



West Australian
Symphony Orchestra

2023 ANNUAL REPORT



West Australian Symphony Orchestra respectfully acknowledges the Traditional Custodians and Elders of Country throughout Western Australia, and the Whadjuk Noongar people on whose lands we work and share music.

CONTENTS	PAGE
2023 HIGHLIGHTS	3
Chair's Report	4
Chief Executive's Report	5
TIMELINE	6
AUDIENCES & ACTIVITIES MAP	8
DELIVERING ON OUR PURPOSE	
Reconciliation Action Plan	10
Investing in Australian Artists and New Music	11
Collaborative Partnerships	12
Improving Access with Regional WA	13
Delivering Arts Education	14
OUR PEOPLE & CULTURE	16-19
OUR PARTNERSHIPS & SUPPORTERS	20-23
THE NEW HOME FOR MUSIC IN WA	24
EVALUATION FRAMEWORK	25
OUR ECONOMIC IMPACT	26
FINANCIAL STATISTICS	27
KEY PERFORMANCE INDICATORS	30
APPENDIX	31-32

**Culture
Counts**

This report has been prepared by West Australian Symphony Orchestra with Culture Counts™. The evaluation framework created by Culture Counts aligns with WASO's 2023-2024 COVID Recovery plan approved by Creative Australia as part of the company's entry to the National Performing Arts Partnership Framework. We would like to thank all stakeholders including subscribers, patrons, artists, participants, volunteers and staff for their participation in this report. Date of Preparation: April 2024. For more information on the evaluation framework please see page 25.

2023 HIGHLIGHTS

2.8 million



people experienced WASO live on stage and online

Overall Audience Experience

96%

GOOD AND EXCELLENT

57% artists and employees from diverse backgrounds

2.1 million

reached on social media



199,286

live attendances

Net Promoter Score

69

Brand advocacy from audiences

644

participants in artist development programs



333

Australian performing artists employed



New Audience

9%

Media reach of



266,308,529

3,267 articles across broadcast and online media

Total Economic Impact

\$68.8 million

for the benefit of local business and the wider economy



5,553

live attendances in regional WA



6,847

primary school students received free WASO in Schools concerts



26,244

participants in Community and Education programs

15,530

hours of Crescendo music education classes

Overall Program Outcomes

97% agree

LOCAL IMPACT
It's important that it's happening here

93% agree

RIGOUR
It was well thought through and put together

94% agree

CULTURAL CONTRIBUTION
It provides an important addition to the cultural life of the area

91% agree

ACCESS
It gave me the opportunity to access cultural activities

88% agree

EXCELLENCE
It is one of the best examples of its type that I have seen



Asher Fisch applauding the orchestra in *Symphonic Titans*.

CHAIR'S REPORT



For the West Australian Symphony Orchestra, 2023 was a year of celebration and renewal in equal measure, with momentum building across so many areas of our organisation.

Musically, under the baton of Principal Conductor and Artistic Advisor Asher Fisch, we go from strength to strength. Now in its 10th year, our journey with Asher has seen unprecedented artistic growth in the Orchestra, and I look forward to this dynamic partnership's continued success in the coming years. We were delighted to announce the appointment of Jen Winley to the new role of Associate Conductor. Jen, previously our Assistant Conductor, is a prodigious talent and we are excited by the injection of fresh energy resulting from her engagement and by the new musicians joining our ranks this year.

During the year we reached 30 consecutive years of WASO's partnership with Principal Partner Wesfarmers Arts, whose visionary support of the arts enables creativity to thrive in our State. This partnership underpins everything the Orchestra achieves both on our main stage and in the community, and together we will continue to create remarkable outcomes.

2023 marked a decade of WASO's flagship education program, Crescendo, which has grown into a comprehensive music education initiative reaching every student at two primary schools in Kwinana. I am particularly proud that two graduating Crescendo students were offered music scholarships at specialist high schools, highlighting the profound impact Crescendo has on young people to reach their full potential both in the classroom and beyond.

In the same year that the Perth Concert Hall celebrated its 50th anniversary, the Western Australian Government committed additional funds to our vision for the Hall to become the home of WASO and music in WA. Championed and led by the WA Government, with the support of the Federal Government and City of Perth, the \$150m redevelopment will see the venue restored to its former glory and stand as the centrepiece of Perth's cultural heart. The project will require the venue to close for two years which will present some operational challenges, however the WASO team remains fully committed to delivering on our purpose and are looking ahead with confidence to a bright future.

Finally, I would like to thank my fellow Board members and CEO Paul Shannon for their exceptional leadership throughout 2023, and of course those at the beating heart of the organisation, all the WASO employees, who together create the soundtrack to life in Western Australia.

Richard Goyder AO
Chair, West Australian Symphony Orchestra

CHIEF EXECUTIVE'S REPORT



2023 was a year where the West Australian Symphony Orchestra comprehensively delivered on its purpose, presenting extraordinary performances and engaging experiences in our community.

Following several challenging years, we were delighted to see attendances at our mainstage performances return to pre-pandemic levels. The support from our wonderful subscribers and audiences continues to inspire us as we provide high quality musical and entertainment experiences right across the State.

A notable achievement this year was the significant growth in the reach of our community engagement programs, with musicians taking our WASO in the Community Ensembles to classrooms and aged care settings throughout Perth and the outer-metropolitan area more than ever before.

This year also saw the fulfillment of our three-year regional touring program supported by the Department of Local Government, Sport and Cultural Industries. This year alone we performed seven full symphony orchestra concerts in five regional centres. From Beethoven in Bunbury with Principal Conductor Asher Fisch to raising the roof in Karratha in our collaboration with WA hip-hop legend Drapht, our touring showcased the flexibility and scale of the Orchestra, sharing the highest quality music across WA. We thank our regional audiences for their enthusiasm, passion and support, and we look forward to continuing to tour regionally in 2024.

This year we were pleased to deliver on our commitments set out in WASO's first 'Reflect' Reconciliation Action Plan and I am proud of the journey of cultural learning and growth the organisation is on.

I thank the Australian Government and Western Australian Government for the ongoing critical funding they provide to WASO through Creative Australia's National Performing Arts Partnership Framework, of which we are proud members. In January 2023 we celebrated the release of Australia's new cultural policy, *Revive*, which, with its broad vision for First Nations cultural practice, sector collaboration and audience engagement, is highly aligned to our own organisational trajectory.

For their essential contribution, and the capacity it provides WASO, I thank our faithful and highly supportive Principal Partner Wesfarmers Arts; and our dedicated network of corporate and philanthropic partners, volunteers and supporters.

Finally, and most importantly, I would like to thank and congratulate our extremely talented and hard-working employees for their efforts that contributed to WASO achieving so much in 2023. I would also like to thank my executive team and highly supportive Board for enabling the West Australian Symphony Orchestra to enrich lives through music.

Paul Shannon
Chief Executive Officer, West Australian Symphony Orchestra



2023 TIMELINE

SANDRA VISITS SYDNEY

Crescendo graduate student Sandra Hart is invited to participate in 'One Day in January'; a Sydney music intensive for First Nations students.



TO INFINITY AND BEYOND

2023 special events kick off with a performance of *Toy Story in Concert* at Riverside Theatre.

AUSTRALIAN CONDUCTING ACADEMY

In its inaugural year, the Australian Conducting Academy visits Perth to learn from WASO Principal Conductor, Asher Fisch.

\$150 MILLION REDEVELOPMENT

The Western Australian Government announces its commitment to the complete vision for Perth Concert Hall's redevelopment, including a new home for WASO.

DVOŘÁK IN MANDURAH AND BUNBURY

Jessica Gethin leads WASO for two performances of Dvořák's *New World* in Mandurah and Bunbury.

WAGNER'S WORLD

Asher Fisch leads WASO and the Australian National Academy of Music through the first act of Wagner's *Die Walküre*.



WASO STRIKES GOLD IN KALGOORLIE

For the first time, WASO takes a contemporary collaboration on tour to Kalgoorlie with WA hip-hop sensation, Drapht.



SOOTHING SOUNDS

Small ensembles visit aged care homes throughout Perth for free performances.



SOARING MELODIES

Olivia Davies premieres *Murmuration*, a new work commissioned for the WASO Chorus, at St Mary's Cathedral.

VAN GOGH ON SHOW

WASO perform in the world premiere of West Australian Ballet's *echoes of VAN GOGH*.



WASO WOWS KARRATHA

WASO and Drapht blow the roof off Karratha's Red Earth Arts Precinct with two sold out performances.



NEW ASSOCIATE CONDUCTOR

Jen Winley is appointed as the first Associate Conductor in WASO's history.



SOUTHERN SYMPHONY

Asher Fisch returns to Albany with WASO to perform two concerts featuring violinist Emily Sun.

JANUARY

FEBRUARY

MARCH

APRIL

MAY

JUNE

JULY

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER



CARMEN AT THE WACA

West Australian Opera performs *Carmen* with WASO in an outdoor arena spectacular at the WACA.



TIDES OF LONGING PREMIERE

Perth composer Lachlan Skipworth premieres a new orchestral work with chorus and Jay Emmanuel's moving libretto, performed by Abimanjou Mathivannan.



COMPOSITION PROJECT

Five up-and-coming composers unveil their new works on the Perth Concert Hall stage.



BIRD SONGS

Birds of Tokyo kick off their 6-state Australian orchestral tour with three sold out shows with WASO at Perth Concert Hall.



MAGIC IN THE AIR

William Barton performs his work *Aprii Thatini Mu Murtu* alongside WASO in *Magic Spirit*.

ROCKIN' ROCKINGHAM

WASO perform *Symphony on the Green* in Rockingham to over 8,000 locals.

BRILLIANT BASSOON

Principal Bassoon, Jane Kircher-Lindner performs the world premiere of Andrew Schultz's Bassoon Concerto.

SHOWCASE WA

WASO string quartet performs at Parliament House in Canberra for Showcase WA, celebrating some of the best industries, products and destinations our State has to offer.

MUSICIANS JOIN ORCHESTRA

WASO welcomes six new musicians to the ranks.



CRESCENDO TURNS 10

WASO's flagship education program Crescendo celebrates ten years of empowering students in the Kwinana area.



CHRISTMAS JOY

The annual Christmas concert and ward visits at Perth Children's Hospital provide a moment of respite for patients and families.

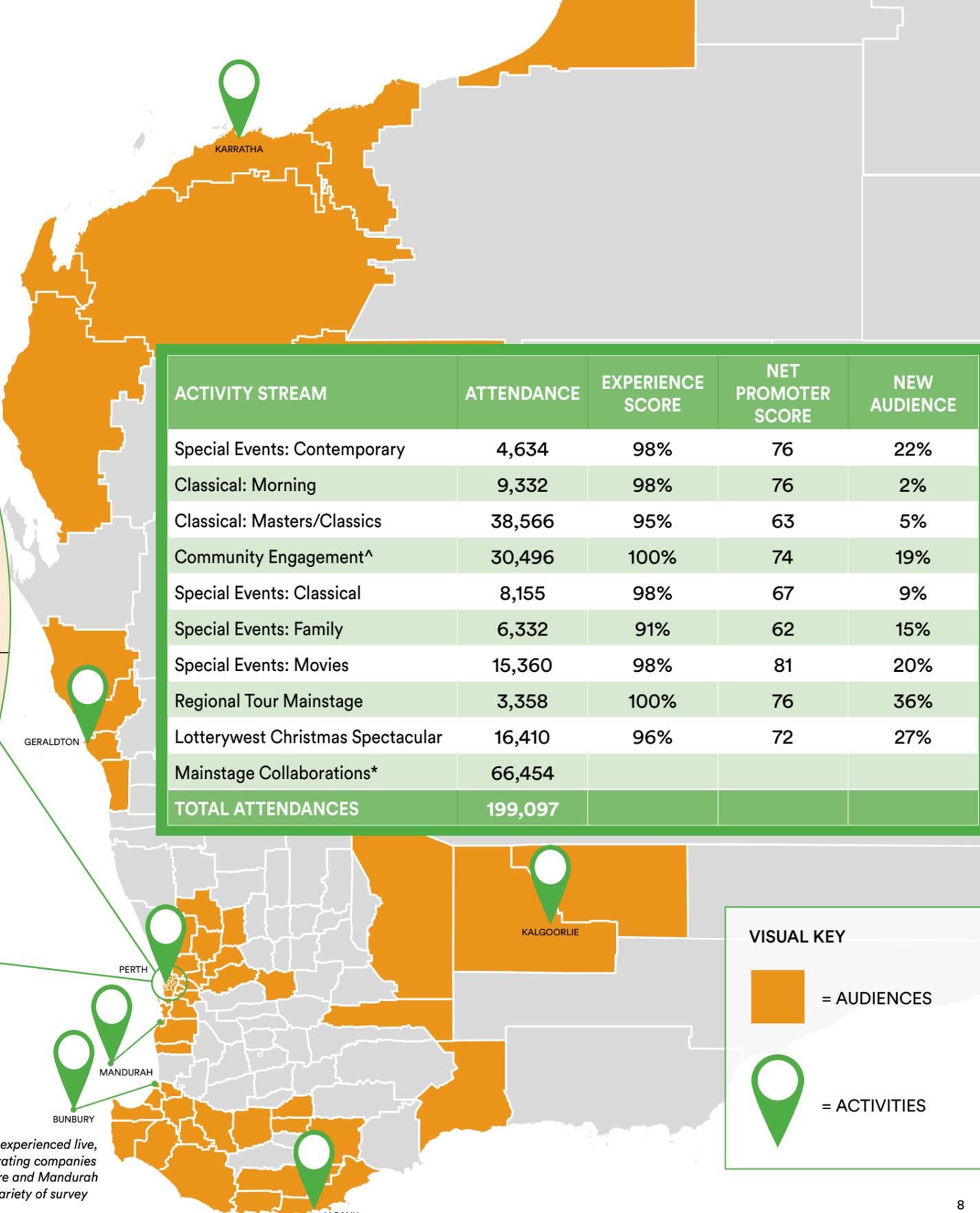
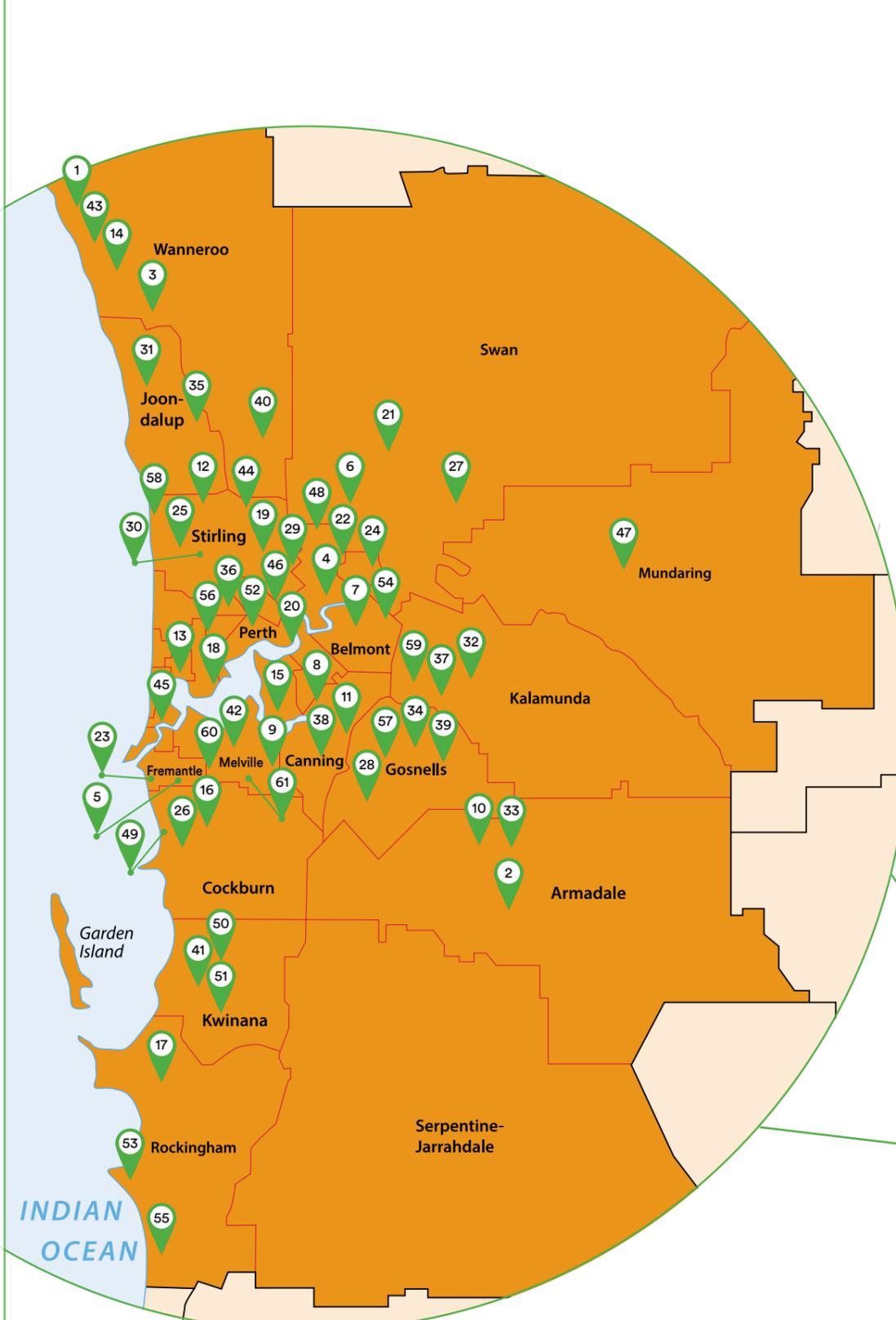


OUR PURPOSE To provide the soundtrack to life in WA		OUR VISION To enrich lives through music	
OUR COMMUNITY VALUES			
 ENGAGE As the State Orchestra it is our privilege to share music in our community	 EXCITE We thrill audiences with music in all its forms, providing the soundtrack to life in WA	 EXPERIENCE We create magical moments and unforgettable events	 EDUCATE Inspiring inquisitive minds, lifelong learning and a love of music
OUR ORGANISATIONAL VALUES			
 EXCELLENCE Our pursuit to be the best never ends	 PASSION We love what we do and share this enthusiasm with others	 TEAMWORK We are better when we're together	

Standing ovation at *Drapht and WASO: How the West was Won* in Kalgoorlie.

WEST AUSTRALIAN SYMPHONY ORCHESTRA AUDIENCES AND ACTIVITIES ACROSS WA IN 2023

- SUBURB KEY**
- 1 Alkimos
 - 2 Armadale
 - 3 Ashby
 - 4 Bayswater
 - 5 Beaconsfield / Hilton
 - 6 Beechboro
 - 7 Belmont / Cloverdale
 - 8 Bentley / Wilson
 - 9 Bull Creek / Willetton
 - 10 Camillo
 - 11 Cannington / East Victoria Park
 - 12 Carine
 - 13 Claremont / Mount Claremont
 - 14 Clarkson
 - 15 Como / South Perth
 - 16 Coolbellup
 - 17 Coo loongup
 - 18 Crawley / Nedlands
 - 19 Dianella / Yokine
 - 20 East Perth
 - 21 Ellenbrook
 - 22 Embleton
 - 23 Fremantle
 - 24 Guildford
 - 25 Gwelup / Karrinyup
 - 26 Hamilton Hill / Spearwood
 - 27 Herne Hill
 - 28 Huntingdale
 - 29 Inglewood / Menora
 - 30 Innaloo / Osborne Park
 - 31 Joondalup
 - 32 Kalamunda
 - 33 Kelmscott
 - 34 Kenwick
 - 35 Kingsley
 - 36 Leederville
 - 37 Lesmurdie
 - 38 Lynwood
 - 39 Maddington
 - 40 Marangaroo
 - 41 Medina
 - 42 Melville
 - 43 Merriwa / Mindarie
 - 44 Mirrabooka
 - 45 Mosman Park
 - 46 Mount Lawley / North Perth
 - 47 Mundaring
 - 48 Noranda
 - 49 North Coogee
 - 50 Orelia
 - 51 Parmelia
 - 52 Perth
 - 53 Port Kennedy
 - 54 Redcliffe
 - 55 Singleton
 - 56 Subiaco
 - 57 Thornlie
 - 58 Trigg
 - 59 Wattle Grove
 - 60 Willagee
 - 61 Winthrop



ACTIVITY STREAM	ATTENDANCE	EXPERIENCE SCORE	NET PROMOTER SCORE	NEW AUDIENCE
Special Events: Contemporary	4,634	98%	76	22%
Classical: Morning	9,332	98%	76	2%
Classical: Masters/Classics	38,566	95%	63	5%
Community Engagement^	30,496	100%	74	19%
Special Events: Classical	8,155	98%	67	9%
Special Events: Family	6,332	91%	62	15%
Special Events: Movies	15,360	98%	81	20%
Regional Tour Mainstage	3,358	100%	76	36%
Lotterywest Christmas Spectacular	16,410	96%	72	27%
Mainstage Collaborations*	66,454			
TOTAL ATTENDANCES	199,097			

VISUAL KEY

- = AUDIENCES
- = ACTIVITIES

*Mainstage collaborations include events where attendances are not a subject of WASO's economic impact analysis. While WASO performed in these events, and they were experienced live, the presentation responsibility was with a collaborating partner and therefore attendee expenditure and survey capture as part of this evaluation was not recorded. Collaborating companies include Perth Festival, West Australian Ballet, West Australian Opera, Town of Claremont, City of Rockingham, The Literature Centre, Bunbury Regional Entertainment Centre and Mandurah Performing Arts Centre. ^Community Engagement activities are included in WASO's overall annual evaluation but are not a subject of economic impact analysis due to the variety of survey respondents and the complexity in calculating additionality for these stakeholder groups.



WASO'S RECONCILIATION ACTION PLAN

In 2023 WASO implemented our inaugural Reconciliation Action Plan (RAP), 'Reflect', which launched in July 2022. Our RAP is a living document that has shaped some fantastic outcomes within the organisation, with a focus on how our world of music can advance reconciliation.

Knowledge and respect for First Nations cultures is the foundation on which all of our future RAP actions will be built. 2023 saw a lift in the organisation's collective cultural intelligence through a series of cultural learning opportunities, which WASO staff embraced with openness and respect. Together we learned about the significance of smoking ceremonies, Noongar music traditions, and of the history and development of the Uluru Statement. We implemented a cultural awareness course for all staff, and circulated bi-monthly newsletters about reconciliation events and current news. WASO staff also participated in local events celebrating Reconciliation Week and NAIDOC Week like the Walk for Reconciliation in Kings Park (Karta Koomba) and supported local Aboriginal-owned businesses.

We were thrilled in January to see one of our brilliant Crescendo students, Sandra Hart, receive a scholarship to travel all the way from Kwinana to Sydney where she spent a week with Deborah Cheetham Fraillon AO for 'One Day in January' a music intensive for First Nations students. This was Sandra's first time on an aircraft, providing an incredible opportunity for her to be mentored by musicians such as Deborah, and Aaron Wyatt, developing her violin talents nurtured in school with WASO's Crescendo program.

WASO was also proud to join the chorus of Australian arts organisations publicly supporting the Voice to Parliament referendum. Despite the referendum's result, we remain committed to amplifying the voices of First Australians and continue to do this through our Reconciliation Action Plan on stage, in the community and within our organisation.

Each time WASO collaborates with First Nations artists, the Orchestra and audiences alike are enriched by the stories and songs we share. In 2023, WASO was honoured to perform

with William Barton for his own composition *Apii Thatini Mu Murtu (To sing and carry a coolamon on country together)* in Perth, which showcased Barton's didgeridoo mastery and his spellbinding vocals. We were also thrilled to reconnect with Gina Williams and Guy Ghouse, featuring Noongar language songs in WASO's *Lotterywest Christmas Spectacular*.

WASO is proud to be the first Australian State Orchestra to have an endorsed Reconciliation Action Plan and extends our deepest gratitude to the First Nations Elders, artists and organisations that have shared their knowledge, culture, artistry and life experience with us during our Reflect RAP term. We look forward to continuing these partnerships in our ongoing Reconciliation Action Plan journey.

"I can still hardly believe what happened yesterday. Such a profound moment stamped itself forever in my heart. Thank you, again, for thinking to include us in something so wonderful. Thank you for letting us come to your campfire." – Gina Williams, *Lotterywest Christmas Spectacular* soloist.

STRATEGIC ALIGNMENT

National Performing Arts Partnership Framework: Addressing Diversity



National Cultural Policy: First Nations First

WASO Strategic Pillar: Strong and Collaborative Organisational Culture



Gina Williams and Guy Ghouse performing *Bedik-Bedik Kedalak (Silent Night)* at *Lotterywest Christmas Spectacular*.

INVESTING IN AUSTRALIAN ARTISTS AND NEW MUSIC

In 2023, WASO premiered five major new Australian orchestral and choral works, while also shining the spotlight on incredible local talent, new voices and engaging 333 Australian artists and employees.

Half of the major new works performed in 2023 were by female composers. WASO's Composer in Residence, Olivia Davies, presented two new works and Judith Weir's Oboe Concerto received its WA premiere by WASO's Acting Section Principal Oboe, Liz Chee. Previous WASO Composer in Residence Lachlan Skipworth partnered with playwright Jay Emmanuel to write *The Tides of Longing*, and WASO Principal Bassoon Jane Kircher-Lindner premiered a new Bassoon Concerto written especially for her by Andrew Schultz. Together with the WA premiere of William Barton's *Apii Thatini Mu Murtu* for didgeridoo and orchestra, these performances demonstrated WASO's commitment to expanding the catalogue of orchestral music and supporting local and national artists.

Following the success of their first collaboration with WASO in 2021, WA band Birds of Tokyo returned in 2023 to present an updated show featuring newly orchestrated songs, resulting in three sold out performances at the Perth Concert Hall.

Jen Winley began her second year in the role of Assistant Conductor. Over the two years, Jen has conducted 36 WASO concerts across family, education and outreach projects, regional tours and contemporary and recording projects, and completed 2023 with an invitation to become WASO's first Associate Conductor. Following a successful career as a percussionist and music educator, Winley has had a meteoric rise in the conducting world, including additional engagements with a number of Australian State Orchestras. Jen also continued to mentor the next generation of conducting talent as part of WASO's Artist Development program. WASO's ongoing investment in emerging artists ensures that talented local musicians such as Winley have a professional pathway into their chosen artistic profession.

WASO's 2023 Composition Project provided five emerging West Australian composers mentorship with WASO musicians through individual lessons, workshops and rehearsals. Participants had the opportunity to compose a new work for ensemble to be performed on the Perth Concert Hall stage to an audience and judging panel. WASO's 2022 Composition Project winner, Victor Arul, went on to compose a new work *Two Wagtails* for WASO's 2023 family concert *Nature's Symphony*, and also joined the Composition Project's judging panel in 2023.

"It is such a privilege and I really feel supported by the orchestra in my journey as a conductor. I'm thrilled to be able to maintain and grow my relationship with this organisation, all the musicians, all the people in the background and especially continuing to work with Asher Fisch." – Jen Winley, Associate Conductor.

HIGHLIGHTS

333 Australian artists employed 

57% WASO artists and employees from diverse backgrounds 

52 performances of new Australian works 
Complete listing on page 32.



Jane Kircher-Lindner performs the world premiere of Andrew Schultz's Bassoon Concerto. 11

COLLABORATIVE PARTNERSHIPS AND CAPACITY BUILDING ACROSS THE WEST AUSTRALIAN ARTS SECTOR

Throughout 2023, WASO contributed to strengthening our sector through artist development initiatives and cross-genre collaborations, creating unforgettable musical experiences with festivals, arts companies, independent artists, community musicians and bands.

In February, WASO returned to the Town of Claremont for *A Night on Bay View*, a free outdoor concert at Claremont Park, and presented the City of Rockingham's *Symphony on the Green*, a free community concert at Village Green performed to over 8,000 locals. The Mandurah Performing Arts Centre and Bunbury Regional Entertainment Centre also invited WASO to return with Dvořák's *New World Symphony*.

WASO was invited to perform as part of Perth Festival's *Music of the Spheres*; featuring a new work by Richard Mills and music by Mahler and Strauss. We were thrilled to perform

on the hallowed turf of the WACA as part of West Australian Opera's spectacular production of *Carmen*.

WASO joined West Australian Ballet at His Majesty's Theatre for two productions, *From Ballet to Broadway* and the world premiere of *echoes of VAN GOGH*. We performed for West Australian Opera's *La Bohème* and, in what has now become an Easter tradition, WASO collaborated with Joseph Nolan and St George's Cathedral Consort to present *Mozart's Great Mass* at Perth Concert Hall.

WASO developed its side-by-side partnership with the Western Australian Youth Orchestra with months of sectional workshops culminating in a performance of *Pictures at an Exhibition* at Perth Concert Hall under the baton of Umberto Clerici. Students from the UWA Conservatorium of Music and the young musicians of the Australian National Academy of Music

also shared the stage with WASO in 2023, gaining invaluable professional performance experience alongside WASO musicians. The Rusty Orchestra provided the opportunity for community musicians to experience the thrill of sitting side by side on the mainstage with their State Orchestra.

Emerging conductors from around Australia also came together for the inaugural Australian Conducting Academy workshops in Perth to learn from Principal Conductor, Asher Fisch.

With a 90% satisfaction rate, WASO continues to be a musical partner of choice for many collaborators in Western Australia and around the country.

"The WAYO/WASO side-by-side mentorship program offers a learning experience like no other and for some it can be life changing." – Stewart Smith, Seesaw Magazine.

HIGHLIGHTS

644
participants in
artist development
programs

14
industry partnerships
resulting in
66,454 
attendances

Participant
experience
score **90%**

IMPROVING ACCESS AND ENGAGEMENT WITH REGIONAL WA AND PERTH OUTER-METROPOLITAN AREAS

From Kalgoorlie to Karratha, Mandurah to Mundaring, in 2023 WASO made significant strides in fulfilling our purpose, extending our reach across Western Australia with major productions and community engagement activities. Assisted by the Government of Western Australia through Playing WA (its Regional Arts and Cultural Investment program), and supported by local venues, we successfully completed a three-year engagement of regional touring with an 80% year-on-year overall growth in attendances.

We worked in collaboration with local communities to develop and promote tailored contemporary and classical events for each region, performing with WA hip-hop artist Drajt, violinist Emily Sun, conductors Jessica Gethin, Jen Winley and Asher Fisch, and performed *The Sound of Picture Books* with Matt Ottley and the Literature Centre.

WASO supported mainstage regional performances with outreach activities in schools and community centres in surrounding areas. We presented workshops and small ensemble performances in the Pilbara, Kalgoorlie-Boulder, Goldfields and South West, extending the reach of the orchestra and forging deeper connections with each community we visited.

In outer-metropolitan Perth, WASO's education and community activities experienced a 24% growth in participants, as we visited more schools and aged care centres presenting free performances. We also delivered our extensive access initiatives within Perth, including the Hospital Orchestra Project (HOP), Connect, and Harmony Music, providing tailored musical experiences for diverse audiences including children in hospitals, individuals living with disabilities and students in education support schools.

WASO's annual free *Lotterywest Christmas Spectacular* also attracted a diverse audience from across the state and metropolitan area, including a significant portion of culturally and linguistically diverse (CALD) audiences. These concerts enjoyed a 10% overall increase in attendance and all-time high audience survey outcomes, with WASO's high quality and high production value performances bringing attendees a seasonal sense of joy, beauty and wonder.

"I think it is a great idea to bring WASO to Perth Children's Hospital for the children and staff. It is a half hour of happiness for all and lifts the mood of sick kids and their families." – Staff member, Perth Children's Hospital.

HIGHLIGHTS

80%
growth
Regional
Attendances



24% growth
in outer-metro
participation



Overall
experience
score for
touring
performances

99%



DELIVERING AN ARTS EDUCATION PROGRAM WITHIN WESTERN AUSTRALIA

2023 was a big year for WASO's flagship education program, Crescendo. At the start of the year Crescendo student Sandra Hart received a scholarship from Deborah Cheetham Fraillon AO to fly to Sydney to take part in 'One Day in January', a music intensive program for First Nations students. Deborah first noticed Sandra's talents when she visited the Crescendo program in 2022 and invited Sandra to receive further violin tuition and performance experience in Sydney.

2023 also marked ten years of the Crescendo program. What began as a pilot project in 2014 has grown into a comprehensive music education initiative reaching every student from Pre-Primary to Year 6 at two Kwinana primary schools. At the end of 2023, two graduating Crescendo students were offered high school music scholarships for the first time, highlighting the profound and growing impact

the Crescendo program is having on students beyond the classroom.

Throughout the year, WASO worked with students from UWA's Conservatorium of Music for a series of workshops led by WASO musicians and Composer in Residence, Olivia Davies. In May, UWA students performed side-by-side with WASO musicians in the ATAR Concert at Winthrop Hall which was attended by Year 11 and 12 music students from across Perth.

A number of WASO chamber ensembles visited schools for exciting educational incursions in 2023. This included both free concerts for low socio-economic schools through the WASO in Schools program and ticketed performances of *Milli's Marvellous Musical Adventure* and *Echo the Gecko's Outback Adventure*. WASO's Harmony ensemble also visited

a number of Education Support Centres to perform for students living with disabilities. Student groups visited Perth Concert Hall for *Nature's Symphony*, open rehearsals, and Morning Symphony concerts, with bookings for excursions returning to pre-COVID levels.

Off the back of our regional performances in Kalgoorlie and Karratha, a small ensemble of musicians travelled to schools and community centres in the area for a series of have-a-go instrument sessions and intimate performances.

Over the course of the year WASO reached 26,244 people through our Community Engagement and Education programs.

"Our students do not get the opportunities to witness live performance, especially orchestras. They were absolutely mesmerised and it was great to see spontaneous reactions from the students who responded with singing and clapping." – Teacher, Seaforth Primary School Gosnells, WASO in Schools recipient.

HIGHLIGHTS

99% satisfaction for community program participants



52,702 engagement hours with Community & Education programming



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OUR PEOPLE AND CULTURE

WASO continued to prioritise organisational culture throughout 2023, building on collaborative work done in previous years.

Company Day in 2023 focused on Reconciliation and increasing our collective understanding of Aboriginal and Torres Strait Islander cultures and histories. WASO was joined by a number of preeminent First Nations leaders, including Balladong Noongar man Barry McGuire, who led a smoking ceremony for staff. Noongar musician Professor Clint Bracknell also joined the company to share his knowledge of Noongar music cultures and songlines. Nolan Hunter concluded the day, presenting on the Uluru Statement from the Heart and the Voice to Parliament referendum. Through implementing the 'Reflect' term of WASO's Reconciliation Action Plan (RAP), we look forward to our ongoing journey toward reconciliation, supported by cultural learning and collaborations with First Nations people.

Orchestra Section Principals participated in WASO's ongoing Leadership Development Program, contributing to our strengthened organisational culture by developing important leadership skills beyond the music.

As part of WASO's ongoing commitment to workplace health and wellness, Mental Health First Aid Training was offered to employees. The annual Health and Wellness program was also available, with services including hearing assessments, eye tests, ergonomic assessments, flu vaccinations and an Employee Assistance Program, available to all employees free of charge.

WASO would like to acknowledge the service of Cameron Brook (Principal Tuba), Michael Waye (Principal Piccolo), Louise Elearts (Tutti Double Bass), Xiao Le Wu (Tutti Cello), Brent Grapes (Section Principal Trumpet), Jolanta Schenk (Tutti Violin) and Ken Peeler (Tutti Violin) who completed their tenure with WASO in 2023.

WASO would like to welcome a number of new musicians who joined us in 2023, including Samantha Wickramasinghe (Tutti Violin), William Huxtable (Tutti Violin), Andrea Mendham (Tutti Violin), Emma Hunt (Tutti Violin), Jonathan Ryan (Principal Cor Anglais), Robin Brawley (Tutti Double Bass) and Eve McEwen (Associate Principal Horn).



Michael Waye's last concert with Asher Fisch in Ravel's Piano Concerto.



New musicians: Emma Hunt, Andrea Mendham, Jonathan Ryan, Samantha Wickramasinghe, William Huxtable and Eve McEwen.



Professor Clint Bracknell speaking at WASO Company Day.



WASO on the Road in Dampier.

OUR STATE ORCHESTRA IN 2023

VIOLIN

															
Asher Fisch Principal Conductor Partnered by Wesfarmers Arts	Laurence Jackson Concertmaster	Riley Skevington Assoc Concertmaster	Semra Lee Assistant Concertmaster ^MACA	Zak Rowntree* Principal 2nd Violin	Kylie Liang Assoc Principal 2nd Violin ^The Baker Family	Kate Sullivan Assistant Principal 2nd Violin	Sarah Blackman	Fleur Challen	Stephanie Dean	Rebecca Glorie ^Rosalind & Lyndsay Potts	Beth Hebert	Emma Hunt ^Ulrich & Gloria Kunzmann	William Huxtable	Alexandra Isted	Sunmi Jung

VIOLA

															
Christina Katsimbardis	Kathryn Lee	Andrea Mendham ^Dale & Michael Kitney	Akiko Miyazawa ^MIMI	Lucas O'Brien	Melanie Pearn	Ken Peeler	Louise Sandercock	Jolanta Schenk	Jane Serrangeli ^Philip & Francis Chadwick and Jim & Freda Irenic	Bao Di Tang	Cerys Tooby	Samantha Wickramasinghe ^The Baker Family	Daniel Schmitt Principal	Alex Brogan Assoc Principal	Kierstan Arkleysmith

CELLO

															
Nik Babic	Benjamin Caddy ^Future Logic	Alison Hall	Rachael Kirk	Elliot O'Brien	Helen Tuckey	Rod McGrath Principal	Eve Silver* Assoc Principal	Shigeru Komatsu ^Unnamed (2)	Oliver McAslan ^M & D Forrest and Michelle Todd	Nicholas Metcalfe ^Gregg family	Fotis Skordas ^Unnamed	Tim South	Xiao Le Wu	Andrew Sinclair* Principal	John Keene Assoc Principal ^Janet Holmes à Court AC & Gilbert George

DOUBLE BASS

															
Nik Babic	Benjamin Caddy ^Future Logic	Alison Hall	Rachael Kirk	Elliot O'Brien	Helen Tuckey	Rod McGrath Principal	Eve Silver* Assoc Principal	Shigeru Komatsu ^Unnamed (2)	Oliver McAslan ^M & D Forrest and Michelle Todd	Nicholas Metcalfe ^Gregg family	Fotis Skordas ^Unnamed	Tim South	Xiao Le Wu	Andrew Sinclair* Principal	John Keene Assoc Principal ^Janet Holmes à Court AC & Gilbert George

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Ben Watkins

* New employees in 2023

^ Departing employees in 2023



Liam O'Malley on conch shell in *Revueltas' La noche de los Mayas* in Rodrigo's *Guitar Concerto*. 18

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Repetiteur

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Thank you to our new and long-term Corporate Partners who enable us to deliver inspiring experiences and bring world-class music to the community of WA. In particular, we would like to recognise Principal Partner, Wesfarmers Arts. We truly cherish their unwavering commitment to WASO.

In 2023, we welcomed MM Electrical Merchandising and Future Logic as Lead Partners and were delighted at the return of Singapore Airlines as Lead Partner. We also celebrated the continuation of our partnership with MACA, celebrating over a decade of support.



Asher Fisch and Simon Trpčeski performing in *Radiant Rachmaninov*.

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Every donation, large or small, makes a difference, and helps us to realise our artistic vision. Our sincere thanks to each and every one of our supporters who contributed to WASO in 2023. Whether renewing your support or donating for the first time, joining one of our new supporter circles or introducing your friends to the Orchestra, you have all played a pivotal role in the success of our great Orchestra. Thank you.

In addition to those listed below, we acknowledge and thank all supporters who wish to remain anonymous.

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Wendy Scanlon
Judy Sienkiewicz
Roslyn Warrick
Unnamed (7)

The Symphony Circle

Julian Agafonoff & David Escott
Kevin 'Joe' Blake
Davilia Bleckly
Jon Bonny
Dr G Campbell-Evans
Deirdre Carlin
Phillip & Frances Chadwick
Fleur Challen
Dr Anne Chester

Anita & James Clayton
Lesley & Peter Davies
Dr Michael Flacks
John Foster
Judith Gedero
Robyn Glindemann
Gwenyth Greenwood
The Guy Family
Angus Holmes
Roger Jennings in memory of Lilian Jennings
Emy & Warren Jones
Barbara Joseph
Colin & Jo King
Rachael Kirk & Tim White
Wolfgang Lehmkuhl
Stewart Lloyd
J.A.M
Dr Mary Ellen MacDonald
Anne & William MacLeod
Deborah Marsh
Lesley & Murray McKay
Suzanne Nash
Paul Nendick
Paula Phillips

Wayne Robinson
Jan & Bryan Rodgers
Nigel & Dr Heather Rogers
Rosalin Sadler in memory of Joyce Durbin Sadler
Ross & Laurel Smith
Peta Saunders
Jacinta Sirr-Williams
Susan Stitt
Ruth Stratton
Ruth E. & Neville Thorn
Gavin Toovey & Jaehan Lee
George Van Beek in memory of Robyn Van Beek

Agatha van der Schaaf
Sheila Wileman
Sagitte Yom-Tov Fund
Unnamed (53)

Volunteers

We would like to thank our many volunteers who donate their time to WASO in a number of ways. From the WASO Chorus (acknowledged on page 20) to the concert volunteers who greet our patrons with a smile - thank you for your ongoing support and passion.





Above: Perth Concert Hall northern facade with landscape - Artist Impression. Below: Perth Concert Hall southern foyer - Artist Impression.

THE NEW HOME FOR WASO AND MUSIC IN WA

After 50 years of continuous operation, the heritage listed Perth Concert Hall will undergo a full revitalisation for the benefit of artists, audiences and the community. Importantly, when it is completed, the project will also deliver an integrated practise, rehearsal, administration and performance venue for WASO as its resident company. The Government-led \$150 million redevelopment project, managed by the Department of Local Government Sport and Creative Industries (DLGSC), will require the closure of Perth Concert Hall and surrounding forecourts for structural works which are planned to commence in early 2025.

While there is much to look forward to long-term, WASO faces significant challenges over the next two years, as a major shift to our home-base and operations is required in order to continue to deliver on our purpose. WASO has evaluated a range of temporary rehearsal and performance locations based on a set of criteria including audience experience, access, acoustics, technical capability and availability. The review, currently underway, includes Government and stakeholder consultation to identify the most effective and exciting outcome for everyone who engages with WASO, and we will announce these plans in the third quarter of 2024.

WASO is currently the only State Orchestra in Australia with a team that is split across locations, and without dedicated spaces for instrument storage or for our musicians to practise. WASO's new home at Perth Concert Hall has been two decades in the making, and we are grateful that our vision of a dedicated home is now possible owing to the leadership of the WA Government.



EVALUATION FRAMEWORK

Culture Counts Pty Ltd (“Culture Counts”) was engaged to measure the outcomes and impact of West Australian Symphony Orchestra’s (WASO’s) 2023 Season.

The evaluation was guided by WASO’s 2023-24 COVID Recovery plan approved by Creative Australia as part of the company’s inclusion to the National Performing Arts Partnership Framework. The plan features an agreed set of priorities:

- 1) Address barriers and improve performance across key diversity areas
- 2) Commission, develop and present new Australian works
- 3) Build capacity and partnerships across the West Australian arts sector
- 4) Improve access and participation for regional WA and Perth outer-metropolitan areas
- 5) Deliver an arts education program within Western Australia

Throughout the year, West Australian Symphony Orchestra captured feedback from attendees and participants who engaged with our programs. The results from these surveys are featured in this report.

OUTCOME ALIGNMENT

The evaluation framework applied by Culture Counts uses a standardised set of metrics called ‘dimensions’ to measure the quality and impact of art and culture.

The dimensions were developed in collaboration with the sector, and they’ve been internationally tested and academically validated. Survey respondents move a slider to indicate whether they agreed or disagreed with the dimension statement using a Likert scale.

Dimensions applied within the survey instruments used for WASO’s 2023 evaluation period are on the adjacent page. The dimensions were accompanied by a series of other custom questions designed to capture data on brand perceptions and audience experiences in alignment with the research questions outlined.



Classic Adventures: Outer Space concert.

Core Metrics

OUTCOME AREA	DIMENSION STATEMENT
Quality	Excellence - It is one of the best examples of its type that I have seen
	Local Impact - It's important that it's happening here
	Rigour - It was well thought through and put together
	Cultural Contribution - It provides an important addition to the cultural life of the area
Social	Access - It gave me the opportunity to access cultural activities
	Contribution - I feel like my contribution matters
Economic	Networks - It connected me with other people in my field
	Collaboration - It provided opportunities for collaboration
	Growth - It appealed to new audiences

PROGRAM AREA	NUMBER OF SURVEYS	TOTAL RESPONSES
Classical: Masters/Classics	16	2,147
Classical: Morning	8	696
Community Engagement	7	170
Education	11	122
Regional	3	133
Family	3	181
Special Events: Classical	6	656
Special Events: Contemporary	1	318
Special Events: Movies	4	473
Lotterywest Christmas Spectacular	2	889
Public Evaluation Total	61	5,785

OUR ECONOMIC IMPACT

DIRECT IMPACT

\$24.5 million

TOTAL ECONOMIC IMPACT

\$68.8 million

We can only thrive with the support of our community, and with that support we provide big returns back to the people of Western Australia. WASO events stimulate visitation and spending that would not have otherwise occurred in metro, outer metro and regional areas.

This provides benefits for local business and the wider economy and is especially true for businesses in the vicinity of our events.

This section of the report includes calculations that estimate the direct impact of WASO's 2023 season across Perth and the rest of the state, and the flow on impacts of this spend. The work has been independently produced and verified by WASO's evaluation partner, Culture Counts.

Attendee Expenditure public survey data has been used to calculate the average spend for visitors of each program. Attendance data has been used to calculate attendance per visitor type.

Attendance for Economic Impact: WASO Presented Events

PROGRAM	ATTENDANCE	
Classical: Masters/Classics	38,566	
Classical: Morning	9,332	
Special Event: Classical	8,155	
Special Event: Contemporary	4,634	
Special Event: Family	6,332	
Special Event: Movies	15,360	
Lotterywest Christmas Spectacular	16,410	
ATTENDANCE FOR ECONOMIC IMPACT	98,789	
Activities not subject to economic impact assessment	Mainstage Collaborations^	66,454
	Education Community Engagement	30,496
	Regional Tour	3,358
TOTAL ATTENDANCES	199,097	

^Mainstage collaborations include events where attendances are not a subject of WASO's economic impact analysis. While WASO performed in these events, the presentation responsibility was with a collaborating partner and therefore attendee expenditure was not recorded. Collaborating companies for live performances include Perth Festival, West Australian Ballet, West Australian Opera, Town of Claremont, City of Rockingham, The Literature Centre, Bunbury Regional Entertainment Centre and Mandurah Performing Arts Centre.

Attendee Expenditure

Public survey data has been used to calculate the average spend for visitors of each program, excluding ticket price. Attendance data has been used to calculate attendance per visitor type.

Additionality excludes people who indicated that they would have done something else in the area even if they hadn't attended the event, because it's assumed that expenditure from those people would have occurred regardless of their attendance at the WASO event. This information is used to calculate the 'Additionality Adjustment', which is the weighted percentage of spending that is considered additional.

Impact Summary

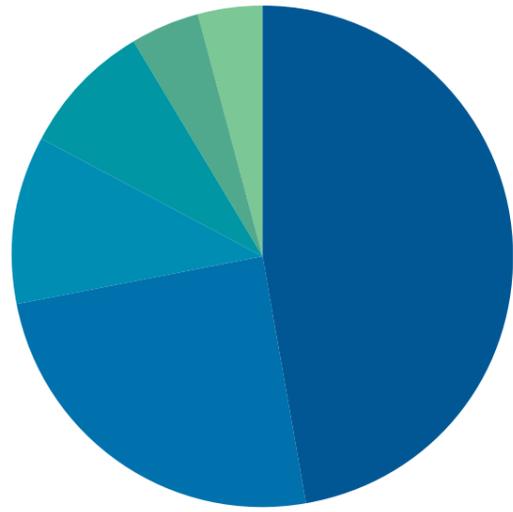
EVENT IMPACT	Classical: Masters/Classics	Classical: Morning	Special Event: Classical	Special Event: Contemporary	Special Event: Family	Special Event: Movies	Lotterywest Christmas Spectacular	Community Engagement	Regional *
In-scope Attendance	38,566	9,332	8,155	4,634	6,332	15,360	16,410	13,648	3,358
Average Event Spend	\$50	\$37	\$34	\$97	\$30	\$71	\$32	\$29	\$102
Additionality	92%	86%	80%	92%	85%	90%	75%	92%	89%
TOTAL EVENT IMPACT	\$1,765,285	\$298,104	\$221,433	\$407,260	\$162,535	\$982,030	\$1,025,552	\$365,175	\$304,346
ACCOMMODATION AND TRIP IMPACT	Classical: Masters/Classics	Classical: Morning	Special Event: Classical	Special Event: Contemporary	Special Event: Family	Special Event: Movies	Lotterywest Christmas Spectacular	Community Engagement	Regional *
Percentage of Staying Visitors	9%	3%	4%	19%	2%	11%	22%	-	9%
Additionality Adjustment	74%	56%	68%	83%	56%	76%	75%	-	83%
Average Nights Stayed	2.45	2.25	1.38	1.50	3.50	1.47	1.2	-	1.13
Average Accommodation Spend Per Night	\$123	\$110	\$137	\$130	\$99	\$159	\$109	-	\$143
ACCOMMODATION IMPACT	\$759,820	\$43,332	\$46,761	\$137,967	\$26,532	\$311,104	\$92,521	-	\$41,360

ECONOMIC IMPACT SUMMARY	DIRECT IMPACT	MULTIPLIED IMPACT
Attendee Spending	\$5,873,044	\$17,567,010
Event	\$4,506,168	\$13,698,751
Accommodation & Trip	\$1,366,876	\$3,868,259
Organiser Expenditure	\$18,626,214	\$51,222,089
Direct Impact	\$24,499,258	\$68,789,099

* Regional responses are tied to areas outside of the Perth region, and therefore contribute to a broader Western Australian spending impact, but not a Perth-specific spending impact. To determine the Perth spending impact only, remove the regional spending figure from the total sum. Note: For the purpose of this analysis, output multipliers derived from ABS Input-Output Tables 2012-13 have been applied to total direct expenditure. Event Expenditure scaled by the national Food & Beverage Multiplier (2.96). Accommodation expenditure scaled by an output multiplier of 2.75, the national accommodation output multiplier. Organisation expenditure scaled by an output multiplier of 2.92, an average of the the Australian national Retail and Hiring Services output multiplier (3.17) and the the Australian national Heritage, Creative and Performing Arts output multiplier (2.67).

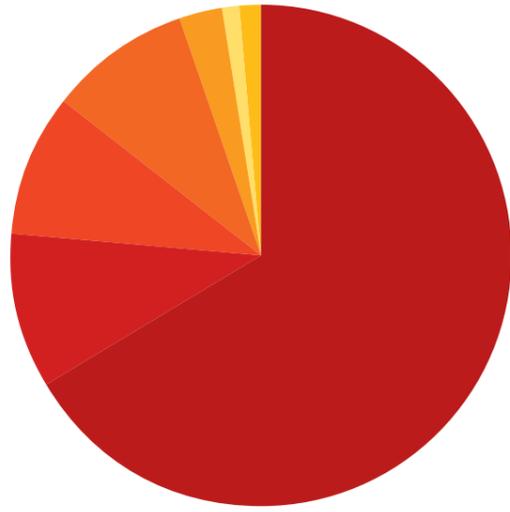
FINANCIAL STATISTICS

Income



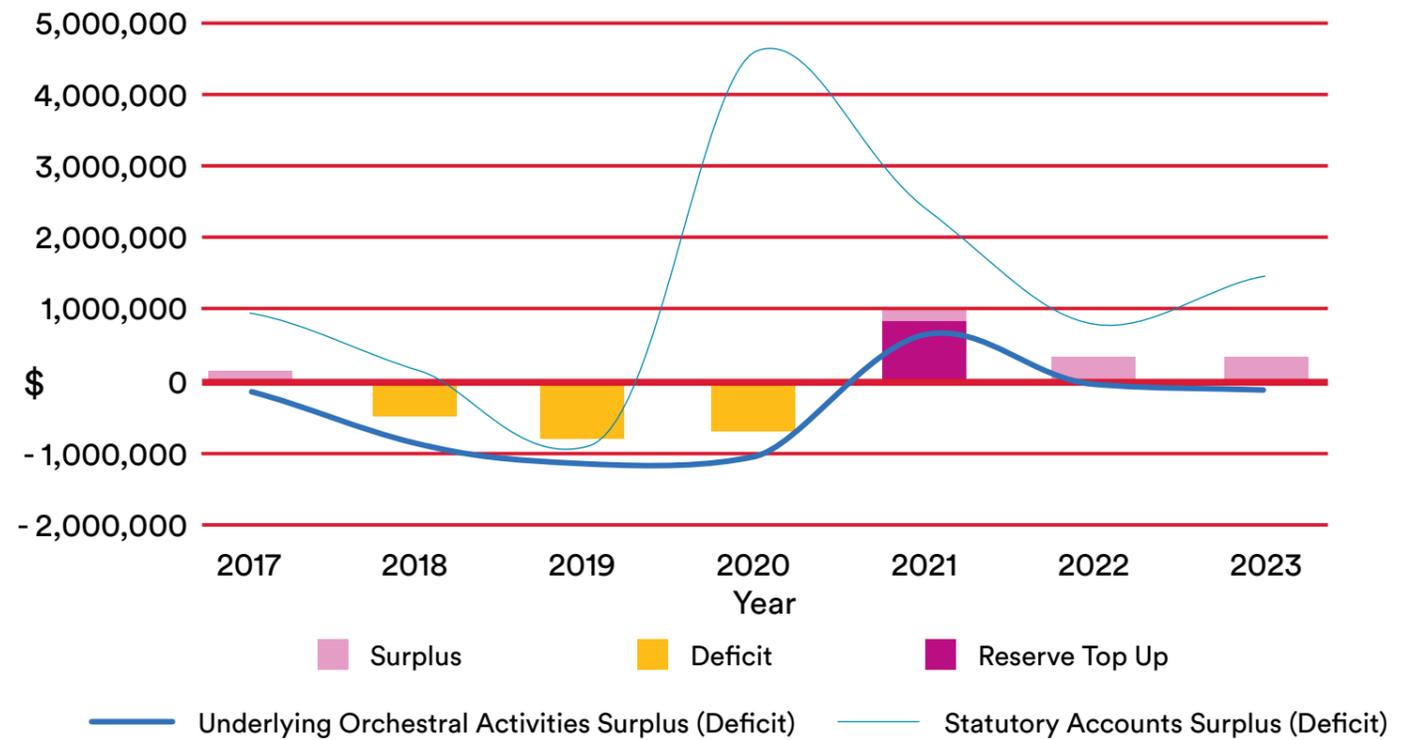
- 47% ● Government Base Funding
- 25% ● Ticketing
- 11% ● Sponsorship
- 9% ● Philanthropy
- 4% ● Net Finance Income
- 4% ● Other Revenue

Expenditure



- 67% ● Employee expenses
- 10% ● Artists
- 9% ● Overheads
- 9% ● Production, Music & Travel
- 3% ● Marketing & Cost of Sales
- 1% ● Sponsorship & Philanthropy Costs
- 1% ● Depreciation

Financial Surplus / Deficit



Notes to the financial statistics

WASO's 2023 Annual Financial Report can be accessed at waso.com.au/about-waso/the-organisation/annual-reports/

Underlying Surplus (Deficit) = Statutory Accounts Surplus (Deficit) minus one off adjustments for abnormal items and minus investment returns.

Underlying Orchestral Activities Surplus (Deficit) = Underlying Surplus (Deficit) minus Perth Concert Hall Service Recoveries.

One-off adjustment for 2020 to 2023 mainly relate to COVID related government funding and other assistance.





The audience for *Birds of Tokyo and WASO*.

WASO HOLDINGS LIMITED CORPORATE GOVERNANCE

General

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

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

This statement outlines the Group's governance practices and addresses the Essential Governance Practice Principles as published and monitored by Creative Australia. These principles are based on the recommendations published by the ASX Corporate Governance Council.

Lay Solid Foundations for Management and Oversight

The role of the Board is to govern the WASO Group. It does this by focusing on compliance and performance through four major functions, being:

1. Providing accountability
2. Monitoring and supervision
3. Strategy formulation
4. Policy making

The Board is accountable for the WASO Group's overall performance and 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 ensures an appropriate delegation of authority to management.

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

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

Structure of the Board to add Value

The Group Boards are comprised of an appropriate number of well qualified individuals who have a proper understanding of the current and future issues facing the organisation. The 8 current Board members are highly qualified individuals with credentials across a wide spectrum including backgrounds in business, operations management, accounting, economics, marketing, music, investment and banking. Paul Shannon is the only executive Board director, performing the role of CEO. All other Board members are non-executive and do not accept remuneration.

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 is supported by a Finance, Audit and Risk Committee and a Nomination and Remuneration Committee.

Nominations & Remuneration	Finance, Audit & Risk
Richard Goyder	Anne Nolan
Keith Kessell	Paul Shannon
Barrie Le Pley	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 Finance, Audit and Risk Committee meets six times a year and the Nomination and Remuneration Committee meets as required. Any issues raised from the meetings are discussed and dealt with as appropriate at the following Board Meeting. 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.

The Board undertakes an independent Performance Evaluation of the Board and the Board Committees periodically. A comprehensive review and assessment of the Board is completed biennially and a light touch review completed every other year.

Act Ethically and Responsibly

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. The Board warrant that senior management implement a code of conduct and policies consistent with ensuring employee behaviours exhibit required standards.

Safeguard Integrity in all Reporting

The Board has established a Finance, Audit & Risk Committee that has a charter and includes at least one member who has financial expertise. The committee is of sufficient size, independence and technical expertise to discharge its functions effectively. All members are financially literate.

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 Finance, Audit & Risk Committee considers the effectiveness of the external auditor on a regular basis.

Engage with Stakeholders

The Group has a number of stakeholders, including its audience, Federal, State and Local Government, its many corporate and individual supporters and its musicians and staff. The Board reviews the annual compliance and reporting calendar to ensure stakeholder obligations are met.

Recognise and Manage Risk

The Board has approved a risk management policy from which management has implemented a 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. Regular updates of the Group's risk register are undertaken by management, presented to the Finance, Audit and Risk Committee and reviewed by the Board.

The Group carries sufficient insurance for the size and nature of its business to protect its assets.

Remuneration Fairly and Responsibly

The Board adopts remuneration policies that are designed to attract and retain talented and motivated individuals and to encourage enhanced company performance. The Board appoints the CEO and Principal Conductor and approves the remuneration, terms and conditions of service for those roles.

Non-executive Board members do not receive any remuneration from the Group.



KEY PERFORMANCE INDICATORS 2023

PRIORITY	MECHANISM	MEASURE	2023 PLAN	2023 OUTCOME		
				2023 ACTUALS	TREND	NOTES TO 2023 ACTUALS
Address barriers and improve performance across key diversity areas.	Investment in artistic, cultural and audience growth	Number of participants in development programs	591	644	▲	Includes Composition Project, Emerging Conductors, Assistant Conductor, side-by-sides, creative workshop and masterclass participants, open rehearsals.
		Employment of Australian artists (headcount)	244	333	▲	Australian artists, guest musicians and performing employees of WASO.
		Gender parity	Males 47% Females 53%	Males 44% Females 56%	▬	End of 2023.
		Artists and employees from diverse backgrounds	57%	57%	▬	Includes artists and employees who identify as LGBTQI+, CALD, Aboriginal/Torres Strait Islander, persons with a disability or born overseas.
		First Nations artists featured	2%	1%	▼	Includes First Nations artists in WASO presented events performed to audiences of 18,885.
Commission, develop and present new Australian works.	Development and presentation of new Australian works and sharing local voices	Number of new Australian works commissioned	4	5	▲	Bassoon Concerto (Andrew Schultz), <i>The Tides of Longing</i> (Lachlan Skipworth), <i>Two Wagtails</i> (Victor Arul), <i>Oscillations for Orchestra and Murmuration</i> (Olivia Davies).
		Number of new Australian works in development	4	6	▲	Olivia Davies, Lachlan Skipworth, Holly Harrison, Richard Mills, Aaron Wyatt, James Ledger.
		Number of new Australian works produced/presented	4	51	▲	Joshua Davis and Drapht (23), Olivia Davies (2), Lachlan Skipworth (<i>Tides of Longing</i>), Andrew Schultz (Bassoon Concerto), Holly Harrison (<i>Hi-Vis</i>), William Barton (<i>Apii Thatini Mu Murtu</i>), Gina Williams & Guy Ghouse (Bedik-Bedik Kedalak (<i>Silent Night</i>)), Victor Arul (<i>Two Wagtails</i>), Birds of Tokyo and Nicholas Buc (20). Planning consideration was only given to major orchestral arrangements - 2023 actuals include arrangements for Drapht, Birds of Tokyo, ECHO and others, and the 2024 plan has been revised.
		Percentage of mainstage performances containing new Australian works commissioned	13%	27%	▲	Drapht, Olivia Davies (<i>Oscillations for Orchestra and Murmuration</i>), Andrew Schultz (Bassoon Concerto), Lachlan Skipworth (<i>The Tides of Longing</i>), Victor Arul (<i>Two Wagtails</i>), Birds of Tokyo, Gina Williams & Guy Ghouse. 20 mainstage performances.
		Number of new commissions by Australian females	2	2	▬	Olivia Davies x2.
		Number of works in program featuring First Nations artists or works	2	3	▲	<i>Apii Thatini Mu Murtu</i> (William Barton), Bedik-Bedik Kedalak (<i>Silent Night</i>) (Gina Williams & Guy Ghouse) and <i>What a Wonderful World</i> (Gina Williams & Guy Ghouse).
Build capacity and partnerships across the West Australian arts sector.	Collaborative partnerships with WA festivals, arts organisations, independent artists, and local government areas	Number of companies we collaborate with	10	14	▲	Includes Perth Festival, WAB, WAO, St Georges Cathedral Consort, WAYO, UWA, Town of Claremont, City of Rockingham, ANAM, Aquinas College, The Literature Centre, Perth Broadway Chorus, Bunbury Regional Entertainment Centre, Mandurah Performing Arts Centre.
		Satisfaction level of participants in collaborations	90%	90%	▬	Surveys completed after classical and special events.
		Number of collaborative works presented in association with other companies	3	4	▲	Mainstage collaborations included <i>Pictures at an Exhibition</i> , <i>Mozart's Great Mass</i> , <i>Asher Fisch conducts Die Walküre</i> , <i>Tchaikovsky's Fifth Symphony</i> .
Improve access and participation for regional WA and Perth outer-metropolitan areas.	Establish sustained regional touring and outer-metro programs	Total attendances (touring)	1,800	5,553	▲	Includes ticketed attendances in Kalgoorlie, Karratha, Albany, Bunbury and Mandurah, plus schools and small ensemble performances in additional areas of Gelorup & Geraldton (with <i>Sound of Picture Books</i>) and Dampier.
		Total paid attendances (touring)	850	3,414	▲	Kalgoorlie, Karratha, Albany, Mandurah and Bunbury.
		Satisfaction level of audiences for tour performances	96%	99%	▲	Survey responses from Kalgoorlie, Karratha and Albany. Includes an NPS of 78.
		Number of activities delivered at locations other than Perth Concert Hall	116	1,934	▲	Includes 204 Community Engagement & Education activities + 1713 Crescendo classes + 14 WASO special events, <i>A Night on Bay View</i> , <i>Symphony on the Green</i> , <i>Lotterywest Christmas Spectacular</i> .
		Number of participants in community programs in outer-metro areas	1,700	4,643	▲	Participants in workshops and performances in outer metropolitan Perth including local Government areas identified in the DLGSC Outer Metro Arts program.
		Number of participants in community programs in regional areas	1,050	2,034	▲	Dampier, Kalgoorlie, Karratha as well as Geraldton & Gelorup (<i>Sound of Picture Books</i>).
Deliver an arts education program within Western Australia.	Increase access to music education through engagement with learning providers	Number of participants engaging in WASO Community Engagement & Education activities	11,825	26,244	▲	WASO in community, Artist Development and WASO in schools. Does not include <i>Lotterywest Christmas Spectacular</i> or regional engagements.
		Number of engagement hours with WASO Community Engagement & Education activities	34,562	52,702	▲	Summary of engagement hours. Includes Crescendo and school and community work. Excludes regional engagement.
		Satisfaction level of participants in community programs	95%	99%	▲	Includes <i>Rusty Orchestra</i> , <i>Milli's Marvellous Adventure</i> , Connect Chamber Concerts, Music for the Ages, Community surveys.
		Number of music education classes delivered to students	4,000	6,847	▲	Includes 26 performances in schools throughout Perth and outer metro areas.
Sustainable audiences and income.	Retain audiences	Total ticketed attendances (mainstage or non-touring)	99,652	103,755	▲	Mainstage performances in Perth and surrounds.
		Total paid attendances (mainstage or non-touring)	74,652	75,841	▲	Mainstage program delivered without disruption.
	Earned income	% of revenue increase/decrease from non-government sources	0%	17%	▲	YOY changes from non Government sources following one-off payments received.
		% of overall revenue from non-government sources	38%	50%	▲	-
		Box office, presentation or commission fee income % increase/decrease per year	15%	22%	▲	-
Private sector income (philanthropy, fundraising, sponsorship) % increase/decrease per year	10.5%	11%	▬	-		



Liz Chee performing Judith Weir's Oboe Concerto.

APPENDIX

ARTISTS, SOLOISTS AND ENSEMBLES FROM AUSTRALIA

Aquinas College School Choir | ensemble
William Barton | didgeridoo / vocalist
Birds of Tokyo | ensemble
Nicholas Buc | conductor
Justin Burford | vocalist
Fiona Campbell | mezzo-soprano
Gladys Chua | organ
Samantha Clarke | soprano
Umberto Clerici | conductor
Samuel Dundas | baritone
Rachelle Durkin | soprano
Jay Emmanuel | librettist and director
Andrew Foote | conductor / vocalist
Sophie Foster | vocalist
Warwick Fyfe | baritone
Alexander Gavrylyuk | piano
Jessica Gethin | conductor
Guy Ghouse | vocalist
David Greco | baritone
Libby Hammer | vocalist
James Ledger | conductor
Hugh Lydon | conductor
Sara Macliver | soprano
Abimanjou Mathivannan | actor
Genevieve McCarthy | vocalist
Paul McMahan | tenor
Ben Mingay | vocalist
Adam Mitchell | presenter
Peter Moore | conductor
Guy Noble | conductor
Joseph Nolan | conductor
Benjamin Northey | conductor
Paul O'Neill | tenor
Perth Broadway Chorus | ensemble
Li Wei Qin | cello
Paul Reid | vocalist
Thea Rossen | presenter

Prudence Sanders | vocalist
Karin Schaupp | guitar
Elena Schwarz | conductor
Ashley Smith | clarinet
St Georges Cathedral Consort | ensemble
Emily Sun | violin
Jon Tooby | conductor
Ashlyn Tymms | mezzo-soprano
UWA Symphonic Choir | ensemble
Anna Voshege | soprano
Gina Williams | vocalist
Jen Winley | conductor
Noeleen Wright | cello

WASO ARTISTS ENGAGED AS GUEST SOLOISTS

Liz Chee | oboe
Laurence Jackson | violin
Jane Kircher-Lindner | bassoon
Rod McGrath | cello

APPENDIX

86 AUSTRALIAN WORKS PERFORMED

* WASO Commission - Arrangement

† WASO Commission - Work

NAME OF COMPOSER	PREMIERE	NAME OF PIECE	EVENT / CONCERT	NO. OF TIMES PERFORMED
Peter Allen		<i>I Still Call Australia Home</i> (arr. Michael Hurst)	Last Night of the Proms	3
Victor Arul	World	<i>Two Wagtails</i> †	Classic Adventures: Nature's Symphony	4
Charles Barblett	World	<i>Dust Lost in a Turbulent Gale</i>	Composition Project	1
William Barton		<i>Apîi Thatini Mu Murtu</i>	Magic Spirit	2
Birds of Tokyo		<i>Anchor</i> (arr. Nicholas Buc) *	Birds of Tokyo – Australian Symphonic Tour	3
Birds of Tokyo		<i>Brace</i> (arr. Nicholas Buc) *	Birds of Tokyo – Australian Symphonic Tour	3
Birds of Tokyo		<i>Broken Bones</i> (arr. Nicholas Buc) *	Birds of Tokyo – Australian Symphonic Tour	3
Birds of Tokyo		<i>Circles</i> (arr. Nicholas Buc) *	Birds of Tokyo – Australian Symphonic Tour	3
Birds of Tokyo		<i>Good Lord</i> (arr. Nicholas Buc) *	Birds of Tokyo – Australian Symphonic Tour	3
Birds of Tokyo	World	<i>Hurt</i> (arr. Nicholas Buc) *	Birds of Tokyo – Australian Symphonic Tour	3
Birds of Tokyo		<i>I'd Go With You Anywhere</i> (arr. Nicholas Buc) *	Birds of Tokyo – Australian Symphonic Tour	3
Birds of Tokyo		<i>Lanterns</i> (arr. Nicholas Buc) *	Birds of Tokyo – Australian Symphonic Tour	3
Birds of Tokyo		<i>Mercy Arms</i> (arr. Nicholas Buc) *	Birds of Tokyo – Australian Symphonic Tour	3
Birds of Tokyo	World	<i>My Darling Son</i> (arr. Nicholas Buc) *	Birds of Tokyo – Australian Symphonic Tour	3
Birds of Tokyo	World	<i>Never Going Back</i> (arr. Nicholas Buc) *	Birds of Tokyo – Australian Symphonic Tour	3
Birds of Tokyo		<i>Plans</i> (arr. Nicholas Buc) *	Birds of Tokyo – Australian Symphonic Tour	3
Birds of Tokyo		<i>Silhouetic</i> (arr. Nicholas Buc) *	Birds of Tokyo – Australian Symphonic Tour	3
Birds of Tokyo		<i>The Greatest Mistakes</i> (arr. Nicholas Buc) *	Birds of Tokyo – Australian Symphonic Tour	3
Birds of Tokyo		<i>This Fire</i> (arr. Nicholas Buc) *	Birds of Tokyo – Australian Symphonic Tour	3
Birds of Tokyo	World	<i>Train Wrecks</i> (arr. Nicholas Buc) *	Birds of Tokyo – Australian Symphonic Tour	3
Birds of Tokyo		<i>Two Of Us</i> (arr. Nicholas Buc) *	Birds of Tokyo – Australian Symphonic Tour	3
Birds of Tokyo		<i>Unbreakable</i> (arr. Nicholas Buc) *	Birds of Tokyo – Australian Symphonic Tour	3
Birds of Tokyo		<i>Wild at Heart</i> (arr. Nicholas Buc) *	Birds of Tokyo – Australian Symphonic Tour	3
Joshua Davis		<i>Alien Landscape</i>	Echo the Gecko's Great Outback Adventure	4
Joshua Davis		<i>Barry the Bush Kangaroo</i>	Echo the Gecko's Great Outback Adventure	4
Joshua Davis		<i>Bug Supper and Lullaby</i>	Echo the Gecko's Great Outback Adventure	4
Joshua Davis		<i>City Music</i>	Echo the Gecko's Great Outback Adventure (4), Milli's Marvellous Musical Adventure (8)	12
Joshua Davis		<i>City Music Reprise</i>	Echo the Gecko's Great Outback Adventure	4
Joshua Davis		<i>Goanna and Echo in the Outback</i>	Echo the Gecko's Great Outback Adventure	4
Joshua Davis		<i>Hoe-Down and Bush Dance</i>	Echo the Gecko's Great Outback Adventure	4
Joshua Davis		<i>River Rapids and Waterfall</i>	Echo the Gecko's Great Outback Adventure	4
Joshua Davis		<i>Sticky Feet</i>	Echo the Gecko's Great Outback Adventure	4
Joshua Davis		<i>Summer in the Pilbara</i>	Echo the Gecko's Great Outback Adventure	4
Joshua Davis		<i>Takeoff, Flying Home</i>	Echo the Gecko's Great Outback Adventure	4
Joshua Davis		<i>Yikes! And Echo Deserted</i>	Echo the Gecko's Great Outback Adventure	4
Olivia Davies	World	<i>Oscillations for Orchestra</i> †	Dvořák & Tchaikovsky	3
Olivia Davies	World	<i>Murmuration</i> †	WASO Chorus Sings: Serenity	1
Emma Donovan orch. Iain Grandage		<i>Yira Djintang</i>	Music of Spheres	1
Drapht		<i>Shadows and Shinings</i> - Intro (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		<i>Shadows on my Walls</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		<i>Sing It</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		<i>All Love</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		<i>Tomorrow Today</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		Interlude: <i>A Good Year</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3

NAME OF COMPOSER	PREMIERE	NAME OF PIECE	EVENT / CONCERT	NO. OF TIMES PERFORMED
Drapht		<i>Falling</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		<i>The Money</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		<i>Where Yah From</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		<i>Drink, Drank Drunk</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		Interlude: <i>Dreams & Dreamers</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		<i>Mexico</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		<i>Hollywood Hills</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		<i>Jimmy Recard</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		<i>The Music</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		<i>Inspiration Island</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		<i>The Paul The Dan</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		<i>Problem Here</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		Interlude: <i>Monday Monday</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		<i>Don Quixote</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		<i>Bad</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		<i>Dancin' John Doe</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		Interlude: <i>Gavity</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		<i>Emperor's New Clothes</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		<i>Hypocrite</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		<i>Bali Party</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		<i>The End</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
Drapht		<i>Rapunzel</i> (arr. Joshua Davis) *	Drapht and WASO - How the West Was Won	3
(Traditional) Franz Xaver Gruber and Josef Mohr (Noongar adaptation) Gina Williams		<i>Silent Night (Bedik-Bedik Kedalak)</i> (arr. Joshua Davis) *	Lotterwest Christmas Spectacular	2
Holly Harrison	WA	<i>Hi-Vis</i>	Classically Inspired	2
Matthew Hindson		<i>The Stars Above Us</i>	Symphony on the Green	1
Michael Hurst		<i>Swagman's Promenade</i>	Rusty Orchestra	1
Nicholas Kyriacias	World	<i>For Those Who Fight Dragons</i>	Composition Project	1
Raphael Luxton	World	<i>Looking Towards Quantoxhead</i>	Composition Project	1
Richard Mills	World	<i>Glimpses & Dialogues from Galileo</i>	Music of the Spheres	1
Matt Ottley		<i>Afloat in Venice</i>	The Sound of Picture Book season	8
Matt Ottley		<i>How to Make a Bird</i>	The Sound of Picture Book season	7
James Pierpont		<i>Aussie Jingle Bells</i> (arr. Michael Hurst)	Lotterwest Christmas Spectacular	2
Rose Russell	World	<i>Cutting Thorns</i>	Composition Project	1
Andrew Schultz	World	Bassoon Concerto †	Symphonic Titans	2
Alief Scott	World	<i>24 Hours</i>	Composition Project	1
Lachlan Skipworth	World	<i>The Tides of Longing</i> †	Tchaikovsky's Fifth Symphony	2
Roger Smalley		<i>Diptych (Homage to Brian Blanchflower)</i>	Pictures at an Exhibition	1
Traditional		<i>Djinda, Djinda</i> (arr. Joshua Davis)	Echo the Gecko's Great Outback Adventure	4
Traditional		<i>Waltzing Matilda</i> (arr. Koncz)	WASO in the Community	12
Jessica Wells		<i>Emu in the Sky</i>	Classic Adventures: Outer Space	2
Nigel Westlake		<i>Flying Dream</i>	A Night on Bayview	1
Gina Williams		<i>Wanjoo</i>	Classic Adventures: Nature's Symphony	4

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