



香港中樂團  
HONGKONG CHINESE ORCHESTRA

HONG KONG CHINESE ORCHESTRA LIMITED  
香港中樂團有限公司

ANNUAL REPORT 年報 2001-2002

HONG KONG CHINESE ORCHESTRA  
香港中樂團



# HONG KONG 香港中樂團 CHINESE ORCHESTRA

## Mission Statement

Hong Kong Chinese Orchestra is united in its commitment to offering excellence in Chinese music. With a contemporary momentum and a professional spirit, we aim to strive for the peak in music and attain the status of a world-class orchestra that is the pride of Hong Kong people.

## 使命宣言

香港中樂團齊心致力於奉獻卓越的中樂藝術，緊貼時代脈搏，發揮專業精神，追求音樂至高境界，成為香港人引以為榮的世界級樂團。

### Honorary Patron

The Honourable Tung Chee Hwa  
Chief Executive, Hong Kong SAR Government

### 名譽贊助人

董建華先生 香港特別行政區  
行政長官

### Council Members

Ms Carlye W L Tsui JP MBE, Chairman  
Ms Barbara Fei BBS, Vice Chairman  
Mr John K P Fan BBS JP, Vice Chairman  
Prof Chan Wing-wah JP, Hon Secretary  
Mr Carlson Tong, Hon Treasurer  
Mr Davie T P Au-yeung  
Ms Chiu Lai-kuen Susanna  
Mr Lai Hin-wing Henry  
Mr Wong Tin-yau Kelvin

### 理事會成員

主席 徐尉玲太平紳士  
副主席 費明儀女士  
副主席 范錦平太平紳士  
義務秘書 陳永華教授 (太平紳士)  
義務司庫 唐家成先生  
理事 歐陽贊邦先生  
趙麗娟女士  
賴顯榮律師  
黃天祐先生

### Principal Executives

Mr Yan Huichang Hubert, Music Director  
Ms Chin Man-wah Celina, Executive Director

### 總監

音樂總監 閻惠昌先生  
行政總監 錢敏華女士

### Company Secretary

Dr Wong Lung-tak Patrick JP

### 公司秘書

黃龍德博士 (太平紳士)

### Company Auditors

Ernst & Young

### 核數師

安永會計師事務所

### Registered and Principal Office

7/F, Sheung Wan Complex  
345 Queen's Road Central, Hong Kong.  
Telephone : (852) 3185 1600  
Facsimile : (852) 2815 5615  
Web-site : www.hkco.org  
E-mail : inquiries@hkco.org

### 註冊及主要辦事處

香港皇后大道中 345 號  
上環市政大廈 7 字樓  
電話 : (852) 3185 1600  
傳真 : (852) 2815 5615  
互聯網址 : www.hkco.org  
電子郵件地址 : inquiries@hkco.org

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# PREFACE

## 前言

### Background

Hong Kong Chinese Orchestra Limited ("the Company") can trace its origin to 1977, when Hong Kong Chinese Orchestra was founded and incorporated as a programme of the then active Urban Council with about 60 musicians. In its early and growth stages, the Orchestra was managed by the then Urban Services Department for 23 years and eventually by Leisure and Cultural Services Department ("LCSD") from 1 January 2000 through 31 March 2001.

The Orchestra is the only professional Chinese orchestra in Hong Kong and one of the largest and most renowned of its type in the world. The Orchestra features the following:-

- Records for the first 24 years:-
  - Approaching 1,500 concert performances;
  - Performance of a total of over 3,000 music pieces;
  - An accumulative audience of over 2,000,000;
  - Nine recorded albums;
  - The organization of two large-scale international conferences on the development and composition of Chinese music, with the publication of two volumes of proceedings;
  - The organization of an international competition for Chinese orchestral compositions, with a total of 87 entries.
- A current establishment of:-
  - A Music Director leading two Assistant Conductors, a Concert-

master / Assistant Conductor and 84 musicians divided into the four sections of bowed strings, plucked strings, wind and percussion;

- An Executive Director leading an executive team.
- Playing both traditional and modernized versions of Chinese music instruments as well as individual foreign music instruments.
- Presentation of full-scale symphonic traditional folk repertoires and contemporary compositions.
- Providing programmes of different styles to blend the diverse artistic expressions and techniques of today with the traditional culture of China in interpretation of metropolitan life.
- Extensive commission of new works of varying styles, totaling over 1,300 original works and arrangements.
- Active engagement in promotion, education, research and development of traditional and modern Chinese music.

In early 2000, in accordance with policies set by the Home Affairs Bureau, a decision was made by LCSD to convert the Orchestra, in a business sense, into a corporation while continuing to render financial support for the Orchestra.

### Preparation for Incorporation

To implement the incorporation, a Preparatory Committee was set up by LCSD and operated for one year from April 2000 through March 2001.

The Preparatory Committee consisted of members from diverse backgrounds, including business, music, academia and the professions. Senior executives of LCSD participated in the Preparatory Committee and lent excellent support in the preparation work.

The Preparatory Committee held 12 formal meetings and conducted consultative sessions with all members of the Orchestra in three group meetings. Major items of review and study included the



Orchestra's company registration and format, Memorandum and Articles of Association, organization structure, initial employment terms and conditions, recruitment of an Executive Director and the Executive Team, appointment of a Company Secretary, staff communications, programme planning for the first year, design of the Company's graphic signature (symbol and logo) and corporate identity materials, a budget and the Funding and Services Agreement with the Government. The Preparatory Committee placed strong emphasis on effecting a smooth transition through extensive dialogues and communication with the staff in order to obtain mutual understanding, trust and co-operation in the change, so as to continue the

Orchestra's high-quality artistic standards and service to the public.

The Company is pleased to acknowledge members of the Preparatory Committee for their dedication in the foundation work of the Company. These participants included:-

Ms Carlye W L Tsui JP MBE  
(Chairman)

Ms Barbara Fei BBS

Mr John K P Fan BBS JP

Prof Chan Wing-wah JP

Mr Carlson Tong

Mr K C Li

( 1 April 2000 - 17 July 2000)

Ms S K Choi JP

Deputy Director (Culture), LCSD

Mr Chung Ling-hoi JP

Assistant Director (Performing Arts), LCSD

Mr Jeff Ying

Chief Manager, (Performing Companies and Festivals) (then), LCSD

Mr William Yan

Senior Manager  
(Performing Companies/  
Hong Kong Chinese Orchestra) (then), LCSD

Ms Rosina Ng

Chief Executive Officer  
(Reorganization) (then), LCSD

Mr Bennet Ha

Chief Executive Officer  
(Personnel Resources), LCSD

Mr Louie Ng

Senior Treasury Accountant  
(Finance Management & System Unit) (then),  
LCSD

Mr Peter Ho

Senior Legal Officer (then), LCSD

Mr Yip Wing-sang

Senior Assistant Law Officer  
(Civil Law), Department of Justice

Mr Wilson Chiu

Senior Executive Officer  
(Reorganization) (then), LCSD

Mr Brandon Chau

Senior Executive Officer  
(Appointments) (then), LCSD

## Incorporation

As a non-profit-distributing\* organization, the Company was registered on 7 February, 2001 as a Company Limited by Guarantee, essentially as a limited-liability company without shareholders, but with Members who vote at Annual General Meetings.

The Articles of Association of the Company stipulate that a Council is responsible for corporate governance and this Council consists of a minimum of six members and maximum of 20 members, with not more than one-third appointed by the Government and the others elected by Members.

As at inception of the Company, five Council Members were elected. In the first General Meeting held on 19 March 2001, one additional Council Member was elected. The Council Members elected among themselves officers including a Chairman, two Vice Chairmen, an Honorary Secretary and an Honorary Treasurer. Mr Wong Lung-tak Patrick was appointed Company Secretary. Three Council Members were appointed by the Government to commence duty on 1 April 2001. All Council Members perform their duties on a *pro bono publico* basis and serve an initial term until the first Annual General Meeting.

On 1 April 2001, the Company officially took over the governance and management of the Orchestra from LCSD.

\* The Company aims to maintain a financially sound status as well as to strive to make a surplus of funds. Surplus funds would not be distributed to Company Members.



## 背景

香港中樂團有限公司（以下簡稱「本公司」）起源於1977年。這年，前市政局成立香港中樂團，約有樂師60人。成立初期至發展階段，樂團由市政事務署管理達23年，其後由康樂及文化事務署（以下簡稱「康文署」）於2000年1月1日接手管理，直至2001年3月31日為止。

香港中樂團是香港唯一的專業中樂團，也是世界上最大規模及著名的中樂團之一。樂團特色包括：

- 首24年錄得以下紀錄:-
  - 演出音樂會近1,500場；
  - 合共演奏樂曲逾3,000首；
  - 累積觀眾逾2,000,000人次；
  - 錄製九張影音唱片；
  - 舉辦兩次大型國際研討會，探討中樂的發展和創作，又出版了兩冊相關論文集；
  - 舉辦了一次國際作曲大賽，參賽作品達87首。

- 現時樂團編制如下:-

- 音樂總監帶領兩位助理指揮、團長兼助理指揮及84位樂師，分成拉弦、彈撥、吹管及敲擊四個聲部；

- 行政總監帶領行政部門，負責本公司藝術行政工作。

- 所用樂器既有傳統的，也有現代改良過的中國民族樂器及直接引用外來樂器。
- 所演樂曲有傳統民族音樂，亦有當代大型交響性作品。
- 植根中國傳統文化，提供多元化和不同風格的節目，結合當今多種不同藝術表現手法及技巧，演繹大都會豐富多采的生活。
- 委約各式各樣作品超過 1,300 首，包括委約原創作品和編曲。
- 積極宣傳推廣、教育、研究、發展傳統與現代中國音樂。

2000年初，康文署按民政事務局所訂政策，決定在繼續提供財政支援的同時，把香港中樂團公司化。

### 籌備公司化

為實施公司化政策，康文署於 2000 年 4 月成立籌備委員會，任期一年，運作至 2001 年 3 月為止，成員來自不同界別，包括商界、音樂界、學術界、專業人士。康文署高級行政人員亦參與其中，鼎力協助籌備工作。

籌備委員會召開了共 12 次正式會議、三次全體職員大會以諮詢樂團內所有成員。籌備委員會主要探討了樂團進行公司註冊的程序和形式、公司組織章程大綱及細則、公司架構、首次聘用合約條款、行政總監及其行政部門人員的招聘、公司秘書的委任、職員溝通、首年節目計劃、公司標識（徽號和字型）及企業識認材料的設計、財政預算、與政府簽定的資助及

服務合約。籌備委員會務求順利過渡，不斷與職員對話和溝通，在轉變中取得共識、互信、合作，讓樂團維持高質的藝術表現，繼續為公眾提供優秀服務。

蒙籌備委員會下列各成員不遺餘力，參與籌備公司化工作，本公司謹此衷心致謝：

徐尉玲太平紳士（主席）

費明儀女士

范錦平太平紳士

陳永華教授（太平紳士）

唐家成先生

李建真先生

（履任至 2000 年 7 月 17 日）

蔡淑娟太平紳士

康文署副署長（文化）

鍾嶺海太平紳士

康文署助理署長（演藝）

英超然先生

康文署總經理（藝團及藝術節）（前任）

甄健強先生

康文署高級經理（藝團 / 香港中樂團）（前任）

吳唐鳳齡女士

康文署總行政主任（重組工作）（前任）

夏士雄先生

康文署總行政主任（人力資源）

吳輝明先生

康文署高級庫務會計師

（財務管理及系統）（前任）

何美礎先生

康文署高級法律主任（前任）

葉永生先生

律政司高級助理民事法律專員

招永常先生

康文署高級行政主任（重組工作）（前任）

周允強先生

康文署高級行政主任（聘用）（前任）

### 成立公司

作為非分配利潤組織\*，本公司於 2001 年 2 月 7 日註冊成為有擔保有限責任公司，並無股東但由具周年大會表決權的會員組成。

本公司組織章程細則內訂明，理事會負責公司管治事宜，成員最少六人，最多 20 人，其中不多於三分之一由政府委任，其他則由會員選出。

本公司成立初期已選出五名理事，在 2001 年 3 月 19 日舉行的首次會員大會再選出理事一名。他們其後互選出主席、副主席兩名、義務秘書、義務司庫。本公司又委任黃龍德先生為公司秘書，三名政府委任的理事則於 2001 年 4 月 1 日就職。理事會所有成員均以義務公益責任方式履任，首次任期於第一次周年大會屆滿。

2001 年 4 月 1 日，本公司正式繼康文署接管香港中樂團。

\* 本公司理財目標是穩健之中力求盈餘，但所獲盈餘不會分派予本公司會員。







Ms Carlye W L Tsui  
徐尉玲女士



Ms Barbara Fei  
費明儀女士



Mr John K P Fan  
范錦平先生



Prof Chan Wing-wah  
陳永華教授



Mr Carlson Tong  
唐家成先生



Mr Davie T P Au-yeung  
歐陽贊邦先生



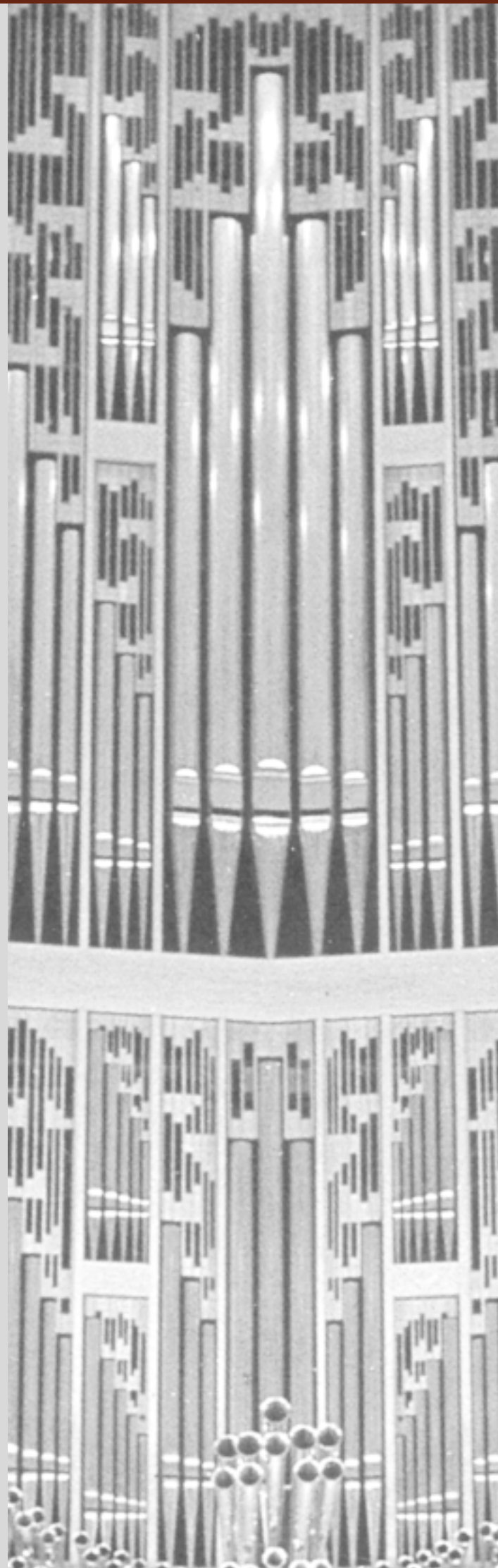
Ms Chiu Lai-kuen Susanna  
趙麗娟女士



Mr Lai Hin-wing Henry  
賴顯榮律師



Mr Wong Tin-yau Kelvin  
黃天祐先生



## Introduction

It gives me great pleasure to present the first Annual Report as Chairman of the Council of Hong Kong Chinese Orchestra Limited. As a professional orchestra receiving financial support through Government grant, concert box-office income, public donation and business sponsorship, the Company works to fulfill its obligations to the Hong Kong public.

## CHAIRMAN'S STATEMENT 主席報告

The Council in its stewardship role is accountable to the Company's stakeholders including all Hong Kong citizens. The Company's Annual Report seeks to comply with the transparency and disclosure of information expected from a company that strives to reach best in class for good corporate governance.

This Annual Report covers the report of activities and highlights for the period from 1 April 2001 to the date of this report and the presentation of financial statements, and an auditors' report thereon, as at 31



March 2002, the end of the Company's financial year.

### Honorary Patron

The first significant and encouraging news that I am pleased to report is that during the period under review The Chief Executive of Hong Kong SAR The Honourable Tung Chee Hwa kindly accepted our invitation to be Honorary Patron of the Company, a great honour for the Company.

## Council Composition

The 2001-2002 Council consists of the following members:-

Ms Carlye W L Tsui JP MBE  
Chairman

Ms Barbara Fei BBS  
Vice Chairman

Mr John K P Fan BBS JP  
Vice Chairman

Prof Chan Wing-wah JP  
Hon Secretary

Mr Carlson Tong  
Hon Treasurer

Mr Davie T P Au-yeung  
(appointed by the Government)

Ms Chiu Lai-kuen Susanna  
(appointed by the Government)

Mr Lai Hin-wing Henry  
(appointed by the Government)

Mr Wong Tin-yau Kelvin

Council Meetings were attended by:-

- The above Council Members who have voting rights;
- The following invited regular participants from LCSD:

Ms Cynthia Liu,  
Chief Manager (Arts Organizations,  
Festivals & Entertainment), and

Ms Pang Lo-mei,  
Senior Manager  
(Arts Organizations);

- The following regular attendees who are the two Principal Executives of the Company:

Mr Yan Huichang Hubert  
Music Director, and

Ms Chin Man-wah Celina,  
Executive Director; and

- Other Company managers, upon invitation by the Council, as appropriate to discuss and report on specific agenda items.



### Council's Work Approach

#### *Objectives of Incorporation*

The Council is fully aware of the Government's policy in incorporating operational units with the objectives of enhancing accountability and transparency as well as ensuring better utilization of resources. For Hong Kong Chinese Orchestra, the objectives of incorporation were stipulated by LCSD as follows:-

- To allow the Company to pursue its artistic vision with a greater degree of autonomy.
- To allow more administrative flexibility to facilitate the aforesaid objective.
- To encourage more community involvement, interaction with and support for the Company.

#### *Consensus of the Council*

In accordance with the above objectives, the Council reached a consensus in the following directions of work:-

- To lead the Company through a transition into a market oriented company, providing the public with music of artistic excellence.
- To expand sources of income, including enhanced ticket sales and sponsorships.

- To set up corporate governance systems in order to achieve the above.

#### *Initial Assignment*

In line with the above directions of work, the Council set for itself an initial assignment to review and develop policies for 37 areas identified as follows:-

1. System of declaration of interests.
2. The Council's role: strategic plans, accountability, disclosure, monitoring of operations, setting values and targets, avoidance of conflicts of interest, self assessment of the Council's work.
3. Vision, Mission, Values - through workshops.
4. Invitation of Honorary Patron.
5. Artistic direction: long-term, medium-term and immediate plans.
6. Programmes for the planned season (September 2001 through August 2002).
7. Rights and usage of commissioned works.
8. Sources of income other than concerts: albums, publications, souvenirs.
9. Market and competition analyses.
10. Marketing strategies: company image, packaging and promotion of concerts, expansion of audience base.
11. Pricing of tickets, charitable performances.
12. Relations with the business sector and commercial sponsorships.
13. Donation programmes and the setting up of a Development Fund.
14. Fundraising strategies and programmes.
15. Relations with the media, critics, the music sector, etc.
16. The 25th Anniversary Celebration.
17. Outreach promotion programmes.
18. Touring concerts.
19. Co-operation with other arts groups.
20. Crisis management.
21. Human resources development, training and succession planning.
22. Job descriptions and definition of job responsibilities.
23. Internal relations.
24. Corporate culture.
25. Work performance assessment systems for musicians and the Executive Team.
26. Office policies.
27. Appointment of Auditors.
28. Accounting systems.
29. Budgets for the years 2001-2002 and 2002-2003.
30. Information technology policies.
31. Management information and regular reporting.
32. Regular reports to Government.
33. Annual Report.
34. Risk management.
35. Policies for various contracts.
36. Social responsibilities and ethics: anti-corruption, equal opportunities, personal data protection, environment

protection, intellectual property.  
37. Committee structure of the Council.

All of the above items were on the agenda of Council Meetings in this first 15-month period of the Company. Some of the pressing issues went through extensive deliberations, resulting in the development of policies, whereas some other issues went through preliminary discussions. However, the above subjects will continue to be monitored closely and will be revisited from time to time.

#### ***Council Culture***

The style of the Council is democratic and participative among attendees, with Council Members fulfilling their fiduciary duties in the deliberation of subjects so as to arrive at a consensus and conclusion in the best interests of the Company. The Chairman sets the meeting agenda with suggestions from Council Members and the two Principal Executives and presides at all Council Meetings. The two Principal Executives make their presentations to the Council for discussion. Council Members

participate actively in analyzing the subject under discussion approaching this from various perspectives. The Chairman summarizes the conclusion and seeks consensus, and if necessary calls for voting on a particular issue. The Chairman ensures that the Council goes through enlightened and considered decision-making processes. While assuming overall and ultimate corporate governance responsibilities, the Council concentrates on strategic directions and policy-making, motivating and allowing the two Principal Executives and their respective teams to plan, implement, manage and operate with maximum room for creativity.

#### ***Corporate Governance Principles and Guidelines***

After 13 months of pilot experience in leading the Company, the Council developed a set of *Corporate Governance Principles and Guidelines*, which defines corporate VMV (Vision, Mission and Values), the role and responsibilities of the Council, its structure, the respective roles and responsibilities of Council Committees, authority in

various decision-making areas for each level of managers, the Music Director and Executive Director, Council Committees and the Council, and the system of declaration of interests. This set of principles and guidelines was designed in compliance with good corporate governance principles and is kept under review to follow the pace of development in best corporate practices.

#### **Acknowledgements**

I would like to gratefully acknowledge all audiences, the Government, sponsors, donors, business associates, Music Advisors and all other supporters for their significant support of the Company. I convey sincere appreciation to all staff members, particularly the Music Director and the Executive Director, and last but not least my colleagues on the Council for their dedication. The Company looks forward to another year of realization and improvement.



**Carlye W L Tsui**  
Chairman  
27 June 2002

## 引言

很高興能以香港中樂團有限公司理事會主席身份，發表本公司第一份年報。作為專業樂團，財政又來自政府資助、音樂會票房收入、公眾捐獻、商業贊助，本公司致力履行對香港公眾的責任。

理事會的董事職能是向公司權益持有人，包括全港市民負責。本公司年報力求達致高透明度和資訊披露，這是任何追求卓越管治的公司所應為。

本年報涵蓋了由2001年4月1日至今日的活動一覽和精華摘要，以及截至2002年3月31日的財務報表和核數師報告。3月31日為本公司每年財政年度的終結日。

## 名譽贊助人

在期內大事中，最令樂團鼓舞的首項喜訊是承蒙香港特別行政區行政長官董建華先生應邀擔任本公司名譽贊助人。此乃本公司極大榮耀。

## 理事會成員

2001-2002 年度理事會成員包括：-

主席	徐尉玲太平紳士
副主席	費明儀女士
副主席	范錦平太平紳士
義務秘書	陳永華教授(太平紳士)
義務司庫	唐家成先生
理事	歐陽贊邦先生 (政府委任)
	趙麗娟女士 (政府委任)
	賴顯榮律師 (政府委任)
	黃天祐先生

理事會會議出席人士包括：-

- 上述各理事(具表決權)：
- 康文署人士兩名(獲邀定期出席)：
  - 廖昭薰女士  
總經理(藝團聯絡、藝術節及娛樂節目)
  - 彭露薇女士  
高級經理(藝團聯絡)
- 本公司總監(定期出席)：
  - 音樂總監 閻惠昌先生
  - 行政總監 錢敏華女士

- 其他各部門經理亦在理事會認為合適時應邀出席會議，討論及匯報特定議題。

## 理事會工作方針

### 公司化的目標

理事會充份意識到政府將其營運單位公司化的政策，目的是要提高該等單位的問責性和透明度，並確保資源運用得更有效。香港中樂團公司化的目標由康文署訂定如下：-

- 讓樂團能追求其藝術理想方面擁有更大的空間。
- 讓樂團在行政方面更靈活。
- 讓樂團能夠吸納更多社會各界人士的支持和參與。

### 理事會的共識

按上列目標，理事會在工作方向方面達成下列共識：-

- 引領本公司轉型成市場為本的公司，為公眾提供卓越中樂藝術。
- 擴闊收入來源，包括設法增加門票銷量和贊助額。
- 建立公司管治制度，以完成上述兩個方向所衍生的工作。

### 首項任務

為配合上述工作方向，理事會自定首項任務是要檢視下列 37 個範疇的工作方針，並制訂相應的政策規條：-

1. 利益申報機制。
2. 理事會職能：策略性計劃、問責性、訊息披露、公司日常運作的監管、建立信念和訂定業績目標、避免利益衝突、理事會工作的自我評核。

3. 遠見、使命、信念 – 透過工作坊訂定。
  4. 邀請名譽贊助人。
  5. 藝術方向：長期、中期、即時計劃。
  6. 樂季節目(2001年9月至2002年8月)。
  7. 委約作品的版權及應用。
  8. 音樂會以外的收入來源：唱片、刊物、紀念品。
  9. 市場及競爭形勢分析。
  10. 市場策略：公司形象、音樂會包裝與推廣、觀眾層的拓展。
  11. 票價訂定，慈善演出的安排。
  12. 與商界關係及商業贊助。
  13. 釐定接受捐獻計劃和成立發展基金。
  14. 籌款策略及活動。
  15. 與傳媒、樂評界、音樂同業等界別的關係。
  16. 慶祝成立二十五周年計劃。
  17. 外展推廣活動。
  18. 外地演出。
  19. 與其他藝團合作。
  20. 危機管理。
  21. 人力資源發展、培訓、傳承計劃。
  22. 訂定各級員工職責範圍。
  23. 公司內部關係。
  24. 公司文化。
  25. 為樂師及行政部門而設的工作表現評核制度。
  26. 辦公室規條。
  27. 委任核數師。
  28. 會計制度。
  29. 2001-2002年度及2002-2003年度財政預算。
  30. 應用資訊科技規條。
  31. 資訊管理與常規報告。
  32. 給政府的定期報告。
  33. 年報。
  34. 風險管理。
  35. 各類合約條款。
  36. 社會責任及道德標準：廉政，平等機會，保護個人資料，環保，知識產權。
  37. 理事會下設委員會架構。
- 以上各項均列入本公司成立首15個月以來的理事會議程上。議題逼切者已得理事會詳細商議，並制訂相應政策，其他事項則已作初步討論。然而，上述事項仍會繼續受到密切監督，並會隨時修訂。

#### 理事會文化

理事會作風民主，出席人士積極參與、踴躍發言，理事們各盡董事受信責任，就議題反覆商議達成共識，並作出最有利本公司的決定。主席在參考各理事及兩位總監的建議後，制訂會議議程，並主持了期內所有理事會會議。兩位總監亦向理事會作出報告，以便討論。理事會成員積極從不同角度分析，由主席最後概括結論，求取共識，如有需要，主席會就某一特定事項進行表決，總之要確保理事會決策過程，能透過充份理解和考慮

的程序完成。在承擔整體及最終公司管治責任方面，理事會專注設定策略方向和制訂政策，以最大空間，鼓勵兩位總監以及其有關部門，發揮創意，以進行策劃、推行、管理、營運的工作。

#### 公司管治原則及指引

總結首13個月領導本公司的經驗，理事會制訂了一套「公司管治原則及指引」，當中列明本公司的VMV(即遠見、使命、信念)、理事會職能及責任、理事會內部架構、理事會轄下各委員會相關職能及責任、各級管理人員、音樂總監、行政總監、理事會轄下委員會、理事會在各決策範圍的職權、利益申報機制。這套原則及指引的設計務求符合優秀公司管治原則。理事會將會繼續檢討這套指引，以緊貼優秀公司管治實務的發展步伐。

#### 鳴謝

我謹感謝我們所有觀眾、政府、所有贊助人、捐款人、業務夥伴、音樂顧問、各界人士，大力支持。全體職員，特別是音樂總監和行政總監，還有理事會同事們，為本公司鞠躬盡瘁，我謹向他們致以衷心謝意。展望來年，本公司將繼續實現理想，業務更上層樓。

徐尉玲  
主席



2002年6月27日



# CORPORATE GOVERNANCE

REPORT 公司管治報告

## **Vision, Mission and Values**

Three intensive workshops were organized by the Council to develop the Company's VMV (Vision, Mission and Values), with participation by the regular attendees of the Council and senior executives. Many drafts were reviewed before arriving at a final version. In the final stage, the drafted version was presented by the Chairman to the staff at large and circulated for comments and further input. Both vision and mission are included in the following concise and precise statement:

Hong Kong Chinese Orchestra is united  
in its commitment to offering excellence in Chinese music.  
With a contemporary momentum and a professional spirit,  
we aim to strive for the peak in music and  
attain the status of a world-class orchestra  
that is the pride of Hong Kong people.

In accordance with the above Vision and Mission Statement, the Company set its core values as follows:-

### ***Regarding Social Responsibilities***

1. We aim to enhance the quality of life of our audiences by presenting music programmes that are well-balanced, diversified and contemporary.
2. We advocate a harmonious society and a peaceful world using music as a universal language and a communication facilitator between east and west.
3. We uphold people's right to enjoyment of music and aim to satisfy emotional and spiritual needs.
4. We embrace societal development and interpret metropolitan life with symphonic Chinese music and modern music works.
5. We reciprocate the support and encouragement of the community by offering audiences rich and superbly performed programmes and delivering pleasant and varied surprises.

### ***Regarding the Promotion of Chinese Culture and Sustained Development of Chinese Music***

6. We exalt the long established Chinese culture and preserve the excellent tradition of ethnic music with diverse research and development of the art.



7. We encourage creativity, provide an environment conducive to original works and widely commission various types of new works, in order to enrich our collection of Chinese orchestral music with new techniques and styles.
8. We promote appreciation of Chinese music and, with effective marketing strategies, aim to penetrate various strata of our society.
9. We cultivate an interest in Chinese music among the younger generation through a continually enhanced outreach promotion programme and educational activities that target young people and children.
10. We nurture Chinese orchestral musicians by assisting talented novices with good potential to organize Chinese music groups and by offering them opportunities for co-operation and involvement in performances.
11. We work towards accomplishing multi-faceted artistic excellence through co-operating with other performing arts groups and through participating in cross-media and cross-sector exchanges.

***Regarding External Exchanges***

12. In addition to staging regular local concerts, we actively look for opportunities to perform outside Hong Kong, in order to continually expand our international audience base.

13. We continually develop our world networks and international friendships, projecting Hong Kong's World City image through the promotion of a first-class orchestra.
14. We promote Mainland-Hong Kong relations through using Chinese music as a common language to enhance communications with the people of the Mainland.
15. We aim to assist in synchronizing the international sector of Chinese orchestras and to develop interactive communications with world-class orchestras.
16. We strive to advance the Orchestra's international status, aiming to secure recognition by the international music field as a world-class orchestra.
17. In our business objectives, we are dedicated to ensuring financial soundness and to enhancing business results, through the practices of good corporate governance, high-quality management and strong business ethics. We strategically establish our corporate vision and plans, develop human resources and properly utilize public funds.
18. We are in constant search for excellence and higher individual and group work performance. We encourage all Company members to pursue continuing professional development; we

***Regarding Corporate Governance and Management Philosophy***

19. We continually develop a corporate culture for united efforts via open, liberal and mutually respectful communication channels throughout the Company.
20. We promote a good corporate and personal image. We encourage every Company member to assume an ambassadorial role for the Company so as to project the image of high standards, passion for work and liveliness. We aim to attract greater audience support, more renowned guest musicians and larger amounts of community sponsorship in order to enhance the social status of the Orchestra.



facilitate musicians, administrative staff and technical staff to realize their potential. We work to further strengthen co-operation, in order to serve our audiences with the best professional spirit and artistic qualities.

19. We continually develop a corporate culture for united efforts via open, liberal and mutually respectful communication channels throughout the Company.
20. We promote a good corporate and personal image. We encourage every Company member to assume an ambassadorial role for the Company so as to project the image of high standards, passion for work and liveliness. We aim to attract greater audience support, more renowned guest musicians and larger amounts of community sponsorship in order to enhance the social status of the Orchestra.

**Council Structure and Participation**

***Structure***

Since inception, the Council has met in a pattern of convening the whole Council in session at an average of once a month. In August 2001, the Council established the following three Committees in order to focus on major areas with in-depth deliberation:-

Committee and Composition (*Chairman)	Scope of Work
Finance and Audit Committee:- Mr Carlson Tong*      Ms Chiu Lai-kuen Susanna Ms Carlye W L Tsui      Mr Wong Tin-yau Kelvin	Financial performance, budgetary control, accounting policies and internal control.
Human Resources Committee:- Mr Davie T P Au-yeung*      Mr John K P Fan Ms Carlye W L Tsui      Mr Carlson Tong Ms Barbara Fei      Mr Lai Hin-wing Henry	Policies and monitoring: organization, recruitment, development, performance evaluation and remuneration.
Marketing Committee:- Mr Wong Tin-yau Kelvin*      Prof Chan Wing-wah Ms Carlye W L Tsui      Mr Davie T P Au-yeung Ms Barbara Fei      Ms Chiu Lai-kuen Susanna Mr John K P Fan	Strategies and monitoring: marketing, sales and fund-raising.

The Council and the Committees met in the following general pattern:-

- Monthly : Council.
- Even months : Finance and Audit Committee.
- Odd months : Human Resources Committee, Marketing Committee.

### Participation

Council Members' participation is summarized in the following tables:-

Meeting Statistics				
March 2001-June 2002	No. of Meetings	Average Duration per Meeting	Average Attendance of Council Members	
			%	No.
Council Meetings in session	16	3 hrs	78	7
Council Meetings by circulation	4	N/A	100	9
Finance and Audit Committee	4	2 hrs	94	4
Human Resources Committee	4	2 hrs	71	4
Marketing Committee	3	3 hrs	74	5
Council Workshops (VMV, Retreat)	4	4 hrs	100	9
Public Concerts	23	2 hrs	41	4
Managerial Workshops inviting Council Members (optional)	7	4 hrs	21	2

Council Members' Attendance Records			
	Number of Meetings Note (1)	Attended	Attendance %
Ms Carlye W L Tsui	31	31	100
Ms Barbara Fei	27	20	75
Mr John K P Fan	26	18	70
Prof Chan Wing-wah	23	16	70
Mr Carlson Tong	28	20	72
Mr Davie T P Au-yeung	26	24	93
Ms Chiu Lai-kuen Susanna	26	22	85
Mr Lai Hin-wing Henry	23	20	87
Mr Wong Tin-yau Kelvin	27	22	82



Notes:-

- (1) Number of meetings includes Council Meetings in session, respective Committee Meetings and Council Workshops.
- (2) The Council wishes to acknowledge the special contribution of time by Ms Carlye W L Tsui, Mr Carlson Tong, Mr Davie T P Au-yeung and Mr Wong Tin-yau Kelvin in their roles of respective Council/Committees Chairmen, and by Mr Lai Hin-wing Henry in rendering legal advice, in addition to their attendance at formal meeting sessions.
- (3) Council Members who cannot attend Council/Committee meetings are in the practice of forwarding input and comments prior to the meeting, either orally or in written form, via the Chairman of Council/ respective Committee or the Executive Director, to assist in facilitating review of various perspectives at meetings.

## Highlights of Work of the Company

Programmes in the period under review (1 April 2001 - 27 June 2002):

Programmes	No. of Sets of Concerts	No. of Performance Sessions	Audience Figure
Regular concerts			
Full-scale concerts	17	34	24,593
Ensemble	6	10	3,365
Sub-total	23	44	27,958
Special commissioned concerts			
Full-scale concerts	3	3	10,573
Ensemble	2	2	1,350
Sub-total	5	5	11,923
Tour concerts (full-scale)	2	4	4,715
Total public concerts	30	53	44,596
Local outreach concerts (ensemble)	51	65	31,805
<b>TOTAL CONCERTS</b>	<b>81</b>	<b>118</b>	<b>76,401</b>
Recorded albums			Quantities
CD	2	2	2 x 2,000
VCD	1	1	4,000

Apart from fulfilling committed targets in quantity as defined in the Funding and Services Agreement, the Company has produced high-quality and diversified programmes for enjoyment by the public and families as well as music connoisseurs.

*International Performances:* We are pleased to have made two overseas concert tours in the period under review. The first one, presented by Wu Promotion and sponsored by the Hong Kong Jockey Club Charities Trust, took the Orchestra to perform at the world-renowned venue of Goldenersaal in Austria's music capital Vienna, followed by German venues in Deggendorf and Munich on 10, 13 and 14 February 2002 respectively in three sessions entitled *The Year of the Horse Spring Festival Concert*. The second tour was presented by the Economic and Trade Office of the Government of the Hong Kong SAR in Washington DC, USA on 1 May 2002 in a concert entitled *Musical Radiance from Hong Kong - Pearl of the East 2002*. All these overseas concerts were attended by respective local and international celebrities, including leaders among diplomats, local governments, politicians, cultural



experts, business communities and academia. We are grateful for the appreciation shown by rigorous applauds and in some cases standing ovations - a strong encouragement driving the Orchestra's stamina to continue working towards our goals.

### *Community Integration and Support*

The Company was very pleased to obtain major sponsorship and support from the community and business sector, including sponsorship of the Europe Tour by the Hong Kong Jockey Club Charities Trust, sponsorship by Blanc de Chine with designer's stylish costumes for the Music Director and all musicians, title sponsorship of a concert by Standard Chartered Bank and commissioning of concerts by Hong Kong Government, the XIV General Meeting of the Pacific Economic Co-operation Council held in Hong Kong and the Wan Chai District Council. In addition, a

donor recognition scheme has been set up for the Company's Development Fund, which is being proposed to the Government, for the purpose of financing activities not covered by the Government subsidy, e.g. overseas concert tours, education and development programmes, etc. We have received good support and will continue to do our utmost to attract further donations.

### *Corporate Culture*

After defining strategies and policies in various areas and directing the two Principal Executives and their managerial teams to develop plans, rules and guidelines for implementation, the Council proceeded to lead the development of corporate culture. Corporate culture is defined as the sharing of a common set of values and work directions by all employees within a company. The first major thrust of the Council was to support the two Principal Executives in orientating

and motivating their Section Leaders and Managers in mutual understanding of the Company's VMV and team spirit and in assuming a managerial role to assist the two Principal Executives. Towards this end, a Retreat was held over an entire morning on Saturday 1 June 2002. Attendees included the Music Director, Executive Director, Assistant Conductors, Concertmaster, Section Leaders, Principals, Assistant Principals, Managers and Officers. Council Members took turns to give brief presentations on the objectives of such a forum, VMV, SWOT (strengths, weaknesses, opportunities and threats) analysis, team spirit, concert markets and programmes, marketing and promotion, professionalism and self-improvement. Attendees participated in small-group discussions and shared their views with the entire group. The response to this first communication forum was very positive.



### **Staff Training**

Following the Retreat, a series of Added-Value Training Sessions were organized in June with the aim of development for all staff. Specialists and Council Members were invited to talk on team building, corporate image, personal image, professionalism and self-improvement. Again, the training sessions met with favourable response.

### **The Way Forward**

We have completed one year and laid the groundwork of steering the Company on the right track to accomplish its vision. Much has to be done in furthering the Company's mission and realizing the core values. The next areas of major thrust will be the expansion of marketing and promotion activities, increasing the audience base, continuing the raising of artistic standards and creativity in programmes and raising donations and sponsorships. Sustaining staff morale and initiatives as well as succession planning are of equal importance and will also be concentrated on. To further promote Chinese orchestral music among the younger generations, we are in the planning process of organizing a junior Chinese orchestra.



### **遠見、使命、信念**

為訂立本公司的VMV (即遠見、使命、信念)，理事會舉辦了三個密襲式工作坊，供理事會及高級行政人員參加。在落實最終方案前，曾擬出了多份草案。主席亦向全體職員闡釋擬議版本，並傳閱及廣泛徵集職員意見及建議。

下列精要宣言，包含了本公司的遠見及使命：

香港中樂團齊心致力於奉獻卓越的中樂藝術，  
緊貼時代脈搏，發揮專業精神，追求音樂至高境界，  
成為香港人引以為榮的世界級樂團。

依據上述使命宣言，本公司的核心信念設定如下：-

#### **在承擔社會責任方面**

1. 歌頌生命，提高生活素質，以平衡、多元化、緊貼時代脈搏的音樂節目獻給觀眾。
2. 推崇和諧社會、世界和平，以音樂作為寰宇語言，溝通東西文化。
3. 維護人民享受音樂的權利，滿足心靈訴求，以音樂表達喜悅、撫慰煩憂、減低生活壓力。
4. 洞察社會發展，以交響性中樂及近代作品反映大都會生活形態。
5. 酬謝市民支持，回饋社會培育，以豐富節目及最佳演奏獻給觀眾、並以不同嘗試帶給他們驚喜。



**在弘揚中國文化、持續發展中樂方面**

6. 推崇歷史悠久的中國文化，保持民族音樂的優良傳統，以多方位研究及發展中國音樂藝術。
7. 鼓勵創新，提供有利創作環境，廣泛委約各種類型的新作品，務求以嶄新的技巧與形態，豐富中樂曲目。
8. 提高中樂欣賞能力，以積極市場策略遍達社會各層面。
9. 培養年輕一代對中國音樂的興趣及參與，加強外展推廣及教育活動，接觸青少年和兒童。
10. 培育中樂界接班人材，協助有潛質新秀組織中樂社群，並給予參與合作演奏機會。
11. 體現藝術璀璨，與其他演藝團體合作，參與跨媒體跨界別的交流。

**在與外地交流方面**

12. 除推出定期本地音樂會外，積極

爭取外地演出，不斷拓展國際觀眾層面。

13. 發展世界網絡及國際友誼，以一流樂團的水準，向外地投射香港的國際都會形象。
14. 推展中港關係，以中樂作為共通語言，加強與內地溝通。
15. 協同國際中樂界，與世界級樂團互動溝通。
16. 推展樂團的國際地位，以得到國際音樂界認可為世界級樂團的地位為目標。

**在公司管治及管理理念方面**

17. 確保財政健全、提升公司業績，推行優秀公司管治、優質管理、正確經營倫理信念，釐定遠見及策略性計劃，發展人力資源、善用公帑。
18. 精益求精，不斷提升個人及團體工作表現，鼓勵全體團員追求持續專業發展，發揮音樂家、行政

人員及技術人員的潛能，並強化合作，以最佳專業精神和藝術水準服務觀眾。

19. 發展同心同德的公司文化，以開放、開明、互相尊重的溝通管道貫徹樂團。
20. 推廣良好公司及個人形象，讓每一位團員樂於擔當樂團的大使任務，給予大眾高水準、熱誠投入、充滿活力的印象，以吸引更多觀眾支持、名家合作、社會贊助，並提升中樂團的社會地位。

**理事會架構及參與****架構**

自成立以來，理事會平均每月召集全體理事面聚議事一次。2001年8月，理事會成立了下列三個委員會，以便深入集中討論幾個主要範疇：-



委員會 (主席*)	工作範疇
財務及審計委員會:- 唐家成先生* 趙麗娟女士 徐尉玲女士 黃天祐先生	財務表現、預算監控、會計政策、內部管制程序。
人力資源委員會:- 歐陽贊邦先生* 范錦平先生 徐尉玲女士 唐家成先生 費明儀女士 賴顯榮律師	制訂政策及監察：組織、招聘、培訓、工作表現評估制度、薪酬。
市務委員會:- 黃天祐先生* 陳永華教授 徐尉玲女士 歐陽贊邦先生 費明儀女士 趙麗娟女士 范錦平先生	制訂策略及監察：市務、售票、籌款。



理事會及理事會轄下各委員會會議以下列模式召開：

理事會會議	： 每月召開。
財務及審計委員會會議	： 雙數月份召開
人力資源委員會會議、市務委員會會議	： 單數月份召開。

#### 理事參與率

理事出席會議情況概括於下列二表：-

會議數據				
2001年3月 至 2002年6月	舉行 次數	每次會議 平均耗時	理事 出席人數平均數字	
			百分比(%)	人數
理事會會議(全體聚集議事)	16	3小時	78	7
理事會傳閱議事	4	不適用	100	9
財務及審計委員會會議	4	2小時	94	4
人力資源委員會會議	4	2小時	71	4
市務委員會會議	3	3小時	74	5
理事會工作坊 (VMV、集思會)	4	4小時	100	9
定期音樂會	23	2小時	41	4
邀請理事會成員出席的管理 工作坊 (自選參加)	7	4小時	21	2

理事出席會議記錄			
	會議次數 備註(1)	出席次數	出席率
徐尉玲女士	31	31	100
費明儀女士	27	20	75
范錦平先生	26	18	70
陳永華教授	23	16	70
唐家成先生	28	20	72
歐陽贊邦先生	26	24	93
趙麗娟女士	26	22	85
賴顯榮律師	23	20	87
黃天祐先生	27	22	82

#### 備註：

- (1) 左列會議次數只包括理事會會議(全體聚集議事)總數、各成員所屬的理事會轄下委員會會議、理事會工作坊。
- (2) 理事會謹鳴謝徐尉玲女士、唐家成先生、歐陽贊邦先生及黃天祐先生，擔任理事會或各所屬委員會主席，付出額外時間。而賴顯榮律師不單出席正式會議，更義務為本公司提供法律意見，理事會謹此向他致謝。
- (3) 理事如不能出席理事會或委員會會議，通常在會議前均以書面或口頭形式，把意見透過理事會或委員會主席或行政總監轉達，務求會議討論能納入多方位觀點。

## 公司業務摘要

回顧期內所辦活動 (2001年4月1日至2002年6月27日)

節目	音樂會 (套)	演出場次	觀眾人次
定期音樂會			
大型音樂會	17	34	24,593
小組音樂會	6	10	3,365
小計	23	44	27,958
特別委約音樂會			
大型音樂會	3	3	10,573
小組音樂會	2	2	1,350
小計	5	5	11,923
外地演出音樂會 (大型)	2	4	4,715
公演音樂會總數	30	53	44,596
本地外展音樂會 (小組音樂會)	51	65	31,805
音樂會總數	81	118	76,401
製作影音唱片			數量
鐳射唱片	2	2	2 x 2,000
鐳射影碟	1	1	4,000

除為完成「資助及服務合約」內既定數量要求外，本公司期內製作的節目既優質亦多元，令市民大眾、一家大小以至美樂樂迷均得到愉悅享受。

**國際演出：**在回顧期內，本公司欣然舉行外地演出音樂會共兩次。第一套由「吳氏策劃」籌劃，並得香港賽馬會慈善信託基金贊助，香港中樂團遠赴歐洲，首先在奧地利音樂之都維也納，於2002年2月10日，在舉世聞名的「金色大廳」演出；接著前赴德國，於同月13和14日，分別在德根道夫市和慕尼黑演出。三場音樂會名為《馬到成功春節音樂會》。第二次外地演出則由香港駐美國華盛頓經濟貿易辦事處舉辦，名為《散發東方之珠之香港音樂魅力2002》，於同年5月1日在華盛頓舉行。所有這些海外演出的音樂會，出席者包括當地及世界知名人士計有來自外交界、當地政府、政界、文化界、商界及學術界領袖級人士。觀眾鼓掌如雷，時而起立喝彩，我們感激幸甚。這些讚賞給樂團帶來極大鼓舞，將推動樂團持之以恆，不斷向目標奮進。

**融入社會及各界支持：**本公司很高興得到社會及商界大力支持及贊助，包括香港賽馬會慈善信託基金贊助歐洲巡迴演出音樂會；「源」(Blanc de Chine)則贊助音樂總監及全體樂師別緻的服裝。此外，渣打銀行贊助了一場音樂會，而香港政府、太平洋經濟合作議會在香港舉行的第十四屆大會、灣仔區議會亦邀請樂團演出。另外，本公司亦釐定接受捐獻計劃，向政府建議設立「發展基金」，籌得資金，將用於舉辦政府資助以外的項目，例如外地演出、教育及節目發展等等。得到各界人士支持，樂團定必繼續努力，竭盡所能，並期吸引更多贊助。

**公司文化：**在敲定不同範疇的策略和政策規條、導引兩位總監及其轄下行政

部門制訂推行計劃、規則、指引後，理事會便開始著手培育公司文化。公司文化的定義是公司全體僱員均持共同工作信念和方向。理事會培育公司文化的首項要點是，支持兩位總監引導其轄下的聲部長和經理，鼓勵他們充份掌握本公司的VMV(遠見、使命、信念)、發揮團隊精神，並協助兩位總監履行管理職能。為此，理事會於2002年6月1日(星期六)舉行集思會，為時整個上午。音樂總監、行政總監、助理指揮、團長、聲部長、首席、助理首席、經理、主任均有出席。所有理事均就不同的主題向出席者講解，論題包括樂團的VMV、SWOT(優勢、弱勢、契機、危機)分析、團隊精神、音樂會市場與節目、市務拓展、專業精神與自我提昇。期間又讓出席者分小組討論，繼而與大會分享見解。參加者對那首次舉行，以溝通為本的聚會，反應十分良好。

**職員訓練：**集思會後，公司於同年6月舉行了一系列「增值坊」，旨在培訓全體團員。應邀而來專家和理事會成員，講及如何建立團隊、公司形象、個人形象、專業精神和自我提昇。同樣，這些培訓環節得到十分熱烈的回應。

## 前瞻

一年過去，我們已奠下基礎，並已導引公司在實現遠見方面踏上正軌。然而，要進一步履行使命，實踐核心信念，要做的事很多。接下來我們主要的工作範疇是拓展市務及推廣活動，擴大觀眾層面，並繼續提升節目的藝術水準和創意，以及增加捐款額及贊助額。此外，我們亦要致力維持職員士氣和工作主動性以及計劃傳承。而為進一步向年輕一代推廣中樂，我們正計劃籌組附屬少年中樂團。



## Financial Highlights

The Company is almost entirely funded by Government subsidy from LCSD which accounted for 91.8% of its total income for the year of HK\$59.5 million. The amount of the subsidy of HK\$54.7 million was agreed between the Preparatory Committee and the Government based on the budgeted income and expenditure which aimed to achieve a break-even position for the first year of operation.

The actual result for the period ended 31 March 2002 was a surplus of HK\$3.0 million due to stringent cost control and saving on payroll costs due to postponement in filling some allocated posts. The balance of the total income comprised mainly concerts income and donations. Donations for the period amounted to HK\$2.0 million which included HK\$1.7 million from the Hong Kong Jockey Club Charities Trust to finance the Europe Concert Tour in February this year.

The total expenses for the period amounted to HK\$56.5 million, a significant portion of which was payroll costs totaling HK\$38.9

million. Direct concert production costs were HK\$5.9 million and HK\$4.8 million was incurred on marketing and overseas tour expenses. The costs for the two overseas tours amounted to HK\$2.5 million of which HK\$1.7 million was financed by donation from the Hong Kong Jockey Club Charities Trust as mentioned above. Other operating expenses totaled HK\$7.0 million which included rent and rates for the principal office of HK\$1.9 million, fixed assets including musical instruments purchased of HK\$1.6 million together with other office and administrative expenses.

The subsidy approved and agreed by the Government for the year ending 31 March 2003 is HK\$53.6 million, representing a reduction of 2% from the period ended 31 March 2002.

### 摘要

本公司的主要收入來自政府康文署資助，在報告期間內本公司的收入共港幣5,950萬元，其中政府資助佔去91.8%。為令本公司第一年度的營

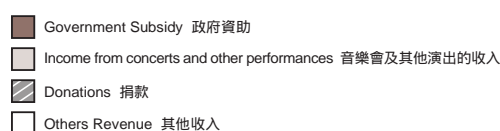
運能達致收支平衡，政府與香港中樂團公司化籌備委員會達成首年度資助金額為港幣5,470萬元的協議。

本公司於截至2002年3月31日止期內業績：盈餘約港幣300萬元，主要是來自嚴格成本控制節省營運成本及因未填補之職位空缺而節省的薪資所得。其餘收益來自音樂會票房收入及贊助。本公司本期間所獲港幣200萬元贊助中，包括香港賽馬會慈善信託基金為贊助本公司本年2月之歐洲巡迴演出所捐出之港幣170萬元。

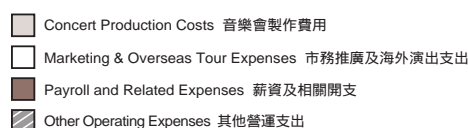
在報告期間，本公司總開支為港幣5,650萬元，主要支出項目為薪資，合共港幣3,890萬元。音樂會直接製作成本為港幣590萬元。另外，市務推廣及海外演出共支出港幣480萬元，當中海外演出費用包括本公司兩次出訪開支，合共港幣250萬元，而其中的港幣170萬元支出由上述香港賽馬會慈善信託基金捐款所資助。其他營運開支共港幣700萬元，其中包括本公司主要辦公室租金及差餉共港幣190萬元、購置設備及樂器的支出共港幣160萬元、其他行政開支。

2002-2003年度本公司已獲得特區政府批准及同意資助金額港幣5,360萬元，比2001-2002年度之資助金額削減2%。

**Income Distribution 收入來源**



**Expense Distribution 支出分佈**



## Report of the Council Members

The Council Members herein present their first report and the audited financial statements of the Company from 7 February 2001 (date of incorporation) to 31 March 2002.

### Principal activities

With effect from 1 April 2001, the Company took over from the Leisure and Cultural Services Department of the Government of the HKSAR the running of the Hong Kong Chinese Orchestra.

The Company is the only professional Chinese orchestra in Hong Kong and one of the largest and most renowned of its type in the world. The Company presents symphonic music based on traditional folk repertoires and full-scale contemporary compositions. The principal activities of the Company consist of providing Chinese music programmes of different styles blend the diverse artistic expressions and techniques of today with the traditional culture of China in interpretation of metropolitan life, as well as rendering promotion, education, research and development of traditional and modern Chinese music.

### Results

The Company's income and expenditure for the period from 7 February 2001 (date of incorporation) to 31 March 2002 and its state of affairs at that date are set

out in the financial statements on pages 29 to 37.

### Council

The Council Members of the Company during the period were:

Carlye W L Tsui Chairman  
(appointed on 7 February 2001)

Coe Barbara (Barbara Fei)  
Vice-Chairman  
(appointed on 7 February 2001)

John K P Fan Vice-Chairman  
(appointed on 7 February 2001)

Chan Wing-wah Hon Secretary  
(appointed on 7 February 2001)

Tong Carlson Hon Treasurer  
(appointed on 7 February 2001)

Wong Tin Yau Kelvin  
(appointed on 19 March 2001)

Davie T P Au-yeung  
(appointed on 1 April 2001)

Chiu Lai Kuen Susanna  
(appointed on 1 April 2001)

Lai Hin Wing Henry  
(appointed on 1 April 2001)

In accordance with article 50 of the Company's Articles of Association, Chairman and Vice-Chairmen will retire from their respective offices and shall be eligible for re-election at the forthcoming Annual General Meeting.

### Council Members' interests

At no time during the period was the Company a party to any arrangements to enable the Company's Council Members to acquire benefits by means of the acquisition of debentures of the Company or any other body corporate.

### Council Members' interests in contracts

Except for the followings, no

Council Members had a significant beneficial interest in any contract of significance to the business of the Company to which the Company was a party during the period.

- (a) The Company engaged the Allegro Singers as guest artistes in its concerts held on 21-22 September 2001 and 5 March 2002 for a fee of HK\$15,000 and HK\$30,000, respectively. Ms Coe Barbara is the Music Director of the Allegro Singers.
- (b) The Company engaged the Hong Kong Association of Choral Societies as guest artistes in its concerts held on 5-6 October 2001 for a fee of HK\$50,000. Ms Coe Barbara is the Chairman of the Hong Kong Association of Choral Societies.

All the above transactions were conducted on an arm's length basis.

### Auditors

Ernst & Young were appointed by the Council Members as the first auditors of the Company. Ernst & Young now retire and a resolution for their reappointment as auditors of the Company will be proposed at the forthcoming Annual General Meeting.

## ON BEHALF OF THE COUNCIL

**Carlye W L Tsui**

*Chairman*

Hong Kong, 27 June 2002

## 理事會報告

理事會同寅欣然呈交第一份理事會報告及由2001年2月7日(公司成立日)至2002年3月31日止期內之經審核財務報表，以供閱覽。

## 主要業務

由2001年4月1日起，本公司正式繼香港特別行政區政府康樂及文化事務署接管香港中樂團。

本公司是香港唯一的專業中樂團，也是世界上最大規模的中樂團之一，演出的樂曲包括傳統民族音樂及當代大型交響性作品。本公司的主要業務包括提供不同類型的中樂節目，結合當代多種不同藝術表現手法與傳統文化，演繹大都會的生活，以及積極宣傳推廣、教育、研究、發展傳統和現代中國音樂。

## 業績

本公司由2001年2月7日(公司成立日)至2002年3月31日期內之收益帳及截至2002年3月31日止之資產負債表載於本年報之第29頁至第37頁。

## 理事會

報告期內，理事會成員如下：

徐尉玲女士 主席  
(2001年2月7日獲委任)

費明儀女士 副主席  
(2001年2月7日獲委任)

范錦平先生 副主席  
(2001年2月7日獲委任)

陳永華教授 義務秘書  
(2001年2月7日獲委任)

唐家成先生 義務司庫  
(2001年2月7日獲委任)

黃天祐先生  
(2001年3月19日獲委任)

歐陽贊邦先生  
(2001年4月1日獲委任)

趙麗娟女士  
(2001年4月1日獲委任)

賴顯榮律師  
(2001年4月1日獲委任)

按照公司章程第50條，理事會的主席及副主席須退任，惟可候選連任。

## 理事會成員之利益

報告期內，本公司並無透過任何安排令本公司之理事可藉購置本公司或其他團體之票據而獲得利益。

## 理事之合約利益

除下列以外，本公司並無參與簽訂合約，使本公司理事於報告期內享有重大利益。

- (1) 本公司分別於2001年9月21日及22日以酬金港幣15,000元，及2002年3月5日以酬金港幣30,000元聘請明儀合唱團擔任本公司音樂會客席表演嘉賓。費明儀女士為明儀合唱團之音樂總監。
- (2) 本公司於2001年10月5日及6日以酬金港幣50,000元聘請香港合唱團協會擔任本公司音樂會客席表演嘉賓。費明儀女士為香港合唱團協會之主席。

上述之交易均公平及公正之形式進行。

## 核數師

本公司委任安永會計師事務所為本公司的首任核數師。安永會計師事務所將退任本公司的核數師，惟願候選連任。

## 承理事會命

徐尉玲

主席

香港，2002年6月27日



## Report of the Auditors

To the Members

Hong Kong Chinese Orchestra  
Limited

(Incorporated in Hong Kong with limited  
liability by guarantee)

We have audited the financial statements on pages 29 to 37 which have been prepared in accordance with accounting principles generally accepted in Hong Kong.

### Respective responsibilities of Council Members and auditors

The Companies Ordinance requires the Council Members to prepare financial statements which give a true and fair view. In preparing financial statements which give a true and fair view it is fundamental that appropriate accounting policies are selected and applied consistently. It is our responsibility to form an independent opinion, based on our audit, on those statements and to report our opinion to you.

### Basis of opinion

We conducted our audit in accordance with Statements of Auditing Standards issued by the Hong Kong Society of Accountants. An audit includes an examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Council Members in the preparation of the financial statements, and of whether the accounting policies are appropriate to the Company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance as to whether the financial statements are free from material misstatement. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements. We believe that our audit provides a reasonable basis for our opinion.

### Opinion

In our opinion the financial statements give a true and fair view of the state of affairs of the Company as at 31 March 2002 and of its income and expenditure and cash flows for the period from 7 February 2001 (date of incorporation) to 31 March 2002 and have been properly prepared in accordance with the Companies Ordinance.

**Ernst & Young**  
*Certified Public Accountants*  
Hong Kong, 27 June 2002

## 核數師報告

致香港中樂團有限公司列位會員  
(於香港註冊成立之有擔保有限責任公司)

本核數師行已完成審核第29至第37頁之財務報表，該等財務報表乃按照香港普遍接納之會計原則編製。

### 理事及核數師各自之責任

編製真實兼公平之財務報表乃公司理事之責任。在編製該等真實兼公平之財務報表時，理事必須採用適當之會計政策，並且貫徹應用該等會計政策。本行之責任是根據吾等之審核結果，對該等財務報表作出獨立意見，並向會員報告。

### 意見之基礎

本行已按照香港會計師公會所頒布之核數準則進行審核工作。審核範圍包括以抽查方式查核與財務報表所載數額及披露事項有關之憑證，亦包括評審理事於編製財務報表時所作之重大估計和判斷，所採用之會計政策是否適合 貴公司之具體情況，及有否貫徹應用並足夠披露該等會計政策。

本行在策劃和進行審核工作時，已力求取得所有本行認為必需之資料及解釋，以便獲得充分憑證，以合理確定該等財務報表並無重大之錯誤陳述。在作出意見時，本行亦已評估該等財務報表所載之資料在整體上是否足夠。本行相信，吾等之審核工作已為下列意見提供合理之基礎。

### 意見

本行認為上述財務報表真實及公平地反映 貴公司於2002年3月31日之財務狀況，及 貴公司由2001年2月7日（公司成立日）至2002年3月31日止期間之盈餘及現金流量，並按照香港公司條例之披露規定妥為編製。

## Statement of Income and Expenditure 收益帳

Period from 7 February 2001 (date of incorporation) to 31 March 2002 由 2001 年 2 月 7 日(公司成立日)至 2002 年 3 月 31 日

	Notes 附註	HK\$ 港幣
<b>INCOME 收入</b>		
Income from concerts and other performances 音樂會及其他演出的收入		2,402,380
Government subsidy 政府資助	3	54,669,000
Donations 捐款	4	2,018,575
Other revenue 其他收入	5	456,221
		<u>59,546,176</u>
<b>EXPENDITURE 支出</b>		
Concert production costs 音樂會製作費用	6	5,856,949
Payroll and related expenses 薪資及相關開支	7	38,881,828
Marketing and overseas tour expenses 市務推廣及海外演出支出	8	4,760,936
Other operating expenses 其他營運支出	9	6,997,383
		<u>56,497,096</u>
<b>SURPLUS FOR THE PERIOD AND ACCUMULATED SURPLUS AT END OF PERIOD</b>		
期間所得盈餘及截至期間完結日之累積盈餘	10	<u>3,049,080</u>

Other than the surplus for the period, the Company had no recognized gains or losses. Accordingly, a statement of recognized gains and losses is not presented in the financial statements.

由於報告期間內除盈餘外，並無其他確認收益或虧損，故並無獨立編製已確認損益表。

## Balance Sheet 資產負債表

31 March 2002 2002年3月31日

	HK\$ 港幣
<b>CURRENT ASSETS 流動資產</b>	
Accounts receivable 應收帳款	285,317
Donations receivable 應收捐款	1,705,645
Prepayments and deposits 預付款項及按金	628,742
Cash and bank balances 現金和銀行存款	7,080,942
	<u>9,700,646</u>
<b>CURRENT LIABILITIES 流動負債</b>	
Creditor and accrued liabilities 應付帳款和應計費用	<u>6,651,566</u>
<b>NET CURRENT ASSETS 流動資產淨值</b>	<u><u>3,049,080</u></u>
<b>RESERVES 儲備</b>	
Accumulated surplus 累積盈餘	<u><u>3,049,080</u></u>

**Carlye W L Tsui** 徐尉玲  
*Chairman* 主席

**Carlson Tong** 唐家成  
*Hon Treasurer* 義務司庫

**Cash Flow Statement 現金流量表**

Period from 7 February 2001 (date of incorporation) to 31 March 2002 由 2001 年 2 月 7 日 (公司成立日) 至 2002 年 3 月 31 日

	Note 附註	HK\$ 港幣
NET CASH INFLOW FROM OPERATING ACTIVITIES 營運活動現金流入淨額	13	6,818,293
RETURNS ON INVESTMENTS AND SERVICING OF FINANCE 投資回報及融資成本		
Interest received 已收利息		<u>262,649</u>
INCREASE IN CASH AND CASH EQUIVALENTS AND CASH AND CASH EQUIVALENTS AT END OF PERIOD 現金及等同現金項目增加及於期間結束日的現金及等同現金項目		<u><u>7,080,942</u></u>
ANALYSIS OF BALANCES OF CASH AND CASH EQUIVALENTS 現金及等同現金項目結餘分析		
Cash and bank balances 現金和銀行結餘		<u><u>7,080,942</u></u>



## Notes to Financial Statements

31 March 2002

### 1. INCORPORATION DETAILS

The Company was incorporated in Hong Kong on 7 February 2001 with limited liability by guarantee under Section 21 of the Companies Ordinance.

The liability of the Members is limited to HK\$100 per Member.

The registered office of the Company is located at 7/F, Sheung Wan Complex, 345 Queen's Road Central, Hong Kong.

With effect from 1 April 2001, the Company took over from the Leisure and Cultural Services Department of the Government of the HKSAR the running of the Hong Kong Chinese Orchestra.

The principal activities of the Company consist of providing Chinese music programmes of different styles to blend the diverse artistic expressions and techniques of today with the traditional culture of China in interpretation of metropolitan life, as well as rendering promotion, education, research and development of traditional and modern Chinese music.

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### Basis of presentation

These financial statements have been prepared in accordance with Hong Kong Statements of Standard Accounting Practice, accounting principles generally accepted in Hong Kong, and the Hong Kong Companies Ordinance. They have been prepared under the historical cost convention.

#### Revenue recognition

Revenue is recognised when it is probable that the economic benefits will flow to the Company and when the revenue can be measured reliably, on the following bases:

- (a) government grants, upon approval by the Government for the relevant period;
- (b) contributions from sponsors and donations, on a cash receipt basis or in the period as specified by the donor;
- (c) advertisements, based on the period in which such services are rendered;
- (d) performance fees, on an accrual basis;
- (e) interest income, on a time proportion basis taking into account the principal outstanding and the effective interest rate applicable; and
- (f) membership fees, on a cash receipt basis.

#### Fixed assets

Expenditure on fixed assets is expensed when incurred.

#### Operating leases

Leases where substantially all the rewards and risks of ownership of assets remain with the lessor are accounted for as operating leases. Rentals payable under the operating leases are charged to the statement of income and expenditure on the straight-line basis over the lease terms.

#### Provisions

A provision is recognised when a present obligation (legal or

constructive) has arisen as a result of a past event and it is probable that a future outflow of resources will be required to settle the obligation, provided that a reliable estimate can be made of the amount of the obligation.

#### Foreign currency transactions

Foreign currency transactions are recorded at the applicable rates of exchange ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are translated at the applicable rates of exchange ruling at that date. Exchange differences are dealt with in the statement of income and expenditure.

#### Related parties

Parties are considered to be related if one party has the ability, directly or indirectly, to control the other party, or exercise significant influence over the other party in making financial and operating decisions. Parties are also considered to be related if they are subject to common control or common significant influence. Related parties may be individuals or corporate entities.

#### Cash equivalents

For the purpose of the cash flow statement, cash equivalents represent short term highly liquid investments which are readily convertible into known amounts of cash and which were within three months of maturity when acquired, less advances from banks repayable within three months from the date of the advance.

## 財務報表附註

2002年3月31日

### 1. 公司成立資料

本公司於2001年2月7日在香港按《公司條例》第21條成立及註冊為有擔保有限責任公司。

每名公司會員財務責任上限為港幣100元。

本公司的註冊地址為香港上環皇后大道中345號上環市政大廈7樓。

由2001年4月1日起，本公司正式繼香港特別行政區政府康樂及文化事務署接管香港中樂團。

本公司的主要業務包括提供不同類型的中樂節目，結合當代多種不同藝術表現手法與傳統文化以演繹大都會的生活，以及積極宣傳推廣、教育、研究和發展傳統和現代中國音樂。

### 2. 主要會計政策

#### 編製財務報表之基準

本財務報表乃根據香港會計師公會頒布之所有適用的《會計實務準則》及詮釋、香港公認會計原則及香港《公司條例》的規定編製。本財務報表是以歷史成本作為編製基準。

#### 收入的入帳處理

收入是在經濟效益可能流入公司，及能可靠地計算該等收入時，按以下方法進行入帳的：

- a. 來自政府的資助乃在政府正式批准有關期間的資助金額時進行入帳。
- b. 贊助及捐獻乃在收到有關款項時入帳或按照捐款人指定的期間入帳。

- c. 廣告收入乃按照所提供有關服務的時間入帳。
- d. 演出收入乃在提供有關服務時入帳。
- e. 銀行存款所產生之利息收入乃參考存款之金額及適用利率以時間分配基準入帳。
- f. 會費乃在收到有關款項時入帳。

#### 固定資產

固定資產的原值會於購置有關資產時立即全部報銷。

#### 經營租賃

若有關資產的擁有權之相關風險及回報仍然落在出租人身上者，則該租賃將會被視為經營租賃來處理。經營租賃費用按個別租賃項目之年期以直線法計入收益帳內。

#### 撥備

當有可能因過去事項構成法定或推定義務而付出經濟利益以償責任，並能對此作可靠估計，此負債便確認為撥備。

#### 外幣兌換

本報告期間以外幣結算之交易按交易日之匯率換算為港元。以外幣為單位的貨幣性資產及負債則按結算日的匯率換算為港元。外幣兌換差額已於收益帳內處理。

#### 關連人士

倘一方可直接或間接控制另一方或對其財政及營運決策發揮重大影響，則雙方視為關連人士。倘雙方均受到同一控制或同一重大影響，則亦視為關連人士。有關連人士可分為個別人士或其他公司。

#### 等同現金項目

就現金流量表而言，等同現金項目指可隨時轉換為已知數額現金及作出不足三個月的短期高流通性投資。

### 3. GOVERNMENT SUBSIDY 政府資助

The Government subsidy represents grants from the Leisure & Cultural Services Department of the Government of the HKSAR.

政府資助代表由香港特別行政區政府康樂及文化事務署所發放的撥款。

### 4. DONATIONS 捐款

	Period from 7 February 2001 (date of incorporation) to 31 March 2002 由 2001 年 2 月 7 日 (公司成立日) 至 2002 年 3 月 31 日 HK\$ 港幣
Donations from The Hong Kong Jockey Club Charities Trust (note) 香港賽馬會慈善信託基金之捐款 (見附註)	1,705,645
Other donations and sponsors' contributions 其他捐款及贊助人之贊助	312,930
	<u>2,018,575</u>

Note: The donation is to sponsor the Europe Concert Tour of the Company in February 2002.

附註：此筆捐款是用以資助本公司於 2002 年 2 月舉行之歐洲巡迴演出。

### 5. OTHER REVENUE 其他收入

	Period from 7 February 2001 (date of incorporation) to 31 March 2002 由 2001 年 2 月 7 日 (公司成立日) 至 2002 年 3 月 31 日 HK\$ 港幣
Interest income 利息收入	262,649
Membership fees from "Friends of the Hong Kong Chinese Orchestra" 香港中樂團摯友會會費	61,970
Other income 其他收益	131,602
	<u>456,221</u>

**6. CONCERT PRODUCTION COSTS 音樂會製作費用**

	Period from 7 February 2001 (date of incorporation) to 31 March 2002  由 2001 年 2 月 7 日 (公司成立日) 至 2002 年 3 月 31 日  HK\$ 港幣
Honorariums to guest conductors, artistes and soloists 客席指揮、演出嘉賓及獨奏家之酬金	1,298,845
Transportation of musical instruments 樂器運輸費用	341,864
Venue rental for rehearsals and performances 採排及演出場地租金	1,483,556
Music scores, tapes and records 樂譜、影音製品	1,290,860
Other production costs 其他製作費用	1,441,824
	<u>5,856,949</u>

**7. PAYROLL AND RELATED EXPENSES 薪資及相關開支**

	Period from 7 February 2001 (date of incorporation) to 31 March 2002  由 2001 年 2 月 7 日 (公司成立日) 至 2002 年 3 月 31 日  HK\$ 港幣
Salaries to core and freelance players and Music Director 音樂總監、全職樂師及兼職樂師之薪酬	33,113,996
Administrative staff salaries 行政人員薪酬	5,016,157
Staff welfare and benefits 員工福利	751,675
	<u>38,881,828</u>

**8. MARKETING AND OVERSEAS TOUR EXPENSES 市務推廣及海外演出支出**

	Period from 7 February 2001 (date of incorporation) to 31 March 2002  由 2001 年 2 月 7 日 (公司成立日) 至 2002 年 3 月 31 日  HK\$ 港幣
Overseas tour expenses 海外演出支出	2,517,655
Marketing and fundraising expenses 市務推廣及籌款活動費用	2,243,281
	<u>4,760,936</u>

## 9. OTHER OPERATING EXPENSES 其他營運支出

	Period from 7 February 2001 (date of incorporation) to 31 March 2002 由 2001 年 2 月 7 日 (公司成立日) 至 2002 年 3 月 31 日
	HK\$ 港幣
Rent and rates for office 辦公室租金及差餉	1,884,000
Fixed assets purchased written off 報銷購置之固定資產	1,580,184
Printing, stationery and postage 印刷、文具及郵費	966,144
Renovation and repairs 裝修及維修	616,022
Other office expenses 其他辦公室開支	1,763,871
Miscellaneous expenses 其他支出	187,162
	<u>6,997,383</u>

## 10. SURPLUS FOR THE PERIOD 報告期間所得盈餘

Surplus for the period from 7 February 2001 (date of incorporation) to 31 March 2002 is arrived at after charging operating lease rental on land and buildings of HK\$1,788,000 and auditors' remuneration of HK\$39,000.

由 2001 年 2 月 7 日(公司成立日)至 2002 年 3 月 31 日期間所錄得的盈餘已扣除房地產經營租賃費用共港幣 1,788,000 元及核數師酬金共港幣 39,000 元。

## 11. COUNCIL MEMBERS' REMUNERATION 理事酬金

No Council Members received any remuneration in respect of their services during the period.

本公司理事會成員概無就擔任理事而收取任何費用或酬金。

## 12. TAX 稅項

The Company has been exempted under Section 88 of the Inland Revenue Ordinance from all taxes under the Ordinance. As a result, no provision for Hong Kong profits tax has been made in these financial statements.

本公司可根據《稅務條例》第 88 條獲豁免繳稅。因此，本公司並無於財務報表內就香港利得稅作出撥備。

**13. NOTE TO THE CASH FLOW STATEMENT 現金流量表附註**

Reconciliation of surplus for the period to net cash inflow from operating activities  
來自日常業務的盈餘與來自經營活動之現金流入淨額的對帳

	Period from 7 February 2001 (date of incorporation) to 31 March 2002 由 2001 年 2 月 7 日 (公司成立日) 至 2002 年 3 月 31 日
	HK\$ 港幣
Surplus for the period 報告期間所得盈餘	3,049,080
Interest income 利息收入	(262,649)
Increase in accounts receivable 應收帳增加	(285,317)
Increase in donations receivable 應收捐款增加	(1,705,645)
Increase in prepayments and deposits 預付款項及按金增加	(628,742)
Increase in creditors and accrued liabilities 應付帳款及應計費用增加	6,651,566
Net cash inflow from operating activities 來自經營活動之現金流入淨額	<u>6,818,293</u>

**14. OPERATING LEASE ARRANGEMENTS 經營租賃安排**

The Company leases its office property under operating lease arrangements. Lease for the property is negotiated for a term of three years.

At 31 March 2002, the Company had total future minimum lease payments under non-cancellable operating leases falling due as follows:

本公司透過為期三年的經營租賃安排租用了現時的辦公室。於 2002 年 3 月 31 日，本公司根據不可解除的經營租賃在日後應付的最低租金如下：

	2002 HK\$ 港幣
Within one year 一年內	1,788,000
In the second to fifth years, inclusive 二至五年內	1,788,000
	<u>3,576,000</u>

**15. RELATED PARTY TRANSACTIONS 關連人士交易**

There were no material related party transactions during the period.

本公司於報告期間內並無與任何有關連人士進行重大交易。

**16. APPROVAL OF THE FINANCIAL STATEMENTS 核准財務報表**

The financial statements were approved and authorized for issue by the Council on 27 June 2002.

本財務報表於 2002 年 6 月 27 日經理事會核准並許可發出。



## Work Objectives

I am pleased to report that as the Music Director of Hong Kong Chinese Orchestra, I have strived to lead it towards the highest ideals in artistic performance through a clear direction in the design and delivery of rich and diversified styles of programmes.

## MUSIC DIRECTOR'S REVIEW 音樂總監回顧

In doing so, I have taken cognizance of our audiences' needs for music and intellectual enjoyment, our role to help relieve life's pressure particularly in this time of socio-economic difficulties as well as expectations and comments from my peers in the music field. We have attempted to provide our audiences with balanced and high-quality concert programmes and other music activities.

The period under review straddled across the 24th and 25th seasons of September 2000 - August 2001 and September 2001 - August 2002 respectively. The design of



programmes for these two seasons followed a step-by-step trend of artistic development since I joined the Orchestra in 1997. The themes of the seasons since then evolved from the opening up of new vistas through the development of panoramic experiences in fusion with other art forms to the pursuit of music excellence with contemporary momentum.

Over the past five years, we have presented diverse series of concerts, including the presentation of maestros and masterpieces, family and festive entertainments,

cross-media performances, worldwide combinations of themed instruments and territorial soundscapes.

## Highlights of Work

### *Regular Public Concerts*

During the period under review, our regular public concert programmes have conveyed the following characteristics:-

- The promotion of Chinese culture from different times and different territories coupled with the introduction of new techniques in music and a contemporary pulse through the concerts of *Scenes of Zhejiang*, *The Land of the Morning Sun - Korean Music Concert*, *Heaven and Man*, *Entering the Music Palace*, *Hooked up with the Grand Northwest*, *A Tribute to Maestro Peng Xiuwen*, *The Black Earth and the Willow*, *Strings Rendezvous* and *The Spiritual of Rivers and Chinese Seasons*.
- The featuring of themed groups of instruments through the concerts of *The Magic Bow* (the third concert in the series of *Huqin Festival of Hong Kong*), *Routes of Pipa* and the planned *Bamboo Tunes* to be staged within the current Season.
- The propagation of appreciation of Chinese music particularly among families through the concerts of *Maestro and Master Pieces*, *Cook up Some Music* (premiere and re-run) and the planned *Do Mi Show Musical Comedy* to be staged towards the end of this Season.



- The fusion of the East and the West through the concerts of *Winter, Strings Rendezvous, The Spiritual of Rivers and Chinese Seasons* and *Samuel Wong and the HKCO*, the last concert to be staged in this Season in the series of Fascinating Conductors IV.
- The presentation of cross-media concerts, including *Poesy with Every Note - Gems of Chinese Classical Poetry* and *The Legend of Love*, as a continuation of the previous achievement of *Cantonese Music and Cantonese Opera - The Fairy of the Ninth Heaven*.



- The encouragement of new works and the provision of a window for creativity for our musicians and local young composers through *Music from the Heart I - Ensemble Music (2001)* and *Fresh Talent Show (2002)* and *Music from the Heart II - The Plucked-strings (2001)* and *Join up with the World (2002)*.
- The combination of pleasure in visual and audio arts as well as a soothing narration in the relaxing concert of *Fragrant Four Seasons*.

#### ***Outreach Concerts***

Our complimentary outreach concerts to schools and at community halls aim at the promotion of Chinese music, the marketing of the Orchestra's public-spirited image and the building of audiences. Our programmes in the period under review featured the following:-

- The performance of well-known Chinese music pieces with an ensemble of about 40 musicians.
- The performance of special tunes by small groups of musicians, each session in turn from one of the four sections, with the purpose of introducing a special group of music instruments.
- The introduction of programmes specifically to primary school students in the format of story-telling following the tale of a popular cartoon figure with different music instruments impersonating various characters in the story.

#### ***Enhancing Standards***

To continually raise the standards of

the Orchestra, we have taken the following measures:-

- The enhancement of rehearsals for each concert by individuals and by sections.
- The coaching of Principals and Section Leaders to in turn coach and lead their respective team members in rehearsals, allowing them room to develop leadership.
- The invitation of renowned guest conductors and guest artistes to co-operate with our Orchestra in order to widen the horizon of our musicians and to bring in innovative and varied techniques. With concerts conducted by guest conductors, I had the pleasure of monitoring their preparation work, observing rehearsals, witnessing excellent conducting skills, making reference to guest conductors' comments and bridging any gap of communication between the guest conductors and our musicians. In all concerts, I assume the full responsibility of quality control as Music Director.

#### ***Establishment***

We have effected the following changes in our establishment:-

- The appointment of a Deputy Concertmaster and two Section Leaders in July 2001, who together with the Concertmaster form an Artistic Core Group led by me. This Group has met 10 times to address artistic issues and co-operation. The Executive Director and some of the Managers of the Executive Team participated in a number of these sessions.



- The appointment of full-time musicians to replace freelance positions in two recruitment exercises held in August 2001 and May 2002 respectively, resulting in a more stable organization and hence facilitating better coaching and quality improvement.
- The appointment of an Assistant Conductor (Education / Research) in April 2002 and an Assistant Conductor (Concerts / I.T.) in June 2002, who both joined the Artistic Core Group.

All the above new appointments were made through an open and fair recruitment process, whereby the vacancies were advertised internationally and candidates were interviewed and assessed by an expert panel consisting of the two Principal Executives, our senior musicians, external experts and in some cases representatives from the Council.



#### *Performance Assessments*

In addition to reviewing findings of audience surveys after each concert, we have introduced a new assessment system whereby the Artistic Core Group will meet for self-assessment of the performance of each concert, making reference to assessment reports from the Principals.

#### *Records*

Out of the 23 sets of regular concerts in the period, I have personally conducted 10 sets. In addition, I also undertook to conduct seven special sets of concerts, including the two concert tours, the production of two albums and specially commissioned concerts. The total number of sessions that I conducted reached 29. A first attempt for me in the season of 2001-2002 was to take up an acting role in addition to conducting in one of the sets of concert, i.e. *The Legend of Love*, with the purpose of supporting the creativity of the performing arts in a new format, particularly in co-operation with a renowned playwright in Hong Kong, Mr Raymond To.

#### **Acknowledgements**

I am pleased that the Council has accepted the recommended list of Music Advisors presented by the Music Director and the Executive Director. These Music Advisors, consisting of renowned music practitioners, composers, educators,

critics, publishers and authoritative experts, have subsequently kindly accepted our invitation to take up such important roles and have provided us with valuable advice and comments. In addition, our two Council Members from the music field, viz Vice Chairman Ms Barbara Fei and Hon Secretary Professor Chan Wing-wah, have also given me significant inspiration in my work.

It is gratifying that the Artistic Team and the Executive Team have had a year of excellent communication, mutual understanding and close co-operation. I would like to thank all my colleagues and our Music Advisors for their support. Last but not least, I am indebted to the Chairman and Members of the Council for their guidance, trust and allowance of a free hand in artistic development.

**Yan Huichang Hubert**

*Music Director*

27 June 2002

## 工作目標

作為香港中樂團的音樂總監，我積極透過清晰的設計和表演路向，以豐富多采的節目風格引領樂團邁向藝術表演的更高境界。

為此，我通過了解觀眾對音樂及靈性享受的需求，接受我等在當前社會時艱為觀眾舒緩生活壓力的責任，更參考了樂界同儕的期望和意見，努力為觀眾提供平衡而高素質的音樂會節目以及其他音樂活動。

本年報的回顧期橫跨了2000年9月至2001年8月的第24樂季及2001年9月至2002年8月的第25樂季。自97年我加入樂團以來，樂團所走的是循序漸進的音樂發展路向，而兩個樂季的節目均隨著這種路向設計。這數年間樂季的主題由開拓中樂新天空，演

入嶄新的音樂技術和時代脈搏。

- 透過《天地弦情》(香港胡琴節系列第三場音樂會)、《尋找他鄉的琵琶》和即將上演的《竹樂爭鳴》，突顯主題樂器群的特色。
- 透過《名家名曲知多少》、《庖廚樂》(首演及重演)、計劃上演的《幻變精靈 Do Mi Show》，宣傳中國音樂的欣賞，宣傳的目標尤以家庭為主。
- 透過「指揮家的風采」系列《冬》、《弦燒》、《東西南北》和本樂季最後上演的音樂會《黃大德與HKCO》以求達致中西文化共融共匯的目的。



化至及後的呈現新體驗，揉合各種藝術表演形式，緊貼時代脈搏，追求音樂至高境界。

在過去的五年，我等推出了不同系列的音樂會，當中包括名家名曲、多個合家歡及節令節目、多媒體表演，更蒐羅了世界各國的主題樂器和各種地域性音樂進行綜合演奏。

## 工作摘要

回顧過往所推出的定期音樂會表現出以下特色：-

- 透過音樂會《吳越風情》、《韓國風情》、《天人》、《走進殿堂》、《狂瀾大西北》、《彭修文紀念音樂會》、《黑土楊柳》、《弦燒》、《東西南北》，推動中國不同時期、不同地域的文化，引

- 呈獻跨媒體音樂會，包括《詩意樂韻 - 古典詩詞》以及繼大獲好評的粵劇舞樂《九天玄女》後推出的又一作品中樂傳奇劇場《六朝愛傳奇》。
- 透過《心樂集 I - 小組音樂》(2001)、《銀禧新聲》(2002)、《心樂集 II - 彈撥樂》(2001) 及《放樂世界》(2002) 鼓勵新創作、為本團樂師們及本地年輕作曲家提供發揮無限創意的園地。
- 怡情音樂會《四季留香》，配合了悅耳的旁述，融合視覺及聽覺享受於一起。

## 外展音樂會

我們到學校和社區會堂舉辦音樂會，目的在於推廣中樂、宣傳樂團熱心公益的精神和吸納觀眾。回顧期內的節目特色如下：-

- 以小組音樂會的形式，由大概 40 位樂師演奏觀眾較為熟悉的中樂作品。
- 由小組樂師演奏特別的樂曲，每一環節由四聲部當中的個別聲部演奏，目的是要介紹特別的樂器群組。
- 演出專為小學生而設的節目，以說故事的形式由不同樂器扮演流行卡通人物。

### 提高水準

我們採取了下列措施以持續提高樂團水準：-

- 增加每個音樂會個人及各聲部的排練次數。
- 訓練各首席和聲部長，讓他們可以訓練其轄下成員，有足夠空間發揮其領導才能。
- 邀請著名指揮家和藝術家與樂團合作，擴闊樂師的藝術視野，引入嶄新多樣化的演奏技術。我有幸能夠通過參與監察客席指揮音樂會的籌備工作，旁聽排練，見證超卓的指揮技巧，參考客席指揮的意見，並擔任客席指揮和我團樂師之間的溝通橋樑。在所有的音樂會上，我均承擔起作為音樂總監對藝術品質監控責任。

### 編制

在樂團編制上我們引入了以下的改變：-

- 於 2001 年 7 月委任了一位副團長和兩位聲部長，聯同團長組成由本人帶領的藝術小組。這個小組合共舉行會議 10 次，探討藝術及團隊合作事宜。行政總監和管理人員亦



有參與其中若干會議。

- 在 2001 年 8 月及 2002 年 5 月的招聘中委任全職樂師，填補兼職席位，令組織更形穩固，有助提供更優良的訓練和改善素質。
- 於 2002 年 4 月及同年 6 月分別聘任一位助理指揮（教育 / 研究）及一位助理指揮（音樂會 / 資訊科技）。兩位指揮亦加入了藝術小組。

以上聘任過程公平和公開。由本公司刊登全球性廣告招聘空缺，所有人選都經過由兩位總監、資深樂師、外來專家及時有理事會代表組成的專業評審團面試和評審。

### 工作表現評估

除了每場音樂會後審核觀眾意見調查結果外，我們亦引入了全新的評估制度。在此制度下，藝術小組會舉行會議，並參閱首席的評估報告，對每場音樂會進行全面評估。

### 紀錄

在 23 套定期音樂會當中，我個人指

揮了 10 套。此外，我亦指揮了七場特別音樂會，其中包括兩次外地演出音樂會、兩套影音唱片、特別委約演奏會，指揮的音樂會總場次達 29 場。在《六朝愛傳奇》音樂會裏，我除了擔當指揮外，更初嘗擔任演員的角色，此舉的目的在於鼓勵創作形式嶄新的表演藝術，同時，能夠跟著著名編劇家杜國威先生合作，我亦感到十分榮幸。

### 鳴謝

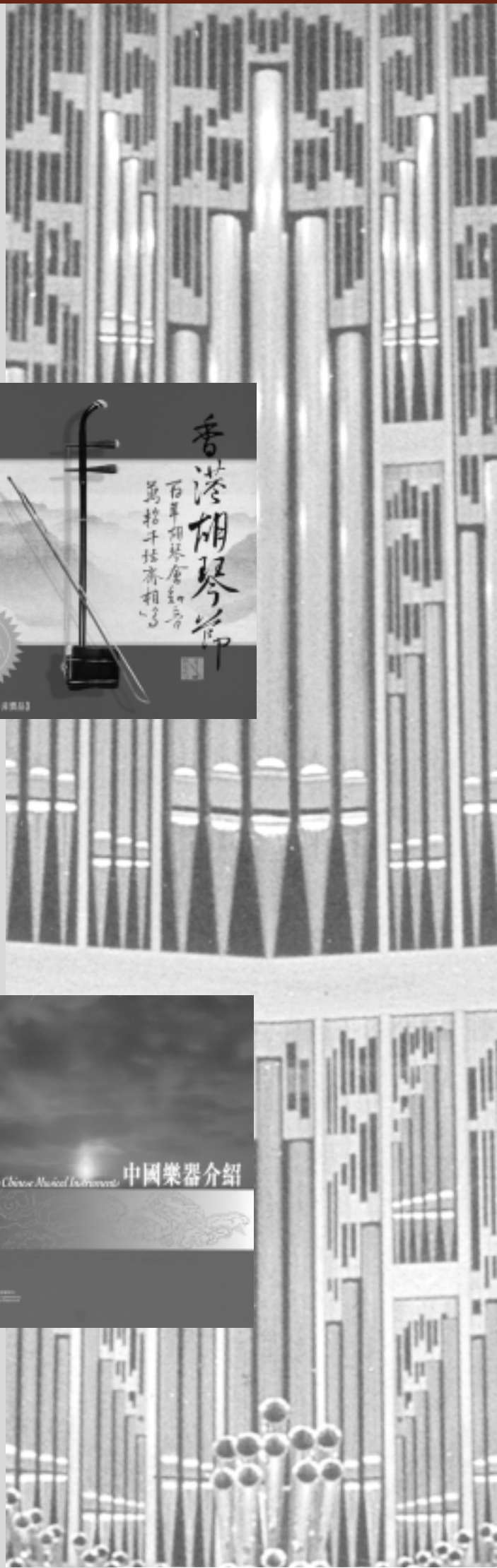
很高興理事會接納了音樂總監和行政總監共同推薦的音樂顧問名單。這些音樂顧問當中有著名的演奏家、作曲家、教育工作者、出版商和行內權威專家，而他們最終亦應我們所邀，出任音樂顧問，為我們提供寶貴意見。此外，我們兩位來自音樂界的理事會成員，即副主席費明儀女士和義務秘書陳永華教授，亦帶給我十分有益的建議。

過去一年，藝術部門跟行政部門溝通良好，更能達致共識，合作無間。我很感謝同事及音樂顧問的支持，更感激理事會主席和理事會成員的指引和信任，讓我能有充分的空間從事藝術發展。

閻惠昌

音樂總監

2002 年 6 月 27 日



## Work Objectives

Appointed by the Council, I took up the role of the first Executive Director of Hong Kong Chinese Orchestra with effect from 1 April 2001, the first day that the Company took over the governance and management of the Orchestra.

However, I commenced work for the Orchestra in preparation for setting up the Company prior to this date. My immediate major task with top priority was to recruit, develop and lead an Executive Team, consisting of three departments, viz Programme, Marketing and Development and Finance and Administration, each headed by a Manager.

The appointment of all new staff members was completed at the beginning of April 2001, with commencement of employment staggered over the month of April. All of the team members were new to the Orchestra and in some cases



## EXECUTIVE DIRECTOR'S REVIEW 行政總監回顧

fresh in arts administration. I was pleased to accept the challenging opportunities to keep up with professional management support for the ongoing activities of the Orchestra on one hand and to develop our new colleagues on the other hand.

Daily dialogue and weekly meetings were held by the management to ensure comprehensive communication, mutual understanding and coordinated operations. The Executive Team was also coached in the areas of production support, facilitating an environment for the development of creativity and

working in close integration with the Artistic Team. At the same time, in compliance with the Funding and Services Agreement and strategies and policies set by the Council, the Executive Team monitors closely the budgetary, time and progress control. In this aspect, the Executive Director works closely with the Music Director.

## Highlights of Work

During the period under review, the Executive Team undertook the implementation of policies and the support of all artistic activities of the Orchestra. Work accomplished is summarized as follows:-

### *Programme*

- Smooth launch of the first set of concerts on 14 April 2001, followed closely by new sets of concerts at almost twice per month.
- On-time and on-budget organization of all concerts.
- Assistance in sourcing, negotiation and logistic arrangements for 10 guest conductors and 56 guest artistes.
- Follow-up of comments for improvement by guest conductors and artistes.
- Broadening channels in the marketing of concerts.
- Production and publication of a booklet entitled *An Introduction to Chinese Musical Instruments*.
- Production and distribution arrangement of recorded albums.
- Improvement in information systems, backstage management and rehearsal disciplines.



- Organization of two overseas concert tours and a Fans' Tour, in collaboration with Miramar Express, to attend the Orchestra's concerts in Europe.
  - Extensive publicity of the Europe Concert Tour through, *inter alia*, worldwide broadcast by China Central Television (CCTV).
  - Implementation of a computerized accounting system providing timely management information and statistics.
  - Development of Job Descriptions for various staff categories and Staff Manuals for the Artistic Team and the Executive Team.
  - Development and implementation of a new performance assessment system, for the Artistic Team and the Executive Team.
  - Design of a pay structure in compliance with stipulation by the Funding and Services Agreement of not exceeding the civil service pay levels and in accordance with the Council's policy of reasonable pay to align with performance.
  - Arrangement of a Retreat and Added-Value Training Sessions.
  - Improvement of working environment.
- Marketing and Development**
- Design of a scheme of Development Fund.
  - Set up of a Roll of Music Benefactors composed of generous donors.
  - Active appeals for donations and sponsorships of programmes.
  - Securing of sponsorship in cash and in kind, including costumes for the Music Director and Orchestral members.
  - Production of a new Company brochure.
  - Launch of a new web-site.

**Finance and Administration**

- Establishment of accounting and internal control procedures based on guidelines of accounting principles from Council.

The Executive Team was actively involved in executing the Council's strategies in corporate culture as a change agent, through enhancing communications within the Company, particularly between the Executive Team and the Artistic

Team, engaging problem-solving techniques and ensuring the functioning of the Company in a harmonious and disciplined manner.

From time to time, the Company maintains dialogues, information exchange and fraternity with Chinese orchestras in the Mainland of China and the region as well as western philharmonic orchestras, music conservatories and universities, music festivals, the media and related authorities. We believe that close relations with these organizations keep us up-to-date with world trends.

**Acknowledgements**

We have crossed the first hurdle towards our management goals. We will continue with the energy and momentum developed over the past 15 months. I am pleased that the Artistic Team and the Executive Team have established excellent spirit in co-operation. I would like to thank all my colleagues and business associates for their support and the Chairman and Members of the Council for their guidance in the execution of various work areas and for giving me opportunities to serve the Company.

**Chin Man-wah Celina**

*Executive Director*

27 June 2002

## 工作目標

承蒙理事會委任，我於本公司接管樂團時，即2001年4月1日，出任香港中樂團的首位行政總監。早於3月中受委任後，我便隨即為樂團展開新公司的籌組工作。首要任務便是招聘行政人員、成立和領導行政部門。行政部門由三部分組成，包括節目部、市務及拓展部、財務及行政部，每部均由一位經理掌管。

經過迅速的招聘過程後，新職員的聘委程序早終於2001年4月初完成，並於同月逐一加入樂團。他們全是新加入樂團工作的，有的甚至從未接觸過藝術行政工作。我很高興能夠有機會接受這個挑戰，以最有效益的管理策略來培訓新加盟的同事，令樂團持續進行的活動，能繼續得到專業的行政支援。

為確保樂團管理嚴謹有效、溝通全面、達致共識和運作有系統，行政部門主管內部既有日常對話，即時交流工作情況，亦於每星期舉行工作會議。同時，在日常工作中訓練行政部門人員掌握支援節目製作的細節、如何營造有利藝術創作的環境，配合創作意念，與藝術部門緊密合作。與此同時，為符合「資助及服務合約」的規定和理事會訂立的策略及政策，行政部門要密切留意有關財政、時間表、工作進度的控制。作為行政總監，我一直在這方面與音樂總監合作無間。

## 工作摘要

行政部門於回顧期內負責了推行各項政策工作及配合樂團的整體藝術活動，所完成的工作摘要如下：-

### 節目部

- 於2001年4月14日順利推行首套音樂會，緊接下來的音樂會每月幾達兩次。

- 所有音樂會均能依期舉行，財政收支亦符合預算。
- 協助接洽10位客席指揮和56位客席表演藝術家，同時進行商討和住宿交通等細節安排。
- 跟進客席指揮和客席表演藝術家所提供有關改進的意見。
- 擴闊宣傳音樂會的渠道。
- 製作及出版《中國樂器介紹》小冊子。
- 製作及安排發行兩張鐳射唱片。
- 改善資訊系統、後台管理、排練紀律。
- 組織兩次海外演出，並與美麗華旅運合作籌辦樂迷旅行團，遠赴歐洲欣賞樂團的巡迴演出。
- 透過多個渠道廣泛宣傳出訪歐洲的巡迴演出，包括透過中國中央電視台作全球廣播。

### 市務及拓展部

- 設計「發展基金」計劃。
- 成立「仁澤雅樂銘」，鳴謝慷慨捐款者。
- 積極爭取捐助和節目贊助。
- 為樂團取得各項現金及貨品贊助，包括音樂總監及樂團成員演出服裝。
- 製作公司簡介刊物。
- 開啟新網站。

### 財務及行政部

- 按會計原則及理事會指引制訂會計及內部管制程序。
- 推行電腦化會計系統、提供及時的管理資訊及數據。
- 為不同類別職員制訂職責範圍，分別為藝術部門和行政部門製作團員手冊和職員手冊。

- 制訂薪酬架構，以符合「資助及服務合約」的規定，即薪酬不得比公務員薪酬水平為高，同時符合理事會的政策，支付與表現掛鈎的合理薪酬。
- 制訂及推行一套全新的表現評估制度，供藝術部門和行政部門採用。
- 安排增值坊及集思會。
- 改善工作環境。

行政部門透過增加公司內部，特別是行政部門和藝術部門之間的溝通，運用技巧有效解決問題，確保本公司運作和諧而有紀律，從而積極協助理事會，負起執行及推動公司文化轉型的責任，務求完成公司的使命。

本公司常跟中國內地和鄰近地域的中樂團、本地以至西方管弦樂團、音樂學院及大學、音樂節主辦機構、傳媒和有關機構保持接觸對話、交換資訊和聯誼。相信藉此能讓我們緊貼世界潮流，與時並進。

## 鳴謝

我們已躍過了第一橫道欄，向管理目標走近一步。這15個月所凝聚的衝勁和氣勢足使我們再接再勵繼續向理想進發。我很高興，藝術部門與行政部門能夠建立極佳的合作精神。公司所有同事和業務夥伴給予鼎力支持，理事會主席和各成員悉心指引，使我能順利推行公司的各項工作，並讓我有機會為公司服務，本人謹此一併致謝。

錢敏華  
行政總監



2002年6月27日





# PROGRAMMES

## IN THE PERIOD 期內節目及活動記錄

### Concerts 音樂會

#### Regular Concerts 定期音樂會

<b>14-15.4.2001</b>		<b>23-6.2001</b>	
<i>Huqin Festival of Hong Kong III – The Magic Bow</i>	香港胡琴節 III - 天地弦情	<i>Music From the Heart II - The Plucked-strings</i>	心樂集 II- 彈撥樂
Hong Kong Cultural Centre Concert Hall	香港文化中心音樂廳	Hong Kong City Hall Theatre	香港大會堂劇院
<b>Conductor</b> Yan Huichang Hubert	<b>指揮</b> 閻惠昌	<b>Conductor</b> Chen Ning-chi	<b>指揮</b> 陳能濟
<b>Artistes / Soloists</b> Qi Bao Li Gao ( <i>Matouqin</i> ) Ding Lufeng ( <i>Zhuhuihu, Treble Banhu, Shuangqianjin Banhu, Sihu and Soft Bow Jinghu</i> ) Hsin Hsiao-ling ( <i>Gaohu</i> )* Hsin Hsiao-hung ( <i>Erhu</i> )* Lo Chun-wo ( <i>Gehu</i> )*	<b>藝術家 / 獨奏家</b> 齊寶力高(馬頭琴)、丁魯峰(墜胡、高音板胡、雙千金板胡、四胡、軟弓京胡)、辛小玲(高胡)*、辛小紅(二胡)*、羅凌和(革胡)*	<b>Artistes / Soloists</b> Wong Ching ( <i>Pipa</i> )*	<b>藝術家 / 獨奏家</b> 王靜(琵琶)*
<b>Pieces Performed</b> 14	<b>演出作品</b> 14	<b>Pieces Performed</b> 7	<b>演出作品</b> 7
<b>4-5.5.2001</b>		<b>13-14.7.2001</b>	
<i>Chinese Soundscape Series – Scenes of Zhejiang</i>	華夏風情系列 - 吳越風情	<i>Cook Up Some Music</i>	庖廚樂
Sai Wan Ho Civic Centre Theatre	西灣河文娛中心劇院	Hong Kong City Hall Concert Hall	香港大會堂音樂廳
<b>Conductor</b> Qian Zhaoxi	<b>指揮</b> 錢兆熹	<b>Conductor</b> Yip Wing-sie	<b>指揮</b> 葉詠詩
<b>Artistes / Soloists</b> Sun Yongzhi ( <i>Dizi</i> )*, Choo Boon-chong ( <i>Gudi</i> )*	<b>藝術家 / 獨奏家</b> 孫永志(笛子)*、朱文昌(骨笛)*	<b>Artistes / Soloists</b> Bear Children's Choir (Choir)**, Lung Heung-wing (Percussion Duo)**, Mark Lung (Percussion Duo)**, Lo Wai-luk (Script/Dramaturg/Narration)**	<b>藝術家 / 獨奏家</b> 熊熊兒童合唱團(合唱)**、龍向榮(敲擊合奏)**、龍一脈(敲擊合奏)**、盧偉力(文本/戲劇指導/旁述)**
<b>Pieces Performed</b> 13	<b>演出作品</b> 13	<b>Pieces Performed</b> 4	<b>演出作品</b> 4
<b>25-26.5.2001</b>		<b>3-4.8.2001</b>	
<i>The Land of the Morning Sun – Korean Music Concert Series</i>	韓國風情	<i>Poesy with Every Note - Gems of Chinese Classical Poetry</i>	詩意樂韻
Hong Kong City Hall Concert Hall	香港大會堂音樂廳	Hong Kong City Hall Concert Hall	香港大會堂音樂廳
<b>Conductor</b> Park Bum-hoon	<b>指揮</b> 朴範薰	<b>Conductor</b> Gu Guanren	<b>指揮</b> 顧冠仁
<b>Artistes / Soloists</b> Kim Il-ryun ( <i>Kayagum</i> ), Kim Young-lim (Vocal), Percussion Ensemble PURI (Percussion), Kim young-kil ( <i>A-Jang</i> ), Lee Young-tak ( <i>Tae Pyung So</i> )	<b>藝術家 / 獨奏家</b> 金日輪(伽倻琴)、金永姪(演唱)、PURI(敲擊)、金泳吉(牙箏)、李鎔卓(太平簫)	<b>Artistes / Soloists</b> Liu Fangying ( <i>Guqin/Vocal</i> ) Zhang Jiasheng (Recitation) Wong On-yuen ( <i>Erhu</i> )*	<b>藝術家 / 獨奏家</b> 劉芳瑛(古琴彈唱)、張家聲(朗誦)、黃安源(二胡)*
<b>Pieces Performed</b> 7	<b>演出作品</b> 7	<b>Pieces Performed</b> 11	<b>演出作品</b> 11
<b>21-22.6.2001</b>		<b>24-25.8.2001</b>	
<i>Music From the Heart I – Ensemble Music</i>	心樂集 I- 小組音樂	<i>Heaven and Man</i>	天人
Hong Kong City Hall Theatre	香港大會堂劇院	Hong Kong City Hall Concert Hall	香港大會堂音樂廳
<b>Conductor</b> Wong On-yuen	<b>指揮</b> 黃安源	<b>Conductor</b> Wang Fujian	<b>指揮</b> 王甫建
<b>Artistes / Soloists</b> Guo Yazhi ( <i>Suona</i> )*, Tam Po-shek (Stage Installation Design for Chinese Calligraphy and Painting)*, Hui Yin (Recitation and Chanting)*	<b>藝術家 / 獨奏家</b> 郭雅志(嗩吶)*、譚寶碩(舞台裝置 - 書法及國畫)*、許然(朗誦吟唱)*	<b>Artistes / Soloists</b> Dai Ya ( <i>Zhudi</i> ), Li Shengsu (Peking Opera Singing), Ronald Chin (Percussion)*	<b>藝術家 / 獨奏家</b> 戴亞(竹笛)、李勝素(京劇清唱)、錢國偉(敲擊)*
<b>Pieces Performed</b> 15	<b>演出作品</b> 15	<b>Pieces Performed</b> 6	<b>演出作品</b> 6

21-22.9.2001

*Entering the Music Palace* 走進殿堂

Hong Kong Cultural Centre Concert Hall 香港文化中心音樂廳

**Conductor**  
Yan Huichang Hubert 指揮  
閻惠昌

**Artistes / Soloists**  
Feng Xiaoquan (*Suona* and other wind instruments), Zeng Gege (*Dizi*) Yu Hongmei (*Erhu*) Allegro Singers (Choir)\*\* 藝術家 / 獨奏家  
馮曉泉 (嗩吶及管樂)、曾格格 (笛子)、于紅梅 (二胡)、明儀合唱團 (合唱)

**Pieces Performed**  
10 演出作品  
10

5-6.10.2001

*Hooked up with the Grand Northwest* 狂瀾大西北

Hong Kong Cultural Centre Concert Hall 香港文化中心音樂廳

**Conductor**  
Yan Huichang Hubert 指揮  
閻惠昌

**Artistes / Soloists**  
Hong Kong Association of Choral Societies (Choir)\*\* , Guo Yazhi (*Guanzi*)\* 藝術家 / 獨奏家  
香港合唱團協會 (合唱)\*\*、郭雅志 (管子)\*

**Pieces Performed**  
10 演出作品  
10

20-21.10.2001 (3 performances, 共演3場)

*Maestros and Masterpieces* \* 名家名曲知多少\*

Sha Tin Town Hall Auditorium 沙田大會堂演奏廳

**Conductor**  
Yan Huichang Hubert 指揮  
閻惠昌

**Artistes / Soloists**  
Wong On-yuen (*Erhu*) \*, Yim Hok-man (Percussion) \*, Sun Youngzhi (*Dizi*) \*, Chan Ming-chi (Narrator) \*\* 藝術家 / 獨奏家  
黃安源 (二胡)\*、閻學敏 (敲擊)\*、孫泳志 (笛子)\*、陳明志 (音樂導賞)\*\*

**Pieces Performed**  
12 演出作品  
12

\* Title sponsorship by Standard Chartered Bank \* 渣打銀行標題贊助節目

9-10.11.2001

*The Legend of Love* 六朝愛傳奇

Hong Kong Cultural Centre Grand Theatre 香港文化中心大劇院

**Conductor**  
Yan Huichang Hubert 指揮  
閻惠昌

**Artistes / Soloists**  
Raymond To (Playwright)\*\* , Chang Thomp-kwan (Director)\*\* , Ada Ho (Choreographer)\*\* , Sam Leung (Set Designer)\*\* , Kenneth Leung (Costume Designer)\*\* , Eva Yan (Lighting Designer)\*\* , Chris Shum (Lyricist)\*\* , Owen Wong (Singing Coach)\*\* , Yan Huichang Hubert (Actor)\* Michael Tse (Actor)\*\* , Gigi Yiu (Actor)\*\* , Linda Tsai (Actor)\*\* , Mill Ho (Actor)\*\* , Ben Ting (Actor)\*\* , Johnny Chang (Actor)\*\* , Mark Yau (Actor)\*\* 藝術家 / 獨奏家  
杜國威 (編劇)\*\*、鄭傳軍 (導演)\*\*、何翠亮 (編舞)\*\*、梁永森 (佈景設計)、梁健榮 (服裝設計)\*\*、甄麗嫦 (燈光設計)\*\*、岑偉宗 (填詞)\*\*、黃華豐 (歌唱指導)\*\*、閻惠昌 (演員)\*、謝天華 (演員)\*\*、姚詠芝 (演員)\*\*、蔡淑芬 (演員)\*\*、何浩源 (演員)\*\*、丁家湘 (演員)\*\*、張俊瑋 (演員)\*\*、邱廷輝 (演員)\*\*

**Pieces Performed**  
1 演出作品  
1

14-15.12.2001

*Fascinating Conductors – Winter* 指揮家的風采系列 - 冬

Hong Kong Cultural Centre Concert Hall 香港文化中心音樂廳

**Conductor**  
Tsung Yeh 指揮  
葉聰

**Artistes / Soloists**  
Mary Wu (Piano)\*\* , Leung Kin-fung (Violin)\*\* 藝術家 / 獨奏家  
吳美樂 (鋼琴)\*\*、梁建楓 (小提琴)\*\*

**Pieces Performed**  
6 演出作品  
6

11-12.1.2002

*A Tribute to Maestro Peng Xiuwen* 彭修文紀念音樂會

Hong Kong City Hall Concert Hall 香港大會堂音樂廳

**Conductor**  
Yan Huichang Hubert 指揮  
閻惠昌

**Artistes / Soloists**  
Lui Kwan-on (Soprano *Liuqin*)\*\* , Yim Hok-man (*Bianzhong*)\* , Yuen Shi-chun (Alto & Tenor *Liuqin*)\* Special Guests: Mrs Peng Xiumen, Peng Hong 藝術家 / 獨奏家  
雷群安 (高音柳琴)\*\*、閻學敏 (編鐘)\*、阮仕春 (中音、次中音柳琴)\*  
特別嘉賓：彭修文夫人、彭弘

**Pieces Performed**  
13 演出作品  
13

20.1.2002

*Pre-Europe Tour Performance Concert* 歐洲巡迴演奏會預演  
馬到成功春節音樂會

Hong Kong City Hall Concert Hall 香港大會堂音樂廳

**Conductor**  
Yan Huichang Hubert 指揮  
閻惠昌

**Pieces Performed**  
8 演出作品  
8

8-9.3.2002

*The Black Earth and the Willow* 黑土楊柳

Hong Kong City Hall Concert Hall 香港大會堂音樂廳

**Conductor**  
Yan Huichang Hubert 指揮  
閻惠昌

**Artistes / Soloists**  
Feng Shaoxian (*Yueqin, Sanxian, Singing, Recitation and the Abacus*), Cao Yanzhen (Vocal) 藝術家 / 獨奏家  
馮少先 (月琴 / 三弦 / 唱 / 詩誦 / 算盤)、曹燕珍 (演唱)

**Pieces Performed**  
12 演出作品  
12

29-30.3.2002

*Routes of Pipa* 尋找他鄉的琵琶

Hong Kong Cultural Centre Concert Hall 香港文化中心音樂廳

**Conductor**  
Yan Huichang Hubert 指揮  
閻惠昌

**Artistes / Soloists**  
Tanaka Yukio (*Satsuma Biwa*), Fernando Rubio (Lute & Bandurria), Wong Ching (*Pipa*)\* , Ong Chay-tin (*Nanyin Pipa*)\* 藝術家 / 獨奏家  
田中之雄 (薩摩琵琶)、法蘭度·魯比奧 (魯特琴及班杜里亞琴)、王靜 (琵琶)\*、王彩珍 (南音琵琶)\*

**Pieces Performed**  
11 演出作品  
11

12-13.4.2002	<i>Cook up Some Music (Re-run)</i>	庖廚樂 (重演)	
Kwai Tsing Theatre Auditorium		葵青劇院演藝廳	
<b>Conductor</b>		<b>指揮</b>	
Chew Hee-chiat		周熙杰	
<b>Artistes / Soloists</b>		<b>藝術家 / 獨奏家</b>	
Bear Children's Choir (Choir)**, Lung Heung-wing (Percussion Duo)**, Mark Lung (Percussion Duo)**, Lo Wai-luk (Script/Dramaturg/Narration)**		熊熊兒童合唱團(合唱)**、龍向榮(敲擊合奏)**、龍一脈(敲擊合奏)**、盧偉力(文本/戲劇指導/旁述)**	
<b>Pieces Performed</b>		<b>演出作品</b>	
4		4	
26-27.4.2002	<i>Strings Rendezvous</i>	弦燒	
Hong Kong Cultural Centre Concert Hall		香港文化中心音樂廳	
<b>Conductor</b>		<b>指揮</b>	
Yu Feng		俞峰	
<b>Artistes / Soloists</b>		<b>藝術家 / 獨奏家</b>	
Yan Jiemin ( <i>Zhoghhu, Erhu, Gaohu</i> )		嚴潔敏(中胡、二胡、高胡)	
<b>Pieces Performed</b>		<b>演出作品</b>	
5		5	
10-11.5.2002	<i>Fragrant Four Seasons</i>	四季留香	
Hong Kong City Hall Theatre		香港大會堂劇院	
<b>Conductor</b>		<b>指揮</b>	
Yan Huichang Hubert		閻惠昌	
<b>Artistes / Soloists</b>		<b>藝術家 / 獨奏家</b>	
Sogetsu Teachers' Association HK Branch (Ikebana)**, Tam Po-shek ( <i>Dongxiao</i> , Narration & Recitation)*, Choi Ngar-si ( <i>Guzheng</i> )*		草月流教師會香港分會(插花)**、譚寶碩(洞簫、敘事及朗誦)*、蔡雅絲(古箏)*	
<b>Pieces Performed</b>		<b>演出作品</b>	
12		12	
24-25.5.2002	<i>The Spiritual of Rivers and Chinese Seasons</i>	東西南北	
Hong Kong City Hall Concert Hall		香港大會堂音樂廳	
<b>Conductor</b>		<b>指揮</b>	
Cao Ding		曹丁	
<b>Artistes / Soloists</b>		<b>藝術家 / 獨奏家</b>	
Ma Xianghua ( <i>Erhu</i> ), Zhou Jinhua (Male Lead Singer), Fang Qiong (Female Lead Singer), Meng Jinhui (Female Lead Singer), Hong Kong Association of Choral Societies (Choir)**		馬向華(二胡)、周進華(男聲領唱)、方琼(女聲領唱)、孟錦慧(女聲領唱)、香港合唱團協會(合唱)**	
<b>Pieces Performed</b>		<b>演出作品</b>	
5		5	
6-7.6.2002	<i>Music From the Heart I - Fresh Talent Show</i>	心樂集 I - 銀禧新聲	
Hong Kong Cultural Centre Studio Theatre		香港文化中心劇場	
<b>Conductor</b>		<b>指揮</b>	
Wong On-yuen		黃安源	
<b>Artistes / Soloists</b>		<b>藝術家 / 獨奏家</b>	
Li Tak-kong ( <i>Yangqin</i> )*, Guo Yazhi (Saxophone)*, Cheng Yin ( <i>Zhongruan and Pipa</i> )*, Siu Sau-lan ( <i>Zhonghu</i> )*, Luo Jing ( <i>Guzheng</i> )*, He Tao ( <i>Erhu</i> )*, Tung Hiu-lo ( <i>Gehu</i> )*, Chan San (Marimba and Xylophone)*, Lu Yunxia ( <i>Erhu</i> )*, Ngai Kwun-wa ( <i>Gaohu and Banhu</i> )*		李德江(楊琴)*、郭雅志(薩克斯管)*、張燕(中阮及琵琶)*、蕭秀蘭(中胡)*、羅晶(古箏)*、何濤(二胡)*、董曉露(革胡)*、陳新(瑪林巴、木琴)*、陸雲霞(二胡)*、魏冠華(高胡及板胡)*	
<b>Pieces Performed</b>		<b>演出作品</b>	
18		18	
8.6.2002	<i>Music From the Heart II - Join up with the World</i>	心樂集 II - 放樂世界	
Hong Kong Cultural Centre Studio Theatre		香港文化中心劇場	
<b>Conductor</b>		<b>指揮</b>	
Chew Hee-chiat		周熙杰	
<b>Artistes / Soloists</b>		<b>藝術家 / 獨奏家</b>	
Tng Kin-seng ( <i>Gehu</i> )*		唐錦成(革胡)*	
<b>Pieces Performed</b>		<b>演出作品</b>	
7		7	
<b>Special Commissioned Concerts &amp; Overseas Tours</b> 特別音樂會及海外演出			
18.4.2001	<i>Wan Chai Cultural Festival</i>	灣仔區文化節閉幕音樂會	
Hong Kong City Hall Concert Hall		香港大會堂音樂廳	
<b>Conductor</b>		<b>指揮</b>	
Yan Huichang Hubert		閻惠昌	
<b>Artistes / Soloists</b>		<b>藝術家 / 獨奏家</b>	
Yao Jue (violin)**, 4 students of Wah Yan College ( <i>Erhu</i> )**		姚珏(小提琴)**、4位香港華仁書院學生(二胡)**	
<b>Pieces Performed</b>		<b>演出作品</b>	
10		10	
1.10.2001	<i>52<sup>th</sup> National Day Ceremony</i>	慶祝中華人民共和國成立五十二周年文藝晚會	
Hong Kong Stadium		香港體育館	
<b>Conductor</b>		<b>指揮</b>	
Yan Huichang Hubert		閻惠昌	
<b>Artistes / Soloists</b>		<b>藝術家 / 獨奏家</b>	
500 <i>Erhu</i> Players**		500名二胡演奏者**	
<b>Pieces Performed</b>		<b>演出作品</b>	
2		2	

<b>29.11.2001</b>	<i>The 14<sup>th</sup> General Meeting of The Pacific Economic Cooperation Council</i>	太平洋經濟合作議會第十四屆大會
Hong Kong Convention and Exhibition Centre	香港會議展覽中心	
<b>Artistes / Soloists</b>	藝術家 / 獨奏家	
Kan Tai-keung (painting)**	靳棣強(繪畫)**	
<b>Pieces Performed</b>	演出作品	
3	3	

<b>7-14.2.2002</b>	<i>Europe Concert Tour 2002</i>	歐洲巡迴演出 2002
Goldenersaal, Musikverein of Vienna; Stadthalle, Deggendorf; Herkulesaal den Residenz, Munich	維也納金色大廳、慕尼黑赫爾庫勒斯大廳、德根道夫市政會堂	
<b>Conductor</b>	指揮	
Yan Huichang Hubert	閻惠昌	
<b>Pieces Performed</b>	演出作品	
8	8	

<b>5.3.2002</b>	<i>City Hall 40<sup>th</sup> Anniversary Ceremony</i>	慶祝香港大會堂落成四十周年
Hong Kong City Hall Concert Hall	香港大會堂音樂廳	
<b>Conductor</b>	指揮	
Yan Huichang Hubert	閻惠昌	
<b>Artistes / Soloists</b>	藝術家 / 獨奏家	
Allegro Singers**, Student Choir, Student Union, The Chinese University of Hong Kong**	明儀合唱團**、香港中文大學學生會學生合唱團**	
<b>Pieces Performed</b>	演出作品	
5	5	

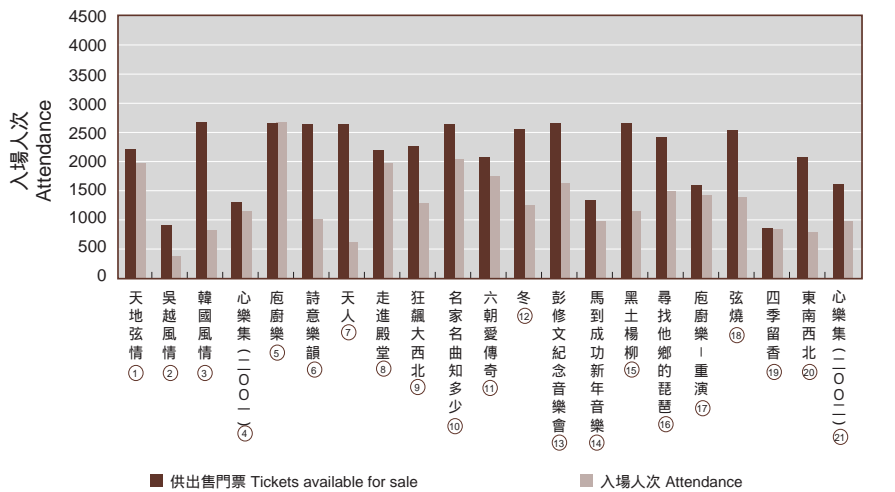
<b>1.5.2002</b>	<i>USA Tour</i>	美國演出
Warner Theatre, Washington DC	華盛頓華納劇院	
<b>Conductor</b>	指揮	
Yan Huichang Hubert	閻惠昌	
<b>Pieces Performed</b>	演出作品	
8	8	

<b>24.6.2002</b>	<i>The 10<sup>th</sup> International Conference of Drug Regulatory Authorities</i>	第十屆國際藥品管理機構會議
Shangrila Hotel	香格里拉酒店	
<b>Pieces Performed</b>	演出作品	
5	5	

<b>Total :</b>	總數 :
30 Concerts	30 套音樂會
53 Performing Sessions	53 場演出
252 Pieces performed	252 演出作品
10 Guest Conductors	10 位客席指揮
15 sets of Concerts conducted by Yan Huichangn Hubert	15 套由閻惠昌總監指揮的音樂會
32 HKCO Soloists	32 位香港中樂團樂師
31 External Artistes (Local) and 504 Erhu players	31 位團外藝術家 (本地) 及 504 位二胡演奏者
25 External Artistes (Outside Hong Kong)	25 團外藝術家 (香港以外)

Notes : \* HKCO Musicians      備註 : \* 香港中樂團樂師  
 \*\* Local Artistes      \*\* 本地藝術家

### 音樂會入場人次統計 Attendance Statistics



1. The Magic Bow
2. Scenes of Zhejiang
3. The Land of the Morning Sun
4. Music From the Heart I&II (2001)
5. Cook Up Some Music
6. Poesy with Every Note
7. Heaven and Man
8. Entering the Music Palace
9. Hooked up with the Grand Northwest
10. Maestros and Masterpieces
11. The Legend of Love
12. Winter
13. A Tribute to Maestro Peng Xiuwen
14. The Year of the Horse Spring Festival Concert (Pre-Europe Tour Performance Concert)
15. The Black Earth and the Willow
16. Routes of Pipa
17. Cook Up Some Music (Re-run)
18. Strings Rendezvous
19. Fragrant Four Seasons
20. The Spiritual of Rivers and Chinese Seasons
21. Music From the Heart I & II (2002)

### Outreach Activities

Number of events: 65

Total audience size: 31,805

Coverage : 39 schools and nine community groups

### Recorded Albums

Two HDCD albums were released in March 2002 incorporating the most popular Chinese symphonic works in recent years, representative of traditional and modern styles. These albums, entitled *Terra Cotta Warriors Fantasia* and *Soundscape*, were conducted by Music Director Mr Yan Huichang Hubert.

### Commissioned New Works

Number of New Compositions: 10

Number of New Arrangements: 14

Composers who were commissioned new works during the period and details are shown as in the 2 tables on page 55 - 56.

### Confirmation of Guinness and Other Records

- Received confirmation in April 2001 of a Guinness Record of the largest number of *Erhu* players participating in an event entitled *Music from a Thousand Strings*, which took place in February 2001 as the Opening Ceremony of our Festival of *Erhu*.  
In commemoration of the event, a souvenir VCD (not for sale) was also released.
- Scored two of the Top Ten Music Highlights by listeners of RTHK Radio 4 in the following newsworthy stories:-

- The incorporation of Hong Kong Chinese Orchestra.

- The confirmation of a Guinness Record for *Music from a Thousand Strings*.

### Highlight of Activities by Friends of the Hong Kong Chinese Orchestra

- Number of members as at June 2002: 454
- Number of events organized during the period: 13
- Monthly issues of Newsletter to members.
- An *Erhu* Club was set up as a subsidiary of the Friends of the Hong Kong Chinese Orchestra.
- A volunteer group was set up to render assistance for concerts.

### The Planned September 2002 - August 2003 Season

Showcasing Hong Kong's Cosmopolitan Energy and East-West Influences

Great Music by Great Musicians Series

29-30 November 2002  
*Choice of the Century I*

13-14 December 2002  
*Choice of the Century II*

9 March 2003  
*The Music of Zhao Jiping*

22 March 2003  
*The Golden Hits of the Century*

9 - 10 May 2003  
*Dragon Boat Festival Celebrations*

20-21 June 2003  
*The Enchanting Butterfly Lovers*

The Exceptional Series

20-21 September 2002

*Hong Kong Chinese Orchestra Silver Jubilee Concert*

25-26 October 2002

*Urban Romanticism 4+1*

24-25 January 2003

*That's the Story of Love*

4-5 April 2003

*Tan Dun & HKCO*

23-24 May 2003

*Zen Living*

11-12 July 2003

*Liu Dehai in Concert*

The Happy Family Series

8-9 November 2002

*Chinese Music etc.*

25-26 April 2003

*Happy Family Concert*

2-3 August 2003

*A Precious Little Baby*

The Music World Series

19 October 2002

*ISCM World Music Days 2002 Hong Kong*

3-4 January 2003

*Winds@MusicWorld.net*

Music from the Heart Series

6-7 June 2003

*Music from the Heart I*

8 June 2003

*Music from the Heart II*

## 外展活動

活動數目 : 65  
總觀眾人數 : 31,805  
涵蓋範圍 : 39 間中學及九個社區團體

## 影音製作

於 2002 年 3 月製作兩張 HDCD 鐳射唱片，收錄近年最受歡迎的傳統音樂及現代交響性音樂代表作品，均由音樂總監閻惠昌先生指揮。兩張鐳射唱片分別名為《秦•兵馬俑》和《山水響》。

## 委約作品

委約作品數目 : 10  
委編作品數目 : 14  
期內委約新作品的作曲家及詳情見 55 - 56 頁。

## 健力士世界紀錄及其他紀錄

- 在 2001 年 2 月舉行的「胡琴節」開幕典禮之中，約一千名胡琴高手共同締造的《千弦齊鳴》，創下最多同時演奏胡琴的紀錄，於 2001 年 4 月獲納入健力士世界紀錄大全。為紀念此等盛事，公司亦發行了一張紀念鐳射影碟（非賣品）。
- 獲選香港電台第四台聽眾選出之「十大樂聞」中之兩項：-
  - 香港中樂團公司化。
  - 《千弦齊鳴》獲納入健力士世界紀錄大全。

## 香港中樂團中樂摯友會活動摘要

- 2002 年 6 月會員人數 : 454
- 期內活動次數 : 13
- 出版每月通訊予會員。

- 成立胡琴俱樂部，作為香港中樂團中樂摯友會的屬會。

2003 年 1 月 24 - 25 日  
愛情故事

- 成立義工小組於音樂會提供援助。

2003 年 4 月 4 - 5 日  
譚盾 & HKCO

## 2002 年 9 月至 2003 年 8 月樂季的活動計劃

2003 年 5 月 23 - 24 日  
禪趣人生

主題：融匯香港中西文化特色  
散發現代國際都會活力

2003 年 7 月 11 - 12 日  
大師全接觸－劉德海

名家名曲系列

親親子女

2002 年 11 月 29 - 30 日  
世紀之選 I

2002 年 11 月 8 - 9 日  
中樂萬「友」引力

2002 年 12 月 13 - 14 日  
世紀之選 II

2003 年 4 月 25-26 日  
中樂親親您

2003 年 3 月 9 日  
樂壇名筆：趙季平作品精選

2003 年 8 月 2-3 日  
家有一寶

2003 年 3 月 22 日  
世紀名曲 - 世紀之選揭曉典禮

縱樂世界系列

2003 年 5 月 9 - 10 日  
相約在端午

2002 年 10 月 19 日  
ISCM 香港國際現代音樂節

2003 年 6 月 20 - 21 日  
情迷梁祝

2003 年 1 月 3 - 4 日  
吹 @ 縱樂世界.net

非常非常系列

心樂集系列

2002 年 9 月 20 - 21 日  
明月星輝 - 香港中樂團銀禧誌慶音樂會

2003 年 6 月 6 - 7 日  
心樂集 I

2002 年 10 月 25 - 26 日  
都市浪漫 4 + 1

2003 年 6 月 8 日  
心樂集 II



Commissioned New Works	委約作曲	Commissioned Arrangement Works	委約編曲
Huqin Festival of Hong Kong III - The Magic Bow Composed by Chen Ning-chi (Hong Kong) Commissioned Work Sounds of the South	香港胡琴節 III - 天地弦情 作曲家 陳能濟 (香港) 曲名 南國音韻	Huqin Festival of Hong Kong III - The Magic Bow Arranged by Yan Huichang Hubert (Hong Kong) Commissioned Work Music of the Soul Stampede	香港胡琴節 III - 天地弦情 編曲家 閻惠昌 (香港) 曲名 心靈之歌 萬馬奔騰
Cook up Some Music Composed by Qian Zhaoxi (China) Commissioned Work Tableware Going Clinkety Clank	庖廚樂 作曲家 錢兆熹 (中國) 曲名 餐具碰碰樂	Heaven and Man Arranged by Yang Nailin (China) Commissioned Work Heavenly Sounds	天人 編曲家 楊乃林 (中國) 曲名 天韻 - 貴妃醉酒
Cook up Some Music Composed by Chan Ming-chi (Hong Kong) Commissioned Work Cook up Some Music	庖廚樂 作曲家 陳明志 (香港) 曲名 庖廚樂	Cook up Some Music Arranged by Chen Ning-chi (Hong Kong) Commissioned Work Mini Musical - Come and Eat	庖廚樂 編曲家 陳能濟 (香港) 曲名 開飯喇
Poesy With Every Note Composed by Zhou Chenglong (China) Commissioned Work Crossing Lingding Yang	詩意樂韻 作曲家 周成龍 (中國) 曲名 過零丁洋	Cook up Some Music Arranged by John Chen (Hong Kong) Commissioned Work Dragon Wings	庖廚樂 編曲家 陳國平 (香港) 曲名 雙龍出海
Hooked up with the Grand Northwest Composed by Jia Guoping (China) Commissioned Work Hurricane Overture - Drifting in the Firmament	狂飆大西北 作曲家 賈國平 (中國) 曲名 狂飆序曲	Entering the Music Palace Arranged by Wang Jianmin (China) Commissioned Work Fantasy Ballade	走進殿堂 編曲家 王建民 (中國) 曲名 幻想敘事曲
The Legend of Love Composed by Chen Ning-chi (Hong Kong) Commissioned Work The Legend of Love	六朝愛傳奇 作曲家 陳能濟 (香港) 曲名 六朝愛傳奇	Hooked up with the Grand Northwest Arranged by Kuan Nai-chung (Canada) Commissioned Work Take Courage, Go Forward, My Dear Girl	狂飆大西北 編曲家 關迺忠 (加拿大) 曲名 妹妹你大膽的往前走
Winter Composed by Chan Hing-yan (Hong Kong) Commissioned Work Illusions	冬 作曲家 陳慶恩 (香港) 曲名 鏡花水月	Routes of Pipa Arranged by Law Wai-lun (Hong Kong) Commissioned Work The Plum Blossom Tune	尋找他鄉的琵琶 編曲家 羅偉倫 (香港) 曲名 梅花操
Routes of Pipa Composed by Chan Ming-chi (Hong Kong) Commissioned Work You You Song of wind-scape	尋找他鄉的琵琶 作曲家 陳明志 (香港) 曲名 悠遊 聽風的歌	Routes of Pipa Arranged by Phoon Yew-tien (Singapore) Commissioned Work Concerto for Lute and Chinese Orchestra in D Major	尋找他鄉的琵琶 編曲家 潘耀田 (新加坡) 曲名 D 大調魯特琴與中樂協奏曲
Fragrant Four Seasons Composed by Tam Po-shek (Hong Kong) Commissioned Work A Flower But Not, A Fog But Not	四季留香 作曲家 譚寶碩 (香港) 曲名 花非花 • 霧非霧	The Spiritual of Rivers Arranged by Zhou Chenglong (China) Commissioned Work For the Love of the River	東西南北 編曲家 周成龍 (中國) 曲名 江戀



### Commissioned Arrangement Works 委約編曲

The Spiritual of Rivers Arranged by Mo Fan (China) Commissioned Work <i>Choral Suite</i> The Chinese Seasons in Poetic Imagery	東西南北 編曲家 莫凡 (中國) 曲名 華夏寫意	Music From the Heart Arranged by Phoon Yew-tien (Singapore) Commissioned Work Happy Reunion	心樂集 編曲家 潘耀田 (新加坡) 曲名 喜相逢
Music From the Heart Arranged by Guo Yazhi (Hong Kong) Commissioned Work Selina's Song Jasmine	心樂集 編曲家 郭雅志 (香港) 曲名 Selina's Song 茉莉花		

New compositions constitute the energy that drives the Orchestra forward. Started in 1998 and specially produced for nurturing new compositions, the Annual *Music From the Heart II* presented eight new pieces by local composers in 2001 and seven out of 28 pieces selected among the teaching staffs and students of the following colleges in 2002:

Central Conservatory of Music, Beijing  
China Conservatory of Music, Beijing  
The Art College of Jilin University  
Henan Provincial Arts School  
The University of Hong Kong  
The Chinese University of Hong Kong  
Hong Kong Academy for Performing Arts  
The Wuhan Conservatory of Music  
The Xinhai Music Conservatory, Guangzhou  
The Cultural Centre of Luwanzhuang, Shanghai

優秀新作是樂團發展的要素。樂團自 1998 年每年舉行專為作曲家孕育新作品的《心樂集II》音樂會於 2001 年共演出 8 首本地作曲家作品；2002 年樂團從各地院校作曲系師生徵集的 28 首樂曲中，共選出其中 7 首演出。參與機構包括：

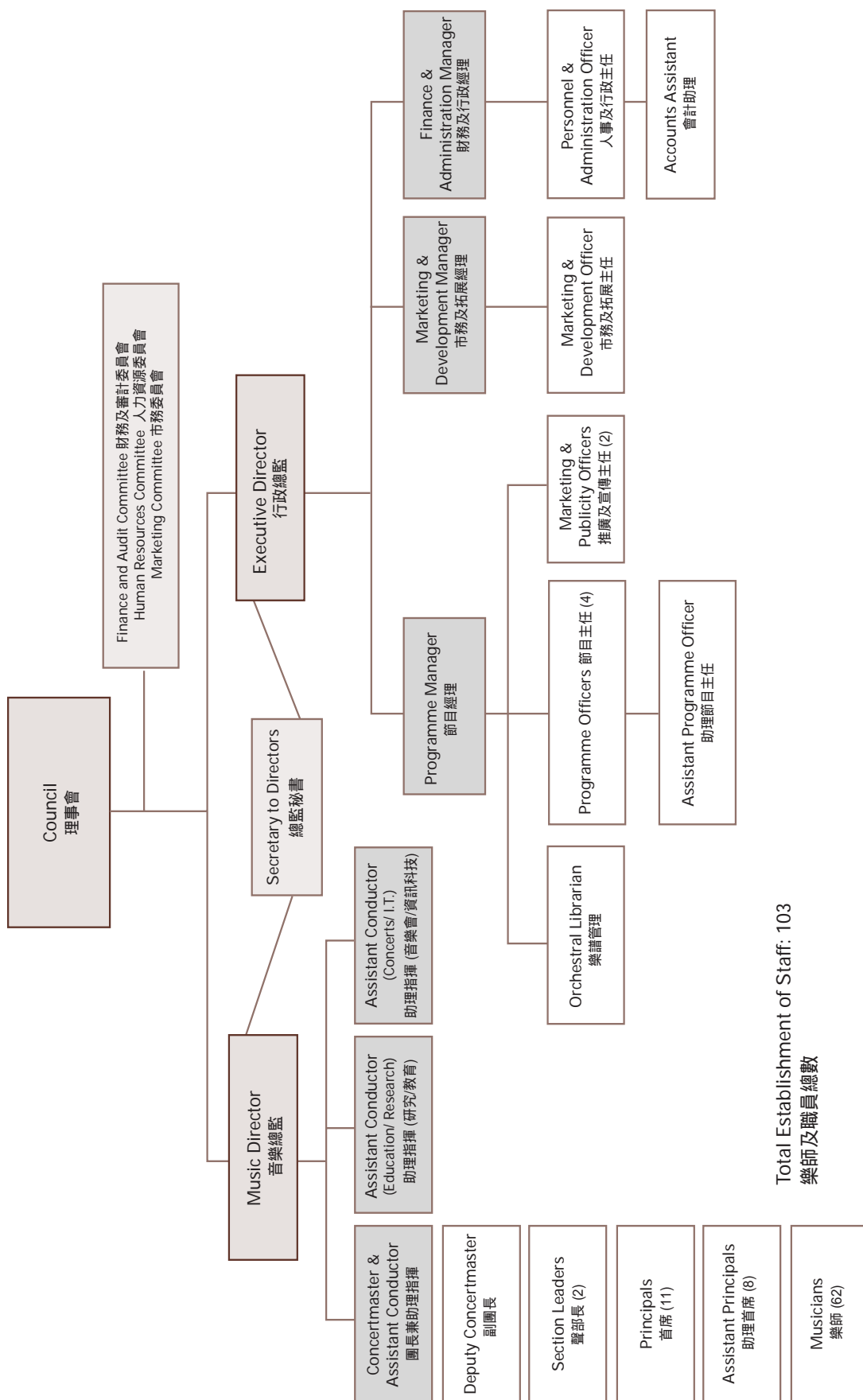
中央音樂學院  
中國音樂學院  
吉林大學藝術學院  
河南省藝術學校  
香港大學  
香港中文大學  
香港演藝學院  
武漢音樂學院  
星海音樂學院  
盧灣莊文化館



# ORGANIZATION

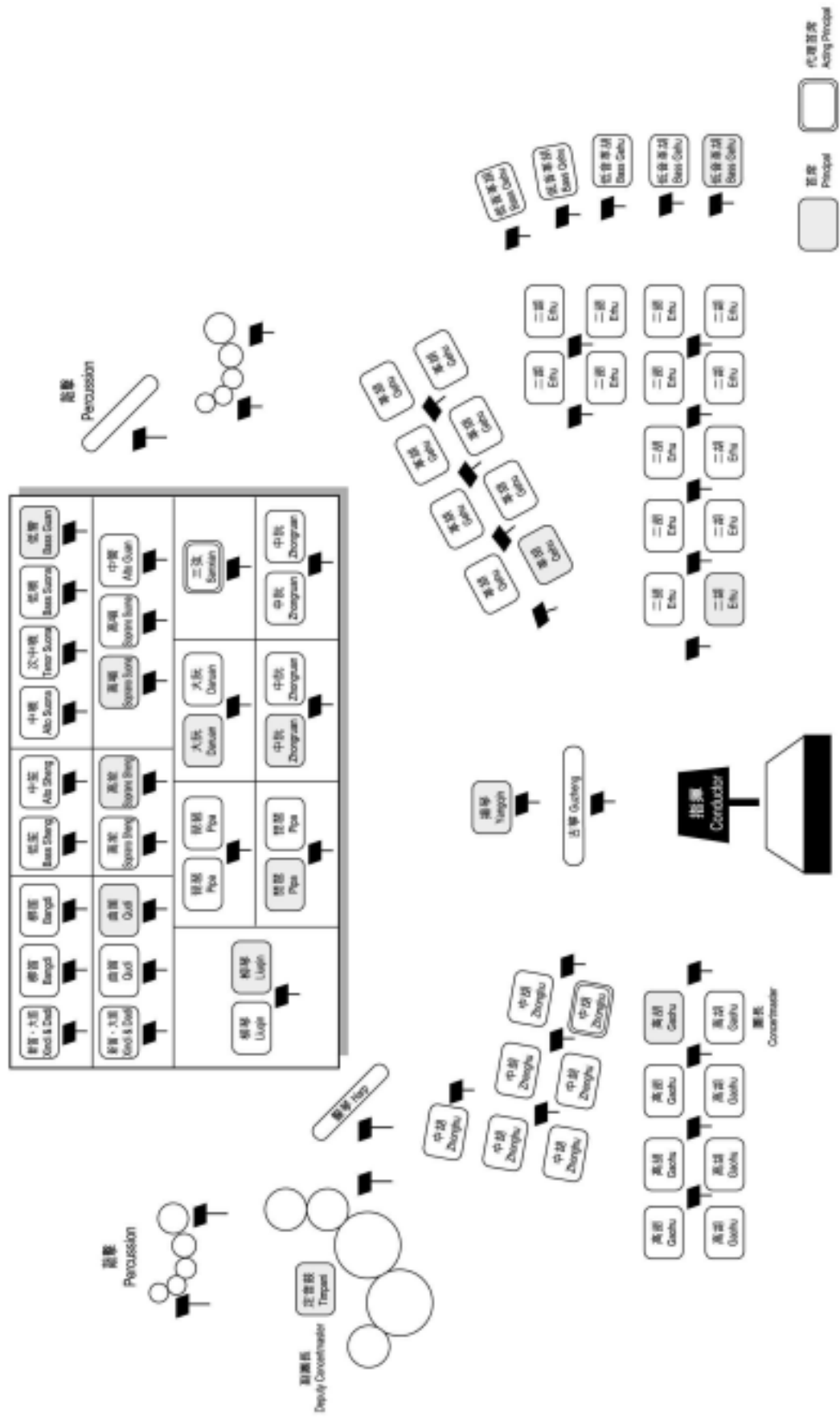
## STRUCTURE 公司架構

Organization Chart (June, 2002)  
公司架構表 (2002年6月)



Total Establishment of Staff: 103  
樂師及職員總數

General Layout Plan of Instrument Sections  
樂團聲部位置圖



**Staff List 職員表****Music Director 音樂總監**

Yan Huichang Hubert 閻惠昌

*Assistant Conductor 助理指揮  
(Concert / I.T. 音樂會 / 資訊科技)*

Chew Hee-chiat 周熙杰

*(Research / Education 研究 / 教育)*

Chan Ming-chi 陳明志

**Gaohu 高胡***Concertmaster and  
Assistant Conductor 團長兼助理指揮*

Wong On-yuen 黃安源

Hsin Hsiao-ling 辛小玲 •

Wong Kam-shu 王錦樹

Chu Yung 朱茸

Ng Kwok-kwong 吳國光

Chan Hok-shing 陳學成

Hung Shi-cheung 熊仕昌

Ngai Kwun-wa 魏冠華

**Erhu 二胡**

Hsin Hsiao-hung 辛小紅 •

Ching Sau-wing 程秀榮 •

Wong Yung 王湧

To Shek-chor 杜錫礎

He Tao 何濤

Lin Ching-ching 林菁菁

Sze Poon-chong 施盤藏

Tong Koon-yan 唐觀仁

Lu Yunxia 陸雲霞

Ho Ching 賀靖

Lai Kwok-tung 黎國棟

Siu Sau-han 蕭秀嫻

So Shun-yin 蘇純賢

**Zhonghu 中胡**

Hui Yin 許然 • ◆

Li Shek-um 李石庵

Li Ka-wa 李家華

Wong Chi-wah 汪熾華

Chang Hung-chung 張鴻忠

Pang Yui-sing 彭銳聲

Siu Sau-lan 蕭秀蘭

**Gehu 革胡**

Tong Kin-seng 唐錦成 •

Lo Chun-wo 羅浚和 •

Li Hung-kwan 李鴻坤

Xu Xuan 徐軒

Cheung King-mui 張京梅

Wan Man-leung 溫孟良

Tung Hiu-lo 董曉露

Ngai Hon-yip 魏漢業

**Bass Gehu 低音革胡**

Chan Kung-ki 陳公祺 •

Li Mau-cheung 李茂祥

Vonghemrat Pichan 陳岳華

Lau Wing 劉穎

**Liuqin 柳琴**

Yuen Shi-chun 阮仕春 •

Fong Ka-po 方嘉寶

**Pipa 琵琶***Section Leader (Plucked-strings)**聲部長 (彈撥組)*

Wong Ching 王靜 •

Shui Man-lung 水文龍

Ong Chay-tin 王彩珍

Law Wing-wah 羅永華

**Yangqin 揚琴**

Li Tak-kong 李德江 •

Yu Mei-lai 余美麗

**Guzheng 古箏**

Choi Ngar-si 蔡雅絲

**Konghou 箏篋**

Luo Jing 羅晶

**Zhongruan 中阮**

Cheng Yin 張燕 •

Chan Chi-hung 陳枝虹

Chan Shuk-har 陳淑霞

Liang Wai-man 梁惠文

**Daruan 大阮**

To Siu-ming 杜兆明 •

Chan Kam-fai 陳錦輝

**Sanxian 三弦**

Choi Chi-keung 蔡自強

**Qudi 曲笛***Section Leader (Wind)**聲部長 (吹管組)*

Sun Yongzhi 孫永志 •

Lee Chung-chi 李崇吉

**Bangdi 梆笛**

Choo Boon-chong 朱文昌 •

Tam Po-shek 譚寶碩

**Xindi & Dadi 新笛、大笛**

Chan Hung-yin 陳鴻燕 •

Cheung Tai-yu 張泰儒



Artistic Core Group 藝術小組



The Executive Team 行政部門



Gaohu 高胡



Erhu 二胡



Zhonghu 中胡

Soprano Sheng 高音鍵笙  
Cheng Tak-wai 鄭德惠 •  
Aw Cheong-kheng 歐鍾慶 ◆

Alto Sheng 中音排笙  
So Siu-fun 蘇紹勳

Bass Sheng 低音抱笙  
Li Sau-fat 李守法

Soprano Suona 高音嗩吶  
Guo Yazhi 郭雅志 •

Alto Suona 中音嗩吶  
Chiu Kwok-leung 趙國良

Tenor Suona 次中音嗩吶  
Li Ching-fong 李清芳 ◆

Bass Suona 低音嗩吶  
Kot Kai-lik 葛繼力

Bass Guan 低音管  
Lo Wai-leung 盧偉良 •

Alto Guan 中音管  
Cheung Yiu-kuok 張耀國

Percussion 敲擊  
Deputy Concertmaster 副團長  
Yim Hok-man 閻學敏 •

Ronald Chin 錢國偉 ◆  
Chau Chung-ngai 周重毅  
Chan San 陳新  
Lau Tzu-wah 劉自華

- Principal 首席
- ▲ Acting Principal 代理首席
- ◆ Assistant Principal 助理首席

**Executive Director 行政總監**  
Chin Man-wah Celina 錢敏華

Programme & Marketing 節目及市場部 行政部 Administration

Programme Manager 節目經理  
Naomi Chung 鍾珍珍

Marketing and  
Development Manager 市務及拓展經理  
Tracy Huang 黃卓思

Programme Officer 節目主任  
Lee Chui-hung Tracy 李翠紅  
Leung Ming-hong Henry 梁銘康  
Wong Kwan-ho Ross 黃君豪

Programme Officer (Stage)  
節目主任 (舞台)  
Tsui Tsz-yee 徐子宜

Assistant Programme Officer (Stage)  
助理節目主任 (舞台)  
So So Chan 陳素珍  
Cheung Yiu-fan Lo 張耀帆

Marketing and Publicity Officer  
市務及宣傳主任

Tong Chi-ling Annisa 唐緻靈  
Wong Yuen-foon 黃遠歡

Marketing and Development Officer  
市務及拓展主任

Chan Ka-wah Kenny 陳家華  
Poon Bo-yu Alice 潘寶如

Orchestral Librarian 樂譜管理  
To Yee-ming 杜綺明

Finance and Administration Manager  
財務及行政經理

Chan Chong-kei Danny 陳創基

Personnel and Administration Officer  
人事及行政主任

Chu Ngan-yee Annie 朱雁儀

Secretary to Music and Executive  
Directors 音樂及行政總監秘書

Law Lai-chong Connie 羅麗莊

Accounts Assistant 財務助理  
Tam Kit-fong Sally 譚潔芳



Gehu 革胡



Bass Gehu 低音革胡



Liuqin & Pipa 柳琴及琵琶



Yangqin, Guzheng & Konghou (Harp)  
揚琴、古箏、箏篎 (豎琴)



Zhongruan, Daruan & Sanxian  
中阮、大阮、三弦



Dizi 笛子



Sheng 笙



Suona 嗩吶



Percussion 敲擊

# ACKNOWLEDGEMENTS 鳴謝

1. Hong Kong and International Audiences	香港及國際觀眾	9. Diplomatic Corps	外交使節
2. Financial Supporters	資助組織	10. Music Critics and the Media	樂評家及傳播媒介
Home Affairs Bureau	民政事務局	11. Business Associates	業務夥伴
Leisure and Cultural Services Department	康樂及文化事務署	12. Venues and Facilities	左列會議次
3. All Sponsors	所有贊助人	Hong Kong City Hall	香港大會堂
4. Presenters of Overseas Concert Tours	外地音樂會籌辦組織	Hong Kong Cultural Centre	總數、各成員
Economic and Trade Office, Washington DC	香港駐美國華盛頓經濟貿易辦事處	Kwai Tsing Theatre	葵青劇院
Wu Promotion	吳氏策劃	Sai Wan Ho Civic Centre	西灣河文娛中心
5. Music Advisors	音樂顧問	Sha Tin Town Hall	沙田大會堂
Dr Cham Lai Suk Ching Estella - Chief Curriculum Development Officer (Art Education)	湛黎淑貞博士 香港教育署課程發展處 藝術教育組總課程發展主任	Goldenersaal, Musikverein of Vienna	市務委員會議
Dr Joshua Chan - Associated Professor, Dept of Music, University of Hong Kong	陳錦標博士 香港大學音樂系講師	Herkulesaal den Residenz, Munich	慕尼黑市政府赫爾庫勒斯大廳
Dr Richard Tsang - Head of English Programme Service, RTHK	曾葉發博士 香港電台英文台台長	Stadthalle, Deggendorf	德根道夫市政大會堂
Mr Chen Tscheng Hsiung - Renowned Conductor	陳澄雄先生 著名指揮家	Warner Theatre, Washington DC	華盛頓華納劇院
Mr Kwok Hang Kei - Renowned Musician	郭亨基先生 著名音樂家	13. Other Performing Arts Organizations	其他演藝組織
Mr Doming Lam - Renowned Composer	林樂培先生 著名作曲家	14. Universities and Academia	大學及學術界
Mr Tong Leung Tak - Renowned <i>Huqin</i> player	湯良德先生 著名胡琴演奏家		
Mr Yi You Wu - Director of Hugo Productions (HK) Ltd.	易有伍先生 雨果製作有限公司董事		
Prof John Lawrence Witzleben - Professor, Ethnomusicology and Chinese Music Theory, Dept of Music, The Chinese University of Hong Kong	韋慈朋教授 香港中文大學音樂系教授 (民族音樂及中國音樂理論)		
Prof Li Xi An - Professor, China Conservatory of Music	李西安教授 中國音樂學院教授		
Prof Qiao Jian Zhong - Professor and Director, Music Research Institute, Chinese Academy of Arts	喬建中教授 中國藝術研究院 音樂研究所所長		
6. Conductors, Composers, and Artists in co-operation during the period	期內合作的指揮家、作曲家、藝術家		
7. Ministry of Culture of People's Republic of China - Bureau of Hongkong, Macao and Taiwan Cultural Affairs	中華人民共和國文化部 國務院港澳事務辦公室		
8. Liaison Office of the Central People's Government in the HKSAR	中央人民政府 駐香港特別行政區 聯絡辦公室		
		<b>Roll of Music Benefactors</b>	<b>仁澤雅樂銘</b>
		<b>Accolade Donors</b> (\$1,000,000 or above)	大音捐助人 (\$1,000,000 或以上)
		The Hong Kong Jockey Club Charities Trust	香港賽馬會慈善信託基金
		Blanc de Chine	源
		<b>Connoisseur Donors</b> (\$100,000 - \$499,999)	知音捐助人 (\$100,000 - \$499,999)
		New World Renaissance Hotel	新世界萬麗酒店
		Standard Chartered Bank	渣打銀行
		<b>Delight Donors</b> (\$10,000 - \$99,999)	悅音捐助人 (\$10,000 - \$99,999)
		YOHIFI.COM LIMITED	YOHIFI.COM LIMITED
		Polo Ralph Lauren Sourcing Company Ltd.	Polo Ralph Lauren Sourcing Company Ltd.
		Kee Wah Limited	奇華餅家
		<b>Encore Donors</b> (\$1,000 - \$9,999)	愛音捐助人 (\$1,000 - \$9,999)
		Institut Esthederm Paris	法國雅詩敦專業護膚
		Hong Kong Securities Institute	香港證券專業學會
		Mr and Mrs Frank Proctor	Mr and Mrs Frank Proctor
		Mrs Evelyn Tsang	曾施浩華女士

## Appendix I Brief Biodata of Council Members and Principal Executives

### 附錄 I 理事及兩位總監簡介

*Ms Carlye W L Tsui JP MBE,  
Chairman of Council*

An Economics graduate of University of Hong Kong; Fellow of The Hong Kong Institute of Directors, Hong Kong Institution of Engineers and The British Computer Society; Holder of *Diploma in Company Direction* and *Professional Diploma in SME Directorship*; Chief Executive Officer of The Hong Kong Institute of Directors; a Member of the Wan Chai District Council, Broadcasting Authority, Council for AIDS Trust Fund, Licensing Appeals Board, Personal Data (Privacy) Advisory Committee, Standing Commission on Civil Service Salaries & Conditions of Service and Board of Chung Ying Theatre Company; former Urban Councillor and Provisional Urban Councillor; awardee of Ten Outstanding Young Persons 1981 and IT Achiever of the Year 1992.

*Ms Barbara Fei BBS,  
Vice Chairman of Council*

An outstanding figure in the local music circle; Music Director and Conductor of Allegro Singers; Chairman of the Hong Kong Association of Choral Societies Ltd; Honorary Research Fellow of the Centre of Asian Studies, University of Hong Kong; Member of Board of Trustees of Hong Kong Jockey Club Music and Dance Fund; Vice Chairman of the Hong Kong Culture Association; Director of Pan Asian Symphony Orchestra; Vice Chairman of Hong Kong Ethnomusicology Society; Principal of the Hong Kong Music Institute; Chairman of Music

Committee of the Arts Development Council; Member of The Hong Kong Institute of Directors.

*Mr John K P Fan BBS JP,  
Vice Chairman of Council*

Secondary school Principal; Member of Hong Kong Sports Development Council; Convenor, Education Working Group, Hong Kong Environmental Protection Campaign Committee; Ex-officio Executive Committee Member, Hong Kong Subsidized Secondary Schools Council; President, Hong Kong Schools Sports Federation; Hon Secretary, Shamshuipo Arts Association; Member of The Hong Kong Institute of Directors; former Urban Councillor and District Board Member. Convenor, School Sports Promotion Program/ LCSD.

*Mr Carlson Tong,  
Hon Treasurer of Council*

Partner, KPMG, Certified Public Accountants; Council Member, Hong Kong Society of Accountants; Member of The Hong Kong Institute of Directors; Member of Listing Committee, The Stock Exchange of Hong Kong Limited; Member of Takeovers & Mergers Panel and Takeovers Appeal Committee, Securities and Futures Commission; Member of Corporate Management Committee, Sports Development Board; Council Member, Kennedy School Council.

*Prof Chan Wing-wah JP,  
Hon Secretary of Council*

Chairman of Music Department, Sub-Dean of Faculty of Arts, The Chinese University of Hong Kong;

Chairman, Board of Trustees, Hong Kong Jockey Club Music and Dance Fund; Chairman, Board of Directors, The Composers and Authors Society of Hong Kong; Chairman, Hong Kong Composers' Guild; Member, Arts Development Council; Member of The Hong Kong Institute of Directors; former Provisional Regional Councillor; awardee of Ten Outstanding Young Persons 1992.

*Mr Davie T P Au-yeung,  
Council Member*

Fellow of The Hong Kong Institute of Directors; Treasurer and Council Member, Hong Kong Committee for UNICEF, United Nations Children's Fund. Before his retirement in January 2002, Mr Au-yeung was Executive Director in the Hong Kong Jockey Club.

*Ms Chiu Lai-kuen Susanna,  
Council Member*

Chief Operating Officer, DVN (Holdings) Ltd; Member of The Hong Kong Institute of Directors; President, Information Systems Audit and Control Association (HK Chapter); Deputy Chairman of Information Technology Committee of Hong Kong Society of Accountants; Convenor of Webtrust Committee Marketing & PR Subgroup of Hong Kong Society of Accountants; Member of Webtrust Committee of Hong Kong Society of Accountants; Deputy Convenor of IT Interest Group of Hong Kong Society of Accountants; IT Conference Organizing Committee of Hong Kong Society of Accountants; Council Member of the Overseas Chinese Institute of CPA Members Association Limited.

*Mr Lai Hin-wing Henry,  
Council Member*

Partner, P C Woo & Co; Notary Public; admitted as a solicitor in Hong Kong, England and Wales and the state of Victoria Australia; Member of The Hong Kong Institute of Directors; Member of the Solicitors Disciplinary Tribunal; Member of the Consent Committee of The Law Society of Hong Kong; practising in the legal field for more than 20 years; Director of Ebenezer School and Home for the Visually Impaired; Director of Lock Tao Secondary School; the honorary legal adviser to Hong Kong Juvenile Diabetes Association Limited; independent non-executive director of listed companies in Hong Kong.

*Mr Wong Tin-yau Kelvin,  
Council Member*

Deputy Managing Director, Cosco Pacific Limited; Council Member, The Hong Kong Institute of Directors; Chinese music enthusiast and a member of the Friends of the Hong Kong Chinese Orchestra; one of the performers of the outdoor concert entitled *Music from a Thousand Strings* organized by Hong Kong Chinese Orchestra at the Hong Kong Cultural Centre Piazza on 11 February 2001, which resulted in the Guinness Record.

*Mr Yan Huichang Hubert,  
Music Director*

Graduate of the Shanghai Conservatory of Music with a Bachelor's Degree with distinction after receiving five years of professional training in Chinese music conducting; conferred the title of National Class One

Conductor at the First Professional Appraisal of China in 1987; appointed Music Director of Hong Kong Chinese Orchestra in 1997 after having worked with all professional Chinese orchestras as conductor in Beijing, Shanghai, Taiwan and Singapore; worked in music of other genres in addition to playing an active role on the Chinese music scene; awardee of the Cultural Medallion (Music) of the National Arts Council of Singapore in September 2001, the Gold Prize for World Academic Contribution, the Gold Statue Prize for Achievements of World Cultural Celebrities and the Gold Prize for The Famous Figures Works Exhibition of the Arts Circles in China in October 2001; achievements documented in *The Famous Figures of the Contemporary Arts Circles* in China; Member of The Hong Kong Institute of Directors.

*Ms Chin Man-wah Celina,  
Executive Director*

Member of The Hong Kong Institute of Directors; graduate of a Professional Programme in Arts Administration organized by UCLA and former USD, holder of *The Hong Kong Institute of Directors Diploma in Company Direction*; recipient of Commendation for High Degree of Vigilance from the Director of Immigration in 1985; joined the Cultural Services Section of the former Urban Services Department in 1989 and since then has worked in offices serving the Hong Kong Repertory Theatre, Festivals of Asian Arts, Chinese Music Festival, Hong Kong International Film Festival,

Hong Kong International Arts Carnival and Hong Kong Chinese Orchestra; rich experience in many aspects of arts administration including human resources programme management publications, organization of festivals, international conferences and productions of various scales, including the *Music from a Thousand Strings* organized by Hong Kong Chinese Orchestra at the Hong Kong Cultural Centre Piazza on 11 February 2001, which resulted in the Guinness Record.

*徐蔚玲太平紳士 MBE ,  
理事會主席*

香港大學經濟系文學士，香港董事學會、香港工程師學會及英國電腦學會資深會員，公司董事文憑及中小企專業董事文憑持有人；香港董事學會行政總裁；灣仔區議會議員，香港廣播事務管理局成員，愛滋病信託基金委員會、牌照上訴委員會、個人資料(私隱)諮詢委員會及公務員薪俸及服務條件常務委員會委員和中英劇團董事，前市政局及臨時市政局議員；1981年「十大傑出青年」得獎者及1992年香港傑出資訊科技成就人士。

*費明儀女士 BBS , 理事會副主席*

本港音樂界知名人士；明儀合唱團音樂總監及指揮；香港合唱團協會主席；香港大學亞洲研究中心名譽研究院士；香港賽馬會音樂及舞蹈信託基金會委員；香港各界文化促進會副會長；泛亞交響樂團董事；香港民族音樂學會副會長；香港音樂專科學校校長；香港藝術發展局音樂小組委員會主席；香港董事學會會員。



范錦平太平紳士 BBS，

理事會副主席

中學校長；香港康體發展局董事局成員；環境保護委員會教育工作小組召集人；香港津貼中學議會當然執行委員；香港學界體育聯會會長；深水埗文藝協會義務秘書；香港董事學會會員；前市政局及區議會議員，康樂文化事務署學校體育推廣計劃召集人。

唐家成先生，義務司庫

畢馬威會計師事務所合夥人；香港會計師公會理事會會員；香港董事學會會員；香港交易所上市委員會會員；證券及期貨事務監察委員會內收購及合併委員會會員及收購上訴委員會會員；香港康體發展局政務委員成員；英基學校協會堅尼地小學校務會議成員。

陳永華太平紳士，義務秘書

香港中文大學音樂系系主任及文學院副院長；香港賽馬會音樂及舞蹈基金會主席；香港作曲家及作詞家協會理事會主席；香港作曲家聯會主席；香港藝術發展局委員；香港董事學會會員；前臨時區議會議員；1992 年度「十大傑出青年」得獎者。

歐陽贊邦先生，理事

香港董事長學會資深會員；聯合國兒童基金香港委員會委員及司庫。2002 年 1 月退休前，為香港賽馬會執行總監。

趙麗娟女士，理事

天地數碼(控股)有限公司營運總裁；香港董事學會會員；國際資訊系統審計協會(香港分會)主席；香港會計師公會資訊科技委員會副主席；香港會

計師公會網譽認證委員會市場及公關召集人；香港會計師公會網譽認證委員會委員；香港會計師公會資訊科技關注小組副召集人；香港會計師公會會議籌備委員會副召集人；海外中國註冊會計師協會會員協進會理事。

賴顯榮律師，理事

胡百全律師事務所合夥人；香港註冊律師；英國及澳大利亞維多利亞省最高法院註冊律師；香港董事學會會員；香港律師紀律審裁組委員；香港律師會批准委員會委員；在法律界執業超過 20 年；香港心光盲人院暨學校董事；香港樂道中學校董；香港兒童糖尿協會有限公司義務法律顧問；香港多間上市公司獨立非執行董事。

黃天祐先生，理事

中遠太平洋有限公司董事副總經理；香港董事學會會員及理事；熱愛中樂，為香港中樂團學友會成員；曾參與 2001 年 2 月 11 日由香港中樂團於香港文化中心廣場所舉辦的「千弦齊鳴」戶外音樂會演出，該次音樂會後來獲納入健力士紀錄大全。

閻惠昌先生，音樂總監

在接受五年大學正規中樂指揮教育後，以優異成績畢業於上海音樂學院；1987 年獲中國首屆專業評級授予國家一級指揮之榮譽；曾先後指揮過北京、上海、台灣、新加坡所有專業國樂團，並於 1997 年應邀出任香港中樂團音樂總監；除了活躍於中樂舞台之外，亦有涉足交響樂團的指揮；2001 年 9 月，獲新加坡政府頒發「2001 年文化獎」；獲世界學術貢獻獎評審委員會頒發「金獎」；2001 年

10 月獲世界文化名人成就金獎評委會頒發「金像獎」、中國國際名人研究院評審委員會頒發「中國藝術界名人作品展示會金鼎獎」；成就同時獲列入《中國當代藝術界名人錄》；香港董事學會會員。

錢敏華女士，行政總監

香港董事學會會員；完成美國加州洛杉磯大學和前市政事務署聯辦的專業藝術行政訓練課程；公司董事文憑持有人；於 1985 年獲入境署長頒發高度警備嘉許；1989 年加入前市政事務署，自此以後為香港話劇團、亞洲藝術節、中國音樂節、香港國際電影節、國際綜藝合家歡和香港中樂團服務；從事多方面藝術行政工作，經驗豐富，包括人力資源管理、節目統籌、出版、藝術節籌劃、國際會議籌辦和各大小型活動製作，其中包括 2001 年 2 月 11 日由香港中樂團於香港文化中心廣場所舉辦的「千弦齊鳴」戶外音樂會演出，該次音樂會後來獲納入健力士紀錄大全。

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### Enter the Music Palace

The robust tonal colours of three tutti pieces by the Orchestra - *The Grand Victory*, *Jing. Qi. Shen*, and *Ambush from All Sides* - should be attributed to the conductor Yan Huichang, without whose energetic, commanding presence, the Orchestra would not have given such a dynamic performance.

Le Zi Yu  
*Ta Kung Pao*  
5 October, 2001

### 《走進殿堂》

中樂團三首合奏《大得勝》、《精·氣·神》及《十面埋伏》的效果音色飽滿，指揮閻惠昌應記一功，如果沒有指揮那一身勁力十足，力拔山河的氣慨，相信樂團也會少一分力度。

樂子語  
《大公報》  
2001年10月5日

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### The Legend of Love

"Conductors to go into acting" is one of the gimmicks jointly created by the Hong Kong Chinese Orchestra and theatre workers in a bid to promote Chinese music and theatre. The idea is to draw Chinese music fans to watch plays, and theatre fans to listen to Chinese music, so as to effect a true 'cultural exchange'.

Ho Chun-fai  
*Ta Kung Pao*  
22 November, 2001

### 《六朝愛傳奇》

「指揮家去演戲」就是香港中樂團和戲劇工作者合力推廣中樂與戲劇的噱頭，藉以吸引少看戲劇的中樂迷嘗試觀賞戲劇或吸引少聽中樂的戲劇迷嘗試欣賞中樂，使「文化交流」得到一趟真正的實踐。

何俊輝  
《大公報》  
2001年11月22日

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### The HKCO's European Tour 2002

Although what the Orchestra played was Chinese folk tunes, and although their music incorporated a lot western symphonic and modern music techniques, the audience seemed to be totally captivated by this amalgamation. At the end of each piece, the hall resounded with thundering applause and 'bravo' calls

### 《歐洲巡迴演出》

儘管樂隊奏出的是中國民間的旋律，儘管作品中融入了許多西方交響樂和現代音樂的技法，但聽眾對這種融合似乎很着迷，每曲結束，大廳裏就會爆發出聽眾發自內心的掌聲和歡呼聲。從他們的表情中你可以感受到一種興奮。

that came from a truly appreciative audience. The excitement was written all over their faces.

At the end of the show, the personal assistant to the great Zubin Mehta, told our reporter, "It never occurred to me that Chinese folk music could have such beautiful sounds as western symphonic music. The Orchestra is really wonderful, they were not performing; they were painting one beautiful scene after another. It's so touching. The conductor is also compelling."

Lun Bing  
*Beijing Youth Daily*  
17 February, 2002

著名指揮大師祖賓·梅塔的私人助手奧茲布拉娜女士在演出結束時對記者說：「沒有想到中國的民樂也能像西方交響樂那樣有這麼美妙的聲音，這個樂團的確太棒了，他們不是在演奏，而是在描繪一個個美麗的畫面，很感人，指揮也很讓人佩服。」

倫兵  
《北京青年報》  
2002年2月17日

The superior quality of the performance of the Orchestra as a whole surprised the audience tremendously. The conductor, Yan Huichang, threw himself into the recreating process of the music. His conducting was teeming with passion and at the same time intellectual and clever.

The spring concerts of the Hong Kong Chinese Orchestra were highly successful, and demonstrated thoroughly and splendidly the excellent professional standard of the works, the conductor and the orchestra. These concerts also fully demonstrated the Orchestra's commitment to their mission statement, which is "to strive for the peak in music". This success marks the

樂團高超的整體演奏水平令聽眾驚喜，達到了空前的水平。閻惠昌全身心地投入音樂的再創作，他的指揮既滿懷激情，而又機敏理智。

香港中樂團馬年春節中國民族音樂會馬到成功……全方位、高品位地展現了中國民族音樂作品、指揮和樂團具有代表性的高度專業水平，充分體現了香港中樂團「追求音樂至高境界」的精神。這一成功標誌着中國民樂演奏藝術邁入了新時期，即民樂團高度專業化和職業化的新時期和中國民族音樂走向世界的

commencement of a new era of achievement in Chinese music in orchestral format, which is evidenced by a high degree of professionalism and dedication among its players, and the gradual entry of the orchestra into the international arena.

Bian Zushan  
26 February, 2002  
Beijing

新時期。

卞祖善  
2002年2月26日  
北京

When conductor Yan Huichang went up to the podium that used to be occupied by Herbert von Karajan, the 80-strong orchestra began to play as if aided by some providential power. Under the direction of Yan the magician, it expressed the various nuances of Chinese folk music with flair and passion: from the robust to the lyrical, sometimes sorrowful, feminine and mystical and sometimes carefree, abstract and full of a masculine charm. The three concerts were very well received, and Yan was compared to the late doyen of American conductors, Leonard Bernstein.

Doming Lam  
*Hong Kong Economic Journal*  
12 March, 2002

It was somewhat surprising to find that the German and Austrian audiences had taken the 'alien music' of the Hong Kong Chinese Orchestra as social occasions. I paid special attention to the reaction of the listeners at all

當閻惠昌踏上卡拉揚的指揮寶座上，手落音張時，整個八十多人的樂團就有如神助般，在閻惠昌魔術家的手勢中，爆發出充滿感性、理性、豪放、瀟灑、怡情、哀怨、粗獷、溫柔、意象、幻境，種種感動人心弦又富有中國民族意識的樂音。三場音樂會都贏得非常熱烈的讚譽，把閻惠昌與美國最熱門的指揮大師伯恩斯坦相提並論。

林樂培  
《信報》  
2002年3月12日

德、奧人士如以觀賞來自中國的民族樂團演奏的「異族音樂」作為社交活動，實在不尋常。筆者特別留心各場聽眾的反應……目睹大部分聽眾的面部表情反應；但

the concerts, and observed their facial expressions. They all paid full attention to what was being played, and appeared to have immersed themselves into the music. Those who sat on the sides of the stalls leaned forward for a better view and a better sound until the end. And the applause was spontaneous and enthusiastic, certainly not anything given out of courtesy. The last work on the programme was Tan Dun's *Northwest Suite Number 1*, and the applause lasted for almost three minutes. The conductor returned to the stage eight times and the three encore pieces were all played. Yet the audience was still reluctant to leave and it took the departure of Wong On-yuen, the concertmaster, in the wake of the conductor, for the concert to be closed.

Chow Fan-fu  
*Wen Wei Po*  
26 February, 2002

見座中各人在整個演出過程中均全神貫注，而且越聽越投入，多顯得樂在其中；在慕尼黑演出時，側身坐於樓座兩旁座位的聽眾，為求看得真切，聽得真切，人人更俯身向前欣賞，直到散場！各場演出掌聲之熱烈，更非敷衍客氣的反應，奏畢終曲譚盾《西北第一組曲》後，掌聲更歷時近三分鐘不息！結果，閻惠昌返場八次，將帶去的三首「安歌」樂曲全都奏了，聽眾仍不願離去，要待團長黃安源亦隨指揮退場，才能將音樂會結束。

周凡夫  
《文匯報》  
2002年2月26日

The Orchestra has set out clearly defined artistic goals and service pledges. By digging its roots in the rich legacy of Chinese culture, keeping an open mind towards East-West exchange, putting equal emphasis on the traditional and the modern, and setting multiplicity and globalisation as its

樂團制定明確的藝術理念與服務宗旨，植根於悠久的中華文化沃土，又兼收並蓄，融貫中西，傳統與現代並舉，定位於多元化和世界性，緊貼時代脈搏，服務廣大聽眾，藝術上追尋雅俗共賞與大型交響的風範而使樂團富有獨特魅力。

goals, the Orchestra has been able to keep abreast of the times and provide the audience with programmes that strike a fine balance between popular and sophisticated tastes while demonstrating their symphonic capabilities as a full-scale orchestra that exudes a unique charm.

As one of the best Chinese orchestras of our times, the Hong Kong Chinese Orchestra commands a high place of honour in the field. Its establishment is internationally recognised, its vision is in tandem with the times, and its artistic charm is highly acclaimed as well as unique. All these, I firmly believe, would make the Hong Kong Chinese Orchestra a driving force in promoting Chinese culture, and an outstanding arts ambassador as Hong Kong looks forward to an even brighter tomorrow.

Prof Wu Zezhou  
Wu Promotion  
28 April, 2002

香港中樂團屬於當代中國最優秀的民族樂團之列，名至實歸，當之無愧。尤為至關重要的是樂團擁有接軌於國際的機制和與時俱進的觀念，而在藝術上又原本擁有足以令人稱道的獨特魅力，因此，我希冀並確信，香港中樂團定然可以成為播揚民族文化的一支勁旅和展示香港美好明天的出色使節！

吳澤洲教授  
吳氏策劃  
2002年4月28日

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### *The Black Earth and the Willow*

I can confidently say the scale of the Hong Kong Chinese Orchestra, the members' effectiveness in performance, its position in the world and the variety of its stock repertoire, are tops of the world in the realm of Chinese music.

Le Zi Yu  
*Ta Kung Pao*  
19 March, 2002

### 《黑土楊柳》

筆者敢說以香港中樂團的規模、樂手的演奏效率、樂團的國際地位、演奏作品的多元化，在中樂界裏堪稱世界第一。

樂子語  
《大公報》  
2002年3月19日

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### *Routes of the Pipa*

...I also discovered that the accolade of being 'the world's first class' is most deserving for the Hong Kong Chinese Orchestra, because they are adept in both the rousing and the meditative, and are always in perfect control. It is also true indeed that the conductor Yan Huichang has the hand of a master, under which his musicians breathe with him as an organic whole - this is something one would not so easily find in traditional Chinese music performance.

Lee Mak  
*Wen Wei Po*  
9 April, 2002

### 《尋找他鄉的琵琶》

……更發現香港中樂團之所以『世界第一等』名下非虛，因為他們能鬧能靜，能放能收，固然，閻惠昌指揮的功力亦非凡，感覺到與各樂師同體呼吸——這是奏傳統中國樂曲時較不易感覺到的。

李默  
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To mark the corporatization of Hong Kong Chinese Orchestra, a new *symbol* has been created to help usher in a new era, a new image and a new outlook for the Orchestra.

The symbol is a multi-faceted sign. Together with the Orchestra name in Chinese and English characters of elegant fonts, the symbol forms the *signature* of the Orchestra. This is a work of art by Hong Kong renowned designer Mr Hon Bing Wah.

The symbol itself is developed from a musical note.

The top part of the musical note consists of two distinct strokes and dots, which can transpire into various images to convey different meanings, including:-

- a soaring dancing dragon with two bright eyes, symbolic of the land of origin of Chinese music, also denoting an abundance of vigour.
- a person in vivacious motion with both arms outstretched, symbolic of an orchestra conductor, or musicians in concert, or an appreciative audience, all denoting the interaction of the Orchestra at work.
- flower in full bloom, denoting the Orchestra's progress towards prosperity.

Similarly, the bottom part of the musical note carries multiple notations, such as:-

- Drawn in strokes of Chinese calligraphy, it has an English character "C" embedded in an English character "O", as a synonym for "Chinese Orchestra".
- The round shape implies the pinnacle reached by Chinese music -- harmony.

The entire symbol also looks like an abstract rendition of a traditional Chinese musical instrument.

The symbol is dressed in two warm colours. Red is the predominant colour on the national flag of China and the SAR flag of Hong Kong. Purple conveys a touch of class as well as the colour of Hong Kong's flower, the Bauhinia Blakeanna.

While saluting oriental culture in tint and tone, the symbol is built on a simple and clear modern-day structure, applying the musical note as an international language. Through the fusion of charms of East and West, tradition and contemporary, Hong Kong Chinese Orchestra works towards reaching out to the world with its music.

為配合公司化，香港中樂團創造了新的徽號，以迎接樂團的新紀元、新形象、新展望。

這徽號是個具備多面體的標誌，配以典雅字體構成的中英文名稱，組合而成為樂團的標識，是著名設計師韓秉華先生的藝術傑作。

徽號本身是由一個音樂符號演變而成。

音樂符號的頂部由清晰的兩筆及兩點形成，幻化多種形態和象徵不同意義：

- 向上飛舞雙睛閃耀的騰龍，象徵中樂發源地，亦寓意活力充沛。
- 伸出雙臂充滿動力的人，象徵著揮舞的指揮家、演奏中的樂師、產生共鳴的觀眾等，都寓意樂團運作中的互動交流。
- 盛放的花朵，寓意樂團欣欣向榮。

音樂符號的底部亦蘊含多重意義：

- 它以中國書法勾畫，表現出英文C字，藏於英文O字，正代表了「中樂團」的英文簡寫。
- 圓形隱喻中國音樂上的至高境界——和諧。

整個徽號又看似某種傳統中樂樂器的抽象特寫。

徽號由兩種暖色構成，紅色是中國國旗及香港區旗的主要顏色，紫色帶出貴氣，亦是香港的洋紫荊顏色。

這徽號在色彩與特質中尊重東方文化之同時，亦建基於簡潔明朗與現代化的架構，運用音樂符號作為國際語言。透過揉合東西古今魅力，香港中樂團致力於以音樂溝通，邁向世界。

