

Queensland Symphony
Orchestra

ANNUAL REPORT 2014

QSO



GOVERNOR'S MESSAGE



His Excellency the Honourable
Paul de Jersey AC, Governor of
Queensland, Patron



GOVERNMENT HOUSE
QUEENSLAND

Message from the Governor of Queensland for the Queensland Symphony Orchestra 2014 Annual Report

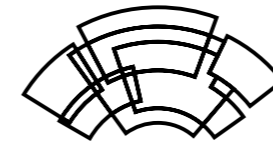
As Governor of Queensland, it is deeply rewarding to be able to contribute to this annual report, reflecting on what was a highly significant year for the Queensland Symphony Orchestra (QSO).

I make special mention of Chief Conductor Johannes Fritzsich, who, in 2014, placed down his baton for the final time with the QSO after 7 years at the helm. On behalf of the Queensland people, I thank Mr Fritzsich for the enormously positive contribution he made to our State.

I am Governor for all the people of our State. I also, therefore, applaud the QSO for bringing quality cultural experiences to the regions, particularly through the community outreach program.

As a music lover, I also have the conspicuous honour of being the QSO's Patron. Producing an engaging program year after year is no doubt a ponderous task. It is, however, a task the QSO continues to do assuredly. This is demonstrated by the success of the recent spirited *Journey through the Cosmos* and *BBC Dr Who Symphonic Spectacular* events. Congratulations to the staff, board, supporters, and most importantly, audiences, for contributing towards the successes of this remarkable organisation - may those successes, and more, continue in the years ahead.

His Excellency the Honourable Paul de Jersey AC
Governor of Queensland



Queensland Symphony
Orchestra

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QSO VISION

To be recognised as an outstanding orchestra, creating extraordinary musical experiences that resonate within and beyond our home state of Queensland.

OUR MUSICIANS

CONCERTMASTER

Warwick Adeney

ASSOCIATE CONCERTMASTER

Alan Smith

VIOLIN 1

Glenn Christensen * to 31 Dec

Linda Carello

Lynn Cole

Margaret Connolly to 30 Nov

Priscilla Hocking

Ann Holtzapffel

Stephen Phillips

Rebecca Seymour

Joan Shih

Brenda Sullivan

Stephen Tooke

Brynley White

VIOLIN 2

Gail Aitken ~

Wayne Brennan ~

Jane Burroughs

Faina Dobrenko

Simon Dobrenko

Delia Kinmont

Natalie Low

Tim Marchmont

Frances McLean to 30 Nov

Paulene Smith to 14 Jul

Helen Travers

Harold Wilson

VIOLA

Yoko Okayasu ~

Bernard Hoey +

Charlotte Burbrook de Vere

Kirsten Hulin-Bobart

Jann Keir-Haantera

Helen Poggioli

Graham Simpson

Paula Stofman to 9 Nov

Nicholas Tomkin

Belinda Williams 2 Jun-14 Sep

CELLO

David Lale ~

Simon Cobcroft >> to 31 Dec

Kathryn Close

Andre Duthoit

Matthew Jones

Matthew Kinmont

Jenny Mikkelsen-Stokes

Kaja Skorka

Craig Allister Young

DOUBLE BASS

John Fardon ~

Dushan Walkowicz >>

Anne Buchanan

Justin Bullock

Paul O'Brien

Ken Poggioli

FLUTE

Alexis Kenny ~

Hayley Radke >>

Janine Grantham to 7 Nov

PICCOLO

Michael Hallit * to 30 Nov

OBOE

Huw Jones ~

Sarah Meagher >>

Alexa Murray

COR ANGLAIS

Vivienne Brooke *

CLARINET

Irit Silver ~

Brian Catchlove +

Kate Travers

BASS CLARINET

Nicholas Harmsen *

BASSOON

Nicole Tait ~

David Mitchell >>

Evan Lewis

CONTRABASSOON

Claire Ramuscak *

FRENCH HORN

Malcolm Stewart ~

Peter Luff >>

Ian O'Brien *

Vivienne Collier-Vickers

Lauren Manuel

TRUMPET

Sarah Butler ~

Richard Madden >>

John Gould to 30 Nov

Paul Rawson

TROMBONE

Jason Redman ~

Dale Truscott >>

BASS TROMBONE

Tom Coyle *

TUBA

Thomas Allely *

HARP

Jill Atkinson *

TIMPANI

Tim Corkeron *

PERCUSSION

David Montgomery ~

Josh DeMarchi >>

HIGHLIGHTS 2014

- In the first full year with CEO Sophie Galaise at the helm, QSO posted its first operational surplus since 2011. The surplus of \$622,369 was a significant improvement on 2013 and marks increased stability for the organisation. Overall revenue increased by \$2,158,130 on 2013.
- Ticket sales increased with QSO achieving its first ever box office over \$1 million in its Maestro series.
- QSO achieved a 53% increase in total ticket revenue.
- QSO achieved saleable capacity of more than 80% across its Mainstage series.
- QSO delivered 145 performances in 2014.
- QSO engaged with more than 1.1 million people, as well as thousands more thanks to numerous live streaming events.
- QSO saw a 14% growth in Kiddies Cushion Concert attendance on 2013.
- In February, the largest and most financially successful production presented by QSO, the *BBC Doctor Who Symphonic Spectacular*, attracted 9,000 people. To date, it is the world's biggest *Doctor Who* show ever presented.
- In November, QSO presented *Journey through the Cosmos*, a world-first Queensland exclusive, in collaboration with rock-star physicist Professor Brian Cox OBE, with the support of Arts Queensland's Super Star Fund, reaching more than 15,000 people, including live streaming to regional Queensland.
- QSO's regional touring more than tripled.
- Education participants increased by 82% on 2013 to a total of 22,460.
- QSO engaged with 115 schools throughout the state delivering concerts, workshops and demonstrations.
- QSO connected with more than 12,700 people via digital streaming.
- General donations totalled \$718,555, an increase of almost 56% on 2013.
- Cash sponsorships were ahead by 13% from 2013.
- QSO introduced a sales department, implemented its own ticketing management and grew the telemarketing team, resulting in excellent sales results and laying the foundation for future sales records.
- QSO announced Australia's first Soloist-in-Residence, violinist Shlomo Mintz, supported by the T & J St Baker Charitable Trust.
- QSO broke the mould of its more traditional mainstream performances to present contemporary and collaborative shows including Katie Noonan and Sydney Dance Company's *Les Illuminations* and the QSO-commissioned world premiere of *Ghosts in the Orchestra* by Queensland composer Gordon Hamilton.
- QSO and the people of Queensland celebrated Johannes Fritzsich after his final performance and seven years at the helm as its Chief Conductor. Johannes Fritzsich was made QSO Conductor Laureate. He was honoured with a Certificate of Appreciation by the Lord Mayor of Brisbane Graham Quirk and awarded an Honorary Doctorate from The University of Queensland.

~ Section Principal + Acting Associate Principal
 = Acting Section Principal * Principal
 >> Associate Principal ^ Acting Principal

CHAIRMAN'S REPORT



In 2014, the Queensland Symphony Orchestra experienced its most successful year.

This success has its foundations in artistic excellence, a strong commercial ethic and valuing the contribution of everyone in the company. It's further supported by the four pillars of our strategic vision - engaging with our communities, being a champion of music

education, a gateway to great music and musicians and being an arts leader.

In the first full year with CEO Sophie Galaise at the helm, the organisation has flourished. I would like to take this opportunity to acknowledge her strong and innovative leadership and for executing our plan for a sustainable and vibrant Orchestra. I also recognise the outstanding contribution of QSO musicians, senior management team and staff in seeing our vision come to fruition so quickly.

I am delighted to report that in 2014, QSO achieved an end-of-year surplus. In a year of blockbusters and innovation, we saw the *BBC Doctor Who Symphonic Spectacular* result in a \$1 million box office, and the *Journey through the Cosmos* event also achieve remarkable financial success. Thank you to all of our subscribers, valued donors and partners for your continuing support on our journey to a strong and sustainable financial future.

Financial triumphs, increased audience numbers, new sales and ticketing initiatives and an enhanced profile nationally and internationally have seen the QSO increasingly recognised as a truly great Australian orchestra.

Not only are we Queensland's largest performing arts company, QSO also has a proud tradition of travelling the state, taking extraordinary musical experiences to the regions from Ipswich to Mount Isa. Our innovative digital streaming of concerts, from the world exclusive blockbuster *Journey through the Cosmos* with Professor Brian Cox OBE, to smaller education concerts will continue to enhance access. I am pleased to note that this year QSO travelled to more regions than ever before, and will continue to connect communities through these important outreach activities.

The year has been momentous in other ways too, with the farewell of our great Chief Conductor Johannes Fritzsch. It has been a pleasure seeing the QSO thrive under his leadership and I look forward to seeing him again in his role as Conductor Laureate.

In 2014, we welcomed a number of new appointments to the Board in Rod Pilbeam, Page Maxson, Margaret Barrett and James Morrison AM. The diverse expertise of our Board will further focus the organisation for future success. I would also like to take this opportunity to thank our very dedicated, retiring Board members for their commitment over the years. To Marsha Cadman, Jenny Hodgson and Jason Redman, my sincere thanks for your insight and support.

To the entire Board I am grateful for your commitment and dedication to making QSO such a success.

The QSO is on an extraordinary and exciting journey. I encourage you to be part of this experience and share in the success of our fine orchestra.

Greg Wanchap
Chairman

CHIEF EXECUTIVE'S REPORT



2014 has been a truly momentous year for the Queensland Symphony Orchestra. With an end of year surplus, increased audience numbers, exciting new collaborations and internationally recognised artistic coups, we are poised for even greater success in the years to come.

In 2014, QSO connected with more than 1.1 million music lovers from all walks

of life. I am extremely proud that many of these people were based in regional Queensland. QSO works hard to ensure that world class musical experiences are accessible to all Queenslanders, wherever they live. Our tours to regional centres featured hands-on student workshops, capacity outdoor concerts, innovative live streaming events, collaborative concert performances and more.

Successful artistic collaborations in 2014 attracted new audiences. In February, QSO presented the world's biggest *Doctor Who* show. The *BBC Doctor Who Symphonic Spectacular* attracted more than 9,000 people. In November, QSO presented a world-first Queensland exclusive, in collaboration with rock-star physicist Brian Cox OBE. The *Journey through the Cosmos* event, supported by Arts Queensland, reached more than 15,000 people and included live streaming to 10 regional Queensland centres.

During the year, QSO introduced a sales department, implemented our own ticketing management and grew the telemarketing team, resulting in excellent sales results and laying the foundation for future sales records. Ticket sales increased during 2014, with our first ever box office over \$1 million in our Maestro series, and a 53% increase in total ticket revenue.

Our strong commitment to lifelong learning and the arts in schools saw more than 20,000 students throughout Queensland experience the QSO. This included one-on-one workshops, an artist-in-residence program featuring a QSO musician embedded at Brisbane State High School and concerts with students in regional areas. For the first time, we presented webinars for students as well as live streaming of concerts into schools. We were also delighted to present a special education concert as part of the *Journey through the Cosmos* event in November.

QSO farewelled Maestro Johannes Fritzsch after seven years as Chief Conductor. Johannes has been an inspirational and visionary leader, leaving a rejuvenated team of musicians. Johannes will continue his involvement with the QSO as Conductor Laureate, and we have honoured his contribution with the creation of a Johannes Fritzsch Fund. With the support of our valued subscribers and donors we raised \$105,915 for this annual conductor-in-training program.

The year's success would not have been possible without the support of our many wonderful partners, donors and friends of the QSO. Thank you to all of our stakeholders, in particular the Australia Council for the Arts and the Queensland Government through Arts Queensland.

Finally, I would like to thank the management team, staff, musicians and the Board for their enormous contribution to the QSO. Your dedication to QSO has seen a truly outstanding orchestra reach new heights.

Sophie Galaise
Chief Executive Officer

CHIEF CONDUCTOR'S REPORT



The 2014 Season was my seventh and last season with the Queensland Symphony Orchestra as Chief Conductor. I look back with pride to the achievements of the organisation and I am humbled that I was able to take part in the process.

Last season, we saw a further development of our main series, the Maestro, Morning Masterworks and Music

on Sundays at QPAC, the ever growing Chamber Players series, now at our South Bank Studio, as well as the successful education concerts, specials and tours.

After the opening Maestro, we were able to announce Shlomo Mintz as QSO's first Soloist-in-Residence, and I look forward to working with him in 2015. Performances with QSO Principal Trumpet Sarah Butler and the Sydney Dance Company, as well as the concert with Tchaikovsky's Symphony No.5, are engraved on my memory for 2014.

After years of planning, my dream of conducting Mahler's Third Symphony came true in November, and I was very pleased with the combined forces of Alto Deborah Humble, the Birralee Choirs and of course the Queensland Symphony Orchestra.

I am personally very happy with the standard of the orchestra, especially in terms of playing and awareness of the ensemble. This was mirrored in the great support from audiences in Brisbane and regional Queensland, with growing subscription numbers confirming the right artistic and marketing concept. The process of stabilisation in management has also been very healthy for the organisation and proven extremely successful.

The appointment as Conductor Laureate following the concert of Mahler's Third Symphony is a great honour and I would like to thank all of QSO for seven wonderful years. I look forward to working with, and conducting, the QSO in the future.

Johannes Fritsch
Chief Conductor

CONCERT ACTIVITY STATEMENT

	2014	2013
TOTAL QSO AUDIENCE	1,141,602	706,104
Total QSO performances	145	146
Total ticket sales*	51,177	51,598
Number of subscribers	2,908	2,877
Number of single tickets purchased	34,609	30,047
Attendance at free events	4,050	18,700
QSO Performances		
Mainstage Brisbane	27,997	27,008
Specials	17,088	7,211
Regional		
Gold Coast	1,228	661
Gladstone	1,200**	2,400
Toowoomba	875	854
Cairns	517	-
Ipswich	494	-
Mt Isa	760	-
Longreach	200	-
EDUCATION		
Metropolitan education concerts (Kiddies Cushion Concerts and Schools)	12,542***	10,728
Cosmos education concert	606	-
Regional education concerts		
Gladstone	455	525
Cairns	605	-
TOTAL EDUCATION CONCERT AUDIENCE	14,208	11,253
Commercial hires		
Australian Ballet	8,725	13,860
QPAC International Series	21,461	28,982*
<i>Spirit of Christmas</i>	4,586	4,587
Brisbane Festival Co-production	4,024	8,500
TOTAL	34,772	18,447
Pit services		
Queensland Ballet - Season 1	15,226	12,828
Queensland Ballet - Season 2	11,726	13,647
Opera Queensland - Season 1	5,670	5,136
Opera Queensland - Season 2	5,498	5,438
Opera Queensland - Regional Tour	7,434	-
TOTAL	49,578	37,049
Other events		
ANZAC Eve Concert	1,950	3,000
The English Family Prize for Young Instrumentalists	1,100	1,200
Asian Pacific Association for the Study of the Liver	90	-
Pride of Australia	330	-
TOTAL	3,470	4,200
Concert broadcasts		
ABC Classic FM	571,000^	495,600^
4MBS and affiliates	51,363^	51,363^

Total audience attendance figures are approximate.*Mainstage, Specials and Education. ** Concert attendance affected by wet weather and change to venue. Based on best estimate. *** KCC and Education concerts. Includes 375 Gladstone students who viewed the secondary concert via live streaming. # Including simulcast audiences. ^ Numbers based on broadcast averages at time of publication.

PERFORMANCES 2014

Measures	Result
Percentage of audience satisfied and/or very satisfied with:	
a. Repertoire and artists	96%
b. Value for money	89%
Number of tickets sold	51,177
Number of subscribers	2,908
Number of single ticket buyers	34,609

In 2014, QSO presented a total of 145 performances throughout the year. While Brisbane residents had frequent opportunity to hear the orchestra in performance, QSO also performed throughout the state, touring to regional centres as far north as Cairns, and as far west as Longreach and Mount Isa.

Ticket sales totalled 51,177 inclusive of two specials in 2014 (*Journey through the Cosmos* and *BBC Doctor Who Symphonic Spectacular*) with \$3,667,131 in box office income representing a 53% increase over the same period in 2013.

QSO enjoyed significant publicity coverage throughout 2014 with more than 1,054 media mentions reaching 52,375,589 people at a value of approximately \$2,016,354.

Web activity continued to follow current trends and increase with a total of 129,680 web visits, nearly 12,000 more than the previous year. Twitter activity maintained a consistent and upward trend with 2,016 fans, and QSO closed the year with a 49% increase in Facebook fans at 6,918. In 2014, QSO received more than 199,000 YouTube views and opened an Instagram account that is gaining momentum.

QSO mainstage

In 2014, QSO presented 41 concerts in five series, plus special performances, as part of its mainstage concert program: Maestro (12 concerts); Morning Masterworks (five concerts); Music on Sundays (five concerts); In Recital (one concert); Chamber Players (five concerts) and special events (13 concerts).

Orchestra hire

QSO was contracted to perform in a number of high profile projects during 2014, beginning with the Australian Ballet's Brisbane season comprising two performances of the stylish double bill, *Imperial Suite* and six performances of Kenneth MacMillan's magnificent *Manon*, conducted by Nicolette Fraillon.

In June and July, Queensland Ballet presented Prokofiev's breathtaking *Romeo and Juliet* in QPAC's Lyric Theatre, engaging the QSO in order to present this powerful score with the resources of the full orchestra under the baton of the Ballet's Music Director, Andrew Mogrelia.

QPAC's International Series featured the outstanding American Ballet Theatre (ABT) presenting thirteen performances with the QSO conducted by ABT's Music Director Ormsby Wilkins, Charles Barker and David LaMarche, in a season juxtaposing one of the greatest of ballets; *Swan Lake*, with the American triple bill, *Three Masterpieces* comprising *Bach Partita*, *Seven Sonatas* and Bernstein's *Fancy Free*. The performance on 29 August was streamed live in high definition via satellite to more than 4,250 people in 10 centres throughout Queensland.

On 9 October, QSO presented a showcase performance at News Queensland's *Pride of Australia* awards, featuring outstanding Queenslanders chosen to be contenders for the national *Pride of Australia Medal*. This successful performance, conducted by Guy Noble, showcased a number of QSO musicians and also featured the brass section.

QPAC's much loved annual *Spirit of Christmas* season again featured the orchestra and conductor Simon Kenway in three December performances which also featured Brisbane Birralee Voices, the QPAC Choir, Brisbane Chorale and various soloists.

Special events

QSO began the year in February with the largest and most financially successful production yet undertaken by the orchestra – *Doctor Who Symphonic Spectacular*. QSO's performance, produced in collaboration with the BBC, was the largest *Doctor Who* show that had been undertaken anywhere in the world and was performed before a capacity audience in the Brisbane Entertainment Centre. This performance marked the beginning of a remarkable year for QSO.

The Courier-Mail Piazza was again the venue for our *ANZAC Eve Concert*, performed on 24 April in partnership with the Returned & Services League of Australia (Queensland Branch). In July, Rydges South Bank's prestigious Bacchus restaurant and function rooms were the venue for a special dinner performance by QSO featuring numerous musicians as soloists in a musical and culinary event, *Venetian Nights*.

Journey through the Cosmos was presented from 6–9 November at QPAC and featured the orchestra with international superstar

physicist Professor Brian Cox OBE and a stellar cast of stars from music and physics. Chief Conductor Johannes Fritzsche conducted Holst's *The Planets* Suite featuring The Australian Voices, with the performance framed by Brian Cox's eloquent presentation of the solar system, illustrated with extraordinary imagery presented on widescreen above the orchestra. The first half of the concert featured the premiere performance of Oscar winner Dario Marianelli's *Voyager* Violin Concerto by British violinist Jack Liebeck, again preceded by Brian Cox's spellbinding narrative. In a record for QSO, this program was repeated four times. Other performances within this four day mini-festival featured physicist Professor Brian Foster, Jack Liebeck and composer Dario Marianelli, culminating in *The Physics of Time*, presented by Brian Cox and featuring Brian Foster with Messaien's *Quartet for the End of Time*, performed by Jack Liebeck, Paul Dean, Li Wei Qin and Zubin Kanga to a standing ovation. The Saturday evening performance of *Journey through the Cosmos* was simulcast in high definition via satellite to regional venues throughout Queensland. *Journey through the Cosmos* was supported by Arts Queensland through the Super Star Fund, a Queensland Government program that delivers super star performances exclusive to the state.

Orchestral services

In accordance with our Tripartite Funding Agreement, QSO supported our sister companies Queensland Ballet (QB) and Opera Queensland (OQ) in several seasons during 2014.

For Queensland Ballet, the QSO participated in eight performances of Prokofiev's magnificent ballet, *Romeo and Juliet* during April at the QPAC Lyric Theatre and in December QSO joined QB in twelve performances of Tchaikovsky's *The Nutcracker* in a production which has become an annual favourite for Brisbane audiences. A performance from the 2013 production of *The Nutcracker*, featuring QSO, attracted 1,200 people to a large screen video presentation at South Bank Parklands prior to Christmas. QSO also recorded and released a CD, *Essential Highlights from The Nutcracker*, in partnership with QB.

QSO supported Opera Queensland (OQ) in several seasons during 2014, beginning with six performances of Verdi's *Rigoletto* conducted by QSO Chief Conductor Johannes Fritzsche in the Lyric Theatre. In July, OQ presented a twelve performance season of Puccini's masterpiece *La bohème*, performed in the Conservatorium Theatre, with special arrangement featuring a reduced orchestra conducted by Guy Noble. QSO then toured with this production to eight regional venues including Toowoomba and Mount Isa.

In September, QSO supported a major opera event, the Australian debut of Phillip Glass' opera *The Perfect American*, produced by the Brisbane Festival and Opera Queensland. Conducted by Gareth Jones, the production was staged in the QPAC Concert Hall incorporating an enormous high tech set involving multiple projections to create the world of Walt Disney.

OUR ART

Measures	Outcome
Qualitative evaluation of performances by internal artistic leaders and established committees	Completed
Qualitative evaluation of musician skills by Chief Conductor and section leaders	Completed
Qualitative evaluation of guest conductors and artists via musician feedback	Completed

Virtuoso violinist Shlomo Mintz, and internationally renowned conductor Simone Young, opened the 2014 season with an unforgettable Gala concert of Beethoven's Violin Concerto and Mahler's Symphony No.1.

Greek conductor Vassilis Christopoulos made his Australian debut in programs of Brahms' Third Symphony and Beethoven's Seventh Symphony. Concerts featured soloist Karen Gomyo, making her debut with Wieniawski's Violin Concerto No.2, and the young prize-winning Russian pianist Marina Yakhlikova. Ms Yakhlikova made her debut with Saint-Saëns' Second Piano Concerto, which was filmed in high definition video and audio sound for broadcast and streaming by QSO media partners Master Performers. This outstanding recording has since been viewed by almost 20,000 via YouTube.

Many QSO musicians appeared as soloists in 2014 amongst these, Concertmaster Warwick Adeney and Principal Cello David Lale stood out in a performance of Brahms's Double Concerto. First Violin Glenn Christensen showcased the Mendelssohn Violin Concerto and harpist Jill Atkinson performed at the international 2014 G20 Leaders' Summit and for our Music on Sundays series. Emerging talent was celebrated by the inclusion of a number of students from the Lisa Gasteen National Opera School singing arias and duets in programs across the season.

QSO Principal Trumpet Sarah Butler made a solo appearance playing the Arutiunian Trumpet Concerto under the direction of Johannes Fritzschn. This concert ended with Fritzschn's blazing rendition of Tchaikovsky's Fifth Symphony.

Spanish conductor Pablo González presented a program of Spanish and French works including *Danzas fantásticas* by Turina, Ravel's *Mother Goose Suite* and Rodrigo's hauntingly beautiful *Concierto de Aranjuez* played with exquisite virtuosity by acclaimed guitarist Karin Schaupp. This was another great debut by a visiting conductor and González brought authenticity and elegance to each work on the program.

Sydney Dance Company and Katie Noonan presented a successful collaboration with the QSO and Chief Conductor Johannes Fritzschn for *Les Illuminations*. This combination of song cycle, dance and powerful orchestral accompaniment was of the highest artistic standard.

The QSO welcomes many great pianists as soloists and 2014 was no exception. Behzod Abduraimov made his debut with the Rachmaninov Concerto No.3 and built an incredible rapport with conductor Rumon Gamba. They brought the concerto to a breathtaking conclusion that elicited a spontaneous standing ovation. In this program, the QSO gave an historic performance of Sibelius's Fifth Symphony in the original version. This early manuscript had not been heard for nearly 100 years and generated considerable media interest.

Principal Guest Conductor Eivind Aadland, gave one of the best concerts in 2014 in a program of Brahms, Strauss and Bartok. His soprano soloist was the young British dramatic soprano Katherine Broderick. Her voice soared above the orchestra and in partnership with Aadland, the *Four Last Songs* were monumental. Bartok's tricky *Concerto for Orchestra* was given a performance of the highest level, and even an experienced Bartok specialist like Aadland commented this was the best of dozens of performances he had given of this virtuosic work. The QSO rose well above the level of many international orchestras he has worked with.

Composer Gordon Hamilton's *Ghosts in the Orchestra* was commissioned by the QSO and showcased not only his talents but those of super choir The Australian Voices. The work broke conventions for choral works and positioned singers inside the orchestra, behind musicians and in front. This innovative collaboration between choir and musicians was powerful.

Gerard Schwarz, Piers Lane and Julian Schwarz performed a festive program of two famous concerti, Elgar's Cello Concerto and Busoni's towering Piano Concerto. This event was filmed and recorded in high definition by QSO media partner Master Performers for broadcast and streaming.

Legendary pianist Nikolai Demidenko returned for Nikolai Medtner's rarely heard Second Piano Concerto. Demidenko brought extraordinary virtuosity to the work. Maestro Edvard Tchivzhel ensured this complex work was heard to best advantage. The program began with Rachmaninov's less heard Symphony No.3 and the *1812 Overture*, a performance that sounded as fresh as the day Tchaikovsky premiered it.

The season ended with a perfect climax; Mahler's glorious Symphony No.3 to celebrate the farewell of Chief Conductor Johannes Fritzschn marking his seven year tenure as QSO Chief Conductor.

INTERNATIONAL ARTISTS (25)

CONDUCTORS

Eivind Aadland
Vassilis Christopoulos
Tecwyn Evans
Johannes Fritzschn
Rumon Gamba
Gustavo Gimeno
Pablo González
Gerard Schwarz
Benjamin Shwartz
Pavel Sorokin
Edvard Tchivzhel

PRESENTERS

Professor Brian Cox
Professor Brian Foster
Stephen Johnson

PIANISTS

Behzod Abduraimov
Nikolai Demidenko
Marilyn Pacheco
Marina Yakhlikova

COMPOSER

Dario Marianelli

VIOLINISTS

Karen Gomyo
Jack Liebeck
Shlomo Mintz

CELLISTS

Li-Wei Qin
Julian Schwarz

VOCALISTS

Katherine Broderick

WORLD PREMIERES (4)

Gordon Hamilton – *Ghosts in the Orchestra*
Paul Stanhope – *Elegies and Dances*
Dario Marianelli – *Voyager* Violin Concerto
Richard Mills – *Horizons*

AUSTRALIAN ARTISTS (58)

CONDUCTORS

Graham Abbott
Nathan Aspinall
Daniel Carter
Jessica Cottis
Brett Kelly
Peter Luff
Stephen Mould
Guy Noble
Chris Van Tuinen
Sarah-Grace Williams
Simone Young

PRESENTERS

Jay Laga'aia
Tama Matheson
Carl Vine
Craig Young

COMPOSER

Gordon Hamilton
Richard Mills
Paul Stanhope

PIANO

Anna Grinberg
Zubin Kanga
Piers Lane
Lokman Lo
Max Olding
Pamela Page

VIOLIN

Warwick Adeney (QSO soloist)
Glenn Christensen (QSO soloist)
Cherin Lee

TRUMPET

Sarah Butler (QSO soloist)
Tetsuya Lawson

DANCE COMPANY

Sydney Dance Company

GUITAR

Karin Schaupp

CHOIR

The Australian Voices
Brisbane Chorale
Brisbane Concert Choir
at St Andrew's
Queensland Choir
Voices of Birralee

BASSOON

David Mitchell (QSO soloist)

CLARINET

Paul Dean

CELLO

David Lale (QSO soloist)

HARP

Jill Atkinson (QSO soloist)

OBOE

Huw Jones (QSO soloist)

VOCALISTS

Pelham Andrews
Henry Choo
Louise Dorsman
Lauren Elvery
Dominique Fegan
Lisa Gasteen
Antoinette Halloran
Iain Henderson
Deborah Humble
Panayiota Kalatzis
Celeste Lazarenko
Tabatha McFadyen
Katie Noonan
Sally-Anne Russell
David Wakeham
Kang Wang
Amanda Windred

AUSTRALIAN WORKS (15)

Composer	Work	No. of performances	Composer	Work	No. of performances
Gordon Hamilton	<i>Ghosts in the Orchestra</i>	1	Alex Lloyd	<i>Amazing</i>	1
Paul Stanhope	<i>Elegies and Dances</i>	1	Phillip Bracatin	<i>Dance Gundah</i>	2
Matthew Dewey	Orchestral Suite No.1, mvt.1	2	Peter Sculthorpe	<i>Quamby</i>	1
Mark Walton	<i>Join the Band</i>	1	Richard Mills	<i>Horizons</i>	1
Mark Walton	<i>The Perfect Assignment Overture</i>	1	David Montgomery	Four Horn Quintets	1
Mark Walton	<i>Round and Around</i>	1	Emma Gregan	Quintet No.1	1
			Peter Dodds	<i>Advance Australia Fair</i>	1
			McCormick		

OUR STABILITY

Measures	Result
Net profit as a percentage of income	3%
Gross profit on performances as a percentage	34%
Ratio of reserves to operating costs	75%
Total sponsorship and philanthropy income	\$2,204,450
Number of subscribers	2,908
Number of single ticket buyers	34,609

QSO ended the year with a surplus of \$622,369, an improvement of \$895,382 from 2013 (\$273,013). Total cash and term deposits at the end of the year were \$1,644,083 (at 31 December 2013 \$891,679). This is a \$752,404 improvement on 2013 total cash and term deposit position.

Overall revenue increased by \$2,158,130 when compared with 2013. Total ticket revenue for 2014 was 53% up on 2013 and orchestral hire increased by 33% on 2013. Funding revenue for 2014 was 10% up on 2013 as result of QSO receiving special funding associated with the Playing Queensland grant and Arts Leverage Fund.

QSO continues to work in partnership with its major sponsor Australia Pacific LNG and with the support of new partners Gladstone Entertainment Convention Centre and Gladstone Regional Council, to provide sustainable regional community engagement and education programs.

The financial success of 2014 has enabled QSO to contribute and build on current reserves, a key priority for the organisation.

OUR ACCESSIBILITY

EDUCATION CONCERTS AND WORKSHOPS

Regional education	
Workshops	5,060
Concerts	1,060
Subtotal regional	6,120
Metropolitan education	
Workshops	1,377
Concerts	
Kiddies Cushion	7,399
Primary schools	2,646
Middle schools	1,041
Secondary schools	1,456*
<i>Journey through the Cosmos</i> special	606
Subtotal	13,148

* Includes live streaming to Gladstone of 375 students

Measures	Result
Number of people accessing free performances and activities (metro)	3,650
Number of participants in educational performances and activities	22,460*
Number of people accessing regional performances	13,768
Digital streaming and simulcast audience	12,722

Website	2013	2014
Website visits	117,820	129,680

* Includes teacher professional development, open rehearsals, English Family Prize.

REGIONAL TOURING AND EDUCATION

QSO touring and regional

During 2014, QSO increased its regional activities with a strategic commitment to significantly grow our community engagement. The orchestra presented programs throughout the state across South-East Queensland, to the outback and the far north. Touring also included community and education activities as reported elsewhere.

Thanks to Arts Queensland's Playing Queensland Fund, QSO travelled to Cairns, Longreach and Mount Isa.

QSO's outreach commitment was further enhanced with the appointment in 2014 of a Community Engagement Officer, thanks to the help of the Tim Fairfax Family Foundation.

QSO's regional program began in April, at the Arts Centre Gold Coast, where the orchestra presented a program of music by Bach, Beethoven and Saint-Saëns featuring the prodigious Russian pianist Marina Yakhlikova, conducted by Vassilis Christopoulos.

A smaller ensemble delighted QSO's Ipswich audience with a performance of Vivaldi's *Four Seasons* at the Ipswich Civic Centre in May.

In July, the orchestra travelled to Cairns for *QSO Returns* at the Cairns Civic Theatre, conducted by Jessica Cottis and featuring QSO Associate Principal Bassoon and Cairns native David Mitchell as soloist. A second concert in Cairns for school students featured young local instrumentalists playing with the QSO.

In partnership with Australia Pacific LNG, and with the support of the Gladstone Regional Council and Gladstone Port Authority, QSO returned to Gladstone in August to present the annual *Music Under the Stars*. Poor weather meant a last minute move to the Gladstone Entertainment Convention Centre where approximately 1,200 people saw Jessica Cottis conduct the orchestra in a program of classical favourites. More than 320 Gladstone students also enjoyed a special schools concert earlier in the day, *Classics by the Marina*.

October saw members of the QSO travel to the heart of Queensland's outback for performances in Longreach. Two days of intensive workshops and classes culminated in a free community concert at the QANTAS Founder's Museum. Also in October, a sell-out audience at Toowoomba's historic Empire Theatre enjoyed a program of *World Inspirations* conducted by Maestro Edvard Tchizchel with presenter Guy Noble and soloists Dominique Fegan and Iain Henderson.

In November, the orchestra travelled again to the outback visiting Mount Isa, and again to Ipswich for a second concert. In Mount Isa, twelve QSO musicians presented a dinner concert in aid of Mount Isa District Music before taking part in the *Mount Isa Gala Concert* with more than 300 students and community musicians from the region. In Ipswich, the orchestra presented a program of *German*

Classics conducted by Nathan Aspinall, with QSO's Principal Oboe Huw Jones as soloist.

In December, QSO's Concertmaster Warwick Adeney led the orchestra in a performance of Vivaldi's evergreen *Four Seasons* at Griffith University's Gold Coast campus. This performance, presented in partnership with the Institute for Glycomics, was hosted by the Institute's Patron, Air Chief Marshal Sir Angus Houston AK, AC, AFC.

Throughout November and December, QSO's acclaimed performance of *Journey through the Cosmos* with Professor Brian Cox OBE was screened around Queensland. A live simulcast was presented at Ayr's Burdekin Theatre, Toowoomba's Empire Theatre, Rockhampton's Pilbeam Theatre, Bundaberg's Moncrieff Entertainment Centre, the Ipswich Civic Centre, and on an outdoor screen at Townsville's Boomerang Amphitheatre. Delayed presentations are yet to take place at The World Theatre in Charters Towers, the Cairns Civic Theatre, Mount Isa Civic Centre and projected onto the exterior of the Arts Centre Gold Coast.

Regional education

In 2014, QSO connected with 39 schools in regional Queensland. Live streaming via the internet of QSO's annual Secondary Showcase was delivered to six schools and 375 students in Gladstone. This is the third streaming opportunity for schools in Gladstone supported by Australia Pacific LNG.

Two webinars for central Queensland students and teachers were held during 2014. A workshop with QSO Double Bass player, Ken Poggioli was held for two instrumental teachers who teach orchestral strings in thirteen schools throughout the Gladstone area. A web conference was also held to teach advanced trombone technique to three students and their teacher in Rockhampton.

Regional workshops were delivered in:

- **Gladstone**
 - › Secondary string, brass, woodwind and percussion workshops to 107 students
 - › Primary school instrument demonstrations in 11 schools to 2,078 students
 - › A community concert featuring local students and QSO musicians was enjoyed by an audience of 135
 - › 60 adult community musicians and teachers who are members of the Encore Adult Concert Band and String Orchestra participated in workshops.
- **Cairns**
 - › Workshops and primary school presentations engaged 620 students, 12 teachers and 11 adult community musicians.

■ Longreach

- › Workshops and primary school presentations engaged 619 students, three teachers and eight adult musicians. 200 locals enjoyed the community concert.

■ Mount Isa

- › Workshops and primary school presentations in readiness for a community concert, engaged 1,526 students over two visits to the city and 10 teachers. Locals enjoyed the resulting student concert in which the QSO musicians performed and assisted the student ensembles.

■ Rockhampton

- › Lessons were held in violin and flute for two advanced level students from Rockhampton Grammar School during the *La bohème* tour.

■ Gold Coast

- › Professional development was conducted for 38 music teachers and adult community musicians.

Education concerts were delivered by QSO in:

- Gladstone (provided by Australia Pacific LNG) to 322 students
- Cairns to 605 students

ERM Power gave regional students the opportunity to attend mainstage concerts in 2014:

- › 300 Toowoomba students
- › 150 Gold Coast students.

Metropolitan education

QSO connected with 75 metropolitan schools via concerts and other activities. Eleven school partnerships were offered and presented as workshops, masterclasses and demonstrations to seven schools for 909 students specifically, and indirectly to the general school populations.

An Artist-in-Residence project was run at Brisbane State High School involving 468 students and 14 QSO musicians.

QSO's 2014 Music Teacher Professional Development day attracted 265 music teachers.

The QSO's Young Instrumentalists Competition featured support of \$12,000 prize money from The English Family Prize for Young Instrumentalists. 21 applicants auditioned, seven finalists performed in a recital and two winners performed at the Secondary Showcase on 19 March. Audience numbers were 99 people for the recital and 1,100 for the winner's performance.

During the year, three Open Rehearsals were held with a total of 271 students, teachers and members of community music and performing arts groups attending.

Tertiary Education: Work-Integrated Learning

In 2014, QSO continued as a leader in music education through its Work-Integrated Learning (WIL) Music Industry Internship program with the Queensland Conservatorium, Griffith University. This program is run each semester and is unique to Australian orchestras. Conservatorium and other Griffith University students may apply to audition for this subject which allows selected students to work with QSO musicians who provide mentorship, guidance and lessons for the duration of the course. The students gain valuable experience working within the professional environment of QSO and receive credit toward their university course studies. Students observe and take part in some rehearsals, assist with various administrative and support tasks, and depending on their skill levels may perform with QSO during selected performances. During 2014, a total of 14 students took part in the program, working within QSO in the following specialties: viola, cello, double bass, trombone, trumpet, horn, clarinet, flute, conductor and administration.

INNOVATION AND ARTS LEADER

QSO is an orchestral innovator, with an active focus on creativity, excellence and sustainability.

In 2014, QSO announced Australia's first Soloist-in-Residence, violin virtuoso, Shlomo Mintz, supported by the T & J St Baker Charitable Trust.

2014 was the year of the blockbuster, with the largest and most financially successful production ever presented by QSO – and the world's biggest *Doctor Who* show – the *BBC Doctor Who Symphonic Spectacular* attracting more than 9,000 people. QSO also presented *Journey through the Cosmos*, a world-first Queensland exclusive, in collaboration with rock-star physicist Professor Brian Cox OBE, reaching more than 15,000 people, including live streaming to 10 centres in regional Queensland.

QSO continued to break the mould of its more traditional mainstream performances; to present contemporary and collaborative shows as part of the Maestro season including Katie Noonan and Sydney Dance Company's *Les Illuminations* and the QSO-commissioned world premiere of *Ghosts in the Orchestra* by Queensland composer Gordon Hamilton.

2014 saw an increase of 25% in the number of international artists collaborating and performing with QSO, which also continues to be a strong advocate of Australian artists.

Special live streaming events, digital engagement and for the first time, webinars were also used to successfully connect with regional school students. More than 12,700 people experienced a QSO concert via digital streaming or simulcast.

In addition, a QSO musician worked with Brisbane State High School students as an artist-in-residence, and QSO continued to run the Australian-first Work-Integrated Learning Music Industry Internship program with the Queensland Conservatorium Griffith University.

QSO's regional concert tour program increased threefold compared to 2013 and our commitment to outreach was further enhanced with the appointment of a Community Engagement Officer, thanks to the help of the Tim Fairfax Family Foundation.

In partnership with Queensland Ballet, QSO recorded and released the CD, *Essential Highlights from The Nutcracker* by Pyotr Ilyich Tchaikovsky. In a coup for Queensland, leading Russian maestro Pavel Sorokin, from the Bolshoi Theatre in Moscow, conducted the recording at QSO's state-of-the-art studio in Brisbane's South Bank. The proudly 100% Queensland production also features local choral ensemble the Voices of Birralee.

QSO's new brand positioning has elevated the organisation's profile nationally and internationally. QSO launched a new website with an enhanced focus on responsiveness to mobile devices and implemented a more extensive digital marketing strategy.

In 2014, QSO introduced a sales department, implemented its own ticketing management and grew the telemarketing team, resulting in excellent sales results and laying the foundation for future sales records.

QSO has honoured the contribution of past Chief Conductor, Johannes Fritzsch with the creation of a Johannes Fritzsch Fund. Thanks to the support of our valued subscribers and donors \$105,915 was raised for this new, annual conductor-in-training program.

OUR PEOPLE

To create an environment for success. To develop significant artistic and business leadership.

Measures	Result
Percentage of employees in attendance for induction	100%

During 2014, QSO introduced a Work Health and Safety Management System (WHSMS) that incorporates all of QSO's WH&S related policies, procedures and forms. The WHSMS outlines QSO's commitment to the health and safety of all employees, contractors, volunteers, interns and work experience students. The introduction of the WHSMS resulted in new policies for working from home, travelling on work business, employee consultation, and working at performance venues. The WHSMS recognises the importance of ensuring that QSO performances are only conducted in venues that also have effective policies and procedures to provide a safe workplace for our people to work and perform. A study was undertaken in 2014 to compare the number of new WorkCover claims lodged over the last five years against the industry averages for performing arts operations. QSO's new claims lodged for each year were well below the industry average, even though QSO is the state's largest performing arts organisation.

In our orchestra, Vivienne Brooke completed her trial period as Principal – Cor Anglais and was permanently appointed to the role in June. We auditioned for a new Principal – Piccolo during December and are excited to welcome Kate Lawson to the orchestra on trial appointment in February 2015. We celebrated the 40th anniversary of our Principal – Harp, Jill Atkinson, with QSO in April. We bid farewell to a number of our musicians in 2014 as they each move on to pursue new chapters in their lives and careers. We wish every future success to Glenn Christensen, Simon Cobcroft, Margaret Connolly, John Gould, Janine Grantham, Michael Hallit, Frances McLean, Paulene Smith, and Paula Stofman and thank them for their musical contribution to QSO.

QSO's Horn section was invited to perform at the 2014 International Horn Society Symposium in London, England in August. The Symposium draws performers, teachers, students,

exhibitors, and enthusiasts from all over the world and attracts over 1,000 delegates. The theme of the Symposium was "Schools of Playing from Around the World" and our Horn section was invited to play a recital representing the "Australian Horn Sound". The Horn section also premiered a new work by Richard Mills called *Horizons* at the Symposium.

A new two-year Enterprise Agreement took effect from 1 January 2014, covering the employment conditions of all musicians. The Agreement provides an annual pay increase of 2.0% and provides for the trial of alternative travel arrangements for day trips and input from the Artistic Committee into QSO recordings.

Keeping an organisation with people in vastly different roles and commitments updated with timely information is a challenge. Rather than relying on email as a primary means of communicating important corporate information, monthly company meetings are held with all QSO people in attendance. Company meetings usually include an address from the CEO, updating everyone on QSO's business performance and future events that are on the horizon. Guest presenters at company meetings have focussed on health and wellbeing, noise protection and hearing conservation, team work and collaboration, and financial planning. Two business strategy workshops combining QSO Board members and the senior management team were also held during the year. Debbie Draper joined QSO's senior management team in March in the role of Chief Financial Officer.

Professional development initiatives are important in guaranteeing that QSO people have the contemporary skills and knowledge required for their field of expertise. During 2014, QSO people attended training courses for leadership, Microsoft applications, copyright, minute taking, email marketing, payroll, first aid, emergency and fire warden training.

OUR BOARD



Greg Wanchap

Greg Wanchap is Principal of Crowe Horwath, Business Advisors and Chartered Accountants. He specialises in advising on mergers and acquisitions, corporate structuring, capital raisings and is a strategic advisor to many corporations and privately owned businesses.

Greg has been with Crowe Horwath for more than 25 years and has held various positions in the firm, including Chief Executive and Managing Partner. Greg holds a Bachelor of Business, is a Fellow of the Institute of Chartered Accountants, a Member of the Institute of Company Directors and a Fellow of the Institute of Chartered Secretaries.

Greg serves on a number of Boards and has served on QSO's Board since 2000, as Chairman for the past six years.



John Keep

John Keep is Principal of TyTo Corporation, where he focuses on business growth through strategic alliances, business re-engineering and related corporate advice.

John's experience includes senior management roles with a number of high profile companies in the hospitality and the healthcare sectors. Previously he was the Group Company Secretary of the public company Castlemaine Tooheys Limited. John has a Bachelor of Arts majoring in Economics and Financial Studies from Macquarie University and studied at the European Institute of Business Administration in Fontainebleau, France.

John has served on QSO's Board since May 2009, and is currently Chairman of the Finance and Audit Committee.



Page Maxson (from 24 February 2014)

Page Maxson is CEO of Australia Pacific LNG Pty Ltd in Queensland. Australia Pacific LNG is a joint venture of Origin, ConocoPhillips and Sinopec. Page has been seconded into the role of CEO by JV partner ConocoPhillips.

Prior to starting with Australia Pacific LNG in June 2010, Page was deputy CEO of a joint venture between ConocoPhillips and Abu Dhabi National Oil Company (ADNOC) to develop the Shah Gas Field.

Since joining ConocoPhillips in 1988, he has fulfilled a variety of assignments, including economic, commercial and strategic roles in Houston, Norway, Indonesia and West Texas. In 1997, he became Plant Manager and then District Manager for (then) Conoco's midstream business in Oklahoma. In 1999, he became Operating Centre Manager for the Pocahontas coal bed methane project in Virginia. In 2000, he moved to Aberdeen and became operating unit manager for the Southern North Sea before being named General Manager of the Southern North Sea Business Centre and member of the North Sea business unit management team. He was then named President and General Manager of ConocoPhillips' Libya division in 2006.

A native of Oklahoma, Maxson graduated with a Bachelor of Science in civil engineering from Oklahoma State University in 1982. He also earned a Master of Business Administration from the University of Texas in 1984.

Page Maxson is the Chair of the Foundation Fund Advisory Group.



Margaret Barrett (from 28 October 2014)

Professor Margaret Barrett is Head of the School of Music at The University of Queensland. Prior academic positions have included Director of Research and Associate Head of School in the Faculty of Education at the University of Tasmania.

Margaret has served as President of the International Society for Music Education (2012 – 2014), Chair of the World Alliance for Arts Education (2013 – 2014), Chair of the Asia-Pacific Symposium for Music Education Research (2009 – 2011), an elected member of the Board of the International Society for Music Education (2008 – 2010), and National President of the Australian Society for Music Education (1999 – 2001). Currently she is a Director of the Australian Music Centre and a member of the advisory board of the Australian Music Examinations Board.

Margaret served as the music discipline writer for the Shape Paper for the Australian Curriculum – The Arts and continues to provide advice to the curriculum process. She has been an advisor for arts and educational bodies including the Australia Council for the Arts and the Qualifications and Curriculum Authority, UK. She has held positions as Editor of Research Studies in Music Education, an Associate Editor of Psychology of Music, and is a member of the Editorial Boards of key journals in music and arts education.



Marsha Cadman (to 29 January 2014)

Marsha is Group Manager Customer Strategy and Marketing at South East Water. She has extensive experience consulting on brand, marketing, communications, issues management and business strategy issues across a range of sectors including energy, water, financial services, education, health and agribusiness. Her previous experience includes senior executive roles with responsibility for brand, marketing, strategy, customer service and human resources.

Marsha has a Master of Business Administration from Macquarie Graduate School of Management and a Bachelor of Arts from the University of Western Sydney.

Marsha served on QSO's Board from January 2012 to January 2014.



Tony Denholder

Tony Denholder is a Partner of Ashurst Australia. He is recognised as one of Australia's leading mining and infrastructure lawyers, and as a 'market leader' in native title law. Tony is currently advising on the establishment of a number of the largest mining and infrastructure projects being developed in Australia (including new mines, rail lines and ports, and LNG projects).

Tony holds a first class Honours degree in Law from the Queensland University of Technology, and completed postgraduate studies at the University of Oxford (from which he was awarded a Bachelor of Civil Laws).

Tony serves as Deputy Chairman of Expressions Dance Company, formerly as a management committee member of the Queensland Public Interest Law Clearing House (one of Queensland's peak pro bono organisations) and was previously a director of Noel Pearson's Cape York Partnerships. Tony has served on QSO's Board since 2006 and is Chair of the Membership Committee.



Jenny Hodgson (to 26 November 2014)

Jenny Hodgson is Senior Producer with the Queensland Performing Arts Centre, where she produces a wide range of concerts, performances, events and festivals.

Previously she worked for the Queensland Philharmonic Orchestra for eleven years including seven as General Manager and managed projects with organisations such as the Queensland Conservatorium, Griffith University. Jenny has a Bachelor of Arts from The University of Queensland, a Master of Business Administration from the Queensland University of Technology as well as an Associate in Music, Australia and Licentiate Trinity College London.

Jenny served on QSO's Board from 2000 to 2014.



Tony Keane

Tony has more than 30 years' experience as a business and finance executive having most recently been Head of Corporate Banking Queensland for National Australia Bank until August 2013. He now undertakes various finance advisory consultancies and is also a Non-Executive Director of National Storage Holdings Ltd.

Tony has a Bachelor of Science (Mathematics) degree from University of Adelaide and a Graduate Diploma in Corporate Finance from Swinburne. He is a Fellow of the Financial Services Institute of Australasia, a Graduate of the Australian Institute of Company Directors and a Fellow of The CEO Institute.

Tony has served on QSO's Board since 2009 and is a member of the Finance and Audit Committee.



James Morrison AM (from 03 November 2014)

James Morrison is a multi-instrumentalist and besides the trumpet also plays trombone, euphonium, flugel horn, tuba, saxophone, double bass and piano.

At only age 16, James debuted in the USA with a breathtaking concert at the Monterey Jazz Festival. Following this were performances at the big festivals in Europe playing with many of the legends of jazz as well as gigs in the world's most famous jazz clubs. James Morrison's career thus far has been diverse and perhaps not typical of most jazz musicians. He also spends much time in education, doing masterclasses and workshops in many countries and presenting the James Morrison Jazz Scholarship at the Generations in Jazz Festival.

An avid user of the latest technologies, James is very involved in furthering the presence of jazz and music education on the Internet. The latest chapter in his diverse career sees James appointed as Artistic Director of the Queensland Music Festival.

James has been awarded a medal of The Order of Australia and is a Doctor of the University at the Queensland Conservatorium, Griffith University, and has received a Doctor of Music from the Edith Cowan University Western Australia.



Karen Murphy

Karen's diverse background brings a broad range of experience to the role of company director. Karen is currently the CEO of the Emergency Medicine Research Foundation and Managing Director of the SmartPlanner Group. Past executive roles include General Manager – Maurice Blackburn Lawyers, CEO – RemServ, CEO – DonateLife, and CEO of the Royal Children's Hospital Foundation where she rebranded with the highly successful Working Wonders campaign increasing top of mind awareness and doubling fundraising revenues to \$10 million over five years. Karen has successfully led massive cultural and organisational change to drive growth or deliver program outcomes. Karen holds an MBA with distinction from Bond University, is a graduate of the Australian Institute of Company Directors, and a Fellow of the Australian Institute of Management. Karen has served on QSO's Board since 2011 and was a member of the Finance and Audit Committee until 20 August 2014.



Rod Pilbeam (from 21 February 2014)

Rod Pilbeam has been involved in the establishment and operation of major public event venues for over thirty-five years with a broad-ranging experience. He is a founding partner and the Executive Director of AEG Ogden which operates and provides consulting advice for owners and developers of arenas, performing arts centres and theatres, convention and exhibition centres, and sports stadia, through the Middle East, Asia, Perth, Sydney, Newcastle, Brisbane, Cairns and Darwin.

From an early career in radio, he moved on to marketing the full range of live entertainment events, from the performing arts to contemporary concerts. In the 1980s, he spent time managing Brisbane's Her Majesty's Theatre and the company's computerised ticketing operation, Ticketworld.

With a strong background in marketing and promotion, Rod Pilbeam has extensive experience in dealing with the challenges faced by promoters and producers as well as venue operators, and the interface between them. He has been a strong fighter for maintaining the integrity and the public's perceptions of the live event marketplace, particularly in relation to the fair availability of tickets and the suppression of scalping. He worked on the development of Live Performance Australia's Ticketing Code of Conduct.

A former President of the Venue Management Association (Asia & Pacific), Mr Pilbeam has also served on the World Council of Venue Management, the International Association of Venue Managers, the International Ticketing Association and the Public Venue Management School in Australia. He has served on the Queensland Committee of The Smith Family from 1998 to 2008 and is currently a member of the Executive Council of Live Performance Australia, the entertainment industry employers' association.

Rod Pilbeam is a member of QSO's Finance and Audit Committee.



Jason Redman (to 24 September 2014)

Jason Redman has been Principal Trombonist of QSO since August 1990. He has appeared as a soloist with QSO on numerous occasions, and has performed as guest Principal with many other Australian orchestras.

Jason is also a Churchill Fellow, having studied with leading trombonists in the United States of America in 1996. He has a Bachelor of Music degree from Griffith University, and has been teaching trombone at the Conservatorium since 1998.

Jason served on QSO's Board from 2009 to September 2014.

OUR MANAGEMENT

Chief Executive Officer

Sophie Galaise

Chief Financial Officer

Debbie Draper (from Mar 14)

Director – Artistic Planning

Richard Wenn

Director – Corporate Development and Sales

David Martin

Director – Human Resources

Robert Miller

Director – Marketing

Karen Soennichsen

Director – Orchestra Management

Matthew Farrell

Director – Philanthropy

Gaelle Lindrea

Executive Assistant to Chief Executive Officer

Ros Atkinson

Administration Officer

Alison Barclay (to Nov 14)

Accountant

Sandy Johnston (to Jul 14)

Sue Schiappadori (from Sep 14)

Accounts Payable Officer

Donna Barlow (to 24 Oct 14)

Artistic Coordinator

Michael Sterzinger

Artist Liaison Officer

Fiona Lale

Chamber Music & QSO Current Coordinator

Dale Truscott

Orchestra Manager

Nina Logan

Operations Assistant

Helen Davies (from Mar 14)

Orchestra Librarian/WHS Coordinator

Judy Wood

Library and Operations Assistant

Nadia Myers

Production Manager

Peter Laughton

Production Assistant

Vince Scuderi

Community Engagement Officer

John Nolan (from Sep 14)

Education Liaison Officer

Pam Lowry

Marketing Consultant

Sarah Perrott (from Apr 14)

Digital Marketing Specialist

Zoe White

Marketing Coordinator

Miranda Cass

Corporate Relationships Manager

Katya Melendez

Ticketing Services Manager

Emma Rule (from Jul 14)

Sales Officer

George Browning

Ticketing Services Officer

Alison Barclay (from Dec 14)

Ticketing Services Officer

Michael Ruston (from Jul 14)

Ticketing Services Officer

Chrissie Bernasconi (from Jul 14)

Philanthropy Officer

Lisa Harris

Philanthropy Services Officer

Charly Clare (Apr – Aug 14)

Phil Petch (from Aug 14)

OUR PARTNERS

In 2014, the value of cash and in-kind sponsorship was \$1,438,763. This result was 14.7% ahead of budget for the year. Cash sponsorship represented \$309,760 which was 13.2% ahead of 2013. Once again in-kind support exceeded \$1 million and budgeted expectations.

QSO's ongoing relationship with Australia Pacific LNG remained the company's most significant partnership, with the GEM Initiative (Gladstone Enrichment Through Music Initiative) delivering best practice community engagement outcomes in regional Queensland. This proven engagement model will enable QSO to lead similar outcomes with additional, regionally-focused partners into the future.

GOVERNMENT PARTNERS



COMMUNITY, EDUCATION & CORPORATE PARTNERS



MEDIA PARTNERS



CO-PRODUCTION PARTNERS



OUR DONORS

Philanthropy has had a busy and exciting year, securing a number of key positions for the orchestra in support of QSO's Strategic Vision, including funding for:

- Artistic Leadership Search for Music Director
- Appointment of a Community Engagement Officer
- Appointment of Shlomo Mintz as Soloist-in-Residence
- Public and private support of *QSOCurrent* – a new contemporary music festival to be staged in May 2015
- Establishment of the Johannes Fritzscht Fund in honour of our former Chief Conductor. This fund will be used to appoint a young, talented musician as Assistant Conductor.

In 2014, a Foundation Fund Advisory Group was set up to build a corpus of future operations and ensure sustainability, development and growth for the QSO.

Overall donations to annual, chair, artistic and education and community programs increased by almost 56% from 2013 to 2014.

Philanthropy also held two Thank You dinners: the first for QSO Chair Donors who support individual musicians each and every year, and the second to honour former Chief Conductor and announce the establishment of the Johannes Fritzscht Fund.

Queensland Symphony Orchestra is proud to acknowledge the generosity and support of our philanthropic donors. The continued support of passionate individuals is essential to ensure the orchestra maintains the finest of artistic standards.

PHILANTHROPY

THANK YOU TO OUR 2014 DONORS.

GIFTS OF \$50,000 +

Philip Bacon Galleries
Timothy Fairfax AC
T & J St Baker Charitable Trust
Arthur Waring

GIFTS OF \$20,000 - \$49,999

Tim Fairfax Family Foundation
Prof. Ian Frazer AC and Mrs Caroline Frazer
Dr Cathryn Mittelheuser AM
Mrs Beverley June Smith
Anonymous

GIFTS OF \$10,000 - \$19,999

Mrs Roslyn Carter
The English Family
Frances and Stephen Maitland OAM RFD
Page and Marichu Maxson
Justice Anthe Philippides
Dr Graham and Mrs Kate Row
John and Georgina Story
Noel and Geraldine Whittaker
Anonymous

GIFTS OF \$5,000 - \$9,999

David and Judith Beal
Dr Julie Beeby
Dr Ralph and Mrs Susan Cobcroft
Tony Denholder and Scott Gibson
Sophie Galaise
Peggy Allen Hayes
Ms Marie Isackson
Michael Kenny and David Gibson
Mrs Andrea Kriewaldt
M. LeJeune
In memory of Mr and Mrs J.C. Overall
Hans and Heidi Rademacher
John B Reid AO and Lynn Rainbow Reid
Anne Shipton
Helen and Michael Sinclair
Dr Damien Thomson and Dr Glenise Berry
Greg and Jan Wanchap

GIFTS OF \$1,000 - \$4,999

Dr Philip Aitken and Dr Susan Urquhart
Dr Geoffrey and Mrs

Elizabeth Barnes
Prof. Margaret Barrett
Mrs Valma Bird
Brett Boon
Professors Catherin Bull AM and Dennis Gibson AO
Dr Betty Byrne Henderson AM
Dr John H. Casey
Greg and Jacinta Chalmers
Robert Cleland
Roger Cragg
Julie Crozier
Mrs I. L. Dean
Mrs Elva Emmerson C.M. and I.G. Furnival
Alan Galwey
Dr Edgar Gold AM, QC and Dr Judith Gold CM
Ian and Ruth Gough
Dr Edward C. Gray
Fred and Maria Hansen
Ashley Harris
Lisa Harris
Dr and Mrs W.R. Heaslop
Gwenda Heginbotham
Leonie Henry
Prof. Ken Ho and Dr Tessa Ho
Jenny Hodgson
The Helene Jones Charity Trust
Tony and Patricia Keane
John and Helen Keep
Dr Colin and Mrs Noela Kratzing
Dr Frank Leschhorn
Shirley Leuthner
Gaelle Lindrea

Prof. Andrew and Mrs Kate Lister
Rose-Marie Malyon
Mr John Martin
Dr Les and Ms Pam Masel
Belinda McKay and Cynthia Parrill
In memory of Jolanta Metter
Desmond B Misso Esq.
B and D Moore
Barry, Brenda, Thomas and Harry Moore
Martin Moynihan AO QC & Marg O'Donnell AO
Karen Murphy
Ron and Marise Nilsson
Kathy and Henry Nowik
Ian Paterson
Mr Jordan and Mrs Pat Pearl
Dr Phelim Reilly
In memory of Pat Riches
Professor Michael Schuetz,
Honorary Consul of Germany
Bernard and Margaret Spilsbury
Mrs Anne Stevenson
Elinor and Tony Travers
William Turnbull
Mrs Gwen Warhurst
Mr Ian and Mrs Hannah Wilkey
Margaret and Robert Williams
Rodney Wylie
Anonymous (9)

GIFTS OF \$500 - \$999

Warwick Adeney
Julianne Alroe
Jill Atkinson
Emeritus Professor
Cora V. Baldock
Trudy Bennett
Peter and Tricia Callaghan
Drew and Christine Castley
Cherrill and David Charlton
Mr Ian and Mrs Penny Charlton
Mary Lyons and John Fardon
Lea and John Greenaway
Harp Society of Queensland Inc
Sylvia Hodgson
Dr Alison Holloway
Anna Jones
Ainslie Just
Lynne and Franciose Lip
Mrs Daphne McKinnon
Annalisa and Tony Meikle
Penny Moysey
Tina Previtiera
Mrs Helen Tully
Tanya Viano
Prof. Hans and Mrs
Frederika Westerman
Gillian Wilton
Anonymous (14)

GIFTS OF \$2 - \$499

Mrs Penny Ackland
Mrs Georgina Anderson
Don Barrett
William and Erica Batt
Dr John and Mrs Jan Blackford
Manus Boyce
Deidre Brown
Fay Buerger
M. Burke
Stephanie Burke
Sarah Butler
Jean Byrnes
Mrs Georgina Byrom
Mrs Verna Cafferky
Alison G. Cameron

Warwick and Jane Carter
Mrs J. Cassidy
Heather Castles
Mrs Ann Caston
Dr Alice Cavanagh
Ms Rae Clark
Mr Hans Conrad
Mr Ronald Cork
Mr William Cramp
In memory of
John Czerwonka-Ledez
Laurie James Deane
Mrs Heather Dias-Jayasinha
Zena Dinesen
Ralph Doherty
Mr Kenneth Dredge
Mrs Tricia Eales
Prof. John Elkins
John Evans
Paul Evans
Floranne and Garth Everson
Ian and Kathy Fairbrother
Kornelia Feredoes
In memory of Carol Mills
Rita Fraser
Dr Bertram and Mrs Judith Frost
Rebecca Garnett
Mrs Camilla Gebauers
Graeme and Jan George
Dr Joan E. Godfrey, OBE
Hans Gottlieb
Geraldine Hall
Yvonne Hansen
Madeleine Harasty
Mrs Iris Hatchman
Margaret Hawke
Shirley Heeney
Ted & Frances Henzell
Mr Lester Hiley
Ms Elizabeth Hill
Patrick and Enid Hill
Richard Hodgson
John Hughes
Miss Lynette Hunter
Prudence Israel
Mrs Barbara Jackson
Jacobitz Family
Mr Graham and Mrs Moira Jane
Mrs Maureen Javes
Sandra Jeffries and Brian Cook
Beryl Jeffs

John and Wendy Jewell
Sarah Johnson
Joclyn Kennedy
Dr Ray and Mrs Beverley Kerr
Kentaro Koido
Peter and Babs
Margrit Lack
David and Fiona Lale
Jean Leary
Mrs H.G. Lehman
Rachel Leung
Mrs Margaret Liley
Jane Lee Ling
Miss Dulcie Little
The Honourable Justice
J.A. Logan, RFD
Susan Mabin
Jim and Maxine MacMillan
Mrs Joyce Mann
Miss Mary Marshall
Phillip and Kaye Massie
F. Matheson
Mrs Helen McEwen
Mrs Margaret McNamara
Elizabeth Miles
Mr and Mrs G.D. Moffett
Howard and Katherine Munro
John and Robyn Murray
Geoff and Di Norton
Dr Patricia O'Connor
T & M.M. Parkes
Dr Demetri and Mrs Effie
Patrikios
Miss Georgina Pollard
Joyce Powell
Mrs June Prescott
Clare Pullar
Martin and Margot Quinn
Mrs Dorothy Reeves
Mr Dennis Rhind
Jeanette Rintoul
Mrs Helen Rivers
Katherine Roberts
Mr Donald Robertson
Mr Neil Root and
Mr Trevor Rowsell
Rod and Joan Ross
Dr Spencer Routh
Mr Norman Rowley
Mrs Elizabeth Russell
Chris and Judith Schull

Mrs Diana Shepherd
Mr Arnis Siksna
Ms Antonia Simpson
Matthew Smith
Mr Willy and Mrs
Frances Steiner
Miss Beres Stephenson
Patience Stevens
Dorothy Stringer
Barb and Dan Styles
Nicole Tait
Mrs Alison Thorpe
Lena Tisdall
Katherine Trent
Ms Kay Trowbridge
Judith Turnbull
Mrs Margaret Twomey
H R Venton
Mrs Constance Waite
Ms Alycia Watson
John and Sharon Watterson
Ms Margaret Wham
Eve Wicks
Ivan Willey
In memory of Cyril Williams
In memory of Cecily Wilson
(née Ellis)
Robert Wilson
Mr Garth Wong
Jeanette Woodyatt
Sr Ruth Wyattte
Anonymous (109)

CORPORATE GOVERNANCE

QSO has maintained sound corporate governance during 2014, creating value through accountability and control systems to align with associated risks, in accordance with principles set out by the Tripartite Funding Agreement:

1. Lay solid foundations for management and oversight
2. Structure the Board to add value
3. Promote ethical and responsible decision making
4. Promote diversity
5. Safeguard integrity in financial reporting
6. Recognise the legitimate interests of stakeholders
7. Recognise and manage risk
8. Remunerate fairly and responsibly

1. LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT

QSO's Board Charter, addressing recommendations made by the Major Performing Arts Board of the Australia Council and adopted in 2006, forms the basis of the Board's practice in good governance. Authority is delegated to management according to this charter and the associated business policies that are in effect. These clearly delineate the balance of responsibility between the Chairman and the executive.

Each month the Board receives comprehensive reports on key aspects of the organisation's business. The Finance and Audit Committee is charged with the responsibility of monitoring financial performance and risk and also carefully monitors financial performance, making recommendations to the Board where there is any material capital expenditure or material variation from the budgeted expenditure. The Board then gives final approval for those recommendations.

The organisation has documented key policies and the complete set of Business Policies approved by the Board covers most areas.

The proposed performance program and budget is discussed and approved by the Board each year for the year ahead. Monthly financial results and concert performance information are provided to the Board. The Board also gives prior approval to any material capital expenditure that isn't already within the approved operating budget and also gives approval for any material variation from budgeted or forecast expenditure.

A formal induction procedure exists for all new directors prior to attending their first meeting. It includes provision of an induction manual and delivery of an induction session by the Chairman and/or Deputy Chairman and CEO. This process provides a thorough understanding of the Board Constitution, Charter and delegated authority, as well as a full understanding of legal duties and duties as to the Corporations Law.

QSO also ensures that the executive and senior management have formal job descriptions and letters of appointment describing their term of office, duties, rights and responsibilities and entitlements on termination, if any. A performance review process is currently in place. No single individual has unfettered powers at QSO, as a Delegation of Authority policy is in place to prevent this.

2. STRUCTURE THE BOARD TO ADD VALUE

QSO has a clear division of responsibility at the head of the organisation – the current governance model is for a non-executive chair and separate Chief Executive Officer. The chair is responsible for leadership of the Board, for the efficient conduct of the Board's functions and for the briefing of all board members in relation to issues arising at organisation board meetings. 2014 saw effective contribution of all board members in meetings and an effective review and challenge of the performance of management; individual board members were able to exercise independent judgment during meetings. The relationships between board members and between the Board, the executive and management are constructive and respectful. From its outset in 2001, the Queensland Symphony Orchestra established a Board of Directors recognising the need for an appropriate mix of skills for efficient and effective management. A Board Skills Matrix was developed and is updated annually to inform decisions regarding new Board appointments to enable it to discharge its mandate effectively. The process for nomination, selection and appointment of non-executive board members is formal and transparent and consideration is given to the optimum size of the Board which is conducive to making decisions expeditiously with the benefit of a variety of perspectives and skills. This is currently nine members and is considered appropriate.

Board members are actively encouraged to network at functions and provide sponsorship opportunities through their contacts to best leverage their experience and networks. All of the members are independent.

QSO Holdings Constitution requires the rotation of board members, ensuring that specific terms for non-executive board members are set, subject to re-election. The Charter requires an annual performance review of the Board to evaluate its performance, collectively, and the performance of any board committees and individual board members. Board members are encouraged to continue their education to update and enhance their skills and knowledge within the arts through the board induction and attendance at concerts.

BOARD SKILLS MIX AT 31 DECEMBER 2014

Director (incl Board Responsibilities)	Profession	Skills
Greg Wanchap (Chairman)	Regional Financial Services Manager – Queensland Crowe Horwath	Corporate finance, business planning, mergers and acquisitions, corporate governance
John Keep (Chairman, Finance and Audit Committee)	Principal TyTo Corporation	Corporate governance, financial management and business development
Page Maxson (Chairman, Foundation Fund Advisory Group)	Chief Executive Officer Australia Pacific LNG	Energy, finance, corporate governance, international business, planning, decision analysis
Margaret Barrett	Professor and Head of the School of Music at The University of Queensland	Music education, research, governance and leadership in the music cultural and educational sector
Tony Denholder	Partner Ashurst	Commercial law, government, major projects, resources and energy, native title
Tony Keane (Finance and Audit Committee)	Head of Corporate Banking Queensland for National Australia Bank until August 2013	Banking and finance, commerce
James Morrison AM	International Jazz Musician Artistic Director, Queensland Music Festival Head of School, James Morrison Academy of Music @ UniSA	Performance artist, arts management and production, music education
Karen Murphy (Finance and Audit Committee <i>to 20 Aug</i>)	Chief Executive Officer Emergency Medicine Research Foundation	Governance, innovation, cultural change
Rod Pilbeam (Finance and Audit Committee)	Executive Director AEG Ogden	Major event venue management (entertainment, sport, conventions & exhibitions), arts marketing, financial management and business development, Australia & Asia

SUB-COMMITTEES OF THE BOARD

Corporate performance is enhanced by the establishment of appropriate sub-committees who meet regularly to provide recommendations and advice to the Board. The Finance and Audit Committee includes risk assessment and management responsibilities. A new Executive Remuneration Committee and a Foundation Fund Advisory Group was established in 2014. Each committee has established terms of reference. The Artistic Committee is no longer active.

3. PROMOTE ETHICAL AND RESPONSIBLE DECISION MAKING

The Board sets the ethical tone and standards of the organisation through its vision and goals. The Board acknowledges the importance of the approved Code of Conduct which is included in its Charter and they ensure senior management implement practices and exhibit behaviours consistent with the required standards. This addresses all matters of ethics and behaviour including the declaration of conflict of interest which is a standing item at each Board and sub-committee meeting. Any declarations are duly minuted and where a significant conflict exists, the Director concerned absents his or her self from the meeting while the item is considered. The company also has a Code of Conduct

for all employees including key executives, contained in the company policies and procedures.

Board members understand their legal obligations and duties and the reasonable expectations of the organisation's stakeholders through the induction process and the QSO Charter.

4. PROMOTE DIVERSITY

A diversity policy was approved by the Board in early 2011. It includes information on Aboriginality, gender, age, ethnicity, disability and cultural background. The organisation seeks to establish measurable objectives for achieving diversity by assessing annually both the objectives and progress in achieving them.

5. SAFEGUARD INTEGRITY IN FINANCIAL REPORTING

The Finance and Audit Committee has its own Terms of Reference and is of sufficient size, independence and technical expertise to discharge its functions effectively. Its members are financially literate and the committee includes at least one member with financial expertise, as demonstrated by relevant qualifications and financial management experience at senior management level in the public or private sector.

Ernst & Young performs QSO's annual audit to ensure the organisation's financial statements are consistent with Australian accounting standards. The Finance and Audit committee reports monthly to the Board on matters pertaining to its role.

6. RECOGNISE THE LEGITIMATE INTERESTS OF STAKEHOLDERS

The Board provides guidance in the development of appropriate policies to ensure legal and legislative obligations to current and prospective internal stakeholders are met (e.g. Work Health and Safety, Bullying and Harassment, Equal Opportunity and Anti-Discrimination). The Board ensures the appointment of suitably equipped executives to meet other company legal obligations.

As QSO's external stakeholders are largely income-providing, company departments are provided with clear responsibility for stewarding specific stakeholder sectors. As such, the Chief Executive's office manages relationships with funding bodies, the Corporate Development and Sales department manages sponsors, the Philanthropy department manages donor relations, and the Marketing department manages customer relations.

The Board releases an Annual Report which provides information to the general public on its artistic and financial performance.

7. RECOGNISE AND MANAGE RISK

The Finance and Audit Committee provides advice to the Board on the status of business risks and integrated risk management programs aimed at ensuring risks are identified, assessed and appropriately managed. Major business risks arise from such matters as government policy changes, the use of business information systems, economic climate in relation to sponsorships and donations, action by competitors and their impact on orchestral performances.

Comprehensive practices are established such that:

- capital expenditure and revenue commitments above a certain size obtain prior Board approval
- financial exposures are controlled
- work health and safety standards and management systems are monitored and reviewed to achieve high standards of performance and compliance with regulations, and are complemented by preventative in-house programs
- business transactions are properly authorised and executed.

A Management Statement is signed annually prior to the signing of accounts to manage risks. The organisation's financial reports present a true and fair view of the organisation's financial condition and operational results and are in accordance with relevant accounting standards; the Board passes a resolution regarding this prior to signing the accounts. QSO's financial reports are founded on a sound system of risk management and internal control to ensure that the system is operating effectively in all material respects in relation to financial reporting risks.

Clear role descriptions and lines of reporting have also been established to address any potential conflict between the fundamental roles of Chief Executive and Chief Conductor in managing day to day issues of an orchestra. The Director – Artistic Planning reports to the Chief Executive who has ultimate authority over artistic decisions.

8. REMUNERATE FAIRLY AND RESPONSIBLY

The Orchestra's Directors are not financially remunerated, however the company has an approved remuneration policy to attract and retain motivated employees. Prior to the appointment of the Chief Executive Officer, Chief Financial Officer and Chief Conductor, their remuneration levels and responsibilities are carefully considered by the Board. As part of the Chief Executive Officer's annual performance appraisal the Board also considers any appropriate increase in remuneration levels.

The Board is committed to supporting management in raising remuneration levels fairly and responsibly within the financial resources of the company and taking into account results linked to performance management and productivity. The musicians' Enterprise Agreement is regularly updated and agreed upon for musicians, which provides for salary increases while granting productivity gains for the company. No individual, or management, is directly involved in deciding their own remuneration.

OUR FINANCIALS

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Queensland Symphony Orchestra Holdings Ltd

A.B.N. 55 122 464 706

Directors' report for the year ended 31 December 2014

The directors present their report together with the financial report of Queensland Symphony Orchestra Holdings Ltd (the Company) for the year ended 31 December 2014 and the auditor's report thereon. The financial report represents the consolidated economic entity (the Group) comprising Queensland Symphony Orchestra Holdings Ltd and its controlled entity Queensland Symphony Orchestra Pty Ltd.

DIRECTORS

The directors of the company at any time during or since the financial year are:

G K Wanchap	Chairman
J Keep	Chairman of Finance and Audit Committee
T Denholder	
J E Hodgson	Resigned 26 November 2014
J Redman	Resigned 24 September 2014
T Keane	
M Cadman	Resigned 29 January 2014
K Murphy	
P Maxson	Appointed 21 February 2014
R Pilbeam	Appointed 21 February 2014
M Barrett	Appointed 17 November 2014
J Morrison	Appointed 17 November 2014

The directors were in office for the whole year and up to the date of the report unless otherwise stated.

BOARD AND COMMITTEE MEETINGS

The number of Board and formal committee meetings held during the period that the director was a member of the Board or the committee and the numbers of meetings attended during that period are:

Director	Queensland Symphony Orchestra Holdings Ltd		Queensland Symphony Orchestra Pty Ltd			
	Board		Board		Finance and Audit Committee	
	Held (A)	Attended (B)	Held (A)	Attended (B)	Held (A)	Attended (B)
G K Wanchap	2	2	11	11	10	9
T Denholder	2	2	11	11		
J Keep	2	2	11	10	10	10
J E Hodgson	2	2	11	9		
J Redman	1	1	9	9		
T Keane	2	2	11	11	10	8
M Cadman			2	2		
K Murphy	2	2	11	11	6	4
P Maxson	2	2	10	8		
R Pilbeam	2	2	10	8	4	2
M Barrett			1	0		
J Morrison			1	0		

(A) represents the number of meetings for which the director was eligible to attend

(B) represents the number of meetings attended by the director

PRINCIPAL ACTIVITIES

The principal activity of the group during the year was the performance of orchestral music. There were no significant changes in the nature of the activities of the group during the year.

REVIEW AND RESULTS OF OPERATIONS

The company presented 145 performances during the twelve months ended 31 December 2014 including 62 pit services for performances of Opera Queensland and Queensland Ballet, and 28 performances as a hired orchestra. The majority of the company's concerts were held in Queensland Performing Arts Centre Concert Hall.

The net profit for the year ended 31 December 2014 was \$622,369 (year ended 31 December 2013 was \$273,013 net loss).

Queensland Symphony Orchestra Holdings Ltd
A.B.N. 55 122 464 706
Directors' report for the year ended 31 December 2014

Queensland Symphony Orchestra Holdings Ltd
A.B.N. 55 122 464 706
Statements of comprehensive income for the year ended 31 December 2014

STATE OF AFFAIRS

In the opinion of the directors, there were no other significant changes in the underlying state of affairs of the group that occurred during the financial year under review.

LIKELY DEVELOPMENTS

The group has scheduled performances of orchestral music which it will continue to present during the next financial year. The group's financial viability is dependent on maintaining its current level of government funding, corporate sponsorship and ticket sales.

The group will be required to make the final contribution towards the Southbank Co-location project of \$1,000,000 during 2015 which is in addition to the \$4,000,000 contribution made in 2013, \$7,000,000 in 2012 and \$2,000,000 in 2011.

DIVIDENDS

No dividends were paid or proposed during the financial year.

INDEMNIFICATION AND INSURANCE OF OFFICERS AND AUDITORS

Indemnification

Since the end of the previous financial year the group has not indemnified nor made a relevant agreement for indemnifying against a liability arising against any person who is or has been an officer or auditor of the group.

Insurance premiums

During the financial year, the group has paid premiums in respect of directors' and officers' liability and legal expenses for the year ended 31 December 2014. Since the end of the financial year, the group has paid or agreed to pay premiums in respect of such insurance contracts for the year ended 31 December 2015. Such insurance contracts insure persons who are or have been directors or officers of the group against certain liabilities (subject to certain exclusions).

The directors have not included details of the nature of the liabilities covered or the amount of the premium paid as such disclosure is prohibited under the terms of the contract. All costs to date have been expensed as incurred in the financial report.

AUDITOR'S INDEPENDENCE

The directors have received a declaration of independence from the auditor; this report can be found on page 18.

EVENTS SUBSEQUENT TO BALANCE DATE

No events have occurred subsequent to balance date that materially affect the accounts and are not already reflected in the financial statements.

Signed in accordance with a resolution of the directors:



Greg Wanchap
Chairman

Brisbane

Note	Consolidated		Parent	
	31/12/2014	31/12/2013	31/12/2014	31/12/2013
	\$	\$	\$	\$
Revenue				
Funding Revenue	2 11,433,640	10,362,194	10,298,284	10,116,194
Ticket Sales	3 3,667,131	2,398,873	-	-
Sponsorship and Donation Revenue	4 2,204,450	2,585,575	-	-
Orchestral Hire	847,292	638,552	-	-
Other Revenue	5 343,712	352,901	-	-
	18,496,225	16,338,095	10,298,284	10,116,194
Expenses				
Employee expenses	6 10,913,348	10,576,943	-	-
Artists fees and expenses	1,316,094	934,371	-	-
Marketing expenses	631,052	691,245	-	-
Production Expenses	1,771,457	1,254,916	-	-
Service fees	213,107	213,108	-	-
Depreciation and amortisation	6 555,852	296,919	-	-
Other expenses from ordinary activities	2,472,946	2,643,606	-	-
Funding expense	-	-	10,298,284	10,116,194
	17,873,856	16,611,108	10,298,284	10,116,194
NET PROFIT/(LOSS) FOR THE YEAR	622,369	(273,013)	-	-

The Statements of comprehensive income should be read in conjunction with the notes to the financial statements set out on pages 7 to 16

Queensland Symphony Orchestra Holdings Ltd
A.B.N. 55 122 464 706
Statements of financial position as at 31 December 2014

	Note	Consolidated		Parent	
		31/12/2014	31/12/2013	31/12/2014	31/12/2013
		\$	\$	\$	\$
ASSETS					
CURRENT ASSETS					
Cash and cash equivalents	15	1,644,083	891,679	-	-
Trade and other receivables	7	3,797,618	126,036	-	-
Other	8	2,199,633	2,167,030	-	-
TOTAL CURRENT ASSETS		7,641,334	3,184,745	-	-
NON-CURRENT ASSETS					
Property, plant and equipment	9	914,569	1,009,743	-	-
Southbank lease premium		13,484,112	13,834,112	-	-
Investment in controlled entities	10	-	-	985,395	985,395
TOTAL NON-CURRENT ASSETS		14,398,681	14,843,855	985,395	985,395
TOTAL ASSETS		22,040,015	18,028,600	985,395	985,395
LIABILITIES					
CURRENT LIABILITIES					
Trade and other payables	11	1,815,677	1,352,487	-	-
Deferred revenue	12	4,506,128	1,625,458	-	-
Provisions	13	2,080,270	2,073,359	-	-
TOTAL CURRENT LIABILITIES		8,402,075	5,051,304	-	-
NON-CURRENT LIABILITIES					
Provisions	13	245,780	207,505	-	-
TOTAL NON-CURRENT LIABILITIES		245,780	207,505	-	-
TOTAL LIABILITIES		8,647,855	5,258,809	-	-
NET ASSETS		13,392,160	12,769,791	985,395	985,395
EQUITY					
Johannes Fritzsich Reserve	14	105,915	-	-	-
Sampson Library Reserve	14	41,704	41,704	-	-
Retained profits Southbank Building	19	13,484,112	13,834,112	-	-
Retained profits	19	(239,571)	(1,106,025)	985,395	985,395
TOTAL EQUITY		13,392,160	12,769,791	985,395	985,395

The Statements of financial position should be read in conjunction with the notes to the financial statements set out on pages 7 to 16

Queensland Symphony Orchestra Holdings Ltd
A.B.N. 55 122 464 706
Statements of changes in equity for the year ended 31 December 2014

CONSOLIDATED

	Retained Profits	Johannes Fritzsich Fund	Sampson Library Fund	Total
	\$	\$	\$	\$
As at 1 January 2013	13,001,100	-	41,704	13,042,804
Profit for the year	(273,013)	-	-	(273,013)
As at 31 December 2013	12,728,087	-	41,704	12,769,791
Profit for the year	622,369	-	-	622,369
Transfer (from)/to Johannes Fritzsich Fund	(105,915)	105,915	-	-
As at 31 December 2014	13,244,541	105,915	41,704	13,392,160
PARENT				
As at 1 January 2013	985,395	-	-	985,395
Profit for the year	-	-	-	-
As at 31 December 2013	985,395	-	-	985,395
Profit for the year	-	-	-	-
As at 31 December 2014	985,395	-	-	985,395

The Statements of changes in equity should be read in conjunction with the notes to the financial statements set out on pages 7 to 16

Queensland Symphony Orchestra Holdings Ltd
A.B.N. 55 122 464 706
Cash flow statement for the year ended 31 December 2014

	Note	Consolidated		Parent	
		31/12/2014	31/12/2013	31/12/2014	31/12/2013
		\$	\$	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES					
Cash receipts in the course of operations		6,135,615	6,292,699	-	-
Cash payments in the course of operations		(16,723,785)	(20,278,766)	-	-
Cash payments to subsidiary		-	-	(10,298,284)	(10,116,194)
Grants received from government funding bodies		11,433,640	10,475,193	10,298,284	10,116,194
Interest received		136,058	161,044	-	-
Net Cash provided / (used in) operating activities	15(b)	981,528	(3,349,830)	-	-
CASH FLOWS FROM INVESTING ACTIVITIES					
(Payments)/Proceeds term deposit investment		(118,447)	3,952,248	-	-
Payment for property, plant and equipment		(110,678)	(685,625)	-	-
Net Cash provided / (used in) investing activities		(229,125)	3,266,623	-	-
Net increase/(decrease) in cash held		752,403	(83,207)	-	-
Cash & cash equivalents at the beginning of the financial year		891,681	974,888	-	-
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	15(a)	1,644,084	891,681	-	-

Queensland Symphony Orchestra Holdings Ltd
A.B.N. 55 122 464 706
Notes to the financial statements for the year ended 31 December 2014

1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

a) Basis of preparation

This special purpose financial report has been prepared for distribution to the members to fulfil the directors' financial reporting requirements under the Corporations Act 2001 and the Tripartite Funding Agreement between the Australia Council for the Arts (Federal Government) and Arts Queensland (State Government) and Queensland Symphony Orchestra Holdings Ltd ("Tripartite Funding Agreement") signed 21 December 2011. The accounting policies used in the preparation of this financial report, as described below, are consistent with the financial reporting requirements of the Tripartite Funding Agreement and with previous years, and are, in the opinion of the directors, appropriate to meet the needs of members:

- (i) The financial report has been prepared on an accrual basis of accounting including the historical cost convention and the going concern assumption.
- (ii) The requirements of Accounting standards and other financial reporting requirements in Australia do not have mandatory applicability to Queensland Symphony Orchestra Pty Ltd because it is not a "reporting entity". The directors have, however, prepared the financial report in accordance with all Accounting Standards and other mandatory financial reporting requirements in Australia with the following exceptions:

- AASB 7 Financial Instruments: Disclosure
- AASB 8 Operating Segments
- AASB 117 Leases
- AASB 124 Related Party Disclosures
- AASB 127 Consolidated and Separate Financial Statements
- AASB 132 Financial Instruments: Presentation
- AASB 139 Financial Instruments: Recognition and Measurement

b) Basis of Consolidation

The consolidated financial statements comprise the financial statements of Queensland Symphony Orchestra Holdings Limited and its subsidiaries as at 31 December 2014. The financial statements of the subsidiary are prepared for the same reporting period as the parent company, using consistent accounting policies. In preparing the consolidated financial statements, all intercompany balances and transactions, income and expenses and profit and losses resulting from intra-Group transactions have been eliminated in full. The subsidiary is fully consolidated from the date on which control is transferred to the Group and cease to be consolidated from the date on which control is transferred out of the Group. The acquisition of Queensland Symphony Orchestra Pty Ltd on 1 January 2007 was accounted for using the purchase method of accounting. The purchase method of accounting involves allocating the cost of the business combination to the fair value of the assets acquired and the liabilities and contingent liabilities assumed at the date of acquisition. Accordingly, the consolidated financial statements include the results of Queensland Symphony Orchestra Pty Ltd for the period from its acquisition on 1 January 2007. Where the cost of acquisition is less than the Group's share of the net fair value of the identifiable net assets of the subsidiary, the difference is recognized as a gain in the statement of comprehensive Income (discount on acquisition), but only after reassessment of the identification and measurement of the net assets acquired.

c) Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable. Amounts disclosed are net of goods and services tax (GST). Revenue is recognised for the major business activities as follows:

Concert Revenue

Concert revenue is recognised at the time of concert performance.

Funding Revenue

Funding revenue is received from the Australia Council for the Arts (as represented by the Major Performing Arts Board) and Arts Queensland under the terms of the Tripartite Funding Agreement entered into in December 2011. Funding is then transferred onto Queensland Symphony Orchestra Pty Ltd from Queensland Symphony Orchestra Holdings Ltd as required under the Tripartite Agreement. A deed of variation from 2012 to 2014 Tri-Partite Funding Agreement was signed on 17 December 2014 to extend the completion date from 31 December 2014 to 31 December 2015.

Special purpose funding, which requires the company to fulfil an obligation outside its normal operations, is recognised at the time the obligation is fulfilled or conditions contained in the agreement are met and the entity becomes eligible for the funding. If funding is provided ahead of the primary obligations and conditions precedent being fulfilled the funding is treated as deferred until the conditions are satisfied.

Contribution Income

Contribution income represents the fair value of assets received in excess of the cost of the assets where there is a non-reciprocal transfer and is recognised as income once the asset is controlled by the company.

Interest Revenue

Revenue is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

Queensland Symphony Orchestra Holdings Ltd

A.B.N. 55 122 464 706

Notes to the financial statements for the year ended 31 December 2014

Sponsorship and Donations Revenue**Sponsorship**

Sponsorship commitments are brought to account as income in the year in which sponsorship benefits are provided.

Donations

All donations are brought to account as received.

d) Taxation and Goods and Services Tax

The group is exempt from income tax, capital gains tax and payroll tax by virtue of being a cultural organisation established for the encouragement of music and a charitable institution.

Revenues, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Tax Office (ATO). In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the ATO is included as a current asset or liability in the statement of financial position. Cash flows are included in the statement of cash flows on a gross basis. The GST component of the cash flow arising from the investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

e) Acquisition of assets

Acquired assets are accounted for at cost. Cost is measured as the fair value of assets given or liabilities incurred or assumed at the date of exchange plus cost directly attributable to the acquisition.

f) Cash and cash equivalents

Cash and cash equivalents are carried at face value of the amounts deposited or drawn. The carrying amounts of cash, short-term deposits and bank overdrafts approximate net fair value. Interest revenue is accrued at the market or contracted rates and is receivable on maturity of the short-term deposits.

g) Trade receivables

Trade receivables are carried at original invoice amount less an allowance for any uncollectable amounts. The collectability of debts is assessed at balance date and specific provision is made for any doubtful accounts.

h) Property, plant and equipment

All items of property, plant and equipment are stated at historical cost less accumulated depreciation and any impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the group and the cost of the item can be reliably measured. All other repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred.

Depreciation and amortisation

Items of plant and equipment, leasehold improvements, computer equipment and musical instruments are depreciated using the straight-line method over their estimated useful lives.

Each class of asset in the current year was depreciated over the following useful lives:

Asset class	Useful life
Office equipment	Between 5 and 10 years
Musical instruments	Between 5 and 10 years
Computer equipment	Between 2 and 5 years
Furniture, fixtures and fittings	10 years

Costs incurred on property, plant and equipment, which do not meet the criteria for capitalisation, are expensed as incurred.

Leased plant and equipment

Leases of plant and equipment are classified as operating leases as the lessors retain substantially all of the risks and benefits of ownership. Minimum lease payments are charged against profits over the accounting periods covered by the lease terms except where an alternative basis would be more representative of the pattern of benefits to be derived from the leased property.

i) Southbank lease premium

Queensland Symphony Orchestra Pty Ltd has entered into a contract to occupy premises in Southbank. The company is required to pay a lease premium amount. The arrangement also includes the rights to use furniture and fittings.

The Southbank lease premium is considered an intangible asset and not a lease. The arrangement includes upfront, non-regular payments and a termination clause.

Intangible assets acquired separately are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses.

Queensland Symphony Orchestra Holdings Ltd

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Notes to the financial statements for the year ended 31 December 2014

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The Southbank lease premium is amortised over the contract period, being 40 years. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset is accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite useful lives is recognised in the income statement in the expense category consistent with the function of the intangible assets.

j) Impairment

The carrying values of plant and equipment are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable.

The recoverable amount of plant and equipment is the greater of fair value less costs to sell and value in use. Impairment losses are recognised in the statement of comprehensive income.

k) Trade payables

Liabilities are recognised for amounts to be paid in the future for goods or services received, whether or not billed to the group. Trade accounts payable are normally settled within 30 days.

The carrying value of accounts payable approximates net fair value.

l) Employee benefits**Wages, Salaries and Annual Leave**

The provisions for employee benefits to wages, salaries and annual leave represent the amount which the group has a present obligation to pay resulting from employees' services provided up to the balance date. The provisions have been calculated at undiscounted amounts based on wage and salary rates which are expected to be paid when the liability is settled and include related on-costs.

Long Service Leave

The liability for employee benefits to long service leave represents the present value of the estimated future cash outflows to be made by the employer resulting from employees' services provided up to the balance date.

Liabilities for employee benefits which are not expected to be settled within twelve months are discounted using the rates attaching to Commonwealth Government securities at balance date which most closely match the terms of maturity of the related liabilities.

In determining the liability for employee benefits, consideration is given to future increases in wage and salary rates, and the group's experience with staff departures. Related on-costs have also been included in the liability.

Superannuation Plans

The group contributes to several defined contribution superannuation plans. Employer contributions have been expensed against income.

m) Investment in controlled entities**The Company**

The Queensland Orchestra Holdings Ltd was incorporated on 31 October 2006.

The Queensland Orchestra Holdings Ltd acquired The Queensland Orchestra Pty Ltd on 1 January 2007.

On 14 October 2009 The Queensland Orchestra Holdings Ltd changed its name to Queensland Symphony Orchestra Holdings Ltd.

Controlled Entities – 100% owned

Queensland Orchestras Pty Ltd was incorporated on 30 October 2000, and on 1 January 2001 undertook the operations of the Queensland Symphony Orchestra and Queensland Philharmonic Orchestra.

On 17 February 2003 the company name was changed from Queensland Orchestras Pty Ltd to The Queensland Orchestra Pty Ltd.

On 14 October 2009 the company name was changed from The Queensland Orchestra Pty Ltd to Queensland Symphony Orchestra Pty Ltd.

Queensland Symphony Orchestra Holdings Ltd

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Notes to the financial statements for the year ended 31 December 2014

n) Going concern

The financial statements are prepared on a going concern basis which contemplates the continuity of normal business activities and the realisation of assets and settlement of liabilities in the ordinary course of business notwithstanding the Group being in a net working capital deficient position as at the reporting date and incurring a net cash outflow for the year.

At 31 December 2014 the Group recorded a profit of \$ 622,369 and total assets exceeded total liabilities by \$13,392,158. The net working capital deficiency relates predominantly to unearned revenue of \$4,506,128 which is considered low risk of not being earned in 2014 and employee provisions of \$ 2,080,270, which based on patterns of realisation of leave liabilities, is unlikely to be paid in full within the next 12 months from the date of this report. Queensland Symphony Orchestra Holdings Ltd entered into a Tripartite Funding Agreement for a three year period commencing 1 January 2012 under which funding is provided to the group for the operation of the orchestra. The Board and Management also strictly monitors the performance of the business through budget and cash flow management and takes corrective action to increase revenue or minimise expenditure as and when it is required. Annual funding for Queensland Symphony Orchestra Holdings Ltd in respect of the year ended 31 December 2015 has been approved by Arts Queensland and Australia Council on 17 December 2014.

On the basis of the above, the Board of Directors are of the opinion the Group has sufficient funds to meet its debts as and when they fall due and realise its assets and settle its liabilities in the ordinary course of business.

Queensland Symphony Orchestra Holdings Ltd

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Notes to the financial statements for the year ended 31 December 2014

2. FUNDING REVENUE

	Consolidated		Parent	
	31/12/2014	31/12/2013	31/12/2014	31/12/2013
	\$	\$	\$	\$
Australia Council MPAB annual grant	7,367,376	7,237,106	7,367,376	7,237,106
Australia Council MPAB - dedicated grants	54,460	-	-	-
Arts Queensland annual grant	2,930,905	2,879,088	2,930,905	2,879,088
Arts Queensland - dedicated grants	770,201	95,000	-	-
Arts Queensland - Co-location Project	-	-	-	-
Brisbane City Council grant	20,000	40,000	-	-
Grants dedicated - non government	-	111,000	-	-
LOP Funding	290,698	-	-	-
	11,433,640	10,362,194	10,298,281	10,116,194

Economic Dependency

A significant portion of the group's annual revenue consists of funding from federal and state governments, through the Australia Council for the Arts and Arts Queensland. As a result, the group has an economic dependency on these entities.

The Company has a three-year contract securing base funding in place with the Australia Council for the Arts and Arts Queensland that commenced on 1 January 2012. A deed of variation to the 2012 to 2014 Tri-Partite Funding Agreement was signed on 17 December 2014 to extend the completion date from 31 December 2014 to 31 December 2015.

As required, these amounts are then funded to Queensland Symphony Orchestra Pty Ltd to operate Queensland Symphony Orchestra.

3. TICKET SALES

	Consolidated		Parent	
	31/12/2014	31/12/2013	31/12/2014	31/12/2013
	\$	\$	\$	\$
Subscription sales	1,166,546	1,105,895	-	-
Single ticket sales	2,500,585	1,292,978	-	-
	3,667,131	2,398,873	-	-

4. SPONSORSHIP AND DONATION REVENUE

	Consolidated		Parent	
	31/12/2014	31/12/2013	31/12/2014	31/12/2013
Sponsorship	1,442,085	1,606,793	-	-
Guild membership	-	3,382	-	-
Donations	762,365	975,400	-	-
	2,204,450	2,585,575	-	-

5. OTHER REVENUE

	Consolidated		Parent	
	31/12/2014	31/12/2013	31/12/2014	31/12/2013
	\$	\$	\$	\$
<i>From operating activities</i>				
Interest Income	136,058	161,044	-	-
<i>From outside operating activities</i>				
Other	207,654	191,857	-	-
	343,712	352,901	-	-

Queensland Symphony Orchestra Holdings Ltd
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Notes to the financial statements for the year ended 31 December 2014

6. OPERATING PROFIT FROM ORDINARY ACTIVITIES

Profit from ordinary activities has been arrived at after charging/(crediting) the following items:

	Consolidated		Parent	
	31/12/2014	31/12/2013	31/12/2014	31/12/2013
	\$	\$	\$	\$
Depreciation and Amortisation				
Musical Instruments	65,130	61,465	-	-
Office equipment	3,181	2,529	-	-
Furniture, fixtures and fittings	70,317	49,108	-	-
Computer equipment	67,223	17,929	-	-
Lease Amortisation	350,000	165,888	-	-
	555,852	296,919	-	-
Less rental expense - operating lease	34,727	31,487	-	-
Employee Expenses:				
Salary and wages	9,198,743	9,131,340	-	-
Superannuation	1,260,406	1,234,403	-	-
Workers compensation	163,501	164,219	-	-
Redundancies	290,698	46,981	-	-
	10,913,348	10,576,943	-	-

7. TRADE AND OTHER RECEIVABLES

	Consolidated		Parent	
	31/12/2014	31/12/2013	31/12/2014	31/12/2013
	\$	\$	\$	\$
<i>Current</i>				
Trade Debtors	3,416,785	30,466	-	-
Other Debtors	422,106	95,570	-	-
Provision for Doubtful Debt	(41,273)	-	-	-
	3,797,618	126,036	-	-

8. OTHER CURRENT ASSETS

	Consolidated		Parent	
	31/12/2014	31/12/2013	31/12/2014	31/12/2013
	\$	\$	\$	\$
Prepayments	133,595	219,443	-	-
Term Deposit Divestment Fund*	31,669	322,367	-	-
Term Deposit Reserve Incentive Scheme**	1,251,000	1,251,000	-	-
Term Deposit Southbank Building Fund	-	374,220	-	-
Term Deposit	783,369	-	-	-
	2,199,633	2,167,030	-	-

* The Escrow funds received under the Loss of Proficiency Deed of Escrow Agreement are held in escrow and have not been used to secure any liabilities of the company.

** Reserve Incentive Scheme funds received, together with the Company's contribution are held in escrow and subject to the terms and conditions of the Reserves Incentive Funding Scheme Agreement, and have not been used to secure any liabilities of the Company.

Queensland Symphony Orchestra Holdings Ltd
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Notes to the financial statements for the year ended 31 December 2014

9. PROPERTY, PLANT AND EQUIPMENT

	Musical Instruments	Office Equipment	Computer Equipment	Furniture, Fixtures and Fittings	Musical Works	Total \$
<i>Cost</i>						
Opening Balance	790,611	50,356	64,526	753,861	5,237	1,664,591
Additions	-	-	84,350	26,328	-	110,678
Disposals	-	-	-	-	-	-
Closing Balance	790,611	50,356	148,876	780,189	5,237	1,775,269
<i>Accumulated depreciation</i>						
Opening Balance	(407,254)	(43,658)	(36,618)	(167,318)	-	(654,848)
Depreciation Expense	(65,130)	(3,181)	(67,224)	(70,317)	-	(205,852)
Disposals	-	-	-	-	-	-
Closing Balance	(472,384)	(46,839)	(103,842)	(237,635)	-	(860,700)
Net Book Value 31 December 2014	318,227	3,517	45,034	542,554	5,237	914,569
Net Book Value 31 December 2013	383,357	6,698	27,908	586,543	5,237	1,009,743

10. INVESTMENT IN CONTROLLED ENTITIES

	Consolidated		Parent	
	31/12/2014	31/12/2013	31/12/2014	31/12/2013
	\$	\$	\$	\$
Investment in controlled entities, at cost	-	-	985,395	985,395
(Impairment loss) / Reversal of impairment	-	-	985,395	985,395

11. TRADE AND OTHER PAYABLES

	Consolidated		Parent	
	31/12/2014	31/12/2013	31/12/2014	31/12/2013
	\$	\$	\$	\$
Trade Creditors	355,465	283,127	-	-
Other creditors and accruals	460,212	69,360	-	-
Southbank Lease Premium Payable	1,000,000	1,000,000	-	-
	1,815,677	1,352,487	-	-

12. DEFERRED REVENUE

	Consolidated		Parent	
	31/12/2014	31/12/2013	31/12/2014	31/12/2013
	\$	\$	\$	\$
State funding received in advance	746,219	91,875	-	-
Federal funding received in advance	2,258,835	230,492	-	-
Brisbane city Council grant received in advance	35,000	15,000	-	-
Subscriptions received in advance	1,296,883	851,002	-	-
Other deferred revenue	169,191	437,089	-	-
	4,506,128	1,625,458	-	-

Queensland Symphony Orchestra Holdings Ltd
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Notes to the financial statements for the year ended 31 December 2014

13. PROVISIONS

	Consolidated		Parent	
	31/12/2014	31/12/2013	31/12/2014	31/12/2013
	\$	\$	\$	\$
a) Current employee benefits - note 16	2,080,270	2,073,359	-	-
b) Non-current employee benefits - note 16	245,780	207,505	-	-

14. RESERVES

	Consolidated		Parent	
	31/12/2014	31/12/2013	31/12/2014	31/12/2013
Johannes Fritzsich Reserve				
Accumulated Reserves at January 1	-	-	-	-
Transfer from retained earnings in relation to: Current year donation	105,915	-	-	-
Accumulated reserves at 31 December	105,915	-	-	-
Sampson Library Reserve				
Accumulated Reserves at January 1	41,704	41,704	-	-
Transfer from retained earnings in relation to: Current year donation	-	-	-	-
Accumulated reserves at 31 December	41,704	41,704	-	-

15. CASH FLOW STATEMENT**(a) Reconciliation of cash**

For the purposes of the cash flow statement, cash and cash equivalents includes cash on hand and at bank and short-term deposits at call, net of outstanding bank overdrafts. Cash and cash equivalents as at the end of the financial period as shown in the cash flow statement are as follows:

	Consolidated		Parent	
	31/12/2014	31/12/2013	31/12/2014	31/12/2013
	\$	\$	\$	\$
Cash at bank	1,529,971	795,736	-	-
Southbank Building Fund	-	23,121	-	-
QSO Fund Account	72,408	31,122	-	-
Sampson Library	41,704	41,700	-	-
	1,644,083	891,679	-	-

Total cash and term deposits at the end of the financial period are \$3,710,120 (at 31 December 2013: \$2,839,268).

Queensland Symphony Orchestra Holdings Ltd
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Notes to the financial statements for the year ended 31 December 2014

(b) Reconciliation of profit from ordinary activities to net cash (used in)/provided by operating activities

	Consolidated		Parent	
	31/12/2014	31/12/2013	31/12/2014	31/12/2013
	\$	\$	\$	\$
Profit/(Loss) from ordinary activities	622,369	(273,013)	-	-
Less items classified as investing/financing activities				
Loss disposal of non-current assets	-	-	-	-
add/(less) non-cash items:				
Amortisation	350,000	165,890	-	-
Charges to provisions	45,186	163,852	-	-
Disposal of fixed assets	-	833	-	-
Depreciation	205,851	131,031	-	-
Net cash (used in)/provided by operating activities before change in assets and liabilities	1,223,406	188,593	-	-
Change in assets and liabilities:				
(Increase)/decrease in receivables	(3,671,582)	100,039	-	-
(Increase)/decrease in other assets	85,847	172,306	-	-
Increase/(decrease) in accounts payable	463,187	(4,301,570)	-	-
Increase/(decrease) in deferred revenue	2,880,670	490,802	-	-
Net cash provided by operating activities	981,528	(3,349,830)	-	-

16. EMPLOYEE BENEFITS

Aggregate employee benefits presented above include on-costs. The present values of employee benefits not expected to be settled within twelve months of balance date have been calculated using the following weighted averages:

	Consolidated		Parent	
	31/12/2014	31/12/2013	31/12/2014	31/12/2013
	\$	\$	\$	\$
Current	2,080,270	2,073,359	-	-
Non-Current	245,780	207,515	-	-
	2,326,050	2,280,874	-	-

At year end, the group employed 102 full-time equivalent employees (2013: 104 employees).

Employees contribute to the Media Superannuation Scheme which is the group's default defined contribution superannuation scheme, as well as other schemes under the freedom of choice legislation. Employer contributions amounting to \$1,260,405 (2013: \$1,234,403) for the group in relation to these schemes have been expensed in these financial statements.

17. AUDITOR'S REMUNERATION

	Consolidated		Parent	
	31/12/2014	31/12/2013	31/12/2014	31/12/2013
	\$	\$	\$	\$
Auditing of the financial report	28,000	28,000	-	-
	28,000	28,000	-	-

No other benefits were received by the auditor.

18. SEGMENT INFORMATION

For the current and previous financial period the group has performed orchestral music primarily within Queensland, Australia.

Queensland Symphony Orchestra Holdings Ltd

A.B.N. 55 122 464 706

Notes to the financial statements for the year ended 31 December 2014

19. RETAINED PROFITS**Consolidated**

	Retained Profits Southbank Building \$	Retained Profits \$	Total Retained Profits \$
Retained Profits at the beginning of the year	13,834,112	(1,106,025)	12,728,087
Net Profit/(Loss) from ordinary activities	-	622,369	622,369
Lease Amortisation	(350,000)	350,000	-
Transfer to Johannes Fritzsche Fund	-	(105,915)	(105,915)
Retained Profits at the end of the year	13,484,112	(239,571)	13,244,541

Parent

	Retained Profits \$
Retained Profits at the beginning of the year	985,395
Net Profit/(Loss) from ordinary activities	-
Retained Profits at the end of the year	985,395

Retained profits Southbank Building relates to the Grant Income and Donations received associated with the Southbank lease premium as described in note 1(i) which includes the impact of the amortisation of the lease premium. The balance of Retained profits reflects the history of operating profits/(losses) for the Group.

20. COMMITMENTS

The group has no significant commitments at balance date.

21. SUBSEQUENT EVENTS

No events have occurred subsequent to balance date that materially affect the accounts and are not already reflected in the financial statements.

22. ADDITIONAL DISCLOSURES

The special purpose financial report of Queensland Symphony Orchestra Holdings Ltd for the year ended 31 December 2014 was authorised for issue in accordance with a resolution of directors on 29 April 2015.

Queensland Symphony Orchestra Holdings Ltd is a public company limited by guarantee, incorporated in Australia and having its principal place of business at:

114 Grey Street
South Brisbane QLD 4101

The company's registered office address is:

114 Grey Street
South Brisbane QLD 4101

Directors' Declaration

In accordance with a resolution of the directors of Queensland Symphony Orchestra Holdings Ltd and its controlled entities, I state that:

In the opinion of the directors:

- (a) the Company is not a reporting entity as defined in the Australian Accounting Standards;
- (b) The consolidated financial statements and notes of the Company are in accordance with the Tripartite Funding Agreement and the Corporations Act 2001, including:
 - (i) giving a true and fair view of the Company's financial position as at 31 December 2014 and of its performance for the year ended on that date; and
 - (ii) complying with Australian Accounting Standards to the extent described in Note 1 to the financial statements and complying with the *Corporations Regulations 2001*;
- (c) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

On behalf of the Board



Greg Wanchap
Chairman

Brisbane



Ernst & Young
111 Eagle Street
Brisbane QLD 4000 Australia
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Auditor's independence declaration to the directors of Queensland Symphony Orchestra Holdings Limited

In relation to our audit of the financial report of Queensland Symphony Orchestra Holdings Limited for the financial year ended 31 December 2014, to the best of my knowledge and belief, there have been no contraventions of the auditor independence requirements of the *Corporations Act 2001* or any applicable code of professional conduct.

Ernst & Young

Tom du Preez
Partner
29 April 2015



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Independent auditor's report to the members of Queensland Symphony Orchestra Holdings Limited

We have audited the accompanying financial report, being a special purpose financial report of Queensland Symphony Orchestra Holdings Limited, which comprises the statements of financial position as at 31 December 2014, the statements of comprehensive income, statements of changes in equity and cash flow statements for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the directors' declaration of the company and the consolidated entity comprising the company and the entities it controlled at the year's end or from time to time during the financial year.

Directors' responsibility for the financial report

The directors of the company are responsible for the preparation of the financial report and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the *Corporations Act 2001* and is appropriate to meet the needs of the members.

The directors' responsibility also includes such internal controls as the directors determine are necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We have conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit we have complied with the independence requirements of the *Corporations Act 2001*. We have given to the directors of the company a written Auditor's Independence Declaration.

Opinion

In our opinion the financial report of Queensland Symphony Orchestra Holdings Limited is in accordance with the *Corporations Act 2001*, including:

- a. giving a true and fair view of the company's and consolidated entity's financial positions as at 31 December 2014 and of their performance for the year ended on that date; and



- b. complying with Australian Accounting Standards to the extent described in Note 1, and the *Corporations Regulations 2001*.

Basis of accounting

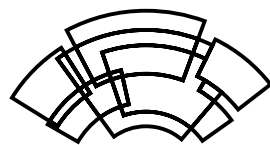
Without modifying our opinion, we draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the directors' financial reporting responsibilities under the *Corporations Act 2001*. As a result, the financial report may not be suitable for another purpose.

A handwritten signature in cursive script that reads 'Ernst & Young'.

Ernst & Young

A handwritten signature in cursive script that reads 'Tom du Preez'.

Tom du Preez
Partner
Brisbane
29 April 2015



Queensland Symphony
Orchestra

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