



STATEMENT OF INTENT

2018 — 2021

NEW ZEALAND SYMPHONY ORCHESTRA
TE TIRA PŪORO O AOTEAROA

STATEMENT OF INTENT

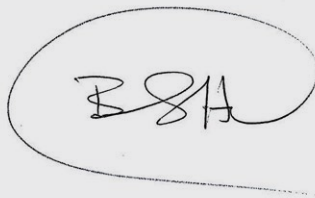
This Statement of Intent (SOI) describes the New Zealand Symphony Orchestra's (NZSO) operating environment and its strategic intentions for the four year period from 1 January 2018 to 31 December 2021. It sets out what the NZSO intends to achieve through its activities over the next four years and how it will manage its functions and operations to meet its intentions. It is produced in accordance with Section 141 of the *Crown Entities Act 2004*.



SIGNED:

DONALD BEST ONZM
BOARD CHAIR

9 MARCH 2018



DAME BRONWEN HOLDSWORTH DNZM
BOARD MEMBER,
AUDIT COMMITTEE MEMBER

9 MARCH 2018

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FOREWORD FROM THE CHAIR

On behalf of the Board of the NZSO I am pleased to present this Statement of Intent for the four years 2018 – 2021. This outlines the Orchestra's strategies for presenting high quality performances of orchestral music to communities across the country. It also describes how the NZSO is preparing for a new future designed to expand its connections with New Zealanders and provide more opportunities for more people to experience live orchestral music in ways that are convenient, informative, entertaining and enjoyable.

In preparing this Statement of Intent the NZSO Board and senior players and staff have worked closely together to understand the Orchestra's operating environment, understand how New Zealand is changing and plan what the NZSO will do to respond to these factors and ensure new generations of New Zealanders are enthused and stimulated by the NZSO's music.

Orchestras around the world are responding to significant changes in the communities they serve as demographic, social and technological changes overturn established patterns of concert attendance and presentation. The expectations of both young people and new audiences are influenced by rapidly evolving popular technologies which often feature music as a core content source. These developments pose particular challenges and opportunities for orchestras, requiring careful balancing of the core activity of live performance with other modes of orchestral experience delivered through channels such as downloads, video and live streaming.

The NZSO's responses to these challenges and opportunities are set out in three key strategies in this Statement of Intent - **New Directions**, **New Home** and **International Performance**. Taken as a whole, these strategies are a foundation for renewal and change over the four years of this Statement of Intent. They position the NZSO to evolve and respond to our changing country and incorporate a commitment to ever increasing growth in performance standards through the challenge of international exposure.

New Directions sets us on a path of diversity of activity, a widening of access and an increase in our engagement with New Zealand communities through an expansion of touring schedules. The experiences of these new approaches in the first year of this Statement of Intent will be used to enhance and expand these ideas in the subsequent years.

New Home sets us on a path of security, stability and new adventures in music for our musicians and our national audiences as we prepare to take up permanent residence in the Wellington Town Hall. With this base and its installed modern technologies, we will further develop our film scoring activities, generate additional income, create music content for education and community use, make recordings, livestream concerts and activities and develop and pilot new programmes and initiatives to incorporate into our touring itineraries.

International Performance continues us on a path of excellence in performance, growing recognition and wide exposure through international benchmarking and global visibility. A 2020 European tour, at a similar time as the successful 2010 tour and including an important contribution to New Zealand's participation at Expo 2020 Dubai *en route*, would also contribute support to New Zealand's international diplomatic interests and generate wider cultural, trade and tourism benefits.

We are excited about these developments which herald significant changes in the NZSO's approach to delivering its objectives and fulfilling its functions. At the conclusion of the period of this Statement of Intent the NZSO will have undergone a major transformation to give it the capacity and flexibility to serve New Zealanders into the future in their changing world.



Donald Best ONZM



THE NZSO'S ROLE

LEGISLATION

The New Zealand Symphony Orchestra is an autonomous Crown Entity under the *Crown Entities Act 2004*. The Orchestra's objectives and functions are set out in sections eight and nine respectively of the *New Zealand Symphony Orchestra Act 2004*.

Principal objectives of Orchestra	Functions of Orchestra
- 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 – - is highly skilled and artistically imaginative; and - 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.	- 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.

The Principal Objectives of the Act require the NZSO to provide leadership, attain high artistic standards and to contribute to New Zealand as a leading performing arts organisation. The Functions of the Orchestra are concerned with the development of New Zealand musicians and audiences.

The Orchestra's operating model is designed to give effect to these legislative requirements. The NZSO maintains a permanent complement of players recruited, managed and developed in accordance with exemplary international practice. Each year it presents the best of international artists together with a range of fine New Zealand artists as conductors and soloists in its annual concert touring programmes. The

NZSO commissions and performs a number of works by New Zealand composers annually and workshops, performs and records music by young and emerging composers.

The Functions of the Act are accomplished in a number of ways. An annual national touring programme takes music to centres throughout New Zealand. There is a broad programming strategy built on a foundation of core symphonic repertoire which also includes contemporary and New Zealand works. As a result New Zealanders have the opportunity to hear symphonic music performed to an international standard and to develop and expand their knowledge, appreciation and enjoyment of orchestral music.

VISION AND MISSION

The NZSO's Vision and Mission guide and shape its activities. These are subject to a single over-arching imperative of excellence in all that the Orchestra undertakes. Excellence in performance is a critical determinant of our core business of symphonic music making. Organisational excellence is the key to its achievement. The framework connecting our Vision and Mission to the work of a national, full time, full size symphony orchestra sets out the NZSO's aspirations as a major performing arts organisation.



NZSO Vision and 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 FULL TIME 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.

VALUES

The values the NZSO holds as an organisation make a key contribution to the realisation of the goal of excellence. These values cover work in New Zealand communities as a professional symphony orchestra, the constant striving for performance excellence and the behaviours we share – how we are with each other and with those with whom we work and interact.

NZSO Values

WHAT WE DO	<i>We value excellent engagement</i>	• 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	<i>We value creative excellence</i>	• 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	<i>We value excellent relationships</i>	• We always act with fairness, honesty and transparency • We trust, respect, acknowledge and support each other • We always act with integrity



THE NZSO'S OPERATING ENVIRONMENTⁱ

Over the year leading into the period covered by this Statement of Intent the NZSO Board, Principal musicians, Player representatives and senior staff worked closely together to assess trends for orchestras across the world, as well as carefully examining the Orchestra's own unique operating environment in New Zealand. Together we are developing ways in which the NZSO will respond to the opportunities and challenges that the current and future environment presents.

There are many significant factors in the political, economic, social and technological domains that are driving change in New Zealand and the Orchestra has identified four areas which are critical to its future. These are: New Zealand's evolving demographics; Auckland; funding; and, technology. Creative and imaginative responses to these aspects of change in the operating environment have shaped the NZSO's strategic intentions over the four-year span of this Statement of Intent.

Demographics

New Zealand's population is growing at its fastest pace in over 40 years and its distribution and makeup is changing. The major population centres are growing, while numbers in many regional centres are either static or declining. There is considerable growth in some demographic groups such as retirees, and particularly in Auckland, Asian, Māori and Pasifika.

By 2028, it is projected two of every five New Zealanders will live in Auckland. Asian communities will equal or outnumber Māori and there will be more people aged over 65 than 15 and under. By 2031 the 65 plus segment of the NZ population will reach c.1.2 million with those aged 85 plus totalling c.0.2 million. By this time eight territorial authority groupings, comprising three in the South Island and five in the North Island will have over 30% of the 65 plus population.

These trends have significant implications for the NZSO. Building strong audiences in the major population centres must continue to be a key goal. The growth in some demographic segments presents challenges in understanding the needs of these groups and how best to engage with them.

The changing distribution of the population impacts on touring patterns. Older concert goers are an important part of the Orchestra's audiences and providing live music experiences will require the NZSO to develop new tour centres. Younger audiences require a sophisticated approach to the use of technologies. There needs to be a focus on educating and informing young people about music and on stimulating excitement and interest as well as providing essential curriculum support of classical music for school students.

Regional touring will need to be tailored for specific communities. Diversity of people will mean diversity of delivery. No single performance offering will meet the needs of all potential audiences. The NZSO will need to further diversify

its activities to serve varied communities and communities of interest as well as audience groups such as schools, families, pre-schoolers, core concert goers, ethnic communities, Māori, young people and young musicians.

The availability of suitable venues in some major cities and provincial centres is an ongoing critical issue which affects the NZSO's ability to deliver orchestral services. The provision of venues designed for music performance must be a critical priority for local authorities and it is pleasing to note that there are current plans to build new venues in some centres.

Auckland

Auckland has approximately 33% of New Zealand's population, accounts for 35% of its GDP and has the largest regional economy. The combined Auckland cities represent a growing population base, which is forecast to increase by c.0.7 million in the next 20 years. In recent years immigration has been the most significant contributor to this growth and has resulted in a culturally diverse population. In 2013, 40% of the population and 44% of the workforce was born overseas.

Successfully supporting and celebrating diversity is a challenge and opportunity for New Zealand in the decades ahead. This is particularly so in Auckland where rapid growth is accelerating the change in ethnic diversity. Over the next ten years the proportion of Aucklanders who self-identify as Asian is expected to grow to c.30%. Māori will remain constant at 11% over the period, Pasifika will grow to 16% and New Zealand European/Pakeha will decline to 42%. By the mid 2020s, the Auckland Asian population will have reached 0.5 million out of a total of 0.8 million in New Zealand.

With the advent of the Auckland super city, the large population and the continuing high rates of growth, Auckland is a pivotal tour centre for the NZSO to contribute to and will be even more so in future years. The *New Zealand Professional Orchestra Sector Review* (OSR) released in February 2013 by Manatū Taonga Ministry for Culture and Heritage noted unmet demand in the Auckland orchestral market. There is considerable scope for the NZSO to increase its activities to serve the needs of this major economic and cultural conurbation.

The implications of these trends for the NZSO include increasing activities in the city over the period of this Statement of Intent, developing differentiated local activities to respond to Auckland's diversity and geographical spread and an urban touring approach using venues across the city to improve access to the NZSO for its varied communities.

The NZSO as the nation's premiere symphony orchestra has the commitment, expertise and capacity to meet these challenges and proactively lead the way in orchestral music making in the city. The Orchestra will draw on its experiences with new activities piloted in 2018 to create a greater range

ⁱ Information sourced from: College of Humanities and Social Sciences, Massey University; New Zealand Treasury; Statistics New Zealand; and, Audience Atlas New Zealand.

of programmes and musical experiences tailored to meet the needs and aspirations of Auckland's rapidly developing and diversifying communities.

As a consequence of the scale of the local economy the city is also an important source of private and corporate philanthropy for the NZSO. This will continue to grow and the NZSO will need to build on its current presence in the city to capitalise on this situation.

Funding

New Zealand's economic outlook over the term of this Statement of Intent is for strong economic growth driven by sustained increases in services exports, particularly tourism, the stimulatory effects of low interest rates and population growth. Consumers Price Index (CPI) inflation is expected to be modest and the relatively low unemployment rate to further decline. The incoming 2017 Government is implementing a programme of reform and change with key priorities being the social, educational and health sectors which require substantial investment.

This is the setting of the NZSO's current funding context. The OSR recommended that the NZSO's appropriation be capped at \$13.45 million and that this comprise no more than 70% of the Orchestra's total revenue by the end of the following three years. The NZSO subsequently received an increase in its annual appropriation in Budget 2016 from \$13.45 million to \$14.65 million following eight years of fixed funding.

The Budget 2016 submission demonstrated how a modest investment in the NZSO produced a substantial increase in productivity with more concerts, wider community engagement and larger audiences. This increase enabled the Orchestra to diversify and increase its planned concert activity in the latter part of 2016 and carry this through into future planning.

The NZSO is committed to maximising income from non-government sources to meet its share of the total revenue targets set in the recommendations of the OSR. The Orchestra is actively working to diversify income sources, pursuing opportunities for increasing commercial and contract income including film scoring, maintaining the growth trajectory of philanthropic fundraising and broadening programme offerings to increase box office income. As a result, the Orchestra is now firmly on track to meet these targets in 2018 and subsequent years.

The contemporary entertainment market is highly competitive and the broadening of programming to appeal to a wider audience base is an increasing trend internationally for many orchestras. This can involve collaborating with a commercial partner or presenting a commercially developed package such as accompanying a live showing of a film from the *Star*

Wars franchise, or a spinoff show such as *The Muppets* from the television series. These are both examples of the NZSO's increasing activity in this area which are programmed in 2018.

Technology

Technology has opened up new frontiers for performing arts organisations internationally and created opportunities for connection and communication for orchestras that have been almost impossible to conceive or imagine. These frontiers are online presence, digital marketing, digital venue, electronic performance media and digital communication and dissemination and they are in a permanent state of expansion and development.

The NZSO, like orchestras around the world, already employs these technologies in a variety of ways. The NZSO social media platforms and website fulfil key functions in providing information and facilitating access. In New Zealand in 2014, 49% of patrons in the classical music market had, in the last three years, chosen an arts, cultural or heritage visit after reading an online review; 83% had booked tickets online; and, 72% visited a website after a cultural experience to find out more information.

The NZSO's digital marketing infrastructure continues to grow with the introduction of the NZSO mobile app and the rapidly increasing migration of patrons to online booking. The Orchestra has also piloted live streaming of masterclasses and performances as it explores the possibilities of these new forms of communication with its audiences. A 2014 survey showed that 35% of classical music market patrons had watched a recording or livestream of an arts or cultural event online; 43% had streamed or downloaded music; 30% downloaded content by New Zealand artists; and, 6% downloaded classical music by New Zealand artists.

Technology presents important future opportunities for the NZSO. It enables the delivery of tailored offerings to individuals, it can generate and connect with virtual and physical audiences in ways that are appropriate to them, it can reach existing audiences in new ways, as well as reach potential new audiences and it can enable others to collaborate with the NZSO and for the NZSO to partner with other organisations on non-traditional projects.

One of the most important of these opportunities is a digital venue. For the required technologies to be cost effective, convenient and pervasive, orchestras of the future require permanent studio, rehearsal and performance facilities to generate and develop their physical and virtual audiences. These facilities need to have the requisite technologies installed and continuously available for the creation and dissemination of content. This control of production and content distribution will be critical to the transformation and evolution of symphony orchestras of the future.

THE NZSO'S STRATEGIC ENVIRONMENT

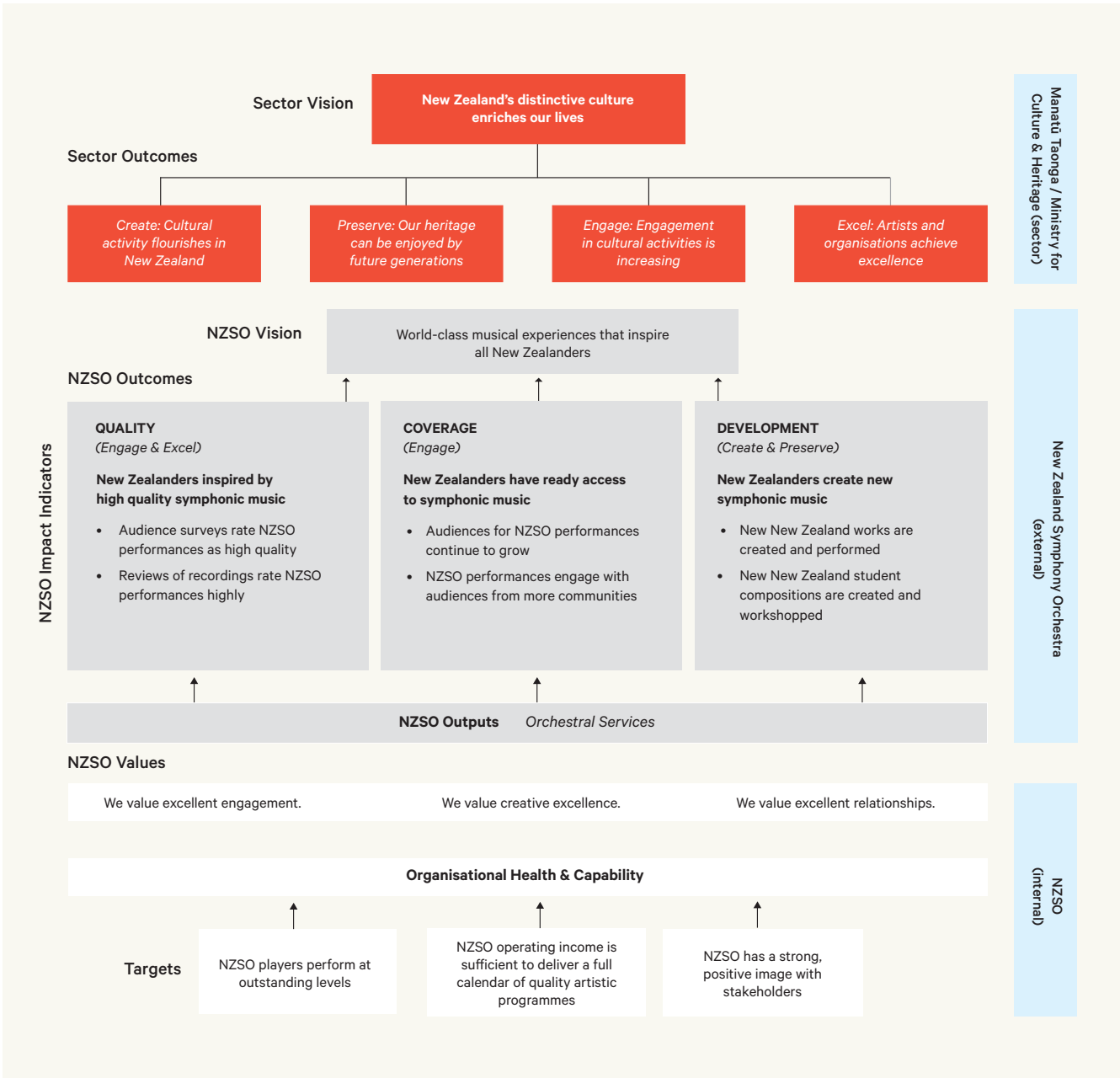
PERFORMANCE FRAMEWORK

The NZSO's work is an element of the cultural sector's broader Outcomes Framework. Through its activities, the Orchestra contributes to the sector Vision 'New Zealand's distinctive culture enriches our lives'.

This in turn contributes to three Outcomes for New Zealand identified by the Ministry for Culture and Heritage; 'A higher

quality of life in our communities, towns and cities; A growing workforce that drives innovation, creativity and collaboration'; and, 'A culture that is unique, distinctive and valued in a globalised world.'

The Orchestra's contributions are made through three NZSO Outcomes; Quality; Coverage; and, Development as shown in the Performance Framework diagram.



QUALITY

The Quality Outcome supports the Cultural Sector Outcomes 'Engage' and 'Excel'. The NZSO achieves this Outcome through the maintenance and development of a permanent ensemble of international standard orchestral musicians. Members of the orchestra have access to professional development programmes and their work is constantly monitored and assessed to ensure quality standards are maintained and exceeded.

The highest quality artists and conductors from both New Zealand and the rest of the world are engaged to ensure that New Zealanders enjoy inspiring world class musical experiences. The NZSO assesses this outcome through a range of surveys and review analytics and from its overseas tours which provide a direct quality benchmark in the international arena.

COVERAGE

The Coverage Outcome supports the Cultural Sector Outcome 'Engage'. The NZSO's touring programme and its broadcasting partnership with Radio New Zealand are the key activities by which coverage is achieved. They give effect to the legislative objectives to provide a touring orchestra and to provide the people of New Zealand with live and recorded music performed to an international standard. Dissemination of the NZSO's music is also achieved through other channels such as the internationally distributed CD discography, film sound tracks, live streaming and download products.

DEVELOPMENT

The Development Outcome supports the Cultural Sector Outcomes 'Create' and 'Preserve'. The NZSO builds and preserves New Zealand's symphonic repertoire by commissioning and performing works by New Zealand composers, recording this music and providing opportunities for new and emerging composers to participate in workshops and recording sessions.

OUTCOME: Quality		New Zealanders inspired by high quality symphonic music	
Impact indicator		Impact measure	
Audience surveys rate NZSO performances as high quality		Average grading achieved for quality of performance in surveys of NZSO audiences	
Reviews of recordings rate NZSO performances highly		Average grading achieved for NZSO recordings released and reviewed	
OUTCOME: Coverage		New Zealanders have ready access to symphonic music	
Impact indicator		Impact measure	
Audiences for NZSO performances continue to grow		Total audience attendances for NZSO performances	
NZSO performances engage with audiences from more communities		Total number of communities represented in NZSO audiences for live performances	
OUTCOME: Development		New Zealanders create new symphonic music	
Impact indicator		Impact measure	
New New Zealand works are created and performed		Number of new New Zealand works performed by NZSO	
New New Zealand student compositions are created and workshopped		Number of new New Zealand student compositions workshopped by NZSO	

THE NZSO'S STRATEGIC INTENTIONS

Two overarching key strategies New Directions and New Home respond to the challenges and opportunities identified in the Orchestra's operating environment. A third key strategy International Performance addresses the imperative for excellence required by the NZSO's legislative objective to perform to an international standard and be a leading New Zealand performing arts organisation. This imperative is subsumed into the NZSO's Vision to provide world class musical experiences that inspire all New Zealanders.

New Directions

Winds of Change

As a result of the joint work undertaken by the NZSO Board, Principal musicians, Player representatives and senior staff, the Orchestra has introduced major changes in Season 2018 which trial new ideas and are intended to lay the foundation for further innovations in future years.

The planned next stage of this work will be the completion of a revised strategic plan for the NZSO which draws on the experiences of the 2018 programming and sets out a more detailed account of the range of activities, the balance between them, touring patterns and how New Zealanders of all ages are able to experience the NZSO and the excitement of live orchestral music.

The key drivers of the changes are: increased diversification of activities to match the growing diversity of our New Zealand communities; closer tailoring of repertoire to the needs of touring centres; programme rebalancing to increase core audiences; careful management of large repertoire programming; more efficient use of the core orchestra to reduce the use of extra musicians; and, reinvestment of savings into increased concert and touring activity.

These key drivers stem directly from the organisation's assessments of the operating environment and have provided the basis for designing a new approach to the development of programmes and orchestral activities and their presentation.

Impact and reach

This approach has led to substantial changes for Season 2018 when compared to seasons of the previous decade. Changes include piloting new performance activities and a strategy to provide opportunities for all demographics to experience the NZSO. Over the year there are activities for pre-schoolers, family and community audiences, experimental presentations in non-traditional settings to attract new concert goers and niche programmes for specialist audiences in alternative venues.

The reconfiguration of programmes to make more efficient use of the core orchestra has led to an increase in productivity and more touring concerts. Budgeted activities for the year will be 105 live performances, an increase of c.33% over 2017. These performances will occur across 16 touring centres.

There is also an increase in the diversity of activity with 13 contract performances versus five in 2017. In 2018 these include partnerships with the New Zealand Festival, Lexus Song Quest, Royal New Zealand Ballet, Nelson Opera in the Park and *The Muppets*. This diversity increases the range of people who will experience the NZSO and live orchestral music.

The increased activity and wider selection of offerings is intended to boost box office income and access to the Orchestra. This strategy positions the NZSO to achieve its required non-government revenue target and the live audiences for the NZSO are estimated to grow by approximately 33% from 2017 to an estimated 112,000 in 2018.

From the experiences of this inaugural New Directions season the new activities will be adjusted and refined and rolled out in other touring centres over subsequent seasons from 2019. It is apparent that this new approach will substantially extend the NZSO's impact and reach and improve delivery of its legislative functions and objectives.

Collaboration

The Functions and Objectives of the NZSO's legislation provide for the Orchestra to cooperate with other similar institutions and organisations and be a leading performing arts organisation. In achieving these aims the NZSO works closely with others. Artistic collaborations are a key part of the annual programme with the NZSO partnering with other national companies such as the Royal New Zealand Ballet and New Zealand Opera as well as the New Zealand Festival and a variety of other cultural and commercial organisations and initiatives.

Collaboration within the sector has been strengthened as a result of the OSR which identified the need for increased collaboration. As a member of APOA (Association of Professional Orchestras Aotearoa) the NZSO works closely with the metropolitan and three city orchestras to coordinate activities and programming to the greatest extent possible within the constraints imposed by touring logistics. The orchestras share musicians and performance resources such as music and instruments. The NZSO is committed to this collaborative working across the sector and expects this to increase during the course of the SOI.

The NZSO is also an active member of the cluster of cultural sector organisations funded through the Ministry for Culture and Heritage. The group has contributed to collective work undertaken by the Ministry to strengthen and raise the profile of the cultural sector and the NZSO is committed to continue this work.

New Home

Permanent base

The acquisition of a suitably appointed permanent home is a key strategy for the NZSO. It fulfils the ambition to finally locate all NZSO playing and administration personnel together

after being separated for more than 15 years. This will create organisational cohesion, a more effective shared culture and improved internal communications and decision making.

An appropriate permanent home will also provide the digital venue required to facilitate the integration of technologies to create and communicate music content for modern New Zealand. Such a venue will also include the permanent film scoring technologies needed for the NZSO to increase its film and gaming scoring activities and generate additional income from this source.

The NZSO has been working in partnership with Wellington City Council (WCC) and Victoria University of Wellington (VUW) since late 2014 on plans to co-locate the NZSO and the Te Kōki New Zealand School of Music (NZSM) in a Music Hub based on the Wellington Town Hall (WTH) and the adjoining Municipal Office Building (MOB).

Wellington Town Hall

The Wellington Town Hall auditorium, which has a superb orchestral acoustic, will become the NZSO's permanent home. Both the NZSO and VUW will also use other WTH spaces for practice, rehearsal, recording and performance.

The NZSO will install a state of the art control room and recording facilities in a redeveloped WTH basement and modern infrastructure in the auditorium to support high quality recording, audio visual production, streaming and other communication technologies.

Support facilities including the Players' greenroom, administration offices and music library will be accommodated in a redeveloped MOB with a direct connection into the WTH. NZSM will be primarily located in the MOB.

Film and game scoring

The recording facilities are a critical final component of Wellington's film scoring infrastructure. Wellington has internationally renowned post production facilities in Miramar's Park Road Post and, in the NZSO, a high-quality symphony orchestra with a proven, successful record in film scoring (over 20 films in the last 15 years including the last two films in the Hobbit trilogy). Orchestral music is also a key component of modern gaming and is a potentially significant growth area for permanent NZSO recording facilities.

Currently Wellington does not have permanent sound scoring facilities which has restricted the opportunities to attract this work to the city and the ability of the NZSO to generate fee income from this source. The Music Hub will solve this problem and enable active soliciting of international film scoring projects and other recording work.

The project

The Music Hub concept requires two stages to be fully complete before it can become a reality. Stage 1 is the Town Hall earthquake strengthening, reinstatement and specialist fitout and related works for the NZSO and NZSM of areas that they will occupy.

Preliminary work on earthquake strengthening commenced in late 2017 and it is anticipated that the refurbished building will be ready for occupancy in 2021. Stage 2 is the redevelopment of the MOB and potentially other adjacent buildings including the Michael Fowler Centre.

The colocation of the NZSO and the Victoria University's NZSM in the Music Hub will create a national centre of music excellence. It will be a unique and visionary collaboration with our partners the Wellington City Council and Victoria University bringing together musical performance, education, culture and the arts. It will strengthen and expand relationships between the partners and enable closer collaboration and more sophisticated coordination and training opportunities in instrumental tuition. The combination of an internationally recognised symphony orchestra and prominent music school will attract talented students, professional musicians, composers, conductors, creators and artists from around the world to establish a truly international centre of creativity in the capital city.

Funding

The NZSO capital investment required for its share of the Music Hub project is approximately \$10m. Of this, \$6m capital is required for the funding of the NZSO's Stage 1 (Wellington Town Hall) commitments.

The NZSO and VUW have set up a joint fundraising project with a target of a \$30m contribution to the Music Hub development to be raised from public and private sources. There is a shared approach to the fundraising task and a number of private contributors have made early commitments to the support of the project.

New opportunities

This new home is an exciting development and a rare opportunity to transform the NZSO for a new era of achievement and to support the developments emerging from its New Directions initiatives. It will create significant opportunities for the Orchestra to reach new audiences and support its strategy to diversify activities and move in new directions.

There is potential to increase film scoring work and provide new sources of income, opportunities for new digital services in the dissemination of the Orchestra's music to wider audiences and to improve operational flexibility. The Orchestra will be able to trial new types of concerts including education, community and young people's programmes, perfecting innovative formats before touring them in New Zealand.

It is anticipated that the NZSO will occupy the Music Hub during 2021 near the end of the term of this Statement of Intent. During its currency, detailed planning for the occupation of the Music Hub will be prepared and changes in the ways in which the Orchestra operates and the activities it presents will be developed from the pilots and trials which commence in 2018.

The move to this permanent new home will transform the NZSO and secure its future for the benefit of all New Zealanders.

International Performance

Background

One of the Objectives of the NZSO as defined in Section 8 of the New Zealand Symphony Orchestra Act 2004 is 'performances of symphonic music performed to an international standard'. There are a number of targets the NZSO monitors annually to demonstrate its delivery of this objective which include feedback from international artists performing with the Orchestra, audience surveys and international reviews of performances and recordings.

From time to time there are other opportunities to assess the quality of the NZSO against international standards. In February 2016, the NZSO was internationally benchmarked when it was nominated as a finalist in the prestigious 58th Annual Grammy Awards in Los Angeles. The renowned Boston Symphony took the honours for Best Orchestral Performance, but the nomination won the NZSO widespread attention and media interest, reaffirming its reputation as a world-class orchestra of note.

The functions of the NZSO as set out in its legislation include the requirement 'to provide a touring orchestra which may also include international performances'. International touring is another important way in which the Orchestra delivers on its objective of an international standard. For a major national symphony orchestra such as the NZSO international exposure is an important strategic driver for the maintenance and pursuit of excellence in performance.

The NZSO has undertaken ten overseas tours since its establishment in 1946 with the first in Australia in 1974. The last international tour was in November 2010 to the Shanghai World Expo followed by a highly successful European tour to eleven cities in Germany, Austria, Switzerland and Slovenia.

This was a critical success and achieved important objectives for New Zealand in the world and for the NZSO as a significant orchestra in the international orchestra community. These objectives included 'benchmarking New Zealand's national orchestra in an international context' and 'promoting New Zealand's image as a sophisticated, culturally alert society.'

2020 European tour

In April 2017, the Government announced that New Zealand would participate in Expo 2020 Dubai. This Expo opens in October 2020 and runs until April 2021. The NZSO is working on plans for a 2020 European tour that could also involve participation in the Expo 2020 Dubai as part of the itinerary en route to a European concert season tour.

Such a tour would be at a similar time as the successful 2010 tour. The European concert season timing is conducive to concert hostings, receptions and other functions and a targeted schedule of tour centres especially in France and Germany would enable the NZSO to contribute support to New Zealand's wider European interests in addition to the national pride and identity a successful tour would engender. It is estimated that the costs of such a tour will be in the region of \$2.8m. As with the 2010 tour this would be funded from a mix of commercial, public and private sources including concert fees, sponsorship, fundraising and a contribution from the Cultural Diplomacy International Programme.

Coda

The NZSO has been taking the time as an organisation to think about its future and new ways in which it can serve New Zealand's increasingly diverse population. There are many opportunities emerging through new technologies to reach audiences in different ways. The Orchestra will be well placed to do this using the facilities of its new home in the Wellington Town Hall and is already trialling technologies such as virtual reality and other modes of connection using social media.

The ultimate experience for people is always the orchestra in live performance. The changes introduced in Season 2018, the first year of this Statement of Intent, increase the opportunities for audiences around the country to engage with the Orchestra.

These ideas will be augmented and developed over the period as the NZSO prepares for its new home and its *flourishing future!*

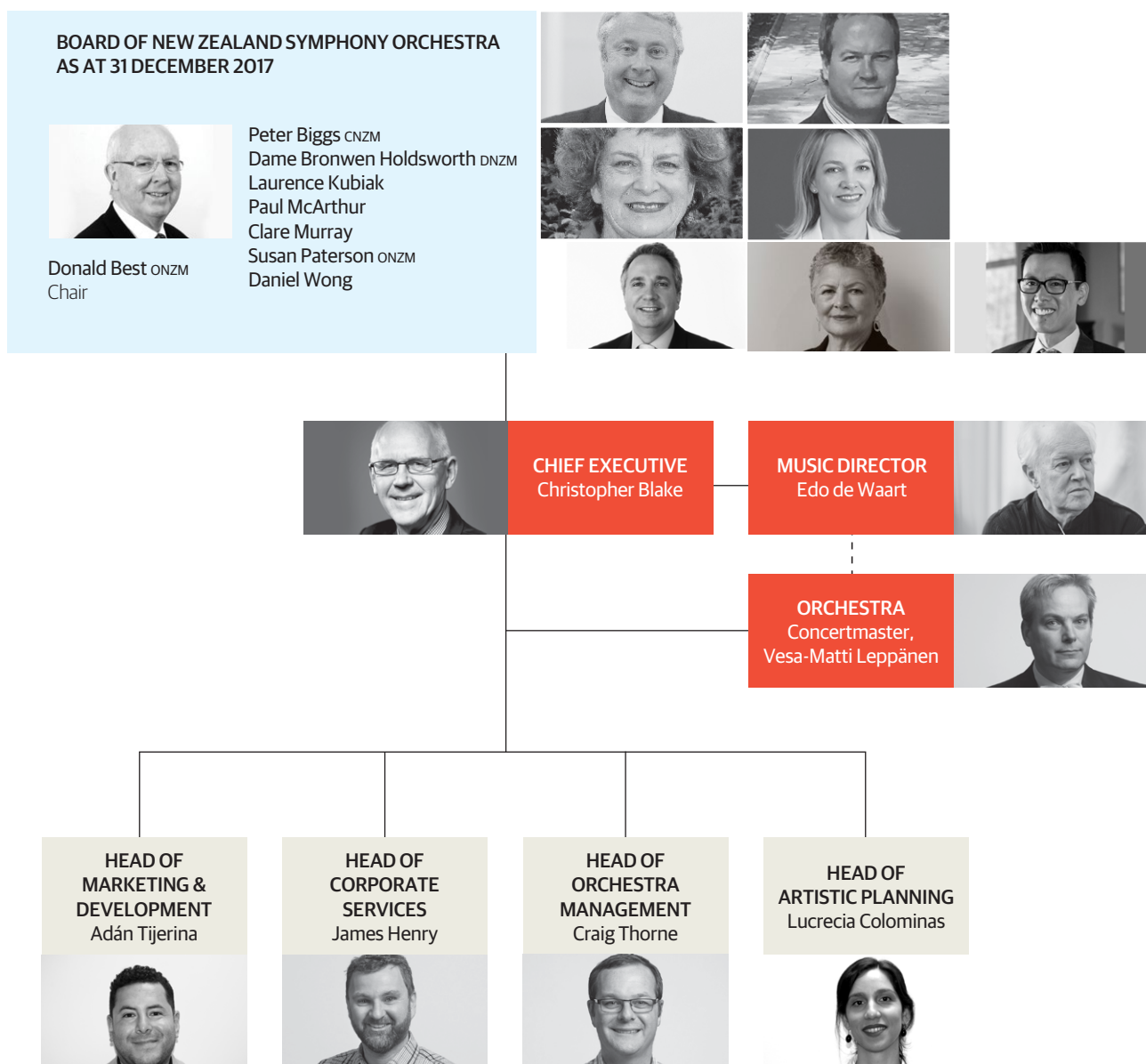
ORGANISATIONAL HEALTH & CAPABILITY

ORGANISATIONAL STRUCTURE

The New Zealand Symphony Orchestra (NZSO) is an autonomous Crown Entity responsible to the Minister for Arts, Culture and Heritage, the Right Honourable Jacinda Ardern and the organisational structure is shown below. The Minister appoints members to the Board that have, in the Minister's opinion, the appropriate knowledge, skills, and experience to assist the NZSO to achieve its objectives and perform its functions while taking into account the desirability of promoting diversity in the Board membership. Within the requirements of the New Zealand Symphony Orchestra Act 2004 and the Crown Entities Act 2004 the Board is

authorised by the Minister to manage the business of the NZSO and has delegated the day to day operational authority to the Chief Executive, to do this in the best artistic and commercial interests of the organisation. The Chief Executive's terms and conditions of employment are determined by the Board in consultation with the State Services Commission. The Board have appointed Christopher Blake as Chief Executive.

The Music Director is an independent contractor appointed by the NZSO after a consultation process involving the Board, administration and the players of the orchestra. Edo de Waart, the current Music Director, was appointed with effect from 1 January 2016 and his initial term expires on 31 December 2018.



The Strategic Leadership Team (SLT) consists of the Chief Executive, Head of Corporate Services, Head of Marketing & Development, Head of Artistic Planning, Head of Orchestra Management and the NZSO's Concertmaster.

PERSONNEL POLICY

It is 70 years since the first musicians of the National Orchestra sat down to their inaugural rehearsal. In 2017, the NZSO celebrated the 70th anniversary of its first ever performance. To ensure the NZSO continues to deliver on its objectives in future years, it 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.

Employee participation is important to the Orchestra. The NZSO encourages staff to be involved in the development, review and renewal of policies. Every year NZSO includes in the Annual Report a workplace profile covering headcount, age ranges, gender, ethnicity, length of service and disabilities.

The NZSO adheres to the principles of being a good employer. Specifically, the NZSO has policies and procedures covering the seven key elements of being a 'good employer', as defined by the Human Rights Commission and is committed to demonstrating best practice in those areas.

SAFE AND HEALTHY ENVIRONMENT

The NZSO strives to provide employees with a healthy and safe working environment. Systems are in place to ensure that hazards are identified and their impact minimized. The NZSO operates a Health & Safety Committee with the membership covering all areas of the organisation. In 2016, following the comprehensive audit process, the NZSO retained its tertiary level accreditation for the ACC Workplace Safety Management Practices programme, for two further years.

RECRUITMENT, SELECTION AND INDUCTION

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 Orchestra 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 NZSO also follows a structured and formalised induction process for new employees.

FLEXIBILITY AND WORK DESIGN

The NZSO recognises that both the organisation and employees can benefit from flexible working practices, family-friendly initiatives and other assistance to employees to achieve work/life balance. The NZSO seeks workable solutions to help employees achieve work/life balance while at the same time fulfilling the organisation's business and operational needs including the demands of the unique working environment of musicians in an orchestra.

LEADERSHIP, ACCOUNTABILITY AND CULTURE

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.

EMPLOYEE DEVELOPMENT, PROMOTION AND EXIT

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 also has a structured and formalised exit procedure included in the Personnel Manual which is followed.

REMUNERATION, RECOGNITION AND CONDITIONS

A majority of players are employed under a collective employment agreement. The NZSO negotiates with the union, E tū, 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.

Administration 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). The Board of the NZSO consults with the State Services Commission with regards review and remuneration of the Chief Executive.

HARASSMENT AND BULLYING PREVENTION

The NZSO is committed to providing a safe workplace that is free from harassment and bullying. All employees are required to behave appropriately in the workplace. This includes treating all people with respect, as well as developing awareness of the impact of behaviour on other people. Policies are included in the NZSO's Personnel Manual in relation to both bullying and harassment prevention.



SKILLS, EXCELLENCE + PASSION

Seeing the NZSO is one of the few opportunities you will have anywhere to hear a truly national orchestra. Multi-cultural. Of all ages: from seasoned performers to the next generation. Talented. Passionate. Driven to deliver a musical experience as good as anything, anywhere in the world. An orchestra that understands New Zealanders because it plays to and for all New Zealanders.



TO OUR NZSO SUPPORTERS:

Thank you.

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