



West Australian
Symphony Orchestra

2017 Annual Report

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Chairman's Report

It is with deep pride that I look back on the West Australian Symphony Orchestra's 2017 season. The enjoyment and inspiration of the world-class concerts and community and education programs WASO presented will live long in our collective memory, while offstage developments continued the significant growth and strength of the organisation. In this annual report we measure the achievements of our 2017 season and reflect on possibilities to ensure the continued bright future of the West Australian Symphony Orchestra.

2017 will be remembered as one of the most artistically and financially successful years in the company's history. Across the year WASO presented 537 performances to an audience of over 204,000 people, and recorded an overall surplus of \$955,945 including a contribution to the Endowment Fund of \$641,609 through bequests.

Building on the foundations laid in the first three years of his tenure as WASO's Principal Conductor and Artistic Adviser, Maestro Asher Fisch continued to lead the Orchestra to new heights of artistic excellence. In 2017 Maestro Fisch commenced the two-year *Wagner & Beyond* project, leading WASO audiences on a journey of discovery through the composer's oeuvre, which will culminate in performances of his definitive opera, *Tristan und Isolde*, in 2018. This ambitious vision is characteristic of Asher's leadership, and we were thrilled to confirm in 2017 the extension of his tenure with WASO until the 2023 season.

In 2017 twenty-two exceptional guest artists gave their debut performance with WASO, in the Masters and MACA Limited Classics Series. This included Daniil Trifonov, Stefan Dohr, Karin Schaupp, and Australian pianist Jayson Gillham. It's a delight for musicians and audiences alike when a light is shone on the depth of talent within our Orchestra. In 2017 we featured Concertmaster Laurence Jackson, now in his second

year with the Orchestra, as soloist in an unforgettable performance of the Stravinsky's Violin Concerto, as well as Joshua Davis (Principal Trombone), Peter Facer (Principal Oboe), Allan Meyer (Principal Clarinet), Adam Mikulicz (A/Principal Bassoon) and David Evans (Principal Horn).

The WASO Chorus featured in a variety of concerts throughout the year, including Rachmaninov's *The Bells*, as well as presenting two sold-out choral concerts at St Mary's Cathedral. I thank Chorus Director Christopher van Tuinen and Chorus Vocal Coach Andrew Foote for their leadership of this committed group of vocal musicians.

WASO presented a number of Pops concerts and Special Events during 2017. These continue to reach into the community and bring fresh audiences to WASO. The Orchestra's breadth was showcased in acclaimed collaborations with home-grown talents Kate Miller-Heidke, Megan Washington and The Idea of North and concerts of film music and swing classics.

WASO's Education & Community Engagement programs continue to blaze a trail in this country. In 2017 WASO launched CONNECT Open Rehearsals, providing adults with disabilities an opportunity to experience the Orchestra, and adding to our suite of Arts in Healthcare access programs. Crescendo, WASO's El Sistema-inspired free music education program delivered in Kwinana schools, continues to grow and inspire the hundreds of students, teachers and families involved. The second Education Week+ was a resounding success, reaching over 6,500 people in 21 performances, workshops and classes. As part of our WASO on the Road touring project, we extended our reach across the Pilbara Region performing at the Karijini Experience with Australia's finest Indigenous artists. Our strong partnerships with community organisations enables

WASO to bring our outstanding education experiences and life-changing music to all.

On behalf of the Board, I acknowledge the support of the Federal and State Governments, our Principal Partner Wesfarmers Arts with whom in 2017 we celebrated 20 years in partnership, and our community of partners, Patrons, Friends, subscribers and volunteers. Such generosity is essential to the future of the Orchestra and reflects a shared belief that WASO's work of *touching souls and enriching lives through music* is vital for all Western Australians.

My heartfelt thanks to our musicians and administration staff for their tireless hard work, commitment and enthusiasm which carries our Orchestra from strength to strength.

I thank my fellow Board members, whose time, effort and wealth of experience make an immeasurable contribution to WASO, and whose friendship I have greatly appreciated. Since the end of 2017, I have decided to retire from the Chairmanship of WASO. I am delighted that Richard Goyder AO has agreed to replace me in the position, and look forward to remaining a member of the WASO Board. The twenty years I spent as Chair of the Orchestra have been some of the most fulfilling of my life, and I thank all who have joined me on this remarkable journey with the West Australian Symphony Orchestra.

Janet Holmes à Court

Janet Holmes à Court AC
Chairman



Chief Executive's Report

It is an exciting time to be the leader of an organisation such as the West Australian Symphony Orchestra. As I reflect upon 2017 I feel proud that the combined efforts of the Orchestra's musicians, administration, Board and all those who support us, have truly brought to life WASO's vision: *to be a world class orchestra, on and off the concert stage, which inspires its artists and audience through the quality of its performances and deep commitment to and engagement with the WA community.*

While the company as a whole works towards this vision, we consider four strategic priority areas, encompassing our artistic contributions and our organisational enablers. With these in balance, the West Australian Symphony Orchestra is able to remain a successful, vibrant organisation and a positive force in the Western Australian community and beyond.

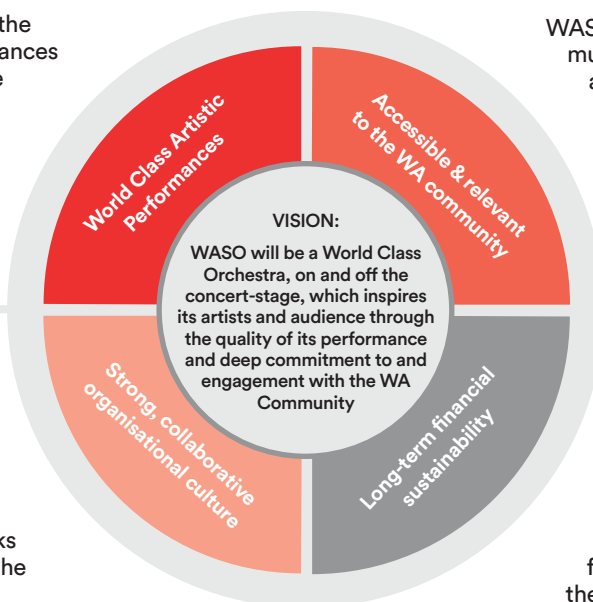
THE WASO STRATEGIC PRIORITY AREAS

WASO is well known for the excellence of its performances and the innovative nature of its programming and presentations

Our contribution

Our enablers

WASO has an internal culture where the team shares common values and works collaborative to achieve the organisations vision.



WASO will make classical music a vibrant, accessible and relevant artform for all Western Australians.

WASO is able to realise its vision whilst remaining financially sustainable over the long term.

Strategic Priority Area 1: World Class Artistic Performances

WASO is well known for the excellence of its performances and the innovative nature of its programming and concert presentations.

The full array of WASO's dynamic 2017 orchestral season is detailed later in this annual report, but I am inspired by the upward trajectory of our Orchestra which continues to achieve the high standard of performance we set for ourselves. It

is only financial constraints that hold us back from being able to realise the full potential of WASO's artistic vision, ideas and reputation.

Extending the Orchestra's musical partnership with our Principal Conductor and Artistic Adviser Asher Fisch for a further four years until the end of 2023 is a key element in achieving our artistic objectives. Maestro Fisch has led WASO into an exciting new era of music-making and our collective grand ambitions for the Orchestra has seen the production of large-scale festivals

including the Beethoven Festival of 2014, Brahms Festival in 2015, and our first international tour for 10 years in 2016. 2017 brought the start of the most ambitious project of our partnership yet, our two-year *Wagner and Beyond* journey beginning with a hugely satisfying and successful series of concerts in September.

Other highlights of the 2017 season included the return of superstar violinist Pinchas Zukerman with his Trio, and celebrating special anniversaries with conductors

Chief Executive's Report Cont.

significant to WASO's journey: a Russian spectacular to mark 30 years with Conductor Laureate Vladimir Verbitsky; and the twentieth anniversary of renowned Australian conductor Simone Young AM's relationship with WASO.

WASO remains committed to the creation of new musical legacies and funding commissions through our WASO Songbook program. In 2017 the Orchestra performed four world premieres, opening the season with WASO Composer-in-Residence Lachlan Skipworth's new work *Spiritus* which culminated in Lachlan winning the 2017 Albert H Maggs Composition Award in December.

We celebrated the close of the 2017 artistic season with customary fireworks at the 11th annual free community concert Lotterywest Symphony in the City on 16th December. This spectacular evening featured acclaimed tenor opera singer Paul O'Neill as guest artist with the Orchestra and WASO Chorus performing new and beloved works to the delight of 18,000 attendees.

Strategic Priority Area 2: Accessible and Relevant to the WA Community

WASO will make classical music a vibrant, accessible and relevant art form for all Western Australians.

At WASO we believe that our Community Engagement and Education programs are our best means of achieving our objective for relevance and accessibility, and this arm of the organisation is an essential priority for our resources. In 2017 we were proud to present 414 community outreach and education performances, workshops, classes and masterclasses which reached more than 30,000 participants and/or audience members in diverse locations across Western Australia and internationally. These included our wonderful Hospital Orchestra Project at Princess Margaret Hospital

for Children, CONNECT Open Rehearsals, The Rusty Orchestra project, Harmony Music – a program for children with special educational needs in five schools, and our extraordinary Crescendo program that operates in two Primary schools in Kwinana. We are immensely proud of these programs that provide some of our most special music-sharing experiences, and believe they are wonderful illustrations of WASO's mission to *touch souls and enrich lives through music* in action.

While financial and time constraints mean that WASO musicians cannot always visit regional and remote locations as often as we wish, our commitment to being an Orchestra for the whole state of Western Australia is realised in the Regional Arts Program (ReAP) which is presented with support from the Department of Education. WASO is the only arts company accessing the Video Conferencing platform established as part of the Pilbara Cities Education Project – E-Learning, to work alongside staff and schools across the Pilbara region to support academic and music extension.

WASO believes it has a crucial responsibility to develop the next generation of orchestral performers, composers and conductors. Maestro Fisch devoted time to mentoring WASO's Assistant Conductor Elena Schwarz, participating in workshops and lessons with this rising star who has already taken up the position of Assistant Conductor at the Orchestre Philharmonique de Radio France. Our numerous young and emerging artists programs in 2017 included the International Masterclass Series and Composition Project providing invaluable opportunities to emerging artistic talents.

A strategic review undertaken in 2017 revealed to us that our suite of Education & Community Engagement programs remains one of WASO's best kept secrets. Our goal for the future is to leverage the

success of our existing programs and seek additional investments to ensure that we can meet the extensive demand for our education and outreach programs that provide joy to so many.

Strategic Priority Area 3: Strong, collaborative organisational culture

WASO has an internal culture where the team shares common values and works collaboratively to achieve the organisation's vision.

WASO has invested significantly in building a strong internal culture in recent years, focusing on open communication and trust, a working environment that is supportive to individuals' needs and a cohesive, collaborative working style. Our positive organisational culture and host of employee benefits enables our valued staff to thrive in the high pace and energy of our performance industry.

WASO is pleased to offer professional development opportunities for musicians and administrative staff alike to 'step up' into leadership vacancies, and to undertake training to develop their skills. In 2017 the Friends of WASO Scholarship was awarded to Principal Trumpet Brent Grapes who used the funds to return to The Juilliard School in New York where he completed his Masters degree, and undertake an intensive week of lessons, classes and concerts.

Recent research indicates that one in five (20%) Australians aged 16-85 experience a mental illness in any year, and almost half (45%) Australians will experience a mental illness in their lifetime. In 2017 WASO provided Mental Health First Aid training for 18 employees spanning the Orchestra, administrative and Perth Concert Hall staff. I am proud to see WASO take a leadership role in this area in the performing arts industry, and to resource our staff to support their colleagues experiencing difficult seasons.

Chief Executive's Report Cont.

Strategic Priority Area 4: Long-term financial sustainability

WASO is able to realise its vision and honour its mission whilst remaining financially sustainable.

I am delighted to announce in this Annual Report that WASO was able to deliver a surplus in 2017. Our year-end result was a surplus of \$955,945 which included a contribution of \$641,609 to WASO's Endowment Fund primarily through a generous bequest from a great friend of the Orchestra, Dr Paul Lee, who will be missed by everyone at WASO.

WASO remains the only Australian orchestra to have achieved a surplus every year for fifteen consecutive years - truly a remarkable achievement. It fuels our belief in the value of the contributions that we make to the WA community, that WASO has been able to accomplish this surplus at a time when the company is investing more money than ever before into the quality and vibrancy of its artistic program, and in building the most comprehensive education and community engagement program of any Australian orchestra.

Moreover, the assured way in which the Orchestra has weathered this recent volatile time in the Western Australian economy is a testament to the rigorous financial monitoring and hard work of our staff working across our key revenue centres of box office, sponsorship, philanthropy and government funding – as well as the deep generosity of our supporters.

However, the financial model of the orchestra remains the most tenuous element of our strategic priority areas and the largest impediment to WASO being able to achieve its vision into the future. We believe that the people of Western Australia deserve a great orchestra every bit as much as Sydney and Melbourne, and as such the current disparity in funding that WASO receives compared to the Sydney Symphony Orchestra who receives an additional \$5.2M, and the Melbourne Symphony Orchestra

who receives \$4M a year more that WASO is unjustified and untenable for an orchestra trying to service a state the size of Western Australia. As an organisation, we therefore look forward to a review of WASO's funding that will enable the orchestra to make the leap from incremental growth and risk mitigation, to a sustainably-funded entity with the resources to achieve our vision and share our life-changing music with the entire West Australian community in increasingly bold and brilliant ways.

Conclusion

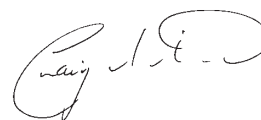
The successes of 2017 would not have been possible without the essential contributions of our community of supporters, and I wish to echo the thanks of our Chairman to the Australian and West Australian Governments, our sponsors, donors and valued audience members. In particular I would like to thank Rob Scott and the team at our Principal Partner Wesfarmers for the vital leadership role they play in supporting the arts in Western Australia. WASO is immensely proud to have been associated with this great West Australian company for twenty years.

I would also like to thank the Board of Directors for the strong corporate governance and wise counsel they provide to me. I wish to pay particular tribute to the Chairman of WASO, Janet Holmes à Court AC, who recently announced her intention to step down from the role of Chairman in 2018 after twenty remarkable years in the position. Janet's legacy and her influence in the growth and development of the Orchestra into a world-class organisation cannot be overstated. On behalf of the entire WASO community, I thank her for her extraordinary leadership, commitment and personal generosity. As an organisation and as individuals, we have been truly enriched by the time, energy and love Janet has invested in the Orchestra, and I'm delighted that Janet has agreed to remain on

the Board as a non-executive director. Working with Janet over the past nine years has been an extraordinary privilege, and I thank her for her unwavering personal support and friendship.

Looking to the future, the question of how to 'replace the irreplaceable' was a challenging one. Having recently announced Richard Goyder AO as the Orchestra's next Chairman, I believe we have come as close as possible. As one of my colleagues recently wrote to me "in securing Richard as Chairman and keeping Janet on the Board, WASO has managed to have its cake and eat it too". I look forward to working with Richard in building on the extraordinary success of the "Janet years".

Last but by no means least I would like to acknowledge the Orchestra, Chorus and administrative staff who make up the WASO family. I am inspired daily by the collective talent and creative endeavour of this committed group of individuals and I thank them all for their outstanding dedication to the ongoing success of the West Australian Symphony Orchestra.



Craig Whitehead
Chief Executive



Key Performance Indicators

OUTCOME		MECHANISM	MEASURE	2017 Target	2017 Actual
WASO Outcome	Australia Council Outcome – Art form				
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	% positive external assessment survey responses	90%	All external assessments from journalists and arts critics were positive
		Subscription renewals	% positive Audience satisfaction	87.5%	Subscription across the mainstage performances achieved an 88% renewal rate
		Audience surveys	% positive Audience satisfaction	85%	In 2017, an average of 79.44% of respondents were “promoters” (i.e. ticked 9 or 10 on scale from 0-10 re “would you recommend ...” question)
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	Number of new commissions/world premieres presented by WASO	At least 2	3 orchestral world premieres and one choral world premiere
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	Number of main-stage performances presented each year	60	65 concerts including commercial hires
		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)	Number of productions supported each year	3 WA Opera seasons plus 1 Opera in the Park performance. 2 WA Ballet seasons.	3 WA Opera seasons plus 1 Opera in the Park performance 2 WA Ballet seasons 1 PIAF collaboration
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	Number of concert weeks per year	9 concert weeks	8 concert weeks and 1 rehearsal week for Foxtel filming
			Number of Opera in concert programs	1 opera in concert	
		Continue to offer concerto engagements to Principal Players, seek out & support other performance opportunities for them	Number of opportunities each year	2	3 full concerto engagements plus a performance at Symphony in the City
		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	Formal feedback provided to 100% of eligible orchestra members	100%	100%

Key Performance Indicators Cont.

OUTCOME		MECHANISM	MEASURE	2017 Target	2017 Actual
WASO Outcome	Australia Council Outcome – Art form				
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	Number of international tours	0	0
		Recording projects	Number of recordings undertaken by the ABC.	10	19
		Webcasts	Number of webcasts	3	2 Live webcasts and 2 concerts filmed for broadcast by Foxtel
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	Number of partnerships.	7	5 for CE 3 WA Opera 2 WA Ballet 1 Perth Festival
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.	Number of young artists supported.	15	15 1 assistant conductor engaged
		Enhance & formalise the relationships with UWA via an MOU.	Number of contact hours with students.	MOU Signed	MOU Signed
		Composer in residence program that propels an artists to the next stage in their career.	Composers engaged	1	1
		Orchestra exchange programs for established WASO artists with national or international arts companies	Number of musicians involved in exchange.	6	2 national. 0 international (the CPO partnership went into a hiatus in 2017 due to internal CPO issues)
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	Number of performances	60	62
			Paid audience numbers reached by program	78,000	76,580
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	Number of programs	8	8
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	Number of individual activities / programs	200/22	414/26
			Contact hours	3,700 27,000	27,000 414,000

Key Performance Indicators Cont.

OUTCOME		MECHANISM	MEASURE	2017 Target	2017 Actual
WASO Outcome	Australia Council Outcome – Art form				
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	Number of performances	2	5 + ReAP 6
			Number of locations that receive the live simulcast	5	3 Regional Theatres and 16 Community Resource Centres
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	Number of staff aware & behaving in line with company values	100%	100% aware of company values. 97% behaving in line with company values
		WASO will promote clear and open communication	Number of full company meetings per year	5	3 one hour full company meetings were delivered plus 1 full day company communications day was held in January 2017
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	\$ Value	\$4,947,000	\$5,137,142
		Increase philanthropy revenue each year	\$ Value	\$1,207,500	\$1,848,662 (includes \$641,609 gifts to Endowment Fund through bequests)
		Return sponsorship cash revenue to 2015 budgeted levels over the next three years	\$ Value	\$2,450,000	\$1,950,793
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	Agreement signed & management fee secured \$ Value	Agreement Signed with DLGSC	Still under negotiation with DLGSC
WASO is able to realise its vision whilst remaining financially sustainable over the long term.	Maintaining reserves	Financial analysis	Benchmark 20% reserves	21%	27%
WASO is able to realise its vision whilst remaining financially sustainable over the long term.	Maintaining operating margin	Financial analysis	Maintain operating margin of at least 1% each year	1%	4.8%
WASO is able to realise its vision whilst remaining financially sustainable over the long term.	Maintaining adequate liquidity	Financial analysis	Maintain liquidity ratio of at least 1.5:1	1.52:1	1.7:1

Key Performance Indicators Cont.

OUTCOME		MECHANISM	MEASURE	2017 Target	2017 Actual
WASO Outcome	Australia Council Outcome – Art form				
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	A minimum of 6 full Board meetings per year	6	6
			A Board consisting of members with at least financial, entrepreneurial & artistic expertise	100%	100%
			Board review undertaken	Yes	Yes
			Succession plan in place	100%	100%
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	Number of meetings with funding bodies	2 face-to-face meetings per year	3 face to face meetings with the Australia Council and 6 with WA Government
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	A home for WASO is built	Construction begins.	Stalled due to the uncertainty around the venue owner the City of Perth
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	The development of the model	Model is implemented	Due to OH&S issues WASO was forced to reduce the number of musicians provided to the Opera and Ballet in 2017. This will provide opportunities for some E&CE activities to be undertaken in Opera and Ballet weeks. WASO has also reached an agreement with WAO to a change in their rehearsal and performance schedule that will return 3 weeks to WASO's schedule

Overview of Activities

WASO presented 537 performances, workshops and artist development activities to in excess of 204,000 people.

Classical Music Performances	No. Performances		Attendances	
	2017	2016	2017	2016
Masters	16	16	22,768	22,676
Classics	16	16	21,209	22,126
Morning Symphony	8	8	12,367	12,956
Family	4	4	4,295	6,008
Other Classical	5	4	5805	6399
Total	49	48	66,444	70,165

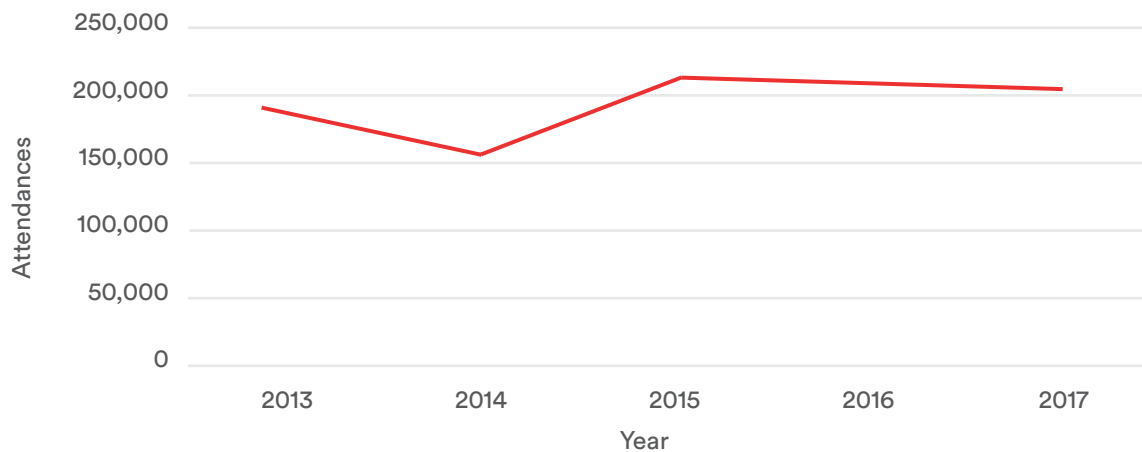
Other Performances, Workshops and Artist Development Activities	No. Performances		Attendances	
	2017	2016	2017	2016
Specials	15	8	22,777	14,262
Hires	11	5	19,022	22,476
Education	379	373	16,669	10,614
Free and other community	21	36	21,989	27,442
Touring and Outer Metropolitan	7	30	1,248	7,456
Artist development	7	4	495	349
Opera	18	16	32,880	32,364
Ballet	30	24	22,495	21,716
Total	488	496	137,575	136,679

Total	No. Performances		Attendances	
	2017	2016	2017	2016
Grand Totals	537	544	204,019	206,844

Financial Statistics

WASO maintains a healthy, stable budget through rigorous planning and responsible financial management, and takes seriously its obligation to carefully steward gifts and investments. The following charts illustrate the financial status of the Orchestra in 2017.

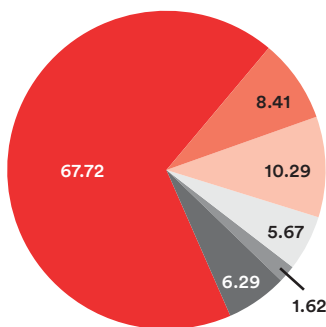
TOTAL ATTENDANCE



Total attendance remained relatively steady for the third year in a row.

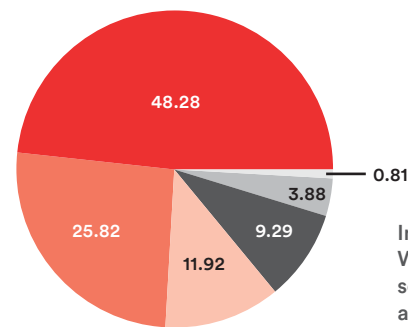
In 2017 it only showed a slight decrease of -1.37% despite the difficult financial climate in Western Australia.

EXPENDITURE



- EMPLOYEE EXPENSES
- OVERHEADS
- SPONSORSHIP AND PHILANTHROPY COSTS
- MARKETING & COST OF SALES
- ARTISTS
- PRODUCTION, MUSIC & TRAVEL

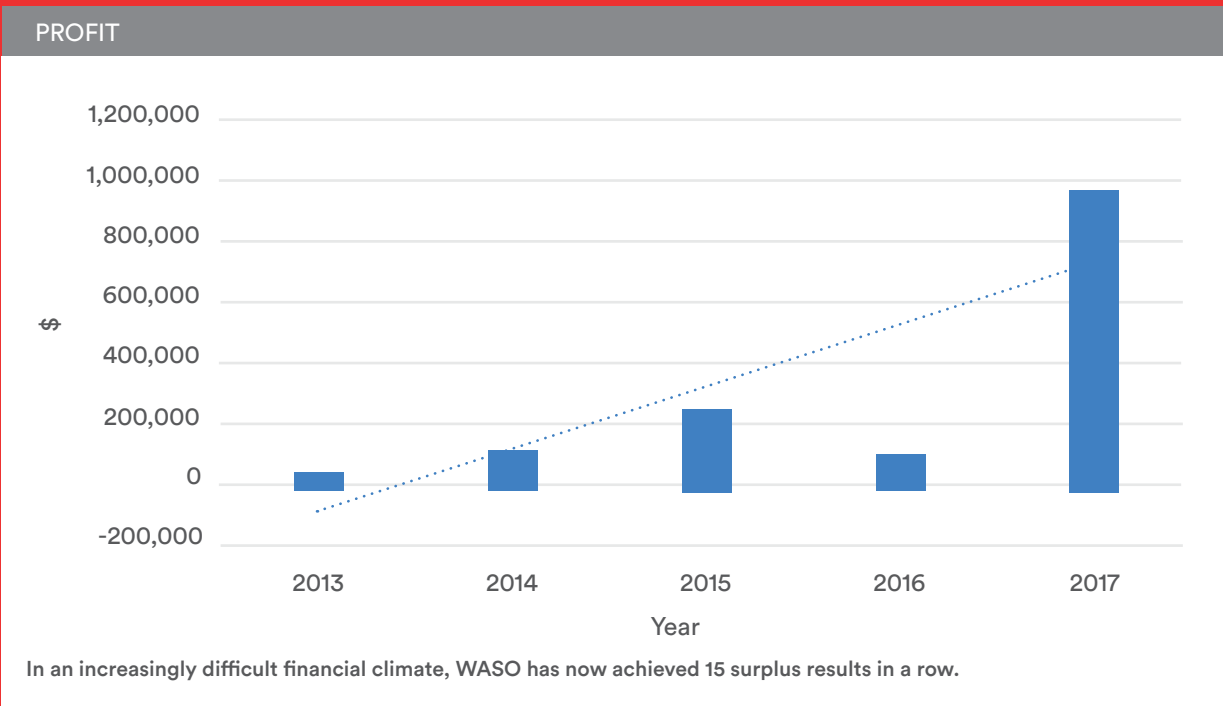
INCOME



- FUNDING
- TICKET SALES
- SPONSORSHIP
- PHILANTHROPY
- OTHER REVENUE
- NET FINANCE INCOME

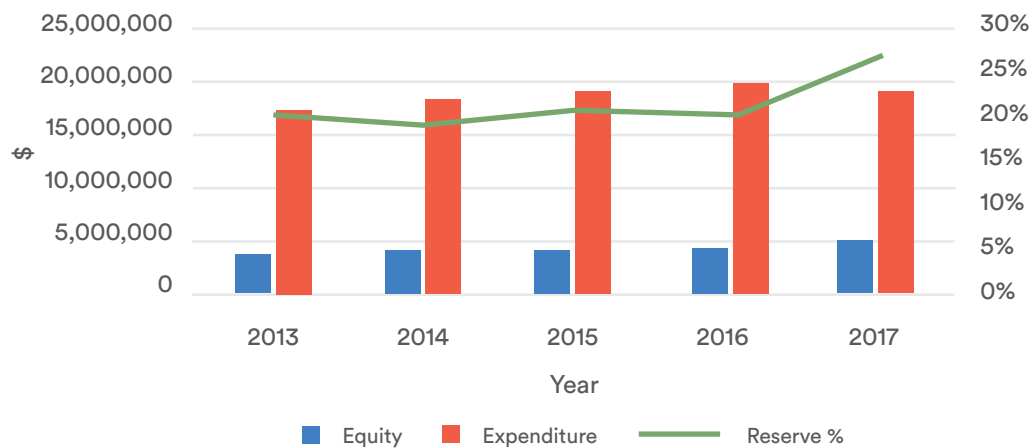
In 2017 over 51% of WASO's total income was self-generated. This represents a 3% increase over 2016 self-generated income. All three major self-generated income streams - ticket sales, philanthropy and sponsorship - experienced significant increases over 2016 levels.

Financial Statistics Cont.



Financial Statistics Cont.

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.

RESERVES



The gap between base government funding and employee expenses has increased by \$1m over the last 5 years.

The Company

ORCHESTRA

Asher Fisch **Principal Conductor & Artistic Adviser**

Vladimir Verbitsky **Conductor Laureate**

Elena Schwarz **Assistant Conductor**

Violin

Laurence Jackson
(Concertmaster)
Semra Lee-Smith
(Acting Associate Concertmaster)
Graeme Norris
(Acting Assistant Concertmaster)
Rebecca Glorie
(Acting Principal 1st Violin)
Zak Rowntree
(Principal 2nd Violin)
Kylie Liang
(Associate Principal 2nd Violin)
Kate Sullivan
(Assistant Principal 2nd Violin)
Sarah Blackman
Fleur Challen
Stephanie Dean
Beth Hebert
Sunmi Jung
Christina Katsimbardis
Ellie Lawrence
Akiko Miyazawa
Melanie Pearn
Ken Peeler
Louise Sandercock
Jolanta Schenk
Jane Serrangeli
Bao Di Tang
Cerys Tooby
David Yeh

Viola

Alex Brogan
(Acting Principal Viola)
Benjamin Caddy
(Acting Associate Principal Viola)
Kierstan Arkleysmith
Nik Babic
Chair partnered by Lesley & Peter Davies
Alison Hall
Rachael Kirk
Allan McLean
Elliot O'Brien
Helen Tuckey

Cello

Rod McGrath
(Principal)
Chair partnered by Tokyo Gas
Louise McKay
(Associate Principal)
Chair partnered by Penrhos College
Shigeru Komatsu
Oliver McAslan
Nicholas Metcalfe
Eve Silver
Fotis Skordas
Tim South
Xiaole Wu

Double Bass

Andrew Sinclair
(Principal)
Vacancy
(Associate Principal)
Louise Elaerts
Christine Reitzenstein
Andrew Tait
Mark Tooby

Flute

Andrew Nicholson
(Principal)
Mary-Anne Blades
(Associate Principal)

Piccolo

Michael Waye
(Principal)

Oboe

Vacancy
(Principal)
Liz Chee
(Associate Principal)

Cor Anglais

Leanne Glover
(Principal)

Clarinet

Allan Meyer
(Principal)
Lorna Cook

Bass Clarinet

Alexander Millier
(Principal)

Bassoon

Jane Kircher -Lindner
(Principal)
Chair partnered by Sue & Ron Wooller
Adam Mikulicz
(Associate Principal)

Contra Bassoon

Chloe Turner
(Principal)

Horn

David Evans
(Principal)
Vacancy
(Associate Principal)
Robert Gladstones
(Principal 3rd Horn)
Julia Brooke
Francesco Lo Surdo

Trumpet

Brent Grapes
(Principal)
Evan Cromie
(Associate Principal)
Peter Miller

Trombone

Joshua Davis
(Principal)
Liam O'Malley
(Associate Principal)

Bass Trombone

Philip Holdsworth
(Principal)

Tuba

Cameron Brook
(Principal)

Timpani

Alex Timcke
(Principal)

Percussion

Brian Maloney
(Principal)
Chair partnered by Stott Hoare
Vacancy
(Associate Principal Percussion
& Timpani)

Harp

Sarah Bowman
(Principal)

The Company Cont.

BOARD OF DIRECTORS

Janet Holmes à Court AC (Chairman)
Barrie Le Pley (Deputy Chairman)
Mark Coughlan
Keith Kessell
Anne Nolan
Paul Shannon
Julian Sher (retired in 2017)
Michael Utsler

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Craig Whitehead	Chief Executive
Megan Lo Surdo	Executive Assistant

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Narelle Coghill	Human Resources Coordinator

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Alan Tyrrell	Program Manager
Natalie De Biasi	Program Coordinator
Sarah Salleo	Artistic Program Assistant

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David Cotgreave	Production and Technical Manager
Alistair Cox	Orchestra Manager
Breanna Evangelista	Orchestral Coordinator
Wee Ming Khoo	Music Librarian
Jenna Costello	Orchestral Operations Manager

Business Services

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

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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
Alicia Metusela	Crescendo Teaching Artist
Griffin Wright	Crescendo Teaching Artist

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Jamie Parkin	Corporate Partnerships Manager
Ginny Luff	Corporate Partnerships Coordinator
Gosia Blasiak	Corporate Partnerships & Events Coordinator

Philanthropy

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Sarah Tompkin	Planned Giving Manager
Jacinta Sirr	Philanthropy & Annual Giving Manager
Emily Kennedy	Philanthropy & Events Coordinator

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Luke Pownall	Public Relations Manager
Kirsty Chisholm	Marketing Manager
Cliona Hayes	Marketing Coordinator
Rebekah Ryan	Digital Marketing Coordinator
Imogen Arnold	Graphic Designer

The Company Cont.

ADMINISTRATION

New West Australian Symphony Orchestra employees:

Imogen Arnold	Graphic Designer
Gosia Blasiak	Corporate Partnerships & Events Coordinator
Emily Kennedy	Philanthropy & Events Coordinator
Elliot O'Brien	Viola
Rebekah Ryan	Digital Marketing Coordinator
Sarah Salleo	Artistic Program Assistant
Jacinta Sirr	Philanthropy & Annual Giving Manager
Glenn Welsh	Systems & Database Manager

And farewell to:

Andrew Chew	Systems Administrator
Jane Clare	Fundraising & Philanthropy Manager
Peter Facer	Principal Oboe
Troy Greatz	Associate Principal Percussion & Timpani
Shaun Lee-Chen	Violin
Sharn McIver	Associate Principal Horn
Anna Darbyshire	Violin
Jacek Slawomirski	Violin
Rebecca Smith	Executive Assistant
Alexander Spartalis	Information Systems Support
Joan Wright	Associate Principal Double Bass

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

The Company cont.

WASO CHORUS

Christopher van Tuinen Chorus Director

Andrew Foote Vocal Coach

Lea Hayward Accompanist

Soprano

Valerie Bannan
Lisa Barrett
Marian Birtwistle
Anna Börner
Kathryn Buselich
Alinta Carroll
Penelope Colgan
Clara Connor
Sarah Cosstick
Cate Creedon
Charmaine de Witt
Erika Dietrich
Ceridwen Dumergue
Bronwyn Elliott
Nike Titilola Etim
Fay Farah Edwards
Davina Farinola
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Diane Hawkins
Sue Hingston
Michelle John
Katherine Langdon
Elena Mavrofridis
Elysia Murphy
Sheila Price
Rochelle Rabel
Elizabeth Reid
Fiona Robson
Jane Royle
Lucy Sheppard
Sarah Shneier
Gosia Slawomirski
Louise Sutton
Magdalena Todea
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
Tina McDonald
Lyn Mills
Margot Morgan
Lynne Naylor
Katrina Naser
Philomena Nulsen
Deborah Pearson
Deborah Piesse
Shannon Reid
Liz Rombawa
Neb Ryland
Claire Taylor
Olga Ward
Moir Westmore
Jacquie Wright

Tenor

John Beamish
Allan Griffiths
Peter Handford
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
Allan Davies
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 Report

In 2017 WASO continued its artistic journey with Principal Conductor and Artistic Adviser, Asher Fisch, who again demonstrated his outstanding leadership, artistry and musicianship. Asher continued to build his artistic vision for the Orchestra in performances that focused primarily on the great Austro-German romantic repertoire, but which broadened out from this artistic core to include music by Sibelius, Shostakovich and Szymanowski.

2017 was a season that celebrated a number of WASO's long term artistic collaborations with acclaimed guest conductors. Our Conductor Laureate, Vladimir Verbitsky celebrated the 30th anniversary of his WASO debut with an all-Russian concert of Rachmaninov's *The Bells* and Tchaikovsky's *Manfred* Symphony. Over the 30 years that Vladimir has worked with WASO he has conducted a great deal of Russian music and his knowledge and passion has been instrumental in building WASO's reputation in this repertoire. We also marked Simone Young's 20 years with WASO with a World Premiere by Australian composer Andrew Schultz and a performance of Haydn's Symphony No.99 – the first work she conducted in her debut in 1997.

The artistic highlight of the 2017 season was a new initiative, *Wagner & Beyond*, which formed the core of the 2017 component of our two year Wagner project. *Wagner & Beyond* featured two concerts – *Inspiring Wagner* and *Wagner's World* – in which Asher Fisch introduced audiences to the music of Wagner, the composers Wagner influenced and those who inspired him. The concerts took the style of an illustrated lecture, with Asher guiding the audience via spoken introduction, examples performed

by the Orchestra, and excerpts performed himself on piano, as well as performances of great works by Wagner, Bruckner, Strauss and others.

Other highlights of the 2017 season included a stunning performance of Mahler's Symphony No.6 conducted by Asher Fisch (part of his ongoing cycle of Mahler symphonies); a return by the great violinist Pinchas Zukerman for a rare Perth performance of Berg's Violin Concerto; an exquisite performance of Vaughan Williams's Symphony No.5 conducted by Douglas Boyd and an astonishing performance of Rachmaninov's Piano Concerto No.2 by Alexander Gavrylyuk. Our concertmaster Laurence Jackson gave an exceptional performance of Stravinsky's Violin Concerto and the Japanese pianist Ayako Uehara made an unexpected but very welcome debut stepping in at relatively short notice for an indisposed Hélène Grimaud in Bartók's Piano Concerto No.3.

As ever, building ongoing relationships with great established artists, welcoming back artists with whom we have worked previously and engaging exciting emerging musicians is a hallmark of a WASO season. In 2017 we welcomed back returning and regular guest artists including conductors Simone Young, Vladimir Verbitsky, Martyn Brabbins, Daniel Blendulf, Douglas Boyd, Daniel Cohen, Christopher Dragon, Benjamin Northey, Christopher van Tuinen and Guy Noble and soloists Pinchas Zukerman, Amanda Forsyth, Warwick Fyfe, Karen Gomyo, Li-Wei Qin, Alexander Gavrylyuk and Louis Lortie.

Making their WASO debuts were conductors Christoph König and Johannes Debus and soloists Shane Lowrencev, Daniil Trifonov, Angela Cheng, Ayako Uehara, Antoinette Halloran, Yu-Chien (Benny) Tseng, Stefan Dohr, Jayson Gillham, Karin Schupp and Paull-Anthony Keightley.



Artistic Report cont.

WASO's Morning Symphony Series is a much-loved and vital part of our concert offerings, allowing audiences who prefer day-time concerts to enjoy performances by the finest soloists and conductors. The eight concerts in the series attracted large audiences with repertoire ranging from Haydn to Stravinsky.

We were delighted to return to the Mandurah Performing Arts Centre for a concert conducted by West Australian conductor Jon Tooby and thrilled to launch a new series featuring the WASO Chorus in concerts at St Mary's Cathedral in Perth.

WASO not only has an enviable reputation for world-class performances of the classical canon, but a burgeoning reputation for excellence and innovation in the commercial and popular music sphere. 2017 was an incredibly busy year with our Pops Series, Films, Special Events and commercial hire concerts enabling us to connect with a large and diverse audience both at Perth Concert Hall and in other venues across Perth.

Australia's leading vocal quartet The Idea of North made their WASO debut with a unique Christmas show while another quartet comprised of luminaries from the world of stage and screen delivered an audacious and modern take on swing classics in *Swing on This*. We welcomed two of Australia's finest singer songwriters in Kate Miller-Heidke and Megan Washington and enjoyed an evening of nostalgic flag-waving fun with our ever-popular concert *Rule, Britannia! The Best of British*. We continued our highly successful series of classic films performed live with orchestra at the Perth Exhibition and Convention Centre with *Harry*

Potter and the Philosopher's Stone and *Harry Potter and the Chamber of Secrets* and were engaged for commercial events by the City of Joondalup, the farewell tour by legendary tenor José Carreras and *From Broadway to La Scala*.

Australian Artists

As one of Australia's leading orchestras, WASO takes pride in working with talented Australian artists and showcasing their artistry to our audience. In 2017 we engaged the young Australian-Swiss conductor Elena Schwarz as our Assistant Conductor and we were delighted to also work with the following Australian artists:

Conductors:

Simone Young, Benjamin Northey, Peter Moore, Vanessa Scammell, Christopher Dragon, Christopher van Tuinen, Guy Noble, Jon Tooby, Nicholas Buc, James Ledger.

Other Artists:

Paul O'Neill, Kate Miller-Heidke, Andrew Foote, Michael Falzon, Luke Kennedy, Rob Mills, Ben Mingay, Libby Hammer, Antoinette Halloran, Warwick Fyfe, Lah Lah and Buzz, Jayson Gillham, Shane Lowrencev, Karin Schaupp, Megan Washington, The Idea of North.

WASO Musicians

WASO was proud to highlight the exceptional talents of Principal Clarinet Allan Meyer, Principal Oboe Peter Facer, Principal Horn David Evans, Acting Principal Bassoon Adam Mikulicz, Concertmaster Laurence Jackson, Principal Trumpet Brent Grapes,

Principal Second Violin Zak Rowntree and Principal Trombone Joshua Davis in our 2017 season.

New Music

WASO plays a vital role in developing new orchestral repertoire, and in particular strives to foster and showcase the talent of Australian composers. In 2017 we were thrilled to give the World Premiere of four works by Australian composers: Lachlan Skipworth's *Spiritus*, which opened our Masters Series and his vocal work *Autumn, The Night and Over and Over* which was premiered by the WASO Chorus; Andrew Schultz's *Maali* (Concerto for Oboe, Clarinet, Horn and Bassoon) and Paul Stanhope's Trombone Concerto. We were also delighted to give the first Perth performance of *After Brahms* by the Israeli composer Avner Dorman.

Broadcasts

The ABC supports WASO through regular broadcasts of our concerts throughout the year. A total of 37 broadcasts of WASO performances were heard on ABC Classic FM around Australia and around the world. WASO webcast two performances live, which are also available on-demand on the WASO website. Selected webcasts were screened at the Northbridge Piazza and the Symphony in the City webcast was also simulcast at theatres in Albany, Kalgoorlie and Margaret River. It was additionally broadcast live at 16 Community Resource Centres, including Toodyay, Nannup, Bridgetown, Norseman and Cocos Island.

Artistic Report Cont.

Collaborations

Perth International Arts Festival

Hans Zender: A composed interpretation of Schubert's *Wintereisse*
Conductor – Baldur Brönnimann

West Australia Opera

Various operatic extracts [Opera in the Park]
Conductor – Brad Cohen

PUCCINI *Tosca*
Conductor – Brad Cohen

LEHÁR *The Merry Widow*
Conductor – Vanessa Scammell

DONIZETTI *Lucia di Lammermoor*
Conductor – Brad Cohen

West Australian Ballet

Don Quixote
Conductor – Judith Yan

The Great Gatsby
Conductors – Myron Romanul & Jon Tooby



Community Engagement Report

In a year of continued growth and partnership development, WASO presented 414 Community Outreach and Education performances, workshops, classes and masterclasses to almost 30,000 participants and/or audience members. Our dynamic and entertaining programs reach diverse audiences across the State and speak to the heart of our company mission *to touch souls and enrich lives through music*.



Community Outreach

WASO's Crescendo program remains the only long-term sustainable El Sistema-inspired music education program in Western Australia. The Crescendo program delivered weekly music lessons to all Pre-primary to Year 3 students at Medina Primary School and North Parmelia Primary School. Crescendo engages children through music lessons that develop the whole child, encourages participants to perform for peers and community, and provides chamber and full symphony orchestra performance experiences throughout the year.

WASO remain the only major performing arts company in the State working with Principals and school communities with Special Educational Needs students to deliver free education programs in schools. Our Harmony Music program continues to reach new schools, Hospital Orchestra Project (HOP) at Princess Margaret Hospital for Children in partnership with the School of Special Education Needs: Medical & Mental Health with support from the Starlight Children's Foundation offered a broad range of performance and participatory programs. Our new CONNECT

program provided avenues for adults with disabilities to enjoy our orchestra in tailored open rehearsals.

Our Rusty Orchestra continues to be an annual highlight in our program, and once again almost 50 amateur musicians from Perth and regional WA performed alongside WASO musicians in a 90+ orchestra to a capacity audience.

Education

In 2017, we welcomed international educationalist Paul Rissmann as Education Week+ Artist-in-Residence. 6,500 audience

Community Engagement Report Cont.

members enjoyed 8 days of performances at 7 different sites, presenting a total of 21 performances, workshops and classes for audiences of all ages across Education Week.

EChO continued to reach thousands of young people through community centres and in-school presentations. We were delighted to present Jump, Jam, Jiggle as part of the Awesome Arts Festival for Young People.

The ATAR Western Art Music Designated Works Concert, Open Rehearsals, Backstage Pass and Morning Symphony concerts featured a number of our most stellar international soloists and conductors across a wide range of

orchestral repertoire, and tailored resources supported teachers across all streams of the Music Syllabus in the Western Australian Curriculum. We also presented The Sound of Picture Books, featuring Parachute (Danny Parker - Author, Matt Ottley – Illustrator/Composer) in partnership with The Literature Centre.

We extended our reach across the Pilbara Region performing at the Karijini Experience with some of Australia's finest Indigenous artists as part of our WASO on the Road Touring. Our Regional Arts Program (ReAP) continued to support academic and music extension to students across the Pilbara in Karratha and Hedland. Presented with support from the

Department of Education, WASO remain the only arts company accessing the Video Conferencing platform established as part of the Pilbara Cities Education Project – E-Learning to work alongside schools and teachers in regional and remote communities.

Young and Emerging Artists

Four composition students participated in the 3-month long Composition Project with Artistic Director James Ledger, and our International Artist Masterclass series featured Stefan Dohr (horn), Karen Gomyo (violin) and Karin Schaupp (guitar). WASO continue to work with UWA Conservatorium to develop a Masters in Orchestral Performance.



Philanthropy Report

Central to our WASO musical journey is philanthropy. The Board, staff and musicians of the West Australian Symphony Orchestra thank our Patrons, Friends, Bequesters and Volunteers for their inspirational and ongoing support. Philanthropic support through individuals, trusts and foundations, and bequests continues to grow year by year. We are deeply grateful for your commitment to this wonderful Orchestra, and to your deeply held belief in WASO's mission *to touch souls and enrich lives through music*. It is through your support that WASO musicians, administration and Board can continue to build artistic excellence and broaden access to the experience of live music for all West Australians in a financially secure and sustainable way.

In 2017 WASO Philanthropy, that is our generous community of philanthropic individuals, raised over \$1.8 million for the Orchestra.

Thank you! Here are just a few examples of how your donations made a difference to the Orchestra in 2017. Your donations:

supported our highly acclaimed **Wagner & Beyond** mini festival in September



raised over **\$600,000** for the **Annual Giving** program

purchased a **cor anglais**, a **bass clarinet** & **four new trumpets** for the Orchestra



commissioned a **trombone concerto** as a surprise for a WASO Patron



enabled **4 world premieres** at Perth Concert Hall



supported our Principal Bassoon and Tutti Viola Chairs through **Orchestral Partnerships**



awarded the **Friends of WASO Scholarship** to Principal Trumpet, Brent Grapes



helped deliver our Crescendo Music Program in Kwinana through the Giving Circle and through purchasing **105 student-sized violins**

Philanthropy Report Cont.

Excellence Circle

We extend our special thanks to the Excellence Circle, some of our most committed patrons who support WASO's artistic vision and support Excellence across all we do:

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

Instrument Purchases in 2017

Cor Anglais – Peggy & Tom Stacy and Deborah Marsh
Bass Clarinet – Margaret & Rod Marston
Set of Four Trumpets – John Lorimer and Susan Albright
Tuba – Christine & Bernard Schelfhout and Deborah Marsh

The WASO Song Book

We are grateful to those who have supported new works commissioned for the Orchestra by WASO in 2017:

Janet Holmes à Court AC
Dr Ken Evans
Barrie & Jude Le Pley
Geoff Stearn

Estates*

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

Rachel Mabel Chapman
Paul Lee
Judy Sienkiewicz
Mrs Roslyn Warrick
Anonymous (5)

* All estates are invested in the Endowment Fund for the Orchestra, unless otherwise requested.

Endowment Fund for the Orchestra

This fund includes major donations from:

Tom & Jean Arkley
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
Dr Michael Flacks
Judith Gederio
Robyn Glindemann
Gwenyth Greenwood
The Guy Family
Emi & Warren Jones
Colin & Jo King
Rachael Kirk & Tim White
Wolfgang Lehmkuhl
Deborah Marsh
Suzanne Nash
Tosi Nottage in memory of Edgar Nottage
Paula Phillips
Nigel & Dr Heather Rogers
Jacinta Sirr
Gavin Toovey & Jaehan Lee
Sheila Wileman
Sagitte Yom-Tov Fund
Anonymous (31)

WASO's Annual Giving Program

In 2017 over \$600,000 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
Patricia New
Peter & Jean Stokes
Sue & Ron Wooller (Orchestral Chair Partners - Jane Kirchner-Linder, Section Principal, Bassoon)

IMPRESARIO PATRON

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

Gay & Bob Branchi
Gavin Bunning
Peter & Lesley Davies (Orchestral Chair Partners – Nik Babic, Viola)
Gilbert George
Tony & Gwenyth Lennon
Joshua & Pamela Pitt

MAESTRO PATRON

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

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Ros Thomson
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Philanthropy Report Cont.

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Stephen Davis & Linda Savage
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Anonymous (2)

PRINCIPAL PATRON

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of Emeritus Prof John Milton-Smith
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Dr Phil & Mrs Erlene Noble
John Overton
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Michael & Lesley Page
Athena Paton
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Philanthropy Report Cont.

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In memory of youth concerts at the
Capitol Theatre in the 1950s
Anonymous (22)

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Shoebridge
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Dr Sarah Cherian
Lyn & Harvey Coates AO
Agatha & Alex Cohen AO
Helen Cook
Gina & Neil Davidson
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Falatko
Maxine & Bill Farrell AM
Gavin & Susan Fielding

Joan Gagliardi
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Rosemary Howarth
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Peter Sherwill Jones
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Trevor & Ane Marie Lacy
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Mary Ellen in memory of Kerensa
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Dr Peter Moss
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Dr Walter Ong & Graeme Marshall
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Paul Roberts
Leigh Robinson
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The Sherwood Family
In memory of Judith Sienkiewicz
Jacinta Sirr
Paul & Margaret Skerritt
Hendrik Smit
Dr L Sparrow & Family
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Peggy & Tom Stacy
Eleanor Steinhardt
In Memoriam of Mr Andrew David
Stewart
Janet Stewart
Lois & Robert Stout
Lisa & Andrew Telford
Ruth E Thorn
Gwen Treasure
Dr Robert Turnbull
Jan Turner
Patricia Turner
Margaret Wallace
John & Nita Walshe
Doris Walton
Diana Warnock
Anne Watson
Joy Wearne
Patricia Weston
Margaret Whitter
Mrs Barbara Wilcox
Violette William
Janet Williams
Pari Willis-Jones
Margaret Wood
Kin Yung
Chris & Kathy Ziatis
Anonymous (24)

FRIENDS **Gifts \$40 - \$499**

Thank you to our community of over
700 Friends who support WASO
with their gift.

Ten years of giving **Special thanks to those who** **have been giving since 2008:**

Shirley Barraclough
Lesley & Peter Davies
Rai & Erika Dolinschek
Bridget Faye AM
Isobel Glencross
Hon Justice S R Moncrieff
Patricia New
Gail & Tony Sutherland
Michael & Helen Tuite

Philanthropy Report Cont.

Dr Robert Turnbull
Stan & Valerie Vicich
Joyce Westrip OAM
Dr & Mrs Chris Whitaker
Hilary & Peter Winterton AM
Anonymous (1)

WAGNER & BEYOND

Our Wagner & Beyond campaign, supporting our two-year Wagner project, helps make the mammoth undertaking of staging *Tristan und Isolde* possible.

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

Hon Jane Mathews AO
John Overton
Joyce Westrip OAM

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

Dr & Mrs P Breidahl
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
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Mr M Hawkins
Dr Penny Herbert in memory of Dunstan Herbert
Dr John Meyer
Joshua & Pamela Pitt
Adrienne & Max Walters AM
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Wagner Friends Gifts < \$1,000

Camron Dyer
Jane & Allan Green
Rosemary Grigg & Peter Flanigan
Alan Hauserman & Janet Nash

Joseph Kelleher
Rae Metcalf
Mrs Barbara Wilcox
Anonymous (2)

Supporting Crescendo, our long term music program in Kwinana:

Crown Resorts Foundation
Packer Family Foundation
Stan Perron Charitable Foundation

Crescendo Giving Circle

AOT Consulting Pty Ltd
Jean Arkley
Gavin Bunning Family
Kaylene Cousins
Euroz Charitable Foundation
Madeleine King MP, Federal Member for Brand
Rosalind Lilley
Mrs Morrell
Pamela Pitt
Deborah & Miles Protter
Dr Lance Risbey
The Spivakovsky Jubilee
Anonymous (2)

REACH OUT Supporting our Education & Community Engagement programs:

Jean Arkley
Ron & Penny Crittall
Ann Darby
Ken Evans
Robyn Glindemann
The Ionian Club Perth '81
The James Galvin Foundation
Barrie & Jude Le Pley
Rosalind Lilley
McCusker Charitable Foundation
Simon Lee Foundation
Peter & Jean Stokes
Ruth Stratton
Anonymous (1)

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 2017 the Scholarship was awarded to Brent Grapes, Principal Trumpet.



WASO volunteers contributed over 1500 hours* in 2017 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.

2017 Patrons & Friends Committee:

Robyn Glindemann, President
Barry Neubecker, Vice President
Chris Rtshiladze, Secretary
Prue Ashurst (new member 2017)
Glenda Campbell-Evans
Jennifer Gardiner
Gina Humphries
Wolfgang Lehmkuhl
Graham Mahoney
Margaret Marston
Ian Watson
Steve Sherwood (Chorus Representative and new member 2017)
Frankie Lo Surdo (Musician representative)
Alecia Benzie (WASO Management representative)

Corporate Development Report

In 2017 WASO maintained 97% of its 2016 partners – a record renewal rate for the organisation and this, along with three new partnerships, contributed to a 13% growth in cash sponsorship alone – the strongest result WASO has seen in over five years.

It was also a year to celebrate a significant milestone in WASO's corporate partnerships program – the **Wesfarmers Arts** Principal Partnership was renewed for a further five years as the two organisations marked 20 years of working together.

Since the partnership was established two decades ago, Wesfarmers Arts have helped WASO deliver audience engagement and access initiatives, community and education programs, and have underpinned endeavours to achieve artistic excellence.

The partnership is now truly integrated into the working life of both organisations from sharing expertise to providing meaningful engagement experiences and we take this opportunity to acknowledge the many people who have forged this strong working relationships between our organisations.

Wesfarmers Arts' contribution to WASO and the sector was also recognised with a State Arts & Culture Partnership Honours for Outstanding Long-Term Partnership.

Also noteworthy in 2017, major partner **MACA Limited** renewed their support of the Classics Series, after making their first foray into arts sponsorship with WASO in 2014, and **Woodside** grew their support to become a major partner of WASO's education program as the International Artist Masterclass sponsor.

Lotterywest became the naming rights partner of WASO's largest free

community event, **Symphony in the City** which enables WASO to reach over 18,000 people at Langley Park and many more in venues around the state. This event was again generously supported by major event partner, **City of Perth**.

In 2017 WASO welcomed three new partners:

- **Tianqi Lithium** became the first corporate partner to support **Crescendo** – WASO's community music program in Kwinana.
- A media partnership with **Foxtel** supported the recording of WASO's **Wagner & Beyond Series** to be televised to audiences nationally through Foxtel Arts in 2018.
- **Moss Wood Wines** returned to the corporate partner family providing premium wines for WASO's functions and events.

WASO prides itself on supporting corporate partners with engaging and effective sponsorship activation and in 2017 we were thrilled to work with **Singapore Airlines** on a special campaign to celebrate their 50th anniversary in Australia. The highlight was a pop-up WASO ensemble performance in the sky! Lucky passengers travelling from Perth to Singapore on the Airbus A350-900 went back in time with a surprise performance by members of our Orchestra at 39,000 feet. The

integrated campaign spanned social media, digital channels, television and special customer events.

Throughout the year WASO's corporate partners were treated to networking events offering exclusive access to "behind-the-scenes" experiences:

- In a first for the organisation, corporate partners were invited to "**Meet the WASO Board**" over a breakfast event at The West Australian Club. Corporate partners heard unique perspectives from Chairman, Janet Holmes à Court AC and Board Members, Mark Coughlan, Keith Kessell, and Michael Utsler.
- A major celebration, WASO marked 20 year anniversaries of corporate, artistic, and personal collaborations at an exclusive "**20 Years with WASO**" event at **COMO The Treasury**. The event recognised long-term contributions from Chairman Janet Holmes à Court AC; corporate partner Wesfarmers represented by Chairman, Michael Chaney AO; and world-renowned Australian conductor, Simone Young AM.
- Finally, the corporate events calendar came to a close under the stars at the spectacular annual community concert, **Lotterywest Symphony in the City** at Langley Park.



Meet the WASO Board at The WA Club event: Michael Utsler, Keith Kessell, Janet Holmes à Court AC, Mark Coughlan

2017 Corporate Partners

WASO thanks all 2017 corporate partners for their long-term vision and commitment:

ABC Radio Perth	Mitsubishi Corporation
Aquinas College	Mitsui E&P
City of Perth	Moss Wood Wines
Clayton Utz	Penrhos College
COMO The Treasury	Perron Group
EY	Perth Airport
Foxtel	Pierro Margaret River Vineyards
Future Logic	RICOH Australia
Grace Removals Group	Singapore Airlines
Hale School	Star Physio
Happs Wines	Stott Hoare
Heyder & Shears	The West Australian
Healthway	Tianqi Lithium
Howard Park Wines	Tokyo Gas
Japan Australia LNG (MIMI)	UWA
Juniper, Margaret River	Vasse Felix
Leeuwin Estate	Water Corporation
Lotterywest	Wesfarmers Arts
MACA Limited	Woodside

WASO gratefully acknowledges the ongoing support of the Commonwealth Government through the Australia Council, and the State of Western Australia through the Department of Local Government, Sport and Cultural Industries.



West Australian Symphony Orchestra Pty Ltd

Corporate Governance Statement

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 being 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.

The Group Boards are currently made up of 7 highly qualified individuals with credentials across a wide spectrum including backgrounds 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 deal with the many issues that confront 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 and Risk
Anne Nolan
Paul Shannon
Julian Sher
Barrie Le Pley

Development, Marketing & Sales
Barrie Le Pley
Mike Utsler

Accommodation
Julian Sher
Janet Holmes à Court AC
Barrie Le Pley

Nominations & Remuneration Committee
Janet Holmes à Court
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.

West Australian Symphony Orchestra Pty Ltd

Corporate Governance Statement

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.



20 Years with WASO at COMO The Treasury: Premier of Western Australia The Hon. Mark McGowan MLA and wife, Sarah; Her Excellency the Honourable Kerry Sanderson AO, Governor of Western Australia; WASO Chairman Janet Holmes à Court AC; Conductor Simone Young AM; and Wesfarmers Chairman, Michael Chaney AO.

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