

2018 Annual Report

The West Australian Symphony Orchestra respectfully acknowledges the Traditional Owners, Custodians and Elders of the Indigenous Nations across Western Australia and on whose Lands we work.



2090



THE
HILL
SOUTH 22

of the



2018 Highlights

Overall Audience
Experience
Excellent

84% 

WA's flagship cultural organisation
employing over 80 full time
musicians and 50 staff

2 Album
recordings
released



989
Performances



208,021
Attendances



30% free to
the community

Website visitors

170,000



Bringing music to the State's regions

9 regional engagements

4 Noongar language song
project performances at
Karijini Experience and in
Perth metropolitan area



Net promoter
score

71



Brand advocacy
from audiences

Supporting West Australian Opera
and West Australian Ballet

13 weeks
for 41 performances



Community
Outreach and
Education programs

29,053
participants



85,000
contact hours

Crescendo music education program in
Kwinana primary schools (established 2014)

90 Student violins
purchased

730 classes delivered to
340 students



Celebrating 10 years of
Hospital Orchestra Project

Lotterywest
Christmas Symphony

Largest annual free
concert event in WA

30,715

attendees
and an economic
impact of



\$3.4m

220,000
attendees since 2007*

*includes WASO's Symphony In the City

Social Media Audience Growth

Facebook

 15%↑

Instagram

 80%↑

Average length of
WASO's Corporate
Partnerships:

10 years



Self-generated
income

53%



Highest Box office revenue in WASO history

\$5.6 million



Chairman's Report 2018



What a year! The West Australian Symphony Orchestra's 90th anniversary season invited us all to celebrate and remember the achievements of WASO's legacy with pride. The inspiration drawn from the Orchestra's music across the 2018 season – including magnificent performances of Wagner's *Tristan und Isolde* in August – will live long in our collective memory, while crucial offstage developments laid the foundation for the vibrant future of the organisation.

As measured in this Annual Report, we continue to ensure the Orchestra not only fulfils its role as custodian of a great musical tradition, but is also flexible, responsive and inclusive – remaining equally committed to artistic excellence and community impact. Our 90th year gave us an opportunity to consider what the people of Western Australia most value from their Orchestra. In response, the Board endorsed a new strategic plan for 2019-2023 and I look forward to working with our community to roll out some exciting changes across the organisation's activities. In my first year as Chair of WASO, I thank my fellow Board directors for their support and immeasurable contributions of their time and expertise.

On behalf of the Board, I thank and acknowledge the essential support of the Commonwealth Government through the Australia Council; the State of Western Australia through the Department of Local Government, Sport and Cultural Industries; our Principal Partner Wesfarmers Arts and our network of corporate and philanthropic partners. Reflecting a shared belief in the power of our music to *touch souls and enrich lives*, these remarkable supporters enable WASO to remain ambitious and resilient in an increasingly challenging financial landscape.

2018 marked the culmination of Craig Whitehead's tenure as WASO's Chief Executive Officer, after ten years of outstanding leadership that spurred the Orchestra's growth into a world-class ensemble with unparalleled connections to its community. After an international search I am confident WASO has secured the best possible CEO in Mark Coughlan. Mark forms a dynamic leadership team with Principal Conductor Asher Fisch to write a new chapter of excellence and innovation in the Orchestra's history, alongside those at the beating heart of the organisation - the musicians and staff who create the extraordinary music we invite all West Australians to share.

Richard Goyder AO
Chairman



Chief Executive's Report



I am delighted to present the 2018 Annual Report of the West Australian Symphony Orchestra as its new Chief Executive Officer.

It is an absolute joy to lead an organisation that has been enriching the cultural life of Western Australia for the last 90 years. As a classically trained pianist, WASO board member of 9 years, passionate arts advocate and lifetime lover of music, I have a strong passion for this Orchestra and a deep commitment to its future success.

All great cities have a world class orchestra, and over the last five years in particular I have been delighted to witness this group of immensely talented individual musicians galvanise and flourish as a unified and highly disciplined unit under the guiding hand of our Principal Conductor, Asher Fisch. We are truly privileged to have such an eminent musical leader and talented conductor as the driving force of your Orchestra, performing at the absolute height of its collective powers. But I also know this is just the beginning of a new era of possibilities for the company.

In 2018, celebrating our 90th anniversary, WASO confirmed its position as Western Australia's cultural leader with deep community connections across our vast state. We are the largest employer of full-time performing artists in Western Australia, and this ongoing commitment enables us to maintain the highest quality for every performance. Our dedicated, 82-strong ensemble of musicians spent the year creating lifelong memories through music in schools, hospitals, parks, community centres and of course WA's Home of Music, the Perth Concert Hall.

We reached out to 29,768 people through our community engagement and education programs; sparking a love of music in diverse audience groups from Karratha to Kwinana, and Perth to Port Hedland. Across the state we delivered 208,021 unique experiences and achieved a record box office of \$5.6 million. We sharpened our tools for digital communication and also set a course for further investment in innovative platforms that will take WASO's music across the world, on demand.

We also put our shoulder to the wheel when the people of Perth were going to miss out on Carols by Candlelight and gathered new and existing supporters to deliver the inaugural *Lotterywest Christmas Symphony*, the biggest and best version of this cherished cultural event our city has ever seen, attended by more than 30,000 people.

2018 will be remembered not only for this milestone year in the company's history but for the wholehearted delivery of bold artistic ambition.

WASO contributed to the classical music canon, commissioning world premieres from Lachlan Skipworth, Carl Vine and Richard Dubugnon. We presented unique artistic collaborations with diverse Australian artists including Eskimo Joe, Katie Noonan, Spare Parts Puppet Theatre, James Morrison and Circus Oz. We also achieved one of our greatest long-term artistic ambitions; to stage a full-length concert performance of Wagner's *Tristan und Isolde* with one of the best casts ever assembled, attracting cultural tourists from around Australia and universal critical acclaim.

I'd like to recognise the significant contribution of outgoing CEO Craig Whitehead. Craig's leadership of WASO for the last 10 years will be long remembered for its foresight and resilience, and he leaves WASO with the gifts of a strong culture and community connections.

I pay my deep respect and thanks to WASO's Chairman Richard Goyder, and to our engaged Board of Directors for not only their guidance, but for the faith they have invested in me as WASO's new CEO. We are pleased to report a surplus result for the year despite the economic challenges we face, with thanks to the astounding community of supporters who continue to give WASO the confidence to dream big and deliver on our promise of touching souls and enriching lives through music.

Finally, my congratulations to the WASO staff and musicians for the passion and precision you brought forth in 2018. I'm excited by the incredible possibilities that lie ahead.

Mark Coughlan
Chief Executive Officer

The Company in 2018



Asher
Fisch
*Principal Conductor
& Artistic Adviser*
[^]Wesfarmers Arts

Violin



Laurence
Jackson
Concertmaster



Semra
Lee-Smith
*Assistant
Concertmaster*



Graeme
Norris
*Principal 1st
Violin*



Zak
Rowntree*
*Principal 2nd
Violin*



Kylie
Liang
*Assoc Principal
2nd Violin*



Kate
Sullivan
*Assistant Principal
2nd Violin*



Sarah
Blackman



Fleur
Challen



Stephanie
Dean
[^]Nadia &
Marc Geary



Rebecca
Glorie



Beth
Hebert



Alexandra
Isted



Sunmi
Jung



Christina
Katsimbardis



Ellie
Lawrence



Akiko
Miyazawa



Lucas
O'Brien



Melanie
Pearn



Ken
Peeler



Louise
Sandercock



Jolanta
Schenk



Jane
Serrangeli



Kathryn
Shinnick



Bao Di
Tang



Cerys
Tooby



David
Yeh

Viola



Alex
Brogan
Assoc Principal



Kierstan
Arkleysmith



Nik
Babic



Benjamin
Caddy



Alison
Hall



Rachael
Kirk



Allan
McLean



Elliot
O'Brien



Helen
Tuckey

Cello



Rod
McGrath
Principal
[^]Tokyo Gas



Louise
McKay
Assoc Principal
[^]Penrhos College



Shigeru
Komatsu



Oliver
McAslan



Nicholas
Metcalfe



Eve
Silver*



Fotis
Skordas



Tim
South



Xiao Le
Wu

Double Bass



Andrew
Sinclair*

Principal



Louise
Elaerts



Christine
Reitzenstein



Andrew
Tait



Mark
Tooby

Flute



Andrew
Nicholson

Principal
^Anonymous



Mary-Anne
Blades

Assoc Principal



Michael
Waye

Principal
^Josh & Pamela Pitt

Oboe



Liz
Chee

Assoc Principal

Cor Anglais



Leanne
Glover

Principal
^Sam & Leanne
Walsh

Clarinet



Allan
Meyer

Principal



Lorna
Cook

Bass Clarinet



Alexander
Millier

Principal

Bassoon



Jane Kircher-
Lindner

Principal



Adam
Mikulicz

Assoc Principal

Contrabassoon



Chloe
Turner

Principal

Horn



David
Evans

Principal



Robert
Gladstones

*Principal 3rd
Horn*



Julia
Brooke



Francesco
Lo Surdo

Trumpet



Brent
Grapes

Principal



Peter Miller

Trombone



Joshua
Davis

Principal



Liam
O'Malley

Assoc Principal

^Dr Glenda Campbell-
Evans & Dr Ken Evans

Bass Trombone



Philip
Holdsworth

Principal

Tuba



Cameron
Brook

Principal
^Peter & Jean Stokes

Timpani



Alex
Timcke

Principal

Percussion



Brian
Maloney

Principal

^Stott Hoare



Francois
Combemorel

*Assoc Principal
Percussion & Timpani*

Harp



Sarah
Bowman

Principal



Carlo
Antonioli

*Assistant
Conductor*

^Simon Lee Foundation

*Instruments used by
these musicians are
on loan from Janet
Holmes à Court AC.

^Chair partnered by

The Company in 2018

Board of Directors

Richard Goyder AO (Chairman)
Janet Holmes à Court AC
Barrie Le Pley (Deputy Chairman)
Keith Kessell

Mark Coughlan (retired in 2018)
Anne Nolan
Paul Shannon
Michael Utsler (retired in 2018)

Administration

Executive Office

Craig Whitehead Chief Executive
Megan Lo Surdo Executive Assistant

Human Resources

Tony Pickburn Human Resources
Manager
Narelle Coghill Human Resources
Coordinator

Artistic Planning

Evan Kennea Executive Manager,
Artistic Planning
Alan Tyrrell Program Manager
Natalie De Biasi Program Coordinator
Sarah Salleo Artistic Program Assistant

Orchestral Management

Keith McGowan Executive Manager,
Orchestral Management
Jenna Costello Orchestral Operations
Manager
David Cotgreave Production and
Technical Manager
Alistair Cox Orchestra Manager
Wee Ming Khoo Music Librarian
Leanne Puttick Music Library Assistant
Tom Rogerson Orchestral Operations
Coordinator

Business Service

Peter Freemantle Chief Financial Officer
Glenn Welsh Systems & Database
Manager
Angela Miller Accountant
Renu Kara Accounts Officer
Julie Read Payroll Administrator

Education & Community Engagement

Cassandra Lake Executive Manager,
Community Engagement
Fiona Taylor Education Manager
Lily Protter Community Engagement
Assistant
Fiona Campbell Crescendo Teaching Artist
Michaela Ivory Crescendo Teaching Artist
Brianna Louwen Crescendo Teaching Artist
Griffin Wright Crescendo Teaching Artist

Corporate Development

Marina Woodhouse Executive Manager,
Corporate Development
Jamie Parkin Corporate Partnerships
Manager
Ginny Luff Corporate Partnerships
Coordinator
Gosia Blasiak Corporate Partnerships &
Events Coordinator

Philanthropy

Alecia Benzie	Executive Manager, Philanthropy
Sarah Tompkin	Major Gifts & Bequest Manager
Jacinta Sirr	Philanthropy & Annual Giving Manager
Emily Kennedy	Philanthropy & Events Coordinator

Marketing

Brad Martin	Executive Manager, Marketing
Amy McDonnell	Communications Manager
Cliona Hayes	Marketing Manager
Cara Fesjian	Marketing Coordinator
Hayley Bowie	Digital Marketing Coordinator
Imogen Arnold	Graphic Designer

New West Australian Symphony Orchestra employees:

Francois Combemorel	(Associate Principal Percussion & Timpani)
Alexandra Isted	(Tutti Violin)
Lucas O'Brien	(Tutti Violin)
Kathryn Shinnick	(Tutti Violin)
Leanne Puttick	Music Library Assistant
Tom Rogerson	Orchestral Operations Coordinator
Brad Martin	Executive Manager, Marketing
Amy McDonnell	Communications Manager
Hayley Bowie	Digital & Social Media Coordinator

And farewell to:

Craig Whitehead	Chief Executive Officer
Evan Cromie	Associate Principal Trumpet
Breanna Evangelista	Orchestral Coordinator
Kelli Carnachan	Executive Manager, Communications
Marc Missiaen	Executive Manager, Marketing
Luke Pownall	Public Relations Manager
Kirsty Chisholm	Marketing Manager

We thank them for their professional and personal contributions to the company.

The Company in 2018

WASO Chorus

Chorus Director

Christopher van
Tuinen

Vocal Coach

Andrew Foote

Accompanist

Lea Hayward

Soprano

Anita Adhitya
Evie Anderson
Valerie Bannan
Lisa Barrett
Rose Belford
Marian Birtwistle
Anna Börner
Kathryn Buselich
Alinta Carroll
Penelope Colgan
Clara Connor
Sarah Cosstick
Cate Creedon
Charmaine de Witt
Erika Dietrich
Ceridwen Dumergue
Fay Edwards
Bronwyn Elliott
Nike Titilola Etim
Davina Farinola
Lisa Faulks
Cara Fesjian
Kath Goodman
Lesley Goodwin
Ro Gorell
Pauline Handford
Diane Hawkins
Sue Hingston
Michelle John

Grace Kook
Katherine Langdon
Sharon Leahy
Ginny Luff
Elena Mavrofridis
Brooke McKnight
Elysia Murphy
Delia Price
Sheila Price
Rochelle Rabel
Elizabeth Reid
Fiona Robson
Jane Royle
Nicole Sero
Lucy Sheppard
Sarah Shneier
Gosia Slawomirski
Louise Sutton
Magdalena Todea
Carol Unkovich
Marjan van Gulik
Alicia Walter
Margot Warburton
Nicole Zago

Alto

Marion Agombar
Lisa Barz
Janet Baxter
Llewela Benn
Daniela Birch
Patsy Brown
Sue Coleson
Catherine Dunn
Julie Durant
Kaye Fairbairn
Jenny Fay
Susanna Fleck
Louise Gillett
Dianne Graves
Louise Hayes
Jill Jones

Serena Kay
Gaylene Kelso
Shew-lee Lee
Kate Lewis
Diana MacCallum
Robyn Main
Chrissie Mavrofridis
Tina McDonald
Debra McNeil
Lyn Mills
Margot Morgan
Lynne Naylor
Katrina Neser
Philomena Nulsen
Deborah Pearson
Deborah Piesse
Shannon Reid
Liz Rombawa
Neb Ryland
Claire Taylor
Olga Ward
Moir Westmore
Jacquie Wright

Tenor

John Beamish
Thomas Filmer
Allan Griffiths
Peter Handford
Guy Hooper
David Lancaster
John Murphy
Grant O'Neil
Andrew Paterson
Jay Reso
Joe Robinson
Rey Rombawa Jr
Chris Ryland
Arthur Tideswell
Stephen Turley
Brad Wake

Bass

Justin Audcent
Michael Berkeley-Hill
Charlie Bond
Bertel Bulten
Allan Davies
Hubert Durand
Tony Errington
Nick Fielding
Ken Gasmier
Mark Gummer
Stephen Hastings
Brian Kent
Tony King
Benjamin Lee
Andrew Lynch
Tony Marrion
Benjamin Martis
Patrick Melling
Peter Ormond
Jim Rhoads
Mark Richardson
Glenn Rogers
Steve Sherwood
Christopher Smith
Tim Strahan
Robert Turnbull
Mark Wiklund
Donald Wilson
Andrew Wong



Artistic Planning

The West Australian Symphony Orchestra celebrated its 90th Anniversary year with an ambitious, challenging and exciting artistic program.

The season highlight was undoubtedly two extraordinary concert performances of Richard Wagner's seminal opera, *Tristan und Isolde*. Conducted by Principal Conductor Asher Fisch and featuring an outstanding international and Australian cast, these performances were truly world class, and were received with exceptional acclaim from audience and critics:

"[The] orchestra's 90th birthday celebration is an astonishing gift to audiences and a triumph of music making. WASO has never sounded better, and you'll not encounter this stunning cast again."

Limelight Magazine

The strong artistic relationship between Asher Fisch and the orchestra continued to yield first class artistic results and to further build the orchestra's profile both within Australia and internationally. Highlights of Asher's concerts in 2018 included a superb performance of Bruckner's Symphony No.8, Strauss's *Alpine Symphony*, Mahler's Symphony No.4 and Bartok's *Miraculous Mandarin Suite*.

WASO strives to engage the finest Australian and international artists and in 2018 we welcomed back some much-loved guests including Jean-Yves Thibaudet, Gautier Capuçon, Piers Lane, Ingrid Fliter and Ning Feng. A number of artists made outstanding debuts including American conductor Karina Canellakis, French conductor Ludovic Morlot, Spanish cellist Pablo Ferrández and young Australian violinist Grace Clifford.

WASO also continued to build its reputation for presenting exciting and innovative concerts in the commercial and popular music sphere. The undoubted highlight was a new show celebrating the 21st anniversary of the iconic West Australian band Eskimo Joe. James Morrison made a very welcome return, Katie Noonan's *Elixir* with Michael Leunig presented their collaboration *Gratitude and Grief* and film audiences were thrilled by our live performances accompanying the blockbuster films *Star Wars: A New Hope* and *Harry Potter and the Prisoner of Azkaban*.

WASO initiated two new concert series in 2018 with the debut of our **Festival of Chamber Music** and **WASO's Favourites** concerts, which opened our 90th anniversary season. The format of our annual **Symphony in the City** was altered to allow us to collaborate with the children's charity Variety WA to present **Christmas Symphony**, incorporating traditional community carols. The orchestra made long-awaited returns to parts of regional Western Australia, giving concerts in Geraldton and Kalgoorlie with our former Assistant Conductor Christopher Dragon. The orchestra also performed at the Mandurah Performing Arts Centre with Principal Conductor Asher Fisch.

Recordings and broadcasts

WASO made a rare foray into the “studio”, spending three days at the Perth Concert Hall recording a recital album with the great Australian tenor Stuart Skelton, entitled *Shining Knight*. This disc received outstanding reviews both in Australia and internationally:

"With 14 tracks stretching over 65 minutes, this is a disc for the connoisseur of Wagner and fine singing and orchestral accompaniment, particularly the solo winds in the Griffes songs. Surely this must be a prime candidate for record of the year."

The Australian

While celebrating our own 90th we also celebrated the 100th Anniversary of the birth of the great American conductor/composer Leonard Bernstein, with a concert entitled **The Best of Bernstein**. This concert, conducted by Australian conductor Benjamin Northey, was recorded for broadcast and subsequently released by ABC Classics.

ABC Classic FM broadcast a total of 40 WASO performances around Australia and around the world.

Commissions and New Music

WASO plays a vital role in developing new orchestral repertoire and 2018 saw the orchestra give three world premieres of WASO-commissioned works by Australian composers Lachlan Skipworth and Carl Vine and Swiss-born composer Richard Dubugnon. We also gave the first Perth performances of Luciano Berio's *Folk Songs*. Ten Australian arrangers were engaged to create the orchestral charts for our new show with iconic West Australian group Eskimo Joe.

Australian Artists and WASO Musicians

As one of Australia's leading orchestras, WASO takes pride in working with the finest Australian artists, groups and companies, in supporting emerging artists and in providing solo performance opportunities for WASO's talented Principal musicians.

As part of our ongoing support of young Australian conductors, and thanks to the support of the Simon Lee Foundation, we were able to appoint the young Sydney-based conductor Carlo

Antonioli as our Assistant Conductor for 2018.

We were delighted to work with the following Australian artists, groups and ensembles:

Conductors:

Benjamin Northey, Iain Grandage, Christopher Dragon, Christopher van Tuinen, Guy Noble, Nicholas Buc, James Ledger, Dane Lam.

Other Artists and WASO Principal Musicians:

Stuart Skelton, Angus Wood, Circus Oz, Katie Noonan, Michael Leunig, James Morrison, Spare Parts Puppet Theatre, Joseph Nolan, Grace Clifford, Andrew Nicholson (Principal Flute), Piers Lane, Nicholas Tolpelt, Rachelle Durkin, Fiona Campbell, Henry Choo, Andrew Foote, Paul O'Neill, Rod McGrath (Principal Cello), David Parkin, Laurence Jackson (Concertmaster), Emma Matthews, Morgan Pearse, Sara MacIver, Brent Grapes (Principal Trumpet), Zac Hurren, Jennifer Barrington, St George's Cathedral Consort, Louise McKay (Assoc. Principal Cello), David Wickham, Alan Lourens, Courtney Pittman, Kris Bowtell, Tom Buckmaster.





Community Engagement

Fulfilling the company vision *to touch souls and enrich lives through music*, WASO proudly presented 850 Community Outreach and Education programs to 29,768 participants and audience members. Many of these programs are the only of their kind in Western Australia.



Highlights



CRESCENDO PROGRAM
PROFIED ON ABC NEWS
AND *THE PROJECT*, SHARING
THE EDUCATION, SOCIAL
AND EMOTIONAL IMPACT
OF THE PROGRAM TO AN
AUDIENCE OF 8 MILLION.



*CARNIVAL OF
THE ANIMALS*
COLLABORATION
WITH **SPARE PARTS
PUPPET THEATRE**
PRESENTED TO CAPACITY
AUDIENCES



CELEBRATED
10 YEARS OF
**COMPOSITION
PROJECT**
NURTURING
YOUNG WA
COMPOSERS



CELEBRATED
5 YEARS OF **RUSTY
ORCHESTRA**
ENGAGING WITH
COMMUNITY
MUSICIANS



CELEBRATED
10 YEARS OF
**HOSPITAL
ORCHESTRA
PROJECT** AND
MOVE TO PERTH
CHILDREN'S
HOSPITAL



**ONSLow KIDS MUSIC
EDUCATION (OKME!)**
FIRST STAGE OF A MUSIC
INSTALLATION PROJECT
AT ONSLOW SCHOOL IN
WA'S FAR NORTH WEST



AWARD-WINNING
BRITISH COMPOSER AND
EDUCATIONALIST
PAUL RISSMAN
PRESENTED 8 PROGRAMS
AS EDUCATION
ARTIST-IN-RESIDENCE



INTRODUCTION OF NEW
OUTREACH PROGRAM
MUSIC FOR THE AGES
FOR ADULTS IN AGED CARE

Community Engagement

Community Outcomes

WASO's **Crescendo** program continued to thrive in a supportive community and delivered 730 classes to 340 students in Pre-primary to Year 4 at Medina Primary School and North Parmelia Primary School. The only long-term El Sistema inspired music education program in WA, 2018 saw the introduction of violin lessons, and both schools reported improvements in NAPLAN and ACER (socio-emotional wellbeing) tests.

We celebrated significant anniversaries; 10 year partnership with the School of Special Education Needs: Medical & Mental Health and Starlight Children's Foundation for our **Hospital Orchestra Project (HOP)** at the new Perth Children's Hospital, and five years for **Rusty Orchestra**.

Harmony Music reached new schools and students with Special Educational Needs, **Connect** provided avenues for adults with disabilities to enjoy our orchestra, and our new **Music for the Ages** program enabled WASO to perform for older adults in residential care. We also began a music installation project as part of **Onslow Kids Music Education (OkME!)** in Onslow School.

Education

Paul Rissmann (UK) and Benjamin Northey (Australia) joined us as Education Artist-in-Residence guests. Over 12 days, Education Week⁺ presented 45 performances, workshops and classes to more than 8600 audience members and participants, including 5 world premieres and the collaboration with Spare Parts Puppet Theatre.

The **ATAR Western Art Music Designated Works Concert, Open Rehearsals, Symphonic Soiree and Morning Symphony** concerts featured a number of wonderful international musicians, and tailored resources supported teachers across all streams of the Music Syllabus in the Western Australian Curriculum.

Through our **Regional Arts Program (ReAP)**, presented with support from the Department of Education, we remain the only arts company accessing the Video Conferencing platform established as part of the Pilbara Cities Education Project – E-Learning.

We enjoyed performances at Karijini Experience and in Singapore with some of Australia's finest Indigenous artists as part of **WASO on the Road Touring and Indigenous Collaborations**.

Young & Emerging Artists

Composition Project also celebrated 10 years with Project Artistic Director James Ledger, and the introduction of the Bendat Family Foundation Scholarship. We launched the Masters in Orchestral Performance with Tertiary Music Partner UWA Conservatorium of Music, who also supported our **International Artist Masterclass Program**. Students from UWA and WAAPA recorded student fanfare compositions for Perth Festival in a side-by-side chamber orchestra program.



Philanthropy

WASO's philanthropic partnerships are a vital income stream for the Orchestra to deliver on our mission to *touch souls and enrich lives through music*. Our philanthropy program continues to grow and we are deeply grateful to everyone who has contributed through first-time or renewed donations, notified us of a gift in their will or has given their time freely as a WASO volunteer.



In 2018, WASO Philanthropy received \$1,982,262 in income, including gifts to the Endowment Fund for the Orchestra, which attracted \$230,187 in bequests and a major donation of \$250,000). Excluding the Endowment Fund, \$1,502,075 was received, which is an increase of over 24% on 2017 income.

2018 saw the continuation and final year of our two-year WASO & Wagner campaign, which culminated with an extremely well-received performance of *Tristan und Isolde* in August. Our Annual Giving fund, the cornerstone of WASO's philanthropy program, performed well with \$658,200 received including General Donations.

Our Orchestral Partnerships program, a new initiative supporting our WASO musicians, had an excellent start with \$85,000 of donations received in its first year. Our special thanks also go to the Excellence Circle, which supported our continued quest for artistic excellence with donations worth \$170,000 in total.

The Instruments Fund continued to attract strong interest, with a Percussion Set, a Piccolo, a wooden 'Tristan' Trumpet, a Conductor's Podium as well as 60 music stands and 200 music score folders being purchased through Patrons' donations.

Our Crescendo Program in Kwinana was supported through philanthropic donations worth \$98,015 (including the Crescendo Giving Circle as well as donations towards Crescendo student violins) and another \$130,000 from trusts and foundations. The WASO Song Book campaign, supporting new commissions for the Orchestra, attracted \$82,650 in new money for the Orchestra.

Our Symphony Circle of Bequestors who have notified us of having left a gift to the Orchestra in their will, continues to grow and included 80 confirmed Bequestors by the end of the year.

Highlights

RAISED

\$300,000



TO SUPPORT
TRISTAN
UND ISOLDE

\$658,200

TO THE ANNUAL
GIVING PROGRAM, THE
FOUNDATION STONE OF
OUR PHILANTHROPIC
PROGRAM

\$480,000

TO OUR
ENDOWMENT FUND



FUNDED A
HARMONY
MUSIC CONCERT,
SHARING THE JOY
OF MUSIC WITH
STUDENTS WITH SPECIAL
EDUCATIONAL NEEDS

6 PRINCIPAL
MUSICIAN CHAIRS
SUPPORTED THROUGH
ORCHESTRAL
PARTNERSHIPS



37,380kms

TRAVELLED BY TUTTI
HORN JULIA BROOKE
WITH FRIENDS
OF WASO
SCHOLARSHIP



3 WORLD
PREMIERES AT
PERTH CONCERT HALL



90 STUDENT
VIOLINS
PURCHASED FOR
OUR CRESCENDO
PROGRAM



264



INSTRUMENTS,
STANDS AND SCORES
PURCHASED WITH THE
INSTRUMENTS FUND

COMMISSIONED NEW
MUSICAL WORKS
INCLUDING CARL VINE'S
IMPLACABLE GIFTS,
RICHARD DUBUGNON'S
EROS ATHANATOS AND
LACHLAN SKIPWORTH'S
HINTERLAND THROUGH
THE WASO SONGBOOK



SUPPORTED OUR
YOUNG &
EMERGING
ARTISTS PROGRAM,
ASSISTANT
CONDUCTOR, AND
EDUCATION ARTIST-IN-
RESIDENCE PROGRAMS

Our Supporters

Excellence Circle

Jean Arkley
Bob & Gay Branchi
Janet Holmes à Court AC
Dr Patricia Kailis
Rod & Margaret Marston
John Rodgers
Michael Utsler
Leanne & Sam Walsh*

Instrument Fund Purchases in 2018

John Albright & Susan Lorimer –
Percussion Set
Peter Ingram – Piccolo
Peggy & Tom Stacy – Piccolo
Jean & Peter Stokes – Wooden
Trumpet & Music Score Folders
Music Stands – Various Patrons
Deborah Marsh – Conductor's
Podium

The WASO Song Book

We are grateful to those who
have supported new works
commissioned for the Orchestra
by WASO in 2018:

Prue Ashurst
Geoff Stearn
Anonymous (1)

Group Commission

Supporting a new work by Iain
Grandage to be premiered as
part of WASO's 2019 Season, in
honour of Professor David Tunley:

Prue Ashurst
Mark Coughlan & Pei-Yin Hsu ho
Jean Harvey
Evan Kennea & Emily Green-
Armytage
Peter Luenig
Sara Macliver

Cyrus Meher-Homji
Dr John Meyer
Margaret & Roger Seares
David Symons

Estates

WASO is extremely grateful for
the bequests received from the
Estates of:

Rachel Mabel Chapman
Malcolm Hood
Paul Lee
Anna Nottage in memory of
Edgar Nottage
Judy Sienkiewicz
Mrs Roslyn Warrick
Anonymous (5)

Endowment Fund for the Orchestra

This fund includes major
donations and bequests
Tom & Jean Arkley
Bendat Family Foundation
Janet Holmes à Court AC
Minderoo Foundation
Sagitte Yom-Tov Fund

Symphony Circle

Recognising Patrons who have
made a provision in their Will to
the Orchestra:

Ms Davilia Bleckly
Mr John Bonny
Dr G Campbell-Evans
Deirdre Carlin
Anita & James Clayton
S & J Dale
Lesley & Peter Davies
Dr Michael Flacks
Judith Gedero
Robyn Glindemann
Gwenyth Greenwood

The Guy Family
Emy & Warren Jones
Barbara Joseph
Colin & Jo King
Rachael Kirk & Tim White
Wolfgang Lehmkuhl
Deborah Marsh
Suzanne Nash
Paula Phillips
Nigel & Dr Heather Rogers
Jacinta Sirr
Ruth & Neville Thorn
Gavin Toovey & Jaehan Lee
Sheila Wileman
Sagitte Yom-Tov Fund
Anonymous (38)

Annual Giving

In 2018 over \$650,000 was raised
through the Orchestra's Annual
Giving program. This program is
the backbone of the Philanthropy
program and provides invaluable
stability to the Orchestra's
funding.

Principal Conductor's Circle

Gifts \$20,000+

Janet Holmes à Court AC
John Albright & Susan Lorimer
Jean Arkley in memory of Tom
Arkley
Dr Glenda Campbell-Evans & Dr
Ken Evans*
Patricia New
Joshua & Pamela Pitt*
Peter & Jean Stokes*
Sue & Ron Wooller *

Impresario Patron

Gifts \$10,000 - \$19,999

Gay & Bob Branchi
Gavin Bunning

WASO



Our Supporters

Marc & Nadia Geary*
Gilbert George
Tony & Gwennyth Lennon
Alan Whitham
Trish Williams
Anonymous (1)

Maestro Patron

Gifts \$5,000 - \$9,999

Prue Ashurst in memory of Eoin
Cameron
Bill Bloking
Rev Dr John & Prof Rachel
Cardell-Oliver
Ian & Elizabeth Constable
Bridget Faye AM
The Giorgetta Charity Fund
Brian & Romola Haggerty
Warwick Hemsley & Hon Melissa
Parke
Mr & Mrs Hill
Dr Patricia Kailis
Keith & Gaye Kessell
Dr Ronny Low & Dr Emma
Richardson
Dr Richard & Patricia Lyon
Bryant & Louise Macfie
Paula & John Phillips
G. J. Seach
Richard Tarala & Lyn Beazley AO
Ros Thomson
Joyce Westrip OAM
Anonymous (1)

Virtuoso Patron

Gifts \$2,500 - \$4,999

Dr Fred Affleck AO & Mrs
Margaret Affleck
Neil Archibald & Alan R Dodge
AM
David & Suzanne Biddles
Peter & Marjorie Bird
Prof Jonathan Carapetis & Prof
Sue Skull

Mark Coughlan & Dr Pei-Yin Hsu
Maree Creighton & Kevin Davis
Stephen Davis & Linda Savage
Peter Ingram
Jim & Freda Irenic
Eleanor John & Finn Barrett
Michael & Dale Kitney
Stephanie & John Kobelke
Francis Landels
Dorothy Lee
Rosalind Lilley
Deborah Marsh
Mrs Morrell
Anne Nolan
Pamela Platt
Thomas & Diana Potter
Melanie & Paul Shannon
Michael Snell & Vicki
Stewart
Gail & Tony Sutherland
Gene Tilbrook
Michael & Helen Tuite
Stan & Valerie Vicich
Andrew & Marie Yuncken
Anonymous (2)

Principal Patron

Gifts \$1,000 - \$2,499

Caroline Allen & Sandy Dunn
Margaret Atkins
Betty Barker
Noelle Beasley
Colin and Sarah Beckett
Tony & Mary Beeley
Kevin Blake
Matthew J C Blampey
Namy Bodinner
Cathy Bolt in memory of Tony
Bolt
Dr & Mrs P Breidahl
Jean Brodie-Hall
Ian & Marilyn Burton
Dr Anne Chester
Bob & Kim Collins
Churchill Consulting

Peter & Sue Clifton
Hon June Craig AM
Lesley & Peter Davies
Rai & Erika Dolinschek
Pamela Joy Douglas and Simon
Douglas
Bev East
Megan Edwards
Lorraine Ellard
Don & Marie Forrest
Brooke Fowles & Dane Etheridge
Dr Andrew Gardner
George Gavranic
Robyn Glindemann
Roger & Ann Gillbanks
Deidre Greenfeld
Rosemary Grigg & Peter Flanigan
Grussgott Trust
Richard B Hammond
Pauline & Peter Handford
Dr & Mrs H Hansen-Knarhoi
Robin Harben
In memory of Eileen Hayes
Dr Penny Herbert in memory of
Dunstan Herbert
Dallas Hickman & Alex Hickman
Michael Hollingdale
Helen Hollingshead
Dr K and Mr J Hopkins OAM
Judith Hugo
P & M James
Roger Jennings in memory of
Lilian Jennings
Emy & Warren Jones
Anthony Kane in memory of Jane
Leahy-Kane
Bill Kean
David Keast & Victoria Mizen
Noelle & Anthony Keller AM
Ulrich & Gloria Kunzmann
Irving Lane
Dr Sunny & Ann Lee
Ann Lewis
Kathleen Lucas
Graham & Muriel Mahony
Gregg & Sue Marshman

S. McWhirter
 Betty & Con Michael AO
 Tony & Gillian Milne
 Mrs Carolyn Milton-Smith in
 loving memory of Emeritus Prof
 John Milton-Smith
 Hon Justice S R Moncrieff
 Geoffrey & Valmae Morris
 Jane & Jock Morrison
 Lyn Murray
 Val & Barry Neubecker
 Family Nilant
 Marianne Nilsson
 Dr Phillip and Mrs Erlene Noble
 Dr Walter Ong & Graeme
 Marshall
 John Overton
 Ron & Philippa Packer
 Michael & Lesley Page
 Athena Paton
 Rosemary Peek
 Charmian Phillips in memory of
 Colin Craft
 Barry & Dot Price
 Dr Leon Prindiville
 Tony & Val Ramshaw
 James & Nicola Ridsdill-Smith
 John & Alison Rigg
 Dr Lance Risbey & Ms Elizabeth
 Sachse
 Paul Roberts
 Bryan & Jan Rodgers
 Gerry & Maurice Rousset OAM
 Roger Sandercock
 The Hon. Kerry Sanderson, AC
 Dr R & J Schwenger
 Margaret & Roger Seares
 Glenice Shephard
 Julian & Noreen Sher
 In memory of Judith Sienkiewicz
 Elisabeth & David Smith
 Helen Smith OAM
 Laurel & Ross Smith
 Paul Smith & Denham Harry
 Summerlin Audiology
 Ruth Thomas

Clare Thompson & Brad Power
 Ruth E Thorn
 Gavin Toovey & Jaehan Lee
 Mary Townsend
 James & Rosemary Trotter
 David Turner & Judith Wilton
 Christopher Tyler
 Maggie Venerys
 Adrienne & Max Walters AM
 Watering Concepts
 Ian Watson
 Joy Wearne
 Dr Deb Weir
 Patricia Weston
 Dr Chris & Mrs Vimala Whitaker
 Dai and Anne Williams
 Mrs Jean & Mr Ian Williams AO
 Jim & Gill Williams
 Hilary & Peter Winterton AM
 Fred & Caroline Witting
 Sara Wordsworth
 Anonymous (23)

Tutti Patron
Gifts \$500 - \$999

Anne Acton
 Geoff & Joan Airey
 Kim & Paul Anderson
 Catherine Bagster
 Bernard & Jackie Barnwell
 Shirley Barraclough
 Berwine Barrett-Lennard
 Pamela M Bennet
 Michael & Nadia Berkeley-Hill
 John & Sue Bird in memory of
 Penny Bird
 Davilia Bleckly
 Margaret Bloch
 K & C Bond
 Elaine Bonds
 John & Debbie Borshoff
 E & G Bourgault in memory of
 Betty Sagar
 Diane & Ron Bowyer

Elizabeth & James Brown
 Ann Butcher & Dean R Kubank
 Adrienne & Phillip Buttrose
 Michelle Candy
 R & R Cant
 Nanette Carnachan
 Claire Chambers & Dr Andrea
 Shoebridge
 Fred & Angela Chaney
 Lyn & Harvey Coates AO
 Alex Cohen AO & Agatha van der
 Schaaf
 Chris Colton
 Gina & Neil Davidson
 Jop & Hanneke Delfos
 Daphne Devenish in memory of
 Bruce Devenish
 Maxine & Bill Farrell AM
 Dr Jenny Fay
 Susan & Gavin Fielding AM
 Eleonore Fuchter
 Joan Gagliardi
 Jennifer & Stephen Gardiner
 Isobel Glencross
 Allan & Jane Green
 Pitsamai & Kevin Green
 J & G Hamory
 Paul & Barbara Harris
 Alan Harvey & Dr Paulien de Boer
 Elizabeth & Eric Heenan
 Rosemary Howarth
 Cynthia Jee
 Lynn & Michael Jensen
 Diane Johnson
 Peter Sherwill Jones
 Joy Kay
 Frances Keeley
 B M Kent
 Dorothy Kingston
 Nelly Kleyn
 John Kusinski & Ann Motherway
 Trevor & Ane Marie Lacy
 Martin & Ruth Levit
 Megan Lowe
 Ian & Judith Lunt

Our Supporters

Barry & Elizabeth Lydon
Mary Ellen in memory of Kerensa
Oliver & Sophie Mark
Geoffrey Massey
Pam Mathews & Dr Mark Brogan
Jennifer McComb
Kathleen McGregor
Gaye & John McMath
Dr Peter Moss
Patricia Murphy
Phuong Nguyen
G & I Nicholas
Jim & Wendy O'Neill
Brian & Diana Osler
Bev Penny
Adrian & Ruth Phelps
Rosie Reeman
Will Riseborough
Leigh Robinson & Deborah Gelle
Nigel & Dr Heather Rogers
Chris & Serge Rtshiladze
The Sherwood Family
In memory of Judith Sienkiewicz
Paul & Margaret Skerritt
Hendrik Smit
Dr Louise Sparrow
John & Elizabeth Spoor
Peggy & Tom Stacy
Eleanor Steinhardt
In Memoriam of Mr Andrew
David Stewart
Lisa & Andrew Telford
Gwen Treasure
Dr Robert Turnbull
Jan Turner
Margaret Wallace
John & Nita Walshe
Doris Walton
Diana and the late Bill Warnock
Anne Watson
Margaret Whitter
Barbara Wilcox
Geoff Wilkinson
Violette William
Janet Williams

Sally Willis
Pari Willis-Jones
Margaret Wood
Alison Woodman
Andrew Yeates
Chris & Kathy Ziatis
Anonymous (21)

Friend

Gifts \$40 - \$499

Thank you to our community of over 700 friends who support WASO with their gifts.

*Orchestral Chair Partnership

Ten years of giving

Special thanks to those who have been giving since 2009

Bernard and Jackie Barnwell
Ann Butcher and Dean Kubank
Agatha and Alex Cohen AO
Don and Marie Forrest
Dr Andrew Gardner
David and Valerie Gulland
Richard B Hammond
Dr Penelope Herbert
B M Kent
Tony and Gwenth Lennon
Roger and Helen Sandercock
Dr R and J Schwenger
Laurel and Ross Smith
Diana Warnock
Watering Concepts
Judith Nash

WASO & WAGNER

Gold Circle

Gifts \$5,000 - \$9,999

Dr & Mrs P Breidahl
Gilbert George
Hon Jane Mathews AO
John Overton

The Wagner Society NSW Inc.
Joyce Westrip OAM
Anonymous (1)

Silver Circle

Gifts \$2,500 - \$4,999

Margaret & Fred Affleck AO
Bill Bloking
Stephen Davis & Linda Savage
The Richard Wagner Society of Western Australia Inc.

Bronze Circle

Gifts \$1,000 - \$2,499

Shirley Barraclough
Constance Chapman
Lorraine Ellard
Jannette Gray
Gwenth Greenwood
Mr M Hawkins
Dr Penny Herbert in memory of Dunstan Herbert
Dr John Meyer
Michael & Helen Tuite
Adrienne & Max Walters AM
I & J Williams
Anonymous (5)

Wagner Friends

Gifts <\$1000

Associate Professor Wayne Iwan
Lee Davies
Camron Dyer
Jane & Allan Green
Rosemary Grigg & Peter Flanigan
Dr Rosalind Hampton
Alan Hauserman & Janet Nash
Joseph Kelleher
Nelly Kleyn
Rae Metcalf
Marjan Oxley
Valda Pitman
Eveline Read

Diana and the late Bill Warnock
Barbara Wilcox
Anonymous (10)

CRESCENDO

Trusts & Foundations

Crown Resorts Foundation
Packer Family Foundation
Stan Perron Charitable
Foundation
Bunning Family

Crescendo Giving Circle

AOT Consulting Pty Ltd
Jean Arkley
Prue Ashurst
Gay & Robert Branchi
Dr S Cherian
Kaylene Cousins
Madeleine King MP, Federal
Member for Brand
Rosalind Lilley
C M Lommers
Mrs Morrell
G & I Nicholas
Pamela Pitt
Deborah & Miles Protter
Dr Lance Risbey
John Rodgers
In memory of Robert & Joan
Street
Ruth E Thorn
Mary Ann Wright
Anonymous (4)

REACH OUT

Supporting our Education
& Community Engagement
programs:

Jean Arkley
Penny & Ron Crittall
Robyn Glindemann
The Ionian Club Perth '81
The James Galvin Foundation
Barrie & Jude Le Pley
Rosalind Lilley
McCusker Charitable Foundation
Simon Lee Foundation
Ruth Stratton
Anonymous (3)

Volunteers

Thank you also to our volunteers,
including the Patrons & Friends
Committee who help shape
events to raise funds for our
Friends of WASO Scholarship.
In 2018 the Scholarship was
awarded to Julia Brooke, Tutti
Horn.

WASO volunteers contributed
over 1,500 hours* in 2018 and
make an enormous difference
to the visitor's experience in the
Perth Concert Hall and to our day
to day business. *This number
does not include our Chorus who
are also volunteers.

2018 Patrons & Friends Committee:

Prue Ashurst, President
Barry Neubecker, Vice President
Chris Rtshiladze, Secretary
Glenda Campbell-Evans
Jennifer Gardiner
Robyn Glindemann

Gina Humphries
Wolfgang Lehmkuhl
Margaret Marston
Ian Watson
Steve Sherwood (Chorus
representative)
Frankie Lo Surdo (Musician
representative)
Alecia Benzie (WASO
Management representative)

Corporate Development

We are pleased to report another successful year in Corporate Development, exceeding revenue targets across cash and project grants and gaining eight new partnerships.

Wesfarmers Arts' extraordinary commitment to WASO over the past 23 years has underpinned the Orchestra's drive for excellence and deep engagement with the West Australian community. Their corporate leadership is unrivalled in Western Australia and we are enormously proud that Wesfarmers carries the Principal Partner mantle for WASO.



Led by long-standing Principal Partner, **Wesfarmers Arts**, WASO's corporate partners are critical in achieving our artistic and community objectives. In partnership with WASO in 2018, the **University of Western Australia** launched the Masters of Music in Orchestral Performance, offering a unique opportunity for students to have side-by-side performance experiences with WASO musicians. Additional support from **Tianqi Lithium** enabled the WASO Education Chamber Orchestra to visit two Kwinana Schools for the first time as part of the Crescendo program. We were delighted to have Tianqi Lithium's support recognised through a State Arts & Culture Partnership Honour in the category of Young People and the Arts. We also celebrated 10 years in partnership with **Mitsubishi Corporation** who have generously supported programs from international artists, to education and community outreach during this time.

In 2018, we welcomed the following organisations to the corporate partner family:

- Financial institution, **NAB** aligned with the position of Principal Trumpet held by Brent Grapes.
- After a four year break, **Mitsui & Co.** returned as a corporate partner alongside Mitsui E&P Australia.
- With a change to WASO's Symphony in the City format came an opportunity to connect with **Burswood Park Board** whose support enabled WASO to increase the scale of the newly formed Christmas Symphony collaboration with Variety WA, while **Channel 9** joined as media partner for this special event.
- Perth-based marketing agency **Roobix** supported WASO through the provision of in-kind services as did **Churchill Consulting**.

In addition, we secured two project based grants:

- Funding received through the Department of Local Government, Sport and Creative Industries' **Regional Touring Fund** enabled the Orchestra to deliver the first full-company regional tour in four years (to Geraldton & Kalgoorlie).
- The Australia Council's **MPA Collaborative Arts Grant** funded an original, creative collaboration with Spare Parts Puppet Theatre on a new education and family production of *Carnival of the Animals*.

WASO's networking events provide corporate partners with opportunities to connect and engage through unique experiences. In 2018, we invited partners to celebrate WASO's 90th Anniversary, hosting a spectacular cocktail event on stage at the Perth Concert Hall with special guest, The Honourable Kim Beazley AC. Corporate partners were also invited to experience Wagner's epic opera, *Tristan und Isolde* in concert with a special evening of hospitality. And WASO's corporate events calendar was again rounded off with a hugely successful evening under the stars at **Lotterywest** Christmas Symphony, supported by **City of Perth**.



Wesfarmers' Managing Director Rob Scott opens WASO's 2018 season

Corporate Development

Highlights

8 NEW PARTNERSHIPS



24% OF SELF-GENERATED INCOME

95% PARTNERSHIP RETENTION

10 YEARS - AVERAGE PARTNERSHIP LENGTH



VERY HIGH SPONSORS SATISFACTION RATING - 4.51 ON A SCALE OF 1 – 5



ARTS & CULTURE PARTNERSHIP AWARD WINNER



WASO thanks all partners for their long-term vision and commitment:

ABC Radio Perth
Aquinas College
Burswood Park Board
Channel 9
Churchill Consulting
City of Perth
Clayton Utz
COMO The Treasury
EY
Future Logic
Grace Removals Group
Hale School
Happs Wines
Heyder & Shears
Healthway

Howard Park Wines
Japan Australia LNG (MIMI)
Juniper, Margaret River
Le Pley Properties
Leeuwin Estate
Lotterywest
MACA Limited
Mitsubishi Corporation
Mitsui & Co. (Australia) Ltd
Mitsui E&P (Australia) Pty Ltd
Moss Wood Wines
NAB
Penrhos College

Perron Group
Pierro Margaret River Vineyards
Roobix
Singapore Airlines
Star Physio
Stott Hoare
The West Australian
Tianqi Lithium
Tokyo Gas
UWA
Vasse Felix
Water Corporation
Wesfarmers Arts
Woodside



Overview of Activities

WASO presented 989 performances, workshops and artist development activities to in excess of 208,000 people.

Classical Music performance

	No. Performances		Attendances	
	2018	2017	2018	2017
Masters	16	16	21,033	22,768
Classics	17	16	21,572	21,209
Morning Symphony	8	8	11,600	12,367
Family	2	4	3,023	4,295
Other Classical	18	5	15,499	5,805
Total	61	49	72,727	66,444

Other performances, workshops and artist development activities

	No. Performances		Attendances	
	2018	2017	2018	2017
Specials	13	15	20,826	22,777
Hires	6	11	13,009	19,022
Education	783	379	17,403	16,669
Free and other community	37	21	36,386	21,989
Touring and Outer Metropolitan	11	7	2,124	1,248
Artist development	35	7	505	495
Opera	13	18	19,855	32,880
Ballet	30	30	25,186	22,495
Total	928	488	135,294	137,575

Grand Totals

	No. Performances		Attendances	
	2018	2017	2018	2017
Grand Totals	989	537	208,021	204,019



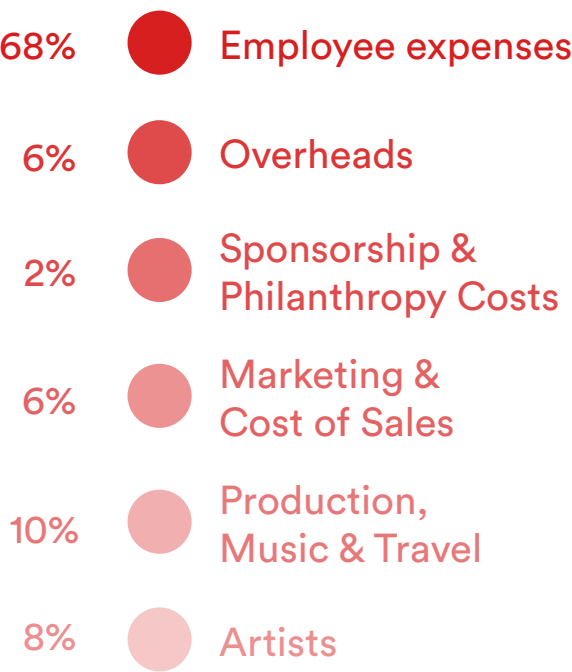
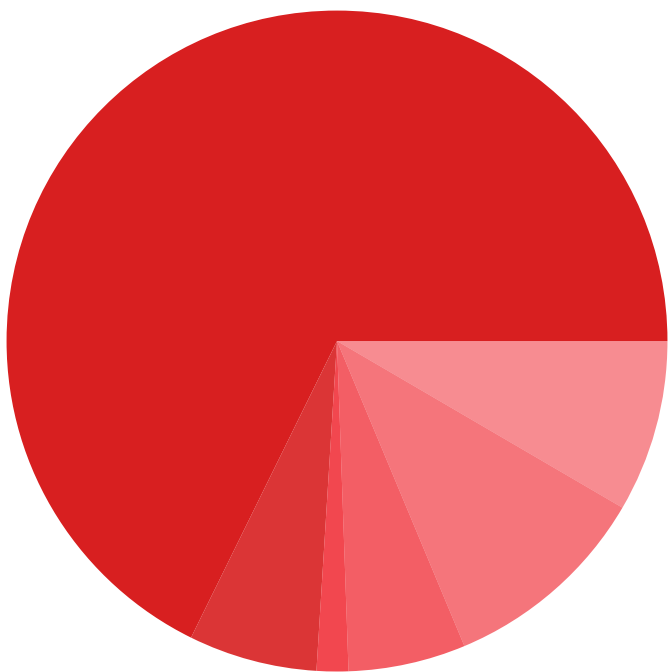




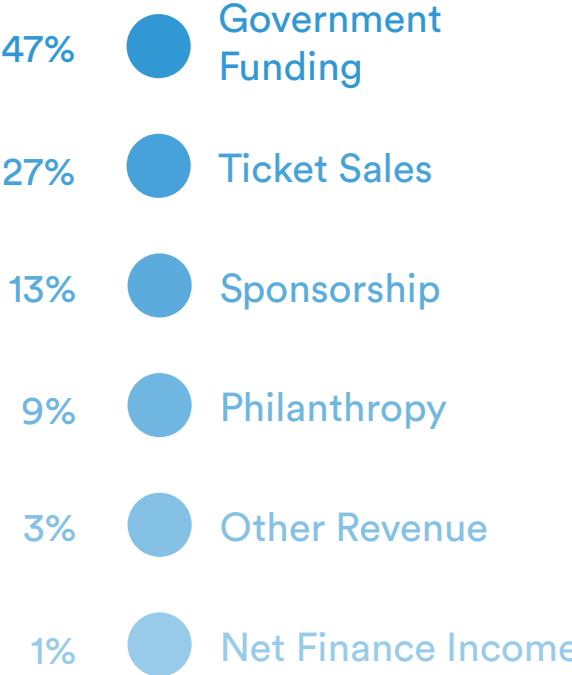
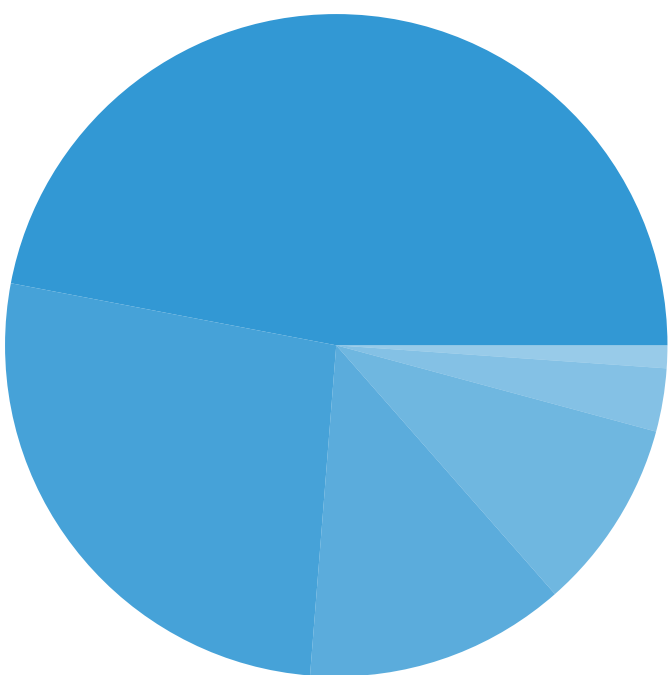


Financial Statistics

Expenditure



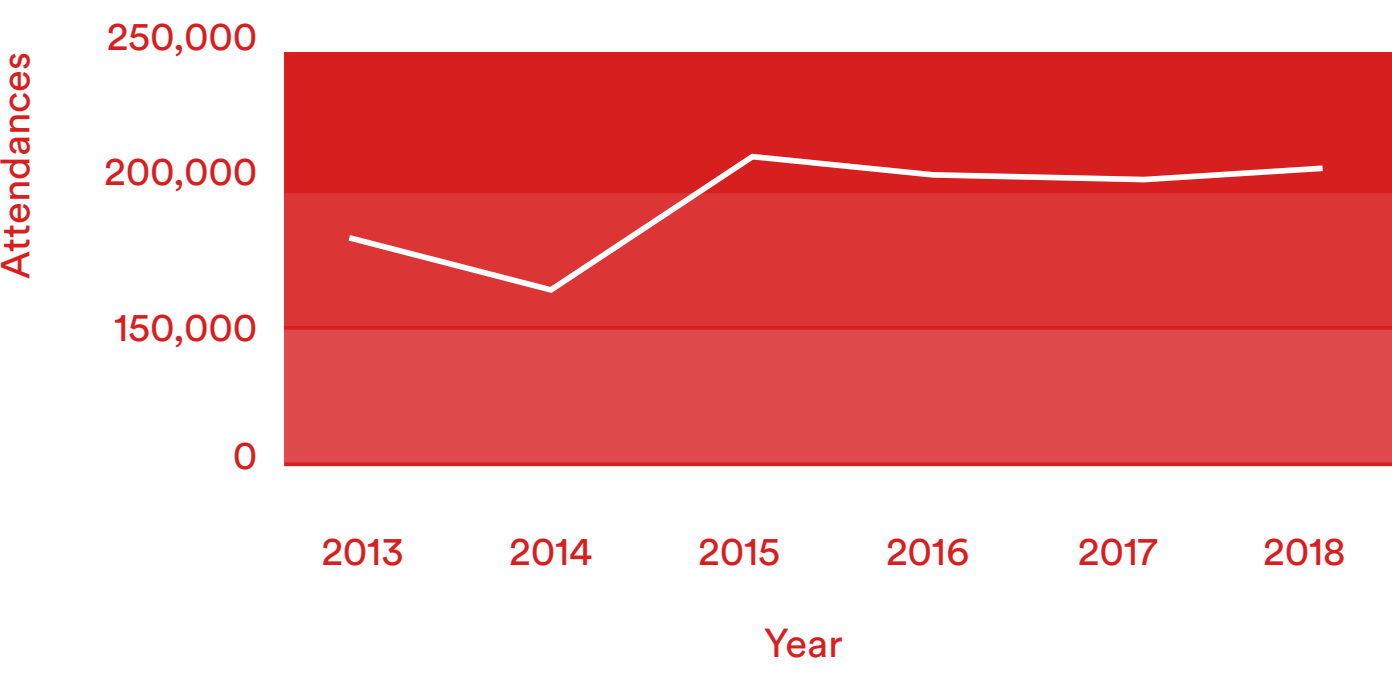
Income



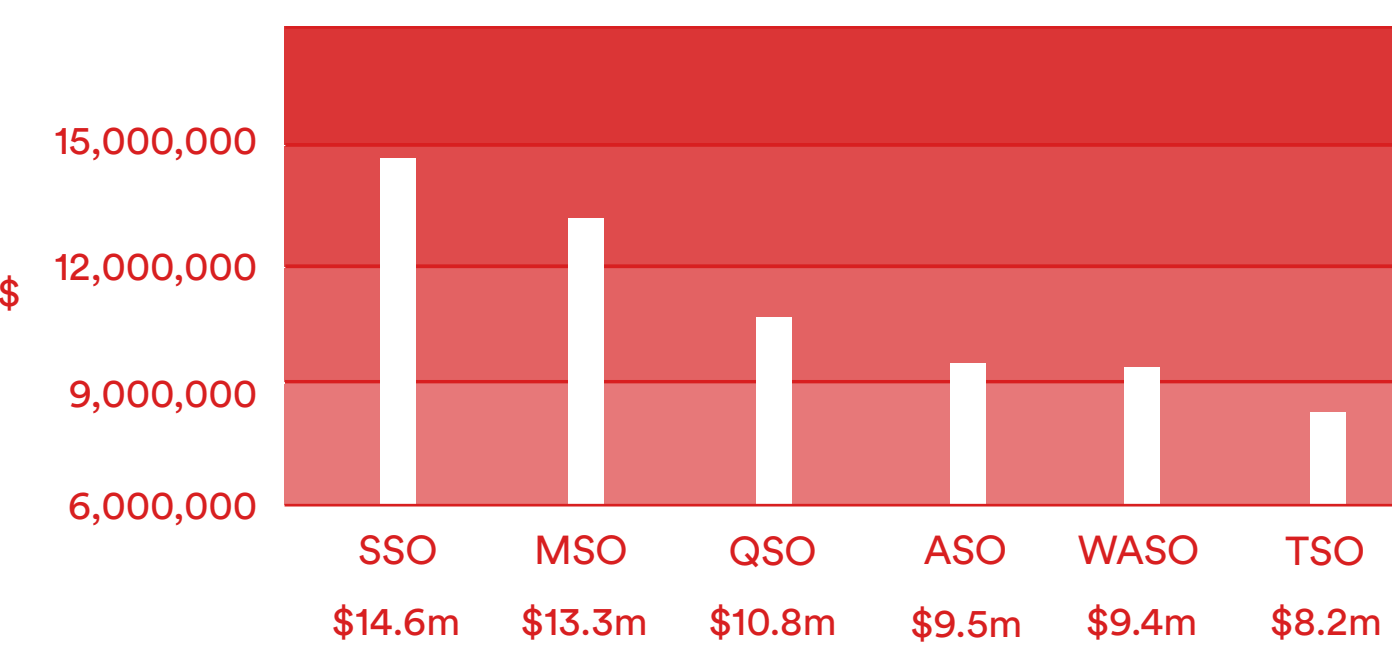
In 2018 53% of our total income was self-generated. This represents a 1% increase over 2017 self-generated income.

Financial Statistics

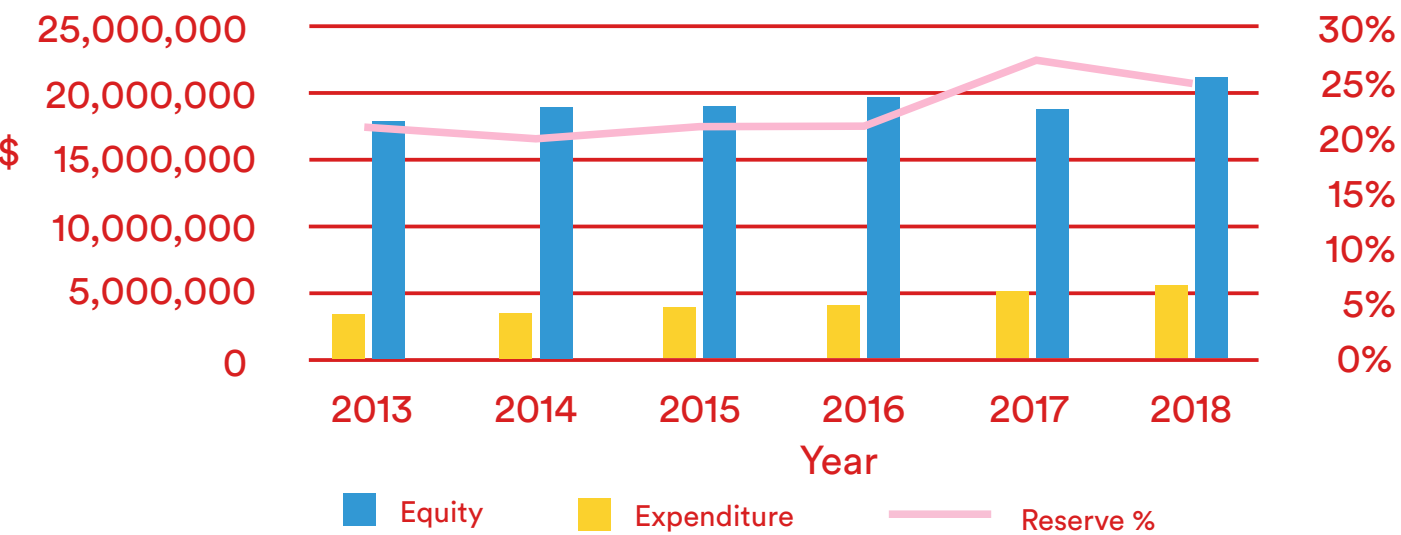
Total Attendance



Combined Federal and State funding - Australian Symphony Orchestras

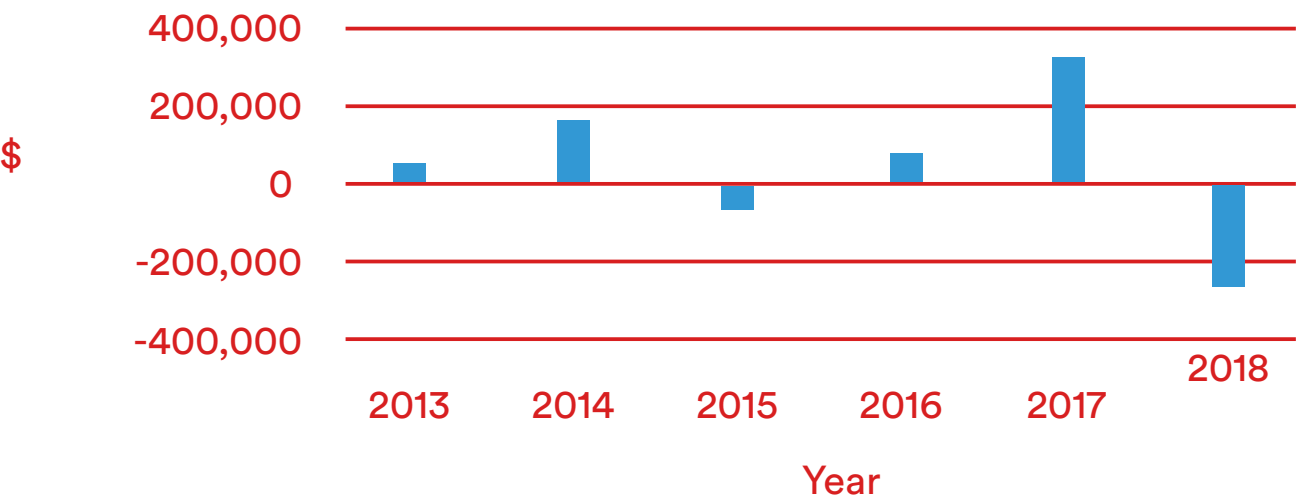


Reserves



WASO is currently maintaining its reserves level above 20% as requested by the federal and state funding agencies. The significant increase in 2017 was due to a large bequest.

Operational Result



The operational result is reliant on the sales and expenses of concerts which can fluctuate significantly depending on the product available to the Perth market.

WASO Holdings Limited

Corporate Governance

General

As the largest performing arts group in Western Australia, WASO Holdings Ltd is committed to high standards of corporate governance.

WASO Holdings Limited has two subsidiary companies; West Australian Symphony Orchestra Pty Ltd and WA Venues and Events Pty Ltd. The Board of all three companies are comprised of the same Directors and each Board consists of a maximum of ten directors.

In 2018 the Group Boards were made up of highly qualified individuals with credentials across a wide spectrum including experience in business, music, accounting, economics, marketing, investment and banking.

Role of the Board

The Board is responsible for providing strategic guidance to the Group, and for the effective oversight of management. As such the Board is accountable for the WASO Group's overall performance and for ensuring the Group performs its functions in a manner consistent with sound commercial practice.

The Board has adopted a charter which defines the roles and responsibilities of the board and management. A separate board policy (BS-005 "Authority Limits") ensures an appropriate delegation of authority to management.

The Board sets the Group's key objectives and strategies through a rolling five year strategic plan, which is revised annually. It also approves the artistic program and budget on an annual basis, and monitors the major risks facing the organisation.

New Board members are provided with appropriate information to ensure that they understand their roles and responsibilities, including the Board Charter, Constitution and other relevant information.

Board Sub-Committees

In order to the Orchestra and to assist the Board in the discharge of its responsibilities, a number of Board sub-committees have been formed. These comprise the following:

Artistic

Mark Coughlan
Keith Kessell

Finance, Audit & Risk

Anne Nolan
Paul Shannon
Barrie Le Pley

Development, Marketing & Sales

Barrie Le Pley
Mike Utsler

Nominations & Remuneration

Richard Goyder AO
Janet Holmes à Court AC
Keith Kessell

Barrie Le Pley

WAVE

Paul Shannon
Mark Coughlan
Barrie Le Pley

The sub-committees each have a charter that defines the role of the committee, its members, terms of reference and duties. The sub-committees meet on a regular basis and meetings are minuted. The minutes are tabled at Board meetings and any issues raised from the minutes are discussed and dealt with as appropriate. The Board sub-committee structure is regularly reviewed.

This Committee reporting structure allows the Board to receive and review regular comprehensive reports on all key business areas.

Board Size, Composition & Terms of Appointment

The Board is comprised of an appropriate number of well qualified individuals who have a proper understanding of the current and future issues facing the organisation. All Board members are non executive.

The composition of the Board is regularly reviewed to ensure that the composition meets the current and future needs of the Group. Directors are appointed for specific terms and re-appointment is not automatic. The Board does not believe that a maximum term of tenure would be in the best interests of the Group.

Ethical Decision Making

The Board is committed to maintaining ethical and responsible decision making processes based on the principles of fairness, integrity and honesty and to ensure compliance with Australian laws and regulations.

Directors who may have a material personal interest in a matter to be considered by the Board or a board committee are required to make the nature of that interest known and must not be present while the matter is being considered. Details of such disclosures are recorded in the minutes of the meeting. Where an issue to be considered by the Board or a board committee is thought to present a Director with a potential conflict of interest, that Director will not be provided with the related material in the first instance.

The Board has adopted the code of conduct promulgated by the Australian Institute of Company Directors.

Integrity in Financial Reporting

The Board requires the CEO and CFO to attest in writing that the Group's financial reports present a true and fair view of the Group's financial condition and operational results and are in accordance with relevant accounting standards.

The Board has established a Finance, Audit & Risk Committee that has a charter and includes at least one member who has financial expertise. The Finance, Audit & Risk Committee considers the effectiveness of the external auditor on a regular basis.

Management of Risk

The Board has approved a risk management policy and implemented a risk management program, designed to identify the sources of risk, quantify the impact of these risks and any related controls, and reduce risk through practical and cost effective measures.

The program involves the development of standards throughout the Group, which require awareness and action from all sub-committees to minimise risks and losses. In addition, the Group uses risk management techniques, including insurance, to reduce the financial impact of any uncontrollable or catastrophic losses. The Group carries sufficient insurance for the size and nature of its business to protect its assets.

The Group's risk management framework is reviewed annually by the Board and the risk environment is monitored regularly for changes that may be relevant to the Group.

Board Performance Appraisal

The Board participated in an external review of its performance in 2015. The Board has also undertaken to ensure such a review is completed at least once every two years. In alternate years, the Directors will conduct an informal review of the Board's performance during the previous twelve months.

Remuneration Practices

The Board adopts remuneration policies that are designed to attract and retain talented and motivated individuals and to encourage enhanced company performance. The Board has input to the remuneration of the CEO and Principal Conductor.

Board members do not receive any remuneration from the Group.

Interests of Stakeholders

The legitimate interests of stakeholders are recognised by the Board. Procedures have been established to guide compliance with legal obligations in areas such as OHS and to ensure the timely provision of relevant information to funding agencies.

Key Performance Indicators 2016-2018

WASO Outcome	Australia Council Outcome – Sector	Mechanism
WASO is well known for the excellence of its performances & the innovative nature of its programming & concert presentations	Developing & implementing a measureable artistic vibrancy assessment process	External assessment surveys
		Subscription renewals
		Audience surveys
WASO is well known for the excellence of its performances & the innovative nature of its programming & concert presentations	Commissioning & presenting new work at the forefront of artistic practice including Australian work independently and/or as co-pros	Continuation of WASO's commitment to the Commissioning and/or presentation of new orchestral pieces
WASO is well known for the excellence of its performances & the innovative nature of its programming and concert presentations	Contributing to the development & presentation of high-quality arts programs & cultural practice in Western Australia	The presentation of high quality arts programs under the WASO name
		Contribute to the WA Opera & WA Ballet delivering high quality arts programs through the provision of high quality orchestral & pit services to WA Opera and WA Ballet (as agreed)
WASO is well known for the excellence of its performances & the innovative nature of its programming & concert presentations	Continue to improve artistic quality of orchestra	Continue to offer Asher the opportunity to build the sound of the orchestra through repertoire & programming choices. This will include an opera in concert at least biennially
		Continue to offer concerto engagements to Principal Players, seek out & support other performance opportunities for them
		Section Principals will continue to provide their sections with informal and formal feedback on their performance in order to support the orchestra's high performance culture

Measure	2018 Target	2018 Actual
% positive external assessment survey responses	90%	100% external assessments from journalists and arts critics were positive
% subscription renewal rate (full series)	87.5%	85% renewal rate
% overall experience rating (Excellent)	85%	84% of surveyed audience members rated their overall experience at WASO concerts as 'Excellent'
Number of new commissions/ world premieres presented by WASO	At least 2	3 orchestral world premieres presented, including 2 works by Australian composers.
Number of main-stage performances presented each year	60	59 main-stage classical concerts presented
Number of productions supported each year	3 WA Opera seasons plus 1 Opera in the Park performance	3 WA Opera seasons plus 1 Opera in the Park performance (13 performances)
	2 WA Ballet seasons	2 WA Ballet seasons (28 performances)
Number of concert weeks per year conducted by Principal Conductor Asher Fisch	9 concert weeks	8 concert weeks 1 recording week
Number of Opera in concert programs	1 opera in concert	2 opera-in-concert weeks
Number of opportunities each year	2	5 concerto engagements 4 solo instrument performances 1 featured spot at Christmas Symphony outdoor concert
Formal feedback provided to 100% of eligible orchestra members	100%	100%

Key Performance Indicators 2016-2018

WASO Outcome	Australia Council Outcome – Sector Development	Mechanism
WASO is well known for the excellence of its performances & the innovative nature of its programming & concert presentations	Increase national & international visibility & reputation	International tours
		Recording projects
		Webcasts
WASO will make classical music a vibrant, accessible & relevant art form for all Western Australians	Supporting & developing connections & collaborations with individual artists & the small to medium sector	Partnerships with local, national, & international arts organisations
WASO will make classical music a vibrant, accessible & relevant art form for all Western Australians	Demonstrating commitment to nurturing & development of artists at various stages of their career	Young artist programs for conductors, composers, & orchestra musicians
		Enhance & formalise the relationships with UWA via an MOU
		Composer in residence program that propels an artists to the next stage in their career
		Orchestra exchange programs for established WASO artists with national or international arts companies
WASO will make classical music a vibrant, accessible and relevant art form for all Western Australians	Presenting an annual season of performances in Perth	A diverse program of performances programmed
WASO will make classical music a vibrant, accessible and relevant art form for all Western Australians	Development of audiences that reflect the diversity of the company's marketplace	Delivery of programs to sectors of the community with no, or limited access to WASO due to socio-economic, physical or other barriers

Measure	2018 Target	2018 Actual
Number of international tours	1	1 string quartet tour to Singapore with Deborah Cheetham AO's Embassy Tapestry Project
Number of recordings undertaken by the ABC	10	18 concerts recorded and broadcast (1 subsequently commercially released) 1 commercial recording
Number of webcasts	4	2 Live webcasts (reduced due to budget considerations)
Number of partnerships	7	5 partnerships in Community Engagement projects Provided pit services for 3 WA Opera seasons Provided pit services for 2 WA Ballet seasons
Number of young artists supported	15	13 1 assistant conductor engaged
Number of contact hours with students	220	220 UWA Masters in Orchestral Performance launched
Composers engaged	1	0 (funding partner of this program aligned their support with the Assistant Conductor position in 2018)
Number of musicians involved in exchange	6	2 national: Laurence Jackson (Concertmaster) and Andrew Sinclair (Principal Double Bass) visited Australian National Academy of Music for pedagogical exchange. 0 international (the CPO partnership went into a hiatus in 2017-8)
Number of performances	60	74 performances
Paid audience numbers reached by main stage program	78,500	79,004
Number of programs	8	9, including two full-size orchestra concerts in regional centres

Key Performance Indicators 2016-2018

WASO Outcome	Australia Council Outcome – Sector Development	Mechanism
WASO will make classical music a vibrant, accessible and relevant art form for all Western Australians	Undertaking education & learning activities within schools and/or the wider community as agreed	A diverse range of education & community engagement programs offered
WASO will make classical music a vibrant, accessible and relevant art form for all Western Australians	Delivering engagement with regional Western Australia including through touring, education/learning & digital platforms	WASO on the Road Tour to regional WA
		Live simulcast of Symphony in the City Concert into regional WA
WASO has an internal culture where the team shares common values & works collaboratively to achieve the organisation's vision		WASO will maintain & champion a set of shared values
		WASO will promote clear and open communication
WASO is able to realise its vision whilst remaining financially sustainable over the long term	Diversifying & growing the company's revenue base	Increase box office revenue each year
		Increase philanthropy revenue each year
		Return sponsorship cash revenue to 2015 budgeted levels over the next three years
WASO is able to realise its vision whilst remaining financially sustainable over the long term	Adopting entrepreneurial & innovative approaches to support viability	Secure the long-term management & ticketing operations of PCH

Measure	2018 Target	2018 Actual
Number of individual activities	200/22	850/24
Audience/participants	3,800	29,053
Contact hours	28,000	85, 000 (Due to significant growth in WASO's community and engagement programs, these numbers far exceeded expectations set in 2015)
Number of performances	2	4 performances, 2 open rehearsals for school students in regional centres, and 4 live video masterclasses delivered to students in the Pilbara region through Regional Arts Program (ReAP)
Number of locations that receive the live simulcast	5	0. A public live webcast of the event was streamed via Facebook. In 2018 Symphony in the City adopted elements of the cancelled Carols by Candlelight event supporting Variety WA, to become 'Christmas Symphony' – the largest, free, cultural event in Perth that reached over 30,000 people. Planned live broadcast events held in regional venues were precluded by the discontinuation of the Westlink channel, and subsequent funding shortfall.
Number of staff aware & behaving in line with company values	100%	100% aware of company values 98% behaving in line with company values
Number of full company meetings per year	5	3 one-hour full company meetings & 1 communication call were delivered plus 1 full day company communications day which was held in February 2018
\$ Value	\$5,045,940	\$5,651,183
\$ Value	\$1,268,000	\$1,502,075 not including \$480,187 gifts and bequests to Endowment Fund (revised 2018 target: \$1,480,000)
\$ Value	\$2,650,000	\$2,198,549 not including project grants totalling \$277,520 (revised 2018 target: \$2,181,267)
Agreement signed & management fee secured.	Agreement Signed with DLGSC	3-year venue management agreement signed with DLGSC

Key Performance Indicators 2016-2018

WASO Outcome	Australia Council Outcome – Sector Development	Mechanism
WASO is able to realise its vision whilst remaining financially sustainable over the long term	Maintaining reserves	Financial analysis
WASO is able to realise its vision whilst remaining financially sustainable over the long term	Maintaining operating margin	Financial analysis
WASO is able to realise its vision whilst remaining financially sustainable over the long term	Maintaining adequate liquidity	Financial analysis
WASO is able to realise its vision whilst remaining financially sustainable over the long term	Having strong governance & management capabilities in accordance with Essential Governance Practices for Arts Organisations guidelines	Essential Governance Practices for Arts Organisations guidelines adopted & maintained by WASO
WASO is able to realise its vision whilst remaining financially sustainable over the long term	Regular & open dialogue with stakeholders, including funding bodies	Face to face meetings with key internal & external stakeholders
WASO is able to realise its vision whilst remaining financially sustainable over the long term		WA Government gives go-ahead for construction of a home for WASO at PCH
WASO is able to realise its vision whilst remaining financially sustainable over the long term		Increased performance weeks for WASO through the development of a second WASO ensemble to provide some orchestral services for the WA Opera & WA Ballet

Measure	2018 Target	2018 Actual
Benchmark 20% reserves	21%	25%
Maintain operating margin of at least 1% each year	1%	-1.3%
Maintain liquidity ratio of at least 1.5:1	1.53:1	1.8:1
A minimum of 6 full Board meetings per year	6	6
A Board consisting of members with at least financial, entrepreneurial & artistic expertise	Yes	Yes
Board review undertaken	Yes	Yes
Succession plan in place	Yes	Yes
Number of meetings with funding bodies	2 face-to-face meetings per year	3 face to face meetings with the Australia Council and 7 with WA Government
A home for WASO is built	Construction is completed	WASO continues to lobby for the allocation of federal and state government funds for the redevelopment of Perth Concert Hall including rehearsal, storage and office space for WASO
The development of the model	WASO2 training orchestra is formed to support orchestral services in WA	WASO did not secure the financial resources required to develop WASO2 and expand related programming as hoped

Share extraordinary music

waso.com.au