



Lucy Guerin Inc Annual Report 2017

LUCY
GUERIN
INC.

“[...] everything that’s exciting about dance as an art form.”

- The Music *Split*, March 2017



2017 Highlights

1,608
audience
members in
Melbourne

9
**Studio
Residents**

LGI works
presented in
10 different
cities around
the world

17
secondees,
3 from
interstate

181 activities
delivered for
emerging artists,
reaching **4,353**
audience

1,374
class
attendees

\$42,718
fundraising
secured

151 FREE
activities
provided

Secured
ongoing **federal,**
state & local
government
funding

17
**professional
development
opportunities
provided**

Snapshot of 2017

Performances

- 42 shows across 10 cities
- 2 world premieres: *Attractor* at AsiaTOPA and *Split* at Dance Massive
- 9 national performances (Melbourne, Brisbane, Adelaide) and 5 international performances (Los Angeles and Portland, USA) of *Attractor*
- 8 performances of *Split* in Melbourne
- 12 international performances of *Motion Picture* in Paris, Orléans, Reims (France), Brugge (Belgium) and Dusseldorf (Germany)
- 3 performances of *The Dark Chorus* in Hobart
- 5 performances of *Pieces for Small Spaces* in Melbourne

Creative Development

- 2 weeks of development for new work *Split*
- 2 weeks of development for new work, *Make Your Own World*, to premiere in 2019

Workshops & Classes

- 1 Hotbed workshop with international choreographer Bruno Freire
- 146 regular, open dance & yoga classes

Studio Programs

- Launched and hosted the first *Critter* evening - a new artist feedback program
- 30 Yellow Wheelers received 82 days of in-kind studio space
- 5 artists were commissioned to make new works for our *Pieces for Small Spaces* program, with a focus on engaging First Nations Artists and audiences

Residencies

- 9 studio residencies provided to independent artists
- 1 Resident Director, Prue Lang, was engaged

Secondments

- 17 independent, early career dancers received secondment places

International activity

- Attendance at 2 international arts markets
- Toured works to France, Belgium, Germany and the US
- Secured 11 weeks of touring for *Split* from August to December in 2018, touring Indonesia, Australia, Europe, Japan and USA

Awards

- Winner of the 2017 Helpmann Award for Best Female Dancer in a ballet, dance or physical theatre production – Lilian Steiner for *Split*
- Winner of the 2017 Helpmann Award for Best Choreography in a ballet, dance or physical theatre production (Lucy Guerin and Gideon Obarzanek) for *Attractor*
- Winner of the 2017 Helpmann Award for Best Dance Production (Dancenorth and Lucy Guerin Inc, with Melbourne Arts Centre, Asia TOPA, WOMADelaide and Brisbane Festival) for *Attractor*
- Winner of the 2017 Australian Dance Award for Outstanding Achievement in Choreography – Lucy Guerin for *The Dark Chorus*
- Winner of the 2017 Australian Dance Award for Outstanding Performance by a Male Dancer – Benjamin Hancock for *The Dark Chorus*



Chair's Report

Chloe Munro AO

As detailed in the following pages, 2017 was an immensely rewarding year for Lucy Guerin Inc. Four extraordinarily diverse works developed in the preceding years were presented to a variety of audiences across Australia and overseas.

The intrigue of *Motion Picture*, the theatricality of *The Dark Chorus*, the pared-back intensity of *Split* and the sheer exuberance of *Attractor* together exemplify the luminous talent of our Artistic Director, Lucy Guerin, and the many dancers and other artists with whom she collaborates so well. Gratifyingly these works were nominated for, and won, numerous awards. We are delighted by the recognition (see page five for the full list).

The company's busy studio program continued to fulfil a critical role in nurturing the wider contemporary dance community and particularly in supporting early career independent artists. As mentioned in previous reports, our ability to take new initiatives that add to the value of this program has been held back by the physical limitations of our premises.

Relocation to a more flexible venue has been a strategic goal for several years. It was only in 2017 that the aspiration became a firm prospect

We are proud and grateful to have established a relationship with philanthropist and impact investor Terry Wu, and to have secured the opportunity to move into his property in North Melbourne. This possibility was cemented right at the end of the year by a generous grant from Creative Victoria towards the fit-out of the warehouse as a co-working space specifically suited to dance.

Already a major activity for the team in 2017, planning and executing the relocation and associated development program will be our principal focus in 2018. On this note, I'd like to acknowledge the wholehearted commitment of our board to the company and to this demanding project. Each member has contributed their personal capability to the relevant aspect of the strategy and will continue to assist our staff fulsomely in 2018. At the AGM in May we bade

farewell to Elly Bloom, who stepped down after seven years of service. In August we welcomed Georgina Russell whose expertise in brand, marketing and communications is a perfect complement to the professional skill set of the other board members.

To take full advantage of our new location will require the company to move to a new scale of operation. The board is ever mindful of its fiduciary duty and obligation to the governments and philanthropists who support us. We maintain our financial reserves as a buffer that enables us to take a carefully judged degree of risk. I am pleased to report that we were able to grow our reserves in FY 2017 through our retained surplus of \$91,963. This sets us up well to wear the additional costs associated with relocation in 2018 and to invest some of our cash holdings in capital expenditure associated with the fit-out.

This new scale of operation will also require some prudent adjustment to our staffing arrangements. In the meantime, the core team of three has done an extraordinary job to manage a busy touring schedule, studio program, business development, relationship management, fundraising and reporting, and take on the additional work of the relocation project. Our Executive Producer, Annette Vieusseux, has again shown astonishing capacity and drive in her achievements not just for the company but in the wider sector. In happy news, our Company Manager, Claire Bradley Duke, departed on maternity leave mid-year. Congratulations, Claire, on the birth of your daughter. Tegan Nash joined us as Acting Company Manager in a seamless handover and has been an excellent addition to the team.

We are deeply grateful for the funding that makes it all possible – from government agencies, foundations, and individual donors. In this report you will see what an extraordinary amount is achieved with these resources. Profound thanks are due to everyone who has given so unstintingly of their time and talent to make the company so productive - our board and staff, associates, artistic collaborators and professional service providers.

Artistic Director's Report

Lucy Guerin

2017 marked fifteen years since Lucy Guerin Inc was established in 2002.

It is incredible to think of those small beginnings, how much has happened since and how many people have contributed their talent and energy to the company.

We celebrated with a birthday anniversary bash at the studio, with our talented community generously donating performances. It was a brilliant celebration of the company's past and contribution to the future: Creative Partnerships Australia matched all entry donations, resulting in a successful fundraising campaign.

This was an intense and inspiring year on the artistic front. Two new works came into being – *Split* and *Attractor*—both of which were satisfying to me as a maker, and well received locally and internationally.

We began the year with an international tour of *Motion Picture* to France, Germany and Belgium in January. Then in February premiered *Attractor*, a new co-production with Dancenorth. This was a dynamic choreographic collaboration with Gideon Obarzanek, Indonesian musicians Senyawa and the dancers from Dancenorth which sold out at the inaugural AsiaTOPA Festival. It then toured to WOMADelaide where it was performed outdoors in a music festival context. In March we premiered our most recent work *Split* at Dance Massive which seeded three international tours for 2018. We then took *The Dark Chorus* to Dark Mofo for a season at Hobart's beautiful Theatre Royal. *Attractor* received two Helpmann Awards and *Split* received one. The company and the artists involved in the two works have also received five Green Room Awards.

Generating knowledge and experimentation is a fundamental goal of the company. We hosted nine residencies for choreographic artists and initiated a new program *Critter*, to promote

critical dialogue and feedback. Our Resident Director was Prue Lang who developed a new work *Stellar Project*, attended board meetings, taught classes and was mentored in aspects of fundraising and company management. We continued to host Yellow Wheel, our resident youth dance company led by Adam Wheeler who inspired and mentored over 30 young people at our studios. A public dance symposium, *Dance Becoming Data*, was presented in the studio, organised by visiting academic Scott Delahunta and discussed different ways of documenting dance digitally. We had a two-week research period for a new work involving seven dancers that was documented by Scott for archival purposes.

Our final event for the year was *Pieces for Small Spaces*, which presented five choreographers in a program of short new works. Curated by Mariaa Randal, Prue Lang and me, it focused on a mix of indigenous and non-indigenous artists of different backgrounds.

On a personal note, I took long service leave in 2017 for three months. This time to reflect on the work of the company over the last 15 years and to consider what's to come was very timely and I feel really excited by the next phase. In 2017 we forged a new relationship with impact investor and art lover Terry Wu who will support the company in its move to a new premises in 2018. This will mean vastly improved facilities for dancers and choreographers and the ability to properly house our programs to create a thriving centre for dance development. As the company moves into this new stage of its evolution we want to continue the many conversations we have with artists at all stages of their careers.

Thank you to our Chair Chloe Munro and the LGI board for their expertise and guidance in 2017. Finally, I want to acknowledge with gratitude, the dedication of Annette Vieusseux our Executive Producer, Tegan Nash our Acting Company Manager and Claire Bradley Duke our Company Manager (on maternity leave). This passionate team have created support for me as an artist and made this exhilarating and challenging year happen with determination and style.



Lucy Guerin, *Attractor* rehearsals, 2017 Image by Amber Haines

Purpose

Lucy Guerin Inc engages in an inspiring and innovative exploration of contemporary dance that resonates within our culture and the global community.

We value the need for risk, integrity and relevance in order to stimulate audiences to experience uncommon perceptions of their world and themselves.



Goals

1. To create and present new contemporary dance works that challenge artists, audiences and the form of dance.
2. To develop and nurture the Australian contemporary dance sector at LGI's hub in Melbourne, through local and international connections.
3. To engage with contemporary dance across the world, through dialogue, exchange, presentation and education.
4. To prioritise engagement strategies that enhance relationships, profile the Company, enhance reputation and ensure Lucy Guerin Inc's legacy is recorded and promoted.
5. To ensure the long-term sustainability of the Company through socially, financially and environmentally responsible management and governance.

Creating and presenting new contemporary dance works, in Australia and across the world



“This was, in every sense, artistic fortification for the 21st century” - Unleashed, Fjord Reveiw 2017



Attractor

World Premier at Asia TOPA,
Arts Centre Melbourne 22 – 26 February 2017
Collaboration with Dancenorth

Indonesia's tour-de-force music duo Senyawa along with Lucy Guerin and Gideon Obarzanek, join forces with Dancenorth and Lucy Guerin Inc. Together they take audiences on a trance-noise odyssey that transcends all borders, a unique ecstatic music/dance ritual for non-believers. Senyawa's performance reinterprets the Javanese tradition of entering trance through dance and music as a powerful secular present-day form. Their sound borrows from the metal bands they listened to as teenagers – Black Sabbath, Metallica, Iron Maiden – and Indonesian ritual and folk idioms.

“20 members of the audience join in on stage, dissolving the demarcation between dancer/non-dancer, audience/performer, the professional and the amateur, through this participatory act of doing” - Lucy Guerin

After two development periods during 2016, both in Melbourne and Townsville, culminating in a 'soft premiere' in Townsville, *Attractor* enjoyed a successful premiere season at AsiaTOPA festival in Melbourne in February 2017. Following this world premiere, *Attractor* made its way to WOMAdelaide, touring later in the year to Brisbane Festival. *Attractor* secured international touring, performing at White Bird Dance in Portland and at the Centre for the Art of Performance in Los Angeles in October and November 2017 for a total of five performances across two states. The company and its talented creatives received tremendous reviews and responses from audiences, enjoying standing ovations at almost every performance.

“What makes this show so remarkable is that all the collaborators manage to harness this wild energy without reducing its power or falling into a maximalist sort of chaos.”

- Oregon Artswatch 2017

Attractor was also recognised for its outstanding, creative genius at the Helpmann Awards 2017, winning Best Choreography in a Ballet, Dance or Physical Theatre Production and Best Production. The work also received a Green Room Award in 2018 recognising Senyawa's incredible Music Composition and Sound Design.

Co-choreographers and Directors

Lucy Guerin & Gideon Obarzanek

Musicians

Senyawa: Rully Shabara & Wukir Suryadi

Dancers

Kyle Page, Jenni Large, Ashley McLellan, Georgia Rudd, Mason Kelly, Samantha Hines, Jack Ziesing, Josh Mu

Creatives

Lighting Designer: Ben Bosco Shaw
Audio Engineer & System Designer: Nick Roux
Rehearsal Director: Amber Haines
Costume Designer: Harriet Oxley
Production Manager: Emily O'Brien



Split

World Premiere at Dance Massive

Arts House, Melbourne, 16 – 26 March 2017

In *Split*, dancers Melanie Lane and Lilian Steiner negotiate ever-diminishing dimensions of space and time. As our world contracts, the clock ticks faster, and bodies press closer. With delicacy and complexity, this dance revels in Lucy Guerin's sharp, elegant choreographic investigations; unfolding a mesmerising physical drama.

Featuring a musical score by UK composer Scanner, lighting design by Paul Lim and costumes by Harriet Oxley, *Split* is a thought-provoking structural meditation rendered in movement

Split premiered on the 16 March at Arts House as part of Dance Massive's 2017 program, with a substantial 8-show season. Following the world premiere, *Split* received enormous acclaim and interest, winning the Helpmann Award for Best Dance or Physical Theatre Production and company dancer Lilian Steiner received the award for Best Female Dancer. In 2017, the company confirmed extensive touring plans for *Split* to take place in 2018, including both national and international presenters. *Split* received four Green Room Awards in 2018 including the Shirley McKechnie Award for Choreography (Lucy Guerin), Concept and Realisation (Lucy Guerin), Ensemble, Duo or Trio (Melanie Lane and Lilian Steiner) and Female Performer (Lilian Steiner – Year of Work - including *Split*).

Dancers

Melanie Lane
Lilian Steiner

Creatives

Choreographer & Director: Lucy Guerin
Lighting Design: Paul Lim
Composer: Scanner
Costume Designer: Harriet Oxley
Sound Design: Robin Fox

“Teeming with rage and passion, movement and complex relationships [...] Split is masterfully performed.”

- The Age, March 2017

Motion Picture

European Tour

Germany, France, Belgium, January – February 2017

In January and February 2017, *Motion Picture* toured to Europe, performing 12 shows across five cities. The work was presented by theatres and festivals including:

- Tanzhaus NRW (Düsseldorf, Germany)
- Le Manège de Reims (Reims, France)
- Théâtre de la Ville – Les Abbesses (Paris, France)
- Cultuurcentrum Brugge – Magdalenazaal (Brugge, Belgium)
- Théâtre d'Orléans (Orléans, France)

The opportunity to tour this 2015 work enriched Lucy Guerin Inc's international profile as a leading Australian contemporary dance company. This tour expanded our connections in Europe, with a return to Théâtre de la Ville Paris, and four new presenter relationships.

Concept Direction and Choreography

Lucy Guerin

Dancers

Richard Cilli, Lauren Langlois, Alisdair Macindoe, Briarna Longville, Jessie Oshodi, Lilian Steiner

Creatives

Lighting Designer: Benjamin Cisterne
Set and Costume Designer: Robert Cousins
Sound Designer: Robin Fox
Dramaturge: Matthew Whittet
Motion Graphics: Nick Roux
Production Manager: Glenn Dulihanty
Producer: Annette Vieusseux



The Dark Chorus

Presentation at Dark Mofu 2017

Theatre Royal, Hobart, 17 June 2017

The dramatic chorus is both the voice of the people and of your most intimate thoughts, a moving sculpture of bodies and concepts made flesh. *The Dark Chorus* is a commanding new work that reaches back to the roots of ancient theatre to create something entirely of the now.

The chorus generates its own opposition. It is alluring and seductive but also controlling. The tensions of binaries; light and dark, past and present, abstract and literal, motion and stillness, sound and silence, internal and external, generate the elements of the performance. But in the end, the seduction of these absolutes gives way to tragedy.

In 2017, *The Dark Chorus* was aptly chosen to perform at the Dark Mofu festival, bringing to life its dark mystery in a surprising proscenium arch setting in the jewel box Theatre Royal. This time, *The Dark Chorus* and featured 12 young local dancers from DRILL Youth Dance Company, who were engaged as the show's new chorus.

The Dark Chorus received two Australian Dance Awards in 2017 for Outstanding Achievement in Choreography and for Outstanding Performance by A Male Dancer, won by Benjamin Hancock.

Concept Direction and Choreography

Lucy Guerin

Dancers

Benjamin Hancock, Stephanie Lake, Jessie Oshodi, Lilian Steiner, Tyrone Robinson

Creatives

Composer: Robin Fox
Production Manager and Lighting Designer: Paul Lim
Dramaturge: Adena Jacobs
Costume Designers: Harriet Oxley and Benjamin Hancock
Chorus Costume Design and Construction : Jack Hancock
The Chorus: Sarah Andrewartha, Angela Barnard, Jess Bicanski, Louella Hogan, Chelsea King, Sammie Lester, Josh Lowe, Ayame Ochi, Lauren Stanley, Eloise Wright



Pieces For Small Spaces 2017

Presented by Lucy Guerin Inc
at the Lucy Guerin Inc Studios, West Melbourne.

Lucy Guerin Inc is dedicated to supporting local independent dance artists by offering a supportive, generous environment to create contemporary dance work. *Pieces for Small Spaces* is a program that does this effectively through commissions for five local choreographers to develop a short new work to form part of a performance season. It's about developing choreographic process and finding a distinct voice for these choreographers' ideas.

In 2017 we presented a special edition of *Pieces for Small Spaces*, focusing on First Nations artists and audiences. Co-curators, Lucy Guerin and Resident Director Prue Lang worked alongside Indigenous co-curator Mariaa Randall to program three Indigenous artists and two non-Indigenous artists, to each make a new work for the season. This was the first time that Lucy Guerin Inc embarked on a project of this nature, and was successful in introducing First Nations artists and audiences to Lucy Guerin Inc. The season completely sold out (to full capacity of 315 audience members), and featured a post-show artists discussion, and one AUSLAN interpreted performance.

"I enjoyed the diverse representation of artists and really appreciated the space given by LGI and P4SS to develop artists.." - Audience member, Pieces for Small Spaces 2017

Choreographers

Amrita Hepi
Mariaa Randall
Nana Bilus Abaffy
Rheannan Port
Yumi Umiumare

Curation and artist mentorship

Artistic Director: Lucy Guerin
2017 Resident Director: Prue Lang
Co-curator: Mariaa Randall

Production support

Production Consultant: Emily O'Brien
Lighting & Technical Manager: Matt Adey
Stage Manager: Sarah Grey
Producers: Annette Vieusseux and Tegan Nash



To develop and nurture the Australian contemporary dance sector at LGI's hub in Melbourne

"I started the company out of a need to have a supportive structure in which to make my own works. As I started to feel more stable, I very quickly began to work on the idea of support for the independent sector, which I had so recently come from. That quite quickly became a part of the vision, to create a connectivity and support for choreographers outside of major companies." - Lucy Guerin, Australia Council Interview 2017



Studio Residencies

Fulltime (Luke George, Rebecca Jensen, Stephanie Lake, Carly Sheppard, Lilian Steiner)
Out of Time Residencies (Ashley Mclellan, Harrison Ritchie-Jones, Ellen Davies)

In 2017 we offered five choreographers Studio Residencies, which allowed them to use the Lucy Guerin Inc Studio free of charge to work on a new contemporary dance project. Artists received administrative support to host showings, were encouraged to show work through our new *Critter* program and have access to mentorship from Lucy Guerin and Lucy Guerin Inc staff.

We continued our Out of Time residency model in 2017, which was provided to three independent artists from both Melbourne and interstate. It allowed these artists to work in the studio out of normal business hours, utilising evenings, weekends and other pockets of free time throughout the whole year. This worked well for both the artists and the Company allowing flexibility throughout the year for the artists to work on various projects and it limited wasted studio time out of normal office hours.

“The residency meant that Megan and I could interrogate our shared ideas further and develop some practices/outcomes/desires that eventuated into the Fringe performance.” Ellen Davies, Out of Time Resident 2017

Resident Director Program

Since 2013 Lucy Guerin Inc has invited one choreographer each year to take up the position of Resident Director with the Company. The Company identified a need within the Australian dance sector to create a pathway for independent choreographers to transition into significant leadership roles. This position was created for choreographers approaching mid-career who are interested in running a company or developing a way of working more consistently than their current project funding allows. The Resident Director is encouraged to research what kind of model might be appropriate to support the type of work they are creating. Support provided by staff includes advice on running a company and encouraging a dialogue around sustainable artistic practice as a choreographer.

Prue Lang was employed as Lucy Guerin Inc’s Resident Director in 2017. Prue received support in the creation of a new work including free studio space and an annual fee, assistance in finding funds and presenting opportunities for her work. She received mentoring in all aspects of running a company including an insight into Board meetings, budgets, and strategic planning. Prue’s role also allowed her to develop the skills of an artistic director – distinct from the skills of a choreographer, but essential for the successful running of a dance company or other organisational structure. During her time as Resident Director and due to the company’s Artistic Director taking annual leave, Prue took on more responsibility in the curation and organisation of *Pieces for Small Spaces* and ran Lucy Guerin Inc’s secondment program for 2017 during the choreographic development of her new work. As Resident Director, Prue also assisted the company in piloting a new artist-led, critical feedback platform called *Critter*.

“The Resident Director role allowed me to develop new work, through the LGI Secondment Project. It meant I could share my process with younger dancers and get important feedback through the Critter program, providing me with a more solid place to depart from for that work – and of course I was enormously grateful for studio space. Secondly, co-curating Pieces and being able to engage with an all female group of choreographers and First Nations Artists, and stimulating discussions around that with Lucy was amazing. The third thing was being mentored by Lucy, Annette and Tegan and getting insight into how a company is run and the general artistic and managerial support provided.” - Prue Lang, Resident Director 2017

Critter

Critter is an evolution of *First Run* and is a new artist feedback program providing a platform for artists to generate critical exchange. *Critter* provides artists with a tailored opportunity to initiate a sharing of performative material with a critical outcome and discussion relevant to their work’s stage of development. *Critter* is an open, malleable space of possibility. Artists formulate how they would like to show their work and decide on an appropriate structure to generate feedback.

In 2017 Lucy Guerin Inc held a focus group to discuss our First Run program. We invited Melbourne independent artists to discuss their needs as dance creators and suggest ways in which First Run could best provide the critical feedback they needed to progress and test their work. *Critter* is a response to this brainstorming session and is built around the feedback we received from artists. Prue Lang was the first artist to present a *Critter* evening at the studio in September 2017; featuring a critical discussion and exchange led by performance writer, dramaturg and urbanist Jana Perkovic.

Secondments

Lucy Guerin Inc offers secondment places to students, new graduates, and dancers in their first few years of professional practice. Secondees get a unique insight into the identity of the Company and the choreographic process currently in development by Lucy Guerin. In 2017, seventeen artists were given the opportunity to second with the company during the choreographic development of Prue Lang’s new work. This program provided invaluable experience for the secondees to work in a professional studio setting, learning from the practice, skill and process of a highly renowned choreographer. Five of the secondees were then chosen to perform in a showing of Prue’s work in progress, at LGI’s first *Critter* evening.

“This secondment exceeded my expectation - above and beyond. It was challenging, engaging, and rigorous - exactly what I hoped when applying for the program.” - Secondee from Prue Lang’s Choreographic Development, 2017

Regular Professional Dance Classes

Lucy Guerin Inc classes are part of ongoing professional training opportunities for Lucy Guerin Inc dancers, which are also open to local dancers. This is an essential aspect of our engagement with the dance community, and offers those from outside the Company the opportunity to refine and expand their practice alongside our employed dancers. In 2017 we continued regular classes three times a week (dance on Mondays & Wednesdays, yoga on

Fridays), whilst also continuing to offer classes full time during creative development periods for new Lucy Guerin Inc works.

Classes also offer important professional development opportunities to teachers, providing them opportunities to teach classes within a professional studio environment, allowing them to develop their teaching abilities and hone existing skills to ensure a high level of teaching within the sector for the future.

In 2017 we engaged 18 local dance teachers and artists to present our program of dance classes. We delivered 146 dance classes to 1,374 dancers from Melbourne, interstate and around the world.

Yellow Wheel

At our studio in West Melbourne, Lucy Guerin Inc houses Yellow Wheel, a youth dance company run by Artistic Director Adam Wheeler and Company Manager Joshua Lowe. We provide them with studio space for classes, workshops and office space for administration whilst allowing them to maintain an independent and autonomous company structure and providing mentorship to key Yellow Wheel personnel.

Throughout the year young people connected with Yellow Wheel in a number of ways such as contemporary dance only summer and winter schools, weekly techniques classes, Showroom choreographic season and *The People’s Dance* performance season.

Hotbed

Hotbed is Lucy Guerin Inc’s workshop program for professional dancers and dance makers. Workshops are led by local and international choreographers to encourage a broad understanding in the local dance community of current contemporary dance thinking and practice. The workshops are very low in price and participants are selected on application. In 2017 Lucy Guerin Inc partnered with Melbourne Festival to welcome international choreographer, movement researcher and Mette Ingvarsten’s *7 Pleasures* dancer Bruno Freire to lead a 3-day Hotbed. There were 18 participants at each session over the intensive workshop.

Engaging with audiences, markets & supporters



Email Campaigns

During 2017 we continued to use the online platform Mailchimp to send targeted email campaigns to our subscribers and networks, and Highrise (CRM) to send personalised emails to targeted segments of our data. The implementation of both Mailchimp and Highrise has created a vast improvement in the Company's electronic correspondence, including ease of use and functionality of the programs and the ability to create useful reports and track data. In addition there has been an improvement to the unified look of all emails sent out by the Company, incorporating the Company's branding. In 2017 our Mailchimp e-news template underwent a makeover, simplifying the graphics, text styles and layout of the monthly newsletter. We now have 2,534 subscribers.

Facebook, Instagram and Twitter

Lucy Guerin Inc regularly posts on the Company's Facebook and Twitter pages to share news and promote Company activity. With a dedicated demographic, we have a high level of engagement and continue to see an increase in followers. In 2017 our social media engagement saw our Twitter followers increase to 2,471 and our Facebook likes increased by 20%.

The Company successfully promoted our programs and projects using Instagram and cross promoted events for other industry networks and independent artists. Throughout the development of *Pieces for Small Spaces* 2017, Instagram provided a platform to introduce the artists involved in season through profile highlights. Instagram allowed the Company to post image updates on developments happening at the studio and was useful to promote ticket sales in the lead up to and throughout the performance seasons.

Online and Physical Archive

Ten works from the Lucy Guerin Inc archive are presented on our website - lucyguerininc.com/archive. The online archive features curated insights into Lucy's works that are available for the public to view at anytime. The physical archive is located at the LGI offices in West Melbourne and is accessible for members of the public to delve into when researching the Company's history. During 2017 we continued to invest in casual admin support to ensure the archive was regularly updated, recording important materials related to the Company's activity during the year.

Additionally, Lucy Guerin Inc and University of Melbourne instigated processes to connect our physical archive to the university's digital database. This repository is fully searchable by anyone on the Library's Digital Collections page, and will over time grow to include all of Lucy Guerin Inc's archived material and other dance and theatre resources - <https://digitised-collections.unimelb.edu.au/handle/11343/92020>.

Website

In addition to featuring the online archive, the [Lucy Guerin Inc website](http://lucyguerininc.com) also provides a wealth of information about the Company and our current works in repertoire and development. Pages are updated regularly and feature the latest news, opportunities and studio programs provided to the dance community in Melbourne and beyond.

Attendance at National and International Arts Markets & Forums

In 2017, Lucy Guerin Inc continued to nurture and develop its international relationships by attending the following international arts markets:

ISPA Congress, New York, January – Annette Vieusseux

ISPA Congress Montreal, May – Lucy Guerin

These networking opportunities are vital for maintaining a profile within competitive market places. Touring opportunities - such as the presentation of *Motion Picture* at Tanzhaus nrw Dusseldorf in January, the successful US tour of *Attractor* in October/ November 2017; and the international touring of our new work *Split* in 2018–were directly brokered at arts networking events. The company also secured a full-length showcase of *Split* at APAM, Brisbane 2018.

15th Birthday Party Fundraiser

To celebrate the company's milestone, we hosted a 15th Birthday Party Fundraiser at the LGI Studio. Dancers and choreographers who have worked with the company over the years performed short works, including Stephanie Lake, Antony Hamilton, Benjamin Hancock and Yellow Wheel. This was a joyous night, providing an opportunity to reflect on the successes of the company to date – and where to next! The event raised \$10,509, which was matched with our Creative Partnerships Australia PlusOne grant. Our production management company FILO gifted half the production hours as an in-kind birthday present.

CRM

Lucy Guerin Inc implemented a new cloud-based Customer Relationship Management (CRM) system in 2016, Highrise. This has provided the Company with a holistic picture of who our key stakeholders are through use of intelligent online platforms that centralise our data. Intelligent data capture allows us to achieve deeper engagement with presenters and potential industry leads, ensuring regular contact and capturing correspondence and activity history.

In 2017 we made a concerted effort to maximise the CRM in all Company activity, via the collection of data through the program's integration tools, connecting to other online platforms. The system has allowed the company to automatically import new contacts from applications to Lucy Guerin Inc programs (ticketing, residencies, secondments) increasing our contacts database and future market reach. Using Highrise we have formed a streamlined process of importing, updating and collecting important donor information and history, which informs our fundraising campaigns and strengthens our ability to maintain relationships with these stakeholders.

Management & Staffing

Artistic Director & CEO

Lucy Guerin is the Artistic Director and is responsible for the direction, implementation and delivery of the artistic program. This includes the creation of new work, touring, co-productions and residencies and all artistic leadership and sector development activities. Lucy Guerin is a permanent board member and works in consultation and partnership with the Executive Producer on all aspects of the operations of Lucy Guerin Inc.

Executive Producer

Annette Vieusseux is the Executive Producer and is responsible for the management and operations of Lucy Guerin Inc, including strategic planning, market development, financial management and governance. The Executive Producer works in consultation and partnership with the Artistic Director and ensures the Company has the resources required for program delivery and stable growth. The Executive Producer also liaises regularly with the Board on matters related to strategy. Annette was appointed to this position in February 2013.

Company Manager

Claire Bradley Duke is responsible for the day-to-day running of the office and general administration of LGI, including studio hire, managing the website and social media platforms, and general marketing/promotion for Company activities. Claire manages the studio programs, is the lead producer on *Pieces for Small Spaces*, and assists the Executive Producer with administration, management and operations of LGI. Claire was appointed to this position in January 2014. In June 2017 Claire went on maternity leave, handing over her duties and position to Acting Company Manager Tegan Nash. Tegan has continued to manage the company's activities and Claire's previous portfolio of projects.

Resident Director

Prue Lang was employed as Lucy Guerin Inc's Resident Director in 2017. The Resident Director is an annually appointed position, for which the artist is paid an honorarium. The role is developed individually for each artist in response to his or her areas of interest. As the Resident Director's duties are intrinsically linked with artistic program delivery,

a yearlong work plan is developed, negotiated, and then contracted each January. Details on the Resident Director Program are contained of page 20.

Production Management

Production Management is provided by a multi-skilled team from First In Last Out (FILO). LGI contracts FILO on an ongoing basis by way of an annual retainer, and enters into additional contracts for specific projects. FILO works closely with Lucy Guerin Inc staff to manage new and existing Company works at home and on tour, and service the requirements of *Pieces for Small Spaces*, *First Run* and *Yellow Wheel*, as well as commercial and community hires and technical needs. FILO provides management of production and stage management on tour, and conducts risk assessments of Company activities.

Casual Administration

Alexandra Macallister-Bills continued on a casual contract to assist the Company Manager with administrative tasks. Alexandra finished her contract with Lucy Guerin Inc at the end of 2017 to focus on her full time role with Arena Theatre Company.

Design and Branding

Website: Racket–contracted on a project/'as needs' basis.

Print and campaign material: Forde+Nicol–contracted on a project basis as well as independent graphic designer and dancer Aimee Schollum.

Financial Services

Bookkeeper: Zita's Bookkeeping Solutions–contracted to reconcile weekly and monthly accounts; and assists with the annual audit.

Auditor: Sean Denham & Associates – independently assess the company's financial records, and audit the company's activities for reporting and acquittals. The company's previous auditor, G. C. Perry & Co, resigned in 2017 following Geoff Perry's retirement.

Board

The Lucy Guerin Inc board continues to meet a minimum of six times each year to review and monitor the program, budget and strategic development activities. In 2017 Lucy Guerin Inc continued its commitment to maintaining a board of members with a diverse range of skills and expertise. In 2017 board Member, Elly Bloom resigned and the company welcomed one new board member, Georgina Russell, who was appointed in August.

Chloe Munro AO – Chair | Professorial Fellow at Monash University, an independent director in the energy and banking sectors and an expert advisor on public policy

Board tenure ends May 2018 | 100% attendance

Margaret Parker - Treasurer | Former Senior Associate of Hayes Knight Melbourne

Board tenure ends March 2021 | 100% attendance

Lucy Guerin - Secretary | Artistic Director and CEO of Lucy Guerin Inc

Board tenure ongoing | 100% attendance

Amy Henderson | Solicitor at Herbert Smith Freehills

Board tenure ends March 2021 | 100% attendance

Georgina Russell | Head of Brand and Marketing at ACMI

Board tenure ends August 2023 | 100% attendance

Ian McDougall –Deputy Chair | Founding Director of ARM Architecture

Board tenure ends November 2019 | 100% attendance

Lorrae Nicholson | Corporate Partnership and Fundraising Specialist,

Headspace National Youth Mental Health Foundation

Board tenure ends June 2024 | 100% attendance

Robin Fox | Melbourne based artist working across

audible and visible arts

Board tenure ends March 2019 | 83% attendance

Financial Report

Lucy Guerin Inc delivered an outstanding quality of artistic output with relatively small overhead costs and management expenses for the scale and quality of the company's output.

It is a financially stable organisation, closing 2017 with reserves of \$210,753, bringing to the reserves ratio of 29% of 2017 turnover. However this unusually high surplus of \$91,963 is a strategic one-off boost to reserves in anticipation of the unprecedented expenditure for the fit out of the new North Melbourne studios in mid-2018, a project that was confirmed in late 2017.

The Company's financial outcomes differ slightly from the initial forecast budget in early 2017:

Income of \$724,566; forecast \$730,930, variance of \$6,364;

Expenditure of \$632,603; forecast of \$718,619, variance \$ 86,016;

Surplus of \$91,963; forecast \$7,765, variance of \$84,198.

These variances are due to several factors:

- Significant cost savings on the final creative development and premiere presentation of *Split*, thanks to frugal production management and the compact scale of the work.
- The five week European tour of *Motion Picture* In early 2017 was delivered well within budget, with some presenter (event) income

incurred in 2016, as was a significant portion of the remount expenditure.

- The season of *The Dark Chorus* at Dark Mofo had low remount costs due to being able to tour with the original cast.
- Core administrative overheads were tightly controlled, resulting in savings across the year. The parental leave payments and new staff training and handover costs were carefully considered, as was the timing of Lucy Guerin's long service leave.

Key financial achievements include:

- Supported by multi-year funding arrangements from all three tiers of government, marking the final year of the 2015-17 triennial agreement (which has been renewed for 2018-2020), and the first year of multi-year core funding agreements with the Australia Council for the Arts and Creative Victoria – both of which saw increases.
- Return and new donors contributing to 15th Birthday party, raising \$10,509. Additional funds were raised through a donor event during the premiere season of *Split*, bringing the total for this series of campaigns across 2016-17 to \$15,000 – which was matched by funds from Creative Partnerships Australia's Plus One grant.
- Increase in resources income due to careful scheduling of studio hires and modest passive income through equipment hire.

LUCY GUERIN ASSOCIATION INC.
49 055 606 124

INCOME AND EXPENDITURE STATEMENT
FOR THE YEAR ENDED
31 DECEMBER 2017

	2017	2016
	\$	\$
INCOME		
Event Income	147,430	112,747
Services Income	13,328	21,769
Resources Income	12,309	6,794
Interest Income	2,398	3,451
Other income	83	568
Philanthropic Income	43,018	46,505
Grants Received- Australia Council	306,000	272,828
Grants Received- Creative Victoria	160,000	135,000
Grants Received- City of Melbourne	40,000	40,000
Grants Received- C'wealth Government	-	60,000
	<u>724,566</u>	<u>699,662</u>
EXPENDITURE		
Administration Expenses	119,531	115,068
Marketing and Promotion	21,319	21,226
Business Development	4,858	2,709
Depreciation	2,725	10,043
Production, Touring & Project Costs	34,897	81,715
Salaries, Wages and Fees	449,273	458,845
	<u>632,603</u>	<u>689,606</u>
Profit (Loss) before income tax	91,963	10,056
Income tax expense	-	-
Profit (Loss) after income tax	91,963	10,056
Retained Profits (Losses) at the beginning of the financial year	<u>118,790</u>	<u>108,734</u>
Retained Profits (Losses) at the end of the financial year	<u>210,753</u>	<u>118,790</u>

LUCY GUERIN ASSOCIATION INC.
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ASSETS AND LIABILITIES STATEMENT
31 DECEMBER 2017

	2017	2016
	\$	\$
CURRENT ASSETS		
Cash and cash equivalents	422,038	373,796
Trade and other receivables	163,064	188,375
TOTAL CURRENT ASSETS	<u>585,102</u>	<u>562,171</u>
NON-CURRENT ASSETS		
Property, plant and equipment	3,789	1,461
TOTAL NON-CURRENT ASSETS	<u>3,789</u>	<u>1,461</u>
TOTAL ASSETS	<u>588,891</u>	<u>563,632</u>
CURRENT LIABILITIES		
Trade and other payables	46,218	65,870
Income in advance	310,460	329,782
Provisions	14,777	44,178
TOTAL CURRENT LIABILITIES	<u>371,455</u>	<u>439,830</u>
NON-CURRENT LIABILITIES		
Provisions	6,683	5,012
TOTAL LIABILITIES	<u>378,138</u>	<u>444,842</u>
NET ASSETS	<u>210,753</u>	<u>118,790</u>
MEMBERS' FUNDS		
Retained Profits	210,753	118,790
TOTAL MEMBERS' FUNDS	<u>210,753</u>	<u>118,790</u>

LUCY GUERIN ASSOCIATION INC.
49 055 606 124

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED
31 DECEMBER 2017

	Retained Earnings	Total
	\$	\$
Balance at 1 January 2016	108,734	108,734
Surplus attributable to the entity	10,056	10,056
Other comprehensive income	-	-
Balance at 31 December 2016	118,790	118,790
Surplus attributable to the entity	91,963	91,963
Other comprehensive income	-	-
Balance at 31 December 2017	<u>210,753</u>	<u>210,753</u>

LUCY GUERIN ASSOCIATION INC.
49 055 606 124

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED
31 DECEMBER 2017

	2017 \$	2016 \$
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from Customers	729,840	572,915
Payments to suppliers and employees	(678,944)	(490,206)
Interest received	2,398	3,451
Net Cash provided by operating activities	<u>53,294</u>	<u>86,160</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments for property, plant and equipment	(5,052)	-
Net Cash provided by (used in) investing activities	<u>(5,052)</u>	<u>-</u>
CASH FLOW FROM FINANCING ACTIVITIES		
Proceeds of borrowings	-	759
Net Cash provided by (used in) financing activities	<u>-</u>	<u>759</u>
Net increase (decrease) in cash held	48,242	86,919
Cash at the beginning of the year	373,796	286,877
Cash at the end of the year	<u>422,038</u>	<u>373,796</u>

2017 at a Glance

Jan	<i>Motion Picture</i> Europe Tour	Artistic Director, Executive Producer, Dancers x 6, Technical Manager
	Out Of Time Studio Residencies 1 & 2	Ashley Mclellan, Harrison Ritchie-Jones (studio residents) , Company Manager
	Yellow Wheel 2017 Summer School	Company Manager, Yellow Wheel Artistic Director
	EP attended ISPA Congress, New York	Executive Producer
Feb	Residency #1 Full time – Carly Sheppard (1 week)	Carly Sheppard (Studio Resident), Company Manager
	Out of Time Studio Residencies 1, 2 &3	Ashley Mclellan, Harrison Ritchie-Jones, Ellen Davies, Company Manager
	<i>Attractor</i> rehearsal and production week	Artistic Director, Dancenorth Dancers x 8 Company, Creatives and Collaborators, Executive Producer, Company Manager
	<i>Attractor</i> premier AsiaTOPA (3 shows)	Artistic Director, Dancenorth Dancers x 8 Company, Creatives and Collaborators, Executive Producer, Company Manager
	Prue Lang– <i>Stella Project</i> showing	Prue Lang, Artistic Director, Executive Producer, Company Manager, Dancers x 4 Company
March	Rehearsal and production period for <i>Split</i> (two weeks)	Artistic Director, Executive Producer, Company Manager, Dancers x 2 Company
	<i>Attractor</i> at WOMAdelaide (2 shows)	Artistic Director, Dancenorth Dancers x 8 Company, Creatives and Collaborators
	Premier of <i>Split</i> at Arts House Dance Massive (8 Shows)	Artistic Director, Executive Producer, Company Manager, Dancers x 2 Company, Technical Manager
	Studio Residency Chloe Chignall (full-time from 2016)	Chloe Chignell (studio resident), Artistic Director, Executive Producer, Company Manager.
	Studio Residency Carly Sheppard cont. (2nd week)	Carly Sheppard (studio resident), Artistic Director, Executive Producer, Company Manager.
April	Yellow Wheel development	Yellow Wheel Artistic Director, Executive Producer
	Out of Time Studio Residency 3 – Ellen Davies (2nd week)	Ellen Davies (studio resident), Artistic Director, Executive Producer, Company Manager.
May	Studio Residency #2 full-time – Stephanie Lake (3 weeks) <i>Pile of Bones</i> development	Stephanie Lake, Artistic Director, Executive Producer, Company Manager, Dancers x 4
	AD attended ISPA Congress, Montreal	Artistic Director
	Lucy Guerin Inc 15th Birthday Fundraiser	Artistic Director, Executive Producer, Company Manager, 9 x artist / performers, 114 audience
	Yellow Wheel <i>Showroom</i> rehearsals	Company Manager, Yellow Wheel Artistic Director, Yellow Wheel Dancers
	Out of Time Studio Residency Harrison Ritchie-Jones cont.	Harrison Ritchie Jones, Executive Producer, Company Manager
June	Studio Residency #3 full-time – Rebecca Jensen (2 weeks)	Rebecca Jensen (studio resident), Executive Producer, Company Manager

	<i>The Dark Chorus</i> at Dark Mofo, Hobart	Artistic Director, Dancers x 5 Company, Creatives and Collaborators, Executive Producer, 12 local dancers
	Out of Time Studio Residency cont. – Ellen Davies, Harrison Ritchie-Jones	Harrison Ritchie-Jones, Ellen Davies (studio residents), Acting Company Manager, Artistic Director
July	Out of Time Studio Residency cont. – Harrison Ritchie-Jones	Harrison Ritchie-Jones (studio resident), Acting Company Manager, Artistic Director
	Yellow Wheel Winter Summer School	Acting Company Manager, Artistic Director Yellow Wheel, Yellow Wheel Dancers
August	Resident Director– Prue Lang choreographic development (2 weeks)	Prue Lang (Resident Director), Executive Producer, Acting Company Manager, 3 x Dancers, 17 Secondees (10 working each week)
Sept	<i>Critter</i> Prue Lang Choreographic Development Showing	Prue Lang (Resident Director), Executive Producer, Acting Company Manager, 3 x Dancers, 4 x Secondees, Guest Facilitator, 25 Audience.
	<i>Pieces for Small Spaces</i> Development time (Sep - Dec)	5 commissioned choreographers, Artistic Director, Resident Director, Executive Producer, Company Manager, Tech team
	LGI Staff attended National Dance Forum, Lucy Guerin as Panellist	Artistic Director, Executive Producer, Acting Company Manager
	Studio Residency #4 Full-time - Lilian Steiner (2 weeks)	Lilian Steiner (studio resident), Executive Producer, Acting Company Manager
	<i>Attractor</i> presented at Brisbane Festival	Artistic Director, Dancenorth Dancers x 8 Company, Creatives and Collaborators
Oct	EP attended Australian Theatre Forum in Adelaide	Executive Producer
	Yellow Wheel – <i>The Peoples Dance</i>	Yellow Wheel Artistic Director, Yellow Wheel Dancers
	<i>Attractor</i> US tour (White Bird Portland, Centre for the Art of Performance Los Angeles)	Artistic Director, Dancenorth Dancers x 8 Company, Creatives and Collaborators
	HOTBED – Bruno Freire	Bruno Freire (Guest Artist), Executive Producer, Acting Company Manager
Nov	Executive Producer attended Indonesian Performing Arts Tour (Australian-Indonesia Institute, Jakarta and Bandung)	Executive Producer
	<i>Make Your Own World</i> Creative Development – 2 weeks	Artistic Director, Executive Producer, Acting Company Manager, 6 x Dancers Company
	Scott deLaHunta – public talk (Motion Bank and related research projects)	Artistic Director, Scott deLahunta
	Public Dance Symposium – Dance Becoming Data and Encoding Knowledge with Scott deLahunta	Scott deLahunta (facilitator), Artistic Director, Acting Company Manager
Dec	<i>Pieces for Small Spaces</i> premiere and season	5 commissioned choreographers, Artistic Director, Resident Director, Executive Producer, Acting Company Manager, Tech team

Summary of Goals, Strategies & KPI's

Artistic

Linked Goals	Strategy	KPIs 2016–2020	2017
1, 2, 3	Commit to delivering the premiere of 1 new work every 18 months	i) World premieres of 4 new works during the quinquennium	<i>Attractor</i> and <i>Split</i> premiered
1, 2, 3	Ensure feedback opportunities during the creation of new work	i) Two peer and stakeholder showings held for each new work	1 showing for <i>Split</i> 1 showing for <i>Attractor</i> 1 showing of <i>Make Your Own World</i>
1, 3, 4, 5	Prioritise regular touring and presentation opportunities, locally nationally and internationally	i) Deliver a minimum of 8 seasons of work during the quinquennium ii) Deliver at least 4 Australian premieres by 2020	1 season of <i>Attractor</i> 1 season of <i>Split</i> 1 Season <i>The Dark Chorus</i> 1 season of <i>Pieces for Small Spaces</i> Premiere of <i>Attractor</i> and <i>Split</i>
4	Productions receive positive critical response (media reviews, peer reviews, audience feedback)	i) Overall critical response is 60% positive	Gather critical responses to assess <i>Attractor</i> : media responses and reviews <i>Split</i> : media responses and reviews <i>Pieces for Small Spaces</i> : audience survey Awards: - 2 Helpmann Awards for <i>Attractor</i> for Best Choreography and Best Production - Helpmann Award for <i>Split</i> , Best Female Dancer - Australian Dance Award for <i>The Dark Chorus</i> for Best Male Dancer and Outstanding Choreography.
1, 3, 4	Maintain and extend high-calibre artistic partnerships	i) Secure 1 collaboration or commission of significance per year	i) Collaborated with Dancenorth for <i>Attractor</i>

Artistic

Linked Goals	Strategy	KPIs 2016–2020	2017
		ii) Secure a minimum of two return invitations from recent presenters	ii) Return invitations from Théâtre de la Ville Paris 2017 (<i>Motion Picture</i>), and Théâtre de la Ville Paris, Cultuurcentrum Brugge, and White Bird Dance Portland confirmed for 2018 (<i>Split</i>)
1, 2	Invest in the development of new Australian work and choreographers	i) Commission and present 5 new works per year through <i>Pieces for Small Spaces</i> ii) Deliver 5 <i>First Run</i> events per year	Expanding the focus of the program to increase First Nations Artists and Audience engagement. <i>First Run</i> underwent a reimagining, resulting in a new program <i>Critter</i> . This meant only 1 <i>Critter</i> event was held in 2017.
		iii) Offer a minimum of 4 Studios Residencies per year iv) Offer 1 Annual Resident Director position per year v) At least 3 works per year seeded in our development programs are presented outside LGI	9 Studio Residencies Prue Lang as Resident Director 2017 Tracked the outcomes of work seeded through LGI sector development initiatives of which include works presented at Dance Massive, Fringe Festival 2017, Arts House, Sugar Mountain Festival and Dancenorth.
1, 2, 3	Provide opportunities for international connections with local community	i) Present 1 international <i>Hotbed</i> residency per year	Presented 1 <i>Hotbed</i> with Bruno Freire
2, 5	Ensure access to the Company's resources to support the broader dance community	i) Offer minimum of 15 placements per year ii) Offer reduced price studio hire to independent and unfunded artists	Offered 17 places during Prue Lang's choreographic development Offered once Company requirements scheduled

Engagement & Market Development Strategies

Linked Goals	Strategy	KPIs 2016 - 2020	2016
1, 3, 5	Develop new, and nurture existing, presenter contacts	i) Maintain a Company presence at minimum of 5 key industry networking and profiling events per year	Company representatives attended ISPA, Australian Theatre Forum; EP Annette Vieuxseux appointed as Chair of Theatre Network Australia.
1, 5	Develop company works that are varied in scale and cost across a variety of platforms	i) Develop at least one new LGI work of a scale suitable for regional and/or small venue touring during the 5 year period	<i>Split</i> premiered Dance Massive 2017
3, 4	Strengthen Lucy Guerin Inc's communications with our three types of stakeholders (Developing Programming, Attending)	i) Create and maintain physical and digital platforms for research, industry discourse, cultural exchange and audience engagement	Maintained Digital Archive including collaboration with Melbourne University database. Offered Hotbed and <i>Critter</i> , commissioned First Nations artists to present work in <i>Pieces for Small Spaces</i> and engaged a First Nations Co-curator.
1, 5	Strengthen and expand individual donor engagement	i) Establish new philanthropic channels for engagement, such as the giving circle (ie The Dark Chorus Syndicate)	Raised \$10,509 at LGI 15th Birthday party which was doubled through the Plus One Grant -Creative Partnerships Australia. Secured a Philanthropic relationship with Investor Terry Wu for long-term tenancy agreement and new LGI studio hub.

Financial, Management & Governance Strategies

Linked Goals	Strategy	KPIs 2016 - 2020	2017
5	Contribute to LGI's long-term sustainability by growing its financial reserves	i) Deliver a surplus in the majority of years during the quinquennium ii) Maintain reserves above 14% of annual turnover each year	Surplus of \$91,9163 Reserves of \$210,753 - 29% of 2017 turnover.
5	Strengthen LGI's current mix of grant and non-grant income, to diversify and spread risk	i) Maintain government grant income at current levels ii) Increase proportion of non-government funding to at least 45% over the quinquennium iii) Achieve annual private donation targets - overall and maintained increase on current levels across the quinquennium	Received multi-year funding from Australia Council and Creative Victoria for 2017-2020 (with increases on previous multi-year operational grants. Also applied for City of Melbourne 2018-2020 triennial funding - successful. Confirmed \$100,000 from Creative Victoria for fit out of new studio premises. Private donations achieved: target (doubled by Creative Partnerships Australia)
5	Invest in LGI's people, critical to the achievement of our goals	i) Staff annual performance reviews conducted and adequate annual provision made for staff professional development	Reviews undertaken for positions: 2017 budget includes professional development line

Linked Goals	Strategy	KPIs	
		2016 - 2020	2017
2, 5	Increase the participation of people with disabilities across all aspects of the Company's operations	i) Reduce physical barriers to participation through relocation to an accessible venue by 2020	Secured new LGI Studio in North Melbourne for relocation with added philanthropic partnership with investor Terry Wu. Venue will be refurbished for accessibility with improved facilities.
		ii) Reduce opportunity barriers by reviewing recruitment and employment policies annually	Reviewed by staff and board
5	Improve the environmental performance of the Company and maintain our position as industry leaders in green practice	i) Implement carbon-offset initiatives to reduce the environmental impact of the Company's touring and operations	No printing of programs, tickets and invites, distributing marketing collateral digitally.
5	Maintain exemplary standards of Board governance and engagement	i) At least 80% attendance at Board meetings by Board members	90%
		ii) Annual Board review conducted	Scheduled for 2018
		iii) Ensure that 100% of the Company's policies are reviewed over each 2 year period	Board Charter reviewed 2017

Acknowledgements

Lucy Guerin Inc would like to thank the following organisations for their support, partnership, and invaluable support

Federal Partner



State Partner



Local Government Partner



Philanthropic Partners



Eirene Lucas Foundation

creative partnerships australia

Acknowledgement of Country

Lucy Guerin Inc respectfully acknowledges the Wurundjeri people who are the traditional custodians of the land on which we make art, conversations and connections. We pay our respect to their Elders, both past and present. We acknowledge and uphold their continuing relationship to this land and contribution to contemporary Australian artistic practice, and extend that respect to other Indigenous Australians who join us at Lucy Guerin Inc.

Donors

Thank you to all of our amazing donors throughout 2017. Without your support we wouldn't be able to make new works and support the contemporary dance community in Melbourne.

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