

2021

ANNUAL REPORT >





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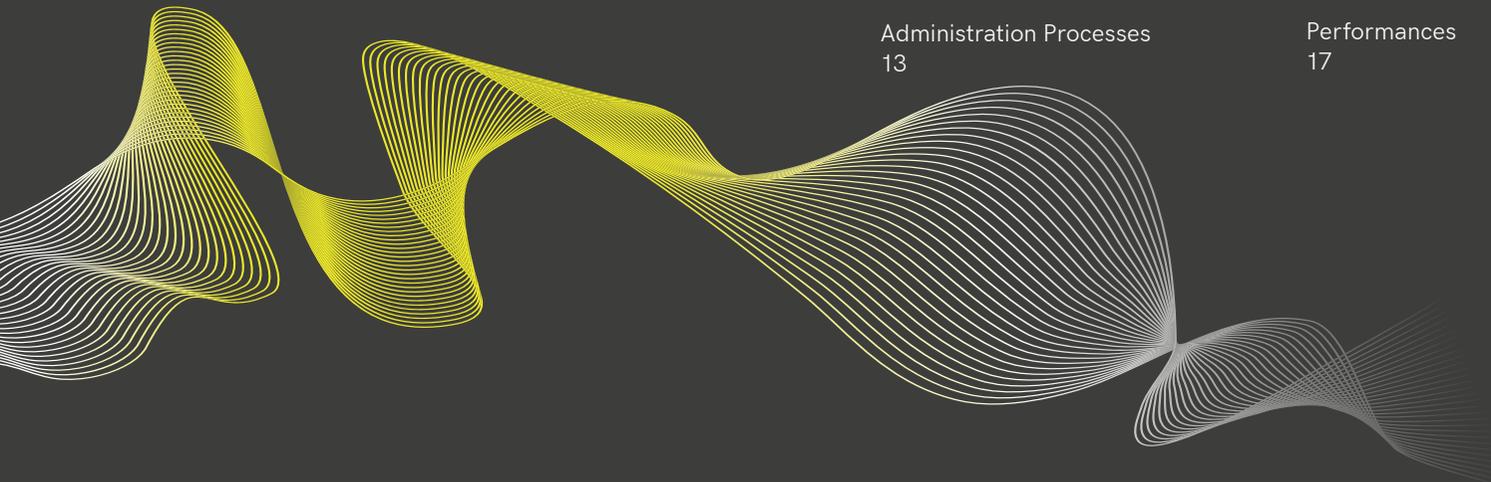
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Intermediate Wind Ensemble conducted by Kylie Tyson. Performing at the 2020 Showcase at The Concourse in Chatswood.





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 40-60 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

NSSWE is an incorporated association registered in NSW and is registered with the Australian Charities and Not-for-profits Commission.

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 2021. The enclosed reports provide details of the artistic, governance, financial and administrative aspects of the NSSWE program.

The second year of the COVID-19 pandemic has been a challenging one for music and performing arts organisations everywhere. For NSSWE, this year felt much harder than the first, in many ways. It is no small achievement to have delivered a full program of musical extension across our four ensembles throughout the year, along with a vibrant online Connect Festival and a spectacular Showcase. We have been able to maintain the size and structure of the tiered program, and support our staff as they have continued to inspire and motivate young musicians throughout the year.

As usual, my report will briefly outline our activities during 2021 against the strategic priority areas set out in our Strategic Plan 2019-2023. The priority areas are:

- 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

MUSICAL DEVELOPMENT AND EXTENSION

NSSWE delivered a full year of rehearsals, with very minor interruptions, for all four of the symphonic wind

ensembles in our program, despite the frequently changing public health restrictions. COVID-safety was our priority at all times, and we were assiduous in following the public health orders and advice from both NSW Health and the Department of Education. We are grateful for the support that we received from The Forest High School in allowing us to hold our rehearsals in the larger Assembly Hall rather than the Performing Arts Centre (PAC) during Terms 1 and 2, to allow musicians to be more spaced out. In place of our Autumn Community Concerts, we were pleased to be able to hold 'open rehearsals' at the beginning of Term 2, to show the parents and carers of our ensembles what the musicians had achieved.

During Term 3, the Delta outbreak forced us to move our rehearsals back to the Zoom online environment, but our experienced team of conductors and orchestral managers were well prepared and determined to deliver engaging online content for all the ensembles. The artistic team led the ensembles through an ambitious recording program, using newly purchased microphones to allow all students to record themselves in lockdown, and this provided a focus for all the ensembles in the absence of regular performances.

In Term 4, we were eventually able to resume face-to-face rehearsals, though not immediately at our usual premises on the grounds of The Forest High School, due to Department of Education restrictions. For our senior ensembles, with the older (double vaccinated) musicians, we temporarily hired alternative rehearsal space, and soon all ensembles were back at Forest. Given the months of online-only interaction, it was impressive to see what each ensemble achieved at the Showcase concert at the end of the year.





NSSWE Plus, our program for tertiary students, continued to grow during 2021 and provided excellent professional and skills development for participants throughout the year. In addition to the workshops on conducting and pedagogy, during the Term 3 and 4 lockdown the Plus group also worked with Patrick and other board members to put together an application for a program with the Department of Communities and Justice. Though unsuccessful, this application process was valuable in developing skills in grant writing and project design, highly relevant in the arts sector.

BUILDING AUDIENCES AND GROWING THE SPRING MUSIC FESTIVAL

Once again in 2021, despite our early optimism, we were obliged to cancel our Community Concert Series in Autumn and Winter, along with our performance tours and our NSSWE Spring Music Festival, due to COVID-19 restrictions on public gatherings. We are very much aware of the gap this has left for school and community bands in our local region in terms of performance opportunities, and are working on plans for an expanded range of concerts and events for 2022 when the conditions allow.

We were thrilled to be able to produce our annual Showcase concert at The Concourse, Chatswood, to celebrate the musicians' hard work throughout the year in challenging circumstances.

The decision to go ahead was made very late in the year, as restrictions lifted, and we were one of very few arts organisations working with school-age performers who were able to deliver such an event in 2021.

NSSWE put considerable effort into plans to expand the Spring Festival during 2021, and obtained government funding through the Willoughby City Council Concourse Performing Arts Subsidy and the Create NSW Festival Relaunch grant program to support this. These funds will now be used in 2022. We have also been awarded a substantial grant from the Northern Beaches Council to support an outdoor music festival, as further means to build audiences for many local school and community bands along with the NSSWE ensembles. Again, this funding will be used in 2022 rather than 2021. I would like to thank Alan Norton, Treasurer, for his substantial help in putting together these and other grant applications.

DEVELOPING CAPACITY OF COMMUNITY AND SCHOOL BAND PROGRAMS

In place of the NSSWE Spring Festival, we delivered a second NSSWE Connect Festival online in October 2021, consisting of a series of webinars for students and conductors and music educators, drawing on the expertise of a number of world-class performers and experts. We appreciated the opportunity to work with Online Virtuoso once again on this event, and valued the support we received from Professor Anna Reid and the Sydney Conservatorium of Music. The closing event was especially designed as a networking event for conductors working in school bands in the local area, and it provided a valuable opportunity for the sharing of information and ideas about sustaining band programs during the pandemic.

Governance and sustainability As always, I am very thankful for the work behind the scenes by our volunteer board members. The stability and continuity of membership in our board has been valuable through these especially challenging last two years. I extend my thanks to 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, for their commitment to the organisation over this period.

Three of our board members are stepping down this year, and I would like to particularly acknowledge their contributions to the organisation. I am grateful for Mhairi Holway's wise counsel and expertise in human resource management, Lisa Mead's commitment and deep knowledge of corporate governance and procedures, and Nick Badger's perceptive insights and marketing skills. Each of these board members has made a lasting difference to NSSWE, and I thank them for their effort, enthusiasm and good humour throughout their years with the board.

NSSWE's financial position at the end of 2021 is broadly positive, and this is the result of careful budgetary oversight by the board, combined with government support that has been much needed through the challenges posed by COVID lockdowns and restrictions. I would like to thank Alan Norton for his tremendous work as Treasurer, identifying every opportunity for savings or grant revenue, and devoting countless hours to improving systems and preparing detailed reports that help to guide the board's decision making.

PRESIDENT'S REPORT

SUMMARY

As in 2020, the impact of the COVID-19 pandemic has been significant, and we have not made the progress we initially anticipated toward all of our strategic priorities in 2021. The board will review our Strategic Plan in 2022 with a focus on rebuilding and repositioning for a post-COVID environment. The negative impact of the past two years on school and community band programs that feed into our own extension program is likely to be felt for some years. NSSWE as an organisation nevertheless has shown itself to be resilient and innovative, and has demonstrated its sustainability and adaptability. We are in a strong position to rebuild in 2022 and beyond, and to continue to nurture young musicians and support band programs in our local area.

THANK YOU

On behalf of the board, I would like to thank our musicians and their families for your enthusiasm, support and dedication to music over the past year. We do not take this for granted – and we are proud of what we have been able to achieve thanks to your participation in the past year.

Thank you also to our wonderful team for their continued commitment to NSSWE over the past year: the conductors Kylie Tyson, Derek Barg and Stephen Smith, senior orchestral manager and assistant conductor Ben Perche, orchestral managers Jenny Ridgway and Isabelle Ironside, and our accounts officer Emily Norton.

I would also especially like to acknowledge the efforts of our manager Jane Peggie whose commitment to NSSWE is extraordinary. We could not have made it through 2021 in such good shape without all of you – and we look forward to a much better 2022.

Diana Perche
PRESIDENT



ARTISTIC DIRECTOR'S REPORT

Once again the NSSWE Artistic team, Administration and Board worked tirelessly and cohesively to deliver an outstanding musical extension program to our enthusiastic student musicians. At the beginning of 2021 it appeared that we were through the worst of the impacts of COVID-19 and were in the clear for a return to a normal NSSWE year, full of fantastic musical challenges and exciting performance opportunities.

By mid June it was apparent that again we were in for challenges other than the musical ones that we were expecting to undertake. The realisation that we would again find ourselves in an extended lockdown, with no apparent end, was devastating. The one shining light that we were able to draw upon was the knowledge that we had an excellent team who had built programming and skill sets that would enable NSSWE to successfully move back to online learning. We were now excellently placed to overcome the challenges that lay ahead and quickly focused and honed our online programming to the learning of repertoire, musical skills and an online recording project. These intensive online learning sessions and the process of the individual musicians preparing for and delivering content for the recordings enabled us to produce performance-ready ensembles for our end-of-year performance, our 2021 Showcase Concert.

As in the previous year, 2021 saw many arts organisations shutting down for a significant period of time through the lockdown period. NSSWE again showed its significant artistic, educational and organisational capacity and flexibility in remaining operational through this period. Furthermore, we strived for and drove innovation in the large ensemble music education sphere with a number of significant organisations such as the Sydney Symphony Orchestra and Opera Australia Orchestra, drawing on our knowledge and expertise to deliver online material including to students in regional New South Wales.

I'm incredibly grateful to the conductors and the entire NSSWE team for once again jumping wholeheartedly into such a massive and complex education program. Even without tours, retreats and concert events such as the

Spring Music Festival, which are a mainstay of the NSSWE annual programming, it was wonderful to see the students engaging, rising to the challenges that presented as well as developing friendships and collegiality through a changing rehearsal environment.

I applaud our NSSWE families, friends, caregivers and parents for continuing to believe in the NSSWE program as a worthwhile venture for their student musicians to continue to engage in even through such difficult times. This support and encouragement over the course of the year enabled us to pursue our programming and goals through to the year's end.

The delivery of NSSWE Connect 2021 through lockdown in Term 3, maintaining our regular weekly rehearsal schedule for all ensembles, was certainly an incredible feat for the organisation. The addition of the orchestral managers and NSSWE Plus students into the education team in supporting the conductors was especially valuable and without their expertise and support this program would not have been the success that it was. From a technical aspect working diligently behind the scenes, Ben Perche with his cyber wizardry generated and then held the whole program together for the duration of the lockdown. Special thanks must also be given to Derek Barg for the additional and excellent work that went into producing the recordings that culminated the educational online programming for each ensemble.

The NSSWE Connect Festival 2021 was another triumph during lockdown. This year the online festival offered master-classes and workshops for student musicians as well as having a significant focus on professional development for





music teachers and conductors. The festival was certainly a resounding success with the delivery of 12 workshops by some of Australia's leading professional musicians/educators. Special thanks must be given to Paul Champion from Online Virtuoso for the huge amount of work that he put into co-producing the project. Sincere thanks also to Professor Anna Reid from the Sydney Conservatorium of Music for her support and belief in the concept of an online festival. I offer my special thanks to Ben Perche for the technical production and Jane Peggie for the significant and complex administration of the event. Once again our strength as a united team across the whole organisation and passion for NSSWE and music education allowed successful delivery of the event.

Term 4 saw a further reduction in COVID-19 risk mitigation measures that allowed socially distanced rehearsals to resume. This enabled a flurry of activity and rehearsals that allowed us to land in the Concert Hall at The Concourse at

Chatswood for our end of year Showcase Concert. Once again this event marked an incredibly important moment in time, seeing NSSWE pave the way for student based music ensembles and programs resuming performances in professional venues in our state. This will certainly be highly memorable in our history as an arts organisation.

Aside from seeing and hearing all the ensembles perform incredibly on the concert platform at this event, it was certainly a highlight to witness the NSSWE Plus Program conductors direct the Senior Wind Ensemble through a selection of short pieces as part of the Senior Wind Ensemble's program. The NSSWE Plus Program is now a mainstay of our annual education program that gives tertiary students excellent extension in conducting and musical pedagogy. I am delighted that this is the case and I'm so proud of these students who will one day be experts in their field and working at the forefront of music education and ensemble direction.

2021 was certainly challenging but in the end resulted in another highly successful year of innovation, collegiality and excellence in music education and performance. Finally I'd like to offer thanks to our incredible teams of artistic and administration staff and the Board. I'd especially like to thank Jane Peggie and Diana Perche for their wisdom and unwavering support to me through another challenging year. Without these people NSSWE would not be the organisation that it is today.

Patrick Brennan

ARTISTIC DIRECTOR AND CHIEF CONDUCTOR





ENSEMBLES AT A GLANCE

PRIMARY WIND ENSEMBLE

Conducted by Stephen Smith

Repertoire Grade Range: 1 - 2

School age range: Years 4-6

Number of musicians: 37

Repertoire Highlights:

- Portrait of a Clown* by Frank Ticheli
- A Sailor's Odyssey* by David Bobrowitz
- Prelude and Firestorm* by Roland Barrett
- Korean Folk Rhapsody* arr. James Curnow
- Ancient Voices* by Michael Sweeney

INTERMEDIATE WIND ENSEMBLE

Conducted by Kylie Tyson

Repertoire Grade Range: 3 - 4

School age range: Years 8-10

Number of musicians: 41

Repertoire Highlights:

- My Neighbour Totoro* by Joe Hisaishi, arr. Yo Goto
- Benjamin Franklin and the Art of Music* by Robert W. Smith
- Selections from "Wicked"* by Stephen Schwartz, arr. Jay Bocook
- Concerto for Drum Set and Concert Band* by Larry Neeck

JUNIOR WIND ENSEMBLE

Conducted by Derek Barg

Repertoire Grade Range: 2.5 - 3

School age range: Years 6-8

Number of musicians: 50

Repertoire Highlights:

- Skyfall* by Adele Adkins and Paul Epworth, arr. Jay Bocook
- Eiger: Journey to the Summit* by James Swearingen
- Hans Zimmer: Movie Milestones* arr. Michael Brown
- Michael Jackson Through The Years* arr. Michael Brown
- Hopak!* (Ukrainian Dance) by William Owens
- El Arco De Los Cabos* by Ed Huckleby

SENIOR WIND ENSEMBLE

Conducted by Patrick Brennann

Repertoire Grade Range: 4 - professional

Age range: Year 9 - tertiary

Number of musicians: 54

Repertoire Highlights:

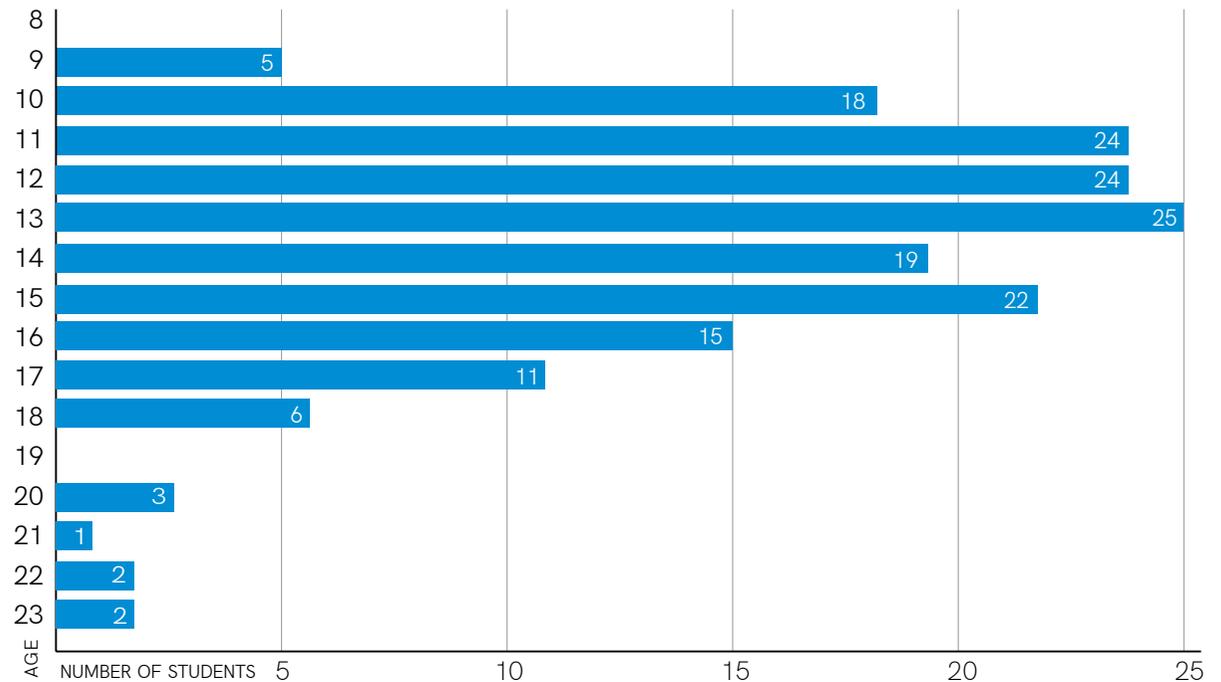
- Symphony No.1 'The Lord of The Rings'* by Johan de Meij
- An American in Paris* by George Gershwin, arr. Jerry Brubaker,
- October* by Eric Whitacre,
- The Year of the Dragon: Mvt 1 & 2* by Philip Sparke,
- The Hounds of Spring* by Alfred Reed



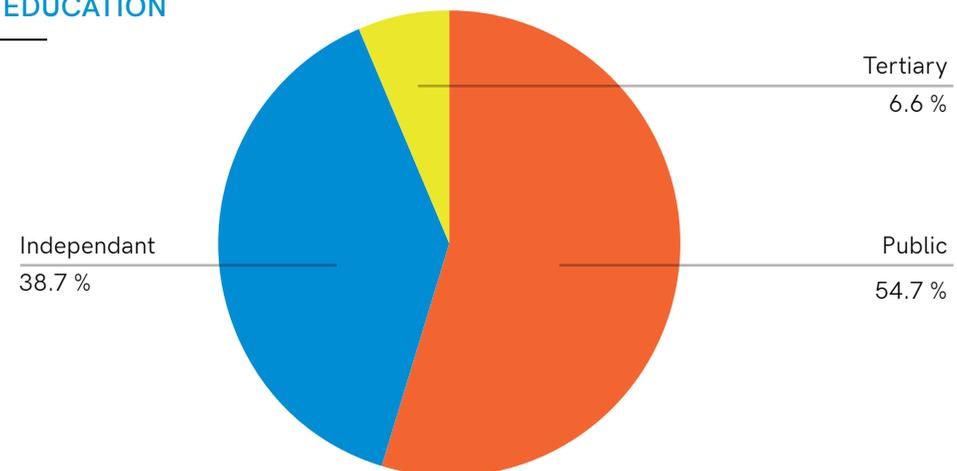
NSSWE MUSICIANS COME FROM

- Allambie Heights
- Balgowlah
- Balgowlah Heights
- Bayview
- Beacon Hill
- Belrose
- Bilgola Plateau
- Cammeray
- Careel Bay
- Chatswood
- Clareville
- Collaroy
- Collaroy Plateau
- Cremorne
- Curl Curl
- Davidson
- Dee Why
- East Killara
- Elanora Heights
- Fairlight
- Forestville
- Frenchs Forest
- Freshwater
- Gordon
- Hornsby
- Hurstville
- Killara
- Killarney Heights
- Lane Cove
- Lane Cove North
- Manly
- Manly Vale
- Middle Cove
- Mount Colah
- Narrabeen
- Narraweena
- Newport
- Normanhurst
- North Balgowlah
- North Manly
- North Narrabeen
- Northbridge
- Oxford Falls
- Roseville
- Roseville Chase
- Ryde
- Seaforth
- St Ives
- St Ives Chase
- Sydney
- Telopea
- Terrey Hills
- Turrumurra
- Wahroonga
- Warriewood
- West Pymble
- Wheeler Heights
- Willoughby

NSSWE MUSICIANS AGE RANGE



MUSICIANS' EDUCATION



Junior Wind Ensemble conducted by Derek Barg.
2020 Showcase at The Concourse in Chatswood.



MUSICIANS, STAFF AND VOLUNTEERS

2021 was another difficult year for NSSWE. With further COVID-19 related government restrictions enforced throughout the year, many rehearsals and concerts were either cancelled or postponed. However, despite these difficulties, our team was successful in navigating and adapting to these constantly changing circumstances. With frequently changing public health regulations surrounding rehearsal spacings, number of attendees and the use of wind instruments in rehearsal, our team were forced to change COVID processes regularly and quickly. Although our Autumn and Winter Concert Series and Spring Music Festival had to be cancelled, our Showcase performance was achieved thanks to our team's unwavering commitment to maintain rehearsals throughout the year, whether online or face to face.

MUSICIANS AND ENSEMBLES

The following table shows the musician membership for each ensemble at the start of 2021. We commenced the year with 182 musicians, compared with 194 the previous year.

Ensemble	Conductor	Year Group	Number of Musicians
Primary Wind Ensemble	Stephen Smith	4 - 6	37
Junior Wind Ensemble	Derek Barg	6 - 8	50
Intermediate Wind Ensemble	Kylie Tyson	8 - 10	41
Senior Wind Ensemble	Patrick Brennan	9 - 12 and tertiary students	54
NSSWE Plus	Patrick Brennan	Tertiary students	7

The Artistic team was headed by Patrick Brennan (Artistic Director and Chief Conductor). Patrick also conducted the Senior Wind Ensemble and led the NSSWE Plus program. Kylie Tyson, Derek Barg and Stephen Smith continued to conduct the Intermediate, Junior and Primary ensembles respectively. Ben Perche confidently led the orchestral management team and he was supported by Jenny Ridgway and Isabelle Ironside and later Emily Norton, all of whom were crucial in the overall success of both the online and face to face programs.

ADMINISTRATION PROCESSES

In order to streamline some of the day to day administration tasks we implemented and trialled a new system, Bandforte. This system provides a centralised place for musician contact information, attendance rolls, the event calendar, as well as storing a database of music scores and assets (such as percussion instruments.) It also provides facilities for emailing parents and to assist with generating invoices. The trial was very successful and was well received by staff. We look forward to rolling out the specifically designed parent portals to NSSWE parents and musicians in 2022. Thank you to Ben Perche who has been instrumental in working with Bandforte and implementing software specific for Community Band Management.

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. NSSWE also remained a COVID-safe organisation, complying with all the relevant government rules, recommendations and public health orders.

REHEARSALS

In the first half of the year all ensembles were able to rehearse face to face with strict restrictions in place some of which included:

- Only staff and musicians allowed on site

- The rehearsal space had to operate under the 1 person per 4m² rule and flute players were required to maintain a physical distance of 3 metres from others in the direction of airflow, and 1.5 metres in all other directions.



Players of all other instruments (including reeded woodwind instruments) had to maintain a physical distance of 1.5 metres between each other and the audience/conductor

All ensembles had more frequent breaks to reduce the amount of time spent together to ventilate the area

All NSSWE musicians were asked to clean down their chair and music stand at the beginning and end of rehearsal

All musicians should bring a cloth to rehearsal to capture any liquids released from their instrument

At the start of Term 3 all rehearsals were delivered online as Sydney and most of NSW went into a full lockdown due to the Delta COVID outbreak. It was a fairly smooth transition given that the NSSWE staff drew on our experiences of the 2020 COVID shutdown and were familiar with the platforms that we used to deliver the online rehearsals. The conductors opted to deliver shorter, more targeted sessions for the different instrument groups and worked with the online recording software Soundtrap which allowed musicians to record and develop music ideas collaboratively.

Attendance during this time was mixed, as can be seen from the table below. This could be partially explained by school exams (HSC Trials) and a level of Zoom fatigue.

As a community organisation, NSSWE was able to resume face to face rehearsals in Term 4 with some modifications. In order to rehearse, musicians aged 16 years and older had to be double vaccinated. Initially we were unable to gain access to the school, so we hired a rehearsal space at The Concourse, Chatswood, for the IWE and SWE whilst keeping JWE and PWE online. As restrictions eased further, we were able to resume face to face rehearsals for all ensembles by week 7 at The Forest High School, with COVID-safe modifications in place.

EVENTS

Community Concerts and Spring Music Festival

The Autumn Community Concert Series was unable to go ahead due to COVID restrictions at the time. These were replaced with open rehearsals

for all ensembles which culminated in a short concert for the NSSWE parents. These were well attended and a sausage sizzle was held on each evening providing socially distanced social connection for both the students and the parents. A small number of new members joined the program at this time.

The Winter Community Concerts were rescheduled to early term 3 in the hope that restrictions would ease, however this was not the case and they too were cancelled.

The annual Spring Music Festival was set to be our largest yet with over 120 bands expressing an interest in performing. Unfortunately, the continuing COVID lockdown meant we were unable to go ahead with this event.

NSSWE Connect Festival 12 - 21 October

As we were unable to offer our live concerts and, in a bid to engage with the wider community, NSSWE produced our second online Connect Festival. The focus was on "wellbeing and inspiration" for all musicians and was held in October. NSSWE partnered with Online Virtuoso to produce the event and we were also supported by The Sydney Conservatorium of Music, The University of Sydney, the Central Coast Conservatorium of Music, the Association of NSW Regional Conservatoriums and ABODA NSW.

The Festival was delivered over two weeks with two streamed evening sessions. The early stream was designed for students, and included practical sessions on audition and exam preparation, improvisation, and getting the most out of your instrument. The later stream offered professional development for conductors, teachers and musical educators, with a focus on student motivation and mental wellbeing as well as career advice and inspiration for conductors. These sessions were led by noted professional musicians working with high level national orchestras.

The Festival was opened with a Keynote by Professor Anna Reid, Dean of the Sydney Conservatorium of Music. The closing event was a networking session for conductors hosted by Patrick Brennan and Diana Perche, discussing challenges faced by school and community band programs in the local region.

Total registrations for the Festival was 264 which did not include the NSSWE and Central Coast Conservatorium ensembles that participated. Numbers



were not as high as we had hoped, and this may have been due to the loss of appetite for online delivery and the timing of the Festival, which coincided with the reopening of schools.

NSSWE Recording Project

To keep students engaged and to support the online rehearsals in terms 3 and 4, a recording project for all ensembles was implemented. The logistics involved to deliver the microphones to every musician proved challenging but overall the project was successful with all ensembles producing a high quality end product, with sound and video production by Derek Barg.

Showcase - 9 December

We were delighted to be able to hold the Showcase Concert at the Concourse in December. This was no small undertaking, with ensembles having had very few face to face rehearsals, and strict restrictions that were in place on holding large scale events. Once again, NSSWE were one of the first live music concerts to go ahead in the Sydney area and the concert was well received by an appreciative audience.

2022 Auditions

The 2022 auditions were held online throughout November and early December. We had far fewer new applications which very much reflected the impact of COVID and the restrictions that were imposed on wind instrument playing and we have been unable to engage with musicians in the wider community through our usual concerts.

Current musicians were also tentative in applying to enrol, however the Showcase concert was valuable in motivating students to reapply. Although we are moving into 2022 with a significantly smaller cohort, we are optimistic that numbers will continue to grow. Maintaining the four tiers of ensembles enables a well-balanced program with scope for growth across the different instrument groups, and generates better musical and educational outcomes.

THANK YOU TO OUR SUPPORTERS

I would like to acknowledge the members of the NSSWE Board led by Diana Perche (President) and Alan Norton (Treasurer). Once again, they navigated NSSWE through uncertain times, ensuring the longevity and viability of the program. The Board members are certainly the unsung heroes of the NSSWE program and, from a personal perspective, I am most grateful for their guidance and support.

We are also grateful to the parent body for their continued support through a challenging year. I would particularly like to thank Miranda Burger who gave countless hours creating and designing our marketing material, programs and webpages.

We are also appreciative of the ongoing support given to us by The Forest High School in the form of The Performing Arts Centre for our rehearsals and the Assembly Hall for our Community Concert series.

Jane Peggie
NSSWE MANAGER



TREASURER'S REPORT

For the year ended 31 December 2021

FINANCIALS IN SUMMARY

In the face again of the significant disruption to NSSWE's program brought about by the restrictions imposed by governments to combat the spread of the pandemic, NSSWE's results for the year are pleasing, however this reported surplus is due largely to the level of government support that NSSWE was able to access. It is clear that the long term impact of the pandemic reducing participation in music will be felt by NSSWE over future years and it is unlikely that future years will benefit to the same degree from financial support from State and Federal Government.

The 2021 accounts have been independently reviewed by McCann Accounting in Dee Why.

INCOME

Musician fee income for the year was \$124,483, a reduction of 6.3% compared to 2020, reflecting a reduced number of students participating. Other than the \$54,002 of grants received (see breakdown below), the remaining other income principally relates to the ticket sales from the Showcase Concert.

GRANTS RECEIVED

NSSWE is extremely grateful for the support it has received from the government, which has been hugely important.

The table below sets out a breakdown of the grants received:

GRANT	VALUE	PURPOSE
JobKeeper (Federal Government)	15,600	Staff wages
NSW Job Saver	23,201	Staff wages
NSW Small Business Fees & Charges Rebate	201	NSW government fees
COVID-19 Business Grant (NSW Government)	15,000	General support
TOTAL COVID Grants	54,002	

NOTE *That in addition NSSWE has recognised \$1,395 of Grant Income related to 2018 Federal Grants, where the grant income is being released to the Income Statement over the period which matches against the depreciation for the assets purchased with the grants.*

Note That in addition NSSWE has recognised \$1,408 of Grant Income related to 2018 Federal Grants, where the grant income is being released to the Income Statement over the period which matches against the depreciation for the assets purchased with the grants.



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 rental charge for the use of Forest High is again this year at a reduced level reflecting the lack of ability to access and use Forest High during periods of lockdown. The NSSWE team manages 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 Google-Workspace platform 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

The Community Concert series and the annual Spring Festival were not run this year. The Showcase concert was well supported by parents.

CAPITAL EXPENDITURE

During 2021, NSSWE spent \$1,827 on specialist microphones for recording students at home - which was

funded from retained surpluses from NSSWE's activities. Given the general uncertain environment, and lack of opportunities to perform, other capital expenditure was put on hold.

PRINCIPAL RISKS

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

- COVID-19 and its impact - as we enter 2022, there remains the certainty that the restrictions that governments have, may and will impose have the ability to significantly curtail NSSWEs activities, reduce student numbers (both in the near and longer term), and potentially drive significant financial losses. Whilst, as outlined above, NSSWE benefited from the various grants available in 2020 and 2021, it is by no means certain that these measures will be repeated in future years, and therefore it is more likely that NSSWE will be expected to "stand on its own two feet".
- 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 and managing to a realistic cost budget.

SUMMARY

It was very pleasing to see a surplus of \$18,926 being generated by the organisation which can be reinvested to continue to improve what NSSWE offers and provides a financial "buffer" for what is expected to be a more financially challenging next few years.

As at 31 December 2021 NSSWE had a total Cash on Hand of \$170,533. Total equity was \$170,118 with the increase from 2020 representing the surplus in the financial year.



INCOME STATEMENT

	2021	2020	2019	2018	2017
INCOME					
Musician Fee Income	124,483	132,729	136,135	132,964	112,818
Fundraising and donations Income	0	340	26,793	16,220	12,865
Concert Ticket Sales	9,815	10,573	67,783	62,419	47,202
Grant Income	55,397	134,107	5,522	5,000	0
Other Income	464	539	12,838	10,946	12,051
Tour Income	0	0	262,509	53,723	33,500
TOTAL INCOME	190,160	278,287	511,580	281,272	218,436

EXPENSES					
Accounting & Bookkeeping	1,750	1,750	1,750	3,908	5,668
Insurance	4,370	2,867	4,862	4,628	4,397
Music Scores & Folders	3,328	3,328	4,351	4,594	1,056
Performance & Venue Costs	16,755	12,425	46,896	44,583	37,779
Rent	3,050	5,073	6,400	6,200	6,000
Other Operating Expenses	12,363	14,149	23,483	28,188	19,227
Employment & Contractor Expense	119,732	205,164	120,707	111,534	96,091
Tour Costs	0	0	273,041	50,125	31,253
TOTAL EXPENSES	161,305	244,755	481,491	253,760	201,471

Operating Surplus (deficit)	28,856	33,532	30,089	27,512	16,965
Depreciation	9,929	8,782	6,494	5,414	5,445
Surplus after Depreciation	18,926	24,750	23,595	22,098	11,520

BALANCE SHEET

	31 Dec 2021	31 Dec 2020	31 Dec 2019	31 Dec 2018	31 Dec 2017
Fixed Assets	41,551	49,667	57,803	43,638	43,808
Cash at bank	170,553	133,013	96,776	80,191	55,628
Trade debtors	34,932	3,345	3,700	3,600	3,900
Uniform Stock	0	0	1,009	1,453	1,946
Prepayments & other debtors	4,848	4,542	938	463	533
Jobkeeper due from ATO	0	9,000	0	0	0
Prepaid wages to allocate	0	0	0	0	0
Trade creditors	-468	360	407	0	0
Amounts due to ATO	-4,438	-3,920	-1,087	-1,694	-2,965
Superannuation	0	0	0	-176	-44
Deferred grant income	-35,174	-2,478	-3,887	0	0
Fees paid in advance	-15,364	-15,891	-18,818	-18,727	-19,871
Other accruals & liabilities	-26,323	-26,445	-10,398	-5,899	-2,186
NET ASSETS	170,118	151,192	126,442	102,847	80,749
Retained earnings (Bfwd)	151,192	126,442	102,847	80,749	69,229
Current year surplus/deficit	18,927	24,750	23,595	22,098	11,520
TOTAL RETAINED EARNINGS	170,118	151,192	126,442	102,847	80,749





PUBLIC FUND

The balance in the public fund account at the end of 2021 is \$357 (2019: \$352).

MOVING FORWARD

As with 2020, 2021 was an extremely challenging year for NSSWE, but again with the hard work of our staff, Board and volunteers, the support of our musicians and parents, and the financial support from government, NSSWE has concluded the year in a financially strong position.

We enter 2022 recognising that the longer term impact of the pandemic (in particular reduced student numbers) will continue. However the solid balance sheet and careful financial management provides a strong position for NSSW to continue to successfully operate.

Alan Norton, FCA
TREASURER



Balance Sheet

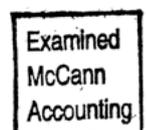
Northern Sydney Symphonic Wind Ensemble As at 31 December 2021

	31 DEC 2021	31 DEC 2020
Assets		
Bank		
Bendigo - Operating Acct	18,387	13,514
Bendigo - Public Fund Account	357	352
Bendigo - Sandhurst At Call	151,818	119,246
Total Bank	170,561	133,113
Current Assets		
Contra Account	20	20
Creative Kids Clearing Account	400	-
IntegraPay Clearing Account	800	600
JobKeeper Clearing Account	-	9,000
Prepayments	3,428	3,606
Provision against doubtful debts	(322)	-
Trade Debtors New	35,254	3,345
Uniform Stock	-	-
Total Current Assets	39,580	16,571
Fixed Assets		
Instruments/Equip Accum Dep	(70,763)	(61,138)
Instruments/Equip Cost	112,314	110,805
Total Fixed Assets	41,551	49,667
Non-current Assets		
Deposits/Security Bonds Paid	200	200
Sundry Debtors	-	16
Total Non-current Assets	200	216
Total Assets	251,893	199,566
Liabilities		
Current Liabilities		
Conversion clearing account	134	134
Conversion clearing offset account	(134)	(134)
Credit Card	8	64
Deposits	15,364	15,891
GST	338	650
Other Current Liabilities	13,146	14,466
PAYG Withholding Payable	4,100	3,270
Rounding	-	-
Trade Creditors	468	(360)
Wages Payable	-	1,500
Total Current Liabilities	33,423	35,481
Non-current Liabilities		



Balance Sheet

	31 DEC 2021	31 DEC 2020
Grants Rcvd in Advance	35,174	2,478
Long Service Leave	13,177	10,415
Total Non-current Liabilities	48,352	12,893
Total Liabilities	81,774	48,374
Net Assets	170,118	151,192
Equity		
Current Year Earnings	18,927	24,750
Retained Earnings [30800]	151,192	126,442
Total Equity	170,118	151,192





Profit and Loss

Northern Sydney Symphonic Wind Ensemble For the year ended 31 December 2021

	2021	2020
Trading Income		
Concert Ticket Sales	9,815	10,573
Miscellaneous	388	366
Musician Fee Income	124,483	132,729
NSSWE Inc Membership	16	16
Public Fund Donations	-	340
Total Trading Income	134,703	144,023
Cost of Sales		
Concert & Performance Costs	16,755	12,425
Uniforms	-	1,009
Total Cost of Sales	16,755	13,434
Gross Profit	117,948	130,590
Other Income		
Covid-19 Grants	38,402	42,698
Interest Income	60	157
JobKeeper Subsidy Recieved	15,600	90,000
Other Grant Money Rcvd	1,395	1,409
Total Other Income	55,457	134,263
Operating Expenses		
Advertising & Recruitment	81	89
Auditor Remuneration	1,750	1,750
Bank Charges (Merchant Fees)	171	265
Bank Fees	247	242
Contractors-Conductors Casual	2,607	2,557
Contractors-Conductors Perm	18,610	17,418
Contractors-Orchestral Manager	-	191
Depreciation	9,929	8,782
Filing Fees & Licenses	201	197
Gifts & Incentive Prizes	1,151	103
Instr. Purch/Folders >\$1000	-	2,659
Instrument Repairs/Maintenance	2,954	349
Insurance	4,370	2,867
Internet/Email/Website	1,940	2,351
Meeting Expenses	-	42
Music Scores & Folders	3,285	669
NSSWE Connect	510	2,418
Other	675	-
Postage & Couriers	128	126
Printing & Photocopying	978	425



Profit and Loss

	2021	2020
Promotions & Marketing	1,012	2,187
Purchases < \$500	-	1,554
Realised Currency Gains	(28)	(20)
Rent	3,050	5,073
Staff Training & First Aid	407	791
Stationery & Consumables	224	(85)
Superannuation Guarantee	7,729	9,416
Telephone	951	840
Transportation	231	153
Travel/Bus Hire/Tolls/Parking	115	102
Wages - Admin	1,524	1,847
Wages - Art.Dir/Chief Cond.	29,287	35,563
Wages - Events	-	3,787
Wages - Jobkeeper pass through	12,119	64,781
Wages - NSSWE Mgr	23,688	43,824
Wages - Orchestral Managers	24,275	24,867
Workers' Compensation	(108)	913
Write-Offs and Bad Debts	413	1,014
Total Operating Expenses	154,479	240,103
Net Profit	18,927	24,750



**INDEPENDENT REVIEWER'S REPORT
TO THE MEMBERS OF
NORTHERN SYDNEY SYMPHONIC WIND ENSEMBLE INC
ABN 92 896 883 409
YEAR ENDED 31 DECEMBER 2021**

Report on the Financial Report

I have reviewed the accompanying financial report of Northern Sydney Symphonic Wind Ensemble Inc (the Association) which comprises the Statement of Financial Position at 31 December 2021, and the Statement of Financial Performance for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the statement by members of the committee.

Committee's Responsibility for the Financial Report

The committee of the Association is responsible for the preparation of the financial report that gives a true and fair view in accordance with the Australian Accounting Standards – Reduced Disclosure Requirements (including the Australian Accounting Interpretations) and the Australian Charities and Not-for-profits Commissions Act 2012. The committee is also responsible for such internal control as it determines is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error, and for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

Reviewer's Responsibility

My responsibility is to express a conclusion on the financial report based on our review. I conducted our review in accordance with Auditing Standard on Review Engagements ASRE 2415 or an Entity Reporting under the ACNC Act or Other Applicable Legislation or Regulation, in order to state whether, on the basis of the procedures described, anything has come to our attention that causes us to believe that the financial report does not satisfy the requirements of Division 60 of the ACNC Act including: giving a true and fair view of the registered entity's financial position as at 31 December 2021 and its performance for the year ended on that date; and complying with the Australian Accounting Standards and the Australian Charities and Not-for-profits Commission Regulation 2013 (ACNC Regulation).

ASRE 2415 requires that we comply with the ethical requirements relevant to the review of the financial report. A review of a financial report consists of making enquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Australian Auditing Standards and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.



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**INDEPENDENT REVIEWER'S REPORT
TO THE MEMBERS OF
NORTHERN SYDNEY SYMPHONIC WIND ENSEMBLE INC
ABN 92 896 883 409
YEAR ENDED 31 DECEMBER 2021**

Independence

In conducting my review, I have complied with the independence requirements of Australian professional ethical pronouncements.

Reviewer's Opinion

In my opinion:

The financial report of Northern Sydney Symphonic Wind Ensemble Inc is in accordance with the Australian Charities and Not-for-profits Commissions Act 2012 including:

- (i) giving a true and fair view of the Association's financial position on 31 December 2021 and of its performance and its cash flows for the year ended on that date; and
- (ii) complying with the Australian Accounting Standards (including the Australian Accounting Interpretations) and the Australian Charities and Not-for-profits Commissions Act 2012; and
- (iii) that the financial statements show a true and fair view of the financial results of fundraising appeals conducted during the year; and
- (iv) that the accounting and associated records have been properly kept during the year in accordance with the Charitable Fundraising Act 1991 and the regulations; and
- (v) complying with Div 60 of the Australian Charities and Not-for-profits Commissions Act 2012
- (vi) at the date of this report there are reasonable grounds to believe that the association will be able to pay its debts as and when they fall due.

J A McCann CA CPA
Registered Auditor 3413
Sydney 4 March 2022



NSSWE MANAGEMENT COMMITTEE 2021

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 2021

Public Fund Committee	Alan Norton Mandy Arnold Sarah Duncan
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 2021

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	Derek Barg
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



BACK TO START



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