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6<sup>th</sup> January 2016

Dear Sir/Madam

**LEISURE, PARKS AND WASTE MANAGEMENT (OVERVIEW AND SCRUTINY) COMMITTEE**

A meeting of the above mentioned Committee has been arranged to take place on  
**THURSDAY 14<sup>TH</sup> JANUARY 2016 at 6.00 p.m.** at the **COMMITTEE ROOM**, District Council  
House, Lichfield to consider the following business.

Yours faithfully



Strategic Director

To: **Members of Leisure, Parks and Waste Management (Overview and Scrutiny)  
Committee:**

Councillors Awty (Chairman), Matthews, (Vice Chairman), Mrs Banevicius, Constable,  
Miss Fisher, Miss Hassall, Marshall, Mrs Pullen, Tittley, Mrs Tranter, Mrs Woodward, A.  
Yeates and B.W. Yeates.



## AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. To approve as a correct record the Meeting held on 5<sup>th</sup> October 2015 (copy attached)
4. Supporting the Lichfield Garrick (copy attached)
5. Mid Year Performance Report – One Year Action Plan 15/16 for the Leisure & Parks Directorate and Joint Waste Service (copy attached)
6. Directorate Top 10 – 2016/17 (copy attached)
7. Work Programme and Forward Plan (copy attached)
8. Fit for the Future Leisure Review: Sports and Physical Activity Strategy (copy attached)

RESOLVED: “That as publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted, the public and press be excluded from the meeting for the following items of business, which would involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972”

### IN PRIVATE

9. Fit for the Future Leisure Service Review: Leisure Management Options Appraisal (copy attached)
10. To approve as a correct record the Meeting held on 5<sup>th</sup> October 2015 (copy attached)

### Briefing Papers to be issued separately:

\*Briefing Papers were introduced after the Overview and Scrutiny Committee Co-ordinating Group requested that the length and volume of agendas be addressed. Briefing papers, which are intended to provide Members with information on relevant issues, are an alternative to placing items on the Agenda. If Members wish a paper to be discussed it can be included on the Work Programme and scheduled for a future meeting.



**LEISURE, PARKS AND WASTE MANAGEMENT  
(OVERVIEW AND SCRUTINY) COMMITTEE**

**5 OCTOBER 2015**

**PRESENT:**

Councillors Awty (Chairman), Matthews (Vice-Chairman), Mrs Banevicius, Constable, Miss Fisher, Miss Hassall, Marshall, Mrs Pullen, Mrs Tranter, Mrs Woodward and B W Yeates.

**APOLOGIES FOR ABSENCE** were received from Councillor A Yeates.

(In accordance with Council Procedure No. 17 Councillors Eadie and A. Smith also attended the meeting).

**DECLARATIONS OF INTEREST**

There were no declarations of interest at this point of the meeting.

**MINUTES**

The Minutes of the Meeting held on 25<sup>th</sup> June 2015 were taken as read, approved as a correct record and signed by the Chairman.

**RESOLVED:** That the Minutes of the Meeting held on 25<sup>th</sup> June 2015 be approved as a correct record

**FIT FOR THE FUTURE SERVICE REVIEW PARKS & OPEN SPACES  
SERVICE REVIEW – PHASE 2**

Members received a report on the planned Phase 2 Fit for the Future (F4F) review for the Parks, Grounds Maintenance and Countryside service. The Committee were reminded that at its June meeting it was reported that the Phase 1 review had been completed with the achievement of £200,000 worth of annual savings found.

Members noted the Project Initiation Document (PID) for the Phase 2 review and the intention of finding a further £150k annual savings. It was reported that Phase 2 would concentrate on two main areas of reducing the estate, becoming more efficient and with an expected completion date of January 2016.

It was reported that in the future, it was anticipated that adoption of new areas of open space would be proactive and incorporated in the planning phase of development with the intention of creating similar to residents funds/management schemes and the local community taking control for the maintenance of the open space. The Committee had concerns regarding this proposal as it would be a charge over and above Council Tax. It was noted that the use of service charges for maintenance of open space was not a new concept and used elsewhere nationally. It was also noted that these charges would be known upfront to any potential home purchaser.

It was asked what the advantages would be to the transfer of Gentleshaw Common to the Staffordshire Wildlife Trust and it was reported that the costs of managing the

Common were minimal however the Trust operated closer to the needs of the Common and would be better equipped.

**COUNCILLOR MARSHALL DECLARED A PERSONAL INTEREST AS A MEMBER OF THE STAFFORDSHIRE WILDLIFE TRUST.**

The Committee felt that the transfer of playing fields and pitches to sports clubs was a positive move. It was reported that Officers were supporting clubs to safeguard the community benefit was maintained and also to assist the clubs growth and success. It was noted that due diligence was carried out to ensure the organisations were in the best possible position to take over management however it was noted that transfers were on a lease basis and so the Council could take back the asset if there were any problems.

The transfer of the pitches to at Brownsfield Road to Lichfield City Football Club was reported as a positive example and it was noted that the club had promoted girls football which was now thriving.

**NEIL TURNER, DIRECTOR – LEISURE AND PARKS DECLARED A PERSONAL INTEREST AS A MEMBER OF LICHFIELD CITY FOOTBALL CLUB.**

It was noted that final negotiations with Burntwood Town Council for the transfer of the parks in that area were underway.

It was suggested that very small pockets of land that had been identified could be given to residents to develop as a community garden. The Cabinet Member reported that he would investigate the concept further.

The Committee requested a breakdown of the Central Support Charges as reported in the budget for 2015/16 and it was agreed that this would be circulated after the meeting.

Overall, the Committee were content the PID and Phase 2 of the Fit for the Future Service Review for Parks & open Spaces.

**RESOLVED:** That the commencement of the Fit for the Future Service Review: Parks & Open Spaces Service Review – Phase 2 be noted.

## **FLY-TIPPING WITHIN LICHFIELD DISTRICT**

The Committee received a report giving an overview of recent large scale fly-tipping incidents throughout the district. The report also informed Members on how incidents were investigated, actions taken and the cost of clean-up to the authority.

It was reported that there was a statutory duty for the district council, as the amenity cleansing authority, to ensure that fly-tipping on adopted highways was removed to an approved disposal centre. It was noted that Staffordshire County Council was the disposal authority and responsible for arranging a suitable disposal facility and paying the direct costs. It was noted that there was no duty to remove fly-tipped waste from private land.

It was then reported that the Council received reports of fly-tipping via various sources including Fix My Street, the Council's Connects team and Website.

It was reported that there had been a significant increase in fly-tipping incidents over the past five years with a sharp rise since April 2015.

It was reported that it was very difficult to predict where and when fly tipping would occur and so the service was more reactive and about clearing the site and investigating who had committed the fly tipping in the hopes of a conviction. It was reported that many offenders were not from the Lichfield District area and clear enough to not leave evidence along with using false number plates on their vehicles.

It was asked if there was a pattern of fly tipping taking place and when the Household Waste Recycling Centres (Tips) were closed and it was reported that there was not an obvious one but the Cabinet Member for Waste reported that he had concerns about potential introduction of a charge by the County Council. The Committee expressed their support to the Cabinet Member in any discussions he may have with the County Council regarding tip opening hours. The Cabinet Member also reported that meetings were taking place between the County Council and the Joint Waste Service to investigate the amalgamation of both waste collection and disposal.

The Committee felt there should be more joined up working with other agencies including the Police. It was believed that should be similar to the new Scrap Metal regulations which would aid joint working and give more power to check vehicles. It was requested that the Cabinet Member write to the Police and Crime Commissioner regarding joined up working.

It was noted that Walsall Metropolitan Council were considering decreasing their tip opening times which too could cause an increase in fly tipping.

It was asked if signage and the use of CCTV helped and it was reported that it did but only with small scale chance taking offenders however the big fly tippers knew how to conceal themselves.

It was also asked if charging for second black bins was encouraging fly tipping and it was reported that it was about striking a balance. It was noted that second black bins were not charged for if qualifying criteria was met but also that the primary focus was around recycling.

**RESOLVED:** That the report be noted.

## **WORK PROGRAMME AND FORWARD PLAN**

Members considered the Work Programme and Forward Plan and it was noted that at a meeting of the Overview and Scrutiny Coordinating Group It was agreed that following the LGA Peer Review, a number of changes would be introduced to aid effective scrutiny. It was reported that these included a fewer items on the work programme and for Committees to only consider items that required significant O&S input with other 'for information' items being sent as briefing papers.

Councillor Mrs Tranter asked for a briefing paper on the clean-up of the public conveniences in Burntwood. She reported that she had visited the toilets with the Cabinet Member who agreed that the standard of cleanliness could be improved and a deep clean be carried out. It was also requested that an attendant from Lichfield City visit the toilets in Burntwood once a week to continue the cleaning. It was agreed that this would be looked into however there were Officers that checked the toilets regularly.

It was noted that the item on the Garrick had moved to the January meeting as senior Officers had recently changed at the Theatre and it was only appropriate to give them time to settle into their roles.

It was requested that information return to the Committee regarding discussions in the Joint Waste Service and with the police regarding aid to tackling fly tipping.

The Committee were happy for the Chairman and Vice-Chairman to manage the work programme.

**RESOLVED:** That the Work Programme and Forward Plan be noted.

(The Meeting Closed at 7.56 pm)

CHAIRMAN

# Supporting the Lichfield Garrick

Report of: Cabinet Member for Leisure & Parks

Date: 14 January 2016

Agenda Item: 4

Contact Officer: CN Turner

Tel Number: 01543 308761

Email: neil.turner@lichfielddc.gov.uk

Key Decision? No

Local Ward Members  
None specifically



Leisure Parks and Waste  
Management (Overview  
and Scrutiny)  
Committee

## 1. Executive Summary

- 1.1 The Committee has invited the Chairman and the Executive Director of the Lichfield Garrick Trust to this meeting to discuss the Trust's work, its relationship with the Council, its artistic ethos, its future plans and its importance to community, to the economy of the district and to the cultural scene of the region.
- 1.2 This report provides Members with a recap of the relationship between the council and the Trust, outlines the level of financial support provided by the council to the Trust.
- 1.3 Attached to this report at **Appendix A** is the Garrick's study into the Economic, Cultural and Social Impact of the Lichfield Garrick Theatre and its most recent audited accounts at **Appendix B**.
- 1.4 The report also highlights that the initial Strategic Partnership Agreement is due to expire at the end of March 2016 and that a new agreement will need to be determined.

## 2. Recommendations

- 2.1 Members are requested to note the contents of the report and the submissions made by the Chairman, Executive Director of the Trust and Artistic Director

## 3. Background

- 3.1 On 1 February 2013, the legal agreements between the Council and the Lichfield Garrick Trust were completed, which meant that Lichfield Garrick Theatre Ltd, a company limited by guarantee and a registered charitable Trust could operate and trade from the Garrick, independently of the council.
- 3.2 On that day the council's relationship with the Garrick altered radically. The council no longer had responsibility for programming, for budgeting, for employment or for trading. These are now matters solely for the Trust and its Board of Trustees.
- 3.3 The relationship between the council and the Trust is governed by the Strategic Partnership Agreement which defines how the two parties will work together to help achieve a Key Objective of the A Plan for

the District 2012-16 which is to build a more prosperous district through heritage, tourism and culture, encouraging the development of creative, visitor and leisure industries.

- 3.4 The council has a number of responsibilities to the Garrick: as a funder; service provider, Landlord and partner.
- 3.5 The Trust has now been operating for nearly 3 years and it is timely that James Leavesley, the Trust's Chairman, and Karen Foster, the Trust's Executive Director will be attending the meeting to discuss Garrick matters.

### ***The Economic, Cultural and Social Impact of the Lichfield Garrick Theatre***

- 3.6 Attached at **Appendix A** is the Garrick's study of the social, cultural and economic value of the theatre to Lichfield district. The report incorporates an economic impact assessment completed by Staffordshire University Business School and includes case studies of the cultural and social reach of the theatre prepared by the Executive Director and the Artistic Director; the new management team at the Garrick.
- 3.7 The Executive Director will present the key findings of the Study.

### ***The Cost to the Council***

- 3.8 Like many theatres across the country, the Trust requires a level of subsidy from the public sector to operate and the Strategic Partnership Agreement defines when the council advises the Trust of its annual subsidy.
- 3.9 The council originally agreed a level of subsidy based upon the costs it incurred when the theatre was managed in-house. However, it is recognised that by transferring the Garrick, it provides the Trust with opportunities to raise additional income or to cut costs from sources and in ways that are not available to the council.
- 3.10 In consequence, the council has advised the Trust that it expects to see a year-on-year reduction in the level of subsidy as the Trust matures and becomes more efficient.
- 3.11 The Trust's most recent audited annual accounts are attached at **Appendix B** and the subsidy paid by the council to the Trust must be read in context with the accounts.
- 3.12 Prior to the transfer of the Garrick, the council incurred the following net costs: 2012/13 - £592,440; 2011/12 - £424,050; 2010/11 £526,300.



3.13 Since the transfer, the level of subsidy with the Trust is as follows:

	2013/14 £	2014/15 £	2015/16 £	2016/17 £	2017/18
Total Fee Payable	663,200	610,350	460,000	310,000*	310,000*
Estimated Value of Support Services	147,530	155,000	70,705	54,000	54,000
Net cost to council	515,670	455,350	389,295	256,000	256,000
Year on year reduction of fee payable	-	8%	24.6%	32.6%	0%
Change from 2013/14 to 2016/17	-	-	-	53.3%	-

\* To be confirmed

3.14 In addition, the council retains some responsibilities as Landlord and this has meant that the council has earmarked c£15,000 in 2015/16 to repair the ventilation system.

3.15 To ensure that the Trust could start its operations with the minimum of disruption, the Trust and the council have entered into a series of Service Agreements whereby the council provides a service to the Trust in return for a fee.

3.16 Initially the Service Agreements covered the following areas of support:

- Finance
- Health and Safety
- Information Technology
- Insurance
- Internal Audit
- Personnel and Payroll
- Public Relations and Communications

3.17 The cost of each service agreement was established on the basis of previous levels of activity and are monitored and reviewed annually to ensure that they reflect the requirements of the Trust.

3.18 However, as the Trust is growing in confidence it is withdrawing from these service level agreements, and determining alternative ways of operating. In consequence, the council no longer provides services for finance, personnel and payroll and internal audit. The trust has also considering its future requirements regarding IT, insurance and public relations and communications.

3.19 The 2015/16 level of charges are as follows:

- Health and Safety £ 6,290
- Information Technology £40,070
- Insurance £ 3,510
- Personnel and payroll (part year) £16,735
- Public Relations and Communications £ 4,100

3.20 The council has taken the view that it is right for the Trust to seek to make its own arrangements so as to ensure it obtains value for its money and to become even more independent of the council.

### ***Renewing the Strategic Partnership Agreement***

- 3.21 The relationship between the Garrick and the council is governed by the Strategic Partnership Agreement. The initial agreement is due to expire on 31 March 2016 so it is essential that a new agreement is discussed and agreed.
- 3.22 Work on establishing a new Agreement will commence immediately with a view to completion by the year end.
- 3.23 The Committee might like to consider how it incorporates this into its work programme.
- 3.24 To ensure that the council and the Trust are able to discuss relationship matters there are regular meetings between the Trust’s Chairman and Management team, and the council’s Cabinet Member and Director of Leisure & Parks.

Alternative Options	This report is for information only.
Consultation	Consultation has been undertaken with the Lichfield Garrick Trust
Financial Implications	The financial implications are identified at paragraph 3.12.
Contribution to the Delivery of the Strategic Plan	<p>Supporting the Lichfield Garrick helps the council meet the following ambitions described in the Plan for Lichfield District:</p> <ul style="list-style-type: none"> <li>• We’ll support and encourage individuals and groups to take responsibility for shaping and improving their communities through voluntary effort and social action, and support a thriving and diverse community and voluntary sector.</li> <li>• We’ll enhance and protect the district’s built environment assets, its historic environment, open spaces and local distinctiveness.</li> <li>• We’ll build a more prosperous district through heritage, tourism, and culture and by encouraging the development of creative, visitor and leisure industries.</li> </ul>
Equality, Diversity and Human Rights Implications	This proposal does not have any equality, diversity or human rights implications or impact on people with protected characteristics.
Crime & Safety Issues	The Garrick has worked closely with those most at risk of engaging in anti-social or criminal behaviour including with the pupils of The Bridge School and has been the venue for an annual Burntwood Dance and Music Show performed by individuals involved in Positive Futures and other initiatives.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	The council reduces its subsidy to such a level that the Trust cannot afford to continue to operate	Senior representatives of both parties meet regularly to ensure that communication links remain open.	This is classed as a Yellow risk. Score out of 5 Likelihood 3 Impact 5
B	The Council and the Trust cannot agree new Strategic Partnership Agreement	Senior representatives of both parties will meet regularly to ensure that progress is made	This is classed as a Yellow risk. Score out of 5 Likelihood 3 Impact 4

### Background documents

Economic, Cultural and Social Impact of the Lichfield Garrick Theatre  
Audited accounts for the Lichfield Garrick Trust  
Strategic Partnership Agreement  
Service Level Agreements

### Relevant web links

N/A

**LICHFIELD GARRICK**  
*Theatre & Studio*



## **The Economic, Cultural and Social Impact of Lichfield Garrick Theatre**

### **Summary of Key Points**

- 1) Overall economic impact: £2.28million
- 2) 59 full time equivalent jobs in the local economy
- 3) 42% of the local population visit the theatre during the year.
- 4) Volunteers contribute 5042 hours to the theatre.
- 5) Number of educational and community events: 1184
- 6) Number of Artists performing in the theatre: 1222
- 7) Bookers live in 1382 separate postcodes ranging from Cornwall to Scotland
- 8) 20,910 participants in educational activities
- 9) Plans to strengthen the arts ecology in the city whilst attracting funding from Arts Council England
- 10) Future potential to further boost the local economy and raise the city's profile nationally and internationally

*“Garrick Rep School of Acting always gave me something new and fun to do and helped me find out what I wanted to do in life” Alfie Kentesber*

# The Economic, Cultural and Social Impact of Lichfield Garrick Theatre

## 1. Objective

To complete a socio-economic impact assessment in order to understand and describe the social, cultural and economic values accruing to Lichfield city, district and region through the presence, operation and work of the Lichfield Garrick Theatre.

## 2. Introduction

This briefing paper outlines the key assumptions and main results of an economic impact study on the Lichfield Garrick Theatre carried out by Staffordshire University Business School (authors: Chris Dimos, Garikai Simango and Ian Jackson) during 2014 together with an overview of the cultural and social impact of the theatre added by theatre staff in line with Arts Council England guidelines (authors: Karen Foster and Tim Ford). The full economic impact report is attached as Appendix 1, whilst full details of the cultural and social activities of the theatre is attached as Appendix 2.

## 3. Methodology

Economic Impact Assessment: over 1147 surveys were undertaken during 2014 and the data was then collated, analysed and interpreted by Staffordshire University.

Cultural and social impact: data was taken from the Lichfield Garrick’s box office database, input from users and wider cultural research undertaken by Arts Council England and other cultural organisations.

## 4. Key Assumptions

- The ‘*local economy*’ is defined as the geographical area covered by the following postcodes: WS7, WS13 and WS14. These postcodes are predominantly the urban areas of Lichfield city and Burntwood.
- The economic impact of audience expenditure is calculated based on 120,000 attendees, of whom 71 per cent are regarded as visitors to the *local economy*. The remaining 29% of audience members are thought to live in the local economy.
- An average visitor spend of £8.70 is used in the calculations (£5.00 was the corresponding figure in the 2009/10 annual report for the Garrick Theatre).

## 5. Results and Evaluation

The Lichfield Garrick has two financial actions that influence its impact on the local economy.

Firstly, it has its own employment and purchasing power, which it uses to employ people resident in the area and to commission goods and services from local businesses and organisations. In turn these people, businesses and organisations use some of the income to employ others and to buy other goods and services from other local companies.

As part of its programme, the Lichfield Garrick also employs visiting performers, stage managers and stage crew, some of whom stay overnight (or longer) and spend their wages in the area.

Secondly, the Lichfield Garrick attracts audiences, who, as well as spending money in the Garrick, also spend money, whilst on the same visit to the city, in local shops, pubs and restaurants, and with accommodation and transport providers. Without the Garrick, audience members may not have visited Lichfield and may have spent this money elsewhere, thereby denying the local economy a financial stream.

In both cases, the economic impact takes into account not only the direct effects, but also indirect and induced effects. Direct effects can be described as the cash paid by the theatre to employees, contractors, performers and crew, and by audience members spending in businesses outside the theatre. Indirect effects result from the Garrick's employees spending their wages, the Garrick's contractors employing staff and paying their suppliers, and the tourism businesses paying their own staff and paying their own suppliers.

Induced effects capture the further spending of the aforementioned recipients of spending.

A secondary benefit of the theatre is the social return on investment in terms of impact on the communities engaging with the theatre, the benefits (and pursuant financial impact) to society of building communication and social skills in those that would most benefit from engagement including the young, the elderly, those with disabilities or health conditions and those most vulnerable to risk-taking behaviour. In addition a successful and prominent theatre can help establish a positive sense of place, both locally and on a wider scale.

As a business which trades beyond the local economy, the theatre is an ambassador for the district, generating interest and visitors from further afield.

### **5.1. Theatre-based economic impact**

- The employs c26 FTE people who reside within the local economy, which amounts to £721k (see table 1) of direct, indirect and induced effects on the local economy.
- In terms of employment, the salaries of the 26 FTE direct jobs can further sustain 9 FTE jobs, 4 of which stem from indirect and 5 from induced effects.
- Local expenditure by the theatre results in direct, indirect and induced procurement spending of £721k<sup>\*1</sup>
- Equivalently, this procurement spending may sustain 6 direct FTE jobs and 5 indirect FTE jobs.
- In total, it is estimated that the Garrick's own spending generates £1.42m of economic activity which supports 46 FTE jobs.
  
- Table 1 below summarises these effects.

<sup>1</sup> The similarity between this total and the total effect of the Garrick's employment actions is noted, checked and is confirmed as a coincidence.

**Table 1: The Impact in the Local Economy of the Lichfield Garrick’s own spending, including indirect and induced effects (monetary sizes in GBP)**

Theatre-based Effects	Direct Effects	Indirect Effects	Induced Effects	Aggregate Effects
<b>Lichfield Garrick employment of local people</b>				
<b>Garrick income used to pay wages</b>	515,089	82,414	123,621	<b>721,124</b>
<b>Local additional jobs (FTE)</b>	26	4	5	<b>35</b>
<b>Lichfield Garrick’s procurement spending</b>				
<b>Local additional sales</b>	410,816	186,688	123,621	<b>721,125</b>
<b>Local additional income used to pay wages</b>	131,553	40,927	22,658	<b>195,138</b>
<b>Local additional jobs (FTE)</b>	6	2	3	<b>11</b>
<b>Jobs supported</b>				
<b>Total number of FTE jobs supported by the Garrick’s spending</b>	32	6	8	<b>46</b>

## **5.2. Economic impact of Spend by Audience Members**

This analysis separates audience members into two specific types: those that live within the local economy and those from outside; residents and visitors respectively. Residents spend their disposable income in local businesses where they might have otherwise spent it in other towns and cities, or not at all; whereas visitors are bringing money into the local economy.

### **Economic Impact of Spend by Visitor Audience Members**

It is estimated that of the total gross expenditure of £750,000 spent locally by visitors, £530,000 is actually absorbed by the *local economy*, in other words it is not immediately lost in tax or supplies from outside the local economy, or profit for distant head offices.

It is thought that a high proportion of theatre-goers’ visits to Lichfield is primarily because they have tickets to an event. Few people buy tickets on impulse for an immediate performance. In consequence, it has been assumed that 80% of the gross direct expenditure is spend which otherwise would not have occurred in the local economy.



**Table 2b: Expenditure in the Local Economy by Visitors by Tourism Industry (all GBP)**

Attendee Spending	Transport	Food and Beverages	Shopping	Recreation & Other Attractions	Accommodation	Total
<b>Gross Direct expenditures</b>	55,545	278,101	51,824	2,291	359,716	<b>747,477</b>
<b>Local Direct Expenditures</b>	27,773	222,481	25,912	2,062	251,801	<b>530,029</b>
<b>Local &amp; Additional Direct Expenditures</b>	22,218	177,985	20,730	1,650	201,441	<b>424,024</b>

### **Economic Impact of Spend by Resident Audience Members**

Given people's 'capacity' for cultural activity, it is argued that if a resident decides to attend an event at the Garrick then their spend within the district is retained and reduces 'financial leakage' from the local economy. If the Garrick did not exist, then this money would not automatically be spent on other goods and services bought in the local economy. We have assumed that 90% of residents' spend would have otherwise been lost to the district.

**Table 2a: Expenditure in the Local Economy by Resident Audience Members by tourism industry (all GBP)**

The gross direct expenditure figures are amended to reflect the different impact that a particular industry has on a local economy.

Attendee Spending	Transport	Food and Beverages	Shopping	Recreation & Other Attractions	Accommodation	Total
<b>Gross Direct expenditures</b>	7,941	73,535	27,039	254	78,854	<b>187,623</b>
<b>Local Direct expenditures</b>	3,971	58,828	13,520	229	55,198	<b>131,746</b>
<b>Local and Additional Direct Expenditure</b>	3,573	52,945	12,168	206	49,678	<b>118,571</b>

### **Employment supported by Audience Expenditure**

Once the value of local and additional sales is estimated, the number of jobs that are supported by that expenditure can be estimated. This amount, which corresponds to the net economic impact after leakage and deadweight effects are taken into account further generates indirect and induced effects in

the *local economy*. According to Table 3, audience spending in total accounts for 13 FTE jobs and £836,000 of additional activity in the *local economy*.

**Table 3: Direct, Indirect and Induced effects regarding additional sales, employment and income in the ‘local economy’ (monetary sizes in GBP)**

Visitor Effects	Direct Effects	Indirect Effects	Induced Effects	Aggregate Effects
<b>Local Additional Sales</b>	£424k + £118k = 542,595	168,200	124,800	835,595
<b>Local Additional Income used to pay wages</b>	179,056	44,400	27,456	250,912
<b>Local Additional Employment</b>	10	2	1	13

## 6. Other stakeholder spending:

### 6.1 Actors and performance personnel

In year ended 2014, 29 actors, stage managers and stage crew were employed by the theatre, spending 1140 days in the city. Their contribution to the local economy is estimated as (room hire, food, drink, parking) £55,955.

### 6.2 Volunteers

The theatre benefits from 5042 hours of volunteer assistance from 52 volunteers. 79 % of the volunteers are from Lichfield and Burntwood, but 21 % travel from outside the local economy. Not only does the district benefit from their work, but the economy benefits from parking, shopping and food purchases as a direct result of their visit. Additionally, young volunteers gain skills which lead to greater employability at higher wages and older volunteers gain friendship, confidence to lead active lives and higher activity levels which have been shown to reduce reliance on social services and NHS services. Both types of volunteering contribute to a reduction in local spending requirements.

Volunteering areas:

The theatre benefits from the voluntary services of ten Trustees, seven of whom live outside of the local economy, thus bringing high level expertise into the economy as well as direct spend on activities at the theatre. There are 39 Front of House volunteers who assist with welcoming the public to the shows, dealing with queries and assisting staff with sales. Garrick community activities enjoy the weekly assistance of 3 volunteers who aid staff to deliver high quality workshops and arts-based activities. Subsequent to 2014, community activities have been increased and volunteers will be offered roles within the theatre and as part of our programme of community based performance activities.

*“When I came to Lichfield as a widow, going to The Garrick made me feel happy and through volunteering I have met many new friends and lovely people. I enjoy meeting people and working with the staff and talking to customers and seeing how much they are enjoying the shows.” Doreen*

## **7. Cultural and Social impact**

Whilst difficult to measure in absolute terms, it is accepted that there is a social return on investment in the arts and culture, resulting from the increased well-being of members of society, social cohesion, perception of place and wellbeing. These include mental health benefits (eg addressing isolation or confidence issues), building societies which are tolerant, responsible and caring, physical health benefits (eg through dance or movement based activities), perception (eg through audiences creating a positive, law abiding presence in the night-time economy) and building a perception of the local economy being a desirable, welcoming and safe environment to live and work.

‘Benefits to the volunteers includes enhanced self-esteem (Omoto and Snyder, 1992); personal development (Schmitz and Schomaker, 1994); occupational experience (Hackl et al., 2007; Knoke and Adams, 1987); improved health (Oman et al., 1999; Adelman 1994; Wilson and Musick, 2000); and education and learning (Knoke, 1988; Moore and Allen, 1996). See Chinman and Wandersman (1999) for a full review of the literature.’ (*Quoted from Wellbeing and civil society, Estimating the value of volunteering using subjective wellbeing data by Daniel Fujiwara, Paul Oroyemi and Ewen McKinnon, published by the Department for Work and Pensions. ISBN 978 1 908523 74 7*)

In the calendar year of 2014, there were 12,295 individual bookers from the local economy (WS13, WS14 and WS7). On the assumption that each booking was for two people, then 42% of the population from the local economy visited the theatre during the year.

### **7.1 Community activities.**

The theatre hosts a number of community and educational events every year and is active in the community through its outreach worker.

#### **Education:**

- \* Hosts Shakespeare Schools Festival
- \* Hosts award ceremonies for schools and Young Enterprise

#### **Activities for young people within the theatre**

- \* *Dee Gees* (3-12 years) approximately 60 children every week
- \* *Garrick Youth Theatre* – building confidence, social and communication skills through acting and backstage skills (11-21 years) approximately 61 children every week. Former members have gone on to acting and theatre careers, including Sian Brooke who is currently playing Ophelia opposite Benedict Cumberbatch in Hamlet.
- \* *Youth Choir* – building confidence, social and communication skills through singing and performance in different vocal styles (10-18 years) approximately 20 children every week
- \* *Garrick Rep School of Acting* – building confidence, social and communication skills through stage acting and acting for film workshops. Students came from a 25 mile radius and include people

with Autism, Aspergers, Downs Syndrome and other conditions integrated with mainstream participants. (11-18 years) Approximately 40 children per week.

\* *Garrick Summer Workshops* – Musical Theatre productions involving approximately 35 participants. Week one: 8-12 years. Week two: 13-18 years.

\* *Burntwood Dance Show – Positive Futures*. Annual opportunity for 60 young people to perform their own work in the theatre

### **Activities for older people within the theatre**

\* *Adult Acting Academy* – masterclasses in performance techniques involving 20 local adults. There are plans to restart this programme alongside the new artists development programme starting in 2016.

\* *South Staffordshire College* – working with students from the BA and MA courses in acting and directing, the Lichfield Garrick will be supporting the development and delivery of four courses and hosting students on a regular basis throughout their learning.

\* Supporting local amateur operatic and dramatic groups – giving a professional home with supportive technicians and Front of House team to local groups including:

The Garrick Youth Theatre

The Lichfield Players

Lichfield Operatic Society

Brownhills Musical Theatre Company

Sutton Coldfield Musical Theatre Company

Walsall Operatic Society

Adlib Theatre

Dan Branch - Different Animal

Positive Futures

South Staffs College

West Brom Youth

Rotary Schools Concert

### **Activities for young people taking place in the wider communities**

\* Bridge School – Street dance classes with 3-7 year old participants which is leading to a cross generational project with Lichfield Day Centre and Lichfield Darwin Court.

\* Rocklands Special School weekly movement and dance workshops for keystage 2 students (58 students) and specialised workshops for severely autistic and PMLD, (profound and multiple needs) challenging pupils. Addressing social, interacting and relationship building through physical activities developing key motor skills

\* Humpty Dumpties nursery activities.

\* St Peter's Primary School, Yoxall – after school dance sessions for 5-11 years, involving approximately 75 participants

### **Activities for older people taking place in the wider communities**

\* Dance workshops for people with Dementia. Participants are drawn from villages and communities throughout the Lichfield District and work to improve health and negate feelings of isolation and confusion through self-expression and social interaction. (Lichfield Day Centre + Oakdene and Darwin Court)

\* Group talks to Parkinsons Society. Weekly classes will commence in 2016 for approximately 20 people per week.

## 7.2 Summary of activities:

The charitable Trust, Lichfield Garrick Theatre, has a stated aim of both entertainment and education and, in these activities the theatre aims to build and enhance the society and wider community in which it is based. The wide impact of these activities can be seen in the number of activities organised in 2015

Number of events – 1184

Number of Artists – 1222

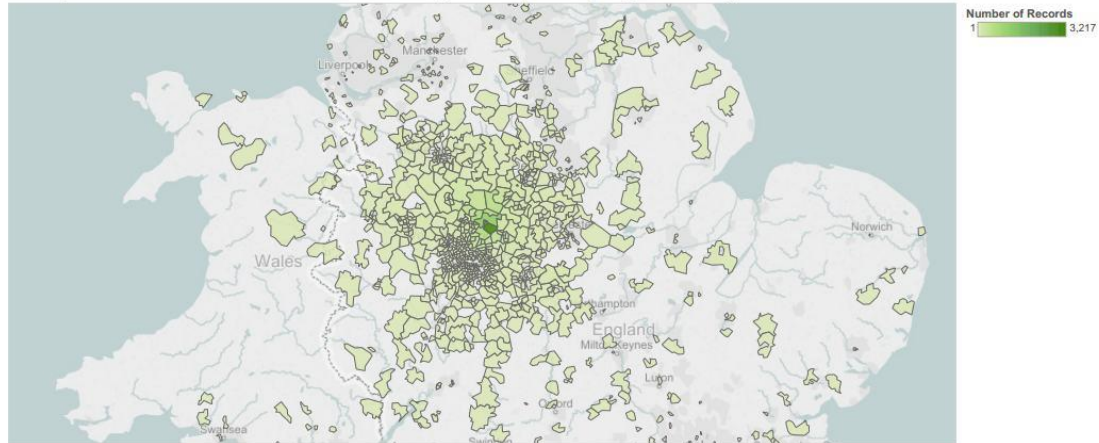
Activity	Number of participants weekly	Number of attendances annually
Shakespeare Schools Festival		120
Award ceremonies and Young Enterprise		3000
Dee Gees	60	2400
Garrick Youth Theatre	50	2000
Youth Choir	25	1000
GRSA	40	2000
Garrick Summer Workshops		70
Burntwood Dance Show		60
Adult Acting Academy	20	720
South Staffordshire College	40	2000
Local Amateur Groups		500
Bridge School	16	640
Rocklands Special School	45	1800
Humpty Dumpties Nurseries	90	3600
Dance workshops for people with Dementia	20	1000
Total Engagement Activities	406	20,910

### **7.3 Wider Social and Cultural Impact:**

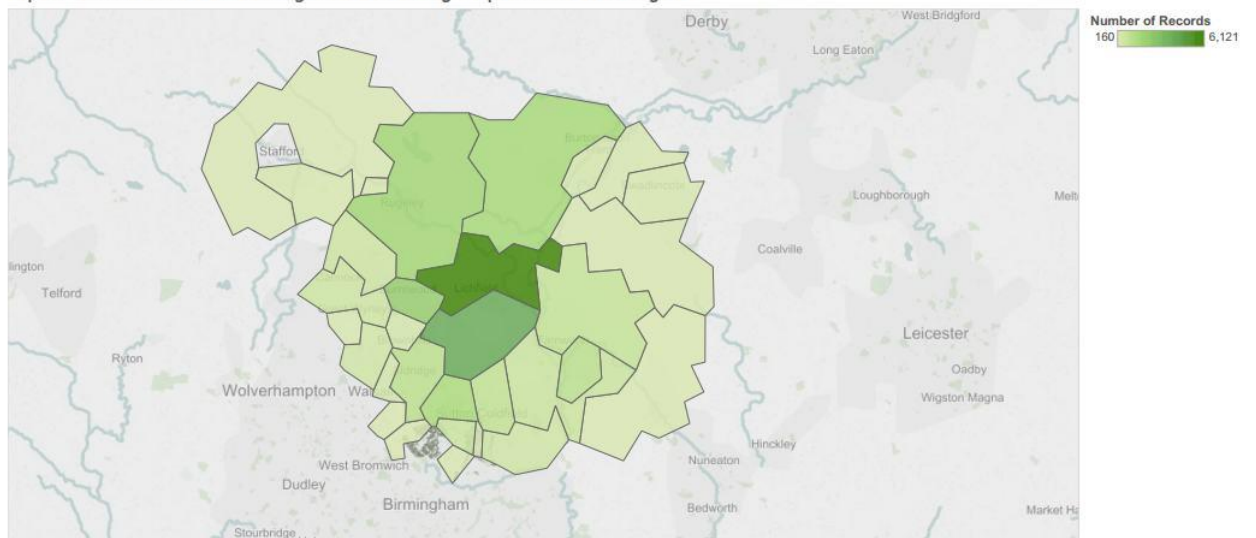
Analysis of audience data held on the theatre's box office software shows that attendees came from 1382 postcodes encompassing bookers from Cornwall to Aberdeen.

Extent of Lichfield Garrick Theatre bookers:

Geo Map of Attendance of shows from December 2013 to August 2014. (1 booking = 1 postcode entry)



Top 30 Postcode Sectors for bookings for shows during the period Dec 13 to Aug 14



<b>Top 30 Postcode Areas</b>	<b>Number of Bookings</b>	<b>Area</b>
WS13	6,121	LICHFIELD
WS14	3,976	LICHFIELD
WS7	2,198	BURNTWOOD
WS15	1,713	RUGELEY
DE13	1,537	BURTON ON TRENT
B74	1,307	SUTTON COLDFIELD
B77	973	TAMWORTH
WS9	961	WALSALL
B75	816	SUTTON COLDFIELD
B79	741	TAMWORTH
B78	581	TAMWORTH
WS12	520	CANNOCK
B73	509	SUTTON COLDFIELD
WS11	498	CANNOCK
B76	428	SUTTON COLDFIELD
WS3	420	WALSALL
WS8	350	WALSALL
WS4	313	WALSALL
DE14	302	BURTON ON TRENT
ST17	262	STAFFORD
DE11	258	SWADLINCOTE
DE15	253	BURTON ON TRENT
WS6	241	WALSALL
DE12	218	SWADLINCOTE
B43	206	BIRMINGHAM
CV9	199	ATHERSTONE
WS5	198	WALSALL
B72	195	SUTTON COLDFIELD
B23	185	BIRMINGHAM
ST18	160	STAFFORD
<b>TOTAL</b>	<b>26,639</b>	

Whilst the areas from which most audience members come is WS13, WS14 and WS7 (Lichfield and Burntwood), the data proves the extent to which the theatre brings a high number of visitors to the city from the region and beyond.

## **7.4 National impact:**

### **Own productions**

The theatre has, and will continue to produce its own work, which has previously transferred to the West End and which will tour to a large number of theatres around the country, through collaborations with other theatres and tour producers. This raises the profile of the theatre and the city, boosting knowledge and interest levels in the wider economy, leading to increased visitors and spending.

Plans to make the theatre into a learning theatre will enhance opportunities locally and help to develop and embody best practice in working with young people, making the theatre a go-to destination for advice.

Working with and developing young companies (actors, directors, creatives at the start of their careers) will not only allow interaction between the most creative professionals with local amateur and professional theatre personnel, but will then raise the profile of the theatre as co-productions are toured widely.

With a developing strand of high level arts programming, the theatre will become a destination for theatre goes on a wider scale than current evidence shows.

### **Press and Media**

Local press stories enhance the perception of the city as a culturally rich and entertaining place to live. National press stories bring a raised profile, a local awareness of the richness of the offer on their doorstep and increased visitor engagement with the city.

## **7.5 International Impact:**

Plans to make applications for national and European funding will bring additional cash into the local economy, as well as taking the name of Lichfield into the international arena. Intentions to stream performances and educational resources through the internet have the potential to open up the worldwide market, engaging with and developing links with communities around the world which will provide an increased income to the local economy, building jobs and skills in the Lichfield District, as well as attracting tourists from around the world to the city.

## **8. Fundraising capacity:**

As a charitable trust, the theatre has the capacity to raise funds from charitable trusts and foundations, business (through sponsorship and corporate responsibility) and individuals. To date this has included:

- Donations from individuals through box office giving
- Donations from trusts including South Staffordshire Foundation and the Swinfen Brouen Trust
- Sponsorship from local business (Tempest Ford, Byrkley Garden Centre and Arthur Price)
- Donations of in kind benefits

Future plans include applications to

- the Arts Council England for support to develop future fundraising capacity (Catalyst: Evolve scheme) and digital development.



- Arts Council England funding for touring and producing projects in collaboration with other theatres and production companies.
- A major capital project, potentially in partnership with other Lichfield arts organisations to develop rehearsal and community arts facilities within the town, which would add to the Garrick’s plans to become a learning theatre.
- Grants to employ and train young people
- Developing sponsorship programme
- Developing individual giving programme

## 9. Summary

The overall economic impact of the Lichfield Garrick amounts to £2.28m of additional economic activity and its activities help to sustain c59 FTE jobs in the *local economy*. This is summarised in Table 4. It is clear that the greatest part of the economic impact is attributed to the Theatre-based effects. This is reasonable if we take into account that the Garrick is a labour intensive organisation but there are substantial benefits to the local visitor economy accruing from the additional spend of audience members.

The overall social and cultural impact of the theatre’s work has far reaching and substantial benefits for Lichfield city, district and surroundings, with 42% of the entire population taking part in some form of cultural activity on an annual or more frequent basis. The potential to position Lichfield as a major UK cultural centre driving visitor and tourist interest, as well as developing artists and young people in both a traditional and digital context can only increase the value of the economic impact.

**Table 4: Summary of Aggregate Economic Impact**

Aggregate Economic Impact	Employment FTE	Additional Economic Impact £
<b>Theatre-based</b>	46	£1,442,249
<b>Attendee-based</b>	13	£835,595
<b>Total</b>	<b>59</b>	<b>£2,277,844</b>

**Appendix 1: An Economic Impact Assessment of the Lichfield Garrick Theatre**, prepared by Chris Dimos, Garikai Simango and Ian Jackson, Staffordshire University Business School.

**Appendix 2: Lichfield Garrick Community Activities.** An introduction and report on the community activities undertaken in the Lichfield Garrick prepared by Tim Ford, Artistic Director.

### References for Economic Impact Assessment

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# **An Economic Impact Assessment of the Lichfield Garrick Theatre**

**Chris Dimos, Garikai Simango and Ian Jackson**

**Staffordshire University Business School**

**November 2015**

**DRAFT VERSION FOR CONSULTATION ONLY**

## **10. Introduction**

This briefing paper outlines the key assumptions and main results of an economic impact study on the Lichfield Garrick Theatre carried out by Staffordshire University Business School during 2014. The data have been generated from (1) a survey of over 1,000 audience members at shows performed over the previous twelve months and (2) financial information supplied by the Lichfield Garrick Theatre. The questionnaire was designed to generate information on the spending of audience members during their visit to the Garrick and the local district. Other information was gathered on the wages and salaries of artists as well as supply-chain purchases by the Theatre. The aim was to establish the economic impact of the Theatre on the local economy of Lichfield city and the wider district.

The next section highlights the key assumptions used in the economic impact assessment. This is followed by an evaluation of the results and finally a summary of the overall outcomes.

## **11. Methodological Approach**

Over 1,147 surveys were undertaken over a period of 10 months involving audience members at 59 performances, and several hundred visitors to the Green Room. Respondents were interviewed face to face by volunteers and friends of the Lichfield Garrick, before and after shows and during intervals. The data was then collated, analysed and interpreted by Staffordshire University Business School.

## **12. Key Assumptions**

- The '*local economy*' is defined as the geographical area covered by the following postcodes, namely: WS7, WS13 and WS14. These postcodes are predominantly the urban areas of Lichfield city and Burntwood.
- For the theatre-based employment figures, it is assumed that the 42 casual and/or seasonal employees of the Garrick correspond to 10.5 full-time equivalent (FTE) jobs, which are additional to the permanent staffing of 15.5 people.
- It is assumed that the percentage of local employees of the Garrick (89 per cent) corresponds to an equivalent ratio of local salaries/wages (89 per cent).
- A year's worth of accounts was analysed to identify the level of expenditure spent by the Lichfield Garrick with local artistes, producers, businesses and organisations.

- The economic impact of audience expenditure is calculated based on 120,000 attendees, of whom 71 per cent are regarded as visitors to the *local economy*. The remaining 29% of audience members are thought to live in the local economy as defined above.
- An average visitor spend of £8.70 is used in the calculations (£5.00 was the corresponding figure in the 2009/10 annual report for the Garrick Theatre). This figure estimated taking into account recent consumer price inflation and a more realistic approach. Whilst this figure is less than £15 used in other elsewhere, nevertheless it is an appropriate average.
- Leakage effects are taken into account to estimate the part of audience spending absorbed by the *local economy*.
- To seek validity of the survey's findings, they were compared with the findings of a recent survey commissioned by Lichfield Cathedral. This study also used an average visitor spend in line with £8.70.
- Finally, the supply-chain multipliers for the Scottish economy, as published by the Scottish Government in 2014, were utilised in the analysis. These multipliers were chosen because they are contemporary and robust, as well as the dynamics and characteristics of the *local economy* and tourism supply chain are broadly comparable for an area outside London.

### **13. Results and Evaluation**

The Lichfield Garrick has two actions that influence its impact on the local economy. Firstly, it has its own employment and purchasing power, which it uses to employ people resident in the area plus actors and to commission goods and services from local businesses and organisations. In turn, these people, businesses and organisations use some of the income to employ others and to buy other goods and services from other local companies.

Secondly, the Lichfield Garrick attracts audiences, who, as well spend money in the Garrick, also spend money generally, whilst on the same visit to the city, in local shops, pubs and restaurants, and with accommodation and transport providers. Without the Garrick, audience members may not have visited Lichfield and may have spent this money elsewhere, thereby denying the local economy a financial stream.

In both cases, the economic impact takes into account not only the direct effects, but also indirect and induced effects. Direct effects can be described as the cash paid by the theatre to employees and its contractors, and by audience members to the businesses outside the theatre. Indirect effects result from the Garrick's employees spending their wages, the Garrick's contractors employing staff and paying their suppliers, and the tourism businesses paying their own staff and paying their own suppliers.

Induced effects capture the further spending of the aforementioned recipients of spending. In order to estimate these indirect and induced effects, TYPE I and TYPE II multipliers are used while adjusting them for the *local economy*. TYPE I multipliers are the sum of the direct and indirect effects and TYPE II multipliers also include the induced effects. Money spent by audiences on tickets, programmes, refreshments and other merchandise sold by the Garrick is not taken into account because these sales represent the income of the Garrick, which in turn is used to pay salaries, artistes and other suppliers and contractors. In this study, Type I multiplier accounts for the direct and indirect impacts based on the supply of goods and services in a region. Type II multiplier account for the same direct and indirect impacts, and for induced impacts, which are associated with the purchases made by employees.

#### **13.1. Theatre-based economic impact**

According to the Theatre’s own data, it directly employs people in 26 FTE jobs who reside within the *local economy* and they are compensated by roughly £515,000 per year. This income generates indirect and induced effects which amount to approximately £82,000 and £124,000, respectively giving a total economic impact of £721,000. In terms of employment, the salaries of the 26 FTE direct jobs can further sustain 9 FTE jobs, 4 of which stem from indirect and 5 from induced effects.

The amount of Lichfield Garrick Theatre’s procurement spending that is directly spent in the *local economy* and absorbed by it (i.e. with leakages deducted) is £410,000. Approximately £185,000 and £120,000 are the indirect and induced effects due to this procurement spending.

Equivalently, this procurement spending may sustain 6 direct FTE jobs. The aggregate effect, i.e. incorporating indirect and induced effects, amounts to 11 FTE jobs and £721,000 of additional economic activity. There is also an amount spent locally during the pantomime season where artists live within the local economy for an extended period. Table 1 summarises these effects.

**Table 1: The Impact in the Local Economy of the Lichfield Garrick’s own spending, including indirect and induced effects (monetary sizes in GBP)**

Theatre-based Effects	Direct Effects	Indirect Effects	Induced Effects	Aggregate Effects
<b>Lichfield Garrick employment of local people</b>				
<b>Garrick sales derived from Employment<sup>[1]</sup></b>	524,126	125,790	209,650	<b>859,566</b>
<b>Garrick’s investment used to pay wages (income)</b>	515,089	82,414	123,621	<b>721,124</b>
<b>Local additional jobs (FTE)</b>	26	4	5	<b>35</b>
<b>Garrick gross value added<sup>[2]</sup></b>	343,393	54,942	149,376	<b>547,711</b>
<b>Lichfield Garrick’s procurement spending</b>				

<sup>[1]</sup> Stemming from the Garrick investment used to pay wages/salaries

<sup>[2]</sup> Stemming from the Garrick investment used to pay wages/salaries

<b>Local additional sales</b>	410,816	126,166	131,461	<b>668,443</b>
<b>Local additional income</b>	131,553	40,927	22,658	<b>195,138</b>
<b>Local additional jobs (FTE)</b>	6	2	3	<b>11</b>
<b>Local additional Gross Value Added</b>	238,109	57,741	78,055	<b>373,905</b>
<b>Total theatre-based income and FTE jobs</b>				
<b>Total income</b>	646,642	123,341	146,279	<b>916,262</b>
<b>Total number of FTE jobs</b>	32	6	8	<b>46</b>
<b>Total Gross Value Added</b>	581,502	112,683	227,431	<b>921,616</b>

Notes. <sup>5</sup> Garrick output/sales have been calculated from income and, <sup>6</sup> gross value added has been calculated from Garrick sales.

### **13.2. Economic impact of Spend by Audience Members**

It is recognised that many audience members will combine their visit to the Lichfield Garrick with a trip to the shops or enjoy a meal or drinks in a local pub or restaurant. They may stay overnight in a local hotel or bed and breakfast, and they may spend money parking their car, buying fuel or travel tickets, and hiring taxis. This analysis separates audience members into two specific types: those that live within the local economy and those from outside; residents and visitors respectively.

Both contribute to the local economy when they visit the Lichfield Garrick. Residents spend their disposable income in local businesses where they might have otherwise spent it in other towns and cities, or not at all; whereas visitors are bringing money into the local economy.

It is recognised that some of this spend may have happened regardless of the Garrick's presence but it is argued that most audience members' spend in the local economy is additional, i.e. would not have happened otherwise, because visiting the theatre is an infrequent special occasion. It does not represent routine and very few people buy tickets for a show on the same day on impulse as they were passing a theatre.

#### **Economic Impact of Spend by Visitor Audience Members**

It is estimated that of the total gross expenditure of £750,000 spent locally by visitors, £530,000 is actually absorbed by the *local economy*, *in other words it is not immediately lost in tax or supplies from outside the local economy, or profit for distant head offices.*

The amount that remains within the local economy is defined as 'local direct expenditure'. The value of some purchases by visitors is more likely to remain within the local economy than other purchases. For instance, for every £1 that is spent in a council car park, over 90% is retained locally as most of the costs of providing that car park are spent on employing local people or local contractors. In contrast, £1 spent on petrol does not generate as much local economic benefit because much of the £1 is for tax and duty, for the extraction and refining of the oil, for branding and for profit. Only a fraction remains in the local economy to pay for employees and property related costs. Each industry has been given its own weighting, based upon the Scotland multipliers, so that the economic impact assessment takes into account money that immediately leaves the local economy. The local direct expenditure therefore deducts 'leakages' from the direct expenditure.

It is thought that a high proportion of theatre-goers' visits to Lichfield is primarily because they have tickets to an event. Few people buy tickets on impulse for an immediate performance. In consequence, it has been assumed that 80% of the gross direct expenditure is spend which otherwise would not have occurred in the local economy. This 80% measure has been attached to the local direct figure to lead to a value described as 'Local and Additional Direct Expenditure'.

**Table 2b: Expenditure in the Local Economy by Visitors by Tourism Industry (all GBP)**

Attendee Spending	Transport	Food and Beverages	Shopping	Recreation & Other Attractions	Accommodation	Total
<b>Gross Direct expenditures</b>	55,545	278,101	51,824	2,291	359,716	<b>747,477</b>
<b>Local Direct Expenditures</b>	27,773	222,481	25,912	2,062	251,801	<b>530,029</b>
<b>Local &amp; Additional Direct Expenditures</b>	22,218	177,985	20,730	1,650	201,441	<b>424,024</b>

### **Economic Impact of Spend by Resident Audience Members**

Going to the theatre or to a gig is generally perceived as a special event for most people and over a year, the number of occasions where they would attend a cultural event is finite. Unlike other leisure activities like going to the pub or playing or watching sport, visiting the theatre does not lend itself to a routine.

In consequence, it is argued that people will seek out cultural opportunity, and because it is an ‘event’, will travel some distance to watch professional performances. In close proximity to Lichfield district are a number of cultural venues: in Birmingham and the West Midlands, Stafford, Stoke and the East Midlands, and indeed in London, and so there are numerous opportunities for residents to spend their disposable incomes in other locations to obtain their cultural fix.

Given people’s ‘capacity’ for cultural activity, it is argued that if a resident decides to attend an event at the Garrick then their spending within the district is retained and reduces ‘financial leakage’ from the local economy. If the Garrick did not exist, then this money would not automatically be spent on other goods and services bought in the local economy.

In consequence, it is assumed that a resident’s spend incurred during a visit to the Garrick, is spend that would have been otherwise lost to the local economy, because they would have spent it on a different artistic or cultural experience outside the district, and therefore is considered to be relevant to this study. We have assumed that 90% of residents’ spend would have otherwise been lost to the district.

From the data collected by the surveys, the gross direct expenditure by resident audience members can be estimated. The gross direct expenditure is the aggregate amount spent by residents with local tourism businesses whilst going to, or from, an event at the Garrick. In consequence and in a similar way that the visitor figures were treated, the gross direct expenditure figures are amended to reflect the different impact that a particular industry has on a local economy.

**Table 2a: Expenditure in the Local Economy by Resident Audience Members by tourism industry (all GBP)**

Attendee Spending	Transport	Food and Beverages	Shopping	Recreation & Other Attractions	Accommodation	Total
<b>Gross Direct expenditures</b>	7,941	73,535	27,039	254	78,854	<b>187,623</b>
<b>Local Direct expenditures</b>	3,971	58,828	13,520	229	55,198	<b>131,746</b>
<b>Local and Additional Direct Expenditure</b>	3,573	52,945	12,168	206	49,678	<b>118,571</b>

### Employment supported by Audience Expenditure

Once the value of local and additional sales is estimated, the number of jobs that are supported by that expenditure can be estimated. This amount, which corresponds to the net economic impact after leakage and deadweight effects are taken into account further generates indirect and induced effects in the *local economy*. According to Table 3, audience spending in total accounts for 13 FTE jobs and £836,000 of additional activity in the *local economy*.

**Table 3: Direct, Indirect and Induced effects regarding additional sales, employment and income in the ‘local economy’ (monetary sizes in GBP)**

Visitor Effects	Direct Effects	Indirect Effects	Induced Effects	Aggregate Effects
<b>Local Additional Sales</b>	542,595	168,200	124,800	835,595
<b>Local Additional Income used to pay wages</b>	179,056	44,400	27,456	250,912
<b>Local Additional Employment</b>	10	2	1	13



#### 14. Summary

The overall economic impact of the Lichfield Garrick amounts to £2.28 million of additional economic activity and its activities help to sustain about 59 FTE jobs in the *local economy*. This is summarised in Table 4. It is clear that the greatest part of the economic impact is attributed to the Theatre-based effects. This is reasonable if we take into account that the Garrick is a labour intensive organisation but there are substantial benefits to the local visitor economy accruing from the additional spend of audience members. These figures are the estimated economic effects and do not take into account the social and cultural impact of the Lichfield Garrick, which collectively have a wider and deeper impact on the area. Taken together along with other attraction such the Lichfield Cathedral and the Samuel Johnson House plus the retail businesses in Lichfield then the Garrick Theatre forms a strategic alliance with the other attractions in the city.

**Table 4: Summary of Aggregate Economic Impact**

Aggregate Economic Impact	Employment FTE	Additional Economic Impact £ sterling
<b>Theatre-based</b>	46	£1,442,249
<b>Attendee-based</b>	13	£835,595
<b>Total</b>	<b>59</b>	<b>£2,277,844</b>

#### References

- Scottish Government (2014). *Economy Statistics - Input-Output Tables - Multipliers*. [online] Scotland.gov.uk. Available at: <http://www.scotland.gov.uk/Topics/Statistics/Browse/Economy/Input-Output/Multipliers> [Accessed 25 Aug. 2014].
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# LICHFIELD GARRICK

*Theatre & Studio*

## Introduction to the Lichfield Garrick

**The Lichfield Garrick is at the heart of the cultural regeneration of the District of Lichfield.**

The Lichfield Garrick opened its doors 1<sup>st</sup> July 2003 and, with a flurry of critical acclaim, a new era for the arts in Lichfield began.

*"The town that made Johnson famous now has a twenty-first century reason to be pleased with itself; a bright new theatre."*  
The Observer, September 2003

Named after the Georgian actor/playwright/ theatre manager, David Garrick, one of Lichfield's most famous sons, the Lichfield Garrick aims to re-invigorate contemporary Lichfield using the precedent of its 18th century cultural innovators Samuel Johnson, Erasmus Darwin as well as Garrick.

By introducing a naturalistic style of acting, advanced technical facilities, transforming the way audiences interacted with performers and introducing sound financial management, David Garrick revolutionised the English stage.

The Lichfield Garrick intends to replicate Garrick's success. It has enabled Lichfield residents for the first time in 200 years to experience some of Britain's best entertainers on their doorstep.

As the theatre now stands, its programme is regularly attracting visitors from a 50 mile radius, boosting the night time economy of the city and helping the District Council in its aim to re-establish Lichfield as a Centre of Culture in the West Midlands.

The Lichfield Garrick has quickly established itself as a training ground for local talent and a positive focus for local people who want to have careers in the Cultural sector.

The venue has also become the home of the area's amateur arts, providing a high quality and supportive environment for Lichfield District's many companies and also companies from as far away as West Bromwich and Walsall.

## **Our Vision**

The Garrick Theatre to be a theatre that has a regional and national reputation for producing and programming exceptional and compelling theatre experiences for all.

The Garrick Theatre to be a place that creates and develops inspiring learning opportunities for all people of all ages and a theatre that puts learning and artist development at the heart of its work.

The Garrick Theatre to be a place where local artists can create, share and develop their work in a safe, nurturing and supportive environment.

## **Summary**

Our aim is to use our modern theatre and local talent to entertain, to inspire, to educate and engage with our audiences and to play an important role in supporting the local economy of Lichfield.

## **Our Artistic Ambition**

Expand The Garrick's reputation as a regional receiving & producing theatre by creating and programming work at the forefront of innovative practice and by creating and developing work that sits at the heart of the community

To develop The Garrick's capacity and reputation as an incubator of new ideas and new talent

To create and build strong connections within the local community and within the industry, to help position The Garrick as a cultural leader

**About our work**

***GREAT PERFORMANCES FOR EVERYONE.....***

***.....BECAUSE GREAT PERFORMANCES ARE FOR EVERYONE.***

That's what we pride ourselves on at the Lichfield Garrick. Whether you are a music fanatic, an avid drama lover, enjoy a good laugh or you just like good, varied family entertainment, the Lichfield Garrick adds something special to everyday life.

The Garrick has a huge impact on the economic life of the District and offers many opportunities for members of the community to get involved themselves. With two very different performance spaces, we offer people the chance to get out and enjoy stunning live entertainment, which is the priceless thing your theatre adds to life in the District of Lichfield and surrounding areas.

The Lichfield Garrick is enjoying a national reputation for Drama following the formation of its Rep Company in 2006.

The theatre also continues to work with visiting producers which include, Ian Dickens Productions, Middleground Theatre Company and Mark Goucher Ltd.

The Garrick Rep Company produces two seasons of high quality drama each year and these have become a very important feature of the annual programme. They contribute substantially to both our audience development and education programmes, resulting in the formation of the Young Rep Company and Acting School in 2008.

Previous Garrick Rep productions which have enjoyed great acclaim.

<b>Date</b>	<b>Play and Creatives</b>	<b>Cast</b>	<b>Press Reviews</b>
<b>February 2006</b>	<b>Bouncers</b> by John Godber Directed by Alice Bartlett	<b>Cast:</b> Steve Edwin, Russell Richardson, Tom Roberts, Mark Jardine	<i>"...powerhouse performances...this bodes well for this new company"</i> Birmingham Mail
<b>October 2006</b>	<b>April in Paris</b> By John Godber Directed by Alice Bartlett	<b>Cast:</b> Sarah Kirkland, Tom Roberts	<i>"...a great night out...touching and funny"</i> - Lichfield Mercury
<b>October / November 2006</b>	<b>Frankenstein</b> By Mary Shelley Adapted by Alice Bartlett	<b>Cast :</b> Rob Glyn Jones, Sarah Kirkland, Tom Roberts	<i>"..poignant and beautifully acted"</i> - Lichfield Mercury
<b>May 2007</b>	<b>Waiting For Godot</b> By Samuel Beckett Directed by Alice Bartlett	<b>Cast:</b> Steve Edwin, Russell Richardson, Mark Jardine, Phil Yarrow	<i>"...one of the great theatrical experiences of my life"</i> - Phil Preece
<b>May 2007</b>	<b>Satin 'n' Steel</b> By Amanda Whittington Directed by Alice Bartlett	<b>Cast:</b> Tom Roberts, Rebecca Reaney	<i>"...another hot hit. A sure fire winner"</i> - Birmingham Mail
<b>November 2007</b>	<b>A Midsummer Nights Dream</b> By William Shakespeare Directed by Adam Barnard	<b>Cast:</b> Ben Warwick, Emily Bowker, Giles Faulkner, Lydia Bewley	<i>"...real theatrical magic. I'm going again!"</i> - Lichfield Post
<b>November 2007</b>	<b>Look Back in Anger</b> By John Osborne Directed by Adam Barnard	<b>Cast :</b> Ben Warwick, Emily Bowker, Lydia Bewley, Giles Faulkner, Robert Austin	<i>"...this outstrips current offerings at any other Midlands venue"</i> - Lichfield Post

<b>April / May 2008</b>	<b>Two By Jim Cartwright</b> Directed by Alasdair Harvey	<b>Cast:</b> Mark Jardine, Janet Bamford	<i>"...Janet Bamford is touchingly believable." "...Mark Jardine...uncomfortably real." Lichfield Post</i>
<b>May 2008</b>	<b>Shirley Valentine</b> By Willy Russell Directed by Alasdair Harvey	<b>Cast:</b> Beverley Hills	<i>"...Beverley Hills gives a real tour de force. This is studio drama at its best." - Lichfield Post</i>
<b>October 2008</b>	<b>Who's Afraid of Virginia Woolf?</b> By Edward Albee Directed by Andrew Hall	<b>Cast:</b> Matthew Kelly, Tracey Childs, Mark Farrelly, Louise Kempton	This production transferred to the Trafalgar Studios, West End in April 2009  <i>"Towering Performances" - The Stage</i>
<b>May 2009</b>	<b>Ladies Day</b> By Amanda Whittington Directed by Alasdair Harvey	<b>Cast:</b> Joanna Bacon, Lorraine Cheshire, Abigail Longstaffe, Sean McKenzie, Liz Simmons	<i>"The Rep has a rapidly growing reputation" – Birmingham Mail</i>
<b>October 2009</b>	<b>The Entertainer</b> By John Osborne Directed by Andrew Hall	<b>Cast:</b> John Ashton, Gerry Hinks, Lyn Blakley, Rob Pass	<i>"The 140-seat theatre is so intimate that you feel as though you are right there in the family's living room" – The Stage</i>

### New Writing

The Garrick has also presented new work by local writers in the Studio theatre. This work included "House of Pain" by local writer Phil Preece and a special adaptation of the Jacobean classic, "Revenger's Tragedy" presented by Jadis Shadows, an experimental, professional development touring company.

## **Music**

The Lichfield Garrick offers an extensive programme of music covering all musical genres. There is a very extensive mix of both UK touring productions and in house collaborations and performances, drawing on the skills and expertise of resident theatre staff.

Garrick productions have included, A Tribute to Staphane Grapelli, A Gala Night at the Proms and a number of studio recitals and master classes.

## **Social Impact Assessment**

### **Cultural Opportunities for young people and other groups**

#### **Young People & Community**

The Lichfield Garrick has an extensive programme of performance and education for both young people and the community as a whole. There is particular focus on audience development activities and these to date have had a high impact on the attendance figures for the theatre.

Our programme, which also includes outreach work in the form of school workshops, currently consists of the following:

- Lichfield Community Youth Choir
- Lichfield School of Acting
- Community Summer Workshops
- Garrick Rep Seasons & education programme
- Pro – Am community collaborations with The Lichfield Players
- Weekly workshops at Rockland's Special school, Bridge short stay school, Humpty day nursery Yoxall & Lichfield

The programme also includes;

- Free and assisted places for young people with limited means from the North Lichfield & Burntwood areas of the District.
- A fully inclusive 'open door' / non elitist policy for all youth projects. There are no audition procedures.
- Opportunities for all members of the community to work alongside professional performers, directors, designers and other creative personnel.
- School holiday 'Performance Workshop' opportunities for young people aged between 9 and 18
- High level tutoring in Performing Arts.
- Professional plays produced 'in – house' aimed at expanding the audience base and offering a high standard of work, pushing the boundaries for Studio performance.
- Visiting workshops taken by Actors to surrounding schools and colleges

## **Case Studies**

### **Garrick Youth Theatre**

Lichfield Garrick Youth Theatre was set up in 1985 (originally Lichfield Youth Theatre) to help deliver an educational musical theatre experience to young people in Lichfield and the surrounding areas. It provides the means for young people to take part in professional theatre activities. The youth theatre is open to anyone in school years 7 and until a maximum age of 21. Our goal is to produce performances that are of an outstanding quality. All of our cast members will gain invaluable experience through performances, rehearsals and workshops, which we believe gives our members an insight into what it's really like to stage a production. Typically around 100 young people audition for each of our productions with 40-50 places available. Places are awarded to the people who show the best potential for that specific production. As well as the arts, the Youth Theatre is so important because it helps the young performers grow in not only their performance skills, but also in confidence.

The youth theatre is led by Oliver Rowe a former youth theatre member who has been involved with the youth theatre since 1995 (first as a member) and then became involved in the running of the group since 2005 as Chairman and Musical Director. The youth theatre rely heavily on adult volunteers who run the group, technical services and productions from the local area – many of whom work professionally in the industry in areas such as Lighting, Sound, Stage Management.

Over 500 local young people have been through the youth theatre over the years, many still involved today all from the Staffordshire areas (Lichfield, Burntwood, Tamworth etc...)



Some of the success stories can be found here: <http://www.lichfielddyouththeatre.co.uk/#!lgyt-alumni/c1gfl>

In particular Siobhan Dillon who went onto become a finalist on the BBC's How Do You Solve A Problem Like Maria, leading to major roles on the West End including Sandy in Grease, Molly in Ghost and most recently Ellen in Miss Saigon. Also Sian Brooke went onto star in numerous TV productions and RCS productions, and is currently playing Ophelia opposite Benedict Cumberbatch in Hamlet. Also Toby Alexander-Smith went straight from Drama School into the West End Company of Mama Mia.

Quotes from youth theatre members:

*Well I can't believe its 30 Years! I thought id share my experience with everyone. I was made to feel so welcome by fellow members and producers. I was never a great actor, but the most important thing was I was accepted and given a chance to perform which I loved! I have so many happy memories of every show I did and all the people I worked with. The experiences I had allowed me to improve my confidence considerably and helped me when becoming a primary school teacher, I know so many other previous members have pursued the acting, singing and directing dream and continued to be successful in it, but I wanted to share this story to let you all know that it helps us all whatever we do in the future. So thank you to everyone who gave me so many happy memories and all the best for the next 30 years!*

Stuart Gilby, ex member of LYT in the mid 90s

*Toby-Alexander performed in The Wizard of Oz, played Jesus in Jesus Christ Superstar and Roger in Rent. The experience I gained from these youth theatre productions gave me the passion and determination to try and start carving a career in the industry. I feel privileged to have been able to be involved with the Lichfield Garrick Youth Theatre. It truly provides a professional experience and gives you an excellent platform for anybody wanting to possibly pursue a career in the industry!*

*'Thank you to every creative I had the pleasure of working with in my time with the Lichfield Garrick Youth Theatre.'*

Toby Alexander-Smith, ex member of LGYT mid 2000s said

## **Garrick School of Acting**

The Garrick Rep School of Acting (GRSA) was formed in 2008, providing learning and performance opportunities for young people in the Lichfield area.

The school meets for two hours on Sundays during term time and focuses on two main areas - stage acting and acting for film. Students, aged between 11 and 18, are taught by experienced Tutors and are given ample opportunity to showcase what they have learnt at shows and presentations held at The Garrick Theatre. Each week over 40 young people attend these sessions and since we have started, GRSA has seen over 400 local people take part in workshops at The Garrick.

Where possible, students are put forward to Garrick Shows and many have joined professional productions at the venue. We do not audition students and accept application from anyone with an interest in, and commitment to, performing. Ex-students have gone on to study at Drama Schools across the country. Others have developed their own self confidence and social skills.

Students travel from a large catchment area around Lichfield – eg Tamworth, Derby, Sutton Coldfield, Walsall, Burntwood, Burton, Abbots Bromley and Birmingham. Many parents expressed there was nothing like the school in their area. There are several part time theatre school franchises in the district but the Garrick offers several advantages including a modern, well equipped stage and a strong reputation. Several ex-students have gone on to Drama school or related careers. Others have developed a new level of self-confidence to equip them well for other careers.

A mix of male and female students. All levels of ability and disability encouraged. Students with Autism, Asperger's, Downs Syndrome and other conditions made up a diverse and open school .

Quotes from participants:

*“GRSA always gave me something new and fun to do and helped me find out what I wanted to do in life”  
Alfie Kentesber*

*“GRSA has a very special place in my heart, attending classes at GRSA has been to so much to so many of us. 😊”  
Sam Crawford*

*“GRSA essentially changed my life. I entered an outcast, left a king among actors.”  
Ben Kenyon*

*“Big thank you to The Garrick Rep School of acting for once again inspiring and encouraging my younger son.”*

*Helen Duval, parent.*

## **Dee Gee's**

Dee Gee's was formed in 2013, providing learning and performance opportunities for young people in the Lichfield area aged 3 – 12 years old. Dee Gee's meets every week at the Garrick and offers young people two one hour drama and dance classes a week. Young people are given the opportunity to explore and discover new skills and to meet new friends each week. The group is an open group for anyone to turn up allowing the flexibility to try it out without having to commit to a full term of work. Each week sees an average of 50 young people take part in classes, over the last two years we have seen approx. 200 young people from Lichfield and the surrounding areas take part in the workshops. The sessions are led by Louise, The Garrick's community dance officer and several volunteers who assist her.

Quotes from participants:

"I make friends at the Garrick..."

"Without Dee Gee's my Saturdays would be boring!"

"I like showing my family & friend what I can do."

"I like giggling at the Garrick..."

## **Youth Choir**

The Garrick Youth Choir was formed in 2010 and is a weekly class for young people aged 10 -18 to come to The Garrick and take part in a choir. The group was made up of approximately 25 young people each week from Lichfield and surround areas and has seen over 200 local young people take part in the last few years. The repertoire provided an alternative to the more traditional choir's common in schools. A mix of Musical Theatre, pop, gospel and Jazz led and accompanied by local musician, Gladstone Wilson and included opportunities for young people to take part in regular showcases and concerts held both in the theatre and at local events in the surrounding area. The choir stopped operating in 2014, following the departure of its Musical Director but we are looking at reestablishing it in 2016 due to its popularity and demand.

Quote from participant:

*“it was a chance to meet new people and have a go at something new. Not only that but a lot of people actually grew and became better than they thought they would ever be. It will be a very fond memory of my time growing up in Lichfield ”*

*Maisie Scoins*

## **Garrick Summer Workshops**

The Garrick Summer Workshops have been operating every summer since 2008. They are a summer musical projects for local young people to take part during the summer school holidays. We run two one week sessions. Week 1 – 8-12 year olds and Week 2 – 13-18 year olds. The students rehearse a full Musical Theatre Show during the week and perform it to family and friends on the final day on the main stage of the Garrick Theatre. We see an average of 35 young people per week and have seen over 550 local young people take part in this project over the last few years. The project is a brilliant opportunity for local young people to work with a team of professional artists and workshop leaders in our superb theatre over an intense rehearsal period, gaining new performance skills, meeting new friends and developing confidence. The young people travel from a large catchment area around Lichfield – eg Tamworth, Derby, Sutton Coldfield, Walsall, Burntwood, Burton, Abbots Bromley and Birmingham. This project has also served as a great introduction to the Garrick for many young people and has been a pathways into other projects such as the youth theatre, Dee Gee’s and the youth choir.

Quote from participant:

*“It’s given a sense of independence and confidence in terms of performing and speaking to people.”*

*Zara Lane*

## **Young Enterprise**

In 2010 The Garrick committed to work with Young Enterprise scheme on both the board and as business advisors. Young Enterprise is a national scheme encourage young people to start a business and to develop entrepreneurial skills. Young people are given advice, training and support over the course of a year and compete on a regional and national platform to be the young business of the year. 107 students in South Staffordshire took part in the Young Enterprise Company Programme in 2014/2015. They are from schools in: Cannock, Lichfield, Tamworth and Burntwood. This programme has enabled local young people a first glimpse at employment and a step onto their career ladders, with one local student being spotted at the final’s evening at the Lichfield Garrick by a local business woman who has now got a job within the business!

*“Having the chance to present to a big audience on stage at The Lichfield Garrick gives students a lot of confidence and you can see how far they have come in the short space of time.”*

Frances Wright – Young Enterprise South and East Staffordshire Manager

### **Adult Acting Academy**

The Academy ran for two years – 2013/ 14 and aimed to provide a platform for adults wanting to develop or extend performance techniques. The group met on Sunday afternoons during term time. Each week the members would take part in a master class such as Stagecraft, Film Acting, Text Work and improvisation. At the end of each term there was a small presentations in the Studio for friends and family.

The group was made up of 20 local adults and saw over 120 local people take part in the project. There are plans to re explore this project alongside the new artists development programme starting in 2016.

### **South Staffordshire College**

Over the last few years The Garrick has developed a close partnership with South Staffordshire College and the Musical Theatre courses. We have been able to support the development of three course, B-Tech Level two & three Performing Arts and a Foundation Degree Course in Musical Theatre. The Garrick has supported the college and students by offering weekly space for tier classes and opportunities to access our expertise including meet the cast events, workshops and master and regular use of the performance spaces for their public performances. Over the last few years over 180 students have accessed The Garrick for their learning and they have performed to over 1000 people here.

Quote from the College

*“Our work with The Garrick provides an excellent opportunity for students to not only rehearse and workshop practical pieces within an industry setting, but also stage fully realised productions in both the Studio and Main Auditorium. The Garrick have always been extremely supportive of both staff and students in our productions and have provided plenty of opportunities for students to meet professional casts and production teams which gives our upcoming actors excellent networking opportunities while providing an insight into the rigours of the industry. We are extremely grateful to the theatre for allowing our Musical Theatre degree cohorts to have 75% of sessions taught within the theatre spaces*

*themselves.*

*We are always thankful for any additional experience The Garrick provides our students, and in turn our students thoroughly enjoy the opportunities presented"*

### **Outreach work – Rocklands School weekly dance workshops**

Louise, The Garrick's community dance officer has been delivering weekly workshops at Rockland's Special School for a number of years. She delivers dance throughout their key stage two department (58 pupils) as well as for more specialized groups including their severely autistic and PMLD, profound and multiple need pupils and challenging pupils with 2:1 staff ratio.

Louise's goal is simple to engage children with her and others, for interaction, social skills and building relationships with each other. Together with physical activity which also relates to pupils motor skills and any physio programmes.

Quote from deputy head at the school, Jane Elliker:

*"We have had a number of achievements over the years performing to a number of audiences at festivals and at the Garrick Theatre - this inspires our pupils who gain much needed boost to their self-esteem and have an experience they may not have had. Louise is a true asset and inspiration to our school and has become a very valued member of the team."*

### **Burntwood Dance Show – Positive Futures**

Each year local young people from the Burntwood area work with Positive futures to create a show for our theatre. The project enables over sixty local young people the opportunity to perform on our main stage each year to an audience of over 500. We work really closely with Positive Futures to ensure the young people are supported during their time with us and throughout their rehearsal period. Each year the young people create a song and dance show around a theme that is important to them and their community, themes have included drug & alcohol awareness.

**Positive Futures Show (Mash-Up at the Movies) – Sunday 3<sup>rd</sup> March 2013 – The first show we ever did with the Garrick**

- 77 Young people aged between 3-19 years of age
- Feedback from the show;

**Councillor Bernard Derrick said the following;**

*'My wife, Judith, and I thoroughly enjoyed the event. We had a personal interest as our granddaughter was performing with "Attitude" but everyone concerned with the event deserved bouquets. The enthusiasm emanating from the stage was very infectious*

*Well Done. A super show'*

**Councillor Ken Humphries also said the following;**

*'It was a wonderful show, there is a wealth of talent in the District and the Garrick is a super theatre to showcase this talent. What an experience for the young dancers, most of whom had probably not been on such stage in front of a full house!*

*Our congratulations to all those who took part, such enthusiasm and so entertaining.*

*You and all those involved did a wonderful job in organising such a professional Festival of Dance. Well done. We both enjoyed the whole experience.'*

**Positive Futures Show (Dancing Through The Decades) – Sunday 2<sup>nd</sup> March 2014**

- 84 Young people aged between 3-19 years of age
- Please hear thank you message attached from a parent whose child performed in the show and is still dancing with Attitude who is the projects community dance group now.

**Positive Futures Show (Magic of Musicals) – Sunday 15<sup>th</sup> March 2015**

- 70 Young people aged between 3-19 years of age
- The feedback off parents and young people was once again brilliant. One parent said how wonderful it was for the young people performing in the show to perform in such a beautiful theatre.

**Supporting local organisations - Lichfield Operatic Society**

Lichfield Operatic Society has been performing musicals for over 70 years. We currently perform 2 shows a year at the Garrick which opened in 2003. We are delighted to be able to perform at this super venue which has enabled us to use professional equipment and supportive staff, and maintain a high standard which our audiences have come to expect. With comfortable seating, excellent facilities including disabled access and seating, easy parking and good viewing site lines it proves to be a popular venue for both performers and audiences.

We have a good local following but since the opening of the theatre we have noticed that our audience numbers have grown somewhat and we attract a very varied audience base allowing us to choose productions that will appeal to many. From the Sound of Music to The Full Monty, we aim to please all!

We have an ever growing adult membership of around 80 people from the Lichfield area and beyond including Sutton, Cannock and Tamworth. Most productions involve around 40-50 people. We are supported by a number of individual and commercial patrons. Our theatrical patron is Elaine Paige and 20 people currently have life membership in recognition for their continued and lengthy contribution to the society. We have a hard working committee who meet monthly to ensure the smooth running of the society. With ever growing costs each production costs around £35,000 for us to manage and budgeting and careful choices ensure our survival and enable us to continue performing whilst keeping ticket prices realistic and accessible.

We have been lucky enough to have been nominated and won awards for both NODA and Friends of the Garrick awards in the past and we are proud to have received both 4 and 5 star reviews over recent years from reputable and respected reviewers. We aim to keep standards of performances high by using grand sets, proficient musicians and hire of costumes. We rehearse at least twice a week and are lucky enough to be surrounded by keen and able musical directors, production directors and choreographers.

Lichfield Operatic Society is lucky to have worked with juniors on a number of productions over the last few years and have worked closely with Lichfield Garrick Youth Theatre and Theatrics Stage School. We are thrilled to have had the opportunity to encourage youngsters and see the talent develop. There is a natural progression from youth theatre to Lichfield Operatic and we are proud to attract so many youngsters who have gone on to study at recognised theatre schools including Mountview, Arts Ed, Lane, Trinity and Guilford. A couple of ex members are currently enjoying success on the professional circuit including leading roles in the West End. Family members are encouraged to get involved and we enjoy playing alongside offspring and be supported both backstage and front of house by friends and family.

We could not survive without the support that we have backstage from our volunteers who help with crew, costumes, chaperoning and making the tea! We are forever grateful to them and are considered very much part of our society.

We are a friendly bunch who not only put on shows but give support to each other in so many ways and we meet socially as well as rehearse. It's a great social network and we have close links with members of other societies and support each other's successes and in the last year enjoyed a fun day with Sutton Coldfield Musical Theatre Company and raised money for a charity cause close to us all.



We are thrilled that amateur theatre is still very much a part of the theatre and that it's future to perform there is secure. We look forward to working with the new team at the Garrick and being part of the exciting plans ahead.

Julie Mallaband  
Business Manager  
Lichfield Operatic Society

### **Supporting local organisations - Lichfield Players**

Over the last few years the Garrick has been developing a building a very close relationship with The Lichfield Players, a local amateur dramatic company made up of approximately 80 members all with a love of theatre and performing. Most of the Players live in Lichfield and the surrounding areas. They have a number of members who live out in Burntwood and further over to the Cannock area. There are also a few of our members who live in Burton on Trent area and a number who live out towards Armitage and Rugeley.

There now follows some comments from members regarding their experiences since they have been at the Garrick:

*"Lichfield Players have been performing all their productions at the Garrick since it opened in 2003 (on average 5 productions a year). It is a great professional theatre for us to perform in and we do productions in both the main auditorium and the smaller, more intimate Studio theatre. We aim to put on as near professional productions as we are able, with great support from all the staff at the Garrick. A few years ago we were very fortunate to be involved in a number of Pro-am productions which proved very successful. These included the very successful first pro-am 'Cold Comfort Farm' and the critically acclaimed Brassed off" which included the local Amington brass band. We have a number gifted actors and technical people to enable us to put on imaginative and varied productions to suit all tastes. We also have an effective publicity machine and in conjunction with the Garrick attract regular loyal audiences including our patrons who have a special deal by purchasing a season of plays.*

*Past successes include the sell out of our production of 'An inspector Calls' two years ago and the near sell out recently of our production of 'Allo Allo'".*

Phil Shaw, Chairman.

*"Since moving to the Garrick several years ago our profile has improved considerably.*

*Our audiences love coming to our Amateur (Community) performances at The Garrick.*

*We Amateurs love working in a professional environment with friendly and cooperative support from a very helpful and enthusiastic staff."*

Barrie Atchison, past chairman and president of Lichfield Players.

*"We're the only drama group in the area with an open door policy - apart from Shakespeare in the Park. Anyone can join, anyone can audition, so we're the entry point for new actors who often go on to work with other, invitation only, groups.*

*"The Garrick:*

*1. The professional nature of the staff and building means that we can offer our audience a theatre experience which is far more professional than we could achieve elsewhere.*

*2. We get a high standard of technical support from staff who seem to genuinely want our shows to be as successful as we do.*

*3. Although we publicise quite well, the Garrick is the central hub for live entertainment in Lichfield and being part of their marketing and box office ecosystem gives us a huge publicity boost, not to mention the very valuable ticket selling services that we couldn't match on our own".*

Ian Davies

*"1. It is important for us as a society to be part of the city's professional theatre. Our association with the Garrick enhances our status, and our audiences appreciate the facilities provided by the Garrick.*

*2. In the past we have benefited from involvement in four pro-am productions, working with and learning from professional actors, directors, designers etc. We appreciated the fact that the Garrick management regarded us as suitable partners in these productions and found them to be a very positive experience. It might be worth considering repeating the pro-am format, or something similar, in the future.*

*3. It's worth noting that at least 9 Players members are also Garrick volunteers and so demonstrate a commitment to the theatre itself and not just to our own interests".*

Steve and Janet Brunton

### **Supporting local organisations – Sutton Coldfield Musical Theatre Company**

The award winning SCMTC has been entertaining the Midlands for over 80 years. The Company launched in 1933 as Sutton Coldfield Operatic Society and over the decades has gone from strength to strength. It has a reputation for producing some of the highest quality shows on the Midlands non-professional scene. SCMTC prides itself on the diversity of its productions, its professionalism and depth of talent. Our 50+members range in age from 16

– 65 and many have been members for over 25 years. They come from the Sutton and Lichfield area.

In the last decade SCMTC has won 4 NODA best regional musical awards for its productions of 'The Wizard of Oz' 'Buddy' 'The Pirates of Penzance' and Oklahoma, as well as various nominations.

SCMTC have performed at The Garrick Theatre since it reopened in 2003 and prior to that when it was Lichfield Civic Hall. We feel so lucky to be able to perform twice a year at this fantastic venue where we draw audiences from all over the Midlands and Staffs area.

The Garrick means so much to us and we hope to be able to perform there for many years to come.

*"SEVEN Brides for Seven Brothers is just what you expect. A thigh slapping high energy all-singing, all-dancing evening which Sutton Coldfield Musical Theatre Company delivered with aplomb at Lichfield Garrick. (2011)*

*'This production had excellent choreography and direction' (2012 Pirates of Penzance)*

*'Unreservedly outstanding' (2013 Oklahoma)*

*'The cast oozed enthusiasm and energy from start to finish, with a slick production that showcased an array of talents.'*  
(Buddy 2015)

### **Who our Programme Reaches**

The Lichfield Garrick targets a wide cross section of the community. Schools across the region are approached and we aim to achieve a diverse mix of young people. We invite local community groups to suggest people who they feel would benefit from the resource.

The information is circulated to the community via our in house marketing department and includes the following strategies:

- Mail shots to all local schools and colleges
- In house posters and flyers outlining the activities on offer
- Press releases to local media
- School visits to outline programme
- Teacher & youth worker involvement

### **How the activities will affect those experiencing them**

The activities within the programme are designed to engage and enrich those taking part. It is well documented that creative activities, such as drama and singing, develop a sense of self-esteem and confidence in people of all ages. The number of applicants wanting to take part in these activities is further proof that the programme is not only essential but can be sustained.

The annual Pro Am production offers a chance for amateur performers and members of the community to work alongside established professional actors and Directors, thus providing a valuable learning experience. The Repertory seasons offer people in the surrounding areas to experience drama of a very high standard.

Box office records show that visitors attend the theatre from a wide radius - giving realistic scope for further audience development. (See Finance & Activity section)

This programme has significantly raised the profile of the Garrick Theatre and endorses its commitment to provide opportunities for all, regardless of background or financial means.

## **Achievements**

By running this programme, we have achieved very positive outcomes which include:

- An increase in new audience at the theatre.
- An increased public awareness of the opportunities and activities we are providing
- A wider range of audience demographic attending the theatre or benefiting from its outreach work
- Maintaining a high standard of tutoring production values and industry expertise.
- Pushing boundaries with new and complex work in the Studio theatre
- Improving accessibility for all communities within the Lichfield District.

## **Charitable Deeds & Volunteering**

### **Trust Board**

The Lichfield Garrick is governed by a board made of local people, business leaders and members of Lichfield district council. They have legal responsibility for the running of and the future of the theatre and help create and develop the long term objectives of the theatre. They also impartially advise on the chosen direction of the theatre. The board is made up of 10 local people who offer us their time, expertise and commitment for free. They all have made a commitment to the theatre and devote their time to supporting the Garrick.

### **Friends of The Garrick**

The friends of the Garrick are an organisation set up by local people to support the Garrick and the work of the Garrick. They are an independent organisation, run by a committee of elected Friends members and the money they raise helps to fulfil their

aim of providing finance and encouragement to local young people to become involved in live performance at The Garrick. The friends are primarily made up of regular attenders of the Garrick who believe in and support our work. In return for their support we offer members priority booking, discounts and VIP invitations to special events.

As well as financing professional coaching workshops and master classes at the Garrick, they also assist in promoting the theatre and supporting its work throughout the Lichfield District and beyond. Friends' subscriptions also help to improve our theatre both to front of house and the whole artistic experience by contributing to displays and behind the scenes equipment.

To date there are over 400 members of the Friends of The Garrick.

Quotes from some of The Friends.

*"The Garrick Theatre is the best place for entertainment in the Midlands with so many wonderful and entertaining shows for all types of audience. The atmosphere is marvellous and so are the staff who make visitors so very welcome whatever their position at the theatre and the food is second to none. Three cheers to everyone."*

Norma and Nigel Hooper

*"The Garrick is an excellent way of obtaining local culture. we are lucky to have such a building and reputation in a city the size of ours. It also gives Lichfield an important role in Midlands entertainment, attracting people from beyond the locality, and is an excellent showcase for high standard amateur productions. We are an example to other places as to how a small community can maintain a high standard of drama and other forms of entertainment."*

Margaret and John Doyle

*"The Friends of the Garrick; What does that mean to me? Well, the word that matters there is "friends". The Garrick Theatre is a friendly theatre. The "friends" are not only friends of the Garrick but also of each other. Consequently they work well together which can only be good for the theatre and at the end of the day that is why we are in existence. Actors who come to the Garrick arrive as performers, leave as friends, again good for the theatre. They want to return. The Garrick is for me a place where I can go and mostly guarantee that I will enjoy a good nights entertainment. Long may the Garrick prosper."*

Barrie Farnell

## **We Love Lichfield**

We Love Lichfield raises money and distributes grants to voluntary groups across the district of Lichfield. It is managed by a small group of dedicated volunteers itself and relies upon the support of local businesses both for fundraising and hosting events.

The Lichfield Garrick Theatre has done both. It has hosted many of the grant giveaways always putting on a good show celebrating both the content of the Garrick and the District as a whole. But the Garrick has gone one step further by also making We Love Lichfield its charity of choice and as such has raised significant sums. For instance last year it raised over £3000 during its Christmas Panto season and aims to better that amount during the 2015 season.

Quote from Simon Price, Patron of We Love Lichfield:

"Without the Garrick we wouldn't have been able to host some marvellous events and ultimately raise our profile. With a bigger and better profile we are in turn able to raise more money and ultimately donate more grants to all those worthy causes across the district of Lichfield. We are indebted to the Lichfield Garrick."

## **Garrick Volunteers**

For the last few years The Garrick has been running a volunteer programme, a programme for local people to get involved with and support the theatre. Our team of volunteers are important members of the Lichfield Garrick team who share a love of theatre and give freely of their time to contribute to the development and wellbeing of the theatre. Our volunteers enjoy a sense of being a part of our organisation which has deep roots in the local community and which has a national reputation for high standards of quality and innovation. Volunteers also have the opportunity to meet and socialise with like-minded people and watch our productions when on duty. Lichfield Garrick volunteers work alongside our operational staff within the Front of House Department and provide support and assistance during our performances.

Volunteers have real responsibilities and we rely on them to offer outstanding customer care to our audiences. We have approximately 70 local volunteers who come from across the regions and are aged 18 – 70+.

Quote's from some of our volunteers:

*"When I came to Lichfield as a widow, going to The Garrick made me feel happy and through volunteering i have met many new friends and lovely people. I enjoy meeting people and working with the staff and talking to customers and seeing how much they are enjoying the shows."*

Doreen Hazzard

*"I have been a volunteer since The Garrick opened and I really enjoy being part of our local theatre. its great meeting the audience (mostly) and also getting the opportunity to see shows which I would never thought of coming to see."*

Janet Brunton

*"I started volunteering in 2014 and since my first shift I have loved every minute of it. I feel; really happy to be making contributions to The Garrick, whether it be helping to sell ice creams and programmes or assisting an audience member. Everybody is very welcoming and understanding which is really important to me since I have autism / Asperger Syndrome. I never leave the Garrick without a smile on my face."*

Ashely Laight

*"I enjoy being able to help in some small way and being part of a team."*

Jillian Collery

*"I have been a volunteer for ten years, I now feel part of the family, it makes me happy to be a very small part of the continued success of The Lichfield Garrick."*

Chris Keir

## **Partnerships with local businesses**

### **Season Sponsor – Arthur Price**

After the success of the last two seasons, cutlery and gift firm Arthur Price is continuing as the Lichfield Garrick's Headline Season Sponsor for the third consecutive year.

The family-owned cutlery and gift company were the first sponsors of the Lichfield Garrick and have seen the theatre grow in terms of audience numbers and also the stature of performers, which has included in the last year, comedians Jason Manford and Tim Vine. There are lots of plans for the third season of sponsorship including more audience participation at performances and more local voluntary initiatives.

Quote from Simon Price, Arthur Price CEO:

“I have been delighted by our partnership with the Lichfield Garrick. The Garrick is not only a venue for excellent arts and entertainment across the region, but also works extensively with local groups, especially children and youth, as part of its outreach programme. When the opportunity to work with the Garrick came up for the third year we jumped at it, and with some new team members at the theatre have been able to create some exciting initiatives.”

### **Pantomime Gold Sponsor – Tempest Ford**

Over the last few years we have been working really closely with local business such as Tempest Ford to support our produced work and to ensure that we are reaching as many business's and local communities as possible. One of the wonderful developments of this has been in Tempest Ford's growing relationship with the theatre and in sponsorship of the annual Christmas production. Initially this was a financial sponsorship programme but it has evolved and developed to include many new opportunities year around such as the introduction of the pantomime car. This has been the commitment to brand up and design a special pantomime cover related car, The Jack car has visited all the local fetes, schools and festivals and has been seen by over 10,000 this summer alone. The partnership has also seen tempest Ford invite and involve staff, customers and other business to the production as part of a special tempest Ford night here at The Garrick. We are really committed to working together and seeing this partnership with business's grow and deepen. Tempest Ford were highlighted and celebrated by Ford Europe for their developing partnership and relationship with us.

*“Our Gold Sponsor partnership with the Lichfield Garrick Theatre is, quite literally, golden! The business management team are infectious with their enthusiasm, thoroughly professional and a pleasure to work with.*

*While we fundamentally work to a comprehensive partnership contract, there is a desire in both teams to continue stretching boundaries. The Cinderella decorated car and now the Jack and the Beanstalk car have created an amazing level of curiosity and interest in the communities across Lichfield District and even into Sutton Coldfield. The latest innovation, the cardboard car in the theatre reception area, is replicating that interest as customers visit*



*the theatre. Alex and Simon are now regularly appearing at key events across the District to promote our partnership and the pantomime. Both companies are exploiting the potential of their social media sites, and conventional marketing is creative and proving very effective. We were delighted to have helped to make Cinderella a commercial success and look forward to setting new records with Jack and the Beanstalk.*

*Through the Garrick management team we can communicate comprehensively and regularly with the Garrick database and have sufficient information to confirm that we are getting a satisfactory return on our investment.*

*We look forward to developing our partnership further in the future.”*

Quote from Brian Carruthers - Managing Director of Tempest Ford

**LICHFIELD GARRICK**  
*Theatre & Studio*

**REPORT OF THE TRUSTEES AND  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2015  
FOR  
LICHFIELD GARRICK THEATRE**



**REGISTERED COMPANY NUMBER: 07972082 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 1147697**

**REPORT OF THE TRUSTEES AND  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2015  
FOR  
LICHFIELD GARRICK THEATRE**

Stephen W. Jones F.C.A.  
Chartered Accountant  
Registered Auditor  
King Edward House  
82 Stourbridge Road  
Halesowen  
West Midlands  
B63 3UP

**LICHFIELD GARRICK THEATRE**

**CONTENTS OF THE FINANCIAL STATEMENTS  
for the Year Ended 31 July 2015**

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# LICHFIELD GARRICK THEATRE

## REPORT OF THE TRUSTEES for the Year Ended 31 July 2015

The Trustees who are also directors of the Charity for the purposes of the Companies Act 2006, present their report with the financial statements of the Charity for the year ended 31 July 2015. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' issued in March 2005.

### REFERENCE AND ADMINISTRATIVE DETAILS

**Registered Company number**

07972082 (England and Wales)

**Registered Charity number**

1147697

**Registered office**

Lichfield Garrick  
Castle Dyke  
Lichfield  
Staffordshire  
WS13 6HR

**Trustees**

R A Barnes

M C Ellis

J T Leavesley D.L.

Councillor I M P Pritchard – Lichfield District Council representative

P H Richards

D Roden

- resigned 26.2.15

Mrs R Stokes

R P Tomlinson D.L.

C P Tracey MP

Councillor M J Wilcox – Lichfield District Council representative

Mrs M T Woodcock MBE – Friends of the Garrick representative

**Company Secretary**

Mrs R Stokes

**Chief Executive Officer/Executive Director**

A Jackson (Chief Executive Officer)

- resigned May 2015

C Moore (Executive Director)

- appointed May 2015, resigned July 2015

Mrs K Foster (Executive Director)

- appointed September 2015

**Auditor**

Stephen W. Jones F.C.A.

Chartered Accountant & Registered Auditor

King Edward House

82 Stourbridge Road

Halesowen

West Midlands

B63 3UP

**Bankers**

HSBC

49 Market Street

Lichfield

Staffordshire

WS13 6LB

### STRUCTURE, GOVERNANCE AND MANAGEMENT

**Governing document**

Lichfield Garrick Theatre is a registered Charity, registration number 1147697 and also a company limited by guarantee, registration number 07972082, hereafter referred to as the 'Charity'. The governing document is the Articles of Association of the company which establishes the objects and powers of the charitable company. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

# LICHFIELD GARRICK THEATRE

## REPORT OF THE TRUSTEES for the Year Ended 31 July 2015

### STRUCTURE, GOVERNANCE AND MANAGEMENT

#### Recruitment and appointment of new Trustees

Trustees are recruited based upon the skills and experience that they hold based upon the Charity's needs and are appointed at a Members' Meeting.

#### Induction and training of new Trustees

On appointment every Trustee is provided with a pack of documents setting out key information on the Charity. New Trustees are required to confirm that they have studied these documents and raised any queries or obtained further information which they may need.

Developments in Charity Law and Practice are monitored and important developments are brought to the notice of Trustees.

#### Organisational structure

The overall responsibility for the Charity lies with the Trustee Directors who have delegated the day to day management of the Charity to the Chief Executive/Executive Director. The Trustee Directors meet regularly to agree strategy, review progress, review financial information, and discuss policy issues. To facilitate effective operation, the Chief Executive/Executive Director has delegated authority within terms of reference approved by the Trustees for some operational matters, including finance.

#### Related parties

None of the Trustees receive remuneration or benefit for their work with the Charity. Any connection between Trustees and any production company, actor or performer is disclosed to the Board in the same way as any contractual relationship with a related party.

The Charity has a strategic partnership agreement with Lichfield District Council who provide grant aid. Receipt of this grant aid is crucial for the ongoing operation of the theatre.

The Charity has a wholly owned subsidiary, Lichfield Garrick (Green Room) Limited, which runs the café/bar for the theatre. Financial details of which are disclosed in note 3 to the accounts.

#### Risk management

The Trustees have a duty to identify and review the risks to which the Charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

The Trustees have examined the principal areas of the Charity's operations and considered the major risks which may arise in each of these areas. In the opinion of the Trustees the Charity has established resources and review systems which, under normal conditions, should allow the risks identified by them to be mitigated to an acceptable level in its day to day operations.

### OBJECTIVES AND ACTIVITIES

#### Objectives and aims

The objectives and aims of the Charity are:

- the advancement of the arts for the benefit of the public, in particular through the operation of the Lichfield Garrick Theatre; and
- the advancement of education in relation to the arts for the benefit of the public.

The Trustees set and plan activities having regard to the Charity Commission's guidance on public benefit, including the guidance on admission charges to programmes and events.

### ACHIEVEMENT AND PERFORMANCE

#### Charitable activities

The Charity has operated the Lichfield Garrick Theatre having taken over from Lichfield District Council as from 1 February 2013. During this period and via a contractual relationship with Lichfield District Council for support services and grant funding, the Charity has been able to provide the services of a theatre to the general public.

## LICHFIELD GARRICK THEATRE

### REPORT OF THE TRUSTEES for the Year Ended 31 July 2015

#### FINANCIAL REVIEW

##### Reserves policy

The Trustees keep the reserves of Lichfield Garrick Theatre regularly under review. The Charity has generated surplus reserves in the year under review and the Trustees are presently satisfied with the level of overall reserves. It is the intention of the Trustees to build up and retain sufficient reserves to help cover any period of reduced income, or any unforeseen expenditure should it arise. Charity only reserves at 31 July 2015 stood at £56,270.

It is recognised that in the current overall financial climate there is a strain on budgets in general, and it is hoped that we can continue to increase our activities and funding even in these difficult times.

##### Investment policy and objectives

The Trustees have agreed an investment policy to ensure that the Charity maximises its return on investment. The policy seeks to mitigate risk in the knowledge of the current economic climate. This policy is reviewed annually.

#### FUTURE DEVELOPMENTS

As a Charity the Lichfield Garrick Theatre can explore funding options that were not open to it when it was run by the Council. It is hoped that this can aid income generation which will further support the activities of the Theatre and mean that over time it will become more self funding, having to rely less on the Council grant funding being maintained.

#### STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also the directors of Lichfield Garrick Theatre for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period. In preparing those financial statements, the Trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

#### AUDITOR

The auditor, Stephen W. Jones F.C.A., will be proposed for re-appointment at the forthcoming Members' Meeting.

Approved by order of the Board of Trustees on 26 November 2015 and signed on its behalf by:

Mrs R Stokes - Secretary



## **REPORT OF THE INDEPENDENT AUDITOR TO THE MEMBERS OF LICHFIELD GARRICK THEATRE**

I have audited the financial statements of Lichfield Garrick Theatre for the year ended 31 July 2015 on pages six to eighteen which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet and the related notes on pages 9 to 18. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

This report is made solely to the charitable company's and group's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. My audit work has been undertaken so that I might state to those members those matters I am required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and group and their members as a body, for my audit work, for this report, or for the opinions I have formed.

### **Respective responsibilities of Trustees and auditor**

As explained more fully in the Statement of Trustees' Responsibilities set out on page three, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

My responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require me to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's and group's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Trustees; and the overall presentation of the financial statements. In addition, I read all the financial and non-financial information in the Report of the Trustees to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my report.

### **Opinion on financial statements**

In my opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 July 2015 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Opinion on other matter prescribed by the Companies Act 2006**

In my opinion the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements.

**REPORT OF THE INDEPENDENT AUDITOR TO THE MEMBERS OF  
LICHFIELD GARRICK THEATRE**

**Matters on which I am required to report by exception**

I have nothing to report in respect of the following matters where the Companies Act 2006 requires me to report to you if, in my opinion:

- adequate accounting records have not been kept or returns adequate for my audit have not been received from branches not visited by me; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- I have not received all the information and explanations I require for my audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Stephen W Jones (Senior Statutory Auditor)  
for and on behalf of Stephen W. Jones F.C.A.  
Chartered Accountant  
Registered Auditor  
King Edward House  
82 Stourbridge Road  
Halesowen  
West Midlands  
B63 3UP

26 November 2015

**LICHFIELD GARRICK THEATRE**

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES  
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)  
for the Year Ended 31 July 2015**

	Notes	Unrestricted funds £	Restricted funds £	2015 Total funds £	2014 Total funds £
<b>INCOMING RESOURCES</b>					
<b>Incoming resources from generated funds</b>					
Voluntary income	2	580,984	-	580,984	660,779
Activities for generating funds	4	305,936	-	305,936	284,846
Investment income	5	157	-	157	121
<b>Incoming resources from charitable activities</b>	<b>6</b>				
Theatre		<u>1,360,250</u>	<u>-</u>	<u>1,360,250</u>	<u>1,286,548</u>
<b>Total incoming resources</b>		2,247,327	-	2,247,327	2,232,294
 <b>RESOURCES EXPENDED</b>					
<b>Costs of generating funds</b>					
Fundraising trading: cost of goods sold and other costs	7	212,206	-	212,206	249,829
<b>Charitable activities</b>	<b>8</b>				
Theatre		2,008,905	-	2,008,905	1,974,418
<b>Governance costs</b>	<b>10</b>	<u>19,723</u>	<u>-</u>	<u>19,723</u>	<u>16,570</u>
<b>Total resources expended</b>		<u>2,240,834</u>	<u>-</u>	<u>2,240,834</u>	<u>2,240,817</u>
 <b>NET INCOMING/(OUTGOING) RESOURCES BEFORE TRANSFERS</b>					
		6,493	-	6,493	(8,523)
<b>Gross transfers between funds</b>	<b>21</b>	<u>6,000</u>	<u>(6,000)</u>	<u>-</u>	<u>-</u>
<b>Net incoming/(outgoing) resources</b>		12,493	(6,000)	6,493	(8,523)
 <b>RECONCILIATION OF FUNDS</b>					
<b>Total funds brought forward</b>		<u>28,651</u>	6,000	<u>34,651</u>	<u>43,174</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>41,144</u></u>	<u><u>-</u></u>	<u><u>41,144</u></u>	<u><u>34,651</u></u>

All activities relate to continuing operations.

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes form part of these financial statements

**LICHFIELD GARRICK THEATRE**  
**CONSOLIDATED BALANCE SHEET**  
**At 31 July 2015**

	Notes	Unrestricted funds £	Restricted funds £	2015 Total funds £	2014 Total funds £
<b>FIXED ASSETS</b>					
Tangible assets	15	40,316	-	40,316	39,556
Investments	16	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
		40,316	-	40,316	39,556
<b>CURRENT ASSETS</b>					
Stocks		13,284	-	13,284	17,635
Debtors	17	124,207	-	124,207	145,715
Cash at bank and in hand		<u>282,345</u>	<u>-</u>	<u>282,345</u>	<u>201,565</u>
		419,836	-	419,836	364,915
<b>CREDITORS</b>					
Amounts falling due within one year	18	<u>(418,676)</u>	<u>-</u>	<u>(418,676)</u>	<u>(369,820)</u>
<b>NET CURRENT ASSETS/(LIABILITIES)</b>		<u>1,160</u>	<u>-</u>	<u>1,160</u>	<u>(4,905)</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>					
		41,476	-	41,476	34,651
<b>PROVISIONS FOR LIABILITIES</b>	20	<u>(332)</u>	<u>-</u>	<u>(332)</u>	<u>-</u>
<b>NET ASSETS</b>		<u><u>41,144</u></u>	<u><u>-</u></u>	<u><u>41,144</u></u>	<u><u>34,651</u></u>
<b>FUNDS</b>					
Unrestricted funds	21			41,144	28,651
Restricted funds				<u>-</u>	<u>6,000</u>
<b>TOTAL FUNDS</b>				<u><u>41,144</u></u>	<u><u>34,651</u></u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The financial statements were approved by the Board of Trustees on 26 November 2015 and were signed on its behalf by:

R A Barnes –Trustee

J T Leavesley D.L. -Trustee

The notes form part of these financial statements

**LICHFIELD GARRICK THEATRE**

**CHARITY BALANCE SHEET**  
At 31 July 2015

		Unrestricted funds £	Restricted funds £	2015 Total funds £	2014 Total funds £
	Notes				
<b>FIXED ASSETS</b>					
Tangible assets	15	38,652	-	38,652	22,426
Investments	16	<u>1</u>	<u>-</u>	<u>1</u>	<u>1</u>
		38,653	-	38,653	22,427
<b>CURRENT ASSETS</b>					
Stocks		3,304	-	3,304	7,208
Debtors	17	185,429	-	185,429	268,586
Cash at bank and in hand		<u>228,033</u>	<u>-</u>	<u>228,033</u>	<u>116,281</u>
		416,766	-	416,766	392,075
<b>CREDITORS</b>					
Amounts falling due within one year	18	(399,149)	-	(399,149)	(357,445)
		<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>
<b>NET CURRENT ASSETS/(LIABILITIES)</b>		<u>17,617</u>	<u>-</u>	<u>17,617</u>	<u>34,630</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>					
		56,270	-	56,270	57,057
<b>PROVISIONS FOR LIABILITIES</b>					
	20	-	-	-	-
		<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>
<b>NET ASSETS</b>		<u>56,270</u>	<u>-</u>	<u>56,270</u>	<u>57,057</u>
<b>FUNDS</b>					
	21			56,270	51,057
Unrestricted funds				-	6,000
Restricted funds				<u>                    </u>	<u>                    </u>
<b>TOTAL FUNDS</b>				<u>56,270</u>	<u>57,057</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The financial statements were approved by the Board of Trustees on 26 November 2015 and were signed on its behalf by:

R A Barnes –Trustee

J T Leavesley D.L. -Trustee

# LICHFIELD GARRICK THEATRE

## Notes to the Financial Statements for the Year Ended 31 July 2015

### 1. ACCOUNTING POLICIES

#### **Basis of preparing the financial statements**

The Statement of Financial Activities (SOFA) and Balance Sheet consolidate the financial statements of the Charity and its subsidiary undertaking, the Lichfield Garrick (Green Room) Limited.

In accordance with exemptions granted by Section 408 of the Companies Act 2006 and paragraph 397 of the SORP no separate Statement of Financial Activities or income and expenditure account, is presented for the Charity itself. The retained deficit of income for the Charity for the year was £787 (2014 Deficit £15,797).

#### **Accounting convention**

The financial statements have been prepared under the historical cost convention, and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008), the Companies Act 2006 and the requirements of the Statement of Recommended Practice, Accounting and Reporting by Charities.

#### **Incoming resources**

All incoming resources are included on the Statement of Financial Activities when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. All income is shown exclusive of Value Added Tax.

#### **Resources expended**

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

#### **Charitable activities**

Income from theatre admission fees is included in incoming resources in the period in which the relevant show takes place. Income received in advance for show performances after the balance sheet date is deferred and credited to income in the period in which the show takes place.

#### **Allocation and apportionment of costs**

Charitable activity costs are those incurred by the Charity for the production and performances of shows and running costs of the theatre.

Support costs represent an apportionment of management and administration costs that directly support the running of the theatre and its productions.

Governance costs are those incurred in connection with administration of the Charity and compliance with constitutional and statutory requirements.

#### **Goodwill**

Goodwill arose on the separation of the Lichfield Garrick (Green Room) Limited (subsidiary company) from Lichfield District Council. As part of the agreement the company took over a brewery loan. As the goodwill arose from this it is considered that the amortisation should be matched to the repayment period. The loan has been repaid and therefore the whole of the goodwill has been written off.

#### **Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Land and buildings	- Over the term of the lease
Plant and machinery etc	- 20% on cost and 10% on cost

Professional & design fees in connection with a proposed asset construction had been capitalised in previous years. Due to external circumstances it has been decided by the Trustees that the planned construction will not proceed and as such the original costs have been written off in these accounts.

**LICHFIELD GARRICK THEATRE**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
for the Year Ended 31 July 2015

**1. ACCOUNTING POLICIES - continued**

**Stocks**

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

**Taxation**

The Charity is exempt from corporation tax on its charitable activities. The subsidiary is chargeable to corporation tax on its taxable profits.

**Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the Trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the Charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**Hire purchase and leasing commitments**

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

**Pension costs and other post-retirement benefits**

The charitable company operates a defined benefit pension scheme for some of its employees. The assets of the scheme are held separately from those of the group in an independently administered fund. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate. The scheme is operated as a result of the TUPE regulations following the taking over of the running of the Theatre from Lichfield District Council from 1 February 2013. The scheme is not open to new members of staff subsequent to that date.

**Recharges to trading subsidiary**

Where costs are incurred by the parent Charity relating to the trading activity of its subsidiary, these expenses are recharged at cost.

**2. VOLUNTARY INCOME**

	2015	2014
	£	£
Donations	2,256	1,500
Donations - Friends of the Lichfield Garrick Theatre	8,948	3,000
Grants	561,900	646,983
Memberships - Friends of the Lichfield Garrick Theatre	<u>7,880</u>	<u>9,296</u>
	<u>580,984</u>	<u>660,779</u>

Grants received, included in the above, are as follows:

	2015	2014
	£	£
Lichfield District Council SPA	560,233	645,583
Other grants	<u>1,667</u>	<u>1,400</u>
	<u>561,900</u>	<u>646,983</u>

**LICHFIELD GARRICK THEATRE**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
for the Year Ended 31 July 2015

**3. DETAILS OF THE TRADING SUBSIDIARY AND ITS NET INCOME**

The Charity owns the issued share capital of Lichfield Garrick (Green Room) Limited, operating a café/bar from the theatre premises. The following information is taken from the company's audited accounts which are filed at Companies House and therefore includes transactions that may have been eliminated on consolidation into the group accounts.

<b>Profit and Loss Account</b>	<b>2015</b>	<b>2014</b>
	<b>£</b>	<b>£</b>
Turnover	299,603	284,096
Cost of Sales	104,699	109,954
Gross Profit	<u>194,904</u>	<u>174,142</u>
Other Income	45	36
Administration Expenses	<u>(186,474)</u>	<u>(165,854)</u>
Operating Profit	8,475	8,324
Interest Payable	<u>(854)</u>	<u>(1,050)</u>
Profit on ordinary activities before taxation	7,621	7,274
Tax on profit on ordinary activities	341	-
Profit for the year after taxation	<u>7,280</u>	<u>7,274</u>
Reserves brought forward	<u>(22,407)</u>	<u>(29,681)</u>
Reserves carried forward	<u><u>(15,127)</u></u>	<u><u>(22,407)</u></u>

The above profit has altered the deficit generated by the Charity of £787 to a consolidated group surplus of £6,493.

<b>Balance Sheet</b>	<b>2015</b>	<b>2014</b>
	<b>£</b>	<b>£</b>
Fixed Assets	1,664	17,130
Current Assets	66,142	101,168
Creditors: amounts falling due within one year	(82,600)	(140,704)
Provisions for liabilities and charges	<u>(332)</u>	<u>-</u>
Net Assets	<u><u>(15,126)</u></u>	<u><u>(22,406)</u></u>
<b>Capital and Reserves</b>		
Share Capital	1	1
Profit and Loss Account	<u>(15,127)</u>	<u>(22,407)</u>
Shareholders Funds	<u><u>(15,126)</u></u>	<u><u>(22,406)</u></u>

**4. ACTIVITIES FOR GENERATING FUNDS**

	2015	2014
	£	£
Sponsorships	6,333	750
Green Room trading income	<u>299,603</u>	<u>284,096</u>
	<u><u>305,936</u></u>	<u><u>284,846</u></u>

**5. INVESTMENT INCOME**

	2015	2014
	£	£
Deposit account interest	<u>157</u>	<u>121</u>



**LICHFIELD GARRICK THEATRE**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
for the Year Ended 31 July 2015

**6. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES**

	Activity	2015 £	2014 £
Productions	Theatre	1,075,895	1,007,506
Technical, marketing & booking fees	Theatre	93,447	84,646
Theatre/room hire	Theatre	140,640	122,301
Retail commission & vouchers	Theatre	15,025	32,716
Other charitable activities	Theatre	<u>35,243</u>	<u>39,379</u>
		<u>1,360,250</u>	<u>1,286,548</u>

**7. FUNDRAISING TRADING: COST OF GOODS SOLD AND OTHER COSTS**

	2015 £	2014 £
Purchases	104,699	109,954
Staff costs	70,066	95,226
Operating leases	7,203	13,147
Rates and water	883	1,837
Insurance	-	2,552
Light and Heat	5,926	6,127
Telephone	34	537
Postage and stationery	12	904
Advertising	1,848	1,000
Repairs and renewals	2,644	6,037
Maintenance contracts	1,107	1,729
Sundry consumables	732	9,379
Sundry expenses	458	1,281
Corporation tax	9	-
Deferred tax on Green Room activities	332	-
Depreciation on Green Room activities	198	119
Impairment loss, development costs	<u>16,055</u>	<u>-</u>
	<u>212,206</u>	<u>249,829</u>

**8. CHARITABLE ACTIVITIES COSTS**

	Direct costs £	Support costs (See note 9) £	Totals £
Theatre	<u>1,701,100</u>	<u>307,805</u>	<u>2,008,905</u>

**LICHFIELD GARRICK THEATRE**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
for the Year Ended 31 July 2015

**9. SUPPORT COSTS**

	Management £	Finance £	Information technology £	Human resources £	Totals £
Theatre	<u>119,224</u>	<u>142,671</u>	<u>40,070</u>	<u>5,840</u>	<u>307,805</u>

**10. GOVERNANCE COSTS**

	2015 £	2014 £
Professional fees	4,675	2,700
Auditors' remuneration	10,505	10,197
Bank charges	<u>4,543</u>	<u>3,673</u>
	<u>19,723</u>	<u>16,570</u>

**11. NET INCOMING/(OUTGOING) RESOURCES**

Net resources are stated after charging/(crediting):

	2015 £	2014 £
Auditors' remuneration	10,505	10,197
Depreciation - owned assets	7,497	2,305
Hire of plant and machinery	<u>21,546</u>	<u>34,758</u>

**12. TRUSTEES' REMUNERATION AND BENEFITS**

There were no Trustees' remuneration or other benefits for the year ended 31 July 2015. (2014: nil)

**Trustees' expenses**

There were no Trustees' expenses paid for the year ended 31 July 2015. (2014: nil)

**LICHFIELD GARRICK THEATRE**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**for the Year Ended 31 July 2015**

**13. STAFF COSTS**

	2015	2014
	£	£
Wages and salaries	576,891	547,811
Social security costs	33,747	31,321
Other pension costs	<u>24,355</u>	<u>23,722</u>
	<u>634,993</u>	<u>602,854</u>

	2015	2014
The average monthly number of employees during the year was as follows:	<u>45</u>	<u>41</u>

No employees received emoluments in excess of £60,000.

**14. INTANGIBLE FIXED ASSETS**

	Goodwill
	£
<b>COST</b>	
At 1 August 2014 and 31 July 2015	<u>33,383</u>
 <b>AMORTISATION</b>	
At 1 August 2014 and 31 July 2015	<u>33,383</u>
 <b>NET BOOK VALUE</b>	
At 31 July 2015	<u><u>-</u></u>
At 31 July 2014	<u><u>-</u></u>

**LICHFIELD GARRICK THEATRE**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
for the Year Ended 31 July 2015

**15. GROUP TANGIBLE FIXED ASSETS**

	Land & Buildings £	Fixtures, fittings & equipment £	Totals £
<b>COST</b>			
At 1 August 2014	28,742	13,119	41,861
Additions	-	24,312	24,312
Disposals	<u>(16,055)</u>	<u>-</u>	<u>(16,055)</u>
At 31 July 2015	<u>12,687</u>	<u>37,431</u>	<u>50,118</u>
 <b>DEPRECIATION</b>			
At 1 August 2014	517	1,788	2,305
Charge for year	<u>1,175</u>	<u>6,322</u>	<u>7,497</u>
At 31 July 2015	<u>1,692</u>	<u>8,110</u>	<u>9,802</u>
 <b>NET BOOK VALUE</b>			
At 31 July 2015	<u>10,995</u>	<u>29,321</u>	<u>40,316</u>
At 31 July 2014	<u>28,225</u>	<u>11,331</u>	<u>39,556</u>

**CHARITY TANGIBLE FIXED ASSETS**

	Land & Buildings £	Fixtures, fittings & equipment £	Totals £
<b>COST</b>			
At 1 August 2014	12,687	11,925	24,612
Additions	-	23,525	23,525
Disposals	<u>-</u>	<u>-</u>	<u>-</u>
At 31 July 2015	<u>12,687</u>	<u>35,450</u>	<u>48,137</u>
 <b>DEPRECIATION</b>			
At 1 August 2014	517	1,669	2,186
Charge for year	<u>1,175</u>	<u>6,124</u>	<u>7,299</u>
At 31 July 2015	<u>1,692</u>	<u>7,793</u>	<u>9,485</u>
 <b>NET BOOK VALUE</b>			
At 31 July 2015	<u>10,995</u>	<u>27,657</u>	<u>38,652</u>
At 31 July 2014	<u>12,170</u>	<u>10,256</u>	<u>22,426</u>

**LICHFIELD GARRICK THEATRE**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
for the Year Ended 31 July 2015

**16. CHARITY FIXED ASSET INVESTMENTS**  
(Investment in subsidiary)

	Shares in group undertakings £
<b>MARKET VALUE</b>	
At 1 August 2014 and 31 July 2015	1
 <b>NET BOOK VALUE</b>	
At 31 July 2015	1
At 31 July 2014	1

There were no investment assets outside the UK.

The charitable company owns the entire share capital (comprising £1 shares) in its subsidiary company Lichfield Garrick (Green Room) Limited, a company incorporated in England and Wales.

**17. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>2015</b>		<b>2014</b>	
	<b>Group</b>	<b>Charity</b>	<b>Group</b>	<b>Charity</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade debtors	48,228	47,275	77,974	74,138
Prepayments and accrued income	75,979	75,084	66,832	65,209
Amount owed by subsidiary company	-	63,070	-	128,330
Other debtors	-	-	909	909
	124,207	185,429	145,715	268,586

**18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>2015</b>		<b>2014</b>	
	<b>Group</b>	<b>Charity</b>	<b>Group</b>	<b>Charity</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade creditors	70,636	63,197	42,037	42,037
Taxation and social security	37,454	28,198	31,937	24,772
Accruals and deferred income	306,783	303,951	293,163	287,953
Other creditors	3,803	3,803	2,683	2,683
	418,676	399,149	369,820	357,445

**LICHFIELD GARRICK THEATRE**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
for the Year Ended 31 July 2015

**19. OPERATING LEASE COMMITMENTS**

The following operating lease payments are committed to be paid within one year:

	2015	2014
	£	£
Expiring:		
Within one year	2,448	4,141
Between one and five years	<u>2,292</u>	<u>9,316</u>
	<u>4,740</u>	<u>13,457</u>

The Charity leases the Theatre from Lichfield District Council at a peppercorn rent of £1 per annum. The term of the lease is 15 years from 1 February 2013 with an option for a further 10 years.

**20. PROVISIONS FOR LIABILITIES**

	2015	2014
	£	£
Deferred taxation	<u>332</u>	<u>-</u>

**21. MOVEMENT IN FUNDS**

	At 1.8.14	Net movement	Transfers	At 31.7.15
	£	in funds	between funds	£
		£	£	
<b>Unrestricted funds</b>				
General fund	28,651	6,493	6,000	41,144
<b>Restricted funds</b>				
Friends of the Lichfield Garrick Theatre	6,000	-	(6,000)	-
	<u>34,651</u>	<u>6,493</u>	<u>-</u>	<u>41,144</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
<b>Unrestricted funds</b>			
General fund	2,247,327	(2,240,834)	6,493
	<u>2,247,327</u>	<u>(2,240,834)</u>	<u>6,493</u>

**LICHFIELD GARRICK THEATRE**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**for the Year Ended 31 July 2015**

**21. MOVEMENT IN FUNDS - continued**

Restricted funds relate to donations from The Friends of the Lichfield Garrick Theatre specifically towards new equipment. Lichfield Garrick Theatre purchased the equipment in the year, fulfilling the restriction on the income releasing it to unrestricted funds.

**22. RELATED PARTY DISCLOSURES**

The group has taken advantage of the exemption offered by Financial Reporting Standard 8 from the requirements to disclose transactions with other group companies eliminated on consolidation.

## MID YEAR PERFORMANCE REPORT – ONE YEAR ACTION PLAN 15/16 FOR LEISURE AND PARKS DIRECTORATE AND JOINT WASTE SERVICE

Cabinet Members for Leisure & Parks, For Waste Management, For Tourism

Date: 14 January 2016  
Agenda Item: 5  
Contact Officer: Neil Turner / Neil Turner  
Tel Number: 01543 308761 / 01543 687549  
Email: [neil.turner@lichfielddc.gov.uk](mailto:neil.turner@lichfielddc.gov.uk) /  
[nigel.harris@lichfielddc.gov.uk](mailto:nigel.harris@lichfielddc.gov.uk)  
Key Decision? NO  
Local Ward Members Not Applicable



### LEISURE, PARKS AND WASTE MANAGEMENT OVERVIEW AND SCRUTINY COMMITTEE

## 1. Executive Summary

- 1.1 To advise Members of progress against the activities and projects set out in the Directorates' One Year Action Plans for 2015/16 as considered by this Committee in January 2015. Statistical information (key performance indicators) relating to activity during the first six months of the year is also included. Both the narrative report and the related statistics reflect performance as at 30<sup>th</sup> September 2015.
- 1.2 Members are invited to raise questions and comment.

## 2. Recommendations

- 2.1 The Overview & Scrutiny Committee is asked to note the mid-year performance reports for 2015 / 16 attached at **Appendices A-D**

## 3. Background

- 3.1 During autumn 2014, Members and officers developed Service Plans setting out the priorities and budget allocations for the following financial year for each of the council's teams. Approximately 14 separate Service Plans were produced and they were all reviewed via the overview and scrutiny process. Members used this as an opportunity to influence the direction of travel for the coming year and in some cases used the result to influence the Work Programme of the Overview and Scrutiny Committees.
- 3.2 A 'Top 10' is developed for each Directorate as a result of this exercise and these were reported to and endorsed by the Leisure, Parks and Waste Management (Overview and Scrutiny) Committee in January 2015. The most significant and critical issues from the Directorate Top 10s are collated to form the Corporate Top 10 Annual Action Plan which was approved by Full Council in February 2015.
- 3.3 The mid year performance against the One Year Action Plans 2015/16 which relates to this Committee is attached at **Appendix A and C** for Leisure & Parks and for the Joint Waste Service respectively. Some of the Actions set out were deemed to be so significant that they were included in the Corporate Top



10 / Annual Action Plan for 2015/16; these are indicated by the shaded rows. Progress on the corporate top ten actions were reported to Cabinet in December 2015.

- 3.4 The six month performance report for the Leisure & Parks directorate is attached at **Appendix A**. This Committee has contributed to several of the activities and projects which feature in the Top Ten including:
- Prices for the core leisure activities was considered by the Committee in October 2015.
  - The Final Report on Phase 1 of the Review was considered by the committee in June 2015. The PID for Phase 2 was considered by the Committee in October 2015. Phase 2 is focusing on reducing the size of the estate and becoming more efficient.
  - Throughout the year, the Committee has been advised of progress with the leisure review. The council commissioned FMG Consulting and Associates to help prepare a leisure and physical activity strategy, evidence base and options appraisal. The strategy and management options appraisal is presented elsewhere on today's agenda.
- 3.5 The six month performance report for the Joint Waste Service is attached at **Appendix C**. This Committee has contributed to several of the activities and projects which feature in the Top 10 including:
- Delivering the Joint Waste Service within budget despite the volatility in the world markets for recycled materials
  - Achieving a recycling rate in excess of 50% which is higher than the national average.
- 3.6 Service Managers routinely monitor activity and performance delivered by their teams; progress against key performance indicators for Leisure & Parks is attached at **Appendix B**
- 3.7 The key performance indicators are attached at **Appendix B and D**

Alternative Options	<ul style="list-style-type: none"> <li>• This report is for information and comment only</li> </ul>
Consultation	<ul style="list-style-type: none"> <li>• This report is for information and comment only.</li> </ul>
Financial Implications	<ul style="list-style-type: none"> <li>• None arising directly from this report. A more detailed report on the Council's performance against the financial strategy was considered by Cabinet in December 2015 (the Money Matters report).</li> </ul>
Contribution to the Delivery of the Strategic Plan	<ul style="list-style-type: none"> <li>• The report identifies some of the key areas of achievement so far during 15 / 16.</li> <li>• Since April 2015, the Fit for the Future programme has impacted on the Directorates in the following ways: <ul style="list-style-type: none"> <li>• The transfer of Gentleshaw Common to Staffordshire Wildlife Trust.</li> <li>• The transfer of Hospital Road Playing Fields to Burntwood Dragons/Burntwood Phoenix Football Club</li> <li>• A reduction in budget requirement of £200,000 per annum for managing and maintaining our parks and open spaces.</li> </ul> </li> <li>• Proposed a Sports and Physical Activity Strategy and a Leisure Options Appraisal.</li> </ul>

Equality, Diversity and Human Rights Implications	1. Equality and diversity implications are considered during the planning and delivery of the day to day activities of the Directorate. None are identified in this report.
Crime & Safety Issues	<ul style="list-style-type: none"> <li>There are no crime and community safety issues arising directly from this report.</li> </ul>

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	Information provided to Members is too 'high level' and inadequate for robust scrutiny	<p>The Cabinet Member, Director and Service Managers are in attendance at the O&amp;S meeting and can elaborate on the content of the report</p> <p>Members can request further details or a separate report on any item referred to in the report</p>	Yellow

Background documents None

Relevant web links None

**2015/16 Leisure & Parks Directorate Top 10: Quarterly report to Overview & Scrutiny Committee**

A progress report on the corporate top 10 issues/tasks will be considered by Leadership Team on a quarterly basis on the following dates:

- 23<sup>rd</sup> July (April – June)
- 28<sup>th</sup> October (July – Sept)
- 21<sup>st</sup> January (Oct – Dec)
- 15<sup>th</sup> April (Jan – March 2015)

✓	<i>On Target</i>
=	<i>In Progress</i>
X	<i>Behind Target</i>



**Operate the directorate within agreed budgets**

Actions	Due Date	On Target?	Progress Update
Income and expenditure across the directorate to be controlled and within budgets (Councillors Smith, Eadie, Fisher)	31-Mar-16	✓	Directorate under budget at end of Q2
Implement new way of marketing and selling Inspire Fitness memberships at Burntwood Leisure Centre and combine with approach at Evolve Fitness at Friary Grange (Councillor Smith)	31-Apr-15	✓	The council now employs an in-house team to sell memberships at Inspire: Fitness. Sales targets at Inspire: Fitness are being achieved. A reinvigorated Leisure marketing Group is ensuring a consistency of approach and is bringing forward new products and marketing ideas.
Implement new catering option at Burntwood Leisure Centre (Councillor Smith)	30-Sep-15	✓	Café: Inspire is now open only at the busiest times. Income and expenditure is being monitored closely and catering is now generating more of a surplus.
Replace Combined Heat and Power Unit at Burntwood Leisure Centre (Councillor Smith)	31-Mar-16	=	Work in progress. Several options available.

## Complete the Parks, Grounds Maintenance and Countryside Service Review

Actions	Due Date	On Target?	Progress Update
Implement the actions emerging from the Programme Board with the aim of reducing costs and becoming more effective (Councillor Smith)	31-Mar-15	✓	Phase 1 of the review was completed in July 2015 having realised £200,000 p.a. of savings and efficiencies. The actions to achieve this have now been implemented.
Transfer the parks estate in Burntwood to the town council (Councillor Smith)	31-May-15	=	The transfer of open spaces in Burntwood from Lichfield District Council to Burntwood Town Council is still in discussion. A proposal that sees a transfer of the open spaces to take place in April 2016 is being pursued by the District Council.
Agree and complete a tenancy on Hospital Road Playing Fields (Councillor Smith)	31-Jul-15	=	The preferred tenant Burntwood Dragons & Burntwood Phoenix Football Club has been identified and a draft lease is currently being prepared by solicitors.
Transfer Gentleshaw Common to Staffordshire Wildlife Trust (Councillor Smith)	31-Jul-15	=	A draft Heads of Terms for a 99 year lease has been agreed. The details of the lease agreement are being drawn up by solicitors. A tripartite MoU between Staffordshire Wildlife Trust, Natural England and the District Council has been signed. SWT and the council are working closely together on site management and public awareness on site with regards to the transfer with press releases, volunteer work parties being programmed in for the next few months whilst the transfer takes place.
Reduce unit costs of Grounds Maintenance (Councillor Smith)	30-Jun-15	✓	Pre F4F implementation unit costs were £39.10/hour. Current rate is £34.50/hour.
Explore alternative arrangements for delivery of Parks and Grounds Maintenance services (Councillor Smith)	31-Mar-16	✓	A PID for Phase 2 of the review has been approved with a view to reviewing operational arrangements.
Realise target savings of £200,000pa. (Councillor Smith)	31-Mar-16	✓	Achieved with the completion of Phase 1.

## Implement the Leisure Services Review

Actions	Due Date	On Target?	Progress Update
Insight report prepared by Staffordshire University to identify demand and supply for sport and physical activity in Lichfield District (Councillor Smith)	July 15	✓	Received in July 2015 and is now being used to inform the Leisure Review
Completion of Sport and Physical Activity Strategy for Lichfield District which identifies future role of the council in supporting sport (Councillor Smith)	31 March 2016	=	Consultants have now been appointed, research and consultations with stakeholders has begun. A club workshop has also been organised.
Complete NBS surveys and obtain Quest (Councillor Smith)	31-Mar-16	=	Delayed by the Leisure Review
Implement action plan of strategy (Councillor Smith)	31-Mar-16	=	Consultants have been appointed and the strategy is expected to be approved in January 2016.

**Ensure that the Council operates in accordance with health and safety legislation and that it is properly insured**

Actions	Due Date	On Target?	Progress Update
Annual health and safety report considered (Councillor Smith)	30-Jan-16	✓	The annual health and safety report for 2014/2015 financial year was reviewed in June 2015 and therefore the report for 2015/2016 will be presented in June 2016.
Revise and implement new shared service arrangements with Tamworth and Stafford (Councillor Smith)	30-Apr-16	✓	A review into the arrangements is ongoing and discussions continue with both Tamworth and Stafford BC.
Embed new insurance contract into operations (Councillor Smith)	30-Apr-15	✓	A new insurance provider is in place and the insurance function running effectively

**To maintain participation in sport and income to our leisure centres**

Actions	Due Date	On Target?	Progress Update
Replace synthetic turf pitch at Burntwood Leisure Centre (Councillor Smith)	31-Mar-16	=	Draft tender document has been written. Several contractors have shown an interest in submitting tenders for the project and discussions are taking place with Staffordshire Football Association and the Football Association.

**Commence transfer of open space at Hawksyard and Darwin Park**

Actions	Due Date	On Target?	Progress Update
Commence adoption process of open space at Hawksyard (Councillor Smith)	30-Jan-16	X	<p>We are waiting on Persimmon Homes to advise us that they have completed the landscaping works to all the public open space before we start the adoption process.</p> <p>Persimmon has paid a capital sum to the council and has transferred the central POS area to the council. As a result of this agreement we have landscaped the open space and delivered a play area. This was opened in May 2015 and has been well received by local residents.</p>
Complete adoption of phases 1 and 2 at Darwin Park (September 2015) (Councillor Smith)	31-Mar-16	=	<p>We have continued to work closely with the two developers at Darwin Park. In early October we learned that the legal issues faced by Taylor Wimpey (the primary developer) that were preventing transfer of phase 1 have been overcome and we expect the council to formally adopt Phase 1, in the very near future.</p> <p>Phase 2 has now encountered similar issues to those in Phase 1 and we're currently waiting for Taylor Wimpey to prove title to land it wishes to transfer to the council.</p> <p>The adoption of phase 3 is expected later by early 2017.</p> <p>The play area is adopted by the council and we now manage this through the parks team.</p> <p>Work with Persimmon is ongoing and we have started a 12 month maintenance period for the open space they are seeking transfer to the council.</p> <p>We are also addressing the outstanding issues relating to the northern end of Cathedral Walk which separates 2 and 2a Friary Road and which is the main pedestrian gateway into Darwin</p>

Actions	Due Date	On Target?	Progress Update
			Park.

### Host extensive and successful events programme

Actions	Due Date	On Target?	Progress Update
Throughout 2015/16 and in a cost effective manner (Councillor Smith)	31-Mar-16	✓	This year we have hosted more events than ever before, the range of events and number of attendances vary considerably. Since April we've help 118 events with 57,000 attendees. We've held a Victorian May Day event, Mini-Monsters Bug Hunts; Easter Trail; Moth Recording Mornings; Beacon Park Fun Day, Feed the Birds – making a bird feeder to help the birds survive the winter, String Puppet Workshops, Seed Sundays, Decoupage craft sessions, Fairy Walks and the Rag Rug workshops. In addition this year we supported Burntwood Town Council to hold events in Burntwood's parks. We've also hosted the Lichfield Bower, Cars in the Park and Lichfield Proms.

### Support the work of the Lichfield Garrick

Actions	Due Date	On Target?	Progress Update
Agree 2018/19 subsidy (Councillor Smith)	29-Feb-16	✓	Discussions continue with the new management team from the Garrick

### Help encourage residents and particularly those that would most benefit, to be more active

Actions	Due Date	On Target?	Progress Update
Increase the number of residents active regularly from the current level of 41.9% (from Active People survey) (Councillor Smith)	31-Mar-16	X	APS9 Q2 36.8%
Increase the number of concessionary LAP members from baseline on 31 March 2015 (Councillor Smith)	31-Mar-16	✓	Members increasing each month. 2542 members in March 2015, 2801 members in September 2015
Seek and secure external funding to continue with Positive Futures (Councillor Smith)	31-Mar-16	✓	£25K from the locality funding has been secured for 2016-17 as long as outcomes and targets are met during 2015-16
Continue to implement the swimming development plan at Friary Grange and Burntwood leisure centres (Councillor Smith)	31-Mar-16	=	<ul style="list-style-type: none"> <li>• A closer relationship with the ASA has developed with both leisure centres entering into a Partnership Provider Programme. This enabled support services from the ASA and access to discounted resources and Learn to Swim Award scheme badges.</li> <li>• Several Teaching the Teachers courses have been delivered at FGLC with the most recently arranged due to be held in January 2016</li> <li>• Swim lessons were reviewed by the ASA and an improvement action plan developed as a consequence.</li> <li>• Since the re-opening of the FGLC swimming pool in January 2014 the swim lesson places sold has risen from 503 to 643 as of September 2015, a 28% increase.</li> <li>• Across both leisure centres from 1 April to 31 August 2015 whilst there has been fluctuations in monthly attendances the number of visits has grown from 7,177 to 10,230. However when compared to the previous year figures at BLC indicates a reduction in attendances and a small increase at FGLC. The trend does however reflect the downward national trend for swim admissions.</li> <li>• 2 NPLQ courses were provided during February and August 2015 resulting in 20 attendees achieving the qualification. A 100% attendance and pass rate.</li> <li>• Various marketing campaigns to promote leisure centre activities have included the distribution of vouchers entitling the bearer to a free swim. This type of campaign is due to be reviewed for its effectiveness.</li> <li>• The lunchtime swim programme at FGLC has maintained the level of provision and therefore continues to be the best level of access for over a decade.</li> <li>• Staff have attended various training courses resulting in staff being qualified as Swimfit Activators, Swimfit Gym instructors and being able to deliver poolside helper qualifications.</li> <li>• Partnership meetings with Lichfield Swim Club has resulted in agreements for closer working including the club directing new swimmers to our lessons and swimmers</li> </ul>



Actions	Due Date	On Target?	Progress Update
			achieving Stage 7 of the Learn to Swim Scheme being encouraged to join LSC <ul style="list-style-type: none"> <li>• FGLC supported LSC in their re-accreditation of their Swim 21 status FGLC delivers Land training for LSC swimmers, a requirement for their Swim 21 status</li> </ul>

**Review and rationalise public toilet estate**

Actions	Due Date	On Target?	Progress Update
Prepare business case for rationalising public toilet estate and implement (Councillor Smith)	30-Apr-15	✓	O & S Committee considered the report in March 2015 and recommended that the existing estate is maintained.

Performance / Activity Indicators for Leisure & Parks Directorate

Appendix B

PI Code & Short Name	Q1 2014/15	Q2 2014/15	2014/15	Q1 2015/16	Q2 2015/16	2015/16
	Value	Value	Value			Value
Swimming Admissions at Burntwood and Friary Grange leisure centres	23294	28029	86679	23638	28372	90,000
Burntwood	16751	20187	63113	16995	20221	65,000
Friary Grange	6543	7842	23566	6643	8151	25,000
Adults	12296	14609	38217	12851	14472	-
Children	7490	9031	27233	7500	10473	-
Concessionary	2436	2729	9377	2212	2372	-
Family	934	977	11852	1057	1050	-
No. of Concessionary Leisure Activity Passport (LAP) Members			2884	2983	3088	2950
Over 60s	2158	2345	2745	2859	2992	-
Disabled & Carers	106	127	135	116	91	-
Unemployed & Benefits	11	13	4	8	5	-
<b>No. of Leisure Activity Passport (LAP) Members</b>	4099	3924	3920	3877	4062	3950
Adults	2913	2802	2801	2785	2811	-
Children	919	890	893	885	1054	-
Students	267	232	226	207	197	-
<b>Actual Net Direct Expenditure as a % of Budgeted Net Direct Expenditure</b>	N/A	N/A	87.9%	N/A	N/A	Between 105-95%
Income received (£)	0.901 m	1.546 m	2.807m	0.822m	1.879m	2.849m
Direct Expenditure Incurred (£)	1.659 m	2.819 m	5.590m	1.522m	3.218m	6.016m
Net direct expenditure (£)	0.757 m	1.274 m	2.782m	0.700m	1.339m	3.167m

PI Code & Short Name	Q1 2014/15	Q2 2014/15	2014/15	Q1 2015/16	Q2 2015/16	2015/16
	Value	Value	Value			Value
<b>Net Direct Expenditure</b>						
Leisure centres and sport	£179k	£186k	£690k	£52k	£194k	£823k
Parks	£32k	£76k	£784k	£98k	£186k	£970k
Streetscene	£310k	£544k	£418k	£251k	£547k	£563k
Corporate (incl central management; health & safety; insurance & Garrick)	£237k	£467k	£891k	£443k	£411k	£810k
<b>Income per £ of employee costs: Leisure Centres (total)</b>						
Burntwood			£1.33			£1.32
Friary Grange			£1.42			£1.46
King Edward VI	N/A	N/A	£1.11	N/A	N/A	£0.99
Parks			£1.91			£1.93
			£0.65			£0.61
<b>Employee costs as a % of income</b>						
Leisure Centres	N/A	N/A	75%	N/A	N/A	76%
Parks			153%			164%
<b>% of adult residents aged over 14 active for at least 30 mins on at least 1 occasion per week.</b>	39%	39.5%	39.4%	36.5%	36.5%	39.5%
% of adult residents active for at least 30 mins on at least 3 occasions per week	25.1%	25.1%	28.5%	26.3%	26.3%	28.6%
<b>No. of clubs supported in their development, or using our facilities</b>						
Leisure Centres	95	97	97	82	90	100
Parks	33	35	35	30	30	45
Sports Development	24	25	25	15	17	27
No. of events in our parks	Data not available	Data not available	63	50	68	118
Approximate attendances	Data not available	Data not available	66377	21600	35800	57400
No. of accidents to employees	13	11	44	6	5	<45

PI Code & Short Name	Q1 2014/15	Q2 2014/15	2014/15	Q1 2015/16	Q2 2015/16	2015/16
	Value	Value	Value			Value
No. of accidents to members of the public	87	62	203 (1)	46	38	<190
<b>Shopmobility</b>						
No of registered users	90	110	126	98	96	130
No of uses	303	304	1263	289	362	1300
Incidences of fly tipping	40	40	218	88	107	195

## Progress Against Joint Waste Service Action Plan 2015/16

Action	Comments	Progress
The Strategic Development of the Joint Waste Strategy	<ul style="list-style-type: none"> <li>• To determine the direction of the Joint Waste Service for the next five years taking into consideration the economic climate and all external drivers including the potential implications of the Waste Framework Directive.</li> <li>• To complete the TEEP assessment for the service.</li> </ul>	<ul style="list-style-type: none"> <li>• Both authorities have signed the Staffordshire Waste Partnerships Memorandum of Understanding. This commits the Joint Waste Service to work in partnership with other Staffordshire authorities to identify potential areas of savings in order to minimise the costs of waste collection.</li> <li>• The draft TEEP assessment has been completed. Awaiting Cabinet approval.</li> </ul>
Vehicle Procurement	<ul style="list-style-type: none"> <li>• To determine the most appropriate procurement option i.e. capital purchase, contract hire or hired purchase.</li> <li>• To explore opportunities for procuring in partnership with other local authorities.</li> <li>• To determine the fleet specification which will include the Bartec upgrade and vehicle telemetry.</li> <li>• To complete procurement process.</li> </ul>	<ul style="list-style-type: none"> <li>• Cabinet approved the procurement of the replacement vehicle fleet using contract hire.</li> <li>• Discussions took place with East Staffordshire Borough Council regarding joint procurement but unfortunately agreement could not be reached on the length of the contract.</li> <li>• Fleet specification has been determined.</li> <li>• The procurement process has been completed and the contract was awarded to SFS Ltd.</li> <li>• Delivery of new fleet scheduled for February 2016.</li> </ul>
Round Review	<ul style="list-style-type: none"> <li>• To consult the Unions and Workforce on the proposed new collection rounds.</li> <li>• Review the rounds following the consultation process.</li> <li>• Introduce the new rounds.</li> <li>• Review the impact of having to charge Schedule 2 customers for disposal on the Trade Waste Service.</li> <li>• Assess whether customers on the Trade Waste and Trade Recycling rounds can be accommodated onto the domestic rounds in order to improve efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>• New collection rounds were introduced in November 2015 following consultation with the Unions.</li> <li>• The new charging policy for schedule 2 trade waste customers was introduced in April 2015 following a review.</li> <li>• The project to assess whether trade waste and trade recycling collections can be accommodated onto domestic rounds was postponed until 2016/17.</li> </ul>
Improve the Quality of the Dry Recyclate Waste Stream	<ul style="list-style-type: none"> <li>• Undertake a waste analysis of the dry recyclate in order to ascertain the composition of the different materials and the level of contamination.</li> </ul>	<ul style="list-style-type: none"> <li>• This project will be undertaken in 2016/17.</li> </ul>

	<ul style="list-style-type: none"> <li>• Develop and undertake a Communication campaign to promote the importance of quality recycling and improve participation.</li> <li>• Monitor the quality of the material presented.</li> </ul>	
New Dry Recyclate Contract	<ul style="list-style-type: none"> <li>• Commence the new payment mechanism on 1<sup>st</sup> April 2015.</li> <li>• Monitor and report on the fluctuations in income due to market conditions and levels of contamination.</li> </ul>	<ul style="list-style-type: none"> <li>• The new dry recycling contract commenced on 1<sup>st</sup> April 2015.</li> <li>• Market conditions and levels of contamination are being regular monitored and reported.</li> </ul>
Health and Safety	<ul style="list-style-type: none"> <li>• To provide all operatives with hazard awareness and risk assessment training.</li> <li>• Undertake individual risk assessments for all the collection rounds.</li> </ul>	<ul style="list-style-type: none"> <li>• A programme of Health and Safety training for the operatives has commenced and is due for completion in January 2016.</li> <li>• Managers and Supervisors have completed an industry approved risk assessment training course.</li> <li>• Individual risk assessments for all the new collection rounds are currently being undertaken and due for completion in March 2016.</li> </ul>
Waste Prevention and Reuse Initiatives	<p>The Joint Municipal Waste Management Strategy for Staffordshire and Stoke on Trent commits the Service to undertake a number of initiatives to encourage and promote waste prevention and reuse. These initiatives will include:</p> <ul style="list-style-type: none"> <li>• The discounted home composting scheme that is provided across the county provides subsidised bins and composting information for Staffordshire householders.</li> <li>• The national Love Food Hate Waste promotional campaign provides information and events for householders to reduce food waste by shopping more carefully, planning meals and using up their leftovers.</li> <li>• The collection of bulky metallic goods for recycling.</li> <li>• Sign post residents to providers of furniture reuse schemes.</li> <li>• Waste prevention within the council to reduce waste and costs.</li> <li>• The reuse and recycling of electrical and electronic equipment.</li> <li>• On-going marketing and promotion to maximise waste prevention and reuse by householders.</li> </ul>	<ul style="list-style-type: none"> <li>• These are ongoing initiatives which the Joint Waste Service continues to adopt.</li> </ul>
Review the Working Agreement with the Unions	<ul style="list-style-type: none"> <li>• To consider the implementation of a formal rota to share out winter working on the Organic Waste Service.</li> </ul>	<ul style="list-style-type: none"> <li>• Proposals have been discussed with Unison. Awaiting feedback.</li> </ul>

## Joint Waste Service Performance and Activity Indicators 2015/16

Performance Indicator (Descriptor)	2014/15 Outturn	2015/16 Target	2015/16 Q2	2015/16 Predicted Outturn	Comment
Residual Waste Per Household (Kg) - Joint Waste Service	447kg	≤ 440kg	231kg	460kg	Impact of stopping food waste recycling in the brown bin.
Residual Waste Per Household (Kg) - Lichfield	449kg	≤ 435kg	232kg	465kg	Impact of stopping food waste recycling in the brown bin.
Percentage of Household Waste Sent for Reuse, Recycling and Composting – Joint Waste Service	53.3%	54%	54.6%	51%	Impact of stopping food waste recycling in the brown bin.
Percentage of Household Waste Sent for Reuse, Recycling and Composting - Lichfield	55.3%	56%	56.4%	53%	Impact of stopping food waste recycling in the brown bin.
Percentage of Household Waste Sent for Dry Recycling – Joint Waste Service	29.7%	30%	25.6%	27%	In line with other high performing authorities that are experiencing a stagnation in recycling rates.
Percentage of Household Waste Sent for Dry Recycling - Lichfield	28.2%	30%	24.6%	27%	In line with other high performing authorities that are experiencing a stagnation in recycling rates.
Percentage of Household Waste Sent for Organic Recycling – Joint Waste Service	24.4%	24%	29%	24%	The mild autumn should offset the lower yield experienced during the Spring and Summer.
Percentage of Household Waste Sent for Organic Recycling - Lichfield	27.1%	26%	31.7%	26%	The mild autumn should offset the lower yield experienced during the Spring and Summer.
Number of Missed Bins Per 1000 Collections – Joint Waste Service	1.1	≤ 1.2	1.2	1.5	Impact of introducing new collection rounds in the autumn. Performance will improve as crews get used to new rounds.
Number of Missed Bins Per 1000 Collections – Lichfield	1.1	≤1.2	1.2	1.5	Impact of introducing new collection rounds in the autumn. Performance will improve as crews get used to new rounds.
Cost of Delivering the Joint Waste Service per Household	£39.85	≤ £40	£38.53	≤ £40	Fall in oil price has had a positive impact on diesel costs but a negative impact on dry recycling commodity values.

# DIRECTORATE TOP 10 – 2016/17

Report of the Cabinet Members for Leisure and Parks, and for Waste Management

Date:	14 <sup>th</sup> January 2016
Agenda Item:	6
Contact Officer:	Neil Turner / Nigel Harris
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Key Decision?	NO
Local Ward Members	Relevant to all wards.



**LEISURE, PARKS AND  
WASTE MANAGEMENT  
OVERVIEW AND  
SCRUTINY COMMITTEE**

## 1. Executive Summary

- 1.1 The Strategic Plan for 2016-20 is close to completion and will be considered by Cabinet and Council for approval in February. The Plan sets out a long term direction of travel for the Council for the next four years. In order to achieve the Council's strategic ambitions, we need to ensure that we have clear plans and targets for each financial year and that the budget is aligned accordingly.
- 1.2 This report describes the top 10 issues that the Leisure, Parks and Joint Waste Service Directorates will be focusing on during the 2016/17 financial year in support of the Strategic Plan. These are set out at **Appendices A and B**. Members are requested to consider whether they believe the most appropriate and relevant issues have been selected, that there is a 'good fit' with the Strategic Plan and that the expected outcomes are sufficiently ambitious and measurable.
- 1.3 Of course, there are a range of other services which are delivered by the Directorates which are not specifically referenced in the Top 10; these will continue to be provided and Members will be able to monitor progress as a result of the performance indicators which are presented to the Committee at mid-year and end of year meetings.
- 1.4 Once agreed, the Top Ten issues will be worked up in more detail through the Service Plans which will be produced during the spring and will ultimately inform the performance targets for individual officers.

## 2. Recommendations

- 2.1 Members are requested to consider and comment on the top 10 issues for the Leisure and Parks Directorate and for the Joint Waste Service, which are attached at **Appendix A and B**

## 3. Background

- 3.1 The Strategic Plan has been developed having regard to:
  - Evidence base (developed by the Staffordshire Intelligence Hub)
  - Manifesto commitments of the new administration
  - Consultation feedback
  - Resource availability

Details are set out in the reports to Strategic (Overview and Scrutiny) Committee of June and November 2015.

- 3.2 A corporate Annual Action Plan has been drafted which identifies what the District Council will be prioritising during 2016/17 and this is comprised in part from the Directorate Top 10s for the same



period. Having regard to the Council's four strategic priorities, the Leisure and Parks, and Joint Waste Directorates has identified the Top ten issues as set out at **Appendix 1**. The reasons why these issues have been selected is as follows:

### Leisure and Parks

Reference	Issue / Task	Reason for inclusion
L&P1	Successful Events	To promote Lichfield District and to encourage visitor up spend.
L&P2	Support the Garrick	To help make the district a great place to live, to promote the district and to encourage the cultural and visitor economy.
L&P3	Maintaining Participation in Sport	To encourage people to be active and to make the district a nice place to live.
L&P4	Encourage People to be more Active	To help people stay healthy but particularly those that would most benefit.
L&P5	Clean Streets	To ensure the district looks good.
L&P6	Stowe Pool Restoration	Stowe Pool and Field is part of the historic parks of Lichfield but it is in need of investment and restoration so that it can maximise its potential as an area of open space.
<b>L&amp;P7</b>	<b>Balancing the Budget</b>	<b>It is essential to control the available budget so that we can assure Members and the public that we are delivering value for money.</b>
<b>L&amp;P8</b>	<b>Leisure Review</b>	<b>To ensure that the council's management approach to leisure services is right.</b>
L&P9	Parks and O&S Review	To ensure the council's management approach to parks and open spaces is right.
L&P10	Health and Safety	To ensure we operate in accordance with the law and minimise the risk of harm to employees and members of the public

### Joint Waste Services

Reference	Issue / Task	Reason for inclusion
JWS 1	Improve staff health and wellbeing	Key indicator that measures how well we manage our human resource
JWS 2	Compliance with health and safety legislation	The Waste and Recycling industry in the UK has relatively high fatality and accident rates. Protecting the safety of employees and the public is a key priority of the service.
JWS 3	Improve the customer service	The waste services are used by every resident in the district

JWS 4	Provision of waste services to new properties	Long term planning as the new properties will have an impact on collection infrastructure (Vehicles, manpower etc.)
JWS 5	Improve the quality of the dry recyclate	Direct impact on the cost of providing the service.
JWS 6	Increase tonnage of dry recyclate	Direct impact on the cost of providing the service and the organisations environmental performance
JWS 7	Programme for the replacement of defective bins	Prudent business planning. The bin stock has a finite life.
<b>JWS 8</b>	<b>Reduce the cost of the service for the Council tax payer</b>	<b>Robust strategic financial planning at district and county level</b>
JWS 9	Improve the efficiency of the service	Robust financial planning
JWS 10	Increase income levels	Balance the budget

3.3 Some of the issues / tasks above are of such significance that they are also included in the draft Annual Action Plan. These are indicated in ***bold type*** above

Alternative Options	The top 10 were identified through discussions with the L&P Management Team and then with the respective Cabinet Members. However, Members of the O&S Committee may wish to suggest amendments/make alternative proposals
Consultation	The selection of the top 10 has had regard to the outcome of consultation (with Members, partner organisations, residents and staff) which has been conducted as part of the development of the new Strategic Plan.
Financial Implications	There are no financial implications arising directly from this report. However, Members and officers need to be mindful of ensuring that the distribution of resources and capacity is adequate to progress the items listed
Contribution to the Delivery of the Strategic Plan	The Top 10 as set at <b>Appendix A and B</b> have been categorised according to the Council's four strategic priorities. The Directorate has identified at least one issue in support of each priority area <ul style="list-style-type: none"> <li>• Vibrant and prosperous economy – 2 issues</li> <li>• Healthy and safe – 4 issues</li> <li>• Clean, green and welcoming – 7 issues</li> <li>• Strong and flexible Council – 7 issues</li> </ul>
Equality, Diversity and Human Rights Implications	The equality, diversity and human rights implications of the top 10 issues will be considered in more detail as work is progressed on each one and equality impact assessments undertaken where needed. Overall, it is anticipated that there will be a positive impact on people with protected characteristics

<b>Crime &amp; Safety Issues</b>	It is anticipated that the top 10 issues will impact positively on our duty to prevent crime and disorder within the District (Section 17 of the Crime and Disorder Act, 1988). This is particularly the case with the ambition to encourage more residents to be more active, particularly those that might be at risk of engaging in anti-social and criminal behaviour
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	<b>Risk Description</b>	<b>How We Manage It</b>	<b>Severity of Risk (RYG)</b>
A	An issue which should be included in the Top 10 has been overlooked	The process of identifying the Top 10 is rigorous and gives the opportunity for elected Members and officers to contribute. However, if another issue arises or escalates, the Top 10 may need to be reviewed and rescheduled	Yellow
B	A new priority emerges which could potentially be a Top 10 matter	Any new issue would need to be considered and amendments made to the existing Top 10 (with appropriate Member approvals)	Yellow
C	The Council has insufficient financial or staffing capacity to deliver all of the Top 10	Regular progress monitoring will be undertaken including biannual reports to this Committee	Yellow
d			

**Background documents**  
Draft Strategic Plan 2016 – 2020  
Reports to Strategic overview and Scrutiny Committee, June and |November 2015

**Relevant web links** None

**ANNUAL ACTION PLAN 2016 / 17**  
**Top Ten Issues – Leisure and Parks**

Reference no	Issue / task	What will success look like?	Lead Cabinet member	Governance (O&S)
<b>Vibrant and prosperous economy</b>				
<b>L&amp;P1</b>	Host extensive and successful events programme based in our historic parks	Successful events staged like Lichfield Proms in Beacon Park, the Bower; Cars in the Park; and the Fake Festival	Cllr Smith	LP&WM
<b>L&amp;P2</b>	Support the work of the Lichfield Garrick	Agree new Strategic Partnership Agreement by December 2016 Agree 2019/20 subsidy by February 2017	Cllr Smith	LP&WM
<b>Healthy and safe communities</b>				
<b>L&amp;P3</b>	To maintain participation in sport and income to our leisure centres	Replace synthetic turf pitches at Burntwood Leisure Centre and King Edward VI Leisure Centre – September 2016 Prepare plans and secure funding for refurbishment of sports hall at Friary Grange Leisure Centre – December 2016	Cllr Smith	LP&WM
<b>L&amp;P4</b>	Help encourage residents, and particularly those that would most benefit, to be more active.	Increase the number of residents active regularly from the current level of xxx% (from Active People survey) Increase the number of concessionary LAP members from baseline on 31 March 2016. Seek and secure external funding to continue with Positive Futures	Cllr Smith	LP&WM

## Appendix A

Reference no	Issue / task	What will success look like?	Lead Cabinet member	Governance (O&S)
		Continue to implement the swimming development plan at Friary Grange and Burntwood leisure centres. Increase swimming attendances by x% Implement emerging plan for expanding physical activity provision.		
<b>Clean, green and welcoming places to live</b>				
<b>L&amp;P5</b>	To provide an effective and efficient street cleansing service throughout Lichfield district.	Investigation of all fly tipping.	Cllr Eadie	LP&WM
<b>L&amp;P6</b>	Prepare bid to HLF for restoration of Stowe Pool and Fields	Collation of recommendations and prepare a stage one bid - May 2016 Propose to submit Stage One bid – Provisional September 2016 (depending on outcomes)	Cllr Smith	LP&WM
<b>A council that is fit for the future</b>				
<b>L&amp;P7</b>	Operate the directorate within agreed budgets	Income and expenditure across the directorate to be controlled and within budgets to a tolerance of 5% of managed budget.	Cllr Smith Cllr Eadie Cllr Mrs Fisher	
<b>L&amp;P8</b>	Implement the recommendations of the Fit for the Future Leisure Review	Implement the actions emerging from the Review to be considered by O&S Committee in January 2016 and Cabinet in February 2016.	Cllr Smith	
<b>L&amp;P9</b>	Implement the recommendations of the Fit for the Future Parks and Open Spaces Review	Implement the actions emerging from the Programme Board with the aim of reducing costs and becoming more effective. Review to be presented to O&S Committee in March 2016.	Cllr Smith	

## Appendix A

Reference no	Issue / task	What will success look like?	Lead Cabinet member	Governance (O&S)
		Realise target savings of £150,000pa.		
<b>L&amp;P10</b>	Ensure that the council operates in accordance with health and safety legislation and that it is properly insured.	Annual health and safety report considered in June 2016. Revise and implement new shared service arrangements with Tamworth and Stafford – April 2016. Adopt and implement new Driving at Work Policy – April 2016	Cllr Smith	

**ANNUAL ACTION PLAN 2016 /17**  
**Top Ten Issues – Joint Waste Service**

Reference no	Issue / task	What will success look like?	Lead Cabinet member	Governance (O&S)
<b>Achieving a vibrant and prosperous economy</b>				
<b>Making our communities healthier and safer</b>				
JWS 1	Improve the health wellbeing and morale of the Joint Waste Service staff	Reduction in the sickness levels Provide support to manage injury and illness – triage and physiotherapy referrals Introduce health and wellbeing programme to tackle issues such as diet, alcohol, exercise and smoking Reduction in staff turnover Improved collection productivity Improved service delivery standards Regular communication with Elected Members and Senior Management	Cllr Iain Eadie	LP&WM
JWS 2	Ensure that the Joint Waste Service is fully compliant with Health and Safety Legislation and best practice	Reduction in injuries accidents and near misses No enforcement action taken against the authority by the Health and Safety Executive Complete the review of the risk assessments and safe systems of work	Cllr Iain Eadie	LP&WM
<b>Enjoying clean, green and welcoming places</b>				
JWS 3	Improve the customers experience of using the waste services	Improved customer knowledge of using the waste services	Cllr Iain Eadie	LP&WM

## APPENDIX B

Reference no	Issue / task	What will success look like?	Lead Cabinet member	Governance (O&S)
		<p>Customers are educated and encouraged to use digital options for interacting with the waste service</p> <p>Improved customer satisfaction survey results</p> <p>Reduced complaints</p>		
JWS 4	Provision of waste services to the projected number of new build properties in both Tamworth and Lichfield	Minimise the impact of new build properties on the waste infrastructure – Vehicles, manpower and fuel	Cllr Iain Eadie	LP&WM
JWS 5	Improve the quality of the Dry Recyclate collected in the Blue Recycling Bin in order to meet the requirements of the reprocessors	<p>Sample results will have lower levels of contamination</p> <p>Reduction in the number of loads rejected</p> <p>Higher income levels from the sale of dry recyclate</p> <p>An effective education and communication programme</p>	Cllr Iain Eadie	LP&WM
JWS 6	Increase the tonnage of Dry Recyclate collected in the Blue Recycling Bin and reduce the amount of waste in the black bin.	<p>Higher recycling rates</p> <p>Lower residual waste</p> <p>Improve participation levels</p> <p>Increased income from recycling credit</p>	Cllr Iain Eadie	LP&WM
JWS 7	Develop a programme for the replacement of old and defective bins in Tamworth and Lichfield	<p>Undertake a bin condition survey to identify and prioritise the number of bins which require replacing</p> <p>Evaluate replacement cost</p> <p>Develop a capital programme</p>	Cllr Iain Eadie	LP&WM
<b>Being a strong and flexible council</b>				
JWS 8	Reduce the cost of providing the Waste Service to the Council tax payers of Staffordshire	The proposed holistic review of waste services in Staffordshire identifies savings in collection and disposal	Cllr Iain Eadie	LP&WM



**APPENDIX B**

Reference no	Issue / task	What will success look like?	Lead Cabinet member	Governance (O&S)
JWS 9	Improve the efficiency of the Joint Waste Service	Maintain top quartile performance for the cost per property of providing the service The new vehicle fleet delivers improved fuel efficiency and accessibility to restricted streets Increase the number of properties collected by each round Introduce collections of both garden waste and dry recycling on the same vehicle on rural rounds Accommodate Trade Waste and Trade Recycling collections onto the domestic rounds Reduce the number of missed bins	Cllr Iain Eadie	LP&WM
JWS 10	Increase income levels	Increase the number of second garden waste bins in Lichfield Increase the number of bulky item collections Increase the number of trade waste customers	Cllr Iain Eadie	LP&WM





# LICHFIELD DISTRICT COUNCIL

## FORWARD PLAN

Published: 14.12.2015

Effective for the Period 01.01.2016 – 30.04.2016

Representations in respect of all the matters shown should be sent in writing to the contact officer indicated at Lichfield District Council, District Council House, Frog Lane, Lichfield, Staffs. WS13 6YU no later than one week before the decision is due to be made. Copies of documents can also be obtained by contacting the relevant Officer. Facsimile: 01543 309899; Telephone: 01543 308000

- Key decisions are:
1. A decision made in connection with setting the Council Tax
  2. Expenditure or savings if they exceed £50,000
  3. A decision which significantly affects the community in two or more wards

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) <sup>(1) (*)</sup>	CONFIDENTIAL YES/NO <sup>(8)</sup>	DECISION EXPECTED TO UNDERTAKE <sup>(2)</sup>	DECISION TO BE TAKEN BY AND DATE <sup>(3)(6)</sup>	CONSULTATION <sup>(4)</sup> INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE <sup>(5)</sup>	CONTACT OFFICER/CABINET MEMBER <sup>(7)</sup>
*Money Matters: Calculation of Business Rates: Non Domestic Rates 2016/17, together with Collection Fund Surplus (Deficit) for 2015/16	No	To report the calculation of Business Rates – NDR1 2016/17 and Council Tax Base 2016/17, together with Collection Fund Surplus (Deficit) for 2015/16	Cabinet 12/01/2016			<b>OFFICER:</b> Mrs J Kitchen (01543) 308770  <b>CABINET MEMBER:</b> Councillor C Spruce (01543) 258120

\* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) <sup>(1) (*)</sup>	CONFIDENTIAL YES/NO <sup>(8)</sup>	DECISION EXPECTED TO UNDERTAKE <sup>(2)</sup>	DECISION TO BE TAKEN BY AND DATE <sup>(3)(6)</sup>	CONSULTATION <sup>(4)</sup> INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE <sup>(5)</sup>	CONTACT OFFICER/CABINET MEMBER <sup>(7)</sup>
*Syrian Refugee Resettlement Programme	No	To consider options available and approve the most suitable option to accommodate 4-5 Syrian Refugee families.	12/01/2016	Consultation with the County Council and Staffordshire District Councils and the Community and Voluntary Sectors has taken place to develop a joint scheme.		<b>OFFICER:</b> Mr C Gibbins (01543) 308702  <b>CABINET MEMBER:</b> Councillor C Greatorex (01543) 416677
District Board Notes	No	To note the notes of the District Board Meeting which took place in November	Cabinet 12/01/2016	None	Notes of the meeting	<b>OFFICER:</b> Mrs H Titterton (01543) 308700  <b>CABINET MEMBER:</b> Councillor D Pullen 07817 105542

\* DENOTES KEY DECISION

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*Approve the letting of the Highways Sweeping Contract through an EU-compliant tendering process	Yes	To approve the letting of the Highways Sweeping Contract and to delegate authority to the Cabinet Member for Waste Management to appoint the chosen contract following evaluation of the tender returns.	Cabinet 12/01/2016	No consultation with Overview and Scrutiny as this is a tender for the continuation of existing services currently supplied by external contractors.	Tender specification	<b>OFFICER:</b> Mr G Brownridge (01543) 687572  <b>CABINET MEMBER:</b> Councillor I Eadie 07916 139803
Risk Management Update	No		Audit Committee 26/01/2016			<b>OFFICER:</b> Mrs J Kitchen (01543) 308770  <b>CABINET MEMBER:</b> Councillor C Spruce (01543) 258120

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*Proposal for changes to the management structure of Lichfield District Council	No	Approval of proposals for formal consultation to restructure the top three tiers of management in Lichfield District Council	Cabinet 28/01/2016  Council 23/02/2016	Cabinet on 28 <sup>th</sup> January Employment Committee on 11 February		<b>OFFICER:</b> Diane Tilley (01543) 308001  <b>CABINET MEMBER</b> Leader – Mike Wilcox (01543) 309609
*Strategic Plan 2016-2020	No	To approve the Strategic Plan	Cabinet 09/02/2016  Council 23/02/2016	Consultation with Strategic O&S in November 2015 and January 2016	Final draft Strategic Plan	<b>OFFICER:</b> Mrs H Titterton (01543) 308700  <b>CABINET MEMBER:</b> Councillor D Pullen 07817 105542
*Money Matters Reports: Review of Financial Performance against the Financial Strategy – April to November 2015	No		Cabinet 09/02/2016	Strategic (O&S) Committee 02/02/2016		<b>OFFICER:</b> Mrs J Kitchen (01543) 308770  <b>CABINET MEMBER:</b> Councillor C Spruce (01543) 258120

\* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) <sup>(1) (*)</sup>	CONFIDENTIAL YES/NO <sup>(8)</sup>	DECISION EXPECTED TO UNDERTAKE <sup>(2)</sup>	DECISION TO BE TAKEN BY AND DATE <sup>(3)(6)</sup>	CONSULTATION <sup>(4)</sup> INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE <sup>(5)</sup>	CONTACT OFFICER/CABINET MEMBER <sup>(7)</sup>
*Medium Term Strategy (Revenue and Capital 2016-19 (MTFS) (R&C) 2016-19	No		Cabinet 09/02/2016	Strategic (O&S) Committee 02/02/2016		<b>OFFICER:</b> Mrs J Kitchen (01543) 308770  <b>CABINET MEMBER:</b> Councillor C Spruce (01543) 258120
*Disposal of property acquired through compulsory Purchase	No	Agree to and method of disposal of the Property	Cabinet 12/01/2016			<b>OFFICER:</b> Mr C Gibbins (01543) 308702  <b>CABINET MEMBER:</b> Councillor C. Greatorex (01543) 416677
*Money Matters Reports: Medium Term Financial Strategy (Revenue and Capital) 2016-19 (MTFS) R&C) 2016-19	No		Council 23/02/2016			<b>OFFICER:</b> Mrs J Kitchen (01543) 308770  <b>CABINET MEMBER:</b> Councillor C Spruce (01543) 258120

\* DENOTES KEY DECISION



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*Council Tax Resolution	No		Council 23/02/2016			<b>OFFICER:</b> Mrs J Kitchen (01543) 308770  <b>CABINET MEMBER:</b> Councillor C Spruce (01543) 258120
Amendments to the Constitution regarding the dismissal of Statutory Officers	No			Full Council		<b>OFFICER:</b> Mr R King (01543) 308060  <b>CABINET MEMBER:</b> Councillor C J Spruce (01543) 258120
The Civic Function – proposals for change 2016/17	No	Proposals for changes to how the Civic Function is undertaken; events attended and held and transport provided to ensure it proactively supports the delivery of the strategic priorities of the Council. To be	Council 23/02/2016	Strategic Overview and Scrutiny Task Group reported to Committee on 9 <sup>th</sup> September 2015	Strategic Overview and Scrutiny Committee report dated 9 <sup>th</sup> September 2015	<b>OFFICERS:</b> Ms D. Tilley and Mrs J. Jones (01543 308001/3)  <b>CABINET MEMBER:</b> Councillor M. J. Wilcox (01283) 791761

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		implemented in Civic year 2016/17				
*Re procurement of Planning, Building Control, Licensing, Gazetteer Management and Street Naming, Numbering software suite, Land Charges, Planning Portal Connector, National Land Information services connector and Public Access for Planning	NO	To approve the decision of software provider and costs for the procurement of Planning , Building Control, Licensing, Gazetteer Management and Street Naming, Numbering software suite, Land Charges, Planning Portal Connector, National Land Information services connector and Public Access for Planning	Cabinet 08/03/2016	Evaluation of tender responses	ITT and Tender documents	<b>OFFICERS:</b> Mr G Thomas (01543) 308131 Mr K Sleeman (01543) 308120  <b>CABINET MEMBER:</b> Councillor D Pullen (01543) 300075
Empty Homes Policy	NO	Approval of an Empty Homes Policy 2016	Cabinet 08/03/2016	Consultation with Community Housing and Health Overview and Scrutiny Committee 20.1.16	Report to Community Housing and Health Overview and Scrutiny Committee 20.1.16	<b>OFFICER:</b> Mr C Gibbins (01543) 308702 <b>CABINET MEMBER:</b> Councillor C Greatorex (01543) 416677

\* DENOTES KEY DECISION

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1. The matter in respect of which the decision is to be made
  2. What decision the Council will be asked to make
  3. A date on which, or period within which, the decision will be made
  4. What groups of people and/or organisations will be consulted before the decision is made and how the consultation will be carried out.
  5. What background documents will be available to the person or Committee making the decision
  6. Who will make the decision, i.e. the Cabinet, Council a Cabinet Member alone, an Officer under Delegated Powers
  7. The Officer or Member who should be contacted regarding the matter under consideration.
  8. Indicate whether the report will be confidential.
- \* Denotes Key Decision

### MEMBERS OF THE CABINET

**Leader of Cabinet**  
**Deputy Leader of Cabinet and**  
**Cabinet Member for Economic Growth, Development and Environment**  
**Cabinet Member for Leisure and Parks**  
**Cabinet Member for Housing & Health**  
**Cabinet Member for Waste Management**  
**Cabinet Member for Finance and Democracy**  
**Cabinet Member for Tourism and Communications**  
**Cabinet Member for Community**

**Councillor M. J. Wilcox**  
  
**Councillor I. M. P. Pritchard**  
**Councillor A. F. Smith**  
**Councillor C. Greatorex**  
**Councillor I. M. Eadie**  
**Councillor C. J. Spruce**  
**Councillor Mrs H. E. Fisher**  
**Councillor D. R. Pullen**

### MEMBERS OF THE COUNCIL

Allsopp, Mrs J A  
 Awty, R J  
 Bacon, Mrs N.  
 Baker, Mrs D F  
 Bamborough, R. A. J.

England, Mrs J M  
 Evans, Mrs C D  
 Fisher, Miss B  
 Fisher, Mrs H E  
 Greatorex, C

Pritchard, I M P  
 Pullen, D.R.  
 Pullen, Mrs N I  
 Rayner, B L  
 Salter, D F

White, A. G.  
 Wilcox, M J  
 Woodward, Mrs S E  
 Yeates, A  
 Yeates, B W

\* DENOTES KEY DECISION

Banevicius, Mrs S W  
Barnett, Mrs S A  
Bland, Mrs M P  
Boyle, Mrs M G  
Constable, Mrs B L  
Constable, D H J  
Cox, R E  
Drinkwater, E N  
Eadie, I M

Hassall, Miss E A  
Humphreys, K P  
Leytham, D J  
Marshall, T  
Matthews, T R  
Mills, J  
Mosson, R C  
O'Hagan, J P  
Powell, J J R

Shepherd, Miss O J  
Smedley, D  
Smith, A F  
Spruce, C. J.  
Stanhope MBE, Mrs M  
Strachan, R W  
Tittley, M C  
Tranter, Mrs H  
Warfield, M A

# Fit for the Future Leisure Review

## Sport and Physical Activity Strategy

Report of: Cabinet Member for Leisure & Parks

Date: 14 January 2016

Agenda Item: 8

Contact Officer: CN Turner

Tel Number: 01543 308761

Email: neil.turner@lichfielddc.gov.uk

Key Decision? No

Local Ward Members None specifically



Leisure Parks and Waste  
Management (Overview  
and Scrutiny)  
Committee

## 1. Executive Summary

- 1.1 The Committee has previously received reports on the Fit for the Future Review of Leisure Services.
- 1.2 To progress the Review, the council commissioned FMG Consultants, together with Rob Young Consulting and Neil Allen Associates to prepare a Sport and Physical Activity Strategy and to review the management and funding options available to the council to provide leisure services and facilities in the district.
- 1.3 The options appraisal is elsewhere on today's agenda.
- 1.4 In order to understand the role the council ought to play in supporting the provision of opportunities for sport and physical activity in the district, a draft sport and physical activity strategy for the council has been prepared. The draft is attached at **Appendix A**.
- 1.5 The Strategy has been written to describe how the council intends to nurture and promote a district-wide approach to sport and physical activity so that more residents, but particularly those that would most benefit, are more active more often.
- 1.6 The Strategy also sets out the ambitions of the council for sport and physical activity and the roles it may play in achieving these ambitions.
- 1.7 Following the discussions of the Committee, it is intended to undertake a consultation exercise with key stakeholders including clubs and National Governing Bodies and with other public bodies including the county council, Sport England, Sport Across Staffordshire, health organisations and schools, before seeking adoption by Cabinet.
- 1.8 Rob Young, the Strategy's author, will be present to discuss the Strategy with the Committee.

## 2. Recommendations

- 2.1 The views of the Committee are sought.

## 3. Background

- 3.1 In July 2015, the council commissioned FMG Consulting to lead on the preparation of the council's Sport and Physical Activity Strategy which would outline the council's future approach to the provision of sports and physical activity services and facilities in the district.
- 3.2 The draft Strategy is attached at Appendix A. The Strategy references an Evidence Base which will be made available digitally.
- 3.3 The Strategy outlines the value of sport and physical activity to individuals and its importance to communities and localities. It highlights the valuable work of clubs and other organisations in providing decent facilities and opportunities, and describes the current provision and prevailing levels of activity – and inactivity - of residents.
- 3.4 It also describes an overall aim of establishing the district where it is easier for everybody to be more physically active, more often.
- 3.5 In particular this will mean:
- Increasing the number of children and young people participating in sport and physical activity;
  - Increasing the number of adults participating in sport and physical activity, particularly those that would benefit the most; and
  - Capitalising on the potential for sport and physical activity for economic development.
- 3.6 To achieve this, it is proposed to adopt 11 objectives:
1. To influence attitudes and behaviours to encourage people to be active;
  2. To support providers like clubs, schools and private facilities;
  3. To ensure that there are good quality, accessible and sustainable places to be active;
  4. To encourage schools and colleges to do more to promote activity;
  5. To support the development of events;
  6. To encourage the development of the workforce and of volunteers;
  7. To influence commissioners and public policy to promote physical activity;
  8. To promote Active Workplaces;
  9. To increase the attractiveness of Active Travel;
  10. To champion best practice and success; and
  11. To provide insight into the levels of participation and the importance of sport and physical activity to the district.
- 3.7 The Strategy recognises that council cannot and should not seek to do everything. Instead the action plan identifies the potential role of the council – as facilitator; influencer; or deliverer – against each action.
- 3.8 The action plan includes a sport specific section which attempts to capture some of the ambitions of local clubs and national governing bodies so that their aspirations can be recognised and nurtured.
- 3.9 Following today's discussions, it is intended that the council will place the Strategy for formal consultation with partners and stakeholders including schools and clubs before adoption by Cabinet.

Alternative Options	A Strategy can be written in a myriad of different ways.
Consultation	<p>In preparing the draft Strategy a number of stakeholders were consulted including Sport Across Staffordshire and Stoke on Trent, the county council and public health, King Edward VI and The Friary schools, the CCG, Bromford Housing, and a number of clubs and NGBs.</p> <p>Following this meeting, it is intended that the council will share the draft Strategy with key stakeholders and partners to seek their views, before adoption by Cabinet.</p>
Financial Implications	The financial implications of delivering the strategy have not yet been assessed.
Contribution to the Delivery of the Strategic Plan	<p>The Strategy will contribute to the delivery of the emerging Strategic Plan in the following ways:</p> <ul style="list-style-type: none"> <li>• Helping develop a vibrant and prosperous economy;</li> <li>• Promoting healthy and safe communities;</li> <li>• Provide clean, green and welcoming places.</li> </ul>
Equality, Diversity and Human Rights Implications	The Strategy emphasises the importance of encouraging those that would most benefit, to be more active, more often. Such individuals may have protected characteristics including age, gender and disability or ill-health.
Crime & Safety Issues	The Strategy emphasises the importance of sport and physical activity in providing diversionary activities, particularly for young people.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	The council cannot deliver the Strategy	The Strategy has been drafted with a view as to the capability and capacity of the council. The Strategy will be delivered by an agreed annual action plan	This is classed as a Green risk. Score out of 5 Likelihood 2 Impact 2
B	The Strategy is not welcomed by consultees	Key stakeholders were consulted before drafting strategy. Consultee responses will be considered before adoption by Cabinet.	This is classed as a Green risk. Score out of 5 Likelihood 2 Impact 2

<p>Background documents</p> <p>Draft Sport and Physical Activity Strategy Evidence Base</p>
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<p>Relevant web links</p> <p>N/A</p>
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