



2003 ANNUAL REPORT

Pride Western Australia Incorporated

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FROM THE CO-PRESIDENTS

*Daniel Smith
Sue Fisher Hendry*

2003 was a wonderful year of reform and achievement for Pride. We undertook important organisational reforms and staged a calendar of events the equal of any in Pride’s rich history. Importantly, all of our activities for the year were managed prudently and Pride ends the year in a sound financial position.

Constitutional Reform

The passing of the Gallop Government’s gay and lesbian law reforms in 2002 saw many of Pride’s objectives achieved and 2003 began with many people questioning Pride’s relevance. In addition, declining membership and the rising cost of public liability insurance were challenging Pride’s financial viability.

Pride tackled these challenges by consulting widely within both its membership and community and feedback received indicated overwhelming support for the continuation of Pride.

Feedback received also suggested that Pride needed to modernise and become more inclusive. There was a feeling that Pride’s exclusive focus on gay and lesbian issues excluded other same sex attracted people within our community and dissuaded younger people, with less clearly defined sexualities, from identifying with Pride.

Pride sought submissions from members and community leaders and these submissions guided a number of reforms that were put to a Special General Meeting of members in April. A series of constitutional reforms were passed overwhelmingly and these changes were lodged with the Department of Consumer and Employment Protection to become Pride’s new constitution.

MAJOR ACHIEVEMENTS

- ✓ Achieving a 3-year cash and in-kind sponsorship deal with the City of Perth worth \$41,500 per annum and the associated proclaiming of Northbridge as the home of the Pride Festival.
- ✓ Achieving constitutional reforms aimed at modernising Pride and making it more inclusive.
- ✓ Establishing a professional float construction program to improve the content of the Parade and attracting Healthway sponsorship worth \$19,000.
- ✓ Relocating Fairday from Hyde Park to Russell Square and attracting Fairday’s largest ever crowd.
- ✓ Establishing the women’s sub-Committee, the women’s sundowners and increasing Pride’s female membership from 25 per cent to 40 per cent of members.
- ✓ Professionally auditing Pride’s accounts for the first time.
- ✓ Achieving a net operating surplus of \$24,667 and increasing Pride’s net assets from -\$5,040 to \$19,627.
- ✓ Developing a state-of-the-art web site to improve communication with members.
- ✓ Securing Nova 93.7 FM as a major sponsor to publicise events throughout the Festival.
- ✓ Relocating Pride’s Film Season to RMAX.
- ✓ Staging the inaugural Pride Ball.
- ✓ Conducting market research on the Parade route that found 8 per cent of spectators to be from interstate and overseas.
- ✓ Staging of three well-attended and highly profitable dance parties.
- ✓ Commencing a process to appoint a part-time Executive Officer to professionally manage Pride’s financial, membership and administrative functions.

Fund Raising

Pride returned to a position of solvency following the staging of our first dance party for the year – *XES 2003: The White Party* - and this position improved

throughout the year thanks to an extensive fundraising program, underpinned by the highly successful Quiz Night in July and Studio 54 at Connections Nightclub.

Women's Sub-Committee

Pride's monthly women's sundowners also played an important fundraising role. The sundowners were run by Pride's women's subCommittee, which was established at April's SGM, with the objectives of increasing female membership by staging events of interest to women. By the end of the year, the women's subCommittee had increased Pride's female membership from an historically low 25 per cent of members to about 40 per cent of members.

New Web Site & Benefits Program

Pride improved its communications with all members during 2003 through the development of a state-of-the-art web site and communications platform, designed on a totally voluntary basis by Brian Poleykett. The new web site also improved Pride's credibility in the broader community and regular email newsletters provided members with regular updates on Pride's activities.

With the launch of the web site, Pride also launched its new membership benefits program, with a permanent membership card, and an impressive suite of membership benefits from popular restaurants and other outlets, including Connections Nightclub, which offers Pride Membership Card holders free entry before midnight on Friday and Saturday and throughout the night on Sunday.

City of Perth Sponsorship

Despite the success of Pride's fundraising events, the viability of both Fairday and the Parade were not secured until Pride achieved a substantial new sponsorship package from the City of Perth.

Pride approached the City of Perth midyear with a proposal to make Northbridge the home of the Pride Festival by continuing the Parade in Northbridge, relocating Fairday to Russell Square and staging 75 per cent of Festival events in Northbridge. The City of Perth responded with a three-year cash and in-kind sponsorship package worth \$41,500. This new sponsorship package represented a watershed in Pride's relationship with the City of Perth and should underpin the viability of Fairday and the Pride Parade well into the future.

Audited Accounts

The City of Perth sponsorship package would not have been possible without Pride having had its accounts professionally audited for the first time in 2003. With Pride's accounts about to be audited for a second time, Pride will be in a position to apply for funding from other Government bodies, including Lotterywest, which could partially fund the staging of Fairday.

The Festival of Light

Pride chose "Light" as this year's theme, representing the beginning of a bright new era for Pride and an exciting new partnership with the City of Perth. Some of our advertising carried the phrase "The Festival of Light" and an interstate religious group of the same name took some offence to this and significant correspondence was exchanged.

Pride Patron

Pride invited Hon Louise Pratt MLC to be our patron for 2003. Louise is a lesbian member of the Western Australian Parliament and was instrumental in developing the Gallop Government's gay and lesbian law reforms. Pride thanks Louise for her contribution to Western Australia's gay and lesbian community and for being Pride's patron in 2003.

Pride Month

Prior to the start of the Pride Month, Pride secured Nova 93.7 FM as a major in-kind sponsor. Nova became Pride's official broadcaster and provided valuable publicity for a number of events throughout the Festival.

Pride Month began with Fairday, which was staged at Northbridge's Russell Square for the first time. Significant increases in revenue from gold coin entrance donations and bar sales indicate that this year's Fairday achieved a record crowd. Pride's strategy of staging Fairday in Northbridge to benefit Northbridge businesses proved successful, with both The Court and Connections reporting bumper nights.

Pride's Arts and culture Festival was again a rich and sophisticated blend of film, theatre, music, visual arts, spoken word and community events. Staged predominantly in Northbridge, with a satellite season in Fremantle, the Festival benefited from sponsors including Fruits in Suits, who sponsored both the RMAX film season and the Blue Room Theatre season, and the City of Fremantle.

The Festival saw the debut of the Grand Festival Ball, which was an exciting and courageous addition to the Pride Calendar. All who attended enjoyed a wonderful black tie night and the Ball is set to become a regular fixture on the Pride Calendar, although it is recommended that it be staged midyear as a major event in its own right.

Feedback from members and the broader community suggested that the content of the Pride Parade needed to improve if the event was to remain an attraction. Pride acted on this by seeking funding for a professional float construction program. \$19,000 in funding from Healthway was received and invested in floats for Pride, GLCS, Grapeskin and The Freedom Centre.

The Pride Parade itself saw a significant improvement in the quality of content over the previous year and all Parade entrants are to be congratulated for their efforts. The Parade also saw the tenth anniversary of the Perth Marching Boys and Pride congratulates both the Marching Boys and all who have contributed to the Parade over a long period of time.

Despite the media reporting a crowd of over 70,000, the consensus of regular Parade goers was that spectator numbers were down. While it is difficult to accurately assess crowd numbers, Pride acknowledges that it will need to consistently improve the content of the Parade and advertise more broadly if crowd numbers are to increase and the event is to realise its potential as both a cultural and economic event. Initial conversations have been had with Channel 10 regarding television advertising sponsorship.

Research commissioned by Pride and conducted by Market Equity on the night of the Parade showed that approximately 8 per cent of Parade spectators were from interstate and overseas. This finding will assist next year's Pride Committee to apply for funding through Eventscorp that will assist Pride to expand its float-building program and market the event as a tourist attraction, both interstate and overseas.

Financial Performance

The 2003 Pride Committee operated to strict budgets and was prudent in all decision-making. This practice grew out of necessity early in the year, but developed into an organisational culture, where Committee members recognised that a strong and viable Pride is essential if the rights and freedoms of Western Australia's same sex attracted people are to be protected and advanced. With the Liberal State Opposition promising to repeal many of the Pride Community's recently won reforms, the importance of Pride remains.

In 2002, an unexpected large last minute rise in public liability insurance premiums caused Pride to finish the year with net assets of -\$5,040. In 2003, Pride was able to reduce its public liability insurance costs and raise additional funds to record an operating surplus of \$24,667 and finish the year with net assets of \$19,627.

A Part Time Executive Officer

It has been the goal of successive Committees to reduce the administrative workload of the Committee through the employment of a part-time employee.

Pride advertised and interviewed broadly for a suitable employee and a decision is imminent at the time of writing.

Pride will communicate its decision to members prior to the AGM.

This appointment will see the administrative workload of the Committee reduce significantly, resulting in less Committee burnout, and will significantly improve Pride's efficiency and professionalism.

Next Year

The successes of 2003 have positioned Pride for a stellar year in 2004. Having returned to a sound financial position and with a modern and inclusive constitution, a reinvigorated membership, a modern and sophisticated web site and generous new sponsors, Pride is set for takeoff and has the potential to become the richest and most vibrant community organisation in Australia.

Opportunities and challenges for 2004 include:

- ▶ *Securing Lotterywest funding to partially fund Fairday;*
- ▶ *Securing Eventscorp funding to fund an expanded float construction program and an interstate and international advertising campaign;*

- ▶ *Identify and secure arts funding for the festival;*
- ▶ *Securing Channel 10 as an in-kind sponsor to promote the Parade in Perth;*
- ▶ *Continuing to improve the quality of the Parade's content; and*
- ▶ *Improving attendances at the Parade.*

An additional challenge for Pride is to ensure that it has the ability for renewal and regeneration. Despite being invaluablely assisted by volunteers, Pride has been driven over the years by the hard work and commitment of a small number of people. It is vital for the future of Pride that it is proactive in seeking out, identifying and nurturing such leaders for the future.

It is recommended that the 2004 Committee make this a priority. Possible strategies could include:

- ▶ *Complementing Pride's existing marketing strategy with campaigns in University, TAFE and Union newspapers / newsletters.*
- ▶ *Holding stalls at University orientation days;*
- ▶ *Staging forums on University and TAFE campuses;*
- ▶ *Sponsoring a number of leadership program places for young members of the Pride Community.*

Thanks

The role of Pride Co-President is a challenging role that is simultaneously responsible to both Pride's membership and the broader Pride Community.

The role would be impossible to perform without the support of the Pride Committee, Pride's volunteers and other community organisations and figures.

Special thanks go to our fellow Committee members, whose hard work, dedication and good humour have made serving on this year's Committee

rewarding and pleasurable. You are a talented bunch and we hope that you can work together for Pride's benefit for years to come. Special acknowledgement goes to those Committee members who served on Committee all year for sticking it out through some pretty challenging times.

Thanks also to the management and staff at our permanent community venues, The Court Hotel and Connections Nightclub. Whereas Pride turns on special events for our community a few times a year, our venues are expected to do it week in, week out. Thanks for your support and advice throughout the year.

Thanks also to our community publications, Out in Perth and Women Out West, who really assisted Pride to communicate throughout the year.

Paul Bluett and the Out in Perth team have given Pride great coverage and worked tirelessly to put together our Festival Guide.

Women Out West's Ruth Wykes has given Pride great editorial throughout the year and was instrumental in the success of the women's sub-Committee and their sundowners.

And a very large thank you to Committee members from previous years, whose advice and wise counsel have assisted us greatly throughout the year. Special thanks to Ricky Arnold, Sarah Collins, Shaun Temby, Stephen Dawson and Sally Nagy.

In Closing

Some people have viewed 2003 as a watershed year for Pride and it is true that, in many areas, Pride has broken new ground.

However, we should never view any achievement as too good for Pride or out of our reach.

We should never undervalue our commercial value and we should never set our sights too low.

Pride has a rich history and a proud reputation that has been developed over a long period of time by a number of talented Committee members, who have given of themselves tirelessly.

Pride can achieve whatever we want it to and it will achieve this as long as future Committees show the dedication, community mindedness and financial discipline of this year's Committee.

2003 PRIDE COMMITTEE

Pride was again served by a talented and committed Committee of management, who gave of their time voluntarily and tirelessly throughout the year.

Six men and two women were elected to the Committee at the beginning of the year. Throughout the year, the Committee grew to include:

Sue Fisher Hendry	Co-President Festival
Daniel Smith*	Co-President Sponsorship Marketing Media
Stephen Dawson	Parade
Dean Cahill*	Fairday
Mark Van Helden*	Parties
Pat Wallace Bell*	Treasurer Secretary
Bonnie Travers	Volunteers
Greg Mant*	Membership IT Quiz Night
Damien Parry*	Parade
Aimee Barber	Festival
Laura Foster	Women
Kylee Mulcahy	Special Events

*served on Committee all year.

Other 2003 Committee members were:

Kingsley Dawes	Membership
Donna Bannister	Co-President

Despite being understaffed for the first half of the year, the Committee functioned effectively throughout the year.

The Committee began the year with an overnight retreat aimed at inducting new Committee members and setting goals for the year. This was viewed by all as a beneficial exercise.

Due to the financial and organisational reforms facing Pride at the beginning of the year, the Committee met weekly throughout the year. Whereas in previous years, the Committee met fortnightly until operations demanded

weekly meetings, this year's Committee viewed weekly meetings as beneficial, as they enabled issues to be dealt with quickly and enhanced communication between Committee members.

On the negative side, there was limited use of sub-Committees by Committee members in 2003 and this placed strain and unnecessary workload on all Committee members. The effective sourcing of talented and committed sub-Committee members to assist the Fairday, Party, Parade and Festival Convenors is essential to the smooth operation of the Committee.

The forming of sub-Committees of Committee members to coordinate key functions within the Committee would also be beneficial. Procurement, marketing and approvals functions are common functions for Fairday, the Parade, Parties and the Festival. These functions should be coordinated across events to achieve synergies and increase bargaining power.

Recommendations:

- ▶ *That future Committees begin their year with a weekend retreat, facilitated by a professional facilitator, to bond and set goals for the year;*
- ▶ *That future Committees meet weekly;*
- ▶ *That the Volunteer Coordinator be responsible for convening sub-Committees for the Party, Parade, Fairday and Festival convenors and liaise with the convenors throughout the year to ensure their effective operation;*
- ▶ *That three sub-Committees be formed within the Committee to manage procurement, marketing and approvals functions across events. The three sub-Committees would consist of all event convenors and be convened by the Treasurer, the Marketing Manager and the Secretary respectively.*

CONSTITUTIONAL REFORM

Daniel Smith

Pride began 2003 facing significant financial and directional challenges.

The rising cost of public liability insurance and declining membership and dance party attendances saw Pride end 2002 with net debts of over \$5,000.

The passing of the Gallop Government's Gay and Lesbian Law Reform Bill saw Pride questioning its relevance, with many of the reforms Pride had fought for finally being achieved.

In addition to the financial and directional issues Pride faced at the beginning of 2003, the Pride Committee was significantly under-resourced, with the 2002 Annual General Meeting electing six men and one woman to a 12 person Committee.

Understaffed, bordering upon insolvency and questioning our relevance, the incoming Pride Committee initiated an urgent review of the organisation, aimed at identifying and implementing reforms that would guarantee the organisation's relevance and sustainability.

A series of meetings were held with former Pride Committee members and other community leaders and the Pride Committee wrote to all Pride members, seeking suggestions on how Pride could improve. A number of submissions were received and these submissions formed the basis of recommendations that were put to a Special General Meeting of members on Sunday 4 May, 2003.

A number of special resolutions were passed at the Special General Meeting aimed at modernising Pride, making it more inclusive and improving financial management practices within the organisation.

Key changes included:

NAME	
OLD	Lesbian and Gay Pride (WA) Inc
NEW	Pride Western Australia Incorporated

MISSION	
OLD	The mission of Lesbian and Gay Pride Western Australia Incorporated is to counter the oppression and discrimination endured by lesbian and gay identifying people in Western Australia, and to thereby promote the interests of Western Australian lesbian and gay people and their communities
NEW	The mission of Pride Western Australia Incorporated is to encourage the cultural expression and to celebrate, defend and support the rights and freedoms of lesbian, gay, bisexual, transgender, intersex, queer and other same sex attracted people living in Western Australia.

LIFE MEMBERSHIP	
OLD	No provision for life membership.
NEW	Members who have served at least two complete years on the Committee or who have provided outstanding service to Pride shall be eligible to be nominated for honorary life membership of the association. <ul style="list-style-type: none"> a) A life member of the Association shall not be required to pay the subscription for membership as specified in Rule 8; b) The process of appointment of life members shall be as follows: <ul style="list-style-type: none"> i. Nominations for life membership may be submitted by either a properly constituted meeting of the Committee, or by any four members of the Association, and such nomination shall be submitted to the Secretary; ii. The Committee shall consider any such

LIFE MEMBERSHIP	
	<p>nomination received by the Secretary at the Committee meeting directly following the receipt of the nomination, or at such other times as the Committee may from time to time direct, and on approval by a majority vote, shall recommend the member nominated for life membership to the members at the Annual General Meeting;</p> <p>iii. Any recommendation from the Committee that a person be made a life member of the Association shall be included in the Agenda for the Annual General Meeting;</p> <p>iv. Upon the passing of a special resolution by members present at a properly constituted Annual General Meeting, the person nominated for life membership shall automatically become a life member and shall be known as an Honourary Member.</p>

Nominations for life membership will be discussed and resolved at this year's Annual General Meeting, to be held on Saturday 17 January, 2004.

SPONSORSHIP

Daniel Smith

Pride's start-of-year financial position and the prevailing public liability insurance crisis forced Pride to seek additional cash sponsorship in 2003.

Without additional cash sponsorship, Pride would have been unable to meet the significant cost of staging both the Pride Parade and Fairday and one or both of these events would have been cancelled.

Pride approached the City of Perth and made a submission for a three-year sponsorship package, worth \$41,500 per annum for three years (\$25,000 cash and \$16,500 in kind). In return, Pride committed to make Northbridge "the home of the Pride Festival by:

- Staging the Pride Parade in Northbridge for the next three years;
- Relocating Fairday from Hyde Park to Russell Square; and
- Staging 75 per cent of Pride arts and culture festival in Northbridge.

Without the City of Perth's sponsorship package, it is likely that Pride would not have been able to stage the Parade or Fairday this year and Pride thanks all Councillors who supported this package, particularly Deputy Lord Mayor Bert Tudori, who championed our application.

Pride also reached a new agreement with Healthway to fund a \$19,000 professional float construction project. This facilitated the construction of four flagship floats for the Parade, which substantially enriched the Parade's content.

Unfortunately, Healthway sponsorship will not be accessible in future years unless Pride commits to making all of its events smoke free, including its dance parties.

Other cash sponsors included

- \$5,000 from the East Perth Redevelopment Authority;
- \$4,500 from Fruits in Suits;
- \$2,000 from B Digital;
- \$2,000 from the City of Fremantle; and
- \$1,000 from the West Australian Aids Council.

Significant in-kind sponsorship was also received from:

- RMAX – significantly discounted venue hire;
- Nova 93.7 FM – radio promotions throughout the festival;
- Robert Duval Foods – significantly discounted catering throughout the festival;
- STA Travel – flights and accommodation;
- Town of Vincent – road closures at the start of the Parade route;
- Out in Perth – discounted advertising throughout the year, editorial support and production of Festival Guide;
- Women Out West – discounted advertising throughout the year and editorial support;
- DNA Magazine – free national advertising and editorial support;
- The Western Australian Aids Council – free office rental and outgoings;
- The Court Hotel – discounted handling of alcohol and ongoing fundraising; and
- Brian Poleykett (Web Design).

Pride thanks all of its cash and in-kind sponsors for their support in 2003. Without your support, Pride would not be possible.

While 2003 was a very successful year for achieving sponsorship, two significant opportunities for future sponsorship were identified for 2004:

- Lotterywest – cash sponsorship to offset the capital costs involved with staging Fairday; and

- Eventscorp – cash sponsorship to offset the cost of an expanded float construction project and a national and international marketing campaign to attract tourists to Western Australia.

The Eventscorp application will be assisted by market research conducted by Pride on the Parade route this year, which showed that 8 per cent of the Parade’s spectators were from interstate or overseas.

Both the Eventscorp and the Lotterywest applications will be assisted by the fact that Pride conducted audits on both its 2002 and 2003 accounts.

New in-kind sponsorship that Pride would benefit most from is commercial television advertising for the Parade. Channel 10 is the most likely station to provide this.

Recommendations:

- ▶ *Reconfirm City of Perth sponsorship for 2004 and 2005;*
- ▶ *Seek Eventscorp funding;*
- ▶ *Seek Lotterywest funding; and*
- ▶ *Seek in-kind television advertising sponsorship for the Parade from Perth’s three free-to-air commercial stations.*

FUNDRAISING

An active fundraising program complemented funds raised through sponsorship.

Studio 54

Pride staged an additional dance party at Connections Nightclub in August. Studio 54 raised about \$2,500 for Pride.

Quiz Night

Pride staged a Quiz Night at the Hyde Park Hotel in July, which raised net funds of \$5,210.

Women’s Sundowners

Pride’s Women’s SubCommittee staged a series of sundowners at Grapeskin Wine Bar throughout the year, which turned over close to \$8,400, which was offset by advertising costs of \$4,213 to raise net funds of approximately \$4,200.

In addition to raising these funds, the women’s sundowners proved an important contact point for recruiting and renewing members.

Recommendations:

- ▶ *Maintain an active fund raising program in 2004 to provide Pride with ongoing cashflow and the community with regular events.*

OTHER FUNDRAISING EVENTS	
INCOME	
Entry & Competitions	\$12,908
TOTAL INCOME	\$12,908
EXPENDITURE	
Print Advertising	\$4,213
Venue Hire	\$1,500
Catering	\$200
Bands and Live Performers	\$150
Miscellaneous	\$100
Lighting	\$94
Phone and Fax	\$60
Mobile Phone	\$17
Food and Beverages	\$7
TOTAL EXPENDITURE	\$6,341
NET INCOME	\$6,568

Studio 54, the Quiz Night and the Women’s Sundowners raised net funds of \$6,568.

FAIRDAY

Dean Cahill

2003 saw Fairday relocated from Hyde Park to Russell Square as a part of Pride's new partnership with the City of Perth. As a part of this sponsorship, the City of Perth became entitled to naming rights over Fairday and the event was promoted as *City of Perth Pride Fairday*.

While there were some initial concerns expressed by some members of the community about the relocation of the event, most feedback after the event indicated that the relocation was both popular and successful.

Consensus feedback indicated that the entertainment was the best yet presented at a Pride Fairday and special thanks go to Kylee Mulcahy for her hard work in managing this side of the event.

Crowd estimates vary between 6,000 and 8,000 people. While it is difficult to estimate attendance figures, funds collected at the entrance through gold coin donations were significantly higher than in 2002, indicating a higher attendance than last year. This increase in donations would have been also as a result of the fact that Pride entirely fenced off Russell Square, forcing patrons to enter through the main entrance.

Bar revenue also was significantly higher than for 2002, due partly to a small increase in prices, but mainly to better bar management. An extra till was deployed this year to speed up service and pre-prepared drinks were sold exclusively, with the bar deciding not to prepare mixers and glasses of wine or champagne for customers. This significantly increased throughput at the bar, facilitating a significantly higher turnover.

Special thanks to the Court Hotel for selling Pride stock at cost and taking returns. This reduced the risk

FAIRDAY - Income Statement	
INCOME	
Cash Sponsorship	\$14,850
Donations	\$7,939
Rides	\$970
Stall Registrations	\$5,609
Bar Sales	\$18,730
TOTAL INCOME	\$48,098
EXPENDITURE	
Plant and Equipment	\$14,357
Insurance	\$12,998
Alcohol	\$6,895
Power	\$5,594
Security	\$3,759
Toilets	\$3,464
Rides	\$2,395
Print Advertising	\$2,090
Sound	\$1,968
Bands and Live Performers	\$1,150
Miscellaneous	\$696
Small Hardware	\$590
Headsets	\$539
Cash Registers	\$408
Ice	\$303
Decorations	\$176
Flyers	\$131
Liquor License	\$65
TOTAL EXPENDITURE	\$57,577
NET INCOME	-\$9,479

associated with the bar and enabled the bar to maximise profits.

Fairday was blessed this year with fine warm weather, although the following day was a washout. If this washout had occurred on Fairday, the event would have been a financial disaster, as both gold coin donations and bar revenue would have been significantly lower. It is vital that Pride insure Fairday for inclement weather in future years. Some discussions have been had with Pride's insurance brokers regarding this and appropriate cover has been identified, but not yet purchased.

Despite being rated as the best attended Fairday, the event still ran at a significant loss. Major contributors to this loss were:

- The high cost of insuring the event (\$12,988);

- The high cost of fencing the venue (\$4,000);
- The high cost of providing power to the venue through generators and complying with the City of Perth's safety standards (\$5,594);

There was a significant learning curve associated with staging the event at Russell Square for the first time and a number of opportunities to reduce cost have been identified:

- Tap into the deep sewerage rather than hiring standalone toilets;
- Putting the plant and equipment contract out to tender, rather than automatically using the traditional supplier;
- Optimise the use of power to reduce the number of generators required.

Increased revenue could be realised through:

- Applying for Lotterywest funding to offset the majority of Fairday's costs. This should be a priority in 2004; and
- Expanding the marketing of Fairday to new potential stallholders, rather than only focusing on previous stallholders. Northbridge's restaurants have shown interest in holding stalls.

Recommendations:

- ▶ *Purchase weather insurance prior to the event;*
- ▶ *Investigate cost cutting opportunities, such as deep sewerage, calling for tenders and optimising the power management plan;*
- ▶ *Apply for Lotterywest funding to offset capital and entertainment costs; and*
- ▶ *Source new stallholders through a marketing campaign. This could be conducted in conjunction with*

a campaign to source new Parade entrants.

FESTIVAL

*Sue Fisher Hendry
Aimee Barber*

This year Pride presented a 5-week festival, which offered more Arts events than ever before. We were delighted to receive the ongoing support and recognition of the wider arts community and enjoyed co programming with His Majesty's Theatre, Artrage and The Blue Room Theatre. Each of these organisations included independent programming that supported and enriched our festival content. Through these activities we were able to include wonderful performances from internationally recognized artists such as Paul Capsis and Enda Markey while including additional theatrical performances from interstate from the company that brought us the hilarious "Big Dicks on Stage" and last year's "Love in a Cubicle".

Significantly, we were able to include a great deal of local content in this years Theatre season, including new and existing works by both queer artists and productions to appeal to our community audiences. We presented 4 additional plays, 2 readings and an open mic poetry night. Comedy, musicals, poetry, opera and serious themes were represented with excellent attendances to most productions.

This year the festival incorporated a significant number of listings from community groups offering activities as diverse as the community we at Pride represent. Additionally it was great to represent the independent shows of Queer community based visual and performance artists, both established and newly emerging.

This year we organized a professional quality arts exhibition, "Lightbox @ Breadbox" and a Community Arts Exhibition, which encouraged the participation not only of community members, but also the children of those

FESTIVAL - Income Statement	
INCOME	
Cash Sponsorship	\$6,700
Ticket Sales	\$16,587
TOTAL INCOME	\$23,287
EXPENDITURE	
Venue Hire	\$4,850
Performers' Fees	\$4,152
Catering	\$3,913
Bands and Live Performers	\$3,105
Film Hire	\$2,581
Freight	\$2,207
Decorations	\$2,013
Sound	\$1,851
Lighting	\$1,572
Alcohol	\$1,498
Print Advertising	\$1,075
Phone and Fax	\$925
Posters	\$864
Travel	\$697
Guide Distribution	\$440
Miscellaneous	\$312
Flyers	\$257
Technicians	\$198
Tickets	\$173
Security	\$100
Glass Hire	\$70
Liquor License	\$50
Mobile Phone	\$50
Meals and Drinks	\$43
Shows	\$30
TOTAL EXPENDITURE	\$33,027
NET INCOME	-\$9,740

in our community who are raising children and teenagers.

It was part of the Festival agenda this year to include activities to welcome Pride members who are parenting, and in support of this we also programmed a "Wizard of Oz Singalongathon" as part of the Film Festival, giving away prizes for adult and child fancy dress. Those who attended will tell you that they had a wonderful time losing their inhibitions, hissing at the wicked witch and following the yellow brick road!

Cabaret and musical performances played a highly successful part in this year's festival. We welcomed new features such as Icon Night at Kulcha,

where the ghost of Marlene Dietrich and her heavenly chums Dusty and Edith Piaf among others put in an appearance and the gorgeous Tap Cats thrilled us all with their tap dance routines. Additionally Pride, in conjunction with Outdance, held the "Grand Festival Ball" which welcomed the fine sounds of Mondo Kitsch, the Dusty Springfield Tribute Show and a surprise cameo appearance by Enda Markey. We hope to organize a Ball again, although we feel that it should be a stand-alone event and not part of the festival. Feedback suggests that many people would have come, but for the fact that they had already spent as much as they could on other festival events.

The Celebration of Women's Music night at Kulcha repeated last year's success and offered a fine and diverse night's entertainment to a full house. Not only did it offer a great evening for the audience, but a networking opportunity for the performers that has several of them who had previously not met undertaking new projects together. Hopefully we will experience the fruits of these new projects at next year's festival.

The 2003 Fruits in Suits Pride Film Festival was a smashing success. The film season consisted of a three-day festival at the Film and Television Institute (FTI) in Fremantle from October 2 to 4 and a 12 day festival at the Rmax cinema in Northbridge from October 19 to 31.

Screenings in Fremantle included a single night, which was included in the existing Cinematheque film screenings at the FTI, plus two nights which were programmed by Aimee Barber.

The Northbridge component of the film festival was kicked off with a launch, which over 100 people attended. The launch featured a live band, beverages and fingerfood for all patrons before Mango Souffle was screened.

During the following 10 days, films were well received by all patrons, particularly the two specifically lesbian nights, which a combined total of over 250 women attended. It was an unfortunate fact that the nights that were geared towards others in the Pride Community were less well patronised.

Another unfortunate occurrence was the cutting short of the festival by two days after the projector at the cinema was damaged. This said however, the film festival was successful with almost 600 patrons attending throughout the festival, both in Fremantle and in Northbridge.

Overall recommendations for next year would be to finalise the content of the Festival much earlier that has recently been possible, with the intention of releasing the Festival Guide and marketing the festival significantly earlier that has previously been achieved. Earlier planning and marketing has proved difficult in the past partly due this year to previous budget uncertainty. Additionally, the extremely large workload required of the Festival Convenor creates time pressures on the incumbent which amount to the schedule of a full time job for between 2-3 months leading up to the Festival.

Pride remains one of the very few festivals where the administering Committee are all voluntary workers. Both Feast and Mardi Gras have a team of paid employees. It is suggested that we investigate additional funding avenues with the intention of achieving some postings such as these in the near future, which I feel would assist with continuity of planning, festival content, and place less pressure on all main Pride Committee member functions.

The Festival ran at a significant loss, although, rewardingly, the operational components of the Festival were largely profitable, including the film and theatre seasons.

Major reasons for the Festival incurring a loss included:

- The cost of the Festival launch, the film season launch and the exhibition season launch. Catering and other costs associated with these launches totaled over \$5,000; and
- Low attendance at the Grand Festival Ball. This event ran at close to a \$4,000 loss.

Special thanks to our Festival sub-Committee, particularly:

Erich Schwinkowski
Tania Casley
Sarah Collins
Adele Stewart
Warren Raphael

PARADE

Stephen Dawson

The 2003 Pride Parade was rated as the best in recent history and owed much to the renewed effort of our community's float builders.

In addition to the efforts of our community groups and businesses, the Parade's content was significantly enhanced by a professional float building project, which saw professional artists work with Pride, the Freedom Centre, GLCS and Grapevine to produce four high-quality flagship floats for the Parade. Thanks to Healthway and Relationships Australia, who funded this float building project as a part of their "Making Time to Talk" campaign. Thanks also to Sarah Collins, who coordinated the float building project.

Thanks also to the Parade's other sponsors, including the City of Perth, EPRA, Town of Vincent and B Digital. Without your support, the Parade would not have been possible.

Special thanks go to Damien Parry, Stretch, Peta Vine, Andrea Findley, Bonnie Travers and all of the volunteers who assisted both on the night and in the lead up to the event.

While, the content of the Parade improved this year, there is general agreement that numbers at the Parade were down. A number of factors have been identified that may have contributed to this, including:

- Competition from the telecast of the Australia v Ireland World Cup Rugby match;
- The death of the "freak factor". With shows like *Queer as Folk*, *Queer Eye for the Straight Guy*, *Big Brother* and *Will and Grace* on TV, straight people don't have to come to the Pride Parade for their yearly dose of "gay";
- Limited advertising. Pride's advertising budget only facilitated

PARADE - Income Statement	
INCOME	
Cash Sponsorship	\$42,350
Float Registrations	\$4,381
TOTAL INCOME	\$46,731
EXPENDITURE	
Float Building Program	\$19,145
Insurance	\$12,998
Banner	\$3,129
Print Advertising	\$1,210
Ambulance	\$650
Headsets	\$440
Meals and Drinks	\$418
Phone and Fax	\$310
Venue Hire	\$294
Refunds	\$220
Miscellaneous	\$208
Compliance Costs	\$126
TOTAL EXPENDITURE	\$39,149
NET INCOME	\$7,582

advertising in *Out in Perth*, *WOW* and *Shout* and through posters, flyers and the William Street banner, which, even combined, had a limited, largely inner city, reach;

- The banner above William Street coming down two weeks early. The banner was up for four weeks, but had been booked by another organisation immediately prior to the Parade; and
- Poorer quality Parade content over the last couple of years. It is logical that poor content in any given Parade would impact negatively on attendances at the following year's Parade. Hopefully, the inverse is correct and next year's crowd increases as a result of the improvement witnessed in the Parade's content this year.

Recommendations:

- ▶ *Attract new sponsorship to expand the professional float building project; and*
- ▶ *Advertise the Parade using media to reach the entire Perth metropolitan area.*

PARTIES

Mark Van Helden

Pride staged three parties in 2003:

- XES 2003 – The White Party: held on Anzac Day at Metro City;
- Studio 54: held in conjunction with Connections Nightclub in August; and
- LIGHTspeed: our traditional end of festival closing party, held this year at the Globe Entertainment Complex.

XES 2003 – The White Party

XES 2003 was held at Metropolis City on Anzac Day, Friday 25 April 2003 and was a highly successful event, with rave reviews and a crowd of over 1,200.

The securing of Metro City for the event was possible due to it being a Friday long weekend. Metro City and other city venues are reluctant to surrender their venues on Saturday nights.

In April, Pride remained in a perilous financial position and was forced to mitigate the risk associated with staging an event by agreeing to a fixed commission from Metropolis City of \$10,000, which would have been payable to Pride even if only 10 people had showed up for the event.

The success of XES returned Pride to a position of solvency.

Studio 54 @ Connections Nightclub

Pride traveled to Connections Nightclub in August for Studio 54 – a tribute to the legendary New York nightclub.

Studio 54 was one of the nights of the year and raised \$2,500 for Pride.

Special thanks to Tim, Sally, Seb, Gavin, Stuart and the team at Connies for making Studio 54 a special night.

PARTIES - Income Statement	
INCOME	
Ticket Sales / Man. Fees	\$67,639
Sale of Merchandise	\$233
Rebilled Costs	\$795
TOTAL INCOME	\$68,667
EXPENDITURE	
Lighting and Sound	\$9,450
Venue Hire	\$3,300
Shows	\$1,965
Print Advertising	\$1,944
Flyers	\$1,089
Prizes	\$1,000
Cost of Merchandise	\$665
Meals & Drinks	\$500
DJs	\$280
Decorations	\$120
Phone and Fax	\$53
Miscellaneous	\$84
TOTAL EXPENDITURE	\$20,451
NET INCOME	\$48,216

LIGHTspeed

As the last event for the Festival Calendar, the Pride Party is traditionally the largest fundraiser for Pride, and provides important financial support for the organisation. It must be designed with a thorough plan in mind that keeps expenses versus risk to a minimum, and budgeting from previous year's trends is a vital step in projecting estimates.

This year's Pride Party was held at the Globe Entertainment Complex and consisted of three rooms and an outside courtyard. It was marketed as a venue that would cater to various tastes in a large-scale nightclub production. 11 DJ's, 3 shows, and a massive set-up featuring incredible decorations and a huge array of extra lighting, formed the creation of what was named "LIGHTspeed".

Choosing a nightclub-based event was favourable due to the recent problems of public liability insurance. Permanent establishments are required to have their own insurance, and this indemnifies Pride against any possible claim. It also provides a more streamlined bump-in process, as the Globe was able to provide its staff to set-up the venue,

leaving Pride to use its volunteers for other crucial arrangements.

Approximately 1650 to 1750 people attended the party. Of these, almost 1100 were full paying non-members, with the rest of the ticket sold made up of Pride members, door sales, complimentary tickets and volunteers. The surprisingly large amount of non-member sales contributed positively to the bottom line.

BOCS was nominated as the ticketing outlet for the Pride Party and other festival events. There were a considerable proportion of BOCS sales and this was realised through the availability of tickets through telephone sales and the internet. Of all non-member tickets, BOCS sales were of approximately 150. As usual, the majority of sales were through The Arcane Bookshop and Pride thanks Sue and Sue and their staff for their assistance.

Globe agreed to loan the venue at a cost of \$3000. In return, all ticket sale revenue was to be collected by Pride. This turned out to be the best possible result, as a per-head commission rate of \$2.50 - \$5.00 would have come at more expense. Pride assumed all responsibility for the marketing and expenses of staging the event, while the Globe provided staff and security.

Only a small amount of volunteers assisted in the lead up to the event, but more were needed for the actual running of the nightclub. The Committee will always remain responsible for cash flow intake, but having back-up assistance for front of house and security is an essential part of a successful party.

It was put forward that we host a big-name performer or DJ, however in the end it has become clear that unless the performer is of an omnipresent and popular personality, the impact on sales is not great.

The feedback from the public regarding LIGHTspeed has been very positive. The first midnight show for the evening, which was choreographed by Bernie Bernard, was first rate. Judging by the feedback this was the favourite of the evening. There was excellent prior communication between all performers and crew during rehearsals and this pulled off a flawless show, much to the crowd's appreciation.

Two more shows were held at 2am and 4am, which were choreographed by Barbie Q and John Gibson respectively. Pride allowed a small budget for costuming and this has reflected in the quality these fantastic performers gave.

Having 3 separate rooms was also a winner. Patrons from the party have commented on various rooms being their favourite, and being able to move back and forth kept our punters happy.

The Globe has stated their appreciation for this event and Pride is now again well positioned to negotiate on better terms in the future. Three successful parties this year have also portrayed to the community that Pride is very capable of creating large-scale events with a professional and successful nature, and this can only better our reputation for future parties.

Overall, Pride's party program raised \$48,216 net for Pride, making it the largest contributor to Pride's budget, underpinning events that currently run at a loss, like Fairday and the Festival.

MEMBERSHIP & IT

Greg Mant

Membership

The year has ended with Pride W.A having 500 financial members. This consists of 217 women and 283 men.

Membership numbers and revenue were slightly down on last year, despite their being large numbers of "first time" members.

The best opportunity for increasing member numbers is getting people who were past members of Pride to rejoin. Pride has records on some 1200 expired memberships that have not renewed in 2003. I believe we need to have two strategies for membership: one based on new members and a separate one for old members to rejoin.

The creation of the women only events is the major reason for the increase of the female membership. Also the incredible drive of Laura Foster, Kylee Mulcahy and Ruth Wykes has been a significant force behind the increase.

The general decrease in membership could be attributed to the Arcane bookshop not taking applications anymore, even though there was membership forms available for members to renew. Therefore, in 2004/05, we will be sending out renewal forms to all financial and non financial members advising that their membership is about to expire and offering incentives and a number of ways for them to renew.

The introduction of new permanent Pride membership cards was well received by all members, as was the introduction of the member benefits program.

The benefit program is being well supported by our members, which gives Pride much better negotiating room with businesses when renewing their contracts. The benefit providers for

2003 were Connections Nightclub, Zest Healthclub Mt Lawley, Astor Cinema, Camelot Outdoor Cinema, Essentials Beauty & Massage, Harmony Music, House Gifts, Inxtasy Adult Bookstore, Luna Cinema Fremantle, Luna Cinema Leederville, Luxe Bar, Make Believe Entertainment Co Pty Ltd, Mia Cafe, Miaflora, OptraWeb, Paul McClurg on St Quentins, Sky Blue Pink Productions.

A full list of member benefits can be viewed at

http://www.Pridewa.asn.au/view.php/mbr_benefits.

There have also been a number of businesses who have contacted myself to join the program. I see the membership increasing next year due to the success of the program and we will be actively seeking new benefits for our members. Another factor towards increasing membership will be the easy access to renew your membership. Members will be able to join or renew online and our new online creditcard payment systems will be up and running in the new year, making it simpler and quicker.

The guaranteed turnaround time on card issuance seems to have been well received as has the turnaround time on queries through the new email system. Of course there were some hiccups with people not receiving their cards, but I thank Australia Post for that! I feel that we could look at a reasonable increase in membership next year, with an outcome of 700 - 800 members in 2004 / 05

IT

This year heralded the launch of Pride WA's new website. Special thanks go to the creator Brian Poleykett and OptraWeb who host our site free of charge. We seem to constantly exceed our allotment of space and OptraWeb just keep increasing it with no charge. Thank You!

This website saw a lot of blood sweat and tears go into its creation. Brian

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worked tirelessly on it night after night and now we have a website that not only looks incredible but delivers the goods as well. The traffic through the site proves this. It was launched in February and the traffic has grown steadily each month.

Included in the site is the Committee only area, which enables us to communicate quickly and answer emails as soon as they come in.

The introduction of the gallery, where visitors can view photos from our many events, has of course resulted in an enormous amount of hits.

This year we also had an online festival guide. It went through some teething problems, and have we have learnt from it and will make it even better next year. We also saw the introduction of the "What's On" during Pride emails, which received excellent feedback. Next year these will be even more informative and be available on the website.

This website has allowed Pride to keep in touch with our community, function much better as a Committee and deliver a fantastic festival.

There is more to be launched this year, including the online ability to renew or join Pride using your creditcard.

The introduction of the banner space on the site also was a major selling point to our sponsors and helped secure sponsorship funds.

We did however have a few problems with our mailing list – sorry. This will be rectified in the New Year after we have a little break.

Keep logging on to www.pridewa.asn.au and thanks for your support throughout the year

VOLUNTEERS

Bonnie Travers

I joined the Pride Committee in August 2003 and immediately set about to fill approximately 380 requested volunteer spots for over 30 events. Volunteers were needed for events as diverse as the Launch, Fairday, Art Exhibitions, the Film Festival, Music Events, the Ball, the Party and the Parade. Fairday alone required 50 volunteers and the Parade needed between 80 and 90 volunteers.

I was provided with an old list of previous volunteers with no indication of how current the information was or when it was compiled. Essentially, I decided to start the process of recruiting volunteers, as it was too difficult to decipher the list provided.

I made flyers, which I took to the Women's Sundowner in September and also to the Pride Festival Launch. In addition, I emailed a number of community organisations requesting volunteer support. I was provided with a current database of Pride members and this was helpful, as it outlined the areas members were interested in volunteering for.

From all of the above strategies, I was able to match approximately 100 individuals to the requested number of events. Whilst there are records of who was rostered for each event, in some instances, the information is inaccurate as other people volunteered or were commandeered at the last minute. For example, at Fairday, when it became clear that more help was needed in the Bar, I was able to call on friends who happened to be at the event.

I provided clear rosters and reminder calls to volunteers and, where possible, received feedback from them after their volunteer shift. Some volunteers provided assistance across a number of events, whilst others were only interested in helping with specific events, such as Parade marshaling or

helping at an exhibition. Tasks were diverse and, by establishing a rapport with volunteers I was able to match their skill set with the needs of the Festival.

Overall, the feedback I received from volunteers was that they enjoyed their experience and found the program well organised. Areas that I think we can improve on include:

1. Ensuring that refreshments are factored into each event for volunteers. When I arrived at Fairday, for example, I hadn't thought about the need for water and it was only when a volunteer asked about this that we organised this. In future, I would recommend that a process of provision and distribution is in place before the event;
2. Fairday volunteers: I had comment from a couple of volunteers that when they came to do their shift of coin collection, other volunteers from the previous shift didn't want to leave as they were having a good time. As the volunteer coordinator, I spent most of the day trouble shooting, responding to other Committee members requests for extra help and integrating people into their shift and offering support by moving through the park and talking to the volunteers throughout the day;
3. I think there needs to be clearer communication from Convenors in relation to the numbers of volunteers needed and the types of tasks required. I think some of the numbers requested were more than was actually needed;
4. I think that once the volunteer coordinator has handed over the names of volunteers available for events to the particular event Convenor (ie party, parade, fairday), that person needs to make contact with the volunteer prior to the event and not on the day of the event or with little notice. I had a number of people

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wondering if anybody was going to contact them once I had handed over. I also had people disappointed as they had wanted to help on events but had made other arrangements once they had no contact from the person. Good forward planning and courteous communication would prevent this problem in future;

5. I recommend using the strategies established this year and planning contact at least a couple of months prior to the start of the Festival to establish people's initial interest; and
6. I recommend linking the data I have gathered this year with the member database on hand.

Overall, the experience as coordinator has been positive and rewarding and I believe should work easily in 2004 for the incoming coordinator. Many thanks for the opportunity to be part of Pride 2003.

WOMEN

Laura Foster

I was asked to join the PRIDE Committee in August 2003 and was asked to take the position of Women's Officer, having been a part of the Women's Sub-Committee since May 2003. I have also convened the Women's Sub-Committee of PRIDE since August 2003.

PRIDE commenced a specific campaign, led by Donna Bannister (female Co-President at the time), in May 2003 to address the low female contingency of PRIDE members. It was recognised that at this time the female membership was 25% only of the membership.

A series of meetings were initiated for women and facilitated by Donna Bannister and Ruth Wykes (Ex Co-president and editor of Women Out West), which commenced to identify the needs of women and how Pride could best cater to these. A series of workshop style meetings commenced in May and identified that women felt there was a loss of vision in what PRIDE could offer them.

Following workshops revealed many suggestions from the female community on what they valued as festival events and useful projects for PRIDE to consider. The most popular events that women felt strongly for were:

- Fair Day
- Women's Sundowners
- Events where women could talk and network
- Cabaret Style events
- Car Rallies
- Picnic and lunchtime events
- Women's Sauna nights
- Events with female DJ's

It was decided in June 2003 that the most viable option to commence was a Women's Sundowner. A group of 8 women then worked together to form a Women's sub-Committee for PRIDE.

This group hosted the first PRIDE women's Sundowner in July 2003. This event attracted approximately 160 women.

The Sundowners have operated every month now with the Women's Sub-Committee working together on a voluntary basis to provide promotional material, advertising, the acquisition of gifts and prizes, fund raising, sound equipment and a accessible venue for women in the community to be notified of upcoming PRIDE events. The Women's sub-Committee also based their events on the feedback of the PRIDE membership. An important role of the Women's Officer is to gain feedback from women at these events.

One of the aims of the Women's Sub-Committee has been to increase the support and membership of women on PRIDE. The membership of Women on PRIDE has now increased by 80% in the last 5 months. The monies received at the door at the Sundowners have gone to support Fair Day, the Parade and future Women's events. On average the monthly Sundowners turnover \$1200 for PRIDE, before money is taken out for advertising and fingerfood.

It was also encouraging to see women at the PRIDE Women's Sundowner offering their time as volunteers during the PRIDE festival to assist with events. Their support and volunteering was most appreciated.

The vision for the next year is to continue to plan and host successful events with the endorsement of PRIDE for women with the support and networking and feedback of its female membership and following through with the above-recommended events. This is the clear way to encourage women to attend and support PRIDE events.

There was a noted absence of Women in the last Parade. The Women's sub-Committee is looking to encourage more women to participate in the Perth parade

and indeed encourage women to participate in next year's events.

The Women's sub-Committee has continued to operate as a successful working unit and has acquired the multiple talents and efforts of generous women. The work of this sub-Committee has enabled the membership of PRIDE to grow and to continue to offer events and a link to women that has enabled a more fulfilling year for the population of women in the community. I would personally like to thank all of the women who have offered their time and energy to the women's meetings, supporters and sub-Committee activities.

Special thanks to the below listed women for their support and work on the Women's sub-Committee this year:

Caryn Wilkinson
Colleen Rogers
Andrea Findley
Vicki Barnett
Sylvia Pitcher
Delys and Francis Beaumont
Ruth Wykes
Mara
Di Fieldhouse
Bonnie Travers
Renaë Hoise
Marlee Shannon

TREASURER'S REPORT

Pat Wallace Bell

Pride realised an operating surplus of \$24,667 for the year ending 31 December 2003, which was underpinned by a successful party program and new cash sponsorship from the City of Perth.

Pride finished the year with net assets of \$19,627, having begun the year with net assets of -\$5,040.

The financial performance of Pride owes much to the success of Committee members who respected their budgets and they are to be congratulated.

Financial Risk Management

Pride's financial performance in 2003 was assisted by a serious attempt to minimise the financial risk of each event staged.

Minimising financial risk involves minimising the possibility of the event incurring a loss and, if it is possible for an event to incur a loss, minimising the potential size of that loss.

There are a number of ways Pride can minimise the financial risk associated with staging events, including:

- ▶ *Contracting a third party to absorb the financial risk. For example, Metro City paid Pride \$10,000 for the right to host XES 2003 and incurred the vast majority of expenses. Pride would have received \$10,000, even if only 20 people had turned up;*
- ▶ *Structuring Pride expenses so as many of them as possible are variable expenses, rather than fixed expenses. Variable expenses are expenses that increase or decrease, depending on the number of patrons the event attracts or units the item sells. For example, when purchasing alcohol for Fairday*

GENERAL - Income Statement	
INCOME	
Bank Reversals	\$396
Interest	\$100
Membership Revenue	\$8,540
Other Revenue	\$54
TOTAL INCOME	\$8,694
EXPENDITURE	
Professional Services	\$8,333
Tax	\$6,940
Meals and Drinks	\$2,621
Print Advertising	\$1,917
Phone and Fax	\$1,748
Bank Fees	\$1,370
Miscellaneous	\$1,333
Membership Cards	\$850
Postage	\$768
Mobile Phone	\$468
Membership Refunds	\$325
Venue Hire	\$294
Compliance Costs	\$90
Travel	\$62
Tickets	\$56
TOTAL EXPENDITURE	\$27,174
NET INCOME	-\$18,480

NET INCOME STATEMENT	2003
Parties	\$48,216
Fairday	(\$9,479)
Festival	(\$9,740)
Parade	\$7,582
Other Events	\$6,568
General	(\$18,480)
TOTAL NET INCOME	\$24,667

BALANCE SHEET	Dec-02	Dec-03
ASSETS		
Petty Cash	\$0	\$52
Cash at Bank	\$20,012	\$29,946
Accounts Rec.	\$11,685	\$18,819
Deposits		\$400
TOTAL ASSETS	\$31,697	\$49,218
LIABILITIES		
Insurance	\$12,169	\$15,541
Accounts Payable	\$19,061	\$10,901
Net GST Payable	\$5,507	\$3,148
TOTAL LIAB.	\$36,737	\$29,591
NET ASSETS	-\$5,040	\$19,627

this year, The Court Hotel allowed Pride to return any unsold stock. This minimised Pride's alcohol

- expense by making it a direct function of alcohol sold.*
- ▶ *Minimising the total expenditure for an event. This minimises the breakeven point for the event, reduces the number of patrons required for the event to be profitable and maximises the chance of making a profit. For example, the 2002 Pride Party cost close to \$90,000 to stage and realised revenue of about \$92,000. Should an unforeseen event have occurred that had the effect of dramatically reducing the number of patrons attending the event, the potential loss to Pride was enormous. The 2003 Pride Party cost about \$20,000 to stage and realised revenue of about \$50,000 – making a \$30,000 profit and subjecting Pride to significantly reduced risk.*

The most significant addition Pride could make to its financial risk management strategy would be to purchase inclement weather insurance for Fairday.

This year's Fairday benefited from wonderful weather, despite it being forecast to rain. The day following Fairday was rained out. If this weather had occurred on the day of Fairday, Fairday's attendance would have been significantly less, resulting in significantly less revenue from gold coin donations and bar sales. Pride can and should insure against this in future years.