



STATEMENT OF INTENT

2014-2016

FOR THREE YEARS TO
31 DECEMBER 2016

Presented to Hon. Christopher Finlayson
Minister for Arts, Culture and Heritage



NEW ZEALAND
SYMPHONY ORCHESTRA

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*Current musicians with the NZSO.

For information on how you too can become an NZSO Supporter, visit nzso.co.nz/support-us, email fundraising@nzso.co.nz, or telephone **04 801 3807 or 09 919 9104**.

STATEMENT OF INTENT

This statement replaces all previous statements and represents the intentions and objectives of the New Zealand Symphony Orchestra (NZSO) for the period to 31 December 2016. This Statement of Intent is presented by the NZSO in accordance with sections 138 to 148 of the *Crown Entities Act 2004*.

In accordance with section 149 of the *Crown Entities Act 2004*, I present this Statement of Intent to the House of Representatives.

Hon. Christopher Finlayson

Minister for Arts, Culture and Heritage

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NEW ZEALAND SYMPHONY ORCHESTRA: VALUES

WHAT WE DO	We value excellent engagement.	We identify strongly with one another and with New Zealanders. We ensure that our work is relevant to our audiences. We communicate openly and honestly with one another and with New Zealanders.
HOW WE DO IT	We value creative excellence.	We are passionate about our music and strive to share it widely. We are innovative and creative in all aspects of our activities. We are inspired to be excellent in all our performances.
HOW WE BEHAVE	We value excellent relationships.	We always act with fairness, honesty and transparency. We trust, respect, acknowledge and support each other. We always act with integrity.

FUNCTIONS OF THE ORCHESTRA

The functions of the orchestra are outlined in Section 9 of the *New Zealand Symphony Orchestra Act 2004*, as follows:

- to ensure that the orchestra presents a broad repertoire of orchestral performance including New Zealand works and recent works
- to encourage the development of New Zealand musicians
- to encourage the development of New Zealanders' knowledge and appreciation of orchestral music
- to develop and expand the audience of the orchestra on a national basis
- to provide a touring orchestra (which may also include international performances)
- to carry out any other functions consistent with its principal objectives, as agreed to by the Minister after consultation with the orchestra
- to co-operate with other similar institutions and organisations having objectives similar to those of the orchestra.

OBJECTIVES OF THE ORCHESTRA

The objectives of the orchestra are outlined in Section 8 of the *New Zealand Symphony Orchestra Act 2004*, as follows:

- to provide the public of New Zealand with live and recorded performances of symphonic music performed to an international standard:
- to provide an orchestra that—
 - (i) is highly skilled and artistically imaginative; and
 - (ii) has strong community support:
- to be a leading New Zealand performing arts organisation with a role in the development of a distinctively New Zealand cultural environment:
- to promote and encourage New Zealand musical composition and composers:
- to provide performance opportunities for New Zealand musicians, whether as members of the orchestra or as soloists.

NEW ZEALAND SYMPHONY ORCHESTRA: VISION & MISSION

THE VISION

**Providing world class musical experiences
that inspire all New Zealanders.**

achieved by

THE MISSION

**Deepening and expanding musical connections and
engagement with our communities.**

through

A NATIONAL FULLTIME FULL SIZE SYMPHONY ORCHESTRA

which

Performs to an international standard

is

Excellent in performance

has

**Relevant and engaging programming,
Reaches large and diverse audiences**

and asserts

Musical and artistic leadership.

A symphony orchestra which has

Best practice operations,

**A shared and productive organisational culture,
Sustainable management of all resources**

and

Excellent systems and processes.

PART ONE: INTRODUCTION AND BACKGROUND

INTRODUCTION

The New Zealand Symphony Orchestra is the nation's full size, full time professional orchestra. It has been fulfilling this role continuously since its establishment in 1946. Originally managed by the New Zealand Broadcasting Service and its successors, the New Zealand Broadcasting Corporation and the Broadcasting Corporation of New Zealand, it is now a Crown Entity constituted under the *New Zealand Symphony Orchestra Act (2004)*.

The Principal Objectives of the Act focus on the exercise of leadership, the attainment of high artistic standards and contributing to New Zealand culture. The Orchestra is required to: provide the public of New Zealand with live and recorded performances of symphonic music performed to an international standard; provide an orchestra that is highly skilled and artistically imaginative; and, be a leading New Zealand performing arts organisation with a role in the development of a distinctively New Zealand cultural environment. The latter is supported by objectives 'to promote and encourage New Zealand musical composition and composers' and 'to provide performance opportunities for New Zealand musicians'.

In giving effect to these objectives the NZSO maintains a permanent complement of players which is recruited, managed and developed in accordance with exemplary international practice. It commissions and presents new work by New Zealand composers and fosters young composers through workshop and performance programmes. Each year its concert schedules include a number of the world's best artists and a range of fine New Zealand artists both as soloists and conductors.

The Functions of the Orchestra as set out in the Act focus on the development of New Zealand musicians and audiences. This is to be achieved through; the presentation of a broad repertoire; encouraging New Zealanders' knowledge and appreciation of orchestral music; expanding the Orchestra's national audience; and, providing a touring orchestra. There is also a function to cooperate with organisations with similar objectives to the NZSO.

The Orchestra fulfils these functions in a number of ways. It undertakes a national touring programme each year with a broad programming strategy based on a foundation of core symphonic repertoire. Touring programmes also include contemporary works and New Zealand music performed by outstanding New Zealand and international artists. The NZSO collaborates with the national ballet and opera companies and coordinates its own touring activities with the other New Zealand professional orchestras.

In its touring programmes each year the NZSO can perform over 100 concerts in more than 30 different communities across New Zealand to audiences in excess of 100,000 people. Many more enjoy the Orchestra's performances through Radio NZ Concert broadcasts, film sound tracks and CD recordings. In the year from December 2013 to December 2014 it is projected well over 30 million people will hear the NZSO through

recorded mediums. Community and education activities can reach more than 30,000 people. Over 20 New Zealand works are performed and in excess of 25 New Zealand artists engaged. The NZSO National Youth Orchestra, convened by the NZSO, provides important opportunities each year for the nurturing and development of young musicians.

This Statement of Intent sets out the Orchestra's planned activities over the three years 2014, 2015 and 2016.

OPERATING ENVIRONMENT

The Ministry for Culture and Heritage has undertaken a review of the New Zealand Professional Orchestra Sector and released its findings and recommendations in February 2013.

The Review concluded that significant improvements and efficiencies could be gained through changes largely within existing organisational arrangements, rather than through major structural change. It identified in particular the need for the funders of the sector, the Ministry for Culture and Heritage and Creative New Zealand, to work more closely together under a joint policy and funding framework for orchestras. A significant outcome of the Review is the affirmation of the NZSO's continuing role as New Zealand's national orchestra under its existing legislation.

Of the 19 recommendations of the Review, ten refer directly to the NZSO and have a bearing on its future activities. In considering access to live orchestral music, the Review recommended that the NZSO continue to tour to Auckland and that it not be required to tour to centres with populations below 50,000.

Recommendations relating to the NZSO's status and leadership role concluded that the Orchestra should have a stronger role in building performance quality across the sector and that its future focus should be on supporting the training and development of young and emerging musicians rather than on community and youth development programmes. The NZSO is also required to assist in raising the standards of accompaniment services and to cooperate and coordinate in the provision of such services in Wellington.

The orchestral sector has a long planning horizon. 2014 will be a transitional year as the NZSO and others in the sector adjust their activities to give effect to the Review in readiness for the first year of the new regime in 2015.

The Chief Executives (or General Managers) of the NZSO, Southern Sinfonia, Christchurch Symphony Orchestra, Orchestra Wellington and Auckland Philharmonia have met regularly in 2013 under the umbrella APOA (Association of Professional Orchestras Aotearoa) to discuss cooperative planning and other matters in response to the Review. This work will continue in 2014.

The financial recommendations of the Review* as they relate to the NZSO are:

- That the Government maintains its commitment to funding the NZSO as a fulltime, national touring orchestra with player capacity (both in terms of numbers and skills) to perform complex repertoire to an excellent standard.
- That the NZSO reduces the proportion of its total revenue met by central government funding.
- That the NZSO's baseline funding is maintained at \$13.45 million until the end of 2014. At the end of this period the NZSO will receive no more than 75 percent of its revenue from government (to a maximum of \$13.45 million), with a view to reducing this proportion to 70% of revenue over the following three years.

The NZSO has had its funding fixed at \$13.45 million since June 2008 and these Review recommendations confirm that it is fixed at that level now and for the future. Fixed funding has presented an ongoing challenge. It will equate to a funding reduction in real terms of over \$2.75 million per annum by the end of 2016. The Orchestra has responded strongly to this challenge and has successfully diversified its activities and income over the years in a difficult and demanding economic environment in New Zealand.

The Review notes an expectation that the NZSO will review its business model and set itself on a path to reduce the proportion of its budget that comes from government. Work has been undertaken on business model options to be implemented progressively over 2014 in preparation for the commencement of the new funding regime in 2015.

The Review requires the NZSO to reduce the proportion of its total funding represented by government funding to no more than 70% of total revenue by 2017. The 2014-16 budget and projections illustrate the NZSO plans to achieve this target ahead of the government's timetable, and in each of those three years. This will require considerable discipline on the part of the Orchestra to boost non-government income to the maximum achievable in the business conditions anticipated over the period and to realise savings from the implementation of changes to its business model.

Decisions have been taken about the financial framework that will best support both the Orchestra's fulfilment of its legislative obligations and the requirements of the Review recommendations. These are reflected in this Statement of Intent. An annual equity target has been set at a minimum of \$1.5 million, maintained by balanced budgets in each of the three years covered by this Statement of Intent.

STRATEGIC CONTEXT

The NZSO has a commitment to excellence which is at the heart of all its activities. The core values of the Orchestra are creative excellence, excellent engagement and excellent relationships. These values support its vision 'To provide world class musical experiences that inspire all New Zealanders' and they are achieved through its mission 'To deepen and expand musical connections and engagement with our communities'.

The Performance Reporting Framework laid out in this Statement of Intent shows how the NZSO's work links to that of the wider cultural sector in supporting and developing New Zealand's distinctive culture and enriching lives. The NZSO does this through three outcomes sought from the orchestral services it provides.

The Orchestra achieves its Quality Outcome through maintaining and actively developing its cohort of professional musicians. It assesses its attainment of the requirement to perform to an international standard through a range of quality measures as set out in this Statement of Intent.

The Coverage Outcome is accomplished through the NZSO's touring programme throughout New Zealand; through the wider dissemination of its music by means of broadcasts and CD recordings; and, through activities with diverse audiences such as film sound tracks, education concerts and digital media products.

The Development Outcome focuses on New Zealand symphonic repertoire through the performance of New Zealand works and the creation of new works by New Zealand composers. This includes music by established composers as well as young composers through dedicated workshop and performance opportunities. This Outcome also includes the advancement of young musicians. A major vehicle for their development is the NZSO National Youth Orchestra convened twice annually under the auspices of the NZSO.

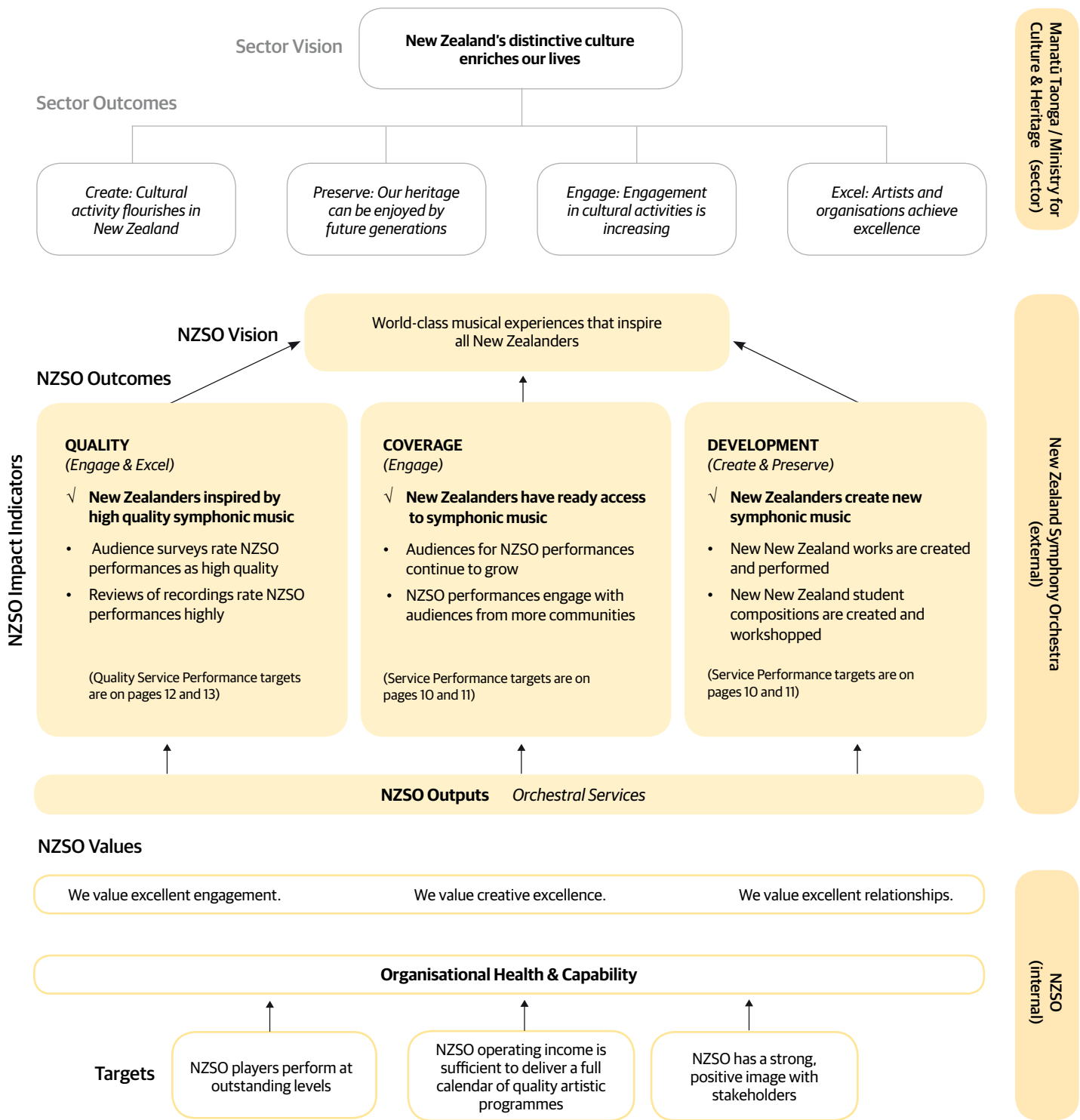
The NZSO is one of 17 agencies funded by government through the Ministry for Culture and Heritage. Collectively these agencies contribute to the sector vision 'New Zealand's distinctive culture enriches our lives' through their support of the four sector outcomes; Create – cultural activity flourishes in New Zealand; Preserve – Our heritage can be enjoyed by future generations; Engage – engagement in cultural activities is increasing; and, Excel – Artists and organisations achieve excellence.

All four outcomes are supported and promoted by the NZSO through New Zealanders creating new symphonic music, having ready access to symphonic music and being inspired by high quality symphonic music.

The NZSO is an important New Zealand cultural organisation which makes an enduring and significant contribution to New Zealand through the joy of music making and the inspiration this brings to successive generations.

* The complete final report of the New Zealand Professional Orchestra Sector Review (OSR) can be found at: <http://www.mch.govt.nz/orchestrareviewfinalreport>

PERFORMANCE REPORTING FRAMEWORK



PERFORMANCE REPORTING

VISION, IMPACT & OUTCOMES AND OUTPUTS

The framework on the previous page outlines the structure of the NZSO's performance reporting which follows. The *New Zealand Symphony Orchestra Act 2004* is a key driver for establishing the performance reporting framework and in developing the measures outlined in the following tables.

MAIN FINANCIAL & NON-FINANCIAL MEASURES

The financial projections are included on pages 14 - 20.

The outcomes the NZSO seeks are broken down into three areas: Quality, Coverage, and Development, and Impact Indicator measures are attached to each in the following table.

OUTCOME: Quality		New Zealanders inspired by high quality symphonic music				
Impact indicator	Impact measure	2012 Actual	2013 Projection	2014 Budget	2015 Forecast	2016 Forecast
Audience surveys rate NZSO performances as high quality	Average grading achieved for quality of performance in surveys of NZSO audiences	9 / 10	8.8 / 10	9 / 10	9/10	9/10
Reviews of recordings rate NZSO performances highly	Average grading achieved for NZSO recordings released and reviewed	9 / 10	8.8 / 10	9 / 10	9/10	9/10
OUTCOME: Coverage		New Zealanders have ready access to symphonic music				
Impact indicator	Impact measure	2012 Actual	2013 Projection	2014 Budget	2015 Forecast	2016 Forecast
Audiences for NZSO performances continue to grow	Total audience attendances for NZSO performances	93,808	95,000	100,000	105,000	110,000
NZSO performances engage with audiences from more communities	Total number of communities represented in NZSO audiences for live performances *	44	36	26	30	33
OUTCOME: Development		New Zealanders create new symphonic music				
Impact indicator	Impact measure	2012 Actual	2013 Projection	2014 Budget	2015 Forecast	2016 Forecast
New New Zealand works are created and performed	Number of new New Zealand works performed by NZSO	10**	3	3	4	5
New New Zealand student compositions are created and workshopped	Number of new New Zealand student compositions workshopped by NZSO	8	9	10	11	12

* A recommendation of the New Zealand Professional Orchestra Sector Review (OSR) was that the NZSO is not required to tour to centres with populations fewer than 50,000. There are only 13 such centres in New Zealand, but audiences from other communities do travel to these larger population bases to experience NZSO performances. The NZSO's response to this OSR recommendation is the reason for the decline in this measure in 2014.

** The 10 works performed in 2012 included 8 new works premiered in a special concert collaboration with the Royal New Zealand Ballet. All 8 works were student compositions which had been previously workshopped by NZSO.

STATEMENT OF FORECAST SERVICE PERFORMANCE

Government Funding for the NZSO's ongoing expenditure is provided through *Vote: Arts, Culture and Heritage* for the *Output: Performing Arts Services*. The Output is described as "providing opportunities for New Zealand audiences to experience high quality live symphonic music...and encouraging participation in and appreciation of the art form in New Zealand".

The NZSO's specific performing arts service is Output: *Orchestral Services*. Orchestral services are provided either as live performance or are recorded for transmission through a wide variety of mediums.

Consumers of orchestral services can access NZSO outputs as live performance either by their attendance at performance venues (such as public concerts) or by being visited for performances (such as NZSO visits' to schools, marae and rest-homes or retirement villages). The Orchestra travels throughout New Zealand every year and visits a large number of different communities. We recognise a separate community for reporting purposes if it is represented by its own distinct elected local body. Recorded performances can be accessed anywhere in New Zealand or around the world through radio broadcasts, commercially released compact discs,

NEW ZEALAND SYMPHONY ORCHESTRA ACT 2004 - SECTION 8	SPECIFIC OBJECTIVES	OUTCOME	FORECAST OUTPUT SERVICE PERFORMANCE
Provide the public of New Zealand with live and recorded performances of symphonic music performed to an international standard	• Provide quality live performances throughout the country • Ensure that as many performances as possible are broadcast • Produce high quality music and film recordings • Performances are of international quality	Coverage Coverage Coverage Quality	At least 69 full-orchestra performances presented throughout New Zealand and at least 14 reduced-size orchestra performances. Total performances target: 83 At least 25 new NZSO performances broadcast nationally on radio or television. At least 4 music or film score recordings undertaken. Refer separate performance quality measures on Page 12.
Provide an orchestra that: - is highly skilled and artistically imaginative; and - has strong community support	• Provide Professional Development opportunities for existing NZSO musicians • Live performances include a wide variety of programmes • Live performances reach as many communities as possible	Development (and Capability) Development Coverage	At least two professional development scholarships or bursaries awarded to NZSO musicians each year. Full-orchestra performances presented of at least 30 different programmes with at least 4 different reduced-size orchestra programmes. Performances reach at least 13 different New Zealand communities.
Be a leading New Zealand performing arts organisation with a role in the development of a distinctively New Zealand cultural environment	• Provide opportunities for the training and development of young and emerging musicians • Work collaboratively with other performing arts companies in New Zealand	Development Development	At least 4 NZSO National Youth Orchestra performances, 8 students in NZSO Mentor programme and 4 students in the fellowship programme, 4 master-classes with NZSO players or guest artists and coaching of students in 6 New Zealand regional Youth Orchestras. At least 12 collaborations with other arts/cultural organisations.
Promote and encourage New Zealand musical composition and composers	• Create workshop opportunities for New Zealand composers • Profile New Zealand composition in public performances and in recordings	Development Development Development	At least 10 student compositions are workshopped. At least 20 New Zealand works performed. The orchestra is available for one CD and one film score of New Zealand music without charge for the players' services.
Provide performance opportunities for New Zealand musicians, whether as members of the orchestra or as soloists	• Ensure that New Zealand artists perform with the orchestra as often as possible	Development	Orchestra performances include at least 20 New Zealand artists.

as soundtrack accompaniment in film releases, occasional television broadcasts and through other media such as online music libraries, web-casts and the like. The NZSO is committed to reducing, as much as possible, the barriers to accessing our outputs and is continually reviewing delivery options for orchestral services in digital formats. However, live performance in an acoustically superior performance venue is still considered the ultimate way to experience top quality orchestral music. Greater and easier access to NZSO outputs for more New Zealanders is a key to deliver the outcomes we seek.

A breakdown of the forecast revenue and expenses directly attributable to the Output: Orchestral Services is included in the financial appendices.

The following table details specific Forecast Service Performance output targets for each objective of the NZSO (as defined in Section 8 of the *New Zealand Symphony Orchestra Act 2004*) and relates the specific outcome that is sought through achieving the output target (as described in the framework). (NB. The measures for Performance Quality are on the succeeding table).

2012 ACTUAL	2013 PROJECTION	2014 BUDGET	2015 FORECAST
NZSO presented 43 full orchestra concerts and there were 30 reduced orchestra concerts undertaken during the period. Total performances: 73 35 new NZSO concerts were broadcast (live or recorded), during the year by Radio New Zealand Concert. 9 new recordings were undertaken during the period including 2 for international film scores, 2 for international CD release and 2 CD's of New Zealand music and 3 for broadcast or archive.	49 full-orchestra and 49 reduced-size orchestra performances Total performances: 98 25 new concert radio broadcast (live or recorded) 4 new music recordings and 2 film recordings	69 full-orchestra and 14 reduced-size orchestra performances Total performances: 83 25 new concert radio broadcast (live or recorded) 3 new music recordings and 1 film recording	70 full-orchestra and 15 reduced-size orchestra performances Total performances: 85 25 new concert radio broadcast (live or recorded) 4 new music recordings and 2 film recordings
The June Violet Commons Scholarship was awarded to second violinist Andrew Thomson and double-bass players Vicki Jones and Alexander Gunchenko received Mary Fitzwilliam study awards. NZSO presented full orchestra concerts of 23 different programmes and reduced orchestra concerts of 15 different programmes during the period. The NZSO performed full-orchestra or reduced-orchestra concerts in 8 different centres.	The June Violet Commons Trust Scholarship and the Mary Fitzwilliam Award Scholarship will be awarded by the NZSO Foundation to two different NZSO players. 13 full-orchestra and 14 reduced-size orchestra programmes presented 25 communities reached with live performances*	The June Violet Commons Trust Scholarship and the Mary Fitzwilliam Award Scholarship will be awarded by the NZSO Foundation to two different NZSO players. 30 full-orchestra and 4 reduced-size orchestra programmes presented 13 communities reached with live performances	At least two professional development scholarships or bursaries will be awarded to NZSO musicians. 30 full-orchestra and 4 reduced-size orchestra programmes presented 13 communities reached with live performances
3 NYO performances 8 mentor students 5 fellowships 4 master-classes 7 youth orchestras coached During the period, NZSO worked with the Royal NZ Ballet, Museum of New Zealand Te Papa Tongarewa, Auckland Choral Society and the NZ International Festival of the Arts.	4 NYO performances 8 mentor students 4 fellowships 3 master-classes 4 youth orchestras coached Performance collaborations with Royal NZ Ballet, NBR NZ Opera, Capital-E National Theatre for Children and the Museum of New Zealand Te Papa Tongarewa.	4 NYO performances 8 mentor students 4 fellowships 4 master-classes 6 youth orchestras coached Performance collaborations with the Museum of New Zealand Te Papa Tongarewa (2) and the New Zealand Festival (10).	4 NYO performances 8 mentor students 4 fellowships 4 master-classes 6 youth orchestras coached Performance collaborations with at least 3 different arts/cultural organisations.
8 student compositions workshopped 21 New Zealand works performed. No such recordings were undertaken	9 student compositions workshopped 20 New Zealand works performed. 1 CD recording and 1 film	10 student compositions workshopped 20 New Zealand works performed. 1 CD recording and 1 film	11 student compositions workshopped 20 New Zealand works performed. 2 CD recordings and 1 film
28 New Zealand artists performed	20 New Zealand artists perform	20 New Zealand artists perform	22 New Zealand artists perform

* As an outcome of the OSR the NZSO is not required to tour to centres with populations fewer than 50,000. Hence this target is budgeted and forecast to be lower in 2014 and 2015 than the projection for 2013.

MEASUREMENT OF PERFORMANCE QUALITY

The NZSO strives for artistic excellence and continually challenges itself to improve the quality of performances, programmes and recordings.

One of the keys to maintaining quality ensemble is selecting musicians through rigorous audition and trial, ensuring that, as individuals, they maintain and develop their musical skill, and having them play together in an established and stable ensemble. The quality of performance has a direct correlation to the quality of the musicians. The NZSO has set targets in the Organisational Health & Capability section of this Statement of Intent to help ensure the quality of our performances.

Measurement of quality includes a degree of subjectivity on the part of those making the assessment. In order to address this, a number of proxy measures for quality may be considered such as average attendances, total attendances or attendance as a

percentage of capacity. If these are increasing, then it can be seen as indicating quality in performance. However, such measures are more often a reflection of the popularity (or familiarity) of repertoire or soloists (or the NZSO itself), rather than a reflection of performance quality.

They are also (on an individual basis), inevitably a measure established before an actual performance takes place (tickets cannot be sold after the performance). Such proxy measures would also be more relevant if the NZSO were to always programme popular classics, rather than present "a broad repertoire...including New Zealand works" as the NZSO is required to do under its Act. All proxy measures, therefore, rely on building a certain expectation of quality over a period of time, and are best measured by gradual change.

PERFORMANCE QUALITY MEASUREMENT

PROCESS	TARGET	MEASUREMENT
Regular audience surveys are conducted and the results carefully assessed.	Audiences appreciate NZSO quality.	Audience surveys rate NZSO performance quality as at least 9/10.
Audiences for full-orchestra performances increase over time.	Audiences appreciate NZSO quality.	Average attendances (over a three year period) increase. Total audience target: 100,000
Independent international reviewing rates quality of orchestra performance.	Excellent artistic performances.	Reviews of internationally released recordings and where possible live performances, collected and analysed (i) for salient issues, and (ii) statistically for overall quality indicators. At least 9/10 of applicable grading scale achieved on average.
Critical reviews are collected and analysed after every New Zealand performance.	Excellent artistic performances	Reviews collected and analysed (i) for salient issues, and (ii) statistically for overall quality indicators. At least 9/10 of applicable satisfaction/favorability scale achieved on average.
International artists rate quality of orchestra and performances	NZSO recognized as an excellent orchestra by international standards.	Exit polling of guest conductors and soloists about their experience with the orchestra gains at least 9/10 satisfaction.
International broadcasters increase their programming of NZSO recordings recognizing the quality.	NZSO recognized as an excellent orchestra by international standards.	Number of broadcasts of the NZSO on overseas networks (over a three year period) increase.

Reviews and feedback of the New Zealand critical media and the NZSO's audiences do present a useful indicator of performance quality. However taken individually these too have limitations and are notoriously difficult to "grade". A 1-10 scale is used where a "star" rating or similar is not provided. Broadcasts of the NZSO overseas on networks such as the Public Broadcasting Service in the United States, the BBC in the UK, and the European Broadcasting Union provide a further international benchmarking opportunity. An increase in the number of these broadcasts indicates that the quality of the performances is recognised. It is for these reasons that the NZSO has tried to produce an array of indicators of performance quality, which should be taken as a whole.

The NZSO has worked with Manatū Taonga / Ministry for Culture and Heritage in conjunction with the Get-Smart survey system, to obtain regular audience feedback on performance quality (as well as feedback on other aspects of the NZSO experience).

The following Forecast Service Performance targets have been set under the Quality heading.

2012 ACTUAL	2013 PROJECTION	2014 BUDGET	2015 FORECAST
In surveys conducted between January and December, 9/10 of the respondents had an overall satisfaction rate at the NZSO concerts they had attended.	8.8/10	9/10	9/10
93,808 people attended NZSO concerts in the year. This is a 2% decrease on three years before (2009 NZSO Annual Report).	95,000 Increasing	100,000 Increasing	105,000 Increasing
All available recording reviews are collated and a summary and ratings are presented to the senior management, Music Director and the Board.	9/10	9/10	9/10
On average NZSO reviews had a 9/10 satisfaction rating by independent international reviewers.			
All media coverage including concert reviews, are collated and accorded a satisfaction / favorability rating on a scale of 1-10. A summary of articles and ratings are presented to the senior management, Music Director and the Board.	9/10	9/10	9/10
On average NZSO reviews had an 8.9/10 satisfaction rating.			
Between January and December 2012, 9 international artists completed exit polling. All rated the orchestra as extremely good or excellent. On average a 99% satisfaction grading was achieved.	9/10	9/10	9/10
6 NZSO recordings were requested or offered by Radio New Zealand for broadcasts on overseas networks.	8	10	12

FINANCIAL PROJECTIONS

Financial projections are included in the appendices.

The actual deficit for the year to 31 December 2012 of \$138,000 was \$402,000 better than had been projected in the last Statement of Intent (a deficit of \$540,000). The budget for the 2013 year was originally for a deficit of \$632,000 but is now projected to improve significantly to a deficit of just \$172,000. Cumulatively, this is a forecast improvement over those 2 years of \$862,000 since the publication of the last Statement of Intent. The 2014 year is budgeted to achieve a small surplus of \$13,000. The budget and forecasts show the NZSO achieving earned income as a percentage of total income at, or in excess of, 30% in each year from 2014-2016, the target which the government set to be reached by 2017.

The NZSO is projecting a small surplus in 2014 followed by similar results in 2015 and 2016. The NZSO's Net Equity position at the end of 2013 is projected to be \$1,520,000 and slowly increasing to \$1,600,000 by the end of 2016. The NZSO Board has set a target for equity to not fall below \$1,500,000. The Equity balance therefore remains at or above 33% of Total Assets for all periods of the Statement of Intent. The Orchestra's working capital (Current Assets minus Current Liabilities) is forecast to remain in excess of \$500,000 for all periods covered by the Statement of Intent. The NZSO forecasts cash balances in excess of \$2.8 million at the end of each year of the Statement of Intent, though bank balances fluctuate throughout the year and can be significantly lower than this level during the August-November months. Significant assumptions used in the preparation of the Prospective Financial Statements are outlined in Appendix Five.

The financial projections included in appendices one to four are the board approved budget for 2014 and projected trends for the subsequent two years. The 2014 budget is based on known or expected activities. The projections for 2015 and 2016 are based on the NZSO adjusting its activities in line with the recommendations of the government's New Zealand Professional Orchestra Sector Review (OSR). Financial years beyond 2014 are not formal board-approved budgets.

ACCOUNTING POLICIES

The forecast financial statements in the appendices have been prepared in accordance with New Zealand equivalents to International Financial Reporting Standards (NZ IFRS). Details of specific accounting policies and their application are contained in Appendix Five. For periods beyond the 2014 year, the NZSO will be classified as a Tier 1 reporting entity and will apply the full Public Sector Public Benefit Entity Accounting Standards (PS PBE) based on International Public Sector Accounting Standards (IPSAS). No changes have been made to these Prospective Financial Statements for transition to PS PBE for 2015 or 2016.

OTHER MATTERS (INCLUDING REPORTING COMMITMENTS)

Reporting

Matters on which the NZSO will consult or notify the responsible Minister before making a decision, the matters on which it will report to the Minister and the frequency of reporting are set out

in the Memorandum of Understanding between the NZSO and the Minister. The NZSO has agreed with the Minister to the following reports being routinely provided:

- Annual Report including Statement of Service Performance and Financial Statements as specified in Sections 150 to 156 of the *Crown Entities Act 2004*
- Interim Six Month Report on performance against the forecast Financial Statements and forecast Statement of Service Performance and on operational activities including paid box office attendances
- Reports on increasing non-Vote revenue, governance performance, progress against the recommendations of the Orchestral Sector Review and relevant board papers and minutes including progress in delivering against the Minister's priorities
- An NZSO contribution to the Ministry for Culture and Heritage's monthly Ministerial report from funded agencies, on the current key achievements, issues and risks for the period.

NZSO will provide other information as requested by the Responsible Minister consistent with the requirements of section 133 of the *Crown Entities Act 2004*.

Consultation

NZSO management work closely with the Ministry for Culture and Heritage, to ensure that the Minister for Arts, Culture and Heritage is kept well informed and also that the orchestra is responsive to government policy as it affects our operations. As an outcome of the OSR the NZSO will also work closely with Creative New Zealand and professional orchestras they fund.

Process in relation to acquisitions

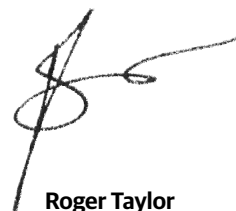
The NZSO will consult with the Minister in respect of any proposed acquisitions including shares or interests in companies, trusts or partnerships. The NZSO will not acquire such interests or shares without the consent of the Minister.

STATEMENT OF RESPONSIBILITY

The Board and management of New Zealand Symphony Orchestra are responsible for the preparation and issue of the attached Prospective Financial Statements.



Donald Best
Board Chair
6 December 2013



Roger Taylor
Board Member,
Chair of Audit Committee
6 December 2013

PROSPECTIVE COMPREHENSIVE INCOME STATEMENT

APPENDIX ONE

2012 to 2016

NZ\$,000	2012 Actual	2013 Projection	2014 Budget	2015 Forecast	2016 Forecast
Government Funding	13,446	13,446	13,446	13,446	13,446
Interest & Sundry Income	336	331	431	440	451
Overhead Expenses (incl. salaries)	(12,624)	(12,661)	(12,301)	(12,552)	(12,624)
Depreciation & Amortisation	(186)	(181)	(170)	(165)	(160)
Surplus / (Deficit) before Orchestral Services	972	935	1,406	1,169	1,113
Orchestral Services					
Concert Income	2,058	2,500	3,379	2,749	2,749
Sponsorship	1,525	1,213	1,480	1,782	1,932
Other Orchestral Services Income	241	881	767	660	565
Orchestral Services Expenses	(4,934)	(5,701)	(7,019)	(6,324)	(6,328)
Surplus / (Deficit) from Orchestral Services	(1,110)	(1,107)	(1,393)	(1,133)	(1,082)
Net Surplus / (Deficit) and Total Comprehensive Income	(138)	(172)	13	36	31
Government Funding % of Total Income	76%	73%	69%	70%	70%

PROSPECTIVE STATEMENT OF CHANGES IN EQUITY

APPENDIX TWO

2012 to 2016

NZ\$,000	2012 Actual	2013 Projection	2014 Budget	2015 Forecast	2016 Forecast
Net Surplus / (Deficit)	(138)	(172)	13	36	31
Total Comprehensive Income for the Period	(138)	(172)	13	36	31
Opening Balance of Equity	1,830	1,692	1,520	1,533	1,569
Closing Balance of Equity	1,692	1,520	1,533	1,569	1,600

PROSPECTIVE STATEMENT OF CASH FLOWS

APPENDIX THREE

2012 to 2016

NZ\$,000	2012 Actual	2013 Projection	2014 Budget	2015 Forecast	2016 Forecast
CASH FLOWS FROM OPERATING ACTIVITIES					
Receipts from Customers	3,413	4,263	5,645	4,738	4,685
Interest Received	164	155	192	202	212
Government Funding	13,446	13,446	13,446	13,446	13,446
Payments to and on behalf of employees	(10,321)	(10,665)	(10,513)	(10,518)	(10,574)
Payments to Suppliers	(6,744)	(7,126)	(8,571)	(7,802)	(7,668)
Net Goods and Services Tax	64	-	-	-	-
Net Cash Flows from Operating Activities	22	73	199	66	101
CASH FLOWS FROM INVESTING ACTIVITIES					
Sales of Property, Plant & Equipment	7	13	-	-	-
Purchases of Property, Plant & Equipment	(82)	(96)	(115)	(95)	(115)
Purchases of Intangible Assets	(15)	(3)	(35)	(40)	(35)
Net Cash Flows from Investing Activities	(90)	(86)	(150)	(135)	(150)
Net Increase / (Decrease) in Cash Held	(68)	(13)	49	(69)	(49)
Add: Cash at beginning of the year	3,043	2,975	2,962	3,011	2,942
Cash at end of the year	2,975	2,962	3,011	2,942	2,893
Represented by: Cash & Cash Equivalents					
Bank	1,975	2,462	2,511	2,442	2,393
Term Deposit <= 3 months	1,000	500	500	500	500
	2,975	2,962	3,011	2,942	2,893

PROSPECTIVE STATEMENT OF FINANCIAL POSITION

APPENDIX FOUR

2012 to 2016

NZ\$,000	2012 Actual	2013 Projection	2014 Budget	2015 Forecast	2016 Forecast
Current Assets					
Cash & Cash Equivalents	1,975	2,462	2,511	2,442	2,393
Investments	1,000	500	500	500	500
Trade Receivables	80	75	95	75	125
Other Receivables	303	200	212	199	199
Prepayments	76	150	125	105	95
Derivative Financial Instruments	2	-	-	-	-
Total Current Assets	3,436	3,387	3,443	3,321	3,312
Non-Current Assets					
Property, Plant and Equipment	1,184	1,113	1,095	1,063	1,053
Intangibles	88	64	62	64	64
Total Non-Current Assets	1,272	1,177	1,157	1,127	1,117
TOTAL ASSETS	4,708	4,564	4,600	4,448	4,429
Current Liabilities					
Trade Creditors	189	200	180	150	155
Sundry Creditors & Payables	665	595	550	475	475
Revenue in Advance	843	910	1,032	1,057	1,057
Employee Entitlements	1,133	1,150	1,125	1,029	992
Derivative Financial Instruments	-	-	-	-	-
Total Current Liabilities	2,830	2,855	2,887	2,711	2,679
Term Liabilities					
Employee Entitlements	186	189	180	168	150
Equity					
Opening Balance of Equity	1,830	1,692	1,520	1,533	1,569
Total Comprehensive Income for the Period	(138)	(172)	13	36	31
Closing Balance of Equity	1,692	1,520	1,533	1,569	1,600
TOTAL FUNDS EMPLOYED	4,708	4,564	4,600	4,448	4,429
Working Capital	606	532	556	610	633
Equity % of Total Assets	36%	33%	33%	35%	36%

STATEMENT OF SIGNIFICANT UNDERLYING ASSUMPTIONS

APPENDIX FIVE

Purpose of Prospective Financial Statements

The prospective financial statements of the NZSO have been prepared in accordance with Section 154 of the *Crown Entities Act 2004* and in accordance with NZ IFRS for a Public Benefit Entity. The sole purpose of the prospective financial statements is to fulfill the NZSO's obligations under the *Crown Entities Act 2004* to;

- Promote the public accountability of the NZSO
- Provide a base against which the NZSO's actual performance can later be assessed

The prospective financial statements comply with FRS 42. The actual financial results achieved for the periods covered are likely to vary from the information presented, and these variations may be material.

Reporting Entity and Statutory Base

The New Zealand Symphony Orchestra (NZSO) was established as an autonomous Crown entity on 6 April 2004 by the *New Zealand Symphony Orchestra Act 2004*. Prior to this, the Orchestra was a crown-owned limited liability company from 1998-2004 and before that, from its establishment in 1947 until 1998 was part of New Zealand's various broadcasting agencies - New Zealand Broadcasting Service (NZBS), New Zealand Broadcasting Corporation (NZBC) and Broadcasting Corporation of New Zealand (BCNZ). The NZSO is now an autonomous Crown entity for the purposes of Section 7 of the *Crown Entities Act 2004*. The terms of that Act apply to the NZSO except to the extent that the *New Zealand Symphony Orchestra Act 2004* expressly provides otherwise. The NZSO is domiciled in New Zealand, is wholly owned by the Crown and is responsible to the Minister for Arts, Culture and Heritage, Hon Christopher Finlayson.

The NZSO's primary mission is "deepening and expanding musical connections and engagement with our communities" and as such the NZSO is a Public Benefit Entity for reporting purposes under New Zealand International Financial Reporting Standards (NZ IFRS).

Measurement Base

The general accounting policies recognised as appropriate for the measurement and reporting of the operating results, cash flows and the financial position under the historical cost method have been followed in the preparation of these financial statements, except in the case of derivative financial instruments which are measured at fair value.

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000). The functional currency of the NZSO is New Zealand Dollars.

Significant Assumptions

Income: The baseline government funding received through Vote: Arts, Culture & Heritage is included at current levels for all future periods in the prospective financial statements. A recommendation of the Review of the New Zealand Professional Orchestra Sector was that this level of funding be continued for the period covered.

Concert income is budgeted assuming various attendance levels and average ticket prices adjusted for known factors such as the particular repertoire or guest artists and based on historical trends. The 2014 concert income is budgeted on known activities while income for subsequent years is based on the anticipated season structures for those years with gradually increasing audiences. The 2014 season includes a significant increase in budgeted concert income vs. the projection for 2013 (by 46%) and is substantially the result of income for the three performances of *Doctor Who Symphonic Spectacular* to be presented by the NZSO and New Zealand Festival in association with BBC Worldwide. Concert income for 2015 and 2016 is budgeted at levels more consistent with the 2013 projection.

Various assumptions have been made about the level and timing of sponsorship income. The most significant assumptions relate to the attainment of new sponsors where a vacancy exists and renewals where an existing sponsor's contract expires during the term of the prospective financial statements. The current list of NZSO's sponsors is included on the inside back cover of this Statement of Intent. The NZSO has budgeted to increase total sponsorship in each of the next three years from corporate partners in addition to philanthropic and trust giving through the NZSO Foundation. The NZSO is projecting over \$200,000 of income from the NZSO Foundation in 2013 increasing by more than 50% in 2014 to in excess of \$305,000.

Expenditure: The NZSO will continue to rigorously control expenditure however gradual increases in fixed and variable costs are inevitable due to general inflation. Total expenditure is forecast to increase at less than the Reserve Bank projections for general inflation in New Zealand. Orchestral Services expenditure is budgeted to be higher in the 2014 financial year than projected for the 2013 year due principally to the costs of the *Doctor Who Symphonic Spectacular* noted above. The costs for these three performances comprise 5.3% of the total Orchestral Services expenditure for the year. The highest area of total expenditure is Personnel Costs and most extensively relates to the 90 player establishment. The Players' Collective Employment Agreement is current until the end of 2013 and negotiations for a renewal to the contract for 2014 and beyond are yet to commence.

Depreciation and leases: The lower depreciation expenses for 2014 and beyond are largely the result of completing the depreciation on the NZSO's fitout of its leased spaces in the Michael Fowler Centre (MFC) and Municipal Office Building (MOB). The NZSO will temporarily move out of the MOB administration offices by early 2014 as earthquake strengthening work is undertaken on the adjacent Wellington Town Hall. The lease with Wellington City Council of both MFC and MOB expires in mid-2014 with the NZSO holding a right of renewal for these spaces.

Statement of Significant Accounting Policies

The following accounting policies that significantly affect the measurement of the operating result and financial position have been applied.

a) Property, plant and equipment

The costs of property, plant and equipment are the value of consideration given to acquire assets and the value of other directly attributable costs which have been incurred in bringing the assets to the location and condition necessary for their intended service. Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses.

b) Depreciation

Depreciation is provided on a straight line basis (SL) on all items of property, plant and equipment at rates calculated to allocate the assets' cost, less estimated residual value, over their estimated useful lives. Leasehold Alterations are depreciated over the remaining period of the lease agreement.

Major depreciation rates are:

Leasehold Alterations	15 years	6.67%	SL
Computer Equipment	3 years	33.33%	SL
Studio Equipment	10 years	10.00%	SL
Furniture and Fittings	15 years	6.67%	SL
Musical Instruments - percussion	10 years	10.00%	SL
Musical Instruments - all others	25 years	4.00%	SL
Library - Music Manuscripts	Not depreciated		

c) Intangibles & Amortisation

Software acquisition and development

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. Costs associated with maintaining computer software are recognised as an expense when incurred. Costs that are directly associated with the development of software for internal use by the NZSO, are recognised as an intangible asset. Direct costs include the software development and directly attributable employee costs. Staff training costs are recognised as an expense when incurred.

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each period is recognised in the Income Statement. The useful lives and associated amortisation rates of major classes of intangible assets have been estimated as follows:

Acquired Computer Software	3 years	33.33%
Developed Computer Software	3 years	33.33%

d) Impairment of non-financial assets

Property, plant and equipment are reviewed for impairment whenever events or changes in circumstances indicate that the carrying value will exceed recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and the depreciated replacement costs for the assets. Impairment losses are recognised in the Income Statement.

e) Trade receivables and other receivables

Trade receivables are initially measured at fair value and subsequently measured at amortised cost. All receivables are for less than 12 months and the effect of discounting is immaterial. Allowances for estimated irrecoverable amounts are recognised after reviewing every item of receivables.

f) Trade Creditors and other payables

Trade Creditors and other payables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method. NZSO normally pays its creditors on the 20th of the month following invoice date and all payables are non interest bearing. Consequently, the effect of discounting is immaterial.

g) Currency Conversions

All Foreign currency transactions (including those for which forward exchange contracts are held) are translated into New Zealand dollars using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at balance date exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Income Statement.

h) Income Tax

The NZSO is a public authority for the purposes of the Inland Revenue Acts. A public authority is exempt from income tax under the *Income Tax Act 2004*.

i) Accounting for Non Cash Transactions

The NZSO recognises non-cash transactions in which there is an exchange of goods and services or acquisition of assets. Consideration is valued at the lower of assessed cost or market

value. There is usually a nil effect on the net surplus/(deficit) as transactions of equal value are recorded in both income and expenditure categories.

Where items of property, plant and equipment are provided in non-cash transactions and ownership passes to the NZSO the full value of the assets is recognised as income and the asset written off by depreciation in accordance with the NZSO's depreciation policy.

j) Financial Instruments

The NZSO is party to financial instrument arrangements including cash and bank, short term investments, trade receivables and creditors and accruals which have been recognised in the Balance Sheet. The NZSO does not hold or issue financial instruments for trading purposes. Income, expenditure and movements in fair value in relation to all financial instruments are recognised in the Income Statement.

Derivative Financial Instruments

The NZSO uses derivative financial instruments to reduce its exposure to foreign exchange risk arising from its normal operating activities. These instruments are measured at fair value and movements recognised in the Income Statement. The NZSO has not adopted hedge accounting.

k) Budget Figures

The budget figures are those approved by the NZSO Board at the beginning of the financial year.

The budget figures have been prepared in accordance with generally accepted accounting practice and are consistent with the accounting policies adopted by the NZSO Board for the preparation of these financial statements.

l) Income

The NZSO derives income through the provision of outputs to the Crown, for services to third parties and income from its investments. Such income is recognised when earned and is reported in the financial year to which it relates. Accordingly, income related to future concerts is deferred until the periods in which those concerts take place. Revenue from the Crown is received quarterly and is recognised in the period it is received.

m) Investments

Investments are initially valued at fair value. After initial recognition investments are measured at cost using the effective interest method.

n) Operating Leases

Operating lease payments, where the lessor effectively retains substantially all the risks and benefits of ownership of the leased items, are charged as expenses in the years in which they are incurred.

o) Statement of Cash Flows

Cash means cash balances on hand, held in bank accounts, demand deposits and other highly liquid investments in which NZSO invests as part of its day-to-day cash management. Term deposits with maturity of 3 months or less are classified as cash and cash equivalents and those greater than 3 months are classified as investments. Operating activities include cash received from all income sources of the Crown entity and records the cash payments made for the supply of goods and services. Investing activities are those activities relating to the acquisition and disposal of noncurrent assets and investments. Financing activities comprise the change in equity and debt capital structure of NZSO.

p) Goods and Services Tax (GST)

These financial statements are prepared on a GST exclusive basis with the exception of trade receivables and trade creditors which are stated inclusive of GST. The net amount receivable or payable in respect of GST is included as part of other receivables or creditors and accruals respectively.

q) Employee Entitlements

Provision is made in respect of NZSO's liability for Annual Leave, Long Service Leave, Deferred Leave, Retiring Leave and Sick Leave. Annual Leave, Retiring Leave and Deferred Leave have been calculated on an actual entitlement basis at current rates of pay. Long Service Leave has been calculated on an actuarial basis. The liability for Sick Leave has been calculated as the extent to which actual leave taken in the coming year is expected to be greater than the sick leave entitlements earned in the year, based on historic analysis.

The NZSO's contribution to superannuation schemes are accounted for as defined contribution schemes and are recognised as expenses in the Income Statement as incurred.

r) Provisions

Provision for future expenses of an uncertain amount and timing are recognised when there exists a present obligation as a result of a past event and it is probable that expenditure would be required to settle that obligation. Where the effect of discounting is material the amount of expenditure will be the present value of the future expenditure.

s) Changes in Accounting Policies

There have been no changes in accounting policies since the date of the last audited financial statements. The accounting policies have been applied on a basis consistent with other years.

PART TWO: ORGANISATIONAL HEALTH & CAPABILITY

MANAGING ORGANISATIONAL HEALTH AND CAPABILITY

Challenge - the NZSO has an assured future

In Part One of this Statement of Intent, we describe what the NZSO does (outputs) to deliver strong outcomes for New Zealanders. That performance framework is necessarily an external focus of the NZSO's operations. Organisational Health & Capability focuses internally on what the NZSO has developed or requires to deliver on these external objectives. It is this capability that underpins and resources everything the NZSO delivers for New Zealanders.

Since establishment in 1946, the NZSO has been built into a world-class orchestra, as acknowledged by invitations to perform at prestigious events such as the Beijing Olympic Cultural Festival in 2008, the World Expos in Aichi and Shanghai, and in some of the most prestigious concert halls in Europe. This level of excellence is attributable to the high caliber and the dedicated work of NZSO players, the Music Director and management team.

To ensure the NZSO can continue to deliver on our objectives, we must maintain a motivational and positive working environment. The NZSO's financial resources need to be sufficient (and utilized effectively) to deliver a diverse, quality artistic programme.

Target 1

NZSO operating income is sufficient to deliver a full calendar of quality artistic programmes

The NZSO's operation remains underpinned by stable but fixed-level funding that comes from the New Zealand Government through the Ministry for Culture and Heritage. As the spending power of that funding continues to decline over time the NZSO is required to increase funding from other sources. The NZSO continues seeking additional earned income through high-value contract engagements, recordings and film scoring. The NZSO Development team is charged with increasing corporate sponsorship, charitable giving and trust funding with the support of the NZSO Foundation. The NZSO Sales & Marketing team is similarly charged with raising attendances and box office earnings for NZSO performances.

Target 2

NZSO players perform at outstanding levels

The NZSO strives to be a good employer observing best practice principles. The NZSO has developed policies and procedures, which integrate Equal Employment Opportunity principles, cover recruitment and selection, induction, professional development for management staff and players, job evaluation and remuneration, employee relations, health and safety, and contract management. The NZSO also strives to be a responsible corporate citizen.

The NZSO's key strategy to deliver on this target is the continued expansion of the current Professional Development System to include a structured Proficiency Management framework. The NZSO Foundation will assist in delivering targeted professional development bursaries and scholarships.

Target 3

NZSO has a strong, positive image with stakeholders (including the media, government, audiences, sponsors and funders, the New Zealand public and other arts & cultural organizations)

The NZSO will continue to explore the potential of its branding and visual identity to communicate artistic excellence and imaginative and interesting programming. The NZSO will work co-operatively with APOA (Association of Professional Orchestras Aotearoa) and other agencies to implement the findings of the governments New Zealand Professional Orchestra Sector Review.

Organisational Health and Capability		2. NZSO Players perform at outstanding levels
PROCESS	TARGET	MEASUREMENT
The NZSO follows a preparation and rehearsal process that accords with leading international practice. All performances of the NZSO are thoroughly rehearsed to ensure that public performances are of the highest possible standard.	Excellent artistic performances.	A minimum of two days of rehearsals and a dress rehearsal are undertaken for all NZSO full-orchestra performances.
Maintain quality ensemble through continuity of musicians and conductor.	Low player turnover and regular Music Director visits.	Music Director conducts at least 15 performances annually for at least three years. Player turnover at less than 7.5% p.a.

PERSONNEL POLICY

The NZSO adheres to the principles of being a good employer.

Specifically, we strive to provide employees with a safe working environment and we have systems in place to ensure that hazards are identified and their impact minimized. The NZSO has retained its tertiary level requirements for ACC Workplace Management Practices.

The NZSO is committed to providing equality of opportunity in its employment policies. All permanent positions are advertised externally to attract a wide range of candidates. The best candidates are appointed to positions after following a strict selection process. The NZSO ensures that gender balance is achieved on all appointment panels. For the selection of players, all applicants are invited to audition and to ensure impartiality the first and second rounds of auditions are held behind screens.

The players and some management staff of the NZSO are employed under collective employment agreements. The NZSO enters negotiations with the Service and Food Workers Union (SFWU) adhering to the principles of good faith bargaining. The NZSO provides fair and reasonable terms and conditions of employment. Many entitlements exceed the statutory minimums as set out in New Zealand legislation.

Management positions are formally evaluated so that salaries remain competitive with the New Zealand general market (while being mindful of the government's expectations for pay and conditions in the public sector). Every year salaries are reviewed and training and development opportunities are prioritized for all employees. Study Awards and/or Bursaries are awarded to a number of employees. The NZSO has introduced a Professional Development System for players, which continues to be improved.

The NZSO has a commitment to consultation to allow employees to have an opportunity to participate in decision making. Consultative committees are set up to ensure regular consultation with employees.

The NZSO subscribes to the public sector code of conduct. It also notes the government's expectations for pay and employment conditions in the state sector and provides information to the State Services Commission as required. The board of the NZSO consults with the State Services Commission with regards review and remuneration of the Chief Executive.

SPONSORS & FUNDING AGENCIES

*We salute our corporate sponsors and funding agencies.
Their support for our combined vision ensures we continue
playing music for the nation.*

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CIRCLE PARTNERS



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or telephone **09 358 0952** or email sponsorship@nzso.co.nz

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