Programmer has already been advertised (1 FTE).

Proposed job descriptions for each of these new roles are attached to this document in **Appendix Two**.

We are proposing that the following roles would be directly redeployed into some of the newly created positions as set out below. This proposed redeployment is based on the skills, abilities and experience of the individuals who currently hold these roles, and RNZ's redeployment obligations:

- The current **Radio Programmer Concert** would be redeployed into the new **Concert Programmer** position.
- The current **Music Programmer National** would be redeployed into the new **Scheduler - RNZ National** position.
- The current **Music Content Editor** would be redeployed into the new **RNZ Rights and Compliance Manager** position.
- The current **Digital Producer and Auckland Team Leader** would be redeployed into the new **Digital Editor Music** position.

The positions not impacted in this proposal are: (4.6 FTE)

- RNZ Music Content Director
- Music 101 Presenter
- Music 101 Producer
- Content Producer/Senior Writer (0.6)
- Scheduler/Librarian RNZ Concert

The other proposed new roles for the new RNZ music brand would include the following and would be located in Auckland (12 FTE):

- Lead Music Scheduler – New Brand, RNZ Concert and RNZ National (Auckland based)
- New Brand Promotions / Publicity
- Talent One (Breakfast)
- Talent Two (Breakfast)
- Talent (Days)
- Talent (Drive)
- Talent (Nights)
- Show Producer
- Show Producer
- Video Journalist
- Digital Journalist
- Social Media Journalist

The types of skills required for these new brand roles are shown below. Please note **all roles** will be expected to have an understanding of Te Reo Māori:

Lead Music Scheduler

- Able to deliver a first-class music log, applying a wide knowledge and deep passion for contemporary music targeting all 18-34 year-olds in Aotearoa.
- 3 years plus music scheduling experience.
- Demonstrated understanding of the programming principles of a variety of formats and genre.
- Thorough understanding of music research theory and its application to scheduling outputs is essential.
- Good working knowledge of Music Master scheduling software and Wide Orbit playout systems.
- An interest in the current music landscape, from the live music scene and rising star performers.

New brand talent

- Strong ability to create content that connects to a diverse 18-34 year-old target audience.
- Ability to apply understanding of how the broadcast and digital worlds intersect.
- Willingness and ability to perform in front of a camera or microphone delivering a show that will work across multiple platforms.
- Strong MC skills, e.g. comfort and willingness to perform to a live audience.
- Strong social presence in the community.

Show Producer

- Strong ability to create content that connects to a diverse 18-34 year-old target audience.
- Strong interpersonal skills that allow you recruit and retain and guide strong talent.
- Ability to master the finer details that make the best show content and relentless in the pursuit of the next great idea.
- Advanced technical skills including ability to work with a variety of broadcast and digital content creation applications.
- Highly -organised and help manage a busy show calendar.

Social Media Journalist

- Strong understanding of the social media consumption habits of the diverse 18-34 year-old target audience.
- Strong ability to transform music and entertainment stories into compelling social media content that will generate audience flow between various social, broadcast and RNZ web channels.
- One to two years' experience as a content creator, with comfort and skill in image editing, video editing, audio editing and the appropriate technology needed to create/source/aggregate and publish digital media content.

New Brand Promotions / Publicity

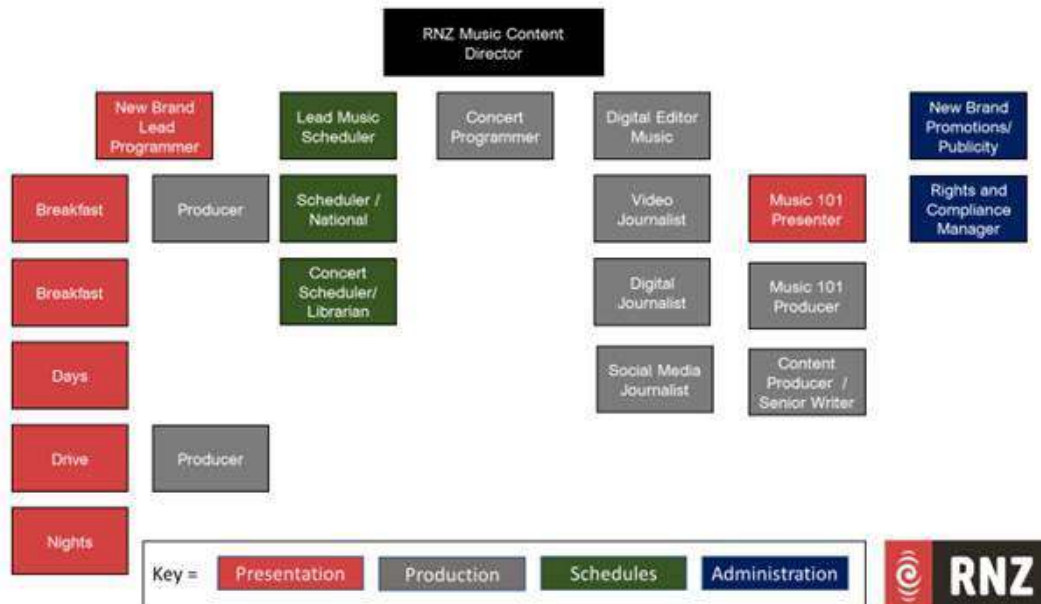
- Strong understanding of media uses and the event landscape of a diverse 18-34 year-old target audience.
- 3 years + experience in brand and promotions at a NZ media company.
- Sound industry connections that include an extensive contact list to assist in building a strong profile for RNZ Music.
- Experience in managing marketing campaigns and proven understanding of what it takes to deliver exciting and engaging brand events.
- Proven track record for organisational and administrative skills that demonstrate self-starting projects and getting the job done.

Digital Journalist

- Strong ability to create content that connects to a diverse 18-34 year-old target audience.
- Ability to apply understanding of how the broadcast and digital worlds intersect
Strong storyteller skills that include creating and curating high-quality digital content for an audience.
- Strong writing skills and the willingness and ability to edit the work of others
- Ability to shoot and edit video.

The full job descriptions for the proposed new roles would be available at the time of recruitment subject to confirmation. As noted above, the timing of when these new roles may be required and recruited for is currently unknown and may not be until May 2020.

Proposed new structure for RNZ Music: (21.6 FTE)



What happens next in the consultation process?

I strongly encourage you to consider this strategy implementation proposal and provide your feedback. Although much thought has gone into it, no final decisions about implementation have yet been made.

Please email feedback to Willy.Macalister@rnz.co.nz with 'Response to Proposal' in the subject line by 21 Feb, 2020.

s 9(2)(a) and I are also available to talk with you individually, at any time.

The Timetable for the process is:

ACTION	TIMING
Consultation document presented to unions and staff	5 February 2020
Last day for written feedback from staff	21 February 2020
Confirmation document sent to staff and unions	26 February 2020
Start of process to consider potential redeployment opportunities for impacted staff.	Week of 26 February, 2020
Redeployment options offered/confirmed if applicable/available	Week of 11 March, 2020
End of Employment for those affected if no suitable redeployment opportunities identified	25 March, 2020
Effective date of new structure and operations	TBD

Support

At any point during the process, the following support is available to you.

- s 9(2)(b)(ii) [REDACTED]
s 9(2)(b)(ii) [REDACTED]

Please make use of it.

If you have any questions throughout this process please do not hesitate to arrange a time and come and see either myself or s 9(2)(a) [REDACTED].

Many thanks,
Willy Macalister