

Leicester
City Council

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

Held: WEDNESDAY, 24 OCTOBER 2012 at 5.00pm

P R E S E N T:

Councillor Waddington – Chair

Councillor Bhatti – Vice-Chair

Councillor Cassidy

Councillor Dr. Chowdhury

Councillor Porter

Councillor Chaplin

Councillor Shelton

Also in Attendance

Sir Peter Soulsby	– City Mayor
Councillor Clair	– Assistant City Mayor (Heritage, Leisure and Sport)
Chris Maughan	– Consultant, De Montfort University
John Rance	– Chief Executive, Phoenix
Mike Sanderson	– Phoenix
Fiona Allen	– Chief Executive, Curve
Chris Newell	– Curve
Hannah Hallam	– Curve
Antony Flint	– De Montfort Hall
Martin Peters	– Leicestershire Promotions Ltd.
Liz Blyth	– Director, Neighbourhood Services
Mike Candler	– Cultural Quarter Project Director
Sarah Levitt	– Head of Arts & Museums
Jerry Connolly	– Scrutiny Support Officer

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13. APOLOGIES FOR ABSENCE

There were no apologies for absence.

14. DECLARATIONS OF INTEREST

Councillor Cassidy declared an Other Disclosable Interest in items 6 and 7 on the agenda that he had previously been the Chair of Phoenix, though he no longer had any responsibility in those roles.

Councillor Cassidy declared an Other Disclosable Interest in Item 7 that he was a Board Member for Leicestershire Promotions Limited.

Councillor Shelton declared an Other Disclosable Interest in items 6 and 7 on the agenda as he was a representative for Leicester City Council and a Director at Phoenix Square, though he received no financial gain.

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 and Shelton were, therefore, not required to withdraw from the meeting.

15. MINUTES OF THE PREVIOUS MEETING

RESOLVED:

that the minutes of the previous meeting of the Economic Development, culture and Tourism Scrutiny commission, held on 12th September 2012, be agreed as a correct record, subject to the following amendments:-

Minute 8 – Review of the Council's Revenue Investment in Curve, Phoenix Square and De Montfort Hall

The Chair reported that an omission had been made, and that two items had been agreed at the meeting:

1. The Service Level Agreements for Curve and Phoenix had been asked for;
2. A brief discussion had taken place regarding the Haymarket Theatre and the Committee had asked for an update on its situation at present.

Minute 9 – Presentation from De Montfort Hall

Councillor Chaplin stated that the minutes were too brief, and that, as a matter of accuracy, Antony Flint, Manager De Montfort Hall, had stated that the casual jobs at the venue were places that students took to develop their skills.

Councillor Shelton stated that he had made comments during the presentation which were not included in the minutes regarding catering at the venue.

16. MATTERS ARISING FROM THE MINUTES

Minute 3 – Minutes 34 – Leicester Adult Skills and Learning Service – Strategic Plan 2012 – 2015

Councillor Chaplin asked if there had been any feedback received yet.

Minute 8 (i) – The Cultural Ambition for the City of Leicester International, Original, Together

The Chair reported that a report would be received at the meeting of the

Commission on 12th November 2012 from the Director of Learning Services on the future of the Adult Education Service. The Chair stated that a meeting would be held later that week with the Director of Learning Services and herself.

Councillors Chaplin stated that it would be helpful to look at the cultural ambition of the city in the context of the current review, as it had been presented in a document as part of the review.

Jerry Connolly, Members Support Officer stated that Geoff Rowe, who Chairs the Cultural Partnership, would give evidence at the Commission meeting on 28th November 2012, and might also present other views as Managing Director of the Big Difference Company.

17. QUESTIONS, REPRESENTATIONS OR STATEMENTS OF CASE

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

18. PETITIONS

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

19. UPDATE REPORT FROM CONSULTANTS / MEMBERS SUPPORT OFFICER

Jerry Connolly, Members Support Officer and Chris Maughan, Consultant, presented a report to provide an update to Scrutiny Commission members on work being done by consultants to assist the Commission its review of Leicester city Council's review of the grants to Curve, De Montfort Hall and Phoenix. Members were asked to note the report.

Members asked if there was a deadline for the review to be completed. Jerry reported that a draft report would be brought to the Commission at the end of November, and that the review would be completed for the Commission meeting on 20th December 2012.

Members stated that the report included information on Service Level Agreements, and asked if the Service Level Agreements had been made available for each of the venues as part of the review. Chris reported that he had received one from Phoenix and two from Curve, and that he could ask for previous agreements from the venues.

Members made reference to the complementary area for research on the relationship that each venue has with the local business community referred to in the report, and asked if the information would be received on time as part of the review process, which was confirmed as so by Chris.

The Chair reported that a parallel piece of work was being undertaken by the

ODI Team which the Scrutiny Commission was not told about. This had caused confusion for the venues as they were being asked twice for the same information. Mike Candler, Cultural Quarter Project Director, reported that the work conducted by the Department had commenced in June 2012, to look at joint working as part of the City Mayor's 100 Day Pledge. The ODI Team had looked at back office functions such as, HR, IT and Finance, and was looking at the streamlining of the service. Work had commenced before the Scrutiny Commission had started their review, which was to look at finance provided by Leicester City Council. Liz Blyth, Director Neighbourhood Services stated that the work of the department was the first phase of a broader piece of work on how the organisations could collaborate. Councillor Clair stated he would take on board the concerns of the Chair that work was being duplicated. Jerry Connolly, Scrutiny Support Officer, reported that he had met the ODI Team and received an understanding that the information they had received would be shared with the Scrutiny research team.

RESOLVED:

1. That the report be noted.

20. REVIEW OF PHOENIX

John Rance, Chief Executive Officer, Phoenix, gave a presentation to the Scrutiny Commission, and a copy is attached to the minutes for information. He described the Phoenix as a strategic investment in the city.

John stated that there were many independent cinema and arts centres around the country and that art forms were more accessible to people. He said there were many events and programmes new in the Phoenix that were not put on by commercial providers. John said that the Phoenix was an independent charity and that all money allocated went towards charitable aims.

The varied programme, including World Cinema, heritage screenings and themed festivals, meant the venue had a loyal and growing audience, with 75,000 attendances at the venue in the last full year, which was an increase in 10% on the previous year. John said the venue had been in operation for nearly three years, and was looking to develop its programme of events further, that would engage more people locally and nationally.

He said the British Film Institute (BFI) had announced a five-year strategy for the UK film industry and that £500 million of funding was available, and that the strategy included a national film education programme, expanding audiences and support for UK film makers. Twelve regional hubs would be formed and funded to deliver the programme and they were likely to be based on established independent centres such as the Phoenix, and that the venue was working hard to position itself to bring funding into Leicester. Phoenix was well placed to either be a hub, or become a key partner of a regional hub.

As an independent cinema the venue could choose its own programme, and that with De Montfort University and Leicester City Council, Phoenix aimed to establish a new field of digital arts in the city, as the way people were engaging

with the arts was changing due to a technological revolution.

He circulated the Culture magazine at the meeting, which was produced by the Leicester Mercury, which contained an article on digital arts in Leicester, and highlighted the Phoenix and the exhibitions that the venue had brought to the city. John also stated there was an opportunity to work with De Montfort University and become recognised internationally.

John stated that the Phoenix had an educational role in inspiring people and raising aspirations by providing exhibitions in cinema and digital arts, and opportunities for schools. Phoenix produced its own programme and worked with LASALS, at present mostly with adults but also aiming to provide courses for younger people, and it was hoped that an annual exhibition could be held in the future for schools to celebrate their success by showcasing their work. There had been 4,000 attendances at Phoenix's education events, which would continue to be developed. The meeting was also informed of Phoenix's Film Group, which included film makers, producers and actors who regularly exhibited at the venue.

John stated that the café at the Phoenix was integral part of the Phoenix experience, and that trade was growing by 15% a year. A recent survey had reported that 45% of the customers to the café used it as an individual destination. John reported that there were nearly 69,000 purchases made at the café in 2011, and had made a good contribution to the charity.

John stated that the café was a large proportion of the venue's turnover, with the cinema and education programme at 29% and the grant from Leicester City Council at 23% also a large proportion of income for the venue. He reported that there could be new grants from national sources, but that grant funding did not contribute to the core operating costs.

John stated that the Phoenix was a strategic investment in Leicester's cultural and economic offer, and that over three years it continued to bring people to the area, and had a loyal and growing following. He added that the strategy aligned to the cultural, economic and community development of Leicester, which was detailed in the report. John also presented information on marketing communications and informed the meeting that presence on social media was growing.

Members felt the programme did not include enough for children and families. John responded that the current programme was being evaluated, and would include summer boot camps and film-making for children.

Figures, including community and business use of Phoenix attendances and cultural interactions were also presented, and quarterly figures reported showed that all facets of the programme had shown growth. John reported that a general audience survey was currently being undertaken which give details, including ethnic backgrounds of audiences. John stated that the venue would work with schools to establish the full demographic of Leicester when planning events and exhibitions.

John then responded to questions from Members and made the following points:

- Phoenix Square was a brand, and there were three businesses operating from the building.
- There was a divide between film and arts in how the Government saw and funded projects. Currently discussions were taking place between the British Film Institute and Arts Council England.
- No-one would be able to lead as a regional hub independently, but the Phoenix were blessed with having good provisions. Discussions would take place with Quad and Derby in the near future.
- The education programme was largely funded by the grant from Leicester City Council.
- With regards to holding Saturday morning cinema events for children, other Members raised the issue that staff would have to be CRB checked.
- As a key issue in the city, the programme could include events surrounding Richard III.
- Spot surveys had been undertaken in the past and information had been passed to the consultant. A full survey in the 1st and 2nd year would not have been useful as too much was happening. The time was now right to undertake a full survey.
- The target market for the cinema would be those with a 20 minutes drive time, and market research had shown there was little overlap between Phoenix and Derby, as people tended to be loyal to their local cinema.
- Programmes were planned a year ahead for major events, but films were set 2-3 months ahead and could be changed, as a monthly brochure was produced.
- With regards to digital arts, it was hoped that a move could be made towards commissioning artists to do specific work to promote their business.
- Competitions were held using social media which was a growing area.
- There were already links with Curve. Marketing and programming teams from both venues met for collaborative marketing.
- A micro-economic cluster of people had set up business in the Cultural Quarter due to Curve, Phoenix and LCB Depot.
- The occupancy rate of the venue was increasing, but could not be compared with Curve as cinema and theatre were different models. Also days, type of film and time of year had an effect on occupancy figures, which was a secondary indicator of success. The Phoenix was well connected to Quad and Broadway, and good information was received from them to enable to draw comparisons.
- To improve all aspects of Phoenix, improved marketing was planned to target people who went to the cinema but not to Phoenix, and the venue would also concentrate on exhibitions and festivals that attracted higher audiences. The core audience for the venue was within 20 minutes drive time, but there was a role for Leicestershire Promotions Ltd. and Visit Leicester to attract national audiences.

- The current business plan was the first produced by the Centre
- The digital facilities were booked at all times and were available free of charge, funded by Arts Council England. The contribution from De Montfort University was financial and intellectual, and could now connect Phoenix internationally and could bring work into Leicester. The Chair requested that a cost benefit analysis be prepared on the impact of this.
- The strategic goal was to get a distinction for Phoenix. Recently traditional art forms had been combined and presented through digital arts, as reported in the Culture magazine.
- The role of Leicester City Council enabled Phoenix to be promoted in schools. Also new branding had been brought in, which included on street branding in the form of banners. Mike Candler added that the Council had reduced parking restrictions on double yellow lines in the area at night, and that there was a temporary car park near to Phoenix. He also reported that the Council was procuring illuminated signs on the Phoenix building subject to planning permission. Sarah Levitt, Head of Arts and Museums reported that the Council, along with Arts Council England, had been responsible for brokering the Culture magazine, and that the Marketing section had also worked with Phoenix.

The Chair thanked John Rance for his presentation.

21. ANY OTHER BUSINESS

Martin Peters, Leicestershire Promotions Ltd. was present at the meeting and gave an overview of the economic value of Curve, Phoenix and De Montfort Hall to the city, and reported the following statistics:

- Leicester's tourism economy in 2011 was worth £475 million, with 6,600 people employed.
- www.GoLeicestershire.com had received 1.4 million page hits between January 2012 and August 2012, with 116,000 page views on Curve, 26,000 on Phoenix and 101,000 on De Montfort Hall. In comparison 80,000 had viewed the page for Loughborough Town Hall.
- A GB Tourism Survey in 2011 revealed that 8% of overnight trips to cities and large towns included a trip to the theatre, which would equate to 23,000 overnight stays in Leicester. Sightseeing was the single most common activity at 29%.
- The Arkenford socio demographic research 2010 survey into overnight visitors to Leicester revealed the following activities undertaken by visitors:
 - Food and drink – 71%
 - History and heritage – 55%
 - Live music – 45%
 - Theatre – 42%
 - Cinema – 37%
 - Arthouse cinema – 20%

The above information showed that people visiting Leicester had a high interest in Arts.

- The conclusion on the above findings was that Leicester needed a broad

base of activities.

- The Ramada Encore had taken £55,000 from the Finding Neverland theatre show at Curve from cast, crew and technical people staying in the hotel.
- Summer Sundae 'Glampers' had stayed 966 bed nights.
- City breaks were growing in popularity in which all three venues featured. Early conclusions showed that the venues played a crucial part in the economy of Leicester.

The Chair stated that information on the venues could not be found in one place. Geoff Rowe, Chief Executive, Big Difference Company, informed the meeting of the new Visit.info website, where information on all venues was addressed. Councillor Cassidy asked if information was available in the hotels as, with the upcoming Federation of Small Businesses Conference delegates visiting the city in 2013, information should be available. Geoff reported that the FSB conference was the biggest the city had seen, and would be covered by Leicester Mercury specials, Facebook, and Twitter, and information on activities in the city would be provided to delegates.

Martin informed the meeting that Leicester had been successful in hosting the conference after a successful pitch to the event organisers, due to the close proximity of Curve to Athena. The brochure had outlined the two venues as a single offer for a conference hub. With regards to accommodation capacity, there were 1,000 spaces within reasonable distance to the venues, and substantial investment had been made in the accommodation industry. He did say the quality of the accommodation was variable.

The Chair thanked Martin for the information provided.

22. CLOSE OF MEETING

The meeting closed 7.05pm.

Phoenix

Scrutiny
Commission

24th Oct 2012



Phoenix

Presentation Themes

Phoenix is a strategic investment in Leicester's:

- cultural offer
- capabilities and
- competitive position

We have established:

- new venue,
- distinctive accessible cultural offer
- growing attendances
- developing national reputation

Opportunities:

- further growth in local participation & education
- attracting visitors from farther afield
- national funding and reputation



Phoenix

Phoenix Our aim to bring inspirational film and art to all.

Civic Independent Cinema & Arts Centre

- Bristol: Watershed
- Edinburgh: Filmhouse
- Derby: Quad
- Glasgow: GFT
- Newcastle: Tyneside
- Nottingham: Broadway
- Manchester: Cornerhouse
- Sheffield: Showroom
- Liverpool: FACT



Leicester:
Phoenix!



Supported using public funding by
ARTS COUNCIL
ENGLAND

Phoenix

World Cinema

The distinctive programme & experience has a loyal and growing following.

- New & classic world film
- New talent
- International theatre, ballet & opera
- Film festivals

Aims:

- Quality and local relevance
- Festivals to attract national visitors
- Improve accessibility
- More overt celebration of local talent.
- Better feedback and evaluation



Phoenix

Phoenix Our aim to bring inspirational film and art to all.

Digital Arts

We have established growing new art form in Leicester.



An accessible art form that can extend from gallery to City and other places.

We can engage many more people.

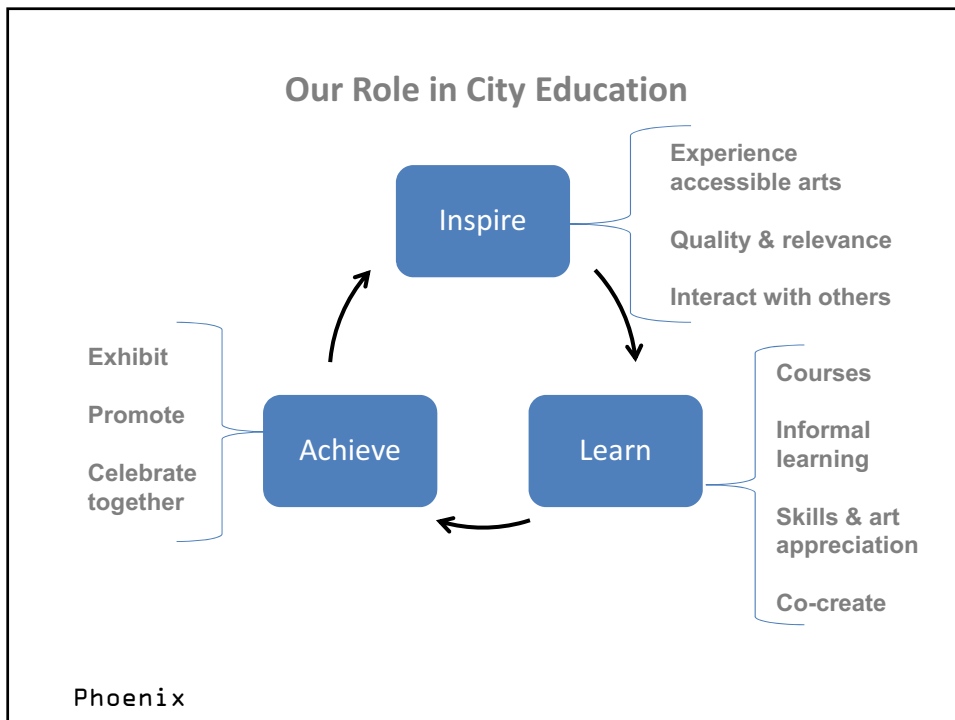
NPO status means:

- International arts in Leicester.
- Support for emerging local artists.
- Further funding opportunities.
- Phoenix to be a leader in the field.

Our aims are to develop a distinctive Phoenix digital arts offer & build an international reputation with DMU



Phoenix



Phoenix Our aim to bring inspirational film and art to all.

Education

Attendances up significantly in 2011/12, especially schools & colleges

Consultations with city schools, colleges LASALs & DMU.

Our aims:

- Schools and colleges - expansion.
- Adults - film appreciation courses.
- Higher education – enhanced experience and new opportunities.
- Film makers and artists supported by facilities, exhibitions & interactions
- Skills courses with partners such as colleges and LASALs.
- Promote Phoenix as the locus for film and digital arts talent in the city.



Phoenix

Cafe

Growing by 15% in last two financial years & now contributing 25% of turnover

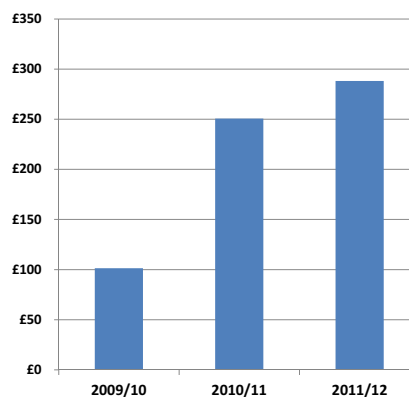
Integral to the Phoenix experience and a destination in its own right:

- Cinema goers
- People who live and work at Phoenix Square and in the Cultural Quarter
- People who come to our cafe events
- Business & community groups choosing Phoenix as their regular meeting place
- People coming to business, community and social events at Phoenix

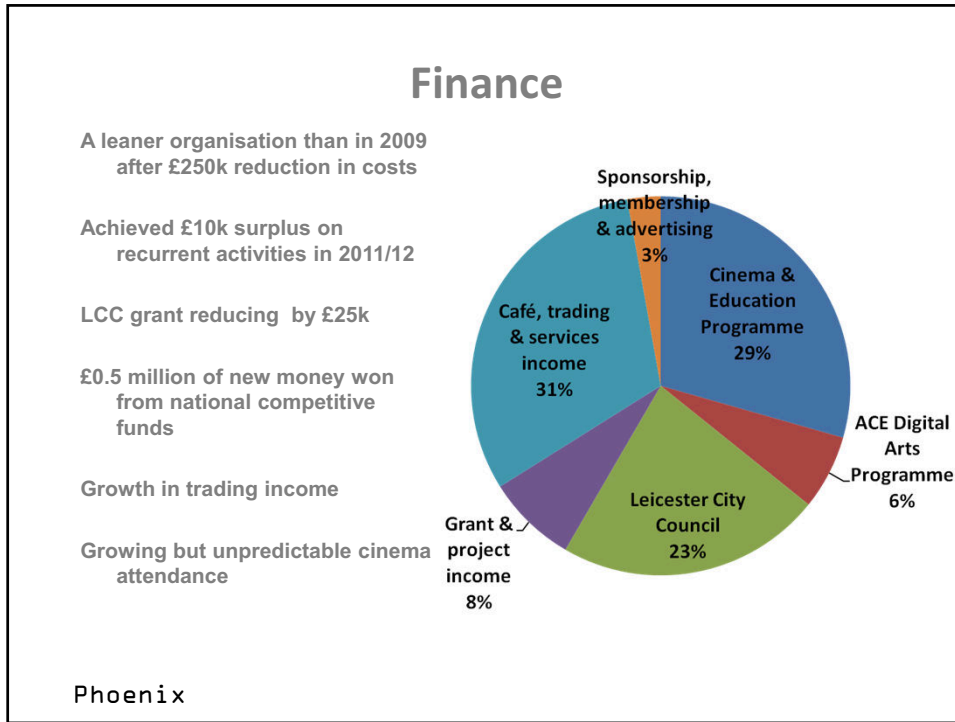
68,612 purchases in year to Sept 2012

Phoenix

Cafe Trade (£000s)



Phoenix Our aim to bring inspirational film and art to all.



Conclusions

- A strategic investment in Leicester's cultural and economic offer
- A distinctive cultural programme and venue have been established
- Growing loyal following, national reputation and economic contribution
- Strategy that aligns to the cultural, economic and community development Leicester.





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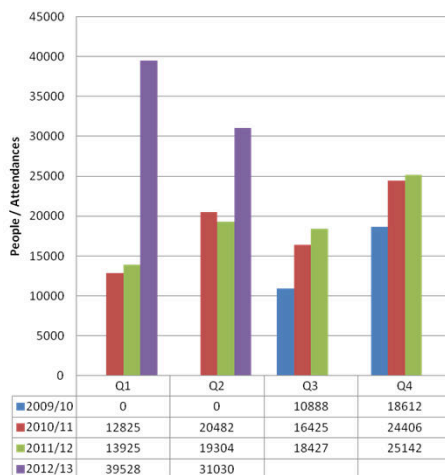
Phoenix **Our aim to bring inspirational film and art to all.**

Marketing Communications

Channel	Reach
Brochure post (monthly)	2,800
Brochure distribution (monthly)	7,000
Brochure venue (monthly)	3,200
E-shot (weekly-fortnightly)	5,200
Social media (continuous) (Figures are per week)	5,000 followers >7,000 content viewers
Leicester Mercury (weekly)	70,000 circulation 220,000 readership
Culture Magazine (quarterly)	75,000
Other press coverage & listings	?
“World of mouth” is very important	?

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Attendances and Cultural Interactions



Growing in all facets of the Phoenix programme.

Could reach 130,000 this year

World cinema - people value the mixed diet of British, foreign language, US & specialised films.

Experience, service, value for money and proximity are also crucial.

Many come regularly with friends, spouses or alone.

High level of loyalty.

Good age, gender & income balance

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