

APACA Annual Report 2009





Vision

All Australian communities shall actively engage in enriching performing arts experiences facilitated by their performing arts centre.

Mission

The Australian Performing Arts Centres Association (APACA) as a national advocacy network will:

- a) Provide leadership for the development of performing arts organisations to be outstanding professional presenters and facilitators.
- b) Advocate for the proper resourcing of performing arts and in particular for presenters, facilitators and venues for all Australian communities.

Strategic Directions 2009-2014

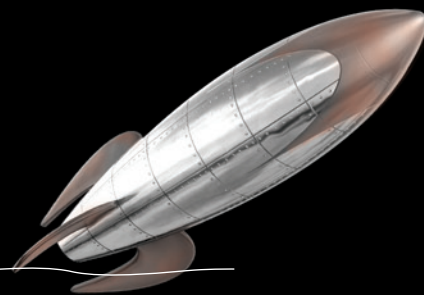
1. To encourage and promote excellence in the presentation of performing arts across Australia.
2. To effectively maintain and develop the APACA network in collaboration with state-based presenter organisations.
3. To position APACA as a peak national body for performing arts presenters and align the organisation with key national partners.
4. To provide valued services to a growing membership.

Objectives

- To assist in the presentation of the performing arts by its members.
- To facilitate the bringing together of artists and audiences.
- To foster ethical standards and effective business practices in the performing arts centre operation, presentation and management.
- To assist in the professional development of personnel involved in the operation of performing arts centres and in the presentation and management of performing arts centres.
- To influence public policy and public opinion to advance the interest of its members.
- To assist in the promotion of activities which will enable members to develop audiences and the performing arts activity in their own communities.
- To develop and/or disseminate and exchange information on the management of performing arts centres and the presentation of the performing arts including music, dance, theatre, film, lectures and related programs.
- To promote the freedom of artistic expression and the pursuit of excellence within the performing arts.
- To encourage cultural and aesthetic diversity within the performing arts.
- To extend the performing arts marketplace and stimulate the integration of the performing arts into the fabric of society.



Membership



APACA members provide cultural leadership to their communities and have developed a sophisticated and significant national touring circuit for performing arts presentations of small, medium and major companies. Our members are instrumental in providing high quality, innovative and challenging performing arts to all Australians.

There are 2 categories of APACA Membership

1. Ordinary Members consist of performing arts centres located in Australia, having the facilitation of the presentation of the performing arts as one of their primary functions.
2. Associate Members consist of any other individual or organisation with substantially similar objectives to those listed in the Constitution of the Association, that is, to assist in the presentation of the performing arts and to facilitate the bringing together of artists and audiences.

Benefits

- Ordinary and Associate Members share all the same benefits with the exception that only Ordinary Members are able to be elected to the Committee of Management. Otherwise benefits include:
- Advocacy and advice to Federal, State and Local Government on a range of important industry issues.
- The development and distribution of industry benchmark codes and best practice guidance for members in regard to industry issues.
- Development of effective relationships with national performing arts networks, Performing Arts Touring Alliance, Playing Australia, Long Paddock and Regional Arts Australia through the Blue Heelers.
- Participation in strategic planning for national tours of professional performing arts products.
- Profiling members and the Association through the APACA website.
- Development of strategic alliances with other industry and relevant bodies including AMPAG (Australian Major Performing Arts Group), LPA (Live Performance Australia), the Australia Council for the Arts, MEAA (Media Entertainment Arts Alliance), RAA (Regional Arts Australia), ALGA (Australian Local Government Association), CHASS (Council for the Humanities, Arts and Social Sciences) and the ABS (Australian Bureau of Statistics).
- Management of Venue and Membership Directory.
- Delivery of the annual APACA conference, providing relevant and topical professional development, critical debate as well as unequalled networking opportunities.
- On-line discussion group with members providing the collective knowledge of hundreds of years experience in the performing arts.
- On-line discussion group for Member Marketing Managers/staff.
- APACA's biennial Economic Impact, Venue Charges and Salaries Report (discounted copies for Associate Members).
- Eligibility to apply to the Australia Council for the Arts' Go See Fund.



President's Report

On behalf of the management committee I am pleased to present the 2008/09 Annual Report of the Australian Performing Arts Centres Association.

APACA has continued to be very active over the last year with a number of issues and projects pursued. Possibly the most important among these was the revisitation of APACA's strategic plan. This major review had been planned at the previous year's update and in order to maximise the outcome, respected professional facilitator Anne Dunn was appointed. Under her guidance the Management Committee spent two full days away from their venues re-thinking the organisation's purpose and future. The key change has been a re-focussing of the core purpose of the organisation to reflect the current position of venue managers as cultural leaders within their communities and not simply guardians of bricks and mortar. Our 12 month Action Plan reflects a realistic approach to the organisation's capacity to achieve outcomes given our limited resources.

The greatest value APACA can deliver to members is to achieve progress on issues that members are unable to achieve individually. Accordingly, APACA's role in advocacy has been reinforced within the new strategic plan. The broader our base, the more effectively the organisation can lobby for change. To this end, we are pursuing more formalised links with the state performing arts centres associations. Vice President David Lloyd has taken the lead on this initiative and as a starting point, arranged an opportunity for me to address VAPAC members earlier in the year to begin this process. This task is long-term in nature so we hope to have some exciting recommendations to offer members next year that will improve planning and communications between all bodies.

Over the last 12 months the APACA profile and relationships have been strengthened through the dedicated work of our extremely energetic Executive Officer, Rick Heath. We have continued to maintain our relationship with government and have met with both Minister Garrett and Shadow Minister Steven Ciobbo

earlier this year as well as meetings with the Department of Environment, Water, Heritage and the Arts, the Australia Council, Regional Arts Australia, Live Performance Australia and Arts NSW. Our growing profile is evidenced by invitations to events at which I have represented APACA, such as the Australia Theatre Forum, the National Arts and Culture Alliance planning day and a workshop on the federal government's social inclusion agenda.

Our re-worked vision is matched by our new website, funded through the Australia Council, which will streamline the work of the Executive Officer. We have also made significant inroads into our "Tech Specs" project and after many years of work, the national touring initiative is close to fruition having been strongly supported by APACA.

The level of investment into these projects coupled with the economic downturn and a reduced distribution from Arts House has reflected in a deficit position reflected in the Profit and Loss Statement, however the organisation has been building reserves for many years in order to protect us in these situations. We continue to grow – in the last 12 months the membership has increased in strength by 20% with an additional 25 members – and we are looking forward to a rosy future.

This year has required a significant commitment of time and energy by the members of the Management Committee and I would like to thank them for their contributions – particularly Past-President Peter Owens and Vice President David Lloyd. And lastly, none of this would be achieved without our hard working Executive Officer, Rick Heath, who has often had to demonstrate patience above and beyond the call of duty!

Bronwyn Edinger

President



Executive Officer's Report

I ended last year's report with the statement *watch this space* and indeed it has been worth watching.

The past 12 months have consolidated APACA's move towards a greater focus on the people who are our members and the people who connect with the activities undertaken by all our members' organisations.

This is prominent in our working relationships and achievements in a number of major projects. Now some 18 months down the track from the delivery of the national touring paper to Minister Garrett, I am delighted to be able to inform members that this proposal is currently translating into reality. With the formation of the Performing Arts Touring Alliance [PATA], we have made huge progress towards achieving our intent of ensuring the exemplary delivery of touring product throughout Australia.

It is most pleasing that the task of improving national touring is being undertaken in a collaborative manner with equal representation from the three touring sub-sectors: presenters, producers and tour coordinators. More so, I am confident that the Performing Arts Touring Alliance is a forum in which constructive debate and reform will be welcomed.

Following last year's Mini Marketing Summit, I was delighted to receive news this year that the Australia Council for the Arts would be opening up attendance at their annual Marketing Summit to APACA members in addition to the Council's Key and Major Organisations. This is a strong example of a subtle but important acknowledgement from the Australia Council, and in particular the Arts Development Division, of the role APACA members play in connecting people with arts activity. The Arts Development Division's support has been fundamental across a number of APACA's initiatives. This support and the ability for open dialogue between APACA and the Australia Council is greatly valued.

Our online 'tech specs' project has been further developed this year with the majority of members submitting photos, plans and technical specifications for uploading to the website. APACA thanks Christine Dunstan Productions for managing this project and genuinely acknowledges their team for their tenacity and professionalism. This has been a costly project to date, yet already it is proving to be a valuable tool. As the use of the site increases so too will its success.

Another key project this year has been the redevelopment of the website. The move to a content management system will allow APACA to ensure the information on the site is kept current. Members will be able to update their

own information, download the Members Directory and vote for Drover Awards in an online environment that is user friendly and better reflects APACA's position as a leader in performing arts activity.

A substantial review of APACA's Economic Impact, Wages and Charges Survey has resulted in a significant re-write and a move to a much-improved online survey tool. The participation rate for the first part of the survey more than doubled from the previous survey. A significant note of thanks goes to Executive Committee member, Peter Owens for his tireless effort in creating and managing the online surveys.

Part of the survey review process involved the first national data collection meeting for the arts industry with representatives from the Australian Bureau of Statistics, Live Performance Australia, ADVICE, the Australia Council, the Cultural Ministers Council Statistics Working Group, Arts On Tour, Regional Arts Australia and a number of representatives from the state arts Ministries. This project aimed to identify areas of duplication and commonality between data collection methods and potential areas for improvement through the determination of common definitions, timing and other standards.

Needless to say, all of the activity undertaken this year, beyond general membership management and administration, has come at a cost. In a year in which income was down and costs were up, APACA has made a strategic decision to draw on reserves to make structural change that will benefit members well into the future.

Central to my role is the ongoing development of relationships with the many players in our industry. This extends from the phone calls from members' staff about changes to OH&S legislation through to meeting with the Federal Minister for the Arts.

In all my communication I advocate for the value that our industry contributes to both the cultural development of our country and the broader social development in our communities.

I urge you to do the same.

Rick Heath



Executive Officer



Management Committee

AS OF 10 SEPTEMBER 08

PRESIDENT
Bronwyn Edinger
Sydney NSW

VICE PRESIDENT
David Lloyd
Bendigo VIC

TREASURER
Steve Saffell
Adelaide SA

SECRETARY
Hamish McDonald
Darwin NT

PUBLIC OFFICER
Bruce Carmichael
Canberra ACT

COMMITTEE MEMBERS
Peter Owens
Rockhampton QLD

Brian Robertson
Geraldton WA

Tim Munro
Hobart TAS

EXECUTIVE OFFICER
Rick Heath

ADMINISTRATOR
Deanna Faust

**DEPUTY PRESIDENT
& PUBLIC OFFICER**
(1 July to 10 September 08)
Evol McLeod
Canberra ACT

SECRETARY
(1 July to 10 September 08)
Robyn Lohrey
Launceston TAS

Committee Meeting Dates

6 August 2008	5 November 2008	6 April 2009
8 September 2008	3 December 2008	12 May 2009
10 September 2008	6 February 2009	9 June 2009
1 October 2008	10 March 2009	

Committee Meeting Attendance

	ATTENDED	APOLOGY	N/A
Bruce Carmichael Public Officer	7	2	2
Bronwyn Edinger President	11	-	-
David Lloyd Vice President	11	-	-
Hamish McDonald Secretary	8	3	-
Tim Munro Committee Member	9	-	2
Peter Owens Committee Member	11	-	-
Brian Robertson Committee Member	8	3	-
Steve Saffell Treasurer	8	3	-
Evol McLeod Deputy President & Public Officer	2	-	9
Robyn Lohrey Secretary	1	1	9

APACA Members at 30 June 2009

ACT

Canberra Theatre Centre
Erindale Theatre
Street Theatre
Tuggeranong Arts Centre

NEW ZEALAND

The Edge

NSW

Albury Entertainment Centre
AMPAG*
Arts on Tour NSW
Australia Council For The Arts*
Bathurst Memorial Entertainment Centre
Broken Hill Entertainment Centre
Capitol Theatre Tamworth
CarriageWorks
Christine Dunstan Productions Pty Ltd
City Recital Hall Angel Place
Civic Precinct Newcastle
Coffs Harbour Jetty Memorial Theatre
Cre8ion*
Darlinghurst Theatre Company
Dubbo City Council
Glasshouse Arts Conference and Entertainment Centre
Glen Street Theatre
Griffin Theatre Company*
Griffith Regional Theatre
Hills Centre for the Performing Arts
Illawarra Performing Arts Centre
Joan Sutherland Performing Arts Centre
Laycock Street Theatre
Lismore City Hall
Manning Entertainment Centre
Marguerite Pepper Productions Pty Ltd*
Musica Viva Australia
MyTickets (Tickets Pty Ltd)*
Orange Civic Theatre
Parade Theatres
Pegasus Group of Companies

Performing Lines*

Queanbeyan Performing Arts Centre
Richard J Stuart
Riverside Theatres Parramatta
Seymour Theatre Centre
Shoalhaven Entertainment Centre*
Sutherland Entertainment Centre
Sydney Opera House
Sydney Theatre
Wagga Wagga Civic Theatre
Wyong Shire Council
Zenith Theatre and Convention Centre

NT

Araluen Arts Centre
Darwin Entertainment Centre
Darwin Festival Association Incorporated*

QLD

Boonah Cultural Centre
Brisbane City Hall
Brisbane Powerhouse
Brolga Theatre
Burdekin Theatre
Caboolture Central Project
Cairns Civic Theatre
Dancenorth*
Empire Theatre
Gladstone Entertainment Centre
Gold Coast Arts Centre
Ipswich Civic Hall
Judith Wright Centre of Contemporary Arts
Logan Entertainment Centre
Mackay Entertainment Centre
Mount Isa Civic Centre
Pilbeam Theatre
Queensland Arts Council
Queensland Performing Arts Centre
QUT Gardens Theatre
Redland Performing Arts Centre
Riverway Arts Centre
Roundhouse Theatre
Sunshine Coast Arts

and Exhibition Centre
The Events Centre
The J
The Majestic Theatre
Townsville Civic Theatre

SA

Adelaide Festival Centre
Arts Centre, Port Noarlunga
Australian Festival For Young People (Come Out)*
Barossa Arts and Convention Centre
Chaffey Theatre
Country Arts South Australia
Golden Grove Arts Centre
Hopgood Theatre
Leigh Warren & Dancers*
Marion Cultural Centre
Middleback Theatre and Whyalla Cinema
Northern Festival Centre
Parks Community Centre - Theatres and Functions
Playford Civic Centre
Sir Robert Helpmann Theatre
STARplex Theatre*

TAS

Burnie Civic Centre / Burnie City Council*
Devonport Entertainment and Convention Centre*
Princess Theatre
Theatre Royal

VIC

Alexander Theatre
Benalla Performing Arts and Conference Centre
Clocktower Centre
Colac Otway Performing Arts and Cultural Centre*
Darebin Arts and Entertainment Centre
Drum Theatre
Eastbank Centre, Shepparton
ESSO BHP Billiton Wellington Entertainment Centre
Frankston Arts Centre
Geelong Performing Arts Centre
Hamilton Performing Arts Centre

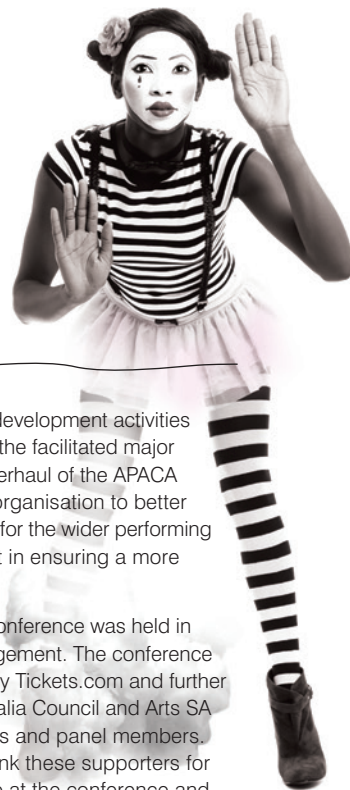
Her Majesty's Theatre
HotHouse Theatre*
Karralyka Centre
Kingston Arts Centre
Latrobe Performing Arts Centre
Live Performance Australia
Macedon Ranges Shire Council Town Hall, Kyneton
Malthouse Theatre
Marshall Day Entertech*
Melbourne Performing Arts Centre*
Melbourne Theatre Company*
Mildura Arts Centre
Portland Arts Centre
Regional Arts Victoria
Robert Blackwood Hall
SeatAdvisor Australasia
Swan Hill Rural City Council*
the Arts Centre Melbourne
The Capital - Bendigo's Performing Arts Centre
Wangaratta Performing Arts Centre
Warrnambool Entertainment Centre
West Gippsland Arts Centre
Whitehorse Performing Arts Centre

WA

Albany Town Hall Theatre
Bunbury Regional Entertainment Centre
Carnarvon Civic Centre
Country Arts WA
Don Russell Performing Arts Centre
Goldfields Arts Centre
His Majesty's Theatre
Mandurah Performing Arts Centre
Margaret River Cultural Centre*
Matt Dann Cultural Centre
Queens Park Theatre
Shire of Moora*
Strut Dance Inc*
University Theatres
Walkington Theatre

*Denotes new member.





Treasurer's Report

2009/2010 was a highly productive, albeit challenging year financially for the organisation. An operating deficit of \$51,175 was returned against a budgeted deficit of \$3,270, resulting in a deficit variance of \$47,905. Total equity at year's end was still a strong \$120,449.

The deficit was primarily a result of greatly reduced income distributions from Arts Services Australia than had originally been budgeted (shortfall of \$25,000). As discussed in the Arts Services Australia report, this was due to the payment of a Change of Use Charge to the ACT Planning and Land Authority, contribution to the developer's extensive capital upgrading of the building and a short vacancy period during the changeover of tenants.

Fortunately, as members would be aware, the Management Committee had in previous years set aside a reserve of \$40,000 to assist the organisation with such an eventuality and so has been well placed to manage this shortfall. With the lease restrictions now removed APACA will enjoy greatly increased revenues from this income source in future years.

Whilst membership has increased, optimistic budget income targets from this source were unable to be met and falling interest rates and unfavourable cashflows contributed to a significant shortfall in interest income.

Additional investment in strategic development activities undertaken in 2008/2009, such as the facilitated major strategic plan review and major overhaul of the APACA website aimed at positioning the organisation to better service its members and advocate for the wider performing arts sector, will undoubtedly assist in ensuring a more efficient organisation for the future.

Another very successful national conference was held in Adelaide facilitated by Push Management. The conference was again generously supported by Tickets.com and further funding was provided by the Australia Council and Arts SA to fund the attendance of speakers and panel members. APACA would like to gratefully thank these supporters for their generosity. Whilst attendance at the conference and feedback on the program was very pleasing, a small deficit was incurred.

APACA remains in a strong financial position with an ever increasing membership base, and is well placed to continue to deliver increased benefits for its members. The committee is very appreciative of the professional guidance and hard work of the Executive Officer, Rick Heath and his assistant Deanna Faust who together have run a tight ship throughout 2008/09.

Arts Services Australia

Arts Services Australia Pty Ltd (ASA) is a joint venture between APACA and Regional Arts Australia (RAA). ASA's only purpose is to manage a property investment in Canberra called Arts House, located at 40 Macquarie Street, Barton. ASA's interest represents roughly 10% of the entire building.

The Board of Directors of ASA is made up of two representatives each of APACA Executive and RAA. At the commencement of the 2008/09 year the APACA Directors were Bronwyn Edinger and David Lloyd. Bronwyn stood down as APACA Director and Chair of ASA at the ASA AGM in October 2008. Bronwyn was replaced on the Board of Directors by Tim Munro. Arthur Frame and Ken Lloyd continued as the RAA representatives. Ken Lloyd assumed the position of Chair of the Board, maintaining the process of circulating the Chair between the two organisations.

FINANCIAL OUTCOME

ASA was required to contribute a significant pro-rata amount to extensive capital replacement and upgrades that the owner had undertaken in this period. Additionally, ASA was required to pay a Change of Use Charge of \$75,000 to the ACT Planning and Land Authority. These factors, coupled with the gap between the leases being taken up by the new tenants, has meant that the distribution

The Executive Officers of these two organisations continue to share administrative services and Country Arts South Australia continues to provide accounting functions for a nominal fee. CB Richard Ellis continues to manage the property on behalf of ASA.

2008/09 was an eventful year for ASA. The Australian Medical Council's lease of the space expired on 31 March 2009 after a period of 10 years. The space is now tenanted by two new commercial tenants, with leases commencing in May and June 2009, each for 12 months duration with options to extend. Due to ASA successfully applying for a variation of the Crown Lease purpose clause to allow commercial office use, we have been able to attract a far more favourable rental return from these tenants. This will ensure a solid revenue base for our two organisations well into the future.

to APACA has been minimal. Additionally the financial performance of the organisation shows a significant deficit in operations for the 12 month period. We are confident however that the Board of Directors has made a significant and considered investment in the future viability of this important revenue stream for our organisations into the future.





APACA 2008 Conference Report

ADELAIDE FESTIVAL CENTRE, 10-11 SEPTEMBER 2008

The 2008 APACA Conference was held in one of the first of the modern performing arts complexes to be created in an Australian capital city. It was certainly an appropriate venue for a conference entitled 'Creating Cultural Capital'.

The excitement generated by the conference was apparent from the first inspirational keynote address – Li Cun Xin talking about his amazing life in the arts, from desperate rural poverty and a gruelling training regime in China, to one of the most celebrated dancers of his time. Full of humour and pathos, self-deprecation yet an undoubted pride in his achievements, Li Cun Xin's talk was the perfect reminder of the power of tenacity, self-belief, and the arts.

Bernie Hobbs educated all conference participants in the reality of climate change and the impact that our lifestyles have on the planet – certainly one former APACA Chair is very aware of his rather excessive carbon footprint! Having no truck with climate change sceptics, Bernie showed us how you can help save the planet and save costs at the same time.

The subject of disabled access to venues was raised by the highly entertaining Betty Siegal from the Kennedy Centre, Washington DC. Following a lifetime of working in this area, she gave us her considered thoughts on disabled access to performing arts venues and how managers should see the disabled not as a 'problem' but as potential customers like all other patrons. She regaled us with some hilarious stories of venue resistance to the disabled and the consequences of such myopia.

The world of marketing was explored in two sessions: one looking at the internet and social networking sites such as Facebook; and the other looking at branding. A plugged-in gen-Y trio led by Holly Owen took the not-so-tech-savvy venue managers through the process

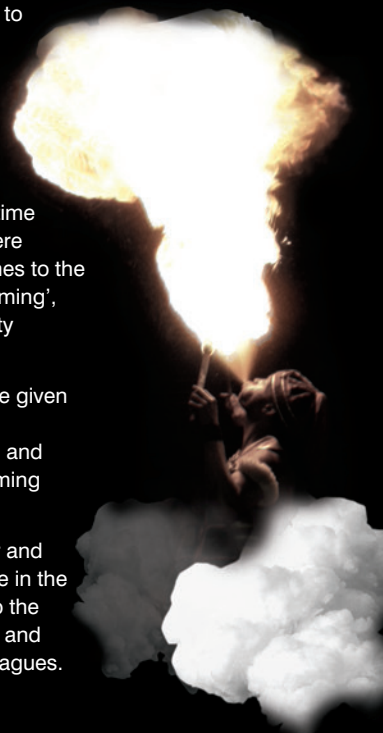
of inviting friends to events using various websites and techniques. Mark Ritson, from the Melbourne Business School, led a fast-paced, no-nonsense session on branding. Delegates were introduced to the concept of the 'net promoter score' as a highly effective way of measuring brand success and potential for growth – essentially, the willingness of your customers to recommend your business to their friends.

The potential of venues to venture into producing territory was also explored with a very experienced panel representing seasoned producers and presenters.

A new feature of the conference was the lunchtime tabletop discussions. Shopping expeditions were foregone as delegates dedicated their lunchtimes to the discussion of relevant topics such as 'programming', 'working with Councils and Boards', 'community engagement' and 'managing burn out'.

Industry-wide developments and initiatives were given an airing with the Australia Council outlining its A.D.V.I.C.E. project and the new 'Go See' fund; and AMPAG outlining their campaign for the performing arts called 'We All Play a Part'.

After a packed program, the conference dinner and Drover Awards at the beautiful Glen Ewin Estate in the Adelaide Hills provided a perfect culmination to the Conference in a setting that enabled delegates and guests to relax and enjoy the company of colleagues.



Drover Awards

The 2008 Drover Awards proved once again to be an evening that both recognised and celebrated the contribution made by Australia's best performing arts touring talent.

Hosted by Mr Charm himself, Lewis Jones, the ceremony was digested amongst the flavours and aromas of the much anticipated APACA Conference dinner at Glen Ewin Estate, South Australia on 11 September.

The APACA Drover Awards were instigated in 2003 to recognise excellence in performing arts touring.

The purpose of the awards is to:

- Acknowledge the skill and expertise required for touring
- Promote the importance of touring for APACA members
- Encourage excellence
- Reward and show APACA's appreciation for the excellence, hard work and dedication demonstrated by touring companies.

2008 saw the introduction of the Drover Award for Best Presenter.

The 2008 Drover Award winners were:

DESIGN EXCELLENCE

True Stories, Bangarra Dance Theatre

TOUR MANAGEMENT EXCELLENCE

Circus Girl, The Flying Fruit Fly Circus

ROAD CREW EXCELLENCE

Heroes, Queensland Theatre Co

EXCELLENT AUDIENCE RESPONSE

Keating! Company B

SPECIAL PANEL AWARD FOR AUDIENCE DEVELOPMENT

Bangarra Dance Theatre

SPECIAL PANEL AWARD FOR INNOVATION

Gadgets, Joel Salom, Michael Gira & Neil Duncan

TOURING LEGEND

Patch Theatre Company

BEST OVERALL PRESENTER

Bathurst Memorial Entertainment Centre



Peter Owens, Rosemary Myers, Hon. John Hill MP, Teena Munn, Douglas Gautier.



Peter Owens, Suzette Watkins, Rod Beever, Phil Finkelstein, Christine Dunstan, Robin Lohrey, Warren Scott.



Libby Anstis, Peter Owens, Stephen Champion, Dave Brown, Christine Dunstan.

Balance Sheet

AS AT 30 JUNE 2009


	2009	2008
CURRENT ASSETS		
Cash and cash equivalents	\$143,875	\$180,207
Receivables	\$85,798	\$34,640
Other current assets	\$35,410	\$38,645
Total current assets	\$265,083	\$253,492
NON-CURRENT ASSETS		
Investments	20	20
Total non-current assets	20	20
TOTAL ASSETS	\$265,103	\$253,512
CURRENT LIABILITIES		
Payables	\$29,945	\$34,344
Other liabilities	\$114,709	\$47,545
Total current liabilities	\$144,654	\$81,889
TOTAL LIABILITIES	\$144,654	\$81,889
NET ASSETS	\$120,449	\$ 171,623
MEMBERS FUNDS		
Arts house reserve	\$15,000	\$40,000
Retained earnings	\$105,449	\$131,623
TOTAL MEMBERS FUNDS	\$120,449	\$171,623

Income Statement

YEAR ENDED 30 JUNE 2009

	2009	2008
Revenue from ordinary activities	\$192,965	\$217,609
Less: Expenses		
Consultants and contractors' fees	\$89,095	\$56,983
Conference expenses	\$91,952	\$97,788
Other	\$63,092	\$74,877
	\$244,139	\$229,648
Profit/(loss) from ordinary activities before income tax expense	(\$51,174)	(\$12,039)
Income tax expense relating to ordinary activities	-	-
Net profit/(loss) from ordinary activities after income tax expense attributable to the association	(\$51,174)	(\$12,039)

These reports are extracts from the full audited accounts of the Association.
A full set of reports is available to members on request.



spaces of possibility -
places where anything
can and should happen."



APACA

Australian Performing Arts Centres Association

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www.apaca.com.au

This annual report is printed on Tutor RP, an Australian made recycled stock.

The purchase of this paper contributes to Landcare's native plant regeneration programs across Australia.

Quote from interview with Tim Etchells/Forced Entertainment.