



Edo de Waart Music Director

**New Zealand
Symphony Orchestra**

Te Tira Pūoro o Aotearoa

Briefing for the Incoming Minister

Minister for Arts, Culture and Heritage

The New Zealand Symphony Orchestra - Te Tira Pūoro o Aotearoa

October 2017

New Zealand Symphony Orchestra

Briefing to the Incoming Minister for Arts, Culture & Heritage

October 2017

The NZSO

The New Zealand Symphony Orchestra is the country's national, full time, full size professional orchestra. It was established in 1946 and, over the decades, has evolved and developed into a world class ensemble that performs to an international standard.

In 2018 the NZSO will:

Activities

- Present 105 orchestral concerts.
- Perform to live audiences of 112,000.
- Tour to 16 centres across New Zealand
- Present over 30 different programmes.
- Present over 40 artists including 20 New Zealand artists.
- Perform over 20 works by New Zealand composers.
- Workshop music by eight student composers.
- Broadcast 25 new NZSO concerts on Radio New Zealand.
- Collaborate with seven arts/cultural organisations.
- Negotiate one international film score recording.
- Present six family, schools and pre-schooler concerts.
- Convene two NZSO National Youth Orchestra residencies and performances.
- Mentor thirteen students.
- Support eight Fellowship students.
- Present five masterclasses.
- Coach six youth orchestras.

Achievements

- Achieved critical acclaim in an eleven-concert European tour in 2010.
- Represented NZ at the Olympic Cultural Festivals in Sydney in 2000 and Beijing in 2008.
- Represented NZ at the World Expos in Shanghai in 2010, Aichi, Japan in 2005, Seville in 1992.
- Performed at the BBC Proms in 2005.
- Sold over 1 million CDs internationally.
- Achieved a Grammy Award nomination for Best Orchestral Performance in 2015.
- Recorded the scores for the Hobbit films: *The Desolation of Smaug* and *The Battle of the Five Armies*.

Resources

- Permanent complement of 90 salaried musicians.
- 27 Full Time Equivalent administrative staff.
- Total revenue of \$20.8m.
- \$6.1 million of non-Vote revenue.

Income and expenditure

Income		Expenditure	
Government	70.5%	Orchestral Activity	37.0%
Box office, sponsorship & orchestral activity	28.0%	Salaries	52.5%
Interest & sundry	1.5%	Overheads	10.5%
	100%		100%

The NZSO's Key Strategic Challenges

NZSO accommodation

Permanent home

The acquisition of a suitably appointed permanent home is a key strategy. The NZSO has been working in partnership with Wellington City Council (WCC) and Victoria University of Wellington (VUW) since late 2014 on a plan to co-locate the NZSO and the New Zealand School of Music (NZSM) in a Music Hub based on the Wellington Town Hall (WTH) and the adjoining Municipal Office Building (MOB).

Wellington Town Hall

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

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

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

Film scoring

The recording facilities are also a critical final component of Wellington's film scoring infrastructure. Wellington has internationally renowned post production facilities in Miramar's Park Road Post Production and, in the NZSO, a high quality symphony orchestra with a successful record in film scoring (over 20 films in the last 15 years including the last two films in the Hobbit trilogy).

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

Two stage projects

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

Preliminary work on earthquake strengthening has commenced and it is anticipated that the refurbished building will be ready for occupancy in late 2021. Stage 2 is the redevelopment of the MOB. This is to be undertaken by VUW and the deadline for their planning decisions about this project is the first quarter of 2018.

Funding

The NZSO capital investment required for its share of the Music Hub project is approximately \$10m. This comprises \$6m capital plus \$250k operating funding for Stage 1 (WTH) and \$4m capital for Stage 2 (MOB). The NZSO is currently preparing a capital bid for its Stage 1 requirements seeking \$3m in Budget 2018 and the remaining \$3m in Budget 2019. Stage 2 requirements will be further assessed once these development decisions are made.

The NZSO and VUW have set up a joint fundraising project with a target of a \$30m contribution to the Music Hub development. There is a shared approach to the fundraising task and once the target has been achieved the surplus if any will be divided between the partners to reinvest back into the Music Hub.

New opportunities

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

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

New Directions

Winds of change

The Board, senior Players and managers of the NZSO have engaged in three workshops and ongoing discussions over the last year to assess future directions for the NZSO. As a result, the Orchestra has introduced changes in Season 2018 which trial new ideas and lay the foundation for further innovations in future years.

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

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

Further strategic positioning of the Orchestra around the new opportunities presented by its move to a new home in the Wellington Town Hall will be refined and finalised closer to the time of its opening.

Season 2018

This approach has led to substantial changes for Season 2018 when compared to the previous decade. Budgeted activities for the year will be 105 live performances compared with 79 projected for 2017, an increase of 26 performances (33%). These performances will occur across 16 touring centres.

There is also an increase in the diversity of activity with 13 contract performances versus five in 2017. In 2018 these include partnerships with the New Zealand Festival, Lexus Song Quest, Royal NZ Ballet, Nelson Opera in the Park and The Muppets. NZSO promoted concerts also include diverse offerings ranging from Comic Con, the Music of Harry Potter and Family Concerts to Concerts for Pre-Schoolers and an experimental Shed Series aimed at adventurous audiences of young professionals.

The increased activity and wider selection of offerings is expected to boost box office income and the live audiences for the NZSO are estimated to grow by approximately 28,000 or 33% from a projected 84,000 in 2017 to an estimated 112,000 in 2018.

Funding

In Budget 2016 the NZSO received an increase of \$1.2m in its baseline appropriation from \$13.45m to \$14.65m following eight years of static funding. The Budget 2016 submission demonstrated how a modest investment in the NZSO produced a substantial increase in productivity with more concerts, wider community engagement and larger audiences. This increase together with the improvements arising from the new directions is enabling the NZSO to substantially increase its impact and reach.

International Tour

Background

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

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

2020 European tour

Preliminary planning commenced for another European tour this time during the festivals season in the 2019 northern hemisphere summer. A key consideration was the contribution an NZSO tour could make to furthering New Zealand's interests in Europe. Discussions with MFAT highlighted Germany and France as the two key EU countries that New Zealand would need to focus on following the implementation of Brexit. However, a summer tour is not the most effective means as key decision makers and influencers will have summer holidays and summer festival venues are generally in alternative cities and locations.

In April 2017, the Government announced that New Zealand would participate in Expo 2020 Dubai. This Expo opens in October 2020 and runs until April 2021. On further consideration, a better option is to plan for a 2020 European tour commencing with participation in the Expo 2020 Dubai enroute to a concert season European tour. Such a tour would be at a similar time as the successful 2010 tour and enable the NZSO to better support New Zealand's European interests.

It is estimated that the costs of such a tour will be in the region of \$2.8m funded by concert fees, sponsorship, fundraising and a contribution from the Cultural Diplomacy International Programme. The 2010 tour was funded in a similar way and cost \$2.1m.

NZSO 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) (Appendix 1).

Objectives

The Principal Objectives of the Act require the NZSO to be a leading New Zealand performing arts organisation, to provide leadership in the orchestral sector, to provide the public of New Zealand with performances of symphonic music performed to an international standard, to promote and encourage musical composition by New Zealand composers and provide performance opportunities for New Zealand musicians.

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.

Functions

The Functions of the Orchestra are concerned with the development of New Zealand audiences and musicians and the NZSO's collaboration with other cultural organisations.

These Functions are accomplished through an annual national touring programme taking music to centres throughout New Zealand and a broad programming strategy. This is 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.

NZSO Strategic Framework

Vision and Mission

The NZSO's Vision 'Providing world class musical experiences that inspire all New Zealanders' and Mission 'Deepening and expanding musical connections and engagement with our communities' 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 the Vision and Mission to our work as a national, full time, full size symphony orchestra sets out the NZSO's aspirations as a major performing arts organisation (Appendix 2).

Values

The values the NZSO hold 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. The three overarching values are excellent engagement, creative excellence and excellent relationships (Appendix 1).

NZSO History

The Orchestra was established in 1946 with a complement of 65 players by the New Zealand Broadcasting Service, a government department. It gave its first concert on 6 March 1947.

The Orchestra has been in a form of government ownership ever since its establishment. In 1988 it was separated from broadcasting on the dissolution of the Broadcasting Corporation of New Zealand and became a Crown Entity constituted as a limited liability company. In 2004 it was established as a non-company Crown Entity. This reflects the Orchestra's non-commercial nature and the public policy objectives the Crown has in its interests in and ownership of the Orchestra (Appendix 3).

NZSO People

Board

	Appointed	Reappointed	Retirement Date
Donald Best - Chair	1 August 2009	1 August 2017	31 July 2018
Paul McArthur	19 August 2013	1 August 2016	31 July 2019
Dame Bronwen Holdsworth	1 August 2014	1 August 2017	31 July 2018
Peter Biggs	1 August 2014	1 August 2017	31 July 2018
Clare Murray	1 September 2015	1 August 2017	31 July 2018
Daniel Wong	1 August 2016		31 July 2019
Laurence Kubiak	1 May 2017		30 April 2020
Susan Paterson	1 August 2017		31 July 2018

Chief Executive

Christopher Blake was appointed Chief Executive in January 2012. He has held a number of positions in the cultural sector including General Manager of the National Opera of New Zealand and the Auckland Philharmonia Orchestra and Manager of Radio New Zealand Concert. He was foundation Chief Executive of what is now known as the Ministry for Cultural and Heritage and has been Chief Executive of the National Library of New Zealand and the Departments of Internal Affairs and Labour. He is active as a composer of contemporary classical music.

Music Director

Edo de Waart was appointed to the position of Music Director of the NZSO in 2016. He has a long and distinguished international career including Music Director roles at the San Francisco Symphony, the Minnesota Orchestra, the Hong Kong Philharmonic Orchestra, the Rotterdam Philharmonic and the Sydney Symphony Orchestra. He recently concluded tenures as Music Director of the Milwaukee Symphony Orchestra and the Royal Flemish Philharmonic. He is much in demand as a guest conductor with many of the world's great orchestras and is a renowned opera conductor performing at Bayreuth, Royal Opera House Covent Garden and The Metropolitan Opera in New York.

Concertmaster

Concertmaster Vesa-Matti Leppänen was born and raised in Turku, Finland and held several orchestral positions in Finland before moving to New Zealand in 2000. Since that time, he has toured as NZSO Concertmaster, soloist and chamber musician, working alongside internationally renowned artists and appeared as a featured soloist with the NZSO and other New Zealand and overseas orchestras. He led the NZSO on its European/Japanese Tour in 2005 and its European tour in 2010. He has also led other major orchestras, including the Melbourne Symphony and Sydney Symphony orchestras.

Conclusion

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

The ultimate experience for people is always the orchestra in live performance. The changes introduced in Season 2018 have increased the opportunities for audiences around the country to engage with the Orchestra. The Orchestra will also be drawing on recent experiences of linking schools and family concerts to regular tour itineraries which have enabled performances in more remote locations such as Ruatoria. As a result, we plan to increase the variety of activity and engagement with New Zealand communities on tour.

The NZSO is a dynamic and future focused organisation and we are confident and excited about our future. We look forward to engaging with you about our work and plans.

ENDS

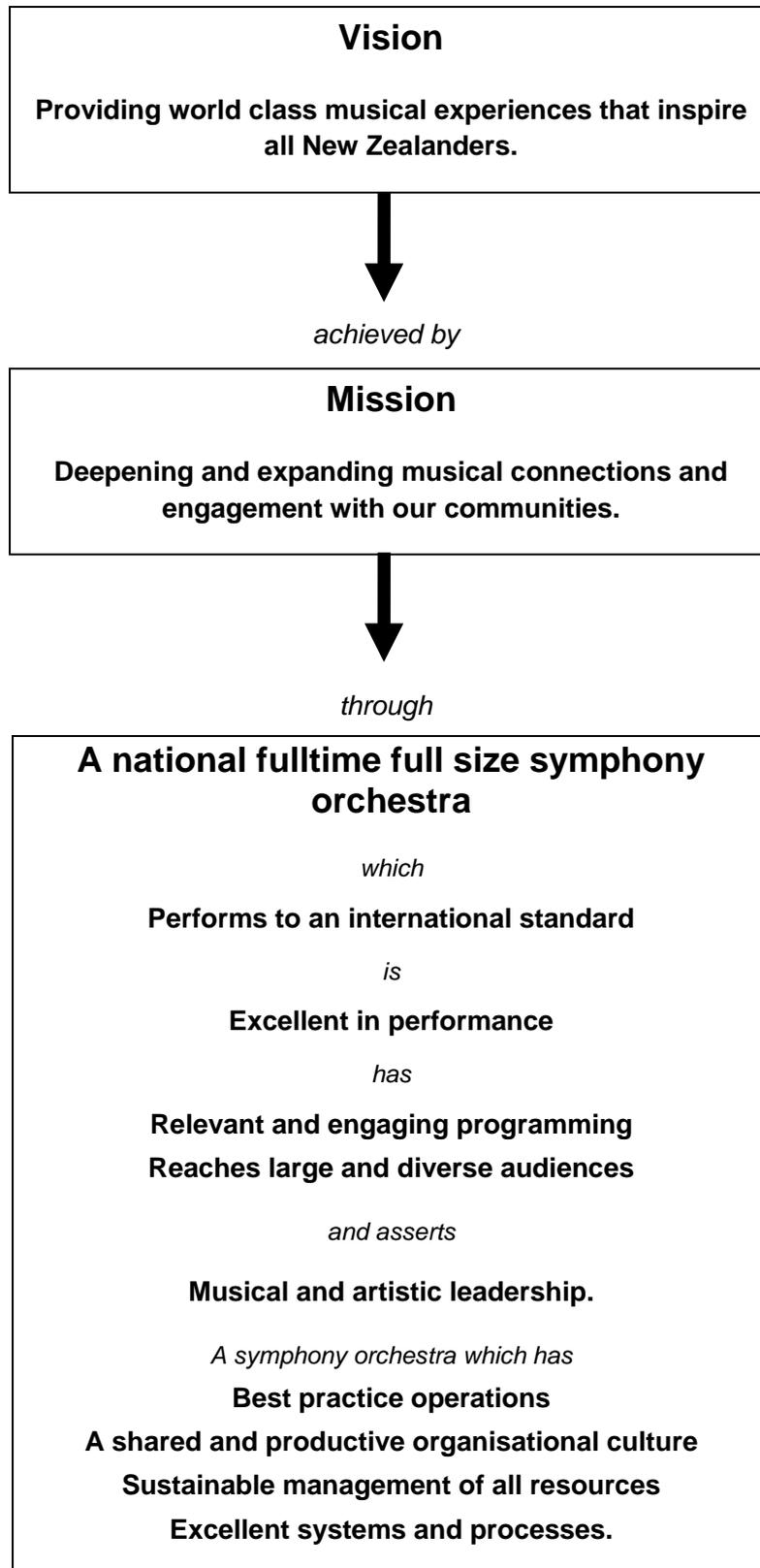
New Zealand Symphony Orchestra Act 2004

<i>Principal objectives of Orchestra</i>	<i>Functions of Orchestra</i>
<ul style="list-style-type: none"> • 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 — <ul style="list-style-type: none"> (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. 	<ul style="list-style-type: none"> • 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.

New Zealand Symphony Orchestra - Values

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

New Zealand Symphony Orchestra – Vision and Mission



The NZSO's History

The concept of a permanent fulltime national orchestra for now and for future generations has been at the heart of decision making about the NZSO as it has evolved and developed.

- 1906/07** First professional orchestra. New Zealand International Exhibition Orchestra, Christchurch, 55 players.
- 1925** Conductors Alfred Hill, Sir Bernard Heinz and Sir Malcolm Sargent advise New Zealand Government on setting up National Orchestra.
- 1936** National Broadcasting Service set up; Professor James Shelley, director.
- 1939** National Broadcasting Service String Orchestra launched at Centennial Exhibition of New Zealand.
- 1940** Centennial Symphony Orchestra formed. Disbands after Centennial Music Festival concludes. Broadcasting retains NBS String Orchestra throughout World War II.
- 1945** Professor James Shelley, with support of Prime Minister Peter Fraser, revives plans for a fulltime national orchestra.
- 1946** National Symphony Orchestra of New Zealand launched by the New Zealand Broadcasting Service (NZBS), a government department.
- 1947** Inaugural concert, 6 March.
- 1959** National Youth Orchestra launched.
- 1962** New Zealand Broadcasting Corporation (NZBC), a public corporation, replaces NZBS as management of the orchestra. Concert Orchestra of the NZBC founded to accompany opera and ballet. National Orchestra re-auditioned.
- 1964** Renamed New Zealand Broadcasting Corporation Symphony Orchestra. Concert Orchestra disbanded.
- 1975** Renamed New Zealand Symphony Orchestra (NZSO). Radio New Zealand assumes management.
- 1977** NZBC restructured to BCNZ (Broadcasting Corporation of New Zealand). NZSO becomes a separate entity under BCNZ.
- 1988** BCNZ dissolved. NZSO becomes a Crown-Owned Entity, as a limited liability company. Shareholding Ministers are the Minister of Broadcasting, Minister of Arts and Culture, and the Minister of Finance.
- 2004** New Zealand Symphony Orchestra Act 2004. Establishes the NZSO as an Autonomous Crown Entity (ACE) and specifies for the first time, government expectations of the Orchestra by setting out the Orchestra's principal objectives and functions.

