



SYO
SYDNEY YOUTH
ORCHESTRAS

ANNUAL REPORT 2011



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ABOUT SYDNEY YOUTH ORCHESTRAS

OUR VISION

Sydney Youth Orchestras is a leader in the field of orchestral training, forging dynamic relationships between young musicians and leading music educators. Our performances are accessible to audiences throughout NSW and we contribute to the cultural landscape of Sydney.

WHO WE ARE

The Sydney Youth Orchestra was founded as a single orchestra in 1973 by the visionary music educator and conductor, Peter Seymour. Since then it has achieved a strong track record in delivering consistent and outstanding training and performance outcomes for thousands of students across the primary, secondary and tertiary sectors through to the pre-professional stage.



SYO alumni read like a who's who of Australian musicians, leading performers, composers, music educators, conductors and arts managers with prominent careers in Australia and internationally; they include Richard Tognetti, Jane Rutter, Kirsten Williams, Dimity Hall, Graham Abbott, Claire Edwardes and Nigel Westlake. Today, SYO comprises 11 ensembles, annually training over 400 young people aged 6 to 25 years.



SYO continues to work with the highest level of conductors and tutors, many of whom are also alumni of the program. In 2011, Artistic Director Max McBride led our Senior Orchestras program, with Brian Buggy, John Ockwell, Russell Hammond, James Pensini, Maggie Ferguson and Synergy. The 2011 Junior Strings Program was coordinated by Nicholas Tester, and conducted by Nicholas, Michael Thrift, Heloise Pyne and Sharon Lee. Professional musicians from the Sydney

Symphony, ACO, AOBO, ABO and leading school music programs presented regular tutorials and sectional rehearsals for all ensembles from the junior and senior orchestras. Our Educational Framework was reviewed by conductors at the beginning and the end of 2011, and forms the basis of skill development, connecting all ensembles within the program.

OUR GOALS

EDUCATIONAL AND ARTISTIC EXCELLENCE

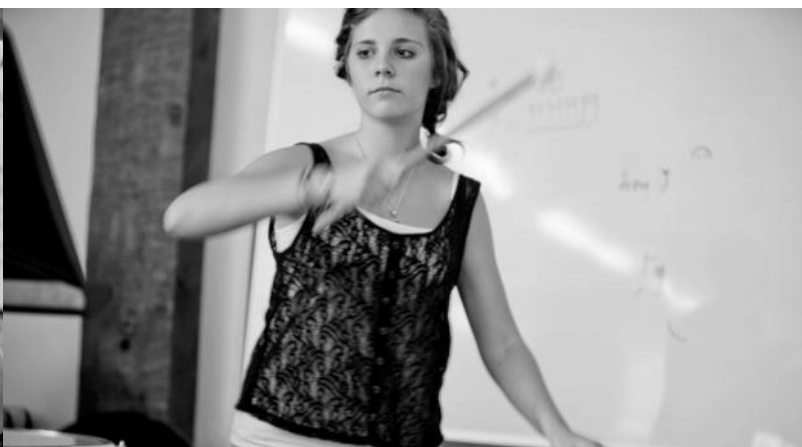
- Continued development and promotion of the unique Sydney Youth Orchestras orchestral training framework.

COMMUNITY AWARENESS AND ENGAGEMENT

- Bringing educators and young musicians together.
- Identifying and partnering with the diverse SYO community.
- Building the organisation's reputation and brand.

FINANCIAL STABILITY

- Changing the mix of income to a more secure model.
- Sponsorship support and philanthropy, together with membership to reduce box office sales reliance, and ensure our programs are accessible.



FROM THE CHAIR

Over the past several years the major task facing those of us charged with the management of Sydney Youth Orchestras has been to steer the organisation so that it can take its deserved place as a significant and recognised part of the cultural landscape of this great city of Sydney and New South Wales.

During 2011 we continued to build on existing foundations to achieve that goal. It had become imperative to provide more suitable facilities for our day-to-day operations. Having acquired our own office the previous year, this year we refurbished it with the very valuable assistance of our architect Board member, Tony Gray, and turned our attention to putting in place a management team suited to running this valuable organisation.

It has not been an entirely trouble free process, and in particular, during 2011, we would all have preferred to avoid such a high staff turnover. Despite that, it is pleasing to have started this year with Bernie Heard heading a new team which is both capable and dedicated; we on the Board thank them all sincerely for the effort they are making, well beyond the call of duty.

The main downside for the year was a significant operating deficit, however SYO is in a strong position financially with healthy reserves. Our treasurer, Tim Samway, will deal with this in more detail at the AGM, but a high proportion of the loss was made up of one-off costs, including those made to consultants in acting roles. Needless to say, a goal for this year is to reduce the deficit. The other continuing challenge is to find an SYO home. We are all very aware that our rehearsal space is not sufficient for our needs, although we are immensely grateful to St Mary's Cathedral School and the Woolloomooloo PCYC.

During the year one of our long standing and very valued Board members, Ben White, reluctantly resigned. During his period with SYO, Ben moved into a senior management position at Optus, he married and had two children. The time for anything extra simply ran out. We miss him and we are most appreciative of his dedicated contribution.

We have been delighted to welcome three new Board members, Jill Bryant, Tony Gray and Pieter Oomens. All are parents of SYO members and all have particular skills needed on the SYO Board.

As well, I would like to record thanks to existing Board members, deputy chair, Tony Bell, our treasurer, Tim Samway and Jon North. All contribute immeasurably to SYO and to the collegiality that is so important for an NFP Board. The amount of time and effort Board members give to SYO is, I know, greatly appreciated by our members.

Finally I would like to say thank you to our sponsors whose generosity makes so much of what we do possible. In particular, our major partner, Stockland, is an ongoing source of support and help and we value the relationship enormously.

Jan Bowen
Chair, Sydney Youth Orchestras

FROM THE GENERAL MANAGER

Sydney Youth Orchestras continued in 2011 to forge dynamic relationships between young musicians and leading music educators, contributing to the cultural landscape of Sydney and the regional community of NSW. Our goal is to ensure that all its musicians receive the most relevant and inspiring training to give them the skills to pursue, if they wish, a career in the music profession. SYO provides the opportunity to extend beyond individual lessons to work as a member of an ensemble of talented and dedicated musicians under a top-level teaching conductor, through excellent orchestral training, and developing social, creative and communication skills.

Membership numbers in 2011(358), were lower than projected which negatively impacted all corresponding revenue streams – tour fees, membership fees, concert attendance & ticket sales and camp fees. A targeted campaign to increase membership in 2012 was planned in August 2011, resulting in much stronger application numbers for October/November auditions, and met targets for 2012 membership offers.

Operationally and administratively, Sydney Youth Orchestras experienced a year of change in 2011. Our foundation weekly orchestral training program continued to rehearse in the PCYC Woolloomooloo, and St Mary's Cathedral School. Our new office space in Cumberland St, The Rocks, has enabled us to properly catalogue and house our library and archives, as well as provide sufficient space for board meetings and regular volunteers and interns. This was made possible through a partnership with SHFA, and incorporates an in-kind component. The new CRM, Salesforce, continues to be assessed and tailored for our needs, and a new website was postponed until 2012 to allow the new administrative team to properly resource this project. Our music library continues to be catalogued and properly stored through Optimo software, led by our operations team, with the assistance of a team of interns. The inclusion of more structured internships to support our Operations team is now possible with adequate space in our new office.

There were some significant changes in management: Development Manager Liz Terracini left in May, and the position remained unfilled until the beginning of 2012, which had a substantial impact on fundraising activity. CEO Antony Ernst left in June to take up a role with the Orchestre Philharmonique de Strasbourg, and I joined SYO in August 2011, coming from the Sydney Symphony. Our Business Manager moved to a role at UTS in October, replaced by Susan Hart in December, who joined us from Carriageworks. In addition, our Operations and Marketing have restructured under the new management in Q4 2011, and a stable and full team is now in place. We welcomed three new board members (Pieter Oomens, Jill Bryant, Tony Gray), with diverse areas of expertise, all of whom are also parents of our current members, and bring with them a new perspective and focus.

In 2011 the organisation delivered self presented concerts, Toddlers Proms, family concerts, presented and co-presented performances in metropolitan and outer-metropolitan Sydney, an open day, workshops, tutorials, camps and tours in Sydney and across NSW. Of particular note, our full Flagship orchestra travelled to Coonamble in September to participate in the Moorambilla Festival, actively involved in the creation, rehearsal and performance of new works by Australian composers.

In addition, the senior orchestras performed hired engagements such as the Carols in the Domain and Australia Day Spectacular, a chamber concert at the Art Gallery of NSW, community events and festivals, and a workshop with visiting international conductor Michael Tilson Thomas.

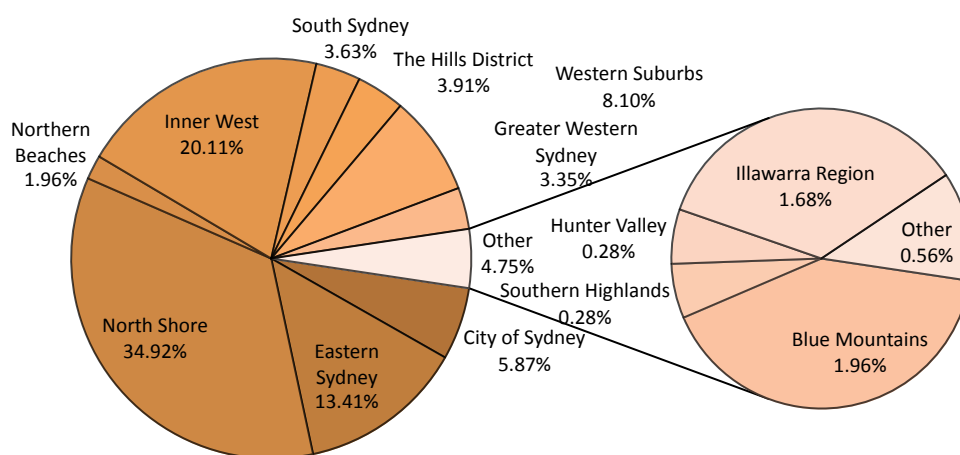
SYO's public subscription series of five programs was performed at Sydney Town Hall, Springwood and the new concert hall at Sydney Grammar School. Led by Chief Conductor Max McBride, this series included guest soloists David Periera, Satu Vänskä, Teddy Tahu Rhodes and Clemens Leske, plus guest conductor Colin Piper. Also featured in this series was a new commissioned work by George Palmer: Double Concerto, for flute and clarinet, performed by Emma and Richard Sholl.

Through our Australia Council supported Geek in Residence, work is continuing to document our diverse program, through a series of videos at www.vimeo.com/sydneyyouthorchestras

Audience numbers in 2011 were lower than expected, for Family Concerts and the SYO in Concert Series. This was partly due to lower membership numbers, but also prompted further investigation of who are our target audience, and they should be. Significant research is taking place in 2012 to determine the audience segmentation for our SYO in Concert series. Initial informal surveys of members in 2011 revealed that the timing of these concerts (Thursday and Sunday evenings) was not conducive to encouraging members of the junior and senior orchestra and their families to attend. To encourage a greater growth, diversity and access for our audience, 2012 planning incorporated moving the concerts to Sunday afternoons, including free and discount ticket offers for SYO members.

Attendance to SYO Family Concerts declined in 2011, and feedback from members and their families suggested the end of term concerts were too long and too expensive to attend regularly. This has led to changes for 2012, including a lower ticket price, a new structure of more concerts in each day, which are shorter in length, and allowing each orchestra to better showcase their achievements. Membership research conducted in August included gathering data on the resident local government area of our members, and demonstrates a strong distribution through all regions of Sydney and surrounding areas.

2011 Membership distribution



The SYO could not continue without the support of Government (the NSW State Government through ArtsNSW, the Federal Government through the Australia Council for the Arts, City of Sydney, and Sydney Harbour Foreshore Authority), and we also gratefully acknowledge the very important support of our 2011 Corporate Partners, in particular Stockland, Ricoh, The Gallery, Optimo Software, Allens Arthur Robinson, Mount Vincent, James Squire and Crowe Howarth. The Greatorex Foundation, Wilson HTM, The Trust Company, and A Start in Life provided valuable support in 2011, to ensure our programs are accessible to all. With an incurred deficit in 2011, our work in the area of seeking philanthropic and corporate support is a high priority for 2012.

Having joined Sydney Youth Orchestras in August of 2011, I would like to express my personal gratitude to the Chair of our Board, Jan Bowen, and the entire SYO Board, Max McBride our Artistic Director, and the Administration team of the SYO, for their exceptional support and guidance over the past months. I am thrilled to be contributing to the development of such a significant youth arts organisation, and continually inspired by the achievements of our young musicians.

Ms Bernie Heard
General Manager

THE SYO TEAM

2011 BOARD OF DIRECTORS

Jan Bowen, Chair
Anthony Bell, Deputy Chair
Hon. Ian Armstrong
Jill Bryant
Tony Gray
Jon North
Pieter Oomens
Tim Samway, Treasurer
Ben White

ADMINISTRATION

General Manager

Antony Ernst (until June 2011)
Bernie Heard (from August 2011)

Business Manager

Clare Giles (until October 2011)
Susan Hart (from December 2011)

Development Manager

Liz Terracini (until May 2011)

Operations & Production

Helen Cho
Michael Campbell (until June 2011)
Annette Brown (until October 2011)
Rosalind Horton (from July 2011)
Lindsay Miller (from October 2011)

ARTISTIC ADVISORY COMMITTEE

Max McBride, Artistic Director
Bernie Heard, General Manager
Rosalind Horton, Artistic Operations Manager
Jennifer Hoy, Sydney Symphony

Marketing Manager

Kim Shepherd (until September 2011)

Marketing Coordinator

Sarah Stapleton (from September 2011)

Consultants

Vanessa Watkins (Finance & Policy)
Anthony Jeffrey (GM & Executive search)
Damien Low (Operations)

Interns

Angela Dai (Finance)
Rosie Marks-Smith (Operations)
Emma Carson (Operations)
Marlous Haagen (Marketing)
Mandip Shrestha (Finance)

Daniel Dean
Edward Morris
Amy Cohen
Catherine Bucknell
Kate Proctor
Justin Williams

SYDNEY YOUTH ORCHESTRA

SUBSCRIPTION SERIES

SYO1 WHITE GHOST DANCING

7pm, Thursday 17 March 2011
Sydney Town Hall

Max McBride, conductor
David Pereira, cello

EDWARDS White Ghost Dancing
ELGAR Cello Concerto
DVORAK Symphony No.8

SYO2 SUN AND ICE

7pm, Thursday 28 April 2011
Sydney Town Hall

Max McBride, conductor
Satu Vänskä, violin

TAKEMITSU A Flock Descends into the Pentagonal Garden
SIBELIUS Violin Concerto
SHOSTAKOVICH Symphony No.6

SYO3 SPRING RHAPSODY

7pm, Thursday 28 July 2011
Sydney Town Hall

Max McBride, conductor
Emma Sholl, flute
Richard Sholl, clarinet

LISZT Mazeppa
PALMER Double Concerto *World Premiere*
BRAHMS Variations on a theme of Haydn
ENESCU Romanian Rhapsody No.1

SYO4 TEDDY TAHU RHODES WITH THE SYO

7pm, Thursday 13 October 2011
Sydney Town Hall

Max McBride, conductor
Teddy Tahu Rhodes, baritone

WEBERN Im Sommerwind
BRAHMS (arr. Glanert) Four Serious Songs
STRAUSS Thus Spake Zarathustra



SYO5 MOZART BEETHOVEN & BRAHMS

7pm, Sunday 4 December 2011

Sydney Grammar School Auditorium

Colin Piper, conductor

Clemens Leske, piano

MOZART Overture: The Magic Flute

BEETHOVEN Piano Concerto No.3

BRAHMS Symphony No.2



REGIONAL TOURING

NSW MID-NORTH COAST (9 - 13 JUNE 2011)

THE ORCHESTRA

In 2011, SYO toured with 73 members from 3 of its senior ensembles – the Peter Seymour Orchestra (PSO), the SYO Percussion Ensemble, and the Symphonic Wind Orchestra (SWO), travelling to Port Macquarie, Bellingen and Grafton on the mid-north coast of NSW. They presented Toddlers Proms, participated in workshops and rehearsals with students from the Grafton Regional Conservatorium, and public performances in Grafton, Bellingen and Forster.

MOORAMBILLA FESTIVAL (21 - 26 SEPTEMBER 2011)



THE ORCHESTRA

Under the direction of SYO's artistic director, Max McBride, 43 members of SYO's flagship orchestra (SYO) worked closely with the artistic director of the Moorambilla Festival, Michelle Leonard, as well as our featured soloists, SYO members Michael Last (flute) and Aleisha Kahn (clarinet).

Performances were in Barradine, Coonabarabran, Coonamble and Gulargambone, combining with the Moorambilla Voices and Leichhardt Espresso Chorus, TaikOz and Sydney Brass, SYO's flagship orchestra gave 5 performances, including lunchtime, premiere, gala and prom concerts.

BLUE MOUNTAINS TOUR (5-6 NOVEMBER 2011)



THE ORCHESTRA

Directed by Maggie Fergusson, TangoOz is SYO's vibrant and culturally spicy ensemble. Comprising of 19 members, most of whom also play with the SYO's senior orchestras, the ensemble toured to the Blue Mountains. The ensemble joined diners and performed at Clarendon Guesthouse in Katoomba, and Tango at the Everglades Historic House and Garden in Leura.

SYDNEY YOUTH ORCHESTRAS INC

FINANCIAL REPORT

2011

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ABN 63 886 284 698

Auditors Crowe Horwath

Legal Representative Allens Arthur Robinson

Director's Report

Sydney Youth Orchestras Inc | ABN 63 886 284 698

Your Board directors submit the financial statements of the Sydney Youth Orchestras Inc ("Association") for the financial year ended 31 December 2011.

Board Directors

The names of board directors at any time during or since the end of the financial year are:

Jan Bowen, Chair | Director (appointed 2 November 2005)

All committees [ex officio]

Jan Bowen joined the Board and became Chair of Sydney Youth Orchestras in November 2005 and brings to the role a lifelong passion for music and the arts. She has published over 30 books on a variety of topics including popular law and travel. She spent several years working in the School of Education at the Universities of Sydney and Macquarie, followed by some 15 years at the Law Foundation of NSW and the Law Society of NSW. She now manages her own business, Plain English Communications, which specialises in producing clear, reader-friendly corporate documents. She is the immediate past Chair of Wenona School, a former director of Cure Cancer Australia and a former Vice President of the Union, University and Schools Club.

Anthony Bell, Deputy Chair | Director (appointed 15 May 2004)

Finance and Planning Committee

Anthony Bell has been a director of Sydney Youth Orchestras since May 2004. He is CEO of Harrison Manufacturing Company Pty Ltd, and previously served on the Board of Ashland Pacific Pty Ltd, including four years as Managing Director with responsibility for operations in Australia and ASEAN regions. Anthony holds degrees in Applied Chemistry, Management, and a Diploma in Company Direction. He is a Fellow of the Australian Institute of Company Directors and the Surface Coatings Association of Australia, and a member of the Royal Australian Chemical Institute.

Jill Bryant | Director (appointed 19 July 2011)

Jill Bryant is an experienced board director with a focus on corporate strategy and governance. Currently the Director of Keyline Communications Pty Ltd and Chair of the Screenrights board, Jill was Director of Marketing for BBC Worldwide, Asia-Pacific for many years until 1995 when she left to become CEO and Originating Producer of the internationally successful theatre spectacular, *"Walking With Dinosaurs - the Live Experience."* Jill has recently completed her Master of Arts Administration.

Tony Gray | Director (appointed 19 July 2011)

Tony Gray is the Managing Director of Crawford Architects Pty Ltd and has practised architecture for the past 30 years in both Australia and England. Previously he has held the positions of Director at Mellor Gray Architects and Associate Director at Nettleton Tribe Partnership, and has extensive skills in managing businesses of a similar size to the Sydney Youth Orchestras organisation. Tony also brings to the SYO board his expertise and valuable experience as a past P&C President at Seaforth Public School and is currently Vice President of Mosman High School P & C Association.

Director's Report

Sydney Youth Orchestras Inc | ABN 63 886 284 698

Jon North | Director (appointed 24 February 2009)

Staffing Committee

Jon North is a Managing Director of Gresham Advisory Partners Limited which specialises in corporate advisory services. Prior to joining Gresham in 2006, Jon was a senior partner of Allens Arthur Robinson where he acted on a wide range of mergers and acquisitions, and capital markets transactions. He has a keen interest in the arts and education. Jon has been a director of the Sydney Youth Orchestras since February 2009.

Pieter Oomens | Director (appointed 19 July 2011)

Pieter Oomens has practised as a solicitor since 1979. He is an accredited specialist in the area of commercial litigation. Pieter is one of the founding partners of the boutique law firm Turks Legal and heads its Corporate and Commercial Group. He obtained an LLB from Sydney University and is a Fellow of the Institute of Company Directors. He has served on the NSW Law Society's Litigation Law & Practice Committee and has been an examiner for its specialist accreditation programme. Pieter has been involved with a number of not-for-profit organisations including serving as Chairman of the Wenona Foundation and President of the Conservatorium High School P&C.

Timothy Samway, Treasurer | Director (appointed 1 April 2008)

Chair, Finance and Planning Committee

Board Nomination Committee

Timothy Samway B.Com, CA, F Fin, MBA (Exec) AGSM originally trained as a chartered accountant with Deloitte. Tim is part owner and managing director of boutique Australian Equities Fund Manager, Hyperion Asset Management Limited. He has contributed to the Australian Chamber Orchestra through its Capital Challenge Committee and was a member of the St John's (Brisbane) Cathedral Completion Fund Board.

Hon Ian Armstrong AM OBE | Director (appointed 14 May 2010, resigned 17 February 2011)

The Hon. Ian Armstrong was a member of the NSW Legislative Assembly for over 25 years, during which time he held numerous major portfolios and shadow portfolios. For five years he was Leader of the National Party and ultimately became Deputy Premier. Among other directorships, Ian was a member of the Board of the Sydney Organising Committee of the Olympic Games. Since his retirement from politics Ian has joined MacGregor Public Relations as a consultant and also chairs the Watermark Community Committee, established by Shenhua, the largest coal mining company in the world. It was with great pleasure that the Board of Sydney Youth Orchestras appointed Ian Armstrong to the Board in May 2010.

Director's Report

Sydney Youth Orchestras Inc | ABN 63 886 284 698

Ben White | Director (appointed 8 March 2006, resigned 14 December 2011)

Finance and Planning Committee

Ben White is currently the Director of Marketing and Strategy for SingTel Optus' Wholesale and Satellite business. Prior to joining Optus, he was a senior manager with the international strategy consultancy Bain & Company. As a young violinist he was fortunate to have the experience of playing with a number of youth orchestras, and takes this passion for youth and music to his role with the SYO Board which he joined in March 2006.

Secretary

Bernadette Heard, General Manager | Secretary (appointed 3 August 2011)

Bernie Heard has a strong interest in developing young and emerging professional musicians. Bernie is a graduate of Sydney Conservatorium with a Bachelor of Music Education, is currently completing an MBA through Deakin University, and was the recipient of the Helen Macpherson Smith scholarship in Arts and Entertainment Management in 2011. Following teaching positions in public and private schools, she worked in the Sydney Symphony Education program for ten years. Inspired by outstanding artistic leadership and mentoring, Bernie completed a Churchill Fellowship in 2007, investigating models of training for emerging professional musicians, and contributed especially to the development of the SSO's Sinfonia and Fellowship programs. In 2012, Bernie has been selected to participate in the Australia Council for the Arts Emerging Leaders Program.

Remuneration report

All members of the board act in an honorary capacity and no director has received, or become entitled to receive, remuneration for services from the Association during the financial year ended 31 December 2011.

Director	Board Meetings	
	A	B
J Bowen	10	11
A Bell	10	11
J Bryant	5	5
T Gray	5	5
J North	7	11
P Oomens	4	5
T Samway	10	11
Hon I Armstrong	1	1
B White	5	10

A – Number of meetings attended

B – Number of meetings held during the time the director held office during the financial period.

Director's Report

Sydney Youth Orchestras Inc | ABN 63 886 284 698

Principal activities

The principal activities of the Association during the financial year were the promotion and encouragement of young people in musical activities.

Significant changes

There has been no significant change in the nature of the principal activities during the year.

Operating result

The operating deficit for the year ended 31 December 2011 is \$139,150. This compares to an operating deficit of \$15,692 recorded in the previous financial year.

Matters subsequent to the end of the financial year

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the board members, to affect significantly the operations of the Association, the results of those operations, or the state of affairs of the Association in subsequent financial years.

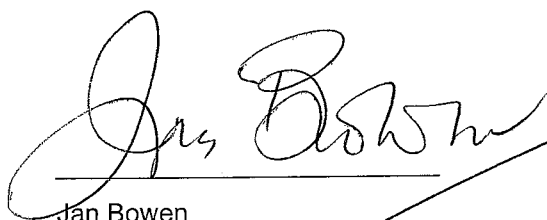
Likely developments and results

There have been no developments in the operations of the Association, which are not finalised at the date of this report, which may affect the results of the Association in financial years subsequent to 31 December 2011.

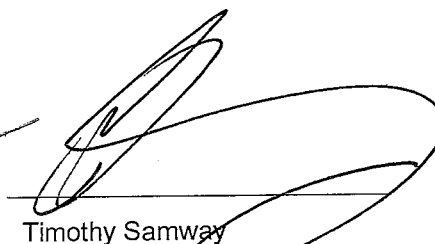
Indemnifying officers or auditor

The Association has paid a premium to indemnify its directors and officers to the extent permitted by law. The amount of the premium paid during the year ended 31 December 2011 was \$2,150 (2010: \$1,950).

Signed in accordance with a resolution of the members of the Board:



Jan Bowen
Chair



Timothy Samway
Treasurer

Dated at Sydney on 15 May 2012

Dated at Sydney on 15 May 2012

15 May 2012

The Board of Directors
Sydney Youth Orchestras Incorporated
182 Cumberland Street
THE ROCKS NSW 2000

Dear Board Members

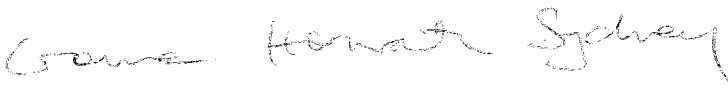
SYDNEY YOUTH ORCHESTRAS INCORPORATED

In accordance with section 307C of the Corporations Act 2001, I am pleased to provide the following declaration of independence to the directors of Sydney Youth Orchestras Incorporated.

As lead audit principal for the audit of the financial statements of Sydney Youth Orchestras Incorporated for the financial year ended 31 December 2011, I declare that to the best of my knowledge and belief, that there have been no contraventions of:

- (i) the auditor independence requirements of the Corporations Act 2001 in relation to the audit; and
- (ii) any applicable code of professional conduct in relation to the audit.

Yours sincerely



CROWE HORWATH SYDNEY



ROGER WONG
Principal

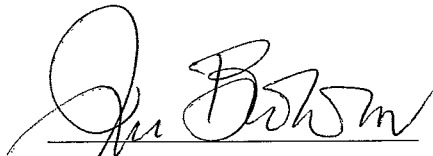
Statement of members of the Board

Sydney Youth Orchestras Inc | ABN 63 886 284 698

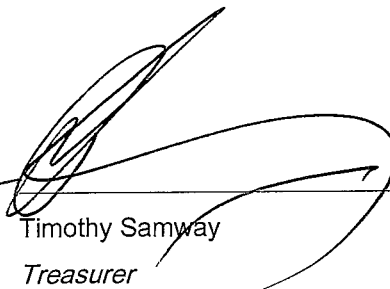
In the opinion of the Board of Sydney Youth Orchestras Inc ("Association"):

- (a) the financial statements and notes that are contained in pages 9 to 25 are in accordance with:
 - (i) giving a true and fair view of the Association's financial position as at 31 December 2011 and of their performance for the financial year ended on that date; and
 - (ii) complying with the Association's Incorporations Act (NSW) 2010, the Australian Accounting Standards (including the Australian Accounting Interpretations);
- (b) there are reasonable grounds to believe that the Association will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the Board:



Jan Bowen
Chair



Timothy Samway
Treasurer

Dated at Sydney on 15 May 2012

Dated at Sydney on 15 May 2012

Statement of Comprehensive Income
For the year ended 31 December 2011
Sydney Youth Orchestras Inc | ABN 63 886 284 698

	Note	2011 \$	2010 \$
Grant revenue	3	269,707	184,750
Other revenue	3	838,119	813,710
Total revenue	3	<u>1,107,826</u>	<u>998,460</u>
Employee benefits expense		(736,396)	(630,456)
Cost of tours		(65,050)	(43,891)
Venue hire		(157,935)	(119,182)
Other production		(18,524)	(25,636)
Marketing		(67,606)	(72,477)
Depreciation and amortisation expense		(34,061)	(16,511)
Other expenses	4	(187,477)	(131,082)
Deficit before financing income		<u>(159,224)</u>	<u>(40,775)</u>
Financial income	5	24,862	30,831
Financial expenses	5	(4,788)	(5,748)
Net financing income		<u>20,074</u>	<u>25,083</u>
Deficit before tax		<u>(139,150)</u>	<u>(15,692)</u>
Income tax expense	2(m)	-	-
Deficit for the year	12	<u>(139,150)</u>	<u>(15,692)</u>
Other comprehensive income, net		-	-
Total comprehensive loss for the year		<u>(139,150)</u>	<u>(15,692)</u>

The statement of comprehensive income is to be read in conjunction with the notes to the financial statements set out on pages 13 - 25.

Statement of Financial Position

As at 31 December 2011

Sydney Youth Orchestras Inc | ABN 63 886 284 698

	Note	2011 \$	2010 \$
Assets			
Cash and cash equivalents		489,161	541,418
Trade and other receivables	6	69,221	8,245
Other current assets	7	21,422	74,552
Total current assets		579,804	624,215
Property, plant and equipment	8	68,970	80,940
Intangible assets		7,126	4,355
Total non-current assets		76,096	85,295
Total assets		655,900	709,510
Liabilities			
Trade payables and accruals	9	93,677	72,396
Unearned income	10	263,752	183,124
Employee benefits provision	11	10,208	26,577
Total current liabilities		367,637	282,097
Net assets		288,263	427,413
Equity			
Accumulated funds	12	288,263	427,413
Total equity		288,263	427,413

The statement of financial position is to be read in conjunction with the notes to the financial statements set out on pages 13 - 25.

Statement of Changes in Equity
 For the year ended 31 December 2011
 Sydney Youth Orchestras Inc | ABN 63 886 284 698

	Accumulated Funds
Balance at 1 January 2010	<u>443,105</u>
Total comprehensive loss for the year	<u>(15,692)</u>
Balance at 31 December 2010	<u><u>427,413</u></u>

	Accumulated Funds
Balance at 1 January 2011	<u>427,413</u>
Total comprehensive loss for the year	<u>(139,150)</u>
Balance at 31 December 2011	<u><u>288,263</u></u>

The statement of changes in equity is to be read in conjunction with the notes to the financial statements set out on pages 13 - 25.

Statement of Cash Flow

For the year ended 31 December 2011

Sydney Youth Orchestras Inc | ABN 63 886 284 698

	Note	2011	2010
		\$	\$
Cash flows from operating activities			
Cash receipts from members & concert performances		639,066	683,339
Cash paid to suppliers and employees		(1,090,601)	(1,082,945)
Grants received		216,050	146,000
Camp and tour fees received		93,225	114,664
Sponsorship received		35,000	36,761
Donations received		62,929	112,698
Interest charges paid		(4,788)	(5,748)
		<hr/>	<hr/>
Net cash (used in) / provided from operating activities		(49,120)	4,769
		<hr/>	<hr/>
Cash flows from investing activities			
Interest received		21,725	30,573
Acquisition of property, plant and equipment	8	(18,112)	(34,112)
Acquisition of intangible assets		(6,750)	(3,750)
		<hr/>	<hr/>
Net cash (used in) investing activities		(3,137)	(7,289)
		<hr/>	<hr/>
Net decrease in cash & cash equivalents		(52,257)	(2,520)
		<hr/>	<hr/>
Cash and cash equivalents at 1 January		541,418	543,938
		<hr/>	<hr/>
Cash and cash equivalents at 31 December 2011		<u>489,161</u>	<u>541,418</u>
 Non-cash transactions:			
Acquisition of property, plant, equipment and services through:			
- Donation		-	7,000
- Barter transaction		123,138	23,010

The statement of cash flows is to be read in conjunction with the notes to the financial statements set out on pages 13 - 25.

Sydney Youth Orchestras
Notes to the financial statements
For the year ended 31 December 2011

1 Association information

The financial report of Sydney Youth Orchestras Inc (the association) for the year ended 31 December 2011 was authorised for issue in accordance with a resolution of the directors.

The Sydney Youth Orchestras Inc is a not-for-profit association domiciled in Australia. The financial report was authorised for issue by the Board on 15 May 2012.

2 Summary of accounting policies

a) Statement of compliance

The financial report is a general purpose financial report which has been prepared in accordance with the Australian Accounting Standards ("AASBs") – Reduced Disclosure Requirements of the Australian Accounting Standards Board ("AASB") and the requirements of the Associations Incorporation Act NSW 2010.

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in a financial report containing relevant and reliable information about transactions, events and conditions. Material accounting policies adopted in the preparation of this financial report are presented below and have been consistently applied unless otherwise stated.

The association has elected to early adopt the pronouncements AASB 1053: Application of Tiers of Australian Accounting Standards and AASB 2010-2: Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements to the annual reporting period beginning 1 January 2011. The adoption of these Standards has resulted in significantly reduced disclosures in respect of related parties and financial instruments. There was no other impact on the current or prior year financial statements.

b) Basis of preparation

The financial report is prepared on the historical cost basis except assets and liabilities at their fair value, where stated. The financial report is presented in Australian dollars.

The preparation of a financial report requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and other various factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods if affected.

The accounting policies set out below have been applied consistently to all periods presented in the financial report.

The financial report is presented in Australian dollars.

Sydney Youth Orchestras
Notes to the financial statements
For the year ended 31 December 2011

c) Significant accounting estimates and judgements

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

The key estimates and assumptions that have a significant risk of causing material adjustment are:

The Association recognised some commercial activities which involved contra transactions at fair value, with changes in the fair values recognised in the Statement of Comprehensive Income. The fair values require the use of assumptions and some judgement, among other factors, operational utilisation of the respective transactions and the financial benefits of the services provided. At the end of each reporting period, the directors update their assessment of the fair value of each transaction.

Provisions for employee benefits payable after 12 months from the reporting date are based on future wage and salary levels, experience of employee departures, and periods of service, as discussed in Note 2(l). The amount of these provisions would change should any of the employees change in the next 12 months.

d) Revenue recognition

Revenue is recognised when the association is legally entitled to the income and the amount can be quantified with reasonable accuracy. Revenues are recognised net of the amounts of goods and services tax (GST) payable to the Australian Taxation Office.

Revenue from fundraising

Membership, audition fees and other programs

- (i) Membership fees received in advance are recorded as unearned income in the statement of financial position. The revenue is recognised in the applicable membership year.
- (ii) Audition fee and other programs (camp and music tours) are recognised on the completion of the activity.

Commercial activities

Revenue from commercial activities such as ticket sales, performance fees and advertising services are recognised in the statement of comprehensive income at the completion of the activity. Some commercial activities which involve contra transactions are recognised by reference to the fair value of non-contra transactions.

Contributions

Contribution income is recognised at the fair value of the contributions received; including any assets received where there is a non reciprocal transfer.

Sydney Youth Orchestras
Notes to the financial statements
For the year ended 31 December 2011

Donations

Donations collected, including cash and goods for resale, are recognised as revenue when the association gains control, economic benefits are probable and the amount of the donation can be measured reliably.

Sponsorship

Sponsorship commitments are brought to account as income in the year in which sponsorship benefits are bestowed. Some sponsorship activities which involve contra transactions are recognised by reference to the fair value of non-contra transactions.

Interest income

Interest income is recognised as it accrues, using the effective interest rate method.

Government funding

Grant revenue is recognised in the statement of comprehensive income when the association obtains control of the grant and it is probable that the economic benefits gained from the grant will flow to the association and the amount of the grant can be measured reliably.

If conditions are attached to the grant which must be satisfied before it is eligible to receive the contribution, the recognition of the grant as revenue will be deferred until those conditions are met.

When grant revenue is received whereby the association incurs an obligation to deliver economic value directly back to the contributor, this is considered a reciprocal transaction, and the grant revenue is recognised in the balance sheet as a liability until the service has been delivered to the contributor, otherwise the grant is recognised as income on receipt.

Asset sales

The gain or loss on disposal of all non-current assets is determined as the difference between the carrying amount of the asset at the time of the disposal and the net proceeds on disposal.

e) Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Wages, salaries & fees include all employment related costs such as wages, superannuation, and provision for annual leave, provision for long service leave and workers compensation. This category also includes all contracts for labour costs.

Net financing income

Net financing costs comprise interest payable on credit card facilities calculated using the effective interest method.

Interest income is recognised in the statement of comprehensive income as it accrues, using the effective interest methods.

Sydney Youth Orchestras
Notes to the financial statements
For the year ended 31 December 2011

f) Cash and cash equivalents

Cash and cash equivalents in the balance sheet comprise cash at bank and in hand and short-term deposits.

g) Trade and other receivables

Trade receivables are recognised and carried at original invoice amount less an allowance for any uncollectible amounts. Normal terms of settlement vary from seven to 90 days. The carrying amount of the receivable is deemed to reflect fair value.

An allowance for doubtful debts is made when there is objective evidence that the association will not be able to collect the debts. Bad debts are written off when identified.

h) Plant and equipment

Plant and equipment is stated at cost less accumulated depreciation and any accumulated impairment losses.

Any plant and equipment donated to the association or acquired for nominal cost is recognised at fair value at the date the association obtains control of the assets.

Depreciation

Items of plant and equipment are depreciated over their useful lives to the association commencing from the time the asset is held ready for use. Depreciation is calculated on a straight line basis over the expected useful economic lives of the assets as follows:

Musical instruments	10%-25%
Office equipment	10%-33%
Music library	20%
Motor vehicles	33%
Software	33%

Impairment

The carrying values of plant and equipment are reviewed for impairment at each reporting date, with the recoverable amount being estimated when events or changes in circumstances indicate that the carrying value may be impaired.

The recoverable amount of plant and equipment is the higher of fair value less costs to sell and value in use. Depreciated replacement cost is used to determine value in use. Depreciated replacement cost is the current replacement cost of an item of plant and equipment less, where applicable, accumulated depreciation to date, calculated on the basis of such cost.

Impairment exists when the carrying value of an asset exceeds its estimated recoverable amount. The asset is then written down to its recoverable amount.

For plant and equipment, impairment losses are recognised in the statement of comprehensive income.

Sydney Youth Orchestras

Notes to the financial statements

For the year ended 31 December 2011

Derecognition and disposal

An item of property, plant and equipment is derecognised upon disposal, when the item is no longer used in the operations of the association or when it has no sale value. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in surplus or deficit in the year the asset is derecognised.

i) Intangibles

Software and website are recorded at cost. Software and website have a finite life and are carried at cost less any accumulated amortisation and impairment losses. They have an estimated useful life of between two and three years. They are assessed annually for impairment.

j) Trade creditors and other payables

These amounts represent liabilities for goods and services provided to the association prior to the end of the financial year which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition. The notional amount of the payables is deemed to reflect fair value.

k) Unearned income

The liability for unearned income is the unutilised amounts of grants, sponsorship and membership fees that are received in advance. The services are usually provided or the conditions of the grant usually fulfilled within 12 months of receipt of the grant.

l) Employee benefits

Employee benefits comprise wages and salaries, annual and non-accumulating sick leave.

Liabilities for wages and salaries expected to be settled within 12 months of balance date are recognised in other payables in respect of employees' services up to the reporting date. Liabilities for annual leave in respect of employees' services up to the reporting date which are expected to be settled within 12 months of balance date are recognised in the provision for annual leave. Both liabilities are measured at the amounts expected to be paid when the liabilities are settled.

m) Taxation

Income tax

The association is a charitable institution for the purposes of Australian taxation legislation and is therefore exempt from income tax. This exemption has been confirmed by the Australian Taxation Office. The company holds deductible gift recipient status.

Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST except where the amount of GST incurred is not recoverable from the Australian Taxation Office, in which case it is recognised as part of the cost of acquisition of an asset or as part of an item of expense.

Receivables and payables are recognised inclusive of GST.

The net amount of GST recoverable from or payable to the Australian Taxation Office is included as part of receivables or payables.

Sydney Youth Orchestras
Notes to the financial statements
For the year ended 31 December 2011

Cash flows are included in the statement of cash flows on a gross basis. The GST component of cash flows arising from investing and financing activities which is recoverable from or payable to the Australian Taxation Office is classified as operating cash flows.

n) Going concern

Despite experiencing deficits in the last two years, the financial report has been prepared on a going concern basis, which contemplates continuity of normal trading activities and the realisation of assets and settlement of liabilities in the normal course of business. The association's continued existence is ultimately dependent upon the success of future productions, government support and its current cash reserves.

If the association is unable to continue as a going concern it may be required to realise its assets and extinguish its liabilities other than in the normal course of business and in amounts different from those stated in the financial report.

At the date of the report, the association has received 2012 grant funding amounted to \$145,214. From the operational side, management will focus to increase the number of members and fundraising activities which will lead to increased membership and fundraising revenues. In addition to that, there will be tight control on expenses to avoid any cash flow problems. The Board and Management expects that the association will be able to continue in its normal capacity with the strategy as above.

Sydney Youth Orchestras
Notes to the financial statements
For the year ended 31 December 2011

	2011	2010
	\$	\$
3 Revenue		
Australia Council	48,400	38,750
Arts NSW	123,000	120,000
Masonic Youth Welfare Fund	23,400	26,000
The Trust Company	24,362	-
City of Sydney (In-kind)	50,545	-
Total Grant Revenue	<u>269,707</u>	<u>184,750</u>
Membership and audition fees	342,049	327,209
Ticket sales, performance fees and merchandise	205,824	239,519
Donations and fundraising events	62,929	93,986
Sponsorship fees (including in-kind)	107,593	47,823
Revenue from music camps and tours	93,225	104,240
Business related income	26,498	933
Total Earned Revenue	<u>838,119</u>	<u>813,710</u>
Total revenue	<u><u>1,107,826</u></u>	<u><u>998,460</u></u>
4 Other expenses		
Net bad and doubtful debts expense including movements in provision for doubtful debts	6,711	-
	<u>6,711</u>	<u>-</u>

Sydney Youth Orchestras
Notes to the financial statements
For the year ended 31 December 2011

	2011	2010
	\$	\$
5 Net financing income		
Interest income	24,862	30,831
Interest expense (including bank charges)	(4,788)	(5,748)
	<u>20,074</u>	<u>25,083</u>
6 Trade and other receivables		
Trade debtors	68,101	6,899
Less: Impairment losses	(6,500)	(1,000)
	<u>61,601</u>	<u>5,899</u>
<p>During the year ended 31 December 2011, bad debts of \$211 were written off (2010:nil)</p>		
Interest receivable	3,137	2,250
Other receivable	4,483	96
	<u>69,221</u>	<u>8,245</u>
7 Other current assets		
Deposits	7,200	41,956
Prepayments	14,222	32,596
	<u>21,422</u>	<u>74,552</u>

Sydney Youth Orchestras
Notes to the financial statements
For the year ended 31 December 2011

8 Property, plant and equipment

	Musical Instruments	Music Library	Office furniture and equipment	Motor Vehicle	Total
	\$	\$	\$	\$	\$
Cost					
Balance at 1 January 2011	86,376	28,105	82,390	7,000	203,871
Acquisitions	3,166	10,539	4,408	-	18,112
Balance at 31 December 2011	89,542	38,644	86,798	7,000	221,983
Depreciation and impairment losses					
Balance at 1 January 2011	72,670	18,818	29,981	1,462	122,931
Depreciation charge for the year	5,028	5,431	17,313	2,310	30,082
Balance at 31 December 2011	77,698	24,249	47,294	3,772	153,013
Carrying amounts					
At 31 December 2010	13,706	9,287	52,409	5,538	80,940
At 31 December 2011	11,844	14,395	39,504	3,228	68,970

Sydney Youth Orchestras
Notes to the financial statements
For the year ended 31 December 2011

	2011	2010
	\$	\$
9 Trade and other payables		
PAYG and superannuation contributions	7,051	37,122
Other payables and accruals	86,626	35,274
	<u>93,677</u>	<u>72,396</u>

10 Unearned income

Memberships fees received in advance	211,018	106,740
Sponsorship income received in advance	34,484	47,147
Australia Council grant received in advance	18,250	-
Other grant and fees received in advance	-	25,711
Performance fees received in advance	-	3,526
	<u>263,752</u>	<u>183,124</u>

11 Employee benefits

Provision for annual leave	10,208	26,577
	<u>10,208</u>	<u>26,577</u>

Defined contribution plans

The Association makes contributions to a defined contribution plan. The amount recognised as expense was \$37,499 for 2011 (2010: \$38,955).

12 Equity

Opening accumulated funds	427,413	443,105
Current year deficit	(139,150)	(15,692)
	<u>288,263</u>	<u>427,413</u>

Sydney Youth Orchestras
Notes to the financial statements
For the year ended 31 December 2011

13 Operating Leases

Leases as lessee

Non-cancellable operating lease rentals are payable as follows:

	2011	2010
	\$	\$
Less than one year	75,006	74,094
Between one and five years	200,015	271,678
More than five years	-	-
	<u>275,021</u>	<u>345,772</u>

The Association has one operating lease at 31 December 2011 in relation to the rental of its current premises at 182 Cumberland St, The Rocks. This is a five year lease ending 31 August 2015. This lease does not include contingent rental.

During the year ended 31 December 2011, \$74,398 was recognised as an expense in the statement of comprehensive income in respect of operating leases (2010: \$21,293).

14 Key Management Personnel Compensation

The aggregate compensation made to members of key personnel of the association is set out below:

	2011	2010
	\$	\$
Compensation to members of key personnel	<u>171,063</u>	<u>156,250</u>

Sydney Youth Orchestras
Notes to the financial statements
For the year ended 31 December 2011

15 Related parties

The following were related parties of the Association at any time during the reporting period, unless otherwise indicated were members for the entire year:

Jan Bowen, Chair	Director from 2 November 2005 All committees [ex officio]
Anthony Bell, Deputy Chair	Director from 15 May 2004 Finance and Planning Committee
Jill Bryant	Director from 19 July 2011
Tony Gray	Director from 19 July 2011
Jon North	Director from 24 February 2009 Staffing Committee
Pieter Oomens	Director from 19 July 2011
Timothy Samway, Treasurer	Director from 1 April 2008 Chair, Finance and Planning Committee Board Nomination Committee
Ben White	Director from 8 March 2006 to 14 December 2011 Finance and Planning Committee
Hon Ian Armstrong AM OBE	Director from 14 May 2010 to 14 February 2011

Transactions with related parties

All members of the Board act in an honorary capacity and no board member has received, or become entitled to receive, remuneration for services from the Association during the financial year ended 31 December 2011.

The Association's constitution states that no member shall profit from transactions with related parties.

16 Financial Risk Management

The association's financial instruments consist mainly of deposits with banks, local money market instruments, short-term investments, accounts receivable and payable, and leases.

The totals for each category of financial instruments, measured in accordance with AASB 139 as detailed in the accounting policies to these financial statements, are as follows:

Sydney Youth Orchestras
Notes to the financial statements
For the year ended 31 December 2011

	Note	2011 \$	2010 \$
Financial assets			
Cash and cash equivalents		489,161	541,418
Loans and receivables	7	69,221	8,245
Total financial assets		<u>558,382</u>	<u>549,663</u>
Financial liabilities			
Financial liabilities at amortised cost:			
– trade and other payables	10	(93,677)	(72,396)
Total financial liabilities		<u>(93,677)</u>	<u>(72,396)</u>

17 Subsequent events

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, to affect significantly the operations of the Association, the results of those operations, or the state of affairs of the Association in subsequent financial years.

INDEPENDENT AUDITOR'S REPORT

To the members of Sydney Youth Orchestras Incorporated

Report on the Financial Report

We have audited the accompanying financial report of Sydney Youth Orchestras Incorporated (the Association), which comprises the statement of financial position as at 31 December 2011, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the directors' declaration.

Directors' Responsibility for the Financial Report

The directors of the Association are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Reduced Disclosure Requirements and the *Association's Incorporation Act (NSW) 2009* and for such internal control as the directors determine is necessary to enable the preparation of the 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 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 about 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 control 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 control. 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*.



Basis for qualified auditor's opinion

Fundraising revenue is a significant source of revenue for the Association and it has determined that it is impracticable to establish control over the cash collection of fundraising revenue prior to entry into financial records. Accordingly, as evidence available to us regarding revenue from this source was limited, our audit procedures with respect to fundraising revenue had to be restricted to the amounts recorded in the financial records. We therefore are unable to express an opinion whether the fundraising revenue in the Sydney Youth Orchestras Incorporated obtained is complete.

Qualified opinion

In our opinion, except for the effects of the matter described in the Basis for qualified auditor's opinion paragraph, the financial report of Sydney Youth Orchestras Incorporated is in accordance with the *Association's Incorporation Act (NSW) 2009*, including:

- a) giving a true and fair view of the Association's financial position as at 30 June 2011 and of its performance for the year ended on that date; and
- b) Complying with Australian Accounting Standards – Reduced Disclosure Requirements (including Australian Accounting Interpretations) as described in Note 1 and the Corporations Regulations 2001.

Crowe Horwath Sydney

CROWE HORWATH SYDNEY

Roger Wong

ROGER WONG
Principal

Dated this 15th day of May 2012.



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DISCLAIMER

The additional financial information presented on page 29 is in accordance with the books and records of Sydney Youth Orchestras Incorporated which have been subjected to the auditing procedures applied in our audit of the Association for the year ended 31 December 2011. It will be appreciated that our audit did not cover all details of the additional financial information. Accordingly, we do not express an opinion on such financial information and no warranty of accuracy or reliability is given.

In accordance with our Firm policy, we advise that neither the Firm nor any member or employee of the Firm undertakes responsibility arising in any way whatsoever to any person (other than the Association) in respect of the additional financial information, including any errors or omissions therein, arising through negligence or otherwise however caused.

Crowe Horwath Sydney
CROWE HORWATH SYDNEY

R. Wong Pitt Casey

ROGER WONG
Principal

Dated this 15th day of May 2012



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Professional Standards Legislations*

*Crowe Horwath Sydney Pty Ltd is a member of Crowe Horwath International, a Swiss Verein.
Each member firm of Crowe Horwath is a separate and independent legal entity.*

Detailed Profit and Loss Statement - For the year ended 31 December 2011

	Note	2011	2010
		\$	\$
Income			
Donations from Greatorex Foundation		5,000	5,000
Donations from Wilson HTM Foundation		15,000	15,000
Fundraising and donations other		42,929	73,986
Grants			
Australia Council		41,650	38,750
Australia Council Project		6,750	-
Arts NSW		123,000	120,000
Other		98,307	26,000
Membership fees		342,049	327,209
Revenue from music camps		49,190	54,705
Revenue from performances		205,824	239,519
Revenue from tours		44,035	49,535
Sponsorship fees		35,000	45,262
Sponsorship fees (in-kind)		72,593	2,561
Business related income		26,498	933
Total revenue excluding interest income		<u>1,107,826</u>	<u>998,460</u>
Expenditure			
Audit and filing fees		10,000	12,001
Cost of tours and performances		241,509	188,707
Couriers and travel		6,726	9,384
Consultants fees		60,706	-
Depreciation		34,061	16,511
Fees and penalties		1,315	(1,155)
Insurance		14,376	12,675
IT expense		2,621	5,238
Marketing		67,606	72,477
Other administration		17,771	4,205
Photocopying		11,883	16,361
Postage		4,146	5,456
Recruitment		11,420	4,292
Rent and utilities		92,005	42,975
Salaries and wages			
Conductors		88,980	72,916
Tutors		33,977	16,722
Management salaries		436,495	449,766
Audition panel		4,034	7,548
On-costs		43,127	45,370
Soloist and performers fees		57,657	33,916
Corporate stationery and office supplies		10,284	11,635
Subscriptions and seminars		4,344	3,911
Telephone and facsimile		12,006	12,529
Total expenditure excluding interest paid		<u>1,267,049</u>	<u>1,043,440</u>
Interest income		24,862	30,831
Interest paid: bank charges		4,788	1,543
Operating surplus / (deficit)		<u>(139,150)</u>	<u>(15,692)</u>