



ANNUAL REPORT 2021



Opera Queensland acknowledges the First Peoples of the Lands across Queensland upon which we perform. We pay our respects to all of Queensland's First Peoples, their ancestors and Elders and to our shared future.

2021 HIGHLIGHTS AND ACHIEVEMENTS

Engaging with communities across the entire state, Opera Queensland's performances and programs share the joy and virtuosity of song and story, connecting audiences and artists through the power of opera.

2021 was Opera Queensland's 40th anniversary. To mark this occasion we looked back on the many achievements of the company, celebrating all that we have created for artists and audiences over the years.

While the pandemic continued to make its presence felt, there was much to celebrate, including:

Three main stage productions at the Queensland Performing Arts Centre (QPAC):

- The new Australian opera, *Lorelei*, by Julian Langdon, Casey Bennetto and Gillian Cosgriff
- a new production of Mozart's *The Marriage of Figaro*
- VERDI, a concert drawing upon the operatic oeuvre of Verdi, to replace the scheduled production of *Aida*, cancelled due to COVID-19
- The highly successful tour of *Are You Lonesome Tonight*, our new production presented in Brisbane and 30 Queensland regional communities.
- The inaugural Festival of Outback Opera in Longreach, Winton, Barcaldine, Blackhall and the Barcoo.
- Seven recitals in the Opera Queensland studio.
- *The Frog Prince* and *La Bohème* presented in primary and secondary schools across metropolitan Queensland. School holiday performances were also held in Brisbane and Caloundra, as well as special performances of *The Frog Prince* at the Queensland Children's Hospital and *La Bohème* at Jacaranda Place, Queensland Adolescent Extended Treatment Centre.
- Our 2021 Young Artists, Rebecca Cassidy, Sofia Troncoso, Timothy Newton and Xenia Puskarz Thomas.
- A variety of in-school programs and residencies, and community workshops delivered by our Learning, Regional and Community team.
- The creative development of several new works.

Total reach
149,645

Main stage audience
10,713

Regional Queensland reach
17,491

New works in development
5

New productions presented
5

Artists and arts workers employed
247

Community chorus participants
121

Artistic quality rated good or excellent
99%

Songs of Love and War at Urban Arts Projects. Photo: Murray Summerville
Front: Sophia Troncoso in *The Marriage of Figaro*. Photo: Jade Ferguson

VISION

Growing a community connected by the transformative power of opera.

PURPOSE

Creating a vibrant and sustainable program of classic, contemporary and new work by diverse artists for diverse audiences across Queensland and beyond.

VALUES

CREATIVITY

We create opportunities for artists, a space to play, experiment and be ambitious. We embrace difference, take risks, inspiring the community to explore and imagine new possibilities.

RESPECT

Our relationships are built upon listening, empathy, trust and inclusiveness. Integrity is central to everything we do. We are accountable, committed and fair.

COLLABORATION

Opera is a multifaceted art form, requiring a myriad of different skills. Working with our partners generates new ideas and opportunities, enabling all to achieve more than we could alone.

VIRTUOSITY

We are focused, rigorous and questioning. We are committed to the highest standard of excellence in our art and our business.

JOY

We delight in our work. Joy and happiness is a vital ingredient of what we do, create and give.

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Marcus Corowa, Jonathan Hickey and Irena Lysiuk in
Are You Lonesome Tonight. Photo: Jade Ferguson

2021 YEAR IN REVIEW

February

Recital: Jane Sheldon & Alex Raineri
Songs of Love and Death
Sing Sing Sing
Recital: Kang Wang & John Woods
Secret – A Love That Never Was
Springwood State High School residency
RIOT creative development

March

Lorelei · Concert Hall, QPAC
Recital: Deborah Cheetham & Toni Lalich
Songs My Mother Sang to Me
Sing Sing Sing*

April

Mount Isa primary school residencies
Sing with Opera Queensland workshops
Sing Sing Sing

May

Festival of Outback Opera
Recital: Gregory Massingham & Stephen Emmerson
Winterreise
Are You Lonesome Tonight regional tour
launched at Beef Australia 2021, Rockhampton

June

Are You Lonesome Tonight regional tour
Recital: Eva Kong & Alex Raineri
Death Becomes Her
Opera at Jimbour, Queensland Music Festival
Sing Sing Sing*

July

The Marriage of Figaro · Playhouse, QPAC
The Enchanted Forest · West Village school
holiday program
The Frog Prince · Primary schools tour
Straight from the Strait creative development
Virtual Sing Sing Sing

August

The Frog Prince · Primary schools tour
Songs at Twilight North Harbour
Virtual Sing Sing Sing

September

Joseph Calleja · Maltese Tenor §
Recital: Jess Hitchcock
Songs That Made Me §
The Frog Prince · Primary schools tour
Recital: Alexandra Flood & Alex Raineri
Eastern Promises
The Frog Prince · Opera Queensland Studio
La Bohème · Opera Queensland Studio
Sing with Opera Queensland Workshops
Songs of Love and War · University of Queensland
School of Music, Urban Art Projects
Virtual Sing Sing Sing

October

The Frog Prince · Primary schools tour
La Bohème · Secondary schools tour
Cairns Open Air Concert
Sing Sing Sing
Songs at Sunset at West Village

November

Aida §
VERDI · Concert Hall, QPAC
Recital: Sarah Crane, Shaun Brown & Alex Raineri
A Poet's Love
Sing Sing Sing

December

An Aria A Day · Inner Circle
Songs of Love and War · Chrysalis Projects
Carols in the Common · West Village
North Harbour Christmas Carols
Sing with Opera Queensland Christmas workshops
South Bank Christmas Singalong

Legend
§ Rescheduled due to COVID-19
* Cancelled due to COVID-19



José Carbó in *The Marriage of Figaro*.
Photo: Jade Ferguson

REGIONAL PERFORMANCES

"It was the most enjoyable evening I have spent in a long time. The artists were superb and it was a mixture of humour, soul and love."

Audience member, Toowoomba

ARE YOU LONESOME TONIGHT

4 MAY – 27 JUNE



The 40th anniversary regional tour was Opera Queensland's most extensive tour to date, performing in 31 communities across regional and remote Queensland.

Are You Lonesome Tonight celebrated all that Opera and Country music have in common, including arias and songs from Puccini, Verdi, Slim Dusty and Dolly Parton. The show mapped a fascinating history revealing how these worlds collide.

Performances were held in some of Queensland's most iconic locations including the Australian Stockman's Hall of Fame in Longreach, Winton's Waltzing Matilda Centre, the Roma Saleyards and Townsville's new 25,000-capacity Queensland Country Bank Stadium.

CREATIVE TEAM

Concept Patrick Nolan

Director Laura Hansford

Musical Director Steve Russell

Set and Costume Penny Challen

Lighting Wesley Bluff

Music Consultant Opera Dane Lam

Music Consultant Country Sara Storer

CAST

Irena Lysiuk

Marcus Corowa

Jonathan Hickey

"These performers are faultless and it was so satisfying that the program maximised the chances to hear all three voices performing together. After all, that is the key common denominator of both Opera and Country – the power of blended voices."

Stage Whispers

PERFORMANCE LOCATIONS

Rockhampton
Bowen
Charters Towers
Cairns
Innisfail
Ingham
Townsville
Mount Isa
Winton
Longreach
Barcaldine
Blackall
Windorah
Quilpie
Charleville
Cunnamulla
St George
Goondiwindi
Warwick
Stanthorpe
Redland City
Toowoomba
Beaudesert
Caloundra
Kingaroy
Maryborough
Bundaberg
Gold Coast
Roma
Redcliffe
Brisbane



REGIONAL PERFORMANCES

"Absolutely unforgettable evening. Sunset in the middle of the Queensland Outback with a wonderful program of singers and musicians under the stars."

Audience member



FESTIVAL OF OUTBACK OPERA

19 – 27 MAY



The inaugural Festival of Outback Opera was held in May, across nine days in five outback communities.

The festival attracted an audience of 2,270 across the program, with more than two-thirds of attendees representing visitors to the region with 1,078 intrastate visitors and 425 from New South Wales, Victoria, South Australia, Western Australia and Tasmania.

The inaugural Festival of Outback Opera was funded by the Queensland Government's Year of Outback Tourism Events Program.

DARK SKY SERENADE

21 May · Australian Age of Dinosaurs, Winton

SINGING IN THE NIGHT

22 May · Qantas Founders Museum, Longreach

SING SING SING

19 May · North Gregory Hotel, Winton
Director Jason Barry-Smith
Pianist Steve Russell

DARK SKY SERENADE & SINGING IN THE NIGHT

CREATIVE TEAM

Conductor Vanessa Scammell

Director Patrick Nolan

Camerata Artistic Director

Brendan Joyce

Lighting Bernie Tan-Hayes

Sound Geoff McGahan

CAST

Eva Kong

Xenia Puskarz Thomas

Jason Barry-Smith

Teddy Tahu Rhodes

Kang Wang

Camerata – Queensland's Chamber Orchestra

ARE YOU LONESOME TONIGHT

20 May · Waltzing Matilda Centre, Winton

23 May · Australian Stockman's Hall of Fame, Longreach

24 May · Barcaldine Showgrounds

25 May · Blackall Woolscour

27 May · Windorah Rodeo Grounds

Kang Wang. Photo: Helen Kidd

MAIN STAGE

"You think opera is stuffy? Think again!"

Phil Brown, The Courier-Mail



Dimity Shepherd in *Lorelei*.
Photo: Murray Summerville

LORELEI CONCERT HALL, QPAC 6 – 13 MARCH



In *Lorelei* the creators took the mythical story of the Siren and turned it on its head – inviting audiences to look at the representation of female stereotypes from a different perspective.

Confronting, tender and funny, it playfully drew upon a variety of musical traditions, asking questions to tell a story equally challenging and delightful.

CREATIVE TEAM

Music Julian Langdon, Casey Bennetto and Gillian Cosgriff

Lyrics Casey Bennetto and Gillian Cosgriff

Orchestration Julian Langdon

Concept by Ali McGregor

Musical Director Phoebe Briggs

Director Sarah Giles

Set & Costume Marg Horwell

Lighting Paul Jackson

CAST

Conductor Phoebe Briggs

Lorelei A Dimity Shepherd

Lorelei B Ali McGregor

Lorelei C Antoinette Halloran

Queensland Symphony Orchestra

Presented by arrangement with Victorian Opera

"The creation of new works is where the future of opera is nurtured. If we were to only present operas from the past what would an audience in 50, 100, 200 years from now have as a window into our time?"

Patrick Nolan





MAIN STAGE

"This production is an outstanding illustration of the joys of 18th century opera transported into the 21st... highly recommended." **Kate Byrne, Scenestr**

THE MARRIAGE OF FIGARO

PLAYHOUSE, QPAC
15-30 JULY



Our first locally produced main stage production in almost two years, the process of creating *The Marriage of Figaro* reminded us of the significant community of artists and arts workers who are central to the work we create.

If it takes a village to raise a child, it takes a small town to create a new opera production. After the Brisbane season, the production travelled to Perth to be presented by West Australian Opera, where we worked with a new collection of artists and arts workers, further growing the Opera Queensland community.

CREATIVE TEAM
Conductor Dane Lam
Director Patrick Nolan
Set & Costume Marg Horwell
Lighting Bernie Tan-Hayes
Choreographer Elise May
Associate Director Heather Fairbairn
Chorus Master Narelle French

CAST
Figaro Jeremy Kleeman, Timothy Newton*
Susanna Sofia Troncoso, Katie Stenzel*
Count Almaviva José Carbó, Shaun Brown*
Countess Almaviva Eva Kong, Leanne Kenneally*
Cherubino Xenia Puskarz Thomas
Marcellina Hayley Sugars
Doctor Bartolo Jud Arthur
Don Basilio Bradley Daley
Antonio Samuel Piper
Barbarina Irena Lysiuk

"It is rare to attend... a performance of something so complex and intricate as an opera, and come away feeling every aspect of the show works. But Opera Queensland's *Le nozze di Figaro* is simply wonderful in every respect." **Australian Stage**



Eva Kong and Sofia Troncoso in *The Marriage of Figaro*. Photo: Jade Ferguson



MAIN STAGE

"VERDI was an enthralling concert, displaying the power and majesty of Opera Queensland's soloists and chorus."

Claire Matthews, *The Creative Issue*



VERDI

CONCERT HALL, QPAC
30 NOVEMBER

Our last major performance of the 2021 season celebrated the works of the Italian master Giuseppe Verdi.

Maestro Johannes Fritzsich put together a program featuring operas from the beginning to end of Verdi's career, exploring the extraordinary range of this great composer.

CREATIVE TEAM

Conductor Johannes Fritzsich

Director Patrick Nolan

Lighting Ben Hughes

Chorus Master Narelle French

SINGERS

Rebecca Cassidy

Eva Kong

Hayley Sugars

Sofia Troncoso

Jason Barry-Smith

José Carbó

Rosario La Spina

Virgilio Marino

Timothy Newton

Samuel Piper

Opera Queensland Chorus

Queensland Symphony Orchestra




L-R Nick Kirkup, Timothy Newton, Sofia Troncoso, Rebecca Cassidy, Rosario La Spina, José Carbó, Samuel Piper and Hayley Sugars in VERDI. Photo: Murray Summerville

BEYOND THE MAIN STAGE



"The show is just as visually engrossing as it is aurally stunning... Here's to many more exciting collaborations (and locations) for Opera Queensland in the future."

Stage Whispers 



L-R Shaun Brown, Timothy Newtom, Amber Evans, Sofia Troncoso, Jessica Low and Nick Kirkup in *Songs of Love and War*. Photo: Murray Summerville

SONGS OF LOVE AND WAR

This innovative production by Opera Queensland and The University of Queensland School of Music placed Monteverdi's madrigals beside contemporary songs of love and war by composers as diverse as ABBA, Beyoncé, Led Zeppelin and David Bowie, reimagined for a full orchestra and ensemble of eighteen voices.

Performed in the raw industrial setting of the Urban Art Projects foundry (UAP) and a local restaurant, *Songs of Love and War* brought to life the passions and desires of lovers and fighters of the past four hundred years.

26 SEPTEMBER
UAP (URBAN ART PROJECTS)

CREATIVE TEAM

Musical Director Dane Lam

Director Patrick Nolan

Lighting Bernie Tan-Hayes

Sound Geoff McGahan

Costume Designers Karen Cochet and Bianca Bulley

Line Drawing Artist Tony Dowthwaite

Arrangements by Dr Robert Davidson, Marike Van Dijk, Alexandra Dunk, Matthew Minter, Alexandra Mison, John Rotar and Alexander Voltz

SINGERS

Amber Evans

Jessica Low

Sofia Troncoso

Shaun Brown

Nick Kirkup

Timothy Newton

The UQ Pulse Chamber Orchestra and The UQ Singers

Presented by Opera Queensland and The University of Queensland School of Music in association with Urban Art Projects.

5 DECEMBER
CARAVANSERAI

CREATIVE TEAM

Musical Director Narelle French

Director Patrick Nolan

Costume Designers Karen Cochet and Bianca Bulley

SINGERS

Amber Evans

Jessica Low

Sofia Troncoso

Shaun Brown

Nick Kirkup

Timothy Newton

MUSICIANS

Piano Narelle French

Violin Lili Stephens

Violin Isabelle Watson

Viola Liam Mallinson

Cello Stacey Weir

Presented in support of Chrysalis Project's Your Inner Circle Starts Here – The Arts Against Gendered Violence in partnership with Micah Projects.

THE STUDIO SERIES

"One of the best recitals ever – world class."
Audience quote, Kang Wang



Jane Sheldon & Alex Raineri
Songs of Love and Death
12 & 13 FEBRUARY



Kang Wang & John Woods
Secret – A Love That Never Was
26 & 27 FEBRUARY



Deborah Cheetham AO &
Toni Lulich OAM
Songs My Mother Sang To Me
19 & 20 MARCH



Kang Wang
Photo: Murray Summerville

The Studio Series returned in 2021, offering audiences an opportunity to experience the many wonders of the human voice.

Our recitals reveal performances of rare intimacy, creating a space to deepen our understanding of the remarkable art of singing.



Gregory Massingham &
Stephen Emmerson
Winterreise
7 & 8 MAY



Alexandra Flood & Alex Raineri
Eastern Promises
17 & 18 SEPTEMBER



Eva Kong & Alex Raineri
Death Becomes Her
4 & 5 JUNE



Sarah Crane, Shaun Brown &
Alex Raineri
A Poet's Love
26 & 27 NOVEMBER

"The (studio) series is a brilliant opportunity to see main-stage opera stars and hear the power of their ... human voices in a wonderfully intimate space"

Stage Whispers, Death Becomes Her

CREATIVE DEVELOPMENTS



Opera Queensland is proud to support the development of new Australian works that tell local stories, enable social change and help build strong vibrant communities.

STRAIGHT FROM THE STRAIT

We continued the development of this extraordinary story from the Torres Strait about the gangs of track layers, who set a still unbroken record for laying the most train track in a single day.

CREATIVE TEAM

Writers Norah Bagiri and Luke Captain

Musical Director Rubina Kimiia

Cultural Advisor and Project Leader Ruth Ghee

Dramaturg Nadine McDonald-Dowd

Co-Producer Paul Brown

Co-Producer Tony Ghee

RIOT

A co-production with La Boite Theatre, creative development for this new work continued in 2021. *RIOT* is a sung-through music theatre work inspired by the true events of the race riots targeting the Chinese community in Brisbane in 1888.

CREATIVE TEAM

Director Darren Yap

Composer Paul Hodge

Librettist Michelle Law

Musical Director James Dobinson

THE CALL

Set to premiere in the 2022 Brisbane Festival, *The Call* explores how the simple act of listening carefully can change someone's life completely.

CREATIVE TEAM

Concept Ali McGregor

Composer Connor D'Netto with Kate Miller-Heidke

Lyrics Kate Miller-Heidke and Keir Nuttall

Director Patrick Nolan

GILDA

Composer Stefan Gregory and librettists Anne-Louise Sarks continued the development of their new opera based upon the character of Gilda from Verdi's *Rigoletto*.

CREATIVE TEAM

Composer Stefan Gregory

Librettist Anne-Louise Sarks

Director Patrick Nolan

THE SOPRANOS

The Sopranos was sparked by the question 'If opera's women could speak to one another, what would we hear in that conversation?'. The creative team commenced development of this new work exploring the roles women have played in opera throughout the centuries.

CREATIVE TEAM

Concept Sarah Holland-Batt and Patrick Nolan

Writer Sarah Holland-Batt

Director Patrick Nolan

Musical dramaturgy Donna Balson

The Young Artist Program is in many ways at the heart of all that we do at Opera Queensland. By investing in young artists, we acknowledge the great value a strong opera culture has to offer the community. As well as preparing them for a life on the stage, the program provides an opportunity for them to deepen their understanding of how the arts may help them navigate the ever-shifting complexity of the world, be that through the demands of the rehearsal room, the wonder of a song, or the inquisitive appreciation of a patron after a performance.

Under the leadership of Narelle French, artists at the beginning of their careers enjoy a full program of training and development activities. This includes individual coaching, stagecraft technique, language tuition and involvement in Opera Queensland's main stage productions, community and corporate events.

YOUNG ARTIST PROGRAM

Rebecca Cassidy returned to the program in 2021 after her 2020 participation was interrupted by COVID-19. Rebecca was joined in the 2021 Young Artist Program by soprano Sofia Troncoso, mezzo-soprano Xenia Puskarz Thomas, and bass-baritone Timothy Newton.

Artists received over 125 hours of training across 93 coaching sessions working with Narelle French and other experts. Guest tutors included conductors Johannes Fritzsch and Dane Lam, and language coaches Nicole Dorigo and Teresa Desmarchelier.

Rebecca was a principal soloist for Opera Queensland's VERDI concert and had numerous engagement opportunities during the year, including the Shakespearean Classics series of concerts with Queensland Symphony Orchestra (QSO) and Queensland Music Festival's Opera at Jimbour.

Sofia made her main stage debut with Opera Queensland as Susanna in *The Marriage of Figaro* and performed in several other events during the year, including the VERDI concert and *Songs of Love and War*.

Timothy shared the title role in *The Marriage of Figaro* and performed in variety of concerts for Opera Queensland including *Songs of Love and War*.

Xenia performed sung with Teddy Tahu Rhodes in the Festival of Outback Opera and in the role of Cherubino in *The Marriage of Figaro* before heading to New York to complete her Masters at Julliard.

The Opera Queensland Young Artist Program was reignited in 2020 thanks to a bequest from two extraordinary patrons, Lois Schultz and June Wheeler.

If you would like to add to Lois and June's legacy please contact us at development@oq.com.au



LIFELONG LEARNING

THE FROG PRINCE AND LA BOHÈME

In 2021, Opera Queensland partnered again with shake & stir theatre co. to bring the joy and wonder of opera to over 10,000 students across 35 primary and secondary schools in south-east Queensland with the premiere season of two new productions.

The Frog Prince is a bright, quirky production introducing children to a rich variety of composers including Mozart, Rossini and Bizet, in a fun and accessible way. It also provided lessons about friendship and the importance of looking after the environment.

Puccini's *La Bohème* was presented with a contemporary spin that explored how young people coped with uncertainty and change in today's image conscious world.

School holiday performances were also held in Brisbane and Caloundra, as well as special performances of *The Frog Prince* at the Queensland Children's Hospital and *La Bohème* at Jacaranda Place, Queensland Adolescent Extended Treatment Centre.

CREATIVE TEAM

Directors Ross Balbuziente, Nelle Lee and Nick Skubi

Musical Direction and Arrangements Luke Volker

Designer Bianca Bulley

Assistant Director Nick James

CAST

Emma Nightingale

Jonathan Hickey

Sebastian Maclaine

Irena Lysiuk (on screen)

Matthew Broadbent (on screen)

SING WITH OPERA QUEENSLAND WORKSHOPS

Opera Queensland's popular vocal workshops returned in 2021 offering a unique learning opportunity for singers to build confidence and gain performance experience across a variety of workshops formats including group and choral coaching.

FACILITATORS AND TEACHING ARTISTS

Jason Barry-Smith

Shaun Brown

Susan Ellis

Narelle French

Nick Kirkup

Rosario La Spina

Kylie Los

Jessica Low

Irena Lysiuk

Bradley Voltz

John Woods

SING SING SING

Opera Queensland's much-loved social sing-alongs Sing Sing Sing found a new home for 2021 at the Emporium Hotel South Bank.

Over the year we hosted five live events and three digital singalongs as COVID-19 continued to disrupt in-person events.

PARTICIPATING ARTISTS

Francis Atkins

Jason Barry-Smith

Mark Connors

Susan Ellis

Jonathan Hickey

Kylie Los

Sebastian Maclaine

Timothy Newton

Emma Nightingale

Xenia Puskarz Thomas

Katie Stenzel

LEARNING AND EDUCATION



COMMUNITY AND REGIONAL ENGAGEMENT



HAPPINESS, HEALTH & WELLBEING

Opera Queensland connected with communities across the state to foster belonging, creativity and wellbeing.

With the generous support of the Tim Fairfax Family Foundation, we were able to provide high quality live performances, workshops and activities to regional and remote communities. Our corporate and performing partners also enabled the delivery of an extensive suite of events throughout the year, letting our artists shine and providing memorable experiences for audiences and participants.

ARE YOU LONESOME TONIGHT COMMUNITY EVENTS

A number of community engagement activities were undertaken during the *Are You Lonesome Tonight* regional tour including:

- A community chorus of 69 participants for a performance in Rockhampton during Beef Australia 2021
- In Mount Isa, a community chorus of 150, a professional development session for teachers and workshops for 96 primary school students across six primary schools
- Pop up performances at four aged care facilities

OPERA AT JIMBOUR

Presented by Queensland Music Festival (QMF), Western Downs Regional Council, Opera Queensland and Jimbour Events, 2021's Opera at Jimbour included 12 intimate opera performances by 14 Opera Queensland artists at glorious Jimbour Homestead for an audience of 2,429.

SONGS AT TWILIGHT NORTH HARBOUR

Songs at Twilight lit up the evening at North Harbour's picturesque Heritage Park in August. Guests were serenaded by artists Clarissa Foulcher, Sofia Troncoso, Timothy Newton and Kylie Los.

SONGS AT SUNSET WEST VILLAGE

In October, Rosario La Spina, Rebecca Cassidy and Narelle French enchanted audiences with a beautiful concert of duets and arias.

CAROLS AT NORTH HARBOUR NORTH HARBOUR

In partnership with North Harbour, Opera Queensland brought the spirit of Christmas to their Bite Markets.

CAROLS IN THE COMMON WEST VILLAGE

This intimate concert paired the wonderful outdoor setting of The Common with artists for a program of iconic Christmas tunes under the night sky.

ENCHANTED FOREST WEST VILLAGE

This new school holiday presentation was created especially for young audiences (4-8 years) and was filled with fun, colour, activities, and the music of Mozart.

SOUTH BANK CHRISTMAS SINGALONG SOUTH BANK PIAZZA

A community chorus of 28 participants joined Jason Barry-Smith, Bradley Daley, Nick Kirkup, Jessica Low, Timothy Newton and Narelle French for a singalong community concert of Christmas classics.

CAROLS AT BRISBANE RACING CLUB ASCOT GREEN

An audience of 900 was treated to a free community event at Brisbane Racing Club in December. Jason Barry-Smith, Nick Kirkup, Sofia Troncoso and Narelle French were joined by a community chorus of 24 participants to celebrate the festive season.

MESSAGE FROM THE CHAIR

It is a great honour to be appointed Chair of Opera Queensland from January 2022 and to follow in the footsteps of outgoing Chair Emeritus Professor David Siddle. My message in the 2021 Annual Report is a message of sincere thanks to all those who have contributed in many ways to support Queensland grow its own world class opera company, Opera Queensland.

Firstly, let me acknowledge and thank Emeritus Professor David Siddle for his outstanding leadership during his three year tenure as Opera Queensland Chair. Under David's leadership, Opera Queensland grew its private income through the establishment of the Chair's Circle three years ago and expanded its donor community and corporate partnership portfolio. This level of support enabled Opera Queensland to continue to employ artists to perform via digital platforms throughout 2021 when the opportunity for live performances was severely curtailed due to the ongoing impact of a pandemic. A combination of Professor Siddle's strong leadership and deep appreciation and passion for opera as an art form, has undoubtedly contributed to Opera Queensland's ability to remain strong during all the uncertainties which characterised 2021. This strength is evidenced by a pleasing overall financial result with an operating surplus of \$453,106.

Opera Queensland has a mission to deliver thrilling opera with exceptional artists for the Queensland community. This is only possible with the support of Government funding, our generous donors, sponsors, corporate partners and of course our loyal patrons. We thank CEO and Artistic Director, Patrick Nolan for his exceptional talent and commitment to achieving the Company's mission throughout 2021.

We thank the Queensland Government, through Arts Queensland, and the Australian Government through the Australia Council for the Arts, for providing ongoing core funding for the work of Opera Queensland. Growth in Government investment has enabled Opera Queensland to employ artists and support staff to increase its main stage productions from two to three each season and tour thirty-two locations in regional, remote and rural Queensland.

Support from our sponsors and donors has enabled the Company to continue to present its wide range of development activities to audiences across Queensland by securing employment for our artists and support staff who make opera possible. This support has also enabled continuation of the Young Artist Program which is an important part of the Company's commitment to advancing excellence in the art form.

I want to acknowledge and thank the outstanding skills based Opera Queensland Board. A complement of high level governance skills, passion for achieving excellence and a commitment to growing opera audiences across Queensland has ensured the Company remains on a strong footing.



Finally, 2021 demonstrated how the arts community is not immune to the effects of managing a worldwide pandemic, natural disasters and other geopolitical impacts. It is a credit to our supporters that their support has been unwavering during this period, which has enabled Opera Queensland to continue to make a valuable contribution to the happiness, health and wellbeing of the Queensland community.

Linda A. Apelt
Chair

MESSAGE FROM THE CEO & ARTISTIC DIRECTOR

We stepped into 2021 with a tentative spring in our step, hopeful the myriad of challenges 2020 had presented were on the wane. It was the company's 40th anniversary and we had prepared a season to celebrate this with performances and events planned across the state. Three new productions were scheduled for QPAC; our regional show, *Are You Lonesome Tonight*, was preparing for a 30 city tour; our Young Artist Program had grown from one to four singers; and the very successful Studio Recital series had grown yet again.

The arrival of the Delta variant reminded us that, while we were lucky to be living in a state that had effectively minimised the impact of the virus, we were part of a sector where many of our colleagues and collaborators were not so fortunate. This was evident in our first production, *Lorelei*.

The show was coming from Melbourne and after cancelling it in 2020 we once again thought it may have to be put on hold, as borders closed and quarantine periods were enforced. Over a period of a fortnight we held our nerve and were ultimately thrilled to bring this funny, insightful new Australian work to Brisbane audiences who shared our enthusiasm.

In many respects this set the tone for the rest of the year. Good fortune and a fair amount of courage led to 2021 being one of the most successful years Opera Queensland has delivered.

The success of *Lorelei* at QPAC was followed by *The Marriage of Figaro*. Record breaking attendances in the Playhouse introduced us to many audience members who were seeing an Opera Queensland production for the first time.

The success of *Figaro* was echoed in our regional show, *Are You Lonesome Tonight*. Exploring the surprising and remarkable connections between Opera and Country music, the performances

attracted the largest regional audience we have ever encountered, in locations as diverse as the new Townsville Stadium and the road out the front of the Waltzing Matilda Centre in Winton.

It also played a part in our inaugural Festival of Outback Opera, a celebration of music and storytelling in Longreach, Winton, Blackall, Barcaldine and Windorah. People travelled from as far afield as Perth and Hobart to participate in a festival that combined the wonder of a glorious sunset with the emotional riches of a perfectly sung aria.

All but one of the Studio Recital series survived the shutdown lottery, and again, audiences who had been denied the opportunity to experience live performance in 2020 embraced the opportunity to experience the art of singing in the intimacy of our Studio.

The second year of our rejuvenated Young Artist Program welcomed three new artists, Sofia Troncoso, Xenia Puskarz Thomas and Timothy Newton, who joined Rebecca Cassidy, returning for a second year after the interruptions of 2020. All the artists were provided with exceptional performance opportunities, with Sofia, Xenia and Timothy taking principal roles in *Figaro* and Rebecca appearing in a variety of key events across the year.

The Learning, Regional and Community team developed two new shows with

shake & stir theatre co., long term creative partners with our education program. *The Frog Prince* looked at how friendship can be shaped by our understanding of the environment and *La Bohème* was set in a modern share household, where social media could be as destructive as a lethal virus. This production was the first show OQ has created for a secondary school audience in many years.

Amongst a number of projects, our new works program invested in the further development of *Straight from the Strait*, the extraordinary story from the Torres Strait, and *Gilda*, a new work that reimagines Verdi's *Rigoletto* through a contemporary lens. Our partnership with the University of Queensland led to *Songs of Love and War*, a performance in the foundry of Urban Art Projects celebrating the music of Monteverdi.

One of our goals is to create new pathways for artists and arts workers to strengthen the local performing arts culture. Over four pages in this report you can find the names of members of this community who worked with OQ over the year. It is a phenomenal collection of people and a tribute to the hard work and commitment of the OQ core team.

None of this activity would be possible without the support of our funding partners. We are thankful for the ongoing funding from Arts Queensland and the Australia Council, which provides us with a strong foundation to build our work upon. Complementing this is our ever-growing community of corporate and private donors, whose generosity is essential to all the work we do.

Particular thanks to the Tim Fairfax Family Foundation who underwrite the success of our regional programs and the Mather Foundation who are key to our Annual Appeal. Through our



regional tour we also welcomed three significant new partners in 2021 — Beef Australia, the Brisbane Racing Club and The Southport School.

At the heart of the success we enjoyed in 2021 is the careful governance of the OQ Board. We bade farewell to two of our Board members throughout the year. Dan Tobin headed to New York where his company UAP forges the Academy Awards amongst other major public art works. We miss his good humour and instinct for a new idea.

Our Chair, Emeritus Professor David Siddle, departed at the end of the year after seven years of exceptional service. During his time as Chair, the company grew across all areas of operation. This growth is built upon a framework that ensures David's passion for opera and nuanced understanding of the business, leaves the organisation in a very strong position.

Building upon this legacy is a privilege everyone at OQ is deeply committed to. We are excited about taking our work to new audiences across the state and look forward to playing a vital role in making Brisbane a thriving cultural centre over the coming years.

Patrick Nolan
CEO & Artistic Director

OVERVIEW OF OUR IMPACT



LEADING CHANGE IN OPERA

Opera Queensland reimagines the possibilities and potential of the art form

- 33 performances of *Are You Lonesome Tonight* – a celebration of Opera and Country music
- Staged female-led new Australian work, *Lorelei*
- Launched the Festival of Outback Opera
- Collaborated with Chrysalis Projects on the Your Inner Circles initiative to discuss the complexity of some of the problematic gendered violence themes in opera

NURTURING AND GROWING NEW AUDIENCES

Connecting with a broad and deep cross-section of the community

- Grew social media following by 21%
- Attracted a total statewide audience of 11,538 for *Are You Lonesome Tonight* tour
- 1,536 new audience members for *Lorelei* and *The Marriage of Figaro*
- 99% rated the artistic quality as good or excellent
- Attracted total audience of 2,270 for Festival of Outback Opera, with more than two-thirds of attendees representing visitors to the region.



CREATING PATHWAYS FOR ARTISTS AND ARTS WORKERS

Developing emerging and established artists and arts workers to strengthen the Queensland and national arts sector

- 247 total artists and arts workers employed
- Creative development of five new works
- The Young Artist Program grew from one to four artists

CELEBRATING DIVERSITY TO HELP BUILD STRONG, VIBRANT COMMUNITIES

Removing barriers to the art form for people with diverse backgrounds

- First Nations and culturally and linguistically diverse (CALD) works under development – *Straight from the Strait* and *RIOT*
- Auslan interpretation and Audio description for *Lorelei* and *The Marriage of Figaro*
- 4 pop-up performances at Aged Care facilities during the *Are You Lonesome Tonight* regional tour
- 6 community workshops for Mount Isa area primary schools

ARTISTS

ARTISTS

Sean Andrews
Gyan Angon
Jud Arthur
Francis Atkins
Donna Balson
Jason Barry-Smith
Kathryn Bradbury
Matthew Broadbent
Shaun Brown
José Carbó
Rebecca Cassidy
Thomas Chapman
Deborah Cheetham AO
Marcus Corowa
Sarah Crane
Bradley Daley
Paul Dean
Trish Dean
Tony Dowthwaite
Susan Ellis
Stephen Emmerson
Amber Evans
Alexandra Flood
Clarissa Foulcher
Narelle French
Johannes Fritzsich
Eleanor Greenwood
Antoinette Halloran
Sam Hartley
Simon Hewett
Jonathan Hickey
Jessica Hitchcock
Leanne Kenneally
Nick Kirkup
Jeremy Kleeman
Eva Kong
Rosario La Spina
Toni Lalich OAM

Dane Lam
Kylie Los
Jessica Low
Annie Lower
Irena Lysiuk
Sebastian Maclaine
Ashleigh Maclaine
Liam Mallinson
Virgilio Marino
Greg Massingham
Ali McGregor
Rebecca McIntosh
Brendan Murtagh
Timothy Newton
Emma Nightingale
Samuel Piper
Naomi Price
Xenia Puskarz Thomas
Alex Raineri
Teddy Tahu Rhodes
Deborah Rogers
Loretta Ryan
Vanessa Scammell
Cassandra Seidemann
Jane Sheldon
Dimity Shepherd
Katie Stenzel
Lili Stephens
Hayley Sugars
Sofia Troncoso
Bradley Voltz
Kang Wang
Isabelle Watson
Stacey Weir
John Woods
Natsuko Yoshimoto
Ji Zhang

CHORUS

Sean Andrews
Stephen Beck
Kathryn Bradbury
Matthew Broadbent
Cameron Bryer
Ryan Carlson
Susan Chapman
Christopher Cobcroft
Shaeyna Day
Bernadette Debattista
Gabrielle Diaz
Sara Donnelly
Amber Evans
Dominic Fitzgerald
Regan Flor
Shannon Foley
Clarissa Foulcher
Anne Fulton
Karen Gaydon
Rachael Griffin
Sally Harrison
Sam Hartley
Michael Hibbard
Kaja Holzheimer
Ian Kammholz
Robyn Kelly
Steven Kickbusch
Adele King
Nick Kirkup
Mark Kroon
Annie Lower
Mattias Lower

Ashleigh Maclaine
Leslie Martin
Jon Maskell
Shelden Mathieson
Elizabeth McBride
Ron Morris
David Muller
John Nicholson
Emma Nightingale
Deirdre Pullen
Cassandra Seidemann
D'Arne Sleeman
Daniel Smerdon
Lionel Theunissen
Chloe Walton
Leon Warnock
Rosina Waugh
Bernard Wheaton
Robert Williams

CHORUS MASTERS

Narelle French
Julie Layt

ARTISTS

DIRECTORS, DRAMATURGS & CHOREGRAPHERS

Ross Balbuziente
Jason Barry-Smith
Melinda Collie-Holmes
Heather Fairbairn
Sarah Giles
Laura Hansford
Nick James
Nick Kirkup
Nelle Lee
Elise May
Nadine McDonald-Dowd
Patrick Nolan
Nick Skubij
Darren Yap

CONDUCTORS & MUSICAL DIRECTORS

Jason Barry-Smith
Phoebe Briggs
James Dobinson
Narelle French
Dane Lam
Steve Russell
Sara Storer
Luke Volker

DESIGNERS

Bianca Bulley
Penny Challen
Karen Cochet
Marg Horwell
Ben Hughes
Paul Jackson
Geoff McGahan
Bernie Tan-Hayes

COMPOSERS, ARRANGERS & LIBRETTISTS

Norah Bagiri
Jason Barry-Smith
Luke Captain
Connor D'Netto
Andrew Ford
Narelle French
Ruth Ghee
Stefan Gregory
Paul Hodge
Sarah Holland-Batt
Michelle Law
Kate Miller-Heidke
Keir Nuttall
Anne-Louise Sarks
Megan Washington

MUSIC STAFF

Jason Barry-Smith
Mark Connors
Ruby Cooper
Teresa Desmarchelier
Susan Ellis
Narelle French
Dane Lam
Kylie Los
Catherine Lynagh
Brendan Murtagh
Alex Raineri
Jillianne Stoll
Luke Volker
John Woods

YOUNG ARTIST TUTORS

Jason Barry-Smith
Mark Connors
Teresa Desmarchelier
Nicole Dorigo
Susan Ellis
Johannes Fritzsich
Dane Lam
Patrick Nolan
Jillianne Stoll
John Woods

UQ STUDENT VOLUNTEERS

Jasmine Buckley
Nathaniel Griffiths
Demetra (Demi) Politakis

ORCHESTRAS

Camerata – Queensland's Chamber Orchestra
Queensland Symphony Orchestra
The UQ Pulse Chamber Orchestra

COMMUNITY CHORUS – BEEF AUSTRALIA 2021 EVENT

Lynette Anstey
Lorna Bahnisch
Ron Bahnisch
Kylie Bain
Eleanor Ball
Ngari Bean
Bethlea Bell
Owain Bellamy
Amy Bond
Judy Born
Catherine Boyd
Mark Boyd
Paul Boyd
Ursula Boyd
Courtney Brown
Kelvin Burgoyne
Alicia Candy
Karen Clifford
Joe Craggs
Joanne Darling
Rebekah Deighton
Margaret Dyer
Kathryn Esdale
Melissa Fenlon

Tegan Gargett
Tanya Gill
Gail Grant
Anne Guthrie
Louise Hales
Alice Hare
Rita Hatfield
Carolyn Hewitt
Caitlin Hiron
Jodie Hiron
Janice Houley
Rob Hughes
Linda Irwin
Simon Irwin
Cate Johnston
Samantha Jones
David Kelly
Dorothy Khoo
Lisa Kibblewhite
Amanda Lawrence
Julie Layt
Kaylene Lillis
Colin Lindsay
Lyn Lloyd

Alan Long
John Lowrey
Amanda MacKellar
Ali Matrak
Kelly McCosker
Pam McKay
Margaret Melton
Marie Oram
Beth O'Shannessy
William Paterson
Lorraine Phillips
Jason Plumb
Nola Pontifex
Helen Quaife
Daniel Rea
Christine Shearer
Barbara Small
Mary Steer
Krysten Thompson
Cyndi Thomson
Julia Webb

ARTISTS

COMMUNITY CHORUS BRISBANE RACING CLUB EVENT

Pamela Alick	Robyn Kelly
Jordan Anderton	Cameron Lane
Glenise Berry	Tom Lawson
Rachel Bond	Jason (Cheng-Chi) Lu
Thomas Chapman	Ken Piaggio
Rob Cumming	Josh Scott-Jour
Marloes Dekker	Janice Stenton
Adele Dickman	Ellen Stockdale
Katrina Drake	Des Storer
Janice Duynisveld	Karen Walters
Joan Hanley	Chloe Walton
Philip Harris	Jocelyn Wilson

COMMUNITY CHORUS SOUTH BANK CHRISTMAS SINGALONG

Pamela Alick	Adam Kilvert
Jordan Anderton	Cameron Lane
Glenise Berry	Tom Lawson
Rachel Bond	Jason (Cheng-Chi) Lu
Rhoslyn Carney	Ken Piaggio
Thomas Chapman	Judith Reddrop
Marloes Dekker	Josh Scott-Jour
Adele Dickman	Janice Stenton
Katrina Drake	Ellen Stockdale
Janice Duynisveld	Des Storer
Stefany Glik	Karen Walters
Joan Hanley	Chloe Walton
Philip Harris	Jocelyn Wilson
Robyn Kelly	Patricia Wright



Jonathan Hickey and Sebastian MacLaine
The Frog Prince. Photo: Murray Summerville

OPERA QUEENSLAND TEAM

PATRONS

Her Excellency the Honourable Dr Jeannette Young PSM Governor of Queensland
and Professor Graeme Nimmo RFD

OPERA QUEENSLAND BOARD

Linda Apelt BEd, GradDipC, MEdSt, GAICD
Appointed Chair January 2022
Member, Audit and Risk Committee since January 2022
Member, HR Committee since January 2022
Director since January 2022

Anne Cross AM BSW, MSW, FAICD
Appointed Deputy Chair May 2020
Acting Chair December 2022 – January 2022
Chair, HR Committee from February 2020
Member, Audit and Risk Committee until February 2020
Director since April 2017

David Gow BCom, LLB, FAICD
Appointed Treasurer May 2019
Chair, Audit and Risk Committee from May 2019
Director since April 2018

Will Fellowes BCom, GradDipCA, GAICD
Member, Audit and Risk Committee since September 2016
Director since July 2019

Judith Mather MBus (HR Management), MBus (Philanthropy and NFP)
Director since September 2019
Member, HR Committee

Katie McNamara BPharm (Hons), MBA, GAICD
Director since September 2020
Member, Audit and Risk Committee since March 2022

Jody Currie BA Gender Studies
Director since October 2021
Member, HR Committee since March 2022

David Siddle BA (Hons), PhD, FASSA
Appointed Chair October 2018
Deputy Chair August 2016 – September 2018
Member, Audit and Risk Committee
Member, HR Committee
Director since September 2014
Retired December 2021

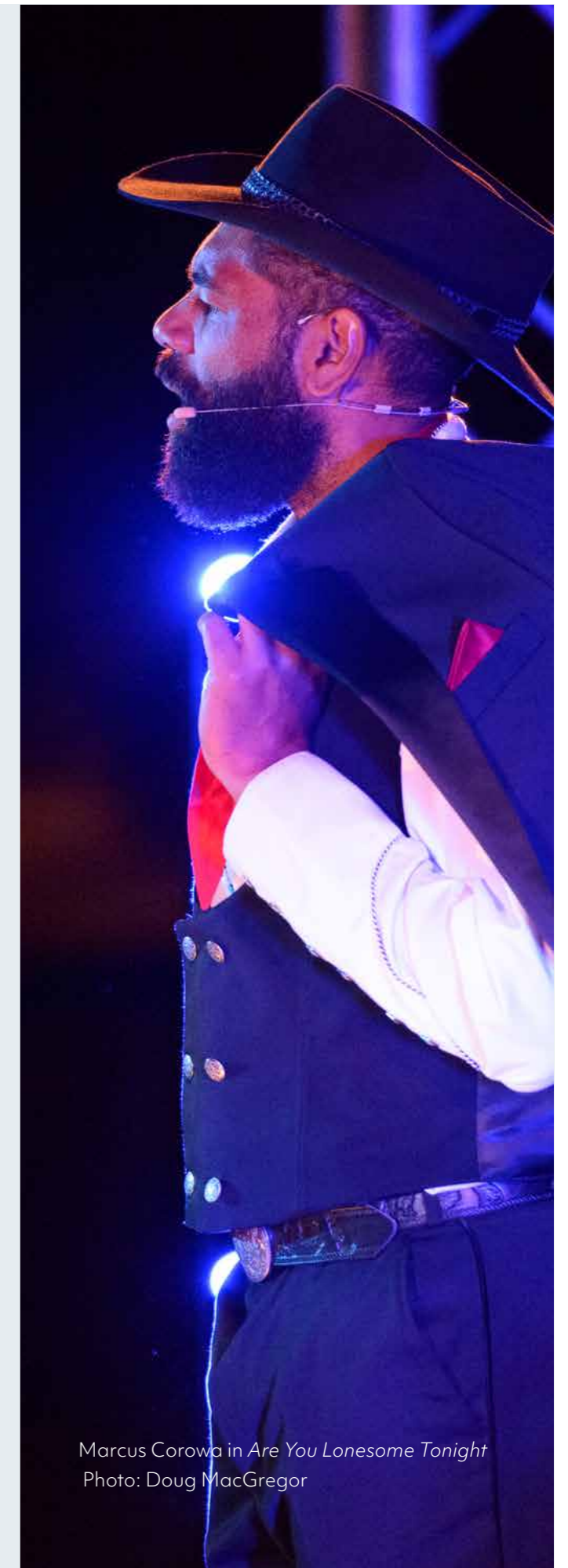
Daniel Tobin BA Visual Arts, DipDramArt (Design)
Director since August 2018
Member, HR Committee
Retired August 2021

HONARARY LIFE MEMBERS

Lady Jane Edwards AM
Sir Leo Hielscher AC
Martin Kriewaldt
David Macfarlane OAM
Marilyn Richardson
Dr Nancy Underhill
Emeritus Prof David Siddle

COMPANY MEMBERS 2021

Emeritus Prof Christa Critchley
Anne Cross AM
Robert Cumming
Jody Currie
Greg Ellis
Janice Ellis
Will Fellowes
Dr Colin Furnival
David Gow
Judith Mather
Katie McNamara
Emeritus Prof David Siddle
Daniel Tobin



Marcus Corowa in *Are You Lonesome Tonight*
Photo: Doug MacGregor

OPERA QUEENSLAND TEAM

EXECUTIVE TEAM

CEO & Artistic Director Patrick Nolan

Executive Producer Adam Tucker

Chief Financial Officer Christine McEwan

TEAM

Head of Music and Chorus Director Narelle French

Director of Learning, Regional and Community Mark Taylor

Director of Development Megan Kair

Director of Marketing and Audience Development Marnie Nichols

Director of Technical Production Ian Johnson (until Dec 2021)

Director of Technical Production Alex Loh

Executive Assistant Louise Simmons

Design and Digital Production Manager Murray Summerville

Marketing Campaign Manager Lauren Kelly (until Nov 2021)

Marketing Operations Manager Danielle Leslie (from Jan 2022)

Partnerships Manager Phoebe Rouse

Development Coordinator Amy Griffin (until Apr 2021)

Events and Administration Officer Simone Vidler

Development Officer Alice Marian

Learning, Regional and Community Coordinator Teagan Thompson (until Dec 2021)

Producer – Learning, Regional and Community Simone Doczkal

Associate Producer – Learning, Regional and Community Aaron Dora

Head of Wardrobe Karen Cochet

Production Manager Chris Tollefson

Production Administrator Annette Kerwitz

Assistant Head of Wardrobe Bianca Bulley

Principal Cutter and Costume Maker Saffron Firkins

Artistic Associate Laura Hansford

HR, Young Artist Program and Music Coordinator Catherine Blake

Management Accountant Sangeeta Khosla

Assistant Accountant Nida Niaz (until Mar 2021)

Assistant Accountant Verkha Perakash (from Jun 2021)

2021 Resident Conductor and Associate Music Director Dane Lam

2021 Young Artists Rebecca Cassidy, Timothy Newton,
Xenia Puskarz Thomas, Sofia Troncoso

2021 OPERA CLUB

Dr Rod Allen & Ms Jennyfer Johnson, Mrs Jennifer Anderson, Mr Damian Bartholomew, Mr David Bennion & Mrs Davi Bennion, Mrs Janelle Berlese, Mr Peter Bond & Mrs Rachel Bond, Mr Greg Breslin, Mr Francis Bryant & Mrs Wendy Bryant, Dr Sheena Burnell, Dr Nadine Connell, Mr Roger Cragg, Mr Terence Daubney, Dr Vivienne Del Mar, Miss Adele Dickman, Miss Corals D'Ott, Mrs Kathleen Ellerman-Bull & Mr Dennis McMullen, Mr Greg Ellis & Mrs Janice Ellis, Ms Lynette Emerson, Dr Damien Foong, Ms Kim Foran, Prof Ian Frazer AC & Mrs Caroline Frazer, Ms Peta Ganner, Prof Robert Gilbert & Mr Jia Chen, Ms Julia Gray & Mr Ian Craig, Dr Graeme Hall & Mrs Cathy Hall, Mr Barry & Ingrid Harrod, Ms Harriet Hughes, Mrs Marie E Isackson, Mr Anthony Ivers, Prof David Kavanagh & Mrs Lois Kavanagh, Mr Adam Kilvert, Miss Catherine Knight, Mr Hien Le, Prof Christina Lee, Ms Vicky London, Mr Cheng-Chi (Jason) Lu, Dr Edward McArdle & Mrs Kathy McArdle, Dr John McCollow, Dr Desmond Brian Misso, Mr Gregory Molloy, Mr Steve Morris & Mrs Dianna Morris, Ms Kylie & Shawn Perry, Mrs Sonja Petersen & Mr Arne Petersen, Mr Andrew Phillips, Dr David Pitman & Mrs Marcia Pitman, Mr Greg Pitman, Mr Gavin Quinn, Dr Gary Rahme, Mr Antonio Rollo, Mr Noel Rose, Dr Lauren Shearer, Mr Allen Smith & Mrs Mitzi Smith, Prof Nerida Smith, Dr Janice Stenton & Mr Graham Stenton, Mr Anthony Tabrett, Mrs Robyn Tennant, Dr Susan Urquhart & Dr Philip Aitken, Mr Mark van Den Berg & Mrs Loryn Einstein-van Den Berg, Mr David Visentin, Dr Mark Walker, Mr Gary Wallace, Ms Tara Williams, Mrs Patricia Wilson & Mr Robert Wilson, Ms Vera Windau, Ms Anna Zunde

ADDITIONAL IMAGE CREDITS

7, 15, 17, 19, 25, 26, 28, 58 Jade Ferguson
13, 15, 17, 18, 19, 25, 27 Murray Summerville
8 Dylan Evans
9, 29 Pete Murray
9 Laura Hansford
11 Helen Kidd

29 Aaron Dora
18 Kellen James
34 Samantha Bennett
34 Georgia Hoolian
35 Robert Mathieson

CORPORATE GOVERNANCE STATEMENT

Opera Queensland recognises that effective governance is essential to the realisation of Opera Queensland's purpose, vision and goals.

Opera Queensland also recognises that an effective governance framework encourages and supports the efficient use of the company's resources and requires accountability from every person in the company for the stewardship of those resources. The Board of Opera Queensland accepts that it has ultimate accountability for the company's actions and outcomes, and understands that effective governance requires a healthy organisational culture supported by clear and transparent policies and practices.

In developing our governance practices, Opera Queensland has had regard to applicable legislation and recognised standards. The Board of Opera Queensland is committed to maintaining a documented and transparent governance framework consistent with recommended practices provided within the Australia Council for the Arts' Essential Governance Practices for Arts Organisations. All key governance documents are available on the company's website at <https://oq.com.au/about/governance>

1. LAY SOLID FOUNDATION FOR MANAGEMENT AND OVERSIGHT

Opera Queensland has a Board Charter setting out the roles, responsibilities, structure and processes of the Board of Opera Queensland. It is complementary to and consistent with Opera Queensland's Constitution.

The Board Charter and the Constitution are published on the company's website. The Board has approved a formal statement of delegated authority to Executive Management that is reviewed annually by the Board. The development of Opera Queensland's strategy, purpose, vision and values is an iterative process of co-creation between the Board and Executive Management. The Board reviews and monitors the strategic direction of the company, and monitors progress towards achieving relevant goals, key performance indicators and outcomes set out in the strategic and operational plans.

2. STRUCTURE THE BOARD TO ADD VALUE

The Opera Queensland Board comprises seven independent non-executive directors who provide their time and services on a voluntary basis. In addition to formal board meetings, the Board meets with stakeholders and Executive Management. The Board is supported by two standing committees; namely, the Audit and Risk Committee and the HR Committee. Each committee has a

charter, which is published on the company's website, and operates with authority delegated by the Board. There is a clear division of responsibility between the role of the Board and the role of management.

The HR Committee assists and advises the Board by providing an objective non-executive review of the remuneration of staff and of all policies relevant to remuneration and HR matters. The role of the Audit and Risk Committee is described in section 5.

Each director is appointed for a three-year term and is eligible for re-election by company members at the annual general meeting. The company's constitution provides for maximum tenure, subject to a grandfathering provision. The Board considers that a diversity of skills, backgrounds, knowledge, experience, ethnicity, gender and geographic backgrounds supports good governance. The Board considers that each of the directors has the following attributes: sufficient time to undertake the responsibilities of the role, integrity, and a preparedness to question and critique. Alongside these attributes the skills matrix sets out the mix of skills and experience that the Board considers necessary or desirable in its directors. This matrix informs decisions on board size, composition, and renewal. The Board evaluates its own performance annually and assesses professional development needs for both Board and Executive Management.

3. ACT ETHICALLY AND RESPONSIBLY

Opera Queensland has a Code of Conduct approved by the Board. Compliance with the Code of Conduct is a requirement for all directors, employees, contractors and collaborators. The Code includes a mechanism for identifying and managing conflicts of interest. There is a process of induction for all new Board members, employees, contractors and collaborators where company policies and processes are explained. The Code of Conduct is published on the company's website.

4. PROMOTE DIVERSITY

Opera Queensland is committed to promoting inclusive practices and understanding. The company has a Diversity Policy that has been approved by the Board and communicated throughout the company. Workplace diversity is an integral part of how we operate and is imperative to our success. The company recognises the need to respect individual differences and strive for a truly inclusive workplace where every person can contribute to the endeavours of the company. Measurable objectives for achieving diversity will be included in the company's strategic plan. The Diversity Policy is published on the company's website.

5. SAFEGUARD INTEGRITY IN ALL FINANCIAL REPORTING

The Audit and Risk Committee is a standing committee of the Board, operating under a charter and delegated authority from the Board. The Committee has oversight of the company's budgets, financial statements, and other financial information provided to government, financial institutions, company members and the community. The Committee also oversees the company's systems of internal control, and the appointment of auditors and the audit process.

Each member of the Committee is financially literate, and the Committee includes a member who is a qualified chartered accountant and auditor. The company's annual financial statements are audited by an independent external auditor appointed by the Board. The auditor meets annually with the committee independently of management. The auditor's independence, competence and capability is reviewed by the Board. Executive Management provides the auditors and the Board with assurance concerning the maintenance of financial records, compliance with accounting standards, risk management and internal control systems. It also provides assurance that the financial statements give a true and fair view of the company's performance. The auditor is invited to attend the company's annual general meeting.

6. ENGAGE WITH STAKEHOLDERS

The Board's commitment to good governance is, in part, expressed through the company's ongoing engagement with stakeholders. The company uses a range of formal and informal communication channels to understand the views of stakeholders and to share with them the purpose and work of the company.

The company meets formal reporting requirements under the funding arrangements with the Queensland Government (through Arts Queensland) and the Federal Government (through the Australia Council), and engages through other channels, such as meetings. Engagement by the Board and management with members, patrons and partners is facilitated through the Annual General Meeting, performances and events, annual report, website, season launch, and communication through print and digital channels.

The company's supporters are acknowledged at company performances and events, and in our print and digital publications.

Opera Queensland plays an important part in Queensland life, and engages with Queenslanders through our performances, school programs, workshops, collaborations, and social media. The company seeks to broaden and deepen community engagement.

7. RECOGNISE AND MANAGE RISK

The Board and Executive Management of Opera Queensland recognise that a sound risk management framework is critical to effective management of the company. An effective risk management system identifies and manages potential risks in a continuous, proactive and systematic way through an integrated application of risk management processes across all facets of our operations by all levels of management.

The Audit and Risk Committee assists the Board with oversight of the risk management framework with the Board holding ultimate responsibility for risk management within the company. The company continues to enhance the risk management framework, informed by a risk appetite statement, and integration of risk management into key processes, including risk-based decisions in strategy and business planning, and the incorporation of a formal process for ongoing review and improvement. Continuing work on the risk management framework is being informed by relevant regulations and the Australian / New Zealand standard AS/NZ ISO 31000:2009 Risk management — Principles and guidelines.

The company has a Risk Management Plan and a Risk Management Register that is reviewed by Executive Management with reports to the Board. An attestation is provided by

Executive Management that material risks are being managed effectively. The Risk Register and any risk movement is reviewed by the Audit and Risk Committee at every meeting.

8. REMUNERATE FAIRLY AND RESPONSIBLY

The company's approach to remuneration is framed by the strategic direction and operational demands of the organisation together with high standards of governance. A number of principles underpin our approach to remuneration — namely:

- Align remuneration to the company's purpose and prudent risk taking;
- Attract and retain capable and committed people;
- Support the execution of the company's strategic plan; and
- Remunerate fairly and consistently.

The Board approves the remuneration of Executive Management following recommendations by the HR Committee. The company has a formal process for employee performance evaluations and remuneration reviews.

Members of the Board are not remunerated.

The Board of Opera Queensland provides oversight of the company's remuneration and performance management frameworks. No member of management makes decisions about their own remuneration.

DONORS

LEGACY DONORS

The Estate of Lois Schultz & June Wheeler

THE CHAIR'S CIRCLE

Emeritus Prof David Siddle & Emeritus Prof Christa Critchley,
Dr Philip Aitken[†] & Dr Susan Urquhart[†], Mr Philip Bacon AO,
Emeritus Prof Catherin Bull AM & Emeritus Prof Dennis Gibson AO,
Dr Damien Foong[†] & Mrs Xiaohong Foong, Prof Ian Frazer[†] AC &
Mrs Caroline Frazer, Dr Colin Furnival[†] & Dr Isobel Furnival[†], Mrs Mary Gannon &
Prof Frank Gannon, Mr Hien Le, Emeritus Prof Andrew Lister & Ms Kate Lister,
Ms Judy Mather

FOUNDATION DONORS

\$15,000 AND ABOVE

Mr Philip Bacon AO, Mr Tim Fairfax AC & Mrs Gina Fairfax, Tim Fairfax Family
Foundation, The Frazer Family Foundation, Hall-Brown Family Foundation,
Mather Foundation, Emeritus Prof David Siddle & Emeritus Prof Christa Critchley

PLATINUM DONORS

\$10,000 – \$14,999

Ms Di Jameson, Mr Douglas Murphy QC & Mrs Gerry Murphy

GOLD DONORS

\$5,000 – \$9,999

The Hon Justice Thomas Bradley[§] & Dr Matthew Yoong, Miss Adele Dickman,
Dr Damien Foong[†] & Mrs Xiaohong Foong, Dr John Gough & Ms Ann Page,
Mr Hien Le, Geoff Ross Endowment – Australian Philanthropic Service
Foundation, Dr Mark Walker

SILVER DONORS

\$1,000 – \$4,999

Dr Glenise Berry[†] & Dr Damien Thomson[†], Emeritus Prof Francis Clarke,
Ms Anne Cross AM, Mr Robert Cumming[§], Mr Rodney Emerick,
Ms Alison Clarke & Mr Leo Pilkington, Prof Ian Gough AM & Dr Ruth Gough,
Mr David Gow & Dr Kirsten Gow, Ms Julia Gray, Ms Valmay Hill & Mr Russell Mitchell,
Mr Ian Johnson & Mrs Roslyn Johnson, Ms Megan Kair, Mrs Andrea Kriewaldt &
Mr Martin Kriewaldt, Prof Andrew Lister & Ms Kate Lister, Ms Kate McLoughlin,
Ms Denise McManus, Ms Katie McNamara, Mr Louis Peterson & Mrs Diana Peterson,
Dr Sally Pitkin AO, Mr Ray Poon, Mr Douglas Porter & Dr Janet Porter[†],
Mrs Fiona Poschelk & Mr Ben Poschelk, Mr Brian Poschelk & Mrs Mary-Anne Poschelk,
Dr Jonathan Ramsay, Mr Richard Seville, Mrs Kristen Sinclair & Mr Geoff Sinclair,
Mr Allen Smith & Mrs Mitzi Smith, Mr Adam Tucker, Mr Mark van Den Berg &
Mrs Loryn Einstein-van Den Berg, Mrs Cornelia Van Zyl, The Hon Margaret White AO,
Anonymous 1

BRONZE DONORS

\$500 – \$999

Ms Sue Boyce, Mr Ian Briggs & Mrs Leonie Briggs, Dr Geraldine Chew,
Ms Marilyn Christiansen, Dr C. Davison[†], Dr Malcolm Davison & Dr Margaret Davison,
Peter & Margaret Faust Charitable Trust, Mr Will Fellowes & Dr Michael McLaughlin,
Mr Richard Gibberd, Ms Marian Gibney, Mr Neale Harris, Dr Annette Kortlucke[†] &
Dr Peter Kortlucke[†], Mr Ross Lamont & Ms Sophie Lamont, Dr Margaret Lewis &
Dr Tony Wright, Dr Ranjeny Loneragan, Mrs Denise McLean & Mr Lachlan McLean,
Ms Nancy Mules, Mr Patrick Nolan & Ms Mathilde de Hauteclocque, Ms Lyn Parsons,
Dr John Quinn[†] & Mrs Deborah Quinn, Mr Paul Reynolds, Mr Douglas Ritchie & Mrs
Janine Ritchie, Mr William Rivers, Ms Louise Simmons, Dr Margaret Soroka[†],
Ms Lysette Van-Dooren, Mr Robert Wilson & Mrs Patricia Wilson, Anonymous 1

† The Medical Chapter

§ The Legal Chapter

We would like to extend a warm thank you to both the Mather Foundation
and The Frazer Family Foundation for their matched funding support of our
Annual Appeal.

FINANCIAL REPORT

A four-year summary of results is presented below. The full version of the 2021 Financial Statements can be found on the Opera Queensland website.

The difference in income and expenditure between 2021 and 2020 reflects the impact of the partial cancellation of the Company's annual program of activities in 2020 due to the COVID-19 public health emergency, including restrictions to public gatherings.

Financial Performance	2021	2020	2019	2018
	\$	\$	\$	\$
OPERATING REVENUE				
Event Income	1,415,857	139,927	1,530,660	2,253,455
Sponsorships & Donations	1,236,631	848,212	1,044,016	778,663
Grant Income	4,815,247	4,655,791	4,475,025	4,078,362
Other Income	465,847	121,236	209,167	180,414
Total Operating Income	7,933,582	5,765,166	7,258,868	7,290,894
OPERATING EXPENSES				
Production & Touring Costs	4,458,509	2,063,364	4,475,471	4,669,445
Community Programs & Education	312,309	87,781	193,072	207,085
Marketing & Business Development	1,385,589	1,036,429	1,136,271	984,369
Infrastructure and Administration	1,324,069	1,376,303	1,180,723	1,220,489
Total Operating Expenses	7,480,476	4,563,877	6,985,537	7,081,388
Net Result from Operating Activities¹	453,106	1,201,289	273,331	209,506
Bequests & Endowments	550	1,716,493	824,018	-
Fair value adjustment (endowment)	449,262	193,287	-	-
Reserves Matched Funding	100,000	200,000	200,000	-
Total Income from Restricted Items²	549,812	2,109,780	1,024,018	-
COMPREHENSIVE RESULT	1,002,918	3,311,069	1,297,349	209,506

1. Net result from Operating Activities excludes a number of restricted income streams which are not available for operating purposes.
2. Restricted Items include:
 - Philanthropic bequest and endowments
 - Fair value of adjustment of financial assets (shares) attributed to the donation and endowment reserve
 - Reserves matched funding from the Australia Council

Balance Sheet	2021	2020	2019	2018
	\$	\$	\$	\$
ASSETS				
Cash and cash equivalents	3,396,366	2,894,510	1,322,025	723,011
Trade receivables and other assets	258,497	298,860	530,857	373,171
Total Current Assets	3,654,862	3,193,370	1,852,882	1,096,182
Property, plant and equipment	914,079	1,013,323	781,923	650,738
Other investments	3,087,477	2,338,215	200,000	-
Total Non-Current Assets	4,001,556	3,351,538	981,923	650,738
Total Assets	7,656,418	6,544,908	2,834,805	1,746,920
LIABILITIES				
Trade and other payables	431,534	260,455	117,895	228,560
Employee benefits	155,609	123,194	145,538	114,948
Lease liabilities	62,785	58,170	29,428	-
Provisions	-	119,000	-	-
Other	509,867	440,378	458,957	745,002
Total Current Liabilities	1,159,796	1,001,197	751,818	1,088,510
Employee benefits	57,448	44,671	29,497	-
Lease liabilities	167,914	230,699	96,218	-
Total Non-Current Liabilities	225,362	275,370	125,715	-
Total Liabilities	1,385,158	1,276,567	877,533	1,088,510
NET ASSETS	6,271,260	5,268,341	1,957,272	648,410

ACCUMULATED FUNDS				
Subordinated loan	200,000	200,000	200,000	200,000
Donation and endowment reserve	3,183,611	2,733,798	824,018	-
Restricted reserve	1,000,000	800,000	400,000	-
Accumulated surplus	1,887,649	1,534,543	533,254	458,410
TOTAL ACCUMULATED FUNDS	6,271,260	5,268,341	1,957,272	648,410

The above statement should be read in conjunction with the notes and summary of significant accounting policies. This is an extract from the audited Financial Statements. The full version of the Financial Statements can be found on the Opera Queensland website.

OUTCOMES

KEY MEASURES

Strategic goals	Key performance Indicator	2021 Actual	2021 Target
GOAL 1 - Leading Change in Opera			
Build repertoire of new productions.	Number of new main stage or touring productions presented	5	5
Demonstrate First Nations leadership through: culturally appropriate development and presentation of Queensland's First Nations stories.	Number of presentations and pipeline of new works	1	1
Demonstrate First Nations leadership through: investment in activities that create employment for Queensland based First Nations artists, small to medium organisations and arts workers.	Year on year increase of investment	100%	2%
Development of First Nations leadership through: investment in projects with non Queensland based First Nations artists.	Number of projects in planning or production	1	1
Increase our digital presence.	Number of digital performances	4	4
Provide leadership opportunities for female artists.	Percentage of women in creative leadership roles	50%	50%
GOAL 2 - Nurturing and Growing Audiences			
Increase total audience reach.	Total audience reach	149,645 ¹	250,000
Development of diverse audiences through presentation of main stage productions.	Number of main stage productions	3	3
Engagement with young audiences through schools program.	Number of students engaged in education programs	10,462	10,000
Extend audience reach into regional and remote cities and locations throughout Queensland.	Number of regional and remote locations engaged with	31	30
Provide opportunities for Australian composers and librettists to develop and present new work.	Proportion of Australian work in the overall program	53%	50%
GOAL 3 - Creating Pathways for Artists and Arts Workers			
Calculation from count of payroll and contractor headcount data.	Proportion of artists employed who are residents of Queensland	82%	75%
Create opportunities for young and emerging artists (all creative areas) to develop skills.	Number of emerging artists employed	10	6
Provide opportunities for young and emerging artists (all creative areas) to take on more demanding / high profile roles.	Number of artists who move through training/mentor programs to mainstage roles (all creative areas)	4	3
Build and strengthen established networks across the sector.	Number of collaborations with other arts companies	14	9
Extend influence of other art forms on opera through engagement with artists working outside of opera.	Number of collaborations with established artists outside of opera	12	11
Establish internal review process to gauge success of partnerships.	Feedback from partners rated as "good" or "excellent"	100%	75%

Strategic goals	Key performance Indicator	2021 Actual	2021 Target
GOAL 4 - Celebrating Diversity			
Demonstrate First Nations leadership through: a Board approved framework outlining the Board's and organisations' commitment to increasing First Nations representation throughout the organisation.	Implement Board approved First Nations Action Plan	In progress ²	Work with Board, Executive and First Nations Coordinator to implement First Nations Action Plan
Build strong relationship with First Nations communities in Brisbane and other locations we work in.	Cultural awareness training provided to all core staff	In progress ²	1
Provide opportunities for audiences with disabilities to engage with our performance.	Number of performances with access service/s provided (e.g. Auslan, Audio description)	6	5
Targeted programming for diverse audiences including: CALD, people with disabilities, elderly people unable to attend theatre.	Number of activities targeting diverse audiences	22	12
GOAL 5 - Ensuring Financial, Operational and Environmental Sustainability and Resilience			
Ensuring financial sustainability and resilience	Unrestricted reserves level	30%	> 20%
Create a positive work environment	Staff engagement score	86%	> 80%
Demonstrate implementation of key policies: Child Safety, Code of Conduct, Reserves Policy, Investment Policy, Respectful Workplace Policy	Policies in place	Yes	Yes

¹ The 2021 Season was initially budgeted to include the *Aida* production at the Lyric Theatre and a large televised event, which did not occur. In addition, several events were cancelled due to COVID-19, including the sold-out final performance of *The Marriage of Figaro*.

² Initiatives delayed due to impact of COVID-19

THANK YOU

The year 2021 marked our 40th anniversary and to celebrate we created as many opportunities as possible to extend our reach and connect with our audiences.

None of this would have been possible without the contribution of our loyal and ever growing community of donors, whose generosity enables so much of what we do. Your support has allowed us to expand our Young Artist Program from one talented singer in 2020 to four in 2021. These young artists are vital ambassadors for Opera Queensland, making an important contribution to Brisbane's cultural life. The generosity of our patrons through the Annual Appeal saw us investing in their professional development for them to build their craft and prepare for the successful careers they are embarking upon.

The Opera Queensland Gala is fast becoming the "must do" event of our busy social calendars, an opportunity to gather as a community of donors and celebrate all the good born of your generosity. We were humbled by the support received this year, with the results well exceeding our expectations. The great success of this event would not be possible without the hard work of our Gala Committee. Their willingness to go above and beyond sets a great example for us all.

On behalf of everyone at Opera Queensland, a heartfelt thank you for all the support you give to the company. Building a strong culture takes more than passion and good ideas, something our community of donors clearly understands. We are committed to continuing to build Opera Queensland as one of the most dynamic and relevant arts organisations in Queensland and beyond. We look forward to doing this with you over the coming years.

We invite you to enrich lives by joining us to share the joy of opera.

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Eva Kong in VERDI
Photo: Jade Ferguson

OUR PARTNERS

We would like to thank and acknowledge our 2021 partners, whose support enables our shared vision to deliver meaningful experiences that inspire world class performances, connecting people through the transformative power of opera.

Opera Queensland creates tailored partnerships to enable businesses to meet their strategic priorities, including access to our important suite of engagement events. For a discussion about how your organisation can benefit from a partnership with Opera Queensland, please contact us.

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