

MERMAID COUNTY WICKLOW ARTS CENTRE LIMITED

(a company limited by guarantee without a share capital)

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2015

Company Registration Number: 359874
Charity Registration Number: CHY 15184

MERMAID COUNTY WICKLOW ARTS CENTRE LIMITED

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MERMAID COUNTY WICKLOW ARTS CENTRE LIMITED

COMPANY INFORMATION

Directors	Desmond O'Brien Jenny Sherwin David Forde John Nolan Mary Lord Martin Davidson Grainne McLoughlin Brendan Thornhill John Ryan
Secretary	David Forde
Company Number	359874
Charity Number	CHY 15184
Registered Office	St. Cronan's Main Street Bray Co. Wicklow
Auditors	JPAS Ltd. Ardeen House 10/11 Marine Terrace Dun Laoghaire Co. Dublin
Business Address	Main Street Bray Co. Wicklow
Bankers	Bank of Ireland Bray Co. Wicklow
Solicitors	Maguire, McNeice & Co. Bray House 2 Main Street Bray Co. Wicklow

MERMAID COUNTY WICKLOW ARTS CENTRE LIMITED

DIRECTORS' REPORT

The directors have pleasure in submitting their annual report, together with the financial statements of the company, for the financial year ended 31st December 2015.

STRUCTURE, GOVERNANCE & MANAGEMENT

The company is a charity and hence the report and results are presented in a form, which complies both with the requirements of the Companies Act 2014 and also the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2015) – (Charities SORP (FRS102)).

Legal Status

Mermaid County Wicklow Arts Centre Limited is a company registered in Ireland, which was incorporated on the 2nd August 2002 and is a company limited by guarantee not having a share capital. The objects of the company are charitable in nature and it has established charitable status (CHY No. 15184).

Appointment of Directors

The board of directors of the Mermaid elect a chairperson for their meetings following each annual general meeting. The directors of the company hold office for a period of three years, except for nominees of Wicklow County Council who hold office for a period that coincides with their period of membership of their relevant nominating councils.

In accordance with the Articles of Association of the company the directors shall not be required to retire by rotation.

Directors

The present directors of the board are as follows:

Jenny Sherwin
Desmond O'Brien
David Forde
John Nolan
John Ryan

Mary Lord
Martin Davidson
Grainne McLoughlin
Brendan Thornhill

There were no other changes in directors between 31st December 2015 and the date of signing the financial statements.

Members

Members of the charitable company guarantee to contribute an amount not exceeding €1 to the assets of the charitable company in the event of a winding up. Where an individual ceases to be a member of the company, that member shall be replaced by the board by a new member from the same category as the former member. The members of the company shall comprise the board of directors.

Risk Review

The operation and management of an arts centre involves the taking of risks particularly around the programming of performance. This is the essence of the activity, and as such risk is a constant consideration of the company. All risks are assessed and quarterly reviews of financial performance ensure decisions are as prudent as possible.

Events Since The Year End

There have been no significant events affecting the company since the year-end.

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OBJECTIVES AND ACTIVITIES

The object of the charity are to own, run and manage an arts centre for the benefit of the community in the county of Wicklow and to establish and to promote the participation, study, practice, and understanding of the arts within the county as defined in the Arts Acts 1951 – 1973.

The charity has the general aim of contributing to the quality of life of the people in County Wicklow and the wider area by expanding their horizons through the provision of exciting, challenging and accessible professional and community arts events.

The main objectives are to promote and foster artistic knowledge and the appreciation of the arts by the provision of facilities for the education and entertainment of the public in the fields of theatre, music, dance, film and visual art for children and adults. We aim to generate an artistic programme that consists of challenging and complex work as well as more accessible and popular shows and exhibitions and to develop audiences for all these forms. In addition to presenting international and national work that would not otherwise be seen in County Wicklow, Mermaid also provides a home for local arts activity.

Vision

Mermaid is a leading space where ideas, creativity, imagination and artistic expression find a natural home. We make and present excellent cultural experiences which delight, engage and inspire.

Mission

Mermaid exists as a place of interaction between artists and the public. Artists and audiences are at our heart and we are a space for fun, entertainment and for making and enjoying art.

The Centre exists to enrich the communities of County Wicklow, by providing and encouraging participation in quality artistic experiences as a leading centre for the arts in Ireland.

Mermaid is a creative hub and artistic resource for County Wicklow, creating opportunities for Wicklow audiences to enjoy high quality national and international art spanning all art forms and supporting Wicklow based professional and amateur artists and companies.

While our vision reflects a wide range of interests our key role is as a place for people to gather and our success as a local centre in Wicklow for creative enterprise ensures our appeal to national and international artists and visitors.

Underlying and informing our vision and our remit are three core pillars of activity;

- **CREATE** a hub for creative entrepreneurs in Wicklow.
- **PRESENT** wide ranging programme across disciplines.
- **ENGAGE** communities and build networks.

Strategic Intent

We will nurture and develop the cultural heart and cultural offer of Wicklow by building content, capacity, interest and engagement. We will create new opportunities to share, delight and inspire our communities, working collaboratively to shape our future and ensuring our relevance for generations to come.

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ACHIEVEMENTS AND PERFORMANCE

In addition to our ongoing programming we developed the programme in the following specific ways:

Attendance

Using Mermaid's Strategic Plan as a framework, Mermaid's communications and audience development plan is focused on ensuring not only a strong attendance at events across the artistic programme but also ensuring targeted audiences for events that would ensure maximum enjoyment and increase the likelihood of repeated participation.

Mermaid's four strategic aims for audience development remain to:

- contribute to the cultural life and social well-being of Wicklow.
- work with communities to engage and include them in our vision.
- reflect the full diversity of Wicklow in our audiences.
- breakdown barriers and build numbers across activities and demographics.

Always at the centre of Mermaid's audience development is the pivotal importance of engaging with children and youths as early as possible, setting the foundations for lifelong sustainable engagement with the arts.

Investment and Highlights include:

- Box Office – Investment in an integrated ticketing system. The centre has operated a dual system since its establishment in 2002, which was time consuming and limited access to audience data and profiles and restricted Marketing initiatives. In 2015 Mermaid invested in an integrated ticketing system. The customer behavior report information now available to Mermaid due to this changeover will be continuously evaluated and maximised to increase engagement with customers. Mermaid continues to place great importance on the clean capture of customer data with box office staff regularly trained in this regard.
- Culture Club – We launched our student club, which offers signed up members last minute tickets to selected shows for €5. This is a club aimed at second and third level students. It encourages attendance at performances with the long-term aim of cultivating a sustainable engagement with the arts.
- Community Tickets – At Mermaid we strive to engage across all socio-economic groups. Our community ticket scheme enables groups access to the arts, who would not normally be in a position to attend. In 2015, Little Bray Resource Centre, The Community Centre, South Bray Community Centre and St. Peter's N.S. were all given free tickets to attend shows. Also staff at St. Patrick's N.S., St. Cronan's N.S. and carers at Lakers were also given tickets.
- Radio Advertising – Year round – Mermaid constantly strives to maximize return on marketing investment. In 2015 a targeted monthly radio advertising campaign was implemented to drive ticket sales for selected shows.

Culture Night

With the support of Wicklow County Council Arts Office Mermaid again took part in Culture Night in September 2015. The centre put together an evening of activity across disciplines with Bray Community Choir singing in the civic space, a Gallery opening with Curator In residence David Upton and a number of free seats to see The Night Alive in the theatre by Connor McPherson.

YARN

Mermaid held its sixth festival, curated by Aoife Demel. 24 Events - 19 performances and 5 Storytelling Events with Arts Council support for 5 theatre shows (11 performances) and 5 Storytelling events (YARN Storytelling Festival Bray).

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This festival is a valuable part of our activities in that it touches and engages with groups and individuals who do not regularly attend cultural events. The programme looks at life, education and literacy. The storyteller's sharp attention, quick mental shifts and nimble language skills teaches about motivation, psychology and history. It is for everyone and breaks the perceived barriers to cultural engagement.

YARN is the corner stone of Mermaid's community-based programme which helps the centre drive its social inclusion remit with family activities for all ages and demographics throughout the locality.

Investment and highlights:

- The Bonnie Green Bird and Other Fables – Jack Lynch.
- Remembering the Legacy of Eamon Kelly.
- Small Holes and Potholes – Little John Nee.
- Songs and Novels from a Two Story Bungalow – Patrick McCabe and Colum Sands.

Partnerships;

Bridge Café (Community Café), Little Bray Youth Heritage Orchard, Klawitter, Loreto Secondary School Bray, Presentation College Bray, Lakers Meeting Special Needs, St. Cronan's National School, Bray Combat Addition Task Force, Little Bray Family Resource Centre, RNLi and Phoenix Youth Project Bray.

Visual Arts

Visual Arts is an important part of the centre's programme. In 2015 we had 7 Exhibitions, 20 Events / Talks, 1 curator in residence, 2 visual artists in residence, 5 artists in residence in schools and 8 artists in a new and recently launched Artists' Studios in Bray with Arts Council support for all.

Mermaid's visual arts programme is constructed with a strong vision of conceptual and cultural diversity. It was one of the few gallery programmes in rural art centre's to have sustained a consistent curatorial practice. The centre serves a large county with many talented visual artists and interested audiences. The visual arts programme has a strong local and national profile.

Exhibition investment and highlights;

1. *Wasteland (two international Artists)* - *Wasteland* was the first collaboration between Czech artists Eva Kořátková and Dominik Lang. *Wasteland* transformed the gallery, which was overflowing with salvaged objects, postal packages, sculptures and debris, telling the story of the artists' attempts to dismantle and relocate a public park to a new location.
Audiences 490 plus 100 students = 590.
Partners Project Arts Centre on Tour | Originally Commissioned by Project Arts Centre and curated by Tessa Giblin. Supported by The Arts Council / An Chomhairle Ealaíon Touring and Dissemination of Work Scheme.
Engagement 30 students from St. Patrick's Loreto Primary School Students visited for a talk about the exhibition. They also had a tour of the arts centre.
30 students from Colaiste Rathín engaged with the exhibition, they had items posted to the school and then as a group they came to the gallery and placed the items in the space. They received a tour of the exhibition.
2. *Imlíne – Sinead Ní Mhaonaigh* 4th April 2015 to 23th May 2015 - *Sinead Ní Mhaonaigh* is a Wicklow artist whose work displays an intuitive engagement with the processes of painting and art making. Her solo exhibition at Mermaid Arts Centre was supported by The Arts Council / An Chomhairle Ealaíon Project Award.
Audiences 690 plus 75 Students = 765.
Partners Sinead was in receipt of an Arts Council Bursary.
Engagement 25 students from Colaiste Rathín had a tour of the exhibition.
25 students from Colaiste Rathín had a talk from Sinead in their school and 25 students from Holy Child Killiney had a tour of the exhibition.

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3. Wunderkammer – Joanna Kidney 5th June 2015 to 18th July 2015 - Joanna Kidney is a Wicklow based artist. Drawing and an intuitive engagement with materials are central to Joanna's work. Wunderkammer presented new work encompassing a series of drawings and encaustic paintings, a stitched sculptural drawing and an immersive assemblage installation.
Audiences 615 plus 56 students for talks = 671.
Engagement 25 primary school students St. Fergal's received a tour with the artist on 22nd June 2015, 20 primary school students from St. Cronan's received a tour with the artist on 23rd June 2015. 11 attended an encaustic painting workshop.

4. The Sea, The Sea – Ruth E. Lyons 31st July 2015 to 5th September 2015 - Ruth E. Lyons is a visual artist based in Offaly where she co-founded and co-directs an artist studio called The Good Hatchery. Since graduating from NCAD in 2007, Ruth has been interested in how the landscape of Ireland has been altered by industry, in particular the industries of mining and energy production. In this exhibition she presented a selection of works old and new, *Amphibious Sound*, *Learning to Swim with the ESB* and *Storm Glass* which engaged the viewer in thoughts, proposals and propositions around water, its use, mis-use and its influence and contribution to life on an island.
Audience 605.
Partners Ruth E. Lyons was in receipt of a Visual Arts Project Award where The Pavilion Leeds, VISUAL Carlow, Droichead and Mermaid Arts Centre presented her work.

5. Between the Woods and the Water – Elisabeth S. Clark and Adrian Williams curated by David Upton 18th September 2015 to 31st October 2015. Both Adrian and Elisabeth's practices create poetic narratives from every day experiences and objects giving them a quality that clings to the memory allowing their work to spill over the bounds of the gallery, to be activated and enjoyed again by the day to day act of living. *Between the Woods and the Water* explored these traces and fragments that remain in the memory and their capacity to affect a whole landscape or thought process.

Audiences 630 to Mermaid Gallery, 70 to residency performance.
Estimated 60 to creative gatherings' and 45 students = total 805.
Partners Courthouse Arts Centre, Kilcommon National School, Wicklow County.
Libraries and Wicklow County Arts Office with support from Music Generation Wicklow.
Engagement 45 students in Kilcommon National School, Tinahely had six music and performance workshops.

6. Industrial Yarns – Phillip Byrne 12th November 2015 to 22nd November 2015 - As part of YARN Storytelling Festival Bray, this exhibition concentrates on the oral history of Bray's factories as told by the people who worked in them. All traces of many factories have long since disappeared but their memory lives on through the exhibition and the words, images and memorabilia of that generation. Industrial Yarns is kindly supported by The Heritage Council and Wicklow County Library.
Audiences 190 plus students = 325.
Partners Heritage Council and Bray and Wicklow County Libraries.
Engagement 25 students from Colaiste Cill Mhaintain and 60 from St Cronan's visited the exhibition for a talk, 50 attended a talk with Phillip Byrne.

7. Works by Nature and Man – Dominic Stevens 4th December 2015 to 30th January 2016 - In this exhibition, architect Dominic Stevens explored aspects of rurality on the one hand and the picturesque on the other as it pertains to the landscape of Wicklow. He used theories concerning the working land, cultural landscapes, the sublime and attitudes and ideas gleaned from a process of conversations with different communities of Wicklow. Dominic encouraged us to think and to question and his ambition was to work to challenge paradigms and provoke agency and social change.

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Audiences	295 to year end.
Partners	Dominic was commissioned by WCCAO.
Engagement	Artist meetings with interest groups and Gallery talk 80.

Visual Artists Residencies – investment and highlights

- 1 Artists in residence in Schools – Thinking Visual – Sept to Dec 2015
5 Artists for 12 weeks in two schools with 120 students - Thinking Visual is an initiative of Wicklow County Council Arts Office, managed by Mermaid, supported by The Arts Council, where secondary school students experience contemporary visual art by meeting and working directly with professional artists. In 2015 Thinking Visual was curated by Jennie Guy and she worked with two Wicklow schools: Blessington Community College where we worked with art teacher and artist Turlough O'Donnell and 60 of his transition year students. We also worked in Scoil Chonglais, Baltinglass with art teacher Anne Deeney Walker, English teacher Thomas Ahern, and 60 of their students.
- 2 Curator in Residence - David Upton with 2 artists in residence in The Courthouse Arts Centre
3 artists with 45 students - David's residence ran over four to five months in three locations in Wicklow; The Courthouse Arts Centre, Tinahely; Mermaid County Wicklow Arts Centre and in Wicklow Town (supported by Wicklow Arts Office). David hosted a week long residency with two international artists, Adrian Williams and Elisabeth S. Clark in the Courthouse and curated an exhibition of their work in Mermaid. Adrian Williams worked for the duration of the residency with 44 students of Kilcommon National School to make a performance called *Watering Hole*. Elisabeth S. Clark created two site specific installations one in Tinahely's village library and the other in nearby Tomnafinneog woods. The exhibition in Mermaid drew from both artists' experiences in Tinahely and their own practice. It ran from 18th September 2015 to 31st October 2015 in Mermaid Arts Centre and was a combination of installation and sound work.
- 3 OUTPOST Studios – 8 Artists Studio Space
Mermaid worked behind the scenes and gave substantial support to a group of eight visual artists from Wicklow; Joanne Boyle, Raine Hozier Byrne, Rachel Fallon, Emma Finucane, Laura Kelly, Joanna Kidney, Eleanor Phillips and Ann Marie Webb. The artists approached Mermaid with the ongoing issue of struggling to find affordable space within their own locality. Mermaid assisted in locating, negotiating and signing a license for studio space resulting in the establishment of a new independent artist led studio in Bray called OUTPOST STUDIOS.

Music

35 performances and 1 residency with Arts Council support for 12 gigs and 1 Musician Residency – Francesco Turissi. Mermaid has played an important role in developing an extensive audience for a broad range of music genres, styles, types and formats. The strength of the programme is its diversity presenting popular to alternate artists of varying profiles who range in commercial success including; new, world, blues, jazz and rock to contemporary composition.

2015 Investment and highlights;

Presentation

- Maura O'Connell
- Albiez Trio
- 3Epkano and Iarla Leonard
- April Verch Band
- Lynched
- Tonos
- Quiet Music Ensemble
- Leo Drezden, Everything Shook, Joni and Twin Headed Wolf

Music Residency; Francesco Turrissi – The Tanquin Experiments and Isole were in residence to make a new work called *Isole* (Italian for Islands), a 30 minute film that digs into archive footage of life during the 1950s in rural Ireland and Sicily. The film was accompanied by an original soundtrack composed

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by Francesco Turrisi and performed live by his group The Taquin Experiments and it featured original music and accompaniment to field recordings of Irish and Sicilian traditional songs.

Theatre Performance

25 Events – 20 Drama performances, 5 storytelling theatre pieces and Theatre Residencies – 20 artists and 2 production companies.

Mermaid presented a diverse range of theatre and has an established audience while always trying to increase numbers and capacity as well as audience risk taking for less conservative work. In 2015 the ambition was to invest and therefore increase the number of performances possible for better known work (to break the regional arts centre's curse of one performance bookings) and to focus on building audiences for lesser known artists by presenting them on an annual basis.

Investment and highlights:

- A Girl is a half Formed Thing (Corn Exchange Theatre Company).
- Forgotten and Underneath (Fishamble Theatre Company).
- The Games People Play (Aonghus Og McAnally).
- Maeve's House (The Abbey Theatre).
- The Night Alive (Lyric Theatre).
- How to Keep and Alien (Rough Magic / Sonya Kelly).
- Luck Just Kissed You Hello (HOTFORTHEATRE Amy Conroy).

Childrens Theatre and Events

24 Events - 19 performances and 5 Storytelling Events. Mermaid has a strong family audience and has built an extensive network of schools in the county who engage on an ongoing basis with our programme. These relationships and partnerships are important to the centre not just because young people are our future audiences but because they are citizens.

Access to the arts is a fundamental right of every citizen. Mermaid spends considerable resources, both time and financial, in developing meaningful relationships with schools, teachers and parents ensuring a strong programme of work across disciplines for both junior and senior school groups.

2015 Investment and highlights:

- The Girl Who Forgot to Sing Badly (Lovett Theatre Company).
- The Way Back Home (Braner Theatre Company).
- Bláth (Braner Theatre Company).
- The Magic Sofa (Carmel Kelly – Bi-lingual).
- Storytelling – Anne Glover – A World of Story and String.
- Star Boy – Joe Brennan.
- Miriam Lambert.

Engagement Workshops and Talks

42 Events - 9 Storytelling, 24 workshops for intellectual disability 1 Visual Arts Encaustic Painting Workshop and 8 kids workshops from filmmaking, singing and dancing.

To increase audience engagement and loyalty it is important to invest in a quality relationship with our public, to ensure our loyal customers remain so and our new customers become engaged AND loyal. Mermaid runs regular workshops, talks and programmes to engage as broad a range of people of all ages and backgrounds as possible.

Investment and highlights:

- 25 Visual Theatre Workshops for artists and actors with intellectual disabilities run with Gemma Gallagher of Shadowbox Theatre Company.

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- Working with Create School to delivery eight quality stop motion workshops for ages between 6 - 8 and 9 – 12.
- 9 storytelling events in local schools with ages from 5 - 8 and 10 – 15.

Off Site - Music, Theatre, Dance and Storytelling

32 Events, 16 Storytelling, 6 music performances, 3 dance performances and 4 theatre performances.

Relationship building and audience engagement is at times more easily tackled when the perceived barriers of entering a cultural organisation are removed. Therefore Mermaid expanded our off site work, across disciplines with a wide variety of theatre, children's, storytelling as well as contemporary dance performances around the county.

Investment and highlights include:

- Peter Rabbit – Kilruddery House and Gardens.
- Sherlock Holmes – Avondale House.
- Secret Garden – Powerscourt House.
- Sue Rynhart Duo – Town Hall, Bray.
- Nick Roth Quartet – The Harbour Bar.
- The Orchard Tales – Little Bray Family Resource.
- Wicklow Folk tales – The Strand Hotel.
- Storytelling with Eddie Lenihan – Pheonix Youth Project.
- Why we should be nice to Fairies – Common Ground Community Hub, Bray.

Dance

4 Contemporary shows and 1 Ballet Ireland, 7 workshops and 3 Residencies. Dance is as strong in our historical and cultural environment as Irish music is. It has been a constant, but the audience interest / understanding for contemporary dance is extremely difficult. In 2015 Mermaid presented a strong dance programme from ballet, traditional to the best contemporary work to a small but growing audience.

Investment and Highlights are:

Performances:

- Ballet Ireland (no funding required).
- A Shadow that Leans (Dance Artists showings as part of First Fortnight Festival).
- Mesh (Dance Artists in residence as part of Dublin Dance Festival).
- Jockey.
- Encompass with AragoRn Boulanger (France), Grant Goldie and Oona Doherty.
- Thomas Hauert (off site – 2 performances).

Dance Artists in Residence – Residency and workshops:

Dance is an important part of our programme and in 2015 Mermaid worked with three artists in residence; Nick Bryson (of Legitimate Bodies), Karen Gleeson and Aisling O'Coineen. Numerous workshops and classes and engagement programmes ran over ten months which were punctuated by three performance nights;

- A Shadow That Leans – Four dance works with guest choreographer Jeff Wallace (USA).
- Dance in the Street – Dance Artists in Residence working with Bray Institute of Further Education dance students on a street performance (total 54 students – 1st to 3rd Years) to celebrate International Dance Day.
- MESH – Dance Artists with a guest dancer from STUDIOTRADE presented their work as part of Dublin Dance Festival.
- 2 workshops for audience members with a focus on youth mental health.
- 5 workshops for amateur and professional dancers.

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Film

95 Screenings - Mermaid presents a diverse programme of films including Monday night arthouse cinema, world cinema, documentaries, Irish films, Sunday and Tuesday matinee classic screenings and Children's film screenings.

We offer a choice and diversity of world cinema to an enthusiastic audience. Over the past eight years Mermaid's expansive range of international cinema has been developed into a valuable and also sustainable presence in the programme. Screenings increased from 63 in 2014 with an increase of 17% in admissions. We began screening visual arts films with Exhibition on Screen by Element Pictures, which have been very well received and have built up a new loyal audience.

2015 investment and focus was on developing key access points for targeted demographics including:

- 10 primary and secondary school screenings
- 7 for older people and active retirement groups and
- 10 screenings to specifically target disadvantaged young children and families to introduce them to the centre and arts.

Literature

7 events and while small in numbers still an important part of our programme.

Investment highlights; Industrial Yarns (an Oral History Project lead by Mermaid) and Michael Harding.

Comedy

8 Comedy events in 2015 as it is important for us as a centre to entertain. We are a centre that is fun and we do our best to make our audiences laugh. This part of the programme is self-funding and with the proceeds of events we support local emerging talent.

While no arts council funding is invested highlights include:

- National Therapy Project.
- David O'Doherty.
- Al Porter.
- Foil Arms and Hog.
- Eleanor Tiernan, Chris Kent and Karl Spain.

Local Arts

81 performances over the year as Mermaid is home to a huge variety of talented local arts groups and individuals. The work they make and present is of great value and importance to the centre's relationship with locality. The engagement and support to these groups is what has made Mermaid a success. The work, involvement and commitment of these people to the centre instils local pride, a sense of ownership and builds social capital.

Highlights include:

- Bray Institute of Further Education.
- Junior Musicals.
- Square One Theatre.
- Bray One Acts and Action Arts.
- Bray Lakers.
- Bray Community Choir.

Partners

Mermaid is a well networked organisation understanding the importance of interconnectivity and partnership in making work happen and in ensuring the success of work undertaken. Duality of support from venues and other arts organisations is also an important part of trying to ensure sustainability for artists in their practice and in enabling us as presenters to bring new artists and new kinds of work to our audiences.

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In 2015 Mermaid continued to partner with a number of organisations:

- Wicklow County Council Arts Office on strategic projects and community choral work.
- Kilruddery House on storytelling and children's events.
- Music Network and Bray Jazz on a diverse range of music.
- Little Bray Community Centre, Family Support Group and the National Learning Network on introductory arts engagement programme for disadvantaged children and families.
- Bealtaine on free events for active retirement groups.
- Bridge Café (Community Café), Little Bray Youth Heritage Orchard, Klawitter.
- Loreto Secondary School Bray and Presentation College on storytelling events.
- Bray Lakers Meeting Special Needs, St. Cronan's National School, BCAT, Little Bray Family Resource Centre, RNLI, on special interest events.
- Phoenix Youth Project Bray on youth mental health.

In 2015/6 Mermaid established new partnerships with:

- The Courthouse Arts Centre, Tinahely with David Upton, Curator in residence and two international artists Adrian Williams and Elizabeth S. Clark.
- The Heritage Council and Wicklow County Libraries are new partners on a project Mermaid are leading with Philip Byrne called *Industrial Yarns* an oral history of Bray's factories as told by the people who worked in them.
- Mermaid participated in First Fortnight Festival for the first time in 2015 presenting four pieces of contemporary dance on the theme of mental health achieving strong audiences and positive feedback.
- Dublin Dance Festival on the selection and presentation of an international dance artist and our own Dance Artists in residence as part of the Festival.
- Tiger Dublin Fringe in selecting a work for a production residency prior to the Fringe.
- Working in partnership with The Lyric, Belfast and Dublin Theatre Festival on supporting the making and presenting a work outside of larger urban areas prior to participating in the DTF.

Networks

Mermaid is part of the Imeall Network with The Civic Theatre, Draiocht Arts Centre, The Pavilion Theatre and Axis Arts Centre. Quarterly meetings allow the venues to exchange learnings, share programme information and also strengthens negotiations as we plan together.

Residencies

Mermaid offered and hosted artists performance residencies throughout the year. We accommodated 20 artists and makers and 2 production companies. Mermaid gave a total of 9 weeks free access to the centre, a total of 54 days for theatre artists to create new work. The level of support was substantial as 30 days were allocated to individuals in the auditorium with full technical and production support. Production companies were given 10 days in the theatre also with full technical support and the balance of 14 days access to space and mentoring (in the multipurpose room and stage) was given to a variety of individual artists across disciplines.

Mermaid is a space of creation. A place to make work. It is an important part of the arts centre's remit to support artists as well as being vital to the centres own strategic development.

2015 Investment and highlights:

- Nyree Yergarharsian, Jose Miguel Jimenez, Steven Dodd and Robert McDermott (The Company) R&D including tech residency (4 artists and 1 tech). This was a week long development residency and it is hoped to partner with two venues to apply for a production award in 2016 (to play outside of festivals).

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The work is about Nyree's sister Sona who is 30. She has a full time job as a manager in a successfully run business, is recently married and is designing her perfect home. She has two dogs and, now pregnant, will most likely have 2.4 children. She makes 5 year plans every 5 years. And they all work out. In 2012 Sona was diagnosed with stage 2A Nodular Sclerosing Hodgkin's Lymphoma, a rare cancer of the blood that took active residence in her for almost two years and quietly has her body for the rest of her life. The Company interrogates questions around consumption and living using Sona's story, along with looking at how we all try to keep or regain control of our lives when something as uncontrollable as cancer comes along and psychologically how Sona achieved that for herself.

- Grace Dyas, Laren Larkin and Gemma (THEATREclub) (3 artists and 5 participants) a two week residency was offered prior to their inclusion in the Dublin Theatre Festival for their new show *The Game*. Research and development was offered for the piece which became even more valuable with their premiere in this years' Festival.
- Gemma Gallagher – R&D Residency (Shadowbox Theatre – 3 artists) Gemma worked at Mermaid for four weeks with two weeks mentoring from Veronica Coburn researching a new theatre work called *Whistle-Blower*. This project stems from an understanding of, and first-hand experience in, what it is to work in social care. Gemma is investigating the issues that arise when mounting pressures and changing motivations have a strong influence on service providers and service provision. She aims to explore an instinctual response to a very particular collection of documentary footage concerned with the exposure of neglect and abuse within the social care sector and importantly, what that means to workers who are encouraged not to voice their concerns.
- Philip St John and Matthew Ralli (5 artists and 4 creatives) Mermaid offered a four week residency to make a new work called *Temptress*. Philip wrote the new play with support from Wicklow County Council Arts Office and made the work in Mermaid in October 2015. *Temptress* will premiere in Bray and then have a three week run in The New Theatre.
- Opera Theatre Company – Double Bill *Susanna's Secret* and *The Human Voice* will tech and present in Mermaid. We have offered space and support to OTC to ensure the work is given the time to tech and dress prior to the full tour.
- Lyric Theatre – The Night Alive was Made in Mermaid, a new initiative of Mermaid Arts Centre supporting the making of new work which can premier / preview outside of urban areas and festivals. A production week where the show rehearsed and teched before presenting three previews to Wicklow Audiences (sold out all three shows) before going to The Gaiety to open the Dublin Theatre Festival.

Results For The Year

The results for the year and the balance sheet are set out on pages 24 and 25.

FINANCIAL REVIEW

In 2015 Mermaid endeavoured to budget in order to run a small operational surplus and with prudent and careful financial planning and management the centre managed to increase box office yield by 5,000. The centre will continue to work to put plans in place to counteract negative effects across income strands; to sustain present levels and work towards small scale growth before the end of 2016.

Investment Powers and Policy

In accordance with the Memorandum and Articles of Association the company has the power to invest in any way the directors wish.

Reserves Policy

It is the policy of Mermaid Arts Centre to expend at the discretion of the Artistic Director and the Board of Directors any income as yet not spent at year end for the furtherance of the charity's

MERMAID COUNTY WICKLOW ARTS CENTRE LIMITED

DIRECTORS' REPORT

objectives. These reserves include; working capital, shortfalls in income, unexpected expenditure and programme reserves.

PLANS FOR FUTURE PERIODS

Artists and Audiences are at the centre of everything Mermaid Arts Centre does. Mermaid Arts Centre must continue to play a key role in shaping and contributing the cultural offer and creative lives of Wicklow County.

Mermaid will continue to develop and grow the centre as a creative space with a prosperous arts culture and audience with our values and ethos at our core.

Values & Ethos

Mermaid is a professional and inclusive organisation with an open, welcoming and creative atmosphere. Artists and audiences visiting the centre benefit from the unique technical, marketing and administrative expertise of its accomplished staff.

Guiding principles

- **Encourage** creativity, innovation, participation and appreciation of the arts for all ages and demographics.
- Foster **Excellence** in all that we do.
- Drive **Diversity** through provision of a broad range of arts experience to all ensuring equal access.
- **Generate** a dynamic and innovative arts experiences as well as high quality opportunities to engage with the arts in the context of outreach and education programmes.
- **Partner** through building, developing and sustaining the principles of collaboration and cooperation to enable the sharing of resources and ideas.
- **Communicate** by practising open communication with all stakeholders, in particular with local community in Bray and throughout Wicklow.
- Promote and practice **Togetherness** by remaining open-minded and encouraging access and a true sense of community and solidarity.

Theatre

Theatre brings people together. It provides a kind of model for us for public discourse, the kind that lies at the heart of democratic life. It builds our skills for listening to different sides of a conversation or argument and empathising with the struggles of our fellow human beings. In Mermaid we believe theatre aligns with the movement toward openness and freedom. Mermaid will continue to present a wide and diverse range of theatre, music, dance, cultural cinema, storytelling and local arts for all ages.

2016 plans and ambitions

- To commission three writers with co-commission partners.
- To support and nurture the creation of work by continuing to offer residencies.
- To initiate a new theatre network expanding on Imeall.

Theatre investment and highlights for 2016:

Commissions

Mermaid Arts Centre is focusing on writers and theatre makers in 2016 and has established new partnerships with which to make commissioning possible.

Shaun Dunne Total commission €8,000 in partnership with Rough Magic Theatre Company. To write a new work called *The Visibility Exercise* about abortion.

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DIRECTORS' REPORT

Kate Heffernan Total commission €6,000 in partnership with Laois County Council Arts Office. To write a new work (further to the Pan Pan Mentorship Programme) called *Montague* about the history of Ireland told through a rural hotel.

Philip St John Total Commission €2,000. Mermaid is seeking a partner for this commission in order to double the investment and will announce by March 2016. In discussions about the work and timeframe. (Details tbc)

Theatre highlights will be:

- Lessness, Olwen Fouéré.
- The Matchmaker.
- At the Mountains of Madness, Icarus Theatre Company (UK).
- The Weir, Conor McPherson.
- Alien Documentary, Una McKeivitt.
- Misfits, Corn Exchange Theatre Company (tbc).
- The Disappeared, Hugh Travers (tbc).

Residencies

It is one of Mermaid's strategic aims to be a place of creation and not just presentations. We have established structured residences in the centre called Mermaid SPACE, Residencies are divided into three types; R&D, Creation and Production.

The residencies aims are to keep artists and art making at our heart ensuring we as a space remain relevant and to:

- build and strengthen the local arts ecology working to shape a more connected and cohesive community which will contribute to a stronger arts offer in the county and
- work with artists who respond critically to contemporary events, conditions and ideals and whose approach to art practice embraces change and insists on a continuous questioning of disciplines, modes of practice and ways of living.

Ambitions for 2016 to:

- continue to offer residencies to a range of artists to include 16 artists in the 9 months and 1 production company.
- further develop as a creative hub and to produce a new work with artist Kate Heffernan to premiere in Mermaid Arts Centre and present as part of Dublin Theatre Festival.

Selected Artists for 2016

Theatre Practitioners and Production Companies

Nyree Yergainharsian to write a new work called *Sona* (Nyree is in receipt of an Arts Council Bursary).

Gemma Gallagher (Shadowbox Theatre) will be working for two weeks researching a theatre work called *Whistle-Blower*. Mermaid aims to employ Veronica Coburn as mentor for the period and may hire a cast member to workshop with the artist.

Sinead O Loughlin in collaboration with The Courthouse Arts Centre. We aim to give a residency and support to Sinead a Wicklow born writer to research and write a play based on the lives of the women who were central to the revolution in 1916 with particular attention to those of Wicklow descent. The research phase will involve discussion and workshops with identified groups within the county to form a current perspective of women in 2016 and establish a theatrical dialogue between the women of 1916 and 2016. Through authentic conversation on past events these women, crossing a hundred years in time, will attempt to lean towards a possible instead of a predictable future and generate open discussion on what the next hundred years has in store for Irish women. Dramaturge, Gina Moxley, and theatre maker Louise Lowe will mentor on the project.

MERMAID COUNTY WICKLOW ARTS CENTRE LIMITED

DIRECTORS' REPORT

Brokentalkers – one week's production residency for their new work *Uprooted*. This project examines personal stories of migration due to environmental, political and socio-economic reasons. Brokentalkers' research has been focusing on the current tragic events of maritime migration on the

Mediterranean. Other points of reference are Ireland's history of "Coffin Ships" which were a last resort for many Irish people during the Irish Famine of the 1840's and potential future migration of western European population due to climate change and rising sea levels. The piece will be presented in Tiger Dublin Fringe 2016.

Kate Heffernan – to Produce *Montague*, her new work and to offer rehearsal space and a week-long production residency after rehearsal in order to design, tech, dress and preview before presenting in Dublin Theatre Festival 2016. Kate Heffernan's *In Dog Years I'm Dead* was a winner of the 2013 Stewart Parker Trust Emerging Playwright Award. During Pan Pan's International Mentorship 2015, she began working with theatre maker Tim Crouch on *Montague*, a piece that underpins Kate's interest in exploring new forms for performance and presenting them to broad audiences, in working collaboratively with artists with the same impulse. *Montague* is a close collaboration between the writer, director Gary Keegan, and brings high quality theatre artists together in this team for the first time: Sarah Bacon, Sinead McKenna and Denis Clohessy.

Una McKeivitt - to give the artist and the cast and crew time in the theatre for R&D, rehearsal and production tech on her new piece *Alien Documentary*. This work will be presented in Dublin Theatre Festival and will be made in collaboration with scenographer Aedin Cosgrove and Sound Designer Denis Clohessy (working with original music composed by Aidan Strangeman).

Visual Arts

Mermaid is a centre which supports, respects and advocates for visual artists and their practice. The strength of Mermaid's gallery programme is in its curation and selection of artists and their work.

The annual programme in 2016 will consist of six exhibitions with an ambition to present; one show of an emerging artist, platform a local artist with a solo exhibition, two exhibitions of Irish artists of international repute and one exhibition of an international artists work.

Mermaid's ambition is to sustain the quality, complexity and expansive nature of the programme into the future.

2016 priorities are to continue to:

- ensure exhibiting artists are paid exhibition fees of 1,000 and all (or large contribution to) material and production costs as well as covering all costs in relation to the exhibition itself.
- build and strengthen the locally based rural arts ecology – working to shape and support a more connected and cohesive community which will contribute a stronger arts offer in Wicklow.
- To present local, national and international artists of quality.
- To establish a bi-annual Visual Arts Commission starting in 2017.

2016 Exhibition Programme:

- 4th February to 9th March
Dwyer
THERE ARE LITTLE KINGDOMS Curated by Emma
Artists – Adrian Duncan, Sabina MacMahon, Eamon O'Kane and Kathy Tynan.
- 31st March to 14th May
YOUR PHOTOS, YOUR MEMORIES, OUR HISTORY
in partnership with the Gallery of Photography
As part of Mermaid Arts Centre commemorative programme we will exhibit selected works from The Photo Album of Ireland.
- 26th May to 9th July
OUTPOST STUDIOS with artists Joanne Boyle, Raine

MERMAID COUNTY WICKLOW ARTS CENTRE LIMITED

DIRECTORS' REPORT

- | | |
|---|--|
| | Hozier Byrne, Rachel Fallon, Emma Finucane, Laura Kelly, Joanna Kidney, Eleanor Phillips and Ann Marie Webb. |
| • 21st July to 3rd September | IN SUPPORT by Andreas Kindler von Knobloch. |
| • 15th September to 29th October | Helen G Blake. |
| • 7 th November to 20th November | Exhibition as part of Yarn – tbc. |
| • 1st December to January 2017 | Tasmin Snow and Sarah Tynan. |

Artists in Schools Programme

Mermaid will continue to plan and co-ordinate 5 artists for 12 weeks in two schools with 120 students called Thinking Visual (an initiative of Wicklow County Council Arts Office) planned, coordinated and managed by Mermaid, where secondary school students experience contemporary visual art by meeting and working directly with professional artists.

In 2016 Thinking Visual will be curated by Jennie Guy and she will work with two Wicklow schools: Blessington Community College where we will work with art teacher and artist Turlough O'Donnell and 60 of his transition year students, and in Scoil Chonglais, Baltinglass with art teacher Anne Deeney Walker, English teacher Thomas Ahern, and 60 of their students.

Dance

Mermaid aims to present 4 contemporary dance shows, 1 ballet and run 4 workshops and 3 residencies.

In 2016 ambitions are to:

- continue to gain traction with contemporary dance audiences in Wicklow through workshops and presentations.
- continue to programme the best of Irish work with two works by international artists before the end of 2016.

Investment and highlights:

- *Blueboy*, Brokentaklers.
- *Whack*, Philip Connaughton.
- An International artist in partnership with Dublin Dance Festival.

Dance Artists in Residence – Residency and workshops:

Mermaid again host three dance artists in residence; Nick Bryson (of Legitimate Bodies), Karen Gleeson and Aisling O'Coineen. We plan four workshops in the nine months with two periods of development and two public performances of works in progress;

- Nick Bryson – two weeks development with Meridan Dance.
- Aisling O'Coineen – two weeks development in DansBradant.
- Karen Gleeson – two weeks development on a new work with Amanda Coogan.
- Presentation on 29th April 2016 to celebrate International Dance Day.
- Presentation in May as part of International Dance Festival as works in progress.

Engagement Workshops and Talks

Audiences are central to how we programme. We must build understanding and attendance and loyalty – engagement programmes allow for true relationship building and learning.

2016 ambition is to:

- extend our outreach programme. We have raised additional funds to employ an outreach worker and require Arts Council increase to programme more consistently in order to develop more meaningful relationships.
- focus on youth groups and ages from 15 to 25.

MERMAID COUNTY WICKLOW ARTS CENTRE LIMITED

DIRECTORS' REPORT

Investment and highlights:

- 24 Visual Theatre Workshops for artists and actors with intellectual disabilities run with Gemma Gallagher of Shadowbox Theatre Company.
- Working with Create School to delivery eight quality stop motion workshops for ages between 6 - 8 and 9 – 12.
- 9 storytelling events in local schools with ages from 5 - 8 and 10 – 15.
- 15 new events planned and designed specifically to engage ages from 15 to 25.

Off Site – Music, Theatre, Dance and Storytelling

Mermaid aims to maintain our off site work expanding our reach, contact and context for audiences.

2016 investment and highlights will include:

- Kilruddery House and Gardens – storytelling events.
- Chapter House Theatre in Avondale House (show tbc).
- Chapter House in Powerscourt House (show tbc).
- Bray Jazz off site gigs over the May bank holiday weekend.
- Irish Chamber Orchestra (presented in partnership with The Courthouse Arts Centre, Tinahely).
- and more tbc.

Music

Mermaid will continue to grow audience understanding, appreciation and appetite for a broad range of music genres, styles, types and formats.

2016 Investment and highlights:

Presentation

- 25th April 2016 as part of Mermaid Commemorative Programme we will present the seminal film *Irish Destiny* which is one of the few surviving indigenous feature films from the silent era with a live score from leading composer and pianist Michael O'Suilleabhain (IFI programme).
- This is How we Fly.
- Bray Jazz Festival.
- Yurodny.
- and more tbc.

Planned residency:

Sean Millar will be given a week's space for rehearsals and have a four day production residency for his new music-theatre piece, *Four Scenes*. Working collaboration with artists Raymond Keane, Neil Watkins and Pom Boyd, the company will implicate themselves personally in an examination of mental health issues and illness as signs of a national or cultural malaise

Youth Jazz Ensemble:

Mermaid in partnership with Mike Nielsen and Music Generation Wicklow aim to establish Youth Jazz Ensemble based in Mermaid. While in early discussion we aim to have them gathered and rehearsing weekly by October 2016 and aim to put in place funding for presentations, international visitors and mentoring.

Film

Arts Council investment assists us in our audience and community engagement initiatives where we offer access to disadvantages groups as well as general non arts attenders by way of an easy entry point in order to introduce them to the centre and the arts.

Ambitions for 2016 are to continue to work with Access Cinema as well as Element Films and to establish a rotating committee of film programmers for the summer season where we introduce a people's choice as part of our regular programme.

2016 ambition is to focus on developing key access points for targeted demographics including:

MERMAID COUNTY WICKLOW ARTS CENTRE LIMITED

DIRECTORS' REPORT

- 10 primary and secondary school screenings
- 7 for older people and active retirement groups and
- 10 screenings to specifically target disadvantaged young children and families to introduce them to the centre and arts.

Storytelling

Mermaid will continue to curate and present YARN Storytelling Festival Bray a vibrant storytelling Festival with over 35 events in schools, pubs, community groups and in Mermaid itself. It is a

community-based programme which helps the centre drive its social inclusion remit with family activities for all ages and demographics throughout the locality.

2016 Plans and ambitions:

- Mermaid will continue to develop its storytelling programme with the two-fold strategic aim of both supporting the art form of storytelling and secondly using storytelling as a tool to build engagement with the arts in general across socio demographic groups.
- Expand the festival into Wicklow Town and Blessington.
- Increase outreach activity by four events.

Supporting the Art form of Storytelling

Mermaid Arts Centre will support Storytellers of Ireland who recently successfully bid to host FEST in Ireland in 2017. FEST is the Federation for European Storytelling conference and despite Ireland's strong storytelling history, the conference has to date never been held in Ireland. The success of winning this for Ireland in 2017 will help to raise the international profile of Ireland as a nation of fantastic storytelling wealth. Mermaid Arts Centre will support this by putting Aoife Demel, curator of YARN, on the FEST organising committee, attending the FEST 2016 conference and assisting in the organisation of FEST 2017.

Storytelling as an Arts Engagement Tool

YARN Storytelling Festival Bray 2016 will see a minimum of 35 key storytelling events take place from 12th to 20th November 2016. These storytelling events will engage audiences throughout Bray in community groups, schools, libraries, pubs, cafés, etc. Relationships, particularly with youth and social inclusion groups will be built on.

Literature

In 2016 we aim to work with Poetry Ireland and The Writers Centre to build programme and potentially establish a Mermaid Book Club which meets every two months and has guest writers bi-annually.

Comedy

It is important for us as a centre to entertain. We are a centre that is fun and we do our best to make our audiences laugh. This part of the programme is self-funding and with the proceeds of events we support local emerging talent.

While no Arts Council funding is invested highlights include:

- David O'Brien.
- Foil Arms and Hog.
- Chris Kent.
- Establish a new Comedy Festival with Bray Hardy Har Comedy Club.

Local Arts

The engagement and support to these groups is what has made Mermaid a success. The work, involvement and commitment of these people to the centre instils local pride, a sense of ownership and builds social capital.

MERMAID COUNTY WICKLOW ARTS CENTRE LIMITED

DIRECTORS' REPORT

Finance

At all times Mermaid Arts Centre is aware it faces greater competition for funding, for audiences and for all other income and the pressure this applies must see a new approach to managing costs and most importantly to generating income.

Over the coming year Mermaid will ensure, through these uncertain and economically difficult times, that the organisation is well positioned financially by;

- ensuring continuing value for money with strategic and prudent allocation of public funding.
- managing overheads and constantly seeking efficiencies to ensure appropriate ratios of administrative to artistic spend in all aspects of activities.
- investigating, planning and implementing new ways to develop and drive other sources of income.

ACCOUNTING RECORDS

To ensure that proper books and accounting records are kept in accordance with Sections 281 to 285 of the Companies Act, 2014, the directors have employed appropriately qualified accounting personnel and have maintained appropriate computerised accounting systems. The books and records are kept at Main Street, Bray, Co. Wicklow.

DIRECTORS RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the directors' report and the financial statements in accordance with Irish law and regulations.

Irish company law requires the directors to prepare financial statements for each financial year. Under the law, the directors have elected to prepare the financial statements in accordance with Irish Generally Accepted Accounting Practice (Irish GAAP) giving a true and fair view of the state of affairs of the company and of the profit or loss of the company for each financial year. Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the company as at the financial year end date and of the profit or loss of the company for the financial year and otherwise comply with the Companies Act 2014.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect and the reasons for any material departure from those standards; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record transactions of the company, enable at any time the assets, liabilities, financial position and profit or loss of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements and directors' report comply with the Companies Act 2014 and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

MERMAID COUNTY WICKLOW ARTS CENTRE LIMITED

DIRECTORS' REPORT

AUDITORS

The Auditors, JPAS Ltd., Chartered Accountants, continue in office in accordance with section 383(2) of the Companies Act, 2014.

On behalf of the Directors

Desmond O'Brien
Director

Handwritten signature of Desmond O'Brien in cursive script.

David Forde
Director

Handwritten signature of David Forde in cursive script.

26th April 2016

MERMAID COUNTY WICKLOW ARTS CENTRE LIMITED

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS

We have audited the financial statements on pages 24 to 33. These financial statements have been prepared under the accounting policies set out in the statement of accounting policies on pages 27 to 29. The financial reporting framework that has been applied in their preparation is Irish law and accounting standards issued by the Financial Reporting Council and promulgated by the Institute of Chartered Accountants in Ireland (Generally Accepted Accounting Practice in Ireland), including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

Respective Responsibilities of directors and auditors

As explained more fully in the directors' responsibilities statement set out on page 20 the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and otherwise comply with the Companies Act 2014. Our responsibility is to audit and express an opinion on the financial statements in accordance with Irish law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

This report is made solely to the company's members, as a body, in accordance with section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the directors report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the company as at 31st December 2015 and of its deficit for the financial year then ended; and
- have been properly prepared in accordance with the relevant financial reporting framework and, in particular, the requirements of the Companies Act 2014.

Matters on which we are required to report by the Companies Act 2014

- We have obtained all the information and explanations which we consider necessary for the purposes of our audit.
- In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited.
- The financial statements are in agreement with the accounting records.
- In our opinion the information given in the Directors' Report is consistent with the financial statements.

MERMAID COUNTY WICKLOW ARTS CENTRE LIMITED

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS

Matters on which we are required to report by exception

We have nothing to report in respect of the provisions in the Companies Act 2014 which require us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions specified by law are not made.


Jill Percival
For and on Behalf of

JPAS Ltd.
Chartered Accountants
and Statutory Auditors

Ardeen House
10/11 Marine Terrace
Dun Laoghaire
Co. Dublin

26th April 2016

MERMAID COUNTY WICKLOW ARTS CENTRE LIMITED

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2015**

	Note	2015 Unrestricted Funds €	2015 Restricted Funds €	2015 Total Funds €	2014 Total Funds €
Income					
Grants and Donations	2	515,890	8,189	524,079	603,979
<i>Income from Charitable Activities</i>					
Operation of Theatres and Art Centre	3	455,980	-	455,980	450,161
<i>Income from Other Trading Activities</i>					
Commercial Trading Operations	4	103,375	-	103,375	110,340
<i>Other Income</i>					
Other Income	5	30,754	-	30,754	11,719
Total Income		1,105,999	8,189	1,114,188	1,176,199
Expenditure					
<i>Cost of Raising Funds</i>					
Publicity/Marketing	6	87,060	-	87,060	94,678
<i>Expenditure on Charitable Activities</i>					
Artistic Programme	7	1,011,298	24,564	1,035,862	1,015,588
Total Expenditure		1,098,358	24,564	1,122,922	1,110,266
Net Income/(Expenditure) and Net Movement in Funds in the Year		7,641	(16,375)	(8,734)	65,933

There were no recognised gains or losses other than the incomings/outgoings for the above two financial years.

MERMAID COUNTY WICKLOW ARTS CENTRE LIMITED

**BALANCE SHEET
AS AT 31ST DECEMBER 2015**

	Notes	2015 €	2015 €	2014 €	2014 €
Fixed Assets					
Tangible Assets	12		56,448		75,260
Current Assets					
Debtors	13	25,264		23,261	
Cash at Bank		<u>96,587</u>		<u>59,633</u>	
		121,851		82,894	
Current Liabilities					
Creditors: amounts falling due within one year	14	<u>(117,388)</u>		<u>(88,509)</u>	
Net Current Assets/(Liabilities)			4,463		(5,615)
Total Assets less Current Liabilities			<u><u>60,911</u></u>		<u><u>69,645</u></u>
Reserves and Funds					
Unrestricted Funds	17		21,881		14,240
Restricted Funds	17		<u>39,030</u>		<u>55,405</u>
			<u><u>60,911</u></u>		<u><u>69,645</u></u>

The notes set out on pages 26 to 33 form an integral part of these accounts.

The financial statements were approved by the Board on 26th April 2016 and signed on its behalf by

Desmond O'Brien
Director



David Forde
Director



MERMAID COUNTY WICKLOW ARTS CENTRE LIMITED

**CASH FLOW STATEMENT
FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2015**

	2015	2014
	€	€
Cash Flows from Operating Activities		
Net Income/(Expenditure)	(8,734)	65,933
Depreciation	23,016	31,931
(Increase)/Decrease in Debtors	(2,003)	(4,199)
Increase/(Decrease) in Creditors	28,879	21,590
Net Cash Flows from Operating Activities	<u>41,158</u>	<u>115,255</u>
Cash Flows from Investing Activities		
Net Inflow/(Outflow) from Operating Activities	41,158	115,255
Capital Expenditure	(4,204)	(62,358)
Capital Grant	-	(15,205)
Net Cash Flows from Investing Activities	<u>36,954</u>	<u>37,692</u>
Reconciliation of Net Cash Flow to Movement in Net Funds (Note 18)		
Change in Cash and Cash Equivalents in the Financial Year	36,954	37,692
Cash and Cash Equivalents at the Beginning of the Financial Year	<u>59,633</u>	<u>21,941</u>
Cash and Cash Equivalents at the End of the Financial Year	<u>96,587</u>	<u>59,633</u>

MERMAID COUNTY WICKLOW ARTS CENTRE LIMITED

NOTES ON THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2015

1. Statement of Accounting Policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company's financial statements.

1.1 Accounting Policies

The financial statements have been prepared in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2015) – (Charities SORP (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and with generally accepted accounting principles in Ireland and Irish Statute comprising the Companies Act 2014. These are the company's first set of financial statements prepared in accordance with FRS102 and the Charities SORP FRS 102.

Basis of Preparation

The financial statements are prepared on a going concern basis, under the historical cost convention, and comply with the financial reporting standards of the Financial Reporting Council, as promulgated by Chartered Accountants Ireland.

1.2 Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts, the directors have considered whether in applying the accounting policies required by FRS102 and the Charities SORP FRS 102 the restatement of comparative items was/was not required.

The reconciliation of the net income/(expenditure) prepared in accordance with Irish GAAP and in accordance with FRS 102 for the year ended 31st December 2014 and the reconciliation of the amount of total funds at 31st December 2014, before and after the application of FRS 102, is as follows:

	Net Income for the Year 31 Dec 2014 €	Total Funds as at 1 Jan 2014 €	Total Funds as at 31 Dec 2014 €
As reported under Irish GAAP	10,528	3,712	14,240
<i>Transition Adjustments</i>			
Capital Grants – see note below	55,405	-	55,405
As reported under FRS 102	<u>65,933</u>	<u>3,712</u>	<u>69,645</u>

Capital Grants

Under previous Irish GAAP, capital grants were deferred and released to the statement of financial activities over the useful lives of the assets to which the grants related. Under SORP FRS 102, capital grants are recognised when the charity has entitlement to the funds and are not deferred.

1.3 Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have

MERMAID COUNTY WICKLOW ARTS CENTRE LIMITED

NOTES ON THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2015

been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

1.4 Donated Services and Facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

1.5 Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the company's work or for specific projects being undertaken by the company.

1.6 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs of publicity and marketing and their associated support costs.
- Expenditure on charitable activities includes the costs of the artistic programme costs and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

1.7 Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs are analysed between cost of raising funds and expenditure on charitable activities. Where costs cannot be directly attributed, they are allocated in proportion to the benefits received. Salaries and associated costs which can be attributed to specific projects are charged accordingly.

1.8 Tangible Fixed Assets and Depreciation

Depreciation is calculated to write off the cost of fixed assets over their useful lives at the following annual rates:

Fixtures, Fittings and Equipment	20% per annum on the straight-line basis.
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1.9 Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.10 Cash at Bank and in Hand

Cash at bank and cash in hand includes cash with a short maturity of three months or less from the date of acquisition or opening of the deposit of similar account.

MERMAID COUNTY WICKLOW ARTS CENTRE LIMITED

**NOTES ON THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2015**

1.11 Creditors and Provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1.12 Transition to FRS 102

Prior to 1st January 2014 the company prepared its financial statements under previously extant Irish GAAP. The transition date to FRS 102 was 1st January 2014. The opening fund balances at the date of transition have been restated (see note 1.2) due to an adjustment to the treatment of capital grants but no subsequent restatement of items has been required in making the transition to FRS102.

2. Income From Grants and Donations

	2015	2014
	€	€
Arts Council Revenue Funding	100,000	102,500
Wicklow County Council Revenue Funding	319,000	319,000
Wicklow County Council Capital Funding	-	80,253
Other Grants	3,989	1,600
Sponsorship and Donations	13,090	12,626
Support in Kind	88,000	88,000
	524,079	603,979

3. Income From Charitable Activities

	2015	2014
	€	€
Theatre Box Office	401,261	385,111
Arthouse Cinema	54,719	65,050
	455,980	450,161

4. Income From other Trading Activities

	2015	2014
	€	€
Café Franchise	33,000	33,000
Auditorium Rental	67,075	73,740
Workshop Rentals	3,300	3,600
	103,375	110,340

5. Other Income

	2015	2014
	€	€
Gallery Income	18,984	11,472
Other Income	11,770	247
	30,754	11,719

MERMAID COUNTY WICKLOW ARTS CENTRE LIMITED

**NOTES ON THE FINANCIAL STATEMENTS
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6. Cost of Raising Funds

	2015	2014
	€	€
Distribution	12,306	10,143
Printing and Design	18,219	16,689
General Marketing and Advertising	21,662	13,649
Support Costs – Payroll Expenses	31,583	45,395
Support Costs – General Office	3,290	8,802
	87,060	94,678

7. Analysis of Expenditure on Charitable Activities

	2015	2014
	€	€
Theatre Programming	398,756	390,059
Gallery	39,214	23,086
Arthouse Cinema	22,309	28,911
Support Costs (see note 8)	450,620	437,700
Governance Costs (see note 8)	36,963	47,832
Support in Kind	88,000	88,000
	1,035,862	1,015,588

8. Analysis of Governance and Support Costs

The company initially identifies costs of its support functions. It then identifies those costs which relate to the governance function. Having identified the governance costs, the remaining support costs together with governance costs are apportioned between the three key charitable activities undertaken (see note 7) in the year. Refer to the table below for the basis of apportionment and the analysis of support and governance costs.

	Support Costs	Governance Costs	Total Costs	Basis of Apportionment
	€	€	€	
General Office	139,162	7,178	146,340	Usage
Finance Costs	918	13,493	14,411	Usage
Payroll Expenses	310,540	10,582	321,122	Usage
Legal and Professional	-	2,635	2,635	Governance
Audit and Accounts Fees	-	3,075	3,075	Governance
	450,620	36,963	487,583	

9. Net Income/(Expenditure) for the Year

	2015	2014
	€	€
Net Funds are stated after charging:		
Depreciation on Tangible Assets	23,016	31,931
Auditors' Remuneration	3,075	3,075
	26,091	35,006

MERMAID COUNTY WICKLOW ARTS CENTRE LIMITED

**NOTES ON THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2015**

10. Employees

Number of Employees

The average monthly number of employees (including directors) during the period was as follows:

	2015	2014
	Number	Number
Office and Management	7	7
Part-Time	7	7
	14	14

Analysis of Staff Costs and the Cost of Key Management Personnel

	2015	2014
	€	€
Wages and Salaries	317,872	318,231
Social Welfare Costs	33,033	33,027
Pension Costs	1,800	1,800
	352,705	353,058

The number of higher paid employees was:

	2015	2014
€45,000 to €55,000 – CEO	1	1
	1	1

None of the directors received remuneration or payments for professional or other services during the year.

11. Long Term Lease

Mermaid County Wicklow Arts Centre Limited, leases its premises from the Wicklow County Council, and pays a nominal rent of €1.00 per annum.

12. Tangible Assets

	Fixtures Fittings & Equipment	Total
	€	€
	20%	
Cost		
At 1st January 2015	302,976	302,976
Additions	4,204	4,204
At 31st December 2015	307,180	307,180
Depreciation		
At 1st January 2015	227,716	227,716
Charge for Year	23,016	23,016
At 31st December 2015	250,732	250,732
Net Book Value		
At 31st December 2014	75,260	75,260
At 31st December 2015	56,448	56,448

MERMAID COUNTY WICKLOW ARTS CENTRE LIMITED
NOTES ON THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2015

12. Tangible Assets (Cont'd)

In respect of prior year

	Fixtures Fittings & Equipment	Total
	€	€
	20%	
Cost		
At 1st January 2014	272,757	272,757
Additions	62,358	62,358
Disposals	(32,139)	(32,139)
At 31st December 2014	302,976	302,976
Depreciation		
At 1st January 2014	227,924	227,924
Charge for Year	31,931	31,931
Eliminated on Disposals	(32,139)	(32,139)
At 31st December 2014	227,716	227,716
Net Book Value		
At 31st December 2013	44,833	44,833
At 31st December 2014	75,260	75,260

13. Debtors

	2015	2014
	€	€
Trade Debtors	13,847	11,162
Prepayments	8,935	9,542
Other Debtors	2,482	2,557
	25,264	23,261

14. Creditors: Amounts falling due within one year

	2015	2014
	€	€
Trade Creditors	31,521	24,743
Other Creditors	995	2,233
Accruals	24,286	24,816
VAT	109	3,749
Deferred Income	60,477	32,968
	117,388	88,509

Deferred Income is comprised of - advance ticket sales amounting to €27,677 and grant income received during 2015 amounting to €32,800 as the performance conditions attached to these grants was not completed at 31st December 2015.

MERMAID COUNTY WICKLOW ARTS CENTRE LIMITED

**NOTES ON THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2015**

15. Incorporation

Mermaid County Wicklow Arts Centre Limited is a Company Limited by Guarantee and, as such, has no issued share capital. In addition, the Company is a Registered Charity, reference number CHY 15184.

16. Taxation

The company, as a charitable organisation is exempted from Corporation Tax, Income Tax and Capital Gains Tax.

17. General Fund	Opening Funds 2015 €	Incoming Resources 2015 €	Resources Expended 2015 €	Closing Funds 2015 €
Unrestricted Funds	14,240	1,105,999	(1,098,358)	21,881
Restricted Funds	55,405	8,189	(24,564)	39,030
Total	<u>69,645</u>	<u>1,114,188</u>	<u>(1,122,922)</u>	<u>60,911</u>

18. Analysis of Changes in Net Funds

	Opening Balance €	Cash Flows €	Closing Balance €
Cash at Bank and in Hand	<u>59,633</u>	<u>36,954</u>	<u>96,587</u>
	<u>59,633</u>	<u>36,954</u>	<u>96,587</u>

19. Related Party Transactions

The Mermaid County Wicklow Arts Centre Ltd. and Wicklow County Council share common members. During the year the company received revenue funding amounting to €319,000 from Wicklow County Council. The balance owing to the company at 31st December 2015 was €Nil (at 31st December 2014 - €Nil).

20. Capital Grants

The Arts Council and the Irish Film Board hold a first fixed and floating charge and assignment over the digital equipment received through the capital grant scheme.

21. Comparatives

Comparatives have been grouped, where necessary, on the same basis as the current year.

22. APB Ethical Standards – Provisions Available to Small Entities

In common with other organisations of our size and nature the directors engage the auditors to assist in the preparation of the financial statements.

23. Approval of the Financial Statements

The financial statements were approved by the Board on the 26th April 2016 and signed on its behalf by:

Desmond O'Brien
Director



David Forde
Director

