

Service Level Agreement Chichester Festival Theatre and Chichester District Council 2015/16

This agreement is shared to make clear the benefits to the District generated by the District Council's funding of Chichester festival Theatre.

Sections:

- 1 - Creating artistic product in the summer season
- 2 – Taking the Chichester name to a wider world
- 3 – Learning and Participation work that engages local communities
- 4 – Providing an autumn and winter programme of high quality that attracts local audiences
- 5 - RENEW: Capital building project
- 6 – Organisational stability and development.

**PROGRESS UPDATE as at
30TH MARCH 2016**

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
1.1 Summer 2015 season of CFT productions – the programme	1 Produce a summer season programme to include new commissions and a range of drama forms to attract a wide range of audience.	Programme to be sent to CDC Lead Officer	Annual report to CDC and twice yearly oral update	October 2015	<p>Achieved – full listings in Festival 2015 Brochure. The first full season following its major redevelopment with ambitious large scale productions. Highlights:</p> <ul style="list-style-type: none"> • Alan Ayckbourn's Way Upstream, with Sarah Parish, directed by Nadia Fall. • Young Chekhov, a major season of the dramatist's early work, in versions by David Hare, directed by Jonathan Kent with Anna Chancellor, James McArdle and Samuel West. • A new stage version of A Damsel in Distress directed and choreographed by Rob Ashford • Lenny Henry made his Chichester debut in Educating Rita. • A sumptuous revival of Jean Anouilh's The Rehearsal, directed by Jeremy Sams. • W. Somerset Maugham's For Services Rendered, directed by Howard Davies
	2 Engage world-class theatre professionals to direct, produce, perform and design and technically support the summer season to attract audience.	Peer review	As above	October 2015	
	3 Where appropriate co-produce new work or seek touring opportunities to stretch artistic aims and to share costs.		As above	October 2015	
	4 Review the summer season as part of Annual report to Overview & Scrutiny Committee.		Annual report to CDC	March 2016	

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
1.2 Summer 2015 season of CFT – the audience	1 Achieve audience target figures set out in Strategic Plan.	Numbers and % of targets	Annual report to CDC and twice yearly oral update	March 2016	Audience figures achieved – Festival 2015 generated sales of £6,147,489.40 against a target of <u>£5,583,000</u> ; the season finished on 110% of target.
	2 Work with District-based partners on cross-marketing and partnership projects based around the summer programme.	Who/what partnerships in place	As above	March 2016	CFT works in partnership with partners noted on the back page of the Festival brochure 2015. In particular, Chichester College, University of Chichester, CASS Sculpture Foundation and Pallant House Gallery.
2.1 Chichester to a wider world	1 Deliver a 5% increase on positive press comments for summer season at regional and national level. A summary of all 2014/15 Press coverage figures: National Press (print) 426 articles Local Press (print) 648 articles Online 750 articles National and regional reviews 447	Review (website).	Annual report to CDC and twice yearly oral update.	October 2015	Across the Festival 2015 season, 53% of national reviews received ratings of 4 stars or above. National Press (print) 662 articles Local Press (print) 763 articles Online 1,881 articles National and regional reviews 554
	2 Through co-production and touring/transfers of summer productions ensure that the quality of Chichester productions is widely known.	Number and location of other venues	As above	October 2016	<i>Singin' In The Rain</i> (Festival 2011) – International tour, Moscow, South Africa and Australia until January 2017 <i>Gypsy</i> (Festival 2014)– transferred to The Savoy Theatre London from 28 March, run extended to 28 November 2015 <i>Mack & Mabel</i> (Festival 2015) – UK and Ireland tour from 1 October to 6 December 2015. <i>Guys and Dolls</i> (Festival 2014) transferred to The Savoy Theatre London and UK Tour until October 2016 <i>Young Chekhov</i> (Festival 2015) – transferring to National Theatre, London, July to October 2016 <i>Running Wild</i> (Festival 2015) – transferring to Regent's Park Open Air Theatre London, May to June 2016 <i>Goodnight Mister Tom</i> – UK Tour until May 2016 <i>The Judas Kiss</i> – Toronto and New York, March to June 2016.

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
3. 1 Learning and Participation (LEAP) – young people	1 To continue to run the Chichester Festival Youth Theatre (CFYT) at a number of locations.	Locations used	Annual report to CDC and twice yearly verbal update	March 2016	<p>10 current satellite locations provide opportunities for young people (YP) to participate in the youth theatre programme – membership has reached 756 children and young people (CYP).</p> <p><u>Current locations are:</u></p> <ul style="list-style-type: none"> • Chichester Festival Theatre, Chichester • Midhurst Rother Academy, Midhurst • Sir Robert Woodard Academy, Littlehampton • Park Community School, Leigh Park, Hampshire • University of Chichester, Bognor Regis • Oriel High School, Crawley • Oakmeads Community College, Burgess Hill • The Weald Community School, Billingshurst • The Captiol, Horsham • Sir Robert Woodard Academy, Lancing
	2 To attract a diverse range of young people to take part in CFYT and to adopt fair and inclusive practices in all that is done. If CDC identifies geographical priority area to discuss how CFYT might address this, subject to funds and staff available.	Monitoring activity of learning & participation dept.	As above	March 2016	<p>Satellites youth theatre provision continues to offer opportunities from more isolated or deprived areas of the community. Youth theatre fees have remained the same for the past 4 years and the number of bursary places has increased from 42 to 61. Workshops have been delivered to young carers and those from Southern Domestic Abuse</p>
	3 To offer young people (through schools, colleges, youth work and holiday activities) a range of high quality experiences in drama, technical theatre, dance and street theatre and other genres.	Peer review; awards where appropriate;	As above	Annual review meeting	<p>In 2015-16, CYP have benefitted from a variety of different arts participatory experiences ;</p> <p>230 YP in the local area performed in a charity concert encompassing dance, music, singing, drama; 71 YP engaged in a series of technical tasters working with CFT professionals; 1600 children aged 0-5 and their parents participated (termly) in story telling/musical activities;</p> <p>LEAP delivered 27 holiday & family fun events to 805 children and young people; 57 children aged 5-9 are enjoying a new set of Pop-Up Theatre workshops on Saturdays</p>
	4 To offer development opportunities and signposting for young people to work in the creative industries through events, internships and Assistant posts.	Number of events and participants.	As above	Annual review meeting	<p>In 2015/16, 50 YP were offered short term work experience placements. The following 8 trainee positions have been managed by CFT:</p> <ul style="list-style-type: none"> • 2 year <i>Lighting & Sound</i> x 2 placements (with accreditation) • 2 year <i>Technical Theatre Stage</i> x 1 (with accreditation) • 2 year <i>HR Admin</i> x 1 (with accreditation) • 2 year <i>LEAP</i> x 1 (with accreditation) • 1 year <i>Education/Schools</i> x 1 (Gold Arts Award Qualification) • 1 year <i>Youth Theatre</i> x 1 (Gold Arts Award qualification) • 1 year <i>Heritage Activities</i> Trainee (completed January 2016) <p>3 month International Youth Arts Student placement worked in the LEAP department</p> <p>CFT opened its doors to 40 CFYT members for a Youth Take-Over day enabling them to gain a broader understanding of the world of work in all departments of a busy professional working theatre</p>

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
	5 To work with formal education establishments on joint learning projects as appropriate, including University of Chichester.		As above	March 2016	<p>LEAP is continuing to develop a number of projects with the University of Chichester – 2 major planning meeting with Head of Departments from both organisations have taken place; 200 students studying Chekhov engaged with panel discussions, tours and theatre days at CFT; 2 panel discussions were delivered by University of Chichester academics relating to CFT's artistic programme.</p> <p>Leap is currently delivering a schools network investment programme with 7 local schools – starting with priority areas such as Selsey & the Manhood peninsula. The schools are focusing on Artsmark and the YP on Arts Awards alongside connecting with CFT's Artistic & Events programme.</p> <p>Working in partnership with Antibullying Work, CFT is leading a verbatim theatre project to 10 schools across West Sussex. 6 YP aged 19+ will perform monologues, followed by interactive workshops.</p> <p>Working in partnership Chichester High School, LEAP is delivering a playwriting project for 16 under-achievers aged 12-13, who will benefit from workshops, theatre days and tours at CFT with the aim of inspiring them and improving their confidence and achievements in literacy.</p>
3.2 Learning and Participation – District community	<p>1 To refresh a programme of events, courses and talks linked to the theatre programme that are available to the general public and to monitor take-up of these.</p> <p>2 To focus a strand of events on attracting a younger audience, and develop the use of the Festival Theatre to celebrate the RENEWED Festival Theatre.</p> <p>3 To continue to develop the use of internet platforms to widen awareness, access and availability to LEAP events.</p>	<p>Number of events; attendances; copy of programme</p> <p>Number of new events/activities pa;</p> <p>Usage of analytics, feedback and blogs etc</p>	<p>Annual report to CDC and twice yearly verbal update</p> <p>As above</p> <p>As above</p>	<p>Annual review meeting</p> <p>Annual review meeting</p> <p>March 2016</p>	<p>See Festival 2015 programme for numbers and range of events. During the summer Festival (April to December 2015) Leap hosted 56 events reaching a total of 8,016 people. An additional 1,594 people engaged with events in the Winter. During summer & winter CFT led 13 public & 23 private tours of the building reaching a total of 1061 people</p> <p>1,316 children attended a Children's Music Concert in the Festival Theatre; 522 children and their families attended a storytelling event with Michael Morpurgo; The family production of Running Wild at Cass Sculpture Foundation attracted an audience of 3697; 40 children and their parents participated in puppet workshops with Warhorse Puppetry Directors</p> <p>In collaboration with Chichester Library and the Novium, an interactive Family Treasure Trail was introduced for families and an on-going series of storytelling telling workshops has been developed;</p> <p>240 young people attended a Youth Get-In panel discussion focussing on pathways into careers in Theatre & the Arts.</p> <p>Out of the archive' radio plays were produced and presented at the New park Cinema; 9 preshow talks and 8 late discussions (hosted by Kate Mosse) were recorded and put on to "You Tube", Figures suggest that 6,847 people have 'listened again' to these specific talks online.</p> <p>The Heritage (Pass It On) website has grown significantly and had 30,000 hits in 2015.</p>

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
	<p>4 To engage with the District Council in investigating programmes of targeted work relating to areas of need.</p> <p>5 To develop a new strand of events, workshops and activity relating to Chichester Festival Theatre's Heritage.</p>	<p>Specific to projects, to be shared with CDC</p> <p>Details and attendance at heritage events</p>	<p>As above</p> <p>As above</p>	<p>March 2016</p> <p>March 2016</p>	<p>3 additional platform discussions engaged a further 471 Listeners; 331 youth theatre members following on twitter; and 334 Heritage twitter followers</p> <p>CDC Partnerships Officer & CFT's Community Partnerships Officer have completed a mapping and scoping exercise, touring priority areas & identifying communities facing social isolation.</p> <p>CFT has maintained 3 drama classes for young people and adults with disabilities; 2 at CFT and 1 at The Capitol, Horsham.</p> <p>Working in partnership with CCLP a series of activities has been delivered for people Living with Dementia (and their family/carers) . 261 people have enjoyed a range of arts activities.</p> <p>290 people with autism and additional needs attended a Relaxed Performance of <i>A Christmas Carol</i></p> <p>239 volunteers have engaged with CFT Heritage & Archive activities; A Pass It On exhibition toured to 5 locations: Midhurst, Horsham, Bognor Regis, Littlehampton, Havant; 10 young people performed radio plays from the archive – performed at The New Park Cinema; In 2015, 30,000 website hits were recorded relating to the archive; 26 YP engaged with Heritage related activities; and a 3 month Artist in Residence delivered a project in the Minerva Theatre foyer, responding to CFT's building & archive.</p>
<p>4.1 Winter 2015 - programme</p>	<p>1 Programme a winter season from available touring product that is high quality.</p>	<p>Programme; attendance per event; reviews in local papers etc</p>	<p>As above</p>	<p>October 2015 March 2016</p>	<p>The winter season ran from 15 October to 20 February 2016 and offered traditional classics such as the Christmas Concerts, the BBC Concert Orchestra and Moscow City Ballet alongside companies and shows new to Chichester. The Minerva Theatre closed from late November for refurbishment and presented Mrs Pat and Walter & Lenny until 15 November. Particular highlights include:</p> <ul style="list-style-type: none"> • The 60th Anniversary production of Agatha Christie's The Mousetrap. 9 performances (total audience 11,160). • Penelope Keith in one-woman play Mrs Pat. 25 performances in the Minerva (total audience 7,508). "<i>The remarkable and beautifully spoken Penelope Keith delivers a tour de force</i>".<small>STAGE REVIEW</small> • World premiere of Walter & Lenny about Leonard Bernstein and Dean of Chichester Cathedral, Walter Hussey. 5 performances in the Minerva (total audience 1,423) • Olivier Award-winning King Charles III with Robert Powell • Alan Bennett's double bill Single Spies directed by Rachel Kavanaugh. A co-production with Birmingham Rep. 12 performances (total audience 14,871) "<i>A dazzling double bill - witty, stylish, acute and humane - Bennett confirms his status as our finest contemporary playwright</i>" <small>INDEPENDENT</small> • One night performances from Joan Armatrading, Pam Ayres and Stewart Lee reached near full capacity.

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
	2 Within this programme to include productions which appeal to families and produce specific family-friendly marketing.	Programme; attendance, copies of marketing	As above	October 2015 March 2016	Productions produced for family audiences included: Christmas Carol – 21,572 total audience Hetty Feather – 7,628 total audience Dinosaur Zoo – 6,655 total audience Brave Steps by Octopus Inc. - 33 children aged 0-2 engaged with a sensory arts installation experience; A children's concert introducing live classical music was also programmed in the Festival Theatre.
4.2 Winter 2015 programme – audience	1 Achieve audience target figures set in Strategic Plan to sustain the business plan.	Attendances	As above	Annual review meeting	The season of 90 performances in the Festival Theatre and 30 in the Minerva Theatre, exceeded its Box Office target by 17%
5.1 RENEW – refurbishment + redevelopment of the Festival Theatre	<p>1 Provide regular progress reports on RENEW project.</p> <p>2. CFT is committed to being environmentally aware, reduce its energy consumption and increase its sustainable practices as determined by its Environmental Action Plan 2014:</p> <p>a) Energy consumption will be recorded during the first year of activity since the capital project and benchmark levels set in July 2015. A target for reduced energy consumption will be set in July 2015 and then annually reviewed against progress.</p> <p>b) Building on the use of energy efficient technologies installed in the Festival Theatre CFT will further develop core best practice methods and identify equipment which can be implemented as appropriate in the Minerva Theatre.</p>		Annual report to CDC		<p>Following the successful completion of RENEW and over the last year we have been working with our energy brokers to monitor the use of energy in both the Festival Theatre and Minerva building. CFT now have set up daily reporting from our providers which monitors the bench mark data established in 2015 against the daily usage. This now provides our facilities team the insight to interrogate user habits and high energy operations within the building. We are currently targeting overnight and closed operation day's usage which incremental change can be monitored on the daily reports.</p> <p>The Minerva project, due to finish in April 2016, has provided CFT the opportunity to bring the entire estate up to the same standard of energy efficiency as the Festival Theatre. The project replaces inefficient chilling plant and installs heat recovery to the back of house areas. All new plant is now under the control of a new Building Management System which is fully conversant with that of the Festival Theatre. The building will now be able to be operated efficiently and can be finely tuned in line with operational use. All lighting throughout the building has been replaced for low energy LED lighting and controlled with absence detection throughout.</p> <p>In April 2015 CFT invested in 16 x 150 watt LED profile lanterns as part of its production stage lighting stock- satisfying an ACE target we set of retiring all 1000 watt profile lanterns across the organisation by season 2015. This has resulted in a potential reduction of 15,000 watts of energy across the Festival and Minerva buildings. This April CFT has invested in a further 40 x</p>

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
	<p>c) CFT will continue to investigate working with partners, including Chichester District Council, to benefit from regional initiatives such as sustainable transport and recycling.</p>				<p>150 watt LED wash lanterns to its production stock, replacing 40 x 1000 watt energy hungry Fresnel's, and redesigning its standard lighting rigs resulting in a further potential energy saving of up to 51,000 Watts of energy in its standard rigs.</p> <p>CFT appointed Veolia to manage waste disposal. Veolia recycles the ice cream tubs - no other company could offer this service - as well as shredded paper together with the usual recyclable products. It has provided CFT with internal recycling bins colour co-ordinated with the external bins which is helping with CFT's recycling strategy, and offers workshops to raise awareness.</p>
<p>6 Organisational stability & development</p>	<p>1 Meet six-monthly with CDC Lead Officer to review progress on SLA and business position of theatre.</p> <p>2 To organise annual meeting with all public sector funding partners to ensure that the partnership is sustained.</p> <p>3 To commission appropriate studies of audience development plans and to share appropriate information with the Council.</p> <p>4 To seek additional funding from the private and charitable sector to sustain the Theatre's operations.</p>	<p>Diaries, meeting papers as appropriate</p> <p>Meeting notes</p> <p>Submission of application to ACE</p>	<p>Calendar, meeting notes</p> <p>Annual report to CDC</p> <p>Annual report to CDC</p> <p>Oral reporting September 2015</p>	<p>October, annual review meeting.</p> <p>Annual review meeting</p> <p>March 2016</p> <p>May 2016</p>	<p>20 October 2015: Alan Finch conducted a tour of CFT for CDC Members.</p> <p>15 June 2015: Alan Finch introductory meeting with new CDC Leader Councillor Tony Dignum and Diane Shepherd, Chief Executive. 29 April 2016: Alan Finch will meet with Diane Shepherd, Chief Executive and Paul Over, Executive Director.</p> <p>CFT works with the Arts Council funded Audience Agency to regularly mine box office data providing audience analysis to better inform marketing initiatives and identify audience development opportunities. In addition to working closely with the Audience Agency for specific reports (Festival 2015 and 2014/15), CFT surveyed its audiences throughout the year including for Festival 2015 productions (4,044 surveys completed); Family Friendly survey (854 completed) and Relaxed Performance survey (17 completed). CFT holds regular consultation sessions with 16-25 Ambassadors to monitor which areas of activity are working effectively for thjs hard-to-reach age group and where adjustments are required.</p> <p>During 2015/16, a new Director of Development was appointed. A new strategy will be presented to the Board of Trustees in April 2016 with plans to increase funding from voluntary sector - from individuals, corporates and trusts and foundations to increase Development income to £1m over the next five years. More detailed information will be available in the 2016/17 SLA report.</p>

The Service Level Agreement for 2015/2016 is accepted in accordance with the Funding Agreement between Chichester District Council and Chichester Festival Theatre

Signed:

Signed:

Print Name:

Print Name:

Position:

Position:

For and on behalf of the Council

For and on behalf of the Grantee

Date:

Date: