

HAMPSHIRE COUNTY COUNCIL**Decision Report :**

Decision Maker:	Executive Member for Culture and Recreation
Date of Decision:	14 January 2010
Decision Title:	Support for Independent Arts Organisations 2010/11 and forward indications
Decision Reference:	1150
Report From:	Director of Culture, Communities and Rural Affairs

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1. Summary of Decision Area:

- 1.1 This report presents details of monitoring reports and applications received from Independent Arts Organisations for funding for the financial year 2010/11. The funding held under this budget heading, called Revenue Partnership Funding, is identified for major arts organisations forming essential elements of the arts infrastructure of the county that would benefit from the ongoing support of the County Council.
- 1.2 The arts organisations of Hampshire considered to be the essential infrastructure are included in Appendix 1 as the Revenue Clients of the County Council. They are all currently providing a comprehensive programme of arts activities for Hampshire people. Their continuing service is seen as important for the delivery of the arts and the County Council's Corporate and Cultural Strategies. For these reasons it is recommended that all funding is made, subject to such conditions as are listed in Integral Appendix 1.

2. Issues Covered in Report:

- 2.1 Prospective grant applicants are applying to this Decision Day for activities occurring in 2010/11, thus enabling them to plan ahead with some certainty over their funding position and to ensure that Hampshire County Council funding is credited in advance in their publicity.
- 2.2 It is also proposed to indicate levels of funding for the years 2011/12 and 12/13 to further enable these organisations to both plan for themselves and to indicate to other funders that the County Council both values these organisations and has

confidence in their direction, management and delivery of the business.

3. Contextual Information:

- 3.1 Hampshire County Council provides financial support for important independent arts organisations serving the county's population. Decisions on the level of support are taken in advance of the financial year in order that organisations have time for planning their budgets. The three year figures agreed in principle would be confirmed in following years based on receipt of satisfactory monitoring reports and the Council's own financial position.
- 3.2 Funding is provided using the resources held within the Recreation and Heritage budget for 2010/11, and the recommendations in this report are subject to the approval of that budget by the County Council. The base budget for Support for Independent Arts Organisations and support for one off projects and activity, subject of separate reports, is proposed as £789,229 which includes an allowance for inflation of 1%.
- 3.3 The organisations considered in the report all contribute towards the Council's Core Objective of *Enhancing our Quality of Place*. They do this by virtue of their contribution to the cultural ecology of the County and the social and economic contribution they make in their respective communities.
- 3.4 The contribution that these organisation make to the core objectives of *Maximising well-being*, and *Hampshire safer and more secure for all* varies depending on their location and central purpose.
- 3.5 For this report, these organisations have been asked to report on how they contribute to the councils improvement agenda of
- Widening services to older people, including access, wellbeing and adult learning,
 - Growing the offer to young people universally to improve well-being (in addition to intervention services)
 - Tackling inequalities of access to local services in rural areas, particularly for older and younger people, & strengthen sustainability of rural communities.
- 3.6 Within this cohort of organisations a number of them act as partners with County Council departments and providers working with young people in care, who are NEET, who may have been excluded from school, vulnerable groups or in deprived communities. Where this is the case this will be indicated in the review of each organisation.

4. Further Background Information:

- 4.1 All the organisations in the list are subject to either bi or tripartite investment arrangements. This means that the County Council is part of a funding matrix and that decisions made by the County Council

could upset these arrangements and have the potential to destabilise the infrastructure. The investment by both Arts Council England and the District and City Councils, as principal investors, is an indicator of the importance of this infrastructure in the cultural ecology of the region.

5. Uncertainties and New Initiatives

5.1 As the County Council moves towards longer planning periods it has to manage the uncertainties caused by the planning frameworks of other funders, external organisations and new initiatives from the clients themselves which may occur over the period. There are a number of these in the current period.

5.2 *Economic Climate* - throughout the year the worsening economic climate has impacted across the cohort of organisations. For organisations reliant on box office income customer behaviour has changed. The 'must see' tickets are selling well but 'nice to do' less well. In the latter case customers are also not booking ahead, as they were wont to do, but leaving it till the last minute or not at all. This makes planning difficult. The recession is impacting on the availability of product in theatres as tours are cancelled or shortened. Levels of uncertainty are high. An issue to be aware of is the impact of low interest rates on the disposable income of trusts and foundations. This will mean that competition for available funds, already high, will be higher still.

The economic climate is also affecting Local Government. The impact on the cultural budgets of some of the District, Borough and Unitary Council means that in some cases partnership funding may come under strain.

5.3 During the year *Arts Council England* has gone through a restructure which has meant that there will be fewer officers in the region. The region now includes the previous East and South East Regions combined, so the geography is huge. Whilst the restructure may present some opportunities for the County Council to play a greater strategic role in the region, what this may be is yet uncertain. 2010/11 is also the last year of ACE current funding agreements with its regularly funded organisations (RFOs). The County Council funds six organisations alongside ACE and expects to be consulted meaningfully on the RFO portfolio going forward. How this will play out is yet unclear and the ACE settlement and any direction attached to it by Government not yet in the public arena.

5.4 Find Your Talent PUSH – is one of 10 national Pathfinder projects across the country developing approaches to enable young people aged 0 – 19 to access up to 5 hours per week cultural engagement. The pathfinders have a specific remit to target young people who might not otherwise engage with cultural activity. In the PUSH pathfinder access to 3 hours per week outside of formal education, work with under 5s and post 16 has been the main focus. There is a target

locality in each of the Districts in the PUSH area. Eight of the twelve RFOs funded by the County Council have engaged as cultural providers on this scheme building new partnerships with school and community groups in the process. The organisations not yet engaged are the building based clients in the North of the County.

In March 2011 the Find Your Talent Funding Pathfinder and the Youth Dance England current funding comes to an end. There is some uncertainty about Renaissance Hub Funding and the continuation of Creative Partnerships. These four programmes have been important in service development across the cohort of revenue clients.

- 5.5 *Fairfields Arts Centre*. - Whilst providing an interesting programme which complements the arts offer elsewhere in Basingstoke, officers at both the Basingstoke and Deane Borough Council and the County Council are concerned about the long term sustainability of the organisation. This concern The business plan and the business planning process, staffing and staff development, capacity building with the Board and fundraising and risk management. Disappointingly, the organisation has failed to make any substantial progress with the consultant. Interim reports from the organisation do not indicate any real development activity and the business plan and accompanying documents submitted to the County Council for 2010/11 differ very little from those submitted last year.
- 5.6 *Havant Arts Centre* - During 2009 the arts centre management working alongside the County Council Museum service has remodelled the 'old' separate museum and arts centre into an integrated arts and heritage centre *The Spring*. In this report information from the Museum Service relative to the service level agreement they have with the arts centre and the Arts Service are combined for monitoring purposes.
- 5.7 *Making Space* – The local funding for Making Space is derived from the Leigh Park Community Board – Funding is therefore uncertain as priorities may change depending on the composition of that Board or the views of Havant Borough Council. HBC have indicated that they wish to review levels of funding to Making Space. The County Council contracts the Leigh Park Craft Initiative to run Making Space as it is locally known.
- 5.8 *The Lights* – The Lights has reached the end of the first funding agreement between Test Valley Borough Council and the County Council. The business is now established and following a review the Executive Member Education and the Executive Member Policy and resources have agreed a further three years of funding subject to annual report. This agreement covers the years 2009/10, 2010/11 and 2011/12
- 5.9 *Theatre Royal Winchester* – 2008/9 was the final year of the organisation's last three year plan. In the late Spring of 2009 the Board made it clear to the City Council and the County Council that it would

shortly reach a point where it would not be able to trade sustainably. In the course of the year the City Council made a one off payment of £40,000 to the organisation and the City Council, County Council and Arts Council England funded an independent comprehensive review of the organisation. The consultant's report has been received and a number of recommendations made which would enable the organisation to take steps to develop a sustainable business model. However the consultant also proposes that the three funding bodies increase their levels of funding to the organisation to enable it to thrive. The outcome of the report has not been agreed by any of the funders to date.

6. Budget Position:

- 6.1 The initial base budget for 2009/10 is £789,229. This sum is derived from the budget allocation from previous years. It is expected that funding will be available for the recommended awards, but final allocation will be conditional until the budget is confirmed.

7. Criteria of Grant:

- 7.1 All applications included in this report meet the criteria for Revenue Grants as outlined in Integral Appendix 1.

8. Other Considerations:

- 8.1 **Impact Assessment:** No groups or organisations should be excluded from any benefit arising from these decisions. The application procedure does include equalities monitoring information as agreed as part of the corporate review of grants programmes and procedures.

- 8.2 **Legal Implications:** The County Council is able to utilise broad powers under the Local Government Act 1972 to provide financial support for the arts. In particular, Section 145 of the Act enables the Council to contribute towards the expenses of doing anything necessary or expedient for any of a number of purposes, including the provision of entertainment of any nature, or the provision of a theatre, concert hall, dance hall or other premises suitable for entertainment. The powers include the ability to contribute towards the development and improvement of the knowledge, understanding and practice of the arts.

9. Recommendations:

That the funding amounts listed in Appendix 1 be allocated for 2009/10, together with the indicative funding for subsequent years, subject to the relevant budgets and performance being approved and reviewed.

		Funding Received 2009/10	Funding recommended			Notes
			2010/11 Incl 1% inflation	2011/12	2012/13	
1	Anvil Arts	91,225	92,137	92,137	92,137	ACE client
2	ArtSway	35,875	36,233	36,233	36,233	ACE client
3	Bournemouth Symphony Orchestra	123,000	124,230	124,230	124,430	ACE client
4	Fairfields Arts Centre, Basingstoke	47,700	48,177			2009/10 grant made conditional on organisation working with consultant to address management issues. Progress very slow – propose one year funding only with future investment based on independent organisational appraisal November 2010.
5	Forest Forge Theatre Company	53,300	53,833	53,833	53,833	ACE client
6	Hampshire Dance Trust	27,675	27,951	27,951	27,951	ACE client. HDT seeking an uplift of £10,000 to secure the future of the County Youth Dance Companies (see

						separate report)
7	Havant Arts Active - The Spring	107,625	108,701	108,701	<i>108,701</i>	
8	The Lights CCRA <i>Children's Services Policy and Resources</i>	41,000 40,000* 40,000*	41,410 40,000* 40,000*	41,410	<i>41,410</i>	
9	Making Space Contract and project	38,950	39,339	39,339	<i>39,339</i>	HCC contracts Making Space to manage Leigh Park Craft Studios on its behalf – Contract sum £33,000 p/a – balance of funding allocation to project activity
10	Nuffield Theatre	56,170	56,731	<i>56,731</i>	<i>56,731</i>	ACE client. Includes consolidated Hampshire youth theatre grant. New business plan to be developed further to decision on SNAC
11	Proteus Theatre Company	49,725	50,222	50,222	50,222	
12	Theatre Royal Winchester	109,170	110,261 Earmarked amount			Includes consolidate grant for Winchester Rural Youth Theatre. No current business plan. Future funding to be identified at outcome of Consultants report agreed by funders and business plan being agreed
	TOTAL	781,415	789,229			

(* Contributions from Children's Services and Policy and Resources - *Figures in italics indicate new Business Plan required.*

CORPORATE OR LEGAL INFORMATION:

LINKS TO THE CORPORATE STRATEGY			Yes	No
Hampshire safer and more secure for all		√	<input type="checkbox"/>	
Corporate Business plan link no (if appropriate)	<input style="width: 100px; height: 20px;" type="text"/>			
Maximising well-being		√	<input type="checkbox"/>	
Corporate Business plan link no (if appropriate)	<input style="width: 100px; height: 20px;" type="text"/>			
Enhancing our quality of place		√	<input type="checkbox"/>	
Corporate Business plan link no (if appropriate)	<input style="width: 100px; height: 20px;" type="text"/>			
OR				
This proposal does not link to the Corporate Strategy but, nevertheless, requires a decision because:				
Principally the activity for which grant aid is sought enhances the quality of place through the creation of locally distinctive and diverse events and activities which maintain and improve the quality of life in active communities.				

Section 100 D – Local Government Act 1972 - background documents	
The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)	
<u>Document</u>	<u>Location</u>
Detailed Grant Application Forms with associated documentation, balanced scorecard notes and office files.	Arts Office, Mottisfont Court

CRITERIA FOR THESE GRANTS: Appendix 1

As a way of taking into account the very varied portfolio it is agreed (Recreation and Heritage Decision Day September 14. 2006) that revenue funded clients should be funded on the basis of agreements built around the organisation's business plans and assessed against a balanced scorecard using the following criteria.

- How the organisation delivers against Hampshire County Council's Corporate, Cultural and Arts Strategy Objectives
- The artistic quality of the work programme presented
- Benefit to Hampshire residents and visitors as either passive or active participants
- Financial viability and management
- Organisational capacity to deliver the business as set out in the business plan
- Stakeholder investment

Evidence to enable assessment using this method is provided by the client in the form of:

- Progress report against the business plan objectives for the year
- Statistical information relative to activity and participants

With the addition of reports from officers observing board meetings and attending events, file notes and consultation and comment from other principal stakeholder funders.

The balanced scorecard scores are

Meets the Standard as excellent	5
Meets the standard well	4
Meets the standard	3
Struggles to meet the standard	2
Does not meet the standard.	1

Anvil Arts HOG: 1213

Ref: 09103876

Business commentary

Anvil Arts had a financially positive year in 2008/9. The result for the year was materially enhanced due to a 'one off' VAT rebate. This will enable the organisation to invest in the building fabric. The year was the first full year of the joint operation of the Anvil and Haymarket buildings and combined programme. The ambitious programme contained a series of highlights which amongst others included the final UK appearance of Alfred Brendel and a presentation *Wives as they Were, and Maids as they Are* in a co-production with Theatre Royal Bury St Edmunds. The drama programme at the Haymarket started to build a new audience for the venue. Participation in the Music beyond Mainstream consortium opened up programming in world music that would be otherwise unavailable.

The year 2009/10 is presenting a number of challenges for the venue due to the general economic climate. Patron purchasing patterns have changed and there is an increasing issue with the availability of quality product for the scale. The school party and family audience and the drama audience has declined. Whilst the organisation has significant reserves much of this is designated. The organisation's financial management and planning is exemplary, however the current economic climate may require use of the unrestricted reserve.

2010/11 will continue to be challenging both in terms of product availability and patron behaviour.

County Council Priorities

Growing the offer to young people – The STAX programme for 14 – 18 year olds was launched in April – this provides on and back stage experience, learning skills that will benefit future careers, study and employment. The Anvil provides subsidised tickets to under 16s and free tickets to Christmas performances for children in care, young carers and foster children. In February '10 the Anvil will be working with young people at risk of exclusion linking to performances of *Rigged*. The Anvil ensures that young people with disabilities are included in activity e.g. young people from Treloar School. Future plans include working with a Common Purpose group to address issues of raising aspiration and working with young people who are NEET.

Access to services in rural areas – The education programme includes visits to rural schools – the Brodowski Quartet's *Musical Journey* was presented in North Hampshire primary schools and the London Mozart Players concerts for care homes also toured into North Hampshire.

Widen service to older people – research into needs will precede development of a specific programme for this group

Balanced Scorecard – the organisation registers a score of 4 and 5 across the criteria.

Anvil Arts	Actual 2008/09	Estimated 2009/10	Projected 2010/11
INCOME			
1.Earned Income			
Core Activity	3,327,346	2,865,000	2,700,000
Education and Outreach	2,877	5,000	5,000
Other earned	547,612	500,000	480,000
Total Earned Income	3,877,835	3,370,000	3,185,000
2.Local Authority Grants			
HCC Revenue	89,000	91,225	91,225
Project			
LA1- Basingstoke and Deane B/C	1,228,222	1,246,646	1,246,646
Total Local Authority Grants	1,317,222	1,337,871	1,337,871
3. Other Public Funding			
Arts Council Core Funding	144,510	148,400	152,400
Arts Council Dev Funding			
Lottery - G4A	111,662		
Other lottery e.g. HLF			
Other public funding			
Total Other Public Funding	256,172	148,400	152,400
4. Other Income			
Sponsorship			
Trusts/ donations	28,680	52,000	27,000
Misc.	82,004	20,000	20,000
Total Other Income	110,684	72,000	47,000
TOTAL INCOME	5,561,913	4,928,971	4,722,271
EXPENDITURE			
1.Artistic Programme			
Core Programme	2,464,255	2,425,000	2,310,000
Projects			
Education & Outreach	63,467	67,000	60,000
Artistic Staff Costs	98,791	100,000	90,000
Total Artistic Programme	2,626,513	2,592,000	2,460,000
2.Other Expenditure			
Non-Artistic staff costs	1,164,518	1,178,000	1,193,000
Marketing	209,502	151,500	154,000
Overheads	676,145	527,000	525,000
Training & Development	16,325	13,000	15,000
Premises	177,216	175,000	175,000
Misc.	327,535	325,000	315,000
Total Other Expenditure	2,571,241	2,369,500	2,377,000
TOTAL EXPENDITURE	5,197,754	4,961,500	4,837,000
POSITION FOR THE YEAR			
Total Income	5,561,913	4,928,971	4,722,271
Total Expenditure	5,197,754	4,961,500	4,837,000
Surplus (Deficit) for year	364,159	(32,529)	(114,729)
Extraordinary Items			
Accumulated Surplus (Deficit) b/f	916,434	1,280,593	1,248,064
New Accumulated Surplus (Deficit) c/f	1,280,593	1,248,064	1,133,335
Total Other Reserves			
Total Reserves	1,280,593	1,248,064	1,133,335

ArtSway HOG: 1211 Ref: 09103884

Business commentary

Artistically and financially 2008/9 was a successful year for the organisation. The Board was joined by James Hunter Deputy Principle of Arts University Bournemouth, an organisation with which ArtSway now has a memorandum of understanding regarding research into contemporary practice. Following an uplift in funding it was possible to appoint an education co-coordinator, this has enabled a significant increase in community engagement with the gallery. In a partnership with the South Bank Centre a public artwork by Phylidda Barlow was placed in the grounds at Beaulieu estate. During the year the Leverhulme Trust made an award of £90,000 to support artists' development over three years.

In 2009/10 the major project in addition to the ongoing gallery programme, with associated tours, was the presentation of the New Forest Pavilion at the 53rd Venice Biennale, funded by ACE. The Pavilion held its own amongst the national pavilions and was very well received. This international event presented Hampshire as a cultural county in the south of England. ArtSway Associates and Xtra programmes have been established. Significant fire safety upgrading to the building has taken place. The organisation suffered significant damage to the building with the theft of lead from the building roof.

In 2010/11 the challenge will be to ensure funding is obtained to continue the marketing and audience development activity of the organisation. This will have a focus on new technologies. Development of the Open Exhibition to include other venues in the sub region is under consideration.

County Council Priorities

Growing the offer to young people includes: engaging with Find Your Talent programme in the Waterside; providing a wide range of popular regular children's activities at the gallery including family learning and work with under 3s. Targeted activity takes place in partnership with Wessex YOT, Hampshire and IOW Youth Options, Learning support units at Arnewood and Priestlands schools, special activities at Coxless School, Forest Education Centre as well as the Artists into Schools initiative. Artsway also supports the SCARF the network for those with severe learning difficulties and disabilities.

Widen service to older people – the ArtSway Xtra programme attracts a constituency of older people as well as a general audience

Access to services in rural areas – situated in the heart of the New Forest, developing the engagement programme with its community is a primary objective for this organisation. Local business and people are employed by the gallery. Professional, critical and career support is offered to artists and makers based in the New Forest and beyond.

Balanced Scorecard – the organisation registers a score of 4 and 5 across the criteria

Artsway	Actual 2008/09	Estimated 2009/10	Projected 2010/11
INCOME			
1.Earned Income			
Core Activity	6,979	7,441	5,130
Education and Outreach	12,692	12,114	13,000
Other earned	13,463	14,428	10,991
Total Earned Income	33,134	33,983	29,121
2.Local Authority Grants			
HCC Revenue	35,000	35,875	35,875
Project		4,500	
LA1- NFDC	10,430	10,500	10,500
LA2- HCC Children's Services Rugby BC	5,000	4,999 10,692	
Total Local Authority Grants	50,430	66,566	46,375
3. Other Public Funding			
Arts Council Core Funding	115,338	198,452	121,651
Lottery - G4A	59,450	58,450	40,000
Other public funding	15,170	18,559	
Total Other Public Funding	189,958	275,461	161,651
4. Other Income			
Sponsorship	1,139	4,903	2,334
Trusts/ donations	38,461	33,853	37,830
Misc.	32,000		
Total Other Income	71,600	38,756	40,164
TOTAL INCOME	345,122	414,766	277,311
EXPENDITURE			
1.Artistic Programme			
Core Programme	75,291	123,914	38,678
Projects	7,019	69,881	32,000
Education & Outreach	14,622	26,326	1,500
Artistic Staff Costs	97,628	110,349	113,247
Total Artistic Programme	194,560	330,470	185,425
2.Other Expenditure			
Non-Artistic staff costs	28,178	28,378	29,228
Marketing	12,852	30,026	18,000
Overheads	36,571	40,311	36,506
Training & Development	3,886	4,673	2,500
Premises	13,591	21,471	5,652
Misc. – Transfer to Reserve - Transfer to Endowment	2,038	4,000 34,782	
Total Other Expenditure	97,116	163,641	91,886
TOTAL EXPENDITURE	291,676	494,111	277,311

POSITION FOR THE YEAR			
Total Income	345,122	414,766	277,311
Total Expenditure	291,676	494,111	277,311
Surplus (Deficit) for year	53,446	(79,345)	0
Extraordinary Items			
Accumulated Surplus (Deficit) b/f	25,899	79,345	0
New Accumulated Surplus (Deficit) c/f	79,345	0	0
Total Other Reserves	30,066	68,810	68,830
Expendable Endowment			
Total Reserves	109,411	68,810	68,830

Business Commentary

2008/9 was a transitional year for the organisation with the advent of a new CEO. New relationships with the orchestra were built. Audiences held up in this year, in measure because the recession news broke after season subscribers had made the decision to purchase. The orchestra played 110 symphonic concerts, made 6 recordings and were presented in 7 Radio 3 concerts. Kokoro played in Winchester, Romsey and Andover. Kirill Karabits', Principal Conductor designate, first concert with the orchestra received glowing reviews.

2009/10 has been a year of consolidation where the relationship with the new Principal Conductor Kirill Karabits clearly blossomed and reviews of their concerts continue to be excellent – this has raised the profile of the orchestra. However like many organisations the recession has impacted on audiences. This led to a reduction in the number of outside events that the orchestra undertook. Following discussions the orchestra has begun to explore how it might develop venues in the East of the County. A major participation project the Hampshire Rusties was focused on the northern districts with a final performance in Aldershot.

2010/11 Key programming for the concert seasons will include planning a Beethoven cycle and a focus on Russian – including contemporary – repertoire. The ensemble programme will be developed to respond to the communities in which they appear.

County Council priorities

Growing the offer to young people – this is done primarily through the mechanism of the SLA with the music service which has a specific focus on special needs schools at present. Unsubsidised sessions in schools are also presented. The orchestra has worked with socially challenged young people in Basingstoke and with Romsey festival. Mini BSO events take place in primary schools and the orchestra provides coaching for aspiring young musicians. The potential for schools concerts is being explored.

Widen Services to older people – the 2009 Rusties project attracted players of a range of ages with a significant percentage of older people. The tea dances attracted an older audience

Access to services in rural areas - In partnership with Test Valley Borough Council three tea dances were programmed into the three market towns in the borough. In addition education work takes place in rural schools where possible.

Balanced Scorecard – the organisation registers a score of 4 and 5 across the criteria.

Bournemouth Symphony Orchestra	Actual 2008/9	Estimated 2009/10	Projected 2010/11
INCOME			
1.Earned Income			
Core Activity	2,150,188	2,148,235	2,191,200
Education and Outreach	64,441	100,000	100,000
Total Earned Income	2,127,629	2,248,235	2,291,200
2.Local Authority Grants			
HCC Revenue	130,000	123,000	123,000
HCC project Rusties		?	
Local Authorities combined	499,739	461,810	461,810
Total Local Authority Grants	629,739	584,810	584,810
3. Other Public Funding			
Arts Council Core Funding	2,599,781	2,669,944	2,740,698
Lottery – Sustain		284,000	284,000
Total Other Public Funding	2,599,751	2,953,944	3,024,698
4. Other Income			
Sponsorship	198,387	192,000	192,000
Trusts/ donations	116,206	95,000	95,000
Misc. Invest inc.	37,333	60,000	60,000
Total Other Income	351,962	347,000	347,000
TOTAL INCOME	5,799,045	6,133,989	6,247,708
EXPENDITURE			
1.Artistic Programme			
Core Programme	1,568,604	1,718,548	1,702,938
Education & Outreach	26,419	26,419	27,000
Artistic Staff Costs	3,052,278	3,131,637	3,214,625
Total Artistic Programme	4,647,301	4,876,604	4,962,563
2.Other Expenditure			
Non-Artistic staff costs	727,505	746,420	766,200
Marketing	270,505	275,000	280,500
Overheads	219,415	227,965	230,445
Training & Development	5,346	8,000	8,000
Total Other Expenditure	1,222,321	1,257,385	1,285,145
TOTAL EXPENDITURE	5,869,622	6,133,989	6,247,708
POSITION FOR THE YEAR			
Total Income	5,799,045	6,133,989	6,247,708
Total Expenditure	5,869,622	6,133,989	6,247,708
Surplus (Deficit) for year	(70,577)	0	0
Extraordinary Items			
Accumulated Surplus (Deficit) b/f	501,766	431,199	431,199
New Accumulated Surplus (Deficit) c/f	431,199	431,199	431,199
Total Other Reserves	1,070,344	1,070,344	1,070,344
Total Reserves	1,501,533	1,501,533	1,501,533

*LA Breakdown 9/10	Bournemouth	192,100
	Poole	124,000
	Dorset	60,388
	Portsmouth	45,500
	Basingstoke	14,858
	Exeter	11,865
	Dorset Districts	6,909
	Other Hants	6,000

Fairfields

HOG: 1206

Ref: 09103881

Business Commentary

2008/9 Fairfields continued to programme international artists in the visual arts and dance. The Zero's and Ones digital festival was programmed and participated. Worldbeat programme was recommenced. The organisation reported an increase in attendance for activity.

2009/10 – the organisation is predicting an increase in participation again. For the second year a Manga artshow was programmed and again, building on the success of the fashion show, a second foray in to this world was programmed with the *Frock Shock* show. The organisation worked with the Willis Museum to create a large programme of activity to accompany the China exhibition. The organisation makes a very brief mention of the work that the consultant is doing with them on the management issues raised by the two funding authorities. It was condition of grant for 2009/10 that these issues were addressed.

Fairfields has done very little work on addressing the issues of Business Plan and planning processes – there has been very little change in the document presented with the submission for this report, Staffing and staffing development – no movement, Capacity Building with the Board and Fundraising – first awayday agreed for January 2010, Risk Management – Risk management plan still inadequate in terms of mitigating activity especially in the case of incapacity of the Director. This is an inadequate response to funders concerns.

2010/11 the organisation reiterates its business plan and makes no mention of dealing with any of the management issues that have been raised by its funders as important strands of activity.

County Council priorities

Growing the offer to young people – classes in the Fairfields programme, provided by community organisations provide activity for young people

Widen Services to older people – class programmes provided opportunities for older people, this includes IT sessions.

Reducing Inequalities – Fairfields has a strong cultural diversity programme

Balanced Scorecard – the organisation registers a score of 1- 3 across the criteria. However whilst this would appear not to be a significant change from last year in fact scores have reduced in 50% of the criteria and now includes two criteria where the organisation does not meet the standard.

It is therefore proposed that only one year's funding is agreed and that the County Council engages a consultant to undertake an independent review of the organisation. The outcome of this review to be used to inform any future investment in the organisation.

Fairfields Art Centre	Actual 2008/09	Estimated 2009/10	Projected 2010/11
INCOME			
1.Earned Income			
Core Activity	31,053	30,600	32,050
Education and Outreach	0	174	180
Other earned	15,958	22,680	18,950
Total Earned Income	47,011	53,454	51,180
2.Local Authority Grants			
HCC Revenue	46,500	47,7000	48,654
Project	,176	6,000	6,000
LA1- B&DBC Rev grant	40,395	41,001	41,821
LA2- B&DBC project grant	1,400	750	750
LA3- B&DBC rates & rents subsidy	23,660	23,660	23,660
Total Local Authority Grants	118,131	119,111	120,885
3. Other Public Funding			
Arts Council Core Funding	0	1,500	2,000
Arts Council Dev Funding			
Lottery - G4A			
Other lottery e.g. HLF			
Other public funding			
Total Other Public Funding	0	1,500	1,500
4. Other Income			
Sponsorship			
Trusts/ donations	25	8,120	2,500
Misc.			
Total Other Income	25	8,120	2,500
TOTAL INCOME	165,167	182,185	176,565
EXPENDITURE			
1.Artistic Programme			
Core Programme	8,150	7,400	6,400
Projects	0	0	0
Education & Outreach	0	0	0
Artistic Staff Costs	18,418	17,410	18,060
Total Artistic Programme	26,568	24,810	24,460
2.Other Expenditure			
Non-Artistic staff costs	89,305	94,619	87,214
Marketing	6,677	7,500	7,000
Overheads	55,085	54,477	55,261
Training & Development	649	500	500
Premises	5,578	3,000	3,000
Misc.	6,885	6,000	6,000
Total Other Expenditure	164,179	166,096	158,975
TOTAL EXPENDITURE	190,747	190,906	183,435
POSITION FOR THE YEAR			
Total Income	165,167	182,185	176,565
Total Expenditure	190,747	190,906	183,435
Surplus (Deficit) for year	(25,580)	(8,721)	(6,870)
Extraordinary Items	0	0	0
Accumulated Surplus (Deficit) b/f	50,219	24,639	15,918
New Accumulated Surplus (Deficit) c/f	24,639	15,918	9,048
Total Other Reserves			
Total Reserves	24,639	15,918	9,048

Forest Forge

HOG: 1200

Ref: 09103878

Business Commentary

2008/9 - This year saw co-productions with both the Nuffield Theatre Company and Proteus Theatre company. Both these ventures enabled the company to extend its reach and work in new ways. The Autumn tour, *A Clearing* explored issues surrounding the traveller community in the Forest and was the culmination of 2 years work with the community. Outreach work continued with work with adults with special needs and in after school clubs throughout the Forest. Forest Youth Theatre presented three productions. In January 2009 Kirstie Davies took over as Artistic Director. Financially the company finished the year within budget.

2009/10 - has been a transition year for the company with the new Artistic Director leading the development of a new three year plan for the company and developing new ways of working. The company will now integrate its Outreach work (renamed Creative Learning programme) much more with the touring programme. The company has presented two shows to date and has explored new venues such as Hurst Castle for performance, including the ferry as part of the event. During the summer Forest Forge coordinated the first *Roots* festival.

2010/11 – this is the first year of the new business plan. Fundraising for an associate artist, developing new marketing activity and the exploitation of new web technologies to build younger audiences are all important strands of work. At the beginning of the Year a new General Manager will be appointed as Karen Jeffries leaves the company after 20 years.

County Council priorities

Growing the offer to young people- the company works with over 1000 young people in a range of projects in and out of education, including young people at risk through the Out of Joint Forum and the Colours Youth Centre in Hardley. The Company has participated in Find Your Talent. The *Roots* festival involved six youth theatre groups exploring environmental issues. The company participates in the 'Off the Street' project with Ringwood and Fordingbridge Youth Clubs. Specific issue based work such as *Shank* – exploring knife crime are developed for secondary age students. In the new year a new group aimed at 19 – 28 year olds will be initiated.

Widen Services to older people – the company regularly devises work to attract this group such as the Open Road project with Proteus and the upcoming *Desert Island Discs* project which will tour to Library venues.

Access to services in rural areas – some 90% of the company's work takes place in rural areas and often explores rural themes.

Balanced Scorecard – the organisation registers a score of 4 across the criteria.

Forest Forge theatre Company	Actual 2008/09	Estimated 2009/10	Projected 2010/11
INCOME			
1.Earned Income			
Core Activity	50,626	52,093	60,173
Education and Outreach	35,303	48,579	58,000
Other earned	6,901	3,100	5,082
Total Earned Income	92,830	103,772	123,255
2.Local Authority Grants			
HCC Revenue	52,000	53,300	54,633
Project	-	-	-
LA1- NFDC	36,670	36,670	37,587
LA2- Ringwood TC	700	700	750
LA3- Lym & Pennington, New Milton, Burley	750	800	750
Total Local Authority Grants	90,120	91,470	93,720
3. Other Public Funding			
Arts Council Core Funding	119,952	123,191	126,517
Arts Council Dev Funding	-	-	-
Lottery - G4A	-	-	-
Other lottery e.g. HLF	-	-	-
Other public funding Hants Police	2,800	11,000	13,890
Total Other Public Funding	122,752	134,191	140,407
4. Other Income			
Sponsorship	-	-	-
Trusts/ donations	11,500	1,000	1,763
Misc.	-	-	7,267
Total Other Income	11,500	1,000	9,030
TOTAL INCOME	317,202	330,433	366,412
EXPENDITURE			
1.Artistic Programme			
Core Programme	8,035	7,635	10,972
Projects	-	-	-
Education & Outreach	5,088	1,700	1,500
Artistic Staff Costs	95,897	103,375	125,984
Total Artistic Programme	109,020	112,710	138,456
2.Other Expenditure			
Non-Artistic staff costs	141,712	153,151	162,519
Marketing	5,845	5,610	6,000
Overheads	40,071	37,495	38,329
Training & Development	992	1,000	500
Premises	3,593	2,505	3,160
Misc.	5,000	15,800	17,448
	8,240		
Total Other Expenditure	205,453	215,561	227,956
TOTAL EXPENDITURE	314,473	328,271	366,412
POSITION FOR THE YEAR			
Total Income	317,202	330,433	366,412
Total Expenditure	314,473	328,271	366,412
Surplus (Deficit) for year	2,729	2,162	-
Extraordinary Items	-	5,000	7,267
Accumulated Surplus (Deficit) b/f	611,802	614,531	611,693
New Accumulated Surplus (Deficit) c/f	614,531	611,693	604,426
Total Other Reserves *	14,898	9,898	9,898
	599,633	601,795	594,528-
Total Reserves	614,531	611,693	604,426

* **Note** Forest Forge own their own building

Hampshire Dance

HOG: 1207

Ref: 09103882

Business Commentary

2008/9 - The Youth Dance Companies continued to provide high quality choreographic and performance opportunities for gifted and talented young people. Both companies were invited to perform at the prestigious National Youth Dance Festival in London in July. The partnership with Youth Dance England (YDE) secured £180,000 for youth dance in the region, some 23% of this will be directed into Hampshire via the Youth Dance Hub in the County. Demand for places at professional development events demonstrated the need for this strand of work. HDT provided support to the County Council in developing the Dance Bursary scheme through research into providers and methods for identifying potential bursars

2009/10 – This is the last year of the Big Lottery funding which has supported the development of the 2 County Youth Companies. HDT will work to find new resource to sustain this initiative for gifted young people. Year one of the new Dance Bursary scheme for school students and graduates was supported by HDT as delivery partner. The YDE programme was delivered including professional networking, showcasing young people's work and choreographic workshops. The County companies toured to schools in the PUSH area as part of the FYT programme. A new initiative for young people studying in Hampshire FE colleges and interested in dance administration was piloted in the *Take Over Day* at HDT offices. Work with Audiences South improved understanding of audience development. Two young people have been recruited to the board.

2010/11 will present a number of challenges. An exit strategy for the YDE programme, including working on the National Strategy for Dance, will be devised to promote sustainability, The case for investment in the Youth Dance Companies will be made to HCC. A South Asian Dance Company will be established in addition to delivery of the core programme of work with young people and the professional development programmes.

County Council priorities

Growing the offer to young people – Dance for young people forms a large part of the work HDT delivers across the county, providing a ladder of opportunity through dance for young people. HDT has made an important contribution to the ground breaking research into dance a health in young people, in this iteration examining the impact of gender specific creative dance on young people's health (NRG project). The professional development work contributes to improving school attainment and high quality teaching through partnership with the Dance Association for Schools in Hampshire (DASH) and provision of INSET courses. New media has become an integral part of reaching young people and the dance constituency including Facebook pages, dance videos on You Tube and Twitter all linked to HDT website

Balanced Scorecard – the organisation registers a score of 3-4 across the criteria

Hampshire Dance	Actual 2008/09	Estimated 2009/10	Projected 2010/11
INCOME			
1.Earned Income			
Core Activity			
Education and Outreach	17,817	16,438	16,384
Other earned	3,313	1,520	1,590
Total Earned Income	21,130	17,958	17,974
2.Local Authority Grants			
HCC Revenue	27,000	27,675	27,675
Project		21,125	15,510
LA1- West Sussex CC	4,000	2,000	
LA2- Find your Talent	2,537	7,926	4,542 (tbc)
LA3- Youth Opps Fund	2,680	-	
Application			2,000
Total Local Authority Grants	36,217	58,726	49,727
3. Other Public Funding			
Arts Council Core Funding	68,953	70,813	72,726
Arts Council Dev Funding			
Lottery - G4A			
Other lottery e.g.	20,478	26,636	29,099
Other public funding tbc			14,900
Funding YDE	59,300	143,703	138,738
W. Sussex PCT	4,000		
ISVR		1,050	
Total Other Public Funding	152,731	242,202	255,463
4. Other Income			
Sponsorship			
Trusts/ donations	1,650	435	0
Misc.			
Total Other Income	1,650	435	0
TOTAL INCOME	211,728	319,321	323,164
EXPENDITURE			
1.Artistic Programme			
Core Programme			
Projects			
Education & Outreach	19,018	63,369	72,828
Artistic Staff Costs	109,806	185,078	175,778
Total Artistic Programme	128,824	248,447	248,606
2.Other Expenditure			
Non-Artistic staff costs	36,986	44,849	45,856
Marketing	1,399	7,000	4,750
Overheads	23,707	26,778	25,267
Training & Development	2,962	4,000	4,000
Premises	918	600	600
Misc. Governance	2,047	2,640	2,680
Total Other Expenditure	68,019	85,867	83,152
TOTAL EXPENDITURE	196,843	334,314	331,759
POSITION FOR THE YEAR			
Total Income	211,728	319,321	323,164
Total Expenditure	196,843	334,314	331,759
Surplus (Deficit) for year	14,885	(14,993)	(8,595)
Extraordinary Items			
Accumulated Surplus (Deficit) b/f	34,167	49,052	34,059
New Accumulated Surplus (Deficit) c/f	49,052	34,059	25,464
Total Other Reserves			
Total Reserves	49,052	34,059	25,464

Havant Arts Active – The Spring**HOG: 1205****Ref: 09103880****Business Commentary**

2008/9 – This year the organisation celebrated its 30th Birthday on 2nd August. Like other venues The Spring was impacted on by the recession and made a small loss on the year. However a full programme of performance and participatory activity took place and planning for integration with the museum service commenced. The approach to programming continues to be inventive with new strands of activity e.g. events integrating food being trialled. Partnership activity with Making Space and colleagues at Staunton Country Park continued.

2009/10 - the major project which occupied the organisation for the first six months was the transformation of the Havant Arts Centre into The Spring Arts and Heritage Centre. The capital and programming challenges that this presented were considerable. Driven by the Director the new centre opened on the first weekend of October with a fully integrated programme. The theme of shoes was chosen and artists, performers and the museum service all rose to the challenge of working together. The result is a lively and appealing programme. This ambitious organisation has set the bar high for itself. Whilst programming ideas are strong the Centre has to develop a new marketing strategy to build audiences for the combined offer.

2010/11 – this will be the first year of the joint operation and the impact on the business will have to be monitored carefully. The installation of a new box office (in partnership with HCC Arts Service) will take place. This will present financial challenges to the organisation but the capacity of the new system to provide good and timely participation data will materially support new marketing and audience development capacity.

County Council priorities

Growing the offer to young people – The Spring presents a strong and wide ranging programme of participatory weekly and holiday activity for young people. The venue is part of the Creative Hampshire cultural learning project where links between the centre and schools will focus on the performance programme. In the new year a new monthly youth ‘drop in’ night *The Mix* will start. A pilot activity with families with children with disabilities will take place in the new year.

Widen Services to older people – The centre has a full programme of events for adults – some of which are specifically aimed at older people. Matinee films with tea are very popular with older people, providing an important social as well as cultural event. The centre is working with a group of older people to develop a specific programme for this group called *Growing Old Disgracefully*. The local history research room is well used by older people and the Friends of the Museum are predominantly over 60, an important constituency for the new centre.

Balanced Scorecard – the organisation registers a score of 4 across the criteria.

The Spring Arts & Heritage Centre	Actual 2008/09	Estimated 2009/10	Projected 2010/11
INCOME			
1.Earned Income			
Core Activity	96,133	97,000	99,000
Education and Outreach	54,250	55,000	55,500
Other earned	116,390	119,000	121,000
Total Earned Income	266,773	271,000	275,500
2.Local Authority Grants			
HCC Revenue	105,000	107,625	109,500
Project Creative Hants		20,000	
LA1- Havant Borough Council	27,300	27,300	27,300
LA2- HCC/Havant BC Heritage Dev	16,549	29,000	27,000
LA3- HCC/HCC Project contribution		23,500	
Total Local Authority Grants	148,849	187,425	163,800
3. Other Public Funding			
Arts Council			
Development funding	3601		7,000
Lottery e.g. G4A			
Other Lottery e.g. HLF & Renaissance		70,000	15,000
Other Public Funding	20,018	31,950	15,500
Total Other Public Funding	23,979	127,000	37,500
4. Other Income			
Sponsorship		3,800	4,500
Trusts/ donations	1,200	25,250	
Misc. Trading Co	96,484	98,000	100,000
Total Other Income	97,684	101,800	104,500
TOTAL INCOME	537,285	707,225	581,300
EXPENDITURE			
1.Artistic Programme			
Core Programme	44,185	45,000	46,000
Projects includes capital	54,005	189,000	53,000
Education & Outreach	29,243	29,000	30,000
Artistic Staff Costs			
Total Artistic Programme	127,433	263,000	129,000
2.Other Expenditure			
Non-Artistic staff costs	134,752	157,447	160,595
Marketing	20,677	18,500	19,000
Overheads	101,135	103,000	103,500
Training & Development			
Premises			
Misc. Trading Co	99,826	93,000	92,000
Misc Box Office Service	82,663	82,000	83,000
Total Other Expenditure	439,053	453,947	458,095
TOTAL EXPENDITURE	566,486	716,947	587,095
POSITION FOR THE YEAR			
Total Income	537,285	707,225	578,300
Total Expenditure	566,486	716,947	587,095
Surplus (Deficit) for year	(29,201)	(9,722)	(5,795)
Extraordinary Items			
Accumulated Surplus (Deficit) b/f	48,138	18,937	9,215
New Accumulated Surplus (Deficit) c/f	18,937	9,215	420
Total Other Reserves	0	0	0
Total Reserves	18,937	9,215	3,420

The Lights

HOG: 2025

Ref: 09103885

Business Commentary

2008/9 – the Lights attracted 44,854 attendances at classes and performances at the venue – The performance programme averaged 79% capacity. The inclusion of some ‘preview’ events for ‘big star’ comedy acts materially contributed to this figure and raised the profile of the venue in the community. The venue provides a popular place for local groups to hire, particularly after the upgrade of the facilities, and this has made a strong contribution to the income stream. The education programme enabled thousands of young people to engage with the Lights, particular focus was put on dance in the year, with a culturally diverse project that culminated in a performance at *Andover Live* and the *Dance in the Valley* cross generational project which culminated in shooting a film at Amport House. The Children’s Festival was a collaboration with HCC Museum and Library service and involved some 2000 young people.

2009/10 – whilst the financial year is progressing well, the recession is impacting on the level of sponsorship from local businesses. The college has given notice of vacating the Bistro; this will impact on rental income but gives the Lights the opportunity to reinvent its catering option. A new three year business plan was adopted for the venue.

2010/11 – this will deliver the business plan as laid out, which sets realistic targets for performance over the period. In the light of the difficulty of raising sponsorship the venue will investigate the potential of a Business Members’ Group giving members a continuing relationship with the venue.

County Council priorities

Growing the offer to young people- The C4Free scheme enables 16 – 24 year olds to experience a range of events over a variety of art forms for free. The venue is also a participant in *Never Seen Live* the County Council’s audience development scheme which encourages audiences to try something new and enables the venue to build audiences for a wide range of activity. Strong working relationships have been developed with the three secondary schools in Andover and the venue will be a partner in delivery of the Creative and Media Diploma.

Access to services in rural areas – The Venue’s education and outreach programme delivers in the rural areas of the valley, this will continue building on the partnership with Extended Schools that commenced with the Cirque du Normandy project. Future plans include the development of a drama project in schools that addresses health issues. This will be undertaken in partnership with the health policy team and The Test Valley Partnership.

Balanced Scorecard – the organisation registers a score of 3-5 across the criteria.

The Lights	Actual 2008/9	Estimated 2009/10	Projected 2010/11
INCOME			
1.Earned Income			
Core Activity	180,660	186,400	186,400
Education and Outreach	13,887	15,000	15,000
Other earned	95,608	90,100	90,100
Total Earned Income	290,155	291,500	291,500
2.Local Authority Grants			
HCC Revenue	120,000	121,000	121,000
Project			
LA1- Test Valley BC	293,790	294,660	306,800
Total Local Authority Grants	413,790	415,660	427,000
3. Other Public Funding			
Arts Council Core Funding			
Arts Council Dev Funding			
Lottery - G4A			
Other lottery e.g. HLF			
Other public funding			
Total Other Public Funding	0	0	0
4. Other Income			
Sponsorship	5,107	5,000	5,000
Trusts/ donations	8,097	2,500	2,500
Misc.	11,320	7,370	870
Total Other Income	24,524	14,870	8,370
TOTAL INCOME	728,478	722,030	727,670
EXPENDITURE			
1.Artistic Programme			
Core Programme	147,117	140,500	140,500
Projects			
Education & Outreach	34,113	36,100	36,100
Artistic Staff Costs	30,284	31,910	32,020
Total Artistic Programme			
2.Other Expenditure			
Non-Artistic staff costs	233,310	242,620	245,390
Marketing	16,146	25,250	25,250
Overheads	148,708	152,260	155,020
Training & Development	2,125	1,500	1,500
Premises	14,498	400	400
Misc.(includes some overhead costs)	92,186	91,490	91,490
Total Other Expenditure	516,964	513,520	519,050
TOTAL EXPENDITURE	728,478	722,030	727,670
POSITION FOR THE YEAR			
Total Income	728,478	722,030	727,670
Total Expenditure	728,478	722,030	727,670
Surplus (Deficit) for year	0	0	0
Extraordinary Items	0	0	0
Accumulated Surplus (Deficit) b/f			
New Accumulated Surplus (Deficit) c/f			
Total Other Reserves	12,270		
Total Reserves			

Making Space (Leigh Park Craft Initiative) HOG: 1210 Ref: 09103883

Business Commentary

2008/9 - Whilst not meeting its target for education activity, which has been reviewed and the offer remodelled, Making Space worked with 885 participants in its outreach programme. The target of six studios let was achieved with a mixture of individual makers and a Portsmouth University Graduates on bursary. A significant success in the year was the award of £50,000 HLF grant for a Leigh Park based programme. Financially the organisation achieved its planned budget outcome.

2009/10 - At the point of grant submission Making Space was confident that it would meet its participation targets based on progress to date. 5 studios are let and artists are hiring the teaching spaces to deliver their own programmes. The HLF funded project has started with 100 participants to date and schools work and a residency planned for the rest of the year. Two open studio events have been held and the Director has curated two 'off site' exhibitions including, for the second year, *Crafted* at the Winchester Discovery Centre.

2010/11 - This year will see the review of the business plan, the key will be looking towards levels of manageable growth for the size of the organisation. Making Space is still a new business and is operating in an area with significant social and economic challenges during a recession.

County Council priorities

Growing the offer to young people – Making Space provides regular holiday activity and a programme to schools. This year the organisation has worked with all, bar two, of the schools catering for under 11s in Leigh Park. Making Space hosted Wessex YOT Summer College for the 3rd time. During this, the young people are taken through the Bronze Arts Award. They also support the Awards Group, young people engaged with Duke of Edinburgh Awards. Work also takes place with the Havant Prevention Team, with younger children at risk of offending.

Reducing Inequalities – much of the work done by Making Space addresses this agenda. The work with the Leigh Park Carnival provides expert support in a community led activity. This year a Leigh Park Memory Map was made in a cross generational activity. The organisation works with the Dad's Group at local family centre providing creative activity for them and their children. Funding from the Mercers Company was obtained to provide bursaries to adults to enable engagement in the education programme. A project with teenage mums was piloted with funding from Find Your Talent. So successful was it that a continuation project including numeracy, literacy and the Bronze Arts Award has been developed.

Balanced Scorecard – the organisation registers a score of 3-4 across the criteria.

Making Space	Actual 2008/09	Estimated 2009/10	Projected 2010/11
INCOME			
1.Earned Income			
Core Activity	11,223.79	24,310.00	27,350.00
Education and Outreach	17,999.65	15,459.00	18,862.00
Other earned	0	200.00	300.00
Total Earned Income	29,223.44	39,969.00	46,512.00
2.Local Authority Grants			
HCC Contract.	33,000.00	33,000.00	33,000.00
Project	5,000.00	5,950.00	5,950.00
LA1- HBC	20,000.00	20,000.00	15,000.00
LA2-	0	0	0
Total Local Authority Grants	58,000.00	58,950.00	53,950.00
3. Other Public Funding			
Arts Council Core Funding	0	0	0
Arts Council Dev Funding	0	0	0
Lottery - G4A	0	0	40,000.00
Other lottery e.g. HLF	25,000.00	25,000.00	0
Other public funding	10,078.00	2,000.00	2,000.00
Total Other Public Funding	35,078.00	27,000.00	42,000.00
4. Other Income			
Sponsorship	0	0	0
Trusts/ donations	1,659.27	0	0
Misc.	6,069.76	500.00	500.00
Total Other Income	7,729.03	500.00	500.00
TOTAL INCOME	13,0030.47	126,419.00	142,962.00
EXPENDITURE			
1.Artistic Programme			
Core Programme	15,704.34	13,740.00	15,520.00
Projects	9,906.11	20,022.00	32,841.56
Education & Outreach			
Artistic Staff Costs	2,547.85	14,611.00	14,158.44
Total Artistic Programme	28,158.30	48,373.00	62,520.00
2.Other Expenditure			
Non-Artistic staff costs	41,519.46	67,919.00	71,372.06
Marketing	6,891.25	5,000.00	5,000.00
Overheads	9,521.68	10,200.00	10,386.00
Training & Development			
Premises	11,130.49	13,380.00	13,738.40
Misc.	842.51	0	0
Reserve & Contingency	10,000.00	4,000.00	4,000.00
Total Other Expenditure	79,905.39	100,499.00	104,496.46
TOTAL EXPENDITURE	108,063.69	148,872.00	167,016.46
POSITION FOR THE YEAR			
Total Income	130,030.47	126,419.00	142,962.00
Total Expenditure	108,063.69	148,872.00	167,016.46
Surplus (Deficit) for year	21,966.78	-22,453.00	-24,054.46
Extraordinary Items	0	0	0
Accumulated Surplus (Deficit) b/f	49,518.10	71,372.38	48,919.38
New Accumulated Surplus (Deficit) c/f	71,484.88	48,919.38	24,864.92
Total Other Reserves	0	0	0
Total Reserves	71,484.88	48,919.38	24,864.92

Nuffield Theatre

HOG: 1197

Ref: 09103911

Business Commentary

2008/9 – in this year the SNAC developer went into administration and the project was subject to major evaluation – this has led to a process of four key stage reviews – the Nuffield is a strategic partner in this project. The company focused on audience development for their core programme and the transition to a wider City focus. The core programme remained of high quality both in house and incoming product. The touring programme presented 32 performances in Hampshire schools including in Havant and Gosport. Financially the theatre finished the year with a £10,000 surplus.

2009/10 – A new developer has been found and the last key stage review for the SNAC project has taken place. The outcome is expected in the new year. Apples and Snakes performance poetry company set up a SE home at the theatre. The main house programme remains of high quality with excellent in house production and touring product. The education and touring work developed in response consultation with the teachers' support group and a new model of working will be introduced in 2010/11. The mix of performance, including culturally diverse work provides a programme that reaches both new and specialist audiences. The theatre, like others, has been impacted by the recession.

2010/11 A new business plan will be developed in the light of the SNAC stage review. It will include the Cultural Quarter animation project as well as continuing a number of other audience development initiatives.

County Council priorities

Growing the offer to young people – the company works in the formal education sector working with teachers and young people. In 2008/9 the company did 23 projects with 8,000 participants. PGCE workshops are provided to trainee teachers. The company is participating in the Night Less Ordinary initiative to provide free tickets to under 26s funded by ACE.

Widen Services to older people- the pricing regime at the theatre provides access to the programme for older people and the company has been focusing attention on the needs of disabled people. In 2009 Hampshire Constabulary commissioned the company to produce a piece about honour based violence, extracts from this have been included in an educational film which extends the life of the project.

Access to services in rural areas – the touring company takes its work to rural areas.

Locality working – the company has focused both touring performance and youth theatre recruitment in the priority areas of Gosport, Havant and Andover

Balanced Scorecard – the organisation registers a score of 4 -5 across the criteria.

Nuffield Theatre	Actual 2008/09	Estimated 2009/10	Projected 2010/11
INCOME			
1.Earned Income			
Core Activity	420,934	428,539	473,488
Education and Outreach	57,736	55,923	63,161
Other earned	226,813	224,592	224,592
Total Earned Income	705,483	709,054	761,241
2.Local Authority Grants			
HCC Revenue	40,000	41,000	42,230
Project	14,800	15,170	15,625
LA1- SCC	247,206	235,958	243,036
LA2- SCC/Interreg		96,000	96,000
LA3-			
Total Local Authority Grants	302,006	388,128	396,891
3. Other Public Funding			
Arts Council Core Funding	591,106	607,066	625,277
Arts Council Dev Funding	9,000	19,500	10,500
ACE Development Funding – AD		10,842	
Other lottery e.g. HLF			
Other public funding – Uni of Southampton	161,950	166,000	170,980
Total Other Public Funding	762,056	803,408	806,757
4. Other Income			
Sponsorship	13,380	7,500	17,500
Trusts/ donations	30,384	24,685	21,685
Misc.	9,860	26,815	11,815
Total Other Income	53,624	59,000	51,000
TOTAL INCOME	1,823,169	1,959,590	2,015,889
EXPENDITURE			
1.Artistic Programme			
Core Programme	311,976	313,135	334,964
Projects			
Education & Outreach	25,884	24,952	34,212
Artistic Staff Costs	801,996	845,495	857,165
Total Artistic Programme	1,139,856	1,183,582	1,226,341
2.Other Expenditure			
Non-Artistic staff costs	261,877	281,310	281,310
Marketing	121,032	198,936	193,206
Overheads	153,198	151,875	158,116
Training & Development	1,423	1,470	1,470
Premises	135,783	125,624	126,124
Misc.		16,793	29,322
Total Other Expenditure	676,313	776,008	789,548
TOTAL EXPENDITURE	1,813,196	1,959,590	2,015,889
POSITION FOR THE YEAR			
Total Income	1,823,169	1,959,590	2,015,889
Total Expenditure	1,813,196	1,959,590	2,015,889
Surplus (Deficit) for year	10,000	0	0
Extraordinary Items	0	0	0
Accumulated Surplus (Deficit) b/f	19,850	29,850	29,850
New Accumulated Surplus (Deficit) c/f	29,850	29,850	29,850
Total Other Reserves	60,375	33,375	33,375
Total Reserves	90,225	63,225	63,225

Proteus Theatre Company**HOG: 1003****Ref: 09103879****Business Commentary**

2008/9 The company presented 130 performances to 9,237 people in this year as well as running a programme of participatory work, largely based in Basingstoke and Deane. A new strand of performance work for the infant school age range was developed and toured in partnership with Forest Forge. The company took its touring show *The Elephant Man* to the Edinburgh Festival – this led to an invitation to take the show to New York. The company developed a partnership with Basingstoke Women's Refuge for a project on domestic violence and the company delivered cultural opportunities to young people as part of the Find Your Talent programme. 46% of the company's work took place in Hampshire.

2009/10 – A second show for under 7s was created which successfully toured to schools in the county. The winter tour of *Dracula* had a successful tour to middle scale venues across the country. However only 21% of tour venues were in Hampshire and the company did not attract other funding to cover the out of county element of the tour. The winter tour of *The Princess and the Pea* is largely in community venues in Hampshire. The domestic violence project is now working in schools in Southampton and will run in Basingstoke later in the year. The participatory programme was run with the Proteans, Breakout etc.

2010/11 is the first year of the company's new three year plan. The plan sets out a clear narrative for the next period. This includes family touring, work for under 7s, community based projects and regular participatory work

County Council priorities

Growing the offer to young people – Includes under 7s work and workshop programmes for schools, colleges and community groups. The company has worked with Basingstoke college of technology helping NEET students with interview techniques. Proteus has a long term relationship with Petersfield School through the Shakespeare summer school and has developed a storytelling project for Find Youth Talent. The 'Breakout' project takes place at the Basingstoke Gateway Award project. A new partnership with the Travellers Advisory Service will result in a secondary school project. The company has developed a placement scheme with graduates of Queen Mary College.

Widen Services to older people – the company successfully opens its activity to older people whilst not necessarily creating specific work. However in 2011 a specific project with older people - *Up the Hill Backwards* – will be developed. The MIA project will involve service veterans.

Access to services in rural areas – a significant amount of Proteus' work takes place in rural settings

Balanced Scorecard – the organisation registers a score of 2 – 4 across the criteria.

Proteus Theatre Company	Actual 2008/09	Estimated 2009/10	Projected 2010/11
INCOME			
1.Earned Income			
Core Activity	75,552	47,557	45,600
Education and Outreach	3,246	3,600	3,600
Other earned	-	1,100	700
Total Earned Income	78,798	52,257	49,900
2.Local Authority Grants			
HCC Revenue	48,500	49,725	50,471
Project	-	1,000	-
LA1- BDBC	73,935	75,046	76,172
LA2- EHDC	7,210	7,318	7,428
LA3- TVBC	500	-	-
Total Local Authority Grants	130,145	133,089	134,070
3. Other Public Funding			
Arts Council Core Funding	-	-	-
Arts Council Dev Funding	-	-	-
Lottery – Breakout!	-	-	13,000
Other lottery e.g. HLF	-	-	-
Other public funding	-	3,865	-
Total Other Public Funding	-	3,865	13,000
4. Other Income			
Sponsorship – Shire	-	10,500	10,000
Trusts/ donations	20,916	33,445	28,000
Misc.	1,198	-	-
Total Other Income	22,114	43,945	38,000
TOTAL INCOME	231,057	233,156	234,970
EXPENDITURE			
1.Artistic Programme			
Core Programme	68,706	79,534	63,423
Projects	30,853	£34,100	34,800
Education & Outreach			
Artistic Staff Costs	33,392	34,758	36,175
Total Artistic Programme	132,951	148,392	134,398
2.Other Expenditure			
Non-Artistic staff costs	59,386	47,440	50,802
Marketing	1,447	2,500	2,550
Overheads	26,871	27,800	26,246
Training & Development	1,415	2,500	2,550
Premises	4,187	6,500	6,630
Misc.	-	-	-
Total Other Expenditure	93,306	86,740	88,778
TOTAL EXPENDITURE	226,257	235,132	223,176
POSITION FOR THE YEAR			
Total Income	231,057	233,156	234,970
Total Expenditure	226,257	235,132	223,176
Surplus (Deficit) for year	4,800	(1,976)	11,794
Extraordinary Items – Van reserve	(5,000)	(5,000)	(5,000)
Accumulated Surplus (Deficit) b/f	35,561	35,361	28,385
New Accumulated Surplus (Deficit) c/f	35,361	28,385	35,179
Total Other Reserves – Van Reserves	5,000	10,000	15,000
Total Reserves	40,361	38,185	50,179

Winchester Theatre Royal

HOG: 1199

Ref: 09103912

Business Commentary

2008/9 The recession began to bite for the theatre during the Spring and Summer seasons overall attendance being down 6%. On a positive note however the Pantomime did well with an 84% capacity attendances. Remedial action was taken by altering the pattern of programming to reduce the level of risk. This impacted on the drama programme but benefitted the children's programme.

2009/10 – during the Summer it became clear that the theatre's financial position was being impacted by the recession and funding constraints. An application to ACE *Sustain* programme was made but this was not successful. However the theatre is participating in a number of audience development initiatives; the national *Night less Ordinary* scheme which provides free tickets to under 26s funded by ACE and the *Never seen Live* programme funded by the County Council. Despite the down turn, 13 of the shows have been sell outs. None of this could mask the fact that the theatre needed to find a more sustainable financial and operational model. A one off grant from the City Council provided reserve support. Together the City Council, the County Council and Arts Council, commissioned an independent consultant to undertake a comprehensive review of the theatre's artistic and operational performance. A draft report has been received. It contains challenges to the theatre as to its operation and direction but equally challenges the funding bodies as to the levels of funding required to support the development of a sustainable future. The report has yet to be approved by the commissioning bodies.

2010/11 there is no business plan for this period – it will be developed in response to the consultants report.

County Council Priorities

Growing the offer to young people – the theatre, through its education and outreach programme, provides a strong programme of participation for young people; this includes the Winchester based and rural youth theatre and dance programmes. In addition regular classes, workshops and specific curriculum activity is provided. Fully subsidised workshop places are provided to Winchester Young Carers and to the Home Schooling Group. The annual Winnal Rock School showcase is presented at the theatre. A pilot project with children in care has been undertaken with a view to a longer term project in 2010/11 The Theatre has an established relationship with the County's special schools

Widen Services to older people – in collaboration WTR provides flexibility through dance activity in nursing care settings in the District and Eastleigh. Access to services in rural areas

Balanced Scorecard – the organisation registers a score of 1-5 across the criteria.

Winchester Theatre Royal	Actual 2008/09	Estimated 2009/10	Projected 2010/11
INCOME			
1.Earned Income			
Core Activity	532,670	523,500	532,000
Education and Outreach	56,242	63,500	48,500
Other earned	205,421	189,900	200,900
Total Earned Income	794,333	776,900	781,400
2.Local Authority Grants			
HCC Revenue includes consolidated WRYT Project (see above)	106,500	109,170	109,170
LA1-	200,000	200,000	2,00,000
LA2-	10,000	10,000	10,000
Total Local Authority Grants	316,500	319,000	319,000
3. Other Public Funding			
Arts Council Core Funding			
Arts Council Dev Funding			
Lottery - G4A			
Other lottery e.g. HLF	7,754	5,000	2,500
Other public funding			
Total Other Public Funding	7,754	5,000	2,500
4. Other Income			
Sponsorship	23,950	24,000	24,000
Trusts/ donations	1254	1,500	1,500
Misc.			
Total Other Income	25,204	25,500	25,500
TOTAL INCOME	1,143,791	1,126,570	1,128,570
EXPENDITURE			
1.Artistic Programme			
Core Programme	404,530	365,000	380,000
Projects	30,000	20,000	20,000
Education & Outreach	28,803	33,000	24,000
Artistic Staff Costs			
Total Artistic Programme	463,333	418,000	424,000
2.Other Expenditure			
Non-Artistic staff costs	382,479	375,893	377,214
Marketing	110,885	125,000	130,000
Overheads	181,295	199,975	192,138
Training & Development	2,155	1,500	1,500
Premises	18,756	17,500	17,500
Misc.			
Total Other Expenditure	695,597	719,814	718,352
TOTAL EXPENDITURE	1,158,930	1,137,814	1,142,352
POSITION FOR THE YEAR			
Total Income	1,143,791	1,126,570	1,128,570
Total Expenditure	1,158,930	1,137,814	1,142,352
Surplus (Deficit) for year	(15,139)	(11,244)	(13,782)
Extraordinary Items	(10,196)	0	0
Accumulated Surplus (Deficit) b/f	25,112	(192)	(11,436)
New Accumulated Surplus (Deficit) c/f	(192)	(11,436)	(25,218)
Total Other Reserves	19,494	9,000	9,000
Total Reserves	19,302	(2,436)	(16,218)