



Alliance Française

Sydney

Annual Report 2021

Alliance Française de Sydney

A.B.N 23 151 008 606, A.C.N 000 783 139

Alliance Française de Sydney
Cultural Foundation

A.B.N 14 630 718 937



About us

Alliance Française de Sydney (AFS) is an independent, not-for-profit language and cultural organisation promoting Franco-Australian exchange. With 120 years' experience in teaching French, AFS offers a wide range of French courses and services for all levels and ages, both online and at its CBD and Chatswood locations.

With an ambitious mission to spread the French language and culture well beyond the borders of France, it is one of 834 Alliances Françaises in 133 countries all over the world and the most highly regarded school for learning French in Sydney.

Situated in the heart of Sydney in an attractive building designed by the famous architect Harry Seidler, AFS offers French courses, holds cultural events and includes a media centre and a gluten-free French-style café. Alliance Française de Sydney also offers French courses to North Sydneysiders with classes for kids at the Dougherty Community Centre in Chatswood.

Since 1989, Alliance Française de Sydney has organised the annual Alliance Française French Film Festival (AFFFF). This prestigious festival has become a very important event in Australia, and up until the pandemic, has seen an exponential increase in attendees each year.

OUR MISSION IS TO:

- Promote the learning and use of the French language in our state
- Enhance the knowledge of Francophone cultures
- Contribute to the cultural and linguistic diversity of Sydney
- Contribute to and be a part of the innovative network of Alliance Française branches around the world

OUR VALUES:

- The Alliance Française de Sydney embraces diversity and promotes understanding of cultural diversity through its extensive range of events and experiences
- We collaborate closely with other organisations which share the traditional French values of "liberty, equality and fraternity"
- We are apolitical but steadfast in our desire to bring people together from all walks of life in a safe and respectful learning environment
- We respect our environment as protecting our planet is key to all our futures

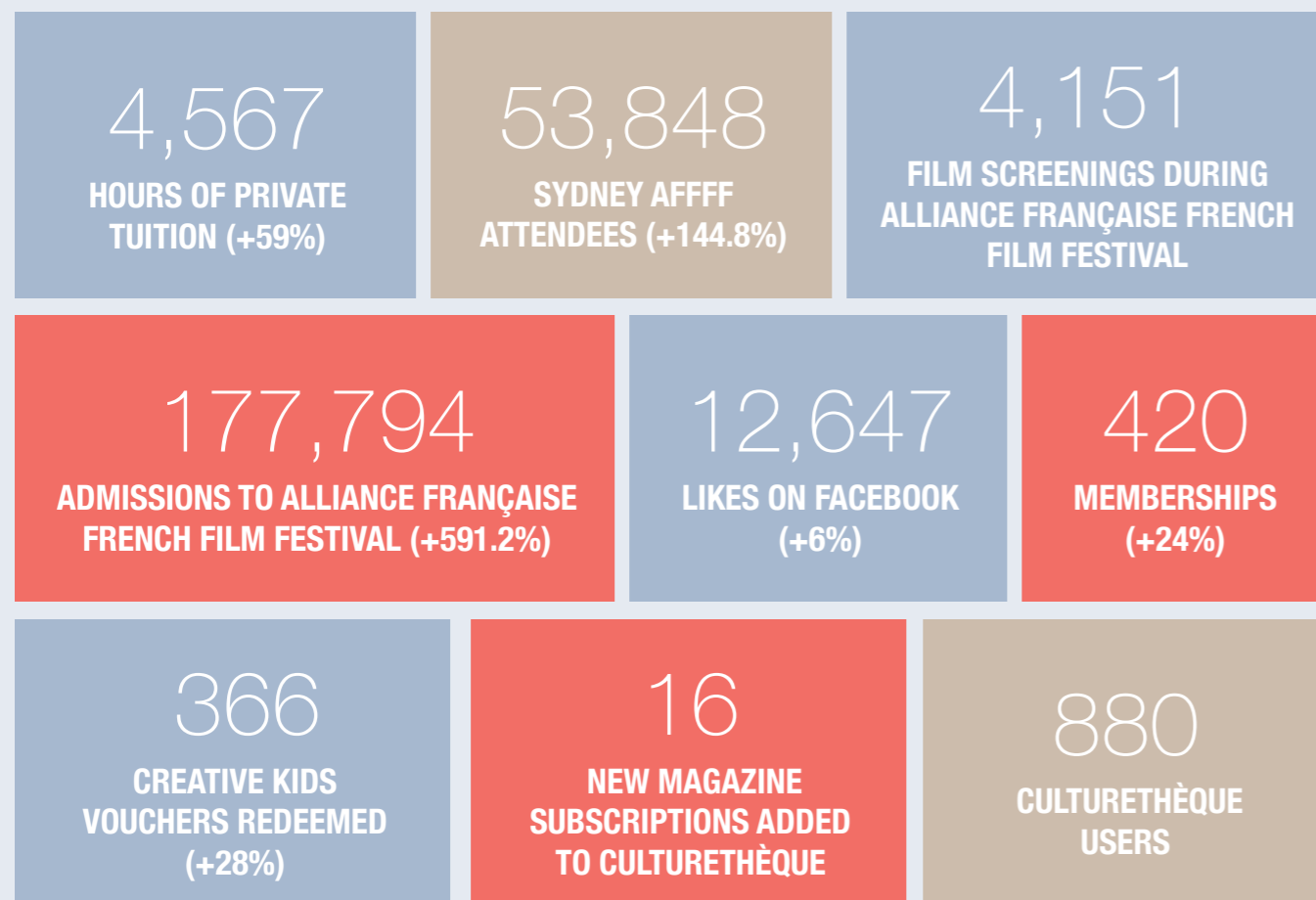
Contents

ABOUT US	2
HIGHLIGHTS	4
PRESIDENT'S REPORT	6
GENERAL MANAGER'S REPORT	7
FINANCIAL REPORT	9
OBJECTIVES AND ACTIVITIES	10
TESTIMONIALS	13
BUILDING	14
ISSUES & CHALLENGES	14
STRUCTURE & MANAGEMENT	15
BOARD & GOVERNANCE	15
PEOPLE	17
ACKNOWLEDGEMENTS	20
SUPPORTERS	21
GOVERNMENT SUPPORT	23
MEMBERS	24
HISTORY	26
ALLIANCE FRANÇAISE DE SYDNEY CULTURAL FOUNDATION	27
OBJECTIVES AND ACTIVITIES	28
STRUCTURE & MANAGEMENT	33



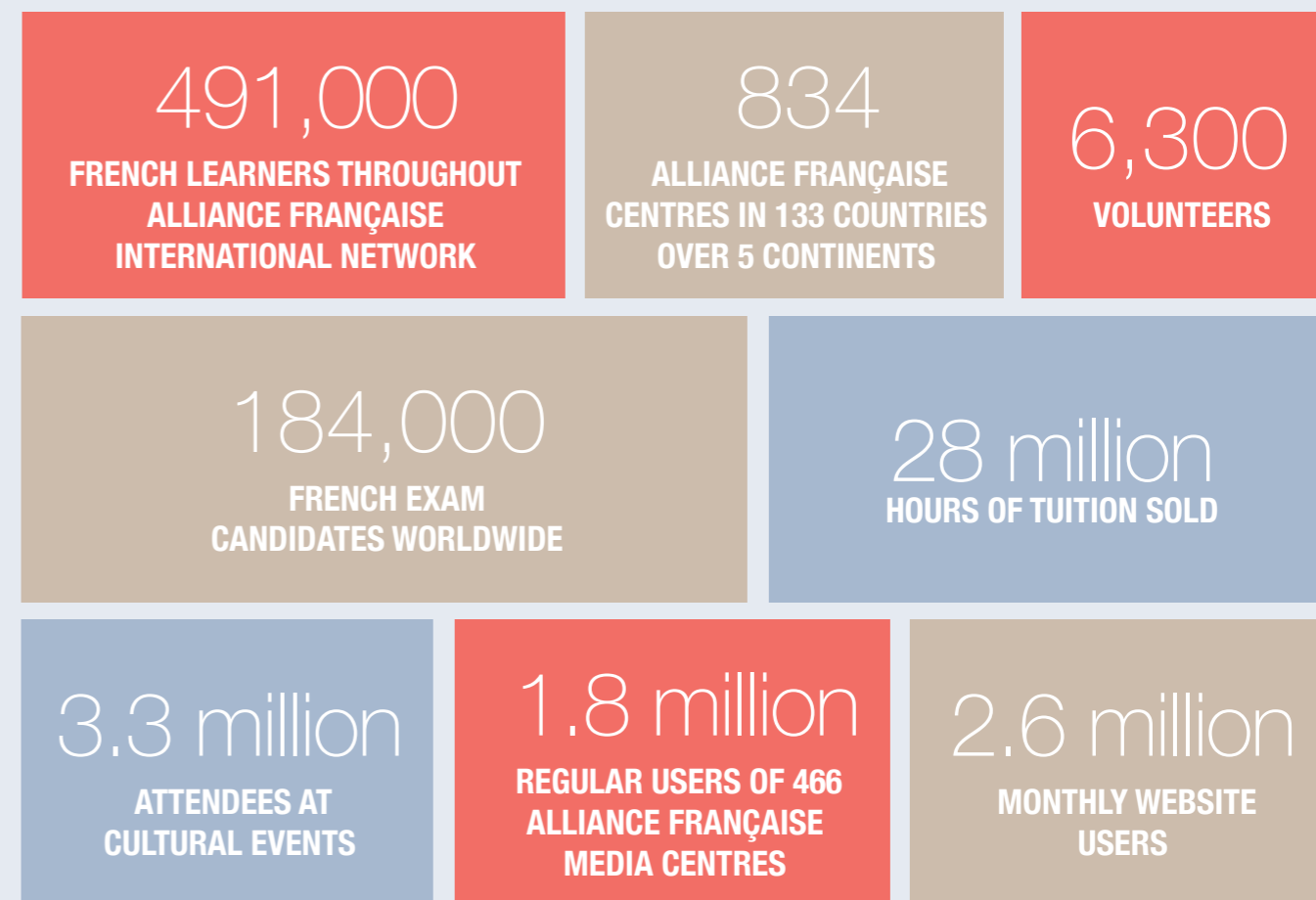
Highlights

Alliance Française de Sydney | 2021 at a glance



Figures in bracket refer to 2020.

Fondation Alliance Française | 2021 international snapshot



President's Report



**LYN
TUIT**

**PRESIDENT,
ALLIANCE FRANÇAISE
DE SYDNEY**

With Sydney returning to lockdown for much of 2021, the staff, management and board of the Alliance Française worked in tandem to ensure that we successfully navigated the hurdles associated with another round of lockdowns.

We are very fortunate to have had such an excellent executive team in Philippe Ostermann, Denis Morandet and Dominique Giovanangeli who worked tirelessly together to navigate the challenges of yet another period of stress and uncertainty for all our industrious employees. The enthusiasm and diligence of the entire staff is to be commended with special mention being made of our teaching team for whom this was a very challenging situation.

2021 was the second year in which the Alliance had to weather a storm of COVID 19-induced pressures on its financial performance, however I am pleased to report that we have come through this better than many with our balance sheet intact. Revenues from both the Alliance Française Film Festival and language teaching were adversely impacted, though we were fortunate that this time the Festival was able to run, albeit at reduced seating capacity, before lockdown returned.

The teaching year started relatively slowly, reflecting a Sydney-wide appetite for outdoor activities after the restrictions of 2020, but student numbers returned strongly in the second half of the year. Despite constrained class sizes due to social distancing and online delivery, and the withdrawal of the Australian Government's Jobkeeper program which provided essential support in 2020, we achieved near break-even while maintaining our course availability and full teaching staff.

This has left us in a strong position to return to our previous growth track once people's personal finances recover post-COVID. In parallel to our trading activities, we were also able to completely resolve the liabilities associated with replacing the cladding on our building, leaving us with no further financial exposure to this issue.

We are appreciative of the support of both the Australian and NSW Governments through their respective programs, Job Keeper, Job Saver, and small business support grants. These grants enabled us to maintain all our staff positions and operate effectively.

The French Embassy and French Consulate provided invaluable support, in particular through the provision of two staff positions and the Artistic Director of the Alliance Française French Film Festival. Preparation for the Festival was also marred by uncertainty due to COVID in the lead-up, but thanks to the generosity of our loyal sponsors, it was able to proceed and was very well received.

Members of the board provided a very considerable amount of their time on a volunteer basis to the company throughout 2021. Much of the board's work took place in sub-committees, both standing committees and ad hoc committees. Their contribution is often invisible, but the skill sets of the directors have been very important in enabling the company to achieve its objectives and provide advice that the company could otherwise not afford.

I would like to pay tribute to our outgoing board members this year including our long-term Treasurer Christophe Hoareau and our very dedicated Vice- President Frédéric Venière both of whom have given many years of excellent service to the organisation prior to concluding their terms in mid-2021.

In addition, I am very grateful for the support that I have received from all our board members whose love of and commitment to promoting the French language and culture are admirable. The company thanks Philippe Ostermann for his contribution and welcomes our incoming Director Valérie Nicolas who commenced her duties a month before the Christmas holiday period.

General Manager's Report



**PHILIPPE
OSTERMANN**

**GENERAL MANAGER,
ALLIANCE FRANÇAISE
DE SYDNEY**

During this second year of the pandemic, we were once again faced with challenges and presented with opportunities.

Periods of social confinement and enduring density limits truncated the duration of face-to-face learning periods for some of our students. Lockdowns caused our annual Bastille Day celebrations to be thrown into disarray and ultimately cancelled, to the disappointment of many. Scheduled exam sessions, the gateway for many to achieve personal and professional objectives, were similarly impacted this year.

We are very grateful to all the staff who have taken every setback, cancellation or eleventh-hour change in their stride: I am deeply grateful for the support they have shown the team and I, and for the commitment they have displayed to our community.

At the same time, we have much to celebrate and reflect positively on from this past year. Across the 99,537 hours of instruction that were delivered, and in spite of the transitions to and from remote learning, the language school ensured high student satisfaction and achievement. The company witnessed an extraordinary 59.4% increase in the uptake of private tuition, recording a total of 4,567 hours completed. And our award-winning online learning model has become the preferred delivery mode for two thirds of current students since its launch in March 2020, cementing its place in the language school. These are collective achievements of the team skillfully led by Denis Morandet, Director of Studies.

In July, we launched both a new website and course selector tool – no mean feat – greatly improving the experience of students and visitors. This was part of a collective development undertaken by all capital Alliance Française branches in Australia.

The 32nd edition of the Alliance Française French Film Festival was very successful, with 177,794 attendees nationally and over 50,000 of those in Sydney alone. After a disruptive year in 2020, we were pleased to present all 985 screenings in Sydney without interruption and deliver the largest public event in Australia for a second year running. We thank all those whose support has made this festival possible: Anais Leloup and the Festival teams from across Australia's capital Alliance Française branches, the Embassy of France in Australia, Palace Cinemas and Hayden Orpheum Picture Palace, and our numerous sponsors and partners.

It has been an honour to lead the Alliance Française de Sydney over the past four years in my capacity as General Manager. I have had the pleasure and good fortune of working on a daily basis with an amazing staff, whose dedication to the cause is truly inspiring. I would like to take this opportunity to thank all our partners and board members with whom I have worked over the past four years for their support.

I wish the incoming General Manager Valérie Nicolas every success during her tenure, and I look forward to being of service to the company in the future.



Ambassador of France to Australia HE Jean-Pierre Thébault at the AFFF Sydney 2021 Opening Night Gala.



AFFF Artistic Director Karine Mauris (left), The Hon. Natalie Ward MLC (blue), Consul-General of France in Australia Anne Boillon (centre), AFS Board Member Marie Chrétien (red), Joel Hakim.



(L-R) Philippe Ostermann, Marie Varnier-Gittard, Consul-General of France in Australia Anne Boillon, Karine Mauris, Ambassador of France to Australia HE Jean-Pierre Thébault.

Financial Report

To view the financial report, [please click here](#)



(L-R) General Manager of AFS Philippe Ostermann, President of AFS Lyn Tuit, Ambassador of France to Australia HE Jean-Pierre Thébault, The Hon. Natalie Ward MLC.



AFFF Sydney 2021 Opening Night Gala.

Objectives and Activities

LANGUAGE SCHOOL

Under the meritorious direction of Denis Morandet, Director of Studies, the language school successfully navigated the various challenges of this year: maintaining both traditional and remote learning options, in line with student preferences; transitioning to and from online delivery, in response to continued lockdowns and restrictions; deferred courses and periods of understaffing among both teaching and administrative teams.

The ongoing success of the language school, particularly in spite of these challenges, is directly attributable to the steadfast determination of Denis Morandet and the unfaltering support provided to him by all members of staff: the teachers, with their adaptability and commitment to student success; Caroline Seltz, Marie-Aude Francoul, Virginie Le Lay, Céline Bruder, Sophia Blesch, and Martine Roh, whose resolve when contacting and reassuring students ensured widespread satisfaction; Chloe Gunn, who skilfully communicated information and changes to members of the community; Lauriane Deuff, Sophie Jarre, Pauline Tournou, Charlène Barré and Alexia Lebouc, a talented team providing endless support to the teaching staff and ensuring the accurate evaluation of students; Virginie Rubio, in managing the strong demand for private tuition and for sourcing attractive partnerships for the community to enjoy; and Cécile Reyes, with her support of students and members in accessing Culturethèque and her continued efforts to unite our isolated community through a shared appreciation of French culture.

Significant works were undertaken by Madelyn Choong and Chloe Gunn to improve the experience of students on the company website. In addition to configuring a new tool for selecting and enrolling in courses, they also delivered an entirely new website interface.

In response to the continued closure of international borders, Alliance Française de Sydney partnered with

Nacel Australasia to deliver an alternative for teenagers seeking an in-country language exchange experience. Madelyn Choong, Lauriane Deuff, Sophie Jarre, Pauline Tournou, Charlène Barré and all others involved in this project are to be praised for their roles in successfully delivering this week-long, Sydney-based immersion camp.

We farewelled Pauline Tournou after two years as the company's Education Officer, and welcomed her successor Alexia Lebouc. We wish to express our sincere gratitude to the Embassy of France in Australia for their support through the VIE International Internship Program.

The NSW Educational Standards Authority (NESA) released new accreditation requirements for providers of professional development in mid-2021, following the overhaul of existing processes in 2020. During this interim period, enrolment rates in specialised courses effectively came to a standstill. Since then, Madelyn Choong has worked to secure accreditation for selected AFS courses, with further applications yet to be submitted.

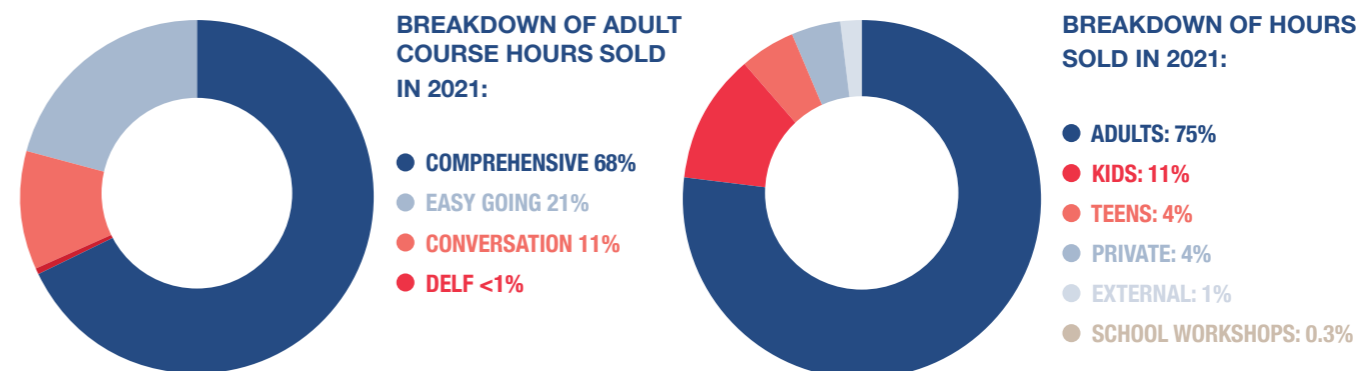
School-aged students of AFS were again able to benefit from the Service NSW Creative Kids program, of which AFS is an accredited provider. Using their \$100 vouchers, families saved a total of \$36,600 on their enrolments across our full range of youth courses.



Summary of Enrolments

COURSE TYPE	2019	2020	2021	DIFFERENCE*
ADULT COURSES				
Comprehensive French Courses [A1.1-C2 levels]	2,096	2,205	2,062	-6.5%
Conversation Courses [A2-C2 levels]	512	499	508	+1.8%
Focus Courses	121	115	167	+45.2%
Travelling to France Course	71	13	0	
French Culture Workshops	N/A	89	173	+94.4%
TEENS COURSES				
Term Courses [A1-B2 levels]	288	298	244	-18.1%
Holiday Courses [A1-B2 levels]	242	179	125	-30.2%
HSC Preparation Workshops	40 (hours sold)	197 (hours sold)	162 (hours sold)	-17.8%
KIDS COURSES				
Term Courses [Loustics 1-3 levels]	634	558	630	+12.9%
Holiday Courses [A1-A2 levels]	106	40	26	-35%
PRIVATE TUITION				
Private and semi-private	2,074 (hours sold)	2,865 (hours sold)	4,567 (hours sold)	+59.4%
FRENCH FOR SCHOOL GROUPS				
School Excursion Workshops	709	71	172	+142.3%
Off-site Extracurricular French classes	5,970 (hours sold)	2,102 (hours sold)	1641 (hours sold)	-21.9%
Teacher Professional Development	418 (hours sold)	1,197 (hours sold)	238 (hours sold)	-80.1%

*Percentage indicates difference between 2020 to 2021 year-over-year results.



EXAMS

Alliance Française de Sydney is the only centre in Sydney accredited to deliver the DELF, DALF, DAEFLE and TCF series exams. These internationally recognised diplomas and certificates attest to a student’s level of proficiency in French, and are used to pursue a variety of personal and professional objectives throughout the Francophone world.

Several exam sessions organised in 2021 were interrupted by the lockdowns and restrictions in place for Sydney during much of this year. Virginie Rubio and Alexia Lebouc are to be thanked for their continued efforts in providing this valuable opportunity to students.

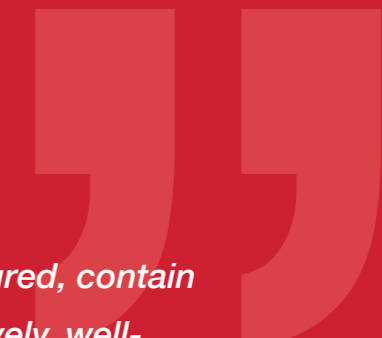
In late-2021, Alexia Lebouc initiated DELF practice exam sessions, offering candidates the opportunity to experience test conditions and receive feedback from accredited examiners ahead of the official exam. The first sessions will be open to candidates in early-2022.



EXAM	NUMBER OF CANDIDATES	CERTIFICATION RATE
DELF Tout Public	45	96%
DELF Junior	19	84%
DELF Prim	2	100%
TCF Tout Public	6	100%
TCF Canada	39	92%
TCF Québec	5	100%
DAEFLE	10	N/A



Testimonials



“The lessons are very stimulating, well-structured, contain support resources and are led by excellent, lively, well-prepared teachers. It’s amazing that something delivered over Zoom can be so uplifting!”

“My teacher was so encouraging and positive. She worked well with screen sharing, breakout rooms and the online program. It almost felt face-to-face.”

“The course is very well designed. My teacher is very talented and enthusiastic. The other students are friendly and keen to learn. I made rapid progress.”

“Apart from the high-quality teaching, I also appreciate the ancillary services: mediathèque, online tech presence and the very helpful admin staff (one-to-one support).”

“You do online learning so well that I am hooked!”

“High teaching standards and a high level of personal care from the teachers. The teachers are consistently focussed on achieving the best outcomes for the students.”

Building

Efforts continued this year to update and upgrade the centre. Smartboards were installed to replace dated projectors in classrooms throughout the centre, with grant funding from the Australian Government Community Grants Hub. Replacement chairs were installed across all classrooms, and all remaining lighting fixtures in administrative and classroom spaces were fitted with LEDs.

Over a period of several months, work was undertaken to replace the sunshades and external awning with non-combustible cladding. During this time, a Jasper Knight art exhibition was installed on the hoardings, masking the renovation work being done to the façade of the building. These important upgrades were the culmination of lengthy negotiations with the City of Sydney and the NSW Government.

AFS is very grateful to Robert Toland for his efficient management of the project with Built and our strata agency, Change Strata Management which was bought by Bright and Duggan in mid-2021.

During this time, AFS switched to 100% green power at no additional cost.



Issues & Challenges

The company's remote learning model, launched in early-2020, has become the preferred delivery mode of approximately two thirds of students. Maintaining both traditional and remote learning opportunities, in line with student preferences, has significant logistical and practical implications.

In a manner reminiscent of 2020, lockdowns and density limits have had a considerable impact on business activity again this year, with numerous services suspended or reduced for prolonged periods of time. The bolstering provided by the NSW Government's JobKeeper program ended in March.

Managing the spread of infection among employees and visitors has become a preoccupation of the company while planning for a return to on-site activity. A new workplace policy was added to the Health and Safety Handbook to this end.

For a variety of reasons, there has been a considerable amount of employee turnover in the last 12 months. During an already demanding year, resources have been periodically diverted to recruitment and training efforts. Today, the administrative and teaching teams remain understaffed, unaided by the suspension of international travel this year which impacted the ability to recruit qualified teachers.

Structure & Management

Alliance Française de Sydney is a not-for-profit independent company registered with the Australian Charities and Not-for-profits Commission (ACNC). The board of directors is elected by the members. Details on the board of directors can be found on page 14.

Board & Governance

The board meets approximately every six weeks on average and in 2021, held 11 meetings.

AFS has a very engaged and active board whose non-executive unpaid directors contribute a very significant amount of their time and expertise in various areas including legal, finance, marketing, and education. The board has been vigilant in ensuring compliance with COVID-19 directives and plans.

Priorities for 2021 included the adoption of the strategic plan, the removal of cladding in the building, the completion of an extensive board director and incoming General Manager induction kit, the provision of new policies and guidelines on sexual harassment in the workplace, employee annual leave, infection control and vaccinations amongst other initiatives.

Throughout the year, in-depth work on various matters continued with the board's subcommittees. Subcommittees have been established to provide oversight of the company's activities as is the case of the Finance and Risk committee and/or to support the management with skills, expertise, and contacts in areas where this is needed such as sponsorship. Committee members were:

Board Nominations Committee (ad hoc):

Marie Chrétien (Chair), Frédéric Venière.

This committee was responsible for interviewing and making recommendations for potential board members.

Staff Benefits Committee (ad hoc):

Hannah Cooper (Chair), Dominique Barbeau, Dominique Giovanangeli, Valérie Nicolas (from mid-November), Marie Varnier-Gittard.

The objective of this committee is to create a package of benefits for staff; this committee will complete its work in early-2022.

Employee Annual Leave Committee (ad hoc):

Patrick Cocquerel (Chair), Marie Chrétien, Hannah Cooper, Dominique Giovanangeli.

The role of the committee is to meet to discuss work health and safety, operating and financial risks associated with accrued annual leave and to make recommendations to be incorporated into the AFS policies and procedures which govern annual leave.

Relationships Policy Committee (ad hoc):

Hannah Cooper (Chair), Patrick Cocquerel, Dominique Giovanangeli and Denis Morandet.

The role of the committee is to meet to discuss the company's approach to personal relationships in the workplace, particularly in relation to the disclosure and management of conflicts of interest, and to formulate a formal policy for approval by the board.

Building Management Committee (standing):

Lyn Tuit (Chair), Hannah Cooper, Dominique Giovanangeli, Valérie Nicolas (from mid-November), Philippe Ostermann (until mid-November), representatives of the second strata, Robert Toland and Michael Peters. The objectives of this committee are:

- Oversight of the building finances, budget, and audit
- Ensure compliance with relevant legislation
- Oversee the maintenance and management of the property

The AFS, together with the other owners of the building, considered commencing legal proceedings against parties involved in the selection and installation of flammable cladding on the building, in order to recover loss associated with the owners' removal of the cladding. However, after seeking legal advice and following significant deliberation, it was decided that legal proceedings would not be commenced.

Finance and Risk (standing committee):

Gareth Dando (Chair), Marie Chrétien, Patrick Cocquerel, Dominique Giovanangeli, Valérie Nicolas (from mid-November), Philippe Osterman (until mid-November), Lyn Tuit.

The Finance and Risk committee met on average every two months with the following objectives:

- To review finances, budget, and audit
- Ensure compliance with relevant legislation
- Analyse and mitigate risks
- Review strategic plan

Priorities in 2021 included financial management through COVID-impacted trading conditions, ensuring the continued financial success of the Alliance Française French Film Festival, and the development of the strategic plan for 2022. The plan includes a strong focus on increased marketing to rebuild course numbers which have been impacted by COVID-19, and a focus on building audiences, sponsorship and revenue for the Alliance Française French Film Festival.

Film Committee (standing):

Patrick Cocquerel (Chair), Anthony Kierann, Valérie Nicolas (from mid-November), Philippe Ostermann (until mid-November), Amaury Tréguer, Lyn Tuit.

The AFS Film Committee is composed of members of the executive team that deliver the Alliance Française French Film Festival so successfully every year and some members of the Board who have the expertise and passion to grow the Festival in Sydney and in Australia. For the 2022 edition, the AFS Film Committee has focused on the following:

- Bringing more attendees to the Festival by increasing the reach of the existing audience and building new audiences, with a particular focus on Sydney
- Increasing sponsorship from international and national brands that match our values and improve the Festival image, at both local and national levels

- Growing the profile of the Alliance Française brand and enhance consumer awareness of French language courses and culture

Marketing Committee:

Gareth Dando (Chair), Hannah Cooper, Amaury Tréguer, Lyn Tuit, Valérie Nicolas (from mid-November), Philippe Osterman (until mid-November).

The committee met quarterly with the following objectives:

- Development and review of marketing budget, plans and initiatives to build course enrolments
- Review of digital strategy
- Development and review of social media strategy

Priorities in 2021 included a continued focus on securing re-enrolments from current students, and examining the potential for increased social media marketing budget and the engagement of a new digital agency with the aim of growing course enrolments and maintaining current students.

Membership and Events Committee (standing):

Marie Chrétien (Chair), Dominique Barbeau, Chloe Gunn, Valérie Nicolas (from mid-November), Philippe Ostermann (until mid-November), Lyn Tuit, Marie Varnier-Gittard.

The objectives of this committee are:

- Review and approve the annual program of events in line with board policy
- Grow membership and establish strategies for doing this

Due to the impact of lockdowns and government restrictions, the opportunities for members to participate in activities or obtain discounts to activities have been limited. The sub-committee has worked diligently to look at opportunities for 2022 and support a balanced event program.

At the 2021 Annual General Meeting, several amendments to the constitution were voted including the opportunity for members to vote on matters remotely.

WORKPLACE HEALTH & SAFETY

There were no significant workplace incidents to report in 2021. The company will continue to review its policies, practices, and procedures to ensure that the workplace is exemplary for best practice.

SUSTAINABILITY

In the past year, AFS moved to 100% green power, and remains committed to ensuring that we manage a sustainable company. Energy use declined significantly in 2021, in part due to lockdowns and remote working.

People

BOARD MEMBERS/TRUSTEES

NAME	POSITION
LYN TUIT	President Chair: Building Management Committee Member: Film, Finance and Risk, Marketing, Membership and Events Committees
MARIE CHRÉTIEN	Vice-President Chair: Membership and Events Committee Member: Finance and Risk Committee
PATRICK COCQUEREL	Vice-President Chair: Film Committee Member: Film, Finance and Risk, Employee Annual Leave (ad hoc) Committees
GARETH DANDO	Treasurer Chair: Finance and Risk, Marketing Committees
DOMINIQUE BARBEAU	Member: Membership and Events, Staff Benefits (ad hoc) Committees
HANNAH COOPER	Member: Building Management, Employee Annual Leave (ad hoc), Marketing, Personal Relationships (ad hoc), Staff Benefits (ad hoc) Committees
MARIE-VARNIER-GITTARD	Member: Membership and Events, Staff Benefits (ad hoc) Committees
ANTHONY KIERANN	Member: Film Committee
AMAURY TRÉGUER	Member: Film, Marketing Committees

EMPLOYEES



NAME	POSITION
VALÉRIE NICOLAS	General Manager (mid-November onwards)
PHILIPPE OSTERMANN	General Manager (until mid-November) Business Development Management Consultant (from November)
DOMINIQUE GIOVANANGELI	Finance and Administration Manager
DENIS MORANDET	Director of Studies
CHARLÈNE BARRÉ	Teacher of French as a Foreign Language (until October)
SOPHIA BLESCH	Customer Relationship Officer
CÉLINE BRUDER	Customer Relationship Officer (resigned 8 October)
MADELYN CHOONG	Business Development and Project Manager
LAURIANE DEUFF	Teens Course Coordinator (until September)
MARIE-AUDE FRANCOUL	Customer Relationship Manager (until June)
CHLOE GUNN	Cultural Event Manager and Marketing Coordinator
SOPHIE JARRE	Kids Course Coordinator
HOLLY JEFFERY	National Festival Assistant
VIRGINIE LE LAY	Customer Relationship Officer (until June)
ALEXIA LÉBOUC	Education Officer (from November)
ANAIS LELOUP	National Festival Manager
CÉCILE REYES	Community Engagement Manager
MARTINE ROH	Customer Relationship Officer
VIRGINIE RUBIO	Membership and Certification Coordinator (until August)
CAROLINE SELTZ	Customer Relationship Manager (from June)
PAULINE TOURNOU	Education Officer (until May)
AMELIE NORTON	Media Centre Intern
LAURA BIGEAULT	Teaching Department Intern



TEACHING STAFF

FLORENCE BÉQUART	MARJORIE DELEPOULLE	MATHILDE MEYER
MORGANE BERNARDINO	AURÉLIE DOIZELET	KARIMA MEZOGHEM
MARIE-ÈVE BERNIER	ISALINE DOUÇOT	HÉLÈNE MOLARD
CORINNE BESSE	ANTOINE ESBELIN	BLANDINE MIDY-BOUTRY
BORIS BOILLON	ANNE-LUCIE FERNANDEZ	YUKI NISHIUMI
ROUKAYA CHAABAN	BÉATRICE GALLIS	FRÉDÉRIQUE PECH
CLAIRE COFFIN	FANNY GIRAUDEAU	ANAÏS PEROU
BLANDINE CONTON	CHRISTELLE HART	CÉLINE RÉTHORÉ
NINA COOREY	SAMUEL HUET	JULIETTE SEGUIN-TASTE
STÉPHANE CORDIER	VINCENT JEAN	DELPHINE SEIMANDI-VANDON
AGNÈS COURIOL	MARION KERMANN	KARIN SYDA
BLANDINE CROUCH	ELISE LÉGER	FRANCE VEUILLET
LILIANE CUNLIFFE	CAROLINE LELARGE	ODILE ZORN
OLIVIA DE BERGERAC	NADINE MAAROUF	

ALLIANCE FRANÇAISE FRENCH FILM FESTIVAL – SYDNEY VOLUNTEERS

KATRINA ALCID	MADDY ENGLISH	LINA MBIRKOU
SOPHIE BEAUMONT	DANA GAROFANI	JENNIFER MCCOY
CELINE BONNAIRE	APRIL HANDLEY	SUE MCGARY
CELINE BRUDER	ALEXANDRINE JUHEL	FIONA MOCLAIR
JOAN BUCKLEY	ROB KELLER	LORRAINE NICOLAS
NYSSA BUNYAN	MARY JOYCE LO	HASCENA NYUGEN
FABIEN CARO	MADELEINE LOCKE	QUEK SIANG WEE
JACQUELINE CHENG	SUSIE LOBB	LEITH TEGART SCHOTTE
SUYIN CONABERE	MAHALIA LUM	MELANIE THOMAS
JESSICA CROKER	STEPHEN MACAEDH	KIM VO
BROOKE DAVIDSON	RUDSON MACHADO	EVAN VORONY
SHAI DESAI	KERRIE MAGEE	LIA WITTIG
CORINNE DROUIN	PAULINE MARLIER	

WORKFORCE COMPOSITION

Alliance Française de Sydney employs both teaching and operational personnel. All teaching members of staff are native French speaking and hold qualifications in the teaching of French as a foreign language. The operational staff includes finance and administration, marketing, communications and development.

YEAR	FULL-TIME	PART-TIME	CASUAL	INTERNS
2020	12	8	35	0
2021	11	3	35	2

Figures represent the total number of individual employees awarded FTE contracts throughout the calendar year, including those appointed to fixed-term replacement positions.

Acknowledgements

Alliance Française de Sydney expresses its deepest gratitude to the many students, members, partners, businesses, and benefactors who generously support our organisation on an ongoing basis. Presidents and board members, both past and present, are recognised for their ongoing contributions.

Special thanks are given to all employees for their selfless dedication to the success of Alliance Française de Sydney, particularly during what has been another challenging year.

The company celebrates the loyalty and achievements of its treasured, long-serving members of staff who reach significant milestones this year: Blandine Midy-Boutry (15 years of service); Liliane Cunliffe (20 years of service); Christelle Hart (30 years of service).

Philippe Ostermann, the outgoing General Manager, is thanked for his service and accomplishments over the last four years. He continues his involvement with the Alliance Française French Film Festival in a new capacity.

Sara Lewis is thanked once again for her editing services.

We farewell a number of valued employees, thanking them for their dedication and great contributions, particularly over the last two most challenging years: Virginie Rubio, Marie-Aude Francoul, Céline Bruder, Pauline Tournou and Charène Barré.



We would also like to acknowledge the excellent work done by our Building Manager David Pupualii and the advice and support we have received from members of the building committee, in particular Robert Toland and Michael Peters.

Particular thanks are given for the contributions of the Embassy of France in Australia including the Consulate General of France in Sydney whose support of local initiatives has been invaluable. We have maintained an excellent working relationship in areas of key importance including education and the promotion of the French language. We have also worked to support our local French businesses in association with the Consulate-General.

We are very grateful to the Fondation des Alliances Françaises for their support and in particular Jean-François Hans and Marc Cerdan.

We acknowledge the financial support provided by the NSW Government to alleviate the impacts of the pandemic on our organisation: the Small Business Recovery Grant, offering a one-off lump sum of \$10,500; and the Job Saver cash flow support which provided \$120,000 over six fortnightly payments of \$20,000. Similarly, we acknowledge the support provided by the Australian Government through the JobKeeper Payment scheme until March 2021.

Supporters

Alliance Française de Sydney is sincerely grateful for the support shown by its strong network of local businesses, cultural entities and companies.

We express deep appreciation to the many generous sponsors of the Alliance Française French Film Festival, whose participation enables an unforgettable cinema experience for Sydneysiders and without whose support the Festival would not be possible. Karine Mauris, Artistic Director of the festival is thanked for her hard work and energetic promotion of the festival.

We would also like to thank our trademarks lawyer Allan Woodley for his work and in addition all members of the board of directors.

We acknowledge the Parliamentary Friends of France in New South Wales for their support and in particular the President, the Hon. Natalie Ward MLC.



(L-R) General Manager of AFS Philippe Ostermann, The Hon. Natalie Ward MLC, President of AFS Lyn Tuit, AFFF Artistic Director Karine Mauris.



Students during a French immersion week, run by AFS and Nacel Australasia at St Paul's Catholic College Manly.



EXHIBITION PARTNER



FESTIVAL PARTNER



PRESENTING SPONSOR



RED CARPET SPONSORS



MEDIA PARTNERS



LOCAL SYDNEY SPONSORS



In addition to the AFFFF, Alliance Française de Sydney collaborates with and supports numerous local businesses from a variety of sectors during its program of events, competitions, cross-promotion initiatives and more.

LOCAL FRENCH FOOD AND RESTAURANT PARTNERS

FOUR FROGS CREPERIE	LE PETIT LOUVRE	SWEET RENDEZ-VOUS
SACRE BLEU!	ROSE ROYAL	G J FOOD
LOLUK BISTRO	LA GUILLOTINE	M. CHAPOUTIER

SYDNEY CULTURAL INSTITUTIONS

SYDNEY OPERA HOUSE	SYDNEY DANCE COMPANY	SYDNEY SYMPHONY ORCHESTRA
AUSTRALIAN CHAMBER ORCHESTRA	CARRIAGEWORKS	RIVERSIDE THEATRES PARRAMATTA
MUSEUM OF CONTEMPORARY ART	AUSTRALIAN NATIONAL MARITIME MUSEUM	SYDNEY LIVING MUSEUM
ART GALLERY NSW		

EDUCATIONAL ORGANISATIONS

NSW DEPARTMENT OF EDUCATION	ASSOCIATION OF INDEPENDENT SCHOOLS NSW	NSW ASSOCIATION OF FRENCH TEACHERS
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BOOKSHOPS

ABBEY'S LANGUAGE BOOK CENTRE	KINOKUNIYA	INTEXT BOOK CO & LANGUAGE INTERNATIONAL BOOKSHOP
LE FORUM MAGZ		



Government Support

Deep and sincere thanks are extended to the generous supporters of Alliance Française de Sydney for their assistance across various initiatives in 2021.

CITY OF SYDNEY	CBD ACTIVATION GRANT FOR BASTILLE DAY AT THE ARGYLE
AUSTRALIAN GOVERNMENT COMMUNITY GRANTS HUB	COMMUNITY LANGUAGES MULTICULTURAL GRANT

Members

At the heart of Alliance Française de Sydney are its students and members. A rich program of exclusive event programming, activities, rewards, and giveaways helps foster a strong sense of community by uniting people around their shared interests.

A dedicated monthly newsletter for members was launched in 2021 to highlight this membership program, providing a spotlight on both new and existing benefits as well as upcoming opportunities for those with current membership. The process of ordering and renewing membership was facilitated by upgrades to the company website.

The company recorded a 21.3% increase in memberships this year, having sold 420 membership packages despite being able to maintain only limited aspects

of the membership program online during periods of enforced isolation: selected cultural events, access to the multimedia e-library Culturethèque, certain club meetings and discounts for online retailing.

The company welcomes the opportunity to resume the remaining activities featured in the membership program and to welcome back on-site its members and 1,873 unique students, the source of liveliness in the centre. Additional resources will be allocated to review the membership program in 2022.

Alliance Française de Sydney is proud to work with the many local businesses listed below, in order to create an enticing membership program which highlights the best of Sydney's cultural life.



Four Frogs Crêperie sponsorship of AFFFF.



Online event "French Pastry Workshop" with Magimix.

8PM JEWELLERY	FRENCHIES BISTRO AND BREWERY	MY DREAM ADVENTURES
ABBEY'S LANGUAGE BOOK CENTRE	HEALING NUTRITION BY YVES	PARRAMATTA HERITAGE RIDES
ART GALLERY SOCIETY OF NSW	INTEXT BOOK CO. & LANGUAGE INTERNATIONAL BOOKSHOP	PETITE FRANCE
BAUSELE	JARDIN ST JAMES	PEUGEOT EUROPEAN LEASING
BLUE MOUNTAINS STARGAZING	JOLIE GALERIE	RENAULT EUROPEAN LEASING
BOTTLI	LA GRILLADE	ROOM EIGHT
CITY PERFUME	LA GUILLOTINE	SACRE BLEU !
DESTINATION ARTISANS	LITTLE FRENCH HEART	THE FRENCH CONNECTION
FOUR FROGS CREPERIE	LOLUK BISTRO	THE LITTLE PRINCE
FRANCE AT HOME	MADemoiselle CHOCOLAT	THE MAGICIAN'S CABARET
FRENCH BEAUTY CO	MAGIMIX	TOURISM ALSACE
FRENCH TRAVEL CONNECTION	MARIE-FRANCE GROUP	VIVE COOKING SCHOOL

It has been a very difficult period for all these businesses and AFS is extremely grateful for their support.



Sacrebleu ! Canelé & Co sponsorship of AFFFF.



Frenchies Bistro and Brewery sponsorship of AFFFF.



L'OR Espresso stand at the AFFFF Sydney 2021 Opening Night Gala.

History

Alliance Française de Sydney was founded in 1895, opening its doors first as a humble library consisting of 600 books offered by the Paris Committee Donation. Under the leadership of its first president, Georges Briard D'Aunet, Alliance Française de Sydney launched as a French language school four years later.

Around this time, Alliance Française de Sydney shared a building at 2 Bond Street with other local French organisations, including FACCI (French-Australian Chamber of Commerce and Industry), the French language newspaper *Le Courier Australien*, the French Consulate General of France in Sydney and the French Benevolent Society, representing the rapid expansion and consolidation of the French community in Australia.

Alliance Française de Sydney's first social event was organised on 6 October 1903; a benefit ball which, according to reports by *Le Courier Australien*, was a hugely successful evening and attended by « le tout-Sydney » (everyone in Sydney). This would mark the beginning of a long history of cultural events to come, culminating in the largest and most important French Film Festival outside of France which Alliance Française de Sydney currently hosts annually.

1907 ushered in some particularly outstanding years for Alliance Française de Sydney. Social gatherings were organised, in addition to lectures, concerts and dances. For the first time, this involved Australians as not only beneficiaries of these events, but as equal participants.

This momentum came to a sharp halt when World War One was declared. Alliance Française de Sydney was impacted by the absence of many members of Sydney's French families, and was subsequently forced into a hibernation period, returning to its original incarnation solely as a lending library.

This downsizing played a part in Alliance Française de Sydney no longer being able to pay rent and stay in independent premises. Following this, it became a war refugee in Mlle Boggio's 'Modern School of Languages' in Moore Street (which would later become part of Martin Place), before relocating again to Castlereagh Street, then Bridge Street before finally setting at its current location on Clarence Street.

Thereafter, Alliance Française de Sydney enjoyed a period of stability and steady growth, as it continued to strengthen its presence within the Sydney community through its courses, cultural events and partnerships.

In 1989, Alliance Française de Sydney held its first Alliance Française French Film Festival. This prestigious festival has since become a very important event in Australia's cultural calendar, welcoming an exponentially increasing number of attendees every year.

Between 2005 and 2009, famed Austrian-born Australian architect Harry Seidler was commissioned to design the now iconic spiralling staircase which elegantly cascades from the first floor through to the entrance foyer of the Alliance Française de Sydney Centre, representing his last commercial and public design.

In 2020, Alliance Française de Sydney's educational model was transformed in response to mandatory lockdowns and restrictions. The swift transition to distance learning and digital events became part of the Alliance Française de Sydney legacy, as efforts were made to unite Francophiles and Francophones from across the state during a period of isolation.

For now, the remote learning model remains the preferred delivery model for a majority of students, though traditional face-to-face classes continue to rebound. As a result, we have our most comprehensive range of services ever on offer at AFS in 2021 going into 2022.



HISTORY OF THE FONDATION ALLIANCE FRANÇAISE

The Fondation Alliance Française was founded in Paris on 21 July 1883 by a group of pioneering individuals including scientist Louis Pasteur, authors Jules Verne and Ernest Renan, diplomat Ferdinand de Lesseps and publisher Armand Colin. It was to be a national association for the promotion of French language around the world. Today, there are over 800 Alliance Françaises in 135 countries. Alliance Française has set the benchmark for teaching French as a foreign language, with over 500,000 students globally. It is recognised by the French Ministry for Education and European organisations such as ALTE (the Association of Language Testers in Europe), and is known for bringing together French language and culture through high-quality programmes.

Alliance Française de Sydney Cultural Foundation

The Alliance Française de Sydney Cultural Foundation ("Cultural Foundation") is a not-for-profit cultural organisation established in 2019 with a mission to promote French cultural events and Franco-Australian cultural exchanges.

Throughout the year, events relating to film and cinema, literature, performing arts, visual arts and other art forms are organised. This long list of events includes film festivals, exhibitions, masterclasses, book signings, talks, design, television, radio, community arts and much more.

Nestled in the heart of Sydney, the centre is also home to a comprehensive media centre.

The Cultural Foundation supports the Alliance Française French Film Festival and in the past, the Alliance Française Classic Film Festival. The annual Alliance Française French Film Festival is organised by Alliance Française de Sydney in collaboration with Alliance Française branches across Australia's capital cities, with the Embassy of France in Australia, and in association with Palace Cinemas.

The Cultural Foundation was established to provide DGR (tax donation) status to donors who provide donations for cultural purposes. The Alliance Française de Sydney is the sole owner of the Cultural Foundation.

Objectives and Activities



ALLIANCE FRANÇAISE FRENCH FILM FESTIVAL

It was with trepidation that the 32nd edition of the Alliance Française French Film Festival (AFFFF) was launched in Sydney on 2 March 2021, after the major disruption and challenges of 2020.

Both AFS and sponsors were very pleased with the results: despite enduring bans on international travel, the Festival welcomed over 50,000 Francophile patrons in cinemas across Sydney to view the 38-film line-up assembled by Karine Mauris, Artistic Director and Cultural Attaché of the Embassy of France in Australia.

In May, at the end of Philippe Ostermann's tenure as General Manager, we faced the prospect of COVID-related restrictions depriving us of a new General Manager for the six month lead-up period critical to Festival sponsorship. Hence the board appointed Philippe Ostermann to the newly created position of Business Development Management Consultant, to manage all aspects of the work undertaken by AFS for the Festival, to manage fundraising and look after arrangements for the Festival. Without Philippe's efforts, the success of the 2022 edition of the Festival would not have been possible. Philippe continued in a dual role to manage AFS as General Manager until the arrival of Valerie Nicolas in mid-November and as a matter of urgency, source sponsors for the Festival and make the necessary arrangements to ensure that the Festival took place in 2022.

AFS invested in this new role to ensure the continuity of the Festival and to take the opportunity to build the sponsorship portfolio at both national and Sydney levels. Without Philippe's efforts, the 2022 edition of the AFFFF would not have been possible.

AFS thanks Anais Leloup for her work contributing to the resounding success of the Festival during her first year as the National Festival Manager. She is supported in this role by Festival staff in each capital branch of Alliance Française in Australia, the Embassy of France in Australia, Palace Cinemas, the Hayden Orpheum Picture Palace, and staff at AFS.

AFS is particularly grateful for the support of sponsors at both national and Sydney levels through these challenging times.

The AFFFF in 2021 attracted sponsorship of \$265,000 at a national level and \$16,000 at a Sydney level, which is an increase of \$39,000 and \$3,500 respectively on 2020 levels. The team is to be commended for this result as raising funds during a pandemic is very challenging.

The AFFFF, travelling to nine cities around Australia, celebrates the best of contemporary French cinema. It is the leading festival of French film outside of France and a major event in Australia's annual cultural calendar.



EVENTS

A vibrant cultural calendar is the hallmark of community life at Alliance Française de Sydney. Members, students and visitors are invited to partake in the rich programme of activities, ranging from presentations to round table discussions, soirees to workshops and conferences, and beyond.

Typically, over 300 guests per month attend these cultural events, contributing to the hive of activity at the Alliance Française de Sydney centre. This year, again, lockdowns and restrictions limited on-site activity, prompting innovation and creativity from Cultural Event Manager and Marketing Coordinator, Chloe Gunn.

A new, highly successful variety of cultural event was developed in 2021: the French cooking workshop. During these events run in partnership with Magimix and Four Frogs, guests were first introduced to the cultural and linguistic origins of the selected dish, before participating in a live chef-led demonstration.

Also among the highlights of this year were the online conversation with Australian contemporary artist Jasper Knight about his re-interpretations of Toulouse Lautrec's most iconic art prints, the online event "Matisse and Le Décoratif" with Professor Roger Benjamin, the interview with author and former French intelligence operative Jack Beaumont, and the inaugural Inter-Alliance Competition.

The company had hoped to activate our partnership with New Caledonia through a series of talks and events, although restrictions and lockdowns forced the postponement of these plans.

AFS would also like to thank Marie Chrétien for her involvement in the cultural events programming and presentations in 2021.



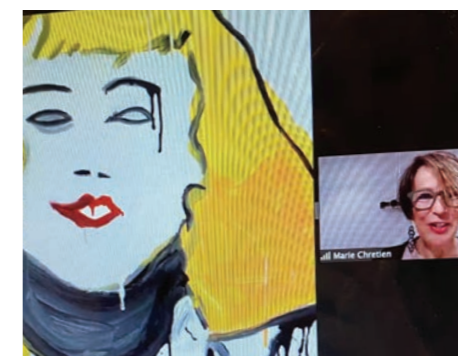
Jasper Knight Exhibition adorning the facade of AFS centre during renovation works.

LIST OF EVENTS

- Presentation: "Women in French & Australian Cinema" with Michelle Royer, Greer Simkin and Rachel Okine
- Online event: "Crêpe Workshop" with Four Frogs
- Online event: "French Pastry Workshop" with Magimix
- Online conference: "Australian Artist Jasper Knight on Toulouse Lautrec" with Jasper Knight and Marie Chrétien
- Members-only online event: "Interview with the Frenchman" with Jack Beaumont
- Online conference: "Interview with the writer of Astérix and Obélix" with Jean-Yves Ferri
- Event: "Matisse and Le Décoratif" with Professor Roger Benjamin and hosted by Marie Chrétien
- Event: "Exclusive Preview Screening of Delicious" with Palace Cinemas
- Event: "Inter-Alliance Local Competition"
- Event: "Hors Concours"



Online event "Crêpe Workshop" with Four Frogs.



Online conference "Australian Artist Jasper Knight on Toulouse Lautrec" with Jasper Knight and Marie Chrétien.



Board Member Marie Varnier-Gittard (front left), President of AFS Lyn Tuit (back centre) and General Manager of AFS Philippe Ostermann (back centre) at the Veteran's Luncheon.

MEDIA CENTRE

Housed within the iconic Alliance Française de Sydney building, the Media Centre is a comprehensive French library boasting over 7,000 catalogue items, enhanced by the on-demand multimedia e-library, Culturethèque. Both resources are made available, free of charge, to students and members, as part of our commitment to promoting French language and culture.

With the Media Centre closed for much of the year amid the lockdown of Sydney, use of Culturethèque in 2021 increased significantly. Cecile Reyes is thanked for her efforts in aiding 880 users to access the latest in French entertainment on Culturethèque, including 16 new magazine subscriptions and 15 award-winning novels.

The annual celebration of la rentrée littéraire – the release of new publications in France to coincide with the awarding of prestigious literary accolades – was welcomed with great enthusiasm by bibliophiles within our community. In addition to featuring a different literary prize and selected nominated titles each month, Cecile Reyes also launched the local Hors Concours competition whereby participants award a literary prize to a new release from an independent publisher.



REGULAR ACTIVITIES	MONTHLY FRENCH BOOK CLUB 13-14 CONVERSATION GROUP
NEWLY ADDED MAGAZINE SUBSCRIPTIONS	QUESTIONS DE PHILO PARIS CAPITALE POLITIS MONDE GOURMAND J'AIME LIRE HISTOIRES VRAIES LE PARISIEN L'HUMANITÉ SOCIALTER LE JOURNAL DU VIN FEMME ACTUELLE TOP NATURE GRAFFITI ART INVESTIR SO FILM ENTREPRENDRE
MYSTERY BOXES	GHOST HUNTER BELINDA MARTIN JAMES CRAIG: THE LOST KEY MURDER AT THE FASHION SCHOOL THE SECRET MISSION VERSAILLES WORLD WAR I

Structure & Management

Alliance Française de Sydney Cultural Foundation is registered with the Australian Charities and Not-for-profits Commission (ACNC) and the Register of Cultural Organisations (ROCO). It is a fully controlled entity of the Alliance Française de Sydney.





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