

TO: EXECUTIVE  
27 JANUARY 2015

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**SOUTH HILL PARK REVENUE GRANT**  
**Director of Environment, Culture and Communities**

**1 PURPOSE OF REPORT**

- 1.1 To determine the request for revenue grant aid submitted by South Hill Park Trust Ltd Appendix A.
- 1.2 To approve spend for re-active, grounds and planned preventative maintenance for 2015/16. All recommendations are subject to the Council approving the final budget for 2015/16.

**2 RECOMMENDATION(S)**

- 2.1 That an annual grant of £432,640 be awarded to South Hill Park Trust Limited for 2015/2016 subject to Council approval.
- 2.2 That members also grant an inflation increase of £5,450 based on the CPI of 1.26% which will be added to the grant for 2015/16 subject to Council approval.
- 2.3 That the Partnership Agreement detailed in the *whole of Appendix E* be approved as the basis on which the grant is awarded.
- 2.4 That payment of the grant is conditional on the Partnership Agreement being signed and the Director of Environment, Culture and Communities in consultation with the Executive Member for Culture, Corporate Services and Public Protection be given delegated authority to agree changes to this draft Partnership Agreement including future plans and performance indicators for 2015/16.
- 2.5 That the Director of Environment, Culture and Communities or the Director of Corporate Services in consultation with the Executive Member for Culture, Corporate Services and Public Protection be given delegated authority to agree any minor variations from the approved maintenance budgets.

**3 REASONS FOR RECOMMENDATION(S)**

- 3.1 The basis behind the recommendations is detailed in the supporting information.

**4 ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 Any significant reduction in grant aid would limit the ability of South Hill Park to function and offer a broad range of arts productions.

**5 SUPPORTING INFORMATION**

- 5.1 This report outlines the funding made available to South Hill Park Arts Centre and seeks Executive approval (subject to Council approval of the budget) for grant aid in 2015/16 against an approved programme of arts activities included in the Partnership Agreement at Appendix E.

5.2 Background

South Hill Park Arts Centre is the Council's main partner in providing an arts venue where art is produced and experienced and where the local community can access a whole range of arts opportunities at various levels. It acts as one of the catalysts to encourage people to use the arts for enjoyment and learning both in the venue and across the Borough.

5.3 Financial matters

In their application South Hill Park state they have budgeted for a stand still grant which is currently £432,640 for 2014/15.

The Chief Executive of South Hill Park has requested in his grant application that if the Council is making a cost of living award to BFC staff, that the same inflationary figure would be added to SHP grant for 2015/16 in order for them to make the same increase to staff of SHP. The position for most Council staff is a 2.2% increase from January 2015 based on a 15 month settlement. Assuming members were minded to increase the grant to provide a 2.2% increase for South Hill Park staff and tutors this would equate to a figure of £21,500.

For information, at this point last year, BFC agreed a 1% increase in the SHP grant for 2014/15 (not an amount to cover a 1% increase in the SHP paid bill), in response to a request in the SHP grant application to enable a pay increase for their staff. It should be noted that Council staff did not receive a cost of living increase for the period April – December 2014.

Council guidance regarding inflation is that CPI would be applied to the 2014/2015 grant at 1.26% which would give an inflation increase of £5,450.

The grant application includes a request for £11,630 in order to increase the hours of two posts. This was in direct response to the Overview and Scrutiny Committee's review of Cultural Services undertaken in the summer of 2014. As part of this review the Trust were requested to submit optional bids for the various arts activities they propose running. This relates to £6,034 to increase the hours of the Creative Learning Co-ordinator from 16 to 24 hours per week and £5,596 to increase the hours of the Head of Marketing from 4 to 5 days per week.

The Director of SHP has provided some further information in addition to that outlined in the grant application:-

*The Creative Learning Co-ordinator ..... currently runs the courses and workshops in Drama, Dance and Music at SHP, as well as liaising with schools and creating community projects. The additional full day would be devoted to extending our community reach - working on achieving greater involvement with community groups and schools in the parish, and encouraging them to take part in activities in the arts centre. We have developed skills in reaching youths from difficult backgrounds, and youths at risk of offending over the past few years, and we would like to build on this success. We would also task the Creative Learning Co-ordinator to increase the number of schools attending events, which has declined in recent years, partly because this post has had so many hours cut back.*

*The Head of Marketing post ..... has traditionally been full-time. We took the decision to go down to 4 days a week after the grants cuts because of severe budgetary pressure. Our current post-holder currently looks after developing attendance at SHP, by increasing audiences attending events. By making this post full time, .... the post holder ..... would be able to work more effectively with Bracknell Regeneration, to plan for our marketing within the new town centre, and also to build our corporate scheme, which frankly needs to be revitalised next year,*

## Unrestricted

*(bringing much needed sponsorship and hospitality deals to help us bridge the small remaining gap in our balance sheet).*

The view of Corporate Management Team is that it cannot support these requests for additional funding from South Hill Park and is only willing to recommend the payment of a stand still grant with CPI inflation added at 1.26% for 2015/16.

SHP has received guidance that it would expect the grant of £135,000 to be maintained for the 2015/16 year from Bracknell Town Council.

In 2014 £379,006 has been awarded to South Hill Park as part of the Arts Council's small capital grants programme. This will update facilities throughout the arts centre and performance spaces. The initiatives focus on cost reduction, income generation and responsible energy use.

In February 2014 the Executive approved a grant of £428,360 plus inflation of £4,280 giving a total of £432,640 for the financial year 2014/15.

In terms of finance, South Hill Park forecasts expenditure levels of £1,788,603 and income levels of £1,769,669 for financial year 2014/15.

In 2014 South Hill Park was awarded £25,000 by Bracknell Forest Council towards a commemoration of World War One. This was for a production of *Oh What a Lovely War* in 2014.

The more commercial approach to programming which began in 2012/13 continues and this has helped to consolidate its activities but still provide a broad range of arts activities. Board members play an important part in ensuring the Trust adopts a robust commercial approach to its operations whilst maintaining its position as a highly regarded arts venue which is popular with residents.

- 5.4 Traditionally the Council has for many years supported the Trust in maintaining South Hill Park's grounds and buildings to a high standard although technically under the terms of the lease South Hill Park are responsible for all maintenance of the buildings and grounds. The support is due to the Council being the freeholder of what is an impressive building and prestigious parklands. In addition to the annual revenue grant the Council in 2014/15 is budgeted to fund annual re-active building maintenance and service contracts of £19,230 and grounds maintenance costs of £104,420. There are also capital and revenue monies spent on planned maintenance as identified by Borough Surveyors. In 2014/15 the estimated value of the planned maintenance work is £170,000 and for 2015/16 is estimated at £60,000.

In order to ensure that the works carried out are properly documented and comply with the Council's insurance provisions it was agreed in 2013/14 that an annual licence for the Council to carry out repairs on behalf of the Trust is agreed with the Trust. This work is being carried out by the Valuers team and in 2014 was being progressed.

### 5.5 Grant application and Partnership agreement

Please refer to Appendix A for the Chief Executive of South Hill Park Arts Centre's application for revenue funding to Bracknell Forest Council.

As part of the annual revenue grant application the Chief Executive of South Hill Park reports on the arts programme delivered under headings derived from the Partnership Agreement 2014/15 and presents an outline programme for the year 2015/16. This includes performance indicators which are included in Appendix B with accompanying notes for the indicators at Appendix C. The Partnership Agreement is reviewed annually during the year and the draft partnership agreement in Appendix E for 2015/16 includes three changes. This is the amendment of point 8

to include "To work with Bracknell Forest Council on the long term management and maintenance of the restored grounds" and point 2 under Festivals to delete " and develop the Big Day Out". There is a new performance indicator for 2015/16 to reflect the use of the grounds following the restoration work recently undertaken.

Please find a list of South Hill Park Amateur Companies and other hirers for 2014/15 at Appendix D.

5.6 Child Protection Policy and Education and Outreach Policy.

South Hill Park has a Child Protection Policy which was reviewed by the Arts Centre in 2014. Please refer to Appendix F.

## **6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS**

### Borough Solicitor

6.1 The contents of this report are noted.

### Borough Treasurer

6.2 The Council's budget proposals for 2015/16 include for an inflationary increase on the grant to South Hill Park of £5,450, if any of the other sums requested by South Hill Park are agreed then these sums would need to be included as additional pressures in the Council's 2015/16 budget after the public consultation period has finished.

South Hill Park's draft budget proposals for 2015/16 show a projected deficit of £636 with a stand still grant from the Council, therefore with the proposed grant increase of £5,450 there would be a projected small surplus of £4,814.

### Equalities Impact Assessment

6.3 An equalities impact assessment exists for South Hill Park

### Strategic Risk Management Issues

6.4 There is a risk that unforeseen expenditure for the Trust may arise and that income targets set by the Trust may not be met.

### Chief Officer Property

6.5 Under the terms of the lease South Hill Park are responsible for the full maintenance and repairs of the property. The Council supports the repairs as a matter of current policy, despite the direct obligation and accordingly consent is obtained from them prior to carrying out any works as it is not a direct obligation of the Council.

## **7 CONSULTATION**

### Principal Groups Consulted

7.1 The grant will form part of the Council's annual budget consultation

### Method of Consultation

7.2 Via website

### Representations Received

7.3 Public consultation ends in the new year.

### Background Papers

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Contact for further information  
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## APPENDIX A

### BRACKNELL FOREST COUNCIL APPLICATION BY SOUTH HILL PARK ARTS CENTRE FOR REVENUE FUNDING 2015/16

**1. OVERVIEW OF CURRENT YEAR 2014/15** (Please explain what activity has taken place towards achieving each objective below and include any arts activities which are funded by other Bracknell Forest Council Departments).

- A. To develop a distinctive voice with a combination of in-house productions, co-productions, resident artists and visiting companies.

In 2014/15 SHP mounted the following in house productions:

April

**Just So Stories** – cast from the local community, this production was coupled with a course for children from age 8, forming 3 groups of chorus for the show. This was a Cameron Macintosh musical, so this was an ambitious production for our local community to embrace. The standard of performance in this show was remarkable, However, Just So proved to be a difficult title to sell. Rudyard Kipling's Jungle Book is much better known than his Just So stories and this lack of familiarity left us with a shortfall on box-office. We are looking at more popular titles for the Easter slot in future years.

July

**Oh What a Lovely War** - This was commissioned with funds made available by BFC to provide a centrepiece for the commemoration of WW1. We were thrilled that BFC entrusted us with this hugely important commission. We were determined to make the most of this opportunity, so we were very ambitious in our approach. The production was promenade in style, using many rooms in the house, and even the cellars as trenches! The show built to a climax when the cast climbed over the barricade in the Italian Gardens into a barrage of gunfire. The silence afterwards was broken only by the Last Post. The production was a triumph and sold out all 9 performances well before opening night. The project also involved researching local stories and letters, and creating a memory room for local people to come and browse through the stories and memorabilia which had been collected and beautifully displayed.

We also curated a number of exhibitions on this theme - **The Big No**, in particular, attracted worldwide interest through the BBC's Arabic networks.

**Lights Out** – SHP staged a moving event to coincide with the precise moment war was declared 100 years ago. This involved the projection of art work from children across all the primary schools of the Borough on to the front turret of the SHP mansion, songs from the War sung by cast members of OWALW, letters from local people (read out by cast members of OWALW), and film footage from WW1 – also projected on the front turret. This was attended by hundreds of local people, many of whom brought candles, and the event was broadcast live throughout the South of England by the BBC Berkshire Outside Broadcast Unit.

August

**Summer School** – 86 young people worked alongside our in-house professional team - acting, making music and working on the technical side of this extravagant project which spanned two weeks of the summer holiday. The theme this year was Greek Myths.

October

**Stepping Out** – Following on from the success of Calendar Girls in 2012 and Fawley Towers in 2013, we presented Stepping Out in October 2014, directed by Lin Blakley, who is now a regular actor on Eastenders.

February

**Blood Brothers** - following the success of History Boys, we are mounting Blood Brothers to provide another opportunity for local actors to work alongside our professional in-house team. It is the play, not the musical, (though songs from the musical may well be sung in the new **Wilde Upstairs** venue before the show and at the interval). We are very excited about bringing this wonderful story to the people of Bracknell Borough.

***Developing a voice with visiting companies:***

In 2014 we curated a season of fringe theatre called **Lessons for Life**, harnessing the best of the 2013 Edinburgh festival Fringe experiences gathered by key members of our creative team, which explored some of the more difficult lessons we have to learn in life, from dealing with family relationships and measuring success, to dealing with natural disaster and euthanasia.

We co-produced a new musical **Ali and Nino**, with Youth Music Theatre UK, and live streamed it to theatres in Azerbaijan and Georgia, who had been involved in the show's development.

***Developing a voice with our amateur community:***

We work closely with our amateur community, helping and advising production teams to ensure that the quality of amateur work at our venue is of the highest standard. There are new hirers coming on board each year, and they are all given induction meeting to help them get the best out of the experience. Our resident designer, Victoria Spearing sometimes designs sets for incoming amateur productions-. eg Victoria designed **Oklahoma** for EBOS (November 2014).

Where possible sets used for our own in house productions are reworked for incoming amateur productions

***Visual arts:***

We brought a new team of resident artists to SHP:

They will share their professional skills with local people through classes and workshops, and we will support them, in turn, in their professional development programme.

In 2014 our award winning resident Silversmith led an 'Inspired by...' exhibition, based on the V&A's famous annual show which has now been replaced with a web of such exhibitions countrywide due to funding cuts. We also saw a silversmithing and ceramics exhibition entitled 'Designed to Serve' by two resident artists. Resident Ceramicists and Silversmiths participated in various open studio trails, which were held across Berkshire and invited the public into their studios.

**Associate theatre and dance companies:**

**Squint; Theatre Re; London Contemporary Theatre; Scene Productions; Blackeyed Theatre; 80collective**

With Squint we developed a project called **Long Story Short**, looking at how the media can corrupt and be corrupted, intentionally or through a succession of circumstances, which was previewed in the Wilde Theatre on 25<sup>th</sup> June. It has since enjoyed a very successful West End Theatre transfer for a month at the Charing Cross Theatre which ended on 31<sup>st</sup> October.

With Theatre Re we have worked on developing **Blind Man's Song** which will open the London Mime Festival in January, before coming back to SHP on tour.

We have supported London Contemporary Theatre in developing their trilogy of plays in the dark – premiering **Macbeth** and **Christmas Carol** in 2013. We will present the third and final piece **Hamlet** in 2015/16. These productions are watched in pitch darkness, with only moments of light at key moments in the productions. We are currently developing a mid-scale tour of Roald Dahl's **Danny – the Champion of the World** as a co-production with LCT for Spring 2015.

Our big project with Scene Productions this year was of-course the hugely successful **Oh What A Lovely War**, which has been discussed earlier in this report.

80collective is a company which has emerged from Berkshire County Youth Dance, which is based at SHP. They have undertaken Research and Development at SHP, presenting **Humanity** in the Garden Room and Cellar Bar. This was attended by industry experts, who have played a crucial role in helping the company find their creative voice.

B. To develop the profile of the Bracknell Gallery as a multifunctional space.

We have continued to successfully hire the Gallery to a wide range of clients, including Ranelagh School (their A Level; exhibition) and Windsor Textile Group (HND, and degree show) New clients include **Donna White** and **Wye Valley Textile Group**. This is both bringing in revenue for SHP and helping build partnerships within the local arts community.

The gallery frequently aids space shortage issues within the building by providing space for dance, drama, prop building and workshops. Both History Boys and the panto were rehearsed in the gallery, freeing up the Recital Room for weddings and other hires.

The gallery was also used as an interactive installation space in an ACE funded touring exhibition in April - May where SHP worked with Open Hand Open Space in Reading and Reading Museum.

C. To continue to develop work with the parishes of Bracknell Forest Council.

We have collaborated with the parishes on arts projects, including a recent exhibition opening in Binfield, and in developing the capacity of the SHP Box-office and the Studio Theatre with grants from the Parishes. Many of our



outreach programmes involve young people from all of our parishes ( eg Missed Out, 11/19 and Art Plus Me).

Missed Out organise an annual event for local primary schools from throughout the Borough called MOLE. Participating schools take part in two workshops and “make a day of it” at SHP.

We have involved schools from throughout the Parish in our exhibitions programme in collaboration with Lynne Beck, advisory teacher from BFC.

- D. To explore ways, with our funders and stake-holders, of making progress in building reserves for equipment replacement and renewals.

We have stressed the importance of rebuilding our reserves to all our funders and potential funders. We have also been successful in grant applications to Arts Council England to renew and improve our resources and equipment and to future-proof the Wilde Theatre’s lighting and sound. We have also had smaller grants from Winkfield Parish for the Box-office improvements and from Binfield parish for the Studio Theatre upgrade, as well as support from individual councillors for vitals repairs and renewals. This support is very gratefully received, and essential to keeping the art centre experience up to scratch.

- E. To work with Bracknell Forest Council on the Heritage Lottery Fund project to improve the grounds.

We attend the meetings of the Joint Management committee and make a positive contribution. We work closely with Kath Moss on the events programme in the park, working collaboratively to maximise the impact on audience development.

- F. To establish a sustainable partnership with funders and other parties to ensure stability for the festival season.

We have worked on a number of festivals in 2014/15: the **Food Festival** in June with Waitrose; **Affinity**, for local bands in August with Creative Control and the **Festival of Folk** with Artree Folk in September. The **Afrovibes Festival** in October explores 20 years of democracy in South Africa, in association with UK Arts. All of these festivals are presented with a small level of risk, and at a modest scale, although both the Food Festival and Festival of Folk enjoyed a big increase in numbers from 2013. BFC also organised a **Fun Day** and **Paws in the Park**, both of which attracted substantial numbers – the estimate for the Fun Day, for example, was 3,000 people.

- G. To explore ideas for new festivals.

We are in discussion with UK Events about presenting a major two day festival in the Grounds in the summer of 2015 (or 2016 if this proves to be too tight a timescale). This can only take place if we are granted permission to use the North Field for car parking. The advantage of hosting a major festival is that it would allow us to bring a very big name from the music industry to the park, attracting around 5,000 people. There is a great deal of affection for the Jazz Festival of the 70s and 80s, and the Bracknell festival of the 90s, as well as Big Day Out in the noughties, so we would be very happy to stage a major festival in 2015 if necessary permissions can be achieved. This matter has

been taken to the Parks for People Joint Management and it is hoped a satisfactory outcome can be achieved.

The North Field was used for car parking for the Fun Day event by BFC. We would need an assurance that the field could be used even in wet weather, however, otherwise the event could lose a huge amount of money.

- H. To develop new approaches to residencies, engaging artists on a wider range of short, medium and long term residencies which have audience development potential.

The approach we are taking to the 2 year association with London Contemporary Theatre, is to work with them to achieve the rights to tour Roald Dahl's ***Danny- the Champion of the World*** nationally.

By hosting the ***Afrovibes*** festival we are reaching out to new audiences for South African work, both from our own local community, and also in neighbouring areas from all ethnic groups.

In 2014 our award winning resident Silversmith led an 'Inspired by...' exhibition, based on the V&A's famous annual show which has now been replaced with a web of such exhibitions countrywide due to funding cuts. We also saw a silversmithing and ceramics exhibition entitled 'Designed to Serve' by two resident artists. Resident Ceramicists and Silversmiths participated in various open studio trails, which were held across Berkshire and invited the public into their studios.

- I. To engage the commercial sector in creative projects.

We have worked with Waitrose on three projects- i) the refurbishment of the Wilde Bar, which will be re-launched as a new venue called The Wilde Upstairs in February, ii) developing the scope of the live-streaming the panto to hospitals/hospices/old folks homes Nationally) and iii) the food festival.

We have worked with LCT to secure the rights for the National tour of Danny-Champion of the World by Roald Dahl.

We are in discussion with UK Events re future large scale festivals at SHP.

- J. To develop conferencing business at South Hill Park.

We have been particularly successful in developing our wedding business in 2014/15 with 14 weddings, which means that there has been a wedding every weekend in the high season. Links with NHS are very good, and we are growing this side of the business steadily with new clients Lapland, Mencap and the MS Society. New hirers for the Wilde include: Reading Theatre College; Berkshire Theatre Co; Strictly Street; Rock Choir and Stage Fright YP.

- K. To develop the membership scheme.

We have attempted to entice members over the past year by opening sales of tickets to big named comedians and popular Live Screenings to members only, encouraging new members to sign up in order to guarantee their tickets.

- L. To develop links with culturally diverse companies and encourage potential producers of culturally diverse work to start projects at South Hill Park.

We have worked with 2heavy productions to develop our culturally diverse audience. Their production of *The Far Side* attracted capacity audiences to the Studio Theatre in September. This was in preparation for our major festival of South African companies – Afrovibes in October. There are 4 companies visiting from South Africa, and this programme is supported by a range of culturally diverse community groups from the local area – including street dancers, steel bands, DJs, hip hop artists, rappers and beboxers. Our own resident jazz trio are researching Township jazz to perform as part of the festival, and we also have choirs learning South African music to participate in the festival.

The Creative Learning department are teaming up with London-based French company Theatre Re to deliver a series of acting master classes and seminars. The Missed Out group, 11/19 group and Youth Theatre will benefit from this partnership. In return, Creative Learning will source groups of young people to attend scratch performances to give feedback on Theatre Re's current projects. This trialled at the start of 2014 with great success; the collaboration was partly responsible for a successful ACE application by the company. This trial also afforded South Hill Park the opportunity to engage with secondary schools by offering free acting masterclasses to GCSE, A Level and B-TEC groups.

- M. To continue to develop Digital Arts.

We have a new team in place to develop courses and classes. They are increasing the courses on offer in film making and photography. The live-stream programme, still under the guidance of Martin Franklin, continues to develop exciting new projects both here and at other arts organisations throughout the UK including Youth Dance England, G Live and Glynbourne. Live streaming events from SHP include our annual panto, a new series "In Conversation With" which started in October with the composer of the music for *Downton Abbey*, John Lunn,

Our UPstream Lab at South Hill Park in July launched the development of three commissioned works and let us share information with around 40 artists, producers and venues who attended the event.

We got some great photos from the UPstream Lab day, which you can find here:

<https://www.flickr.com/photos/shpdmc/sets/72157645632559877/>

## **UPstream programme**

### ***The Projects***

#### **Simon Farid / Don't Hate The Rich - Become One Of Them**

Great news that Simon has been successful at leveraging in additional funds for his project from Arts Council England and now has an expanded plan for

developing his final project. We've had one technical development session so far and have given Simon a production platform and some social media campaign tips so he can begin developing his content.

He's visiting again on 31st October for some more trialling.

His "Identity Squat" of Michael Green / How To Corp is beginning to come to life with his "Twitter Performances" as he (hilariously) live tweets to The Apprentice.

Follow: @MGreenHowToCorp <https://twitter.com/mgreenhowtocorp>

Other projects are:

**Catharina Golebiowska - MarsOne Extended** (Feb 2015) **Pursued By A Bear - Lamellar Project** (April 2015) and **Dreamthinkspeak** (invited audience event on 11 December).

These are all projects which push through existing boundaries in combining artistic experience with live streaming technology.

N To continue to develop a Creative Producers programme for young people ("Missed Out").

South Hill Park's young producers group (Missed Out) continues to flourish. The 15 current members of Missed Out are extremely driven and are enjoying their most productive period since the groups inception over 7 years ago. As well as youth nights and social events, Missed Out delivered their most successful M.O.L.E. project in 2014.

M.O.L.E. (Missed Out's Learning Experience) is a week-long arts festival targeted at local primary schools. Children enjoy four creative workshops based around a central theme which almost always has a link to the curriculum. The group hires professional tutors to run three out of the four workshops; in 2014 tutors were hired to run the dance/music, drama and art workshops.

The members of Missed Out devise and run a treasure hunt as the fourth activity. The group partnered up with the team at the education centre this year to implement the use of geo-caching units; essentially a treasure hunt using GPS navigation devices.

The group are responsible for organising the entire event from start to finish, responsibilities include: wiring contracts, contacting schools, managing the budget and drawing up detailed schedules and call sheets. This year they were mentored by Mark Hooper and Brad Clapson.

391 students from 7 schools attended over four days in 2014 and the feedback the group received from teachers, students and the team at the education centre was fantastic. Plaudits included: 'it was our favourite ever school trip' and "[A] Thoroughly enjoyable day, excellent organisation. Could not fault the day at all from beginning to end. Thank you." from the feedback forms received directly from teachers we can proudly say 100% said they would like to come back to the event next year (2015) and the group have already started taking bookings.

This event is of utmost importance to South Hill Park and highlights the

significant contribution Missed Out makes to life at South Hill Park. M.O.L.E. is a practical way to form meaningful relationships with primary schools and is a way of cultivating engagement and participation generally.

## 2. OUTLINE PROGRAMME FOR NEXT YEAR 2015/16

- A. To develop a distinctive voice with a combination of in-house productions, co-productions, resident artists and visiting companies.

We are delighted with the success of two of our associate companies **Theatre Re** (who will have the honour of opening the London Mime Festival in January 2015) and **Squint**, who just completed a West End run of **Long Story Short** in October 2015. We will continue to support these companies as they grow and develop. We will work with **Blackeyed Theatre** on one of their most ambitious projects to date in 2015 – staging **The Great Gatsby**. Our in house productions will be **Blood Brothers** (Feb 2015), **Danny – the Champion of the World** (co-production with London Contemporary Theatre in March- May 2015, **Alice** ( an outdoor production by the team who worked with us on Oh What A Lovely War) – summer 2015; **The Borrowers** – October half-term 2015 (to build a more regular family audience for the Wilde Theatre); **Fawlty Towers 2** in October 2015 (building on the success of Fawlty Towers in 2013) and **Sleeping Beauty** (panto - Nov 15 – Jan 16.)

We will continue to work closely with our amateur community, helping and advising production teams to ensure that the quality of amateur work at our venue is of the highest standard. Victoria Spearing, our resident designer, is designing **Joseph** for Starmaker in 2015.

In addition to the musicals and dance shows which are regularly in our programme from the amateur community, we are fortunate to have an opera company who are based here at SHP- Park Opera. They have a locally recruited chorus, and some of the principals are picked from the local community. They also provide opportunities for young emerging opera stars of the future. Park Opera are tackling **Barber of Seville** in February.

- B. To develop the profile of the Bracknell Gallery as a multifunctional space.

The same multi-function approach will continue in 15/16, with a combination of outside hirers using the space for exhibitions, and our own creative team using the space for in-house production rehearsal/ set builds. .

The Bracknell Gallery will also be used for a workshop week for adults with learning disabilities in 2015 where there will be costume making, set painting, drama workshops and performances. The gallery space will act as both project and performance space in an exciting visual arts and theatre collaboration.

- C. To continue to develop work with the parishes of Bracknell Forest Council.

We now exhibit works every Dec- Jan from the Binfield Warfield and Wakefield parishes' annual Artsweek.

After the success of our 2013 My Bracknell Forest exhibition, which involved 19 local schools and in which we worked alongside Lynne Beck, advisory teacher from BFC, we are now planning our next exhibition. We will be

working, again in partnership with the Council, on a project and exhibition that will look to work with 25 local schools. The 2015 project will be based on the national Ten Pieces project, where the visual arts stimulus is a collection of ten pieces of classical music.

- D. To explore ways, with our funders and stake-holders, of making progress in building reserves for equipment replacement and renewals.

We will continue to stress to our funders the need to rebuild our reserves. We will continue the dialogue with our new funders, the parishes, demonstrating the importance of supporting our work. The capital grant from ACE will facilitate many renewals of lighting and sound equipment throughout 2015.

- E. To work with Bracknell Forest Council on the long term management and maintenance of the restored historic grounds.

We will continue to be active partners in the Parks for People programme, both on the Joint Management Committee, and in planning joint initiatives between arts centre and grounds management staff.

- F. To establish a sustainable partnership with funders and other parties to ensure stability for the festival season.

We are helping Unseen Dreams fundraise for a Fusion Asia festival in the future. We are in discussion with UK Events about a large scale festival to take place either in 2015 or 2016. The current partnerships with Waitrose for the Food festival, Creative Control for the Affinity Festival and with Artree for the Folk festival are in place to continue in 2015.

- G. To explore ideas for new festivals and events.

The idea of a large scale festival, along the lines of the Bracknell Festival in the nineties, is in discussion with UK Events, but is dependent on car parking being granted in the North field. This assurance needs to be in place regardless of weather. UK Events have agreed to pay a bond to cover any potential damage in the event of bad weather.

- H. To develop new approaches to residencies, engaging artists on a wider range of short, medium and long term residencies which have audience development potential.

We are working with Blackeyed Theatre on *The Great Gatsby* in 2015, which we think has great audience development capacity, and are looking for new producing partners with an eye for the commercial potential of projects.

To develop a range of opportunities with commercial possibilities, the CEO and members of production staff are attending performances promoted by emerging producers with forward-thinking ideas which we identify as having a chance of commercial success.

Our Resident Artist programme has seen the exciting new appointment of both a new printmaking and ceramics resident this year. The residencies allow exceptional practicing artists the use of our facilities for the creation of new works, for the duration of two years while teaching within their specialism. It keeps our programme fresh and exciting as new ideas and techniques are

brought into the studios and passed onto our large student body consisting of both amateur and professional artists and makers. It also serves as an excellent tool for building the reputation of the arts within the borough, as the resident artists, who exhibit and network across the country, act as ambassadors for South Hill Parks facilities and Arts programme.

In 2015, our second printmaking artist in resident will be exhibiting works made at South Hill Park in the mansion galleries.

- I. To engage the commercial sector in creative projects.

We will continue our partnerships with Waitrose, Artree, Creative Control as mentioned previously, for our festivals, and explore ideas for larger festivals with UK Events and Unseen Dreams.

We are working with London Contemporary Theatre with the 2015 tour of Roald Dahl's ***Danny – the Champion of the World***.

We will continue to work with YMT UK on developing new musicals for young performers.

We are in discussion with a number of independent producers about opening shows here prior to West End transfers.

- J. To develop conferencing business at South Hill Park.

SHP's trading arm, Haversham Trading, have agreed to invest more money in the promotions budget for conferences and hires. This has increased from £3,000 to £5,000 per annum. The Marketing Director has proposed a strategy to maximise the benefit of this investment, which has been agreed by Haversham.

- K. To develop the membership scheme.

We are in the process of developing our membership scheme. Having taken on comments from current members and potential members we are adding several new benefits to the membership scheme, including guaranteed priority booking for big named comedians, no booking fees on purchases through the website, free ticket re-sales and a monthly members' newsletter containing special offers. We are also trying to negotiate a deal with BFC to allow our members 10% leisure facilities in Bracknell.

- L. To develop links with culturally diverse companies and encourage potential producers of culturally diverse work to start projects at South Hill Park.

We intend to build on our relationship with 2heavy productions, bringing their future shows to South Hill Park, as they have such a strong culturally diverse following. We will also seek to build on the Afrovibes experience, (see 1AL). with more work which deals with multicultural issues.

We will meet with ICAB to involve the Indian community of Bracknell Borough more closely, and seek to open as new Bollywood show in the Wilde in 2015.

- M. To continue to develop Digital Arts.

We will consider making a further application to ACE through Grants for the Arts to develop our SHP Live! programme beyond the current end date of March 2015. Whether this is successful or not, we will seek to build on the

experience we have gained over the past 2.5 years in developing live streaming. We will continue to build on the incoming streaming of high profile arts events from the National Theatre, the West End, the Royal Opera, Bolshoi Ballet, and the major galleries of the world.

We will seek to build on our programme of classes and courses in digital media.

- N. To continue to develop a Creative Producers programme for young people (“Missed Out”).

South Hill Park will continue to train and educate the Missed Out group while supporting them in their artistic endeavours.

The biggest event in Missed Out’s 2015 calendar is M.O.L.E (see A1N) , however , the group have several other projects in development for the year ahead. Every project the group delivers aims to fulfil their mission statement - to bridge the gap between arts provision for children and adults. M.O.L.E. can only take place by levering in external funding, so the group will also execute projects to generate income specifically for this purpose.

As the group evolves, we hope to instil within each member an ever growing understanding of the importance of working within a team in a major arts venue, whilst unlocking their individual creative potential.

### 3. PERFORMANCE INDICATORS

We include the actual results for 12/13; Projected and actual 13/14; Projected 14/15 and projected for 15/16 on the attached spreadsheet. There is also an accompanying set of notes which should be read in conjunction with the spreadsheet.

In 13/14 we achieved 255,252 attendances across all of our activities against the target of 222,170 which we set for the year. We are setting ourselves a target of 276,000 attendances in 15/16.

Community engagement is fundamentally important to us, and we see the increase in commercial activity as another opportunity to introduce new people to the arts. For that reason we have included, for the first time, weddings and non-arts events organised in the Grounds as part of the Parks for People programme.

We have also included the known digital audience which is derived from work that is live-streamed from South Hill Park.

### 4 MANAGEMENT ACCOUNTS

#### A. South Hill Park Actual Outturn 2013/14

	Expenditure	Income
Activities	14580	16149
Admin	377239	30674
Big Day Out		
Central	187651	11816



Commercial		
Courses	136431	192040
Digital Media	17941	22975
House Management	93768	265
Housekeeping	181340	
Marketing	146963	22737
Promotions	420231	548149
Reception	92051	3301
Sponsorship	1447	23661
Streetlife		
Sandhurst		
Contingency		
Grants		569185
Room hire	4421	129552
Audit/Accountancy	22094	
Bank Interest		79
Conference costs	52543	48028
Concessions		103754
Merchandising	1978	4753
<b>TOTAL</b>	1750678	1727118

Budgets to reflect all funding or in kind support from BFC.

#### **4. MANAGEMENT ACCOUNTS**

##### **B. South Hill Park Forecast Outturn 2014/15**

	Expenditure	Outturn
Activities	14400	15500
Admin	381499	31000
Central	194461	6997
Commercial		
Courses	138681	188353
Digital Media	22500	26500
House Management	114409	233
Housekeeping	160655	
Marketing	151500	22943
Promotions	432167	568423
Reception	93396	438
Sponsorship		23232
Streetlife		
Sandhurst		
Contingency		
Grants		576540
Room hire		134759

Audit/Accountancy	21418	
Bank Interest	3	81
Conference Costs	62114	57951
Concessions		112000
Merchandising	1400	4719
	1788603	1769669
<b>TOTAL</b>		

Budgets to reflect all funding or in kind support from BFC.

As at 31 October 2014

#### **4. MANAGEMENT ACCOUNTS**

##### **C. South Hill Park Draft Budgets for 2015/16**

	Expenditure	Income
Activities	14400	15500
Admin	380000	31000
Big Day Out		
Central	188584	7000
Commercial		
Courses	136000	192000
Digital Media	23000	27000
House Management	115000	250
Housekeeping	160000	
Marketing	152000	23000
Promotions	440000	576000
Reception	90000	438
Sponsorship		23000
Streetlife		
Sandhurst		
Contingency		
Grants		576540
Room hire		135000
Audit/Accountancy	19000	
Bank Interest		80
Conference Costs	64000	58000
Concessions		115000
Merchandising	1500	3000
	1783484	1782808
<b>TOTAL</b>		

Budgets to reflect all funding or in kind support from BFC.

As at 31 October 2014

#### **5.SPONSORSHIP, DONATIONS AND GRANTS**

South Hill Park – All sponsorships and grant income levered in for projects (in addition to core funding) for 2014/15

	2014/15	Notes
JOHN NIKE	10000	DIGITAL MEDIA
ARTS COUNCIL	180028	HALF CAPITAL GRANT
YOUTH SERVICES	6600	11/19
STEP UP	5000	Supporters scheme
PARISHES	8900	Various donations
FUNDRAISING EVENTS	4000	With local community
WAITROSE	10000	Refurb Wilde Bar
GENERAL DONATIONS	5500	General Public
BFC	25,000	Commission for Oh What A Lovely War
<b>TOTAL</b>	<b>255,028</b>	
	*Some of the above are include in the revenue accounts	
<b>TOTAL</b>	<b>389000</b>	

## 6. SAFEGUARDING POLICY

Please attach with revenue grant application for 2015/16

## 7. UPDATE ON PROGRESS ON:

### A. User and Non user satisfaction surveys.

We have a survey in place monitoring user satisfaction with SHP customer service across the arts centre, including catering. This survey is advertised via cards placed at Box Office and on the Atrium bar, and also on our website. The survey will have more visibility on the new SHP website being launched in November. The survey is hosted via the popular internet survey company Survey Monkey on the following link:

<https://www.surveymonkey.com/s/shp1>

We have also used our account with Survey Monkey to gain invaluable feedback on our Food Fair and future programming.

## B. Monitoring of the Education and Outreach Policy

Mark Hooper, our Performing Arts co-ordinator, has been monitoring this. In addition to our regular courses and classes, the following community projects are taking place at SHP: 11/19 (Friday arts experiences open to all aged between 11 and 19 for £1 per session); Youth Theatre (who undertook an exchange with Leverkusen in 14/15); Missed Out , our Young Producers group, and Art Plus Me, for young carers.

The participations were as follows:

	Spring 13	Summer 13	Autumn/Winter 13	Spring 14	13/14 Totals
<b>11/19</b>	392	308	557	370	<b><u>1627</u></b>
<b>Youth Theatre</b>	29	31	32	31	<b><u>123</u></b>
<b>Missed Out</b>	15	15	15	15	<b><u>60</u></b>
<b>Art Plus Me</b>	108	134	166	126	<b><u>534</u></b>

Missed Out organised MOLE (a learning programme for primary schools over the summer). See 1AN for details.

## C. Building Maintenance and Energy Conservation

We lost the skills and experience of Operations Manager Mike Aslin this year, which has left a gap in the organisation. However BFC have been very helpful in supporting us as an organisation as we build up our skills and knowledge in this field once again.

The grant from the Arts Council will help us considerably on energy conservation, as we change our production lighting to LED, and insert solar panels to provide some of our energy needs. BFC also undertook a lot of work on our windows in 14/15 which will help us to minimise wasting energy through loose windows.

## D. Long term fundraising campaigns

Fundraising in 2013/14 focused primarily around the digitisation of the cinema, a very successful campaign that met its fundraising targets and has allowed us to move the cinema into a new era of Live Theatre and Event Streaming.

We also continue to gain invaluable funds through the 'round-up' facility on our website, the £1 levy on shows at South Hill Park (50p in Studio Theatre).

Our Step Up for South Hill Park fundraising campaign continues to bring in regular money, but plans for the next year are to revamp and relaunch the scheme in order to bring in increased levels of funding.

## Summary

I hope this document gives a flavour of a year in the life of South Hill Park. For the purposes of the budget we have been asked to enter a standstill figure for the grant

from BFC and BTC. We have done this, but in doing so we have not been able to make an allowance for any cost of living increase for staff.

We would ask that if the Council is making a cost of living award to BFC staff, that the same inflationary figure would be added to SHP's grant in order for us to make the same increase to staff of SHP.

We were also asked to state what our top priority would be in the event of an uplift in funding by the Council's Overview and Scrutiny Working Group.

Investment in key posts would allow SHP to develop and prosper, allow us to maintain and attract high calibre staff to deliver community engagement on a sustainable model.

Our Creative Learning Co-ordinator is operating on only 16 hours a week. What has been achieved in these hours is commendable, but we would achieve so much more with community engagement and schools involvement if the post holder were to have an additional day. The Creative Learning Co-ordinator (currently Mark Hooper) would be targeted to increase schools engagement and to develop the work he is doing with community groups in the borough with this additional day per week.

Similarly our Head of Marketing is on a 4 day week. The Head of Marketing post (held by Michelle Green) has been full-time until 2 years ago. We took the decision to go down to 4 days a week after the grants cuts because of severe budgetary pressure. Our current post-holder currently looks after developing attendance at SHP, by developing audiences attending our events and courses. By making this post full time, Michelle would be able to work more effectively with Bracknell Regeneration, to plan for our marketing within the new town centre, and also to build our corporate scheme, which frankly needs to be revitalised next year, (bringing much needed sponsorship and hospitality deals to help us bridge the small remaining gap in our balance sheet).

Clearly the cuts in funding two years ago necessitated these changes, but for SHP to extend its reach and to be more effective in community engagement, these posts should each have one additional day. The annual cost for this would be £11,630 but the benefit to the community would be significant.

The current staffing level has made it very difficult for us to develop our Courses and Classes. We are maintaining the same level as in previous years, but we would like to see more growth in this area. On the other hand, catering has benefited enormously from the improvements which the "**contract in**" franchise has made over the past two years, and from the development of the grounds, which has increased daytime visitors to the centre dramatically.

We believe the future is bright at SHP. If ever there you need a model to demonstrate the positive effect that the arts can have on the well-being of a community – then you need look no further- South Hill Park is that model!

## **8.DATE OF APPLICATION FOR 2015/16 REVENUE GRANT**

Signed:

Date:

Please email completed application to Ruth Burgess ECC by Thursday 31 October

2014.

Contact details:

Email: [ruth.burgess@bracknell-forest.gov.uk](mailto:ruth.burgess@bracknell-forest.gov.uk)

Direct dial: 01344 35 1315

Time Square

Market Street

Bracknell

Berkshire

RG12 1JD

**APPENDIX B**

	Actual 12/13*		Projected 13/14		Actual 13/14		Projected 14/15		Projected 15/16			
	No. Of events	Attendance	No. of events	Attendance	No. of events	Attendance	No. of events	Attendance	No. of events	Attendance		
<b>Artform</b>												
Drama (inc Musicals & Opera)	203	15,000	190	16,000	236	22,227	220	22,000	220	25,000		
Music	268	6,500	230	6,000	156	6,316	160	7,000	170	8,000		
Dance Promotions	17**	3,528	20	4,500	28	3,838	30	6,000	30	6,000		
Literature events	3	60	9	150	12	92	9	100	10	120		
Film (inc Live Stream Events)	471	12,180	400	9,500	493	11,676	500	10,000	500	13,000		
Courses (Adult)	Apr - Dec***	1,347	10,668	Apr - Mar*****	423	3,212	438	3,423	445	3,200	445	3,600
	Jan - Mar****	202	1,737									
Courses (Children)	Apr - Dec***	288	1,959	Apr - Mar*****	47	408	40	378	45	408	45	450
	Jan - Mar****	31	212									
W'shops (Adult)	Apr-Dec	379	1,812	350	2,000	n/a	n/a	n/a	n/a	n/a	n/a	
W'shops (Children)	Apr-Dec	105	945	90	900	n/a	n/a	n/a	n/a	n/a	n/a	
W'Shops (Combined)	Jan-Mar	64	578	n/a	n/a	282	1,707	285	1,900	285	2,000	
Entertainment		58	8,005	60	8,000	61	6,319	65	8,000	65	9,000	
Comedy		64	7,800	75	9,000	78	7,470	75	8,000	75	9,000	
Family Shows (inc. panto)		110	18,310	120	20,000	81	17,548	100	19,000	110	20,000	
Craft Fair		2	2,400	2	2,500	2	2,100	2	3,000	2	3,500	
Exhibitions	n/a	127,000	n/a	130,000	n/a	160,000	n/a	170,000	n/a	170,000		
Festivals		2	7,500	2	2500*****	3	6159*****	3	6,500	3	7,000	
Education in-house		60	6,390	60	6,000	58	6,158	60	6,200	60	6,200	
<b>Sub-totals at SHP</b>		<b>3,657</b>	<b>232,584</b>	<b>2,078</b>	<b>218,170</b>	<b>1,968</b>	<b>249,252</b>	<b>1,999</b>	<b>271,308</b>	<b>2,020</b>	<b>282,870</b>	
Weddings						7	550	14	980	14	980	
Outdoor Non-Arts Events						16	5,449					
Offsite events	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
SHP Live Digital Audience	4	2,352	5	3,000	5	5,000	6	4,000	6	4,000		
Touring	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Offsite Education	N/A	1,040		N/A	1,000	N/A	1,000	N/A	1,200	N/A	1,200	
<b>Grand Totals</b>		<b>3,661</b>	<b>235,976</b>	<b>2,083</b>	<b>222,170</b>	<b>1,996</b>	<b>255,252</b>	<b>2,019</b>	<b>276,508</b>	<b>2,040</b>	<b>288,070</b>	

## APPENDIX C

### Notes

**Please note all performance attendance figures include those for amateur and hire productions**

\*The change of Box Office system from DataBox to Patron Base in January this year has meant some changes in the

way events are categorised and attendance is reported. We have tried as far as possible to provide a direct

comparison with the figures reported in previous years but in some cases there are disparities. Going forward this should iron itself out.

\*\*Please note this figure has been reduced substantially as an error was discovered in our Box Office calculations

\*\*\*figures from April to December are taken from our former boxoffice system DataBox which reported courses per

individual session and attendance to each of those sessions, beyond December 2012 we can no longer report

figures for courses in this format

\*\*\*\* figures from January to March are taken from our new boxoffice system Patron Base which reports course per

course run, so one 10 week course = one performance or one stand alone 1 day course = one performance and

attendance is measured per course

\*\*\*\*\*figures for courses will be reported per 'course run' going forward - so one ten week course = one performance

and attendance of that ten week course = one participation

\*\*\*\*\*Predicted festivals numbers for 13/14 are sharply lower owing to cancellation of FAB and Big Day Out as a

result of loss of Arts Council Funding. We have focused more on smaller festivals (Affinity and Folk festival) and

hope to grow attendance at these in 14/15

\*\*\*\*\*Festival numbers were better than predicted in 13/14 owing to growth in the popularity of our annual Food

Festival, partly owing to sponsorship by Waitrose.



## APPENDIX D

Date	Company
04/05/2014	Allied School of Dance
27/05/2014	BARTA
12/05/2014	East Berkshire Operatic Soc
25/05/2014	Lynette Academy of Dance
15/06/2014	Park Opera
23/05/2014	Eagle House School
28/06/2014	Limelight Academy
05/10/2014	Starmaker
02/11/2014	EBOS
10/11/2014	Bracknell Flower Arranging
05/07/2014	Berkshire Theatre Company
01/10/2014	Shakespeare for Schools
2/3 July	Rock Choir
28-30 July	Entertain Arts
24-May	Strictly Street
30/06/2014	Read Dance
13/07/2014	Artemis
04/10/2014	Vanquish
14/12/2014	Thames Voyces
19/02/2015	BARTA
Feb-15	Gangshow
Feb-15	Park Opera
Mar-15	Starmaker
<b>Mar-15</b>	EBOS
Mar-15	Crowthorne Musical Players
Mar-15	Karen North Dance
Mar-15	Eagle House School
Mar-15	Jayne Coleman Dance

## APPENDIX E

### PARTNERSHIP AGREEMENT Appendix E (FOR THE YEAR 2015/16)

This Agreement is made the                      day of                      2015  
BETWEEN

**Bracknell Forest Borough Council** of Easthampstead House Town Square,  
Bracknell, Berkshire ("The Council") (1)

and

**South Hill Park Trust Limited** of Ringmead, Bracknell, Berkshire, RG12 7PA  
("The Trust") (2)

#### Background

**A** This Agreement sets out the terms upon which the Council will grant to the Trust the sum of **£ plus inflation of** ("the Annual Grant") for the period commencing upon 1<sup>st</sup> April 2015 and terminating upon 31 March 2016("the Term")

**B** The Council is the freehold owner of a property known as South Hill Park, Bracknell, Berkshire ("South Hill Park")

**C** By leases dated the 31<sup>st</sup> day of March 1974 between the then Bracknell Development Corporation, Bracknell Town Council and Bracknell Forest Borough Council, South Hill Park was leased to the Trust as a centre for artistic pursuits for a term of 99 years in order that the Trust might provide arts activities and services to the public.

#### D Primary Arts Objectives

The Trust has a Mission statement: "South Hill Park exists to contribute to the quality of life of the people of Bracknell Forest Borough and beyond. We will expand people's horizons by providing a world of exciting, challenging, professional and community arts in a welcoming, high quality and accessible environment."

IT IS AGREED THAT

#### 1 General

- 1.1 The Council and the Trust agree that all funding and other assistance given by the Council to the Trust as described in this Agreement is given as a grant subject to conditions and that no legal relations are intended to be created as a result of this agreement. The Council has agreed that the payment of the annual grant to the Trust will be made in 12 equal instalments, to be paid monthly in advance on the first working day of the month, commencing in April 2015 The Trust acknowledges that if it fails to meet the conditions set out in this agreement the Council may cease to provide any further funding and will repay any unspent grant to the Council. The Council and the Trust declare that no legal partnership exists between them or is intended to be created, and the Trust acknowledges that the Council may not be able to provide a grant or any other funding after the Term has expired. .
- 1.2. The Trust shall deliver the arts programme which is included with this Agreement headed Future Plans For 2015/16.

- 1.3. The Trust shall not significantly alter the Future Plans For 2015/16 without the prior written consent of the Council (such agreement not to be unreasonably withheld or delayed).
- 1.4. Both partners will use all reasonable endeavours to provide advice and support to each other as far as resources and any legal limitations permit.
- 1.5. The Council may make such deductions from the Annual Grant as it considers at its sole discretion to be reasonable in the following events:
  - 1.5.1 Breach of the terms of this Agreement by the Trust;
  - 1.5.2 Significant alternation on the Future Plans For 2015/16 without the prior written consent of the Council;
  - 1.5.3 Breach of the Tenants obligations detailed in the Lease;
  - 1.5.4 Failure to provide the monitoring information required by this Agreement.

## 2. The Trust will:

- support the voluntary arts sector to improve quality, with the Trust providing development opportunities within its core programme;
- promote a range of arts opportunities throughout the Borough and potentially in partnership with others;
- in partnership with others, undertake arts development work that creates pathways that stimulate an interest in the arts and creates the opportunity for participants to reach their desired level of excellence;
- provide an annual programme of events and activities in accordance with the agreed arts programme submitted with the grant application;
- provide subsidised hire of the Wilde Theatre to community groups up to a value of £25,000. The criteria for selecting organisations will be agreed by the Board and forwarded to the Council on request.
- support the regeneration of the town centre through appropriate arts initiatives;
- provide services to schools subject to funding being available from the education authority;
- run Lift Off Dance Festival 2016
- acknowledge the support of Bracknell Forest Council by including its logo on all publicity materials;
- during 2015 prioritise work on:
  - user and non user satisfaction surveys to develop marketing campaigns and increasing box office capacity;
  - building maintenance and energy conservation
  - rebuilding its reserves and the coordinate longer term fundraising campaigns.
- undertake operational management of buildings in accordance with the latest best practice, with works to be agreed annually in accordance with priorities and available budgets.

- undertake operational management of the grounds in accordance with the ten year management and maintenance plan. This includes;
  - Provision of marketing information on the grounds in publicity material and support in the development of a leaflet to interpret the sculptures within the historic landscaped park ;
  - Providing visitors to the grounds access to and use of the park café and toilets;
  - Provision of an information and contact point for users of the grounds within the reception area;
- be responsible for all health and safety issues within their leased land;
- will submit a safeguarding policy to be approved by the Council as part of the application process.
- actively support the Council in the development of Public Art within the Borough;
- actively participate in the advancement of the Heritage Lottery Project.

### **3. The Council will:**

- include South Hill Park logo on publicity where partnership projects occur;
- offer free training opportunities to Trust staff when there is spare capacity in Bracknell Forest Council training programme;
- co-ordinate the cutting of grass and tend trees and shrubs in accordance with the ten year management and maintenance plans;
- consider whether any benefits from Bracknell Forest Borough Council purchasing power could be extended to South Hill Park e.g. energy costs.

### **4. Performance Assessment and Monitoring**

#### **4.1 Financial**

- The Trust will submit a grant application to the Council by the end of October and will provide updated information to assist with the preparation of a report to Bracknell Forest Council Executive in January.
- By the end of October each year the Trust will prepare and present an interim report on progress against targets
- The Trust will make available, together with Board papers quarterly, audited financial statements of account.

#### **4.2 Operational**

The Trust will produce written and detailed reports on request including the number and type of performances and events with targets, actuals and projections, attendances, % attendance, comparative information and post code of attendees, visitor survey and marketing information. The Trust will make such information available in a time frame to be agreed between the parties.

### **5. Communication**

Communication between the Council and the Trust will take place in the following ways and on a frequency to be agreed between the parties:

- Director of Environment Culture and Communities and the Chief Executive of the Trust;
- The Head of Libraries Arts and Heritage will attend Trustee Meetings;
- Agendas, minutes and reports for management meetings to be sent to the Council at least one week before meetings are held;
- Meetings between Director of Environment Culture and Communities, the Executive member for Leisure, Corporate Services and Public Protection and the Chairman and Chief Executive of the Trust;
- Meetings between the Head of Libraries, Arts and Heritage and Chief Executive of Trust to review progress and activities;
- Informal contact within the Council involving but not limited to finance, personnel, legal, buildings and grounds maintenance at an operational level.
- Member representative at Board Level will be in accordance with constitution of the Trust.
- Management of the grounds will be co-ordinated through the Joint Management Committee (Grounds Group) and include representatives from the Trust, the Council, Bracknell Town Council, the Friends of South Hill Park Grounds and North Lake Estate Management Ltd.
- Day to day maintenance of the grounds will be co-ordinated by an Officer Working Group reporting to the Joint Management Committee. This will include staff from the Trust, Bracknell Forest Council and Bracknell Town Council.

**6. Heritage Lottery Fund project**

Having successfully secured HLF and Big Lottery funding and completed the restoration works;the Trust will:

- Provide office accommodation for the Park Manager and Gardener with administrative support;
- Be a partner on the Grounds Group;
- Manage appropriate land in accordance with relevant legal agreements and the ten year Management and Maintenance Plan.

.....  
 Cllr Iain McCracken  
 Executive Member,  
 Culture, Corporate Services and Public Protection

.....  
 Dated

.....  
 Geoffrey Taylor  
 Chairman  
 South Hill Park Trust Ltd

.....  
 Dated

## **APPENDIX EFUTURE PLANS FOR 2015/16 SOUTH HILL PARK ARTS CENTRE**

### **Strategic**

1. To work with the Borough in the implementation and development of their policies for culture and the arts.
2. To increase recognition of South Hill Park's work through touring projects nationally.
3. To ensure that we are involved in plans for the development of the Town Centre.
4. To develop a distinctive voice with a combination of in-house productions, co-productions, resident artists and visiting companies.
5. To develop the profile of the Bracknell Gallery as a multifunctional space
6. To continue to develop work in the parishes of Bracknell Forest Council.
7. To explore ways, with our funders and stake-holders, of making progress in building reserves for equipment replacement and renewals.
8. To work with Bracknell Forest Council on the long term management and maintenance of the restored grounds.

### **Festivals**

1. To establish a sustainable partnership with funders and other parties to ensure stability for the festival season.
2. To explore ideas for new festivals.

### **Commissions and Residencies**

1. To develop new approaches to residencies, engaging artists on a wider range of short, medium and long term residencies which have audience development potential.

### **Corporate**

1. To engage the commercial sector in creative projects.
2. To develop the conferencing business at South Hill Park.
3. To develop the membership scheme.

### **International Work**

1. To find meaningful ways of engaging with cultural producers and cultural centres from other countries.

### **Cultural Diversity**

1. To continue to implement our action plan.
2. To develop links with culturally diverse companies and encourage potential producers of culturally diverse work to start projects at South Hill Park.

### **Education**

1. To continue to develop Digital Arts.
2. To continue to develop a Creative Producers programme for young people (“Missed Out”).

## **APPENDIX E SUBSIDIES FOR GROUPS**

This Partnership Agreement provides for subsidised use of the Wilde Theatre for defined art groups.

This support is available to voluntary arts groups in the borough which in the opinion of the Chief Executive of South Hill Park Arts Trust are of a high artistic quality commensurate with their amateur status and intended beneficiaries, and by doing so providing a service to the residents of the borough.

The Chief Executive of South Hill Park Arts Trust to provide a list of beneficiaries and the value of the subsidy given as part of the annual grant submission to the Council.





## **Appendix F**

# **Child Protection Policy**

### **STATEMENT**

South Hill Park, its staff and tutors take seriously their responsibility to protect and safeguard the welfare of all children and young people with whom they work. All members of staff have a responsibility to ensure that children are safeguarded, but those who come into contact with children and their families in a professional capacity have particular responsibilities. South Hill Park follows the latest guidance given by the Berkshire Local Safeguarding Children's Board.

### **MISSION**

South Hill Park is committed to:

- Relating effectively, listening to and valuing children and young people whilst ensuring their safety and protection within its activities.
- Encouraging and supporting parents and carers.
- Ensuring that those working with children and young people are given appropriate training and support.
- Having a system for dealing with concerns about possible abuse.

### **CHILDREN'S RIGHTS**

South Hill Park works within the boundaries of the UN Convention in the Rights of the Child (1991).

South Hill Park agrees that:

- All children have a right to expect that their best interests are a priority when decisions are being made about them by South Hill Park.
- All children have a right to have a say in anything that affects them.
- All children have a right to be protected by those who look after them.
- All children have the right to rest, play and have the opportunity to join in a wide variety of activities.

All the rights in the Convention must apply to all children without discrimination of any kind. Every child has equal rights, as disclosed in our Equal Opportunities Statement.

## **AREAS OF POLICY**

### **1. Appointments**

1.1 Appointing those who work in direct contact with children and young people.

In appointing the above, South Hill Park will be responsible for the following:

*Before employment:*

- Meeting the applicant in person.
- Obtaining the results of a valid Enhanced Disclosure.
- Obtaining and following up a minimum of two references with particular attention as to the applicant's suitability for working with children.
- Informing the applicant of the preceding two requirements and, where appropriate, of the subsequent results.

*Upon employment:*

- Setting an appropriate induction period to assess the individual's suitability to the position through observation and discussion.
- Providing appropriate information and training about child protection and health and safety responsibilities.
- Issuing a copy of this policy to the individual.
- Discussing any problems arising during this period.

*During employment:*

- Providing opportunities to discuss work programmes and areas of concern with other staff.
- Reviewing the appointment on a regular basis.
- Police checking employees every three years.
- Informing employees of any changes to child protection or health and safety policy.

The applicant/employee will be responsible for:

*Before employment:*

- Providing all the information requested.

*During employment:*

- Promptly providing details of *any* criminal convictions or investigations.
- Co-operating fully with any request made or action taken by South Hill Park related either to child protection or health and safety policy.

Reasons for not appointing an applicant or discontinuing employment may include:

- A history of previous offences against children.
- A history of offences that are unsuitable when working with children, i.e. drugs or violence.
- Unsuitable references.
- Unsuitable behaviour during employment.
- Failure to disclose relevant information.
- Inability to do the job.

### 1.2 Appointing of education workers from visiting companies

Any person carrying out an educational activity with children or young people organised by South Hill Park on behalf of a visiting company must provide:

- Proof of an existing Enhanced Disclosure obtained within the last three years. If this criterion is not met, then the visiting education worker must be supervised at all times by a suitably checked person known to South Hill Park.
- Evidence of previous education work.

### 1.3 Appointment of Volunteers

Volunteers should hold/have appropriate qualifications/experience and police checks. Otherwise they should be clearly working under the direct supervision of an appropriately qualified person.

## 2. Supervision of children and young people

Staff working with or organising events and courses for children and young people will:

1. Take responsibility for their well-being at all times.
2. Find out the health and safety and fire evacuation procedures relevant to the location and comply with them.
3. Ascertain the whereabouts and contact details of the nearest first-aider (or nearest telephone in the absence of such provision).
4. Ensure that the working space is safe before allowing the children to enter.
5. Take a register where appropriate.
6. Make sure that they have a completed Registration Form from the child's or young person's parent or guardian, detailing emergency contact details and any medical information. This should be filed in the child's or young person's folder. It is important that these are completed **before** the child or young person is involved in any activity at South Hill Park. Please refer to 'Special Guidelines for Tutors and Helpers on Workshops and Courses for Children (ages 16 and under).
7. Staff must attend regular Child Protection Training and read the Area Child Protection Committee's section that relates to Out of School Care (Page 114). The ACPCS/OFSTED Protocol is recorded in the ACPC Procedures (Pages 147 – 156 inc). It is every staff member's responsibility to ensure that Child Protection issues are addressed correctly, with compassion, and that the strictest confidence is maintained at all time.

## 3. Code of practice

The following guidelines are designed to ensure the best possible protection for children and young people and the adults working with them. Please refer to the ACPC Child Protection Procedures 2001 (this is in the red folder above the visual arts assistant's desk) page 114.

1. All should respect the rights, dignity and worth of all and treat everyone with equality.
2. Always be publicly open when working with young people. Situations where an adult and an individual child are completely unobserved should be avoided
3. If physical contact is necessary it should be done openly

4. Adults should ensure that the activities, which they direct or advocate, are appropriate to the age, maturity and ability of the participants.
5. Adults should consistently be aware of differing customs and cultural requirements.
6. If an adult accidentally hurts a child, or causes distress in any manner, the adult should: report the incident to their line manager supported by a brief written report of the incident as soon as possible.
7. Staff should not, under any circumstance, smoke or use bad language while around young people. Smoking should happen discreetly out of view of all students and parents.
8. Staff should refer to the Education and Outreach Policy for more information about the venue and its vision for working with young people.
9. Staff should adhere to the Vulnerable Young People and Challenging Behaviour document for guidance for the aforementioned and always follow its directives.

#### **4. Guidelines for tutors and helpers on workshops and courses for children under the age of 16.**

All tutors must read 'Special Guidelines for tutors and helpers on Workshops/Courses for Children Aged 16 and under'. They must sign and return one copy to the member of staff who has set up the course or workshop.

1. The tutor's responsibility for the members of his or her group starts from the moment the group is admitted to the rehearsal/activity space and continues until the last member of the group has left the space.
2. The tutor must familiarise him/herself with the fire evacuation procedure for the space. In the event of fire alarm being activated, or in any other emergency situation (such as a bomb scare), everybody must leave the building by the nearest available exit and assemble at the designated assembly point: This is the Courtyard outside Wilde Theatre.
3. First aid assistance can be found via South Hill Park's Box Office, where a first aider will be called. Remember that only the House Manager should administer first aid, not the tutor. The parent or carer must be informed at the end of the session if a child has had any kind of accident during the session.
4. Children aged under 12 must not be allowed to leave the building without a responsible adult.
5. No student may leave the space without first informing the tutor.
6. Children on a course or workshop must only eat or drink things that they have brought with them, apart from drinking water. No one must give them anything else to eat or drink, in case of allergies.
7. Classes involving children aged 16 and under must be supervised by at least two responsible adults at all times.

8. The tutor must inspect the space **before** the group is admitted to ensure it is a safe environment. In the event that any dangers can be foreseen, the tutor must discuss the matter with the House Manager who will attempt to make the space safe or find an alternative space.
9. All parents, guardians and carers must complete a 'Registration Form for Children aged 16 and Under Participating in a South Hill Park Course/Workshop' for their child, before the start of any course/workshop. These forms will be sent to the parents in advance of the course or workshop and completed forms will be placed with the tutor's register. If a form is not completed fully then the child will not be allowed to stay. The forms must be kept with the register and be available at every session, in case of an emergency.
10. Parents and carers of children aged under 12 will be asked to drop off their child at the workshop/course room at the beginning of the session, and must not leave their child until the tutor is present. They will also be asked to collect their child from the workshop course room at the end of the session, rather than from elsewhere inside or outside the building.
11. At the end of the session, the tutor must make sure that all children aged under 12 have been collected by their parent or carer. If a child has been at a morning session and is staying for a separate afternoon session, no lunch cover is provided. The tutor must make sure that parents and carers are aware of this. If a child is not collected the tutor or a helper will go with the child to Box Office so that the parent or carer can be contacted. Do not leave a child that has not been collected alone.
12. It is preferable that children partaking in a workshop or course are not taken into the grounds of South Hill Park. If the tutor takes a group outside for a short break, the member of staff who has programmed the course must be made aware of this. The group must stay as close to the mansion house as possible and the tutor must remain with the group at all times. The tutor must be aware that the grounds are used by members of the public and the children must remain within the tutor's sight at all times. The group must not go near the lake or into the woods. If the tutor wishes to take the group into the woods or grounds for an extended length of time, as part of the course, he or she must apply in writing to the Facilities Manager at least a week in advance and inform the member of staff who has programmed the workshop/course.
13. No child should come into contact with any hazardous substances, such as print room inks, acids, lead etc. It is the policy of South Hill Park to comply with the law set out in the Control of Substances Hazardous to Health Regulations 1989.

## **5. Guidelines for Visiting Companies**

1. The Administrator of SHP will inform the council's Child Employment Officer when contracting the visiting companies as soon as he or she is aware that there are children in the production.
2. The Duty Technician will inform the Administrator that there is a/are child/children in the production when the visiting company arrives.
3. The Administrator will ensure that the council's Child Employment Officer are aware that there are children in the production.

## 6. In-house Productions

1. The Administrator of SHP will inform Bracknell Forest Council's Child Employment Officer that there are children in a production as soon as the in-house production is confirmed.
2. Licensing of children and arrangements for chaperoning will be supervised by a member of SHP staff assigned to the production by the Production Manager.

## PROCEDURE FOR RESPONDING TO ALLEGATIONS OF ABUSE

Please refer to the ACPC Child Protection Procedures 2001 (red folder allocated above the visual arts assistants desk) pages 147-156. If any member of staff is concerned that abuse **may** be occurring, is likely to occur, or receives a report of abuse, they must make written notes and refer the matter immediately to their line manager. On this occurrence the line manager must report the matter immediately to the Chief Executive Ron McAllister who must consult with the Social Services Child Protection Unit to determine the most appropriate course of action. If it is then felt that further investigation/assessment is necessary in order to protect the child then the matter **must** be referred to the Social Services Community Team. If the line manager is implicated then the matter should be referred to the Chief Executive Ron McAllister, who will then report it to the Social Services Child Protection Unit. If the Chief Executive is implicated then the matter should be referred to the Chairman.

## Useful Telephone Numbers

Education Welfare Team	01344 354050
Social Services Child Protection Co-ordinator:	01344 352020
Social Services Children and Families Team:	01344 352020
Emergency Duty Team:	01344 352020
Police Child Protection: Family Protection Units:	
Windsor:	101
Reading:	101

## Useful Links

Berkshire Child Protection procedures <http://berks.proceduresonline.com/chapters/contents.html>

Berkshire Cue Cards  
<http://www.bflscb.org.uk/lscb-safeguarding-cue-card.pdf>

What to do if you are worried a child abused:  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/190604/DFES-04320-2006-ChildAbuse.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/190604/DFES-04320-2006-ChildAbuse.pdf)

CAF  
<http://webarchive.nationalarchives.gov.uk/20130903161352/http://www.education.gov.uk/childrean/youngpeople/strategy/integratedworking/caf/a0068957/the-caf-process>

Service Manager Children, Local Authority Designated Officer (LADO) Juliet Penley Council  
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