



## WE VALUE

Inclusivity  
Diversity  
Collaboration  
Te Tiriti o Waitangi

## WE RELY ON

Engaged members  
Organisational capability  
Effective governance  
Financial resilience  
Data-driven insights

## OUR VISION

New Zealand as a  
singing nation

## OUR MISSION

To enrich the communities  
of Aotearoa through the  
power of group singing



## OUR KEY FOCUS AREAS

### PARTICIPATION

Creating opportunities  
to sing together

### DEVELOPMENT

Providing training,  
resources and support

### CONNECTION

Building networks and  
fostering collaboration

### ADVOCACY

Using our collective voice  
to champion the arts

# OUR VISION

## New Zealand as a singing nation

Aotearoa New Zealand has a remarkable reputation for singing. From our award-winning choirs to internationally acclaimed opera and pop stars, our singers regularly gain recognition on the world stage. Our vision of New Zealand as a singing nation recognises this strength and aspires to a future where singing is a vibrant, everyday part of our culture and a source of national pride.

# OUR MISSION

## To enrich the communities of Aotearoa through the power of group singing

### We aim to:

- ▶ enhance the cultural life of Aotearoa New Zealand by developing and fostering activities that encourage enjoyment of and broad participation in choral music and collective singing
- ▶ foster excellence in choral singing in Aotearoa New Zealand
- ▶ provide development opportunities for experienced and emerging choral conductors and singing group leaders
- ▶ encourage and promote NZ choral composition
- ▶ promote and encourage collaboration and information-sharing between singing groups and other music and arts organisations
- ▶ advocate for the collective singing sector in the context of the arts in New Zealand

# Focus:

# **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. Our events celebrate the increasing diversity of Aotearoa New Zealand and we strive to remove barriers and increase access for participants and audience members.

## Priorities

1. NZCF will organise events that provide performance opportunities for singers, rich arts experiences for audiences, and performance platforms for established and emerging NZ composers.
2. NZCF will reduce barriers to participation such as location, disability, financial limitations, cultural considerations and limited musical training or experience.
3. NZCF will facilitate group singing opportunities in collaboration with community partners to foster unity and diversity. Our events will be inclusive and will celebrate a wide range of cultures and musical styles.
4. NZCF will explore opportunities to support the establishment of singing groups in schools that do not currently have a choir, as well as in workplaces, retirement villages and prisons.

## Activities providing participation opportunities

- » **The Big Sing** regional/national secondary choral festivals/competitions, with commitment to encouraging participation in regional festivals from low-decile and culturally diverse schools
- » **The Kids Sing** regional primary and intermediate school choral festivals, with commitment as per TBS above
- » **SingFest** regional community choir festivals, with commitment to reaching out to non-NZCF choirs to include them in our events
- » **Sing Aotearoa** triennial national festival for singers of all abilities, genres and cultural backgrounds.

## Other activities to explore

- » Aotearoa/Pacific Choir Games
- » Nationwide Youth Choirs Festival
- » Workplace choirs initiative
- » Singing for Seniors initiative
- » Singing with Conviction prison choir initiative in collaboration with Arts Access Aotearoa
- » Host Asia-Pacific Youth Choir

# Focus: DEVELOPMENT

We are committed to providing quality training, resources and support for all types of singing groups, as well as for individual conductors, singers, administrators and composers. Our focus on skills development will elevate our artform and will increase the confidence and satisfaction levels of choral singers in Aotearoa. The NZCF Association of Choral Directors will play a key role in professional development of our conductors.

## Priorities

1. NZCF will provide access to top NZ and international choral practitioners to train and upskill our emerging and established choir leaders and to provide essential skills development for singers.
2. NZCF will provide support for choirs through advertising opportunities (via our website and newsletters), a discounted group insurance scheme, an annual APRA licence included in membership fee, and will explore digital tools for choir management.
3. NZCF will be a hub for group singing resources, including educational resources, a guide to starting a choir, and online platforms and apps for teaching, learning and sharing repertoire.
4. NZCF will champion the performance of New Zealand music both at home and abroad, and will support – through competitions and commissions – the creation of new NZ music by established and emerging choral composers.

## Activities offering development and support

- » **Choral Connect** biennial conference and training for leaders of group singing
- » **Giving Direction** one-day workshops for choral conductors
- » **Singing Matters** one-day workshops for leaders of children's singing
- » **Fine Tuning** workshops for secondary school choirs
- » **Regional Workshops** providing skills development for individual singers
- » **Pasifika Outreach Programme** placing Pacific mentors in schools with high numbers of Pacific Island students
- » **NZCF-SOUNZ Choral Composition Competitions** for secondary school students, including a dedicated category for compositions in te reo Māori
- » **Resource development**, frequently expanding and updating our web resources for schools, community choir directors and choral administrators
- » Reactivate and extend the MCH **primary outreach** model

# Focus: | CONNECTION

As the peak body for choral music in Aotearoa, NZCF connects choirs, conductors and singers, uniting our diverse communities through the common language of song. We will work collaboratively with choirs, cultural groups and other music and arts organisations to stimulate and elevate the arts in Aotearoa.

## Priorities

1. NZCF will build and sustain a strong community of conductors and singing leaders from across different genres and ages, providing valuable opportunities for connection and mutual support.
2. NZCF will seek to work collaboratively and respectfully with Māori, Pacific and other cultural organisations.
3. NZCF will work cooperatively with other national music organisations to strengthen the choral ecosystem in Aotearoa.
4. NZCF will connect choirs and singers to the national and international choral scene, maintaining vital relationships nationally and with the International Federation for Choral Music (IFCM) and the Australian National Choral Association (ANCA).

## Activities fostering connection and networking

- » **Association of Choral Directors** webinars and closed Facebook group
- » **Choral Connect** networking opportunities at the biennial conference for leaders of group singing
- » **eBreve** newsletters, connecting our members and subscribers to the national and international choral scene
- » **NZCF social media**, including national and regional Facebook pages, and The Big Sing Facebook and Instagram pages
- » **Collaboration and cooperation** with other singing, arts and culture organisations





# Focus: ADVOCACY

We will use our collective voice to advocate for the importance and value of group singing in particular, and the arts in general. We are passionate about the importance of the arts in education and will advocate for every child to have opportunities to participate in music making. We will build a body of evidence to support our advocacy and will seek opportunities to raise the profile of choral music in Aotearoa.

## Priorities

1. NZCF will advocate for the value of the arts in society, and will work to raise awareness of the wellbeing/hauora benefits of group singing.
2. NZCF will lobby the government for education reform, emphasising the importance of the arts and the right of every child to have regular opportunities to participate in music making.
3. NZCF will seek opportunities to advocate for the arts to be recognised and funded on a comparative level with sports in Aotearoa New Zealand.
4. NZCF will build a body of evidence and research through collaboration with universities and other institutions on the community, health and wellbeing benefits of collective singing.

## Activities involving advocacy

- » **Choral Connect** biennial conference and training for leaders of group singing
- » **Participation in hui**, webinars and conferences facilitated by Manatū Taonga | Ministry for Culture & Heritage (MCH), Creative New Zealand (CNZ), the Arts Foundation and Arts Wellington
- » **Submissions and proposals to government** on strategies and policies relating to music and the arts, including arts education
- » **Collaborate with other arts and education organisations** to lobby for the arts
- » **Media opportunities** are sought to promote and publicise choral music and the value of group singing in our society
- » **Research and data collection** to build a body of evidence that supports the value of group singing to individuals and to society as a whole

# I WE VALUE

## Collaboration

We believe in the power of working together. By building strong relationships within our organisation and across communities, sectors, and disciplines, we seek to foster mutual learning, shared creativity, and collective impact. Our work will be strengthened by partnerships based on trust, reciprocity, and shared purpose.

## Diversity

We honour and celebrate the richness of our country's many cultures, languages, and musical traditions. We champion a choral landscape that embraces a wide range of identities, perspectives, and artistic expressions.

## Inclusivity

We are committed to creating an open and welcoming environment where all people feel respected, heard, and empowered to participate. We will actively seek to remove barriers to engagement, ensuring our choral spaces reflect the full breadth of voices across Aotearoa.

## Te Tiriti o Waitangi

We are committed to upholding the principles of Te Tiriti o Waitangi in all aspects of our work. We seek to honour the mana of tangata whenua by engaging in authentic partnerships with Māori, supporting the revitalisation of te reo Māori and tikanga Māori within choral contexts, and ensuring Māori voices are present, valued, and influential.

# WE RELY ON

## Engaged Members

Our strength lies in our people. We aim to nurture meaningful relationships with choirs, conductors, singers, and supporters across the motu. Through communication, shared purpose, and active participation, we can create a vibrant, connected community where members feel valued and heard. We will create opportunities for members to contribute to shaping our direction and celebrate the collective achievements of our choral whānau.

## Organisational Capability

We strive for excellence in how we operate. By investing in our people, systems, and processes, we will ensure our organisation is agile, professional, and equipped to meet the evolving needs of the choral sector. We are committed to attracting and retaining skilled, passionate staff who bring both professional expertise and a deep understanding of the choral landscape in Aotearoa.

## Effective Governance

We are guided by strong, strategic governance that reflects our kaupapa and values. Our leadership is future-focused, responsive, and accountable — providing clear direction while fostering a culture of transparency and trust. We endeavour to ensure our Board reflects the diversity of cultures in Aotearoa and that Board members bring a wide range of skills, experiences, and perspectives to their stewardship of the organisation.

## Financial Resilience

To thrive, we must be sustainable. We will pursue diverse and dependable funding streams, manage our resources wisely, and plan proactively to ensure the long-term financial health of our organisation and the sector we serve. We will work to build strong relationships with funders, supporters, and partners who share our vision and values.

## Data-Driven Insights

We will build an evidence base that will help us tell the story and articulate the value of choral music in Aotearoa with clarity and credibility.