Annual
Report
2014

IRCa
Indigenous Remote
Communications Association

From left: Sylvia Tabua, Daniel Featherstone, Annette Victor, Michael Griffin, Nelson Conboy, John 'Tadam' Lockyer and Brian Gordon.

Shane White

Bernard Namok

CHAIRMAN'S REPORT

The new Vision for our sector is "to be a powerful and connected voice for remote Indigenous Australia". This strong statement came out of IRCA strategic planning meetings held this year, and is a shift away from relying solely on Government funding and towards bringing greater business acumen to sector development.

Since becoming Chair, a lot has happened IRCA has gained charitable status and has a new logo design; IRCA is raising its profile and seeking alternative income sources and we are now building partnerships to help advance the sector's profile with Government and the public.

It is important that we engage and encourage our youth to become the next generation of leaders, and to use media platforms in training for jobs such as broadcasters, producers, sound engineers, events coordinators, script writers, technicians and journalists, but also teachers, doctors and lawyers. Through these jobs we are also tackling the problems affecting our communities.

We must remember our `pioneers` and their `vision' to keep our communities strong and see how we can bring this wisdom to counter bullying in the `social media space`.   There are also new opportunities through Indigenous apps for transferring knowledge from our elders and preserving, maintaining and archiving our history, lore, language and culture.

Front cover: Sylvia Tabua, Senior Broadcaster Radio 4MW and Noel Heenan, PAW Media Broadcaster

There is an opportunity for remote media to assist Government with health, education, housing, law and justice outcomes through utilising sector media, on-line technologies and platforms.

Work is being done on repatriation of materials and protocols surrounding that through IRCA's digital archiving strategy.

As the remote sector peak body we hope to facilitate the Strategic Plan and work cohesively with each of our RIMO/RIBS networks. This is where we get strong support at board level, in representing and giving voice to our communities on direction and aspirational needs. Both the Vast Conversion Project, and the RIBS/RIMO data collection project, demonstrated IRCA has the capacity to manage sector-wide projects successfully.

Reflecting on a very successful Festival last year, the `showcasing` of all the great talent of our `creatives` happens in an atmosphere of engagement and participation which unites us in our commonalities. The logistics of putting together this event, on all front's, reflected well on IRCA staff organisers and congratulations to host CAAMA.

See you all in Bamaga. Be safe and take care.

John 'Tadam' Lockyer

Indigenous Remote Communications Association

MANAGER'S REPORT

This has been a year of change for the sector, with a focus on meeting the new communications needs of remote communities.

The change of government in September 2013 has brought significant change in policy and funding! Most Indigenous programs, including the Indigenous Broadcasting Program, have transferred into the Department of Prime Minister and Cabinet and been compressed to five streams under the Indigenous Advancement Strategy. IRCA is working hard to facilitate the development of a new sector vision to meet this challenge, and through sector strategic workshops and consultations is facilitating a strong way forward that will deliver jobs and community capacity building.

IRCA has coordinated major projects with the eight remote media organisations including - the rollout of VAST receivers into all RIBS communities; the IBP Audit gathering important data around sector performance and outcomes; coordinating an Indigenous Focus Group day with ACCAN, and playing a key role in the Broadband for the Bush III Forum in April 2014.

IRCA has forged new industry partnerships during the year to better resource strategic projects such as the Remote Archiving Strategy and Screen Development Strategy; as well as providing general organisational support and capacity building to sector organisations.

IRCA continues to address critical issues and opportunities arising from the digital switchover, the NBN, convergence of media and telecommunications, and new policy need for remote sector development.

The Festival was again the year's highlight, bringing together widely dispersed media workers and stakeholders to meet, celebrate, inspire, skill up and showcase the great work being done out bush.

During the year the IRCA Board provided strong direction and support. Our fantastic team at IRCA have worked hard to serve, promote and build this vital industry that finds itself central to all communications and service delivery in a digital age.

Daniel Featherstone

IRCA BOARD 2013 – 14

Chair	John 'Tadam' Lockyer
Dep Chair	Michael Griffin
Secretary	Sylvia Tabua
Treasurer	Annette Victor
	Francis Kelly / Noel Heenan
	Nelson Conboy
	Bernard Namok
	Shane White
	Brian Gordon

IRCA STAFF 2013 – 14

General Manager	Daniel Featherstone
Assistant Manager	Linda Hughes
Office Administration & Membership Officer	Jacinta Barbour
Projects Officer	Liam Campbell
Projects & Research Officer	Susan Locke
Festival Director	Imogen Semmler

OUR ORGANISATION

IRCA is a peak body that represents and advances the media and communications needs of remote Aboriginal and Torres Strait Islander (ATSI) communities. We support the development of a sustainable and vibrant remote media and communications industry.
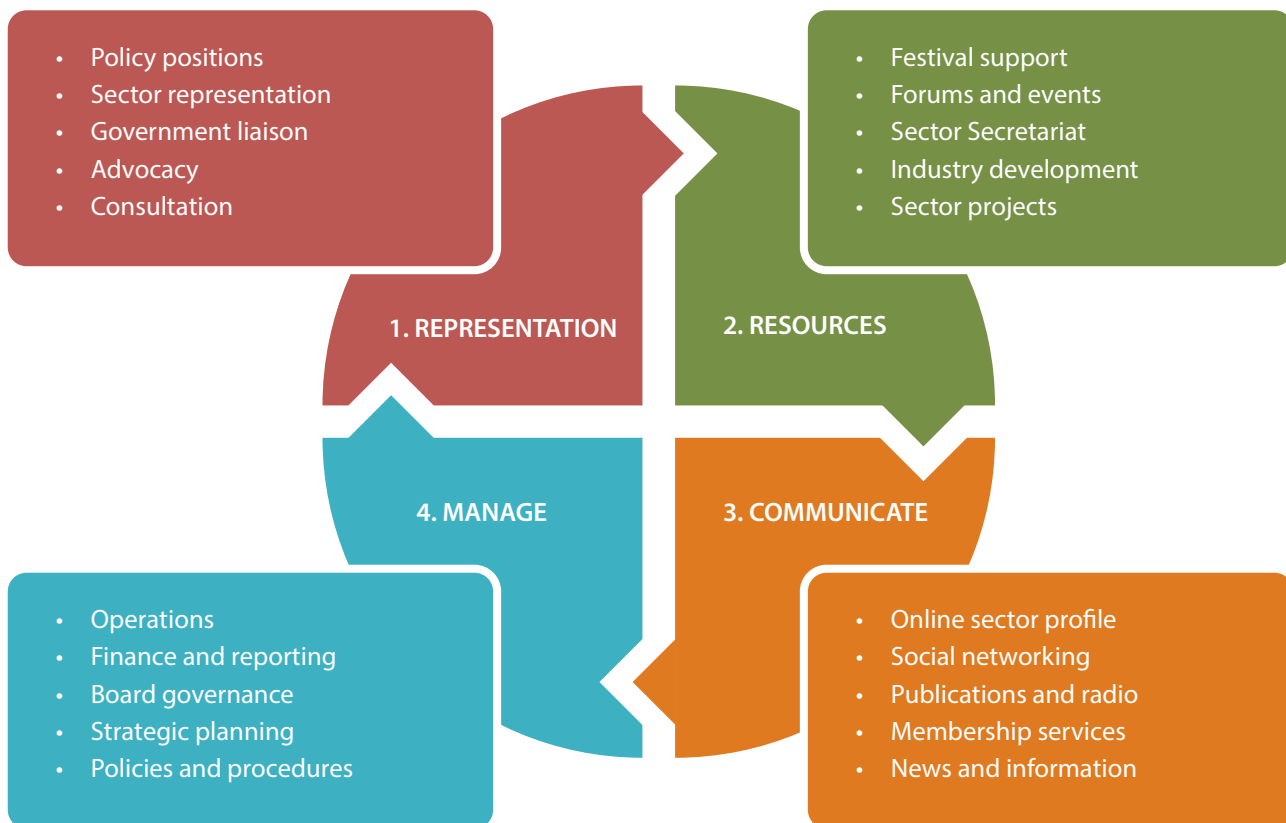
OUR AIMS

To:
- Represent the needs and interests of the sector
- Resource capacity building and development within the sector
- Communicate and raise awareness within the sector and promote its achievements to Government and the wider community.

OUR VALUES

- Supporting Aboriginal and Torres Strait Islander language and culture strengthens identity and wellbeing
- Raising awareness and facilitating communications, promotes healthier, viable communities
- Providing access to resources and platforms enables people to create and preserve their own media and cultural expressions.
- A strong and sustainable remote media and communications sector is the right of Indigenous people and helps to address the digital divide.
- Remote media is an essential service for people living in isolated (weather affected) regions of Australia.

1. REPRESENTATION
- Policy positions
- Sector representation
- Government liaison
- Advocacy
- Consultation

2. RESOURCES
- Festival support
- Forums and events
- Sector Secretariat
- Industry development
- Sector projects

4. MANAGE
- Operations
- Finance and reporting
- Board governance
- Strategic planning
- Policies and procedures

3. COMMUNICATE
- Online sector profile
- Social networking
- Publications and radio
- Membership services
- News and information

MAJOR PROJECTS 2013/14

VAST- Conversion of RIBS satellite receivers to the VAST platform

Australia's digital switchover was not just about television. The transition to the new VAST digital satellite service to deliver TV direct to people's homes in remote communities, also meant that new digital satellite receivers were required to retransmit RIBS radio and ABC radio services in remote communities.
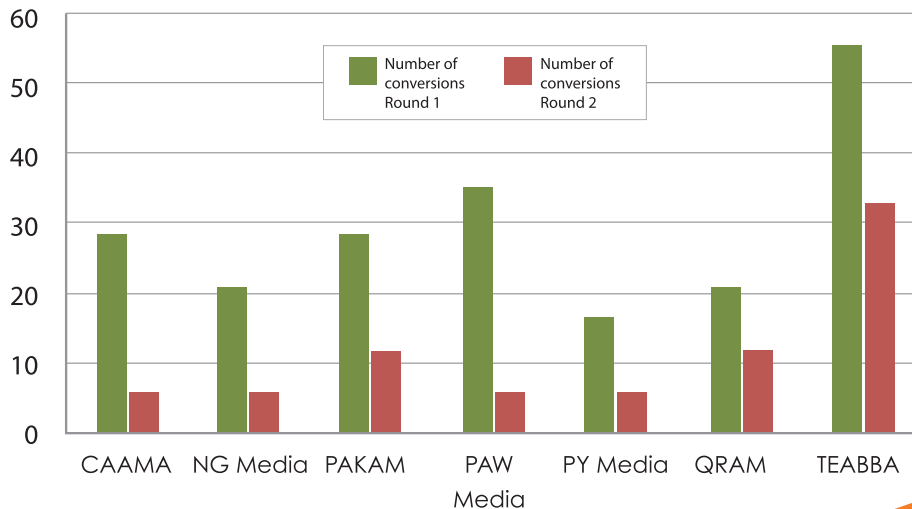
RIMO technicians carried out the conversion work, covering thousands of kilometres of rough roads and in some cases by plane. The work involved installing new satellite receivers and the LNB components of the satellite dish. A huge coordinated effort took place from July 2014 through to mid December 2014 to manage the conversions before the switch off of the old satellite on 10 December 2014.

Funding provided through the Indigenous Broadcasting Program of the Dept. of the Prime Minister and

Cabinet, the Community Broadcasting Foundation and the Department of Communications contributed to equipment, travel and labour conversion costs for 112 RIBS services and 88 ABC radio services in the first round of the conversions.

While the project was well managed and completed on time, the domestic VAST receivers supplied under the funding arrangements, proved to be unreliable during rain fade periods due to their internal software. With the support of the Indigenous Broadcasting Program, a further 80 professional receivers were procured for Wet Season affected RIBS sites. These receivers, which are not affected adversely by rain fade, are being progressively rolled out as Round 2 of the project as RIMOs undertake regular maintenance trips.

VAST radio conversion number of conversions per RIMO

Bar chart legend:
- Number of conversions Round 1 (green)
- Number of conversions Round 2 (red)

Media	Round 1	Round 2
CAAMA	29	6
NG Media	21	6
PAKAM	29	12
PAW Media	35	6
PY Media	17	6
QRAM	21	12
TEABBA	56	33

When no access by car, techs must fly to provide remote maintenance.

Evan Wyatt installing at Iama (Yam) Island

AUDIT

Audit of Remote Indigenous Broadcasting Resources

IRCA successfully responded in April 2014 to a Statement of Requirement from the Indigenous Broadcasting Program (IBP) to conduct an audit of equipment, buildings, funding, operations, licensing and employment of RIBS, RIMOs and Councils. The audit was designed to provide an improved understanding of operational outcomes and capacity building needs in the sector.

The last audit of all RIBS, RIMOs and Councils that provided information on the broadcasting capacity in remote Australia was completed in 1998 by Neil Turner to detail outcomes of the BRACS Revitalisation Strategy and make recommendations for the development of remote Indigenous media.

IRCA and RIMOs worked together to collect data on a wide range of resource and employment arrangements and provisioning. Work on the audit commenced in early May and was completed on 31 July 2014.

Data on 106 RIBS and 8 RIMOs was collected, as well as data on 30 additional retransmission sites and 20 other radio service arrangements. A snapshot of sector measurable's has been developed from the Audit as part of the early data analysis of the results.

The Audit, which was undertaken concurrently with the Hugh Watson Consulting Project, was one component of the IBP review of the sect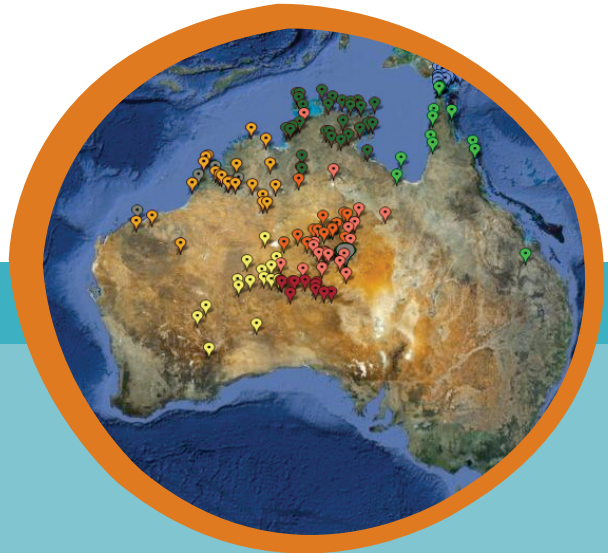or. The Hugh Watson Consulting Project aimed to assess how the operational partnerships existing in the remote Indigenous broadcasting sector are working. It analysed the efficiency, effectiveness and equity of the current operational models in use and provided advice on ways the IBP can assist the remote Indigenous broadcasting sector promote equity and streamline the delivery of remote Indigenous broadcasting services.

IRCA and Hugh Watson Consulting liaised on aspects of the respective projects and shared relevant information as appropriate to the project.

IRCA is currently redeveloping the content management system that drives the IRCA website. This will enable the Audit database to be accessed and updated on an ongoing basis by RIMOs and RIBS.

The Audit results have yielded invaluable information to demonstrate sector outcomes, identifying resourcing needs and challenges, as well as readily develop profile and marketing information for individual RIBS as well as for the RIMO.

IRCA will continue to collect a range of demographic, infrastructure and services information for RIBs communities to further develop the database.

Indigenous Languages in RIMO Communities

93 Aboriginal and Torres Strait Islander languages are spoken across RIMO community networks

5 of those languages are considered safe

8 of those languages are definitely endangered or severely endangered

7 of these languages are considered critically endangered.

91 Mainland RIBS

15 Torres Strait RIBS

30 Number of RIMO distribution services in remote Indigenous communities

12 RIMO retransmission services in non-remote Indigenous communities

8 Remote regional radio stations or regional radio networks taking a RIMO feed

Indigenous Remote Communications Association

SECTOR STRATEGY & REVIEW

Sector Planning

Representatives of the eight Remote Indigenous Media Organisations met with IRCA from 25 to 27 February 2014 in Alice Springs to discuss the development of a new strategic direction for the sector and IRCA.

John Mero, a consultant who has worked with remote media organisations over many years, facilitated a valuable planning process. John's sessions were conducted in the context of the changed landscape of government policy and the need for the remote sector to strengthen its ability to present itself as outcomes driven against government priorities for remote Indigenous communities, and to diversify its income and grants streams.

The group identified the vision for the sector and for IRCA as:

"A powerful and connected voice for remote Indigenous Australia"

RIMO Participants also identified three key aspirations for the sector:

- To give remote people the programming they want and to be the communication channel to and from remote communities, including to governments

- To achieve national recognition and exposure celebrating remote Indigenous media talent and promoting Indigenous languages and cultures

John Mero, facilitating the Strategic Planning Workshop.

- To become a sustainable sector able to offer more to remote Indigenous people and communities.

The IRCA Board approved the goals and strategies arising from the planning session and IRCA is closely focusing its work on the identified strategies.

Audit - Summary of Quantitative Results

259	Media workers employed across total broadcast footprint
207	Indigenous people employed as media workers
52	Non-Indigenous people employed as media workers
57	Females employed as radio broadcasters
91	Males employed as radio broadcasters
138,740	Population in broadcast footprint

67	Average number of live broadcasting hours per week per RIMO radio service
543	Live radio hours per week
1,344	Total radio hours per week
11,940	Training hours per annum across all RIMOs
4,685	Technical services across all RIMOs

15TH REMOTE INDIGENOUS MEDIA FESTIVAL

During October IRCA coordinated the very successful 2013 Remote Indigenous Media Festival with co-hosts CAAMA and key partner ICTV.   200 people attended the Festival held at the beautiful historic Western Arrernte community of Ntaria in the Northern Territory.

IRCA received very positive feedback from delegates and all stakeholders and once again the Festival achieved multiple outcomes for the sector. Delegates left inspired, skilled up, consulted, informed about industry issues and resourced through key networking opportunities.

The program included industry forums, skills development workshops, nightly screenings, the annual Remote Indigenous Media Awards ceremony, IRCA and ICTV's AGMs, cultural performances, a live concert and OB with broad remote coverage, ICTV film documentation and NITV News reports from the site.

Key government agencies and industry VIPs attended, facilitating opportunities for clear communication and constructive conversation about the way forward for remote media and communications.

IRCA conducted six Industry Forums that were well attended and activated energetic discussion. These provided IRCA with new projects to follow up, including the next stage of the Remote Screen Development Strategy, a Remote Media Archiving Strategy and mandate to build partnerships with the Indigenous remote arts sector.

As well as remote media worker delegates, Festival attendees included industry representatives from the Indigenous Broadcasting Program, FaHCSIA, the Community Broadcasting Foundation, CBF IGAC members, NITV, the full SBS Board, BIITE, AFTRS, Screen Australia, the ABC, Screen Territory, NFSA, ANKAAA, Desart, Arts NT, Big hART, and AICA.

Following the Festival, Linda Hughes produced a 24-page full colour Festival Pictorial Magazine which was distributed to the Board, IRCA Membership, funding bodies, RIMOs and Festival delegates.

The Festival budget was met through funding from FAHCSIA, CBF, Screen Territory, NT Government, Centrecorp, and several local agencies.

L-R: Gman, Dennis Charles, Mikaela Simpson and Noel Heenan

Delegates remaining on the last day!

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SECTOR ONLINE PLATFORM

indigitube.com.au

The place of IndigiTUBE as a key sector platform has taken a big step forward this year. IRCA is working with partner ICTV, to clarify its direction and future governance structure.

Demand from remote audiences and contributors is expected to surge following the rollout of broadband via the NBN Satelite in 2016/17 and IndigiTUBE is well positioned to provide a relevant user-access service.

INDIGITUBE MUSIC

IRCA has established and tested the trial version of the IndigiTUBE music platform, including design and functionality. IndigiTUBE MUSIC will be launched by IRCA at the 16th National Remote Indigenous Media Festival in September, with a starting selection of songs from remote bands and organisations!

INDIGITUBE VIDEO

During the year ICTV re-developed the look and feel of the website. They have upgraded the content management system to be a media streaming service, included Channels and made the site more user-friendly over different devices. ICTV report 85,177 views during the year, a rise of 30,000 on the previous year!

INDIGITUBE RADIO

IRCA has re-designed and updated the radio page - there are now 7 streams including - CAAMA, NG Media, PAKAM, PAW Media, PY Media, BLACKSTAR & TEABBA, with a further 2 or 3 to be added in the next financial year. Radio receivers at the IRCA hub room, have been replaced with new VAST set top boxes. Each Stream has its own radio network map and 'Follow' links to Soundcloud accounts. A responsive HTML5 player has also been added that works on computers, tablets and mobile phones. The Radio Player can now be embedded on other websites using an iFrame and further function updates in the next financial year include: static tabs and an interactive map.
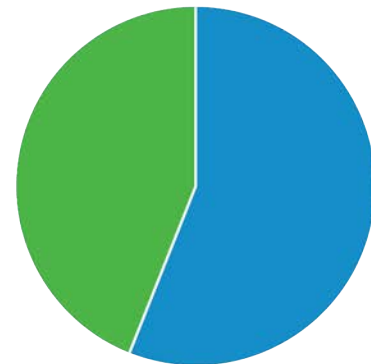
INDIGITUBE SOCIAL MEDIA

Associated with Indigitube.com.au is the IndigiTUBE Facebook social network, which currently has a following of 2,154 people and is moderated jointly by staff from IRCA and ICTV.
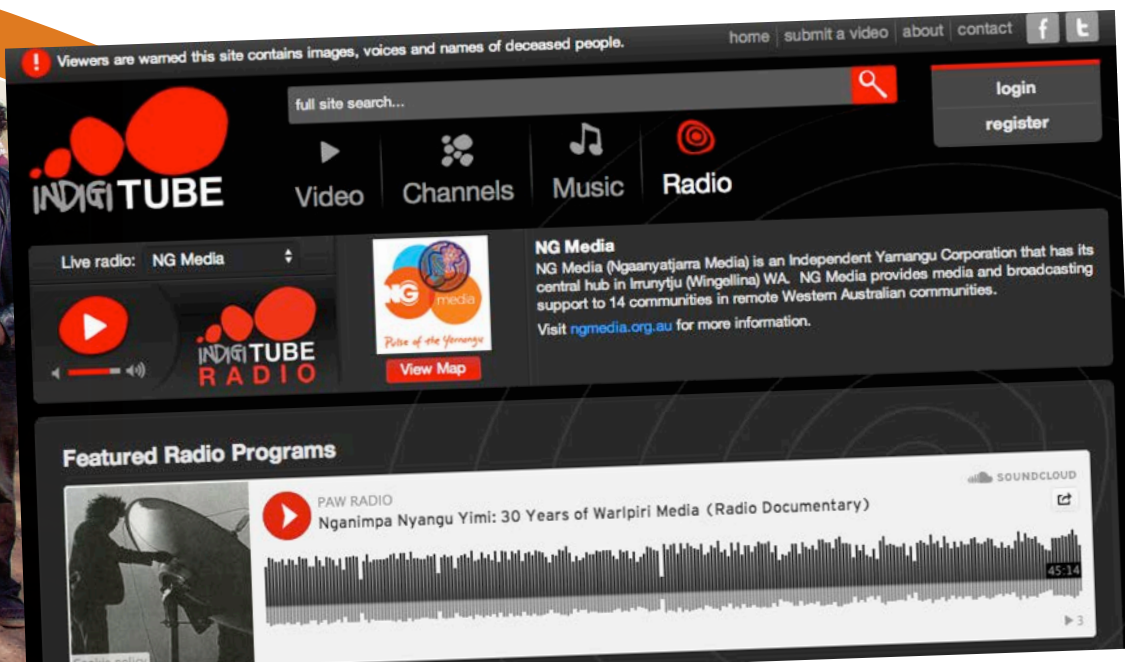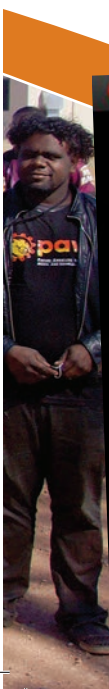
Google Analytics

Returning Visitors   New Visitors

Sessions	Users	Pageviews
12,233	5,680	118,321

Google Analytics for Indigitube January 2014 - June 2014

BROADBAND FOR THE BUSH ALLIANCE & 2014 FORUM

The Broadband for the Bush Alliance advises Government in relation to the coming National Broadband Network's Satellite solution for remote Australia (2016/17). The Alliance is concerned to see effective media and communications infrastructure and services delivered to the bush.

IRCA's role initiating the first Broadband for the Bush Forum (B4BF) in 2011 is recognised by the Alliance as the seed now grown into a significant lobby group. IRCA continues to play a key role in the planning and facilitating of the annual Forum and maintains the

Alliance's website containing recommendations and papers: broadbandforthebush.com.au.

The April 2014 B4BIII Forum was the most successful to date, building on the Canberra delegation visit in July 2013, which included the IRCA Manager and Chair, with five other Alliance Members. The delegation urged both sides of Government to give greater focus to the communication needs of remote and rural Australia.

The Forum was attended by over 100 delegates and addressed four streams – Digital Inclusion, Digital Services, Digital Economy and Technology and Policy. A Communiqué of recommendations scribed during final session round tables was subsequently presented to Government.

B4BA argues that a specific remote communications policy will result in flexible solutions and inclusion for remote and rural Australia in the digital economy.
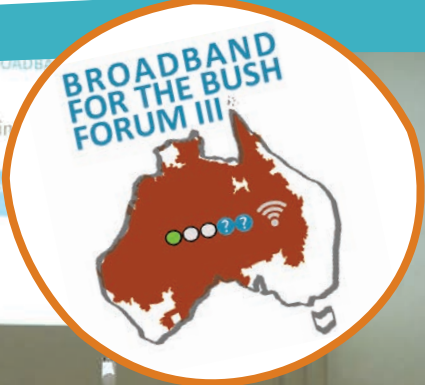

Minister Nigel Scullion addresses delegates.

IRCA is also convinced fast broadband facilitated media will create jobs and industries, transform cultural maintenance practice; facilitate creativity and enterprise; enhance community well-being; re-engage young people with education and training; and support sustainable communities.

Nelson Conboy, IRCA Board, in the Fishbowl in conversation with Telcos.

Daniel Featherstone facilitates the Digital Inclusion Panel

INDIGENOUS FOCUS GROUP

B4BIII

IRCA with ACCAN co-facilitated the first Indigenous Focus group day prior to the B4BIII Forum. This provided opportunities for about 40 Delegates from remote communities to present their issues and insights around the themes - Awareness, Accessibility, Affordability and Appropriateness. Stories of community access, skills development, new apps, digital exclusion, lack of mobile telephony on communities, as well as cyber-bullying were discussed. A summary paper from the Focus Group Day was delivered by Facilitator, Heron Loban, during the first day of the main B4BIII Forum program.

Jim Remedio presents in the B4BIII Digital Economy panel.

Annette Victor, Bernard Namok and Noel Heenan, IRCA Board Members.

Heron Loban, Facilitator.

L-R Sharon Spratt, Linda Dobbs and Melvina Beasley from Imangara Community'

Traditional Owner, Marie Ellis, welcomes delegates to Arrernte country

BROADBAND FOR THE BUSH ALLIANCE
INDIGENOUS FOCUS DAY

ACCESSIBILITY · AFFORDABILITY · APPROPRIATNESS · AWARENESS

Working together · Protect Identity · Grow community · Share knowlage · Digital empowerment

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IRCA BOARD PLANNING

WORKSHOP

The IRCA Board met in Alice Springs for a Board Planning Workshop in late April.

The Chair and Manager tabled the draft sector strategy developed during the John Mero Workshops with RIMO representatives in late February.

Board Members provided input, approved the recommendations of the strategy, and updated the IRCA Strategic Plan accordingly.

The Board considered the implications of new Government policy on the sector. Rule Book changes to include Associate Membership among other business were discussed and approved.

An exciting WiFi Mesh Content Distribution Proposal was discussed as a part of a future sector development model.

PRESENTATIONS

The General Manager and Chairperson went to Canberra as part of the Broadband for the Bush delegation in July 2013; and while there, had several other meetings with government and sector stakeholders. The GM also attended the AICA and CBAA AGM's with Board and sector representatives.

During the year the General Manager has also travelled to Sydney and Canberra for further meetings with government agencies, politicians, and other industry stakeholders including ACCAN, NCIE, APRA, NFSA, AIATSIS - to progress and advocate for sector projects, policy positions and strategic directions.

SOCIAL NETWORK

IRCA Australia regularly posts news and opportunties to Facebook and has a strong social network connecting with 1512 people.

@IRCAaustralia on Twitter reaches a network of 1,434 followers comprising mostly Indigenous organisations and stakeholders.

WEBSITE irca.net.au

IRCA's website is to recieve a major upgrade to a new platform to incorporate the extensive sector data base developed through the recent Audit. This will enable remote media organisations to access and maintain current data and for IRCA to access accurate statistics on sector outcomes and needs.

PARTNERSHIPS

IRCA continues to work closely with its primary stakeholder base the 8 Remote Media organisations (CAAMA, NG Media, PAKAM, PAW Media, PY Media, QRAM, TEABBA and TSIMA); Indigenous Community Televison and other remote media organisations including Yolngu Radio (ARDS), Gumala Radio, Mulka Media, Ngarda Radio, Waringarri Radio, CAYLUS and Barkly Arts.

During the year IRCA has built on relationships and developed new partnerships with the following agencies:

Peak bodies: AICA and CBAA;

Screen Agencies: Screen Australia, Screen Territory, Screen Queensland, NITV/SBS, ABC;

Government and funding agencies: IBP, DBCDE, CBF, ICP, PMC Communications, Ministry for the Arts, NT Dept of Business, and the BoM;

Broadband for the Bush Alliance partners: Desert Knowledge Australia, ACCAN, CAT, CLC, RAPAD, Ninti One, RDA NT, RDA FNQTS, LGANT; InfoXchange; NCIE (IDX Program)

Research agencies: ANU, Swinburne University, Griffith University;

RTOs & training organisations: AFTRS, BIITE, CDU, Radio Adelaide, TAFE North Qld;

Arts peak bodies: Desart and ANKAAA;

Archiving working group partners: NFSA, AIATSIS, Strehlow Resource Centre, NT Libraries, Ara Irititja, Mulka Media, University of Melbourne, Charles Darwin University.

Indigenous Remote Communications Association

Walter Lui broadcasting at Darnley Island with Sylvia Tabua.

IRCA GM visited TSIMA on Thursday Island and accompanied a visit to four islands as part of Technical audit of RIBS and RIMO planning. IRCA is providing support to TSIMA during the establishment of the RIMO.

Daniel Featherstone and Festival Producer, Imogen Semmler with Jim Remedio and Gerry Pyne (QRAM), discuss the 2014 Festival with NPA Council representatives and Amy McKeown, Bamaga RIBS Broadcaster.

TEABBA Team from left: Miranda Garling, Jason Tambling, Thecla Brogan, Don Baylis, Robyn Regattieri and Lee Hewitt.

SECTOR SUPPORT

During the year IRCA staff visited most RIMOs to keep up to date with sector issues and achievements and provide appropriate resourcing and support.

IRCA accompanied IBP Interim manager Phil Cullen on his visits PY Media and PAW Media during August 2013.

IRCA has made staff available to assist RIMOs build and maintain their web presence. New websites are now in place for PY Media, PAKAM & TEABBA.

FINANCIAL REPORT

PROFIT AND LOSS STATEMENT
FOR THE YEAR ENDED 30 JUNE 2014

	2014 $	2013 $
INCOME		
Auspice, Administration & Management Fees	49,053.81	
Sponsorship	10,500.00	4,454.55
Festival Registrations, Accommodation & Catering	85,241.06	
Training Income	13,454.46	
	158,249.33	4,454.55
OTHER INCOME		
Interest Received	-	0.48
Recoveries & Reimbursements	42,958.33	59,190.57
Other Revenue	1,797.40	1,141.27
Grants Expended		
OFTA, National Jobs Package, Prior Year	-	(0.31)
OFTA, National Jobs Package, Current Year	53,628.00	53,414.00
OFTA, Leadership & Governance Workshops	-	25,000.00
DBC&DE, IRCA Operational Support	350,000.00	291,910.00
OFTA, Indigitube Creative Industries Portal	50,000.00	87,420.00
DB&CDE, VAST Radio Conversion Project	128,540.84	121,459.16
DB&CDE, Community Self-help Radio Transmission Program	56,764.85	
Community Broadcasting Foundation, Remote Media Festival	40,000.00	35,000.00
Community Broadcasting Foundation, Online Development	-	10,000.00
Community Broadcasting Foundation, VAST Radio Conversion Pro	-	15,129.00
Community Broadcasting Foundation, Group Based Pathways Trg	-	16,760.00
Dept Prime Minister & Cabinet, RIB Audit	31,376.28	-
Dept Prime Minister & Cabinet, Vast Radio Conversion	71,204.00	-
FaHCSIA, Remote Media Festival	35,281.82	-
Screen Australia, Remote Media Festival	-	5,000.00
LotteryWest, Remote Indigenous Media Festival	-	57,500.00
NT Dept Regional Development, Broadband for the Bush Forum	18,000	-
NT Department of Regional Development - Festival	23,905.00	1,095.00
Screen Territory, Remote Media Festival	15,000.00	-
	873,700.79	719,686.85
	918,456.52	780,019.17
	1,076,705.85	784,473.72

AUDITOR'S OPINION

In my opinion, the financial statements of Indigenous Remote Communications Association Aboriginal and Torres Strait Islanders Corporation is in accordance with:

(a) the Corporations (Aboriginal &Torres Strait Islander) Act 2006, including:

    (i)   giving a true and fair view of the company's financial position as at the year ended 30 June 2014 and of their performance for the year ended on that date; and

    (ii) complying with Australian Accounting Standards in Australia; and

(b) other mandatory professional reporting requirements.

Brian Tucker CPA

Brian Tucker Accounting

FINANCIAL REPORT

PROFIT AND LOSS STATEMENT
FOR THE YEAR ENDED 30 JUNE 2014

	2014 $	2013 $
INCOME		
Accounting & Bookkeeping Services	12,863.99	11,011.64
Administration Costs	35,985.41	-
Auditor's Remuneration	5,530.00	6,599.00
Bank Charges	363.75	311.66
Catering	-	1,325.91
Cleaning	6,968.01	4,554.34
Computer & Production Consummables, Software & Supplies	3,814.73	-
Consultants, Contractors & Other Outsourced Services	34,369.87	112,008.06
Depreciation	4,204.63	5,805.09
Electricity	8,309.20	7,204.23
Email, Internet & Website	14,383.84	12,865.90
Equipement & Installation Outleys	228,046.83	121,865.78
Festival Expenses	96,820.16	58,289.35
General Supplies & Eepenses	9,681.38	28,509.22
Hire & Rental of Equipment & Facilities	4,316.07	16,374.70
Holiday Pay, Movement in Provision	12,065.49	15,865.05
Insurance	8,501.49	4,799.58
Leasing Charges	13,049.28	13,049.28
Meetings & Seminars	21,341.08	7,174.55
Marketing & Promotions	-	1,259.00
Motor Vehicle Expenses	5,526.22	6,801.74
Postage & Freight	2,188.01	1,306.25
Printing, Stationary & Office Supplies	6,285.93	5,638.60
Production Costs	10,556.11	1,200.00
Purchase of Minor Assets	-	500.00
Rent	34,098.23	27,639.32
Repairs & Maintenance	6,534.65	7,689.48
Staff Recruitment & Relocation	777.72	1,124.95
Subscriptions	2,037.81	1,554.55
Sundry Expenses	24.41	-
Superannuation Contributions	24,733.90	13,680.57
Telephone	8,100.51	6,274.59
Travelling Expenses	90,131.92	114,852.05
Wages	330,561.59	151,933.70
Worker's Compensation Insurance	-	2,274.65
Workshops, Training and Professional Development	30,961.89	1,265.96
	1,037,134.31	782,600.75
Profit before Income tax	**3,571.54**	**1,872.97**