

Leicester
City Council

Minutes of the Meeting of the
ECONOMIC DEVELOPMENT, CULTURE AND TOURISM SCRUTINY
COMMISSION

Held: MONDAY, 12 NOVEMBER 2012 at 5.00pm

P R E S E N T:

Councillor Waddington – Chair

Councillor Bhatti – Vice-Chair

Councillor Cassidy	Councillor Chaplin
Councillor Porter	Councillor Shelton
Councillor Wann (Substitute for Councillor Naylor)	

Also in Attendance

Geoff Mee	– Ashton Green Project Manager
Chris Maughan	– Consultant, De Montfort University
Fiona Allen	– Chief Executive, Curve
Philip Tasker	– Curve
Hannah Hallam	– Curve
Ian Gilley	– Curve
Stella McCabe	– Curve
Liz Blyth	– Director, Neighbourhood Services
Sarah Levitt	– Head of Arts & Museums
Margaret Libreri	– Director, Learning Services
Kerry Gray	– Interim Head of Service, Adult Skills and Learning
John Rance	– Chief Executive, Phoenix
Les Price	– Integrated Services Neighbourhood Manager
Jerry Connolly	– Scrutiny Support Officer

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23. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Bhavsar and Councillor Naylor.

24. DECLARATIONS OF INTEREST

Councillor Cassidy declared an Other Disclosable Interest in agenda Item 10 that he was a Board Member for LLEP and GPF was a LEP responsibility.

In accordance with the Council's new Code of Conduct the interests were not considered so significant that it was likely to prejudice Members judgement of the public interest. Councillors Cassidy was, therefore, not required to withdraw from the meeting.

25. PRIVATE SESSION

RESOLVED:

that the press and public be excluded during consideration of the following reports in accordance with the provisions of Section 100A(4) of the Local Government Act 1972, as amended, because they involve the likely disclosure of 'exempt' information, as defined in the Paragraphs detailed below of Part 1 of Schedule 12A of the Act, and taking all the circumstances into account, it is considered that the public interest in maintaining the information as exempt outweighs the public interest in disclosing the information."

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Paragraph 3

Information relating to the financial or business affairs of any particular person (INCLUDING THE authority holding that information)

ASHTON GREEN EMPLOYMENT LAND SALE AND ACCESS Appendix B1

26. 5.00PM ASHTON GREEN EMPLOYMENT LAND SALE AND ACCESS

26.1 Geoff Mee, Ashton Green Project Manager, was present at the meeting to discuss the document presented to the Scrutiny Commission.

RESOLVED:

1. That the report be noted.
2. That a future report be brought to the meeting on the available employment land in the city.
3. The Scrutiny Commission acknowledged the rationale for the sale.

27. PUBLIC SESSION

28. MINUTES OF THE PREVIOUS MEETING

Minutes Item 20 Phoenix Presentation

Councillor Chaplin requested that the questions that were asked by Councillors be included with the answers given.

Councillor Chaplin stated she wanted the verbatim quote from Martin Peters with regards to the need for a broad cultural offer.

Minutes Item 21 Any Other Business

Councillor Cassidy reported that Geoff Rowe was not at the meeting and amendments were required.

RESOLVED:

that the minutes of the previous meeting of the Economic Development, culture and Tourism Scrutiny commission, held on 24th October 2012 be amended and brought to the next meeting.

29. MATTERS ARISING FROM THE MINUTES

There were no matters arising from the minutes.

30. QUESTIONS, REPRESENTATIONS OR STATEMENTS OF CASE

It was reported that no questions, representations or statements of case had been received.

31. PETITIONS

It was reported that no petitions, in accordance with the Council's procedures, had been received.

32. PRESENTATION FROM CURVE (ON COMPLETION OF AGENDA ITEM 7)

32.1 Fiona Allan, Chief Executive, Curve, gave a presentation to the Scrutiny Commission, and a copy is attached to the minutes for information.

32.2 Fiona opened the presentation by informing the meeting on what Curve did. She stated that the production of Curve's own work took half the time in the main theatre, and the rest of the time was balanced by visiting work. She described Curve as developing a reputation as a place to premiere new productions, due to Curve's rehearsal space, technical facility and know-how.

32.3 The presentation included statistical information for the financial year 2011/12 for events at Curve as follows:

- 551 performances on three stages to 180,000 people
- 103 different productions
- 75 conferences, events, graduations for 20,000 attendees
- 419 workshop / participatory sessions for 16,000 participants
- 20 East Midlands artists / companies presented and supported
- 7 artistic residencies

- 75 free public performances
 - Door counters installed to track casual visitation
- 32.4 Fiona informed the meeting that Curve delivered a range of productions, including brand new productions, new writing and classical musicals, and supported dance and physical theatres. She stated the breadth of activity made Curve stand out as a regional producing theatre.
- 32.5 Fiona reported that the 2011 Christmas production '42nd Street' was extended by a week due to popular demand. She stated that during the show, there were 36,000 attendees, and was Curve's best-selling show to date with almost £750k ticket revenue, and 11% of bookers from outside Leicestershire.
- 32.6 In addition Gypsy attracted an audience of 24% from outside Leicestershire, with some people coming from as far as Australia and America. She noted that to attract an audience into Leicester, extensive press and media work was undertaken by Curve's communications team. Curve also had deals with East Midlands Trains and Ramada Encore Hotel to encourage people to watch the show and stay in the city.
- 32.7 Fiona then showed a video of highlights from the production 'Gypsy', and reported on the 5* review the production had received nationally. She added that producers in other countries were interested in the production.
- 32.8 Fiona then showed a short clip of the world premiere 'Finding Neverland' from Hollywood producer Harvey Weinstein, which was reported to be the biggest musical ever to play Leicester and had attracted celebrity visitors. Fiona said that media coverage for Curve and Leicester was valued at over £1m, with over 18,000 people attending, with 80% of the capacity sold at over £400k in sales. Curve had also been an 'opening' theatre for five shows.
- 32.9 Audience figures from 2008 onwards had shown a year-on-year growth, even though the country was in recession. Fiona reported that during 2011/12, 35,000 bookers had purchased 180,394 tickets at a total value of £2.88m. She added that there was a growing audience from low income, BME, family and youth audiences.
- 32.10 A map of the UK was then shown, highlighting the geographical spread of bookers in 2011/12. Fiona then read a quote from the presentation from Beverly King, Consultant for the Evaluation of Curve Theatre 2011, in which it was stated Curve added strategic value to the development of Leicester's cultural ambition through connecting communities through festivals and events, local auditions, a community state, affiliate community groups and exhibition space.
- 32.11 Fiona informed the meeting that Curve had, in 2011/12, presented eight

world-premiers of new work, and commissioned a further four works. She added that companies and artists were supported in resident, a new writer programme had been launched for 2013, and groups and workshops for people of all ages were held to encourage expression.

32.12 Fiona stated the supported groups at Curve had access to expertise on site. A list of supported companies was presented, and Fiona made reference to the Desi Masti exhibition on Asian Dance. Fiona also stated that new work had been commissioned to produce the new Adrian Mole musical, which would be premiered in Leicester.

32.13 Fiona highlighted the work that was done with children and young people, through acting and dance sessions, half-term activities and working with schools. Fiona stated that having a cultural offer helped to make the city a good place to study and to work, would aid student recruitment and retention, and attract professionals into the city, through it was not possible to quantify the way Curve was impacting on how students perceived the city as a place to study or work. Fiona presented information that could be quantified:

- Visiting artists 2011/12 accounted for 8,600 bednights.
- In 2011/12 Curve hosted 31 events / conferences from outside Leicestershire, at an estimated 900 bednights.
- Leicester City Council funding leverages £1.9m annual from the Arts Council.
- Curve enables new social enterprises via Young Arts Entrepreneurs, with 30 new businesses anticipated by 2015.
- Curve was an active member of Leicester's business community.

32.14 Fiona also reported that Curve was working with Leicestershire Promotions Ltd. to look at the tourism impact of Curve.

32.15 Fiona stated that a sustainable business was gained through building resilience. She said that since Curve opened Curve had grown proportionately year-on-year through ticket income, and income from secondary sources, for example, the bar, café, conferencing and events. She stated that public funding had dropped by £650k in 2011/12, (a reduction of £500k from Arts Council England and a cessation of funding from Leicestershire County Council), so proportionately, funding accounted for a lower percentage of Curve's turnover. Fiona mentioned that a lot of work was done by Curve in the County and more funding from the County Council would be useful.

32.16 Fiona presented a chart of revenue grant funding. She informed the meeting that even though Curve were increasing earned revenue year-on-year, the combined impact of funding revenues left Curve in a position where resources were tight and as an operation was stretched to deliver the volume of activity that was currently on offer.

32.17 Fiona said that Curve was a great facility, with double the space of the

Haymarket. Fiona reported that the venue was open from 10.00am as a public space, but at a cost, and the following figures were quoted for 2011/12:

- Utilities costs £618k
- Front of house opening at 10.00am cost £839k.

32.18 Fiona stated that Curve had worked on a Capital Asset Management Plan to replace technical equipment, and it was identified that £250k - £450k was required to be put aside each year for maintenance. She added that Curve needed to find additional resources to break even and to find the Capital Asset Management Plan money, to enable the venue to remain competitive and maintain Curve's reputation as technologically advanced. She stated that the equipment had a 10-year life span, and that responsible management meant having a plan for future fix and repair.

32.19 Fiona informed the meeting that the Cultural Quarter was developing, and that Curve was the major driver of footfall in the area. She stated that Connecting Leicester was a great opportunity, but it did not mention Curve, or the Cultural Quarter. Fiona stated that thinking stopped at Charles Street, and she highlighted the point by showing two photographs, one of which showed there were no Christmas decorations in the Cultural Quarter. Fiona stated she hoped that one of the findings of the scrutiny process would be that for Curve and Phoenix to grow and thrive, continued investment was needed to help to make the Cultural Quarter an attractive destination, and it included connecting it to the rest of the city. She added that Leicester Theatre Trust and Leicester City Council should be thought of as a partnership that could help deliver value for each other and together for the city of Leicester.

32.20 Fiona concluded by summarising points previously made, and added that Curve was committed to Leicester's development, and believed that Curve had a major part to play in making Leicester great.

32.21 The Chair stated that Fiona had made important points around Connecting Leicester.

32.22 Councillor Shelton asked how the number of ticket sales to lower incomes ascertained. Fiona responded that post code information was analysed, using the Mosaic UK system for demographics.

32.23 Councillor Shelton asked if Curve had any ideas on gaining funding from County Council and moving forward, and had Curve thought of having variable rates. Fiona responded that she was cultivating a relationship with people at County and in the districts, but had been told there was no money available at present. She said that she believed having variable rates, i.e. those that did not live in the city would pay more for a ticket, would discourage those from outside the city, and that Curve relied on that audience coming in, though she could look at having

discounted rates for specific activities.

- 32.24 Councillor Cassidy stated that the issue with Christmas decorations was something that should be addressed given how important the Cultural Quarter was. Councillor Cassidy asked if Chris Maughan, Consultant was benchmarking Curve against other theatres, and also asked if information was available on how much money Curve brought into Leicester's local economy in a year. Councillor Cassidy requested information on the Economic Value of Curve be brought to a future meeting of the Scrutiny Commission. Fiona stated that the information requested would be available before November end.
- 32.25 Councillor Wann stated he found the information on the Capital Asset Management Plan very useful. He added that he found the issue regarding County Council funding disappointing, as funding at Leicester City Council was also tight. He agreed that the removal of the double yellow lines at night to allow parking was a good for the Cultural Quarter.
- 32.26 Councillor Chaplin noted that the ambience and atmosphere of an area encouraged people to stay in the area. She suggested that County Hall be contact to show them what was on offer, and to talk about the economic benefits that Curve brought to Leicestershire. She then asked Fiona the following questions, to which Fiona responded:
- How much marketing money was spent on a typical show and how much on tour? There were several thousand people on the database, and email and social media was used. It was reported that £60k for a Christmas show was spent on marketing which was quite lean.
 - How easy was it for critics to attend Curve? Critics attended press nights, including national press.
 - It was stated that in 5-10 years time, Curve would be an industrial hub. There was an enormous amount of talent in Leicester, and the country could look towards Leicester to talent sport. Curve had ambitions for Leicester and could create a vibrant, talented space.
 - What other organisations did Curve have partnerships with? Curve worked with Amdram and several companies, including Leicester Amateur Operatics, and used the venue at community hire rates.
- 32.27 Fiona reported that the current (third) business plan was sufficient to break even, though Curve could still drive ticketing and fund raising. She stated that the increases were incremental, but there were better margins. Philip Tasker stated that Curve would have to do better than break event to save for the Capital Management costs, but there was a rolling three-year Business Plan for Improvement, and adjustments had been made for cuts. Fiona informed the meeting that at present Curve was not putting any money aside as they had not yet solved the challenge on how to become a sustainable business. Fiona stated that to make the Cultural Quarter vibrant, buildings should be regenerated in the area.

- 32.28 Councillor Shelton stated that the two main assets in the Cultural Quarter, were Curve and Phoenix, and asked how the two venues worked with to complement each other? Fiona said that there was a Programme Group between Phoenix, De Montfort Hall and Curve.
- 32.29 Councillor Cassidy said the Scrutiny Commission had heard a lot of evidence, but believed the venues were conscientious businesses and were running as good businesses.
- 32.30 The Chair stated it was important to hear the evidence, and that further questions would be asked by Consultant, prior to a report being produced by the end of December. The Chair reported that at the next meeting Members would hear from a range of stakeholders. The Chair thanked Fiona for the substantial report which she considered to be very helpful.

33. FUTURE OF LEICESTER ADULT SKILLS AND LEARNING SERVICE

- 33.1 Margaret Libreri (Director, Learning Services) and Kerry Gray (Acting Interim Head of Service, Adults) presented the report which set out the financial position of the Leicester Adult Skills and Learning Service.
- 33.2 The summary made reference to a report that had been presented by Mark Noble at a previous Scrutiny Commission meeting, and the continuing budget pressures the Service faced through reduced income. Margaret stated there was a risk the Service would decline, and that it was imperative that the budget issues were addressed, and that management would look at the key priorities for the Service and the City.
- 33.3 Margaret referred to paragraph 2.1 in the report, in which there was a clear acknowledgement of the significant contribution of the Service to the City. The Chair referred to the reference in the paragraph to the Economic Development, Culture and Tourism Scrutiny Commission, which had underlined the importance of providing an Adult Education Service in the city which addressed the fundamental challenges of low basic skills and low qualification base and at the same time contributed to the wellbeing and civil, social, economic, democratic and cultural life of the City and its citizens, which the Chair would emphasise to the Executive.
- 33.4 Margaret stated there were further challenges to the Service due to the reduced year on year funding from the national Skills Funding Agency (SFA), which had fallen by 8% (£434,000) between 2010/2011 and 2012/2013.
- 33.5 Margaret referred to the two scenarios outlined in the report, with situation most likely to result in Scenario 1, with Scenario 2 being the worst forecast. Margaret reported that the Council would be wise to project a 10% cut in Adult Skills budget from the SFA for 2013/2014 and 2014/2015 based on past years allocations. She stated that Adult

Community Learning was currently protected but remained a risk.

33.6 Margaret informed members of the key areas for reductions in paragraph 2.3 in the report, and bullet points contained within:

- Class sizes were small (average 9 people), and to increase efficiency class sizes would need to increase, and rationalise provision across the city, which would require political approval, but was an opportunity for active engagement with other providers in the city.
- The right people were needed for the job, which would require a configuration of staff.
- Data management was not efficient and limited the capacity to target groups, and required improvement.

33.7 Margaret also reported that it was not always clear why venues were used, which could be expensive. Margaret also informed the meeting that WNF funding had ceased, though Adult Skills and Learning were still providing the service. It was suggested that Multi Access Centres might be best placed elsewhere in the Council. The report also questioned if there was any synergy with the Connexions services for 16-18 NEETs?

33.8 Margaret moved on to paragraph 2.4 in the report which suggested the Service reconsider and reprioritise the curriculum priorities, for example apprenticeships which might be better placed with another city provider who could take the City priority forward more effectively.

33.9 The need for the establishment of a governing body, and where to locate the Adult Education College within the Council were highlighted in paragraph 2.5 as issues for consideration.

33.10 Margaret introduced the recommendations and options available to the Executive in the report at paragraph 2.6, and highlighted strategic and operational priorities and how they would be best delivered. It was stated that issues raised in the report needed to be completed by March 2013 in order for changes to be in place for the next academic year. One of the options was to appoint one of the two current senior managers to act as Interim Head of Service, a position that Kerry Gray was currently acting up in, though the report suggested additional financial assistance and backfill of managers posts further down the structure.

33.11 The Chair stated the problem would not have gone away if ignored, and that money was needed from external sources as Leicester City Council did not provide money for adult learning. The Chair also referred to a previous report from Mark Noble, Head of Finance, which referred to class sizes, and reported that classes designed to skill people were approximately £7.00 per hour, but community-based classes were approximately £20.00 per hour and this had previously been queried. It had also been noted previously that not all money spent on adult learning was in a structured environment. The Chair stated it would be

helpful if this could again be revisited.

- 33.12 The Chair also stated that since the funding for MACs had ceased, funding them through the Safeguarding Adult Learning Fund might not be the right source of funding. The Chair added that with regards to any synergy with Connexions services for 16-18 NEETs, Trevor Pringle, Director Planning and Commissioning had a role to play in the reorganisation of the Connexions Service, which might also provide advice to adults looking to entre learning. The Chair also asked that the target numbers for learners in all subjects be revisited. Margaret stated she was looking at the National Careers Service change and the work programme at the Job Centre, which might change the context of MACs. It was agreed that target figures would be provided as requested by the Chair.
- 33.13 Margaret informed the meeting that there had been a change in legislation with regards to Connexions, and since September 2012, it was Leicester City Council's responsibility to track vulnerable groups. Margaret reported there had been no successful tender for Connexions, so the decision had been made to take Connexions into Leicester City Council. She added that as the changed bedded down, the Council would look at the capacity to extend the service to 19 year olds.
- 33.14 The Chair informed the meeting that at the Adult Education College, she had noticed a room with information on Women's Day, and had noted the room was only used Monday afternoons. Kerry informed the meeting that current negotiations on the usage of the room by LeicesterHer Day organisers were underway.
- 33.15 The Chair stated that the marketing of courses around the city needed improvement, and fees needed adjusting so that those who could afford to pay should. She stated that more information should be available on who wanted to learn at what course, from where. She also requested that information on ESOL be provided. She added that the future of the Service might involve increasing the number of people on courses. Kerry reported that a decision had been made three years ago to cease door-to-door information, and that 2012 had been the first year that the service had felt the impact of the decision with reduced numbers of learners. She added that they were looking at ways to get regular information on courses to people, and were looking at a possible monthly course listing. Kelly stated that a lot of information had been gathered on who wanted to learn, and that work would take place on developing the website with areas for people to express an interest in areas if learning.
- 33.16 Councillor Chaplin requested that information on other departments in Leicester City Council that could provide funding for Adult Learning, for example, Library Services, be brought to a future meeting. She stated that the Service needed to be provided and that joined up thinking and joined up working was required. Margaret informed the meeting that

Learning Service was sited in the Council where it was due to operational capacity, and believed it was best to stick to the current arrangements at present rather than unravel issues. She stated that before 31st March 2013, where best to place the service would be addressed. The Chair stated that where the service went needed clear leadership and a strong management structure for LASALS, and that the Council needed to be more aware to support the service.

- 33.17 Councillor Chaplin referred to current priorities and asked who decided what was placed on a curriculum. She stated that more concrete evaluation of courses was required, and suggested that what some organisations were delivering might not be necessary.
- 33.18 Councillor Chaplin suggested that the website might be a useful tool in bringing people together through e-learning, as transport in the evenings was an influencing factor in course attendance. Kerry reported that there was currently one E-learning course for customer services, and that the work involved in creating resources and keeping them uploaded onto the website was more work than people thought.
- 33.19 Councillor Cassidy stated he believed that the Adult Education College lacked leadership and that a Principal should be reinstated, and not be led by Leicester City Council, as adult education should be more led outside Leicester City Council offices. He also asked for the true economic costs of corporate overheads be made available, as the cost of accommodation needed to be investigated. Margaret stated that the corporate overheads had seen a one year only reduction, and had gone up again, as they were part of the budget setting process every year. The Chair asked for peoples thoughts on having a Principal reinstated at the premises. Margaret stated she would take the suggestion away with her to give it thought. Councillor Cassidy suggested the job role could take on responsibility of Adult Education in the City as well. Margaret informed the meeting the Service was waiting for the outcome of the review and that early New Year they present options to the Executive, so that a decisions could be taken from 31st March 2013 onwards.
- 33.20 Councillor Shelton referred to the average of nine class sizes, sometimes less, and asked if a course was finished if there were not enough attendees. Kerry responded that any class less than 10 have to be approved by the curriculum manager. She added that there was more work required around needs analysis, and mapping around the city to avoid duplication, and would be matched against targets from SFA as part of the planning process. Meetings would also be held with the County Council to discuss border issues. Consultation would also be undertaken with existing learners, and there would be a neighbourhood review and an opportunity to contact non-learners.
- 33.21 Councillor Chaplin asked that as part of the review, had consideration been given to working jointly with County? Margaret responded that it hadn't come across the table but the idea could be taken back.

33.22 The Chair asked that the Scrutiny Commission be kept informed on issues raised in Appendix 1. The Chair referred to the ESOL update at Appendix 2, whereby, following the report from the Economic Development, Culture and Tourism Scrutiny Commission and representation to the Executive, and the Executive agreed to fund additional resource for ESOL. The Chair said she was pleased to note the progress in Paragraphs 5-6 of Appendix 2, and that VAL would be running a course to support volunteers. The Chair noted that the Leicestershire Learning Network (LSLN) members were not supportive of Nottingham's Begin model. She added there was a need on the ground but was not sure how the need was being met.

33.23 The Chair suggested that improvements should be made to marketing and joint marketing, and further information be brought back to the meeting. The Chair thanked Margaret and Kerry for the report.

RESOLVED:


1. That the report be noted.
2. That the target figures on the numbers of learners in all subjects be revisited and information brought to a future meeting.
3. That information on where funding for Adult Learning Services can be gained from other departments in the Council be investigated and information brought to a future meeting.

34. ANY OTHER BUSINESS

- (i) The revised minutes from 24th October 2012 would be brought back to a future meeting.
- (ii) That an update on the future of MACs be brought to the Scrutiny Commission.

35. CLOSE OF MEETING

The meeting closed 8.10pm.



Scrutiny Review Presentation

Fiona Allan 12 November 2012

CURVE What we do


- One of Britain's leading producing theatres
- Visiting programme: opening new shows
- Host to festivals & community celebrations
- Extensive Education/ Youth/ Community activity
- Conferencing & events
- Bar & café
- Agency ticket selling
- Curve on tour
- Education partnerships- DMU & Rose Bruford

CURVE FAQ 2011/12

- 551 performances on three stages to 180,000 people
- 103 different productions
- 75 conferences, events, graduations for 20,000 attendees
- 419 workshop/participatory sessions for 16,000 participants
- 20 East Midlands artists/companies presented & supported
- 7 artistic residencies
- 75 free public performances
- Door counters installed to track casual visitation

CURVE 11/12 productions and coproductions

- DESH (Contemporary Dance)
- BANG BANG BANG (New Writing)
- ENTITLED (New Writing)
- CUCKOOS NEST (Contemporary Drama)
- BURIED CHILD (Contemporary Drama)
- 42ND STREET (Classic Musical)
- THE KING AND I (Classic Musical)
- HOTEL PARADISO (Physical Theatre)
- GYPSY (Classic Musical)
- LARAMIE PROJECT (Contemporary Drama)
- BUTTERFLY LION (New Writing)
- GULLIVERS TRAVELS (New Writing)
- GAME FACE CYC (New Writing)
- OLIVER! (Classic Musical)



CURVE 42nd Street

2011 Christmas production – 36,000 attendees

Our best selling show to date, almost £750k ticket revenue

Popular demand- extended show by a week

Both tickets sold and revenue were 125% of original targets

89% of bookers from Leicestershire (39% from Leicester).



CURVE Gypsy

Curve production, directed by Paul Kerryson

First major UK revival of this Sondheim musical since 1973

Attracted more visitors to Leicestershire

*This 1959 show is now rarely seen in Britain – which makes Paul Kerryson's magnificent revival all the more exciting...if I were a producer, I would unhesitatingly import Kerryson's production to London. ******
Michael Billington The Guardian March 2012



Beyond 24%

- County 38%
- City 38%



Finding Neverland- case study

World premiere, from the famous Hollywood producer **Harvey Weinstein**

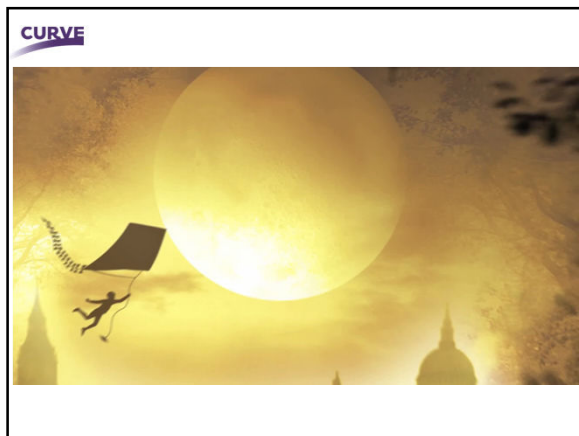
Biggest musical ever to play in Leicester

Media coverage for Curve & Leicester valued at **over £1m**

Over **8,000 people** came, with over £400k of sales and more than 80% capacity sold.

Producers spent **over £120k** on local accommodation & meal allowances

Celebrity visitors included Bono, Katherine Jenkins, Lord Andrew Lloyd Webber and James Corden



“... the first thing to be said about this visually sumptuous musical version of Finding Neverland ...is that the Curve has done it technically proud.”
The Stage 4 October

“Bigshot American producer Harvey Weinstein has chosen Leicester for the world premiere of his new musical, Finding Neverland.”
Daily Mail 4 October

“Not only is Curve providing a richly varied programme for audiences from Leicestershire and beyond, but it is increasingly building a reputation as a venue for new productions and original drama.”
Leicester Mercury 17 October

“It’s certainly a coup for the Curve to be the focus for such an event”
The Guardian 4 October

Curve as an ‘opening’ theatre

- An Inspector Calls
- Wah Wah! Girls
- Play Without Words
- Finding Neverland
- One Man Two Guvnors

Our audiences

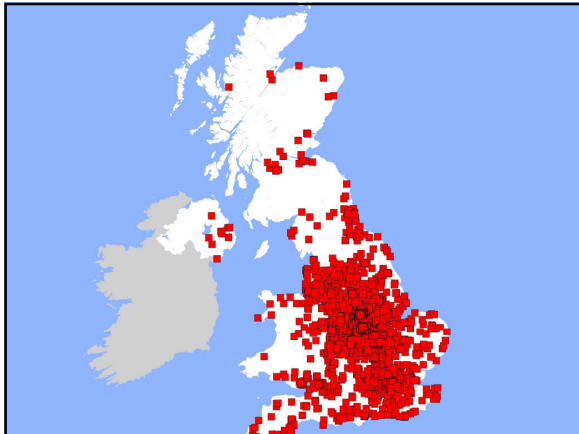
Ticketed audiences: growing year on year

In 2011/12, 35,000 bookers purchased 180,394 to a total value of £2.88m

Growing audiences from low income, BME and family and youth audiences- our ‘harder to reach’ priorities segments

Year	Bookers (Thousands)
2008/9	21
2009/10	23
2010/11	32
2011/12	35

Year	Value of Ticket Sales (£ million)
2008/9	1.28
2009/10	1.56
2010/11	2.63
2011/12	2.84



CURVE

Delivering Leicester's cultural ambition

Curve can add strategic value to the development of the LCC's cultural strategies for the future.

Curve takes the strategy, and what the city can provide, onto a whole new level, bringing Leicester on a level with some of the major cities in England in terms of art and culture.

Beverly King, LCC Commissioned Consultant
Evaluation of Curve theatre 2011

CURVE

1: Our communities connect through a sense of pride, place and identity

- Curve: a place where Leicester celebrates
 - The Spark Festival, Comedy Festival, Everybody's Reading, Cultural Olympiad, Caribbean Carnivale, Pride, Diwali programme
- This year's annual community production *Oliver!* saw 500 locals audition for 80 parts, and perform to over 10,000 people
- Curve community stage- a free platform to see school and community groups perform at Curve
- Affiliate Community Groups programme allows participatory arts groups opportunity to base their activity at Curve
- Exhibition space- used for showcasing local and regional visual artists

CURVE

2: New work is created, new talent is nurtured and new ways are found for self expression

- In 2011/12 Curve presented 8 world premieres of new work, and commissioned a further 4 works
- Additionally we supported 7 companies/artists working in residence developing new shows
- We recently launched a 'Scratch' programme and New Writers programme for 2013
- Our Young Company, Little Movers, over 55 groups and extensive workshop programmes encourage people of all ages to find new ways to express themselves

CURVE

2011/12 : East Midlands Companies supported

• Hathi	• Let's Dance Festival
• Darbar Festival	• Citizen 598
• New Perspectives	• 2Funky Arts
• Studio 79	• Kaine Choir
• Centre Indian Contemp. Dance	• David Parkin
• Elaine Pantling	• Dragon Breath
• Leicester Caribbean Festival	• Aakash Odedra
• Speakeasy Theatre	• Desi Masti
• Bloomdance	• New Art Club
• Bad Music Entertainments	• Carol Leeming

CURVE

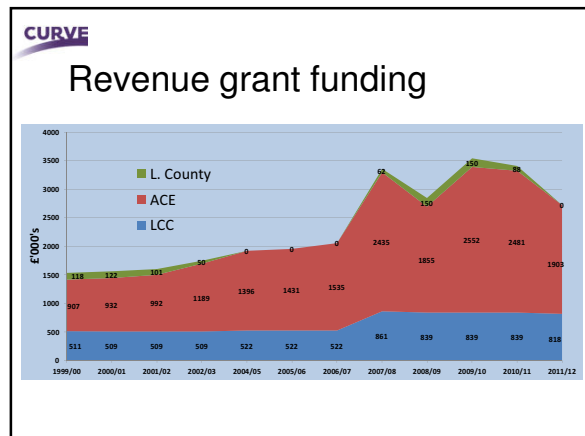
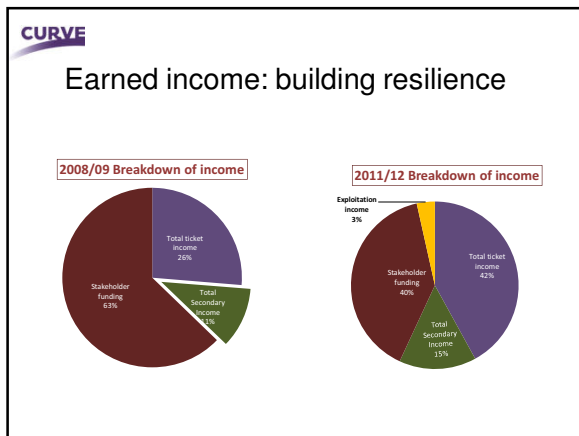
3: Every child and young person will thrive through a rich and adventurous cultural education

- Curve Young Company
- Little Curve & Little Movers
- Teachers' Drama Network
- Schools workshops
- Education packs
- Half term activity
- Youth & Family theatre programming
- Developing new theatre work

CURVE

4: Economic growth will flourish through investment, enterprise and business development

- Visiting artists 2011/12 accounted for 8,600 bednights
- In 2011/12 hosted 31 events/conferences from outside Leicestershire- estimated 900 bednights
- LCC funding leverages £1.9m annually from Arts Council
- 2011/12 media coverage valued at £5.1m
- Curve enables new social enterprises via Young Arts Entrepreneurs – 30 new businesses by 2015
- Curve an active member of Leicester's business community



CURVE

Optimising our asset

Curve is a stunning facility for producing and opening new shows, for hosting conferences and events- in a league of its own.

- Double physical space of Haymarket- rehearsal rooms, workshops, paintframe, seminar rooms, mezzanine
- Open from 10am as a public space- a resource for everyone to enjoy

Our space allows brilliant work to happen- at a cost

We need to find additional revenue sources to fund asset replacement

CURVE

Curve & The Cultural Quarter

"This fabulous new-fledged theatre complex in a frankly unprepossessing corner of Leicester will be a Midlands beacon under Paul Kerryson's adventurous rule – if it can hold its nerve."

Libby Purves, *The Times* Nov 2010

"The additional footfall generated by Curve aids the perception of the Cultural Quarter as a safe and lively place which is essential for supporting the current businesses and encouraging future private investment in the Cultural Quarter."

Cassie Soulsby, *Chair CQBA*, Nov 2012

CURVE

Developing the Cultural Quarter

Curve is the major driver of footfall into the CQ
The area needs continued investment to become vibrant
We need better connection to the rest of the City-Phoenix and Curve remain isolated
Connecting Leicester ... opportunity.



CURVE

Partnership: LTT and LCC

“Long term strategies need to be put in place to ensure that Curve can play its role in tourism, business conferencing, the development of art and culture, and retailing in Leicester. Curve can add value to all these, however activities need to be coordinated, impacts measured and benchmarked, and roles and responsibilities across the City and County be agreed and clear”

Beverly King, LCC Commissioned Consultant *Evaluation of Curve theatre 2011*

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