

2016

ANNUAL REPORT



QWC Profile

PURPOSE

QWC supports the practice, development and recognition of writers and a vibrant culture of writing, reading and creating.

VALUES

Diversity – We believe in helping make diverse voices and stories heard and celebrated.

Accessibility – We are committed to making our programs and services accessible.

Collaboration – We work collaboratively – sharing our knowledge and expertise, being open to new ideas and contributing to and supporting our partners, stakeholders and the cultural sector.

Queensland Writers Centre (QWC) was founded in 1990 with the aim of nurturing Queensland literature and building a community of writers. QWC was established as a membership organisation and became incorporated by association in 2000. Since then, QWC has established itself as the leading provider of specialised services to the writing community throughout Queensland.

The organisation has grown significantly over the past 26 years of operation, along with the range of programs and services offered to members and the wider community. Beyond our public program QWC engages with writers and readers through our publications, our websites and social media channels, and by answering information requests (in-person, by phone and online).

As a membership based organisation, QWC has at its heart a community of Queensland writers who connect through our programs, projects and services. With approximately 40 percent of our membership based in regional Queensland, supporting local initiatives (regional festivals, writers groups and community organisations) through collaboration and partnership is fundamental to enabling us to extend the breadth and reach of our activities.

QWC is located at the State Library of Queensland under a strategic tenancy agreement supported by Arts Queensland. Under this arrangement QWC also provides office space and resources for a number of tenant partners: Queensland Poetry Festival; the Children's Book Council of Australia (national office and the Queensland state branch); Book Links / Write Links and the black&write! Indigenous Writing and Editing project.

QWC is a part of the National Writers' Centre Network - Australia's largest network of writers. The network supports and connects writers in all the states and territories of Australia. Together, we represent more than 10,000 members and a much broader constituency of early career, emerging and established authors – across all genres, all styles and all parts of Australia.



2016 CHAIR'S REPORT

2016 was an important year for QWC, with our focus on improving our service to members, partners and stakeholders.

The development of our new strategic plan for 2017-2020 provided an opportunity to reflect on what we do, why and how we do it, helping us to better articulate our purpose and the values and goals that underpin our commitment to support the development of our writers and showcase their writing and stories in Queensland, nationally and internationally.

It also highlighted the need for broader and more open consultation with our members, resulting in the launch of our 2016 feedback survey. We thank the many members and stakeholders who provided valuable feedback, helping to shape how we support you both now and into the future.

Your input helps us to continue to adapt to the changing needs of Queensland writers – investing in providing the right programs and services for our members and making sure there is good value in being part of QWC. Significant work has already progressed to achieve this and our members can expect to see positive membership changes in 2017.

The reinvigoration of our core program by QWC's Program Manager Jackie Ryan has ensured our in-person and online courses, workshops and events for 2017 (including GenreCon – our national conference for Australian writers of genre fiction) are inclusive and of the highest quality for our members. This has been an important step toward continuing to build our community and improve the value of QWC membership for writers at all stages.

2016 was a difficult year financially, and the results have reinforced the need for the strategies we have implemented to increase our sustainability. This includes activities to grow our membership and earned income and making some hard decisions about what we do, what we don't do, and what we need to do differently. It's in this context that we made the decision to cease print production of the Australian Writers' Marketplace and focus instead on

providing value through our AWM digital product.

The discontinuation of Australia Council funding for our highly successful *if:book: Australia* initiative, while disappointing, has provided an opportunity for us to share the innovation and things we've learned about creativity and digital publishing by incorporating it into our core program content, making it accessible to more of our writing community.

In the year ahead the QWC committee and team will be continuing to make improvements across a number of key areas, including:

- better serving our members
- delivering the resources that our writers need now
- increasing the reach and recognition of Queensland writers
- prioritising organisational sustainability
- delivering a culture of service excellence and
- achieving best practice governance.

We thank the Queensland Government, through Arts Queensland, for their ongoing support of QWC by providing organisational funding over the next four years (2017-2020). They not only provide financial support, but also guidance and policy direction. This funding makes a significant difference to the quality of services and programs we can provide, and their commitment to QWC and the broader sector is greatly appreciated. We also acknowledge the support of the Australia Council for the Arts for their support of QWC through the key organisations fund (2014-2016).

I also acknowledge QWC's partners, all of whom are instrumental in helping us to serve our writers and writing communities. Particular thanks go to our strategic partner, State Library of Queensland, for their support of QWC through our tenancy agreement, providing us with a home in the heart of the Cultural Precinct, and through venue support for programs such as our business seminars. Likewise, I'd like to thank Hachette Australia for championing our writers through the

popular manuscript development program, which continues to provide exceptional professional development opportunities and publishing outcomes.

I would like to express gratitude for the contribution by individuals who have provided support to QWC behind the scenes and whose expertise has helped us in a number of operational areas. These include Paul McAuley of Indelible Link for his insights and direction in facilitating our strategy refresh, and Tim Timchur of 365 ArchiTechs for his guidance and support in helping us improve our information and technology solutions.

I am honoured to serve as QWC's Management Committee Chair, and greatly appreciate the support and generous time contributed to QWC by my fellow committee members throughout 2016 - Vice Chair: Leanne Dodd, Treasurer: Greg McBride, Secretary: Stephanie Rowe, and ordinary members: Andrea Baldwin, Kylie Chan, Kathleen Jennings, Jock McQueenie, Jo Ann Sparrow and Ian Walters.

I acknowledge and thank Katie Woods, our Chief Executive Officer, for leading the organisation during a year of challenge and change. I also extend a big thanks to our loyal and hard-working QWC staff and volunteers who continually strive to deliver the best possible service and programs. In a nutshell – they are the ones who make it all happen.

Finally, a sincere thanks to our members, partners and stakeholders for contributing in so many and varied ways to QWC. Your commitment to being part of an organisation whose core is supporting and connecting our wonderful writing and creative community is greatly appreciated.

I am confident and excited about the year ahead. I encourage you to contact me or any of the QWC team at any time with feedback or suggestions on how we can improve and better serve you.

Warm regards

Julie Barnett, Chair
Chair@qldwriters.org.au

2016 CEO'S REPORT

2016 was a year of significant changes in the arts landscape. QWC, too, has gone through some transformations as we endeavour to adapt to changes in funding, technology and the ever-evolving needs of Queensland writers. Change isn't easy, but when managed thoughtfully it can bring with it great benefits. It challenges us to re-examine what's important, and to be bold about making the tough decisions that will allow QWC to thrive in this new landscape.

But more importantly, our members have also continued to face and overcome the challenges of the industry to achieve extraordinary success in a highly competitive market. In 2016, QWC members reported over 700 professional writing and publishing milestones, including being short-listed and winning local and national awards and competitions and publishing work through both traditional and independent pathways.

Over the course of the year QWC provided support, resources and professional development opportunities to over 78,000 people. We presented over 200 workshops and events across Queensland, from Beaudesert in the Scenic Rim to Cairns in Far North Queensland.

Through our programs, services and publications, QWC provided 340 employment opportunities for writers in 2016, making us one of the largest employers of writers in Queensland.

2016 was the inaugural year for the QWC Fellowships and Access program. Through the *Maher Fellowships for Women Writers*, the *Olvar Wood Mentorships for LGBTTIQ Writers* and the *QWC Access Fund*, the program provided financial assistance and access to programs for a diverse and talented group of writers, all of whom made the most of the opportunities offered. I would like to thank all the donors and supporters who gave so generously to establish the program and acknowledge the support of Creative Partnerships Australia through the Plus 1 program. We look forward to continuing to grow the number of opportunities it offers over the coming years.

The publishing achievements of Queensland writers were once again showcased in the annual edition of the *Books from Our Backyard* catalogue, which included 270 titles published in 2015. The launch of the catalogue as part of the Brisbane Writers Festival drew a large audience, and received media coverage from both local press and ABC Radio National.

In 2016, the need to grow our earned revenue was highlighted by the loss of Australia Council funding and a very competitive grant funding environment. While this was difficult to manage, it further focused our strategic planning for 2017-2020 and has led to the development of a clearly-defined set of operational activities to support the growth of earned revenue for 2017 onwards. The operational loss for the year was significant and I acknowledge this, however, I am confident that we have moved to a leaner and more sustainable business model that will enable us to deliver on our strategic goals into the future.

It is in challenging times that the generosity and support of partners and stakeholders means the most.

To our many partners – libraries, councils, publishers, universities, festivals, writers groups and industry bodies – thank you for helping to ensure that writers and writing are celebrated around the state.

To the amazing group of writers and industry professionals who share their experience and expertise through workshops, seminars, mentorships, events and articles, you embody generosity and collegiality and we are very grateful to you for sharing this with our community of Queensland writers.

I would like to acknowledge the work of both Kevin Gillespie as outgoing Chair and Julie Barnett who took over the role in April, along with all the members of the QWC Management Committee, for their support, guidance and commitment to making QWC the best organisation it can be.

Special thanks are also due to Graham Hill from LEA Group, who generously gave his time and very considerable expertise as an executive coach.

I continue to be overwhelmed by the passion and dedication of the incredible team of staff, volunteers and interns who make a lot happen with a little – thank you all.

To our members – it is such a pleasure and privilege to work with you. One of greatest joys of this job is meeting the amazing people who make up our community of writers. I look forward to continuing to hear, read and share your stories.

Katie Woods
CEO

2016 TREASURER'S REPORT

I am pleased to present QWC's Financial Report for the year ended 31 December 2016 on behalf of the Management Committee.

The Balance Sheet reports total assets of \$394,525 and total liabilities of \$262,304, with total net assets equating to \$132,221. This is a reduction of \$63,484 in net assets from the 2015 level.

The Income Statement for the year reports total revenue of \$821,578, which was 23.6%, or \$253,237, lower than the previous year. Revenue was made up of earned revenue of \$301,114, grants of \$513,363 and investment income of \$7,101. All of these headings suffered reductions of varying degrees.

Total expenses of \$885,062 represented a reduction of 19.4%, or \$208,214, on the total for the previous year. This reduction of expenditure helped offset to significant extent the drop in income.

Overall, the financial result for the year 2016, a loss of \$63,484, was disappointing compared with the 2015 results.

As the year progressed, steps were put in place to organise and implement strategies to address the developing situation. These strategies are designed to increase income as a main priority, while continuing to control expenses. The staffing structure has been reorganised to operate more efficiently in order to better achieve these goals. The organisation has budgeted for a small profit for 2017. The budget is continuous and is monitored on a monthly basis.

Greg McBride
Treasurer

Financial Statement

Income Statement for the year ended 31 December 2016

	2016	2015
	\$	\$
Revenue	821,578	1,075,815
Less:		
Administration costs	(157,890)	(215,860)
Depreciation costs	(11,191)	(17,622)
Marketing & Promotion	(13,122)	(27,599)
Programs & Projects	(190,278)	(310,551)
Salaries & Wages	(512,581)	(521,644)
Total Expenses	(885,062)	(1,093,276)
Profit/(Loss) before Income Tax	(63,484)	(17,461)
Income Tax Expense	-	-
Profit/(Loss) after Income Tax	(63,484)	(17,461)
Retained profits at the beginning of the financial year	195,705	213,166
Retained profits at the end of the financial year	132,221	195,705

Balance Sheet as at 31 December 2016

	NOTE	2016	2015
		\$	\$
Current Assets			
Cash Assets	2	193,267	338,592
Receivables	3	178,776	205,401
Prepayments		8,615	10,784
Total Current Assets		380,658	554,777
Non-Current Assets			
Fixed Assets	4	6,367	13,766
Intangibles		7,500	7,500
Total Non-Current Assets		13,867	21,266
TOTAL ASSETS		394,525	576,043
Current Liabilities			
Payables	5	56,075	91,432
Other liabilities	6	206,229	288,906
Total Current Liabilities		262,304	380,338
TOTAL LIABILITIES		262,304	380,338
NET ASSETS		132,221	195,705
Equity			
Retained Earnings		132,221	195,705
TOTAL EQUITY		132,221	195,705

Queensland
Writers Centre
Association Incorporated

Notes to the Financial Statements for the year ended 31 December 2016

Note 1 – Statement of Significant Accounting Policies

This financial report is a special purpose financial report prepared in order to satisfy the financial reporting requirements of the Associations Incorporation Act 1981 (Qld). The committee has determined that the association is not a reporting entity.

The financial report has been prepared in accordance with the requirements of the Associations Incorporation Act 1981 (Qld) and the following Australian Accounting Standards:

AASB 1031 Materiality

AASB 110 Events after Balance Sheet Date

No other applicable Accounting Standards. Australian Accounting Interpretations or other authoritative pronouncements of the Australian Accounting Standards Board have been applied.

The financial report has been prepared on an accruals basis and is based on historic costs and does not take into account changing money values, or except where specifically stated, current valuations of non-current assets.

The following material accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of this financial report.

(a) Fixed Assets

The depreciable amount of all fixed assets are depreciated over the useful lives of the assets to the association commencing from the time the asset is held ready for use. Leasehold improvements are amortised over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

(b) Revenue

Revenue from the sale of goods and provision of service are recognised upon the delivery of goods to customers.

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets.

(c) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the statement of financial position are shown inclusive of GST.

	2016	2015
	\$	\$
REVENUE		
Grants Expended, Australia Council	61,428	61,426
Grants Expended, Arts Queensland	316,128	351,253
Other Grants Earned	135,807	229,765
AWM Income	27,431	49,228
Interest Income	7,101	10,647
Membership	94,757	102,887
Other Income	39,618	52,747
Sales – Miscellaneous	12,727	10,802
Workshops/Professional Development Fee	126,581	207,060
	821,578	1,075,815
Note 2 – Cash Assets		
Cash on Hand	788	982
Cash at Bank	192,479	337,610
	193,267	338,592
Note 3 – Trade and other Receivables		
Trade Debtors	178,776	205,401
	178,776	205,401
Note 4 – Fixed Assets		
Office Furniture & Equipment	27,937	27,937
Less: Accumulated Depreciation	(27,937)	(27,728)
	–	209
Computer Equipment	39,289	35,497
Less: Accumulated Depreciated	(32,922)	(28,940)
	6,367	6,557
AWM Website Development	35,000	35,000
Less: Accumulated Depreciated	35,000	(28,000)
	–	7,000
	6,367	13,766
Note 5 – Payables		
Trade Creditors	10,409	13,205
Provision for Annual Leave	21,835	35,405
PAYG Payable	5,271	7,845
Super Payable	2,942	10,722
GST Payable	15,618	24,255
	56,075	91,432
Note 6 – Other Liabilities		
Prepaid Membership/Workshops/Seminars	25,990	29,990
Loan – Website Development	–	10,946
Grants received in advance	180,239	247,970
	206,229	288,906

Detailed Profit and Loss Statement for the year ended 31 December 2016

	2016	2015
	\$	\$
INCOME		
Grants expended, Australia Council		
Annual Operational Funding	61,428	61,426
	61,428	61,426
Grants expended, Arts Queensland		
Annual Operational Funding	316,128	351,253
	316,128	351,253
Other Grants expended		
Project – Script House	–	26,400
QLD Mentorships	–	49,200
Other Project Grants	135,807	154,165
	135,807	229,765
Earned Income		
AWM Income	27,431	49,228
Donations	1,074	13,326
General Income	38,544	39,421
Membership	94,757	102,887
Sales – Miscellaneous	12,727	10,802
Workshops/Entry Fees	126,581	207,060
	301,114	422,724
Other Income		
Interest Received	7,101	10,647
TOTAL INCOME	821,578	1,075,815

	2016	2015
	\$	\$
EXPENDITURE		
Auditor's Remuneration	3,540	3,300
Bank Charges	6,933	8,705
Catering	7,133	45,050
Communications	15,403	16,269
Consultancy Fees	158,245	192,334
Contract Work	2,545	22,265
Depreciation	11,191	17,622
Equipment Hire	2,638	5,647
Insurance	5,410	4,747
Legal & Professional Costs	–	5,288
Merchandise & Retail	1,048	1,389
Newsletter (AWM) Expenses	36,040	59,642
Office consumables	33,495	39,163
Professional Development	2,834	1,501
Promotion & Marketing	5,842	14,517
Rent	40,000	38,750
Staff Amenities	850	872
Sundry Expenses	1,395	1,603
Superannuation Contributions	44,334	44,103
Travel & Accommodation Expenses	27,724	77,347
Wages	468,247	477,542
Web/internet Costs	7,280	13,081
Worker's Compensation Insurance	2,935	2,539
TOTAL EXPENDITURE	885,062	1,093,276
Profit/(Loss) from ordinary activities before income tax	(63,484)	(17,461)
Income tax expense	–	–
Profit/(Loss) from ordinary activities after income tax	(63,484)	(17,461)

INDEPENDENT AUDITOR'S REPORT to the members of Queensland Writers Centre Association Incorporated

Report on the Financial Report

I have audited the accompanying financial report, being a special purpose financial report of the Queensland Writers Centre Association Incorporated, which comprises the Balance Sheet as at 31 December 2016, and the Income Statement, a Statement of Significant Accounting Policies, other explanatory notes and the Statement by Members of the Committee.

Committee's Responsibility for the Financial Report

The members of the committee of the association are responsible for the preparation and fair presentation of the financial report and have determined that the accounting policies described in Note 1 to the financial statements, which form part of the financial report, are consistent with the requirements of the Associations Incorporation Act 1981 (Qld) and are appropriate to meet the needs of the members. The committee's responsibilities also include establishing and maintaining internal control relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility is to express an opinion on the financial report based on my audit. No opinion is expressed as to whether the accounting policies used, as described in Note 1, are appropriate to meet the needs of the members. I conducted my audit in accordance with Australian Auditing Standards. These Auditing Standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting

policies used and the reasonableness of accounting estimates made by the members of the committee, as well as evaluating the overall presentation of the financial report.

The financial report has been prepared for distribution to members and the committee for the purpose of fulfilling the requirements of financial reporting under the Associations Incorporation Act 1981 (Qld). I disclaim any assumption of responsibility for any reliance on this report or on the financial report which it relates to any person other than the members, or for any purpose other than that for which it was prepared.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

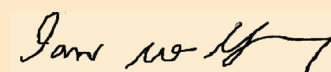
In conducting my audit, I have complied with the independence requirements of the Australian professional accounting bodies.

Auditor's Opinion

As is common for organisations of this type, it is not practicable for Queensland Writers Centre Association Incorporated to maintain an effective system of internal control over income until its initial entry in the accounting records. Accordingly, my audit in relation to income was limited to amounts recorded.

Qualified Auditor's Opinion

In my opinion, except for the effects of such adjustments, if any, as might have been determined to be necessary had I been able to satisfy myself as to the income, the financial report presents fairly, in all material respects, the financial position of Queensland Writers Centre Association Incorporated as of 31 December 2016 and of its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements.



Ian W. Young
Chartered Accountant

Dated this 10th day of February 2017

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