

Theatres Trust
Conference 17:



Theatres & Placemaking

17 October | Lyric Hammersmith

Programme





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Theatres Trust Conference 17:

Theatres & Placemaking

17 October | Lyric Hammersmith



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Conference 17

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Welcome to the Theatres Trust Conference 17: Theatres & Placemaking. Since I started at the Theatres Trust earlier this year I have had numerous conversations with theatre operators, theatre-makers, consultants, architects, developers, community groups and local authorities about our work. The common thread in our conversations has been not just the bricks and mortar, but what they mean for the people and the places where they are situated. For this year's conference I have brought some of those people together to discuss and understand more about the relationship between theatres and placemaking.

Placemaking is about communities, happiness and wellbeing. It's about the quality of the places we live in and all the factors that contribute to that - the architecture, the infrastructure, the public spaces, the amenities and facilities, housing, employment and the local economy, and how we combine and prioritise these and many other factors to meet the needs and aspirations of the local community.

Well designed and well managed theatres contribute to placemaking in a unique and vital way. They contribute to our wellbeing by providing a meeting place for local communities - a place for reflection and discussion, they make an important contribution to the identity of a place both through their distinctive architecture and through their cultural offer, and they make towns and cities vibrant and attractive places to live, work and visit, contributing to regeneration and the local economy through tourism and the night-time economy.

We are delighted to be holding this year's conference at the Lyric Hammersmith which is itself a key part of placemaking for the Borough of Hammersmith and Fulham, both as one of the UK's leading producing theatres and as a hub for nurturing the creative talent of young people. I'm very grateful to the fantastic team here for all their help hosting today's conference. I would also like to thank our wonderful sponsors who support not only this event but so many of our organisations with their specialist expertise throughout the year.

Today we will hear some inspiring and exciting case studies where theatre artists, managers and architects, local authorities and communities have all engaged in different ways with this question about the role of theatres in placemaking. But for every positive example there are many challenging stories where funding and economic pressures and the changing policy environment threaten the future of our vibrant theatres.

My hope for today's conference is that we can understand more about how theatres contribute to positive placemaking, so we can argue for the placemaking value of theatres and wider cultural buildings to be fully embedded in national and local policy and practice, both to improve our towns and cities and to protect and promote theatres and live performance for future generations.

I hope you find the day stimulating and enjoyable and I look forward to hearing your contributions and continuing the conversation!

Jon Morgan, Director, Theatres Trust



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Programme

08:45am Registration

09:30am

Welcome

Jon Morgan Director, Theatres Trust

Councillor Stephen Cowan Leader, Hammersmith & Fulham Council

09:45am

Placemaking in Context Session Chair: **Jon Morgan**

What is placemaking and how do theatres and wider cultural infrastructure contribute?

Dr Cara Courage is an Independent Researcher and Strategist at Futurecity - a leading culture and placemaking agency. She introduces the concept of 'placemaking' and the role of culture and cultural infrastructure in creating a successful place.

Paul Callaghan CBE, DL, FRSA Chair of Live Theatre and Trustee of Sunderland Music, Arts and Culture Trust, explores the role of culture within regeneration as part of the MACQ (Music, Arts and Cultural Quarter) project in Sunderland, whose vision will see the restoration of an important area of Sunderland, re-establishing the area's previous importance as the Edwardian heart and soul of the city.

Anna Devlet Head of Community at British Land and **David Byrne** Artistic and Executive Director, New Diorama Theatre, describe their long term partnership, building and running the theatre as part of the Regent's Place development to act as a creative hub, promoting cohesion and providing a resource for the entire community.

11:00am Break

11:30am

Parallel Session 1 - Civic Pride: Local Authorities & Cultural Placemaking

Session Chair: Ruth Eastwood
Chief Executive, The Grand Theatre, Blackpool

What are the benefits of investing in theatres and wider cultural infrastructure? What are the challenges for local authorities in protecting, adapting and building cultural buildings and how can they overcome them?

Ed Bayes Policy Officer, Culture at Risk, Culture and Creative Industries talks about how Greater London Authority are protecting and promoting cultural buildings across London by embedding culture in placemaking and planning policy.

Graham Lister Project Director for Storyhouse Chester and **Councillor Louise Gittins**, Deputy Leader of Cheshire West and Cheshire Council explain why and how they went about building support for

and investment in the recently opened Storyhouse in Chester following the closure of the Gateway Theatre in 2007.

Ian Timms Assistant Director for Business Development at Taunton Dean and West Somerset Council, **Vanessa Lefrancois**, Chief Executive, Brewhouse Theatre & Arts Centre and **Tim Foster, MA Dip Arch (Cantab) RIBA**, Partner, Foster Wilson Architects, discuss their plans for a new cultural quarter based around the redevelopment of the Brewhouse.

Parallel Session 2 - Cultural Citizens: Communities Putting Culture on the Map

Session Chair: Ann Skippers
Principal, Ann Skippers Planning

How are local communities engaging in cultural placemaking through campaigning to protect theatres? What are the challenges they face and how can they overcome them? How can we encourage greater community involvement in cultural planning and placemaking?

Brian Whiteley, Planning Advisor, Planning Aid, England, explains how communities get involved in neighbourhood and local plans and outlines how the arts sector could engage better with their communities around cultural planning and placemaking.

Daniel Rose, Executive Director, Mechanics' Institution Trust introduces the work of his organisation, a social enterprise, building preservation and development trust, and their ambition to bring the Swindon Mechanics' Institution back to life as a community-run theatre in a Grade II* listed building.

Hannah Garrow, Fundraising and Community Engagement Director, Leith Theatres Trust, talks about their success in the re-opening and animating of Leith Theatre in Edinburgh, and the inclusive role it is playing in providing a versatile space to encourage a vibrant creative hub as part of the regeneration of the Leith area and the community it serves.

Parallel Session 3 - People, Places & Spaces: Designing Democratic Theatres

Session Chair: Paddy Dillon
Director, Allies and Morrison

How does a theatre building relate to its local community? How do the architecture and ethos of a theatre shape one another and how do they combine to create a sense of community ownership, belonging and identity?

Damian Cruden, Artistic Director, York Theatre Royal and **Angus Morrough-Ryan**, Director, De Matos Ryan Architects, discuss their recent award-winning transformation of the building, creating a porous, accessible space, and how this reflects and enables the inclusive ethos of the organisation.

David Watson, Associate Director, Rick Mather Architects, will discuss the recently completed Reuben Foundation Wing extension to the Lyric Hammersmith. **Sian Alexander**, Executive Director at the Lyric, will draw on her experience of overseeing capital projects and the mission and philosophy of the theatre.

Jatinder Verma MBE, Artistic Director, Tara Arts, and **Julian Middleton**, Executive Director, Aedas Arts Team, describe how they collaborated on an award-winning refurbishment of the theatre, which reflects the needs and identity of their local community in South West London.

12:45pm Lunch

1:45pm

Parallel Sessions 1, 2 & 3 repeated

3:00pm Break

3:30pm

Report Back from Parallel Sessions Session Chair: **Jon Morgan**

3:50pm

Future Partnerships: Strengthening Theatres and Placemaking

Session Chair: Tim Jones
Head of Strategy, Futurecity

What would a future where theatres and cultural buildings are fully embedded in placemaking look like? How can we evidence the placemaking value of theatre buildings and who do we need to persuade? How can existing policy support this and what changes in policy would be needed? And how could stakeholders work across sectors to make this vision a reality?

Short provocations from **Anna Strongman**, and **Deborah Aydon** followed by a panel discussion:

Deborah Aydon, Executive Director, Liverpool Everyman and Playhouse

Ed Bayes, Policy Officer, Culture at Risk, Culture and Creative Industries, Greater London Authority

Richard Blyth, Head of Policy, Royal Town Planning Institute

Tim Foster, Partner, Foster Wilson Architects

Daniel Rose, Executive Director, Mechanics' Institution Trust, Swindon

Anna Strongman, Partner, Argent

4:50pm

Closing thoughts Session Chair: **Jon Morgan**

5:00pm

Post-Conference Reception

7:00pm Carriages



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Jon Morgan
Conference Chair
& Director,
Theatres Trust



With a wealth of experience across the theatre and arts industry, Jon joined Theatres Trust from the Federation of Scottish Theatre (FST) where he had been Director since 2008. Jon's previous roles include Director of Edinburgh Festival Fringe, Executive Producer of Contact Theatre, Manchester and General Manager of TAG, Glasgow with earlier periods at Royal Conservatoire Scotland and Orchard Theatre, Kent.

Ruth Eastwood
Chief Executive
The Grand Theatre,
Blackpool



Ruth Eastwood is currently CEO of the Grade II* listed Matcham Grand Theatre in Blackpool. She has worked in touring, presenting and producing theatres from Hull Truck to the Royal National Theatre. She has managed large scale capital developments whilst Chief Executive of Leicester Theatre Trust (2006-2009) and Poole Arts Trust (1997-2006). Ruth Eastwood became a trustee of the Theatres Trust on 7 February 2011.

Ann Skippers
Principal
Ann Skippers
Planning



Ann Skippers is a chartered town planner with over twenty-five years' experience in the planning sector in a career which has spanned the public, private and academic sectors. Director of Ann Skippers Planning, Ann specialises in neighbourhood planning and is a well-known advocate for the profession. She was President of the Royal Town Planning Institute (RTPI) in 2010, was the Vice President (Europe) of the Commonwealth Association of Planners from 2010-2012 and Vice Chair of the Construction Industry Council from 2011-2014. She is currently a Visiting Professor in the Bartlett School of Planning at UCL. Ann Skippers became a trustee of the Theatres Trust on 1 April 2014.

Paddy Dillon
Director
Allies and Morrison



Paddy Dillon is noted as a theatre architect and conservationist, and as a writer and broadcaster. He led Haworth Tompkins's architectural team for the award-winning regeneration of the National Theatre, and before that headed the regeneration of Snape Maltings. He is currently a director at Allies and Morrison Architects, and sits on the casework committee of the Twentieth Century Society. Paddy Dillon became a trustee of the Theatres Trust on 1 January 2016.

Tim Jones
Head of Strategy
Futurecity



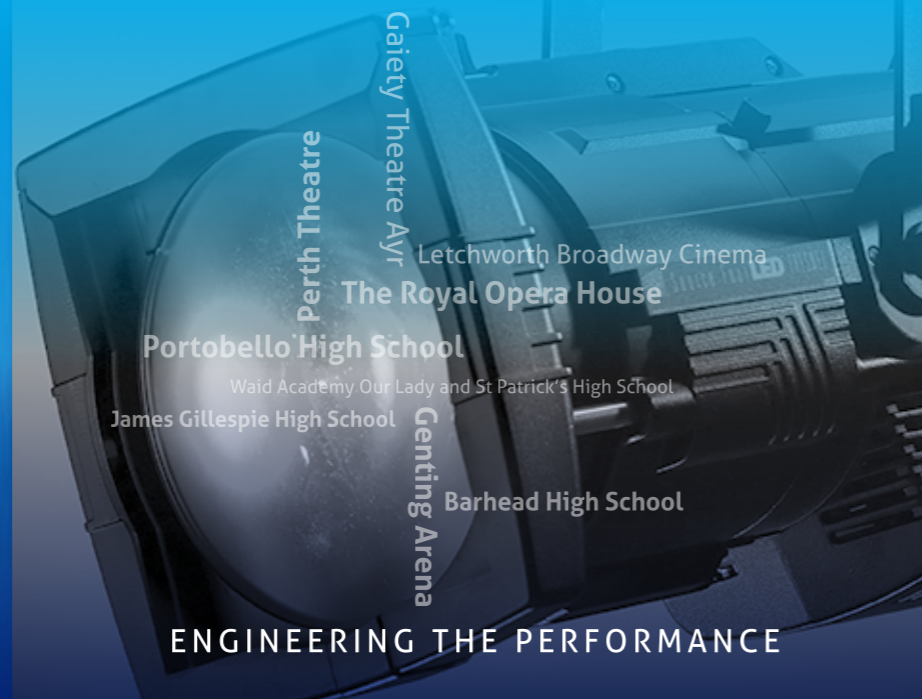
As Head of Strategy for Futurecity, Tim leads the development of cultural strategies for this global placemaking agency. Recently he has been brokering a brand new, permanent £7m theatre for East London, and has consulted on the development of cultural districts for 3 cities in Massachusetts. He is an award-winning cultural entrepreneur with 25 years' experience as a senior arts director, consultant, producer and lecturer.

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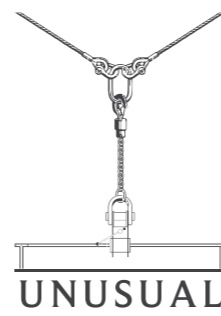
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Sian Alexander
Executive Director
Lyric Hammersmith



Sian Alexander is Executive Director of the Lyric Hammersmith and has previously worked as a senior management consultant in the arts working with organisations such as the Nuffield in Southampton, Creative Industry Finance, Tricycle Theatre and the World Stages Consortium, the Bush Theatre, Julie's Bicycle, and was Head of Theatre in London at Arts Council England for 10 years. She is Chair of Trustees for Frantic Assembly as well as being on the Boards of Julie's Bicycle, the Gate Theatre, London Theatre Consortium and the advisory board of non-zero one. Sian became a Clore Fellow in 2006.

Ed Bayes
Policy Officer
Culture at Risk
Culture & Creative
Industries
Greater London
Authority



Ed Bayes is a policy officer in the Mayor's Culture and Creative Industries Team. He leads on developing the Mayor's 'Culture at Risk' programme and works closely with the Mayor's Night Czar to protect and promote 'at risk' theatres, music venues, pubs, artists' workspace and other cultural infrastructure.

**Richard Blyth, MCD,
FRTP, FRSA**
Head of Policy
Royal Town
Planning Institute



Richard Blyth has been Head of Policy and Practice at the RTPI since September 2011. Since then he has established the RTPI's new policy paper series starting with Housing in 2013 and also the special RTPI Centenary Planning Horizons research programme with 5 projects being published in 2014. Prior to this he was an Associate Director at Capita Symonds working on commissions for local authorities on infrastructure planning to support core strategies, and a number of private clients on regeneration schemes. He spent over four years in the Civil Service, including being responsible for Local Plans in England.

Deborah Aydon
Executive Director
Liverpool Everyman
& Playhouse



Deborah is Executive Director of Liverpool's Everyman and Playhouse theatres. She was Project Champion for the new incarnation of the Everyman, which won multiple national and international awards - including the 2014 Stirling Prize. She is now turning her attention to redevelopment of the Playhouse, and of its city-centre setting.

David Byrne
Artistic & Executive
Director
New Diorama
Theatre



David Byrne is a playwright and theatre director. As a founding member of New Diorama Theatre, David's programme has been awarded three Peter Brook Awards, most recently, winning the main Empty Space award in 2016 and The Stage Award for Fringe Theatre of the Year 2017. David was also named Artistic Director of the Year at the OffWestEnd Awards. New Diorama has also won three Arts and Business Awards and was named Mayor of Camden's Charity 2012/13. David is one of The Stage 100, a list of the most powerful and influential people working in the theatre today.

**Paul Callaghan
CBE, DL, FRSA**
Chair, Live Theatre,
Newcastle
Chair, Sunderland
Music, Arts &
Culture Trust



Paul Callaghan is Chair of Live Theatre, Newcastle, one of the UK's most innovative new writing theatres, and also chairs the Sunderland Music, Arts and Culture Trust that is developing a cultural quarter in Sunderland city centre. This will include a new 450-seater auditorium for theatre, music and dance and a number of Edwardian buildings converted for cultural and artistic use. The Trust is one of the lead partners in Sunderland's bid to be UK City of Culture in 2021.

Contributors

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Dr Cara Courage
Independent
Researcher
& Strategist
Futurecity



Dr Cara Courage is a placemaking academic and practitioner, a Research Adjunct at University of Virginia and Strategist at Futurecity. Cara has a 20-year career in the arts and her book, *Arts in Place: The Arts, the Urban and Social Practice* (Routledge, 2017), presents case study research on social practice placemaking.

Councillor
Stephen Cowan
Leader
Hammersmith &
Fulham Council



Councillor Stephen Cowan has led the Labour Group in the London Borough of Hammersmith and Fulham for the last ten years. Stephen has led the Labour administration to: cut councillors' special responsibility allowances by 10%; save the award winning Sullivan Primary School; be the only council in the country to abolish charges adult social care; halt council house sell offs; increase voluntary sector funding by 25%; cut £63m in unnecessary spending; negotiate £219m from developers; is building nearly 600 new genuinely affordable homes; be recognised by the Trussel Trust as the best council tackling food poverty; led on child refugees; has taken a variety of measures to meet its aim of being the greenest council in the country; is the only London council to cut this term; defend Charing Cross Hospital and the NHS; is helping start-up entrepreneurs;

cut and put the largest number of council funded police officers onto local streets in the borough's history. Stephen was first elected nineteen years ago and enjoys working with residents from all backgrounds to get things done. Originally from the North West, he worked in magazine publishing before setting up a training business specialising in management, leadership, and negotiation training

Damian Cruden
Artistic Director
York Theatre Royal



Damian Cruden has been artistic director at York Theatre Royal for 20 years. The theatre is renowned for its work with its community, international projects and work with and for young people. He is best known for the site specific Railway Children project which has played at The National Railway Museum York, Waterloo and Kings Cross Stations and won an Olivier award.

Anna Devlet
Head of Community
British Land



Anna Devlet is an experienced regeneration professional with a strong background in local authority partnerships and commercial development projects - devising and managing engagement strategies and socio-economic legacy programmes. Prior to joining British Land Anna specialised in devising and delivering large scale social legacy programmes for international events. Her experience includes the Manchester 2002, Melbourne 2006, Glasgow 2014 Commonwealth Games and the London 2012 Olympics. Anna is responsible for introducing and implementing British Land's Local

Charter across the portfolio. This outlines the company's approach to supporting successful local communities and developing skills and opportunities, with a particular focus on employment, education and training and establishing long-term sustainable partnerships. She works with the public, and private sectors, diverse communities and special interest groups.

Tim Foster,
MA Dip Arch
(Cantab) RIBA
Partner
Foster Wilson
Architects



Tim Foster is the founding partner in Foster Wilson Architects. He has been an Arts Council Lottery assessor in England and Scotland and is currently chairman of the ABTT Theatre Planning Committee and the OISTAT Architecture Commission. He was elected a Fellow of the ABTT in 2012 and was a trustee of the Theatres Trust from 2009 to 2015.

Hannah Garrow
Fundraising
& Community
Engagement
Director, Leith
Theatre Trust



Hannah Garrow is a Director of the Leith Theatre Trust which is campaigning to bring the neglected Leith Theatre in Edinburgh back into use. She has a background in heritage management, urban planning and public policy development and is currently completing a PhD looking at community empowerment and place-making.

Councillor
Louise Gittins
Deputy Leader &
Cabinet Member
Cheshire West &
Chester Council



Louise Gittins is Cabinet member for Culture Leisure and Wellbeing and is a Councillor in Little Neston and Burton. She has held the Cabinet role since May 2015 and in a shadow role for three years prior to this. Louise runs her own Management Training company working predominantly with women in leadership roles within the NHS and is a qualified life coach. She is passionate about culture and the role it plays for the wellbeing of residents in local communities.

Vanessa Lefrancois
Chief Executive
The Brewhouse
Theatre & Arts
Centre



Vanessa Lefrancois (MBA), Chief Executive of The Brewhouse Theatre & Arts Centre, Taunton, where she has led the revival of the venue following its closure in 2013. Previously, she worked internationally as a choreographer and director and was a senior director at contemporary dance organisation The Place, London.

Graham Lister
Project Director
Storyhouse
Cheshire West &
Chester Council



Graham Lister has worked in the performing arts industry for over three decades. He combines the development of capital projects alongside producing and production work. Recent capital projects include CAST (Doncaster) and Bangor Arts & Innovation Centre. He was also the capital director, representing the end-user for Curve Leicester.

Julian Middleton
Executive Director
Aedas Arts Team



Julian Middleton is an architect who works across the performing arts sector and has designed buildings for theatre, music, arts education and dance. He has created a host of both formal and informal inspirational performance spaces with notable projects including the award winning Tara Theatre, Northern Stage in Newcastle, the restoration of Waterford Theatre Royal, the Chickenshed Theatre and the original rejuvenation of the Donmar Warehouse. He is currently working with Sir Cameron Mackintosh on the refurbishment of the Victoria Palace Theatre and with the Royal Shakespeare Company's on their new Costume Workshop. He compiled and edited the section on "Auditorium Design" for the ABTT/Routledge publication 'Theatres - a design guide'.

Angus
Morrogh-Ryan
Director
De Matos Ryan
Architects



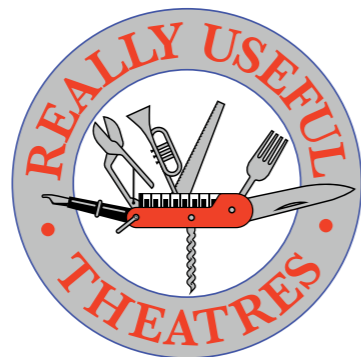
Angus Morrogh-Ryan is co-director of award-winning practice De Matos Ryan, established in 1999 with José Esteves de Matos. Angus has a particular interest in cultural, community and education projects. De Matos Ryan combines expertise in architecture, interiors and landscape to create imaginative and well-detailed environments. Built works to date include the refurbishment of Sadler's Wells London and York Theatre Royal, which won an INSIDE Award in 2016 in the category of Civic, Culture & Transport. Current projects include the redevelopment of St George's Hall, Bradford and The Mansion House, York.

Daniel Rose
Executive Director
Mechanics'
Institution Trust



Daniel Rose is the Director of Swindon's Mechanics' Institution Trust. The Mechanics' Institution is a complex Grade II* building at risk which the Trust pursues to bring into community ownership. Daniel has previously worked for the National Trust in several national roles and is also a consultant Support Officer for the Architectural Heritage Fund.

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Anna Strongman
Partner
Argent



Anna Strongman leads the asset management team and drives the performance of the investment assets, estate management, property management, placemaking and regeneration initiatives at Argent's King's Cross development and is developing strategies for Argent's new schemes. Anna also leads the development of the Coal Drops Yard, a unique retail scheme at the heart of King's Cross. Before joining Argent in 2008, Anna worked for the planning and development team at Arup leading a number of planning and regeneration projects for the public and private sector. Anna believes passionately in creating successful places for all who live, work and visit them.

Jatinder Verma, MBE
Artistic Director
Tara Arts



Artistic Director of Tara Arts, Jatinder Verma has developed a unique cross-cultural theatre style - Bilingual: where Asian theatre sensibilities meet European drama. He has overseen the redevelopment of Tara Theatre in Earlsfield, south London as an architectural fusion of East and West. Jatinder was awarded an MBE for services to diversity.

Brian Whiteley
Planning Advisor
Planning Aid
England



Brian Whiteley has 39 years local government planning experience, mainly London-based. Initially he dealt with planning applications at Westminster Council and later led local and waste plans teams at three different London Boroughs. Since January 2014, Brian has been a planning advisor at RTP1 and has successfully supported 50 neighbourhood plan teams across London and the South East regions. Brian also co-ordinates Planning Aid England's public advice service and volunteer activities.

David Watson
Associate Director
Rick Mather
Architects



David Watson is an Associate Director at Rick Mather Architects. He has worked with a variety of cultural clients to improve their facilities within the constraints of existing urban settings, including the Southbank Centre; Towner Contemporary Art Museum, in Eastbourne which initiated a new cultural quarter for the local community; and the Lyric Theatre Hammersmith, which provides a unique learning environment for young people at the heart of a professional theatre completed in 2014. Most recently David has been driving the Fair Field masterplan to create a new mixed use cultural quarter for Croydon. He is currently overseeing delivery of the first phase; refurbishment and extension of the Fairfield Halls to become a contemporary centre for arts, culture, entertainment and community participation.

Ian Timms
Assistant Director
- Business
Development
Taunton Deane
Borough Council &
West Somerset Council



Ian Timms has worked in Local Government since 1994 fulfilling a broad range of roles. He is currently leading a range of projects and activities as an element of Taunton Deane and West Somerset Council's ambitious growth plans. This includes the key place making project in the centre of Taunton aiming to create a new cultural quarter in the Coal Orchard area of town.

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