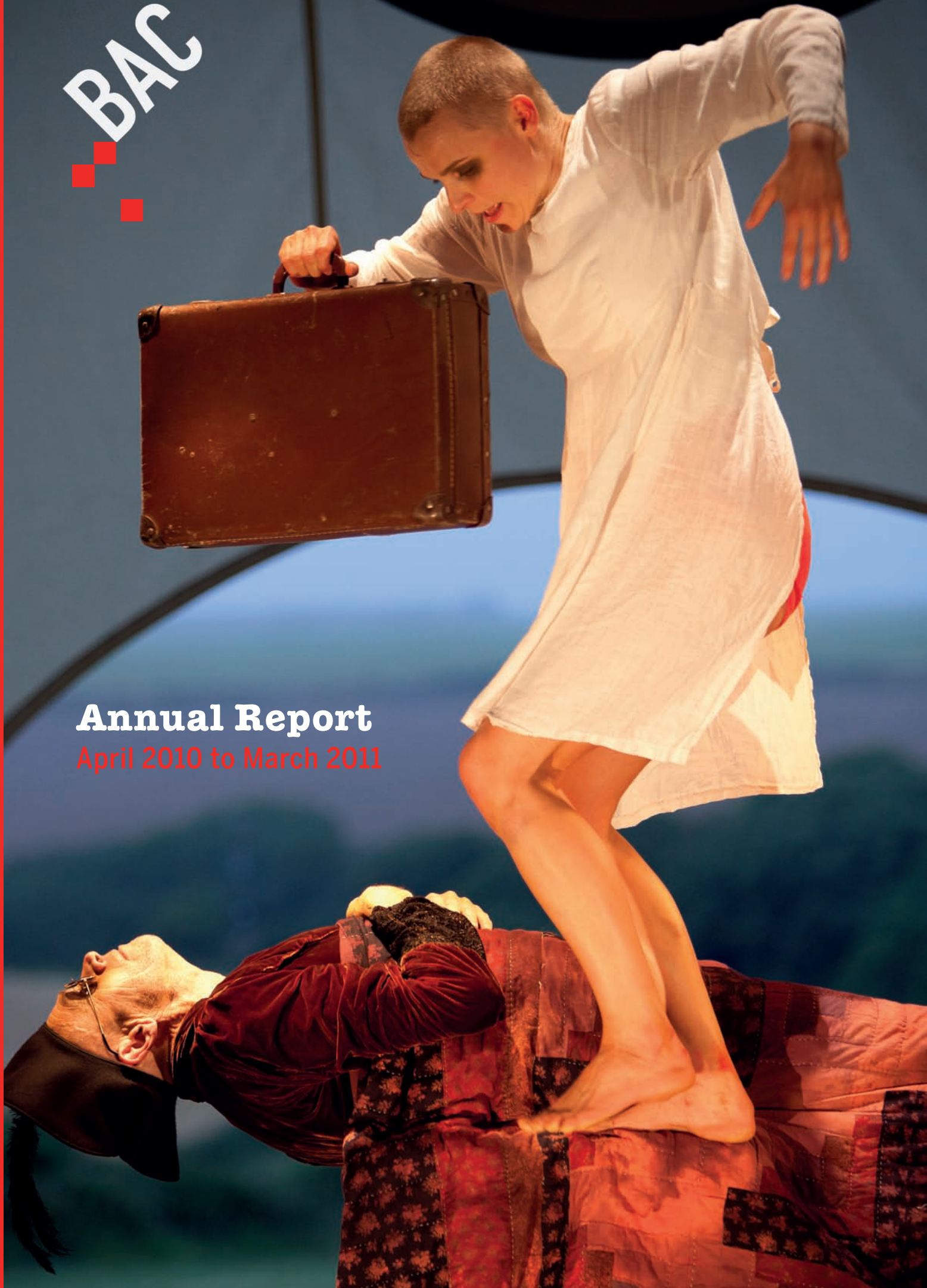


BAC

**Annual Report**  
April 2010 to March 2011



2010/11 was a year of transformation for BAC. We wanted to establish a more sustainable model that combines the best of a development house, with a residency space with the role of a producer of exciting new theatre both at BAC and on the road.

This year we launched our new programme – **Cook Up, Tuck In, Take Out** – to describe how we make new shows for theatre and present them in our Town Hall home and elsewhere. **Cook Up** is the heart of our programme – a series of year round artist residencies where the most exciting ideas for theatre are developed and shared from an early stage with an audience. Using Scratch, BAC's tried and tested nights where artists and audiences contribute to the development of new shows, we developed hundreds of new ideas for theatre in 2010/11. **Tuck In** is when we show the very best of this finished work to larger audiences across BAC – our 1 on 1 Festivals, *The Animals and Children Took to the Streets* with 1927, *The Great Escape* with Kazuko Hohki and Kneehigh Theatre's *The Red Shoes* were all hugely successful. **Take Out** is our emerging touring programme and in 2011/12 we plan to take the best of the shows and ideas developed at BAC to other theatres in the UK and overseas.

We're also slowly improving our beautiful Town Hall home. Working with artists and an architect, bit by bit, we are creating a better environment for all users of the building. Over the course of the year we completed the first phase of refurbishment to our Grand Hall, installed six bedrooms and a kitchen enabling a rolling programme of artist residencies and began work on our Council Chamber and key public spaces. Arts Council England awarded a capital grant of £2.5Million alongside an in-principle pledge from the Heritage Lottery Fund for the same sum. To draw down these funds we need to secure matched funding totalling £1Million by May 2012 with every £1 donated matched by £5 funding. We were delighted that Fiona Mactaggart MP joined the Development Council as Chair to help us achieve this target.

This year we were also delighted to celebrate BAC's 30th birthday with friends old and new led by our patron Dame Vivienne Westwood. We welcomed artists, staff, supporters and cultural leaders from the last thirty years and asked them to imagine the next thirty on Lavender Hill. We have very exciting plans for the following year including new work from dozens of Britain's most exciting artists who will help us in our mission to invent the future of theatre. We hope you'll join us and be part of the adventure.



**David Jubb and David Micklem**  
Joint Artistic Directors & Chief Executives

front cover

*Red Shoes* by Kneehigh  
photo: Steve Tanner

top

*Red Shoes* by Kneehigh  
photo: Steve Tanner

middle

*And the Birds Fell from the Sky*  
by Silvia Mercuriali and  
Simon Wilkinson  
an il pixel rosso production  
photo: Joe Murray

bottom

BAC's 30th Birthday Party  
photo: James Allan

The following  
pages will tell you  
more about:

Headlines in  
numbers  
page 4 - 5

Artists and  
theatre  
page 6 - 7

A social innovator  
page 8 - 9

A community  
enterprise  
page 10 - 11

The Town Hall  
page 12 - 13

Finances  
page 14 - 15

Supporters  
page 16





# Headlines in numbers

During 2010/11 BAC welcomed **85,000 individuals** through the doors.

Many of those people made repeat visits bringing the total number to **160,000 visits** over 12 months.

**2,941 children and young people** attended creative workshops or performances either at BAC or in local schools.

Touring productions developed at BAC were seen by an estimated **10,000 people** at other venues across the UK and overseas.

We worked with more than **500 artists and producers.**

BAC is hugely grateful to;

**200 volunteers** who gave a total of **5,472 hours** worth an estimated **£50,000.**

**51 staff members** including **9 apprentices**, and an additional pool of casual staff.

We staged **425 theatre performances** of **106 shows** in over 20 spaces across BAC.

In addition, we hosted **656 public events** or workshops.

We developed **4 new productions and festivals**, and opened a new children's café, *The Bees Knees*.

Revenue fundraising against projects and activities secured **£690,129** against 2010/11 up **5%** on the previous year.

An additional **£408,058** of restricted capital funding was received during the year.

far left

YPT Autumn 2010  
photo: James Allan

2

A BAC Wedding  
photo: James Allan

3

BAC Facia & Tom's Hair

4

BAC & Kazuko Hohki's  
*The Great Escape*  
photo: James Allan

5

*The Independents*  
photo: James Allan

6

*If I Ruled The World*  
photo: Stephen Dobbie

7

*Mantest*

Kieran Hurley & Gary McNair  
photo: unknown

8

*Observation deck*  
1-on-1 Festivals  
photo: unknown

9

Melanie Wilson  
photo: Melanie Wilson

10

Beatbox Academy *Kidnap*  
photo: Katherine Leedale

11 & 12

*The Independents*  
photo: James Allan

13

BAC Catering  
photo: James Allan

If That's All There Is  
Forest Fringe At BAC  
Dash Dash Dash: Gush  
Chairman Ubu  
The Drawing Theatre: Creative Life Drawing  
Shhh!  
Alice  
Like You Were Before  
The Dancer and the Devil  
Island  
Epi  
Make Better Please  
You Look Like Ants  
I Belong to this Band  
The Odyssey  
Bohman Brothers  
Remix  
Lost Time  
The Human Computer  
The Sound Hunter  
The Ouroboros Recordings  
The Tomtom of the Opera  
Malvolio  
Architecture Lecture: Mountford and the Labyrinth  
Growing Old With You  
Sad Lucy: A Fish Opera  
Room Mates  
Tree  
It's Like He's Knocking  
The Animals and Children took to the Streets  
auntie netta's Holiday for Asylum  
The Fire Burns and Burns  
Doris Day Can F\*\*\* Off  
Backwards  
Reasons For Living  
N20: Jarred Christmas Stands Up  
N20: DELETE THE BANJAX... and you!  
N20: The Owl Of Steven  
N20: Turn of the Century  
N20: Andy Zaltzman  
N20: In My Head I'm A Hero  
The Master And Margarita  
6.0: How Heap and Pebble Took on the World and Won  
Open House Tour  
Falling Bucket  
Albert Shoe in Widescreen  
ultimatum:ultimato-te  
The Mysteries Of Love  
Twin Peaks Weekender  
Short Story  
YPT2 "By Invitation Only"  
YPT1 "You And Me"  
Beatbox Academy Show  
The Great Escape: A Borrowers Tale  
Improbable Mentoring Fete  
Speakeasy Party  
FUTURE SHORTS ONE  
The Lost Menagerie  
Tales from the Raun Tree  
Jackson's Way  
The Irish Giant  
30 Cecil Street  
We Might As Well Live  
The Paper Cinema's The Odyssey  
The Red Shoes  
GETINTHEBACKOFTHEVAN  
One-On-One Festival Part II  
Operation Greenfield  
Accidental Festival  
The Drawing Theatre: Creative Life Drawing  
Buffalo-san  
Accept No Limitations  
Love and Understanding  
STAC Musical Theatre BA's  
LAVENDER HILL FESTIVAL  
Dona Rosita the Spinster  
YPT2 Summer Show: The Rooms  
YPT1 Summer Show: The Way We Were  
One-on-One Festival (Part 1)  
The Last Five Years & The Seven Year Itch  
Kaspar Hauser  
The Jewish Wife  
N20: Sex Traffic  
N20: Encore  
N20: Loretta Maine - work in progress  
N20: By Royal Disappointment  
N20: Jimmy McGhie  
N20: Robin Ince  
N20: The King &  
N20: Terry Saunders  
N20: The Storytellers Club  
N20: Tom Adams Can't Come  
N20: Old Dog New Tricks  
N20: Big Bag of Boom  
N20: Christ on a Bike: The Second Coming  
N20: Colin Hoult  
N20: In Tweed  
N20: Long Live The King  
N20: The Penny Dreadfuls  
N20: World Of Wrong  
N20: Joanna Neary's Village Hall Variety Show  
N20: The List Operators



### The Independents

We delivered the next phase of our 2nd Cultural Leadership Programme funded project: *The Independents*. The two-month experience-based development programme enabled artists and practitioners to explore what their practice offers to leadership, what it means to create sustainable and resilient practice, and how to learn through dialogue and experience. The programme strives to be about transformation: on a micro level, through the individual gaining insight into their own work; and on a macro level, through promoting the role independent artists and practitioners play as leaders in society. The Independents has now benefitted 90 artists and producers over two years, the latest cohort had Inspiration Days at Dartington Trust, BAC, and Fierce Festival, Action Learning Sets delivered by People Create, an Invention Week residency at BAC and peer/mentor relationships from within the group and elsewhere. Guest speakers included LIFT co-founders, Rose Fenton & Lucy Neal, Head of Arts at Dartington Trust, David Francis, Artistic Director of Quarantine, Richard Gregory, and workshops by Encounters, Geraldine Pilgrim and Ansuman Biswas.

*It's an intriguing, probing night and a showcase for a generation of artists busy questioning what theatre can and might be.*

Lyn Gardner, The Guardian  
Newspaper, 2nd April 2011.



*It's an unforgettable experiment; theatre at it's most unusual and exciting.*

Dominic Maxwell, The Times  
Newspaper, 1st April 2011

# Artists and theatre

425 performances of 106 shows (thousands more if you include individual performances during the 1-on-1 Festivals).

We invested £149,537 supporting artists and producers and £1,695,157 on our theatre programme.

300 artists attended creative brainstorm and networking sessions at BAC.

50 artists and producers went through our *Independents* programme.

101 artists worked on our 1-on-1 Festivals.

BAC provided commissions to 39 artists/ companies ranging from £150 to £6,000.

BAC invested in four new BAC productions/ festivals and a children's café launched with 40 storytelling performances. They included *The Short Story* (now called *The Good Neighbour*), *The Great Escape: A Borrower's Tale*, The Lynch Weekender, The 1-on-1 Festival (Parts I&II).

The Lynch Weekender (homage to the great film director) saw 500 people camp out over a weekend in our Grand Hall joined by 2,000 people from across the world on Twitter.

Kneehigh's *The Red Shoes* returned to BAC ten years on from its world premiere here. 9,920 people saw the show.

BAC led a European partnership exploring intimate performance with Huis en Festival a/d Werf from Holland and Ontroerend Goed from Belgium securing significant support from the European Cultural Fund.

Our 1-on-1 Festivals saw 3005 people enjoy a menu of 3 shows each where they were the single audience member.

## Plans for 2011/12 and beyond

**COOK UP** We are dramatically increasing the number of artist residencies we host and showing more work-in-progress performances in our 'scratch bar' on Thursday to Saturday evenings. BAC is a residency partner for Wildworks, supporting the company in the production of a major outdoor show; *Babel*, to be staged May 2012.

**TUCK IN** Up to three times a year we will present the best work emerging from our development house model, that in the future will see thousands of children attending a BAC production: *The Good Neighbour*.

**WAKE OUT** A dedicated production and distribution project team will help BAC tour more of its productions and will also support artists working in the building to take shows to other venues and sites in the UK and overseas. We are currently working on touring opportunities for Kazuko Hohki's *The Borrowers: The Great Escape*.

# A Social innovator

- Schools Programme
- Homegrown – Youth Theatre Workshops
- Beatbox Academy
- Young Producers
- Wandsworth Young Performer of The Year Awards
- Older People's Arts Programme

## During 2010/11:

We delivered 85 schools workshops; those workshops engaged 723 children, with an additional 1952 children attending sharings and performances in their schools.

We worked with 42 individual teachers through residencies and projects.

10 tea dance events for older people saw 1279 attendances.

14 artists and 10 older people (65+) created scratch performances over a one week period resulting in 4 unique performances, 2 of which are being further developed by BAC and Entelechy Arts.

BAC delivered 144 Homegrown youth theatre workshops, 266 young people signed up for those workshops.

BAC hosted a My Time festival for and by young people engaging 1000 participants over a week of activities. A political hustings included four local parliamentary candidates being questioned and exploring ideas in workshops. Young people created a manifesto on the theme *If I Ruled the World* which was presented, with individual letters addressed to the PM, by our young producers to No 10 Downing Street.

118 children and young people participated in Beatbox Academy workshops.

34 professional artists worked on our participatory activities.

8 teachers took part in our Artist Teacher Exchange Programme.

## Partner schools:

Wix Primary  
Westbridge Primary  
St Mary's RC Primary  
Shaftesbury Park Primary  
Ronald Ross Primary  
John Burns Primary

Furzedown Primary  
Falconbrook Primary  
Burntwood School for Girls  
Southfields Community College  
Battersea Park School

1 & 2

BAC Schools Programme  
photo: James Allan

3

Tea Dance  
photo: James Allan

4

YPT2 14-16 yr olds  
photo: James Allan

5

BAC Young Producers  
at 10 Downing Street  
photo: James Allan

6 & 7

*If I Ruled The World*  
photo: Stephen Dobbie



**Artist Teacher Exchange (ATE)** provided a six month programme of training and professional development for eight teachers and eleven artists. ATE offers participants time and space to learn from each others' methods; exchange skills, ideas and processes; and create collaborative arts projects in schools. 192 children and young people were engaged in the project during 2010/11. Teachers and artists on the programme attended workshops and masterclasses from a range of experts including Senior Lecturers in Education at Canterbury Christ Church University; Juliet Desailly, Consultant on Creativity and the Primary Curriculum; and Steven Hoggett, Artistic Director of world-renowned Physical Theatre company Frantic Assembly. They were then partnered in collaborative pairings and worked together in schools over a two-month period, to create new theatrical projects for children and young people. Feedback from participants was strong, with them expressing a real change to their artistic or teaching practise. One teacher fed back: 'I am so much more confident when doing drama activities. I have become more open and explorative in my teaching...'

*I learned how to twitch and stay still. [...] The workshops made me feel happy. The workshops made me more confident. I learnt something new and had fun at school.*

(Aadil, Year 4)

## We make a difference

A new Beatbox Alphabet teaching tool is in development – designed for the interactive whiteboard to link to the Primary music curriculum.

4 young people completed a young music leaders programme developing workshop leadership skills.

One of our young beatboxers, Reuben Alfred-Lecky, is working on a one-man beatbox show having received a silver arts award at BAC. The award is his first formal qualification offering academic points towards future UCAS course applications.

*The Car* – a beatboxing performance created for our 1-on-1 Festival 2010/11 went to the Edinburgh festival 2011.

**Case study:** feedback from a teacher on an elective mute who began speaking in a schools workshop about stories and sounds: "The lessons are very exploratory, the singing, the writing, the storytelling. Yet she has participated fully in every lesson. She had a little trouble this week, but she stayed with the group, she still took part in building the animal with the other children, and creating the sounds and movements, and really was a member of the group which is something she would not have been able to do before. I think it's because the sessions have been engaging, and they've all been accessible – all the children have been able to access and take part in what's been expected of them. I think she's able to be part of it because of a combination of feeling supported in the lesson and the fun of it – it's been done in a way so that she really enjoys taking part."



**Community Partners**

- WCEN (Wandsworth Community Empowerment Network)
- Lambeth Adult Mental Health Services
- SMILE DVD launch (Wandsworth Borough Council)
- NIA Family Learning Project
- WBC elections
- Storm PEACE concert
- Wandsworth Borough Council – Victim Support Seminar
- Jiggle Jive Church
- Distribution
- National Blood Service
- Battersea Beer Festival
- Vintage Fashion Fair
- Chitter Chatter
- Yoga
- Future Shorts
- National Childbirth Trust
- Kumon (after school classes)
- Caterpillar Music
- One stop Shop
- Pilates
- Glitterbug
- Original Writers
- Parkgate Assemblies
- Battersea Crime Prevention Panels
- Navrati Celebration
- Trinity Hospice Fair
- Incite Training
- Battersea Combined Charities
- Christmas Parcel
- Mencap Ceilidh
- SHAPE conference
- Mayor of London's meeting
- Battersea Arts Fair

opposite

Grand Hall Party  
photo: Amy Sibley-Allen

right

Front lobby notice board  
photo: Events Team

## A community enterprise

**BAC's trading arm (BAC Enterprises Ltd) works with hirers and partners to host community and commercial events.**

**80,000 attendances.**

**£192,464 net profits gifted back to the charity from our trading activities.**

**28 weddings, 17 days of exams, 31 days of sales and fairs, 10 conferences, 7 parties, 4 charity balls, 9 days of film shoots, 18 partners hosting regular events including the National Childbirth Trust, Caterpillar Music and Pilates.**



# The Town Hall

**BAC is working on a multi-million pound capital development programme delivered through phases over a number of years. Since 2007/8 we have invested over £1.75Million in the building. Going forward we have £5Million of pledged funding from Arts Council England and the Heritage Lottery Fund and we need to raise a further £1Million match funding to draw on those funds.**

**Over 2010/11 we invested £408,058 in capital development projects, including:**

## **Grand Hall Refurbishment: £209,354**

### **£22,830 Final elements Phase One**

This first phase saw the Grand Hall floor replaced, the walls painted, new access points created to the Grand Hall, exterior and interior exits.

### **£186,524 Phase Two**

Secondary glazing, replacing doors, external repairs to the Grand Hall corridor roofing, chandeliers installed, sound proofing to rear wall of the Grand Hall. This project enables us to stage late night events by restricting sound leakage and it prevents the waste of heat/ energy in the winter. By improving the general aesthetic of the space we can also generate more trading income and programme more demanding creative events in the space.

## **Spring Playgrounding Project: £198,703**

### **Council Chamber: £34,860**

Returning the space from a black box into a versatile and inspiring room revealing the original wood panelling and removing unnecessary rigging.

### **Development of 'Home': £74,994**

Creation of six new artists bedrooms, kitchen and bathroom facilities alongside a new fire protection and alarm system.

### **Development of Public Spaces: £15,152**

New bar, design and manufacture of tables and benches, painting throughout the foyer.

### **Infrastructure: £26,410**

Upgraded foyer lighting & installed emergency lighting, the technical wing relocated to a new facility.

### **Staffing and Delivery: £47,287**

BAC managed and delivered much of the works through a team of in-house staff and freelance specialists.

opposite top

Grand Hall

photo: Anya Tavkar

2

Bedroom at BAC

photo: Katherine Leedale

3 & 4

Council Chamber Restoration

photo: Nick Hartwright

5

The Lynch Weekender

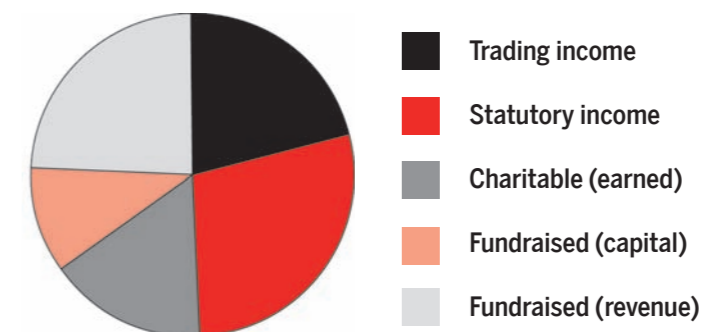
photo: unknown



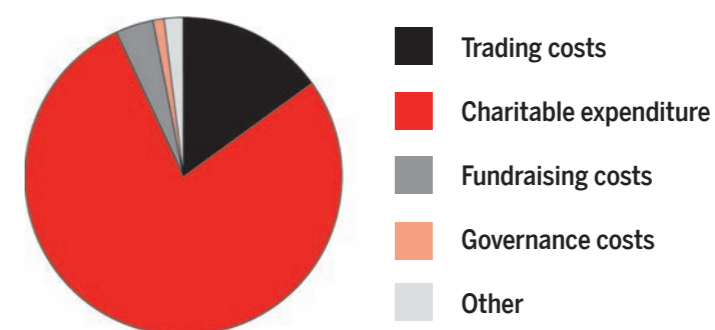


## Our finances

**Income ..... £2,835,531**



**Expenditure ..... £2,804,485**



**Surplus on Year ..... £31,046**

### Balance Sheet 31 March 2011

**Restricted Funds ..... £910,651**  
*(investment in building/lease and ring-fenced grants)*

**Unrestricted Funds ..... £88,167**

**Cash at Bank and in hand ..... £249,051**

*opposite*  
Beatbox Participant  
Nahum Effik,  
Autumn 2010  
photo: James Allan





#### **PATRON**

Dame Vivienne Westwood

#### **DEVELOPMENT COUNCIL**

Fiona Mactaggart MP (Chair)  
Cas Donald  
Chris Cabot  
Elizabeth Griffith  
Hang Ho

#### **BOARD MEMBERS**

Roanne Dods – Chair  
Sally O'Neill – Vice Chair & Chair of Finance and Business Development Group  
Julie Molloy – Chair of Enterprises Group  
Fiona Mactaggart MP – Chair of Development Council  
Bruce Thompson – Chair of Capital Group  
Carol Lake  
Elizabeth Griffith  
Cllr. Guy Senior  
Joan O'Pray MBE  
Nicola Thorold  
Cllr. Paul Ellis  
Rohan Silva  
Harun Morrison

#### **SUPPORTERS**

The Ashden Trust  
Arts Council England  
Awards for All  
BBC Performing Arts Fund  
Biffaward  
The Big Lottery Fund on behalf of The Government Office for Civil Society  
Bloomberg  
European Commission Culture Programme  
Elizabeth and Reade Griffith  
The Eranda Foundation  
Esmée Fairbairn Foundation  
The Foundation for Sport and the Arts  
The Foyle Foundation  
The Garfield Weston Foundation  
The Harold Hyam Wingate Foundation  
Hellenic Foundation  
Help a Capital Child  
Heritage Lottery Fund  
Jerwood Charitable Foundation  
Joyce Carr Doughty Charitable Trust  
The John Ellerman Foundation  
The John Thaw Foundation  
J.P. Morgan Chase Foundation  
Latham and Watkins  
The Mactaggart Third Fund  
Naomi Russell +Partners  
Paul Hamlyn Foundation  
The Pilgrim Trust  
The Prince's Foundation for Children & the Arts  
Provident Financial  
Sir Walter St John's Educational Charity  
SITA Trust  
Tipping Point Commissions  
Vfunding ([www.vinspired.com](http://www.vinspired.com))  
The Wolfson Foundation

left

*The Drawing Theatre*

photo: Anne Noble-Partridge

**020 7223 2223** [www.bac.org.uk](http://www.bac.org.uk)

BAC, Lavender Hill, London, SW11 5TN

**JERWOOD CHARITABLE FOUNDATION**

THE JERWOOD CHARITABLE FOUNDATION PARTNERS BAC ON A PRODUCER ENRICHMENT PROGRAMME CREATING RICH DEVELOPMENT EXPERIENCES FOR BAC PRODUCERS INCLUDING INTERNATIONAL TRAVEL, MASTERCLASSES, MENTORING AND DEVELOPMENT WORKSHOPS.

**PFG** | **Provident**  
Financial Group

**J.P.Morgan**

**Bloomberg**  
supporting playgrounding projects

funded by  
Wandsworth  
Council

**ARTS COUNCIL**  
ENGLAND