

APPENDIX 1

Targets & Outputs 2018/19

Performance Indicators	Ludus Dance		More Music		Dukes Theatre		Litfest		Totals
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Artists engaged	18	28	75	95	170	212	34	77	412
Volunteers	10	25	55	40	90	191	49	70	326
Others taking part (local)	4,000	5,900	9,000	9,199	16,500	16,916)	60	25	32,040
Others taking part (from outside the area)	800	281	3,000	13,798	1,200	1,880	20	0	15,959
Audience (local)	1,000	1,379	25,000	34,736	65,000	83,925	540	583	120,623
Audience (from outside the area)	500	431	120,000	138,944	35,000	51,273	290	135	190,783
No. of performance days or exhibitions	29	22	200	297	1,100	1,761	20	34	2,114
No. of new products or commissions	5	15	4	5	20	90	20	1	111
No. of people employed in full-time employment	-	-	1	2	19	17	-	-	19
No. of people in part-time employment	10	11	22	23	22	21	1	1	56
Period of employment for artists	89	139	2,000	1,032	2,900	3,194	30	68	4,433
No. of sessions for education, training or taking part	610	679	1,000	1,060	1,800	1,001	7	3	2,743

Summary of Activity from 2018/19 End of Year Reports submitted by the Arts Organisations

Litfest - This year the focus for the Litfest board was to deliver a special festival in March 2019, as the organisation celebrated 40 years. Litfest was one of the first three literature festivals established in the country and we wanted to ensure that we delivered an extra special festival, which was ambitious in covering nearly every weekend in March. The difference between Litfest and other similar festivals is that it is unique in supporting new talent; developing writers and providing platforms for writers to flourish.

There was a mix of well-known writers and opportunities for new talent to showcase their work. For the first time the festival incorporated dance into a unique storytelling performance. Litfest presented 27 events which began on 8th March on International Women's day and ended on 31st March with a joint event presented by Litfest and Ludus Dance. For this element of the festival we had applied for Arts Council funding but unfortunately were not successful. Therefore the event was much more toned down than we would have both liked but it was well received by the audiences. This performance was based on a book which was produced by Litfest several years ago- the Sea Swallow. The performance used virtual technology, dance and storytelling to bring the book alive.

Other events throughout the festival were developed in partnership with Lancaster University. The Translate, Create, Debate event gave local students the chance to learn about creative translation during a workshop with literary translator Sophie Lewis. The event held at the University during the last weekend was one of the highlights when Roger McGough and Little Machine performed. This was presented in partnership with Lancaster Arts and was a first venture into a commercial event for the board.

At the beginning of the year Litfest delivered a digital storytelling project in partnership with local storyteller Jacqueline Harris. This project was performed in a number of locations in the city and in Rossendale and Brigsteer. Storytelling continues to be popular and in the autumn two events were held at The Storey. Both

events attracted good audiences and there is certainly more for Litfest to explore in developing this specific area.

Litfest has welcomed a new person onto the board and that person brings a past knowledge of Litfest with them but also a vast experience as an editor of a large publishing house within the UK. That is going to be very beneficial for the organisation moving forward. We also have 4 more people wishing to become part of the board during the coming year and it is hoped they will again provide additional skills for the board in terms of legal, fundraising and literary knowledge. This is definitely a focus for the board during the coming year and we are currently producing a strategy to cover the next three years.

More Music – More Music welcomed a new Artistic Director Loz Kaye and a new Finance and Operations director Serena Mansfield following the departure of founder Pete Moser and Kerry Duffin. The departure of Pete and the arrival of Loz was timed to coincide with the new ACE NPO and Youth Music funding agreements and the Business Plan 2018-2022. In the process of writing the new plan we examined our current position and acknowledged that our mission and vision remain constant and our impact for the next 4 years will be defined in terms of increased community pride and cohesion.

More Music's focus is on the West End of Morecambe with a year round programme of excellent participatory music-making and community events punctuated by 3 seasonal festivals. At That Spring Thing local people gathered together for an afternoon of community planting music, food and amazing story telling from Emily Hennessey and the Crick Crack Club with their innovative Gods and Monsters show, part of an ACE funded tour. This event is about reclaiming unloved green spaces and reviving them as places that residents can enjoy while developing pride in the neighbourhood and building community cohesion.

The West End Festival has been running since 1995 and this year happened in blazing sunshine on Regent Park and provided excellent entertainment, fun and games for local people. This event is increasingly significant for the community where there are so few opportunities for people to gather and access free, excellent creative activities and entertainment

The 2018 Catch the Wind Festival was bigger and better than ever, additional sponsorship from Morecambe BID enabled us to extend the event down the promenade into the town centre. We were able to bring in additional professional flyers so there was a magnificent display of kites across the length of the sea front. There were workshops and performances in and around the Arndale Centre as well as on the Midland field and around the Platform. There was an estimated attendance of 22k, many visitors were from out of town.

In October we again joined in the national initiative Fun Palace, which aims to bring art and culture to everyone, with a great open day at More Music providing a range of amazing participatory arts, scientific activities and entertainment.

Other regular sessions included the open access Baybeat band (50 people per week) a folk class, an early years music session, 3 sessions for adults with learning disabilities a Chinese orchestra, 6 sessions for young people plus quarterly gigs. There is increasing evidence about the positive impact of engaging in creative activity on health and wellbeing so this programme is a vital connection to the wider community for many participants. We also presented an eclectic programme of excellent music from artists and bands from around the world. We hosted Shore to Shore, a sell-out high profile national theatre tour, which explored the experiences of people of Chinese heritage living in UK. This was featured on national TV and radio and attracted an audience from Leicester, Bradford and Liverpool.

We have continued to provide opportunities for the Polish members of our community. We hosted a St Andrews night family party with music games and dancing, face painting and food. Polska was attended by 120 people and in January we held a zabawa where 80 people brought food and drink to share and danced the night away to Polish DJ Pawel.

More Music's building is a much used community hub; in addition to the work we deliver ourselves we provide a space for ACE counselling services, the baby weighing clinic, community meetings and access to employment training courses.

Other projects and activities include, The Lantern Festival, Contributing to Light Up Lancaster, Morecambe Christmas Lights Switch On, Holocaust Memorial Day, Lancaster District Homeless Action Service song writing and recording project, Lancaster University staff choir, Halton Community Centre weekly singing sessions and, Bay Medical Group team building.

This is a fraction of the work More Music has delivered in the district, which also includes significant involvement with and contribution to LAP, LCEP, CYPMAF, MAC, and the CYP Mental Health Champions Network and the Coastal Communities team.

Dukes Theatre - The Dukes is Lancashire's leading producing theatre and cultural centre. Now established in post our Artistic Director Sarah Punshon continued to make an impact including an expanded artist development summer programme and working on her first promenade production *The Three Musketeers* in Williamson Park. *Peter Pan* our 2018 Christmas show achieved the highest box office sales for The Round at almost £151K, exceeding the previous year by 0.6%. The park show, a partnership with Williamson Park, achieved respectable sales with box office takings of £220K. 2018/19 and it was our highest ever grossing year for cinema ticket sales: £208,142 for film screenings and £68,839 for live-by-satellite screenings. The Dukes started 2018/19 with unrestricted reserves of -£1,344 and restricted reserves of £96,958 (representing predominantly trust and foundation investment in future projects). Unfortunately despite the successes at box office and in income diversification, The Dukes finished 18/19 with a deficit of £40,480, subject to audit, which reduced the restricted reserves to £7,334. Unrestricted reserves will be calculated during the audit. The deficit included two extraordinary items totalling £26K (one-off HR payment and costs associated with our storage move which could not be capitalised) but was also the result of managing a much more complex portfolio of income including multi-year trust and foundation income and of not being able to achieve projected cost savings in overheads in an inefficient and dated building. In response The Dukes has developed a new High Level Business Plan and secured a re-profiling of its grant from Arts Council England. This will enable us to transition to a new, more sustainable business model whilst still retaining core services for local people.

Artistic highlights

Home-grown productions were particularly successful this year:

- *Educating Rita* (co-production with New Vic Theatre, also toured to the Stephen Joseph Theatre in Scarborough:
"another triumph for Lancaster's independent theatre" **** Northern Soul
- *The Three Musketeers*, Sarah's first Play in the Park, was nominated for the UK Theatre Award for Best Show for Children and Young People:
"A witty, imaginative lightness of touch characterises every aspect" ****The Observer
- *The Astonishing Vacuum Cleaner Adventure*, co-produced with One Tenth Human, toured across the North West with the support of Big Imaginations:
"Pitched just right so that everyone could join in! full of fun and wonder" Audience comment
- *Beautiful Thing*, produced by Tobacco Factory Theatres in association with The Dukes Lancaster:
"heart-warming, celebratory, biting funny... a tour de force" **** Reviews Hub
- *Peter Pan*, adapted and directed by Sarah Punshon for her second Dukes Christmas show, surpassed 2017's success with *Aladdin*:
"this is family theatre of the highest quality." ***** Northern Soul
- *Glory* by Nick Ahad, co-produced with Red Ladder, in association with Tamasha Theatre.

“Timely, intelligent and quietly moving, it’s a production that provides plenty of food for thought – about community, identity, ‘left behind’ towns, the refugee crisis – while also making you laugh out loud. Its entertainment with a powerful message that gets you in a headlock, hits you on the funny bone and breaks your heart.” **** Yorkshire Post

Our artist development programme developed extensively in this period, in particular with the involvement of our Ignite Associate Producer, a Sustained-funded fixed-term post focussed on increasing our engagement with BAMER artists and communities. In 18/19 we engaged with 261 individual artists, with 87 of those first-time engagers. Our target was 14% BAMER; in fact 33% identified as BAMER. We also hit our target of 6% of artists identifying as disabled &/or D/deaf.

Kickstart Open Space threw open our doors in August once again, hosting 12 individual artists developing 5 new pieces. We hosted a further six companies for one or two week R&D residencies, including Daniel Bye, Ross McCaffrey, Jen Street, and our Associate Company Junction 8, and showcased 8 extracts of new work at two well-attended Scratch events. We continued to host Associate Company LPM’s weekly accessible dance classes.

Associate Artist Lisa Simpson, quadriplegic choreographer, was supported to develop her first professional piece, *Succession*, which premiered in the Rake in September 2018, alongside a curtain-raiser developed with young Bharatanatyam dancers from Swati Dance Company (Preston) and an integrated piece by Scottish company Indepen-dance. Route 555, a commissioning programme in partnership with Theatre by The Lake (TBTL) and The Brewery, initiated last year, came to fruition with the premiere of Sonya Moorhead’s new piece *Feral* (November 2018) and R&D for *Ladies That Bus*. As part of our BASE programme we offered 6 free masterclasses to local artists: from clowning to marketing via safeguarding and dementia-friendly arts, with experts including internationally-renowned clown teacher John Wright.

Our outreach work is specifically targeted at those most excluded from the arts and included in 2018-19 the Gypsy Roma Traveller community, young people referred by Lancaster CAMHS or Pupil Referral Units and people with experience of street homelessness. *A Life More Ordinary*, our dementia-friendly arts and film programme, provides engagement for people with dementia who are at risk of social exclusion.

This year we began providing free space for several groups organised by local LGBTQ+ support group *Out in the Bay*, including weekly coffee afternoons and monthly trans and family support groups.

Diversity was at the heart of everything we did in 18/19. We increased the diversity of our performers and creative teams: of the 25 professional actors in Dukes produced & co-produced work this year, 11 were BAME, of whom one was registered disabled. Commissioned writers were female or BAME, including British Asian playwright Nick Ahad on *Glory*.

Three inclusive theatre groups presented professionally-supported shows: *Shattering Images*, for young adults with learning difficulties in partnership with Loyne Specialist School; *RedBananaLlama*, for adults with physical and learning disabilities; and *Still Me*, for people living with dementia and their carers.

66% of bookers came from the Lancaster District, with clusters in Morecambe, Lancaster and outlying villages, a similar figure to 2017/18. Based on an independent impact study, in 2015-16 The Dukes had an estimated economic impact of £5.3 million and supports 105 additional jobs. Total press cuttings: c. 644. At an average advertisement value of £200 per mention this equates to £128,800 of coverage. Social media followers - facebook: 9,538, Twitter: 11,073, Instagram: 1,632.

The Dukes has a lead role in Lancaster Arts Partnership - managing the group’s finances and chairing meetings. The Dukes is a key partner for Light Up Lancaster providing financial management, volunteer support, technical services as well as co-chairing the steering group. The Dukes was a key driver in scoping around City of Culture opportunities and learning. The Dukes contributes to Arts Lancashire. We

have a lead role on the management group for Lancaster Business Improvement District as well as attendance at the Events & Marketing sub-group.

For our outreach and engagement activity we have strong partnership working with Age UK Lancashire, Curious Minds, the Gypsy Roma and Traveller Community Attainment Service and Lancaster District Housing Action Service. The Dukes has a three year strategic Cultural Partnership with Lancaster University and Lancaster Arts. In addition we again co-delivered a module in Writing for Performance, with expanded student numbers; the University recruited a new post in Applied Theatre, and we are in consultation on creating at least one new co-delivered module for autumn 2019. We also partnered with Lancaster University, Tamasha Theatre and Freedom Studios on the inaugural Lancaster Playwriting Prize, focussed on BAMER playwrights.

Ludus Dance - As an organisation that develops and champions work for, by and with children and young people (CYP), we see art, culture and heritage as essential elements in contributing to the successful nurturing of well adjusted, resilient and socially conscious members of society. Our work delivers on a range of social, educational and health and wellbeing agendas. We develop our work at a grass roots level to seek out and support talented individuals, opening doors to career paths within the arts. Arts Council England's quality principles form the bedrock of our work with CYP and we actively promote quality and excellence with our partners, peers, staff, participants and audiences.

Via 6 intrinsically linked programme strands (*Youth Dance & Talent Development, Cultural Education & Heritage, Inclusion, Studio Programme, Artist Development and Central Events*) we deliver a range of accessible and inclusive initiatives across Lancaster.

A range of inclusive, creative workshops acting as a first entry point into dance - a balanced programme of activity for local residents with workshops catering for babies/ toddlers and their parents and/or carers (birth-4 years), children (5-15 years) and adults (18+ years). Whether new to dance or a professional, there are clear routes into different kinds of activity. Many of our local studio class attendees have also engaged in some of our project work. Through the studio programme we have also increased our level of support to local artists and enthusiasts wanting to run arts activities from our venue. We have also trialled a number of commercial activities such as children's parties and bespoke wedding dances.

With a nationally recognised youth company, our work in youth dance regionally is second to none. We offer young people the opportunity to develop a wide spectrum of skills leading to either a life in the arts as a participant or as a deliverer/maker/leader. We deal in the development of untapped talent, capitalising on a skilled workforce of strong role models.

In June of 2018 and after running a series of taster sessions in local schools we hosted two days of auditions in our studio, reaching over 60 young people from across the North West. 20 young people were selected to join the company. This year they have performed across the North West and worked with nationally renowned choreographers Vicki Igbokwe and Tom Roden.

For the fourth year running, in the summer of 2018, LYDC was the only youth company selected to represent the North West at the national U Dance festival produced by One Dance UK. This year the festival was held in Ipswich.

Through this strand we have also developed a junior youth dance group, as well as offer regular advanced training through fortnightly BOOST IT workshops in our studio.

Our JOLT initiative within our youth company has supported the professional development of four young undergraduate students, enabling them to learn more about what it is like to work within an organisation and develop local project work.

Strengthening our vision of universal access, no matter background or ability, our inclusion strand seeks individuals that need that little bit of extra guidance in order to achieve. Through inclusion we open up a whole world of possibilities for people, providing them with access to development opportunities.

Through the inclusion strand this year we have developed a number of new projects:

- AMP (Accelerate, Move, Propel) - an initiative to provide opportunities for disabled young people to engage with creative dance. For 2018-19 the HUB was run from the Loyne School in Lancaster
- The FORGE – an initiative to support local BAME artists. This year a Manchester based artist was invited onto the initiative, where he worked with our Artistic Director to develop a solo show exploring masculinity and cultural traditions. Linking with the university, he also ran a discussion group with students interested in men, masculinity and displacement

Recognising that with many of the young people we engage their first experience of arts is at school, we have continued to develop high quality cultural experiences through CPD, curriculum based and extended enrichment activities. In 2018-19 we developed a three tier system of engagement and overhauled our local schools offer. Tier 1 is around advocacy and support, tier 2 ad hoc delivery and tier 3 partnership development.

Schools evaluation highlights:

- 100% of respondents felt that the work we delivered achieved their outcomes
- 100% of respondents would work with us again
- 50% of respondents were new to Ludus Dance
- 100% of respondents rated the quality of our workshop leaders as outstanding/ good

In 2018-19 we successfully secured over 50k of funding to develop an ambitious project exploring the 1918 women's suffrage. Over three districts, including Lancaster, local residents came together to explore the lives of local Lancashire suffragettes/ suffragists. The work culminated in a mass performance event at the Harris Museum, as well as smaller performances from the Lancaster group. On the back of this we were able to take digital dance workshops to local schools, combining 360 degree films (VR) and creative dance.

Crucial to our commitment for excellence is the need to maintain a pipeline of highly skilled and competent artists through a range of professional development opportunities. We cannot rely on local HE institutions and national conservatoires to provide us with a workforce that is fit for purpose on graduation. We have a key role in developing the next generation of arts facilitators, makers and leaders and have done so in a number of ways.

Over the last year we have supported 4 local artists to develop an aspect of their professional practice. They received group and one to one mentoring, as well as a small amount of seed funding to develop an idea.

Through the Garrick Charitable Trust, we were able to host a number of business surgeries for local dance artists.

In 2018-19 we maintained our local professional peer led class offer.

SLAPDASH is a space for local artists to share performance work at an early stage in development. The first SLAPDASH event was run in March, showcasing work from six artists.

In partnership with The Dukes the BIG UP North Dance Theatre Festival showcases some of the most innovative works from youth companies, community groups and schools across the North West. At the festival everyone has the opportunity to perform and take part in a number of workshop activities.

This year 25 groups shared their work on stage to over 250 audience members across two nights. During the day participants took part in dance, digital and visual arts workshops.

Quotes from the participants and company leaders:

“Really nice welcoming environment, which is a nice change to most places we’ve been to.”

“Everyone’s really supportive and it’s not competitive.”

“I enjoyed the 100 ways to hug workshops because I felt really creative and felt it was easier to bond with people.”

“I’ve been doing the festival for 10 years, first with QED and now with my own group Redlocks Creations, supporting Maelstrom Youth and as a volunteer! It’s been an amazing atmosphere this year and I’ve gotten so much out of it, including offers of work from schools after Redlocks performance to teach workshops.”

“I just wanted to say a big thank you for such a fantastic day on Friday. Our dancers absolutely loved the whole experience and haven’t stopped talking about it since. From the workshops to watching other dancers, they have been asking questions constantly and even performed some of the AbouTurn poem to their GCSE class.”

Throughout the year we have piloted a number of events in our studio, including a SpringFWD fundraiser for our work with young people experiencing mental health difficulties and two licensed gig nights (Reggae & SKA) again to raise vital funds for our work and open our venue to a new local audience.

APPENDIX 2**Arts Organisations Basic Income/Expenditure Statement 2018/19**

Organisation	Total Income (£)		Total Expenditure (£)
	Target	Actual	
Ludus Dance	260,950	229,064	258,716
More Music	477,000	666,831	608,207
Dukes Theatre	1,732,490	2,004,928	2,003,719
Lifest	48,000	35,443	37,291
Totals	2,518,440	2,936,266	2,907,933

Note: Ludus Dance and Lifest reported that reserve would be used to balance budgets