



2019

ANNUAL REPORT >



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The Senior Wind Ensemble was invited to perform in the Concert Hall
at the Sydney Opera House on 6 July 2019





OVERVIEW OF NSSWE

The Northern Sydney Symphonic Wind Ensemble (NSSWE) program was established in 2010 as an extension music program for student musicians who play woodwind, brass or percussion in their school band programs in the Northern Sydney region. It is designed to complement and enhance the band programs offered in schools, by challenging those students who have gained a high degree of proficiency playing an instrument in their school bands.

The program has the following aims:

- to provide students with the opportunity to perform a musical repertoire of a very high standard,
- to develop students' musical skills and talent under the direction of highly qualified directors and conductors, and
- to share a love of music with the broader community.

NSSWE delivers on these aims through a tiered program of four symphonic wind ensembles, ranging from primary school age through to senior high school and tertiary level students. The ensembles are streamed according to age and proficiency. Each ensemble consists of between 50-60 musicians, across the woodwind, brass and percussion sections, and work together with their conductor across a full year, attending rehearsals, delivering public performances and participating in a performance tour as a group.

As a community-based, not-for-profit organisation, NSSWE embraces a philosophy of inclusion based on a shared love of music. NSSWE fosters a strong sense of community spirit by drawing students from public, private and independent schools across the entire Northern Sydney region. NSSWE includes a number of students with disabilities, and students from diverse cultural and linguistic backgrounds. Students

are encouraged to share their love of music with the local community, and build friendships based on a shared enjoyment of rehearsing and performing together.

NSSWE also plays an important role in the wider community by nurturing and supporting school band programs in the region. NSSWE offers professional development to local school band conductors, and also provides a range of performance opportunities for primary and high school bands at ticketed and free events. NSSWE emphasises the importance of non-competitive performances which focus on musical expression and enjoyment. These concerts allow the invited school bands to perform to large appreciative audiences in professional and community venues with high quality production values and support. NSSWE understands the importance of such experiences in inspiring young musicians to continue the study and performance of music at higher levels.

OUR AIM

Our aim is to be leaders in symphonic wind music education, development and performance

OUR PURPOSE

- Enriching lives through inspiring musical experiences
- Raising standards of musical performance and development
- Building appreciation of our genre (the symphonic wind ensemble) as a musical form

Chicago 2019. A significant milestone for NSSWE was the Senior Wind Ensemble tour to the United States in December





PRESIDENT'S REPORT

On behalf of the Board, I am pleased to present the Annual Report for the Northern Sydney Symphonic Wind Ensemble for the calendar year of 2019. The enclosed reports provide details of the artistic, governance, financial and administrative aspects of the NSSWE program. It is noteworthy that 2019 was NSSWE's tenth year of operation, having been founded in 2010, and in many respects, it can be seen as our most successful year to date.

MUSICAL DEVELOPMENT AND EXTENSION

NSSWE has maintained its structure of a tiered program of four symphonic wind ensembles for several years now, and the format has proven to be robust and sustainable. In 2019 Artistic Director and Chief Conductor Patrick Brennan led a strong team of highly qualified and experienced conductors. Patrick conducted the flagship ensemble, the Senior Wind Ensemble, which includes students in senior high school and a growing number of tertiary students. Kylie Tyson moved from conducting the Junior to the Intermediate Wind Ensemble, working with students in middle high school. A new team member, Fiona Lucas, assumed the role of Junior Wind Ensemble conductor, which includes students straddling primary and junior high school, and Stephen Smith continued his work with the youngest primary age students in the Primary Wind Ensemble.

All ensembles showed evidence of substantial musical development over the course of the year, and demonstrated their development in the regular public performances throughout the year. The Primary Wind Ensemble, under the direction of Stephen Smith, improved dramatically over the course of the year, moving from Grade 2 music to Grade 3, a significant achievement for a young ensemble. The Junior Wind Ensemble, led by Fiona Lucas, started the year with Grade 2 repertoire and completed the year working at Grade 3.5. The Intermediate Wind Ensemble, working with Kylie Tyson, finished the year performing Grade 4 music. The Senior Wind Ensemble started the year with Grade 5 repertoire and was performing Grade 6 and professional grade repertoire by September.

Two particular highlights were the performance of '*Dance Movements*' by Philip Sparke, a complex professional grade work in four movements at the Spring Music Festival, and the performance at the Showcase of '*The Frozen Cathedral*' by John Mackey, an extraordinary work from the professional wind ensemble repertoire with an expanded antiphonal percussion section and unusual instrumentation.

The NSSWE Plus program for tertiary students has continued to develop under the leadership of Patrick Brennan. The growth in numbers in 2019 (from 3 to 8 active participants, including several new to NSSWE) reflects the attraction of a tailored program for young music education and performance students that develops skills in music pedagogy, conducting technique and working with school band programs. The NSSWE Plus students all gained experience in conducting the Senior Wind Ensemble during rehearsals and at the Gerringong music retreat, and Ben Perche had the opportunity to conduct the Senior Wind Ensemble's encore at the Spring Music Festival. A particular highlight for the NSSWE Plus students was working on conducting skills with Professor Mary Schneider, Director of Bands at Eastern Michigan University, as part of the USA tour in December.



BUILDING AUDIENCES

NSSWE plays an important role as part of the Australian arts sector in promoting and creating a greater awareness and appreciation of the symphonic wind ensemble repertoire within the broader community. We deliver public performances in a range of venues to a wide audience each year. The Autumn and Winter Community Concerts, at the Forest High School, provide important opportunities to showcase excellent wind ensemble repertoire and inspire young musicians to pursue their musical development in new directions. The Spring Music Festival and the Showcase, both in the concert hall at The Concourse, Chatswood, are important performances for the NSSWE ensembles, playing in front of large ticketed audiences in a professional venue. Both these events saw the NSSWE ensembles deliver a varied and engaging wind band repertoire. The high-quality CD recording of the Showcase also allowed family and friends who were not at the live performance to appreciate the NSSWE ensembles' achievements across a wide range of music styles.

A major part of the NSSWE program each year is the tours arranged for each ensemble, as these provide musicians with important musical development and performance opportunities for audiences beyond the usual local community, alongside the obvious benefits of social interaction and good fun. In 2019, we were able to send the Junior Wind Ensemble to the snowfields and Canberra – always a popular tour – and our Primary Wind Ensemble enjoyed a very successful tour to the Central Coast. Both ensembles delivered a number of performances to local

schools, and to the public at local venues. The Intermediate Wind Ensemble tour to Melbourne was unfortunately cancelled due to low numbers. The Senior Wind Ensemble enjoyed its annual music retreat in Gerringong in June and used the time to develop their complex repertoire for the Spring Festival.

The Senior Wind Ensemble was invited to perform in the concert hall at the Sydney Opera House on 6 July, as part of the Australian International Music Festival hosted by World Projects South Pacific. The audience included fellow concert performers and their supporters from many different countries and music cultures, and the NSSWE musicians certainly demonstrated that they play at a world standard.

A significant milestone for NSSWE was the Senior Wind Ensemble tour to the United States in December. This tour included an extraordinary range of musical development and experiential learning, including clinics with highly respected wind ensemble conductors and composers, a private performance of the US Army (Pershing's Own) Woodwind Quintet, and visits to the San Francisco Conservatory of Music, the John F. Kennedy Centre for the Performing Arts, the Lincoln Centre for the Performing Arts and the Carnegie Hall. The musicians also enjoyed performances by the Chicago Symphony Orchestra, the Juilliard Symphony Orchestra, the New York Philharmonic Brass, and had an experience of Broadway musical theatre. The Senior Wind Ensemble gave public performances alongside a range of high school bands in San Francisco, Yorktown, Brooklyn and Chicago, and showcased Australian repertoire at each. The focus of the tour was the Midwest

Clinic, where the Senior Wind Ensemble had the honour of performing as a demonstration band for a clinic on band orchestration. The ensemble was highly praised for its performance, and there is no doubt that it was one of NSSWE's proudest moments.

DEVELOPING CAPACITY OF COMMUNITY AND SCHOOL BAND PROGRAMS

NSSWE continues to play an important role in supporting community and school band programs in the Sydney area. The Autumn Community Concert Series (8-11 April) saw 17 bands perform in concerts hosted by each of the NSSWE ensembles. The Winter Community Concert Series (24-27 June) drew very large numbers with 26 invited bands across the four concerts. Both these concert series at the Forest High School attract large and supportive audiences from the local community as free events supported by raffles, canteen sales and gold coin donations, and they remain important developmental performance experiences for bands in the early part of the year.

NSSWE delivered a half-day conducting workshop for local band conductors as part of the Spring Music Festival, delivered by Patrick Brennan and Jason Isaac (a clinician from the Department of Education Arts Unit and Newtown Performing Arts High School.) This was especially well received by participants. NSSWE will seek to expand such professional development offerings, alongside the successful NSSWE Plus program, in the future.



GROWING THE SPRING MUSIC FESTIVAL

The NSSWE Spring Music Festival at The Concourse, Chatswood, has grown substantially in recent years and in 2019 the NSSWE ensembles hosted 71 invited bands across 6 ticketed performances in the concert hall in addition to the free outdoor Sunday jazz event. The Spring Festival is well established as part of the annual Willoughby Council Emerge Festival, and we are grateful for the financial and logistical support that the Council provides, especially in supporting the outdoor event. NSSWE's Spring Music Festival is clearly an annual highlight for the many school bands who relish the opportunity to perform in a superb venue in front of large audiences, and with a large number of returning bands and a steady number of new participants each year, the Festival seems likely to continue to grow.

The success of the Spring Festival is in large part due to the fantastic effort and skill of the NSSWE team of staff and volunteers, both in the planning of the event and in the delivery over 3 remarkably intense days. I would like to particularly acknowledge the exceptional work of Artistic Director Patrick Brennan and Manager Jane Peggie, along with the tireless and hard-working team of orchestral managers, runners and stage crew. We are also especially grateful for the contribution made by the volunteers who supported the logistics and crowd management, many of them working long hours over the entire three days.

GOVERNANCE AND SUSTAINABILITY

NSSWE has given considerable attention during 2019 to issues of governance and sustainability of the organisation. The Board participated in drawing up a new NSSWE Strategic Plan 2019-2023 which outlines a five-year vision across six strategic priority areas:

- Providing musical development and extension
- Building audiences for the symphonic wind ensemble form

- Developing the capacity of community and school band programs
- Growing the NSSWE Spring Music Festival
- Securing long-term premises
- Ensuring the organisation's sustainability

These priorities will remain the focus of the Board and will be reviewed regularly.

The Board has developed a more robust sub-committee structure which allows different members to work on specific issues and projects in line with their skills, knowledge and interests, and develop ideas for Board consideration. Each committee has made a valuable contribution over the year, notably the new recruitment plan, a well-developed sponsorship strategy, and improved policies and procedures including a Conflicts of Interest policy. NSSWE is committed to being a child safe organisation as defined by the Office of the Children's Guardian. The Board has therefore developed a new Child Safety Policy, with associated guidelines, procedures and a Code of Conduct, and has ensured all staff have been provided with appropriate training.

As the Treasurer's Report shows in more detail, the organisation's financial position at the end of 2019 is positive, with a modest surplus. I would like to express my gratitude to Treasurer Alan Norton for his care and attention to detail in managing the NSSWE finances. Alan's advice and guidance are highly valued by the Board.

GRANTS AND SPONSORSHIP

NSSWE was successful in applying for and receiving several noteworthy government grants in 2019, including:

- The Stronger Communities Grant - a sum of \$2500 matched by NSSWE to purchase a conductor's podium and stand along with some cases and hardware for the percussion - presented to NSSWE by Federal Member for Mackellar, Jason Falinski.





- Strengthening Volunteers in the Community Grant - \$2100 used to purchase a video camera and accessories to allow for high quality filming of performances, rehearsals, workshops and tours.
- Performing Arts grant from the Willoughby Council - \$5000 to support the delivery of the Spring Festival, in particular the free outdoor jazz event.

NSSWE was also approved in early 2019 as a Creative Kids provider of creative and cultural activities by the New South Wales government, and this has opened up the opportunity for many families to access the \$100 voucher which goes towards musician fees.

Members of the Board and management of NSSWE have also benefited from a series of coaching sessions on fundraising and philanthropy in the arts, presented by J9 Consulting, through Creative Partnerships Australia.

NSSWE is very grateful for the support we have received in 2019 from our sponsors, many of whom have worked with us over a number of years. In particular, I would like to acknowledge our Spring Festival sponsors, who provided both financial and logistics support, notably Jeffries Academy of Music (JAM), World Projects South Pacific and In Tune Music. We have also received valuable support during the year from Ben Dickson Instrument Repairs, Gavin Little Photography and graphic designer Carol Bradicich.

THANK YOU

Finally, I would like to express my sincere thanks to the members of the NSSWE Board, who have provided clear and wise counsel through the year, particularly in developing the new Strategic Plan, and steering the organisation through both challenging and exciting times. Each of the Board members, Vice-President Sarah Duncan, Treasurer Alan Norton, Secretary Georgina Hardy, and ordinary members Nick Badger, Mhairi Holway and Lisa Mead, have all played important roles supporting the vision of Artistic Director Patrick Brennan in different ways through the year.

I want also to acknowledge the hard work of the volunteers who help NSSWE throughout the year, assisting at rehearsals and concerts, participating in fundraising efforts, and using their many and varied skills in countless ways to support NSSWE's activities. NSSWE relies on this generous support, and we know that these volunteer efforts contribute to NSSWE's successes.

NSSWE is also grateful for the ongoing support that we receive from The Forest High School, who provide us with our rehearsal space and performance venue for our Community Concert Series in autumn and winter.

Thank you also to our dedicated staff: the conductors Kylie Tyson, Fiona Lucas and Stephen Smith, the orchestral managers Ben Perche, Jenny Ridgway and Isabelle Ironside,

our accounts officer Emily Norton, and especially our Manager Jane Pegg. Jane is responsible for coordinating and planning the successful delivery of an incredible year of activities, rehearsals, performances and tours, and we appreciate the dedication, enthusiasm and good humour that Jane has brought to every single aspect of the NSSWE year.

As I write this report, the environment in which NSSWE works has changed dramatically, and we clearly face unprecedented challenges in the year ahead. I am certain that NSSWE's strong performance in 2019 has set us up as well as possible to be able to withstand the turbulence of 2020. As a not-for-profit community-based organisation, NSSWE has survived many challenges over the past ten years, and proven its resilience, not least thanks to Artistic Director Patrick Brennan's determination and vision. We look forward to continuing to deliver excellence and leadership in symphonic wind music education, development and performance for many years to come.

Diana Perche
PRESIDENT

Spring Festival, The Concourse Chatswood 2019



MUSICIANS, STAFF AND VOLUNTEERS

In 2019 NSSWE continued its tradition of providing opportunities for young musicians in the Northern Sydney region. From our youngest musicians in year 4 through to our tertiary musicians in our flagship Senior Wind Ensemble, NSSWE offered each one of them the chance to develop and foster their musical talents in our four-tiered symphonic wind ensemble program.

Ensemble	Conductor	Year Group	Number of Musicians
Primary Wind Ensemble	Stephen Smith	4 - 6	46
Junior Wind Ensemble	Fiona Lucas	6 - 8	49
Intermediate Wind Ensemble	Kylie Tyson	8 - 10	52
Senior Wind Ensemble	Patrick Brennan	9 - 12 and tertiary students	51
NSSWE Plus	Patrick Brennan	Tertiary students	8

The 2019 NSSWE year commenced with approximately 200 musicians in the program. The Artistic team was headed by Patrick Brennan (Artistic Director and Chief Conductor of NSSWE). Patrick conducted the Senior Wind Ensemble and led the NSSWE Plus program, which continued to be an important and unique component, offering our tertiary students with varied opportunities to develop their aspiring professional careers in conducting, education and performance. Kylie Tyson was appointed conductor of the Intermediate Wind Ensemble after having successfully conducted both the Junior (2016 - 2018) and Primary (2011 - 2015) Wind Ensembles. We welcomed Fiona Lucas to conduct the Junior Wind Ensemble and Stephen

Smith continued his invaluable work with the Primary Wind Ensemble musicians.

The organisation was strongly supported by our three dedicated orchestral managers, Ben Perche, Jenny Ridgway and Isabelle Ironside, all of whom played an integral role in the successful delivery of rehearsals, events and tours throughout the year. Ben, Senior Orchestral Manager, continued to grow and define this position, taking on more responsibility for which he is to be commended.

The NSSWE accounts were professionally managed by Alan Norton (NSSWE Treasurer) and Emily Norton (Accounts Officer). Alan was instrumental in seeking out and successfully applying for local arts and community grants providing NSSWE with vital additional funds. I would like to acknowledge Alan for his significant contribution to the overall success of the program.

NSSWE continued its commitment to being a Child Safe Organisation. All policies and procedures were updated in line with the NSW Office of the Children's Guardian, and staff were provided with the relevant training. The staff were also able to update their First Aid qualifications with a training course kindly provided by Sinead Mayer (Apply First Aid).

The NSSWE staff are a remarkable team and I would like to thank them all for their efforts in making NSSWE's vision a reality. I would like to acknowledge the members of the NSSWE Board of Management led by Diana Perche whose commitment to NSSWE is exceptional.

I would also like to thank another important part of the NSSWE team, our NSSWE parents. Each year they volunteer countless hours to support the program in our fundraising efforts and events. In particular I would like to mention Carol Bradicich, Denis Perche, Lizzie and Graham Smith, Sinead Mayer and Annmaree Ironside who willingly gave many hours of their time in support of the NSSWE cause.

Thank you to our 2019 sponsors: World Projects South Pacific, In Tune Music, JAM Jeffries Academy of Music, Ben Dickson Instrument Repairs and Gavin Little Photography. We are also grateful for the ongoing support given to us by The Forest High School in the form of The Performing Arts Centre for our rehearsals and the Hall for our Community Concert series.



EVENTS

Autumn and Winter Community Concerts: April and June

The NSSWE Community Concerts provide local school and community bands the opportunity to perform in front of a large supportive audience, free of charge and in a non-competitive environment at The Forest High School. Both the Autumn and Winter Concerts were well attended and NSSWE hosted 43 school bands over the 8 evening performances. We would like to thank The Forest High School for the support they provide with the venue and the sound and lighting.

The Spring Music Festival: 13 – 15 September

The annual NSSWE Spring Music Festival held at The Concourse in Chatswood continues to grow and was attended by 71 bands and the 4 NSSWE ensembles, again making it the largest and most successful festival NSSWE has ever hosted. The 6 concert hall performances were fully subscribed and the NSSWE crew worked incredibly hard to once again deliver a very professional festival that has become a much-anticipated event on the Sydney band calendar.

A conducting workshop was a feature event of the Spring Music Festival and was delivered by Patrick Brennan and Jason Isaac. Participants attended a seminar and a conducting masterclass working with the Senior Wind Ensemble. The workshop was well attended by local conductors and music educators and received excellent feedback.

The Sunday Jazz held at the Concourse Outdoor Amphitheatre is a feature event in Willoughby City Council's Emerge Festival. This event was well supported by 16 primary and high school jazz ensembles who performed in front of an appreciative and supportive audience. We are grateful for the support received from JAM – Jeffries Academy of Music who co-sponsored this event and to Nic Jeffries for performing Master of Ceremony duties.

The Spring Music Festival attracted sponsorship from World Projects, In Tune Music, JAM – Jeffries Academy of Music and was supported by Gavin Little Photography. We would especially like to acknowledge Willoughby City Council for the financial and logistical support they provided to assist the Festival.

The following table shows the number of bands performing in each concert, and the tickets sold:

	Number of Bands	Tickets Sold
Friday 7pm	11	450
Saturday 11am	10	451
Saturday 2.30pm	10	320
Saturday 7pm	10	398
Sunday 1pm	10	543
Sunday 6.30pm	10	354
Sunday Jazz	16	N/A
Total	77	2516

Showcase: 21 November

The end of year Showcase Concert was held at The Concourse in Chatswood and featured all the NSSWE ensembles. This was the final event of the NSSWE year, and it celebrated the hard work of everyone involved in NSSWE. The Showcase was attended by an audience of 369.

The Showcase was recorded and CDs of the concert were produced for sale. Special thanks to Derek Barg (Round Table Musical Services Pty Ltd) for his assistance with this project.

TOURS AND PERFORMANCES

The tours in 2019 provided the students with wonderful performance opportunities and workshops and saw many new friendships established.

The Primary Wind Ensemble enjoyed three days on the NSW Central Coast in August accompanied by Stephen Smith, Ben Perche, Jenny Ridgway and Isabelle Ironside. Their performances at Erina Heights Public School, >



Holgate Public School and Toukley markets were all well received, and it was lovely to see many NSSWE families in the audience. The Treetops Adventure Park and the Australian Reptile Park were highlights of the tour.

The Junior Wind Ensemble set off in early August to the Snowy Mountains and Canberra accompanied by Fiona Lucas, Jenny Ridgway, Isabelle Ironside and parent volunteer Dave Bywater. Performance highlights included: Mittagong Public School, Goulburn South Public School and a public performance at Questacon in Canberra. For many of the musicians this was their first snow experience and they spent a happy day tobogganing at Mt Selwyn.

An interstate tour to Melbourne was planned for the Intermediate Wind Ensemble in September but unfortunately it was not fully subscribed so did not go ahead.

The Senior Wind Ensemble attended their annual retreat at Chittick Lodge in Gerringong at the end of Term 2 accompanied by Patrick Brennan, Jane Peggie and Ben Perche. The musicians attended self-directed sectionals and tutti rehearsals and prepared challenging repertoire that was performed at their inaugural performance in the concert hall of the Opera House in the Australian International Band Festival.

The highlight of 2019 was the Senior Wind Ensemble's international tour of the United States. As a music destination the US offers amazing opportunities, particularly for wind and brass musicians, and the tour saw our ensemble perform as a demonstration band at the Midwest Clinic in Chicago, the largest music education conference in the world. Other tour destinations included San Francisco, Washington DC and New York City where there was an abundance of rich musical experiences on offer. The tour was led by Patrick Brennan, Diana Perche and Jane Peggie. Thank you to World Projects South Pacific and Chris Gibbs for delivering another wonderful international tour for our musicians.

FUNDRAISING

Our fundraising efforts for 2019 were significantly increased in our bid to raise money for both the organisation and the Senior Wind Ensemble's Tour to the US. A fundraising committee was set up to help facilitate this. Thank you to everyone who contributed and supported us.

The following table shows the revenue raised from each activity:

	Revenue raised
Bunnings BBQ and Cake Stall Narrabeen	\$1344
Bunnings BBQ and Cake Stall Belrose	\$2842
Bunnings BBQ and Cake Stall Chatswood #1	\$2737
Bunnings BBQ and Cake Stall Chatswood #2	\$1493
April Community Concerts	\$2566
June Community Concerts	\$4859
Father's Day Raffle	\$1260
Spring Festival Raffle	\$2180
Mother's Day Raffle	\$3418
ANNUAL TOTAL RAISED IN 2019	\$15882

A new crowdfunding initiative was implemented during our Winter Community Concert Series to target the purchase of specialised musical instruments. Nick Badger, one of the members of the Board, played an important role in setting up the crowdfunding and communications. The funds raised were matched by NSSWE and went toward the purchase of a new alto clarinet, to be used by musicians in the Intermediate and Senior Wind Ensembles.

2020 AUDITIONS

The 2020 auditions were held in November. We offered 83 positions to new students and there were 145 re-enrolments. Whilst the numbers for the 2020 program look encouraging, converting offers to members remains a challenge.

Jane Peggie
NSSWE MANAGER



Spring Music Festival 2019
The Concourse Concert Hall, Chatswood





TREASURER'S REPORT

For the year ended 31 December 2019

FINANCIALS IN SUMMARY

NSSWE's financial year for the twelve months ended 31 December 2019 showed a consistent performance with 2018, although the effort and commitment of the Board, staff and volunteers to achieve such a result should not be under-estimated. The 2019 accounts have been audited by McCann Accounting in Dee Why.

INCOME

Musician fee income for the year was \$136,135, an increase of 2.4% compared to 2018, which reflects an increased number of enrolled students and an inflationary increase on the fee level. Other income was generated through grants (\$5,000 from Willoughby Council to support the Spring Festival), donations, fundraising and concert ticket sales. Incomes from concerts increased to record levels this year, reflecting the most successful Spring Festival that NSSWE has ever put on (both in terms of number of bands participating and the financial contribution). The running of the tour to the US for the SWE musicians has driven the substantial increase in tour related revenue in 2019 when compared to 2018.

OPERATING EXPENSES

As with previous years, we have maintained our strict focus on tight financial management. The Board agrees a detailed budget before the beginning of each financial year and then detailed budgets for each tour and performance event. The NSSWE team then manage actual expenditure to these budgets and the Board reviews the actual financial

performance of the organisation throughout the year and can instigate corrective action if necessary. The use of volunteer hours (both from the Board and elsewhere) provides a significant financial benefit to NSSWE and NSSWE remains grateful to all who are willing to support it in this way.

NSSWE also benefits from free or discounted services provided by suppliers who support not-for-profit community organisations such as ours. In particular we would like to acknowledge Google, who provide NSSWE with its G-Suite free of charge, Xero who provide their cloud accounting system at a significant discount and G-Accon who provide discounted reporting services that we utilise with Xero. NSSWE is grateful for this support.

PERFORMANCES

Our concert performances provided the usual mixed financial performance. The Spring Music Festival, and the Autumn and Winter community concert series each provided a positive financial contribution for the organisation, with the Spring Festival again generating a very pleasing result driven by record audience numbers. The end of year Showcase Concert ran, as budgeted, at a loss, which partly consumed the surpluses generated by the other concerts, and recognises the Board's commitment to keeping the price of the Showcase tickets low.

CAPITAL EXPENDITURE

During 2019, NSSWE spent \$20,659 on new instruments and equipment - which was funded from a mix of grants, money raised through the public fund and retained surpluses from NSSWE's activities. It is pleasing to see that NSSWE has been able to add to its stock of high quality musical instrumentation for our musicians to utilise in performances.





PRINCIPAL RISKS

The principal financial risks that the organisation faces and needs to manage are:

- Student numbers - as the cost base of the organisation is largely fixed. The Board seeks to manage this risk by setting a budget, and the fees each year once a realistic assessment of student numbers can be estimated.
- Any concerts that NSSWE promotes at the Concourse have a significant financial risk associated given the high fixed costs of those concerts, and we continue to work to ensure this risk is contained, whilst recognising that it is a core belief of the organisation to enable students to perform at such superb professional venues as the Concourse. With many years of experience in running Concourse events, the Board has an increased confidence in estimating ticket sales and setting a cost budget.
- Overseas tours in particular represent a significant financial risk for NSSWE, with potential uncertainty on the final number of participants as well as risks from movement in the foreign exchange rates. NSSWE seeks to manage those risks through getting early commitment from musicians backed by an installment plan which seeks to ensure that participants' financial commitment is managed and ensures that NSSWE's payments to the tour operator are backed by cash from participants. Where tours require some subsidy from other NSSWE activities, the Board approves this in advance, and only commits subsidies which are affordable within the overall budget.

SUMMARY

It was very pleasing to see a surplus of \$23,595 being generated by the organisation which can be reinvested to continue to improve what NSSWE offers.

As at 31 December 2019 NSSWE had a total Cash on Hand of \$96,755. Total equity was \$126,442 with the increase representing the surplus in the financial year.

	2019	2018	2017	2016	2015
INCOME					
Musician Fee Income	136,135	132,964	112,818	125,021	119,206
Fundraising and donations Income	26,793	16,220	12,865	17,374	17,706
Concert Ticket Sales	67,783	62,419	47,202	15,511	10,059
Grant Income	5,522	5,000	0	2,000	0
Other Income	12,838	10,946	12,051	8,627	7,120
Tour Income	262,509	53,723	33,500	237,645	43,237
TOTAL INCOME	511,580	281,272	218,436	406,177	197,328

EXPENSES					
Accounting & Bookkeeping	1,750	3,908	5,668	17,778	13,918
Insurance	4,862	4,628	4,397	4,023	3,894
Music Scores & Folders	4,351	4,594	1,056	1,835	3,844
Performance & Venue Costs	46,896	44,583	37,779	5,148	3,027
Rent	6,400	6,200	6,000	6,230	5,000
Other Operating Expenses	23,483	28,188	19,227	24,701	25,763
Employment & Contractor Expense	120,707	111,534	96,091	121,750	102,803
Tour Costs	273,041	50,125	31,253	245,012	30,091
TOTAL EXPENSES	481,491	253,760	201,471	426,476	188,341



Continuing >

	2019	2018	2017	2016	2015
Operating Surplus (deficit)	30,089	27,512	16,965	(20,298)	8,987
Depreciation	6,494	5,414	5,445	5,436	5,914
Surplus after Depreciation	23,595	22,098	11,520	(25,734)	3,073

TOTAL CURRENT ASSETS	101,881	85,243	61,474	36,014	50,939
TOTAL ASSETS	160,226	129,344	105,815	83,142	101,160
TOTAL LIABILITIES	(33,784)	(26,497)	(25,066)	(13,913)	(6,197)
NET ASSETS	126,442	102,847	80,749	69,229	94,963

PUBLIC FUND

The balance in the public fund account at the end of 2019 is \$1.

During the year we were successful in attracting c\$3,500 of donations to the Public Fund, which were then used to support the purchase of an Alto Clarinet.

MOVING FORWARD

2019 was another successful year for NSSWE, operationally, artistically and financially. NSSWE's finances continue to benefit from the hard work of previous years which put in place a cost structure and processes that provided a solid platform for 2019.

We enter 2020 in a strong financial and operational position. NSSWE continues to look for organisations to partner with, in particular for the organisation of performance events to reduce the financial risks inherent in these.

Alan Norton, FCA
TREASURER



NSSWE MANAGEMENT COMMITTEE 2019

President	Diana Perche
Vice-President	Sarah Duncan
Treasurer	Alan Norton
Secretary	Georgina Hardy
Ordinary Member	Patrick Brennan
Ordinary Member	Mhairi Holway
Ordinary Member	Nicholas Badger
Ordinary Member	Lisa Mead
Public Officer	Diana Perche

NSSWE SUB-COMMITTEES 2019

Public Fund Committee	Alan Norton Mandy Arnold Lucette Rutherford
Artistic Projects Committee	Diana Perche Patrick Brennan Jane Peggie
Sponsorship and Fundraising Committee	Nicholas Badger Georgina Hardy Patrick Brennan Lisa Mead
Governance, Policy and Procedures Committee	Diana Perche Sarah Duncan Mhairi Holway Lisa Mead
Risk, Audit and Financial committee	Alan Norton Diana Perche Sarah Duncan

NSSWE STAFF 2019

Artistic Director and Chief Conductor	Patrick Brennan
Manager	Jane Peggie
Conductor Senior Wind Ensemble	Patrick Brennan
Conductor Intermediate Wind Ensemble	Kylie Tyson
Conductor Junior Wind Ensemble	Fiona Lucas
Conductor Primary Wind Ensemble	Stephen Smith
Senior Orchestral Manager / Assistant Conductor	Ben Perche
Orchestral Manager	Jenny Ridgway
Orchestral Manager	Isabelle Ironside
Accounts Officer	Emily Norton



NORTHERN SYDNEY SYMPHONIC WIND ENSEMBLE INC

ABN 92 896 883 409

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2019

	2019	2018
	\$	\$
Assets		
Bank		
Bendigo - Operating Acct	14,661	15,280
Bendigo - Public Fund Account	1	55
Bendigo - Sandhurst At Call	82,862	65,614
Credit Card	(747)	(759)
Total Bank	\$96,776	\$80,190
Current Assets		
Trade Debtors New	3,700	3,600
Prepayments	265	0
Uniform Stock	1,009	1,453
IntegraPay Clearing Account	377	0
Sundry Debtors	97	263
Total Current Assets	\$5,447	\$5,316
Non-current Assets		
Deposits/Security Bonds Paid	200	200
Instruments/Equip Cost	110,160	89,500
Instruments/Equip Accum Dep	(52,357)	(45,863)
Total Non-current Assets	\$58,003	\$43,837
Total Assets	\$160,226	\$129,343
Liabilities		
Current Liabilities		
GST Payable (Refund)	(4,309)	(2,318)
Grants Received in Advance	3,887	0
Trade Creditors	(407)	0
Other Current Liabilities	10,398	5,899
PAYG Withholding Payable	5,396	4,012
Superannuation Payable	0	176
Total Current Liabilities	\$14,966	\$7,769
Non-Current Liabilities		
Deposits	18,818	18,727
Total Non-Current Liabilities	\$18,818	\$18,727
Total Liabilities	\$33,784	\$26,496
Net Assets	\$126,442	\$102,847
Funds		
Current Year Earnings	23,595	22,098
Retained Earnings Carried Forward	102,847	80,749
	\$126,442	\$102,847

**NORTHERN SYDNEY SYMPHONIC WIND ENSEMBLE INC****ABN 92 896 883 409****STATEMENT OF FINANCIAL PERFORMANCE****YEAR ENDED 31 DECEMBER 2019**

	2019	2018
	\$	\$
INCOME		
CD/ Download Income	2,482	2,318
Concert School Entry Fees	15,995	15,341
Concert Ticket Sales	51,788	47,078
Donations (excl Public Fund)	7,426	9,039
Gross Fundraising Income	15,882	7,181
Miscellaneous	1,758	376
Musician Fee Income	136,135	132,964
NSSWE Inc Membership	22	16
Public Fund Donations	3,485	0
Sponsorship	2,500	1,382
Tour Income	262,509	53,723
Uniform Income	4,918	5,518
Total Income	<u>\$504,902</u>	<u>\$274,935</u>
Less: Direct Costs		
Concert & Performance Costs	46,896	44,583
Fundraising Expenditure	2,340	646
Uniforms	3,364	5,219
Total Direct Costs	<u>\$52,600</u>	<u>\$50,448</u>
Net Income	<u>\$452,301</u>	<u>\$224,487</u>
Plus Other Income		
Interest Income	1,156	1,336
Other Grant Money Rcvd	5,522	5,000
Total Other Income	<u>\$6,678</u>	<u>\$6,336</u>
TOTAL INCOME	<u>\$458,980</u>	<u>\$230,823</u>
Less: Operating Expenses		
Advertising & Recruitment	88	0
Auditor Remuneration	1,750	3,500
Bank Charges (Merchant Fees)	655	651
Bank Fees	222	110
Bookkeeping/Accounting	0	408
Contractor - NSSWE Mgr Mandy	0	136
Contractors -Conductors Casual	1,825	950
Contractors -Conductors Permanent	20,290	20,155

**NORTHERN SYDNEY SYMPHONIC WIND ENSEMBLE INC****ABN 92 896 883 409****STATEMENT OF FINANCIAL PERFORMANCE****YEAR ENDED 31 DECEMBER 2019**

	2019	2018
	\$	\$
Depreciation	6,494	5,414
Filing Fees & Licenses	195	45
Gifts & Incentive Prizes	1,187	978
Instrument Hire	227	182
Instrument Repairs/Maintenance	811	846
Insurance	4,862	4,628
Internet/Email/Website	2,061	6,441
Meeting Expenses	505	388
Music Scores & Folders	4,351	4,605
Other	96	514
Postage & Couriers	191	226
Printing & Photocopying	5,665	9,285
Promotions & Marketing	3,009	1,243
Purchases < \$500	0	290
Realised Currency Gains	31	122
Rent	6,400	6,200
Staff Training & First Aid	1,204	82
Stationery & Consumables	271	134
Superannuation Guarantee	8,594	7,546
Telephone	886	459
Tour-Accom & Meals	18,216	25,526
Tour-Conductors/Orch Mgr Allow	9,979	9,633
Tour-Entertainment/Entry Fees	1,711	5,088
Tour-Other	1,729	43
Tour-Transport	240,894	9,164
Transportation	512	671
Travel/Bus Hire/Tolls/Parking	373	356
Volunteer Expenses	0	6
Wages - Admin	1,056	1,716
Wages - Art.Dir/Chief Cond.	28,907	28,913
Wages - Conductors	0	160
Wages - Events	7,165	5,460
Wages - NSSWE Mgr	39,749	32,644
Wages - Orchestral Managers	12,363	13,259
Workers' Compensation	758	596
Write-Offs and Bad Debts	100	(45)
Total Operating Expenses	<u>\$435,385</u>	<u>\$208,726</u>
 NET SURPLUS FOR YEAR	 <u><u>\$23,595</u></u>	 <u><u>\$22,098</u></u>



NORTHERN SYDNEY SYMPHONIC WIND ENSEMBLE INC
ABN 92 896 883 409
STATEMENT OF ACCOUNTING POLICIES
YEAR ENDED 31 DECEMBER 2019

This financial report covers Northern Sydney Symphonic Wind Ensemble Inc as an individual entity. Northern Sydney Symphonic Wind Ensemble Inc is an association incorporated in NSW under the Associations Incorporation Act 1984.

(a) Basis of Statements Preparation

The financial statements are general purpose financial statements that have been prepared in accordance with Accounting Standards, Australian Accounting Interpretations and the Associations Incorporation Act 1984 and the financial reporting requirements of the NSW Charitable Fundraising Act 1991 and Regulations.

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions to which they apply. Compliance with Australian Accounting Standards ensures that the financial statements and notes also comply with International Financial Reporting Standards. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless otherwise stated.

The financial statements have been prepared on an accruals basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

(b) Income Tax

The association is exempt from Income Tax in accordance with Section 45-50 of the Income Tax Assessment Act 1997.

(d) Instruments and Equipment

Each class of property and equipment is carried at fair value or cost less any accumulated depreciation.

All depreciable assets are written off on a straight-line basis over the asset's useful life, commencing from the time the asset is available for use.

(e) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australia Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the assets or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.



BACK TO START



PO Box 532 Frenchs Forest NSW 1640