



THE GRAND THEATRE BLACKPOOL

Built 1894, Architect Frank Matcham

NATIONAL THEATRE OF VARIETY

Blackpool Grand Theatre Trust Limited

Blackpool Grand Theatre (Arts & Entertainments) Limited

Blackpool Grand Theatre Catering Company Limited

BUSINESS PLAN PROGRESS REPORT at NOVEMBER 2005



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Subsections refer to figuring in full business plan, March 2005

A. THE PROGRAMME

Activity/Year	Year One (2004-2005)	Progress November 2005
Overall Programme (Main House)	<p>To programme The Grand Theatre for not less than 50 weeks with 425 performances in the main house and 25 in The Lawrence House Studio at the Grand Theatre; with a mix across all art forms; making a portfolio of terms with producing companies and selling attractions that result in an annualised retention by the Theatre of not less than 20 per cent of box office receipts and paid attendances of 210,000. To take £2,209,000 in box office receipts.</p> <p>To review the modus operandi of the designated programming reserve</p>	<p>Audience numbers for the financial year ending October 2005 were 191,868, because summer season attendances declined sharply. This was based upon 397 performances in the year.</p>
Ballet	<p>A.1.1. To stage 16 performances of classical ballet and sell 8,400 tickets</p> <p>To exhort Northern Ballet Theatre and Arts Council England to reaffiliate with the Grand</p> <p>To investigate small scale productions from Birmingham Royal Ballet, English National Ballet &c.</p>	<p>Classical ballet at Grand in decline:</p> <ul style="list-style-type: none"> • Raymond Gubbay has reduced schedule in January 2006, threatening last visit unless near-capacity achieved • Despite overture, Northern Ballet Theatre not interested, unless on guarantees now paid elsewhere • Future of classical ballet at Grand seems linked to taped music ballets, such as Ballet Classique (<i>Coppelia</i> in 2006)

Activity/Year	Year One (2004-2005)	Progress November 2005
Dance	<p>A.1.2. To stage 2 performances of contemporary dance and sell 600 tickets</p> <p>To seek collaborations with contemporary companies such as Richard Alston Dance Company, Phoenix Dance (Leeds), X Factor (Edinburgh) and Northern Contemporary School of Dance (in Lawrence House Studio) or other UK dance companies and professional schools</p> <p>To seek Arts Council or other subsidy for dance programming, and to resurrect this strand only after preparing an exit strategy</p>	<p><i>Stomp</i> in November 2005 is last ‘dance’ performance for foreseeable future; Manager has declined overtures from Richard Alston Dance Company and halted contemporary dance programming.</p> <p>[Fortunately, exciting new dance initiatives within Blackpool Council may be seen to replace Grand Theatre interest in this art form]</p>
Amateurs	<p>A.1.3. To stage at least four productions, fostering partnerships with Blackpool & Fylde Light Opera, Premier Theatre Company, Whittaker Dance and Drama, Blackpool & The Fylde College</p>	<p>Productions of <i>Me and My Girl</i> (Blackpool & Fylde Light Opera), <i>Titanic</i> (Blackpool Operatic Players), <i>World at Your Feet</i> (Whittaker’s) schedule in 2006</p> <p>Successful production of <i>Ragtime</i> (June 2005) leads to <i>Jane Eyre</i> (June 2006)</p>

Activity/Year	Year One (2004-2005)	Progress November 2005
Pantomime/Christmas Show	<p>A.1.4. To begin a review of arrangements for pantomime procurement and quality, but selling at least 25,000 tickets over 39 performances</p> <p>To investigate other producers, including Blackpool Pleasure Beach</p> <p>To ask UK Productions to extend the run of the pantomime by four days, to a full five-weeks run</p>	<p>Manager will review with board officers after <i>Snow White</i>, January 2006; bound to UK Productions for two more seasons</p>
Other Children's Shows	<p>A.1.5. To stage not less than 29 performances but, because of low ticket yields, remain impartial to other opportunities according to availability of productions</p>	<p><i>Gruffalo, Sigurd the Dragon Slayer, The Wind in the Willows, It's Behind You, The Little Mermaid, Fireman Sam, Little:</i> set to reach target in this year</p>
Drama	<p>A.1.6. To stage not less than 72 performances but, because of imprecision of impending productions, be impartial to other opportunities according to availability of productions</p> <p>To remain responsive to a range of commercial and subsidised promoters and keep unbiased but tough attitude to deal-making on a show by show basis</p> <p>To investigate an affiliation with Northern Broadsides</p> <p>To continue to host the productions of Compass Theatre Company &c</p> <p>To negotiate with managements of quality non-profit drama theatres: Stephen Joseph Theatre, Scarborough, Watermill</p>	<p>Set to reach target: affiliation with Northern Broadsides has begun: <i>School for Scandal</i> (November), <i>Edward IV, Henry VI</i> and <i>Richard III</i> (May 2006), artistic director Barrie Rutter to appear in <i>Theatre at War</i> (December 2006)</p> <p>New production of <i>Dirty Dusting</i> opens English tour at Grand (January 2006)</p>

Activity/Year	Year One (2004-2005)	Progress November 2005
	<p>Theatre, West Yorkshire Playhouse, National Theatre, RSC, Theatr Clwyd, National Theatre of Scotland &c</p> <p>To continue a four weekly, summer weekly rep season</p>	<p>Almost concluded negotiations for Charles Vance Productions to stage (later) weekly repertory season in July 2006</p>
Musicals	<p>A.1.8. To treat with Bill Kenwright Limited, UK Productions Ltd and other No1 producers, for at least 40 performances of musicals</p>	<p>New producers Oscada Limited to premiere <i>Personals</i> at Grand Theatre (March 2006)</p>
Opera	<p>A.1.9. To programme 12 opera performances</p> <p>To continue affiliation with Ellen Kent Opera International, and Raymond Gubbay</p> <p>To host English Touring Opera, in revived annual visit (first since incarnation as Opera 80)</p> <p>To activate contact with Opera Theatre Company of Dublin Opera Della Luna, Opera Box, Opera Nova, Pimlico Opera, Music Theatre Wales and other small opera companies</p> <p>Manager to contact festivals for sell-offs of appropriate opera performances (e.g., Buxton Festival) according to seasonality, e.g., Gilbert & Sullivan</p>	<p><i>Nabucco, Carmen, Rigoletto, La Boheme</i> in 2005/2006</p> <p>Will stage 4 performances</p> <p>Failure of English Touring Opera in Spring 2005; not interested in returning – other than on guarantee</p> <p>All other companies approached decline appearance unless paid guarantee (almost secured Swansea Grand Opera, then lost)</p>

Activity/Year	Year One (2004-2005)	Progress November 2005
Fundraising Gala National Theatre of Variety	A.1.10. To investigate an annual fundraising dinner <i>on stage</i> , with cabaret artists	<i>The Most Extraordinary Dinner on Earth</i> (November 2005) sold out – awaiting Manager review, then may stage a ‘fish supper’ on stage, May 2006 Masonic fundraising performance to be scheduled during 2006 Fundraising <i>Cavalcade of Variety</i> set to inaugurate NTV scheme, February 2006, to benefit Entertainment Artistes Benevolent Fund and NTV NTV previewed through <i>Theatre at War</i> and <i>Young at Heart</i> self-produced variety shows
Sundry Hires	A.1.12.	Alan Pearson, promoter of Studio Blues, moved to occasional main house rent, e.g., <i>Walter Trout</i> , <i>Southside Johnny</i> , <i>Fairport Convention</i> and <i>Richard Thompson</i>
Theatre Conferences and Public Lectures	A.1.13. Manager to frame criteria for annual W Geoffrey Thompson Lecture at the Grand Theatre	Public Lecture: <i>Sir Henry Irving and the Victorian Theatre</i> (November 2005) Board officers and Manager to consider WGT Memorial Lecture
The Lawrence House Studio at the Grand Theatre	A.1.14. To schedule 27 performances, excluding Lawrence House Theatre Skills Programme and Youth Academy prime usage of Studio	On target

B. GRAND THEATRE EDUCATION

Activity/Year	Year One (2004-2005)	Progress November 2005
High-Profile Youth Theatre events	<p>B.1.2. To present one major Grand Theatre Academy production on the main stage</p> <p>To continue annual presentation of Schools' Alive on main stage</p>	<p><i>The Little Mermaid</i> (February 2006)</p> <p><i>Schools Alive</i> (February 2006; one extra performance)</p>
'In Celebration' and Educational Theatre Tours	<p>B.1.4. To rename In Celebration and programme 8 Tuesday afternoon talks and lectures in the Lawrence House Studio</p> <p>To revive guided tours out with the summer season; to review price of £5.00 (£3.00)</p> <p>To offer 11` regular Friday afternoon tours for 40 people</p> <p>To offer Special Needs Support organisations for free tours</p> <p>To offer community group theatre tours at negotiated times for negotiated prices and donations</p>	<p>In Celebration 'brand' substituted by afternoon events in main theatre and studio</p> <p>Guided tours now £6 (£4)</p> <p>New emphasis on specified Guided tours times in brochure; plus invitation to groups at a mutually convenient time</p> <p>Approached Council re special needs tours, as part of wider offer to these people</p> <p>Offered in new brochure</p>

Activity/Year	Year One (2004-2005)	Progress November 2005
	<p>To earn £1,000 from guided tours for members of the general public</p> <p>To produce new tour guide notes and leaflet, by revising 1980s brochure now out of print</p>	<p>Achieved</p> <p>Manager to write new leaflet; may be part of bigger HLF study plans</p> <p>Manager and Development Director held meetings with Blackpool Council Education Teaching and Learning Coordination Group: further discussions held with primary school teachers' representatives to promote <i>Pantomime Roadshow</i> and interpretation projects at Grand Theatre, September 2005</p> <p>Corresponding meetings in January 2006, with Foundation Strand Consultant (historian) and Secondary English Consultant – for all secondary heads of history English and History, to develop link between Victorian studies and the Grand Theatre</p>

Activity/Year	Year One (2004-2005)	Progress November 2005
	<p>Direct mail to convert drama attendees to dance etc Encourage cross-over from music to dance Share best-dance marketing practices with other marketing officers</p>	
Artform audience development – Amateurs	<p>C.1.4. Amateur companies to continue to market themselves, but collaborate with societies to enhance sales copy in brochures and make suggestions for their poster imaging and advertising</p>	<p>This is becoming an important issue: sales outlook of amateur societies lags Premier Theatre Company and Grand Theatre; meetings have been held with principal companies</p>
Artform audience development – Pantomime	<p>C.1.5. To develop the audience for the pantomime performances (see A.1.4.) To reach 65% capacity attendance for four week run To enhance children’s audiences by production of fully illustrated teacher’s pack on history of pantomime with reference to Blackpool, National Theatre of Variety and cultural history; circulate accordingly and post on web-site/links To run a competition to design front-cover of pantomime in-house programme</p>	<p>Panto advance currently neck and neck with 2005; await results in January 2006</p> <p>Panto roadshow includes one performance at the Grand Theatre (November 2005)</p> <p>No progress in 2005 No progress in 2005; programme currently published by producer, not Grand Theatre As alternative, new promotion in 2005: discounted ticket offer on 100,000+ Morrisons’ till receipts</p>
Artform audience development – Other Children’s Shows	<p>C.1.6. To develop the audience for children’s theatre performances (see A.1.5.) To reach 55% capacity attendance Direct mail to group pantomime attendees to appropriate children’s shows</p>	<p>Ongoing: analysis update to accompany annual report for year ending 31 October 2005</p>

Activity/Year	Year One (2004-2005)	Progress November 2005
Artform audience development – Drama	<p>C.1.7. To develop the audience for drama performances (see A.1.6.)</p> <p>To reach 40% attendance Increase frequency of attendance through limited ticket offers Increase attendance through mini-subscription for themed drama and recurrent visiting companies Develop strategies for marketing Grand Theatre Academy production as applicable</p>	<p>Ongoing: analysis update to accompany annual report for year ending 31 October 2005 Marketing department culture requires a new understanding of ‘artistic policy’ and need to understand the bigger picture; visits undertaken to Northern Broadsides and Georgian Theatre – more required, including secondments</p>
Artform audience development – Light Entertainment, The Summer Season, National Theatre of Variety, and Musicals	<p>C.1.8. To reach 60% attendance (see A.1.8.)</p>	<p>Ongoing: analysis update to accompany annual report for year ending 31 October 2005; but board has noted sharp descent in summer season attendance</p> <p>Summer show marketing in 2005 included <i>new</i> ventures: aeroplane banners, personalised rock, first artwork on Mini Cooper roving advertisements, stilt walkers, mobile 48-sheet van (including promenade visibility), barkers in costume, stickers, new matinee schedule, discount-stamped postcards, post-performance backstage photographic merchandising, Variety supplement in nightly programmes, special deals with Blackpool Tourism</p>

Activity/Year	Year One (2004-2005)	Progress November 2005
Artform audience development – Opera	<p>C.1.9. To develop the audience for opera performances (see A.1.9.) To reach 60% attendance</p>	Ongoing: analysis update to accompany annual report for year ending 31 October 2005
General theatregoer development and Grand Theatre brochures	<p>C.1.10 To publish 2 Season brochures (core audience) To evaluate the publication and design of brochure. To determine desirability of large and small brochure formats To promote awareness of attractiveness of Grand Theatre and programme through improved photography and editorial</p> <p>To convert 2 per cent of lapsed attendees to semi-frequent attendees</p> <p>Consider direct mail campaign with small discount offers, where applicable</p> <p>To continually ‘clean’ mailing list</p>	<p>Autumn-Winter Brochure 2005-2006 has been redesigned, new editorial approach etc Mini-brochure also redesigned Nightly programmes: Manager editorial week by week New monthly ladder advertisements designed by Andrew Howard Redoubling of photographic opportunities and ideas, through staff meetings and brainstorming throughout theatre 8 Blackpool libraries now offering competitions for family shows, + stands for publicity material Ongoing: analysis update to accompany annual report for year ending 31 October 2005, awaits return of Head of Marketing Continuing, with FOG volunteer mail stuffers, meeting increased producer requests Reviewed distribution of brochures and leaflets, with new outlets serviced by Mr and Mrs Harrison</p>

Activity/Year	Year One (2004-2005)	Progress November 2005
Geographical audience penetration	<p>C.1.11 To update the in-house patron data analysis attendance by postcode districts and in to increase attendance accordingly To review brochure distribution Local newspapers in secondary catchments targeted with occasional press advertising</p>	<p>Ongoing: analysis update to accompany annual report for year ending 31 October 2005</p> <p>Autumn season 2005 accompanied by new campaign of ‘ladder ads’ and show-specific display ads in secondary markets, e.g., Blackburn, Lancaster, Westmorland, Preston newspapers</p>
Demographical audience development	<p>C.1.12 To increase the Youth audience (15–19 years) Increase attendance of youth theatre participants through price promotions Direct mail and schools notice boards campaign to promote the availability of discounted tickets where appropriate To encourage the family audience to cross artform barriers and further attend children’s shows Direct mail campaign to convert pantomime attendees to suitable attractions To encourage the schools’ audience to cross the artform barriers Develop a schools section on the Grand Theatre website</p>	<p>Ongoing: analysis update to accompany annual report for year ending 31 October 2005, awaits return of Head of Marketing</p>
Generic Identity Development	<p>C.1.13 To review the image of the Grand Theatre within the catchments and beyond Continue to develop quality and content of print, including postcards and merchandise Mail coach companies and package holiday organisers about tours of the Grand Use email list for instant offers and promotion To ensure that Guided Tours of the Grand Theatre are promoted</p>	<p>Return of 1950s Grand Theatre logo as retro-style (at no cost)</p> <p>No progress</p> <p>No progress</p>

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	<p>in each season booking brochure</p> <p>To review tour guiding, commentary training and produce information sheets</p>	<p>Done</p> <p>No progress</p>
Friends of the Grand Development	<p>C.1.14. To encourage an increase in the total membership of Friends from 3,300</p> <p>To schedule the annual Christmas Fair (or similar) hosted by Friends</p> <p>Manager to write editorial contributions to FOG Newsletters</p> <p>To promote one attraction in each booking brochure as sponsored by The Friends of the Grand</p> <p>To assist the FOG in all matters relating to their marketing, including monitoring of new subscription rates, after 2005 EGM</p> <p>To improve promotion of FOG membership subscription rates in the theatre brochures</p> <p>To consider FOG social evenings at the Grand Theatre</p>	<p>Awaiting comparative figures, to be supplied by FOG Committee</p> <p>Done</p> <p>Done: Barry Band appointed new editor of FOG newsletter</p> <p>NYE Concert 2005 sponsored by FOG</p> <p>Manager to prepare paper to FOG Committee re sponsorship v capital donations</p> <p>In progress</p> <p>Continuous</p> <p>New FOG Social Committee formed</p>
Box Office development	<p>C.1.15. To maintain a wide-range of ticket prices and concessions for all attractions</p> <p>To write a ticket-pricing strategy, with special reference to</p>	<p>Continuous</p> <p>Pricing over dependent on Producer demands, e.g.,</p>

Activity/Year	Year One (2004-2005)	Progress November 2005
	<p>maximising Dress Circle pricing, whilst considering Blackpool Council injunctions for ‘access’ through heightened concessions</p> <p>To continue invulnerable checks on auditorium capacity vis-à-vis removals by visiting companies</p> <p>To promote direct sales via the website To ensure that all box-office staff are cognisant with Data Protection Act</p>	<p>problems with <i>The Rat Pack</i> and <i>American Jukebox</i></p> <p>Continuous</p> <p>Website review underway (November 2005) Done</p> <p>Staff encouraged to see more Grand Theatre attractions</p>
Other Website Development	<p>C.1.16. To bring website design, upgrading and maintenance in-house, with training for webmaster</p> <p>To update technical specifications and information for visiting companies, on the website</p> <p>To develop e-mail lists for artform promotions and discount offers</p> <p>To create an archive of presentations, releases and publications in ‘pd’ format</p> <p>To add ‘live’ web-links to visiting companies, sponsors, other heritage theatres and other arts organisations</p>	<p>Website review underway (November 2005); likely to change provider within 4 months; in house control some years off</p> <p>Technical Manager to undertake, upon promotion</p> <p>No progress</p> <p>No progress</p> <p>Achieved</p>
Grand Theatre Education	<p>C.1.17. To develop the profile of, and attendance for, all education events</p> <p>To develop the identities for all aspects of education activities including The Lawrence House Studio at the Grand Theatre,</p>	<p>Achieved through brochure</p> <p>Launch of Lawrence House Studio achieved, including new ‘branding’ on exterior, in publications and marketing.</p>

Activity/Year	Year One (2004-2005)	Progress November 2005
	Grand Theatre Academy and build specific mailing list To run campaigns for specific Education activities	Urgent need to attract Youth Theatre members to Grand Theatre attractions More photography done in house, for website and print exposure
Monitoring	<p>C.1.18. To continue to monitor and evaluate all marketing activity via a selection of methods</p> <p>To include analysis of sales reports, computer tracking of mailings, theatregoer responses when booking, press cuttings etc</p> <p>Market research to be commissioned as required: to investigate involvement of The Centre for Audience and Visitor Research at the University of Salford</p> <p>To cooperate with marketing managers of visiting companies in supply of information</p>	<p>Continues</p> <p>Internal post code analysis reported show by show to Manager and, occasionally, to Board</p> <p>No progress</p> <p>Continues</p>
Theatregoer Satisfaction and Retention	<p>C.1.19. To continually improve theatregoer satisfaction and care</p> <p>To increase on-the-spot problem solving; consider greater power to front-line staff to refund or compensate</p> <p>To reduce written or verbal complaints</p> <p>To encourage re-attendance by written complainants by direct mail from Manager, drafted by the Commercial Manager or Licensee</p>	Continues: promotion of FOH Supervisor to Deputy House Manager part recognises potential in this area
Media Relations	<p>C.1.20. To update media release circulation list</p> <p>To increase media coverage on an event and non-event specific</p>	<p>Overhauled in September 2005</p> <p>Problem to obtain media coverage outwith Fylde Coast, due</p>

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	<p>basis; including particular seasonal themes</p> <p>To seek generic coverage for The Grand Theatre in all Lancashire and tourist board publications; prepare press packs and photographs of the Theatre</p> <p>To host annual press reception</p> <p>To seek increased national coverage through feature articles</p>	<p>to years of 'seclusion'</p> <p>Ongoing</p> <p>Done, in September 2005 to launch new season</p> <p>Ongoing</p>
Theatre Diners Club	<p>C.1.21 To continue 'park-eat-and-ride' Theatre Diners' Club in association with White Tower Restaurant at Blackpool Pleasure Beach, but monitor sales, considering also restaurants in vicinity of the Grand Theatre, if West Street Car Park reopening improves parking</p>	<p>Theatre Diners' Club ongoing</p> <p>No progress</p>

D &E. RESOURCES: BOARD, STAFFING, BUILDING AND TRADING ACTIVITIES

Activity/Year	Year One (2004-2005)	Progress November 2005
Governance	<p>D.1.1. Board to receive short annual review of the Articles of Association in light of legislation under Companies Act and monitoring of any new changes to obligations as charity trustees To continue to consider skills requirements of the Board, especially in relation to experience of the public sector, marketing, architecture, conservation and business To monitor relationship of Trust to A&E company in light of Charity Commission advice to other non-profit charitable theatres</p> <p>Frequency of board and officer meetings to be reviewed in list of constitutional and Directorship changes Chairman and Board Officers to continue to review board composition in light of sophisticated public sector grant application requirements</p> <p>To mark 25th anniversary of Trust operation of The Grand Theatre in October 2005, with fundraising dinner (on stage)</p> <p>Manager to prepare annual milestone/progress report, for key contracts, obligations, including SLA with Blackpool Council, Arts Council England terms and conditions, corporate sponsors</p> <p>A new Director for Catering Company to be recruited</p>	<p>Three new Directors appointed to A&E in 2005</p> <p>New bi-monthly schedule commenced in 2005 New Board Officer-Manager meetings commenced 2005</p> <p>Chairman and Manager have made special reference to 25th Anniversary in speeches; on-stage dinner organised</p> <p>SLA signed September 2005, with Blackpool Council Arts Council three years core revenue funding withdrawn, March 2005</p> <p>No progress</p>

Activity/Year	Year One (2004-2005)	Progress November 2005
Staffing – Structure	<p>D.1.2. To recruit new Manager & Chief Executive</p> <p>New Manager to pursue funds for trainee producer and prepare job description/person specification</p> <p>New Manager to confirm senior management team structure, including position of Licensee</p> <p>New Manager to consider proposed new position of marketing assistant in relation to trainee producer/PA requirements, and unbudgeted wages costs occasioned by recruitment</p>	<p>New Manager appointed January 2005</p> <p>Arts Council declined overtures re trainee producer; part-time experienced Programme Manager appointed instead</p> <p>Senior Management team structure still evolving: new ‘management group’ set to comprise: Manager, Licensee, Commercial Manager, Head of Marketing, Administrator, Programme Manager and (new) Technical Manager</p> <p>Marketing trainee seconded during absence of Head of Marketing, by transfer from box office</p>
Staffing – Development, including “ <i>Investors in People</i> ” accreditation	<p>D.1.3. To recognise the importance of paid and volunteer staff as a tool for enhancing the skills of individuals to the benefit of The Grand Theatre, ensuring higher levels of motivation</p> <p>To review staff appraisal procedures</p>	In progress
Staffing – Health & Safety	<p>D.1.4. To refine set of policies and procedures for ensuring the health and safety of staff, companies and public</p> <p>Maintain and develop the role of a Health & Safety working party</p> <p>Complete annual risk assessment review</p> <p>Update H&S policy (see Appendix A)</p> <p>Instigate training programmes in accordance with employee development plans, including stage rigging for crew</p>	<p>In progress</p> <p>Following appointment of new stage technician and promotion of chief electrician to technical manager</p>

Activity/Year	Year One (2004-2005)	Progress November 2005
	<p>Conduct annual PAT testing of equipment. Including computers by external contract Liaise with Blackpool Council for licensing and similar functions</p> <p>Board to consider making the Grand Theatre 100 per cent non smoking, ahead of legislation</p>	<p>(November 2005), training will begin for all stage staffs</p> <p>Grand now has qualified license holders pursuant to Licensing Act 2003; fully compliant with new regulations No progress; to be discussed at January 2006 board meeting</p>
Equipment	<p>D.1.5. To ensure that the Grand Theatre is adequately equipped and maintained in order to facilitate the programme of activities, and effectiveness of staff Review maintenance contracts, and re-tender where necessary</p> <p>To replace sound desk and 8 amplifiers, c. £11,500 (part-exchange)</p> <p>To purchase new lighting board, c. £5,000 (part-exchange)</p> <p>Licensee to obtain quotations for upgrading security locks, including options for swipe system</p> <p>To consider stage equipment necessary for fulfilment of National Theatre of Variety, e.g., festoon curtains, star clothes, montage gauze &c</p>	<p>Continuous</p> <p>Done, June 2005</p> <p>In discussion</p> <p>No progress, this system would link into our computer system and should be considered when the computers are next up-graded. Cost estimate £8k. FOG donation of £5K, to commission scene cloth</p>
Phase Two Capital Refurbishment Project:	<p>D.1.6. Licensee to re-examine the £500,000 capital budget for reseating, re-carpeting, formation of new toilets and upgrading of existing Stalls accessible toilet, plus new lighting and sound box at rear of Stalls</p>	<p>Commissioned Conservation Statement from theatre archaeologist Dave Wilmore, anticipates application to Heritage Lottery Fund, for full development study of Grand Theatre buildings, including Phases Two and Three of Glorious Grand Restoration</p>

Activity/Year	Year One (2004-2005)	Progress November 2005
	<p>Licensee to consider refurbishment projects in light of DDA audit and report</p> <p>Licensee to obtain updated quotations where necessary for these works</p> <p>Trust Board to approve revised budget</p> <p>To complete the new toilet block and upgrade of Stalls accessible toilet</p> <p>Manager and Licensee to continue to research design and configurations for new seating and wallpapering, including sightline and tier study for Gallery – pros and cons of: seat v bench, centre aisle v continental seating layout &c.</p> <p>Trust Board to delay any further capital outlay until The Sam Lee Appeal has reached £400,000 (80 per cent of the current estimated expenditure pledged)</p> <p>Licensee to re-examine any HLF funding that may be awarded to period design for wallpaper and carpet, and seat construction</p> <p>Licensee to examine options for relocating office staffs to one area of the premises, for improving communication</p>	<p>Commissioned Economic Impact Study (cost £18K, externally funded, except £3K from Trust), to support future capital grant applications, to public sector Continues</p> <p>Contrasting architraves and door surrounds have been completed, contrasting toilet seats have been replaced</p> <p>Awaits outcome of HLF applications and concurrent fundraising strategy Completed, September 2005; awaiting signage from auditorium</p> <p>Same as above</p> <p>Upon receipt of £40K from FOG, October 2005, Appeal now banked £252K, excluding pledges for seat endowments As above</p> <p>Underway, to be completed by 1 January 2006</p>

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Phase Three Capital Refurbishment Project	<p>D.1.7. Trust Board to continue to examine feasibility of Church Street shops acquisition (Baubles, Car Phone Warehouse and The Gold Centre)</p> <p>Chairman to continue discussions with proprietors Scene Tower Limited</p> <p>Architect, Licensee and Manager to investigate the feasibility of new corporate hospitality suite, extending the Dress Circle Bar & Kitchen, and provision of new cloakroom</p> <p>Trust Board, Licensee and Manager to consider HLF application in support of shops acquisition</p>	<p>Board officers considering Chairman's report (November 2005), to be discussed with FOG Officers; dependent on space audit</p> <p>In progress</p> <p>Meetings held November 2005, with Architect, Licensee and Manager</p> <p>Considered to be minor priority within HLF criteria</p>
Maintenance of the Grand Theatre buildings	<p>D.1.8. Licensee to institute new programme of cleaning and maintenance, including sprucing up the exterior of the Grand Theatre buildings (Corporation Street/Matcham Court elevations)</p> <p>Board to resolve whether or not to pursue external graphic banners (April 2003 proposals from Imagecreative, Thornton Cleveleys)</p> <p>To replace gutters, downspouts and re-varnish existing Corporation Street kiosks, in line with lease obligations; re-varnish all windows on Corporation Street elevation and Matcham Court, plus remedial work to brickwork and pointing, c. £10,000</p>	<p>West elevation exterior remedial work to be completed by mid-November 2005; interior to be progressively repaired through to June 2006. Total cost c £80K (inside and outside)</p> <p>Discounted, due to Listed status and undesirability</p> <p>Completed second, third and fourth floors, including re-pointing, waterproofing, repro-facing brickwork and stonework, plus varnishing window frames on West elevation (within £80K above)</p>

Activity/Year	Year One (2004-2005)	Progress November 2005
	<p>Trust to contribute up to £15,000 to the Church Street elevation refurbishment of windows, stonework, brickwork and gutters, as obliged to owners of Church Street shops</p> <p>To write a twenty-five year maintenance plan</p>	<p>Remedial work provoked rent income delays from four kiosks on Corporation Street Completed, July 2005</p> <p>Done, Spring 2005</p> <p>Identified further essential repairs to interior of fly tower (crumbling brickwork may lead to water ingress); further water ingress identified in Gallery Bar; Gents Toilets in Gallery</p>
Catering	<p>D.1.9. To make a net profit of £85,000 from catering, including ice creams and soft drinks, the sum being paid to A&E</p> <p>To open Matcham's Bar for day times during summer season, including open air drinking in Matcham Court</p> <p>To make Matcham Court more attractive to summer drinkers</p>	<p>Donation £50,701, Management charge £34,372 for years ending 30 October 2004; likely to be similar for 2005</p> <p>Done</p> <p>Plants displayed: new furniture purchased (£1,900) Matcham's Bar redecorated (£1,425), plus aqua blinds (£375) Loose ballroom chairs (aqua) purchased for FOH, cost £4K</p>
Assets	<p>D.1.10. To maintain the fixed assets register</p> <p>To review insurance policies in light of premium increases</p>	Ongoing

Activity/Year	Year One (2004-2005)	Progress November 2005
Consortia and Grand Theatre Consultancy	D.1.11. To seek informal/occasional meetings of standalone non-profit north British heritage-touring theatres: Theatre Royal, Newcastle upon Tyne, Gaiety Theatre Isle of Man, Wakefield Theatre Royal & Opera House, &c. for staff exchanges, information exchange	Manager in regular contact with peers; anticipates visits by Board Directors to observe refurbishment schemes and their local authority and European funding input
Legal and Financial	D.1.12. To resolve claim for VAT rebate, for three years (and then seven years)	One year received
Policy	E.1.1. To review and update the Equal Opportunities Policy as required	Done in business plan, March 2005
Legislation	E.1.2. To be aware of the implications of changes in the law re. Equal Opportunities Administration and Personnel Manager to ensure she is fully briefed in the content of any new legislation Focus on effective implementation of Disability Discrimination Act 1995	Continues Continues Further access improvements to Grand Theatre buildings required, in Phases Two and Three; subject kept in foreground during master plan
Recruitment	E.1.3. To maintain the Grand Theatre position as an equal opportunities employer, and to consider the issue when recruiting Manager (and others) will discuss and implement equal opportunities with reference to making new appointments	Continuing
Staff Development	E.1.4. To feature equal opportunities as an essential element of staff development	Continuing

	<p>Consider staff needs regarding equal opportunities practice as part of staff development</p> <p>Continue or review 2005 courses (or send staff externally) on Disability Awareness and Equality Training etc</p>	
Programming	<p>E.1.5. Manager to consider inclusion of culturally diverse companies and attractions within the programme</p> <p>e.g., dance – annual visit by British African, Caribbean and Asian companies such as Phoenix</p>	<p>Disablist comedian Laurence Clark at Studio Theatre, November 2005</p> <p>Studio Blues series includes ethnic minority representation Aboriginal Australian artistes, within <i>Comedy of Errors</i>, March 2006</p>
The Building	<p>E.1.6. Ensure adequate physical access to the Grand Theatre</p> <p>Monitor physical access to and consider all comments from users, including DDA audit and report, 2004</p> <p>Where needed, include new equipment that will improve access on the capital ‘wish list’ for Phases II and III of refurbishment</p>	<p>Further access improvements to Grand Theatre buildings required, in Phases Two and Three; subject kept in foreground during master plan</p>
Education & Community	<p>E.1.7 To make the Education programme accessible to all</p> <p>e.g., work with groups in our communities who have special needs, including Youth Academy and through Lawrence House Theatre Skills Programme</p>	<p>Pantomime Roadshow programmed in Blackpool schools</p> <p>Free <i>Henry Irving</i> lecture, November 2005</p> <p>Two Lawrence House Trust workshop weeks held, to November 2005</p>
Marketing	<p>E.1.8. To promote and encourage accessibility to the Grand Theatre and its activities</p> <p>Review brochure’s coverage of access arrangements</p> <p>Continue and review large scale print and taped versions of season brochures</p> <p>To offer appropriate discounts for disadvantaged groups, and ensure discounts are appropriately publicised</p>	<p>BSL signed performances introduced; marketed through brochure and other media</p> <p>Done</p> <p>Special offers frequently available</p>

F. FUNDING, DEVELOPMENT AND PARTNERSHIPS

Activity/Year	Year One (2004-2005)	Progress November 2005
Arts Council England, North West	<p>F.1.1. To maintain relationships with Arts Council England, North West, following proposed withdrawal of core grant</p> <p>To work with Blackpool Council for improving relations with Arts Council</p> <p>To seek the assistance of the Arts Council for project grants to employ a trainee programmer-manager</p> <p>To monitor other project funding opportunities</p> <p>To seek the assistance of the Arts Council in leading a round-table meeting of the three local authorities and themselves, to discuss the Grand Theatre investment requirements</p> <p>Manager to network in the arts funding system strategically</p> <p>To support the Arts Council's objectives in bringing all theatre closer to our communities; contribute to regional performing arts forums and seek to keep the Grand Theatre in the foreground of their attentions</p>	<p>Year Two funding banked (£51,252)</p> <p>Year Three, withdrawn as core grant (£52,536); positive discussions continue</p> <p>Meetings convened by Director of Leisure</p> <p>Arts Council not interested in traineeships at Grand Theatre</p> <p>Possible draw down from Year Three, for audience development grant, part thereof for classical drama development (imminent meetings with Arts Council; Manager to frame another application)</p> <p>No longer appropriate</p> <p>Manager met Arts Council North West Director of Performing Arts; Chairman and Manager attended Arts Council seminar; no tangible progress, yet</p>

Activity/Year	Year One (2004-2005)	Progress November 2005
	<p>To invite the Executive Director of Arts Council England North West to address the Board of Directors at one meeting</p> <p>To establish a clear mutual understanding of expectations of the relationship with Arts Council England, North West, especially for National Theatre of Variety</p> <p>Other funding bodies</p>	<p>No progress</p> <p>Arts Council England North West: no interest in National Theatre of Variety (decline overture re: Pierroters) – awaits possible excitement of head office by Equity</p> <p>Manager applied to Australia Council for the Arts; successful application for direct assistance to Bell Shakespeare Company to facilitate visit to Blackpool, seen as audience development priority linked to Australian trade, March 2006</p>
Annual Report	<p>F.1.2. To enhance our profile and relations with all stakeholders through publication of a short annual report and abbreviated accounts, also to be available on the website</p>	<p>Manager proposes to compile, for April 2006 and AGM, subject to board approval</p>
Blackpool Council	<p>F.1.3. To implement new Service Level Agreement for three-year funding arrangements</p> <p>Economic and Social Impact Study</p> <p>To work with the Arts Officer and contribute to Council arts development projects as appropriate, including Grundy Art Gallery, to foster relationships between performing and visual arts</p> <p>To work with Council to discuss physical access, parking space, espec. For patrons with disabilities</p>	<p>Signed, September 2005</p> <p>Blackpool Council funds Economic and Social Impact study, £3K; ERDF funds Economic and Social Impact study, £12K</p> <p>Grand Theatre Trust contribution to Economic and Social Impact study, £3K [£18K project]</p> <p>Arts Officer left Blackpool Council; awaiting rekindling relationship via new Head of Arts & Heritage</p> <p>Published Grundy Art Galley ephemera item in Autumn 2005 brochure</p> <p>West Street Car Park reopened, summer 2005; still problems with lift at car park</p>

Activity/Year	Year One (2004-2005)	Progress November 2005
	<p>Board officers and Manager to engage with Blackpool masterplan (including question of lyric theatre with casino), cultural strategy, contact with elected members and executive</p> <p>Board officers and Manager to seek new arrangement with Blackpool Tourist Office, for promotion of all shows – especially summer seasons – as part-substitute grant increase, and presentation of new Blackpool Festival of Music Hall and Variety</p> <p>To continue membership of Blackpool Town Centre Forum</p>	<p>Meetings between Manager and Council Chief Executive, Director of Leisure Culture and Community Learning, Director of Education and Children’s Services, Head of Tourism Services etc. Meetings with Head of Corporate Policy & Development; to organise meetings with new Strategic Director of Tourism and Regeneration Services, Re: Blackpool etc</p> <p>Manager and marketing staffs in discussions with Blackpool Tourism’s Marketing Manager re Consortium, at November 2005</p> <p>Grand Theatre has paid BIDs, September 2005 Neil Thomson is nominee Director of Town Centre Forum Neil Thomson is chair of Town Centre Forum’s festivals and events steering group</p>
<p>Corporate Membership, The Centenary Club and Sponsorship Packages</p>	<p>F.1.4. To earn £45,000 from corporate sponsorships To maintain and improve relations with all current sponsors, especially In the Pink and Blackpool Pleasure Beach (Average 9 businesses @ average £5K+)</p> <p>To tailor sponsorship packages individually to backers</p>	<p>Current sponsors, at November 2005: Blackpool Pleasure Beach, Parkinson Building Contractors, Bluespot Knee Surgey , Thwaites Brewery , NatWest, Chaesley Care Home, D Hollowell, Arts & Business New Partners: Total (8 sponsors) £62,750</p> <p>Ongoing</p>

Activity/Year	Year One (2004-2005)	Progress November 2005
	<p>To keep the corporate data-base up to date To find new sponsors to replace long-contributing backers</p> <p>To promote sponsorship and hospitality via the website</p> <p>To reconsider name of Centenary Club</p>	<p>Ongoing New sponsors are Bluespot Knee Surgery and Chaseley Care Home, seemingly replacing In the Pink Leisure (unpaid, but in-kind assistance continues with fundraising in their venues) and J.D.Allitt Weblinks on front page of Grand Theatre website; updates await new provider Renamed Impresarios' Club, September 2005</p>
Individual Giving	<p>F.1.5. Development Director to examine charity community fundraising nights in Blackpool, in addition to contributing to FOG Chairman's charity fundraising at In The Pink venues</p> <p>To raise £15,000 after reinstatement of bucket collections at summer performances, from May to October, and other appropriate performances (FOG, but banked to Sam Lee Appeal nightly)</p> <p>To launch the seat naming sub-phase of the Sam Lee Appeal (110 seats x £1100; target £121,000)</p> <p>Development Director to convene meetings of the Grand Council, for networking opportunities</p>	<p>Rotary donated £5K in February 2005 Masonic reception held, at Grand Theatre Development Director continues to promote fundraising at luncheon clubs, gold clubs, schools etc</p> <p>£9,875 raised through buckets for Year Ending 30 October 2005</p> <p>Launched in July 2005, assisted by gratis leaflet printed by Voodoo PR, Preston. Pledges for seat naming: c£36K at November 2005 Grand Council meetings held May 2005 (John Barnett, Chairman Radio Wave), December 2005 (Mrs Barbara Thompson, Blackpool Pleasure Beach) Board Director David Harrison initiated Emirates Raffle, begun August 2005; target £10K net, by Easter 2006</p>

Activity/Year	Year One (2004-2005)	Progress November 2005
Friends of the Grand	<p>F.1.6. To service the Friends of the Grand through Manager occasional attendance at FOG Committee meetings To contribute editorial to Friends Newsletter and assist FOG Coordinator in finding sponsor for the Newsletter To continue to seek capital donations from the Friends for specific equipment To receive three annual show sponsorships from the Friends</p>	<p>Manager and Development Director attend monthly meetings of FOG Committee Editorials written; FOG to find own sponsor</p> <p>See above, for scene drop, plus £40K donation, October 2005</p> <p>FOG sponsor NYE concert December 2005 (£3000), but FOG favour capital over programme</p>
Trusts, Foundations and other public agencies	<p>F.1.7. Development Director and Manager to improve links with trusts and foundations, and make applications in support of The Sam Lee Appeal</p> <p>To arouse the interest of other trusts and foundations in supporting the operational activities of the Grand Theatre</p>	<p>No significant progress: under resourced/under staffed for Trust and Foundations. Restricted number of trusts to support appeal, but requires attention of professional researcher and grant writer. This will be important after receipt of Conservation Statement</p> <p>Under resourced/under staffed for Trust and Foundations, for revenue. Requires attention of professional researcher and grant writer. [Joint post: Manager to propose arrangement, January 2006].</p> <p>Big Lottery Fund awarded grant of £15K for <i>Theatre at War</i>, December 2005</p>
Other Strategic Alliances	<p>F.1.8. To conduct a benchmarking exercise against other selected touring houses, against suite of Grand Theatre performance indicators</p> <p>To affiliate with these and other theatres for programming alliances and exchange of best-practice knowledge</p>	<p>New data on 17 other touring houses will compare Grand Theatre economy, for internal and external advocacy</p> <p>Presenting Georgian Theatre Royal production of <i>Grimaldi</i>, January 2006; exchanges/visit underway between Friends of each theatre; Development Director visit to Gaiety Theatre,</p>

Activity/Year	Year One (2004-2005)	Progress November 2005
	<p>To maintain relations with The Theatres Trust and become a corporate member</p> <p>University of Central Lancashire</p>	<p>Isle of Man, July 2005; affiliations begun with Wakefield Theatre Royal (re heritage and interpretation project, October 2005)</p> <p>Theatre a Corporate Member, from May 2005</p> <p>UCLan set to be formal academic partner for Grand Theatre: strategic alliance being framed by Manager and University administration, November 2005</p> <p>UCLan to undertake Economic and Social Impact Study, for completion, est. Spring 2006</p>