

# Strategic Overview and Scrutiny Panel

**The Auditorium, firstsite,  
Colchester  
19 March 2013 at 6.00pm**

The Strategic Overview and Scrutiny Panel look at policies and strategies from a borough-wide perspective and ensure the actions of the Cabinet accord with the policies and budget of the Council. The Panel reviews corporate strategies within the Council's Strategic Plan, overviews Council partnerships, considers the Council's budgetary guidelines for the forthcoming year, and scrutinises Cabinet decisions or Cabinet Member decisions (with delegated power) which have been called in.

# Information for Members of the Public

## Access to information and meetings

You have the right to attend all meetings of the Council, its Committees and Cabinet. You also have the right to see the agenda, which is usually published 5 working days before the meeting, and minutes once they are published. Dates of the meetings are available at [www.colchester.gov.uk](http://www.colchester.gov.uk) or from Democratic Services.

## Have Your Say!

The Council values contributions from members of the public. Under the Council's Have Your Say! policy you can ask questions or express a view to meetings, with the exception of Standards Committee meetings. If you wish to speak at a meeting or wish to find out more, please refer to Attending Meetings and "Have Your Say" at [www.colchester.gov.uk](http://www.colchester.gov.uk)

## Private Sessions

Occasionally meetings will need to discuss issues in private. This can only happen on a limited range of issues, which are set by law. When a committee does so, you will be asked to leave the meeting.

## Mobile phones, pagers, cameras, audio recorders

Please ensure that all mobile phones and pagers are turned off or switched to silent before the meeting begins and note that photography or audio recording is not permitted.

## Access

There is wheelchair access to the Town Hall from St Runwald Street. There is an induction loop in all the meeting rooms. If you need help with reading or understanding this document please take it to Angel Court Council offices, High Street, Colchester or telephone (01206) 282222 or textphone 18001 followed by the full number that you wish to call and we will try to provide a reading service, translation or other formats you may need.

## Facilities

Toilets with lift access, if required, are located on each floor of the Town Hall. A vending machine selling hot and cold drinks is located on the ground floor.

## Evacuation Procedures

Evacuate the building using the nearest available exit. Make your way to the assembly area in the car park in St Runwald Street behind the Town Hall. Do not re-enter the building until the Town Hall staff advise you that it is safe to do so.

Colchester Borough Council, Angel Court, High Street, Colchester  
telephone (01206) 282222 or textphone 18001 followed by the full number you wish  
to call

e-mail: [democratic.services@colchester.gov.uk](mailto:democratic.services@colchester.gov.uk)

[www.colchester.gov.uk](http://www.colchester.gov.uk)

### **Terms of Reference (but not limited to)**

To review corporate strategies and strategic partnerships to ensure the actions of the Cabinet and Portfolio Holders accord with the policies and budget of the Council.

To monitor and scrutinise the financial performance of the Council, and make recommendations to the Cabinet particularly in relation to annual revenue and capital guidelines, bids and submissions.

To link the Council's spending proposals to the policy priorities and review progress towards achieving those priorities against the Strategic / Action Plans.

To scrutinise executive decisions made by Cabinet or a Cabinet Member, the Colchester and Ipswich Joint Museums Committee and the North Essex Parking Partnership (decisions relating to off-street parking only) which have been made but not implemented, and referred to the Panel through call-in.

To monitor the Council's operational performance in relation to the Strategic Plan and Performance Indicators, and the Cabinet's performance in relation to the Forward Plan.

The panel will be the appropriate route for any member to refer a 'local government matter' in the context of Councillor Call for Action.

### **Process for Councillor Call for Action**

Councillors have the ability to call for debate and discussion a topic of neighbourhood concern, limited to issues affecting a single ward, in an attempt to bring about specific solutions for local problems, without going through the Council's executive decision making process.

Members may not call for debate matters relating to a planning or licensing decision, an individual complaint or where a right of recourse to a review or right of appeal is already provided for in law. Examples of where a member can bring an action to the panel's attention are poor service performance or increased anti-social behaviour.

The panel may reject a request as not within the guidance or where they consider the usual channels have not been exhausted, or accept that an investigation is the appropriate action.

The panel may conduct an investigation in the usual scrutiny manner and a report with recommendations will be compiled and brought to the Council or partners attention, with the Council or partners having a duty to respond. The panel will consider and publish the responses to their recommendations and feed back this information to the Councillor requesting the action.

**COLCHESTER BOROUGH COUNCIL  
STRATEGIC OVERVIEW AND SCRUTINY PANEL  
19 March 2013 at 6:00pm**

**Members**

Chairman : Councillor Kevin Bentley.  
Deputy Chairman : Councillor Beverly Davies.  
Councillors Kim Naish, Nigel Offen, Gerard Oxford,  
Helen Chuah, Bill Frame, Pauline Hazell, Peter Higgins and  
Terry Sutton.

**Substitute Members** : All members of the Council who are not Cabinet members or members of this Panel.

**Agenda - Part A**

(open to the public including the media)

Members of the public may wish to note that agenda items 1 to 5 are normally brief and agenda items 6 to 9 are standard items for which there may be no business to consider.

**Pages**

**1. Welcome and Announcements**

(a) The Chairman to welcome members of the public and Councillors and to remind all speakers of the requirement for microphones to be used at all times.

(b) At the Chairman's discretion, to announce information on:

- action in the event of an emergency;
- mobile phones switched off or to silent;
- location of toilets;
- introduction of members of the meeting.

**2. Substitutions**

Members may arrange for a substitute councillor to attend a meeting on their behalf, subject to prior notice being given. The attendance of substitute councillors must be recorded.

**3. Urgent Items**

To announce any items not on the agenda which the Chairman has agreed to consider because they are urgent and to give reasons for the urgency.

**4. Declarations of Interest**

The Chairman to invite Councillors to declare individually any interests they may have in the items on the agenda. Councillors should consult Meetings General Procedure Rule 7 for full guidance on the registration and declaration of interests. However Councillors may wish to note the following:-

- Where a Councillor has a disclosable pecuniary interest, other pecuniary interest or a non-pecuniary interest in any business of the authority and he/she is present at a meeting of the authority at which the business is considered, the Councillor must disclose to that meeting the existence and nature of that interest, whether or not such interest is registered on his/her register of Interests or if he/she has made a pending notification.
- If a Councillor has a disclosable pecuniary interest in a matter being considered at a meeting, he/she must not participate in any discussion or vote on the matter at the meeting. The Councillor must withdraw from the room where the meeting is being held unless he/she has received a dispensation from the Monitoring Officer.
- Where a Councillor has another pecuniary interest in a matter being considered at a meeting and where the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the Councillor's judgment of the public interest, the Councillor must disclose the existence and nature of the interest and withdraw from the room where the meeting is being held unless he/she has received a dispensation from the Monitoring Officer.
- Failure to comply with the arrangements regarding disclosable pecuniary interests without reasonable excuse is a criminal offence, with a penalty of up to £5,000 and disqualification from office for up to 5 years.

## **5. Minutes**

**1 - 8**

To confirm as a correct record the minutes of the meeting held on 12 February 2013.

## **6. Have Your Say!**

(a) The Chairman to invite members of the public to indicate if they wish to speak or present a petition at this meeting – either on an item on the agenda or on a general matter not on this agenda. You should indicate your wish to speak at this point if your name has not been noted by Council staff.

(b) The Chairman to invite contributions from members of the public who wish to Have Your Say! on a general matter not on this agenda.

**7. Items requested by members of the Panel and other Members**

(a) To evaluate requests by members of the Panel for an item relevant to the Panel's functions to be considered.

(b) To evaluate requests by other members of the Council for an item relevant to the Panel's functions to be considered.

***Members of the panel may use agenda item 'a' (all other members will use agenda item 'b') as the appropriate route for referring a 'local government matter' in the context of the Councillor Call for Action to the panel. Please refer to the panel's terms of reference for further procedural arrangements.***

**8. Referred items under the Call in Procedure**

To consider any decisions taken under the Call in Procedure.

**9. Decisions taken under special urgency provisions**

To consider any Portfolio Holder decisions taken under the special urgency provisions.

**10. Review of the Council's funding and partnership delivery arrangements with Colchester Arts Centre, firstsite and the Mercury Theatre**

**9 - 40**

See report from the Head of Strategic Policy and Regeneration.

The following representatives have accepted an invitation to attend and present to this meeting:

Daniel Buckroyd, Artistic Director, Mercury Theatre  
Theresa Veith, Executive Director, Mercury Theatre  
Matthew Rowe, Artistic Director, firstsite  
Wayne Warner, Commercial Director, firstsite  
Anthony Roberts, Director, Colchester Arts Centre

**11. Exclusion of the public**

In accordance with Section 100A(4) of the Local Government Act 1972 and in accordance with The Local Authorities (Executive

Arrangements) (Access to Information) (England) Regulations 2000 (as amended) to exclude the public, including the press, from the meeting so that any items containing exempt information (for example confidential personal, financial or legal advice), in Part B of this agenda (printed on yellow paper) can be decided. (Exempt information is defined in Section 100I and Schedule 12A of the Local Government Act 1972).





# STRATEGIC OVERVIEW AND SCRUTINY PANEL

## 12 FEBRUARY 2013

*Present :-* Councillor Beverly Davies (Chairman)  
Councillors Helen Chuah, Bill Frame, Pauline Hazell,  
Peter Higgins, Kim Naish, Gerard Oxford and  
Terry Sutton

*Substitute Members :-* Councillor Will Quince for Councillor Kevin Bentley  
Councillor Nick Barlow for Councillor Nigel Offen

*Also in Attendance :-* Councillor Paul Smith

### 24. Minutes

The minutes of the meetings held **15 January 2013** and **28 January 2013** were confirmed as a correct record.

### 25. Councillor Locality Budgets

Mrs. Amanda Chidgey, Democratic Services Manager presented the report on the Councillor Locality Budgets.

Mrs. Chidgey explained that the Locality Budgets had been approved by Cabinet in March 2012, one of a number of Jubilee Projects, and were intended to support a diverse range of local community projects and opportunities.

The Panel was reminded of the agreed guidelines for the budgets as illustrated in Appendix A of the report, and the schedule setting out the applications and the amount of spend so far approved.

In response to Councillor Davies, Mrs. Chidgey confirmed that no carry forwards of the budgets into 2013-14 will be permitted, and the accountants had also confirmed that all requests for funds in this financial year must be submitted by 28 February 2013. Councillor G. Oxford said he believed the one year Councillors are given to spend the money was adequate.

Mrs. Chidgey responded to Councillor Frame, saying that all applications are considered but once approved it is on the understanding that the application is a one-off cost that cannot incur ongoing revenue expenditure. Whilst there needed to be clarity for funding joint partnership applications and applications which did not to constitute gaps in funding (e.g. salt bins) they had been approved during the year so as to avoid declining requests for funds. That said members appreciated that the allocation of funds will get smarter.

In response to Councillor Quince, Mrs. Chidgey said with respect to the cost to administer the scheme, it was a new scheme that had required time to learn and work through the process, and required the need for an accurate audit trail in respect of

budget expenditure. Whilst this had taken time, it was envisaged that this process will become more straightforward in future years.

Councillor Sutton said the report was succinct but informative, and whilst thanking officers for administering the scheme, still believed the process had incurred some additional costs. Mrs. Chidgey said outside of the administrative process, the scheme is reliant on the good will of officers from service areas such as Parks and Recreation, who even during busy times give time to support the scheme.

Councillor Paul Smith, Portfolio Holder for Business and Resources responded to Councillors Quince and Sutton, saying Locality Budgets was a fair scheme that embraced localism and applied equally to all Councillors. Councillors had the opportunity to spend money themselves or in partnership with other Councillors or Council partners on local community projects. Councillor Smith said the Locality Budgets are separate to the Government Grants passed directly to the parishes, provided a power to local councillors that they never had before, moved some funds away from centralised budgets and enabled individuality.

Councillor Quince still believed this amounted to a double taxation to local residents, and whilst it was nice to have these budgets, did not think the expenditure was essential and questioned whether it could be justified.

Councillor Naish believed the scheme would benefit from more cooperation between individual ward councillors including those from different political groups.

Councillor Smith, in response to Councillor Davies, could not see any reason why she should not allocate her budget towards a new CCVS vehicle, confirming that one other councillor had already committed funds to the CCVS Transport Scheme. Councillor Davies said it would be useful for members to receive some future guidance on the process and to include officer's advice on the types of projects that would benefit from funding.

Councillor Frame believed that overall the scheme had been a success, with a multitude of things accomplished that had all in some way added to the quality of life of local residents.

*RESOLVED* that the Panel:-

- i) Commented on and noted the Councillor Locality Budget scheme.
- ii) Consideration be given by the Member Development Group to the provision of an information gathering event on the Locality Budget process and to include officer's advice on the types of projects that would benefit from funding.

## 26. Sickness Absence

The Panel agreed to review the Council's Sickness Absence following the review of Half Yearly Performance report presented to the Panel at the meeting on 15 January 2013.

Mrs. Jessica Douglas, Senior Manager, Corporate Management presented the Sickness Absence report that provided a detailed analysis of current sickness levels and procedures, together with historical sickness data and benchmarking data to provide the Panel with some context.

In response to Councillor Oxford regards to the difficulty in identifying work related stress and depression in a changing and challenging environment, Mrs. Douglas said there is a need to drill down into current data to try and determine a more accurate assessment of this condition, and the Council has agreed for Anglia Ruskin University to carry out research that it is hopes will provide this information.

Mrs. Douglas also explained that the overall sickness levels for Colchester had recently been skewed due to the high sickness levels of staff within Parking Services, who had themselves been transferred-in from the Councils making up the North Essex Parking Partnership. Proactive management of the situation together with the help and advice of a Human Resources Business Advisor has seen the level of sickness in this service reduce to 9.52 days in December 2012 from a level of 21.65 days in December 2011.

Councillor Hazell expressed concern for staff who may feel a loss of belonging to the Council due to the continuous fundamental service review (FSR) process, prompting Councillor Davies to ask about what help and advice was available to staff in these situations. Mrs. Douglas explained that the Council ensures that each review is supported by a Communications and Engagement Plan, as the one to be considered at this meeting for the FSR for Customer Contact, and whilst the plan targets specific audiences, Council Staff are at the forefront of this process. More specifically staff receives regular updates via staff cascades with face to face briefings from managers, Executive Management presentations and staff workshops, and can self-serve via the intranet. Telephone advice is not available at present and comes at a cost, but the benefits from such a service are being considered.

Mrs. Douglas explained to Councillor Quince that in the past the cost of overtime and agency staff to cover sickness absence had been reported, and it will be possible to report this information in future reports.

*RESOLVED* that the Panel:-

- i) Considered and commented on the report providing sickness absence in the Council, including how sickness absence is measured and managed corporately and within services.
- ii) Agreed that any future reports on sickness absence will include the cost of overtime and agency staff to cover sickness absence.

## 27. Welfare Reform

### **Councillor Frame (in respect of being a Member of the Colne Housing Board) declared non-pecuniary interests in the following item pursuant to the provisions of Meetings General Procedure Rule 7(5);**

Mrs. Ann Hedges, Executive Director and Mr. Jason Granger, Customer Coordinator, attended the meeting for this item.

Mrs. Hedges provided an overview of the report that detailed the work being undertaken to support the implementation of welfare reform.

Mrs. Hedges informed the Panel that the Council is being very proactive and thorough in the groundwork needed prior to the welfare reform changes commencing on 1 April 2013. This work includes officers within the Customer Services Centre providing Advice Sessions for various groups including Councillors. The Cross Service Team of whom Jason Granger is a member, are identifying and contacting households where key residents are affected by the changes and facing a short-fall in welfare income, and for which a range of support is being offered.

Mrs. Hedges said the proactive communication and advice work in Colchester has led to very positive results, and that was reflected in the comments and praise by Councils and Government, and resulted in Mr. Granger speaking to a range of different Councils about our work.

Councillor Quince took the opportunity to thank officers for their excellent proactive work in forewarning local residents, work that had received national coverage. Councillor Oxford and later Councillor Hazell endorsed Councillor Quince's comments.

Mr. Granger agreed to provide Councillors with a simple guide explaining the changes and with contact names and numbers.

In response to Councillor Naish and his concern for residents who due to physical disability or a lack of on-line facility may feel further vulnerability, it was explained that the Council is sympathetic to this issue and officers are working with Job Centre Plus and the Department of Welfare and Pensions to endeavour to ensure that all affected residents are contacted and advised accordingly. It is acknowledged that these changes will be difficult for some residents but officers are trying to ensure residents are as well prepared as possible. Mrs. Hedges said the work had been helped by officers working in close partnership with Job Centre Plus. Letters and leaflets, and a You Tube video are being used to get key messages to local residents.

In response to Councillor Barlow, Mrs. Hedges and Mr. Granger explained that the implementation of Universal Credit will commence in October 2013, and leading up to this date, a number of pilot projects will be rolled out, starting in April including direct debit projects. This work is part of the overall Communication Plan for residents and partners.

Mrs. Hedges and Mr. Granger explained to Councillor Frame that officers had written to all households in respect of Under Occupation and this work was being done in partnership with landlords as well as residents, and continued in a coordinated approach. In regards to Universal Credit, whilst acknowledging there was a need to increase awareness, there will remain a risk that the new way of working will increase rent arrears. Many residents will require support and be advised on alternative methods of payment such as direct debit.

Councillor Smith said the Council has contacted all London Boroughs to ask if they will inform Colchester if they are intending to transfer residents to Colchester. This was in light of Councillor Quince's concern that welfare reform could force London Boroughs to purchase blocks of houses in Colchester with the sole purpose of transferring their own residents who have complex needs.

*RESOLVED* that the Panel:-

- i) Noted and commented on the work being undertaken to support the implementation of welfare reform.
- ii) Thanked officers for their proactive communication and advice work to local residents on welfare reform.
- iii) Requested that Councillors are provided with a simple guide explaining the changes and with contact names and numbers.
- iv) Requested that Councillors receive a link to the educational You Tube video.

## **28. Universal Customer Contact FSR - Communication and Engagement Plan, and Risk Register**

Mrs. Pam Donnelly, Executive Director and Mr. Gareth Mitchell, Head of Strategic Policy and Regeneration attended the meeting for this item.

Mrs. Donnelly introduced the paper providing an update on the draft Communication and Engagement Plan and Risk Register for the Fundamental Service Review (FSR) of Customer Contact.

Mrs. Donnelly explained that the review was now well under way with the Governance Arrangements close to being finalised and an Implementation Board comprising of cross party members and executive officers now up and running and having met for the first time very recently. The Board will meet regularly to consider themed presentations and progress updates. The Senior Management Team will be updated regularly on the Engagement Plan and Risk Register, led by the Chief Executive and with a clear focus.

Following on from the earlier discussions on stress related symptoms due to the FSR process, Mrs. Donnelly reiterated that whilst the plan targets specific audiences, Council Staff are at the forefront of the process, engaged at every stage with regular updates via staff cascades with face to face briefings from managers.

Mr. Mitchell said the Engagement Plan and Risk Register presented to Members reflected where we have got to and as it was work in progress welcomed any feedback from the Panel.

Mr. Mitchell said the Plan was draft and needs further work but broadly sets out officer's thinking with key elements to focus on. The Plan provided an overview of what is required and the specifically targeted audiences.

With regards to the timetable, Mr. Mitchell said a Resident's Survey is now in progress and will provide a baseline on the satisfaction of the Council's key customers and will be used as a 'tracker' to gauge opinion year on year.

Staff had been contacted via the staff e-magazine and the fourth Staff Cascade fed through the organisation and with the opportunity to ask questions. The Employee Survey was in progress and will again be used as a 'tracker' to gauge how well the FSR is progressing as the changes take affect.

In response to Councillor Davies, Mr. Mitchell said it was hoped that the on-going self participating dialogue between staff and senior management will act as a 'rumour buster'.

Location changes as a result of the FSR are being led by Mrs. Ann Hedges, and the draft plans for the new Customer Services Centre in the Library will soon be at a stage to present to the Implementation Board. Mrs. Donnelly said officers are working with their counterparts at Essex County Council and once the final design is complete it will be made available for full engagement.

Councillor Sutton, member of the Implementation Board confirmed that the Board agree that the staff are extremely important to the whole process and are meeting on a monthly basis to consider progress updates and results of surveys.

Mr. Mitchell confirmed that online surveys provide useful feedback on how people find and use the Colchester website, and will form part of the thinking to encourage residents and general public to move online, and likewise, Mrs. Donnelly said feedback from face to face and telephony interaction will also help shape the organisation by encouraging customers to transact in many ways. In response to Councillor Naish who remained concerned about alienating residents without online facilities, Mrs. Donnelly said vulnerable residents such as the elderly and those with complex needs are at the forefront of the minds of those responsible for the implementation process, and she hoped to reassure members by saying the face to face environment being considered in the Library will be of a higher quality than that experienced by customers at Angel Court, and this was an important aspiration that the Implementation Board is committed to. The new contact centre will allow for confidential conversations and complimenting the customer contact centre, there will be a range of services currently available centrally, that will be made available locally to save residents the expense of travelling into the town centre.

Councillor Oxford said the relocation of the Contact Centre to the Library coupled with the changes to road access and parking in the High Street from March will

disadvantage disabled customers who will need to travel considerably further to get to the new location. It was confirmed that the Library building itself is fully DDA (Disability Discrimination Act) compliant and Mrs. Donnelly said an Equality Impact Assessment (EQIA) had already been completed, but confirmed that as the process developed and more key milestones are reached, so further EQIAs will be completed. Mrs. Donnelly said she will talk to Mrs. Hedges about the plans for the Library so that as the plans develop a focus group to consider the location will be organised to test the locality for residents with different needs.

In response to Councillor Quince, Mrs. Donnelly said whilst work on the Library as the central point of contact for customers progresses, it has remained work that has been progressing towards a final conclusion since November 2012. In the meantime, the Council still remains obligated to Angel Court and discussions about the future of Angel Court are still ongoing.

Mrs. Donnelly confirmed the Risk Register was presented to the Panel in draft form, a dynamic document changing all the time. The risks are grouped into four headings, ICT, Cultural Change, Financial and External Factors and as the FSR progresses so risks are added and some will change with implementation. Mrs. Donnelly confirmed the register will be presented regularly to the Implementation Board.

Following the earlier discussions, it was agreed that there are risks concerning the Library as the new location and this should be added to the register. In response to Councillor Davies, it was also agreed, in light of the earlier discussions, to add absenteeism as a key risk.

Councillor Higgins said risks are events and some of the risks listed in the register are not events. Mrs. Donnelly said she will take advice on the risks, and ensure all listed risks are 'event' orientated. In response to Councillor Frame, Mrs. Donnelly said as themes within the FSR develop they will be added to the Risk Register

*RESOLVED* that the Panel:-

- i) Considered and commented on the draft Risk Register and Communications and Engagement Plan in relation to the Customer Contact Fundamental Service Review.
- ii) Requested a focus group is organised to consider the Library as the central contact centre for Council customers, with the sole purpose of testing the locality for customers with different needs, and to feed this information back into the scrutiny process.
- iii) Requested that the Library as the possible location for the Customer Contact Centre and Absenteeism is added to the risk register.
- iv) Agreed for further reviews of the Risk Register take place as part of the Panel's ongoing monitoring role.

## **29. Work Programme**

The Panel noted the extra meeting on 12 March 2013 to review Bus Transportation, including working with the new Bus Station, and with invitations going to officers at Essex County Council and local bus operators.

Councillor Frame, in light of the recent national concerns over food safety standards requested that an item should be added to the future Work Programme for the review of Public Health - Food safety for children at school. Whilst there was not sufficient time to organise this for the March meetings, Mr. Robert Judd, Democratic Services Officer said he would add this item to the Work Programme for consideration by the Panel at the first meeting in 2013/14.

*RESOLVED* that the Panel commented on and noted the Work Programme 2012/13.



## Strategic and Overview Scrutiny Panel

Item  
**10**

19 March 2013

Report of

Head of Strategic Policy and  
Regeneration

Author **Josie Worner**  
☎ 282914

Title

**Review the Council's funding and partnership delivery arrangements with Colchester Arts Centre, firstsite and the Mercury Theatre**

Wards  
affected

Not applicable

**The Panel will review the Council's funding and partnership delivery arrangements in Colchester's art and cultural organisations and the extent to which those organisations contribute to the Council's strategic priorities and policies and to make the appropriate recommendations to Cabinet for consideration.**

### 1. Scope of review

- 1.1 The Panel has been asked to review the Council's funding and partnership delivery arrangements with Colchester's arts and cultural organisations. The basis for scrutiny will be the Funding Agreement framework against which the current contribution to the Council's Strategic priorities will be judged by the panel.
- i. Consider the current performance against the current standard(s).
  - ii. Consider the fit between the contribution of the funded arts partners and the Council's strategic priorities and plans.
  - iii. Make the appropriate recommendations to Cabinet.

### 2. Reasons for undertaking the review

- 2.1 The Council's Code of Corporate Governance states the aim for robust scrutiny, and a principle to engage with stakeholders to ensure public accountability.
- 2.2 Following the panel's review of Colchester's arts and cultural partners in November 2008, the panel requested further annual reviews. The last review was undertaken in July 2011.

### 3. Representatives

- 3.1 The following representatives have accepted an invitation to attend and present to this meeting:

Daniel Buckroyd, Artistic Director, Mercury Theatre  
Theresa Veith, Executive Director, Mercury Theatre  
Matthew Rowe, Artistic Director, firstsite  
Wayne Warner, Commercial Director, firstsite  
Anthony Roberts, Director, Colchester Arts Centre

- 3.2 The Chairs of the respective Boards of Trustees have been invited to attend the meeting.

#### **4. Partnership delivery arrangements**

- 4.1 Colchester's cultural organisations help to make Colchester the place to live, learn, work and visit. They have a role to play in community development, ensuring older and younger people have things to do, and vulnerable groups have positive ways to interact in their local community. The organisations are vitally linked to the creative industries and tourism economy, both priority sectors for the Borough.
- 4.2 This cultural and creative asset base is a result of a strong funding partnership between the Council, the arts organisations, the Arts Council England, and Essex County Council which has been in place for more than 10 years.
- 4.3 Annual Funding Agreements set out the activity and targets for partnership delivery in line with the Creative Colchester strategy which is the key deliverable stated in the Strategic Plan. A copy of the Funding Agreements will be provided to Members in electronic form and a copy will be provided on the evening of the review.
- 4.4 The partner organisations are:

##### **Firstsite**

Firstsite is a contemporary visual arts organisation with a vision to enable new connections between art, artists, audiences and communities through the delivery of a programme of contemporary visual art which is both relevant locally and significant internationally

##### **Colchester Arts Centre**

Colchester Arts Centre promotes a range of contemporary performing arts and takes a leading role in the development of live art through commissions and partnerships. The Centre's mission is to provide, stimulate and nurture a diverse series of arts events of the highest quality and in doing so support new work, innovation, experimentation and international work.

##### **The Mercury Theatre**

The Mercury Theatre creates work for local audiences and communities. It strives to reach a younger and broader audience through high quality, diverse work. The MTC aims for regional, national and international collaboration, partnerships, and recognition.

#### **5. Financial Arrangements**

- 5.1 The Council determines the level of funding that will be provided on an annual basis, but it aims to support the organisations' medium-term business and operational plans. The funding is agreed by Cabinet and full Council. The terms and conditions of funding including eligibility criteria and performance

monitoring arrangements are set out in the Funding Agreements. A copy of the Funding Agreements will be provided to Members in electronic form and a copy will be provided on the evening of the review.

5.3 Between 1 April 2012 and 31 March 2013, the Council provided funding of:

- £67,000 to Colchester Arts Centre
- £150,500 to firstsite Ltd.
- £246,500 to the Mercury Theatre

## **6. Strategic Plan References**

6.1 Colchester Arts Centre, firstsite and the Mercury Theatre deliver on the Council's vision to make Colchester the place to live, learn, work and visit. Supporting tourism, heritage and the arts is a stated priority to achieve this mission.

6.2 The action plan states that the Council will work in partnership with these organisations to deliver the Creative Colchester strategy, which aims to harness the cultural and creative industries for maximum community, economic and place benefits.

6.3 The Funding Agreements set targets to deliver the Council's Creative Colchester strategy:

- Talent
- Growing the economy
- Cultural and creative tourism
- Community development
- Bringing it to life
- Buildings and spaces

## **Strategic Arts Funding Programme 2012/13**

Funding Agreement between

Colchester Borough Council

and firstsite Ltd

### **1.0 Introduction**

- 1.1 Colchester's vibrant cultural scene is one of the town's unique selling points. Colchester Arts Centre, firstsite and the Mercury Theatre are central to this, providing the leadership, capacity, and innovative programmes of delivery to make Colchester a great place to live, learn, work and visit.
- 1.2 The Council's provides core revenue grants to these organisation, through the Strategic Arts Funding Programme, because they deliver on the Council's Strategic Plan, in particular the Creative Colchester strategy which is an associated, detailed delivery framework. In line with the new Creative Colchester strategy, the Council will continue to work with regional partners to align our policy and funding to help deliver it.
- 1.3 As part of the Council's commitment to transparency, quality and performance management systems, the organisations that receive Strategic Arts Funding must set out clear objectives and provide performance and sector data so that the service that is provided through partnership working can be measured, evaluated and improved. This document defines the performance targets and monitoring process.
- 1.4 firstsite is one of the strategically-funded organisations. During the period of this agreement, firstsite will be in its first year of operation of the new building. As such, the performance targets set out in this agreement have a particular focus upon the successful operation of the new building, nurturing creative talent locally and driving new ideas and new audiences by offering a varied programme. A monthly monitoring meeting is requested by the Portfolio Holder.

### **2.0 Scope and Financial Arrangements**

- 2.1 The Council's investment in firstsite Ltd will be £150,500 to cover the period 1 April 2012 to 31 March 2013. The investment was agreed by the Cabinet and full Council in line with the budget strategy to support the core operations of the organisation as set out in the Business Plan and to meet the targets for performance set out in section 9 of this Agreement.
- 2.1 Upon signature of this Agreement, the Council shall release the funding in two instalments in the second and fourth financial quarters.
- 2.2 On signing this Agreement, firstsite Ltd recognises that it is in receipt of public funding and accepts responsibility for showing proof of eligibility, meeting the targets for performance, and collecting qualitative and quantitative performance data to provide evidence of the service standards. Firstsite also agrees to provide available sector data to assist with monitoring and performance assessment.

- 2.3 Where appropriate, Colchester Borough Council will provide non-financial support to the organisation where it seeks to develop additional services that contribute towards meeting the Council's strategic priorities. If these additional services are developed to a point that requires additional funding, the Council may issue a separate funding agreement. If this circumstance arises, the services will be deemed to fall outside of this agreement.

### **3.0 Eligibility and Criteria for Acceptance**

- 3.1 In order to be eligible for funding firstsite Ltd must supply evidence to demonstrate that it is:

- a. Properly constituted
- b. Financially viable
- c. Able to manage its work effectively, monitor and manage risk, and seek necessary professional financial, legal and insurance advice
- d. Operating with effective policies and procedures in equal opportunities, health and safety, equality and diversity, access, and protection of children, young people and vulnerable adults.
- e. Delivering on the strategic priorities as set out in the Council's Strategic Plan and the Creative Colchester strategy

### **4.0 Performance monitoring framework**

- 4.1 Before commencement of this Agreement, firstsite Ltd must submit a Business Plan, financial plan, and a copy of the audited accounts from the previous year.
- 4.2 Throughout the term of the Agreement, the organisation must submit quarterly budget reports and invite a Council representative to observe two Board meetings. The organisation will also participate in two bi-annual review meetings, as outlined below.
- 4.3 At the end of the Agreement period, firstsite Ltd must submit audited accounts; performance data (turnover, audience and participation levels), and evidence of delivery of the performance targets set out in Section 9.

### **5.0 Monthly review process**

- 5.1 A review meeting will take place between Colchester Borough Council and firstsite Ltd on a monthly basis during the period of this Agreement. The meetings shall be attended by the relevant Portfolio Holder and Officer of the Council and the Executive Director and Commercial Director of firstsite.
- 5.2 At least one of the review meetings shall also be attended by firstsite's Chair and relevant officers from Arts Council England and Essex County Council to ensure that dialogue takes place between the partners at a strategic level and that any factors affecting performance are discussed openly and effectively.
- 5.3 The Council's Portfolio Holder will have to represent the partnership with firstsite at Cabinet, Council and Scrutiny Panel meetings and be able to discuss performance against their delegated responsibilities as an elected Member. As such, the review process should be seen as an opportunity to ensure that the Portfolio Holder can evidence performance within their area.

## **6.0 Acknowledgement of funding**

- 6.1 Firstsite Ltd will acknowledge its financial assistance from Colchester Borough Council in all marketing and communication materials in print, electronic format, broadcasts and other.
- 6.2 The organisation is asked to specify particular steps that it will take within the period of this Agreement to promote the support that it receives from the Council in Section 9 below.

## **7.0 General conditions**

- 7.1 The investment provided under this agreement may not be assigned to any other person, association or company other than in the course of delivering the Business Plan and agreed programme, products and services.
- 7.2 This Agreement does not constitute the organisation as an agent of the Council or otherwise make the Council liable to any person who may take proceedings against the organisation.
- 7.3 Colchester Borough Council cannot participate in the direction of the organisations' affairs. However, the Council should be consulted where any change or development might effect this Agreement.
- 7.4 Funds will be repayable in full to the Council in the event of any of the following:
- i. Misuse of payments received from the Council by firstsite Ltd.
  - ii. A breach of the law by the firstsite Ltd
  - iii. Petitioning the Court for the appointment of an administrator
  - iv. Having a receiver appointed over all or any part of firstsite Ltd's assets
  - v. Being the subject of a petition or resolution for firstsite's 'winding up'

## **8.0 Breach in agreement**

- 8.1 In the event of either firstsite Ltd or Colchester Borough Council notifying the other in writing of a breach in this agreement, the parties shall meet to discuss the alleged breach within 21 days.
- 8.2 Both firstsite Ltd and the Council agree that they have an equal responsibility to reach a practical and reasonable solution to the breach, but if after 12 weeks a solution has not been agreed then the parties mutually agree to arbitration.

## **9.0 Specification of performance targets**

- 9.1 The specification of performance targets has been developed collaboratively with firstsite Ltd The information provided here substantiates the Council's decision to invest public funds in a third-party, partnership delivery model.
- 9.2 The information is set out in line with the Creative Colchester Strategy as an associated delivery framework to the Council's Strategic Plan. It will help to convey to Members, colleagues and the community how the Council's financial support is an effective and efficient way to deliver services to meet local identified needs.

**What are your targets for performance to deliver the Creative Colchester strategy, the detailed, associated framework to o deliver the Strategic Plan.**

<p><b>Overarching performance targets</b></p>	<ul style="list-style-type: none"> <li>• Achieve return on investment / leverage of £6.33 for every £1 of local authority grant.</li> <li>• Deliver a turnover of £1,556,477</li> <li>• Funding breakdown ACE £850,000 / ECC £100,000 CBC £150,000</li> <li>• Participation numbers specific to schools and educational learning 6000</li> <li>• Deliver 150,000 visitors annually</li> <li>• Commitment to procure and spend locally to help support the local economy. (£500,000)</li> </ul>
<p><b>Development of creative talent</b></p>	<p>Through firstsite artist support programme, we are able to offer support to creative practitioners, artists and community initiatives. This support will be in a number of forms such as business planning, legal, mentoring, promotion and peer led initiatives. Examples are:</p> <ul style="list-style-type: none"> <li>• Support and fostering of groups and initiatives such as: Slack Space; CFS; Buffalo Tank, Colchester and Tendring Open Studios as well as opportunities for individuals and supporting 120 creative practitioners.</li> <li>• Present a programme of national and international significance to feed and inspire local talent.</li> <li>• Collaborate with Colchester Institute and School of Art and University of Essex to provide opportunities for employment of graduates; enhanced learning programmes and incubation programmes.</li> <li>• Support cuckoo farm in the next phase of its development.</li> <li>• Support local talent through new opportunities e.g. apprenticeships/interns</li> <li>• Work with local organisations to support public realm events.</li> <li>• Support and develop 15 Queen Street as a creative hub and enhance our relationships with creative entrepreneurs by offering business support to resident members and growth of the membership base to 50.</li> <li>• Continue to build relationships and build on the success of the creative sector, specifically 15 Queen Street.</li> <li>• Support local employment directly through firstsite and indirectly through partnerships.</li> </ul>
<p><b>Growth of the creative</b></p>	<p>Deliver artists support and professional development programme.</p> <ul style="list-style-type: none"> <li>• Support sessions for local Artists including mentoring for</li> </ul>

<p><b>economy</b></p>	<p>Cuckoo Farm Studios.</p> <ul style="list-style-type: none"> <li>• Management of 'Essex Summer of Art' 20 trails and a minimum of 40 Colchester based artist studios.</li> <li>• Mentor and support self-organised artists' initiatives, such as Slack Space to help bring activity into a minimum of 2 empty shops in Colchester's town centre.</li> <li>• Grow 15 Queen street audiences through events and memberships and prepare for the execution of the new creative business centre.</li> <li>• Support the creative sector by nurturing relationships with the commercial &amp; business sectors through events at firstsite.</li> <li>• Employment of 30 FTE's and in addition 15 staff through catering franchise, 3 through cleaning contract and 1 FM contract. Total 49.</li> <li>• Provide training and internship opportunities. Minimum of 1 intern and 5 artists.</li> <li>• Work in partnership with the local authority to measure the impact of firstsite and what it delivers to the local economy.</li> </ul>
<p><b>Development of cultural and creative tourism</b></p>	<ul style="list-style-type: none"> <li>• Operation of a year round programme of new venue in Colchester. Consistently marketing the contemporary and heritage dialogue.</li> <li>• to be represented at the investors board for the creative quarter and support driving the strategy</li> <li>• Work strategically with visitor information centre and other cultural venues to develop / enhance the cultural offer.</li> <li>• Deliver a nationally recognised programme that attracts wide spread audiences across the whole firstsite offer.</li> <li>• Deliver 150,000 visitors to firstsite and market across national, regional and local media. Measure through analyse through postal code analysis and patron base.</li> <li>• Work with the local authority to deliver market research of the economic impacts for firstsite 1 year on.</li> <li>• Deliver a nationally recognised programme that supports the need to deliver tourism further contributing to the local economy.</li> <li>• Work with the councils visitor services team to develop cross promotional activity and feasibility of integrated approach with visitor information centre.</li> </ul>
<p><b>Community development</b></p>	<ul style="list-style-type: none"> <li>• To deliver programmes both in community locations and programmes for the community in the new building to help establish new audiences and increased engagement for the wider offer.</li> </ul>



	<p><b>Examples include:</b></p> <ul style="list-style-type: none"> <li>• 'Experimental Communities' –long term community projects for deeper impact. For example – Working in a minimum of 2 wards per year i.e. Greenstead, Old Heath and Garrison.</li> <li>• A number of initiatives targeting a range of young people. i.e. Airlock programme, YAK (Young arts Kommunity)</li> <li>• Fete, a collaborative project for St Anne's working across 3 Arts organisations.</li> <li>• Colchester Inn – Target 6 different community groups make a collaborative artwork for Colchester.</li> <li>• Learning to Look – Delivery of full schools programme through firstsite learning with a target participation of a minimum of 1500</li> <li>• Deliver 50 free workshops throughout the year and during school holiday periods and making it accessible for all.</li> <li>• Deliver 20 free art based films across all audiences</li> <li>• Deliver 50 free family drop in sessions at weekends targeted at families and young people.</li> <li>• Support local clubs and societies through offering reduced commercial rates e.g. Film society, Arts society, NADFAS, Embroiders guild.</li> <li>• Work with partners to establish community use of public realm.</li> </ul>
<p><b>Bringing it to life</b></p>	<ul style="list-style-type: none"> <li>• To run a year round programme to animate the building and collaborate on projects to animate the public realm, expand the night time offering in the town centre etc.</li> <li>• Work with Retail traders for late night shopping promotion</li> <li>• Promote and support 3 new initiatives in the public realm to increase use of a new public space. Initiatives such as Market, Traditional summer fete and New Year celebrations.</li> <li>• Continue driving commercial activity with a view of public realm becoming a hireable space for the business community.</li> <li>• Work with other visitor attraction locally to animate the public spaces.</li> <li>• Work with St Thomas Moore School to manage the use of the school field and how this could be further animated.</li> <li>• Continue to promote stay vacation packages with other local venues, hotels and visitor information.</li> </ul>
<p><b>Continued development of quality</b></p>	<ul style="list-style-type: none"> <li>• Maintain the quality of the offer, nurture relationships with Arts council and Essex County Council to ensure future investment in the arts is maintained.</li> </ul>

<p><b>cultural buildings and spaces</b></p>	<ul style="list-style-type: none"> <li>• Fulfil our obligations under the lease to ensure firstsite building is maintained offering quality products and environment.</li> <li>• Investment into 15 Queen Street to expand offer and grow the creative industries sector.</li> <li>• Maintain strong relationships with other arts organisations locally to develop and support the creative economy.</li> <li>• Work with the University of Essex to maintain the Latin American Art collection to be displayed within the university space.</li> <li>• Work in partnership with the council &amp; other key project contacts to develop a business model and plan for the creative business centre to fully inform the projects feasibility study.</li> </ul>
---	---

**Please state your communication plans and targets to promote the support that the Council provides and to increase local coverage in a variety of media about the way in which our partnership delivers on local strategic priorities.**

firstsite will promote Colchester Borough council through a number of methods. It's our intention to raise our profile through a number of high profile direct marketing campaigns throughout the year which Colchester and firstsite will be at the forefront of. We intend to collaborate on successes through a number of press releases, use of logo on all print and marketing material including website and digital marketing.

We will also position CBC support in order to secure further funding partnerships which in turn supports employment and the creative economy.

**CBC Logo on all print**

Inclusion in season brochure produced for each new season approximately 15,000 per season.

Inclusion in all core print including Picture House leaflets each season approximately 4000 per season

Inclusion of logo on all education and learning print, approx. 5000 per term

CBC Logo on bulkhead screens throughout the year

Logo Inclusion in all venue hire brochures 10000 per year

**External Marketing Reach**

Inclusion of CBC Logo on all external marketing campaigns – Marketing activity plan can be shared at regular meetings

Ensure CBC is represented across promotional activity across the business community Approx. 200 events

**Web / Online media**

Continuous coverage through social networking - Facebook, twitter and LinkedIn.

CBC Logo attached to every e-flyer distributed from CRM approximately 3 per week, with an audience over 7000 per month through distribution.

CBC Logo presence on [www.firstsite.uk.net](http://www.firstsite.uk.net) with links to CBC website

**Press & Media**

At least 2 advert in Frieze art Magazine

Press –At least 3 adverts in all local / Regional newspapers.

Cross promotion of activity and shared milestone plan for press releases and positive good news stories. Re; economic impact, increased tourism, job creation.

Inclusion of CBC logo on all broadcast adverts taken during the year for Anglian TV

At least 2 TV opportunities during the year.

Coverage in national newspapers at least 4 times per year.


**10.0 Acceptance**

10.1 Upon signing this agreement, the organisation agrees to the terms and conditions of funding and the performance monitoring framework that have been outlined above.

Signed (Director) 


Name (please print) WAYNE WARNER

On behalf of firstsite Ltd Date 23/7/2012.

Signed (Chair) 

Name (please print) C. Pareley

On behalf of firstsite Ltd Date 23/7/2012

Signed (Portfolio Holder) 

Name (please print) TIM YOUNG

Member on behalf of Colchester Borough Council Date 23/7/2012

Signed 

Name (please print) J. WORNER

Officer on behalf of Colchester Borough Council Date 23/7/2012.

## Strategic Arts Funding Programme 2012/13

Funding Agreement between  
Colchester Borough Council  
and the Mercury Theatre.

### 1.0 Introduction

- 1.1 Colchester's vibrant cultural scene is one of the town's unique selling points. Colchester Arts Centre, firstsite and the Mercury Theatre are central to this, providing the leadership, capacity, and innovative programmes of delivery to make Colchester a great place to live, learn, work and visit.
- 1.2 The Council's provides core revenue grants to these organisation, through the Strategic Arts Funding Programme, because they deliver on the Council's Strategic Plan, in particular the Creative Colchester strategy which is an associated, detailed delivery framework. In line with the new Creative Colchester strategy, the Council will continue to work with regional partners to align our policy and funding to help deliver it.
- 1.3 As part of the Council's commitment to transparency, quality and performance management systems, the organisations that receive Strategic Arts Funding must set out clear objectives and provide performance and sector data so that the service that is provided through partnership working can be measured, evaluated and improved. This document defines the performance targets and monitoring process.
- 1.4 The Mercury Theatre is one of these strategically-funded organisations. During the period of this Agreement, the Theatre will be recruiting into its two executive posts and defining its strategic direction and Business Plan for the next few years. As such, the performance targets set out in this Agreement have a particular focus upon maintaining the status quo until the new management have reviewed and evaluated the theatre's outputs.

### 2.0 Scope and Financial Arrangements

- 2.1 Between 1 April 2012 and 31 March 2013, the Council's funding of the Mercury Theatre will be £246,500. This funding was agreed by the Cabinet and full Council in line with the budget strategy to support the core operations of the organisation as set out in the business and operations plan and to meet the targets for performance set out in section 9 of this Agreement.
- 2.2 Upon signature of this Agreement, the Council will release the funding in two instalments, in the second and fourth financial quarters.
- 2.3 Any financial investment that the Council needs to make under its obligations as the owner of the theatre buildings is deemed to be outside of this agreement. However, any tenant responsibilities that the Mercury Theatre holds are considered to be within this agreement.
- 2.4 On signing this Agreement, the Mercury Theatre recognises that it is in receipt of public funding and accepts responsibility for showing proof of eligibility, meeting the targets for performance, and collecting qualitative and

quantitative performance data to provide evidence of the service standards. The Theatre also agreed to provide available sector data to assist with monitoring and performance assessment.

- 2.5 Where appropriate, Colchester Borough Council will provide non-financial support to the Mercury Theatre where it seeks to develop additional services that contribute towards meeting the Council's strategic priorities. If these additional services are developed to a point that requires additional funding, the Council may issue a separate funding agreement. If this circumstance arises, the services will be deemed to fall outside of this agreement.

### **3.0 Eligibility and Criteria for Acceptance**

- 3.1 In order to be eligible for funding the organisation must supply evidence to demonstrate that it is:
- a. Properly constituted
  - b. Financially viable
  - c. Able to manage its work effectively, monitor and manage risk, and seek necessary professional financial, legal and insurance advice
  - d. Operating with effective policies and procedures in equal opportunities, health and safety, equality and diversity, access, and protection of children, young people and vulnerable adults.
  - e. Delivering on the strategic priorities as set out in the Council's Strategic Plan.

### **4.0 Performance monitoring framework**

- 4.1 Before commencement of this Agreement, the Mercury Theatre must submit a business and operations plan, a budget to cover the same period and a copy of the audited accounts from the previous year.
- 4.2 As a minimum throughout the term of the agreement, the Mercury Theatre must submit quarterly budget reports and invite a Council representative to observe two Board meetings. The organisation will also participate in two bi-annual review meetings, as outlined below.
- 4.3 At the end of the agreement period, the organisation must provide audited accounts and submit performance data to evidence the organisation's turnover, audience and participation levels as well as contribution to the Council's strategic priorities.

### **5.0 Bi-annual review process**

- 5.1 A review meeting will take place between Colchester Borough Council and Mercury Theatre twice in the period of the agreement. The meetings shall be attended by the relevant officer of the Council and Executive staff of the Mercury Theatre.
- 5.2 One of the review meetings shall also be attended by Theatre's Chair, the Portfolio Holder and relevant officers from Arts Council England and Essex County Council to ensure that dialogue takes place between the partners at a strategic level and that any factors affecting performance are discussed openly and effectively.

5.3 The Portfolio Holder may have to sit before a Scrutiny Panel to monitor performance against their delegated responsibilities. As such, the bi-annual review process should be seen as an opportunity to ensure that the Portfolio Holder can evidence performance within their area of responsibility.

#### **6.0 Acknowledgement of funding**

6.1 The Mercury Theatre will acknowledge its financial assistance from Colchester Borough Council in all marketing and communication materials in print, electronic, broadcast and other formats.

6.2 The organisation is asked to specify particular steps that it will take within the period of this Agreement to promote the support that it receives from the Council in Section 9.

#### **7.0 General conditions**

7.1 The funding provided under this agreement may not be assigned to any other person, association or company other than in the course of delivering the business plan and agreed performance targets.

7.2 This agreement does not constitute the Mercury Theatre as an agent of the Council or otherwise make the Council liable to any person who may take proceedings against the Theatre.

7.3 Colchester Borough Council cannot participate in the direction of the organisations' affairs. However, the Council should be consulted where any change or development might effect this Agreement.

7.4 Funds will be repayable in full to the Council in the event of any of the following:

- i. Misuse of payment received from the Council by Mercury Theatre
- ii. A breach of the law by Mercury Theatre
- iii. Petitioning the court for the appointment of an administrator
- iv. Having a receiver appointed over all or any part of the Theatre's assets
- v. Being the subject of a petition or resolution for the Mercury Theatre's 'winding up'

#### **8.0 Breach in agreement**

8.1 In the event of either the Council or the Mercury Theatre notifying the other in writing of a breach in this agreement, the parties shall meet to discuss the alleged breach within 21 days.

8.2 Both the Council and the Mercury Theatre agree that they have an equal responsibility to reach a practical and reasonable solution to the breach, but if after 12 weeks a solution has not been agreed then the parties mutually agree to arbitration.

#### **9.0 Specification of performance targets**

9.1 The specification of performance targets is developed collaboratively between the Council and your organisation. The information you provide here substantiates the Council's decision to invest public funds and helps to strengthen the partnership delivery model.

9.2 The information is set out in line with the Strategic Plan to help to convey to Members, officers and partners how the Council's financial support is an effective and efficient way to deliver services to meet local identified needs.

What are your targets for performance to deliver the Creative Colchester strategy, the detailed, associated framework to o deliver the Strategic Plan.

<p><b>Overarching performance targets</b></p>	<p>Turnover: £2,800,000</p> <p>Funding breakdown: ACE £772,899, ECC £69,848, Earned Income £212,000, Other Income £70,000</p> <p>Visitor numbers: a minimum of 100,000 tickets sales</p> <p>Participation numbers: 10,000</p> <p>Return on investment ratio: 9:1</p> <p>Spend on local supplies and services: £1.8m</p>
<p><b>Development of creative talent</b></p>	<p>Colchester Mercury Theatre (CMT) is committed to the development of creative talent and in the year 2012/13 it will:</p> <ul style="list-style-type: none"> <li>• Seed-fund 5 projects by local and regional emerging artists, offering support and guidance to enable them to maximise their opportunities for success and showcase their work in the Studio</li> <li>• Professionally produce 1 new Studio piece by an emerging artist as an opportunity to showcase their developing talent</li> <li>• Engage with Escalator East, offering mentoring support to selected regional participants, working with Colchester Arts Centre (who manage the project) to promote and develop local talent</li> <li>• Run an annual Youth Theatre Festival and, were appropriate, facilitate the Company Acting Company to work along side the Mercury Theatre Company in a CMT production. Run a number of Adult Theatre Workshop and Dis:play sessions offering training and creative opportunities to local people.</li> <li>• Ensure the professional artists and creatives employed for in-house productions participate in the delivery of education and community development work undertaken by the theatre to give local participants the experience of working with professional theatre practitioners to develop their own creative talent</li> <li>• Invest in professional development for Mercury Theatre employees committing 3% of the annual salary bill (£20,000) and involving, where appropriate, the National Skills Academy and our partnership with Essex University</li> <li>• Appoint 3 new local apprentices (in Wardrobe, Box Office and Marketing). CMT has an excellent track record for creating 'proper jobs' for young people and has just offered full time employment in the Finance Department for a former apprentice and will be creating a permanent role in the Workshop for another apprentice who's training ends in May. We are also currently employing a local, former youth theatre member and apprentice as a professional actress in her first</li> </ul>



	<p>role since leaving RADA in the production of 'Roots'.</p> <ul style="list-style-type: none"> <li>• Build team skills on an organisation wide basis, breaking down barriers between artistic, technical and administrative and management staff.</li> </ul>
<p><b>Growth of the creative economy</b></p>	<p>CMT estimates it will contribute £1.8m this year to Colchester's economy. It does this in a number of ways:</p> <ul style="list-style-type: none"> <li>• As well as employing 63 permanent staff members CMT will engage the services of a further 97 actors, directors, designers, musicians and other creatives on production-by-production basis, bringing them to live and work, temporarily, in Colchester where they will rent accommodation and spend their subsistence for each of the 7 weeks they spend here in rehearsal and performance. The acting company alone will spend a total of 399 weeks here in the town.</li> <li>• As well as creating new apprenticeships, CMT will continue to offer work experience to school children and students..</li> <li>• The studio theatre will be a place for up to five local artists to develop their work over the year.</li> <li>• The theatre will engage local scenic artists and craftsmen and women to create its sets, costumes and properties, buying materials locally, working regularly with companies from Colchester and the region.</li> <li>• We will spend £100,000 on local marketing initiatives this year.</li> <li>• We will continue to grow the creative economy by building on our partnership working with a variety of organisations whose support, both financial and in-kind, allows us to increase our impact in the town (current partners include Barnado's, Ipswich &amp; Colchester Museum Services, Essex Police, Colchester Institute and the University of Essex).</li> </ul>
<p><b>Development of cultural and creative tourism</b></p>	<p>Colchester Mercury Theatre will continue to promote the town and its excellent cultural offer, taking Colchester's name with it as it tours both at home and abroad and introducing artists and performers to the town by programming a large number of visiting productions and by attracting local, regional and national media coverage for its shows; constantly keep Colchester's name at the forefront.</p> <ul style="list-style-type: none"> <li>• In 2012/13 it is confirmed that two productions from the Mercury will tour the UK, taking the name of Colchester all over Britain (Roots &amp; Haunting Julia) and one production (Wretch) we tour to festivals in Europe. It is planned that one further show will be a co-production that will be seen elsewhere in England and that the hugely successful 'Captain Corelli's Mandolin' will be remounted and toured both here in the UK and to international festivals (subject to funding).</li> <li>• As well as garnering local and regional coverage we will employ a national press representative from time to time to ensure that our work is covered, both editorially and through</li> </ul>

	<p>reviews, in the national media – giving prominence to Colchester as a cultural destination.</p> <ul style="list-style-type: none"> <li>• The Mercury plays host to many national and international stars through its programme of visiting work and is frequently featured in national tour advertisements and in 'pick of the week' and 'critic's choice' columns.</li> <li>• CMT acts as a ticket agent for a number of organisations and events that directly contribute to cultural tourism into the town. Notably, these include selling tickets to stately home visits through the 'Invitation to View' initiative and also for Essex Book Festival and the Lakeside Theatre at the University of Essex.</li> </ul> <p>In summer 2012 CMT anticipates opening a new bistro service at the theatre called 'food at the Mercury' this is a 'pop-up' offer that may bring with it the opportunity to offer theatre/dining experiences and the opportunity to animate the outside of the building.</p>
<p><b>Community development</b></p>	<p>CMT is hugely committed to building understanding, skills and experiences of the arts through a programme of outreach and education work in the local communities. It has a permanent Community &amp; Education team (of 5 staff – 3 full &amp; 2 part-time) whose work is dedicated to community development in schools, colleges and anywhere in the community that a need is identified and can be addressed by our highly skilled artists and practitioners. They are particularly focussed on developing relationships and experiences with younger audience members as well as those from super-output areas.</p> <p>In 2012/13 CMT will:</p> <ul style="list-style-type: none"> <li>• continue to work in partnership with Colchester Arts Centre, firstsite and CBC to deliver 'Fete', increasing the involvement of local hard-to-reach communities in the arts and creative practice. This project focuses on the St Anne's, Greenstead and St. Andrew's wards and CMT has a particular working relationship with Willowbrook Primary School.</li> <li>• work with Tendring &amp; Colchester Minority Ethnic Partnership (TACMEP) and firstsite to deliver a multi-cultural avenue of welcome as part of Colchester's contribution to the Cultural Olympiad. This project will involve more than 100 minority ethnic participants from across the area.</li> <li>• we deliver a wide range of services to schools and colleges in the town and beyond. These include an annual residency programme where professional actors from the Mercury Theatre Company work with students, sharing skills and expertise in an intensive, week-long experience (this year we will spend six weeks delivering this to around 200 students). We also design and deliver bespoke workshops, talks and tours of the venue.</li> <li>• as part of our 'Hard Places' partnership project with Theatrescience (UK) and Rage (India) we will be working with</li> </ul>

	<p>young aspiring playwrights (aged 16-25) with particular emphasis on those from ethnic background, giving them the opportunity to write their own plays and have them performed for the first time.</p> <ul style="list-style-type: none"> <li>• it is our intention (subject to successful funding applications) to continue to work with the April Centre for the Homeless, a local charity, to increase self-esteem, confidence and interpersonal skills of homeless people to help them return to main-stream society.</li> <li>• CMT is the only theatre in the UK to run an annual World Aids Day Festival which brings together schools groups from across the area (approximately 271 young people aged 11-18 years participate). The purpose of the festival is to raise awareness and educate young people about the facts and realities of HIV/AIDS.</li> <li>• With the arrival of a new executive team, the community and education outputs will be reviewed in the coming year.</li> </ul>
<p><b>Bringing it to life</b></p>	<p>CMT does, from time to time, create and participate in events that happen outside the theatre building and across the town centre. This year the following events will help to bring the town to life:</p> <ul style="list-style-type: none"> <li>• CMT is part of the Cultural Olympics project 'Sparks will Fly' which will see giant puppets parade through the town.</li> <li>• The pantomime characters will parade in the town as part of the window unveiling at the Williams &amp; Griffins department store as well as for other one-off photo opportunities around the town.</li> </ul>
<p><b>Continued development of quality cultural buildings and spaces</b></p>	<p>The Mercury Theatre building is tired and, in order to explore improving the visitor experience, CMT has commissioned a feasibility study from Foster Wilson Architects to look at improving the customer experience, utilising the now-vacant restaurant unit space attached to the venue to improve the theatre's facilities, both inside and out. The feasibility study will form the first part of an application to the Arts Council's capital grant programme, the application to be submitted in July 2012.</p> <p>CMT will work closely with its colleagues in CBC to achieve these improvements.</p> <p>The business case for development is:</p> <ul style="list-style-type: none"> <li>• the Mercury is not offering its customers the level of facilities, space and comfort that they expect from a modern theatre and this is restricting growth of trade.</li> <li>• if an on-site rehearsal room were developed the business could save £18,000 per year on rent plus rates, insurance, etc (about 2,500 p.a) and there would be a convenience element of all being in the same building.</li> <li>• when not in use for rehearsals the room could be available to earn income through hires or could be used for workshops, etc.</li> <li>• the current bar area is very small and more sales could be</li> </ul>

	<p>achieved through an easier to access/manage facility.</p> <ul style="list-style-type: none"> <li>• staff and customers would welcome a food and beverage offer and it <i>may</i> increase income.</li> <li>• the foyer is extremely restricted and more space would allow easier access to ticket sales, merchandise and concessions, thereby offering the opportunity to increase income as well as customer comfort.</li> <li>• the loos are configured in such a way that access/egress is not very easy and causes queues and frustration.</li> </ul> <p>In addition to this project, the theatre is working in partnership with CBC and its contractors to improve the façade of the building and the comfort of our customers with replacement, double-glazed windows which will be fitted during the summer of 2012.</p> <p>Also, in partnership with CBC, the roof will be resurfaced, ensuring better water-tightness and improved insulation for the building. Work will be completed by mid-August 2012.</p>
--	--

Please state your communication plans and targets to promote the support that the Council provides and to increase local coverage in a variety of media about the way in which our partnership delivers on local strategic priorities.

**Communications Plan to promote the support that the Council provides:**

**CBC funding logo on all print**

- 50,000 season brochures printed and distributed twice each year
- MTC print approx. 15,000 posters/flyers for each of 5 plays a year
- Pantomime print approx. 50,000 posters/flyers
- MTC and Visco programmes – approx. 16-20,000 produced each year

CBC acknowledged at [www.mercurytheatre.co.uk](http://www.mercurytheatre.co.uk) (Partnerships page)

CBC acknowledged by funding line on all Press Releases

**Press and Media Targets for next 12 months**

(Stories designed to highlight partnerships/support and particular news stories – such as job creation/economic impact)

**Printed Press**

- At least one article in Gazette
- At least one article in East Anglian Daily Times
- At least one article in Essex County Standard

**Specialist Press**

- At least one article in Arts Professional
- At least one article in Arts Industry
- At least one article in The Stage

**Broadcast Media**

- Achieve interview feature on BBC Essex about
- Aim to get Anglia TV or BBC Look East news to cover a story

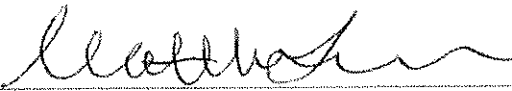
**Online Media**

- Regularly update [www.mercurytheatre.co.uk](http://www.mercurytheatre.co.uk) news pages

- Facebook updates
- Twitter updates and links
- Achieve an article on [www.whatsonstage.com](http://www.whatsonstage.com)


10.0 Acceptance

10.1 Upon signing this agreement, the organisation agrees to the terms and conditions of funding and use reasonable endeavours to meet the performance targets and monitoring framework that have been outlined above.

Signed (Director) 

Name (please print) Matthew Swan

On behalf of Mercury Theatre Date 17/7/12

Signed (Chair of the Board) 

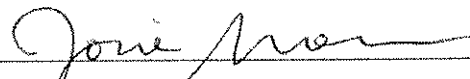
Name (please print) RICHARD BOWEN

On behalf of Mercury Theatre Date 12/7/12

Signed (Portfolio Holder) 

Name (please print) TIM YOUNG

On behalf of Colchester Borough Council Date 11/7/12

Signed (Officer) 

Name (please print) JOSIE WORNER

On behalf of Colchester Borough Council Date 11/7/12

## Strategic Arts Funding Programme 2012/13

### Funding Agreement between Colchester Borough Council and Colchester Arts Centre.

#### **1.0 Introduction**

- 1.1 Colchester's vibrant cultural scene is one of the town's unique selling points. Colchester Arts Centre, firstsite and the Mercury Theatre are central to this, providing the leadership, capacity, and innovative programmes of delivery to make Colchester a great place to live, learn, work and visit.
- 1.2 The Council's provides core revenue grants to these organisation, through the Strategic Arts Funding Programme, because they deliver on the Council's Strategic Plan, in particular the Creative Colchester strategy which is an associated, detailed delivery framework. In line with the new Creative Colchester strategy, the Council will continue to work with regional partners to align our policy and funding to help deliver it.
- 1.3 As part of the Council's commitment to transparency, quality and performance management systems, the organisations that receive Strategic Arts Funding must set out clear objectives and provide performance and sector data so that the service that is provided through partnership working can be measured, evaluated and improved. This document defines the performance targets and monitoring process.
- 1.4 Colchester Arts Centre is one of these strategically-funded organisations. As a smaller-scale organisation, the Arts Centre is responsive to local groups, trends, innovation and supporting the development of creative skills. During the period of this agreement the Centre will have a particular focus nationally and locally on the development of talent. It will also local have a particular focus on developing further links with super output areas and working in partnership with firstsite, and The Mercury to deliver outreach projects in St Annes.

#### **2.0 Scope and Financial Arrangements**

- 2.1 Between 1 April 2012 and 31 March 2013, the Council's funding of Colchester Arts Centre will be £67,000. This funding was agreed by the Cabinet and full Council in line with the budget strategy to support the core operations of the organisation as set out in the business and operations plan and to meet the targets for performance set out in section 9 of this Agreement.
- 2.2 Upon signature of this Agreement, the Council will release the funding in two instalments in the second and fourth financial quarters.
- 2.3 Any financial investment that the Council needs to make under is obligations as the primary lease holder of St Mary's Church is deemed to be outside of this agreement. However, any tenant responsibilities that Colchester Arts Centre holds are considered to be within this agreement.
- 2.4 On signing this Agreement, Colchester Arts Centre recognises that it is in receipt of public funding and accepts responsibility for showing proof of

eligibility, meeting the targets for performance, and collecting qualitative and quantitative performance data to provide evidence of the service standards. Colchester Arts Centre also agrees to provide available sector data to assist with monitoring and performance assessment.

- 2.5 Where appropriate, Colchester Borough Council will provide non-financial support to the Arts Centre where it seeks to develop additional services that contribute towards meeting the Council's strategic priorities. If these additional services are developed to a point that requires additional funding, the Council may issue a separate funding agreement. If this circumstance arises, the services will be deemed to fall outside of this agreement.

### **3.0 Eligibility and Criteria for Acceptance**

- 3.1 In order to be eligible for funding the organisation must supply evidence to demonstrate that it is:
- a. Properly constituted
  - b. Financially viable
  - c. Able to manage its work effectively, monitor and manage risk, and seek necessary professional financial, legal and insurance advice
  - d. Operating with effective policies and procedures in equal opportunities, health and safety, equality and diversity, access, and protection of children, young people and vulnerable adults.
  - e. Delivering on the strategic priorities as set out in the Council's Strategic Plan.

### **4.0 Performance monitoring framework**

- 4.1 Before commencement of this Agreement, the Arts Centre must submit a business and operations plan, a budget to cover the same period and a copy of the audited accounts from the previous year.
- 4.2 As a minimum throughout the term of the agreement, the Arts Centre must submit quarterly budget reports and invite a Council representative to observe two Board meetings. The organisation will also participate in two bi-annual review meetings, as outlined below.
- 4.3 At the end of the agreement period, the organisation must provide audited accounts and submit performance data to evidence the organisation's turnover, audience and participation levels as well as contribution to the Council's strategic priorities.

### **5.0 Bi-annual review process**

- 5.1 A review meeting will take place between Colchester Borough Council and Colchester Arts Centre twice in the period of the agreement. The meetings shall be attended by the relevant Officer of the Council and Director of Colchester Arts Centre.
- 5.2 One of the review meetings shall also be attended by relevant officers from Arts Council England to ensure that dialogue takes place between the partners at a strategic level and that any factors affecting performance are discussed openly and effectively.



5.3 The Portfolio Holder may have to sit before a Scrutiny Panel to monitor performance against their delegated responsibilities. As such, the bi-annual review process should be seen as an opportunity to ensure that the Portfolio Holder can evidence performance within their area of responsibility.

## **6.0 Acknowledgement of funding**

6.1 Colchester Arts Centre will acknowledge its financial assistance from Colchester Borough Council in all marketing and communication materials in print, electronic, broadcast and other formats.

6.2 The organisation is asked to specify any particular steps it plans to take over the period of this agreement to promote the support it receives from the Council in section 9.

## **7.0 General conditions**

7.1 The funding provided under this agreement may not be assigned to any other person, association or company other than in the course of delivering the business plan and agreed performance targets.

7.2 This agreement does not constitute Colchester Arts Centre as an agent of the Council or otherwise make the Council liable to any person who may take proceedings against the Arts Centre.

7.3 Colchester Borough Council cannot participate in the direction of the organisations' affairs. However, the Council should be consulted where any change or development might effect this Agreement.

7.4 Funds will be repayable in full to the Council in the event of any of the following:

- i. Misuse of payment received from the Council by Colchester Arts Centre
- ii. A breach of the law by Colchester Arts Centre
- iii. Petitioning the court for the appointment of an administrator
- iv. Having a receiver appointed over all or any part of the Arts Centre's assets
- v. Being the subject of a petition or resolution for the Arts Centre's 'winding up'

## **8.0 Breach in agreement**

8.1 In the event of either the Council or the Arts Centre notifying the other in writing of a breach in this agreement, the parties shall meet to discuss the alleged breach within 21 days.

8.2 Both the Council and the Arts Centre agree that they have an equal responsibility to reach a practical and reasonable solution to the breach, but if after 12 weeks a solution has not been agreed then the parties mutually agree to arbitration.

## **9.0 Specification of performance targets**

9.1 The specification of performance targets is developed collaboratively between the Council and your organisation. The information you provide here substantiates the Council's decision to invest public funds and helps to strengthen the partnership delivery model.

9.2 The information is set out in line with the Creative Colchester strategy as an associated delivery framework to the council's Strategic Plan. It will help to convey to Members, colleagues and the community how the Council's financial support is an effective and efficient way to deliver services to meet local identified needs.

What are your targets for performance to deliver the Creative Colchester strategy, the detailed, associated framework to o deliver the Strategic Plan.

<p><b>Overarching performance targets</b></p>	<p>Turnover: 637k (Core business)            Funding breakdown (Arts Council, ECC, Earned income, other income):</p> <p style="text-align: center;"><b>Income Percentages</b></p> <table border="1"> <caption>Income Percentages</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>CBC</td> <td>58%</td> </tr> <tr> <td>ACE</td> <td>30%</td> </tr> <tr> <td>Earned Income</td> <td>10%</td> </tr> <tr> <td>Other</td> <td>2%</td> </tr> </tbody> </table> <p style="text-align: center;"><b>Income Values</b></p> <table border="1"> <caption>Income Values</caption> <thead> <tr> <th>Category</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>CBC</td> <td>390,350</td> </tr> <tr> <td>ACE</td> <td>199,000</td> </tr> <tr> <td>Earned Income</td> <td>67,000</td> </tr> <tr> <td>Other</td> <td>17,000</td> </tr> </tbody> </table> <p>Visitor numbers: 40,000            Participation numbers: 200            Return on investment ratio: 1:9            Spend on local supplies and services: 150k</p>	Category	Percentage	CBC	58%	ACE	30%	Earned Income	10%	Other	2%	Category	Value	CBC	390,350	ACE	199,000	Earned Income	67,000	Other	17,000
Category	Percentage																				
CBC	58%																				
ACE	30%																				
Earned Income	10%																				
Other	2%																				
Category	Value																				
CBC	390,350																				
ACE	199,000																				
Earned Income	67,000																				
Other	17,000																				

<p><b>Development of creative talent</b></p>	<p>Overview</p> <p>An essential element of our work is the development of talent. We are committed to discovering and nurturing new talent from all sectors of the performing arts. Our mission statement declares a bias towards new work, innovation and experimentation. We continuously seek out and champion new artists. The list of household names that have performed as “unknowns” at the arts centre is long and impressive including, Coldplay (world’s biggest selling band), Graham Norton, Catherine Tate, Harry Hill, James Blunt, Jack Dee, Eddie Izzard.....</p> <p>We act as key partners and drivers of the <b>Escalator Talent Scheme</b> with Arts Council England.</p> <p>Escalator is the name given to an ambitious and far reaching project developed over the past seven years from the Arts Council England Eastern Office. It began as an Edinburgh Initiative (East To Edinburgh) and has grown to encompass many strands. Escalator Performing Arts, Escalator Visual Arts, Escalator Literature, Escalator Music, Escalator Live Art, Escalator Dance, Escalator Plays.</p> <p>The unique element of Escalator is that it uses the expertise of the NPO’s (National Portfolio Organisations) to drive and manage the various strands of the initiative creating a singular partnership focused on delivering opportunity to talent. Colchester Arts Centre has been directly involved in the creation and delivery of Escalator from the outset.</p> <p>The Colchester Arts Centre manages Escalator East To Edinburgh, Escalator Live Art and Escalator Performing Arts. The Edinburgh strand is a huge, high profile project, taking over 20 companies and artists to the Edinburgh Festival.</p> <p><b>Colchester Talent</b></p> <p>Colchester artists and participants are all eligible for Escalator support but are also given further support and opportunities. Local bands are given platforms through a number of strands – Colchester’s Rock Prom is a platform for local schools bands. Colchester Sixth Form College hold their battle of the bands event at the arts centre. Colchester Institute regularly use the venue for their music diploma students. We also place, whenever appropriate, support bands from Colchester onto national touring events. We offer support slots to comics in a similar fashion. We have a vibrant music scene in Colchester and we act as the prestige venue for local talent.</p>
<p><b>Growth of the creative economy</b></p>	<p>The arts centre offers full time employment to a core staff of five persons, part time work for three persons plus six regular freelance work.</p> <p>We are also very active instigating apprenticeship opportunities.</p>

	<p>We currently accommodate three six month apprenticeships for persons 16 – 18 years old. Two of these people cover work in the daytime box office, learning customer care skills, how to operate databases, selling tickets, answering phones, acting as front line arts centre personnel, cash handling, cashing up and occasional evening work. A third apprentice works on the operational floor, setting up the auditorium, serving drinks, stewarding, assisting the technical crew.</p> <p>We work with volunteer work placements from Job Centre Plus, work placements from Seetec job seekers agency and Care2 work who look to place people with mental health problems back in the work environment.</p> <p>Evaluation: We will track the progress of volunteers and apprentices to gauge the success of the placements.</p> <p>We will work in partnership with the Council to undertake an economic impact assessment, updating PRIME or using a similar mode</p> <p>We will seek to use local suppliers whenever possible. We will look to increase our local suppliers by 5% to £157,500</p>
<p><b>Development of cultural and creative tourism</b></p>	<p>Colchester Arts Centre will continue to play an important role in attracting and sustaining the image and momentum of Colchester as a modern, forward looking and exciting town.</p> <p>National tours of exciting artists will appear regularly in national newspapers listing Colchester</p> <p>National critics' choice will continue to appear regularly in national papers listing Colchester Arts Centre gigs and events, as well as reviews and coverage in local media.</p> <p>The recognition of contemporary pop music and comedians will foster the notion of a town with a "cool" factor. A town with "its finger on the pulse".</p> <p>Championing new talent will further endorse this perception.</p> <p>Measure: Number of critics choices in national papers. Number of reviews and listings in local media.</p> <p>Customer measurements: We will use our new CRM system to establish baseline figures for measuring the number of people travelling into the borough to visit Colchester Arts Centre.</p>
<p><b>Community development</b></p>	<p>Many of our goals for community development remain as 2011-12. The process we are engaged in has been a rewarding one – we have also learnt that it is LONG TERM, Relationships are not built within a year and trust and personnel need to be nurtured across</p>

	<p>the years. We are engaged in a long term project.</p> <p><b>2011 - 12</b></p> <p><i>Target: To develop a sustained and relevant partnership with a school within a super output area in Colchester.</i></p> <p><b>2012 – 13</b></p> <p><b><i>Target: To sustain and develop this relationship with particular reference to the PTA</i></b></p> <p><b>2011 - 12</b></p> <p><i>Target: To create a new model of working across the 3 major arts organisations in Colchester to deliver a major project that sits squarely within the declared priorities of Colchester Borough Council</i></p> <p><b>2012 - 13</b></p> <p><b><i>Target: To continue the task to create a new model of working across the 3 major arts organisations in Colchester to deliver a major project that sits squarely within the declared priorities of Colchester Borough Council</i></b></p> <p><b>2011 - 12</b></p> <p><i>Target: To ensure the community work is properly represented in local press and media outlets and that CBC can be seen to be active in relation to the declared priorities</i></p> <p><b>2012 – 13</b></p> <p><b><i>Target: To ensure the community work is properly represented in local press and media outlets and that CBC can be seen to be active in relation to the declared priorities</i></b></p> <p><b>2012 -13</b></p> <p><b><i>Target to deliver 20 community events within the venue to diversify the use and access (e.g. farmers markets, frock swaps, beer festivals)</i></b></p>
<p><b>Bringing it to life</b></p>	<p>Colchester Arts Centre has distinctive branding and a keen sense of the contemporary and the opportunistic in its marketing. Its strap line – Never Knowingly Understood – is both playful and provocative. The mix of historic and cutting edge modernity (which the town itself neatly encapsulates) is replicated and realised beautifully at Colchester Arts Centre. A place where fresh ideas are nurtured in an historic setting. A place where artists and audiences can feel safe to experiment, to share ideas with their community. We are ambitious, plucky and like to take risks.</p> <p>As an independent non profit making organisation we are ideally placed to respond quickly, sensitively and imaginatively to CBC initiatives or priorities. We have a solid foundation and a core audience on which to draw. We have the expertise, local knowledge and networks to make a real difference to the quality of peoples lives in Colchester.</p> <p>Whether by buying a big red bus and placing it in village fetes or by streaming live performance into peoples homes, the arts centre has the imagination and the production skills to allow ideas to flourish for young and old, rich and poor, big or small. We can mix high art and lo-fi popular culture into a rich recipe served up under</p>

	<p>the same banner.</p> <p>Our red bus will be used in partnership with The Mercury Theatre and Firstsite to create a series of interactive opportunities at community events. Greenstead Festival, The Hythe Community Centre, Jubilee Day Parties, Willow Brook Junior School, Friends of Castle Park will be just some of the recipients of the travelling arts provision.</p> <p>We will make the space available to community initiatives, Beer Festival, Frock Swap, Black History Month, Essex Rocks, Colchester Institute, Colchester Sixth Form College, Schools Rock Prom, Essex Unsigned are all regular partners in our provision.</p> <p>We will seek to develop links with further community groups particularly in relation to any opportunities to work in open spaces.</p>
<p><b>Continued development of quality cultural buildings and spaces</b></p>	<p>Colchester Arts Centre provides an essential element in Colchester's wider acknowledged branding as the cultural capital of Essex. It is important to recognise that all three major venues work together to complement each other and provide what amounts to a comprehensive and highly attractive package of arts, triggering huge investment from outside the borough. The investment from both within and without the borough is based on the strength and integrity of each organisation. Colchester Arts Centre recognises that the finest international arts demands the highest production values. It invests surpluses into equipment replacement and maintenance to the highest standard. It has a first class PA system and invests heavily repair and renewal. It is also able to operate offsite through the expertise and experience of a first class production team.</p> <p>Target: To fundraise for a feasibility study to increase capacity through introduction of a raised balcony and to make permanent and comprehensive investment for accessibility for people with disabilities.</p>

Please state your communication plans and targets to promote the support that the Council provides and to increase local coverage in a variety of media about the way in which our partnership delivers on local strategic priorities.

Special ticket offers can now be targeted and will be made available to regularly to all employees of Colchester Borough Council. A discount code can make on line ticketing a simple process and take up very easy to monitor.

Acknowledgment of the Council's support in 80,000 copies of the brochure – circulated in batches of 20,000 on a quarterly basis to local and regional public outlets. Also mailed direct to targeted opinion forming outlets including ACE, EEDA and public bodies. Distributed to all media outlets, broadcast & print

Acknowledgement on our website.

Particular attention will be given to local press coverage of our community engagement and work

An evening dedicated to supporting the Mayor's charities and celebrating the partnership to be introduced into the programme with appropriate press releases and partnership branding.

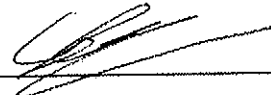
Elements of this event will respond directly to CBC priorities and targeted at the declared super output or areas identified as most in need.

All press releases and photocalls will credit CBC funding. There will be two photo opportunities per year to include local politicians.

Evaluation: Hits on website measured. Take up on discounts to CBC quantified.

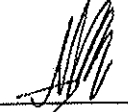
10.0 Acceptance

10.1 Upon signing this agreement, the organisation agrees to the terms and conditions of funding and use reasonable endeavours to meet the performance targets and monitoring framework that have been outlined above.

Signed (Director) P.P. 

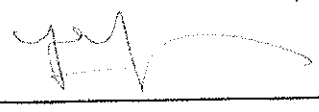
Name (please print) ANTHONY ROBERTS

On behalf of Colchester Arts Centre Date 08.03.2013

Signed (Chair of the Board) 

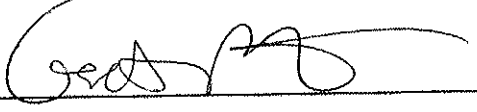
Name (please print) NIGEL HILDRETH

On behalf of Colchester Arts Centre Date 8/3/13

Signed (Portfolio Holder) 

Name (please print) Cllr Tim Young

On behalf of Colchester Borough Council Date 11/3/2012

Signed (Officer) 

Name (please print) GARETH MITCHELL

On behalf of Colchester Borough Council Date 11<sup>th</sup> March 2012



