



STATEMENT OF INTENT
2015 — 2018

NEW ZEALAND SYMPHONY ORCHESTRA
TE TIRA PŪORO O AOTEAROA

STATEMENT OF INTENT

This Statement of Intent (SOI) describes the New Zealand Symphony Orchestra's (NZSO) operating environment and its strategic intentions for the four year period from 1 January 2015 to 31 December 2018. It sets out what the NZSO intends to achieve through its activities over the next four years and how it will manage its functions and operations to meet its intentions. It is produced in accordance with Section 141 of the *Crown Entities Act 2004*.



Donald Best
Board Chair

25 November 2014



Roger Taylor
Board Member
Chair of Audit Committee

25 November 2014

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FOREWORD FROM THE CHAIR

The Board of the NZSO is pleased to present this Statement of Intent 2015 – 2018 which sets out the Orchestra's strategies for providing high quality performances of orchestral music to audiences in communities throughout New Zealand.

The NZSO, as New Zealand's national orchestra for nearly seventy years, continues to perform at the very highest levels. It presents orchestral concerts in cities, towns and communities throughout New Zealand, it broadcasts nationally, convenes and nurtures the NZSO National Youth Orchestra, records music for CD release and collaborates with many organisations in the presentation of performances including ballet, opera and choirs.

The strategies in this Statement of Intent are designed to ensure that we continue to build our standards of performance and present the finest national and international artists in our touring concert seasons.

These strategies are also designed to deliver on our Vision to 'Provide world class musical experiences that inspire all New Zealanders.' They aim to ensure that we are excellent in all that we do and that we are energetic and vigilant in maintaining the quality and integrity of the NZSO brand for the benefit of all New Zealanders.

Over the last two years we have been working on the recommendations of the Professional Orchestra Sector Review in preparation for its full implementation in 2015.

As a result we have increased our emphasis on young and emerging musicians by further developing existing initiatives and activities. These include a focus on the NZSO National Youth Orchestra and schemes and programmes that provide additional support and create new opportunities for young musicians.

Touring activities are now centred on New Zealand's thirteen large population centres and we are committed to visiting each at least once a year. The Orchestra takes its touring remit seriously and will perform in smaller centres whenever practicable. The frequency of touring and choice of tour centres is ultimately determined by the availability of funding.

In response to these recommendations we also have been active in working cooperatively with our colleagues in the orchestra sector to ensure New Zealanders enjoy a varied and complementary range of concerts in the centres where we both present performances.

We have also reviewed our finances in light of the Review recommendations and adopted plans and strategies to ensure that the NZSO is financially sustainable over the four year period covered by this Statement of Intent. During the term of this SOI we will be further developing options for the longer term future of the NZSO.

By the end of the period the NZSO will have had a decade of fixed government funding. It has become increasingly difficult to manage the financing of a full time touring national orchestra performing to an international standard in these circumstances. In the last two years the Orchestra has been fortunate in securing significant third party contracts to bridge the income gap. However, this work is inconsistent and unpredictable. Contracts on this scale are rare and we cannot rely on sufficient future income being available from these sources.

Unless addressed the sustained period of fixed funding will affect the ability of the organisation to fully fulfil the requirements of its legislation during the currency of this Statement of Intent.



Donald Best



THE NZSO'S ROLE

LEGISLATION

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

Principal objectives of Orchestra	Functions of Orchestra
- to provide the public of New Zealand with live and recorded performances of symphonic music performed to an international standard - to provide an orchestra that – - is highly skilled and artistically imaginative; and - has strong community support - to be a leading New Zealand performing arts organisation with a role in the development of a distinctively New Zealand cultural environment - to promote and encourage New Zealand musical composition and composers - to provide performance opportunities for New Zealand musicians, whether as members of the orchestra or as soloists.	- to ensure that the orchestra presents a broad repertoire of orchestral performance including New Zealand works and recent works - to encourage the development of New Zealand musicians - to encourage the development of New Zealanders' knowledge and appreciation of orchestral music - to develop and expand the audience of the orchestra on a national basis - to provide a touring orchestra (which may also include international performances) - to carry out any other functions consistent with its principal objectives, as agreed to by the Minister after consultation with the Orchestra - to co-operate with other similar institutions and organisations having objectives similar to those of the Orchestra.

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

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

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

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

VISION AND MISSION

The NZSO's Vision and Mission guide and shape its activities. These are subject to a single over-arching imperative of excellence in all that the Orchestra undertakes. Excellence in performance is a critical determinant of our core business of symphonic music making. Organisational excellence is the key to its achievement.

The framework connecting our Vision and Mission to the work of a national, full time, full size symphony orchestra sets out the NZSO's aspirations as a major performing arts organisation.

NZSO Vision and Mission

THE VISION

Providing world class musical experiences that inspire all New Zealanders.

achieved by

THE MISSION

Deepening and expanding musical connections and engagement with our communities.

through



PHOTO CREDIT: Matt Grace ©

A NATIONAL FULL TIME FULL SIZE SYMPHONY ORCHESTRA

which

Performs to an international standard

is

Excellent in performance

has

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

and asserts

Musical and artistic leadership.

A symphony orchestra which has

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

and

Excellent systems and processes.

VALUES

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

NZSO Values

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



PHOTO CREDIT: Matt Grace ©

THE NZSO'S OPERATING ENVIRONMENT

NEW ZEALAND PROFESSIONAL ORCHESTRA SECTOR REVIEW

The findings of the Orchestra Sector Review were released in February 2013. The Review affirmed the NZSO's position as New Zealand's national orchestra, confirmed its continued ownership by the people of New Zealand as a Crown Entity and its role in delivering performances of an international standard in its annual touring programmes under its existing legislation.

2015 is the first year of the full implementation of its recommendations. It is expected that these recommendations and policy settings will apply to the professional orchestra sector over the four year period covered by this Statement of Intent. As a consequence the NZSO has been reconfiguring its activities to fulfil the applicable requirements of the Review.

Key recommendations for the NZSO were that it: not be required to tour to centres with populations below 50,000; focus more on supporting the training and development of young and emerging musicians; have a stronger leadership role across the orchestra sector; and, have baseline funding capped at a maximum of \$13.45 million.

NATIONAL TOURING

Touring patterns have been changed to focus on the 13 centres that have populations of 50,000 or more. In 2014, a transitional year, the NZSO included these centres in its touring programme. In 2015 and future years the NZSO plans to tour to these centres as a permanent component of its core touring itineraries. Touring to centres throughout New Zealand is a core function which the NZSO considers to be of vital importance. The Orchestra as a matter of policy will perform in smaller centres wherever it is practicable. The frequency of touring is determined by the availability of funding to support touring operations.

YOUNG AND EMERGING MUSICIANS

For many years the NZSO has operated schemes and initiatives designed to nurture and develop talented young musicians. The Review recommends that the NZSO gives priority to the development of young and emerging musicians and makes support of the training and development of such musicians a focus in its allocation of resources.

As a result the NZSO has looked at ways of expanding its support whilst ensuring that this is not to the detriment of the Orchestra's core performance activities. This support includes an increased focus on the NZSO National Youth Orchestra and schemes and programmes that create new opportunities for young musicians in areas such as mentoring, master classes and fellowship programmes.

ORCHESTRA SECTOR LEADERSHIP BODY

The Review recommended that the orchestra sector establish a leadership body to increase collaboration and provide collective representation with central government funders. It also envisaged a stronger leadership role for the NZSO in building performance quality and musicianship across the orchestra sector.

The NZSO has taken an active role in giving effect to these recommendations. It has been instrumental in the creation of APOA (Association of Professional Orchestras Aotearoa), a new industry body and in establishing a consolidated overview of national orchestral services.

REVIEW FUNDING RECOMMENDATIONS

The financial recommendations of the Review require the NZSO to reduce the proportion of its total revenue met by central government funding. The NZSO's baseline has been fixed at \$13.45 million since June 2008. At the end of 2014 the NZSO will receive no more than 75 percent of its revenue from government (to a maximum of \$13.45 million), with a view to reducing this proportion to 70 percent of revenue over the following three years.

IMPACT OF THE REVIEW FUNDING RECOMMENDATIONS

By the end of this Statement of Intent period, the NZSO will have operated on a fixed level of government funding for a decade. In real terms this will equate to a reduction in Vote funding of \$3.3 million per annum (25%). This is a cumulative reduction in spending power over the 10 years of \$18.6 million which is the equivalent of 1.4 years of nominal Vote funding (information sourced from The Treasury, Budget 2014, Fiscal Strategy Report 2014).

MANAGING FUNDING

The NZSO has implemented a planned approach to the fulfilment of its legislative obligations, meeting the requirements of the Review and maintaining and building excellence and international standards of performance over the period of this Statement of Intent.

An annual minimum equity target has been set, with a strategy to maintain this each year. This requires both additional income to be generated and savings to be made. There is insufficient capacity in the non-Vote revenue sources available to the Orchestra to fully fund requirements.

INCOME AND SAVINGS

The non-Vote sources from which additional income is being generated include box office revenue, development revenue (sponsorships, trusts, foundations and corporate and private philanthropy) and fee generating services such as recording, film scoring, contract hires and the provision of accompaniment services.

Strategies to further improve income from non-Vote sources commenced in 2013 and have included increases in the box office and providing additional resources to lift development income. Corporate sponsorship has become a challenging area for the performing arts sector. There are also limits to this source of income. The Orchestra has only a finite number of products and activities through which sponsorship benefits can be provided.

Savings and efficiencies are being generated from a management review, consideration of a revised business model and achieving improved productivity from the substantial investment in orchestral personnel.

However, non-Vote funding will never increase at a rate sufficient to match the ongoing increases in the NZSO's operating costs.

FILM

The NZSO has undertaken a range of film scoring contracts over the last decade and at times generated appreciable third party income from this work. In the two years preceding this SOI two substantial film scoring contracts enabled the Orchestra to meet its financial targets. Such contracts on this scale are rare and unlikely to be repeated in the foreseeable future.

This work is inconsistent and unpredictable and not a reliable source of ongoing income. The opportunities also often come late in the planning cycle when adjustments to contracted touring itineraries and international artist schedules cannot be made.

It is expected that this irregular pattern of film scoring work will continue over the period of this SOI. It will also be adversely affected by the shortage of a suitable recording venue while the Wellington Town Hall is closed for earthquake strengthening for up to three years.

THE ECONOMICS OF PROFESSIONAL SYMPHONY ORCHESTRAS

In the longer term it is unlikely that a full time national touring symphony orchestra as mandated by current legislation can be indefinitely sustained without additional government funding. The cost structures of professional symphony orchestras, in their core business of live music performance, are inflexible. The labour and production requirements for a live performance of a symphony by Brahms remain as they were at the time of its first performance.

This is an industry phenomenon which is well documented and analysed in the international literature. This inability to increase productivity over time unlike conventional businesses leads to structural deficits over the long run as costs rise and the capacity to generate both the additional revenue and the savings required to fund them becomes fully utilised.

SYMPHONY ORCHESTRAS IN THE 21ST CENTURY

Around the globe symphony orchestras continue to attract audiences, delight new generations of concert goers with superb performances of great works from the symphonic literature and facilitate the creation of new works to add to the symphonic canon. Talented and well trained young musicians join the ranks of professional orchestras and fuel the continuous improvement in performance standards.

Despite this steady growth both in interest and quality, orchestras have faced economic difficulties. The impact of the GFC (Global Financial Crisis) brought about contractions in national economies. As a result development income from all sources reduced as businesses and individuals faced straitened times. It also adversely affected box office revenues as concert goers pulled back on personal discretionary expenditure. In some countries orchestras were unable to continue and have closed down. These developments have been in a context of wider competition for audiences in the face of many entertainment and leisure options for potential concert goers.

DIVERSIFICATION

In responding to these issues orchestras have sought to diversify their activities and to find ways to invest in the building of future audiences directly. Diversification can involve non traditional concerts and performances in various idioms and disciplines such as jazz, pops, rock and film delivered in non traditional ways such as live stream, download and broadcast. Future proofing audiences can involve extensive education activities designed to build awareness and appreciation of classical music from an early age which eventually evolves into a lifetime of concert going.

A linked but parallel development over the last few decades has been a rise in the use of the redemptive power of music as a potent agent for social change. Although orchestras are but one of the generators of music in communities many have schemes incorporating some elements of this redemptive capacity of music targeted at disadvantaged and disenfranchised elements of their communities.

BALANCED ACTIVITIES

These considerations raise important issues for orchestras which are a part of an international debate. It is critical for orchestras to strike an appropriate balance in dealing with the cultural and economic challenges they face. It is a balance between the core business of an orchestra which is to present performances of fine symphonic music to the highest possible standards and the diversification into activities that generate income at their expense such as non classical concerts and schemes and initiatives with non musical goals.

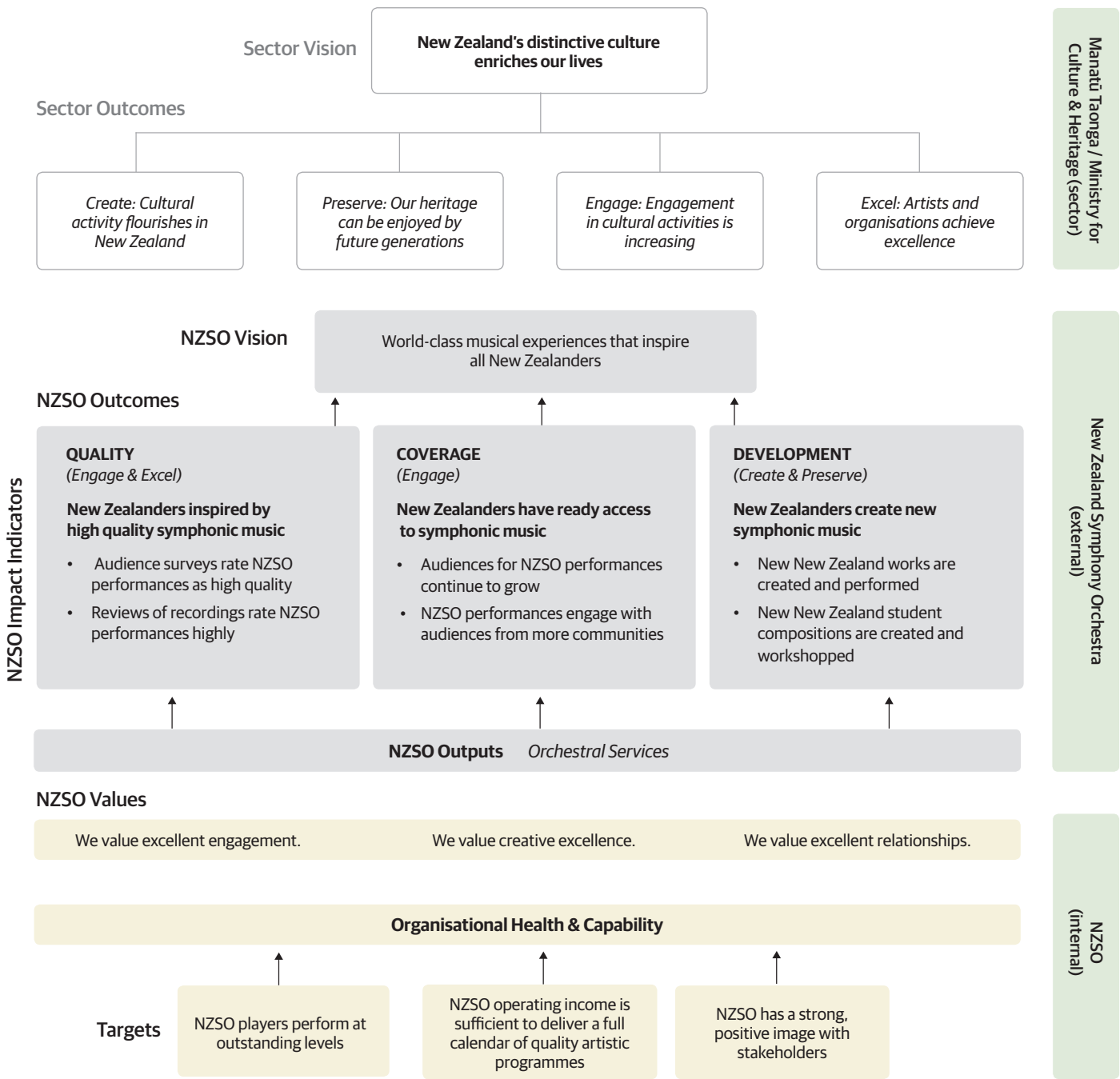
THE NZSO’S STRATEGIC ENVIRONMENT

PERFORMANCE FRAMEWORK

The NZSO’s work is an element of the cultural sector’s broader Outcomes Framework. Through its activities, the Orchestra contributes to the sector Vision ‘New Zealand’s distinctive culture enriches our lives’. This in turn contributes to three Outcomes for New Zealand identified by the Ministry for Culture and Heritage; ‘A higher quality of life in our communities,

towns and cities; A growing workforce that drives innovation, creativity and collaboration’; and, ‘A culture that is unique, distinctive and valued in a globalised world.’

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



QUALITY

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

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

COVERAGE

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

DEVELOPMENT

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

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

THE NZSO'S STRATEGIC INTENTIONS

FUNDING

Debate about the style and quality of the national orchestra New Zealand wishes to sustain was concluded by the findings of the Orchestra Sector Review. These affirmed the NZSO's position as New Zealand's national orchestra and confirmed its ongoing role as defined in its legislation. The Orchestra is constantly working to ensure that these requirements are delivered.

The strategies adopted for the management of the NZSO's current funding arrangements are designed to keep the Orchestra on a sustainable path for the term of this SOI. However, the tension between the operational activities and artistic standards required by the NZSO's legislation, the fixed appropriation and the industry trajectory towards structural deficits requires decisions about increased government funding to the NZSO.

INCOME

Research shows that both the box office (performance) and development (non performance) revenues of professional orchestras are especially sensitive to economic cycles, declining in recessions and improving in economic expansions. This is in a context of an overall trend to structural deficits which requires discussion and decisions. Over the four years of this Statement of Intent the NZSO's consolidated non-Vote revenues are expected to continue to track in line with the cycles in the New Zealand economy.

The NZSO is strongly committed to increasing its non-Vote income. Marketing and development functions have been reorganised to increase the capability and capacity to improve both box office revenues and development income.

AUDIENCE DEVELOPMENT

Demographic profiles show that the number of concert goers in the older age bracket which form the base audience for core concert activity will increase over the term of this Statement of Intent. This demographic also has both the financial and time resources available to be regular concert attenders and are the group most likely to be subscribers each year. Strategies and initiatives to secure and increase this audience segment continue to be developed and implemented. These include targeted marketing approaches to this segment in pre season subscription sales campaigns which are customised for each season dependent on concert offerings.

Other audience development strategies include the 35-Down Season Ticket, a discounted Family Pass, Teacher Pass for music teachers and their students to attend selected concerts at discounted rates and Student Rush tickets. These incentive offerings will continue to be refined and augmented as part of the NZSO's wider marketing and box office income development work.

Audiences can enjoy the NZSO in a range of other media. Those that are unable to attend concerts are encouraged to listen to NZSO live and delayed concert broadcasts provided in partnership with Radio New Zealand Concert. In addition, there is a wide discography that is also used as an audience development tool for promoting the Orchestra to a wider listenership. Other forms of delivery such as this will become increasingly pervasive over the medium term as options for online delivery of music become more convenient and attractive, especially with younger population segments.

A HOME FOR THE NZSO

The acquisition of a suitably appointed permanent home for the NZSO is a key strategy to be implemented during the term of this Statement of Intent. The requirements for such a facility have been established. Following the investigation of a range of options, more detailed work has been undertaken on the one best suited to the Orchestra's future needs.

The NZSO will continue to work with partners on this initiative. A permanent home will have the potential to provide new sources of income, opportunities for new digital services in the dissemination of the Orchestra's music to wider audiences and improve operational flexibility.

NEW OPPORTUNITIES

A permanent home for the Orchestra will create significant opportunities for innovative new performance products. The cost structures for recording and sound scoring stage work will also be substantially reduced in a venue equipped with state of the art studio recording and audio visual gear together with a permanent industry-standard control room.

Such a venue would improve the attractiveness of the NZSO for film and other recording work by offering full service performance/record packages and help stabilise the inconsistent returns from this work. It would also enable the Orchestra to easily produce digital products such as live streaming concerts, CDs, DVDs and downloads.

BUILDING CAPABILITY

Work underway on building and enhancing operational capability and capacity will continue over the period. A sophisticated industry-standard Customer Relationship Management system is proceeding through final commissioning and will make a substantial contribution to improved customer and donor management. The Orchestra will improve the yield from these income sources with improved relationship management and accurately targeted marketing and donor campaigns.

Improvements are also being sought in the operational management of the NZSO and a study of options to streamline orchestra scheduling and management have been investigated. Industry-standard systems have been assessed and substantial improvements in efficiency and effectiveness will be achieved following final decisions on the preferred implementation.

In the administrative area, a Management Review has been completed and a new management structure installed. Further reviews of the Orchestra's management Departments are underway to ensure that these functions are set up in the most optimal way.

BUILDING PRODUCTIVITY

The NZSO is making good progress in improving productivity and its ability to adapt and change when opportunities arise. Over the period of the SOI the NZSO will continue to focus on increased productivity and output, work to simplify and streamline operations and improve the ability of the organisation to respond quickly to opportunities and work in new and different ways. This involves ongoing work in partnership with musicians, industry associates and others on forms of contracting and engagement and business models for the most effective methods of operating in an evolving operating environment.

PARTNERSHIP AND COLLABORATION

As a leading New Zealand performing arts organisation the NZSO is required to cooperate with other similar institutions and organisations. There is scope to further develop and build such relationships and the opportunities for shared initiatives with new forms of collaborative performance and presentation.

These include opera and ballet and collaborative activities with festivals in New Zealand as well as overseas organisations and performing arts companies. Recent examples include a joint programme and mutual commission premiere project with the Sydney Symphony Orchestra, a concert opera performance with the New Zealand Festival, a concert in the Otago Arts Festival and a dance project for young composers and choreographers with the Royal New Zealand Ballet.

The NZSO is also working closely with the four other orchestras that are members of APOA on collaborative projects. Plans have been developed to jointly engage an associate or assistant conductor to work with each of the orchestras over a year as an opportunity to work on suitable projects, be mentored by visiting international conductors and to direct some categories of performance as appropriate. Another initiative is to jointly commission an orchestral work from a New Zealand composer to be premiered, performed and recorded by the five orchestras in a combined project.

LEADERSHIP

Under the NZSO's legislation, leadership takes two forms. There is an expectation that the Orchestra is a leading arts organisation and that, as part of that role, it promotes the development of a distinctively New Zealand cultural environment.

Broad leadership expectations are outlined in the Orchestra Sector Review recommendations. The NZSO has embraced those challenges and plans to build and enhance its leadership contribution to the sector over the term of this Statement of Intent.

The NZSO's major contribution to the development of a distinctively New Zealand cultural environment is its work in performing, commissioning, recording and workshopping the music of New Zealand composers. This will continue and be enhanced as appropriate over the term of this SOI.

Key elements of the strategy are the commissioning and premiering of a minimum of one major orchestral work each year, the provision of the Orchestra at no charge for the recording of new works in collaboration with the Centre for New Zealand Music (SOUNZ) and Radio NZ, the provision of the NZSO at no charge each year for the creation of a film sound track by a New Zealand composer for a New Zealand film and the annual programme of support of the work of student composers including the premiering of a new work by the NZSO National Youth Orchestra Composer in Residence.

EXCELLENCE

Over the course of this SOI the NZSO will address its Artistic Leadership, make decisions about the form that this should take and implement a strategy to ensure that its constant pursuit of excellence is supported and maintained.

Linked to this is the need for the NZSO to continue to perform in the international context. This will ensure that it maintains the standard necessary to ensure New Zealanders have a national orchestra that performs to the requisite international standard. It will also enable New Zealand to take advantage of the NZSO's international touring activities and profile. The NZSO plans to undertake such an international tour towards the end of the SOI period.

ORGANISATIONAL HEALTH & CAPABILITY

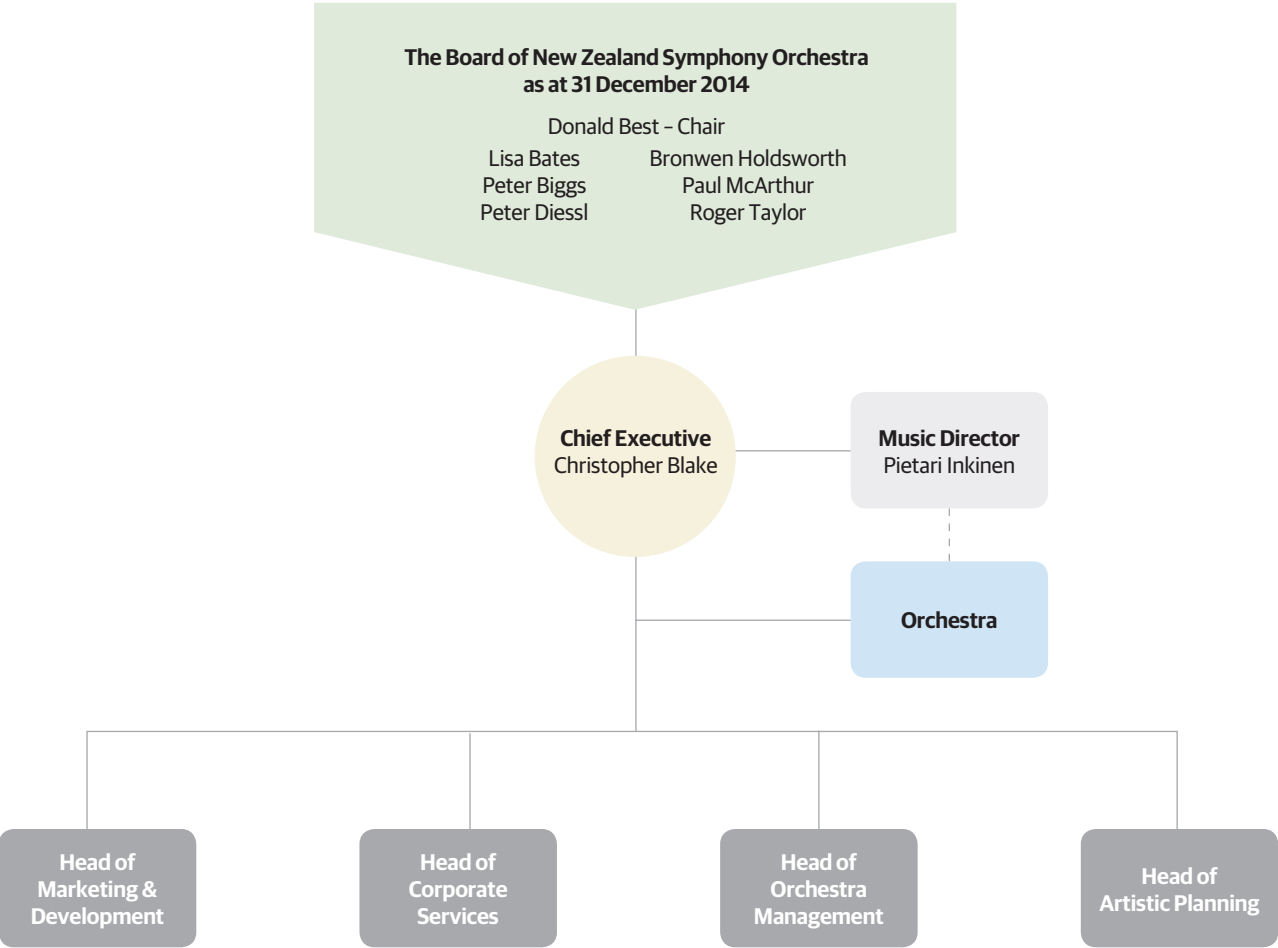
STRUCTURE

The NZSO is a Crown Entity responsible to the Minister for Arts, Culture and Heritage. The Minister appoints members to the Board that have, in the Minister’s opinion, the appropriate knowledge, skills, and experience to assist the NZSO to achieve its objectives and perform its functions while taking into account the desirability of promoting diversity in the Board membership.

Within the requirements of the *New Zealand Symphony Orchestra Act 2004* and the *Crown Entities Act 2004* the Board is authorised by the Minister to manage the business of the

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

The NZSO’s organisational structure is shown below. The Strategic Leadership Team (SLT) consists of the Chief Executive, Head of Corporate Services (James Henry), Head of Marketing & Development (Sarah Wood), Head of Artistic Planning (Melissa King), Head of Orchestra Management (Craig Thorne) and the Orchestra’s Concertmaster (Vesa-Matti Leppänen).



PERSONNEL POLICY

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

Employee participation is important to the Orchestra. The NZSO encourages staff to be involved in the development, review and renewal of policies. A comprehensive review of the Personnel Manual commenced in 2014 and the review committee comprises employees from all areas of the organisation. In 2015, the NZSO will investigate renewing an employee engagement survey which hasn't occurred for a number of years and each year it will also include in the Annual Report a workplace profile covering headcount, age ranges, gender, ethnicity and length of service.

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

SAFE AND HEALTHY ENVIRONMENT

The NZSO strives to provide employees with a healthy and safe working environment. Systems are in place to ensure that hazards are identified and their impact minimized. The NZSO operates a Health & Safety Committee with the membership covering all areas of the organisation. In 2014, following the comprehensive audit process, the NZSO retained its tertiary level accreditation for the ACC Workplace Safety Management Practices programme.

RECRUITMENT, SELECTION AND INDUCTION

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

FLEXIBILITY AND WORK DESIGN

The NZSO recognises that both the organisation and employees can benefit from flexible working practices, family-friendly initiatives and other assistance to employees to achieve work/life balance. The NZSO seeks workable solutions to help employees achieve work/life balance while at the same time

fulfilling the organisation's business and operational needs including the demands of the unique working environment of musicians in an orchestra.

LEADERSHIP, ACCOUNTABILITY AND CULTURE

The NZSO has a commitment to consultation to allow employees to have an opportunity to participate in decision making. Consultative committees are set up to ensure regular consultation with employees. A shared and productive organisational culture is recognised as a key to achieving our Vision and Mission and is reflected in those statements (refer page 4).

EMPLOYEE DEVELOPMENT, PROMOTION AND EXIT

Every year salaries are reviewed and training and development opportunities are prioritized for all employees. Study Awards and/or Bursaries are awarded to a number of employees. The NZSO has introduced a Professional Development System for players, which continues to be improved. The NZSO also has a structured and formalised exit procedure included in the Personnel Manual which is followed.

REMUNERATION, RECOGNITION AND CONDITIONS

The players and some administration staff of the NZSO are employed under collective employment agreements. The NZSO enters negotiations with the Service and Food Workers

Union (SFWU) adhering to the principles of good faith bargaining. The NZSO provides fair and reasonable terms and conditions of employment. Many entitlements exceed the statutory minimums as set out in New Zealand legislation.

Management positions are formally evaluated so that salaries remain competitive with the New Zealand general market (while being mindful of the government's expectations for pay and conditions in the public sector). The Board of the NZSO consults with the State Services Commission with regards review and remuneration of the Chief Executive.

HARASSMENT AND BULLYING PREVENTION

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

Supported by the New Zealand
government through



**Manatū
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