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CULTURE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL

TUESDAY, 6 FEBRUARY 2018

PRESENT: Councillors Gerry Clark (Chairman), Carwyn Cox (Vice-Chairman), Judith Diment, Sayonara Luxton, Julian Sharpe, Shamsul Shelim and Claire Stretton

Officers: Andy Jeffs, Shilpa Manek, David Scott and Mark Taylor

WELCOME

The Chairman welcomed all to the meeting.

ELECTION OF THE VICE CHAIRMAN

Councillor Luxton nominated Councillor Cox and this was seconded by Councillor Shelim.

This was **Unanimously Agreed** by the Panel.

APOLOGIES OF ABSENCE

No Apologies of Absence received.

DECLARATIONS OF INTEREST

Councillor Stretton declared that she had personal interest as she was the Chairman of the Drama Guild and they had the majority of their shows at Norden Farm.

MINUTES

Councillor Stretton highlighted the following amendment:

“Councillor Stretton asked about why the Maidenhead Ceremony Room had gone up.” To change to “Councillor Stretton asked about why the Maidenhead Ceremony Room hire charges had gone up.”

Councillor Stretton highlighted that none of the actions had been completed from the previous meeting. The Chairman reassured the Panel that all the actions would be completed by the next meeting on the 21 February.

Actions from the last meeting:

Action	For	Update
To communicate the new structure charts to RBWM staff, external bodies, Parish Councils.	Andy Jeffs	Sent To Parish Council on 19/01/18. On RBWM website.
To arrange an additional meeting in December 2017 if required to discuss changes in the 2018/19 Budget for CCOSP.	Clerk	This was not required as there had been no changes to the culture and communities budget. The Culture and Communities Budget for 2018/19 was on the agenda for 6 February

		2018.
Add Braywick Leisure centre item to every meeting Agenda.	Clerk	This has been completed. Braywick Leisure Centre item not on 6 Feb agenda as this was a special additional meeting for the 2018/19 Budget.
To provide a report on the Cultural Area/Quarter, getting involved in the work of our Joint Venture Partner, Countryside now, and see the plans of the regeneration.	Andy Jeffs	This is on the Agenda for the next meeting.
To provide an update on the Sharing of leisure facilities, was supposed to be a task and finish group but would be better discussed by the Panel at a future meeting.	Kevin Mist To speak to the Chairman	This is on the Agenda for the next meeting.

Councillor Stretton requested that a discussion be had at the Panel about York Road and the cultural quarter development. The Chairman agreed he would discuss this item with the Lead Member and look further into having on the Agenda at a future meeting.

David Scott informed the Panel that the meeting on the 6th February was an additional meeting added for the 2018/19 Budget. The scheduled meeting was on 21st February. David Scott provided the following updates:

Braywick Leisure Centre would be on the Agenda for the scheduled meeting on 21st February.

The Chairman once again highlighted that all culture and community items need to come before the Culture and Communities Overview and Scrutiny Panel.

NORDEN FARM PRESENTATION

Norden Farm gave a presentation. (Attached).

Points highlighted from the presentation included:

- Financial review of 2016-17
- Financial achievements against forecast, April to December 2017.
- Highlights of the year
- Audiences and Participants
- Community Engagement
- Education and Outreach, including Farm Out
- Special Projects such as Jump In!, The Lantern Parade, Young Leaders, The Beach
- Plans for the future

The highlights of the financial performance:

- Total sales were £1.35 million
- Room hire costs had increased.
- Film views had decreased.
- The net income of 16/17 was similar to 17/18
- 46 staff employed

- 200 volunteers
- £78,000 was the net deficit, £100,000 grant from RBWM, unchanged from 18 years
- The Arts Council Funding had now been lost

Members asked about the challenges, the future marketing plans and any reduced rates. It was reported that Norden Farm Centre for the Arts Christmas Panto Show had lost many schools, brownies, cubs as they were all going to another show, this had had a large impact, the ticket yields were down and advertising was very difficult. The marketing budget was very small, this was possibly a good thing for GDPR, the printing costs would reduce and we would only talk to people who were interested. Norden Farm would need to be very mindful of social media usage.

Jane Corry explained to Panel Members what Social Arts programme offered. Fifteen people who had become socially isolated as a result of illness, stroke, loss of a loved one would come together on a Monday and work with artists to make beautiful works. A communal lunch would be provided and each person would be collected from and dropped home. The aim of the project was to make a meaningful difference by signposting people to other things in the borough. WAM had been very helpful. This was a three year project costing £50K. This project would be coming to an end in December 2018. Norden Farm would be holding an exhibition in the summer and would be inviting Panel Members.

Councillor Cox asked how the comedy sessions had been going at Norden Farm. Jane Corry informed the Panel that comedy was on the rise and Norden Farm was a great vehicle to introduce new and diverse acts.

David Hill, consultant informed the Panel of the feasibility study process and the suggested new designs. The project would take six months. The main aim was to create more useable space and therefore generate more income for Norden Farm.

Councillor Cox asked about how much funds were needed for all stages and was told £100K in total from more than one source.

The aim was to be completed and open in September 2020.

Councillor Samantha Rayner informed the Panel the RBWM had been working very closely and in constant communication with Norden Farm.

The Chairman concluded that Norden Farm was a real jewel, ambitious and elegant.

2018/19 BUDGET

David Scott, Head of Communities, Enforcement & Partnerships, reminded the Panel that this was the annual process, the Panel had seen the provisional Report at the November Panel. The report would be going to Cabinet on 8 Feb 2018.

The following points had been highlighted:

- Lowest council tax outside of London
- The advantage card would still be used for lower rates of parking for residents
- Keeping all 14 libraries open, some with increased opening hours
- 86% of schools in the borough are good or outstanding
- We had a community grants scheme
- We were making an investment for long-term capital on infrastructure
- Regeneration of Maidenhead and other parts of the borough
- Improvement of the fabric of Windsor
- Braywick Leisure Centre and other improvements

The Panel are asked to note the draft budget proposals.

The Panel raised the following points:

- Visitor parking would be increasing, season ticket due to increase, current Advantage Card tariffs were being retained. A consultation had been carried out with the Maidenhead Chamber of Commerce and their feedback had helped to shape the proposals. The parking in the borough was still very competitive compared to local areas.
- How many more efficiencies need to be made? The efficiencies made were a result of new technologies and new opportunities.
- One of the major capital cash-flows are the fit out of the Heritage Centre. The Heritage Centre would be considered as a part of the whole York Road regeneration so why could we not put that on hold and use the monies for the refurbishment of the Desborough Suite. The Chairman explained that the Heritage Centre was a major piece of work and more significant than indicated in Appendix H.
- The regulatory risks items were discussed and the Panel was informed that a migration plan was in place for all risks.
- Councillor Stretton reminded the Panel that the peer review felt that it was now time for the borough to pause and embed. If the BLP were not to be delivered, we would not be able to achieve all of our commitments.
- Councillor Samantha Rayner and Mark Taylor informed the Panel that there had been significant change last calendar year, bringing together two services into the new Library and Resident Service. This had gone remarkably smoothly as a result of good planning, consideration by all and staff effort. It was now time to Embed and let all the changes settle.
- Councillor Stretton enquired about Oaks Leisure Centre timetable and the funding for that. She was advised that the timetable was still not set, the scheme was still at a development stage, prior to any preparation and construction work.

The Panel considered the report and noted all recommendations. The Panel felt content with the culture and communities element.

The Chairman reminded officers that all culture and communities items must pass through the Panel.

WORK PROGRAMME

Councillor Stretton requested that the Cultural Quarter item be added to the work programme.

The Panel Unanimously Agreed.

DATES OF FUTURE MEETINGS

Members noted the following dates for future meetings:

Wednesday 21 February 2018 – Council Chamber, Town Hall

Tuesday 20 March 2018 – Council Chamber, Town Hall

Wednesday 16 May 2018 – Council Chamber, Town Hall

The meeting, which began at 6.30 pm, finished at 8.20 pm

CHAIRMAN.....

DATE.....

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Norden Farm Presentation for RBWM
Overview & Scrutiny Committee, Feb 2018

2016-17
+
first 9 months
2017-18



Agenda

Finance:

Financial review of 2016-17

Financial achievements against forecast, April – Dec 2017

Achievements & Performance:

Highlights of the year

Audiences & Participants

Community Engagement

Education & Outreach, including Farm Out

Special Projects: Jump In! | The Lantern Parade | Young Leaders | The Beach – focus on SocialArts

Plans for the Future:

The New Wing at Norden Farm





Summary of Financial Performance 2016-17

Summary of 2016/17 Financial Performance in Management Accounts against Budget and Previous Years

Arts programme contribution was 5% lower than last year because of a fall in film income, but contribution from other activities increased by 17.3% thanks to an increase in income from hires.

Total net income increased by 5.5% while our overheads were only 2.9% higher.

As a result we achieved a £21.6K operating surplus after core grant. This was better than budgeted.

	14/15		15/16		16/17		Budget 16/17		Budget 17/18	%
	£000	%	£000	%	£000	%	£000	%	£000	%
Total Sales	1125.0		1271.3		1,351.2		1,345.6		1,357.7	
Sources of Income and % of Total										
Room Hires	96.5	20.0	97.9	18.8	129.1	23.4	110.0	20.2	115.0	20.7
Live Shows	125.7	26.1	135.7	26.0	136.7	24.8	126.6	23.2	136.0	24.5
Film	80.7	16.7	88.4	16.9	69.9	12.7	92.4	17.0	77.6	14.0
Participatory Events	56.3	11.7	51.1	9.8	55.5	10.1	51.0	9.4	61.1	11.0
Fundraising/ Membership	53.3	11.1	44.2	8.5	60.3	10.9	63.0	11.6	60.5	10.9
Catering	33.2	6.9	68.2	13.0	60.1	10.9	65.0	11.9	65.0	11.7
Other	<u>36.4</u>	<u>7.5</u>	<u>36.8</u>	<u>7.0</u>	<u>39.7</u>	<u>7.2</u>	<u>37.0</u>	<u>6.8</u>	<u>40.0</u>	<u>7.2</u>
Total Net Income Generated	<u>482.1</u>	<u>100.0</u>	<u>522.3</u>	<u>100.0</u>	<u>551.2</u>	<u>100.0</u>	<u>545.0</u>	<u>100.0</u>	<u>555.2</u>	<u>100.0</u>

	14/15	15/16	16/17	Budget 16/17	Budget 17/18
	£000	£000	£000	£000	£000
Overhead Costs					
Staff	357.3	366.9	390.9	406.0	409.5
Marketing	62.1	71.5	69.6	72.0	72.0
Operating	91.8	110.0	97.8	97	96.0
Administration	<u>64.6</u>	<u>63.6</u>	<u>71.3</u>	<u>69.0</u>	<u>76.0</u>
Total Overheads Costs	<u>575.9</u>	<u>612.0</u>	<u>629.6</u>	<u>644.0</u>	<u>653.5</u>
Operating Deficit	(93.8)	(89.7)	(78.4)	(99.0)	(98.3)
Core Grant from RBWM	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>
Operating Surplus after Grant	<u>6.2</u>	<u>10.3</u>	<u>21.6</u>	<u>1.0</u>	<u>1.7</u>

Budget for 2017/18

In this budget we aimed to:

- Maintain the contribution from all our activities, with small increases in film, participative events and catering
- Meet increases in staffing costs from living wage legislation and pension costs
- ¹⁴ Achieve a small operating surplus after grant

Norden Farm

Summary of Financial Performance for 17/18 April - December

	17/18 Actual Year to Date Income		17/18 Budget Year to Date Variance		17/18 Budget Year
	£000	%	£000	£000	£000
Sources of Income & % of Total					
Room Hires	83.3	19.7	86.2	(2.7)	115.0
Live Shows	129.5	30.6	120.6	8.9	148.3
Donations	63.1	14.9	54.5	8.6	84.5
Participatory Activities	40.8	9.6	47.3	(6.5)	60.6
Fundraising/ Memberships	50.0	11.8	41.0	9.0	61.0
Catering	38.5	9.1	49.2	(10.7)	65.0
Other	31.6	7.5	29.0	2.6	40.0
Ex Office Costs	<u>(14.0)</u>	<u>(3.3)</u>	<u>(13.1)</u>	<u>(0.9)</u>	<u>(19.2)</u>
Total Net Income Generated	<u>422.8</u>	<u>100.0</u>	<u>414.5</u>	<u>8.3</u>	<u>555.2</u>

Overheads for 17/18 April - December

	17/18 Actual Year to Date Exp		17/18 Budget Year to Date Variance		17/18 Budget Year
	£000	%	£000	£000	£000
Staff	303.0	63.4	307.2	(4.2)	409.5
Marketing	48.3	10.1	50.4	(2.1)	72.0
Operating Administration	70.3	14.7	68.4	1.9	96.0
	<u>56.3</u>	<u>11.8</u>	<u>56.7</u>	<u>(0.4)</u>	<u>76.0</u>
Total Overhead Costs	<u>477.9</u>	<u>100.0</u>	<u>482.7</u>	<u>(4.8)</u>	<u>653.5</u>
Operating Surplus/ (Deficit)	(55.1)		(68.2)	13.1	(98.3)
Core Grant - RBWM	<u>75.0</u>		<u>75.0</u>	0.0	<u>100.0</u>
Net Surplus/ (Deficit) in management report	<u>19.9</u>		<u>6.8</u>	<u>13.1</u>	<u>1.7</u>

2016-17 The Highlights

- Record number of visitors to The Farm 181,873
- Winner of *The Best Regional Theatre*, Muddy Stiletto
- Successfully fundraised for and launched new three year project, SocialArts working with isolated older people
- Moved to a 7 day a week opening
- Presented 27 live community performances
- Record attendances at Jump In! - two week family arts festival
- Record attendances at The Beach – six week immersive event, including first sensory exhibition for children with SEN



Social Media Feedback

We have had some great nights here. They also show some great films. Whoever is running this place really knows how to put together a great arts venue!

Cat C, Trip Advisor

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I love Norden Farm! They offer such diverse shows for family and adults too. The food is always great and service is exceptional.

Becather, Trip Advisor

Norden Farm, easy to get to with easy parking, offers concerts, exhibitions, activities, performances by groups or individual artists --- often of international fame --- and films.

Mjera, Trip Advisor

Really fun evening. Very friendly staff. Lovely food.. Great value for money. ..Great daytime venue for kids too .. Would definitely recommend.

Archieandmum, Trip Advisor





2016-17 + 2017-18 (first half)
Audiences and Participants



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Live Performances: 44,460
(2015-16; 38,252)
2017-18, 1st half; 17,473

Film Audiences

14,483 (2016-17)

17,154 (2015-16)

2017-18 1st half:
7,575



ade in agenham

the musical



Community Engagement

27 live performances by local groups including:

- Jane Eyre
 - Hi de Hi
 - The Regina Monologues
 - Lovesong
 - G&S&Co
- + 1 week of performances from the Maidenhead Drama Festival
- + 1 week of performances from the Maidenhead Festival of Music

2017-18, 1st half: 19 live performances

2016-17 Community Group Events

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May 2016
Kaleidoscope

June 2016
Exhibition from
Maidenhead Camera
Club

June 2016
Maidenhead Drama
Guild

July 2016
Holyport College

July 2016
St Edmund Campion
performances

July 2016
Montgomery Holloway
Music Trust

Sept 2016
Slough Windsor and
Maidenhead Theatre
Company

Oct 2016
Grimm Players

Oct 2016
Maidenhead Festival of
Music

Nov 2016
Maidenhead Drama
Guild

Dec 2016
Maidenhead Concert
Band

March 2017
Maidenhead Drama
Festival including the
All England Finals
performance

March 2017
Maidenhead Drama
Guild

Maidenhead Music
Society – 10 concerts
across the year

Regular Hires to
Maidenhead Choir,
Maidenhead Painting
Club, Maidenhead Arts
Council

Volunteers

- Essential !
- 200 +
- Stewards
- Marketing
- Office Administration
- Volunteer 'socials' x 4
- Steward training events including fire evacuation x 3





Roadshows

Education & Outreach





Community Choir 7pm - 8.15pm	Acoustic Guitar 8pm - 9pm	Zumba 10am - 11am	Yoga 9.30am - 10.45am & 11am - 12.15pm	Kathak Dance 10.30am - 11.30am	Youth Theatre Norden Lights 4pm - 6pm
Swing Dance 7.30pm - 8.30pm	Make Silver Jewellery 10am - 12pm & 12.15pm - 2.15pm	Invent Your Artwork 10am - 1pm	Make Silver Jewellery 10am - 12pm & 12.15pm - 2.15pm		
Floristry Night School 7pm - 9pm	Pre School Teddies Music Club 10am - 11am	Youth Theatre Norden Lights 4.40pm - 6.40pm & 6.45pm - 8.45pm	Pre School Dance Little Wrigglers 10am - 10.45am		
Body Control Pilates 1.30pm - 2.30pm	Youth Theatre Norden Lights 4.15pm - 5.15pm & 5.30pm - 6.30pm	Arts Awards 5.15pm - 6.45pm	Digi Den 4.30pm - 6pm		
Drawing in Colour 10am - 1pm	Youth Theatre Norden Lights	Art Adventures			
Bollywood Dance 4.30pm - 5.30pm					

Classes for Adults, Children & Young People

21,503 attendances (from 13,363 in 15-16)

2017-18 (1st half) 8,954



Farm Out
Funded by the Spoores, Merry and Rixman
Foundation
(schools in the Old Borough of Maidenhead)

Schools

Alwyn Infant & Nursery School, Boyne Hill Infant and Nursery School, Burchetts Green Infant School, Furze Platt Infant School, All Saints Junior School, Courthouse Junior School, Furze Platt Junior School, Riverside Primary School, Holyport Primary School, Larchfield Primary and Nursery School, Lowbrook Primary School, Oldfield Primary School, St Edmund Campion Primary School, St Luke's Primary School, St Mary's Primary School, Wessex Primary School, White Waltham Primary School, Woodlands Park Primary School, Cookham Dean Primary School, Cookham Rise Primary School, Holy Trinity Primary School, Altwood Secondary School, Cox Green School, Desborough College, Furze Platt Senior School, Newlands Girls School, Manor Green School



Special Projects

8,578 Participants

Lantern Parade

Jump In

The Beach

SocialArts





SocialArts - focus



SocialArts

- 3 year project launched in November 2016
- Entirely funded by the Rothschild Foundation
- Final year includes a symposium in 2019 to share our findings



SocialArts

- *I could go several days without talking to someone, especially at weekends, so Monday morning group is great.*
Ω
- *Meeting other people has made me more able to interact with others. It has made a big difference to my life.*
- *This has got me excited about life again*
- *This group has been a real life saver. I really look forward to Mondays now*



Securing the Future of Norden Farm



Plans for the Future: The New Wing

- Why do we need more space?
- Type of accommodation not right. We need purpose built space, natural light, well heated, accessible for workshops and classes. Spaces that can double up as large scale dressing rooms
- Cost increases – need to increase income
- Greater demand – can't fit everything in ..

Feasibility Study Process

1. Development of a Design Brief

2. Tender opportunity - Options Appraisal

3. Appointment of Andrzej Blonski

4. Comprehensive Options Analysis, including review of Design Brief and focus on three potential options for RIBA Stage 1 development

5. Appointment of a cost consultant, MDA, following a tender process

6. Agreement, with The Farm Trustees, to a preferred design option, leading to creation of visuals and a Brief to the Cost Consultant

7. Analysis of capital costs estimated at £1.85 million and a base cost of £1.37 million

8. Consultation with key partners/stakeholders and with a representative sample of artists/practitioners

9. Positive initial feedback from partners leading to a submission to RBWM Planning for pre-planning advice

10. Preparation of a Fundraising Strategy based on a cautious target of £1.5 million (including client costs) and initial discussions with/submissions to three potential funding partners

11. Planning advice received from RBWM indicates the scheme has potential for approval

12. Consultation initiated with immediate neighbours and Norden Farm Centre for the Arts Members to conclude the Feasibility Study

Phase 1: Possible Sites

1060_Norden Farm Centre for the Arts

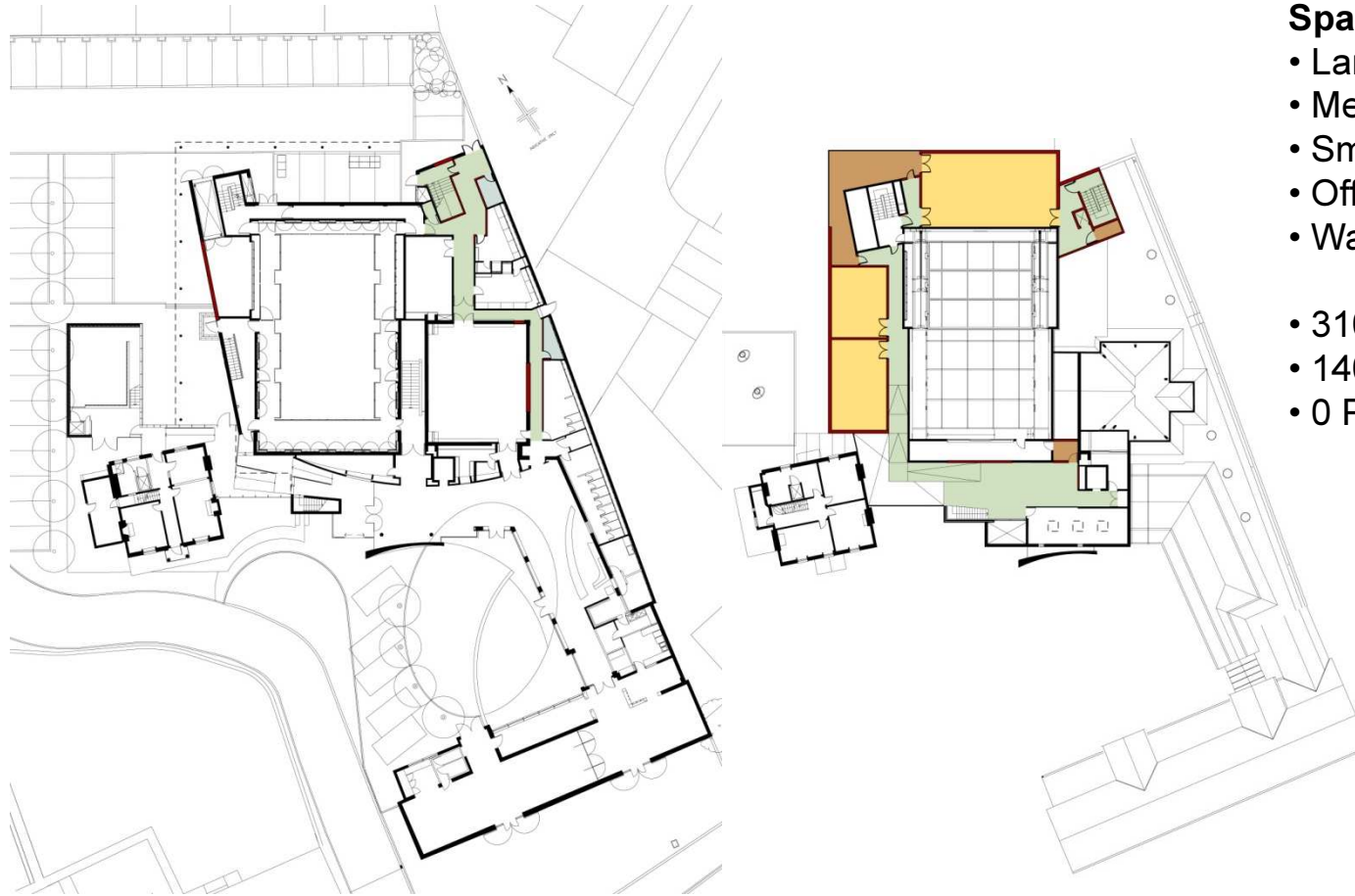
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Phase 3: Reduced Ground Floor Plan

1060_Norden Farm Centre for the Arts

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Spaces Provided:

- Large Art Space: 90sqm
- Medium Art Space: 45sqm
- Small Art Space: 35sqm
- Office Space: 20sqm
- Wash Rooms: 5sqm

- 310sqm New Build
- 140sqm Work to Existing
- 0 Parking Spaces Lost



Circulation



Creative Space



Ancillary Space



Relocated

potential of the proposed option

Creates an integrated extension with excellent access and improved circulation

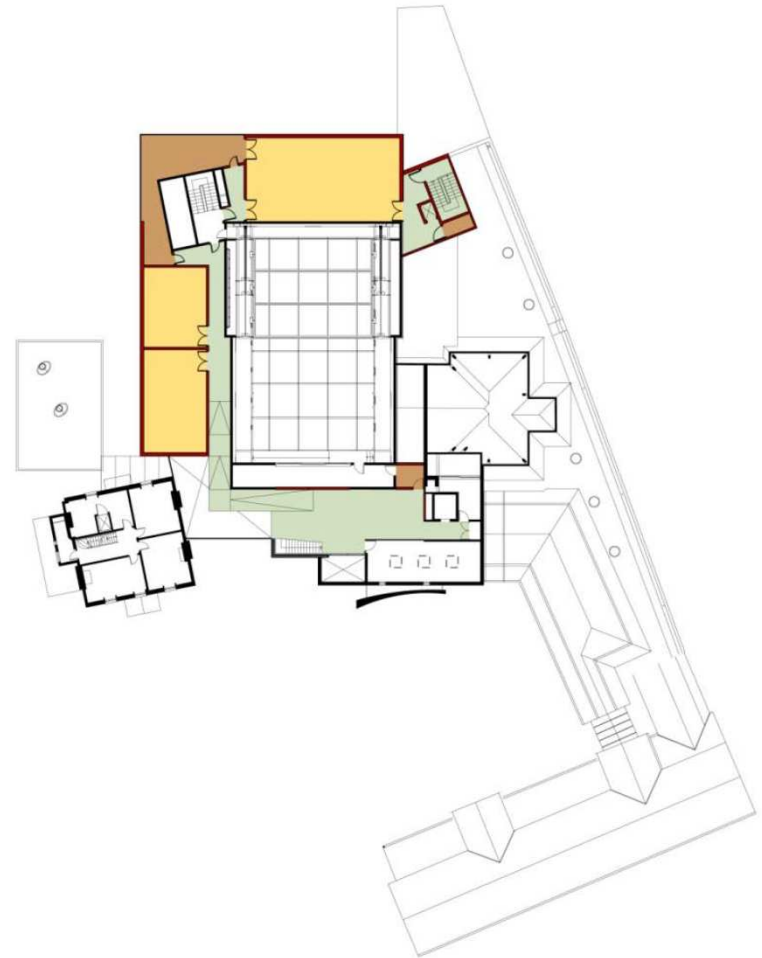
Improves the existing building

Provides the space needed

Enhances cultural facilities for the people of Maidenhead

Swift construction using pre-fabrication methods

Protects the long-term future of The Farm



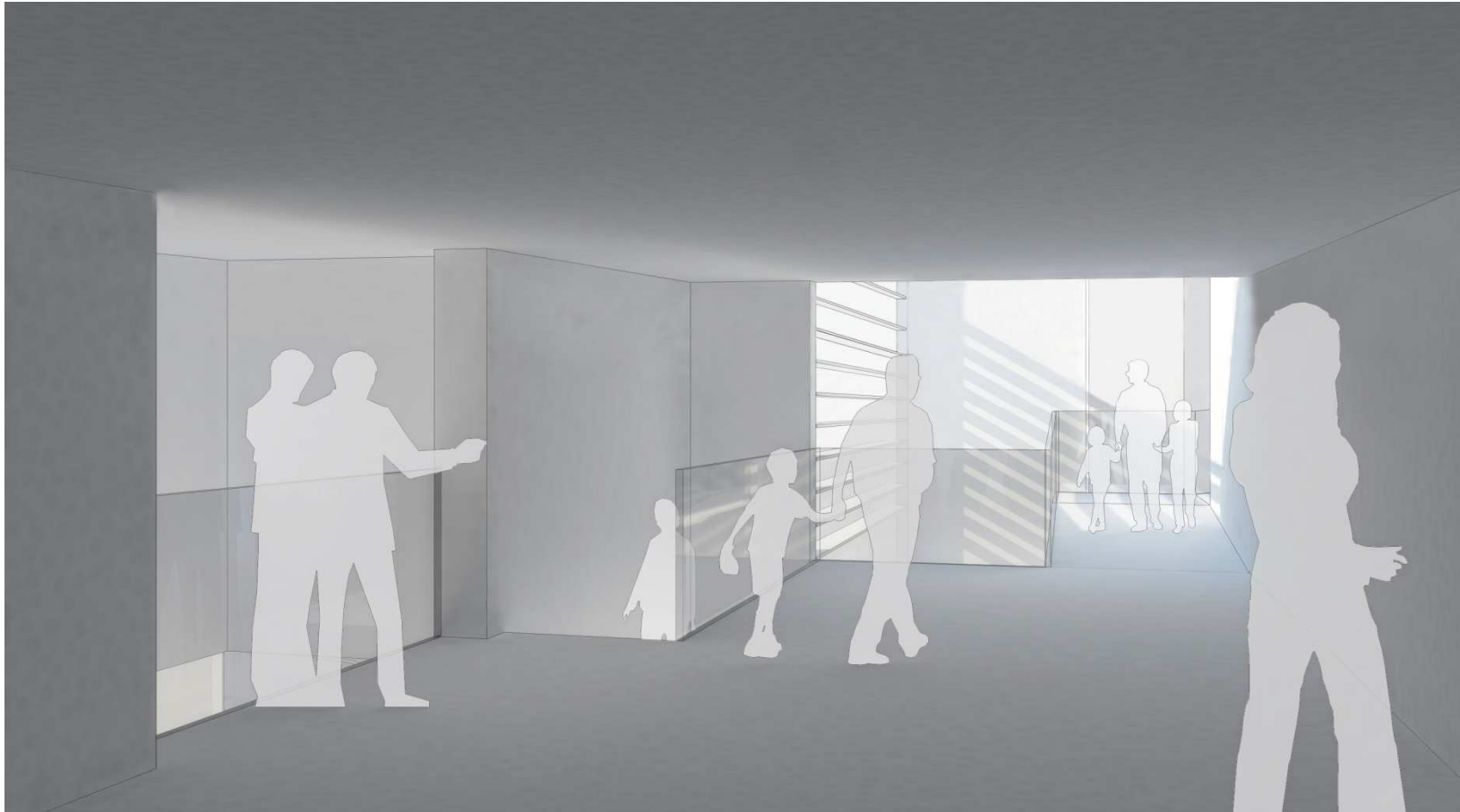
The Design

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Phase 3: Artists Impression of First Floor Foyer 1060_Norden Farm Centre for the Arts

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The Vision

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Norden Farm Presentation for RBWM
Overview & Scrutiny Committee, Feb 2018

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