



# **Statement of Performance Expectations**

**FOR THE YEAR ENDING 31 DECEMBER 2020**

Presented to the Honourable Carmel Sepuloni  
Associate Minister for Arts, Culture and Heritage

# **NEW ZEALAND SYMPHONY ORCHESTRA**



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This Statement of Performance Expectations reflects the NZSO's planned performance targets and forecast financial information for the year ahead. It is produced in accordance with Section 149E of the Crown Entities Act 2004.

The forecast financial statements and underlying assumptions in this document have been authorised as appropriate for issue by the Board of New Zealand Symphony Orchestra in accordance with its role under the Crown Entities Act 2004. It is not intended to update the forecast financial statements subsequent to presentation.



Laurence Kubiak  
**Board Chair**  
30 April 2020



Dame Bronwen Holdsworth <sup>DNZM</sup>  
**Board Member / Audit Committee Member**  
30 April 2020

Music makes significant contributions to our daily lives at many levels. These extend from the artistic, therapeutic, educational and spiritual contributions at an individual level to communal benefits of social interaction, the collective marking of occasions and building relationships from shared experiences of performance and participation.



## Introduction

This Statement of Performance Expectations sets out the New Zealand Symphony Orchestra's plans for 2020. It is the third plan under our Statement of Intent 2018–2021, which guides our activities and future directions in serving our diverse New Zealand communities.

The NZSO is Aotearoa New Zealand's national symphony orchestra and one of the few national orchestras in the world that tours permanently in its home country. In this role, the NZSO has flourished, presenting orchestral music performed to the highest standards in cities, towns and communities in New Zealand for over 70 years.

The Orchestra's activities are diverse – with a wide variety of music activities designed to make orchestral music accessible to as many New Zealanders as possible. Each year, we perform for concert-goers, school students, communities, theatre-goers and families, as well as those who enjoy the music of film and television and the many other genres in which orchestral music has a prominent role.

Music makes significant contributions to our daily lives at many levels. These extend from the artistic, therapeutic, educational and spiritual contributions at an individual level to communal benefits of social interaction, the collective marking of occasions and building relationships from shared experiences of performance and participation.

This is how the NZSO makes its contribution to increasing the well-being of New Zealanders by reinforcing social connections, building subjective well-being and enhancing cultural identity. Through its music activities and initiatives, the NZSO also adds to people's knowledge and skills, enabling people to learn about music, and for musicians to be trained for careers as performers, teachers, composers and therapists.

## Operational Challenges

The NZSO is forecasting a financial deficit for the year ending 31 December 2019, of \$1.1 million. This is in addition to a financial deficit reported for the year ending 31 December 2018 of \$1.1 million. The deficits have arisen due to the range of activities undertaken.

The 2018 year was planned as a year of experimentation, to increase the range of orchestral music offered, and the size of the overall audience across the country. To achieve this, the budget included the utilisation of a

small portion of prior year surpluses. The level of experimentation incorporated programming a new Baroque series, and the Shed series. The costs of the level of experimentation achieved were greater than budgeted for the first year. Even so, the Shed programme provided a significantly more interactive and personal experience. Due to the success of these two programmes, they have been included in the 2019 year - and expanded in the 2020 concert year.

The 2019 year planned an overall break even budget. The Baroque and Shed programmes were continued - and the year also included the complete set of Beethoven symphonies in Auckland and Wellington. The Beethoven series exceeded the original budget by 15%. However, other concerts during the year achieved below budget attendances – notably the five Star Wars Concerts in Auckland, Wellington and Christchurch. The concerts were the combination of the original film scores with live orchestral music. While this enabled the Orchestra to engage with new audiences, the revenue budget was not achieved, and the series made a significant contribution to the forecast deficit for the 2019 financial year. This highlights the risks of the orchestral business.

The Crown has provided additional capital and operational funding to the NZSO to cover the deficits in 2018 and 2019, for which the NZSO is very grateful. This additional funding applies to the 2020 year only.

Planning for the 2020 year has been based on the outcomes of the 2018 and 2019 concert years, expanding the range of orchestral presentations, with a focus on the regions. Extensive strategic work is being conducted to understand better the current and future changes in audiences and how a 21st century symphonic orchestra can better and more deeply engage with those audiences and offer relevant and inspiring musical experiences. The Orchestra's financial and governance processes have been extensively reviewed – in particular, the way the organisation does its financial budgeting and forecasting – with a view to establishing robust and future-ready supporting systems which can react with agility to the changing patterns in audience demands and behaviour. The NZSO, in partnership with the Ministry for Culture and Heritage, is working on how the business model for the New Zealand Symphony Orchestra, as set out in its 2004 Act, can be made more fit-for-purpose in these times of change and complexity.

In addition, the Orchestra has implemented substantial changes in terms of the way it approaches fundraising and sponsorship.

During the preparation of the financial budget for 2020, the NZSO factored in the impact of audience numbers, which has a direct flow on effect into concert revenue, and the increased costs experienced in 2018 and 2019 years. The cost pressures are primarily across artists fees, travel, accommodation, venue and concert production.

### **The Year Ahead**

In 2020, the NZSO will present fine New Zealand artists and excellent soloists and conductors from around the world in 18 centres across New Zealand in its touring programme. Activities include trialling a new approach to presenting music in the regions with a residency programme comprising 11 performances in four centres in varied activities ranging from ensemble to orchestral performances in order to engage more deeply in communities, including schools, teachers, developing musicians, young composers and performers.

A significant community project, involving school and youth choirs, will perform a version of Beethoven's Ninth Symphony in Te Reo Māori in July 2020. This is a world first and is part of an international collaboration with New York's Carnegie Hall involving seven orchestras around the world. It includes new commissions by New Zealand composers and incorporates taonga pūoro (Māori instruments).

The NZSO will continue to explore other bicultural projects and partnerships. Examples from the 2020 programme include performances of Robyn Toan's Tū-mata-uenga "God of War, Spirit of Man" (inspired by the Māori story of creation) conducted by New Zealander Gemma New, and a concerto for orchestra and taonga pūoro Ko te tātai whetū (which tells the story of Tāne's journey between the underworld and the world of the living) which featuring the performer Ariana Tikao.

This year, the innovative Shed programme is being expanded to include Auckland for the first time, after a successful trial in Wellington. The Baroque programme will be presented at 11 concerts throughout New Zealand. The 2020 year will also include concerts at the New Zealand Festival of the Arts, and Nelson Opera in the Park.

The NZSO's ongoing Learning and Connecting initiatives continue the valuable Fellowship and NZSO National Mentoring programmes, through which young musicians receive coaching, participate in NZSO rehearsals and meet and work with

international soloists and conductors. The flagship NZSO National Youth Orchestra convenes in July 2020. Now in its 61st year, the NYO continues to be a major opportunity for young orchestral musicians to experience the world of a professional symphony orchestra. It is critical to the ongoing development of the NZSO with over 50% of current NZSO players being NYO alumni.

Along with its regular leadership and collegial role across the Association of Professional Orchestras Aotearoa, the NZSO is planning to bring Aubrey Bergauer of the highly successful and innovative California Symphony Orchestra to Aotearoa New Zealand to assist the wider orchestral sector in developing effective audience attraction and experience programmes.

In 2020, the NZSO will be preparing a new Statement of Intent to cover the period from 2021 to 2024. This provides an opportunity to review and refresh the service performance measures covering the activities of the orchestra. This will ensure the service performance measures carefully link into the objectives and functions of the Orchestra contained in the New Zealand Symphony Orchestra Act 2004.

The NZSO is constantly working to refine and develop its activities and respond to the changing interests and needs of New Zealanders. Initiatives in 2020 build on the experiences of new activities in the past two years and help us to reach new people and communities, engage strongly with our audiences and support the next generation of young musicians.

Laurence Kubiak  
**Board Chair**

### **Postscript:**

The New Zealand Symphony Orchestra is currently responding to the COVID-19 pandemic issue. As of 16 March 2020, all concert activity has been suspended for two months. Please refer to the NZSO's website for the latest updates on changes to the 2020 programme. As of 25 March, following Government instructions, all NZSO Players and Staff are self-isolating at home for four weeks and performances are being regularly streamed to New Zealanders via digital platforms. Consequently, the outlook for the 2020 programme is very uncertain. The Orchestra is updating its performance and success output measures and will produce an amended Statement of Performance Expectations at a later date.



Pam Jiang, First Violin

# Vision, Mission and Values

## VISION AND MISSION

### VISION

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

achieved by

### 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 to large and diverse audiences**

is

**Excellent in performance**

has

**Relevant and engaging programming,**  
and asserts

**Musical and artistic leadership.**

A symphony orchestra which has

**Best practice operations, a shared & productive organisational culture, sustainable management of all resources, and excellent systems and processes.**

## 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.

## Objectives and Functions

### 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.

### 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 cooperate with other similar institutions and organisations having objectives similar to those of the orchestra.

# Statement of Intent 2018-2021 and Future Strategy

**This Statement of Performance Expectations (SPE) prepared by the New Zealand Symphony Orchestra (NZSO) is to be read in conjunction with NZSO's Statement of Intent 2018-2021 (SOI). Two overarching key strategies in the SOI, New Directions and New Home, provide the broad framework for the NZSO's activities.**

## New Directions

Over the last two years the NZSO has been trialling new concert formats, patterns of activity and performance initiatives in response to the changing face of New Zealand and new expectations about the role and functions of a professional symphony orchestra in the contemporary world. This has led to a diversification of activities and, subject to the availability of sufficient resources, further development of those that have proved successful in connecting with both new and existing audiences and concert-goers.

As a result there are further changes in 2020. These include extending the presentation of concerts in these new formats to additional tour centres as well as further streamlining tour planning and itineraries to improve cost efficiency and ensure the presentation of appropriately tailored repertoire for each community.

## New Home

The NZSO has entered into a partnership with the Wellington City Council and Victoria University of Wellington to redevelop the Wellington Town Hall and the linked Municipal Office Building to establish a permanent fit for purpose home for the Orchestra colocated with Te Tōki New Zealand School of Music. The two organisations will create a national centre of excellence in music in these facilities providing performance, training, education and creative outcomes to an international standard.

The construction work on the Wellington Town Hall redevelopment has commenced and the NZSO expects to occupy these facilities on completion in 2023. This new home will have a major impact on the way the NZSO operates in the future. It opens up many new opportunities with the availability of modern audio visual and online technologies to provide wide access to music including through broadcast, recording and streaming.

During 2020 the NZSO will continue preparations for the occupancy of these new premises. The Orchestra plans to finalise the design of the specialist fitout required for its Town

Hall tenancy with its consultants and advisers and commence the detailed design work for its fitout requirements in the Municipal Office Building.

## Season 2020

Over 80 concerts and performance activities are scheduled for the year reaching 18 different tour centres and delivered through 19 separate tour itineraries. For the first time the NZSO will present its innovative Shed Series programme on tour and the successful Baroque Series developed in the 2018 season will expand its coverage to 11 performances in 11 separate tour centres.

At the beginning of the year the Orchestra will repeat the highly successful Nelson Opera in the Park concert, as well as participate in the New Zealand Festival. Community projects include an innovative outdoor initiative for Wellington's Cuba Dupa and Kia Kotahi, the Carnegie Hall international project based on Beethoven's Ninth Symphony.

The NZSO through music has a central role in creating well-being outcomes for New Zealanders especially in the domains of human and social capital. Through its legislative functions, which include encouraging the development of New Zealanders' knowledge and appreciation of orchestral music, the NZSO makes its contribution in 2020 through its diversity of programmes and national access through touring.

# Engage

NZSO Engage programmes give people across the country the chance to learn about the Orchestra and discover music in new and exciting ways with opportunities for schools, teachers, developing musicians, young composers and performers. The Orchestra reaches out to communities to offer increased access and engagement in different environments to traditional concert settings.

## NZSO National Youth Orchestra

The NZSO National Youth Orchestra shapes the musical future of gifted young musicians throughout New Zealand, offering a unique opportunity to work with world-class conductors and composers while learning alongside members of the NZSO.

In 2020, the NZSO NYO will perform Shostakovich's Symphony No. 7, *Leningrad* side-by-side with the NZSO and premiere a new work by a young New Zealand composer. Students will get the opportunity to experience and explore the excitement of what it's like to rehearse and perform in a full symphony orchestra and engage with players from the national orchestra.

## Kia Kotahi: He Toirangi Ā-Ao Kia Harikoa All Together: A Global Ode to Joy

*Kia Kotahi* is an exciting opportunity for young singers to perform with the NZSO. Internationally renowned conductor Marin Alsop, youth and school choirs will join the NZSO for a special performance of Beethoven's Symphony No. 9, with the famous Ode to Joy chorus sung in te reo Māori. Part of the All Together: A Global Ode to Joy initiative, presented in partnership with Carnegie Hall and music organisations around the globe, this is a wonderful opportunity for communities and young performers to join the national orchestra for this once in a lifetime opportunity.

## NYO Composer in Residence

One young New Zealand composer will be selected to write a piece to be performed by the NZSO National Youth Orchestra. This prize is a great opportunity for composers to develop their skills and premiere a new work to be performed by the NYO.

## Open Door Activity

The NZSO opens the doors of the concert hall with free activities before and after concerts including daytime performances, 'Rush Hour' events, an 'Instrumental Petting Zoo' for families, up close experiences with artists and musicians and 'Late Night' gatherings post-concert.

## Relaxed Concerts

Relaxed concerts are presented for audiences who may not feel comfortable in a traditional concert environment. Particularly suitable for people with autism, sensory and communication disorders, and learning disabilities, there is a relaxed attitude to noise and movement during the performance.

Lighting effects are minimal and a 'chill out' space will be available. In 2020, relaxed concerts will be performed in Wellington, Palmerston North, Tauranga and Hamilton.

## Te Papa Concerts

Te Papa and the NZSO present free concerts and events in this special museum location, celebrating Matariki in June and presenting a fun family concert in November.

## Open Rehearsals

NZSO opens the doors for secondary school students in Wellington to attend rehearsals at the Michael Fowler Centre and observe the live rehearsal experience.

## Student Club

Join Student Club and get a special three-concert subscription for only \$39! You'll also get the opportunity to meet NZSO players, guest conductors and soloists, visit backstage and attend special Q&A sessions. Bring friends, a group or your family, it is a unique way to get up close and connect students with the Orchestra.

## Todd Young Composers

Eight young New Zealand composers will have their compositions workshopped by the NZSO, with composers mentored through the process to ensure the highest level of success. Works will be performed and recorded by the NZSO, led by Principal Conductor in Residence Hamish McKeich.

### **NCEA Material**

In 2020, two NCEA course guides will be available to schools featuring repertoire the NZSO is touring. NCEA students can study major orchestral repertoire, then see the Orchestra perform the work live in their hometown. Movements from Beethoven's Symphony No. 6 *Pastoral* will be performed in Napier, Taupo, Tauranga and Hamilton, and Tchaikovsky's Symphony No. 6 *Pathétique* will be performed in Wellington, Dunedin, Christchurch and Auckland.

### **NZSO Fellowship Programme**

Bridging the gap between study and a professional career, the NZSO Fellowship Programme is designed to foster talented musicians and conductors through tailored opportunities to rehearse with the NZSO and observe the musicians at work. This programme is available nationwide with accommodation and travel provided for selected students.

### **Mentoring Programme**

Mentoring connects school-aged musicians with the world of the NZSO. Along with an assigned mentor from the NZSO, each selected student receives guidance, experiences rehearsals and attends concerts throughout the year. Each year, around 15 students from all over the country have the opportunity to be mentored and many go on to have professional careers in music.

### **Orchestral Coaching**

The NZSO offers tutoring for youth and community orchestras across the country, ensuring continuous high-level musical input and to support the great work that educators, conductors and others in your communities do to keep vital musical institutions thriving.

### **NZSO Foundation Masterclasses**

NZSO Foundation Masterclasses connect university musicians with international soloists touring with the NZSO, giving up-and-coming musicians the opportunity to learn from leading international performers. These Masterclasses are open to the public and streamed online.

### **In Conversation**

Join NZSO Principal Trombone David Bremner for a series of evenings throughout the year with visiting artists as they chat about their life story, their approach to music and performance and the programme of music they are performing with the Orchestra.

### **Pre-Concert Talks**

Pre-Concert Talks allow audience members to learn more about the pieces being performed. Taking place before all Podium Series concerts, Talks are open to all and free to attend.

**NZSO Engage** [nzso.co.nz/engage](https://nzso.co.nz/engage)

# Assessing Performance and Success

## Measures of Success against Legislated NZSO Objectives

There are many ways to assess performance and define and measure success. The NZSO is governed by legislation and is also a member of a large and diverse cultural sector. These two factors are the critical elements in building an appropriate performance framework for the orchestra and then establishing the measures which demonstrate progress using an 'investment-to-outcomes' type model. Success to the NZSO means achieving excellence in the delivery of the Functions of the Orchestra, as defined in Section 9 of the New Zealand Symphony Orchestra Act 2004, and in meeting the Objectives of the Orchestra contained in Section 8 of the Act. In so doing the NZSO contributes to the cultural sector's Vision and Outcomes.

## Output Measures

While the NZSO has a single Output Class (Orchestral Services), there are a wide variety of distinct activities and services undertaken each year. The level of activities performed each year over the last two years have been greater than the funding available. The Crown has agreed to increase the level of funding for 2020 to enable the NZSO to maintain an appropriate level of activities.

## Increasing Relevance and Engagement

The 2020 season continues with traditional orchestral activities and the newer activities that were trialled in the 2018 year to increase the reach of the orchestra.

Concert programmes outside the core classical repertoire, such as the Shed series, are designed to be relevant to younger and diverse audiences who would be unlikely to attend a core programme provided by the NZSO.

Being relevant to a wide cross-section of New Zealanders ensures the NZSO continues to contribute to the distinctive New Zealand culture.

# Performance Reporting Framework

## Generating Impacts from NZSO's Outputs

Funding from the Government for the NZSO activities 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 orchestral services. A summary of the budgeted revenue and expense directly attributable to the activities of the NZSO is included in the Statement of Forecast Comprehensive Revenue and Expense on page 18 of this document.

Orchestral services are provided either as live performances or are recorded for distribution through a wide variety of media. This will include radio broadcast, digital download, streaming, compact disc, film soundtrack and more.

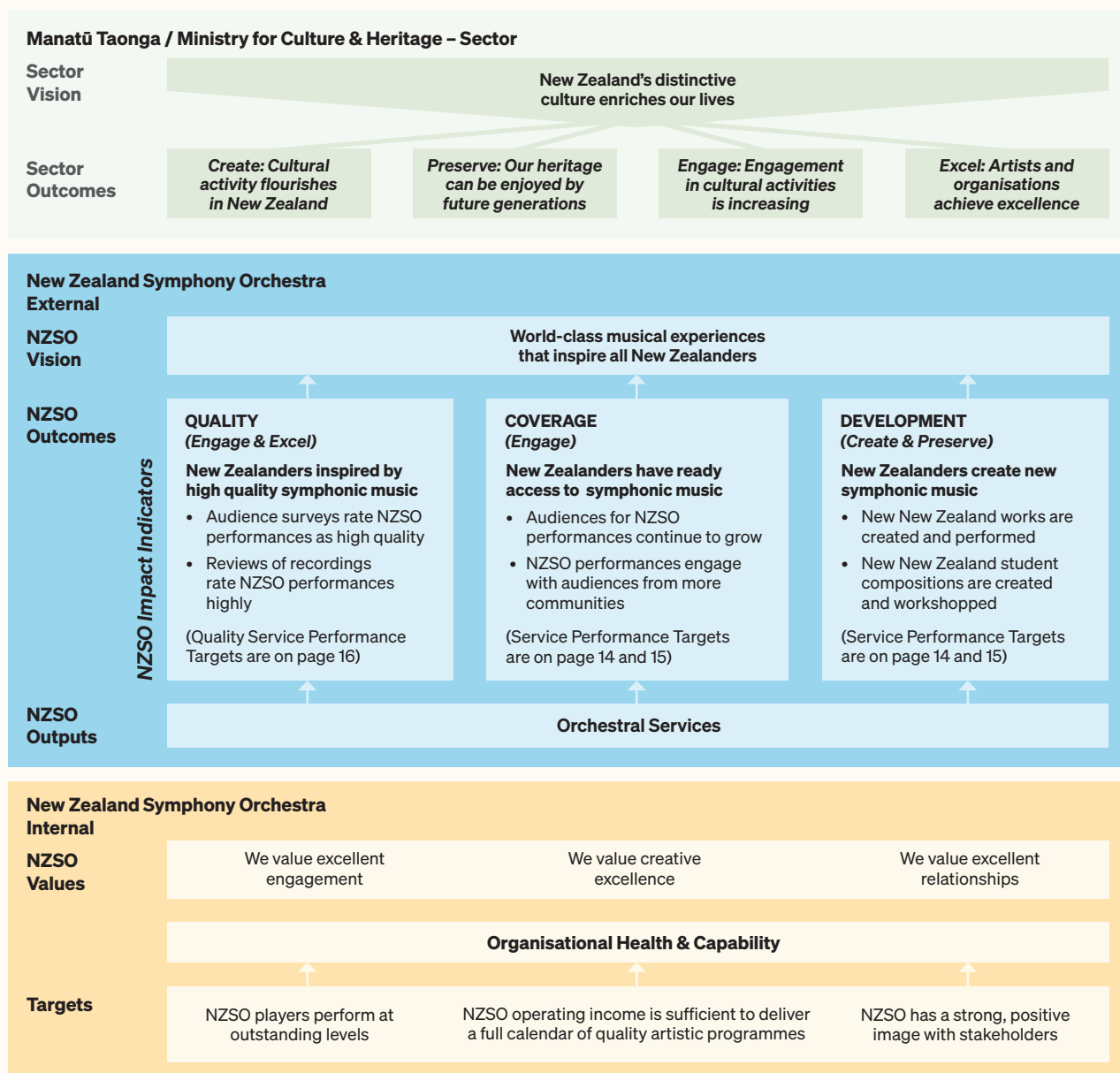
Orchestral services is the only Reportable Class of Output of the NZSO, and all financial and non-financial performance measures in this Statement of Performance Expectations are directly related to this one Output Class.

The NZSO's performance framework below shows how the range of the NZSO's activities link to the wider cultural sector in supporting and developing New Zealand's distinctive culture and enriching lives.

The NZSO undertakes this through the following three outcomes:

- Quality
- Coverage
- Development

There are six impact indicators to show the progress being achieved toward the outcomes sought. The targets for 2020 are reported on page 12.



## Impacts and Outcomes

The performance framework on page 11 outlines the structure of the NZSO's performance reporting. The New Zealand Symphony Orchestra Act 2004 is the driver for establishing the performance reporting framework and in developing the measures contained in the following tables.

The outcomes of quality and coverage in delivering NZSO performances are supported and enhanced by the development outcome to foster a distinctly New Zealand cultural environment.

The NZSO has an ongoing strategy to constantly develop excellence in performance and to reach new audiences through live performances and other mediums.

Audience development is an important strategy for the NZSO. This includes an ongoing assessment of pricing options to ensure the orchestra is accessible to the widest range of demographic groups in New Zealand.

There are special packages for young people, students and families, and free and low cost concerts. Research into audience preferences and feedback is included in marketing and development strategic planning to inform the design of new concert activities to maximise the engagement with the NZSO.

Research into audience preferences is included in the strategic planning of the Marketing and Development department, to inform future programming for our performances, and educational activities.

| <b>OUTCOME: Quality</b>                                          |                                                                                  | <b>New Zealanders inspired by high quality symphonic music</b> |                              |                    |                    |                    |
|------------------------------------------------------------------|----------------------------------------------------------------------------------|----------------------------------------------------------------|------------------------------|--------------------|--------------------|--------------------|
| <b>Impact Indicator</b>                                          | <b>Impact measure</b>                                                            | <b>2020 Budget</b>                                             | <b>2019 Estimated Actual</b> | <b>2019 Budget</b> | <b>2018 Actual</b> | <b>2017 Actual</b> |
| Audience surveys rate NZSO performances as high quality          | Average grading achieved for quality of performance in surveys of NZSO audiences | 9 / 10                                                         | 9.7 / 10                     | 9 / 10             | 9.2/10             | 9.4/ 10            |
| Reviews of recordings rate NZSO performances highly              | Average grading achieved for NZSO recordings released and reviewed               | 9 / 10                                                         | N/A                          | 9 / 10             | 9/10               | 9.5 / 10           |
| <b>OUTCOME: Coverage</b>                                         |                                                                                  | <b>New Zealanders have ready access to symphonic music</b>     |                              |                    |                    |                    |
| <b>Impact Indicator</b>                                          | <b>Impact measure</b>                                                            | <b>2020 Budget</b>                                             | <b>2019 Estimated Actual</b> | <b>2019 Budget</b> | <b>2018 Actual</b> | <b>2017 Actual</b> |
| Audience demand for NZSO performances continues to grow          | Total audience attendances for NZSO performances                                 | 74,211                                                         | 88,691                       | 94,762             | 113,683            | 83,314             |
| NZSO performances engage with audiences from diverse communities | Total number of communities represented in NZSO audiences for live performances  | 35                                                             | 35                           | 35                 | 59                 | 45                 |
| <b>OUTCOME: Development</b>                                      |                                                                                  | <b>New Zealanders create new symphonic music</b>               |                              |                    |                    |                    |
| <b>Impact Indicator</b>                                          | <b>Impact measure</b>                                                            | <b>2020 Budget</b>                                             | <b>2019 Estimated Actual</b> | <b>2019 Budget</b> | <b>2018 Actual</b> | <b>2017 Actual</b> |
| New New Zealand works are created and performed                  | Number of new New Zealand works performed by NZSO                                | 4                                                              | 4                            | 4                  | 5                  | 13                 |
| New New Zealand student compositions are created and workshopped | Number of new New Zealand student compositions workshopped by NZSO               | 8                                                              | 8                            | 8                  | 9                  | 10                 |



## Statement of Forecast Output Service Performance

The number of concerts and performance activities scheduled for the year is 84.

This number is based on the planned funding available, and the touring schedule. As in previous years it is expected that additional activities will be added to the schedule as opportunities arise.

The 84 concert and performance activities cover:

- 37 subscription concerts
- 28 special concerts including the Shed and Baroque series
- 6 educational concerts
- 2 NZSO National Youth Orchestra concerts

In addition there are:

- 2 recordings
- 9 contract performances

The NZSO plans to reach all New Zealand communities with urban populations of 50,000 or more each year.

There are 35 communities in New Zealand. Smaller communities are added where practicable. In 2020 the NZSO is scheduled to perform in 17 communities.

Audiences for the orchestral services provided by these NZSO outputs can experience the music in live performance or in a variety of recorded and broadcast formats. For live performances, audiences attend performances in venues such as concert halls, theatres, churches, and community halls for public concerts or through visits by the NZSO musicians.. These include schools, marae, rest homes, retirement villages, and work places.

| <b>New Zealand Symphony Orchestra Act 2004 – Section 8</b>                                                                             | <b>Specific Objectives</b>                                                                                                                          | <b>Outcome</b> |
|----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Provide the public of New Zealand with live and recorded performances of symphonic music performed to an international standard.       | • Present live performances throughout the country                                                                                                  | Coverage       |
|                                                                                                                                        | • Performances are of an international standard                                                                                                     | Quality        |
| Provide an orchestra that is highly skilled and artistically imaginative.                                                              | • Provide professional development opportunities for existing NZSO musicians                                                                        | Development    |
|                                                                                                                                        | • Concert season and recordings include a wide variety of different programmes                                                                      | Development    |
| Provide an orchestra that has strong community support.                                                                                | • Live performances reach a large number of communities                                                                                             | Coverage       |
| Be a leading New Zealand performing arts organisation with a role in the development of a distinctly New Zealand cultural environment. | • Provide opportunities for the training and development of young and emerging musicians and collaborate with other arts and cultural organisations | Development    |
| Promote and encourage New Zealand musical composition and composers.                                                                   | • Create workshop opportunities for New Zealand composers                                                                                           | Development    |
|                                                                                                                                        | • Profile New Zealand composition in public performances and in recordings                                                                          | Development    |
| Provide performance opportunities for New Zealand musicians, whether as members of the orchestra or as soloists.                       | • New Zealand artists regularly perform with the orchestra                                                                                          | Development    |

Recorded performances of the NZSO can be accessed anywhere in New Zealand or around the world through radio broadcasts, commercially released compact discs, as soundtrack accompaniment in film releases, occasional television broadcasts and through other media such as online music libraries, web-casts and the like.

These tables detail 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. They relate the specific outcome that is sought through achieving the output target as described in the Performance Reporting Framework. The measures for Quality Service Performance are in the table on the following page.

| <b>2020<br/>Budget</b>                                                                                                                                                                                               | <b>2019<br/>Forecast</b>                                                                                                                                                                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 84 live performances of symphonic music presented throughout New Zealand<br><br>Refer to separate performance quality measures on page 16                                                                            | 95 live performances of symphonic music presented throughout New Zealand<br><br>Refer to separate performance quality measures on page 16                                                                              |
| 4 professional development scholarships or bursaries awarded to NZSO musicians<br><br>35 different performance and recording programmes presented<br><br>17 different New Zealand communities have live performances | 4 professional development scholarships or bursaries awarded to NZSO musicians<br><br>35 different performance and recording programmes presented.<br><br>16 different New Zealand communities have live performances. |
| 2 NYO performances<br>12 mentor students<br>6 fellowships<br>5 master-classes<br>5 collaborations                                                                                                                    | 2 NYO performances<br>12 mentor students<br>5 fellowships<br>3 master-classes<br>5 collaborations                                                                                                                      |
| 17 compositions are workshopped                                                                                                                                                                                      | 2 compositions are workshopped.                                                                                                                                                                                        |
| 20 New Zealand works performed.                                                                                                                                                                                      | 20 New Zealand works performed.                                                                                                                                                                                        |
| 20 New Zealand artists perform with the orchestra.                                                                                                                                                                   | 20 New Zealand artists perform with the orchestra.                                                                                                                                                                     |

# Measurement of Forecast Quality Service Performance

One of the NZSO's objectives included in Section 8 of the New Zealand Symphony Orchestra Act 2004 is the achievement of 'live and recorded performances of symphonic music performed to an international standard'. This has been a key measure for the NZSO since its establishment.

The following table sets out the targets for 2020, to record the delivery of this objective.

One of the NZSO's functions defined in Section 9 of the Act is 'to provide a touring orchestra (which may also include international performances)' International exposure is an important strategic driver of the pursuit of excellence and the attainment of an international standard to be measured under Quality Service Performance.

The Orchestra is working on plans for its next international tour in 2021. This is viewed as critical to its ongoing development through benchmarking and the artistic challenges of the international scene.

| Process                                                                                                      | Target                                                                            | Measurement                                                  | 2020 Budget | 2019 Forecast |
|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|--------------------------------------------------------------|-------------|---------------|
| Regular audience surveys are conducted and performance quality is polled.                                    | Audiences recognise NZSO performances are of international quality.               | Audience surveys achieve high gradings.                      | 9 / 10      | 9 / 10        |
| Independent international reviews of live and recorded performances assess quality of orchestra performance. | International reviewers recognise NZSO performances are of international quality. | International reviews achieve high gradings.                 | 9 / 10      | 9 / 10        |
| Critical reviews by New Zealand media of live performances assess quality of orchestra performance.          | New Zealand reviewers recognise NZSO performances are of international quality.   | New Zealand reviews achieve high gradings.                   | 9 / 10      | 9 / 10        |
| International artists polled on quality of orchestra and performances ("Exit Polling").                      | Artists recognise NZSO performances are of international quality.                 | Exit polling of international artists achieve high gradings. | 9 / 10      | 9 / 10        |



Jenaro Garita, Viola

## Statement of Forecast Comprehensive Revenue and Expense

for the year ended 31 December 2020

|                                                | 2020<br>Budget | 2019<br>Forecast |
|------------------------------------------------|----------------|------------------|
| <b>Revenue</b>                                 | \$000          | \$000            |
| Concert revenue                                | 1,921          | 3,150            |
| Interest revenue                               | 120            | 100              |
| Other revenue                                  | 2,053          | 2,445            |
| <b>Revenue earned by the NZSO</b>              | <b>4,094</b>   | <b>5,695</b>     |
| Government funding                             | 16,326         | 14,736           |
| <b>TOTAL REVENUE</b>                           | <b>20,420</b>  | <b>20,431</b>    |
| <b>Expenditure</b>                             |                |                  |
| Personnel                                      | 11,817         | 11,252           |
| Other                                          | 8,476          | 10,116           |
| Depreciation and amortisation                  | 127            | 128              |
| <b>TOTAL EXPENDITURE</b>                       | <b>20,420</b>  | <b>21,496</b>    |
| <b>NET SURPLUS /(DEFICIT)</b>                  | <b>-</b>       | <b>(1,065)</b>   |
| <b>TOTAL COMPREHENSIVE REVENUE AND EXPENSE</b> | <b>-</b>       | <b>(1,065)</b>   |

## Statement of Forecast Changes in Equity

for the year ended 31 December 2020

|                                                      | 2020<br>Budget | 2019<br>Forecast |
|------------------------------------------------------|----------------|------------------|
|                                                      | \$000          | \$000            |
| <b>Balance at 1 January</b>                          | <b>1,988</b>   | <b>753</b>       |
| Total Comprehensive Revenue and Expense for the year | -              | (1,065)          |
| Equity injection                                     | 1,000          | 2,300            |
| <b>Balance at 31 December</b>                        | <b>2,988</b>   | <b>1,988</b>     |

# Statement of Forecast Cash Flows

for the year ended 31 December 2020

|                                                               | 2020<br>Budget | 2019<br>Forecast |
|---------------------------------------------------------------|----------------|------------------|
|                                                               | \$000          | \$000            |
| <b>Cash Flows From Operating Activities</b>                   |                |                  |
| Receipts from Customers                                       | 3,906          | 5,595            |
| Interest Received                                             | 120            | 100              |
| Government Funding                                            | 16,326         | 14,736           |
| Payments to and on behalf of Employees                        | (11,802)       | (11,298)         |
| Payments to Suppliers                                         | (8,520)        | (10,104)         |
| Net Goods and Services Tax                                    | –              | –                |
| <b>Net Cash Flows from Operating Activities</b>               | <b>30</b>      | <b>(971)</b>     |
| <b>Cash Flows from Investing Activities</b>                   |                |                  |
| Sales of Property, Plant & Equipment                          | –              | –                |
| Purchases of Property, Plant & Equipment                      | (1,100)        | (600)            |
| Purchases of Intangible Assets                                | –              | –                |
| <b>Net Cash Flows from Investing Activities</b>               | <b>(1,100)</b> | <b>(600)</b>     |
| <b>Cash flows from financing activities</b>                   |                |                  |
| Increase in equity - General Funds                            | 1,000          | 2,300            |
| <b>Cash flows from financing activities</b>                   | <b>1,000</b>   | <b>2,300</b>     |
| <b>Net Increase / (Decrease) in Cash and Cash Equivalents</b> | <b>(70)</b>    | <b>729</b>       |
| <b>Cash and Cash Equivalents at beginning of the year</b>     | <b>2,704</b>   | <b>1,975</b>     |
| <b>Cash and Cash Equivalents at end of the year</b>           | <b>2,634</b>   | <b>2,704</b>     |
| <b>Represented by</b>                                         |                |                  |
| Bank                                                          | 634            | 704              |
| Term Deposits less than or equal to 3 months                  | 2,000          | 2,000            |
|                                                               | <b>2,634</b>   | <b>2,704</b>     |

# Statement of Forecast Financial Position

for the year ended 31 December 2020

|                                         | 2020<br>Budget | 2019<br>Forecast |
|-----------------------------------------|----------------|------------------|
|                                         | \$000          | \$000            |
| <b>Current Assets</b>                   |                |                  |
| Cash and Cash Equivalents               | 2,634          | 2,704            |
| Trade Receivables and Other Receivables | 106            | 113              |
| Prepayments                             | 148            | 210              |
| <b>Total Current Assets</b>             | <b>2,888</b>   | <b>3,027</b>     |
| <b>Non-Current Assets</b>               |                |                  |
| Property, Plant and Equipment           | 2,774          | 1,745            |
| Intangibles                             | –              | –                |
| <b>Total Non-Current Assets</b>         | <b>2,774</b>   | <b>1,745</b>     |
| <b>TOTAL ASSETS</b>                     | <b>5,662</b>   | <b>4,772</b>     |
| <b>Current Liabilities</b>              |                |                  |
| Trade Payables and Other Payables       | 625            | 675              |
| Revenue in Advance                      | 805            | 880              |
| Employee Entitlements                   | 1,015          | 1,015            |
| <b>Total Current Liabilities</b>        | <b>2,445</b>   | <b>2,570</b>     |
| <b>Non-Current Liabilities</b>          |                |                  |
| Employee Entitlements                   | 229            | 214              |
| <b>Total Non-Current Liabilities</b>    | <b>229</b>     | <b>214</b>       |
| <b>TOTAL LIABILITIES</b>                | <b>2,674</b>   | <b>2,784</b>     |
| <b>NET ASSETS</b>                       | <b>2,988</b>   | <b>1,988</b>     |
| <b>Equity</b>                           |                |                  |
| General Funds                           | 2,988          | 1,988            |
| <b>TOTAL EQUITY</b>                     | <b>2,988</b>   | <b>1,988</b>     |

# Notes to the Forecast Financial Statements

## STATEMENT OF ACCOUNTING POLICIES

### Reporting Entity

NZSO has designated itself as a public benefit entity (PBE) for financial reporting purposes.

The financial statements for NZSO are for the year ended 31 December 2020, and were approved by the Board on 30 April 2020.

### Basis of Preparation

The financial statements of the NZSO have been prepared on a going concern basis and the accounting policies have been applied consistently throughout the period.

Under the Crown Entities Act 2004 Part 4, Section 136 (1), the financial year for a crown entity (other than a school board of trustees or a tertiary education institution) is defined as “the 12 months ending on the close of 30 June or any other date determined for that entity by the Minister of Finance”. As of 9 September 2011, the NZSO’s financial year closes on 31 December as approved by the Minister of Finance.

### Statement of Compliance

The financial statements of NZSO have been prepared in accordance with the requirements of the Crown Entities Act 2004, which includes the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

The financial statements have been prepared in accordance with Tier 2 PBE accounting standards. These financial statements comply with PBE accounting standards.

### Presentation currency and rounding

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000).

### Summary of Significant Accounting Policies Revenue

The specific accounting policies for significant revenue items are explained below:

#### *Funding from the Crown (Government funding)*

NZSO is significantly funded from the Crown. This funding is restricted in its use for the purpose of NZSO meeting the objectives specified in its founding legislation (New Zealand Symphony Orchestra Act 2004) and the scope of the relevant appropriations of the funder.

NZSO recognises such funding as revenue at the point when control of the resource passes to NZSO. NZSO considers the Crown Payments made by the Ministry for Culture & Heritage to the NZSO meet the applicable control test for recognition when two events have occurred; (1) the responsible Minister has formally approved a Crown Payment from the Ministry to the NZSO of all (or a specific portion) of an existing appropriation which relates to an agreed Statement of Performance Expectations, and (2) the agreed Statement of Performance Expectations is effective. The fair value of revenue from the Crown has been determined to be equivalent to the amounts due in the funding arrangements. In NZSO’s view, the recognition of Government funding in this way meets the requirements of the applicable accounting standard (PBE IPSAS 23, Revenue from Non-Exchange Transactions).

#### *Grants received*

Grants are recognised as revenue when they become receivable unless there is an obligation in substance to return the funds if conditions of the grant are not met. If there is such an obligation, the grants are initially recorded as grants received in advance and recognised as revenue when conditions of the grant are satisfied. Grant revenue is aggregated with other sponsorship revenue.

#### *Contra sponsorship received*

Sponsorship revenue can be received by NZSO in cash and/or non-cash (contra) exchange transactions. Revenue is recognised when it becomes receivable except when in the case of contra sponsorship there is a realistic expectation that those sponsored services will not be realised.

Where the contra sponsorship generates a physical asset (rather than services) as consideration the asset is recognised at fair value and the difference between the consideration provided and fair value of the asset is recognised as revenue. The fair value of such assets is determined as follows:

- For new assets, fair value is usually determined by reference to the retail price of the same or similar assets at the time the asset was received.
- For used assets, fair value is usually determined by reference to market information for assets of a similar type, condition, and age.

#### *Interest revenue*

Interest revenue is recognised using the effective interest method.

## Notes to the Forecast Financial Statements

### *Provision of services / Concert Revenue*

Services provided to third parties on commercial terms are exchange transactions. Revenue from these services is recognised in proportion to the stage of completion at balance date. Concert Revenue received for NZSO's 2020 performances is Revenue in Advance at balance date and will be fully recognised as Revenue in the 31 December 2020 financial statements.

### **Foreign Currency Transactions**

All Foreign currency transactions (including those for which forward foreign exchange contracts are held) are translated into New Zealand dollars (the functional currency) using the spot 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 year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the surplus or deficit.

### **Operating Leases**

Operating lease payments, where the lessor effectively retains substantially all the risks and benefits of ownership of the leased items, are recognised as expenses on a straight-line basis over the lease term.

### **Receivables**

Short-term receivables are recorded at their face value, less any provision for impairment. A receivable is considered impaired when there is evidence that NZSO will not be able to collect the amount due. The amount of the impairment is the difference between the carrying amount of the receivable and the present value of the amounts expected to be collected.

### **Investments**

#### *Term deposits*

Investments in bank term deposits are initially measured at the amount invested. After initial recognition, investments in bank deposits are measured at amortised cost using the effective interest method, less any provision for impairment.

### **Property, plant, and equipment**

Property, plant and equipment consists of the following asset classes: computer hardware, leasehold improvements, musical instruments, studio equipment, furniture and office equipment and music library. All assets classes are measured at cost, less accumulated depreciation and impairment losses.

### *Additions*

The cost of an item of property, plant and equipment is recognised as an asset only when it is probable that future economic benefits or service potential associated with the item will flow to NZSO and the cost of the item can be measured reliably. Work in progress is recognised at cost less impairment and is not depreciated. In most instances, an item of property, plant, and equipment is initially recognised at its cost. Where an asset is acquired through a non-exchange transaction, it is recognised at its fair value as at the date of acquisition.

### *Disposals*

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit.

### *Subsequent costs*

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to NZSO and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant, and equipment are recognised in the surplus or deficit as they are incurred.

### *Depreciation*

Depreciation is provided on a straight-line basis on all items of property, plant and equipment at rates calculated to write-off the cost (or valuation), to their estimated residual value, over their estimated useful lives. Leasehold alterations are depreciated over the remaining period of the lease agreement. The useful lives and associated depreciation rates of major classes of property, plant, and equipment have been estimated as follows:

|                                 |            |                 |
|---------------------------------|------------|-----------------|
| Leasehold Alterations           | 3–15 years | 6.67%–33.33%    |
| Computer Hardware               | 3 years    | 33.33%          |
| Studio Equipment                | 10 years   | 10.00%          |
| Furniture and Office Equipment  | 15 years   | 6.67%           |
| Musical Instruments: percussion | 10 years   | 10.00%          |
| Musical Instruments: all other  | 25 years   | 4.00%           |
| Library: Music Manuscripts      |            | Not depreciated |

### **Intangibles assets**

#### *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 surplus or deficit. 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%

#### **Impairment of Property, Plant and Equipment and Intangible assets**

NZSO does not hold any cash-generating assets. Assets are considered cash-generating where their primary objective is to generate a commercial return.

#### *Non-cash-generating assets*

Property, Plant and Equipment and Intangible Assets held at cost that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying value will exceed the 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 surplus or deficit.

#### **Payables**

Short-term payables are recorded at their face value.

#### **Employee entitlements**

##### *Short-term employee entitlements*

Employee benefits that are due to be settled within 12 months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned to but not yet taken at balance date, deferred and retiring leave (vested and available to be cashed-in) and sick leave. A liability for sick leave is recognised to the extent that absences in the coming year are expected to be greater than the sick leave entitlements earned

in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent that it will be used by staff to cover those future absences. A liability and an expense are recognised for bonuses where there is a contractual obligation and a reliable estimate of the obligation can be made.

##### *Long-term employee entitlements*

Employee benefits that are due to be settled beyond 12 months after the end of period in which the employee renders the related service, such as long service leave have been calculated on an actuarial basis. The calculations are based on:

- likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement and contractual entitlement information; and
- the present value of the estimated future cash flows.

Sick leave, annual leave, and vested long service, retiring and deferred leave are classified as a current liability. Non-vested long service leave expected to be settled within 12 months of balance date is classified as a current liability. All other employee entitlements are classified as a non-current liability.

#### **Superannuation schemes**

##### *Defined contribution schemes*

Obligations for contributions to KiwiSaver, the Government Superannuation Fund, the State Sector Retirement Savings Scheme and the NZSO's Fisher Funds Superannuation Scheme are accounted for as defined contribution superannuation schemes and are recognised as an expense in the surplus or deficit as incurred.

##### *Defined benefit schemes*

NZSO makes employer contributions to the Defined Benefit Plan Contributors Scheme (the scheme), which is managed by the Board of Trustees of the National Provident Fund. The scheme is a multi-employer defined benefit scheme.

Insufficient information is available to use defined benefit accounting, as it is not possible to determine from the terms of the scheme the extent to which the surplus/deficit will affect future contributions by individual employers, as there is no prescribed basis for allocation. The scheme is therefore accounted for as a defined contribution scheme.

## Notes to the Forecast Financial Statements

### Equity

Equity is measured as the difference between total assets and total liabilities. There is no basis on which to disaggregate equity and so it is recognised in total as general funds.

### 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 other payables). The Net GST paid to or received from the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the Statement of Cash Flows.

### 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 2007 and accordingly no provision has been made for Income Tax.

### Budget Figures

The budget figures are those approved by the NZSO Board at the beginning of the financial year as disclosed in the Statement of Performance Expectations. The budget figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted by the Board in preparing these financial statements.

### Critical accounting estimates and assumptions

In preparing these financial statements, NZSO has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

#### *Estimating useful lives and residual values of property, plant and equipment*

At each balance date, the useful lives and residual values of property, plant and equipment are reviewed. Assessing the appropriateness of useful life and residual value estimates of property, plant and equipment requires a number of factors to be considered such as the physical condition of the asset, expected period of use of the asset by NZSO,

and expected disposal proceeds from the future sale of the asset.

An incorrect estimate of the useful life or residual value will affect the depreciation expense recognised in the surplus or deficit, and carrying amount of the asset in the statement of financial position. NZSO minimises the risk of this estimation uncertainty by:

- physical inspection of assets;
- asset replacement programs;
- review of second hand market prices for similar assets; and
- analysis of prior asset sales.

NZSO has not made significant changes to past assumptions concerning useful lives and residual values.

#### *Long service leave*

Note 8 provides an analysis of the exposure in relation to estimates and uncertainties surrounding long service leave liabilities.

### Critical judgements in applying accounting policies

NZSO has exercised the following critical judgements in applying accounting policies:

#### *Leases classification*

Determining whether a lease agreement is a finance lease or an operating lease requires judgement as to whether the agreement transfers substantially all the risks and rewards of ownership to NZSO. Judgement is required on various aspects that include, but are not limited to, the fair value of the leased asset, the economic life of the leased asset, whether or not to include renewal options in the lease term, and determining an appropriate discount rate to calculate the present value of the minimum lease payments. Classification as a finance lease means the asset is recognised in the statement of financial position as property, plant and equipment, whereas for an operating lease no such asset is recognised. NZSO has exercised its judgement on the appropriate classification of equipment leases and has determined no lease arrangements are finance leases.





Elspeth Gray and Katherine Rowe, Second Violin

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**Zoë Smith & Wayne Sampson  
for Tommy's Real Estate**

### Special Funding Agencies



RNZ Concert is the NZSO's  
official broadcaster

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www.sounz.org.nz

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