

The Guildhall Trust
Annual Report 2018-19

Chair's Report

This past year was a pivotal one for the Trust. Changing our name from the Portsmouth Cultural Trust to the Guildhall Trust more accurately reflects our status and acknowledges the central role that our iconic building plays in our work.

To that end, we have continued to progress our Guildhall Renaissance project which will see new spaces for programming and events and a significant refurbishment of the building's interior. This year we took an important step in this process by completing the development of our new studio, a space which supports artists with the latest in technology and offers the community a more intimate venue to see music, theatre and dance. We appointed new architects for the project, Benedetti who will make our vision for the Guildhall a reality over the next several years.

The innovative approach we take with the building is matched by the array of programmes we offer for our audiences. In only its second year, Portsmouth Comic Con was again enormously popular, showcasing the best in international comic whilst retaining a distinctive family and community appeal. Our learning and participation programme continued to engage with more young people and adults. Our focus on skills and employability for young people resulted in a Creative Careers Roadshow which we presented at many local secondary schools.

We offered a variety of programmes in our concert hall this year. Our classical programme continues to be anchored by the accomplished Bournemouth Symphony Orchestra, and we have further developed our chamber music series in partnership with Portsmouth University's Director of Music.

We continue to develop income generating activities to help ensure the Trust's long-term sustainability. Our conference programme has proved particularly successful in contributing much needed funding while introducing new audiences to the Guildhall. This year over 80,000 people attended conferences and events.

The ongoing success of the Guildhall Trust relies on the support and advocacy of our partners and friends. We are grateful to Portsmouth City Council for working closely with us to improve the cultural offering in the city, and we extend our great appreciation to the staff who deliver the work of the Trust on a day-to-day basis. Together with our committed trustees, management and stakeholders we will continue to offer engaging and inspiring programmes for audiences in the Portsmouth region and beyond.

Greg Perry – Chair



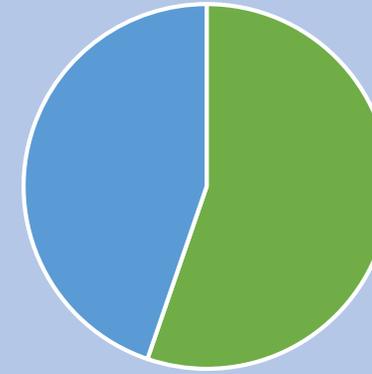
The Year in Summary

- **282,000** users and visitors to the Guildhall.
- **125,000** tickets sold for concerts, a further **80,000** attending events.
- **12,360** people engaged with our Learning and Participation Programme.
- **548,000** unique hits on Guildhall website
- **17,000** Facebook followers, **13,400** Twitter and **2,800**

Instagram

- **An increase in concert attendance by 4%.**
- **A 23% increase people engaged in learning and participation activity.**
- **Tickets to family theatre offer 1 adult free or 1 child free.**

Learning & Participation

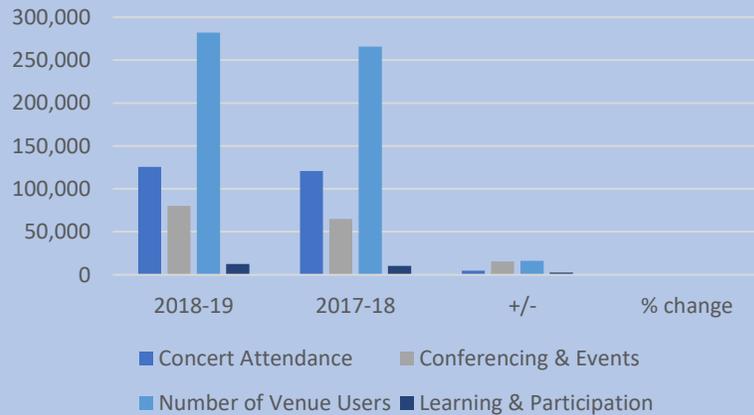


2018-19 2017-18

Concerts



User Numbers, Portsmouth Guildhall



Who We Are and What We Do

Background

The Guildhall Trust was formed in 2011 under its original name the Portsmouth Cultural Trust. The organisation became a charity in 2013 delivering a programme of local arts and education opportunities through people's engagement with the Portsmouth Guildhall and its programme of concerts and activities.

In 2018-19 the trustees and senior management undertook a strategic review of the organisation. This initiated a re-brand and name change to the Guildhall Trust plus a redefining of core purpose, mission, vision and values.

Our Core Purpose

To deliver inspirational opportunities so that people want to engage with culture and the creative economy.

Our Vision

The Guildhall Trust will become a leading cultural organisation which places our communities at the centre of everything we do so that we can inspire, entertain and transform lives.

Our Mission

The Guildhall is committed to investing our skills and resources so that we can deliver cultural and learning experiences of the highest quality whilst becoming increasingly more resilient and sustainable.

Our Values

To Educate – to promote the arts and our heritage to support local education through performance and creative participation.

To Inspire – to continue to inspire our communities through our work and our passion for the arts.

To Collaborate – we work and develop partnerships so that we can achieve more together.

To Develop – to continue to develop our people so that they can contribute more towards our success.

To Diversify – to develop and diversify our offer, thereby engaging with our audience and client base.



Review of the Year

Concert Hall Programme

The Guildhall stages a mixed programme of concerts in the main concert hall. Working with national, regional and local promoters the work spans music and comedy. In 2018-19 there were 57 rock and pop concerts and 13 comedy, this was 7 less than the previous year. However, despite the fewer concerts, audiences were 85,169 with the average attendance per performance increasing from 1,094 to 1,217. There were several very popular music events including **The Proclaimers, Deacon Blue, Travis and UB40**. The Guildhall has established itself as a comedy hot spot, attracting all the leading comedians, in this year the programme featured **Russell Brand, Sarah Millican, Jason Manford and Joe Lycett**.

There were several shows promoted or co-promoted by the Trust ensuring diversity of programme. In the Summer of 2018 **A Country Night in Nashville** drew a good audience and the Christmas programme featured **Sleeping Beauty** by Ballet Theatre UK.

The venue's classical programme continues to draw good audiences, it's staple works performed by the Bournemouth Symphony Orchestra. The Orchestra offers discounted tickets for its series as well as 'Kids for a Quid'. The Trust met regularly with the Director and his team to review the programme and support the BSO's marketing. The programme offered serious works such as **Unmistakable Voices featuring works by Stravinsky, Shostakovich and Walton**. The **Williams vs Zimmer** drew in a record audience and showcased how popular music by 20th century composers can be a big draw. The season featured 12 orchestral works.

The *Portsmouth Chamber Series* presented the highest quality chamber music, performed in the round on the Guildhall's stage. The series was promoted by the Trust and programmed by Colin Jagger, Director of Music for the University of Portsmouth. The season was financially supported by Music in The Round. As with the orchestral programme, the chamber season had many highlights including **The Goldmund Quartet** and **Trio Isimsiz**. The ever-popular **Ensemble 360** also returned.

The concert hall programme draws in audiences from far and wide. Whilst a significant proportion are local to Portsmouth, audiences regularly travel up to an hour to visit The Guildhall. It is the only large concert hall in Hampshire. The programme is marketed extensively throughout Portsmouth and the region including train stations in Havant, Petersfield and Fareham. The marketing team have a partnership with Global Radio to reach new audiences, utilise all the resources Ticketmaster can offer and support promoters with local campaigns. Digital marketing makes a significant impact and the Trust increased its engagement on Facebook and Twitter with a renewed focus on Instagram.



A Great Year of Concerts



The Development of the Studio

A new 180 seat studio theatre was opened in October'18. A new small performance venue was identified in the master planning phase as part of the wider refurbishment of the Guildhall, known as *Guildhall Renaissance*. The Trust created a new post, Development Manager, in April'18 along with the appointment of experienced fundraising consultants JKA. The latter had previously worked on capital programmes at the *Royal Opera House and Pallant House Gallery*.

Fundraising commenced in the previous year however the majority of the funds were secured in the Spring, Summer and Autumn of 2018. The largest donors were *Victorious Festival* with £30,000 and *Portsmouth City Council* who contributed £25,000. Other donors included *Hornpipe Theatre Company*, a subsidiary charity of the Trust. The Trust also received a loan of £15,000 from *the Partnership Foundation*, a local community charity who support community projects. A fundraising dinner in October raised a further £8,000.

The new Studio is equipped with a high technical capability therefore capable of accommodating new work and touring theatre and dance productions. A new part time Associate Producer was employed to oversee the development of the programme and to support new work. In October 2018, one of the first shows was **Hidden** based on a best-selling book and commissioned in partnership with *Journey's Festival*. A family theatre programme was introduced for young children with up to two shows a month.

In October half term a series of workshops took place including **Intro to Puppetry**. Music and comedy were also featured throughout the year, in November'18 emerging musician **Roxanne De Bastion** featured as well as ageing rockers **Los Pacaminos**. The latter sold the Studio out for the first time. Between October'18-March'19 the Studio

featured 28 events attracting an audience of 1,927. Ticket pricing is significantly lower than the main concert hall thereby attracting a younger audience. The Trust is committed to supporting the development of new work and providing opportunities for local artists.

Exhibitions Programme

The Guildhall supported a wide variety of exhibitions. Local photographer, Vernon Nash, was appointed the Guildhall's official 'concert photographer. A retrospective of his work was exhibited in the café throughout the year, showcasing wonderful images of the likes of Robert Plant, Jools Holland, Brit Floyd and Beth Hart.

The Guildhall enabled Art Space to present several exhibitions. A creative hub for visual artists, many of whom exhibit nationally, Art Space featured works by GILLIAN HAWKINS, COLIN MERRIN, ANNE SHAW, MIKE BARTLETT, MARKELLA KORAI, and CHRIS WOOD in the winter of 2018.

The Portsmouth Music Experience on the first floor continued to draw in thousands of people throughout the year. The exhibition is managed by volunteers and covers several rooms featuring a history of music in Portsmouth from the late 1950's.

The University of Portsmouth continued to curate an exhibition programme in the lounge on the first floor. Student led work often chosen through competition featured for up to three months.

The Guildhall's exhibition programme is free of charge and the public are encouraged to visit it throughout the day and during concerts.





The Guildhall Studio in Action!

Get Involved

The Trust continued to support and present a diverse range of activities for the community, local schools and colleges through the programme *Get Involved*. In a strong year there were 232 events attracting 12,360 people, an increase on the previous year by 2,300. Several partners helped the Trust achieve its objectives including the BSO, Music in the Round, Portsmouth University, Urban Vocal Group and the Schools Music Hub.

Families, *ABC Baby Concerts* offered young parents and their babies the opportunity to meet and engage in a warm and relaxed environment whilst enjoying some excellent classical music. Concerts took place almost monthly with many selling out.

Young Creatives encouraged young people to engage in opportunities to further their learning often with an insight into the Creative Industries. *Industry Insight Day* took place in February'19, 50 students from local colleges including Platform One from the Isle of Wight, had the opportunity to hear keynote speakers talk about their experience developing their careers in the music industry. *Get into Music Connect* was a work shadowing programme for young people (16-24) looking to develop their careers in offstage areas of a venue. Seven people started and finished the programme over several months.

Adult Creatives presented a range of paid for and free programmes throughout the year. The *Southsea Skiffle Orchestra* rehearsed each month in the new Studio before presenting a performance to an audience of about 80 people. The *Recharge Singing Group* met weekly and is for people 55+. Local people popped into the Guildhall to sing for an hour and meet other likeminded kin. New friendships were formed with several relating to the team how its helped improve their mental health and combatted loneliness.

Schools and Groups works with primary and secondary schools and engaged with partners such as the Portsmouth Music Hub, BSO and Music in the Round. The *Creative Careers Roadshow* has been a major initiative seeking to inform young people at school of career progression within the creative sector. In Autumn'18 a small team went into local secondary schools and conducted eleven workshops to 347 young people in years 9 and 10. This was a significant increase on the previous year with schools rebooking and many new ones added. This was a free workshop with all the teacher and pupils responding favourably.

The Trust commissioned an annual children's concert performance performed by Ensemble 360; the work based on a favourite children's short story. In January'19, 1,444 primary school aged children attended a performance of **Giddy Goat**. This is often the first-time children are exposed to a large concert hall with 'serious' musicians performing on stage.



Community Initiatives

The Guildhall Trust continued its work in the community.

Discovering the Guildhall is a lottery funded programme seeking to uncover the story of the Guildhall, the local community and to hear from local people about their memories. The impetus behind the programme was the Guildhall's story which goes back to the Second World War when it was bombed. The programme commenced in September '18 and sought volunteers to work across the whole project. This included training on how to archive, collect people's reminiscences and support the making of two documentaries. The project finishes in Spring 2020.

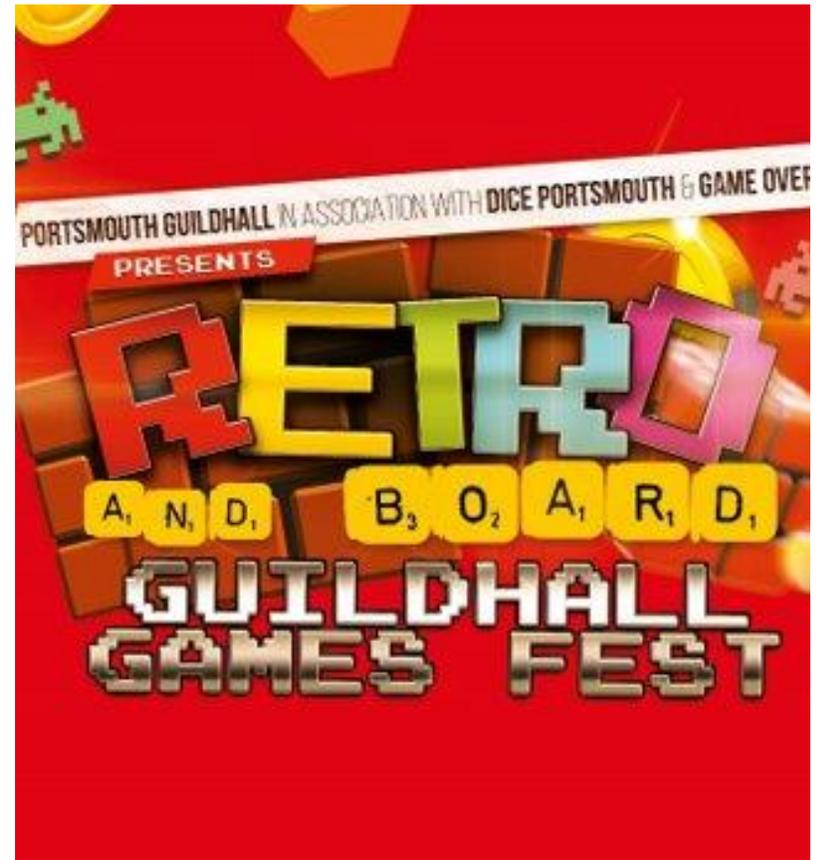
Portsmouth Comic Con was launched across a weekend in May '18. Comic Cons have become increasingly popular over the last 10 years. The Trust took the view that this event should focus on the creative talents of animators, storyboard artists, make up and independent comic writers.

The Com featured a large artists alley with international artists from the USA, Europe as well as many from the UK. The star artist was Walt Simonson known for his work on Thor in the 1980's. The event attracted 5,000 people, with over half those attending coming from 'PO' postcodes. The success of the event owed much to local partners *Dice*, *Novotech*, *Game Over*, *The Gosport Steampunk Society* and *Go Geek*. Associate Producer *Tripwire* magazine provided the specialist knowledge and advice on artists which lent credibility to the Com.

Big Mouth Comedy Festival returned in March 2019. Headline artist Milton Jones featured on the opening night, an array of comedy talent featured on the second day including Larry Dean, Ivo Graham and Dane Baptiste. There was the return of the Q & A sessions which featured Neil Morrisey and John Thomson. The Festival attracted over 1,250 people.

GamesFest produced in February '19 by the Guildhall in partnership with local companies *Dice*, *Game Over* and *Novotech* was a hugely successful event attracting 1,000 people of all ages. A retro/hi tec and board gaming activity, the event was popular with young children as well as adults. The new Studio contained the latest gaming on hi-tec consoles supplied by Novotech. The main concert hall featured board games played by hundreds of people supplied by Dice, whilst on the main stage Game Over featured dozens of retro games dating back to the 1970's.

Discovering the Guildhall



PORTSMOUTH GUILDHALL

ALL THESE AND MORE! FULL LINE-UP & TICKETS AT:
BIGMOUTHCOMEDYFESTIVAL.CO.UK



A Great Year for Community Events



Portsmouth Comic Con, May 2018

Commercial Initiatives

The Board recognise the importance of generating increased income from commercial activity. The Council grant to the Guildhall has come down each year since 2013. In 2018-19 the grant reduced from £277k to £227k, a reduction of £50,000. The Trust has had to balance the risk of carrying out its charitable activity against the need to increase income to offset these funding cuts.

The recruitment of a Development Manager bought in funds for the Studio development and drew in sponsorship to several events. Throughout the year the Trust engaged with the Devos Institute of Arts Management run by former Royal Opera House director Michael Kaiser and his colleague Brett Egan.

The Trust was one of 24 organisations nominated by Arts Council to receive advice and support for its work regards to 'Building Resilience'. The CEO and Development Manager discussed several areas of work with Brett Egan if Devos aimed at helping to make the organisation more sustainable. Of particular interest was the development of individual and corporate memberships. New price tiering was introduced ranging from £35, £85 to £1,000. Several existing members increased their membership to the £85 tier.

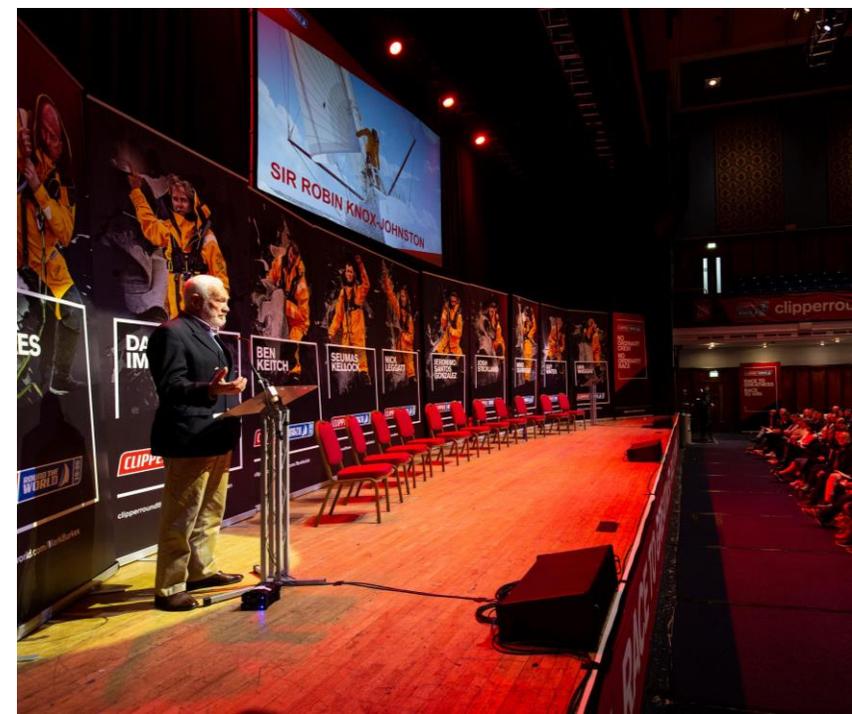
In a challenging climate the Guildhall's conference and events income increased marginally to £611,000, a small increase of £8,000. Conferencing and Events income is only second to Concert Income and has grown from an initial base of £368k when the Trust took over the Guildhall to the levels it now achieves. An excellent sales team draw in hires and cultivate clients as well as producing Christmas and New Year's party dinners. The team promote a first-class culture of customer care ensuring that alongside the operations team clients repeat their business.

In Spring 2019, the Operations Team developed a new brand for the café, 'Square Kitchen', a contemporary style environment where customers bought homemade pizzas and cakes. Income jumped by 25%.

The Guildhall's operations team continue to drive income through the bars, pre-show dining, FOH sales and hospitality. The team undergo constant training and development ensuring a first class service is delivered to the customer. This has resulted in significant repeat business. There is a strong and positive ethos of teamwork which links box office, stage, security, catering and the FOH team. Managers are challenged to respond to increased KPI's with standards and efficiency key to ongoing success.

A lot of work over the year went into improving the bars including the introduction of a new mobile bar on the first floor which yielded immediate returns.

Commercial Income Initiatives	2018-19	2017-18	2016-17	2015-16
Conferencing and Events	£611k	£590k	£559k	£532k
Cafe	£101k	£80k	£79k	£76k
Pre-show dining and Hospitality	£39k	£39k	£24k	£24k



Future Plans

Trustees and management are excited with what the future offers the Guildhall Trust. With new Strategic and Business Plans in place the Trust is seeking to expand its interests utilising the skills and experience of its employees. The Guildhall's Business Plan produced in 2018 sets out an ambitious programme to develop the concert hall programme with a focus on diversifying classical provision and broader programme offer. The new Studio will continue developing its focus on niche artists across several artforms and to work with local promoters.

Guildhall Renaissance, the Trusts programme to refurbish and improve the Guildhall is a strategic priority. The delivery of the Guildhall Studio, part of the first phase, highlight's the Trust's dedication to widening and improving its cultural offer. In Spring'19, the Trust appointed new architects, *Benedetti*, to further develop existing plans for Project 1, the front-of-house areas and side extension. The outcome is an exciting scheme with new bars, restaurants, exhibition space and larger f3oyers, the estimated cost is £6.3m. Portsmouth City Council supported the Trust with a £40k contribution to professional fees. The Trust will now engage with the Council and funders regards to funding Project 1.

Structure, Governance and Management

The Guildhall Trust has a Board of Trustees who meet quarterly. The Board monitors the progress of the Trust, this is achieved through quarterly Board Meetings, regular contact between the CEO, Director of Finance and trustees and the scrutiny by sub-committees. The CEO and Director of Finance present the Board with a series of reports covering the business of the Trust. The annual Corporate Plan establishes the Trust's main objectives for the year, against a series of KPI's. The Plan comprises of a series of departmental plans created and owned by senior managers and their team. There are three sub-committees each with a trustee Chair, the relevant senior management and a second trustee. The oldest and most established committee is

Audit and Finance. This oversees budget setting, reforecasting, the annual audit and appointment of auditors. It has a key role of scrutinising the management accounts and assessing the ongoing business risk. The Committee receives reports from the Director of Finance who sits on the Committee along with the CEO.

The HR and Nominations Committee meets up to four times a year, and receives reports concerning HR related activity which the management feel warrants their advice and attention. The Committee seeks to ensure that the Board is diverse and representative. The Chair of this committee receives recommendations concerning possible new trustees' nominations, meeting with them and discussing their merits with the Board and Chair. In this year two new community trustees were appointed to the Board. There were also considerations regarding the organisational restructure which primarily affected senior management leading to the appointment of a General Manager for the Guildhall.

The Marketing and Audience Development Committee met twice. There was some significant work to oversee with the rebranding of the Trust and the development of a new website. The Committee reviewed and responded to the departmental Audience and Marketing Development Plan and scrutinised the Trusts GDPR policy.

Trustees enjoy a close and harmonious relationship with the leadership team. In this year trustees lent their advice and support at meetings with the City Council and sat on various task and finish groups. Their expertise was sought and highly valued and they freely gave of their time. They also sat on the interview panel appointing new architects and attended several Renaissance Meetings. Trustees contributed to the discussions concerning the strategic review which included an away day. They also attended in Spring'19 a fundraising workshop.



Governance

Trustees

GREG PERRY

Chairman of the Board

ANTHONY BROWN

Community Trustee &
Chair of Marketing Committee

SIMON FROST

Community Trustee &
Chair of Audit and Finance Committee

CHRIS GILDER

Community Trustee &
Chair of Renaissance Committee

CLAIRE HARDY

Community Trustee

TREVOR KEEBLE

Community Trustee

DECLAN MURPHY

Community Trustee &
Chair of HR and Nominations Committee

MARK TURNER

Board Member

SAM COX

Community Trustee

BEN FRENCH

Council nominated trustee

The Guildhall Trust Management

ANDY GRAYS

Chief Executive

KATIE BRITTON

Deputy Chief Executive/Finance Director

RACHEL MARYAN

General Manager – Portsmouth Guildhall

NICK COLES

Head of Technical and Support Services

KELLY HASWELL

Head of Marketing

KATHERINE SCOTT

Development Manager

IAN FEATHERSTONE

Head of Security & Safety

HAYLEY REAY

Learning and Participation Manager

VICTORIA CAMPBELL

Conference & Event Sales Manager

SIAN ELLIS

Box Office & Reception Manager

CRAIG PATTERSON

Stage Manager

NICK CLARKE

Head Chef

PETER HASLAM

Food & Beverage Manager

SCOTT DIXON

Maintenance Manager

MICHELLE MASTERTON

HR

LYDIA COOTE

Venue Duty Manager, Bars

SHARON PADDEN

Venue Duty Manager, FOH

