

Pecyn Dogfennau Cyhoeddus

Penallta House,
Tredomen Park,
Ystrad Mynach,
Hengoed CF82 7PG

Ty Penallta,
Parc Tredomen,
Ystrad Mynach,
Hengoed CF82 7PG



www.caerphilly.gov.uk
www.caerffili.gov.uk

Am unrhyw ymholiad yn ymwneud â'r agenda hwn cysylltwch â Madia Afzal
(Rhif Ffôn: 07738 263933 Ebst: afzalm@caerphilly.gov.uk)

Dyddiad: Dydd Mercher, 19 Ionawr 2022

Annwyl Syr/Fadam,

Bydd cyfarfod digidol o'r **Cabinet fel Ymddiriedolwyr Sefydliad y Glowyr Coed Duon** yn cael ei gynnal trwy Microsoft Teams ar **Dydd Mercher, 26ain Ionawr, 2022 am 11.00 am.** i ystyried materion a gynhwysir yn yr agenda canlynol. Mae croeso i chi ddefnyddio'r iaith Gymraeg yn y cyfarfod, a dylid rhoi cyfnod rhybudd o 3 diwrnod gwaith os ydych yn dymuno gwneud hynny.

Bydd y cyfarfod hwn yn cael ei recordio a bydd ar gael i'w weld trwy wefan y Cyngor, ac eithrio trafodaethau sy'n ymwneud ag eitemau cyfrinachol neu eithriedig. Felly, bydd delweddau/sain yr unigolion sy'n bresennol ac/neu sy'n siarad yn ystod y Cabinet ar gael i'r cyhoedd trwy'r recordiad ar wefan y Cyngor: www.caerffili.gov.uk

Yr eiddoch yn gywir,

Christina Harrhy
PRIF WEITHREDWR

AGENDA

Tudalennau

- 1 I dderbyn ymddiheuriadau am absenoldeb
- 2 Datganiadau o Ddiddordeb.

A greener place Man gwyrddach



Correspondence may be in any language or format | Gallwch ohebu mewn unrhyw iaith neu fformat

Atgoffi'r Cynghorwyr a Swyddogion o'u cyfrifoldeb personol i ddatgan unrhyw fuddiannau personol a/neu niweidiol mewn perthynas ag unrhyw eitem o fusnes ar yr agenda hwn yn unol â Deddf Llywodraeth Leol 2000, Cyfansoddiad y Cyngor a'r Cod Ymddygiad ar gyfer Cynghorwyr a Swyddogion.

I gymeradwyo a llofnodi'r cofnodion canlynol:-

- | | | |
|---|---|--------|
| 3 | Cabinet fel ymddiriedolwyr Sefydliad y Glowyr Coed Duon a Thiroedd Hamdden Amrywiol a gynhaliwyd ar 27 Hydref 2021. | 1 - 2 |
| 4 | Sefydliad y Glowyr Coed Duon Adroddiad Blynyddol a Datganiad o Gyfrifon 2020/2021. | 3 - 36 |

Cylchrediad:

Cynghorwyr

S. Cook, N. George, C.J. Gordon, P.A. Marsden, J. Pritchard, Mrs E. Stenner, A. Whitcombe a R. Whiting,

A Swyddogion Priodol.

SUT FYDDWN YN DEFNYDDIO EICH GWYBODAETH

Bydd yr unigolion hynny sy'n mynychu cyfarfodydd pwyllgor i siarad/roi tystiolaeth yn cael eu henwi yng nghofnodion y cyfarfod hynny, weithiau bydd hyn yn cynnwys eu man gweithio neu fusnes a'r barnau a fynegir. Bydd cofnodion o'r cyfarfod gan gynnwys manylion y siaradwyr ar gael i'r cyhoedd ar wefan y Cyngor ar www.caerffili.gov.uk. ac eithrio am drafodaethau sy'n ymwneud ag eitemau cyfrinachol neu eithriedig.

Mae gennych nifer o hawliau mewn perthynas â'r wybodaeth, gan gynnwys yr hawl i gael mynediad at wybodaeth sydd gennym amdanoch a'r hawl i gwyno os ydych yn anhapus gyda'r modd y mae eich gwybodaeth yn cael ei brosesu.

Am wybodaeth bellach ar sut rydym yn prosesu eich gwybodaeth a'ch hawliau, ewch i'r [Hysbysiad Preifatrwydd Cyfarfodydd Pwyllgor Llawn](#) ar ein gwefan neu cysylltwch â Gwasanaethau Cyfreithiol drwy e-bostio griffd2@caerffili.gov.uk neu ffoniwch 01443 863028.



CABINET AS TRUSTEES OF BLACKWOOD MINERS' INSTITUTE

MINUTES OF THE REMOTE MEETING HELD VIA MICROSOFT TEAMS ON WEDNESDAY, 27TH OCTOBER 2021 AT 11:15AM

PRESENT

Councillor P. Marsden – Chair

Councillors:

S. Cook (Social Care), N. George (Waste, Public Protection and Street Scene), C. Gordon (Corporate Services), L. Phipps (Housing), J. Pritchard (Infrastructure and Property), E. Stenner (Performance, Economy and Enterprise), A. Whitcombe (Sustainability, Planning and Fleet) and R. Whiting (Learning and Leisure).

Together with:

D. Street (Acting Chief Executive), R. Edmunds (Corporate Director Education and Corporate Services), G. Jenkins (Acting Corporate Director Social Services), and M.S. Williams (Corporate Director – Economy and Environment).

Also in Attendance:

R. Tranter (Head of Legal Services and Monitoring Officer), S. Harris (Head of Finance and Section 151 Officer), A. Dallimore (Regeneration Services Manager) A. Boulter (Visitor Economy and Destinations Manager)

RECORDING AND VOTING ARRANGEMENTS

The Leader reminded those present that the meeting was being filmed but would not be live streamed, however a recording would be available following the meeting via the Council's website – [Click Here To View](#). She advised that decisions would be made by Microsoft Forms.

1. APOLOGIES FOR ABSENCE

An apology for absence was received from C. Harry (Chief Executive).

2. DECLARATIONS OF INTEREST

There were no declarations of interest received at the commencement or during the course of the meeting.

3. CABINET AS TRUSTEES OF BLACKWOOD MINERS' INSTITUTE MINUTES – 27TH JANUARY 2021

RESOLVED that the minutes of the meeting held on 27th January 2021 be approved and signed as a correct record.

4 BLACKWOOD MINERS' INSTITUTE UPDATE REPORT

Consideration was given to the report which provided Cabinet with a progress report on the operational activity at Blackwood Miners' Institute and outlined proposals to set up an Advisory Group for Blackwood Miners' Institute.

The ongoing impact of Covid on the operational issues at Blackwood Miners' Institute were detailed. Cabinet were asked to note the measures taken to bring audiences safely back to the BMI and were advised that these measures will be reviewed and evaluated throughout the autumn season and Managers will monitor changes in legislation and would adapt safety measures and risk assessments accordingly.

Officers confirmed that the BMI had continued to work with various partners during the pandemic to produce artistic output in a variety of mediums including Digital Tours, Drive in Panto, Doorstep Craft Packs and using Social Media such as Facebook and Twitter.

Officers confirmed that the recruitment process for the new Service Manager had been concluded and it was hoped that the successful candidate starting work in the New Year.

Members congratulated the Blackwood Miners' Institute on the adaptive way they had worked during the pandemic and the way in which links with the community and partners had been sustained and strengthened. Reference was made to section 5.9 of the Officer's report and the regular meetings taking place with local members and town councillors which would provide updates on BMI activity and explore opportunities for joint working and a request was made for the Cabinet Member for Performance, Economy and Enterprises to be included in these meetings.

Cabinet discussed staff retention and recruitment issues in the hospitality services and the action being taken to address any venue staff shortages.

Having fully considered the report it was moved and seconded that the Recommendation 3.2 as detailed in the Officer's report be removed and replaced with the recommendation that a further report in relation to the establishment of an Advisory Group be brought forward to a future meeting of Cabinet as Trustees of Blackwood Miners' Institute and by way of electronic voting this was unanimously agreed.

RESOLVED that for the reasons contained in the Officer's report: -

1. The content of the report be noted and endorsed.
2. A further report in relation to the establishment of an Advisory Group be brought forward to a future meeting of Cabinet as Trustees of Blackwood Miners Institute.

The meeting closed at 11.45am.

CHAIR



CABINET AS TRUSTEES OF BLACKWOOD MINERS INSTITUTE – 26TH JANUARY 2022

**SUBJECT: BLACKWOOD MINERS' INSTITUTE ANNUAL REPORT AND
STATEMENT OF ACCOUNTS 2020/2021**

REPORT BY: CORPORATE DIRECTOR OF ECONOMY AND ENVIRONMENT

1. PURPOSE OF REPORT

- 1.1 To advise Cabinet as Trustees of the Blackwood Miners' Institute of the operational activities and financial position of Blackwood Miners' Institute for the financial year ending 31st March 2021.

2. SUMMARY

- 2.1 Blackwood Miners' Institute was conveyed as a charitable trust to Islwyn Borough Council, (and subsequently to Caerphilly County Borough Council), and was registered as a charity on 13th November 1990.
- 2.2 The local authority, acting as sole corporate trustee has a legal duty to operate the charity in accordance with the governing document, and has a legal obligation to account for the charity's finances in accordance with the Charity Act 2011.
- 2.3 A report to Cabinet as Trustees of Blackwood Miners' Institute was considered on the 27th July 2016 advising Members of the statutory requirements relating to the charitable status of Blackwood Miners' Institute, including a set of recommendations to ensure compliance with charity law in relation to the submission of annual reports and financial statements, the ongoing management of the Blackwood Miners' Institute and the Council's and Cabinet's responsibilities as Trustees.
- 2.4 The annual report and audited statement of accounts for 2020/2021 are included as an appendix to this report.
- 2.5 Cabinet as Trustees of Blackwood Miners' Institute are required to consider the accounts prior to the annual report and accounts being submitted to the Charity Commission as part of the annual return, in compliance with the requirements of the Charity Act 2011. Audit Wales have raised a matter of concern in their Independent Examiners report to the 2020-21 Financial Statements. The matter of concern relates to the treatment of the Cash and Cash Equivalent figures reported in the balance sheet and further details are provided in paragraphs 9.5 and 9.6.
- 2.6 Blackwood Miners' Institute has remained closed due to COVID-19 restrictions for much of the year. Income and artistic output have been severely impacted due to this, however, Blackwood Miners' Institute reopened in September 2021 with a reduced season to allow for flexibility and enhanced cleaning. Changes in legislation will be monitored closely and any adjustments will be actioned appropriately.

- 2.7 The report will also outline research that has been undertaken in respect of the creation of an Advisory Group for the BMI and provides a recommendation on how to proceed. This was originally to be considered in the mid-year report presented to Cabinet on 27th October 2021, but the item was deferred.

3. RECOMMENDATIONS

- 3.1 It is recommended that:

3.1.1 Cabinet, as Trustees of Blackwood Miners' Institute consider, note and endorse the contents of the Annual Report and audited Statement of Accounts for Blackwood Miners' Institute for financial year 2020/2021.

3.1.2 It is recommended that Cabinet as Trustees approve the establishment of an Advisory Group.

4. REASONS FOR THE RECOMMENDATIONS

4.1.1 The Council as trustees has a legal obligation to account for and report on the charity separately and in accordance with the Charities Act 2011.

4.1.2 The creation of an Advisory Group would assist with the growth of Blackwood Miners' Institute.

5. THE REPORT

- 5.1 Blackwood Miners' Institute was conveyed as a charitable trust to Islwyn Borough Council, and (subsequently to Caerphilly County Borough Council) in 1990. The objects of the charity are set out in the Trust Deed dated 15th October 1990.

- 5.2 The purposes of the charity set out in the Trust Deed include the following:

- To promote, improve, develop, maintain and advance public awareness and participation in, and encourage an appreciation of the art and science of, music, dance, drama, literature and the visual arts.
- To promote, through appropriate activities, the education and training, mental and spiritual capacities of people who are unemployed, young people and pre-school children.
- To educate the public in the geography, history and architecture of the area and set out the Institute's responsibility in safeguarding against drug and alcohol abuse.

- 5.3 Blackwood Miners' Institute was registered as a charity with the Charity Commission (registered as Blackwood Arts Centre) on 13th November 1990.

- 5.4 Local authorities are empowered by Section 139 of the Local Government Act 1972 to receive and hold gifts on charitable trusts. The local authority is currently the sole corporate trustee for this charity.

- 5.5 The Council as sole trustee has a legal duty to operate the charity in accordance with the Charity's Trust Deed and strictly in furtherance of its stated objects. The Council as trustee also has a legal obligation to account for and report on the charity separately and in accordance with the Charities Act 2011. All charities must produce annual statements of accounts under charity law.

- 5.6 The Annual report and Statement of Accounts for Blackwood Miners' Institute for 2020/2021 financial year is an appendix to this report. These accounts have been prepared in accordance with the Charities SORP (Statement of Recommended Practice – Accounting and

Reporting by Charities). The Annual Report and Statement of Accounts will be submitted to the Charity Commission as part of the annual return.

- 5.7 The Annual Report for 2020/2021 provides information in relation to the Blackwood Miners' Institute Governance & Management arrangements, statement of purpose, aims and activities, public benefit, the fact that the Institute was closed for the duration of the year, which prevented any meaningful achievements & performances for the year, the limited arts programme delivered during the year and community and amateur events held and audience development initiatives.
- 5.8 The Annual Report also provides detail of the pricing policies operated and a financial review in support of the detailed Statements of Accounts. As noted in the Annual Report and detailed in the Statement of Accounts, Caerphilly County Borough Council provides an annual financial subsidy to the Blackwood Miners' Institute. For the financial year 2020/21, this was budgeted at £305,485 but was reduced to £219,203 due to the reduced programme of events due to the pandemic. The subsidy has gradually reduced from £365,279 in 2013/2014 despite inflationary cost pressures in relation to pay and operating costs. It is anticipated that there could be further future reductions in subsidy as part of the Council's MTFP (Medium Term Financial Plan).
- 5.9 Cabinet as Trustee of Blackwood Miners' Institute will be aware that the Council's Transformation and Commercial Strategies both require officers to evaluate options to reduce the deficit at Blackwood Miners' Institute, to make it more commercially viable and reduce public subsidy. Managers at BMI continue to work alongside other tourism venue Managers and the Transformation Team to deliver a more efficient, commercial service that continues to contribute to the wellbeing of the community, whilst reducing the subsidy from Caerphilly County Borough Council.
- 5.10 As noted in the Annual Report, the Covid 19 pandemic affected the ability of BMI to raise any income during 2020-21 due to the restrictions, although Welsh Government provided funding via grant claims for net loss of income. In the previous year Management at BMI have worked hard to sustain ticket income through audience development, programme development and careful negotiation with the companies that are programmed.
- 5.11 The Annual Report also refers to the Arts Council Wales (ACW) Arts Portfolio Wales (APW) grant of £130,798 provided to BMI. A small element of the grant of £9,909 was carried forward from the 2019/20 financial year to support touring productions in 2020/21. ACW then approved £55,000 of the 2020/21 grant to be carried forward to 2021/22 so the value of grant credited to the 2020/21 accounts was £85,707.
- 5.12 The ACW grant provides additional funding for programme support, which helps with programming a full programme including offsite performances and an increased number of accessible performances; increased marketing and technical capacity; and allows BMI to continue co-production and increased participation in the arts.
- 5.13 BMI remained closed since 17th March 2020 as a result of the Covid-19 pandemic and was only able to reopen in September 2021. BMI was forced to cancel all activity during that period, which has had a considerable impact on the income generated and the arts provision for our communities. An update report prepared in October 2021 (attached as Appendix 2), provided an update on:
- The current financial position of the BMI;
 - Planned and ongoing activities; and
 - The proposed establishment of an Advisory Group (which was deferred).

Staffing changes

- 5.14 The Theatre and Arts Services Manager left the authority on 15th October 2021 and her successor has been appointed and will take up the post on 1st February 2022.

- 5.15 The Sales and Audience Development Manager is also currently vacant. However, given the importance of this role for Blackwood Miners' Institute, it will be filled shortly. This change of personnel has provided an opportunity to review the role, and its place within the Destinations portfolio. In the interim, freelance marketing staff have been used to assist BMI alongside an existing front of house officer, who has demonstrated an aptitude for this work.

Advisory Group

- 5.16 Research has been conducted as to the feasibility of establishing an Advisory Group and this research has focused on the model used at Aberystwyth Arts Centre (AAC) which has an Advisory Group that has no legal influence but acts as support, advocate and critical friend.
- 5.17 With Cabinet as Trustees approval the BMI propose to replicate the AAC's Advisory Group model. Open recruitment would take place to recruit 8 independent members, although particular focus would be placed on diversity (diversity is not limited to the protected characteristics; it also includes diversity in language, and diversity in socioeconomic background). The purpose of the board is to gather members with particular expertise to support the growth of BMI, therefore experts in disabled and Deaf access, Welsh speaking members and experts in diversity would be sought, as well as members of the local community, and local artists. In addition to recruited members, there would also be a representative of BMI management, the Visitor Economy and Destinations Manager, and the Cabinet Member for Performance, Economy and Enterprise would form part of the group. The ACW lead officer should also be included.
- 5.18 The costs of establishing the Advisory Group will be met from the existing BMI budget. Such costs would be minimal, as meetings would be held either on Teams or at BMI. As this is part of the development work of BMI, any Advisory Group costs would be funded from the Arts Council of Wales annual grant in the first instance. However, the Group will also benefit the income generation of BMI and therefore offset its own costs.
- 5.19 Proposed discussion points for the Group are:
- The business plan and reducing the Council's subsidy.
 - BMI's co-production and artistic output.
 - Community engagement.
 - BMI's programme.
 - Participation.
 - Promotion of the Welsh Language.
 - Accessibility at Blackwood Miners' Institute.

These are only initial suggestions, and there is scope for the Cabinet as Trustees to influence this.

- 5.20 If approved the Terms of Reference for Members and advertisement to recruit would need to be finalised to enable recruitment to take place. Recruitment would take around 4 weeks therefore the first group meeting should be scheduled for 10 weeks from the point of approval.
- 5.21 The group is intended to support and work in conjunction with Cabinet as Trustees. By having the Cabinet Member for Customer, Performance and Enterprise involved with the Advisory group it provides a tangible link with the Trustees, meaning that neither party are working in isolation. Minutes from each meeting would be fed back to Cabinet as Trustees at regular intervals.

6 CONCLUSION

- 6.1 Blackwood Miners' Institute continues to operate within the terms of its charitable status and in the view of the Independent Examiner financial accounts have been prepared in

accordance with section 130 of the Charities Act 2011, subject to the matter of concern raised in his report.

- 6.2 The Institute has remained a viable financial going concern due to its success in increasing income generation, managing operating costs effectively and with financial support from Caerphilly County Borough Council.

7 ASSUMPTIONS

- 7.1 It is assumed that financial pressures on local authority budgets will continue and this may well impact on the level and type of financial support the Blackwood Miners' Institute receives from the Council in future years.
- 7.2 The Institute will continue to review its operations with the aim of increasing income generation from its activities, operate efficiently to reduce expenditure wherever possible and thus ensure it can remain a financially viable charitable organisation; and account for the charity's finances in accordance with the Charity Act 2011.
- 7.3 The 2020/2021 financial year proved to be a year of almost complete closure, with the only operational activity being carried out remotely and therefore, generating minimal income. Since the re-opening in September 2021, a light programme of events and shows has been put in place and this is generating growing audience numbers. The Christmas Panto season was forecast to generate comparable income to the 2019 season.
- 7.4 If this return to relatively normal levels of activity is sustained and continues to comply with Covid regulations, then the industry forecast is for a potential return to pre-Covid levels by 2023 (Visit Britain forecast November 2021).

8 SUMMARY OF INTEGRATED IMPACT ASSESSMENT

- 8.1 It is considered that an Advisory Group will have a positive impact on the development, growth and resilience of Blackwood Miners' Institute. A stronger Blackwood Miners' Institute means that it can deliver on the Council's Well-being objectives and The Well-Being of Future Generations Act objectives and ways of working. The group itself presents opportunities for diversity, the promotion of the Welsh language and developing employability skills. There is precedent from other organisations that shows this model can be a success, and it is a reasonable assumption that this success can be replicated at BMI with good management and monitoring.

9 FINANCIAL IMPLICATIONS

- 9.1 There may be financial implications if the Trustee fails to meet the legal requirement to submit compliant accounts, and the Charity Commission may take further action in particular regarding the preparation of an annual statement of accounts and to report on the charity's finances.
- 9.2 There will be a fee payable for the independent examiner's report in relation to the 2020/2021 annual report and statement of accounts of the BMI and this will be financed by the BMI revenue account.
- 9.3 Other financial implications are covered in the body of the report including the present level of Council subsidy, possible requirement to reduce the level of subsidy and increase income in future years in support of the Council's MTFP and the ongoing review of BMI as part of the Council's Improving Services Programme. Also covered is the financial impact of Covid 19 on the BMI during the 2020/2021 financial year, which is continuing to impact in 2021/2022 as well.
- 9.4 As it would be unreasonable to expect advisory group members to bare any costs of participating in face to face meetings, there will be a small cost associated with reimbursing

advisory group members for travel costs when meetings are held at the BMI but this would be minimal and will be funded from the Arts Council Grant .

- 9.5 Audit Wales have raised a matter of concern in their Independent Examiners report to the 2020-21 Financial Statements. The matter of concern relates to the treatment of the Cash and Cash Equivalents figures reported in the balance sheet. This is an accounting disclosure adjustment and has no impact upon the cash position of either the Arts Centre or Caerphilly County Borough Council.
- 9.6 The Arts Centre accounts are hosted by Caerphilly County Borough Council and the Centre uses the Authority's bank account to manage its daily cashflows. Caerphilly fully subsidises the Arts Centre by funding any cash deficit arising from its annual operating activities. As the Arts Centre is fully integrated into Caerphilly County Borough Council's financial systems and uses the Authority's bank account for daily cash flows, it isn't currently possible to separate out the cash position from the Authority's. The Cash and Cash Equivalents figures in the Art Centre balance sheet have therefore been reported as zero for the current and preceding financial year. It is the intention to review the position in the current financial year and separate the Arts Centre management accounts from those of Caerphilly County Borough Council to provide full disclosure of the Art Centre cashflows in future years.

10 PERSONNEL IMPLICATIONS

- 10.1 There are no personnel implications from this report.

11 CONSULTATIONS

- 11.1 The comments from consultees have been included in this report.

12 STATUTORY POWER

- 12.1 Charities Act 2011 and Local Government Act 1972

Author: Antony Bolter, Visitor Economy and Visitor Destination Manager, Tel 07766 162570
E – Mail boltea@caerphilly.gov.uk

Consultees: Cllr Eluned Stenner, Cabinet Member for Performance, Economy and Enterprise
Christina Harry, Chief Executive
Mark S Williams, Corporate Director of Economy, Environment and Communities
Stephen Harris Head of Financial Services and Section 151 Officer
Robert Tranter, Head of Legal Services & Monitoring Officer
Lynne Donovan, Head of People Services
Allan Dallimore, Regeneration Services Manager
Rhian Kyte, Head of Regeneration and Planning
Dave Roberts, Interim Finance Manager (Corporate & Communities)
Andrew Southcombe, Finance Manager Corporate Services

Appendices:

- Appendix 1 Blackwood Miners' Annual Report and Statement of Accounts for the year ending 31st March 2021
Appendix 2 Blackwood Miners' Update Report for Cabinet as Trustees, dated 27th October 2021

BLACKWOOD ARTS CENTRE

(Also known as Blackwood Miners' Institute)

Report and Financial Statements

Year ending 31 March 2021

Charity Number 1000905

REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

Contents	Pages
Charity Information	3
Trustee Report	4
Accountant's Report	11
Statement of Financial Activities	13
Balance Sheet	14
Notes to the Financial Statements	15

CHARITY AND ADMINISTRATIVE INFORMATION

Name of Charity	Blackwood Arts Centre
Working Name	Blackwood Miners' Institute
Charity Registration Number	1000905
Registered Office And Business Address	Blackwood Miners' Institute High Street Blackwood NP12 1BB
Trustee	Caerphilly County Borough Council Penallta House Tredomen Park Ystrad Mynach Hengoed CF82 7PG
Theatre Manager	Marina Newth
Independent Examiners	WAO

TRUSTEE REPORT FOR THE YEAR ENDING 31 MARCH 2021

Introduction

On behalf of the trustee I am pleased to present our annual report together with the annual financial statement for the charity for the year ending 31 March 2021. The financial statements comply with the Charities Act 2011, the Objects of The Charitable Trust, and the statement of recommended practice – accounting and reporting by Charities FRS 102.

Blackwood Miners' Institute's ambition is to present a high quality and engaging programme of professional arts and entertainment, and be a resource for community and amateur organisations to create and present their own productions. The theatre strives to provide a wide range of opportunities for people from all sectors of the community to take part in creative activities of their choice.

As has been highly publicised, Lockdown has hit the arts industry particularly hard. During the period to the end of March 2021 Blackwood Miners' Institute was closed, however, we have taken the opportunity to look at ourselves as an organisation and look where improvements can be made to make ourselves a more resilient and relevant organisation. The reopening of theatres has afforded some light at the end of the tunnel; however, the sector is still in a precarious position with audience trends and behaviour impossible to predict in a post-lockdown world.

I would like to thank our audiences and participants for your continued support and engagement, to our staff for their continued hard work and dedication, and to our partners and funders for their confidence and recognition of a quality arts programme.

Leader OR Deputy Leader and Cabinet Member for Regeneration, Transportation and Sustainability

Leader of the Council

on behalf of Cabinet as Trustee.

26 January 2022

Governance and Management

Caerphilly County Borough Council is the sole corporate trustee for the charity.

Implementation of the organisation's aims and objectives and the day to day administration is undertaken by the Theatre Manager (employee), and the team which is overseen by the Head of Regeneration and Planning. Caerphilly utilises the greater London Provincial Job Evaluation process, and uses the nationally negotiated pay spine referred to as the National Joint Council for Local Government Services to determine the pay and remuneration of the charity's key management personnel.

Our Purpose and Activities

Blackwood Arts Centre, also known as Blackwood Miners' Institute, formerly a miners' welfare institute paid for by the salaries of local miners, was refurbished as a community arts and entertainment venue in the early 1990's thanks to funding from the Welsh Office and Islwyn Borough Council. Today, Blackwood Miners' Institute (BMI) is a vibrant and professional theatre venue and registered charity, and one of the busiest in the South Wales Valleys. We present a programme of high quality professional, community and amateur art and entertainment for a wide range of audiences. We also provide a wide range of opportunities for people from all sectors of the community to take part in creative activities of their choice.

The purposes of the charity are set out in the building's binding objects in the charitable trust deed (October 1990). These are to:

- Promote, improve, develop, maintain and advance public awareness and participation in, and encourage an appreciation of the art and science of, music, dance, drama, literature and the visual arts.
- Promote, through appropriate activities, the education and training, mental and spiritual capacities of people who are unemployed, young people and pre-school children.
- Educate the public in the geography, history and architecture of the area and sets out the 'Stute's responsibility in safeguarding against drug and alcohol abuse.

Our current mission is:

To be the leading theatre within the South East valleys; entertaining, educating and enriching lives. To ensure that everyone has the opportunity and to access and participate in high quality cultural experiences.

Our current aims are:

- Regeneration - To contribute to the economic, cultural, and social regeneration of the region, and to help make Caerphilly Borough a better place to live, visit, and work.

- Welcoming - To promote the arts in a positive and accessible way, to create a relaxed, friendly and welcoming atmosphere where audiences and participants can feel comfortable in attending the arts, and will want to attend more regularly.
- Inclusive - To ensure equality of provision by providing a diverse range of arts activity for a wide range of audiences and participants, ensuring that everybody has easy access to arts and culture.
- Collaboration - To work collaboratively and in partnership and to develop ourselves as a more resilient organisation
- Sustainability – Finding sustainable ways to improve the level of service offered to members of our local communities.

The strategies employed to achieve the charity's aims include:

- Presenting and producing a range of arts and entertainment events including drama, dance, comedy, and live music.
- Programming a balance of professional and amateur events; populist and commercial work which underpins the viability of the theatre and a cultural programme which is supported by external grant funding from Arts Council Wales.
- Delivering a wide range of community participation opportunities, with a particular focus on children and young people, to provide opportunities for them to take part in the activity of their choice.

Public Benefit

In shaping our aims and planning our activities for the year, we considered the Charity Commission's guidance on public benefit, including guidance on public benefit and fee charging. The Objects of the charity define the area of benefit as the inhabitants of the District of Islwyn and the surrounding districts (now Caerphilly County Borough).

The theatre relies on subsidy from Caerphilly County Borough Council and the income from fees and charges to cover its operating costs. In setting the level of fees and charges and concessions, we give careful consideration to the accessibility of the theatre to those on low incomes. We recognise that local and regional engagement with the arts is low; and the region has higher than average levels of deprivation. Our programme is carefully considered to ensure that everything is programmed with our community and audiences in mind.

Artistic output during lockdown

Blackwood Miners' Institute was forced to close its doors on 17th March 2020 due to the COVID-19 pandemic, and remained closed throughout 2020/21. Similar to a lot of our colleagues in the industry, Blackwood Miners' Institute turned to digital programming in order to continue to provide a cultural service to our communities. Digital programming also allowed us to support freelance practitioners who were hit particularly hard by the pandemic. The SUNDAY SESSIONS were a prime example of this. We commissioned local

bands and solo artists to produce a short set which was then put out on our social media channels. At Christmas we commissioned a writer and story teller to produce videos of three festive stories, which again were put out on social media. All three stories were produced in English and Welsh.

Unfortunately, we were not able to host the ever popular CCBC DANCE SHOWCASE live, but we moved the festival online at the end of July. We asked local dance schools to post videos on social media between 26th July to 2nd August with #GetCaerphillyDancing. 13 dance groups took part - 4 of which had never engaged with the dance showcase before – with 75 videos uploaded. Collectively the videos gained 38,083 views. During such a dark time, it was a wonderful opportunity for the 561 dancers to be seen and focus on producing a routine.

Blackwood Miners' Institute has also taken part in a number of digital tours. These tend to be either live or recorded performances that members of the public are required to book to see, and are accessed by a special code that is issued after booking. Blackwood Miners' Institute presented FIRST 3 DROPS by Taking Flight, WINNERS by Nova Theatre and NYE AND JENNIE by Theatre na nÓg. However, uptake for these digital tours was low. One reason for this is that there are areas of digital deprivation within the community of BMI, which is another barrier towards arts engagement.

As a result of digital poverty, lockdown has encouraged us to engage with our audiences in non-traditional ways. Blackwood Miners' Institute supported Caerphilly Youth Theatre with their Halloween themed 'choose your own adventure' audio trail GLITCHES, that took place throughout Blackwood. Blackwood Miners' Institute and Caerphilly Youth Theatre collaborated again on a similar audio trail for THE 12 DAYS OF CHRISTMAS that was located in Caerphilly in December 2020. This also supported CCBC's Choose Your High Street campaign.

In the Autumn we took part in Creu Cymru's Llaw/Hand project that supported organisations to connect with their audiences. Blackwood Miners' Institute was partnered with No Naff Arts who were commissioned to design a community project that would engage our community in a project that inspired unity and hope. The outcome was the LOVE LOCKS project that asked members of the public to decorate a padlock in some way. The locks would then be attached to a sculpture that would be located centrally in Blackwood. The project was launched in January 2021, and by March 2021 450 packs (lock and decoration materials) had been sent out to various community groups. The feedback has been overwhelmingly positive with whole families coming together to produce locks.

Blackwood Miners' Institute was also able to connect with more disadvantaged members of our community through the Head 4 Arts DOORSTEP CRAFT BOX projects. Head 4 Arts produced a number of COVID safe doorstep craft boxes that they distributed through many community support groups, including The Parent Network, who support low income families. Blackwood Miners' Institute supported Head 4 Arts to produce a panto themed craft box for The Parents Network. 300 packs were delivered and gave families a much need creative outlet.

Financial Review

We continue to work hard to sustain and where possible increase our income generation especially during rising budget pressures. Caerphilly County Borough Council continues to support the Blackwood Arts Service with subsidy that includes covering any operating deficit in BMI's accounts, the operating deficit and level of subsidy reduced from £310,088 in 2017/2018 to £305,517 in 2018/2019, to £269,342 in 2019/2020, in this difficult year it has reduced to £213,253.25. No overspend or underspend is carried over from 2020/21.

The Covid 19 pandemic affected the ability of BMI to raise any income due to the restrictions although Welsh Government provided funding via grant claims for net loss of income. In previous year Management at BMI have worked hard to sustain ticket income through audience development, programme development and careful negotiation with the companies that are programmed.

It was our fifth year as part of the Arts Council's revenue funded portfolio. We received a grant of £130,798 that contributed to subsidising the artistic programme, funding our touring and co-productions, and assisting with the additional marketing and technical support that is required for our increased activity. With Arts Council Wales approval £9909 was carried over from 2019/20 to support co-productions and commissions. An further £55,000 of the grant has, with ACW approval, been carried forward to 2021/2022 financial year to support co-productions and commissions.

Covid restrictions for most of the year did not allow for any secondary sources of income that normally include bar and confectionary sales. The management, when restrictions allow, will continue to work hard to ensure that sales on the bar and in confectionary are maximised.

Blackwood Miners' Institute has a number of rooms that are available to hire to commercial clients as well as community groups. In 2019/20 room hire contributed £42,376, but restrictions limited the income in 2020-21 to £5,649.49. This is an area that we will be trying to maximise in the future after the restrictions have been lifted.

Reserves Policy

In 2020-21, Blackwood Arts Centre (Blackwood Miners Institute) did not have a reserves policy, as any operational deficit is covered by the subsidy from Caerphilly County Borough.

Our Pricing Policy

In setting our pricing policy we attempt to promote the arts in a positive and accessible way, and ensure equality of provision by providing a diverse range of arts activity for a wide range of audiences and participants. We aim to keep ticket prices as low as possible to ensure that everybody has easy access to arts and culture. This is balanced against the need to maximise income to ensure the charity's viability, where earned income makes up approximately 45% of the charity's turnover.

We offer concession prices on most of our live performances. Concessions are offered to the following:

- Senior Citizens

- Registered Unemployed
- Children
- Students
- School Children
- ISIC card holders
- Disabled People (with their Companions or Personal Assistants attending for free if required, under the Hynt Scheme)

Family discounts are also offered on some of our family productions.

We also offer workshop / ticket offers with any outreach work associated with incoming productions, so that young people attending a workshop receive a ticket for the performance, as an incentive to attend the theatre, thus breaking down barriers associated with theatre going.

Risk management

The Charity has reviewed the major risks to the organisation and has systems and procedures in place to manage these risks. The charity analyses, manages and monitors risk in the following way:

1. Identify risk
2. Assess what impact risk would have on activity, outcome or objective
3. Score the risk according to likelihood and severity
4. Identify controls that need to be in place to avoid or minimise impact
5. Quarterly review of risk, assessing progress made and revising score if necessary

Trustee responsibilities

The charity's trustee is responsible for preparing a trustee's annual report and financial statement in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102, the financial reporting standard applicable in the UK and Republic of Ireland.

Charity law requires the trustee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustee is required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;

- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustee is responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

On behalf of the Trustee

Leader OR Deputy Leader and Cabinet Member for Regeneration, Transportation and Sustainability

Leader of the Council

26 January 2022

Independent examiner's report to the trustee of Blackwood Arts Centre

I report on the accounts of Blackwood Arts Centre for the year ended 31 March 2021, which are set out on pages 13 to 20.

Responsibilities and basis of report

As the charity's trustee, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 (the Act). You are satisfied that the accounts are not required to be audited by charity law and have chosen instead to have an independent examination.

I report in respect of my examination of your charity's accounts as carried out under section 145 of the Act; In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the Act.

An independent examination does not involve gathering all the evidence that would be required in an audit and consequently does not cover all the matters that an auditor considers in giving their opinion on the accounts. The planning and conduct of an audit go beyond the limited assurance that an independent examination can provide. Consequently, I express no opinion as to whether the accounts present a 'true and fair' view and my report is limited to those specific matters set out in the independent examiner's statement.

Independent examiner's statement – matter of concern identified

I have completed my examination. I have identified a matter of concern in my report because I have been unable to obtain sufficient appropriate evidence to support the 'Cash and cash equivalent' balances within the 'Balance Sheet' as at 31 March 2020 and 31 March 2021. In the absence of evidence, the Blackwood Arts Centre has recorded nil financial balances as at those dates. The Blackwood Arts Centre has therefore not met the requirements of section 130 of the Charities Act 2011. The Blackwood Arts Centre explains its position on this matter, and its intended actions for 2021-22, at Note I on page 17.

I confirm that no other matters have come to my attention that give me cause to believe that in any material respect:

- accounting records were not kept as required by section 130 of the Act; or
- the accounts do not accord with those records; or
- the accounts do not comply with the applicable requirements concerning the form and content set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

I confirm that there are no other matters to which your attention should be drawn to enable a proper understanding of the accounts to be reached.

Adrian Crompton
Auditor General for Wales
24 Cathedral Road
Cardiff
CF11 9LJ
28 January 2022

STATEMENT OF ACCOUNTS FOR THE YEAR ENDING 31 MARCH 2021

BLACKWOOD ARTS CENTRE

STATEMENT OF FINANCIAL ACTIVITIES FOR YEAR ENDING 31 MARCH 2021

		Total Funds	Total Funds
		2019-20	2020-21
		£	£
<u>Income from</u>			
Other trading activities	A1	57,164.22	170.83
Operation of theatre and arts centre	B2	717,175.52	408,351.89
TOTAL INCOME		774,339.74	408,522.72
<u>Expenditure on</u>			
Other trading activities	A2	46,356.94	23,376.53
Operation of theatre and arts centre	C3	715,944.62	373,063.36
Expenditure on Charitable Activities (Governance Costs)	D	12,038.18	12,082.83
TOTAL EXPENDITURE		774,339.74	408,522.72
NET MOVEMENTS IN YEAR		0	0

BLACKWOOD ARTS CENTRE

BALANCE SHEET AS AT 31 MARCH 2021

			Total Funds	Total Funds
			2019-20	2020-21
			£	£
FIXED ASSETS				
Tangible assets		L	2,915,000.00	3,092,000
CURRENT ASSETS				
Stock		H	4,576.82	2,015.18
Cash and Cash Equivalents		I	0	0
Debtors		J	0	0
	ACW grant	J	5,452.52	3,750.11
	Other	J		
Total Current Assets			10,029.34	5,765.29
LIABILITIES				
Creditors falling due within one year		K	-61,182.95	-90,515.13
NET CURRENT LIABILITIES			-51,153.61	-84,749.84
TOTAL ASSETS LESS CURRENT LIABILITIES			2,863,846.39	3,007,250.16
CREDITORS FALLING DUE AFTER 1 YEAR			0	0
NET ASSETS			2,863,846.39	3,007,250.16
FUNDS OF THE CHARITY				
Unrestricted funds				
Designated property assets funds			2,915,000.00	3,092,000.00
Designated stocks			4,576.82	2,015.18
General fund			-55,730.43	-86,765.02
TOTAL CHARITY FUNDS			2,863,846.39	3,007,250.16

Cabinet on behalf of the Trustee

Signature

Date

A. INCOME FROM OTHER TRADING ACTIVITIES

The Bar and Vending activities are only operable when charitable activities are taking place in Blackwood Arts Centre

SUMMARY TRADING ACCOUNTS

			2019-20	2020-21
			£	£
Turnover	Bar	1	50,254.27	170.83
Cost of Sales	Bar	2	-40,574.89	-23,342.69
Net Profit/Loss			<u>9,679.38</u>	<u>-23,171.86</u>
Turnover	Vending	1	6,909.95	0
Cost of Sales	Vending	2	-5,782.05	-33.84
Net Profit			<u>1,127.90</u>	<u>-33.84</u>
Total funds generated for charity			<u>10,807.28</u>	<u>-23,205.70</u>
Current assets (Stock)	Bar	3	4,576.82	1,757.06
	Vending	3	0	258.12
			<u>4,576.82</u>	<u>2,015.18</u>
			£	£
B. INCOME FROM CHARITABLE ACTIVITIES				
Gross Income	Shows, Concerts		280,670.71	2,461.76
	Workshops		5,320.80	1,308.66
	Room Hires		42,376.60	5,649.49
	Subtotal: Admission charges and programmes		<u>328,368.11</u>	<u>9,419.91</u>
	Programme Support grant, Arts Council		119,465.27	85,707.73
	Covid Grant Income		0.00	99,971.00
	Subsidy from Local Authority		269,342.14	213,253.25
	Subtotal		<u>388,807.41</u>	<u>398,931.98</u>
	Total income from Charitable Activities	2	717,175.52	408,351.89

C. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

	2019-20	2020-21
	£	£
Artists fees	264,178.14	6,150.01
Production expenses	125,866.77	91,453.82
Box Office & Front of House	26,829.66	25,329.91
Promotion and marketing	70,122.86	27,187.06
Central Premises costs	84,665.02	79,564.61
Support Costs	136,976.17	136,694.95
Education (Workshops)	7,306.00	3,683.00
	<u>715,944.62</u>	<u>373,063.36</u>

3

D. ANALYSIS OF SUPPORT COSTS

	2019-20	2020-21
	£	£
Manager Operations	36,152.7	33,331.31
Manager Governance	19,038.18	8,332.83
Deputy Manager	26,826.11	34,539.15
Duty Managers	42,158.98	45,282.97
Admin Officer	29,354.62	22,748.52
Travel	2,483.75	3,793.00
Examination Fee	3,000.00	3,750.00
	<u>149,014.35</u>	<u>151,777.78</u>

E. RELATED PARTY TRANSACTIONS

	2019-20	2020-21
	£	£
Caerphilly County Borough Council	269,342.14	213,253.25
Welsh Government	0.00	99,971.00
Arts Council for Wales	119,465.27	85,707.73
	<u>388,807.41</u>	<u>398,931.98</u>

All the above funding was received to enable the charity to carry out its charitable objectives and have been included in the financial statements under incoming resources from charitable activities.

F. ANALYSIS OF STAFF COSTS

	2019-20	2020-21
	£	£
Salaries & wages	257,868.57	221,432.21
Social Security costs	20,366.98	17,586.90
Pension costs	46,751.06	42,637.59
	324,986.61	281,656.70

G. STAFF NUMBERS

Average number of full time equivalent employees, including part-time staff, as at 31st March 2021. In addition there are casual staff employed as ushers and bar staff ONLY when the centre has concerts/performances.

Concerts & stage performances	8.04	7.88
Governance	0.2	0.2
	8.24	8.08

H. STOCKS

	£	£
Current assets (Stock)	4,576.82	1,757.06
Bar	0	258.12
Vending	4,576.82	2,015.18

I. Cash and Cash Equivalents

The Arts Centre accounts are hosted by Caerphilly County Borough Council and the Centre uses the Authority's bank account to manage its daily cashflows. Caerphilly fully subsidises the Arts Centre by funding any cash deficit arising from its annual operating activities.

As the Arts Centre is fully integrated into Caerphilly County Borough Council's financial systems and uses the Authority's bank account for daily cash flows, it isn't currently possible to separate out the cash position from the Authority's. The Cash and Cash Equivalents figures in the Art Centre balance sheet have therefore been reported as zero for the current and preceding financial year.

It is the intention to review the position in the current financial year and separate the Arts Centre management accounts from those of Caerphilly County Borough Council to provide full disclosure of the Art Centre cashflows.

J. DEBTORS

	£	£
Arts Council programme grant, final payment	0	0
Other debtors	5,452.52	3,750.11
	5,452.52	3,750.11

K. CREDITORS AMOUNTS FALLING DUE WITHIN ONE YEAR

	2019-20	2020-21
	£	£
Salary arrears	0.00	-3,707.74
Arts Council clawback	0.00	0.00
Receipts in advance	-47,914.15	-82,096.23
Water bill	-900.00	-800.00
Gas bill	-672.74	-811.22
Electric bills	-1,147.43	-490.77
PRS Licences	-4,500.00	0.00
Other creditors	-5,946.63	-2,609.17
Bar purchases	-102.00	-0.00
	-61,182.95	-90,515.13

L. Analysis of Movement in Fixed Assets

	Freehold land and Buildings 2019-20	Freehold land and Buildings 2020-21
	£	£
Balance brought forward April	2,472,813.32	2,915,000.00
Depreciation	86,696.79	0.00
Net Revaluation	528,883.47	177,000.00
Balance carried forward March	2,915,000.00	3,092,000.00

L

L. REVALUATION OF FIXED ASSETS

Valuations are undertaken mainly by CCBC's Corporate Property Department. The staff are members of the Royal Institute of Chartered Surveyors (RICS) The valuations are carried out over a five year rolling programme.

Depreciation is charged on a straight line basis over a designated useful economic life. No depreciation is charged in the year of revaluation.

M. ACCOUNTING POLICIES APPLIED TO THESE ACCOUNTS

The accounts for Blackwood Arts Centre are drawn up under the accounting policies of Caerphilly County Borough Council.

i. All incoming resources are accounted for when the charity has entitlement to the funds, certainty of receipt, and the amount is measurable.

Where income is received in advance for a performance or other specified service it is deferred until the charity is entitled to that income (Receipts in advance at year end)

ii. All resources expended are recognised once there is a legal or constructive obligation to make a payment to a third party.

Cost of generating funds comprise the cost of trading for the bar and vending

Charitable activities include the costs of performances, exhibitions and other educational activities undertaken to further the purposes of the charity

Governance costs represent those costs of the strategic management of the charity and of complying with constitutional and statutory requirements, this includes the independent examination fee.

iii. Support costs are those costs which have not been directly allocated to an activity of the charity but nevertheless support those activities, these costs have been allocated between charitable activities and governance costs as per note D.

iv. Stock is included at the lower of cost and net realisable value

v. Employees of the charity are entitled to join the Local Government Pension Scheme, which is funded by contributions from employee and employer. This is managed in accordance with the Local Government Pension Scheme regulations.

vi. The accounts (financial statements) have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005, which has since been withdrawn.

Head of Financial Services and Section 151 Officer

On behalf of the Trustee

26 January 2022



CABINET AS TRUSTEES OF BLACKWOOD MINERS' INSTITUTE – 27TH OCTOBER 2021

SUBJECT: BLACKWOOD MINERS' INSTITUTE UPDATE REPORT

REPORT BY: CORPORATE DIRECTOR FOR ECONOMY AND ENVIRONMENT

1. PURPOSE OF REPORT

- 1.1 To provide Cabinet as Trustee a progress report on the operational activity at BMI, and to outline the proposal to set up an Advisory Group for Blackwood Miners' Institute.

2. SUMMARY

- 2.1 Blackwood Miners' Institute has remained closed due to COVID-19 restrictions. Income and artistic output have been severely impacted due to this, however, Blackwood Miners' Institute reopened in September with a reduced season to allow for flexibility and enhanced cleaning. Changes in legislation will be monitored closely and any adjustments will be actioned appropriately.
- 2.2 The report will also outline research that has been undertaken in respect of the creation of an Advisory Group for the BMI and provides a recommendation on how to proceed.

3. RECOMMENDATIONS

- 3.1 It is recommended that Cabinet as Trustee consider, note and endorse the contents of this report.
- 3.2 It is recommended that Cabinet as Trustee approve the establishment of an Advisory Group.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 This report is intended to keep Cabinet as Trustees aware of operations within Blackwood Miners' Institute.

- 4.2 The creation of an Advisory Group would assist with the growth of Blackwood Miners' Institute.

5. THE REPORT

Ongoing Impact of Covid on operational issues

- 5.1 Due to government legislation, Blackwood Miners' Institute has remained closed for performances. As regulations began to ease BMI could have reopened for performances, however, the decision was taken that it wouldn't be financially viable to stage performances without a full capacity audience.
- 5.2 However, some regular dance classes were welcomed back prior to the summer holidays. Capacity was limited and the classes were relocated to the auditorium to allow maximum capacity whilst still retaining social distancing. Classes have again returned after the Summer holidays and are now using the dance studio and lower bar spaces.
- 5.3 Staff continue to predominantly work from home, although there has been some return to the office. A return to face to face working, albeit limited, has been very important for staff's wellbeing and motivation.
- 5.4 In order to welcome back audiences safely, as well as keep front line staff safe, the BMI has implemented several measures. These include:
- The use of face-coverings in indoors areas for staff and members of the public.
 - A one-way system around the building.
 - Increased cleaning regime.
 - Contact free ticket sales and checking.
 - Hand sanitiser provided throughout the building for use by staff and the public.

These measures will be reviewed and evaluated throughout the autumn season. BMI management will monitor changes in legislation closely and will adapt safety measures and risk assessments accordingly.

Financial Impact of Covid

- 5.5 Table 1 compares the current Income and expenditure forecasts for 2020-21 with the original budget forecast at the start of the financial year. The final column indicates the difference between these two forecasts and the final row shows the impact on the Council's contribution required to balance the budget, i.e. the subsidy.

Table 1: Income and expenditure forecasts 2020-21

	Original Budget Forecast (£)	Forecast as at 10/09/21 (£)	Difference (£)
Income	483,248	336,274	-146,974
Expenditure	789,203	654,289	-134,914
CCBC subsidy	305,955	318,015	12,060

- 5.6 BMI has not benefitted from any NDR or loss of income grants this financial year, despite 5 months of lost income. The autumn season will be a lighter, more flexible season; however, it will not generate the income either from ticket sales or secondary

spend, that a fuller programme of events would.

Staffing changes

- 5.7 The Theatre and Arts Services Manager is leaving the authority on 15th October 2021. The job advert for a replacement Manager has already been placed with interviews due to take place mid-October. The aim is to minimise the disruption to the organisation during this transition.
- 5.8 The Sales and Audience Development Manager also left BMI at the end of September. This is a vital role for Blackwood Miners' Institute and will be filled as soon as possible; however, the change of personnel is an opportunity to review the role, and its place within the Destinations portfolio. In the interim, freelance Marketing staff will be used to assist BMI.

Local Members

- 5.9 Officers at the Blackwood Miners' Institute are developing a strong working relationship with local members. The management at BMI will continue to have regular meetings with local members and town councillors, the first of which took place on the 21st July 2021. These meetings will provide updates on BMI activity and explore opportunities for joint working.

Artistic Activity

- 5.10 BMI has continued to work with various partners during the pandemic to produce artistic output in a variety of mediums.
- **Digital tours.** BMI hosted and supported three digital tours in the last 12 months; *Winners* was an audio play produced by Nova Theatre. *First 3 Drops* by Taking Flight Theatre Company was a school and family performance that integrated captioning, BSL and audio description. *Buttons Undone* by Rainbow Valley Productions was an online performance of the ever-popular adult panto from Owen Money's production company.
 - **The Anarchists Mobile Library** produced by Tessa Bide Productions, was a bilingual digital 'choose your own adventure' production aimed at children aged 6+. The production 'toured' throughout Wales, supported by Blackwood Miners' Institute, Pontardawe Arts Centre and Carmarthen Theatres.
 - **Social media Christmas content.** BMI commissioned a local storyteller to record three festive short stories in Welsh and English. These were put out on Facebook and Twitter. In conjunction with Blackrat Productions, BMI also recorded a special version of *The Night Before Christmas* featuring many of the actors that BMI has worked with over the years.
 - **Doorstep Craft Packs.** Head 4 Arts delivered 295 panto packs to families throughout the Caerphilly County Borough.
 - **Drive in Panto.** BMI worked with Rainbow Valley Productions to put on a drive-in performance of *Peter Pan*. 7 performances were planned for Christmas week however, only one of those performances took place due to Wales going to Alert level 4.
 - **Love Locks.** At the beginning of 2021 BMI partnered with NoNaff Arts to create a community project to bring the community together and keep BMI fresh in audience's minds. The Love Locks project saw members of the

community decorate padlocks. These have been added to a structure that has been erected in Blackwood Town Centre. The community engagement was huge; 400 packs were issued, with even more requested. The number of locks had to be limited because of the weight limit on the final structure, but BMI and NoNaff Arts are discussing reproducing the project in Risca and Bargoed.

- **Trwbwl Mawr yn Trymyglyd.** BMI has supported the first phase R&D of a new Welsh language script. The R&D week in July was the first artistic activity that had taken place at BMI since the closure in March 2020. The script is now being redrafted, with another R&D planned for 2021.
- **The Great Adventures of Olive and Eira.** BMI commissioned Flossy and Boo to create an audio trail around Parc Cwm Darran throughout August. Families used QR codes to follow the story and take part in tasks around the park, and there was an activity pack available.

Advisory Group

- 5.11 Following the conclusion that independent Board members could not be recruited onto the board of trustees, research has continued into the feasibility of an Advisory Group.
- 5.12 The research has focused on the model used at Aberystwyth Arts Centre (AAC) which has an Advisory Group that has no legal influence but acts as support, advocate and critical friend.
- 5.13 With Cabinet as Trustees approval the BMI propose to replicate the AAC's Advisory Group model. Open recruitment would take place to recruit 8 independent members, although particular focus would be placed on diversity (diversity is not limited to the protected characteristics; it also includes diversity in language, and diversity in socioeconomic background). The purpose of the board is to gather members with particular expertise to support the growth of BMI, therefore experts in disabled and d/Deaf access, Welsh speaking members and experts in diversity would be sought, as well as members of the local community, and local artists. In addition to recruited members, there would also be a representative of BMI management, the Visitor Economy and Destinations Manager, and the Cabinet Member for Customer, Performance and Enterprise in the group. The ACW lead officer should also be included.
- 5.14 Each meeting would have the following budget;
- **Travel - £120**
The roles will be voluntary; however, travel expenses will be paid. Once the make-up of the board is known the travel budget can be more accurately estimated, plus there is the option to move the meeting to different locations to minimise travel expenses (although that will be offset by a hire cost).
 - **Interpretation - £270**
As a minimum there will be a Welsh translator at every meeting, plus access interpreters will be available where required.
 - **Tea and Coffee - £10**
 - **Room hire - £100**
As outlined above, Room Hire may not be a necessary cost, however, AAC have advised that they have found it useful to hold at least one meeting 'outside the Aberystwyth bubble'.

The total meeting budget would be £500. As this is part of the development work of BMI, the Advisory Group would be funded from the Arts Council of Wales annual grant in the first instance. However, it should be noted that the Advisory Group is a necessary tool for growth, therefore if the Arts Council of Wales grant were ever to be withdrawn, consideration should be given to funding the Advisory Group from core BMI funding. The belief is that the group will benefit the income generation of BMI and therefore offset its own costs.

- 5.15 Proposed discussion points are:
- The business plan and reducing the Council's subsidy.
 - BMI's co-production and artistic output.
 - Community engagement.
 - BMI's programme.
 - Participation.
 - Promotion of the Welsh Language.
 - Accessibility at Blackwood Miners' Institute.

These are only initial suggestions, and there is scope for the Cabinet as Trustees to influence this.

- 5.16 If approved the Terms of Reference for Members and advertisement to recruit would need to be finalised to enable recruitment to take place. Recruitment take around 4 weeks therefore the first group meeting should be scheduled for 10 weeks from the point of approval.
- 5.17 The group is intended to support and work in conjunction with Cabinet as Trustees. By having the Cabinet Member for Customer, Performance and Enterprise involved with the Advisory group it provides a tangible link, meaning that neither party are working in isolation. Minutes from each meeting would be fed back to Cabinet as Trustee at the subsequent Cabinet as Trustee meeting.

Conclusion

- 5.18 BMI is beginning its post-Covid recovery period. This continues to be a difficult year for the industry, and as venues and companies rebuild their audiences, BMI is no different. Despite the challenges, BMI is still committed to reducing its subsidy.
- 5.19 In light of the pressures of Covid recovery, an Advisory Group is even more important as a tool for support and advice.

6. ASSUMPTIONS

- 6.1 It is assumed that beyond the Covid crisis financial pressures on local authority budgets will continue, which will require an ongoing focus on reducing the subsidy that BMI receives from the Council. Therefore, the need for BMI to evolve to increase audiences and operational efficiency remains a high priority.

7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

- 7.1 It is considered that an Advisory Group will have a positive impact on the development, growth and resilience of Blackwood Miners' Institute. A stronger

Blackwood Miners' Institute means that it can deliver on the Council's Well-being objectives and The Well-Being of Future Generations Act objectives and ways of working. The group itself presents opportunities for diversity, the promotion of the Welsh language and developing employability skills. There is precedent from other organisations that shows this model can be a success, and it is a reasonable assumption that this success can be replicated at BMI with good management and monitoring.

Link to full Integrated Impact Assessment

<http://sc-aptdken1/KENTICO/Departments/Equalities-and-Welsh-Language/Socio-Economic-Duty.aspx>

8. FINANCIAL IMPLICATIONS

- 8.1 The forecast for 2020/21 is an £12,060 overspend, predominantly due to the loss of income for the start of the financial year.
- 8.2 Audience and programme development continue to be a priority to reduce the subsidy that BMI receives from the Council.
- 8.3 The Advisory Group will have a maximum budget of £1500 per year which will initially be funded from ACW grant.

9. PERSONNEL IMPLICATIONS

- 9.1 The positions of Theatre and Arts Services is a crucial for the growth of Blackwood Miners' Institute, therefore it is imperative that appointments are made as soon as possible. The role of Sales and Audience Development Manager is also an intrinsic role, so the review of the job description must be an efficient process to prevent any unnecessary delay in recruitment.

10. CONSULTATIONS

- 10.1 The comments from consultees are included in this report.

11. STATUTORY POWER

- 11.1 Charities Act 2011, Local Government Act 1972 and the Trustees Act 1925.

Author: Marina Newth, Theatre and Arts Services Manager
newthm@caerphilly.gov.uk (until 15th October)

Consultees: Cllr Eluned Stenner, Cabinet Member for Customer, Performance and Enterprise – stenne@caerphilly.gov.uk
Stephen Harris - Head of Financial Services & S151 Officer – harrisr@caerphilly.gov.uk
Rob Tranter, Head of Legal Services & Monitoring Officer – trantrj@caerphilly.gov.uk

Lynne Donovan, Head of People Services – donoval@caerphilly.gov.uk
Dave Roberts, Principle Group Accountant– roberda@caerphilly.gov.uk
Rhian Kyte, Head of Regeneration and Planning – kyter@caerphilly.gov.uk
Allan Dallimore, Regeneration Services Manager – dallia@caerphilly.gov.uk
Antony Bolter, Visitor Economy and Destinations Manager –
boltea@caerphilly.gov.uk

Gadewir y dudalen hon yn wag yn fwriadol