Lucy Guerin Inc
Annual Report 2015

LUCY GUERIN INC.

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Acknowledgements

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The Angior Family Foundation

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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.

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Cover: *Motion Picture*, premiere 2015
Image by Sarah Walker

2015 at a Glance

Jan		
	European premiere of *Weather* and World Premiere of *Microclimate* at Théâtre De La Ville, Paris	Artistic Director, Executive Producer, Company Manager
	Yellow Wheel Summer School	Company Manager, Yellow Wheel Artistic Director
Feb		
	Motion Picture Final development stage (5 weeks)	Artistic Director, Executive Producer, Company Manager, 6 dancers, Secondees
	First Run 1	Artistic Director, Executive Producer, Company Manager, Brooke Stamp (Curator), 2 artists
	Studio Residency 1 - Rennie McDougall	Rennie McDougall (Studio Resident), Company Manager
March		
	World Premiere of *Motion Picture* at Dance Massive	Artistic Director, Executive Producer, Company Manager, 6 dancers, Collaborators, Production Staff
	Resident Director – work in development – Melanie Lane	Melanie Lane (Resident Director), Company Manager
April		
	Greenie-in-Residence (Bek Berger)	Executive Producer, Company Manager, Bek Berger
	Hotbed workshop with Martin Nachbar (including two performances)	Artistic Director, Executive Producer, Company Manager, 15 participants
	Residency 2 – (Wendy Woodson - USA)	Company Manager, Wendy Woodson (Studio Resident)
May		
	Development of *I'm Trying to Tell You* in Finland	Artistic Director, Routa Dance Company
	Studio Residency 3 (Lee Serle)	Company Manager, Lee Serle (Studio Resident)
June		
	Studio Residency 4 (Liz Dunn)	Company Manager, Liz Dunn (Studio Resident)
	First Run 2	Artistic Director, Resident Director, Company Manager, Paea Leach (Curator), 2 artists
	World Premiere of *I'm Trying To Tell You* in Finland	Artistic Director, Routa Dance Company, Creatives and Collaborators
July		
	Yellow Wheel Winter School	Company Manager, Yellow Wheel

	Representation at Senate Enquiry into Federal Arts funding cuts	Artistic Director, Executive Producer
	First Run 3	Company Manager, 2 artists, Paea Leach (Curator), Guest Conversationalist
	Studio Residency 5 – Geoffrey Watson	Company Manager, Geoffrey Watson (Studio Resident)
August	Hotbed workshop with Kate Macintosh	Artistic Director, Executive Producer, Company Manager, 15 participants
	First stage development of new work *The Dark Chorus* (4 weeks)	Artistic Director, Executive Producer, Company Manager, 5 dancers
Sept		
	Untrained tour rehearsal for Ludwigshafen, Germany	Artistic Director, Executive Producer, 2 dancers, 2 untrained male performers
	Macbeth rehearsal week in LGI studio	Artistic Director, Jessie Oshodi (Company Dancer)
Oct		
	Development and rehearsals for *Macbeth,* Young Vic, London, UK	Artistic Director, Jessie Oshodi (Company Dancer)
	Untrained tour to Ludwigshafen, Germany	Artistic Director, Executive Producer, 2 untrained male performers
	Studio Residency 6 – Matthew Day	Company Manager, Matthew Day (Studio Resident)
Nov		
	Cont....Development and rehearsals for *Macbeth,* Young Vic, London, UK	Artistic Director, Jessie Oshodi (Company Dancer)
	First Run 4	Company Manager, 2 artists, Paea Leach (Curator), Guest Conversationalist
	Rehearsals of *Weather* – Malmö Sweden	Lee Serle (Rehearsal Director), Skanes Dansteater
Dec		
	World Premiere of *Macbeth* at The Young Vic, London, UK	Artistic Director, Jessie Oshodi (Company Dancer)
	First Run 5	Company Manager, 2 artists, Paea Leach (Curator), Guest Conversationalist
	Rehearsals *Black Box*, Lyon, France	Artistic Director, Lyon Opera Ballet Company Dancers
	Pieces for Small Spaces 2015	Artistic Director, Resident Director (curator), Production Manager, Company Manager, James Batchelor, Amber McCartney, Emily Robinson, Tessa Broadby, Carly Sheppard (choreographers)

The Lucy Guerin Inc Studio. Image by Gregory Lorenzutti

Chair's Report

Chloe Munro

The Annual Report for 2015 demonstrates once again the extraordinary contribution of Lucy Guerin Inc to contemporary dance in Australia and across the world.

The year at a glance on pages 4-5 highlights the diversity of Lucy Guerin's creative output through the Company, with the world premiere of *Motion Picture* in Melbourne, theatrical commissions in London and Helsinki and a new work commencing development in September.

The year's achievements also highlight why financial stability is so important for long-term planning. Work on *Motion Picture* started as far back as July 2013. *Weather,* which premiered in 2012 from a development in 2011, found new audiences in Paris, including an adaptation for children, and went into rehearsal in Malmö for presentation in 2016. Increasingly we are finding it unrealistic to expect presenters to cover the upfront costs of development. The Company must invest judiciously to create new work that will produce revenue in future years.

The year was overshadowed by uncertainty about funding, as the Australia Council was forced to realign its grants programmes in the face of budget cuts . These events, which were particularly testing to small and medium arts companies, showed the true resilience and adaptability of the Company's dedicated staff, Claire Bradley Duke, Annette Vieusseux and Lucy Guerin. They quickly presented the Board with a modified plan to allow the Company to continue to deliver its objectives with a lower level of financial commitment.

Against this backdrop, Annette and Claire are also to be congratulated for their successful campaigns to raise additional funds from philanthropic and individual donors. The Board is pleased to have ended the year with a modest addition to retained earnings: an essential buffer against future shocks.

The Company's purpose as a vehicle for the presentation of works by its founder is complemented by its role in nurturing emerging artists and stimulating dialogue in the dance community as a whole. Again, the year at a glance shows the richness of this exchange throughout the year. Lucy's personal submission to the Senate Inquiry articulates perfectly the value of the support that Lucy Guerin Inc provides to so many individual artists. While remaining concerned for the future, we are extremely grateful for the funds the Company receives from all three tiers of government and from many private donors. This report should leave no doubt that the cultural return on your investment is profound.

Two new members were appointed to the Board at the annual general meeting. Along with their professional qualifications, Margaret Parker and Amy Henderson bring fresh insights and passion for the Company's work. Alongside Elly Bloom, Robin Fox and Ian McDougall they have ensured we maintain a high standard of governance, providing guidance and support to the executive team as they navigate the present and plan for the future.

Artistic Director's Report

Lucy Guerin

In 2015 Lucy Guerin Inc danced from many different perspectives. Our studio is a place where questions are asked about how and why dance is produced. How does it connect us to others and how does it illuminate our ideas about the world? How can it change us and our audiences and keep us all engaged in the fact that we have a body as a tool for understanding. The act of physical practice is at the heart of our activities.

We began our 13th year with a tour of *Weather* to Paris for its European premiere at Théâtre De La Ville -Les Abbesses. The attention of the French audiences and their warm response was overwhelming. Due to the attack on Charlie Hebdo which happened while we were there, we were unable to present the full schedule of performances for *Microclimate*, the version which Théâtre De La Ville commissioned us to make for children. But instead we took the dancers to the classrooms of several schools for an intimate presentation and talk with the students.

Other international activity included the creation of a new work with Finnish Company Routa called *I'm Trying To Tell You.* I went to Finland for four weeks to work with two dancers and two actors at the height of mid-summer. International collaboration is a reminder of how particular our own local ways of doing things are. It expands our thinking and our understanding and builds important networks with colleagues. The piece we made together reflected the act of communication and translation and how it can become distorted and misread. We also toured our work *Untrained* to Ludwigshafen in Germany as part of a diverse program of Australian work.

We had the final development stage and premiere of our newest work, *Motion Picture* at the Dance Massive Festival early in the year - which was sold out, received very positive reviews and attracted interest from local and international presenters. This piece explored different ways of representing a film, from imitation to abstraction and how the body can read and re-interpret different elements of cinema.

We also began developing a new work to premiere in 2016 called *The Dark Chorus*. This was begun in a rather dramatic fashion as initially I had planned to work on a piece staged in a cinema during this time. But after two days rehearsal I began to have grave misgivings about the possibilities for the cinema piece and did a complete turnaround to begin *The Dark Chorus*. This work involves five dancers and ten extra dancers circling the performance space in a shifting examination of the role of the chorus in performance.

For me the year finished with co-directing *Macbeth* with theatre director Carrie Cracknell at the Young Vic in London. This required a lengthy absence from the Company, which is difficult with our small staff of only three. The office team were unflagging in their professional maintaining of the Company's presence and activities in my absence. It only confirms that Lucy Guerin Inc is resilient, deft, intelligent and able to flex with the demands of radically different projects and situations.

We finished the year with *Pieces for Small Spaces* which presented five short works by local choreographers at our studio. It is a season that is embraced every year by the local dance community for its focus on risk taking and studio based practice. The works are of course the primary focus but it is also the spirit of experimentation that is supported by audiences. In 2015 there was a shift away from movement exploration by the five artists who engaged with ideas around participatory and experiential performance, improvised scores, engagement with objects and architectural relationships. This is reflective of current trends in performance making in Melbourne which are more conceptual and less concerned with virtuosic movement making.

In 2015 we supported many individual artists to bring a nascent idea into being while also connecting with the independent dance community as a whole. Its collaborative nature and its critique and contribution are an integral part of the Company's existence and our studio is constantly busy with associated artists researching new projects. We held two separate Hotbed workshops with renowned international artists Kate Macintosh and Martin Nachbar. We continued First Run, which provides a platform for the showing and discussing of first draft choreographic ideas. We offered artists residencies which involved free rehearsal time in the studio; secondments for young dancers to spend time with the Company in rehearsal; open professional dance classes; and a home for youth dance company Yellow Wheel. This year our Resident Director Melanie Lane spent four weeks in the studio developing a new work; attended board meetings and strategic planning days; was mentored by the Executive Producer and Artistic Director and co-curated and mentored Pieces for Small Spaces.

In summing up the year I would say it was tougher than most due to the unknown outcomes of the Federal budget cuts to the arts. For a small company with strong links to the independent sector it was a very destabilising moment. We still don't know what the long range affects of these cuts will be but are continuing to plan in a responsible way for the continuation of our program.

Many thanks to the board who supported and advised us during 2015 ,and a big thank you to the Chair of our Board Chloe Munro. Her guidance and experience have been so valued by us this year - not to mention her running a marathon to raise money for our work! Also a huge thanks to Annette Vieusseux our Executive Producer and Claire Bradley Duke our Company Manager who do the work of 10 women with grace and commitment!

Lucy Guerin - during The Dark Chorus Development 2015 Image by Gregory Lorenzutti

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.

 Motion Picture, premiere 2015. Image by Gregory Lorenzutti

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.

"This is contemporary dance of the most sophisticated and well-devised order. Not that we would expect less from Guerin, a highly experienced dance-maker who approaches all her works with uncompromising attention to detail and careful research. ★★★★½"

Motion Picture, The Herald Sun, March 2015

Achieving Our Goals

Goal 1
to create and present new contemporary dance works

Motion Picture
World Premiere at Dance Massive
Arts House, Melbourne, March 17 2015

Presented by Arts House & Lucy Guerin Inc as part of Dance Massive 2015

Motion Picture takes the 1950 film noir classic (D.O.A.) as a choreographic score to explore the tensions between live performance and cinema. The film opens with Frank Bigelow, a small-town everyman, reporting his own murder. He has been poisoned with a luminous toxin and with time running out, he is determined to find out why.

Caught between the living stage and the projected image, the audience is bathed in the flickering light of a screen mounted behind them. On stage, the dancers are both viewers and protagonists, using the cinematic elements as motivations for movement. The transference of information from one medium to another creates a physicalised abstraction of the moody aesthetic of film noir.

Motion Picture was presented at North Melbourne Town Hall, Arts House during Dance Massive, March 215. Seven shows were performed over six days with sold out houses every night. The work received impressive critical feedback with 4+ star reviews in The Age and The Herald Sun.

Dancers

Alisdair Macindoe, Briarna Longville, Jessie Oshodi, Kyle Page, Lilian Steiner, Stephanie Lake

Creatives

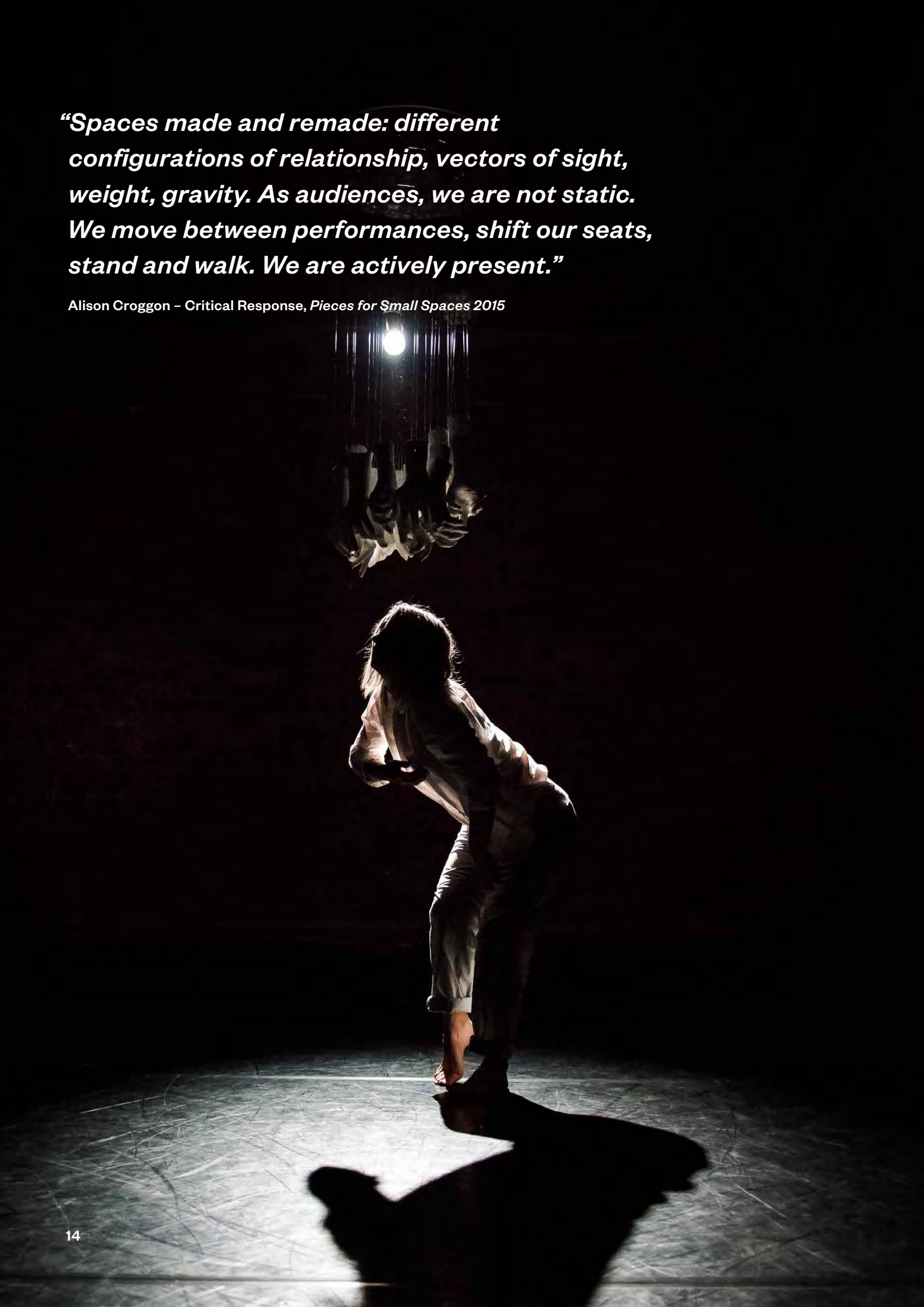
Concept, Direction, Choreography: Lucy Guerin
Set & Costume Design: Robert Cousins
Lighting Design: Benjamin Cisterne
Sound Design: Robin Fox
Dramaturg: Matthew Whittet
Production Consultant: Emily O'Brien
Production Manager: Glenn Dulinhanty
Stage Manager: Alice Fleming

"Slickly executed, this mode of delivery transformed dated material into witty contemporary form, amplifying cultural differences in gender identity, perceptions of villainy, and what constitutes a cracking party."

The Australian. Eamonn Kelly, March 2015,

"Spaces made and remade: different configurations of relationship, vectors of sight, weight, gravity. As audiences, we are not static. We move between performances, shift our seats, stand and walk. We are actively present."

Alison Croggon – Critical Response, *Pieces for Small Spaces 2015*



Pieces For Small Spaces 2015

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

5 new short dance works
7 performances over 5 days

We are dedicated to supporting local independent dance artists by offering a supportive, generous environment to create contemporary dance work. One of our proudest examples of how we do this is through *Pieces for Small Spaces* – a program that commissions 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 2015 all the makers were young choreographers who took on the brief for the season absolutely to heart They were encouraged to use the opportunity to realise their ideas physically, through research on their own bodies and the bodies of others. This year's choreographers were particularly impressive in the way they challenged themselves to experiment with the form of dance and how it relates to audience experience..

5 choreographers

James Batchelor
Tessa Broadby
Amber McCartney
Emily Robinson
Carly Sheppard

Curation and artist mentorship

Artistic Director - Lucy Guerin
2015 Resident Director - Melanie Lane

Production support

Production Consulltant - Emily O'Brien
Lighting & Technical Manager - James Lipari
Stage Manager - Alice Fleming
Producer - Claire Bradley Duke

Season highlights

425 audience members

Sold out season

7 shows (1 open dress rehearsal)

5 choreographers

14 performers

26 staff and artists

1 Q+A session

1 Auslan interpreted performance

"I felt so supported by the staff during the build up in the studio and during the season. The support came in many different ways, both creatively, logistically, and just in general making sure I was doing okay thank you!

Tessa Broadby – Choreographer ***Pieces for Small Spaces 2015***

Pieces for Small Spaces 201 Image by Gregory Lorenzutti

The Dark Chorus
First Stage Creative Development
Lucy Guerin Inc Studio, West Melbourne

The Dark Chorus is a work that directly addresses one of the continuing themes in Lucy Guerin's work, that of an exploration of binary forms or a dialogue of opposites. While many of Lucy Guerin's earlier works had an instinctive attraction to opposing forces, *The Dark Chorus* will more consciously question whether oppositions are fundamental to our thought, reflective of the universe around us, or dangerous polarising attitudes which constrain our thinking and limit understanding.

An initial four-week development of the work was completed in August/September 2015, completed with an invite only showing of the work at the Lucy Guerin Inc studio. A second development and premiere of *The Dark Chorus* is scheduled for Melboure Festival in October 2016.

Dancers

Benjamin Hancock
Tyrone Robinson
Jessie Oshodi
Lilian Steiner
Stephanie Lake

Creatives

Choreographer & Director: Lucy Guerin
Composer: Robin Fox
Costume Designer: Benjamin Hancock

"Collaborating with Lucy Guerin is always an incredible experience. I consider her to be among the very best choreographers and performance makers working in Australia today, a reputation evidenced by her high demand as a collaborator internationally. Her work is always challenging, beautifully observed and masterfully executed."

Robin Fox - Composer *The Dark Chorus*

The Dark Chorus -. Image by Gregory Lorenzutti

Macbeth

In Collaboration with Young Vic Theatre
Presented at the Young Vic Theatre, Birmingham Repertory Theatre and HOME Manchester

Following their acclaimed collaboration on *Medea* at the National Theatre, Carrie Cracknell and Lucy Guerin together created a new version of Shakespeare's supernatural tragedy, *Macbeth*, which premiered at The Young Vic, London in December 2015.

Beginning with Shakespeare's text, Lucy Guerin's powerful and unsettling choreography weaved its way throughout the story, culminating in an unforgettable final act where words falter and finally give way.

Macbeth enjoyed a sold out 57 show season at the Young Vic in London before touring to Manchester and Birmingham in the UK.

Co-Directors

Lucy Guerin & Carrie Cracknell

Performers

Nicholas Burns, Mark Ebulué, John Heffernan, Thomasin Gülgeç, Ben Lamb, Ira Mandela Siobhan, Cassie Layton, Anna Maxwell Martin, Ana Beatriz Meireles, Jessie Oshodi, Prasanna Puwanarajah, Clemmie Sveaas

Creatives

Composer: Clark
Lighting Designer: Neil Austin
Costume Designer: Merle Hendel

Season Stats

The Young Vic | 57 performances
22,120 audience members

Birmingham | 7 performances
4,510 audience members

Manchester | 7 performances
2,597 audience members

"A fantastic ride, full of sound and fury" **- Time Out**

"Stylish and daring" **- Evening Standard**

Macbeth -. Image by Richard Hubert Smith

I'm Trying To Tell You
World Premiere Finland
Collaboration with Lucy Guerin Inc and Routa

Two actors from Joensuu City Theatre and two dancers from Routa collaborated with Lucy Guerin and composer Robin Fox on a new work, *I'm Trying To Tell You*, which premiered in Kajaani, Finland in June 2015.

This new work examines how meaning appears and disappears as it traverses theatre and dance and translation from one language to another. Does the sense of things survive the transition from one place to another?

In spite of globalisation, there are intriguing gaps between people, art forms and place. Actors dance and dancers tell us their stories in a show which flows seamlessly from abstract dance to literal text. The first development for this project was in Melbourne in September 2014. The second development took place in Kjaani, Finland in May 2015.

Lucy Guerin and Robin Fox visited Finland for this development and for the premiere of the work. I*'m Trying To Tell You* toured to other venues and festivals throughout Finland and the work is now part of Routa's repertoire.

Director and Choreographer

Lucy Guerin

Performers

Olli-Kalle Heimo
Tuukka Jukola
Kira Riikonen ja
Maija Nurmio

Creatives

Composer: Robin Fox
Lighting Designer: Raisa Kilpeläinen
Costumes: Katri tuukkanen
Technology: Pekka Moilanen

"I'm Trying To Tell You *was born from a bi-lingual, inter-continental research period between two actors from Joensuu City Theatre, two dancers from Routa Company and myself. We spent four weeks in Melbourne Australia, my hometown, two weeks in Joensuu and two weeks in Kajaani to create this piece. Understanding and communicating was a fundamental part of our work and the performers were constantly negotiating the shift of language between Finnish and English as well as the relationship between moving and speaking"*

Extract from Lucy Guerin's program note

I'm Trying to Tell You-. Image courtesy of Routa

Goal 2
to develop and nurture the Australian contemporary dance sector at LGI's hub in Melbourne

Studio Residencies

In 2015 we offered six choreographers Studio Residencies, which allows them to use the Lucy Guerin Inc Studio free of charge to work on a new contemporary dance project. Artists receive administrative support to host showings, are encouraged to show work at First Run and have access to mentorship from Lucy Guerin and Lucy Guerin Inc staff.

Throughout the year we also offered unfunded artists subsidised studio hire and in-kind use of the studio to established artist Prue Lang to develop a new work.

Liz Dunn Studio Resident in *First Run* 2015. Image by Gregory Lorenzutti

2015 Studio Residents

Matthew Day | Liz Dunn | Rennie McDougall | Lee Serle | Geoffrey Watson | Wendy Woodson

"I see this studio residency program as an important contribution to the community of dancers and performance-makers in Melbourne. It's organisations like LGI that encourage and support us to explore, experiment, play and challenge ourselves¬–to go deeper into ideas and methodologies and to share these ideas in a critical and supportive environment".

Liz Dunn – Studio Resident 2015

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. This may include running a company and this position encourages a dialogue around sustainable artistic practice as a choreographer.

Melanie Lane was employed as Lucy Guerin Inc's Resident Director in 2015. Melanie 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, and mentoring in all aspects of running a company including an insight into Board meetings, budgets, and strategic planning. She was assisted 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. Melanie taught classes throughout the year at the studio and was also engaged as co-curator for Pieces for Small Spaces providing mentorship for the five choreographers.

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. 14 Secondments during 2015 were involved in the creative developments of Motion Picture and The Dark Chorus.

First Run

A bi – monthly event, First Run invites artists working in and across the field of contemporary dance to share new explorations in their current practice. The intention is that the work shown is rough, raw, full of possibilities and open for discussion.

Two short pieces are presented in the Lucy Guerin Inc Studio, followed by a dialogue session with the artists, audience and a guest conversationalist. An important function of First Run is to enliven public discussion around contemporary dance and to give choreographers an opportunity to receive constructive critical feedback for future development of their works.

In 2015 Paea Leach took on the role of Facilitator and curator of the program alongside a different rotating Guest Conversationalist each month – to encourage new connections to artists, spark discussion and develop different formats for the evening.

"Lucy's ongoing and generous support has been invaluable in making it possible for me to embark on the daunting transition of re-locating from Europe to Australia. I feel very lucky to be supported by LGI in 2015 as Resident Director. As I built new networks as well as continuing to develop my practice, I was able to take full advantage of this rare and unique opportunity – to take part and be guided through the directorship of one of Australia's leading contemporary dance companies"

Melanie Lane – Resident Director 2015

Regular Professional Dance Classes

Lucy Guerin Inc classes are part of ongoing professional training opportunities for Lucy Guerin Inc dancers but 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 those employed by the Company. In 2015 we introduced 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.

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 Projec t Producer 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 can connect with Yellow Wheel in a number of ways such as contemporary dance only Summer and Winter schools, weekly techniques classes, Showroom choreographic season and It's A Dance Project (make a show in a day).

In five years of operation Yellow Wheel has:

- Premiered four major works

- Made four works in partnership with other major arts organisations including, Dance House, Antony Hamilton, Frankston Arts Centre and fLing Physical Theatre

- Produced three company choreographic seasons

- Engaged 140 company members

- Had over 1800 audience members

- Employed over 30 artists and teachers

As Artistic Director Adam Wheeler notes:

"*Yellow Wheel is in it's 5th year and has already presented four major works, four partnership projects, three company choreographic seasons and formed partnerships across Australia and the world. This is all possible due to the tremendous generosity of Lucy Guerin Inc. I cherish deeply the commitment LGI has shown to Yellow Wheel and look forward to the partnership growing over the coming years".*

"As a recent graduate from the VCA I love to be able to keep up my training and continue to enjoy dancing surrounded by talented artists. LGI is an amazing establishment that offers so much to young emerging artists, having regular classes allow many of us to keep in contact with our own bodies and each other's. The price is just right for us only just leaving the student life. And the quality of teachers is always amazing, always a great environment".

2015 class attendee feedback

Goal 3
to engage with contemporary dance across the world

Weather
European Premiere
Presented at Théâtre De La Ville in Paris

Since the world premiere in Melbourne Festival 2012, *Weather* has toured throughout North America, captivating audiences with its formal beauty, the fluid movement of its six dancers, as well as the atmospheric soundscapes (by Oren Ambachi) and evocative, sculptural set design (Robert Cousins).

In partnership with prestigious Parisian venue Théâtre De La Ville, Lucy Guerin Inc presented the premiere European season of *Weather* in January 2015 at Théâtre Des Abbesses. The Company performed to sold out houses and received critical and audience acclaim. The Australian Ambassador to France, Stephen Brady, hosted an event for Lucy Guerin Inc and key local stakeholders at the Australian Embassy.

The season in Paris was somewhat affected by the Charlie Hebdo shootings, which occurred during the technical rehearsal period. Fortunately, resilient Parisian audiences still attended and house numbers were not dramatically impacted. The touring company accompanied Théâtre De La Ville personnel, alongside 1.6 million other Parisians, in the march for peace on 11 January.

Weather is an atmospheric dance work that embodies the breathtaking dynamics of the elements. An immersive experience inspired by the weather that surrounds and defines us, it employs the visceral sensations and dynamic flow of weather systems to generate an intense choreographic exploration of the physical body's connection to the natural world.

Weather represents Lucy Guerin's return to pure dance, after several experiments combining choreography with text, improvisation and non-dance performers. Co-commissioned by the Melbourne and Brisbane Festivals and Montreal's Place des Arts, *Weather* is inspired by the connection between human beings, the natural world and the elemental forces of weather, which Lucy found a rich subject to explore.

Dancers

Alisdair Macindoe
Amber Haines
Kyle Page
Lilian Steiner
Talitha Maslin
Lee Serle

Creatives

Concept, Direction, Choreography: Lucy Guerin
Set Design: Robert Cousins
Composer: Oren Ambarchi
Sound Design: Oren Ambachi
Costume Design: Shio Otani
Lighting Design: Benjamin Cisterne

Production team

Technical Manager: Paul Lim
Stage Manager: Carly Heard
Production Manager: Emily O'Brien

Weather **in Paris** Image by Laurent Philippe

Microclimate
Adaptation of *Weather*
Presentation in Paris

An adaptation of *Weather, Microclimate* is a matinee version for young audiences. Commissioned by Théâtre De La Ville, this piece is shorter in length than Weather and has some new sections that don't appear in the evening performance version.

Microclimate premiered in Paris at Théâtre De La Ville in January 2015 alongside the European premiere season of Weather. The season also featured Q&A sessions.

The matinee performances were impacted by heightened security measures for local schools, meaning that we made a further adaption of *Microclimate* that we could perform in school halls, which was nicknamed "Nanoclimate"

Creatives

Concept, Direction, Choreography: Lucy Guerin
Set Design: Robert Cousins
Composer: Oren Ambarchi
Sound Design: Oren Ambachi
Costume Design: Shio Otani
Lighting Design: Benjamin Cisterne

Production team

Technical Manager: Paul Lim
Stage Manager: Carly Heard
Production Manager: Emily O'Brien

Untrained
German Tour

Untrained continued its touring success with a season in Ludwigsafen, Germany in October 2015. The work formed part of the Australian showcase at Theater im Pfalzbau alongside other Australian companies including Sydney Dance Company, ADT, Chunky Move, and Shaun Parker and Company. LGI had been scheduled to present *Motion Picture* in the showcase, however due to the change in project funding availability from the Australia Council, *Untrained* was substituted. This is the first time the Company has performed in Germany since *Structure and Sadness*, 2009, providing valuable market development opportunities and profile within Europe.

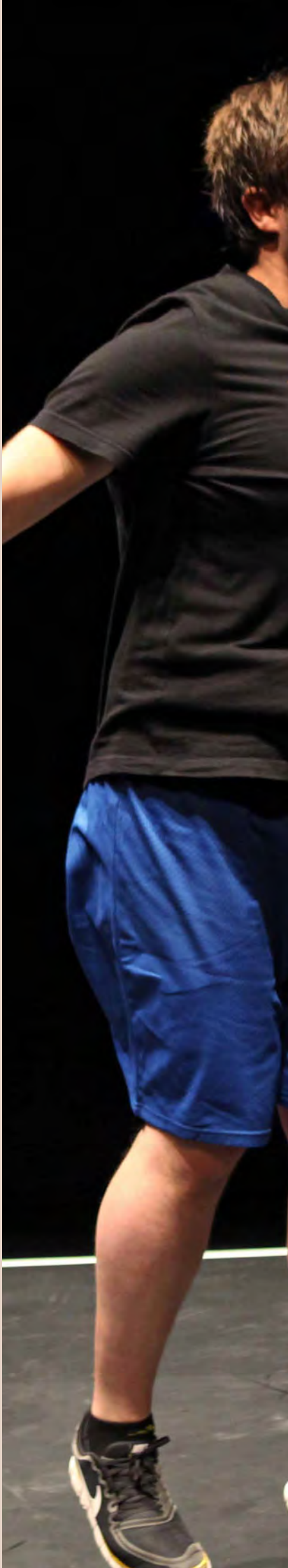
In *Untrained,* four men take to the stage: two are highly skilled, experienced dancers and two have no movement training at all. The work unfolds a portraits of the men's physical and personal histories as they complete a series of tasks with different skills and approaches.

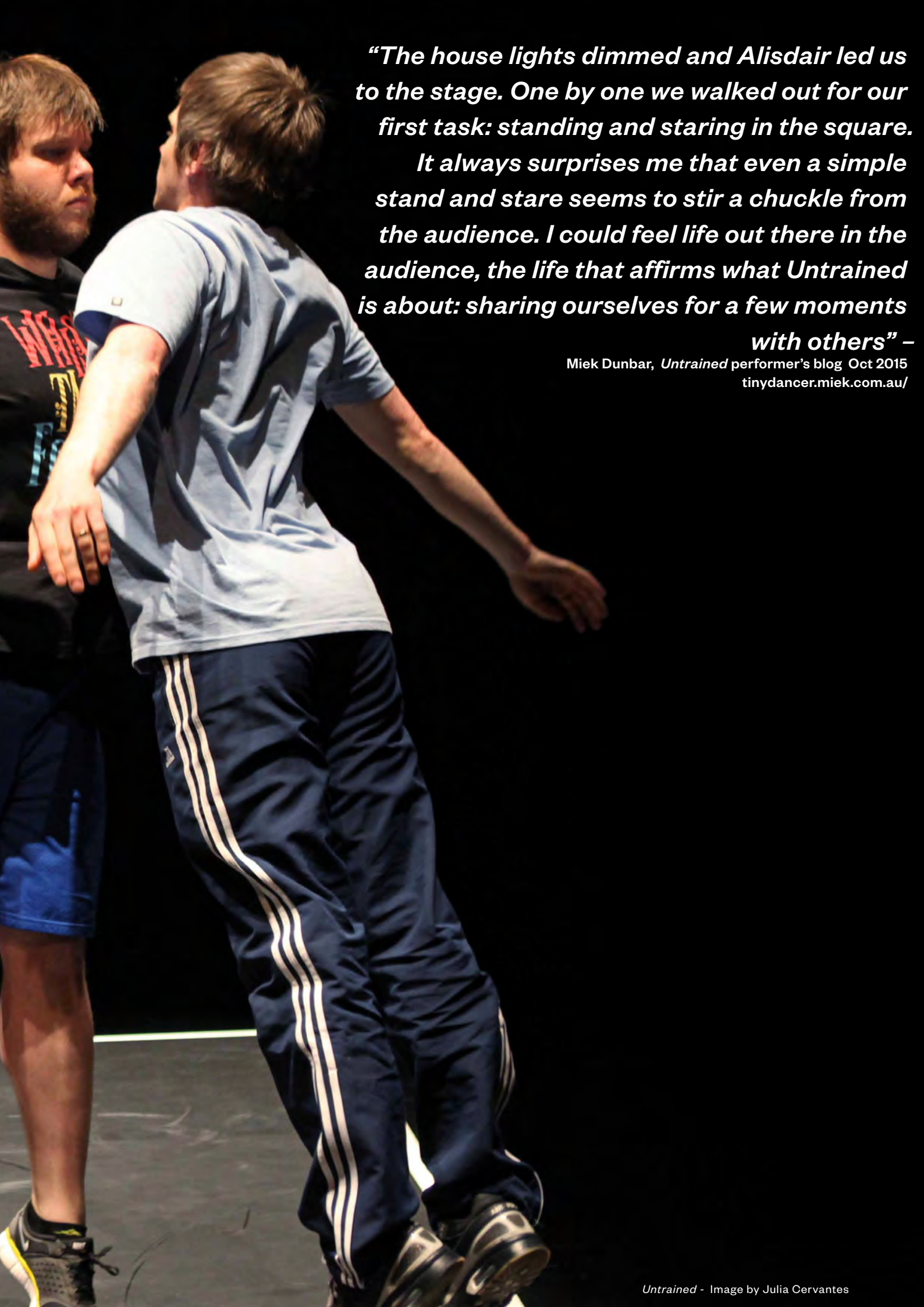
Performers

Alisdair Macindoe, Lee Serle, Miek Dunbar, Jake Shackleton

Creatives

Choreographer: Lucy Guerin
Production manager/Sound technician: Nick Roux





"The house lights dimmed and Alisdair led us to the stage. One by one we walked out for our first task: standing and staring in the square. It always surprises me that even a simple stand and stare seems to stir a chuckle from the audience. I could feel life out there in the audience, the life that affirms what Untrained is about: sharing ourselves for a few moments with others" –

Miek Dunbar, *Untrained* performer's blog Oct 2015
tinydancer.miek.com.au/

Untrained - Image by Julia Cervantes

Attendance at National and International Arts Markets & Forums

Lucy Guerin Inc again attended a high volume of arts markets in 2015 considering the small staff base of only three. Attending arts markets and engaging with key stakeholders and peers in the industry assisted in building the Company's profile, cementing connections and relationships with key presenters and seizing new opportunities, whilst also keeping abreast of issues and challenges within the Australian Arts sector as a whole.

Annette Vieusseux (Executive Producer) attended PAMS in Korea, the ISPA Congress in Malmo and Copenhagen, Kustenfestival in Germany, and the Australian Showcase at Théâtre National de Chaillot, Paris. Annette also attended the Australian Theatre Forum in Sydney and Company Manager, Claire Bradley Duke joined Annette to attended The Victorian Theatre Forum in Melbourne.

Our 2015 International Reach Co-productions & Touring

- 31,922 audience members
- 90 performances in total
- 26 independent artists employed

"Lucy Guerin Inc has an international reputation for creating sophisticated, rigorous dance works produced with a high level of technical brilliance. This residence and season introduced Parisian audiences to the Company's work, promoting Australian contemporary culture and strengthening ties between France and Australia."

Claire Verlet, programmer at Théâtre De La Ville

Weather **in Paris** Image by Laurent Philippe

Goal 4
to prioritise engagement strategies that enhance relationships, profile the Company, and ensure Lucy Guerin Inc's legacy is recorded

Enews | Social Media

Email Campaigns

During 2015 we continued to use the online platform Mailchimp to send targeted email campaigns to our subscribers and networks. The implementation of Mailchimp has created a vast improvement in the Company's electronic correspondence including ease of use and functionality of the program, the ability to create useful reports and track data, in addition to an improved 'look' for all emails sent out by the Company incorporating the new website branding.

Facebook and Twitter

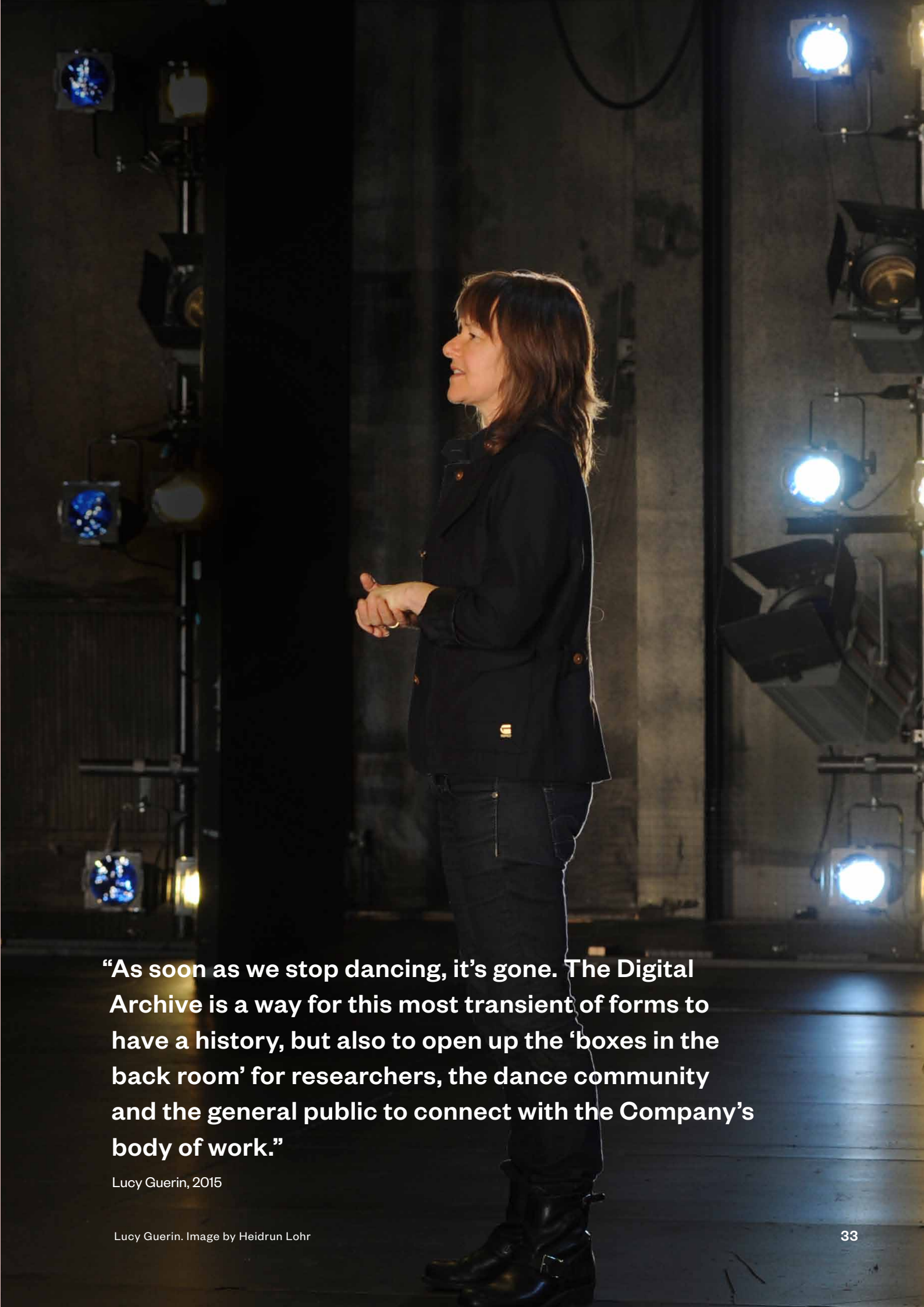
Lucy Guerin Inc regularly posts on the Company's Facebook and Twitter pages to share news and promote Company activity. With a dedicated demographic, we have a high level of engagement and continue to see an increase in followers. In 2015 our social media engagement saw our Twitter followers increase to 2,257 and our Facebook likes increased by 42%

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 2015 we invested in casual admin support to ensure the archive is regularly updated, recording important materials related to the Company's activity during the year.

Website

In addition to featuring the online archive, the **Lucy Guerin Inc website** 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.



“As soon as we stop dancing, it’s gone. The Digital Archive is a way for this most transient of forms to have a history, but also to open up the ‘boxes in the back room’ for researchers, the dance community and the general public to connect with the Company’s body of work.”

Lucy Guerin, 2015

Lucy Guerin. Image by Heidrun Lohr

Goal 5
to ensure the long-term sustainability of the Company through management and governance strategies

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.

Geek in Residence

In 2015 Lucy Guerin Inc was able to add an additional, temporary contacted role of Geek In Residence, thanks to a specific grant from the Australia Council. Artistic collaborator and LGI Board member Robin Fox was appointed to this role. In this capacity, Robin was creatively and technically immersed in the development of new work *The Dark Chorus*, and the development and premiere of *Motion Picture* – both projects in the capacity of Sound Composer/ Sound Designer. Robin also assisted the administrative team with research into interconnected office back-end systems.

Resident Director

Melanie Lane was employed as Lucy Guerin Inc's Resident Director in 2015. 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 year-long work plan will be developed, negotiated, then contracted each January. A key function of the Resident Director is to increase the artistic efficiency and productivity of Lucy Guerin Inc by operating as an Assistant Director to Lucy Guerin when required. This provides Lucy Guerin with ongoing dramaturgical support, programming options that may include working on a number of works simultaneously and ensures that rehearsals continue should Lucy be called away on other business. Further details about the Resident Director Program are contained on **page 24.**

Production Management

Production Management is provided by a diversely 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.

Design and Branding

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

Print and campaign material: Forde+Nicol - contracted on a project basis.

Financial Services

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

Auditor: G. C. Perry & Co - annually audits the Company's financial records for reporting and acquittals.

Pieces for Small Spaces 2015 - Image by Gregory Lorenzutti

Board

The Lucy Guerin Inc Board continues to meet six times each year to review and monitor the program, budget and strategic development activities. In 2015 Lucy Guerin Inc continued its commitment to maintaining a Board of members with a diverse range of skills and expertise.

In 2015 Margaret Parker joined the Board as Treasurer after Peter McCoy came to the end of a seven-year tenure. Margaret comes to the Board with a wealth of experience as a Chartered Accountant and a Fellow of the Chartered Accountants Australia and New Zealand (CAANZ). She was also a Board member of Chunky Move Board for 12 years and her current directorships include Waverley Storage Pty Ltd, Storage and Warehousing Services Pty Ltd, Jean Hailes Foundation, Eirene Lucas Foundation and John and Elaine King Foundation.

After identifying a need for legal expertise on the LGI Board we recruited Amy Henderson, a practising solicitor with global law firm Herbert Smith Freehills, who specialises in advising companies and not-for-profit organisations on commercial and governance matters. Amy also has a keen interest in the performing arts and a passion for contemporary dance nurtured whilst studying dance in Sydney.

See full Board biographies on the **Lucy Guerin Inc website**.

Elly Bloom | Head of Venture Development Westpac Group

Board Tenure ends May 2016 | 66% Board attendance

Robin Fox | Melbourne based artist working across audible and visible arts

Board Tenure ends March 2019 | 66% Board attendance

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

Board Tenure ongoing | 83% Board attendance

Amy Henderson | Solicitor at Herbert Smith Freehills

Board Tenure ends March 2021 | 83% Board attendance

Ian McDougall - Deputy Chair | Founding Director of ARM Architecture

Board Tenure ends November 2019 | 83% Board attendance

Chloe Munro - Chair | Chief Executive Officer of the Clean Energy Regulator

Board Tenure ends May 2016 | 100% Board attendance

Margaret Parker - Treasurer | Senior Associate of Hayes Knight Melbourne

Board Tenure ends March 2021 | 83% Board attendance

First Run - Image by Gregory Lorenzutti

Impact of Federal Budget Measures

In March Lucy Guerin Inc submitted an EOI for the Australia Council's Six Year organisational funding program, having undertaken detailed strategic planning activities at a Board level ahead of this submission. In May, sudden and unanticipated budget measures from the Abbott government saw $104 million stripped from the budget of the Australia Council to a new fund administered by the Arts Ministry, the National Program for Excellence in the Arts (since rebranded as Catalyst, following the cabinet reshuffle, including the Minister for the Arts from Sen. Brandis to Sen. Fifield). In June the Australia Council's Six Year Funding program was suspended, and Project Grant rounds were cancelled and the remaining rounds were offered with limited funds.

Recognising the threat to the Company's sustainability and that of the livelihoods of independent artists that are part of the Lucy Guerin Inc community, the Company was immediately outspoken against these changes to federal funding. The broader arts community united under the banner #freethearts to campaign against the changes. Having submitted materials to the Impact of the 2014 and 2015 Commonwealth Budget decisions on the Arts, in August, Lucy Guerin and Annette Vieusseux were invited to speak on behalf of the sector at the Senate Inquiry Public Hearing (Melbourne) . The Company's sector advocacy continues through Annette's involvement with #freethearts sector strategy and campaigning through collective actions of national peak bodies Feral Arts and Theatre Network Australia.

Environmental Sustainability

The impetus to investigate and improve Lucy Guerin Inc's environmental performance is driven by a sense of urgency and responsibility to preserving our natural world, combined with a strong desire to be at the forefront of environmental best practice initiatives within the Australian performing arts community.

In 2015 LGI made significant improvements by continuing to implement the 2012 Environmental Policy. We continued efforts to keep our paper use low and used recyled paper for printing, we also grew our digital methods in marketing (reducing the need to print collateral).

In 2015 LGI undertook significant international tours and attended many industry meetings/markets, however these air travel emissions were 10% lower when compared to the air travel emissions incured in 2014.

In an attempt to offset our carbon footprint we plan to produce a 'green' edition of our annual program *Pieces for Small Spaces.* In December 2016, LGI will invite five artists to make carbon neutral dance works to form a season of *Green Pieces.* The Company will engage a 'greenie-in-residence' as a consultant for the project to advise LGI staff and the artists about sustainable arts practice. We hope this project will have a significant ripple effect within our community, as it will demonstrate to other cultural organisations how the performing arts can creatively respond to urgent concerns about climate change.

Financial Report

Lucy Guerin Inc delivered an outstanding quality of artistic output with relatively small overhead costs and management. It is a financially stable organisation, closing 2015 with reserves of $101,526 (reserves ratio of 15% of 2015 turnover).

The Company's financial outcomes for 2014 differ slightly from the forecast budget:

Turnover of $725,826; forecast $855,198, variance of -$129,372

Surplus of $7,208; forecast $10,262, variance of -$3,054

These variances are due to several factors:

• Australia Council project funding rounds were cancelled following the May Federal Budget announcements, resulting in the cancellation of the scheduled tour of *Motion Picture* to Germany in October. Fortunately the Australia Council supported a substitution of a tour of *Untrained* instead, offering a breakeven market development opportunity. This was the most significant change in the projected income and expenditure for 2015, but demonstrates how nimble and responsive LGI can be in changing circumstances.

• Significant cost savings on the tour of *Weather* and *Microclimate* to Paris thanks to frugal production and tour management, and a successful AICC (Department of Foreign Affairs and Trade) grant of $20,000 to support the tour.

• *Motion Picture* was delivered within budget, with two key equipment purchases added to the assets register, to be depreciated over 2 years.

• Core administrative overheads were tightly controlled, resulting in savings across the year.

• Reduced studio rental income due to high level of LGI studio activity leaving little availability for hirers (activities including the development of *Motion Picture* and *The Dark Chorus*, Studio Residents, *Pieces for Small Spaces* and Resident Director residency).

• Successful application to the Australia Council's Geek in Residence program ($10,000) enabling us to employ Robin Fox for as our "Geek" for IT and technical projects.

Key financial achievements include:

• Growth in Philanthropic income - from 3.9% of total income in 2012 to the highest level yet of 15.4% in 2015.

• The second year Lucy Guerin Inc has been supported by multi-year funding arrangements from all three tiers of government, with renewed and increased support from City of Melbourne 2015-2017.

• Return donors contributing to EOFY year Give Now appeal.

• Exceeded opening 2015 donations forecast of $15,000 to $18,989, our highest donations level yet.

• A successful second Pozible crowd-funding campaign, hitting our target of $3,000 and engaging with new entry-level donors.

Lucy Guerin Association Incorporated

Income and Expenditure Statement

For the year ended 31 December 2015

	2015 $	2014 $
Income		
Event Income	133,236.03	126,029.01
Services Income	16,650.51	25,343.54
Resources Income	5,852.62	6,287.89
Interest received	4,269.97	7,628.07
Philanthropic Income	111,989.79	94,632.58
Grants received - Australia Council	258,828.00	400,668.10
Grants received - Creative Victoria (Operations)	135,000.00	135,000.00
Grants received - City of Melb.	40,000.00	31,857.84
Grants received - Dep of Foreign Affairs		11,623.00
Grants received - C'wealth Government	20,000.00	
Total income	725,826.92	839,070.03
Expenses		
Administration Expenses	132,508.51	124,600.05
Marketing and promotion	25,852.06	30,626.75
Business development	26,340.52	
Depreciation	10,818.85	2,684.68
Production, Touring & Project Costs	50,572.49	144,968.26
Salaries, Wages and Fees	472,526.49	524,708.10
Total expenses	718,618.92	827,587.84
Profit from ordinary activities before income tax	**7,208.00**	**11,482.19**
Income tax revenue relating to ordinary activities		
Net profit attributable to the association	**7,208.00**	**11,482.19**
Total changes in equity of the association	**7,208.00**	**11,482.19**
Opening retained profits	101,526.05	90,043.86
Net profit attributable to the association	7,208.00	11,482.19
Closing retained profits	**108,734.05**	**101,526.05**

The accompanying notes form part of these financial statements.

Lucy Guerin Association Incorporated
Detailed Balance Sheet as at 31 December 2015

	Note	2015 $	2014 $
Current Assets			
Cash Assets			
Business Chq a/c		35,363.46	19,297.66
Cash Mgt a/c		130,221.35	194,044.07
Cash Reserve Bonus a/c		101,187.20	117,278.10
Donations a/c		20,016.16	4,796.80
Cash on hand		88.35	1,533.40
		286,876.52	336,950.03
Receivables			
Trade debtors		44,415.00	197,055.03
Credit Cards		651.65	
		45,066.65	197,055.03
Other			
Prepayments		9,628.37	12,897.86
Deposits paid		3,303.10	3,300.50
		12,931.47	16,198.36
Total Current Assets		**344,874.64**	**550,203.42**
Non-Current Assets			
Property, Plant and Equipment			
Furniture & Fittings		22,344.55	22,344.55
Less: Accumulated depreciation		(22,344.55)	(21,765.79)
Office equipment		55,055.29	34,889.10
Less: Accumulated amortisation		(43,550.21)	(33,310.12)
		11,505.08	2,157.74
Total Non-Current Assets		**11,505.08**	**2,157.74**
Total Assets		**356,379.72**	**552,361.16**

The accompanying notes form part of these financial statements.

Lucy Guerin Association Incorporated
Detailed Balance Sheet as at 31 December 2015

	Note	2015 $	2014 $
Current Liabilities			
Payables			
Unsecured:			
Trade creditors		24,180.55	19,585.53
		24,180.55	19,585.53
Financial Liabilities			
Unsecured:			
Credit Cards			1,853.21
			1,853.21
Current Tax Liabilities			
GST clearing			30,245.00
			30,245.00
Provisions			
Provision for LSL		31,913.74	29,028.61
Provision for Holiday Pay		7,135.58	8,667.96
Accrued expenses		19,138.16	4,731.25
		58,187.48	42,427.82
Other			
Income in Advance		1,363.64	206,723.55
Grants Received in Advance		163,914.00	150,000.00
		165,277.64	356,723.55
Total Current Liabilities		**247,645.67**	**450,835.11**
Total Liabilities		**247,645.67**	**450,835.11**
Net Assets		**108,734.05**	**101,526.05**

The accompanying notes form part of these financial statements.

Lucy Guerin Association Incorporated
Detailed Balance Sheet as at 31 December 2015

	Note	2015 $	2014 $
Members' Funds			
Accumulated surplus (deficit)		108,734.05	101,526.05
Total Members' Funds		**108,734.05**	**101,526.05**

The accompanying notes form part of these financial statements.

Lucy Guerin Association Incorporated
Statement of Cash Flows
For the year ended 31 December 2015

	2015 $	2014 $
Cash Flow From Operating Activities		
Receipts from customers	874,196.98	846,832.40
Payments to Suppliers and employees	(905,866.81)	(742,742.26)
Interest received	4,269.97	7,628.07
Net cash provided by (used in) operating activities (note 2)	(27,399.86)	111,718.21
Cash Flow From Investing Activities		
Payment for:		
OtherAssets	(2.60)	(12.38)
Payments for property, plant and equipment	(20,166.19)	(1,994.50)
Net cash provided by (used in) investing activities	(20,168.79)	(2,006.88)
Cash Flow From Financing Activities		
Proceeds of borrowings		2,329.59
Repayment of borrowings	(2,504.86)	
Net cash provided by (used in) financing activities	(2,504.86)	2,329.59
Net increase (decrease) in cash held	(50,073.51)	112,040.92
Cash at the beginning of the year	336,950.03	224,909.11
Cash at the end of the year (note 1)	286,876.52	336,950.03

The accompanying notes form part of these financial statements.

Lucy Guerin Association Incorporated
Statement of Cash Flows
For the year ended 31 December 2015

	2015	2014
Note 1. Reconciliation Of Cash		
For the purposes of the statement of cash flows, cash includes cash on hand and in banks and investments in money market instruments, net of outstanding bank overdrafts.		
Cash at the end of the year as shown in the statement of cash flows is reconciled to the related items in the balance sheet as follows:		
Business Chq a/c	35,363.46	19,297.66
Cash Mgt a/c	130,221.35	194,044.07
Cash Reserve Bonus a/c	101,187.20	117,278.10
Donations a/c	20,016.16	4,796.80
Cash on hand	88.35	1,533.40
	286,876.52	336,950.03
Note 2. Reconciliation Of Net Cash Provided By/Used In Operating Activities To Net Profit		
Operating profit (loss) after tax	7,208.00	11,482.19
Depreciation	10,818.85	2,684.68
Changes in assets and liabilities net of effects of purchases and disposals of controlled entities:		
(Increase) decrease in trade and term debtors	152,640.03	15,390.44
(Increase) decrease in prepayments	3,269.49	4,750.81
Increase (decrease) in trade creditors and accruals	4,595.02	12,616.79
Increase (decrease) in other creditors	(191,445.91)	57,133.61
Increase (decrease) in employee entitlements	1,352.75	3,720.16
Increase (decrease) in sundry provisions	(15,838.09)	3,939.53
Net cash provided by (used in) operating activities	**(27,399.86)**	**111,718.21**

The accompanying notes form part of these financial statements.

Lucy Guerin Association Incorporated
Notes to the Financial Statements
For the year ended 31 December 2015

Note 1: Summary of Significant Accounting Policies

This financial report is a special purpose financial report prepared in order to satisfy the financial reporting requirements of the Australian Charities and Not-for-Profit Commission Act 2012 (ACNC). The committee has determined that the association is not a reporting entity.

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

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

(a) Property, Plant and Equipment (PPE)

Leasehold improvements and office equipment are carried at cost less, where applicable, any accumulated depreciation.

The depreciable amount of all PPE is 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) Impairment of Assets

At the end of each reporting period, the entity reviews the carrying values of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the income statement.

(c) Employee Benefits

Provision is made for the association's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits have been measured at the amounts expected to be paid when the liability is settled.

(d) Provisions

Provisions are recognised when the association has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reasonably measured. Provisions are measured at the best estimate of the amounts required to settle the obligation at the end of the reporting period.

(e) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, and other short-term highly liquid investments with original maturities of three months or less.

Lucy Guerin Association Incorporated
Notes to the Financial Statements
For the year ended 31 December 2015

(f) Revenue and Other Income

Revenue is measured at the fair value of the consideration received or receivable after taking into account any trade discounts and volume rebates allowed. For this purpose, deferred consideration is not discounted to present values when recognising revenue.

Interest revenue is recognised using the effective interest rate method, which for floating rate financial assets is the rate inherent in the instrument. Dividend revenue is recognised when the right to receive a dividend has been established.

Grant and donation income is recognised when the entity obtains control over the funds, which is generally at the time of receipt.

All revenue is stated net of the amount of goods and services tax (GST).

(g) Leases

Leases of PPE, where substantially all the risks and benefits incidental to the ownership of the asset, but not the legal ownership, are transferred to the association, are classified as finance leases.

Finance leases are capitalised by recording an asset and a liability at the lower of the amounts equal to the fair value of the leased property or the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for that period.

Leased assets are depreciated on a straight line basis over the shorter of their estimated useful lives or the lease term. Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the period in which they are incurred.

(h) 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 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 assets and liabilities statement are shown inclusive of GST.

(i) Trade and Other Payables

Trade and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the association during the reporting period, which remain unpaid. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

Lucy Guerin Association Incorporated

Statement by Members of the Committee

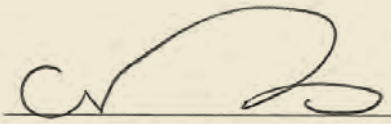
For the year ended 31 December 2015

The Committee has determined that the association is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

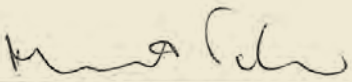
In the opinion of the Committee the Income and Expenditure Statement, Balance Sheet, Statement of Cash Flows and Notes to the Financial Statements:

1. Presents fairly the financial position of Lucy Guerin Association Incorporated as at 31 December 2015 and its performance for the year ended on that date.
2. At the date of this statement, there are reasonable grounds to believe that the association will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Committee and is signed for and on behalf of the Committee by:



President



Treasurer

The accompanying notes form part of these financial statements.

Summary of Goals, Strategies & KPI's

Artistic

Linked Goals	Strategy	KPIs	2015
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	*Motion Picture* Premiere *Microclimate* Premiere
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 *The Dark Chorus*, Invited audience to dress reharsal of *Motion Picture*
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	1 season of *Motion Picture* (Melbourne), 1 season of *Pieces for Small Spaces* (Melbourne), 1 season of *Weather* (Paris), 1 season of *Microclimate* (Paris), 1 season of *Untrained* (Germany)
		ii) Deliver at least 4 Australian premieres by 2020	Premiere of *Motion Picture*, developments of *The Dark Chorus*
4	Productions receive positive critical response (media reviews, peer reviews, audience feedback)	i) Overall critical response is 60% positive	*Motion Picture* reviews - included 4 1/2 star review in The Herald Sun, 4 star review in The Age.
1, 3, 4	Maintain and extend high-calibre artistic partnerships	i) Secure 1 collaboration or commission of significance per year	*Weather* licenced to Skånes Dansteater (Sweden); *Microclimate* commissioned by Théâtre de la Ville Paris
		ii) Secure a minimum of two return invitations from recent presenters	Return invitations from Théâtre de la Ville Paris confirmed for 2016 & 2017

Pieces for Small Spaces - Image by Gregory Lorenzutti

Artistic

Linked Goals	Strategy	KPIs	2015
1, 2	Invest in the development of new Australian work and choreographers	i) Commission and present 5 new works per year through *Pieces for Small Spaces*	James Batchelor, Tessa Broadby, Amber McCartney, Emily Robinson, Carly Sheppard
		ii) Deliver 5 *First Run* events per year	5 *First Run* events
		iii) Offer a minimum of 4 Studios Residencies per year	Studio Residencies: Matthew Day, Liz Dunn, Rennie McDougall, Lee Serle, Geoffrey Watson, Wendy Woodson
		iv) Offer 1 Annual Resident Director position per year	Resident Director 2015 - Melanie Lane
		v) At least 3 works per year seeded in our development programs are presented outside LGI	Works presented in 2015 originally seeded at LGI: *Merge* (Melanie Lane), *Set* (Sarah Aiken), *Noise Quartet Meditation* (Lilian Steiner) , *Maximum* (Natalie Abbott), *Space Project* (Prue Lang), *Of Land and Tongue* (Theo Clinkard), *Body of Work* (Atlanta Eke), *Dora* (Wendy Woodson)
1, 2, 3	Provide opportunities for international connections with local community	i) Present 1 international *Hotbed* residency per year	2 presented: Martin Nachbar (Germany) and Kate McIntosh (Belgium)
2, 5	Ensure access to the Company's resources to support the broader dance community	i) Offer minimum of 15 placements per year	8 placements during *Motion Picture*; 8 places during *The Dark Chorus* development
		ii) Offer reduced price studio hire to independent and unfunded artists	144 hours (worth $2,784) pf reduced price or free space was provided to artists once Company requirements scheduled

Engagement & Market Development Strategies

Linked Goals	Strategy	KPIs	2015
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, IETM, Australian Theatre Forum, PAMS, Theatre Chaillot event, Kunstenfestival
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	N/A - will develop Duet in 2016 for 2017 premire
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	Maintain Digital Archive, offer *Hotbed* and *First Run*, collaborate with companies such as Young Vic Theatre, London
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)	Launching in June 2016
4, 5	Invest in, implement and continually improve Customer Relationship Management (CRM) system to transform Company communications with our 3 types of stakeholders (Developing Programming, Attending)	i) Successfully embed within the office environment, with 100% of staff using system	CRM pending in 2016 as part of IT upgrade
		ii) Collect, analyse and report data annually throughout the quinquennium	As required for reporting and for marketing analysis

Financial, Management & Governance Strategies

Linked Goals	Strategy	KPIs	2015
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	Modest surplus of $7,208; total reserves of $108,734
		ii) Maintain reserves above 14% of annual turnover each year	15% achieved in 2015
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	Applied for multi-year funding from Australia Council in 2015 for 2017-2020;
		ii) Increase proportion of non-government funding to no less than 45% over the quinquennium	Actual 2015 = 62.5%; budget forecasts 2016-2020 seek to address target of 45%
		iii) Achieve annual private donation targets for an overall and maintained increase of 20% on current level, across the quinquennium	Exceeded $15,000 budget - $18,989
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 scheduled annually in December; professional development opportunities offerred to all staff
		ii) Maintain relationships with collaborators and key performers across multiple productions	Employed same dancers and creatives across multiple projects; Lilian Steiner, Jessie Oshodi, Alisdair Macindoe, Robin Fox and Stephanie Lake

Linked Goals	Strategy	KPIs	2015
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	Staff training completed with Arts Access Victoria, informing relocation strategies
		ii) Reduce opportunity barriers by reviewing recruitment and employment policies annually	Pending
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	Carbon Audit and Greenie in Residence employed
5	Maintain exemplary standards of Board governance and engagement	i) At least 80% attendance at Board meetings by Board members	80%+
		ii) Annual Board review conducted	Pending
		iii) Ensure that 100% of the Company's policies are reviewed over each 2 year period	50% of policies were reviewed by December 2015