

MEETING: 28/11/2013

Ref: 11636

ASSESSMENT CATEGORY - Accessible London

National Theatre

Adv: Jenny Field

Base: Lambeth

Amount requested: £147,304

Benefit: London-wide

Amount recommended: £50,000

Purpose of grant request: Improving disabled access to the National Theatre's Grade II* listed building for Londoners.

Background

The National Theatre (NT) will, of course, need no introduction to you. Whilst it is clearly a national resource, of the 760,000 box office tickets sold in 2012/13, 64% of bookings were made by people living in London. Of these, approximately 70% came from the boroughs of Camden, Greenwich, Southwark, Lambeth and Lewisham. An important element of its activities is its Learning Programme which last year benefited nearly 20,000 Londoners, over half of which comprised schools and youth groups. Additionally, its Theatreworks Partnerships works with community groups operating within Southwark and neighboring boroughs. Each project is delivered by the NT's in-house creative teams and specialist Theatreworks facilitators.

Funding History

You have funded the NT twice before. In February 2001, you approved a grant of £15,000 towards the costs of a theatre project for young offenders in Lewisham. In June 2007, you approved a grant of £50,000 towards access improvements to The Studio, its ancillary rehearsal and writing space next to the Old Vic. Both grants have been satisfactorily monitored.

Current Application

You may be aware of the redevelopment project 'National Theatre Future', an ambitious £80m capital programme that will transform the theatre and its surroundings. The completed facilities will include refurbished main foyers, including improved disabled access; a new Learning Centre that will enable the NT to upscale its public learning programme; greatly improved production facilities for its set designs, props and costumes; transformation of the Cottesloe Theatre into the Dorfman Theatre; digital studios and digital library; improved dressing rooms; refurbished technical departments; and a new entrance pavilion. The pièce-de-résistance will be a high-level public walkway with viewing gallery overlooking the backstage workshops which will enable viewers to see the construction and production of scenery, props and costumes. The

completed building will greatly reduce the NT's energy consumption whilst increasing its capacity for visitors, bringing improvements in its financial sustainability estimated as increasing net income by £1m per annum. You are asked to contribute towards the disability access elements of this development.

The refurbishment will enable disabled people to participate fully in every aspect of the theatre's activities. Some of the highlights include connecting the mezzanine floors in the main building that are currently only accessible to wheelchair users via stair lifts; creation of a new audio description room to support its audio-described performances; greatly improved backstage access; and, for the first time, the Cottesloe Theatre will be accessible on all levels with additional seating choice for wheelchair users.

Financial Observations

Audited accounts for the year ended 31st March 2013 show a surplus of £6m (6.1% of turnover), comprising a surplus on restricted activity of £8.6m partially offset by an unrestricted fund deficit of £2.6m.

The NT's reserves policy states that it aims to hold a total of £2.8m in unrestricted reserves for volatility in box office revenue, the knock-on effect on catering income and to cover the impact of public spending cuts on NT's sources of income. This target holding equates to almost 2 weeks' worth of total budgeted expenditure in the current year. At 31st March 2013, actual free unrestricted reserves amounted to £7.7m. Of this sum, £2.6m represents NTs operating fund, which is in-line with the reserves policy target to £2.8m, and £5.1m is designated towards new building, refurbishment and infrastructure works due to be completed over the next 5 years.

The latest forecast for 2013/14 shows total income of £98.6m and a surplus for the year of £3.1m, this largely relates to unrestricted activity and should increase free unrestricted reserves to £10.8m.

Officer's Appraisal

Your 'Working with Londoners' policies allow you to make grants towards access improvements of up to £50,000. Whilst NT is a national facility, the case for London benefit has been well made. This is an exciting development that will greatly improve the theatre's access to all – be this the general public, performers, technicians, front of house or back stage staff.

Recommendation

£50,000 towards access improvements at the National Theatre.



The City Bridge Trust

Charity Registration Number: 1035628

Working with Londoners: Application for a grant

Please read the guidance notes before completing this form

Reference:
(office use only)

11636

Date Received:

31/01/2013

Programme
Area:

01

1. About your organisation

Name of organisation applying for grant: National Theatre	
If the organisation is part of a larger organisation, what is its name?	
Address for correspondence: South Bank London	
Postcode: SE1 9PX Is this your home address? No	
Contact person: Ms Anna Vaughan	Position: Head of Trusts
Phone: 020 7452 3216	Fax: 020 7452 3210
E-mail: avaughan@nationaltheatre.org.uk	
Website: http://www.nationaltheatre.org.uk	
Legal status of organisation: Registered Charity	
If registered, please give charity number: 224223	
Date organisation established: 08/02/1963	

2. Request for funds

Under which of the Trust's themes are you applying (see our website or brochure for further details)? Accessible London - Accessible Buildings
Purpose for which funds are requested: (25 words maximum) Improving disabled access to the National Theatre's Grade II* listed building for Londoners.
How much funding is requested? Year 1: £43,000 Year 2: £44,100 Year 3: £60,204 Total: £147,304

3. Aims of your organisation

The National Theatre (NT) company was formed under Laurence Olivier in 1963 and moved to its South Bank home in 1976. Our mission is to stage an eclectic range of plays from the world repertoire, to reach a large and diverse audience and to support the future of theatre itself. In particular, alongside staging classic plays, we are responsible for the creation of new work. We endeavour to produce the highest standards by attracting the best artists. And as a truly national theatre we widen our reach through our large-scale Learning programme, touring and National Theatre Live, which broadcasts British theatre productions to cinemas across the world.

4. Main activities of your organisation

We broaden our audiences through keeping ticket prices low, offering a broad programme of work, and opening seven days a week. National Theatre productions now account for 40% of play-going across London and reach a worldwide audience of 2.3 million, whilst globally broadcasting our work to cinemas through National Theatre Live reached 200,000 people in its first year. We have a particular responsibility to our London audience members which make up 60% of the total bookings at the National Theatre's South Bank site (685,000 people in 2011-12). Engagement with our work is also deepened through an extensive programme of talks, backstage tours, free outdoor entertainment and education work that currently ignites and nurtures an enthusiasm for theatre in around 190,000 people of all ages each year.

5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
415	123	17	100

6. How do you support your volunteers?

We offer specialist training in the area the volunteers are helping. Some serve on committees at the NT (e.g. fundraising), but we began an ongoing public volunteer programme across the NT in summer 2012. Training covers public-facing skills.

7. Property occupied by your organisation

Is the main property owned or leased/rented by your organisation?	If leased/rented, how long is the outstanding lease/rental agreement?
Leased	127 years

8. Finance

From your most recent audited or independently examined accounts, complete the following:

Financial year ended -

Month: **March**

Year: **2013**

Income received from:	£
Voluntary income	34,300,000
Activities for generating funds	12,700,000
Investment income	500,000
Income from charitable activities	50,100,000
Other sources	
Total Income	97,600,000

Expenditure:	£
Charitable activities	78,300,000
Governance costs	200,000
Cost of generating funds	1,500,000
Other (Commercial activities)	11,600,000
Total Expenditure	91,600,000
Net (Deficit)/Surplus:	6,000,000
Other Recognised Gains/(Losses)	
Net Movement in Funds	6,000,000

Asset position at year end	£
Fixed assets	32,900,000
Investments	200,000
Net current assets	14,400,000
Long-term liabilities	
*Total A	47,500,000

Reserves at year end	£
Endowment funds	
Restricted funds	25,400,000
Unrestricted funds	22,100,000
*Total B	47,500,000

* Total A and Total B must be the same and should be taken from your balance sheet

9. Statutory funding

For the financial year above, what % of your income was from statutory sources?

20%

10. Material changes

Describe any material changes to the organisation's activities, structure or financial position since the date of the most recent accounts:

None

11. Previous applications to the Trust

Have you applied to the Trust before? If so, please give details:

Month/Year:	06/07	Ref:	7868	Grant received:	£50,000	OR application rejected?	No
Month/Year:		Ref:		Grant received:		OR application rejected?	
Month/Year:		Ref:		Grant received:		OR application rejected?	

12. Previous funding received

Funding received by your organisation from the following sources during the last **THREE** years:
(i) City of London (other than the City Bridge Trust) **(ii)** London boroughs **(iii)** London Councils (formerly ALG)
(iv) Health authorities **(v)** Central government departments **(vi)** Other statutory bodies (e.g. Housing Corporation, Arts Council) - List source, years and annual amounts:

	Year: 2010	Year: 2011	Year: 2012
(i)			
(ii)			
(iii)			
(iv)			
(v)			
(vi) Arts Council England	19,347,000	19,754,000	17,462,920

13. Previous grants received

Grants received by your organisation from charitable trusts and foundations (other than the City Bridge Trust) during the last **TWO** years. List source, years and annual amounts:

	Year: 2011	Year: 2012
The Wolfson Foundation (capital donor)	1,000,000	
The Foyle Foundation (capital donor)	500,000	
Fidelity UK Foundation (capital donor)	300,000	
The Ingram Trust (capital donor)		500,000
11 donors >£25,000, 21 donors	1,031,871	
6 donors >£25,000, 32 donors >£1,000		446,105

14. What steps is your organisation taking to reduce its carbon footprint?

The NT has been at the forefront of energy-saving practice and aspires to lead by example in the theatre sector. We are in the process of installing a Combined Heat and Power Plant (CHP) which will enable us to produce 20% of our electricity needs and reduce our carbon footprint by 9%.

The National has 143 dressing room mirrors with 5 lamps each. Our continuing partnership with Philips enabled us to replace those 715 lamps with LED technology, thereby reducing electrical output by 15%.

We have recently committed to purchasing electricity from renewable sources for the next three years via a new collective arrangement with the Royal Albert Hall and Royal Opera House, enabling advantageous bulk purchasing: a benefit we hope to extend to smaller arts companies.

The NT also adheres to a zero-to-landfill waste policy with a building-wide recycling programme that aims to enlist all staff.

15. Purpose

Complete this section whatever the amount of grant requested. **In addition**, if the request is for £25,000 or more in total, a fuller proposal should be sent with this form. Also, if your application is for all or part of new or existing post(s), please enclose a copy of the relevant job description(s) including the salary level.

In order to provide the right information, please refer to guidance note 15 before completing this section.

Project need:

Independent consultants All Clear Designs conducted an access audit and we collected feedback from audience members to develop plans for the access improvements to the National Theatre (NT). Whilst our access work has been recognised through a recent Gold medal from Visit London for Accessibility, it was clear from our research that our Grade II* listed building constructed in the 1970s still presents access challenges.

Project delivery:

The redevelopment has been designed by Haworth Tompkins Associates working with access consultants All Clear Designs to ensure that the refurbished National Theatre is more accessible for disabled people. The project is being overseen by our Chief Operating Officer and our main contractor Lend Lease. The builders are now on site and aim for a completion date in early 2015.

Project objectives:

Firstly, we wish to improve access externally and internally for the public. We will ensure ease of access around the theatre through provision of levelled paving, automatic entrance doors, improved signage and lighting. Inside, we will connect the mezzanine floors in the main building that wheelchair users can only access via stair lifts currently. This will offer access to the Mezzanine Restaurant and a new exhibition space. New bars, cafes and box offices will be at an accessible level and there will be refurbished accessible toilets throughout. The Cottesloe Theatre will be made accessible on all levels for the first time with the addition of a lift and feature increased seating choice for wheelchair users.

Secondly, we want all of our new activities to be accessible. A new accessible high level walkway will overlook our backstage workshops, so audiences can get an insight into our work behind-the-scenes. We will also build two new learning spaces, providing theatre learning programmes for all ages across London, and these will be fully accessible and feature induction loops. A new audio description room will support our audio-described performances.

Finally, we wish to improve working conditions for staff, so we will improve access backstage. Disabled actors will be able to access the stage level in the Cottesloe Theatre for the first time without assistance. Back of house there will be new accessible staff toilets and a significant improvement in level access to work areas.

Why is the National Theatre the right organisation for this work: We now have the opportunity, through being granted planning permission, to improve access to the building substantially for the first time. We have employed consultants and members of staff with expertise in delivering capital arts projects.

Meeting the trusts' priority area: Accessible London: Accessible buildings:

685,000 of our ticket bookings were made by Londoners in 2011-12 which makes up 60% of the NT's total on-site bookings, so we have a particular responsibility to ensure the Theatre is accessible for Londoners. The redeveloped National Theatre will enable disabled people to participate fully in every aspect of the theatre's activities. The new and improved facilities will both maximise the number of disabled Londoners using the building to enjoy all the theatre has on offer and increase the quality of their experience.

Meeting the Trust's 'Principles of Good Practice':

The NT collaborates with access organisations including Shape and StageText, and disabled people are involved in developing our work, providing feedback, and sharing best practice. We aim to exceed expectations rather than just complying with legislation, and are committed to diversity in our audiences, staff members and artists. We offer specialist training to volunteers who are valued in a variety of roles at the Theatre. The NT aspires to lead by example in the theatre sector with regard to energy-saving and environmental considerations.

16. Explain how you will monitor and evaluate both your own outcomes and those of the programme under which you are applying.

All Clear Designs, our access consultants, will be returning just before project completion to ensure that we have responded to their recommendations. In terms of the overall National Theatre redevelopment project, we have appointed an independent consultant, to assess the aims and objectives of the project initially, and to return at the end of the building process to report on the success of the project's objectives. We will monitor the outputs and outcomes of the project, including its impact on disabled people, in a variety of ways. Through data gathering using methods such as head-counts, ticketing, exit surveys, or sampling we will be able to monitor attendance and audience experience. To monitor learning programmes we will gather responses from participants using a range of techniques including questionnaires and feedback sessions. We are also being monitored by Arts Council England who have donated £17.5 million to the Theatre's redevelopment.

17. Beneficiaries

How many people will benefit from the grant per year? 20,000			
In which local authority is your organisation based? Lambeth			
Which borough(s) of Greater London will benefit from this grant? (if more than one, please give % for each) Most London boroughs but around 70% come from Camden, Greenwich, Southwark, Lambeth, and Lewisham.			
At what address will the activity be located? Lambeth			
What age group will benefit? All			
What will the ethnic grouping(s) of the beneficiaries be?			
	%		%
White - British		Black - Caribbean	
White - Irish		Black - African	
White - Other (please describe)		Black - Other (please describe)	
Asian - Indian		Black - British	
Asian - Pakistani		Chinese	
Asian - Bangladeshi			
Asian - Other (please describe)		Other (please describe)	
Open to everyone			100
What proportion of the beneficiaries will be disabled people? 100%			

18. Funding required for the project

What is the total cost of the proposed activity/project?

(List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
1. External and Internal Improvements				
Automatic doors, paving, signage, lighting, landscaping	88,200			88,200
Cottesloe Theatre access including lift, accessible toilets	351,000			351,000
Access to corner bar	6,000			6,000
Foyer Works - lift and its installation	120,408			120,408
2. Access to NT Activities				
Access to learning spaces, high level walkway	43,000			43,000
3. Backstage access for staff and artists				
Access improvements to New Production Building	47,000			47,000
Access improvements to existing backstage workshops	182,000			182,000
Contractor costs and consultant's fees for access	441,933			441,933
TOTAL	1,279,541			1,279,541

What income has already been raised? (List amounts and main sources)

Source	Year 1 £	Year 2 £	Year 3 £	Total £
The Band Trust - towards front of house lift	30,000			30,000
We have raised £69.4 million towards total £80 million target for NT Future from Arts Council England, major gifts from Trusts and Foundations and individuals.				
TOTAL	30,000			30,000

What other funders are currently considering the proposal?

Funder	£
TOTAL	

19. Funding requested from the Trust

How much is requested from the Trust? (List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Access to learning spaces, high level walkway - full cost	43,000			43,000
External Improvements - 50% of full cost	44,100			44,100
Front of House lift - 50% of full cost	60,204			60,204
TOTAL	147,304			147,304

20. Funding requested from the Trust (continued)

When will the funding be required? 30/04/2013
Is the activity to continue beyond the period for which funding is requested? If so, how will it be resourced? Our access programme which includes audio-described performances, captioned performances, relaxed performances and all of the new facilities provided by our redevelopment, will be funded via a mix of privately fundraised gifts, and earned income from the National Theatre's box office, catering outlets and bookshop sales.
If any planning or other statutory consents are required for the project to proceed, what stage have the applications reached? As a Grade II* listed building, the National Theatre required planning permission for this redevelopment project. Lambeth Council granted this to us on 29 September 2010.

Declaration on behalf of applicant organisation

I, <u>ANNA VAUGHAN</u> (your name)
am an authorised representative of <u>NATIONAL THEATRE</u> (your organisation)
within which I am <u>HEAD OF TRUSTS</u> (your position)
To the best of my knowledge, all the information that I have provided in this application form is correct
Signature <u>Aevaughan</u> Date <u>5th february 2013</u>

Return the completed form to: The City Bridge Trust
City of London
PO Box 270
Guildhall
London EC2P 2EJ

Please

- do not send this application by fax or e-mail – unless applying online, applications must be posted to the Trust
- do send the information in the checklist – if items are missing, your application will be returned to you
- do send only the information in the checklist – if further information is required, we will contact you
- do ensure you have signed and dated this form – we cannot accept forms which have not been signed and dated
- do use the correct postage – the completed form and additional materials are likely to exceed 100g in weight