

Service Level Agreement Chichester Festival Theatre and Chichester District Council 2016/17

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.

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
1.1 Summer 2016 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 2016	Achieved. Chichester's Festival 2016 included epic dramas, two musicals and two new plays. Full details in the brochure. Summary below:
	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 2016	<ul style="list-style-type: none"> • Hugh Bonneville in Ibsen's An Enemy of the People, directed by Howard Davies. • Joseph Fiennes as Lawrence of Arabia in Ross by Terence Rattigan, directed by Adrian Noble. • Bertie Carvel made his directorial debut with a revival of John Galsworthy's Strife.
	3 Where appropriate co-produce new work or seek touring opportunities to stretch artistic aims and to share costs.		As above	October 2016	<p>Two British musicals:</p> <ul style="list-style-type: none"> • Rachel Kavanaugh directed a new stage version of Half a Sixpence with book by Julian Fellowes. A co-production with Cameron Mackintosh Ltd. • Patricia Hodge and Steven Pacey led the cast in the world premiere of Travels with My Aunt, based on Graham Greene's novel. <p>Two new plays premiered in the Minerva Theatre:</p> <ul style="list-style-type: none"> • FRACKED! by Alistair Beaton, featured James Bolam and Anne Reid • First Light by Mark Hayhurst. A co-production with Mark Goucher. <p>The Royal Shakespeare Company's 'theatrical tour-de-force' pairing of Love's Labour's Lost and Much Ado About Nothing – celebrating Shakespeare's 400th anniversary. A co-production with RSC and Theatre Royal Haymarket.</p> <p>The highly acclaimed National Theatre production of This House by James Graham which was directed by Jeremy Herrin. A co-production with the National Theatre.</p>
	4 Review the summer season as part of Annual report to Overview & Scrutiny Committee.			Annual report to CDC	March 2017

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1.2 Summer 2016 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 2017	Audience figures achieved – Festival 2016 generated sales of £6,194,616.30 against a target of £5,864,000.00; the season finished on 106% 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 2017	CFT works in partnership with partners noted on the back page of the Festival brochure 2016. In particular, University of Chichester, Chichester College, Lancing College, 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 2015/16 Press coverage figures: National Press (print) 662 articles Local Press (print) 763 articles Online 1881 articles National and regional reviews 554	Review (website).	Annual report to CDC and twice yearly oral update.	October 2016	Due to a change in our cuttings service we can no longer provide an annual itemised count. Therefore, the following is a summary: CFT's profile is reflected in international, national & local media coverage. The Festival season receives greater attention from the national theatre critics than any other regional theatre outside Stratford-upon-Avon. Festival 2016 productions received substantial news, feature, listings and review coverage in every national newspaper from The Sunday Times and Observer to the Sun and Daily Mail; on Radio 4's PM & Front Row, Radio 3's In Tune & Free Thinking, and Radio 2's Graham Norton; as well as extensive regional TV, radio, press and online coverage, including a special 'regional focus' feature on the leading theatre website WhatsonStage (120,000 Twitter followers).
	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 Australia until January 2017 <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) – transferred to National Theatre, London, July to October 2016 <i>Running Wild</i> (Festival 2015) – transferred to Regent's Park Open Air Theatre London, May to June 2016. UK Tour from February to June 201 with the Children's Touring Partnership. <i>Half a Sixpence</i> (Festival 2016) – transferred to the Noël Coward Theatre October 2016 to September 2017. <i>Love's Labour's Lost</i> and <i>Much Ado About Nothing</i> (Festival 2016) – transferred to Theatre Royal Haymarket December 2016 to March 2017. <i>Goodnight Mister Tom</i> – UK Tour until May 2016 <i>The Judas Kiss</i> – Toronto and New York, March to June 2016.

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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 2017	CFT maintains extensive youth theatre provision for young people in Chichester and 9 satellite locations. A total of 26,334 attended 1,292 sessions annually.
	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 2017	CFYT works with partnership organisations to reach young people with protected characteristics (see report). Bursary assisted places have increased by 61% in the last year.
	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	In addition to weekly youth theatre workshops, a further 20,000 children and young people (CYP) have participated in a range of high quality arts experiences: theatre rehearsals, technical tasters, musical theatre & dance workshops, playwriting, stage combat.
	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	45 CYP were offered short term work experiences. 70 young people attended a creative careers day. CFT offered 8 one/two year apprenticeships.
	5 To work with formal education establishments on joint learning projects as appropriate, including University of Chichester.		As above	March 2017	LEAP leads a cultural educational partnership programme with formal educational establishments providing a range of cultural learning opportunities for students/teachers.
3.2 Learning and Participation – District community	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.	Number of events; attendances; copy of programme	Annual report to CDC and twice yearly verbal update	Annual review meeting	A programme of events has engaged with 8,604 participants from the local community - pre & post show talks; debates, theatre days, classes & workshops.
	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.	Number of new events/activities pa;	As above	Annual review meeting	<p>As part of our relaunch of our young people's tickets scheme in Festival 2016, rebranding the scheme as Prologue, we introduced a strand of new events exclusively for Prologue members (aged 16-25) which we hadn't previously offered. These included <i>Hugh's Talking</i>, a career talk with Hugh Bonneville and a <i>Half A Sixpence Dance Workshop</i> led by the company dance captain and cast members, both of which sold out. We also increased attendance of our annual Creative Choices event in association with ArtsWork by 61%.</p> <p>Our pool of Young Ambassadors promoting the Prologue scheme to their peers doubled in 2016, to 10 ambassadors drawn from local workplaces, higher education institutions and schools. These young people helped us spread the word online, through print distribution to their local networks and by representing the theatre at local events.</p> <p>During our Winter season we committed to offering</p>

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	<p>3. To continue to develop the use of internet platforms to widen awareness, access and availability to LEAP events.</p> <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>Usage of analytics, feedback and blogs etc</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>As above</p>	<p>March 2017</p> <p>March 2017</p> <p>March 2017</p>	<p>Prologue tickets for more of the touring productions that visited us so that young people can have access to affordable tickets all year round. We made it a standard for week-long productions visiting the Festival Theatre, as well as encouraging more companies performing in the Minerva to offer Prologue seats as part of their contract. The number of Prologue tickets sold in our Winter 2016 season increased by 26% on the previous winter season.</p> <p>Digital drafts playwriting course; Recorded pre & post show talks On-line digital archive</p> <p>Throughout 2016, CFT's Community Partnerships Manager and CDC's Partnerships Officer have met regularly to identify key target areas of need including::</p> <ul style="list-style-type: none"> • A series of Dementia-friendly creative engagement sessions at the recently opened Dementia Support hub in Tangmere; • An intergenerational project combining Chichester Festival Youth Theatre members with older members of the community at Sussex Grange - Selsey Care Home; • A collaboration with Youth Outset, introducing NEETS (young people not in education, employment or training) to theatre-skills, technical taster days as well as volunteering opportunities at CFT; and • A Symposium of Partnerships, hosted by CFT offering an opportunity for local organisations to network, share information and forge new partnerships. <p>Content from CFT archive used on Eduqas Digital Ed resources website for GCSE Drama. 2 students from University of Chichester completed a 6 week work placement with CFT Heritage. CFT Heritage content used to support new Dementia-friendly hub.</p>
<p>4.1 Winter 2016 - programme</p>	<p>1 Programme a Winter season from available touring product that is high quality.</p> <p>2 Within this programme to include productions which appeal to families and produce specific family-friendly marketing.</p>	<p>Programme; attendance per event; reviews in local papers etc</p> <p>Programme; attendance, copies of marketing</p>	<p>As above</p> <p>As above</p>	<p>October 2016 March 2017</p> <p>October 2016 March 2017</p>	<p>The winter season ran from 2 November to 18 February 2017 and offered traditional classics and shows new to Chichester. Details in Winter brochure.</p> <p>We became a member of the Family Art Standards in 2016 and followed their guidance when planning and marketing to attract and retain a family audience. We also ran in house Family Friendly</p>

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					<p>training for all Box Office, FOH and Catering staff in Winter 2016. The larger family programme – 9 productions - were highlighted in a bespoke piece of print – distributed to 13K family postcodes in PO19, and further to other family friendly events locally.</p> <p>Productions for family audiences included:</p> <ul style="list-style-type: none"> • Peter Pan – a CFYT Christmas production. Age7+ (20 performances 25,289 total audience) • Christmas Concerts - for all the family. (3,212 total audience) • Moscow City Ballet's The Nutcracker – for all the family. (5981 total audience) • Children's Concert • Mr Popper's Penguins. Age 3+ (3,181 audiences - 24% new; 12% schools) . The Minerva Theatre was 'taken over' by penguins as this Christmas adventure – the entrance was transformed with penguins lining the glass doors, footprints leading up to the snowflake decorated foyer, and free penguin crafts and activities we're held in the Play Café (Minerva Bar & Grill) where a child friendly menu was available. • The Ovation Rock Show • Gandini Juggling – for all the family – possibly less family friendly than we originally thought following the previous year's smashed. This was much more sophisticated and appealed to a slightly older audience of 14+ • Comedy Club 4 Kids! – Age 6+ Sold out and we have welcomed them back for 2 more shows during Festival 2017. • Sensacional – Age 18 months- 3 years • Pat-A-Cake Baby – Ages 2-7 • Running Wild - Following a hugely successful run at Regent's Park Open Air Theatre, Running Wild returned to CFT before a national tour. (12,593 total audience) • A programme of family workshops .
4.2 Winter 2016 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 98 performances in the Festival Theatre and 68 in the Minerva Theatre, exceeded its Box Office target by 11%.
5.1 CAPITAL DEVELOPMENTS	<p>1. 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</p>		Annual report to CDC		We saw a reduction in heating energy from 95 in 15/16 to 54 kWh/sqm in 16/17 and electricity from 148 kWh/sqm in 15/16 to 133 kWh/sqm in 16/17. This has also seen our EPC rating drop from category C-53 to a category B- 46 in 16/17. CFT will continue to monitor and look for opportunities to match or improve in forthcoming years.

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	<p>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> <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>The Minerva refurbishment completed in April 2016 gives us a BMS control system for better energy management, low energy LED lighting throughout and water saving percussive taps. Baseline data will be completed in April 2017 for comparison annually, like the festival theatre, to ensure maximum efficiency is achieved.</p> <p>CFT is undertaking a replacement of its backstage main staircase lighting system with upgrade from CFL to LED lighting. This sees a saving of almost 50% in energy in 62 fittings running for on average 16 hours per day- a reduction from 61.5kwh to 31kwh per day. CFT continues to proactively look for opportunities to invest in energy efficiency projects like this.</p> <p>CFT continue to work with Veolia to manage waste disposal. We are now recycling more and looking at changing the frequency of collections and also considering a compacter which will squash the recycling matter and allow us to fill the large bins with more material and therefore having fewer collections.</p>
6 Organisational stability & development	<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>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>October, annual review meeting.</p> <p>Annual review meeting</p> <p>March 2017</p>	<p><u>11 July 2016</u>: Initial meeting: Rachel Tackley, Daniel Evans (Artistic Director designate) with Steve Hansford and Dave Hyland, CDC. <u>27 July 2016</u>: CFT submitted funding application for 2018-2022.</p> <p><u>29 April 2016</u>: Introductory meeting for Rachel Tackley (Executive Director designate) accompanied by Alan Finch to meet Diane Shepherd CEO and Paul Over, Leader Cllr Tony Dignum and Cllr Eileen Lintill.</p> <p><u>10 May 2016</u>: Alan Finch attended the Overview and Scrutiny Committee.</p> <p><u>25 October 2016</u>: Introductory meeting for Daniel Evans to meet Diane Shepherd accompanied by Rachel Tackley.</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. A new CRM system provides greater opportunity to gain further insight on all bookers, their behaviours and their location. In addition to</p>

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	<p>4 To seek additional funding from the private and charitable sector to sustain the Theatre's operations.</p>		<p>Oral reporting September 2016</p>	<p>May 2017</p>	<p>working closely with the Audience Agency for specific reports (Festival 2016 and 2015/16), CFT surveyed its audiences throughout the year including for Festival 2016 productions (7,285 surveys completed); Winter season & Family Friendly surveys (1,294 completed) and Relaxed Performance survey (24 completed). CFT holds regular consultation sessions with 16-25 Prologue Ambassadors and Workplace Ambassadors to monitor which areas of activity are working effectively for this hard-to-reach age group and where adjustments are required.</p> <p>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.</p> <p><u>Increase in Development income:</u> 2016/17 (March) income ytd - £920,000.</p> <p>A revised five year forecast has taken place in connection with the NPO application. 2017/18 reforecast figure -£940,000. 3% increase on original forecast figure. This figure is subject to change depending on our final year-end figures for 16/17.</p> <p>Included in our Development income CFT is developing high-level corporate sponsorship, pledged for a minimum of 3 years.</p> <p><u>6. Corporate income:</u> 2016/17 income - £196,000. 10% increase from 2015/16</p> <p>Portfolio is building on national corporate relationships. We continue to focus on building our work with smaller, local businesses in order to strengthen relationships within our surrounding community.</p> <p><u>7. Developing a new high level donor programme with pledge support for 3 years which commenced in January 2017:</u> <u>Futures Fund</u> - for Benefactors (Major donors giving at £3K and above) who would like to support CFT in its core vision and mission of work. Futures Fund will support our work with Youth & Community, Training & Development (Mid-Career Programme),</p>

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					<p>and New Writing (Playwrights' Fund.)</p> <p><u>Patron's Circle</u> – for donors giving at £1,500+ who are particularly interested in supporting our on stage work and becoming more involved with the rehearsal process during a current season. This programme is an extension of an already existing membership scheme – the Commissioning Circle.</p>

The Service Level Agreement for 2016/2017 is accepted in accordance with the Funding Agreement between Chichester District Council and Chichester Festival Theatre

Signed:

Print Name:

Position:

For and on behalf of the Council

Date:

Signed:

Print Name:

Position:

For and on behalf of the Grantee

Date: