



**THE GRAND THEATRE
BLACKPOOL**

Built 1894, Architect Frank Matcham

NATIONAL THEATRE OF VARIETY

BUSINESS PLAN (2005 to 2008)
PROGRESS REPORT FOR 2006

No 2, NOVEMBER 2006

Blackpool Grand Theatre Trust Limited
Blackpool Grand Theatre
(Arts & Entertainments) Limited
Blackpool Grand Theatre Catering Company
Limited

December 2006

TABLE OF CONTENTS

- A. The Programme
- B. Learning and Access
- C. Marketing
- D. Resources: Board and Staffing, Building, Trading Activities and Research
- E. Funding, Development and Partnerships

Subsections refer to expanded figuring in full business plan, March 2005

Please also refer to Business Plan Review No1, November 2005

A. THE PROGRAMME

Activity/Year	Year Two (2005-2006)	Progress November 2006
Overall Programme (Main House)	<p>To programme The Grand Theatre for not less than 50 weeks with 425 performances in the main house and 30 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 212,000. To take £2,253,000 in box office receipts.</p>	<p>425 performances staged 27 performances in The Lawrence House Studio 398 performances in the main house 152,276 seats sold Box office margin 24% + Box office receipts £1,949,622</p>
Ballet	<p>A.2.1. To stage 16 performances of classical ballet and sell 8,400 tickets</p> <p>Review Year One progress and modify accordingly; seek to agree renewed affinity with Northern Ballet for performances in light of their artistic direction</p>	<p>Siberian State Ballet in Romeo and Juliet (1 performance), The Nutcracker (2 performances); Moscow Ballet La Classique, Coppelia (1 performance).</p> <p>UK Subsidised companies require guarantee: unable to contract</p>

Activity/Year	Year Two (2005-2006)	Progress November 2006
Dance	A.2.2. To stage 4 performances of contemporary dance and sell 1,200 tickets	Stomp (9 performances) 5,073 seats sold Jaleo (1 performance) 188 seats sold
Amateurs	A.2.3. To stage at least five productions, fostering partnerships with Blackpool & Fylde Light Opera, Whittaker Dance and Drama To seek to enable the return of Blackpool Operatic Players for an annual production	Blackpool & Fylde Light Opera: Me and My Girl 3,267 seats sold Premier Theatre Company: Jane Eyre 3,732 seats sold Whittaker's World at Your Feet 2,084 seats sold Blackpool Operatic Players: Titanic the Musical 2,967 seats sold
Pantomime/Christmas Show	A.2.4. To run the pantomime for five weeks and sell 26,000 seats over 44 performances To investigate pros and cons of procurement by tender for two or three years, with a range of producers	Snow White and the Seven Dwarfs (44 performances) 24,222 seats sold Relations with UK Productions positive/stable
Other Children's Shows	A.2.5. To stage not less than 29 performances but, because of low ticket yields, remain impartial to other opportunities according to availability of productions	31 performances Stuart Little (7 performances) 1,506 seats sold Fireman Sam (2 performances) 1,768 seats sold The Chuckle Brothers (4 performances) 3,341 seats sold Jungle Book (10 performances) 2,696 seats sold Gruffalo (8 performances) 3,622 seats sold

Activity/Year	Year Two (2005-2006)	Progress November 2006
Drama	<p>A.2.6. To stage not less than 72 performances but, because of imprecision of impending productions, be impartial to other opportunities according to availability of productions 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 begin a partnership with Northern Broadsides</p>	<p>73 Performances staged, 22,022 seats sold, average 274 per performance The Play What I Wrote (8 performances) 2,705 seats sold School for Scandal (4 performances) 1,153 seats sold Grimaldi (2 performances) 322 seats sold Dirty Dusting (11 performances) 3,209 seats sold Comedy of Errors (7 performances) 1,783 seats sold Kind Hearts and Coronets (8 performances) 1,935 seats sold The Shell Seekers (8 performances) 2,625 seats sold Tartuffe (4 performances) 601 seats sold Little Women (6 performances) 1,250 seats sold Beyond Reasonable Doubt (8 performances) 2,992 seats sold Wars of the Roses (7 performances) 1,447 seats sold Classicism policy results as follows: Northern Broadsides partnership achieved School for Scandal (4 performances) 1,153 seats sold Richard III (3 performances) 632 seats sold Edward IV (2 performances) 436 seats sold Henry VI (2 performances) 379 seats sold Barrie Rutter also appeared in Theatre at War, Cavalcade of Variety Vacuum (Studio Theatre, 1 performance) 70 seats sold [continued with The Man with Two Gaffers, December 2006, then terminated]</p>

Activity/Year	Year Two (2005-2006)	Progress November 2006
	<p>To monitor the availability of more companies by finding more ambitious drama if merited by new subsidy, box office potential and theatrical aspiration</p> <p>To continue a four weekly, summer weekly rep season with Ian Dickens Productions (or another producer)</p> <p>To seek to premiere one new tour at the Grand Theatre</p> <p>For North West produced drama, to investigate disposition of new writing companies via Independent Theatre Council, for possible residency at the Grand</p> <p>To secure one drama production from nineteenth-century canon</p> <p>To secure one professional vocational acting school production annually (Blackpool & The Fylde College, RADA, RNCM (opera or music theatre), Central, Birmingham etc)</p>	<p>Presented Bell Shakespeare Company of Sydney, The Comedy of Errors (7 performances) 1,783 seats sold Watermill Theatre, Tartuffe (4 performances) 601 seats sold</p> <p>Summer rep terminated owing to inability of Grand to pay guarantee, decline of early summer trade, then similar financial challenges with Charles Vance Productions and his retirement</p> <p>Exclusivity achieved through Bell Shakespeare Company; Personals set to premiere but national tour collapsed despite strong advance at the Grand</p> <p>Ongoing</p> <p>To be progressed</p> <p>Planning began, for realisation in June 2007</p>

Activity/Year	Year Two (2005-2006)	Progress November 2006
<p>National Theatre of Variety</p> <p>And the Summer Season</p>	<p>A.2.7. To programme 40 performances of popular entertainment and one-night stands</p> <p>To programme the 2006 summer season with Qdos, for not less than 152 performances</p> <p>To procure New Year's Eve Concert</p>	<p>10 unclassified one night stands</p> <p>Ken Dodd (1 performance) 810 seats sold</p> <p>Cannon and Ball (2 performances) 1,032 seats sold</p> <p>Ricky Tomlinson (1 performance) 438 seats sold</p> <p>Derren Brown (1 performance) 1,080 seats sold</p> <p>Paris Can Can (1 performance) 710 seats sold</p> <p>Circus of Horrors (1 performance) 522 seats sold</p> <p>That'll be the Day (1 performance) 750 seats sold</p> <p>Sing-a-long-a Sound of Music (1 performance) 891 seats sold</p> <p>Theatre at War (1 performance) 806 seats sold</p> <p>142 summer show performances: Qdos withdrew plans at the Grand. HRH Entertainments becoming substitute producer at eleventh hour: Variety at Night (78 performances) 20,638 seats sold</p> <p>Duggie Chapman Associates: Music Hall/s (46 performances) 7,145 seats sold</p> <p>The Two O'Clock Show (10 performances) 1,421 seats sold</p> <p>Ken Dodd (5 performances) 4,544 seats sold</p> <p>Puppetry of the Penis (1 performance) 700 seats sold</p> <p>Max Bygraves (1 performance) 684 seats sold</p> <p>Dolly Parton Story (1 performance) 345 seats sold</p> <p>British Philharmonic Concert Orchestra (1 performance) 829 seats sold</p>

Activity/Year	Year Two (2005-2006)	Progress November 2006
	<p>To produce, with Equity, celebratory show for Variety Artistes' Federation centenary</p> <p>To secure sponsorship and contracts for relocation of the National Festival of Music Hall and Variety to Blackpool Grand Theatre</p> <p>To present four 'new variety and new circus' performances</p>	<p>Cavalcade of Variety (in house production 1 performance) 915 seats sold</p> <p>Discussions held with artistic director from Weston super Mare Playhouse, and festival committee: event possibly planned as contribution to Blackpool Council Visitor Economic Strategy (Events)</p> <p>In Studio theatre, several 'alternative' comedy nights, including disabled comedian Laurence Clark, Blackpool Circus School contributions, <i>interalia</i>.</p> <p>Katzenjammer (1 performance) 244 seats sold Blackpool Rock (The Lotus Circle, Moogs and Sinister Footwear 1 performance) 356 seats sold</p>
Musicals	<p>A.2.8. To treat with No1 producers, for at least 40 performances of musicals</p> <p>Recognising the frequent physical difficulty and financial challenge of staging professional musicals at the Grand, investigate possibilities with Bridewell Theatre, London; Watermill Theatre, Newbury, New Shakespeare Company (Regent's Park) and other middle scale producing venues, for transfers to the Grand</p>	<p>Seven Brides for Seven Brothers (7 performances) 5,168 seats sold Personals (cancelled by producer during rehearsal) What a Feeling (8 performances) 2,405 seats sold The Rat Pack (8 performances) 4,621 seats sold</p> <p>Discussions this year manifest in upturn of genre in Year Three.</p>

Activity/Year	Year Two (2005-2006)	Progress November 2006
Opera	<p>A.2.9. To programme 12 opera productions</p> <p>To continue affiliation with Ellen Kent Opera International, and Raymond Gubbay</p> <p>To seek return of Carl Rosa Opera Company</p> <p>To host English Touring Opera for one visit in two-opera repertoire</p>	<p>Carmen (1 performance) 902 seats sold Nabucco (1 performance) 778 seats sold La Bohème (1 performance) 905 seats sold Rigoletto (1 performance) 753 seats sold</p> <p>Discussion continuing</p> <p>Cancelled, due to bad business in Year One</p>
Fundraising Gala	<p>A.2.10. To stage one fundraising Gala (other than New Year's Eve concert) with star names (from drama, opera or concert oeuvre)</p>	<p>The Most Extraordinary Dinner on Earth (110 seats sold, on stage, raising £9,880 for Sam Lee Appeal; evening included Variety and Circus performance in auditorium, by Aled Jones, Ringmaster, Norman Barrett and Blackpool Circus School</p>
Music and Concerts	<p>A.2.11. To programme two concerts of chamber or symphony music and recitals</p> <p>To programme 2 piano recitals</p> <p>To programme 2 choral concerts</p> <p>To programme 4 folk concerts (mainly in Studio)</p> <p>To programme 4 jazz concerts</p>	<p>Celebration with Carols/ Manchester Camerata (1 performance) 374 seats sold</p> <p>Moscow by Night (1 performance) 654 seats sold</p> <p>Mark Rattray, An' That's Jazz (1 performance) 422 seats sold</p> <p>Clive Baldwin, Jolson Show (1 performance) 495 seats sold</p>

Activity/Year	Year Two (2005-2006)	Progress November 2006
	<p>To programme 4 blues concerts (mainly in Studio)</p> <p>To programme occasional tribute band concerts</p>	<p>8 Blues concerts in Studio (567 seats sold)</p> <p>Abba The Show (1 performance) 550 seats sold Matt Munro (1 performance) 502 seats sold</p> <p>Richard Thompson (1 performance) 587 seats sold Southside Johnny (1 performance) 382 seats sold Fairport Convention (1 performance) 388 seats sold Joe Longthorne (2 performances) 1,797 seats sold</p>
Sundry Hires	<p>A.2.12. To review (and advertise on website) terms and conditions for three-tier daily and hourly hire rate for Grand Theatre (commercial, non-profit and amateur), as benchmark for other performance and conferences</p>	<p>Details available from Licensee</p>
Theatre Conferences and Public Lectures	<p>A.2.13. To investigate one theatre-related conference at the Grand Theatre; e.g., The Theatres Trust/ Matcham Society, ABTT or technology gathering; Standing Conference of University Drama Departments, 'Audience for Regional Theatre', Association of Theatre Critics, TMA, AMA, Society for Theatre Research, etc; contribute to discourse and</p>	<p>Lecture series inaugurated: Sir Henry Irving and the Victorian Theatre; The Winter Gardens; Heritage Theatres; Amateur Operatic Movement; Theatre at War Conference; Music Hall to Variety (x2)</p>

Activity/Year	Year Two (2005-2006)	Progress November 2006
	<p>publish proceedings to reflect credit</p> <p>To schedule the first annual W Geoffrey Thompson Lecture</p>	<p>Theatre provided free of rent to Blackpool Council for Mitchell and Kenyon film lecture</p> <p>Done: The Art of Regeneration with Sir Peter Hall</p>
The Lawrence House Studio at the Grand Theatre	<p>A.2.14. To consider management and programming of 'non-educational' Lawrence House Studio activities, by one person</p>	<p>Now shared by Programme Manager, Manager and Stage Technician</p> <p>Other Studio productions: Sigurd the Dragon Slayer (2 performances, 52 seats) Mrs Beeton (2 performances, 103 seats sold) Gut Girls (2 performances, 51 seats sold) Be My Baby (3 performances 194 seats sold) Tolstoy's Wife (2 performances 76 seats sold)</p>

B. LEARNING AND ACCESS

Activity/Year	Year Two (2005-2006)	Progress November 2006
<p>The Lawrence House Theatre Skills programme</p> <p>Working with Young People: Schools and Colleges, and the Grand Theatre Academy</p>	<p>B.2.1. To continue Lawrence House Studio at the Grand Theatre programme for theatre skills</p> <p>To programme LH Theatre Skills sessions for: February, May and October Half Terms 2006; plus Easter Holidays and two-weeks summer school, 2006</p> <p>To include ticket offers for schools at performances of all productions where the budget allows</p> <p>To organise free workshops with all subsidised visiting companies</p>	<p>2 sessions held at Easter (4 days), including Puppet theatre workshop, Blackpool Circus School's skills workshop, directing Shakespeare and make-up for theatre and film.</p> <p>October 2006 – return of Blackpool Circus School</p> <p>Done: generally £5 admission</p> <p>Workshops arranged</p> <p>Stomp – Revoe Community Primary School (Music department) visit for 1hr (Grand Theatre on Stage)</p> <p>Gruffalo – Bispham Endowed Primary School, Cast visit to school to discuss the production and values</p> <p>School for Scandal – Revoe Community Primary School and Bispham High and Arts College, Cast visits to Bispham High discussing the production, stage sets and Post performance discussion with Barrie Rutter with Revoe Primary.</p> <p>It's Behind You Pantomime Roadshow – This workshop was taken to eight 'low income' schools in the Blackpool</p>

Activity/Year	Year Two (2005-2006)	Progress November 2006
	<p>To co-present INSET days and workshops with visiting companies</p>	<p>district over a week, then culminating with a workshop on stage to 800 children with coach transport provided to and from the theatre for schools we were unable to attend with the Roadshow.</p> <p>The Russian State Ballet of Siberia (Romeo and Juliet and Nutcracker) – Private 1½hr dance class on the Grand Theatre stage offered to local dance school ‘The Dance Academy’, students got professional advice and guidance with the company and Artistic Director Sergei Bobrov.</p> <p>The Comedy of Errors Workshop – Members of the cast and the Company Manager of the Bell Shakespeare Company, Australia visited Revoe Community Primary School for a 1hr workshop discussing the production, stage sets, and Shakespeare – Vocal exercises and character building were also covered.</p> <p>Wars of the Roses - Members of the cast and Barrie Rutter of the North Broadships held a workshop at the theatre for a 1hr following the production discussing the production itself, stage sets, and Shakespeare delivered in a ‘northern’ voice – Vocal exercises and characters were also covered.</p> <p>No progress, intended once funding secured</p>

Activity/Year	Year Two (2005-2006)	Progress November 2006
	<p>To align the programme to National Curriculum</p> <p>To involve 50 students in a pantomime project Post-show discussion</p>	<p>Many of our shows meet targets on the National Curriculum including: Shakespeare (Comedy of Errors and Wars of the Roses), Music (Stomp) and Performing Arts Dance (Romeo and Juliet and Nutcracker) In addition all workshops completed have all been designed to meet the National Curriculum and the individual Key Stage targets.</p> <p>It's Behind You Pantomime Workshop 2005 – This workshop was taken to eight 'low income' schools in the Blackpool district over a week, culminating with a workshop on stage to 800 children with coach transport provided to and from the theatre for schools we were unable to attend with the Roadshow.</p>
High-Profile Youth Theatre events	<p>B.2.3. To present one major Grand Theatre Academy production on the main stage in February half term, for four performances – and three full days in the theatre. Grand Theatre to act as producer.</p> <p>To continue annual presentation of Schools' Alive on main stage</p>	<p>The Little Mermaid (4 performances) 1,294 seats sold</p> <p>4 performances (2,609 seats sold) 6 additional Grand Theatre Academy events (302 seats distributed)</p>
'In Celebration' and Educational	B.2.5. To programme afternoon talks in the Lawrence House Studio	See lecture programme above

Activity/Year	Year Two (2005-2006)	Progress November 2006
Theatre Tours	<p>To offer Special Needs Support organisations free tours</p> <p>To offer community group theatre tours at negotiated times for negotiated prices and donations</p> <p>To earn £840 from guided tours for 140 members of the general public</p>	<p>Backstage tours for disabled groups including a touch tour organised for Blackpool Fylde and Wyre Blind Society</p> <p>£870 earned from 145 members of the public</p>
Working with Over 55s theatregoers and the Friends of the Grand Theatre	<p>B.2.6. If senior group begins, to organise a programme of 10 talks on Thursday mornings; organise workshops and visits to another theatre</p>	<p>No progress</p>
Work Experience	<p>B.2.7. To consider new work experience policy document, (child protection issue) and staff resources</p>	<p>Funding required to enable staff to undertake CRB checks, moreover currently under staffed for meaningful work experience</p>
Further and Higher Education, and Academic activities	<p>B.2.8. To present one academic lecture</p> <p>To enrol more Universities as corporate members (e.g., University of Manchester Drama Department)</p> <p>To develop links with academics</p>	<p>See lecture series above</p> <p>Discussion progressing with UCLAN (via lectures for 2006-07), Manchester University Drama Department Clown lecture 2007</p> <p>Through Manager association with Grand Theatre lecturers</p>
Conferences	<p>B.2.9. To organise one educational-theatre conference, initiated by the Grand, and publish proceedings on website</p>	<p>Theatre at War, done</p> <p>National Poetry Day co-presented, in association with Blackpool Library Service and Just Poets.</p>

Activity/Year	Year Two (2005-2006)	Progress November 2006
Archive, Heritage Trail and Website Development	B.2.10. To continue enhancement of Grand by website resources To inaugurate theatre and architecture discussion board on website, in association with Matcham Society	Interactive guided tour nearing completion for website Much heritage and learning material now on website
Schools Resource Packs	B.2.11. To create 3 resource packs for distribution to all schools in Grand Theatre catchments	Learning resources and packs were produced for such productions as: School for Scandal, Snow White and the Seven Dwarfs, Joseph (although production cancelled), Comedy of Errors, The Jungle Book, Wars of the Roses and Dick Whittington. Resources are written for teachers and information sheets for students relevant to Key Stages
Partner School Steering Group: (Bispham High School Arts College and other schools) and Seminars	B.2.12. Marketing Manager to contribute to forthcoming events and meetings of Head Teachers, Heads of Art, Music, Drama and Dance – at Bispham High School (Arts College) and other schools	The Grand Theatre is member of the Schools Steering Group. As a member with other local schools and local organisations, dance schools and agencies meeting once every six weeks to discuss relevant events that all can be involved with from school productions, theatre events and promotions. Each season an extraordinary meeting is held to go through the Grand Theatre's programme of event in advance of the release of the programme for schools to get further information and ticket discounts etc.
Newsletter	B.2.13. To produce 3 issues of Grand Theatre Education newsletter To consider options for editorial content	Production of 4 e-newsletters, offers etc sent out to schools within a 90 minute drive time. More in progress

Activity/Year	Year Two (2005-2006)	Progress November 2006
Pre- or post-performance talks	B.2.14. To schedule 10 free talks for all-comers To attract 30 theatregoers at each talk	4 formal pre/post show discussion 18 social functions for cast and theatergoers/Friends including street party for Theatre at War
Support for Local Organisations	<p>B.2.15. To continue to promote theatre talks by Linda Tolson, to clubs and societies – linked with group sales and packages (a: History of the Grand Theatre; b: the stars and shows, c: behind the scenes at the Grand Theatre)</p> <p>Board and Manager to review or draw up list of local organisations for future support</p> <p>To offer 5 education, social inclusion and mentoring initiatives and reduced price tickets to selected welfare, underprivileged and business organisations</p>	<p>17 theatre talks given by archivist/licensee/operations assistant/trustees</p> <p>Done</p> <p>It's Behind You Pantomime Roadshow – This workshop was taken to eight 'low income' schools in the Blackpool district over a week, then culminating with a workshop on stage to 800 children with coach transport provided to and from the theatre for schools we were unable to attend with the Roadshow.</p> <p>Media liaison with community newspapers, including SURF</p> <p>See also access work</p>
Other Heritage Trail Development	B.2.16. To introduce the heritage work of the Grand Theatre to the Regional Museums Officer	In progress pending Blackpool Council Heritage Strategy, appointments and Theatre Museum bid

Activity/Year	Year Two (2005-2006)	Progress November 2006
Technical Theatre Training Scheme	B.2.17. No specified target in Year Two	Blackpool and The Fylde College performing arts students inducted in the machinery of the stage
Creative Fellows	<p>B.2.18. To contribute to Blackpool Creative Industries Network</p> <p>To secure funding for series of creative fellowships for theatre maker residencies at the Grand, including Variety Artistes for skills transmission</p>	<p>No contact yet</p> <p>No progress</p>
Display Development, for National Theatre of Variety	<p>B.2.19. To affiliate with The Theatre Museum or National Fairground Archive, Sheffield for small touring displays and interpretation</p> <p>To advocate major exhibition of Variety, at Grundy Art Gallery or Winter gardens</p> <p>To become member of Association of Historic Theatres in Europe</p>	<p>Grand Theatre website development includes NToV site and content</p> <p>Other matters in progress pending Theatre Museum bid, and funding</p> <p>No progress</p>
Education aspects of Economic and Social Impact, Regeneration and Tourism	B.2.20. To evaluate the contribution of Grand Theatre to the Blackpool economy by seeking funds from a foundation to commission critical University report using new methodologies	Commissioned and published
Lit & Phil Society and other Grand Theatre education affinities	B.2.21. To prepare paper for board consideration, on viability of Literary & Philosophical Society at the Grand Theatre	Manager decided no to develop

Activity/Year	Year Two (2005-2006)	Progress November 2006
	To consider resource implications for the feasibility of Grand Youth Choir/Youth Orchestra/Jazz Band etc, or association with – or advice from - corresponding Fylde music societies	No progress; next stage may be to invite two schools one High – Bispham High School Arts College and one Primary, Junior school – Revoe School as Arts Mark Gold schools to perform a major Broadway / West End musical like Les Misérables or The King and I on the Grand Theatre main stage over possibly 4 dates (Wed, Thurs, Fri and Sat). Four evenings and one matinee (Wed). We will incorporate over 100 children, not only in the production itself but also the various areas with putting on a musical like lighting, stage sets, sound, marketing and sales. The children will be fully involved with the production and its coming together. We would take 6 months to put the production together agreeing a date between the theatre and the schools
Access	B.2.22. Develop a new access programme	Robbie Pendlebury appointed access officer Disability Access Policy adopted Improved physical accessibility to the ground floor level and disabled toilet facilities Brochures produced in large print and audio visual DVD Increased number of BSL interpreted and audio described performances CACDP registered interpreters for BSL (British Sign Language) interpreted performances Box converted to dual use so as to provide a sound-proof booth, allowing unobtrusive audio description

Activity/Year	Year Two (2005-2006)	Progress November 2006
		<p>Alliance with Rossendale talking brochure for the visual impaired and Blackpool, Wyre and Fylde Society for the Blind</p> <p>Web links with the DisabledGo website, launched in October 2006, www.spit.org.uk the leading national body for promoting BSL interpreted performances of mainstream theatre, and www.accessarts.uk which advertises all events for patrons with disabilities</p> <p>Access Officer won Most Inspirational Individual Award 2006, for work at Grand Theatre</p>

C. MARKETING AND AUDIENCE DEVELOPMENT

Activity/Year	Year Two (2005-2006)	Progress November 2006
Marketing Relationships with Visiting Companies and Producers	<p>C.2.1. To review and monitor the quantities of posters and flyers ordered from visiting companies in the light of distribution and uplift.</p> <p>To seek a contracted financial contribution to Grand Theatre marketing expenditure on all attractions irrespective of main deal, of not less than 5 per cent of the budgeted share of visiting company receipts.</p> <p>To brainstorm sales ideas with all producing companies and fellow senior managers</p>	<p>Done</p> <p>Done</p> <p>Done</p>
Artform audience development – Ballet	<p>C.2.2. To develop the audience for ballet performances (see A.2.1.)</p>	<p>Partnership with Raymond Gubbay led to data intelligence from other North West theatres</p>
Artform audience development – Dance	<p>C.2.3. To develop the audience for contemporary dance performances (see A.2.2.)</p>	<p>Stomp (9 performances) 5,073 seats sold</p>
Artform audience development – Amateurs	<p>C.2.4. 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>Planning meetings occurred with all companies</p> <p>Co-produced marketing strategies</p> <p>Mutual suggestions tabled</p>

Activity/Year	Year Two (2005-2006)	Progress November 2006
Artform audience development – Pantomime	<p>C.2.5. To develop the audience for the pantomime performances (see A.2.4.)</p> <p>To reach 62% capacity attendance for five week run</p> <p>To undertake in-depth ticket-pricing analysis of Year One results</p>	<p>24,222 tickets sold for Snow White and the Seven Dwarfs</p> <p>51% achieved</p> <p>Done</p>
Artform audience development – Other Children’s Shows	<p>C.2.6. To develop the audience for children’s theatre performances (see A.2.5.)</p> <p>To reach 57% capacity attendance</p>	<p>Campaigns for The Jungle Book, Gruffalo, The Little Mermaid, Sigurd the Dragon Slayer, Wind in the Willows, Stuart Little, Fireman Sam, The Chuckle Brothers, The World at Your Feet, Schools Alive, Little Women undertaken via Blackpool Library Services, Blackpool Schools Music Service, book stores, Grand Theatre Academy members</p>
Artform audience development – Drama	<p>C.2.7. To develop the audience for drama performances (see A.2.6.)</p> <p>To reach 42% attendance</p>	<p>New ladder adverts during November 2005, for intensive drama schedule, targeted in Westmorland &c</p>
Artform audience development – Light Entertainment, The Summer Season, National	<p>C.2.8. To reach 62% attendance (see A.2.8.)</p>	<p>Self-produced marketing campaign for Theatre at War, with education conference</p> <p>High national profile achieved with launch of NToV with Cavalcade of Variety</p> <p>Departure, for in house near-total marketing of Variety at Night summer show: title chosen by manager,</p>

Activity/Year	Year Two (2005-2006)	Progress November 2006
Theatre of Variety, and Musicals		press/PR a Grand Theatre task, Much reduced marketing budget cf. Qdos Corresponding in house campaign for The Music Hall (x2) and The Two O’Clock Show, unsupported by producer
Artform audience development – Opera	C.2.10. To develop the audience for opera performances (see A.2.9.) To reach 62% attendance	3,338 seats sold for 4 performances
General theatregoer development and Grand Theatre brochures	C.2.11. To publish 2 Season brochures and consider increased print-run and wider circulation	Commissioned and published Audience Development Plan, including ACORN profiling 2 A4 x 36 page re-designed magazines published. Increased print run of 70,000. Distributed throughout North West. Style and Content balanced shows and building to harmonious advantage
Geographical audience penetration	C.2.12. 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	Blackpool and the Fylde attendance reduced Northern Print Distribution Ltd now used for additional new key outlets, e.g. service stations and Morrisons Lancashire Evening Telegraph, Lancashire Evening Post, Westmoreland Gazette etc. targeted for frequent target marketing

Activity/Year	Year Two (2005-2006)	Progress November 2006
Demographical audience development	<p>C.2.13. To increase the Youth audience (15–19 years)</p> <p>To encourage the family audience to cross artform barriers and further attend children’s shows</p> <p>To encourage the schools’ audience to cross the artform barriers</p>	<p>ACORN profiling (90 minute drive time) was undertaken, used extensively when negotiating marketing campaigns with producers</p> <p>Family-marketing enhanced via editorial in Blackpool and regional community newsletters</p> <p>Student Stampede introduced for opera (£6)</p> <p>Schools/students drama price reduced dramatically (to £5)</p> <p>Blackpool Council Education consultant advised on schools audience</p>
Generic Identity Development	<p>C.2.14. To develop the image of the Grand Theatre within the catchments and beyond</p>	<p>New retro-logo for National Theatre of Variety, see also C.2.18.</p>
Friends of the Grand Development	<p>C.2.16. To encourage conversion of 10 per cent of frequent attendees (4 or more times annually) to be Friends of the Grand Theatre</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>Total Friends of the Grand enrolment paid up at November 2006, subject to audit of separate Friends’ organisation</p> <p>Done, and reviewed for 2006</p> <p>Done</p>
Box Office development	<p>C.2.17. To maintain a wide-range of ticket prices and concessions for all attractions</p>	<p>Done</p>

Activity/Year	Year Two (2005-2006)	Progress November 2006
Website Development	C.2.18.	<p>Commissioned new website from Freebird Ltd Opened March 2006 By year end, reached 36,400 hits per month formerly 16,500 per month Content now exceeding 2,000 pages Online booking increasing, telephone sales assisted by interactive seating plan Content management in house Feedback opportunities Editorial updated daily Accessible media section, open for all Archive content for shows and heritage Extensive features on all dimensions of the Grand</p>
Grand Theatre Education	C.2.19. To develop the profile of, and attendance for, all education events	See lectures and workshops' progress
Monitoring	C.2.20. To monitor and evaluate all marketing activity	Box office and marketing, with producers, conduct in-depth postcode and source code breakdowns
Theatre-goer Satisfaction and Retention	C.2.21. To continually improve theatre-goer satisfaction and care	<p>Disability awareness has been provided in-house by Lancashire Disability Information Federation. Deaf awareness and communication tactics, basic British Sign Language training by J.M. Training. Level 1 visual awareness by Blackpool, Fylde and Wyre Society for the Blind. Two volunteers have been recruited and trained by 'Vocal eyes' as professional audio describers. Customer feedback promoted through new website</p>

Activity/Year	Year Two (2005-2006)	Progress November 2006
	To investigate a walk-to-car park service, for safety of theatregoers in vicinity of Grand Theatre	West Street Car Park refurbished by Blackpool Council. £3.00 admission introduced following negotiations between Licensee and Parkright. Improvements assist Grand Theatre
Media Relations	C.2.22. To update media release circulation list To host annual press reception	Done Done

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

Activity/Year	Year Two (2005-2006)	Progress November 2006
Governance	D.2.1. Board to receive short annual review of the Articles of Association in light of legislation under Companies Act and monitoring of any changes to obligations as charity trustees	Not diarized; auditor monitors Companies House returns plus Charitable status
Staffing – Structure	D.2.2. To continue 2005 structure and maintain current levels, subject to undertaking efficiency and effectiveness review	Done; box office and LX staff reduced in response to sales and performances
Staffing – Development, including Investors in People accreditation	D.2.3. To recognise the importance of staff development as a tool for enhancing the skills of individuals to the benefit of The Grand Theatre, and ensuring improved levels of motivation. To review accreditation by ‘Investors in People’ programme; Review Year One activities and develop accordingly	Training occurred for box office sales staff and Front of House Volunteers, access officer: motivations improved via changes in management team Licensee now holds ‘wild and performing animals license’ Resolved not to pursue IIP
Staffing – Health & Safety	D.2.4. To review set of policies and procedures for ensuring the health and safety of staff, companies and public	Undertaken in collaboration with Peninsula Business Services Ltd
Equipment	D.2.5. To ensure that the Grand Theatre is adequately equipped and maintained in order to facilitate the programme of activities, and effectiveness of staff Review capital equipment ‘wish’ list and re-prioritize accordingly	New lighting board installed Refurbished LX gear Done

Activity/Year	Year Two (2005-2006)	Progress November 2006
	<p>Review maintenance contracts, and re-tender where necessary</p> <p>To purchase necessary equipment for fulfillment of National Theatre of Variety, e.g., festoon curtains, star clothes, montage gauze &c, after securing sponsorship and grants</p> <p>To investigate and cost overhaul of stage flying systems, replacing steel wires</p> <p>To consider depreciation practices, for writing off equipment over fewer years, aligned to technology changes</p>	<p>Done</p> <p>Purchased two festoon curtains, one star cloth, one plain gauze Renovated 'original Blackpool gauze'</p> <p>Done</p> <p>Done, reduced depreciation term, eg LX Board 5 years from 10 years</p>
Phase Two Capital Refurbishment Project:	<p>D.2.6. According to Sam Lee Appeal income, to consider phased re-carpeting and re-seating, e.g., Stalls and Dress Circle only</p> <p>Review Year One activities and develop accordingly: Trust Board to consider financial position before proceeding further, notwithstanding shops acquisition and financial implication of dovetailing Phase Two and Phase Three</p>	<p>Resolved to carpet and re-seat entire house in June 2007, but excluding wallpapers and signage</p> <p>Phase Three held over</p>

Activity/Year	Year Two (2005-2006)	Progress November 2006
Phase Three Capital Refurbishment Project	<p>D.2.7. Review Year One activities and develop accordingly, including discussion with shop tenants re harmonizing facades to Grand Theatre buildings</p> <p>Licensee and Manager to write a brief to commission architectural feasibility study, in light of conservation plan, for new foyer and circulation space, to extend wrought iron glazed entrance canopy down Corporation Street to Matcham Court, thus replacing shop kiosks with new front of house circulation area for Stalls, thus releasing present foyer for improved box office; then possible lifts to Dress Circle, Upper Circle and Gallery, plus possible upper dressing rooms above Matcham Court elevation, plus examination of space implications for National Theatre of Variety</p> <p>To investigate reinstatement of Dressing Rooms for Studio Theatre, in administration zone</p> <p>To frame full cost plan for Phase Three, at present day prices</p> <p>To cost and commission new Victorian act-drop, as substitute decoration on safety curtain</p>	<p>Chairman and manager held discussions with Council re shop purchase; now prorogued</p> <p>Full conservation plan will follow conservation statement (done) as part of HLF funding application (itself delayed through time to deal with operational immediacy. Town Centre Heritage perimeter under review to possibly include Grand Theatre buildings</p> <p>No progress</p> <p>No progress, see above</p> <p>Phase three</p>
Maintenance of the Grand	<p>D.2.8. Architect, Licensee and Manager to research new external lighting scheme, plus feasibility of</p>	<p>Additional lights installed on West Street Car Park to bathe NW elevation. Advertising banner discounted and</p>

Activity/Year	Year Two (2005-2006)	Progress November 2006
Theatre buildings	<p>advertising banners and planning permission likelihood</p> <p>To repair damaged Gallery wall on Corporation Street elevation, including membrane for sealing against water ingress</p> <p>To repair/replace anti-pigeon netting on north west corner under dome</p> <p>To ensure that the National Theatre of Variety is emblazoned in an appropriate style on the Grand Theatre exterior</p> <p>To fully address the signage of the Grand Theatre</p> <p>To increase storage backstage, by removing air washer in plant room</p> <p>To refurbish crew room</p>	<p>highly unlikely to receive planning permission from Theatres Trust and English Heritage</p> <p>Whole of West elevation repaired (E79K); internal remedies awaiting conclusion of drying out process (2008)</p> <p>Awaiting Phase Three</p> <p>Banner erected February to November</p> <p>Awaiting Phase Three</p> <p>No progress</p> <p>Proceeding</p>
Catering	<p>D.2.9. To make a net profit of £86,750 from catering, including ice creams and soft drinks, the sum being paid to A&E</p> <p>To investigate reopening the Dress Circle Bar for lunchtime food</p>	<p>Surplus of £69,567</p> <p>Investigated and discounted in this year</p>

Activity/Year	Year Two (2005-2006)	Progress November 2006
	To open Matcham's Bar for day times during summer season, including open air drinking in Matcham Court	Done, successfully
Assets	D.2.10. To update the fixed assets register	Done
Consortia and Grand Theatre Consultancy	<p>D.2.11. To continue informal meetings of North British heritage theatres: Theatre Royal, Newcastle upon Tyne, Gaiety Theatre Isle of Man, Wakefield Theatre Royal & Opera House</p> <p>For Chairman to occasionally meet chairs of other theatres</p> <p>Licensee (assisted by Manager) to obtain external technical consultancy worth £5,000 to the Grand Theatre</p>	<p>Collaborated with Georgian Theatre Royal and Wakefield Opera House</p> <p>None this year</p> <p>None this year</p>
Legal and Financial	D.2.12.	Contracted with Peninsula Business Services Ltd to advise on personnel issues and health and safety
Research	D.2.13.	Commissioned and published Social and Economic Impact Study, with funds from Blackpool Council, ERDF, Blackpool Challenge Partnership and Grand Theatre Trust

E. FUNDING, DEVELOPMENT AND PARTNERSHIPS

Activity/Year	Year Two (2005-2006)	Progress November 2006
Arts Council England, North West	<p>E.2.1. To maintain relationships with the Arts Council England, North West</p> <p>To seek training opportunities for staff through travel grants</p> <p>To advocate new grants for presentation of occasional foreign companies</p>	<p>Protracted negotiations continued for receipt of Year Three Core Funding. Arts Council now in regular dialogue with Blackpool Council</p> <p>2 meetings with Director of Performing Arts and 1 meeting with satellite organization Audience Alliance</p> <p>No progress</p>
Annual Report	<p>E.2.2. 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>	Done
Blackpool Council	<p>E.2.3. To maintain relationships with Blackpool Council</p>	<p>Director of Culture now a trustee of A&E</p> <p>Much closer liaison in all aspects</p>
Corporate Membership, The Centenary Club and Sponsorship Packages	<p>E.2.4. To earn £50,000 net from sponsorship packages</p>	<p>£53,250 raised</p> <p>Centenary Club renamed Impresarios' Club</p> <p>New sponsors benefits via new website</p>
Individual Giving	<p>E.2.5. To continue to promote the use of bequests in wills, by producing new legacy leaflet</p> <p>To raise £15,000 from bucket collections at summer performances, from May to October, and other</p>	<p>New legacy scheme on Grand Theatre website; wills have been successful</p> <p>£4,054 raised</p>

Activity/Year	Year Two (2005-2006)	Progress November 2006
	<p>appropriate performances Review Year One activities and develop accordingly To have raised a total of £500,000 for The Sam Lee Appeal by October 2006 To formulate fundraising strategy for Phase III of The Glorious Grand Appeal</p>	<p>Raised £315,000 Appeal in progress until June 2007</p> <p>To await outcome of conservation study</p>
Friends of the Grand	<p>E.2.6. To service the Friends of the Grand through Manager attendance at FOG Committee meetings To contribute editorial to Friends Newsletter and assist FOG Coordinator in finding sponsor for the Newsletter</p> <p>To continue to seek capital donations from the Friends for specific equipment To receive three annual show sponsorships from the Friends</p>	<p>Done</p> <p>Done, also designed newsletter Licensee secured newsletter sponsorship from Baubles Jewellers</p> <p>£4,000 for summer season</p> <p>£3,000 for New Year's Eve concert £4,000 for Cavalcade of Variety</p>
Trusts, Foundations and other public agencies	<p>E.2.7. To make project applications to the Heritage Lottery Fund, TSB Foundation and the Mackintosh Foundation, and others, for support of the National Theatre of Variety and the Education programmes</p>	<p>Grant writer engaged and applications submitted for Sam Lee Appeal expecting results before June 2007 £14,750 grant obtained from Big Lottery Fund to produce Theatre at War and conference £5,000 obtained from Carson & Comerford Ltd for sponsorship of Cavalcade of Variety Fostered partnerships with Equity, Join the Party, Theatre Liaison Group, Blackpool Libraries, BID's, Blackpool and The Fylde College, etc</p>