

**Statement of Intent
2024/25 – 2027/28**

**Tauākī Whakamaunga Atu
2024/25 – 2027/28**

**New Zealand Symphony Orchestra
Te Tira Pūoro o Aotearoa**



Arohanui Strings side-by-side session, 2024

Board Statement Tā Te Poari Tauāki

This Statement of Intent 2024/25 – 2027/28 is presented in accordance with sections 138 to 149A of the Crown Entities Act 2004.

This document sets out the strategic intentions and objectives of Te Tira Pūoro o Aotearoa | New Zealand Symphony Orchestra (NZSO).

As required under section 141 of the Crown Entities Act 2004, the Statement of Intent outlines how the NZSO will manage its operations, functions, and organisational capability to meet those objectives.

We certify that the information contained in this Statement of Intent is reflective of the organisation’s strategic and operational intentions.

Carmel Walsh

Board Chair | Manukura

Te Tira Pūoro o Aotearoa | New Zealand Symphony Orchestra

19 June 2024



Carmel Walsh, Board Chair | Manukura

Contents Ngā ihirangi

Foreword Kupu Whakataki	4
Our Description of Success He Whakamārama o Tō Mātou Angitūtanga	5
Who We Are and What’s Expected of Us Mātou me ō Mātou Kawatau	6
Our Vision, Mission, and Values Matawhānui, Whakatakanga, Whai Painga	8
Our Strategic Context Te Ao Rautaki	9
Organisational Health & Capability Te Whai Oranga me te Aheinga o tō mātou Tari	17
Our Strategic Intent Te Ara Rautaki	19
Our Outcomes Management Framework Te Anga Whakahaere i ngā Putanga	21
Our Strategic Focus Areas Ngā Aronga Rautaki	22
Our Investment Cycle Hurihanga haumi	23
Our Supporters Kaitautoko	26



Associate Principal Second Violin Amy Brookman & Section Principal Second Violin Andrew Thomson record for NZSO+

Foreword Kupu Whakataki

Tēnā koutou, tēnei Te Komihana Tauhokohoko e mihi ana ki a koutou katoa, tēnā koutou, tēnā koutou, tēnā tatou katoa.

I am pleased to present the 2024/25 – 2027/28 Statement of Intent for Te Tira Pūoro o Aotearoa | New Zealand Symphony Orchestra (NZSO), which acknowledges the challenging environment we are emerging from and charts a course for resilience, growth, and innovation in the coming years.

Our strategy will ensure that our loyal audiences continue to enjoy concerts of deeply loved music performed at the highest standard, enriched by our international and local collaborations, whilst we seek to expand our reach by delighting new audiences with our enhanced repertoire in broad and engaging programmes. Our artistic offering will continue to foster our partnerships with world renowned conductors, composers, and soloists, with international and New Zealand orchestras, with Māori and Pasifika communities and with the young and diverse, to nurture and grow the NZSO’s unique offering to the artistic world.

Our many education programmes will continue to engage with the young to inspire both future musicians and future supporters. These years see the completion and launch the national music centre, a national hub of creativity, learning, and culture alongside our partners elevating New Zealand’s artistic spirit through a world-class venue for performance, recording, education, and collaboration which will be widely celebrated and will indelibly enrich New Zealand’s cultural landscape.

Government support continues to allow us to engage with broad and diverse audiences across all of New Zealand, assists us to innovate to enhance our social engagement and environmental sustainability, and allows us to optimise resources and grow non-Crown revenue which improves our financial security allowing us to thrive and invest in New Zealand’s artistic future.

This Statement of Intent is driven by the objective of continuing to share the beauty and uniqueness of New Zealand’s music with the nation and the world, earning our reputation for leading with excellence, and proudly holding our position as cultural ambassador for Aotearoa New Zealand.

Ngā mihi,

Carmel Walsh
Board Chair | Manukura
 Te Tira Pūoro o Aotearoa | New Zealand Symphony Orchestra

Our Description of Success He Whakamārama o Tō Mātou Angitūtanga

With a full return to regular performances in 2023 after three years of disruption, 2024 marks a pivotal year for refocusing and revitalising the NZSO's strategic direction. Success means achieving greater financial sustainability through efficient operations, effective organisation, providing value for money for New Zealand, delivering invigorating education programmes, and offering world-class performances that audiences love.

A key goal is realising the full potential of the national music centre. A completed state-of-the-art venue will inject excitement, creativity, and innovation to performances, enhance the NZSO's capabilities and serve as a platform to deliver the highest quality education programmes. As a project partner, the NZSO will continue to ensure the project meets its objectives and build a commercially focused operating model.

Our organisational strategy focuses on increasing audience numbers, boosting non-Crown revenue, and enhancing operational efficiencies. These efforts align with the organisation's priorities, the Minister's 2024 Letter of Expectations, and the Enduring Letter of Expectations for Statutory Crown Entity Boards, demonstrating the NZSO's commitment to delivering superior public service and achieving value-for-money outcomes.



Arohanui Strings side-by-side session, 2024

Who We Are and What's Expected of Us Mātou me ō Mātou Kawatau

We are an Autonomous Crown Entity

Te Tira Pūoro o Aotearoa | New Zealand Symphony Orchestra (NZSO) is an integral part of the public sector, receiving funding from the Crown to serve communities across Aotearoa New Zealand. As a Crown entity, we are governed by a Board appointed by our Minister and monitored by Manatū Taonga | Ministry of Culture and Heritage. While we maintain some independence from the Crown in our decision-making processes, we can be directed by our Minister regarding policy matters.

Our Governing Legislation

As an Autonomous Crown Entity under the Crown Entities Act 2004, our principal objectives and functions are articulated in Sections 8 and 9 of the New Zealand Symphony Orchestra Act 2004 ("The Act").

Our Principal Objectives

The Act sets out our principal objectives in section 8:

- 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;
 - 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.

We recognise that our role is more than delivering the *requirements* of the Act, we must also seek opportunities to deliver on the *spirit* of the Act and continue engagement with and respond to New Zealand's diverse communities through delivering valuable musical experiences onstage, in schools and within communities throughout the country.

We are committed to being a high-performing leader in the culture and heritage sector. We aspire to represent the very best of the country's performing arts as New Zealand's national orchestra.

Our Functions

The Act sets out our functions in section 9:

- 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 cooperate with other institutions and organisations having objectives similar to those of the Orchestra.

Our functions ensure an enduring focus on delivering a range of world-leading musical experiences. Additionally, we are mandated to actively support the growth of Aotearoa New Zealand's creative talent and arts, culture, and heritage sector.

Government Priorities

The Government's priorities outlined in the Minister's Letter of Expectations include lifting New Zealand's productivity and economic growth to increase opportunities and prosperity for all New Zealanders while improving the efficiency and effectiveness of the public service and of government funded services.

The Government also noted its commitment to:

- focusing resources, minimising costs and delivering improved performance;
- public organisations working together to achieve its fiscal sustainability goals;
- demonstrating how public spending is as efficient, effective, and responsive as possible to increase the prosperity and wellbeing of New Zealanders.



Baycourt Theatre, Tauranga

Our Vision, Mission, and Values Matawhānui, Whakatakanga, Whai Painga

Vision

To be Aotearoa New Zealand's most loved entertainment brand.

Mission

To delight, surprise and excite all New Zealanders through memorable musical experiences.

Our Values

Fresh: We play old music like it was written yesterday and inhabit new music in a way that is familiar.

Fearless: We are not constrained by convention or location.

In Front: We are world-class in everything we do.

He Herenga Whenua: Inspired by, and connected to, the awe-inspiring country, we take excellence and turn it into a shared experience for all New Zealanders.

Our Vision, Mission, and Values have effectively guided us in recent years. However, we intend to refresh them in the coming year(s) to better align with our refreshed strategic goals and our new Outcomes Management Framework (page 21).



Soloists OUM & Kyriakos Tapakis, *Beyond Words*, 2024

Our Strategic Context

Te Ao Rautaki

Our External Operating Environment

Participation Insights

Audiences report continued high satisfaction with NZSO concerts. Engagement with culture and the arts has increased since pandemic restrictions were lifted.

In 2023, 1.2 million people aged 18 and over attended a musical, dance, or theatre performance. Nearly one in three New Zealanders engaged with this art form in 2023, compared to one in five in 2022.

Reported barriers to engaging with the arts include:

- Price/cost (45%)
- Lack of personal interest (33%)
- Lack of awareness (32%)
- Distance to events (30%)
- Difficulty finding time (29%)

The Challenges

Audiences are changing

Younger generations prioritise social responsibility, environmental stewardship, personal data protection and transparency, influencing their purchasing decisions and brand affiliations. The NZSO must show how its activities align with these priorities to attract younger audiences while not alienating existing audiences. We will integrate these priorities into NZSO operations, focusing on reducing our carbon footprint and promoting eco-friendly practices. While doing this, we will continue to deliver the high-quality performances our existing audiences expect. Balancing these values will attract younger audiences and strengthen our bond with existing loyal supporters.

Technology is changing

Technological advancements are redefining audience experience expectations. Younger and middle-aged generations prioritise 'value-for-time' over 'value-for-money' and seek enriching experiences. With music more accessible than ever, expectations for NZSO's live experiences have increased and the orchestra's digital platforms and channels must now offer comprehensive engagement beyond ticket sales.

How people spend is changing

In the wake of the global pandemic, audience habits have shifted. Currently, 40% of our tickets are sold to NZSO Members, down from 54% in 2019.

The cost-of-living crisis in Aotearoa New Zealand is also affecting disposable income and spending behaviours, making planning and resourcing difficult as audiences purchase tickets later and later.

Since 2016, the percentage of ticket purchases by NZSO Members and Subscribers in Wellington has remained steady. However, there has been a decline in these purchases in Auckland and Christchurch. Outside these cities, there is opportunity to grow engagement with the NZSO Membership initiative.

Securing non-Crown revenue is changing

New Zealanders have become more selective with their discretionary spending. Revenue targets and earning the trust of donors will be continuously adjusted to align with the financial recovery climate and outlook, and adapt to achieve the highest possible return on investment.

As shown in our Investment Cycle on page 23, non-Crown revenue sources generate approximately 21% of the NZSO's total budget. Over the next four years, we aim to increase our non-Crown revenue across all streams, with a particular focus on increasing box office, commercial, philanthropic and sponsorship income.

Responding to Challenges

The NZSO is adopting innovative programming, forming strategic partnerships, and implementing efficiency measures to enhance its financial sustainability. Through these initiatives, the NZSO aims to maintain its ability to and expand its presence and impact in the country's cultural landscape. At the same time, the NZSO will apply significant focus on generating non-Crown revenue to invest in broader audience outreach through performance activity, education, and innovation.

Growing Non-Crown Revenue

Box Office

To increase box office revenue, we will focus on expanding our NZSO Membership base, as members purchase more premium tickets, book earlier, and show more repeat engagement, resulting in a lower cost-per-sale. Despite a decline in Membership purchases in Auckland and Christchurch, steady engagement in Wellington highlights the potential for growth through targeted marketing efforts.

We will improve marketing campaigns to convert casual attendees into Members by leveraging the high satisfaction rates of our concerts, the quality of our performances and our outreach activities. We will continue offering accessible programming and affordable pricing to attract new audiences in key centres and regional locations. By tapping into the growing interest in arts and culture post-pandemic and fostering deeper engagement through our Membership programme of benefits and events, we can sustain and enhance audience growth, ultimately boosting box office revenue.

NZSO+

The NZSO offers streamed performances and exclusive content through its digital streaming platform, NZSO+. This platform aims to boost revenue and create more opportunity for audiences to access the NZSO. By the end of 2028, our goal is to attract 5,000 paying subscribers. NZSO+ provides on-demand concerts, exclusive online content, and livestream events, with staggered content to encourage long-term support. We are expanding our offerings to include masterclasses, artist interviews and open rehearsals, marking the NZSO's first venture into monetised digital content.

Setting the NZSO up for digital success involves thinking beyond immediate project outputs and establishing systems for digital longevity while implementing robust software systems and integrations. Enhancing data capture and reporting are also a key focus and can serve as exemplar for other New Zealand arts organisations.

Commercial Studios

The Crown's investment in the national music centre allows us to establish recording studios for film and game scoring, commercial album releases and commissions. The studios will realise its full potential once planned reconstruction of the Wellington Town Hall is complete. Meanwhile, we are already exploring commercial opportunities to build capacity and future revenue. This initiative offers an exciting chance to produce world-class recordings. With our extensive experience in film scoring and recording, recognised by major international producers, we will confidently market our facilities for a variety of commercial recording projects, from small to large-scale.

Philanthropy & Sponsorship

The NZSO's strategy to grow philanthropy and sponsorship for the next four years is to strengthen relationships with current supporters and leverage government funding to attract greater philanthropic and sponsorship income. We will do this by engaging all NZSO participants, from casual concertgoers to donors and legacy givers, fostering lasting relationships and support of the orchestra. We will leverage NZSO performance activities for fundraising purposes, understanding the deep interest donors have in supporting our philanthropic initiatives, and will be outcomes focused in our communications with donors, ensuring they understand the beneficial reach and impact of their support.

We will expand our philanthropic and sponsorship support across the country by:

- highlighting core concert performances, education and community engagement activities in regional centres to increase philanthropic support and bring value to more New Zealanders;
- identifying and developing relationships with target audience segments in key regional centres;
- securing recurring and multi-year funding commitments from donors and major sponsors to enhance financial stability and foster these relationships to generate greater mutual value;
- illustrating the benefits of music to increase the wellbeing of New Zealanders to attract support from new donors, funders and sponsors;
- expanding our current bequest programme.

Nurturing Future Musicians and Audiences

Our Education and Community Outreach programmes are essential in inspiring and nurturing the next generation of musicians and generating future audiences across Aotearoa New Zealand. We are expanding our efforts to engage and support young talent across the country, ensuring a vibrant future for orchestral music.

Our initiatives focus on three key areas including supporting young musicians with an interest in developing their talents, creating in-person and digital experiences for schools to reach young people, and supporting communities with access to concerts, festivals, and family events. All our initiatives are underpinned with a specific focus of inclusion and accessibility.

Supporting Young Musicians

The NZSO supports the pipeline of education for emerging instrumentalists, conductors, and composers, with an overarching goal to help our best and brightest along the path to professional musicianship (paid employment). The pipeline is much broader than our own efforts, as we collaborate and coordinate with other orchestras and programmes in New Zealand and Australia. A professional pathway is becoming progressively clearer.

The NZSO supports a variety of opportunities for young musicians:

- A week-long residency for young musicians (under 25) to play in a full symphony orchestra with the National Youth Orchestra (NYO).
- A year-long Conducting Fellowship programme for ten young conductors (five Pasifika students) led by NZSO conductors.
- Young composers work performed by the NZSO and recorded by RNZ Concert.
- School-aged emerging artists audition and perform solo with the NZSO.
- Masterclasses for university musicians to connect with international artists touring with the NZSO.
- Master of Fine Arts Internship performance experience for students in 'Orchestral Studies' at the New Zealand School of Music – Te Kōkī.

Immersive Experiences for School Aged Children

We are expanding exposure to orchestral music through our Education Programmes, which are delivered in partnership with schools. We offer:

- In-person Creative Music Workshops where students create original musical works with NZSO musicians and percussion instruments.
- Online Classroom Sessions for primary and secondary students, introducing them to symphonic music.
- Interactive Symphonic Schools' Concerts held in premier arts venues.
- NZSO+ Digital Content for Children, including Storytime content in te reo Māori and English.

Supporting New Zealand Communities

Our touring orchestra travels throughout Aotearoa to share their passion and excellence with different communities. We participate and deliver in regional events throughout the year:

- We generate a local buzz with our 'Setting Up Camp' events delivering concerts, workshops, and masterclasses over 10 – 14 days in regional communities.
- Interactive Winter Festival | Open Doors activities on concert days in Auckland and Wellington including relaxed concerts and orchestra jams for children from diverse demographics.
- We provide free Te Papa Whānau Day and School Holiday Performances held at Museum of New Zealand Te Papa Tongarewa during school holidays.

Underpinned by Accessibility & Inclusion

We ensure our orchestral music is accessible to all New Zealanders, especially those facing developmental challenges by providing:

- Relaxed and sensory-friendly performances for children and adults with autism and other sensitivities.
- Audio described touch tours and performances for the blind and low-vision community.
- New Zealand sign language interpretation accessible narratives for the deaf community at concerts.
- Broadcasts in correctional facilities on our NZSO+ digital content and workshops for prisoners to aid rehabilitation.
- Therapeutic music workshops for people with specific needs like Parkinson's disease, dementia, and autism, developed with university and hospital partners.



NZSO Storytime at Te Papa with NZSL, 2024

Our Internal Operating Environment

Artistic Context

We are committed to ensuring the ongoing visionary artistic leadership of the NZSO. Gemma New's tenure as Principal Conductor and Artistic Advisor has been transformative, and we are working with key stakeholders to continue this progress. We are building on our artistic successes and leading the NZSO into a new era of innovation and excellence. Our efforts include conducting an in-depth review of our current artistic strategies, changing how we perform around New Zealand, and continuing to offer a diverse and ambitious repertoire.

The NZSO also continues to foster international collaborations through co-commissions and partnerships with orchestras worldwide. These partnerships enable us to bring southern hemisphere premieres to our audiences and showcase our artistic prowess on the global stage. As we transition into the rejuvenated Wellington Town Hall, these international collaborations will play a crucial role in enriching our programming, expanding our artistic reach, and attracting larger audiences. Our forward-looking strategy includes planning for significant international engagements and leveraging these opportunities to enhance our repertoire and artistic impact.

Sector Leadership

As a sector leader, the NZSO fosters collaborations to strengthen the arts across New Zealand. Partnering with other members of the Association of Professional Orchestras Aotearoa (APOA), we bring world-class musical talents to our audiences. We also work with the Christchurch Symphony Orchestra (CSO) and Auckland Philharmonia Orchestra (APO) on co-commissions and joint ventures to develop the conducting profession domestically.

We are committed to enriching New Zealand repertoire through ongoing development and partnership with Māori and Pasifika communities to promote music that reflects their heritages and through collaborations with popular New Zealand artists to offer diverse musical experiences. These creative partnerships expand the NZSO's unique offering to the world, enhancing our sound in a way that no one else can.

Education and social responsibility are central to our mission. We are exploring ways to align our wellbeing and accessibility activities with the music therapy course at the New Zealand School of Music—Te Kōkī, the only tertiary course of its kind in the country.

To sustain and expand these initiatives, we prioritise long-term partnerships. The national music centre is integral to these collaborations, helping us leverage the Government's investment to build lasting relationships that enrich New Zealand's cultural landscape, attract top talent and keep the NZSO at the forefront of artistic development.

Efficient and Effective Organisation

The NZSO is in a transformative phase with recent new leadership. This change presents an opportunity to strengthen our team, bring fresh perspectives, modern work practices, and innovative ideas. We are focused on fostering a cohesive and supportive environment where every member feels valued and inspired, leading to increased creativity, high morale, and a more dynamic approach to our work, ultimately enhancing performance and engagement.

We are committed to using this transformation to build a profoundly resilient and united organisation. Through collaboration and open communication, we are turning challenges into opportunities for growth and improvement. This means that we are better equipped to adapt to change, overcome obstacles, and innovate in our artistic efforts. This ensures the NZSO remains a leading cultural institution, delivering exceptional performances and inspiring future generations.

Effective and Efficient Operations

The NZSO demonstrates commitment to its legislative objectives, functions and environmental responsibilities in our efficiency and effectiveness strategies:

Sustainable Practices: Sustainable practices in all operations, including reducing waste, using eco-friendly materials and practices, and promoting digital media to minimise paper use.

Efficient Touring: Optimise touring schedules to reduce environmental impact and travel costs by focusing on key locations, efficient itineraries and minimising the number of vehicles needed for transport.

Local Engagement: Prioritise local musicians and regional talent to reduce travel distances and support local economies, enhancing both environmental and economic efficiency.

Comprehensive Impact: Leverage travel costs for a variety of events, ensuring each tour maximises its impact through diverse engagements, from performances to educational initiatives.

Through these initiatives, the NZSO aims to exemplify an organisation fit for the future by demonstrating a commitment to sustainability while maintaining operational efficiency and effectiveness.

Career Pathways and Support

Supporting pathways in the orchestral sector also encompasses careers in arts management. In addition to supporting instrumentalists, composers and conductors, we are looking to extend our sector relationships with training facilities to provide opportunities for students to develop their skills in orchestra production and wider orchestra management.

National Music Centre

A national music centre is being developed in Wellington through a partnership between the NZSO, Te Herenga Waka – Victoria University of Wellington and the Wellington City Council.

Centred in the strengthened and refurbished Wellington Town Hall, the national music centre and the NZSO's first official home in 77 years will serve as New Zealand's most important music centre. It will be the only facility in New Zealand with world-class concert hall recording acoustics and state-of-the-art orchestral sound recording facilities.

This artistic hub aims to generate significant public value, leverage technology to reach broad New Zealand and international audiences and support the creation of works reflecting the country's unique cultural identity.

The national music centre will:

- Transform into a major civic and cultural hub with the Wellington Town Hall's world-class auditorium at its core.
- Secure and protect the Wellington Town Hall as a major national heritage asset for future generations.
- Remain an iconic centre in the capital, accessible for a wide range of activities and events.
- Become a national centre for music and music education, housing the NZSO.
- Serve as a home for the New Zealand School of Music – Te Kōkī, showcasing its diverse and excellent academic programmes.
- Function as a centre for performance, teaching, research, composition, music technology, recording and innovation.
- Be energised by an annual programme of activities, performances, and outreach initiatives, driven by a dedicated joint programming team.



National music center artist's impression, Athfield Architects

Organisational Health & Capability

Te Whai Oranga me te Aheinga o tō mātou Tari

To achieve our strategic goals, the NZSO will maintain and invest in long-term capabilities, focusing on our people, health and safety, environmental impact, and core systems.

Leadership, Accountability & Culture

The leadership team upholds equal employment opportunities, eliminating practices that perpetuate inequality.

Regular engagement surveys and consultative committees, including the Player's Committee, Health, Safety & Wellbeing Committee, Artistic Forum, Education Committee, Remuneration Committee, and Leave Committee, provide platforms for employee voices.

A leadership framework will be implemented to enhance capability and engagement, recognising the significant impact of leadership on organisational engagement.

Resourcing for Success

A refreshed vision, mission and values will support current and new employees in achieving personal and professional success. A fair and rigorous recruitment process ensures diversity and merit-based selection.

New employees receive thorough inductions, and exit data is collected to improve the employee experience.

Employee Development & Remuneration

Employee remuneration is regularly reviewed to balance competitive pay with affordability. Pay parity is evaluated based on job analysis. Most players are under a collective employment agreement negotiated in good faith. All employees receive fair terms and conditions meeting or exceeding statutory minimums.

Training and development opportunities are prioritised based on employee needs and organisational requirements. The NZSO has a professional development system for players.

Health, Safety & Wellbeing

The NZSO prioritises a healthy and safe working environment. Active hazard reporting and regular health and safety information are provided. Policies against workplace bullying, and sexual and racial harassment are regularly reviewed.

Flexible working practices and family-friendly initiatives support work/life balance.

The NZSO's Health, Safety and Wellbeing Committee is made up of a diverse cross-section of the organisation and represents the wellbeing perspectives of its employees and contractors. Through quarterly reporting and consultation, issues are appropriately escalated to the Executive, Board, or external services providers, like EAP Services, for attention.

Environment

The NZSO's growth in orchestral activity will increase its carbon footprint. This challenge is managed in line with Government targets of carbon neutrality by 2025.

Our many areas of innovation seek to facilitate engagement with the orchestra in ways which are less impactful on the environment.

Core Systems, Processes, and Assets

We will maintain our core systems and continue investing in the national music centre, scheduled for completion in 2026 and opening in 2027. This will provide a high-quality venue, a commercial studio, and greater integration with New Zealand School of Music – Te Kōkī.

Aligned with this investment, we will enhance systems and processes to better understand our costs and return on investment from increased commercial activity.

Evaluating our Organisational Health & Capability

We will evaluate our Organisational Health & Capability performance in key areas aligned with our new Outcomes Management Framework (page 21) and associated performance measures. This will be clearly defined in our annual Statement of Performance Expectations and associated Annual Reports in terms of progress.

Our Strategic Intent Te Ara Rautaki

Our vision aligns with the principals of the Act, emphasising the long-term benefit of the music sector in Aotearoa New Zealand.

To illustrate the value we bring to the people and communities of New Zealand, we have developed an Outcomes Management Framework. This framework outlines our goals, expected deliverables, and metrics for measuring success, clearly demonstrating our commitment to fostering a vibrant and sustainable music ecosystem.

Our strategic framework creates an easy-to-follow 'roadmap' of what we aim to achieve, expect to deliver, and how we measure success along the way. Our framework consists of the following key elements:

- Outcomes – our long-term aspirations for Aotearoa New Zealand.
- Driven by Impact areas – medium-term goals towards reaching the outcomes.
- That are achieved through Services & Outputs – our short-term operational deliverables.
- Impact Indicators – the effects our impacts areas have on New Zealanders.



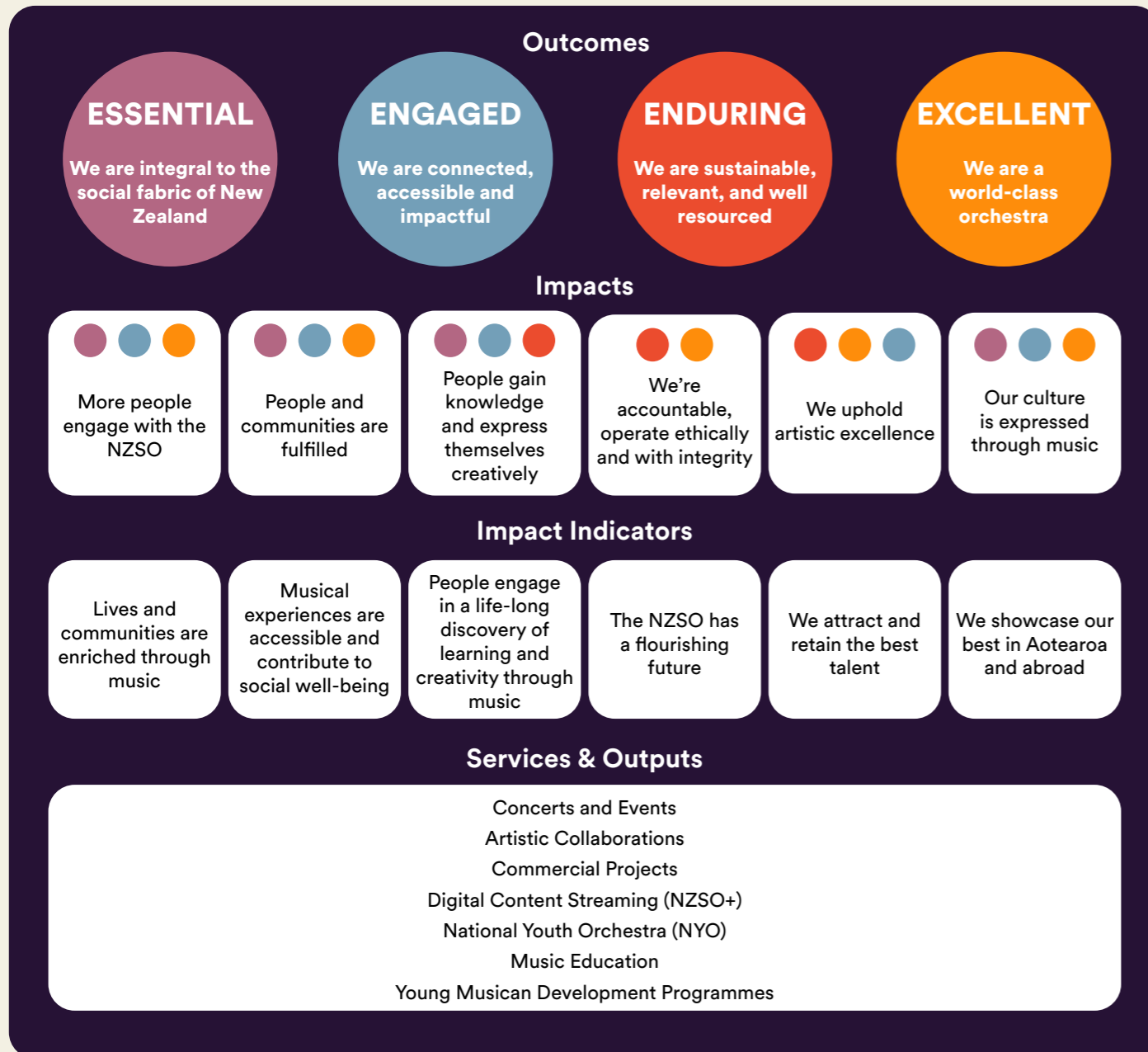
Meow Meow's Pandemonium, 2024



Mana Moana, 2024

Our Outcomes Management Framework Te Anga Whakahaere i ngā Putanga

How Our Outcomes, Impacts and Outputs Connect



Aligned to Culture & Heritage Strategic Priorities

- Culture is inclusive and reflective, supporting people to connect and engage with each other, their communities and society.
- The cultural system is resilient and sustainable.
- People can access and participate in cultural activities and experiences.
- Iwi and Māori are supported to achieve their cultural aspirations and Māori culture is recognised, valued and embraced.
- Cultural activity is valued, supported and nurtured.

Ki te puāwai te ahurea, ka ora te iwi | Culture is thriving, the people are well

We are committed to cultivating Aotearoa New Zealand's arts sector by upholding our social responsibilities, championing musical excellence, and engaging with audiences and communities for a sustainable future.

All New Zealanders benefit when the arts sector is thriving. To deliver our vision for the nation, the NZSO remains focused on achieving our four outcomes.

Our Strategic Focus Areas Ngā Aronga Rautaki

In support of achieving our outcomes for New Zealanders and contributions to the Cultural and Heritage Arts sector, we are committed to four strategic focus areas: cultivating a world-leading artistic identity, growing our financial sustainability, embracing an adaptive leadership model and delivering the collaborative vision and benefits of the national music centre.

Artistic Identity

Cultivate a world-leading artistic identity by:

- Advancing our role as the country's preeminent musical institution.
- Ensuring continuity of artistic leadership of the orchestra.
- Adapting according to audience and market evolution.
- Nourishing artistic partnerships that elevate and reinforce our identity as a leader in Aotearoa New Zealand and beyond.
- Providing end-to-end audience experiences that are enriching and memorable.
- Defining and embedding our social and environmental conscience.
- Delivering experiences of global excellence whilst managing financial and environmental impact.

Financial Sustainability

Grow non-Crown revenue by:

- Leveraging Government funding to attract philanthropic and private investment.
- Improving cost recovery through ticket sales.
- Increasing return from commercial projects.
- Identifying and exploiting new revenue opportunities.
- Enhancing current products and services to attract new users.
- Unlocking new efficiencies through cost management strategies.

Leadership & Capability

Embrace an adaptive leadership model that enables the organisation to thrive by:

- Embedding a clear and compelling Vision, Mission and Values into the fabric of the organisation.
- Operating with efficient and effective organisational structure.
- Embracing a culture of innovation and solution-focused management and accountability.
- Guiding sector-wide collaboration and stakeholder engagement.
- Implementing effective internal communication practices.
- Planning for annual government accountability processes.

National Music Centre

Deliver on the collaborative vision and benefits of a national music centre by:

- Establishing a vibrant and internationally recognised hub for Aotearoa New Zealand's musical excellence.
- Delivering built elements on time and on budget.
- Developing an effective operating model.
- Realising new revenue streams through commercial opportunities.

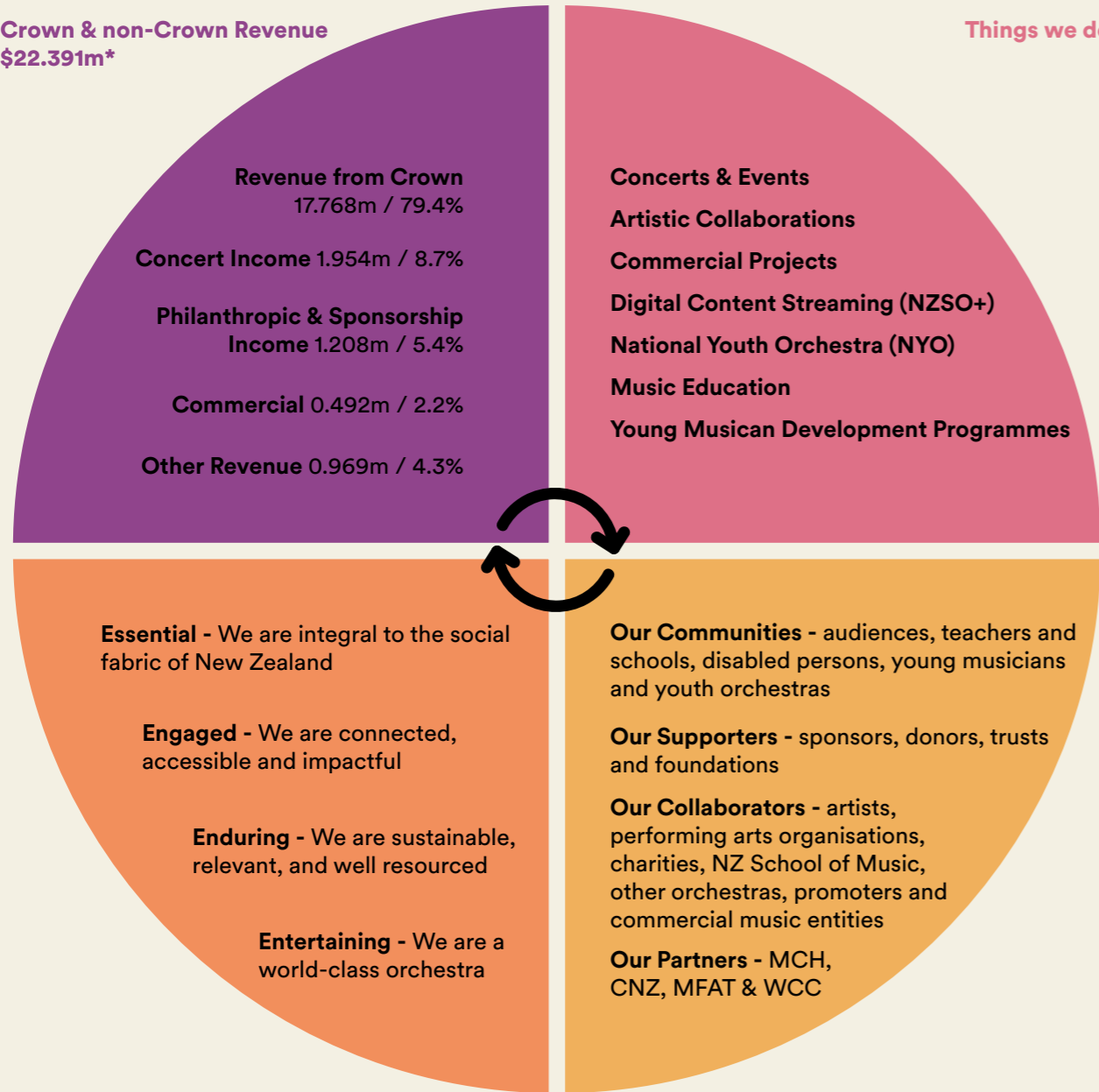
Our Investment Cycle

Hurihanga haumi

The graphic below illustrates our Investment Cycle, from Crown and non-Crown revenue received to the outcomes we generate. Key to this are the day-to-day activities we do, and who we work for and with to achieve these outcomes.

Investment

Crown & non-Crown Revenue
\$22.391m*



Services & Outputs

Things we do

Outcomes

Supported by our Impacts, Services & Outputs, and Impact Indicators

Working For & With

Who we support and are supported by

*Source: 2024/25 Budget



Music of John Williams, 2023



Our Supporters Kaitautoko

Supported by



Principal Partner



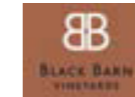
Wellington Partner



Major Touring Partners



Sponsors and Industry Partners



Media Partners



Advancement and Special Project Partners



NZSO works in collaboration with SOUNZ Centre for New Zealand Music

We're working with Trees That Count to mitigate our carbon footprint over the next 50 years and help protect New Zealand's threatened biodiversity. That's good for our carbon footprint, and good for Aotearoa.





New Zealand
Symphony
Orchestra

Te Tira Pūoro
o Aotearoa

Supported by the New Zealand Government through



Ministry
for Culture
& Heritage

0800 479 674 / info@nzso.co.nz



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instagram.com/nzsymphonyorchestra



nzso.co.nz/spotify

nzso.co.nz