

**REPORT TO THE OVERVIEW AND SCRUTINY COMMITTEE
CHICHESTER DISTRICT COUNCIL
April 2016**

**CHICHESTER FESTIVAL THEATRE
2015/16 Season**

4 What's On Stage Awards

Gypsy

(Best Musical Revival, Best Actress in a Musical for Imelda Staunton, Best Supporting Actress in a Musical for Laura Pulver, and Best Director for Jonathan Kent)

Evening Standard Award

(Best Musical Performance, Imelda Staunton in *Gypsy*)

Peter Brook Special Achievement Award

Jonathan Church's contribution to regional theatre

4 UK Theatre Awards

Best Show for Children and Young People for *Running Wild*, Best Supporting Performance for Justine Mitchell's role in *For Services Rendered*, Best Performance in a Musical for Imelda Staunton in *Gypsy* and Best Musical Production for *Gypsy*)

Jonathan Church and Alan Finch receive CBEs for their services to theatre

Knight of Illumination Award

Tim Mitchell (*Taken at Midnight's* Lighting Design)

4 Olivier Awards

Gypsy

(Best Musical Revival, Best Actress in a Musical for Imelda Staunton, Best Supporting Actress in a Musical for Laura Pulver, and Best Lighting Design for Mark Henderson)

Daily Telegraph

'Still the number one regional powerhouse'

1 INTRODUCTION

This report has been requested by the Corporate Policy Officer of Chichester District Council, in order to provide background information to the Overview and Scrutiny Committee for its meeting in May 2016.

2 CONTEXT

2.1 Chichester Festival Theatre (CFT/the Company) operates as a registered charity and is managed by a Board of voluntary Trustees under the Chairmanship of Sir William Castell.

2.2 The current Executive team - Jonathan Church (Artistic Director) and Alan Finch (Executive Director) - has been in post since October 2005 and has delivered 10 Festivals. This report deals with the financial year April 2015 to March 2016 and includes the results of Festival 2015.

2.3 Following the announcement in March 2015 that Jonathan Church and Alan Finch would be stepping down in the summer of 2016, the Chairman of the Board of Trustees formed a Succession Committee which was tasked with the search for a new Executive team. The

appointment of Daniel Evans as Artistic Director Designate was announced on 2nd December 2015 and Rachel Tackley's appointment as Executive Director Designate was announced in March 2016. They will be joining CFT in July and September 2016 respectively.

2.4 Overall, it was a positive year with 323,497 people enjoying work on our stages.

3 FESTIVAL 2015

Festival 2015 ran from 23 April until 14 November 2015, playing to 79% capacity against a target of 77%.

3.1 Festival Theatre

Festival 2015 marked the first full season at CFT following the highly successful major refurbishment and redevelopment of the Festival Theatre completed last summer. One year on, the Festival Theatre showcased its improved facilities with productions that used the scope of the building to its fullest potential.

Way Upstream by acclaimed playwright Alan Ayckbourn opened the Festival Theatre season with a production that saw the stage transformed into a river, complete with life-size boat. This nautical comedy featured Sarah Parish making her Chichester debut as June and Nadia Fall making her directorial debut. It was very well received by audiences and critics, receiving 5* and 4* reviews from the national press. It played for 26 performances and exceeded its Box Office target of £637,000 by 20%.

Two major musicals were presented, the first of which was **A Damsel in Distress**, a glorious depiction of English eccentricity. This new stage musical was directed by the celebrated American director and choreographer, Rob Ashford. The stellar cast included Richard Fleesham, Summer Strallen, Desmond Barrit, Isla Blair, Richard Dempsey, Nicholas Farrell and Sally Ann Triplett. It received immensely positive 4* reviews and delighted audiences, playing 32 performances and exceeding target by 10.5%.

Following his Oliver Award-winning performance in **Sweeney Todd** in Festival 2011, Michael Ball returned for the Broadway musical **Mack & Mabel**. A celebrated homage to silent movies directed by Jonathan Church, with choreography by Stephen Mear. The cast also featured Rebecca LaChance as Mabel and Anna-Jane Casey as Lottie. It was a real crowd pleaser and received positive 4* reviews from the national press. It played for 63 performances and exceeded its ambitious Box Office target of £2,042,000 by 16.5%.

At the heart of the Festival was a celebration of Anton Chekhov's early plays, which offered the first ever chance to see **Platonov**, **Ivanov** and **The Seagull** presented in repertoire with a 22-strong ensemble of distinguished actors. This season-within-a-season was anchored by a trio of talent – Chekhov himself, playwright David Hare, who wrote all three adaptations and director Jonathan Kent, returning to Chichester following his triumphant production of **Gypsy** in Festival 2014. The ensemble cast featured Anna Chancellor, James McArdle and Samuel West. Their performances attracted a wonderful response from the audience and outstanding 5* reviews. Following the National Theatre's season announcement in February 2016, it has been confirmed that the *Young Chekhov* trilogy will transfer to the Olivier Theatre from July 2016. The Young Chekhov achieved total sales of £790,078, falling short of its ambitious £936,000 target by 16%. Although it fell short of its target, over 32,000 people saw the work (travelling from 15 different countries including Russia, Canada, Japan and Australia).

3.2 Minerva Theatre

Festival 2015's Minerva season opened on 8 April and closed on 10 October 2015. The Minerva Theatre provided an intimate setting for four plays.

Continuing Chichester's tradition of staging Jean Anouilh's plays, a new production of ***The Rehearsal*** was the first play presented - a razor-sharp comedy of manners directed by Jeremy Sams. The cast included Niamh Cusack, Jamie Glover, Edward Bennett and Katherine Kingsley. It ran for 41 performances, receiving mainly 4* reviews from critics and excellent responses from the audiences, ultimately selling out and exceeding its Box Office target of £235,000 by a staggering 28%.

A new production of ***Educating Rita*** by Willy Russell featured Lenny Henry making his Chichester debut as the world-weary lecturer Frank, alongside Lashana Lynch as Rita. It exceeded its Box Office target of £314,000 by 6% across its 42 performances. This was followed by 41 performances of ***For Services Rendered*** by W. Somerset Maugham, directed by Howard Davies, which depicted the far-reaching consequences of World War One for an ordinary English family. It got a great reception from audiences and critics, and exceeded its Box Office target of £292,000 by 14%.

The final production in the Minerva was Frank McGuinness's award-winning portrayal of three hostages in ***Someone Who'll Watch Over Me***, directed by Michael Attenborough and featuring David Haig in the cast. The production went on to receive outstandingly positive largely 5* reviews and it, too, exceeded its Box Office target by 10%

Festival 2015 was notable for the Chichester debuts of world-class writers, directors, designers and musicians, including Nadia Fall, Michael Buffong, Ellen Cairns, Tom Pye and Samuel Adamson.

3.3 Chichester Festival Youth Theatre: ***Running Wild***

August 2015 saw the World Premiere of ***Running Wild*** by Michael Morpurgo, adapted by Samuel Adamson, in a promenade production at the Cass Sculpture Foundation. Directed by Dale Rooks, life-size puppetry was created by former *War Horse* puppeteers Finn Caldwell and Toby Olié. It attracted the first national reviews for a CFYT production, including a 5* review in The Times:

"This transporting show from Chichester Festival Youth Theatre excels at the wondrous and surprising. It whisks its audience off on a journey so enchanting and exciting that it will make the average summer holiday abroad seem tame. Ambitious, imaginative and breathtakingly achieved. Catch it while you can".

It was named Best Production for Children and Young People at this year's UK Theatre Awards.

Following its sell-out run in Chichester, a co-production with the Regent's Park Open Air Theatre in London opens in May 2016 for its professional premiere, co-directed by Dale Rooks and the Regent's Park Open Air Theatre's Artistic Director, Timothy Sheader.

4 WINTER + CHRISTMAS SEASON 2014/2015

4.1 CFYT completed 2015 with a successful Christmas production of Bryony Lavery's adaptation of ***A Christmas Carol***. This Festival Theatre production involved 67 cast members and 24 Technical Youth Theatre members. The production was specifically aimed at family audiences. It played 20 performances in the Festival Theatre, including a charity performance for Children on the Edge, with a final audience attendance of 23,010. The creative team included co-Directors Dale Rooks and Jake Smith (CFT's Trainee Director), Designer Simon Higlett, Choreographer Lizzie Gee, Sound Designer Gregory Clarke, Lighting Designer James Whiteside and Puppetry Director Toby Olié. With impressive

puppetry, music, choreography and storytelling, it received wide acclaim by critics and audiences.

“Oh for a thousand word count to allow full justice to be done to CFYT’s magnificent production. Over the years it has set the bar high but this year’s production must be the best ever. The standard of acting and creativity is incredible – Christmas would not be complete if this show is missed” – Brighton Argus 5 review.*

4.2 The Winter Season of music and touring drama (which closed on 20 February 2016) was well-received, with attendances averaging 84.1% across the period, and reaching 117% of its Box Office target.

4.3 Penelope Keith made a welcome return to play the celebrated **Mrs Pat**, following her most recent appearance in **The Way of the World** (2012). She was reunited with director Alan Strachan, who also directed her in **Entertaining Angels** (2006). **Walter & Lenny** was based on the letters between Walter Hussey, Dean of Chichester Cathedral, and Leonard Bernstein, and dramatised a cherished piece of Chichester history. The 60th anniversary production of **The Mousetrap** by Agatha Christie was a real crowd pleaser and a once-in-a-lifetime opportunity to see this masterpiece in Chichester. **King Charles III**, winner of the Olivier Award for Best New Play in 2015, arrived in Chichester following a sold-out run in the West End and was also very popular. The winter season also included the **Moscow City Ballet, Christmas Concerts, BBC Concert Orchestra**, Alan Bennett’s comedy masterpiece, **Single Spies**, two children’s production from the West End, **Hetty Feather** and **Dinosaur Zoo**, renowned comedians **Pam Ayres** and **Stewart Lee** and one night events including **Joan Armatrading** and **Gandini**.

The Season of 90 performances in the Festival Theatre and 30 in the Minerva Theatre, exceeded its Box Office target by 17%.

5 CHICHESTER FESTIVAL THEATRE AWAY FROM HOME

5.1 At the time of writing, Festival 2011’s production of **Singin’ in the Rain**, directed by Jonathan Church, has run in Moscow and is about to transfer to St Petersburg whilst a separate Australian company is currently in rehearsals for an Australian tour commencing in Melbourne on 14 May 2016, closing in Perth on 29 January 2017.

- UK & Ireland Tour 2013/14
- Japan, Theatre Orb 2014
- Moscow, Rossiya Theatre 2015 – currently running
- 2015 International tour: New Zealand, Hong Kong, the Philippines, Singapore and South Africa
- Australian Tour 2016/17: the Australian cast includes star of stage and screen Adam Garcia who plays the lead role of Don Lockwood

5.2 Festival 2014’s musical production of **Gypsy** in the Festival Theatre initially transferred to the West End for a strictly limited season from 28 March 2015 until 18 July 2015. This was the first London production of Stephen Sondheim’s much-loved musical fable for more than 40 years with Imelda Staunton reprising her Chichester role as Momma Rose. Due to overwhelming Box Office demand it was extended to 28 November 2015. It was nominated for 8 Olivier Awards for 2016 and won 4 Awards including Best Musical Revival.

The Savoy Theatre, London

Co-producers: Michael Harrison Entertainment/David Ian Productions

Director: Jonathan Kent

5.3 Festival 2014's musical production of **Guys & Dolls** transferred to the West End from 10 December 2015 to 10 March 2016 at The Savoy Theatre. It then opened at The Phoenix Theatre on 19 March. The production will also tour the UK at the same time with a separate cast. It was nominated for 6 Olivier Awards for 2016.

The Savoy Theatre and The Phoenix Theatre, London
UK National tour 2016
Co-producers: Runaway Entertainment
Director: Gordon Greenberg

5.4 Festival 2015's **Mack & Mabel** went on a national tour of the UK and Ireland from 1 October to 6 December 2015 visiting: Plymouth Theatre Royal, Manchester Opera House, Dublin's BGE Theatre, Edinburgh Playhouse, Nottingham Theatre Royal and Cardiff Wales Millennium Centre.

Co-producers: Playful Productions
Director: Jonathan Church

5.5 Festival 2015's **Young Chekhov Trilogy** adapted by David Hare opened to overwhelming acclaim and the company transfers to the National Theatre from July 2016, offering much wider audiences a unique chance to explore the birth of a revolutionary dramatic voice.

The Olivier Theatre, London
Co-producers: Olivier Theatre
Director: Jonathan Kent

5.6 Festival 2015's Chichester Festival Youth Theatre promenade production of Michael Morpurgo's **Running Wild** will transfer to Regent's Park Open Air Theatre from May 2016. Adapted by Samuel Adamson it was named Best Production for Children and Young People at the UK Theatre Awards in November 2015.

Regent's Park Open Air Theatre
Co-producers: Regent's Park Theatre
Co-Directors: Dale Rooks and Timothy Sheader

5.7 Mirvish Productions and Brooklyn Academy of Music will present the Chichester Festival Theatre production (performed at Hampstead Theatre 2012 and Duke of York's Theatre 2013) of **The Judas Kiss** by David Hare, starring Rupert Everett as Oscar Wilde. The Canadian premiere opened on 22 March 2016 and the US premiere will run from 11 May to 12 June 2016.

Ed Mirvish Theatre, Toronto and BAM Harvey Theater, New York
Co-producers: Mirvish Productions, Toronto and Brooklyn Academy of Music, New York
Director: Neil Armfield

5.8 The Olivier award-winning Chichester Festival Theatre 2011 production of **Goodnight Mister Tom** returned to the stage starring David Troughton (The Archers). A play by David Wood, based on a book by Michelle Magorian, it was first seen in London in 2012 at The Phoenix. It ran at The Duke of York's Theatre from 11 December 2015 to 20 February 2016 and is now before embarking on a UK, tour closing in Manchester on 21 May 2016.

Co-producers: Fiery Angel, Ambassador Theatre Group, Fiery Dragons and
The Children's Touring Partnership
Director: Angus Jackson

6 LEARNING, EDUCATION AND PARTICIPATION DEPARTMENT (LEAP)

6.1 During 2015-16, LEAP continued to deliver an extensive participatory programme of work across all strands, engaging with over 60,000 participants, and celebrating some outstanding achievements for Chichester Festival Youth Theatre (CFYT) during its 30th Anniversary year.

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total Participants at sessions	37,556	50,542	50,056	58,386	58,614	60,730 <i>(includes 4,000 visitors to Theatre Open Day Sept 2015)</i>	60,529 <i>(plus 93,287 visitors to Pass It On exhibitions)</i>

6.2 Children and Young People (CYP)

Objective: to maintain accessible, inclusive, high-quality activities for all children and young people, enabling them to develop personally, socially and artistically.

During 2015-16, Chichester Festival Youth Theatre (CFYT) celebrated its highest youth theatre membership on record – 756 children and young people (CYP). In 2015-16, 24,500 CYP aged 10-19 participated in a total of 1,330 youth theatre workshops. These workshops took place at CFT and in the 10 locations in which the satellite youth theatres are based, 9 of which are in West Sussex.

- Midhurst Rother Academy, Midhurst
- Angmering Village Hall, Littlehampton
- Southdowns College, Hampshire
- University of Chichester, Bognor Regis
- Oriel High School, Crawley
- Oakmeeds Community College, Burgess Hill
- The Weald Community School, Billingshurst
- Sir Robert Woodard Academy, Lancing
- The Capitol, Horsham

CFYT maintains its policy of accessibility and inclusivity and strives to encourage and attract a diverse range of young people to participate in the Youth Theatre activity, whilst responding to the full range of CYP's abilities, cultures and aspirations. There are active strategies for widening participation by aiming to reach vulnerable and disadvantaged CYP through collaboration with other support agencies and organisations such as West Sussex Family Support Services, schools and Southern Domestic Abuse. Youth Theatre fees have remained at £60 for the past 4 years and, since April 2015, the number of bursary places has increased from 42 to 61; full bursaries are given to young carers.

In September 2015, a new '**Pop-Up**' Theatre group was launched for children aged 5-9. This provision was initiated in response to a high number of applications being received from younger children to join the Youth Theatre and will provide a valuable means of transition for

membership into the mainstream CFYT groups. Currently, there are 57 children attending weekly.

Between December 2015 and February 2016, over 600 young people joined together for a **CFYT Annual Sharing celebration**, where different youth theatre groups performed pieces to one another. At the Capitol in Horsham 140 members performed their work to an invited audience of 300 friends and family members, providing an excellent opportunity for CFYT satellite groups to celebrate their work with other groups at CFT.

One of the 2015 highlights for CFYT was its sell-out production of Michael Morpurgo's thrilling and touching novel, **Running Wild**, depicting the story of a young boy saved by an elephant in the 2004 Indonesian Tsunami. With a beautiful adaptation by professional playwright Samuel Adamson and spectacular puppetry, music and movement, audience members were promenaded scene by scene through the magnificent landscape of the Cass Sculpture Foundation. This ambitious production, directed by Dale Rooks, supported by professional puppetry directors Toby Olié and Finn Caldwell, choreographer, Lizzi Gee and music therapist, Rod Paton, received critical acclaim in its first ever national press coverage.

"This transporting show excels at the wondrous and surprising. It's also startlingly beautiful with astonishing puppetry and fresh committed performances. Ambitious, imaginative and breathtakingly achieved" The Times – 5 review.*

Following its critical acclaim, the production is to be fully developed as a professional premiere in May 2016 and is programmed to open the Festival at **Regent's Park Open Air Theatre**. Two young people from CFYT have been invited to join the professional company of puppeteers. A further three CFYT members will join the ensemble company of young people from London.

In October 2015 CFYT received the **UK Theatre Award** for **Running Wild**, voted Best Play for Children and Young People. The awards are given in recognition of vibrant, diverse and world leading theatre that exists in the UK across a broad range of venues and creative teams and for producing outstanding work on stages across the country. This tremendous achievement for Chichester Festival Youth Theatre celebrates not only the notable success and high quality of CFYT's work but also perfectly marked CFYT's 30th Anniversary.

In January 2016, CFT produced and hosted **Spotlight on the Edge**, a Charity performance involving 230 children and young people from a variety of arts groups in West Sussex. The groups included Arabesque, Dance Industry, Pop-Up Club, CFYT Youth Dance, Chichester Music Academy, the Rebecca Cooke young singers, Chichester Festival Youth Theatre and CFYT Alumni. In addition to raising £10,000 for Children on the Edge, this Festival Theatre event celebrated a wide diversity of young people's talent from the local area. They performed to an audience of 930 people.

On 19 January 2016, CFT hosted a **Children's Concert** charity performance by Southern Pro Musica, a professional orchestra that aims to give thousands of children the opportunity to hear what a classical orchestra can do 'live'. The concert was attended by 1,316 children aged 5-11 from 24 different primary schools in West Sussex. For many children this was the first time they had heard and seen professional musicians playing compositions by some of the world's greatest composers, both old and new, in a professional arts venue.

Working in association with the HighTide Festival, CFT hosted a **Young Writer's Academy**. During April 2015, 15 young people representing the South and East of England participated in an intensive 5 day young playwriting project working with a professional writer and director. The young people created their own short plays. In September these plays were showcased at the HighTide Festival in Aldeburgh, performed by six members of CFYT together with a further ten young people from other regions in the UK.

Educational Film - Toby Olié and Finn Caldwell, puppetry directors from a newly founded theatre company, Gyre & Gimble, invited CFYT members to appear in an educational film to demonstrate how puppetry skills can be introduced and developed with young people. Working with film makers from the National Theatre London, eight CFYT members were put through their paces in a series of puppetry master-classes. Feedback from both film makers and directors indicated that the young people “were magnificent in their engagement of puppetry skills, their articulation, focus, passion and attention to detail aligned to true professional artists.”

During 2015-16 LEAP delivered 27 holiday activities and family fun events engaging a total of 805 children and young people aged 3-16. Activities included the Moscow City Ballet and Dinosaur Zoo family workshops, storytelling, puppetry and musical theatre master classes. Family workshops have been given a strong focus during the past year and have proved to be very popular. Throughout the year, CFT has continued to provide workshop space for 0-5 year olds and their parents to enjoy music and movement activities. The average termly attendance has been 1,600 participants.

LEAP has identified project opportunities for 119 young people to engage with Arts Awards at all levels, with the following achieved in 2015-16: 57 Explore, 12 Discover, 38 Bronze and 12 Silver. CFT continues to coordinate and take a prominent lead in hosting Arts Award forums, training events and platforms, working in partnership with the Chichester Cultural Learning Partnership, Pallant House Gallery, The Novium, Chichester Cathedral, Weald and Downland Open Air Museum and Fishbourne Roman Palace.

6.3 Community Engagement

Objective: to devise and deliver a series of on-going activities that will enable the broadest community to engage with LEAP’s learning and participation programme.

In January 2016 CFT completed the delivery of a comprehensive 3 year Heritage Lottery Funded Activities programme - **Pass It On** (PIO). The project has continued to make significant progress and impact on community engagement. The PIO website has received over 50,000 hits since its launch in September 2013 against a target of just under 8,000 – 30,000 of these hits occurred in 2015. The online archive has been the major development of the last year for the site and now houses a cast list and production photograph from every Festival and Minerva production, as well as a range of other materials. The total volunteering numbers are almost double the original target indicating that 239 volunteers have been involved in 4,190 sessions against a target of 2,103 (each session constitutes half a day of volunteering). This is testament to the wealth of community support enjoyed by Chichester Festival Theatre and leaves CFT with a lasting legacy: sustainable partnerships; mechanisms for preserving and using CFT’s heritage; new ways of working with volunteers; a suite of resources to benefit the LEAP programme.

Pass It On Touring Exhibition, Parkland to Performance, was received with great community interest in 5 locations, including Midhurst, Horsham, Bognor Regis, Havant and Littlehampton. A further exhibition of reproductions was added to the activities at Inspire Leisure in Bognor Regis and there are talks of setting up a permanent display in the Novium for 2016.

Between April and June, **the Living with Dementia Festival** provided a series of dementia-friendly arts activities. A total of 261 people living with dementia (and their carers) attended a series of arts events and activities including guided tours, clay-making, painting, music and dance workshops. Working in partnership with seven different cultural organisations as part of the Chichester Cultural Learning Partnership (CCLP), CFT will continue to support the programme by offering dementia friendly tours of the Theatre and making provision for weekly activities in dance and singing.

A Christmas Carol Relaxed Performance welcomed an audience of 290 people including individuals, groups and families with children on the autistic spectrum (those with sensory and communication disorders, learning disabilities and anyone who would benefit from a more relaxed theatre environment). Prior to the performance, two young cast members introduced the audience to the puppetry, sound and special effects. Modifications were made to the sound to ensure it was not too loud and the auditorium lighting was kept on. Families reported to the front of house staff that this had been a wonderful experience for them and that they had felt both comfortable and very welcomed by the Theatre.

A series of ongoing **Community Classes for Adults** has been programmed throughout the year with opportunities for adults to engage with singing, dancing, playwriting and acting workshops. 4,092 have participated in a total of 225 sessions. A young company of older youth theatre members produced a play for the Festival of Chichester in 2015, called **Self Help** written by Greg Mosse. **Self Help** centered on the theme of homelessness and was performed at St John's Chapel over 4 days. Audience members included young people from The Foyer and involved post-show discussions with members of the cast.

Between April and August, LEAP co-ordinated a series of summer and winter events to support the creative and artistic programme at CFT. The events programme engaged with 9,610 people through pre- and post-show discussions, panel discussions, theatre days, short bespoke performances and master classes. A range of successful and popular 'family friendly' events were programmed into the calendar and included puppet-making workshops, interactive family treasure trails, drumming, poetry and storytelling.

A strong collaboration between Amy Loaring, CDC Partnerships Officer and Louise Rigglesford, CFT's Community Partnerships Manager has been established. In early February, Amy and Louise engaged in a mapping and scoping exercise, touring priority areas whilst identifying communities facing social isolation as well as those that would benefit from more consistent community engagement projects. CFT and CDC will continue to work closely together to address CDC's commissioning priorities aligned to CFT's strategic objectives.

6.4 Career Development

Objective: to offer opportunities for people to learn about the range of careers at CFT and to be aware of relevant signposting and career opportunities in other creative industries.

CFT Apprenticeships – CFT has developed a range of apprenticeship opportunities and has made provision for 8 young people to access training programmes in association with organisations offering formal qualifications. These apprenticeships are aimed specifically at practically minded young people aged 18-24 years who may have decided that university is not for them. The training provides them with opportunities to develop skills sets to support their career development in theatre or in the wider working world. Current apprenticeship positions are:

- *Lighting and Sound*: 2 workplace apprenticeships with day release to Chichester College to gain a formal qualification (one apprentice is currently in his second year) - 2 year courses – *Maurice Marshall Trust*
- *Technical Theatre - Stage*: 1 workplace apprenticeship with day release to Chichester College to gain a formal qualification - 2 year course - *Sussex Training Group*

- *HR/Administration*: 1 workplace apprenticeship learning all aspects of Human Resources and general administration, with one-to-one continual assessment from a Chichester College assessor to gain a formal qualification – 2 year course - *Sussex Training Group*
- *Learning, Education & Participation*: 1 workplace apprenticeship within the LEAP department learning the skills required to support the facilitation of practical theatre workshops and assisting with general administration tasks leading to a formal qualification – 2 year course - *Sussex Training Group*
- *Learning, Education & Participation*: 2 workplace apprenticeships (as above) working towards Gold Arts Award qualification – 1 year course – supported by *CFT*
- *Building Services*: 1 workplace apprenticeship working with multi-skilled trades persons learning the skills required for basic building maintenance, with day release to Chichester College to gain a formal qualification (still to be recruited) *Sussex Training Group*

International Work Placement - In collaboration with ACE's Bridge organisation, Artswork, and The National Arts Council of Singapore, CFT hosted a three month placement for an international youth arts student. Arts Council Singapore selected CFT as an arts organisation representative of one of the strongest and most successful youth arts/educational practices in the UK. Between May to August, youth arts student, Catherine Wong, joined the LEAP team primarily to 'shadow' Dale Rooks in her role as Education/Youth Theatre Director. Catherine chose to undertake an in-depth study of the making of the CFYT production, ***Running Wild***.

Creative Careers Day – Working in partnership with Artswork, LEAP hosted a Creative Careers Day attended by 72 young people and 36 arts professionals. Festival Theatre staff and creatives offered practical and informative workshops/seminars to enable school students to find out about training opportunities and the range of alternative routes into the cultural industry.

Youth Get-In - In July 2015, a lively 'entry into careers' debate was attended by 240 audience members comprising mainly young people. It was chaired by Kate Mosse with guest speaker Lenny Henry and a panel of three young people all in the early stages of developing their careers in the arts. The debate focussed on pathways and opportunities to employment through higher education or through apprenticeship schemes.

Youth Take-Over – In August, Chichester Festival Theatre opened its doors to 40 youth theatre members to enable them to gain a broader understanding of the world of work in a busy professional theatre environment. Working across all departments, they were presented with a varied programme of tasks included diary management, planning a mock itinerary for the Artistic and Executive Directors' business trip to New York and managing petty cash in finance. This event has prompted two young people to explore a career path in theatre producing.

CFT made provision for **50 short-term work placement opportunities** for students from schools, colleges and universities; 26 of these engaged with the Pass It On heritage activities programme and the remainder were offered a range of experiences in different departments at CFT.

6.5 Schools, Colleges and Higher Education

Objective: to maximise opportunities for developing partnerships and links with schools, colleges, academies and universities.

Strengthening links with the University of Chichester. LEAP has recently hosted two successful meetings with the University of Chichester involving Heads of Departments from different arts faculties with the aim of developing more robust partnerships and collaboration

between the two organisations. During the CFT 2015 Festival, two panel discussions brought together academics from the University to talk about ideas and themes raised from the productions ***For Services Rendered*** and ***Someone Who'll Watch Over Me***. Additionally, following the launch of a new combined English & Drama Degree, the Head of English linked the programme to the ***Chekhov Trilogy***. Over 200 students attended a full day of previews and/or the pre-show talk, and a theatre day linked to the productions, where they were able to gain further insight into the creative process from page to stage. The Chekhov experience attracted a mixture of regular attendees and newcomers from the University – an important feature of CFT's audience development.

Emerging Artist in Residence at CFT. Working in partnership with the University of Chichester, CFT has engaged with mature art student Sehila Craft. Her 3 month residency has enabled her to respond to the theatre building, stage sets and creatives and to produce two distinct but related bodies of work. A selection of this work was presented as her MA exhibition and the other was displayed in the Minerva lounge for the remainder of Festival 2015.

In partnership with a local enterprise, **Anti-Bullying Works**, LEAP has produced a verbatim-style theatre performance around the theme of 'anti-bullying'. Through a series of anonymous interviews conducted with children and young people, parents, carers, teachers, youth workers and community leaders about their experiences of bullying, the basis of a script has been generated. The short theatre performance will tour to schools and community venues throughout 2016.

Heritage Playbox Project. In November, 22 children from The March Primary School visited for a tour of the Festival Theatre and to celebrate their curriculum links with CFT's Playbox resource. They produced their own play using the stimulus of CFT archive materials and performed on the Festival Theatre stage (Chekhov set) to an audience of parents, teachers and CFT staff.

LEAP is developing its education programme through a newly-proposed **Schools Network Investment Programme**, in partnership with ACE's Bridge organisation, Artswork, working with a wider network of schools, colleges and academies in localities where opportunities to engage with arts and culture is limited. The aim is to deliver ambitious, high quality learning experiences through sustainable programmes that embed best practice and reflect ACE's Quality Principles. The first pilot programme for seven schools will start in Selsey and the Manhood Peninsula.

A series of **technical tasters** have been facilitated to enable young people to gain insight into the technical aspects of sound and lighting, the operation of running a wardrobe department and the role of a theatre stage manager. The workshops were facilitated by the professional and specialist staff at CFT and involved a total of 71 young people from local schools and colleges.

7 THE INTERNAL REFURBISHMENT OF THE MINERVA

7.1 Following the successful completion of RENEW, and to make the most of the achievements of CFT's fundraising teams, the Board of Trustees decided to commission an interior design of the Minerva restaurants and back of house areas. The main kitchen and auditorium had already undergone refurbishment in 2010 and 2013 respectively so were deemed to be out of scope for this project.

7.2 The aims are as follows:

- To re-model and refresh the restaurants spaces, toilets and foyer with attention to the connections to the foyer space.
- To increase the potential covers in the Brasserie and to improve the customer experience.
- To create greater flexibility through lighting and décor so that the restaurant spaces can have different uses both before and after performance times.
- To renew out-dated and defunct plant and core services. To connect all plant to a building management system (BMS) to ensure efficient and economic operation.
- To improve accessibility for both audience and actors within the existing building confines.
- To re-model and update the back of house areas and change the useage of spaces left empty following RENEW. To improve production support to the work on the Minerva stage to meet its growing expectations and demands.
- To re-model the outside seating terrace to increase covers and user comfort including a new access ramp.

HPW Architects led the design process, supported by Henderson Green as services consultants and Project management and cost control provided by Mace.

The two-stage design and build contract was awarded to local contractor, Brymor Construction, based in Waterlooville, in September 2015. HPW Architects led the design process. Work on site started in late November 2015 with completion expected at the beginning of April 2016 ready for the new season. There are currently no concerns over the programme

The budget for the project is £2.6m including VAT. The refurbishment of the Minerva is not intended to have the same life-span as RENEW for the Festival Theatre. Addressing all the problems with the structure of the building would be a long-term and considerably more expensive project.

The Minerva refurbishment completes the capital works to the Chichester Festival Theatre estate and aims to pass on to the new Executive leadership buildings that are modern, resilient and fit for use for a new era of theatre-making in Chichester.

8 PUBLIC FUNDING

The Chancellor’s autumn 2015 Spending Review and Autumn Statement was, unexpectedly and gratifyingly, positive about funding for arts and culture. CFT’s Board is, however, keenly aware that DCMS budgets are not ‘protected’ and that the levels of funding for years two and three of Arts Council England’s grant are not guaranteed.

8.1 Arts Council England (ACE)

2015/16 was the first year of CFT’s three-year National Portfolio Organisation (NPO) Funding from ACE. To date, and unlike previous years, there have been no in-year cuts.

As at 29th February 2016, £1,595,198 had been received from ACE for 2015/16 in line with the agreed payment schedule.

The current three-year agreement with ACE is for the following levels of funding:

2015/16	£1,740,214
2016/17	£1,740,214
2017/18	£1,740,214

8.2 Chichester District Council

The 8-year Funding Agreement (2010-2018) between CFT and Chichester District Council (conditional upon a Service Level Agreement, which is regularly reviewed) covers the period of funding from ACE for which CFT has been granted an award (see paragraph 8.1 above). The commitment from Chichester District Council to £250,000 for each year of the new three-year funding agreement with ACE proved, as anticipated, to be a significant factor in ACE's decision to award to CFT the grant for which it applied.

The long-term commitment from Chichester District Council has also proved important – not just financially but because it expresses the Council's confidence and pride in the most significant theatre in ACE's South East England portfolio.

CFT has been informed that the ACE 'portal' opens in October 2016 for the next round of National Portfolio Funding for 2018/19-2021/22 – this time, a four-year funding package (rather than the current three years). Once again, ACE has reiterated its expectation that any further NPO funding should remain at least a two-way arrangement with CDC.

ACE has informed CFT that a meeting between principals of ACE and CDC has been arranged for 27th April 2016.

CONCLUSION

Festival 2015 marked the first full season in the new Festival Theatre, and the artistic programme was designed to test the new stage with ambitious and challenging productions, ranging from Alan Ayckbourn's *Way Upstream* (involving 65,000 litres of water and a 22ft boat) to the hugely acclaimed Young Chekhov season, which gave audiences the opportunity to see all three plays over a single day, as well as attending individual performances:

"There's rather brilliant; brilliant; and landmark-brilliant. I have no hesitation whatsoever in assigning to the last category David Hare's inexhaustibly rich and game-changing adaptations of three of Chekhov's early plays. Thrillingly energised. Breathtaking performances. A triumph." The Independent 5 review.*

Prior to Festival 2015, Festival 2014 had been the most successful season to date, with over £5.5million in box office sales. Remarkably, box office income for Festival 2015 was £6,147,489, with almost 218,000 theatregoers watching a Festival production and with an overall attendance of 323,497 throughout the reporting period.

The restructuring of the Learning, Education & Participation Department, focusing on four key strands of work, has maintained high levels of participation whilst increasing the quality of provision and outcomes. The much closer working relationship with CFT's Marketing & Communications team will continue to bear fruit. LEAP's achievements during its 30th Anniversary year were remarkable and something of which CFT is justly proud.

As CFT moves through the final year of the eleven-year stewardship of the current Executive team, it has been described as *"theatreland's southern powerhouse"* (Daily Telegraph). It is impossible to overestimate the role that the support of Chichester District Council has played in achieving this accolade – not only through its annual funding but through its support for a Theatre which has such an impact on the District, a vital indication to the other private and public sector funders on which CFT depends of the value placed on this significant local resource.

Alan Finch
Executive Director
Chichester Festival Theatre
April 2016