

# PLATINUM PERFORMING ARTS



**Enriching Enfield:  
A Cultural Renaissance for Millfield  
Tender Submission from Platinum Performing Arts  
27.11.2023**

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# Enriching Enfield: A Cultural Renaissance for Millfield

## Executive summary

Millfield is an essential resource for Enfield. Our vision is for a cultural hub that sustains itself through a flexible and vibrant approach to programming that makes use of the whole site and stands as a beacon of pride and hope for the local community – a sanctuary for dreams.

We are excited to present this tender to Enfield Council and would be honoured to be entrusted with management of Millfield to further amplify its positive impact across the borough.



## 1. About us



Platinum Performing Arts (PPA) is more than just a performing arts school: it's an institution that weaves dreams into realities, tapping into the cultural richness of Enfield's community and moulding young talents for the world stage. Our work has won numerous awards both for artistic creativity and for the social impact of our work making a difference to the lives of young people in Edmonton. Since 2008 we have been based at Millfield House where we have grown from provider of dance

classes supporting local children facing challenges to a fully accredited college whose students regularly win spots in West End productions. We are a not-for-profit registered company dedicated to supporting the creativity of Edmonton that has been self-sustaining through commercial and grant-funded activity since our foundation in 2006, and currently employ 43 local people.

Since 2021, we have been programming and managing Millfield Theatre alongside our tenancy at Millfield House. In that time, we have seen performance numbers / attendance figures grow and have delivered dramatic improvements in site safety.



## 2. Why Platinum Performing Arts?

Millfield House and Theatre, the Millfield Library and St David's Park have rightly been identified as important spaces for cultural and community use within Enfield for the benefit of its rich and diverse communities. We believe we PPA is the right organisation to entrust with stewardship of this precious resource for five main reasons:



1. **Our track record as a business**
2. **Knowledge of Enfield and embedded within the community**
3. **Recognised quality of artistic delivery**
4. **Demonstrable commitment to social impact and community delivery**
5. **Our vision and commitment**

We believe that these five qualities are critical both to who we are as an organisation and to ensuring the success of Millfield's next chapter.

### 2.1 Our track record as a business

Our most recent annual accounts are included here as an appendix.

We have grown our activity and turnover steadily over twenty years; we have no debts and a lean approach to overheads.

We have been regularly in receipt of grant funding to support our community work, including from the GLA and National Lottery funders.



We are held in good standing by all funders and partners, as is demonstrated by their on-going support for our work. We have received personal endorsements from Mayor Sadiq Khan, who has twice selected PPA at Millfield for visits in recognition of the quality of our creative youth support programmes. This March, Nina was officially recognised for her work with a Certificate of Appreciation at the Council's International Women's Day event; Nina has recently been nominated for a Female Entrepreneurial Award for 2023.

## 2.2 Knowledge of Enfield and embedded within the community

Platinum Performing Arts was established in 2006 by Edmontonian Nina Lewis-Hart. Nina's



own experiences of childhood bullying and being marginalised at school due to low academic attainment due to her profound dyslexia inspired her to set up the performing arts school to offer alternative provision for young people in the creative and performing arts industry. Nina's passion is to build children and young people's self-esteem, confidence and to provide them with career opportunities within the performing and creative arts.

PPA was initially based in a church hall in Enfield; in 2008, PPA moved to Millfield House, where they have been providing performing and creative arts to children and young people in the borough ever since. Platinum's students reflect the diverse community that we live in – including looked after young people, kids affected by gang violence, kids working 'on road', kids whose families have experienced generations of worklessness. A large number of our students are on full or part scholarships and we deliver fundraising events across the year to bring in more support to fund more scholarships. We know that our provision prevents many young people from engaging in risky behaviours or becoming NEET.

Platinum is a not-for-profit organisation that is dedicated to improving the lives of young people and the community in and around the Enfield borough. We are passionate about making a difference to their lives, to help improve positive outcomes and help to strengthen and build relationships within the community. We provide regular community events, festivals, theatre productions and outreach workshops. The Christmas grotto supported by local businesses and PPA staff dressed as Santa's helpers for children most in need is an annual highlight but it's just one part of their year-round work to make a difference to the lives of young people in the borough.

A list of all the community productions programmed successfully at Millfield under our management is included in the Appendix.

Recent work to support our community includes:

**A Month of Sundays** For two years, PPA have hosted the Platinum Zone at the Month of Sundays festivals every Sunday in August. This offered children and families a variety of activities including fitness, dance, belly dancing, singing, TikTok party, Live DJ, free inflatables, free face painting, meet and greet with princesses and superheroes and a number of free giveaways. It was wonderful to see families and the community come together to celebrate the varied culture of the borough.

**Mentoring** PPA offer mentoring sessions for young people, including 1:1 sessions at Millfield House as well as DJ workshops in the music studio, graffiti, dance and drama

workshops. Young people have the opportunity to come to a safe space to be with other peers to engage them in positive activities, express themselves and help build and strengthen their relationships.

**The PPA pantomime** In 2021, the Millfield Christmas Pantomime was for the first time created by PPA. Local talent Erina Lewis wrote and directed with dancers and performances delivered by PPA staff and students as well as select external professionals. The mix of high quality and multi-culturalism attracts a broad audience, many of whom have no other cultural engagement. Despite the on-going impact of the pandemic on theatre attendance, the show achieved an average of £3,783 sales per show (as opposed to £2,859 in 2019), but important to us was the quality and diversity of the show:

*“Aniyah saw Cinderella in pantomime with a modern twist today @millfieldtheatre with her bestie [...] which by the way the performance was amazing! It was a very multicultural performance which was so beautiful to see!” @aniyahazariandus*

### **Key community partnerships**

We are proud of how embedded we are within Enfield’s community networks and will continue working with our partners to develop activity at Millfield to support Enfield’s communities. Our current partnerships:

Age UK  
Edmonton Community Partnership  
LBE African Caribbean Association  
Eastern European Hub  
Wellbeing Connect Services  
YOT  
LBE Youth and Families Support Services  
NHS North Central London Integrated Board  
Family Based Solutions  
LBE Outreach and Customer Services  
West Lea  
NEXUS  
Metropolitan Police  
Edmonton Green Shopping Centre  
London Ambulance Service  
Chicken Shed  
Face Front Community Arts  
Streetz Ahead  
London Turkish Talent Theatre  
EPRA  
Déjà vu Entertainment UK  
Macmillan  
British Red Cross  
Great Ormond Street Hospital  
Exodus YouthWorx Uk

### **2.3 Recognised quality of artistic delivery**

Our commitment to working with our community in no way lowers our artistic standards. We are highly ambitious for the work we produce and for our young people. All of our first cohort of college graduates have gone on to work or have agents, and we have a high number of students currently appearing in the West End. As creative industries grow in importance to Enfield's future – as noted by Cllr Calliskan in her introduction to the council's new strategy – we will make these career opportunities visible to local young people and their families, and inspire new generations of talented young people to dream and succeed. It is an important part of our school curriculum for our young people to be able to appear on a professional stage, making Millfield an important part of how we train our young people in aspiration and self-belief.

Our own commitment to excellence extends to our programming ethos for Millfield: we believe audiences deserve fantastic high quality experiences. We are proud of the programme we have delivered to date and will continue to work with local partners and a growing network of art centre peers to ensure that we bring the best and most relevant shows to Enfield.

In 2021, PPA won Dance School of the Year and the Project B Award for Innovation in Male Dance in the national dance awards supported by the Royal Academy of Dance.

In 2022 PPA won 'Community Business of the Year' award.

In 2023, Vice Principal, Erina Lewis, was awarded Winner of Best Teacher at the Black British Theatre Awards.



*"I came yesterday with my friends and our children and I have to say it was the BEST production we've ever watched!" Skevi " Cannot wait to watch next years Sleeping Beauty Pantomime"*





## 2.4 Demonstrable commitment to social impact and community delivery

We believe our work shares the values of Enfield Council and can support the priorities laid out in 'Investing in Enfield', in particular strong, healthy and safe communities, thriving children and young people and an economy that works for everyone.

Our projects resonate with the needs of the Enfield community. They aren't just about arts; they're about life lesson, resilience and positive decision-making.

Our current funded projects include:

**Power to Make a Change** A five years project funded by the National Lottery Community Fund, working with secondary schools and local community groups in the borough to offer young people workshops tailored specifically to their needs. They cover a range of topics including gang, gun and knife crimes, making the right choices, building self-esteem, mental health, social media and peer pressures. Our workshops aim to motivate, inspire and enable young people to have the confidence and self-esteem to make the right choices in life. During the workshops, we gather all the issues raised by young people, which then form a script for a film or theatre production, which portray the experiences of the young people we worked with. These films then form the basis of new workshops and create the base for discussion. We are currently in the third year of the project and will continue to work with the young people to inspire, motivate and listen to their voices.

**Dream, Believe, Succeed** A collaborative project in partnership with Edmonton Community Partnership and funded by the Mayor of London's Young Londoner's Fund, created to provide a safe and judgement-free environment for children to open up about their experiences as a young person in the community. PPA have been teaching various creative arts workshops in primary schools and community outreach settings with the ambition to inspire and encourage the children to feel a sense of worth and purpose regardless of their abilities, cultures, sexualities or genders. It is becoming more and more clear to us that projects like this are essential for the well being of our young people. And the support we've had from London's Mayor has demonstrated his agreement – on his visit on 3/10/2023 in the wake of a horrific incident of violence in the neighbourhood that our work on providing



positive experiences was the most important thing anyone could be doing to make a change in the area.

**Making History** Funded by the Covid Community Fund to work with children and young people in the borough of Enfield who were negatively impacted by the Covid pandemic. Children and young people engaged in virtual and face-to-face workshops and individual sessions who required support through the pandemic to empower them, give them a sense of purpose and routine / structure. The workshops engaged children and young people in a variety of creative forms including spoken works, poetry, song writing, dance, drama, art and fitness. The workshops enabled children to tell their stories of the pandemic and share their thoughts and feeling, which were all then included in the Making History Book. This book was given to each child / young person who engaged in the project as well as distributed to members of the Enfield community, including Nexus and the NHS. With Christmas approaching, the project steering group expressed sadness that younger children would not experience the festive season due to the effects of Covid and its financial impact on parents. We called out to all local children's charities, carers and community groups to come along and see Santa socially distanced by appointments, receive a family photo and a gift for each child and parent / carer. We managed to offer this experience to 54 families and 130 children out of 200 + applications; further sessions were sadly cancelled due to enhanced Covid restrictions. In total, 876 children and 240 families were reached through this project.

**Holiday camps for children** We work with Enfield council and Enfield Community Partnership to deliver HAF activities for children and young people in the borough during school holidays. All holiday camps are based at Millfield House and Theatre offering fun sessions including sports, dance, drama, crafts and a variety of activities with outside organisations. We offer healthy food including breakfast, lunch and snacks for children all provided by @peonyrosecatering.



## 2.5 Our vision and commitment

PPA is more than just a performing arts school; it's an institution that weaves dreams into realities, tapping into the cultural richness of Enfield's community and moulding young talents for the world stage. We are of Enfield and for Enfield. We see the work of Millfield as an inspiration cultural resource for the borough as a natural extension of our work with young people and see this proposal as an amazing opportunity to further amplify the positive impact of the site across Enfield.

With long-term stewardship of the site, PPA will be able to host more events, more workshops, more productions, generating funds to support more underprivileged talents and culture for Enfield's community. PPA will be able to optimise the space to reach out even more broadly and diversely, catering to the ever-evolving needs of the Enfield community with support from that community, be it a volunteer or a business sponsor.

Enfield deserves more than just a theatre; it deserves a beacon of hope, a cultural hub and a sanctuary for dreams. PPA, with its track record of impact and transformative initiatives, is dedicated to health the community through creativity. Leasing Millfield to PPA is not just a transaction; it's an investment in Enfield's future, enriching its cultural, social and artistic tapestry.

We've been here at Millfield since 2008 and have built our organisation around its historic resonance, green spaces and professional stage. We are prepared to commit the time, expertise and dynamism of PPA to ensuring that Millfield grows and thrives for everyone.

### 3. Key Context

#### The Reality of Edmonton: A Snapshot

- Enfield stands as the borough with the highest private eviction rate across all of London
- Alarmingly, it records the second-highest incidence of serious youth violence in the region
- Almost half (49%) of children entering reception classes utilise English as a secondary language
- Tragically, Enfield ranks 11<sup>th</sup> in the UK for child poverty rates
- Edmonton is home to a disconcerting 27,000 children living in poverty. This area is characterised by its intense deprivation, with child poverty rates skyrocketing at 53% - a figure that far surpasses the national average of 21%. In families with three or more children, this rate escalates to an almost incomprehensible 90%.

*Source: The Enfield Poverty and Inequality Report, January 2020*

The Council's proposal to tender the Millfield site to an external operator as part of its on-going work in managing its financial position in challenging and uncertain times is clearly sound and one, as a local business, we wholeheartedly support.

We also see this as an opportunity for the Council to deliver on its strategic plans by enabling PPA to grow the social impact of this property asset as well as reducing the financial outlay. Our focus on young people in our core business will spread through our wider work at Millfield, addressing some of the key challenges facing Enfield's people today.

Enfield Council's 'Investing In Enfield' lays out clearly the challenges and opportunities for the borough: the importance of the creative industries, the inequality, the shocking 30%+ level of child poverty. Arts Council England have similarly identified these challenges in their selection of Enfield as a Priority Place, in which current low levels of cultural engagement (cf DCMS 'Activity Lives' survey) and high levels of socio-economic deprivation are matched with exceptional conditions for cultural and creative growth. National Lottery Heritage Fund have likewise been working with Enfield as a priority given the challenges it face and the opportunities it presents.

The COVID pandemic must also be taken into account as a key contextual factor. Theatres across the country are still struggling to regain pre-pandemic audiences, as new leisure habits and a fear of communal activity have delayed audience's return.<sup>1</sup> The energy price rise and cost of living crisis are also impacting heavily on theatre audiences and operations.<sup>2</sup> But in dark times, people need the light that culture and community provide and the importance of what Millfield can offer to the community's well being and resilience cannot be overestimated.

These challenges and opportunities have shaped our response to this tender proposal:

<sup>1</sup> [Theatre audiences slower to return to pre-pandemic levels than film \(thestage.co.uk\); Summer 2023 | The Audience Agency.](#)

<sup>11</sup> ['It's really desperate': cost of living crisis spells bleak times for British arts venues | Arts funding | The Guardian](#)

- A realistic approach to commercial income generation from a borough with high levels of poverty and traditionally low levels of cultural engagement in a time of economic crisis
- A determination to keep cultural and creative activity accessible to the borough's communities, particularly those here in Edmonton
- A commitment to high quality activity that excites and inspires
- Prioritising opportunities for children and young people
- Creating opportunities for the community to connect
- Making employment within the creative industries visible to local residents
- Increasing the social impact of the site to support the regeneration of a fairer Enfield.

## 4. Our proposal

### 4.1 Overview

For a decade and a half, we have been deeply embedded in Enfield, understanding the profound social and economic challenges that mark its landscape. Our insights, drawn from our longstanding presence, have empowered us to shape our work to address the issues but also to ensure that community members stand as the driving force in everything we do.

Our proposal is to build on our current operation at Millfield House and Theatre to create a single 'Millfield' in which house, theatre, library and park work together delivering a dynamic mix of performances, events, workshops, classes and community activity. Millfield will be financially sustainable and leverage the property asset to deliver social impact in line with need in the borough and LBE's aims. Our business model has three pillars:

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- The **single-management approach** naturally delivers economies of scale whilst creating opportunity for additional activity through flexible and responsive programming.
- **Commercial activity** such as popular music events, spin classes, corporate and venue hires will **subsidise and enable** us to continue to build the extraordinary programme of **community activity** for which Millfield is becoming known, including a mentoring scheme, author event programme and talent development workshop.
- **Grant funding** (for which PPA is eligible in a way that LBE is not), **sponsorships, partnerships, student work placements and a volunteering scheme** will also enable delivery whilst remaining economically viable.

Our approach to successful delivery in each of these three areas is laid out below.

## 4.2 Single-management approach

PPA propose to programme and manage Millfield as a single site, encompassing theatre, library, park and house. We propose that our existing company, Platinum Performing Arts – an educational, not-for-profit company – will extend its remit to run all aspects of Millfield as well as the existing school, college and community activities. This enables a strong single vision to drive delivery and attract funders and supporters, economies of scale in staffing and resourcing, and inbuilt flexibility that enables us to respond quickly to change and to opportunity.

- PPA already employ staff dedicated to community engagement (1.5FTE), mentorship (3), administration (2) and a fundraising consultant
- Directors Nina Lewis-Hart and Roy Hart have acquired skills and expertise in theatre programming and operations through the past two-year pilot phase at Millfield and the support of peers such as Harlow Playhouse (Essex) and The Woodville (Gravesend). They have capacity, with the established team at PPA behind them, to lead the full Millfield operation
- The site staffing model has already been streamlined since PPA took over site operations, with significant reduction in overheads that will be further reduced by shift to an independent operation with overheads lower than those of a local authority
- Millfield staff are currently employed via Matrix in line with Council requirements; the new structure will remove the surcharges associated with this employment model
- When a show cancels, PPA can fill in the timetable with alternative activity like karaoke in the bar: this has grown in 18 months from c45 attendees to over 150, an easy to deliver event that boosts both bar takings and community well-being
- PPA shows – including the professional Christmas pantomime – deliver sell-out audiences and high returns; these revenues will now be solely delivered to PPA rather than split between Platinum and LBE
- PPA college students are keen to gain real experience in the arts business; work experience front of house, on bar and in stage management is highly valued by them and they provide a high quality, flexible back up team to ensure PPA can staff up or down according to the needs of the events



- This flexible staffing approach common in cultural businesses, whilst meeting best employment practices including London Living Wage, has enabled us to change the rota system for bar staff to respond to customer demand – doubling the average bar take in two years
- Our council-supported ‘Winter Wonderland’ event (December 2022) used the combined spaces of the house, theatre and park to enable an audience of thousands to enjoy a Hyde-Park quality festive experience
- We will be able to extend this one-site ethos to include the library, in which we plan to host regular author events and children’s workshops

In addition to the existing PPA team, our anticipated staffing model is laid out below:

Years 1 - 3	Years 4 – 6	Years 7 +
1 x facilities manager 1 x marketing manager 0.5 x technical manager 2 x duty manager 2 x box office supervisors 1 x administrator 3 x bar staff 4 x cleaners (TUPE’d from LBE) Volunteer ushers  Programming and management: Nina Lewis-Hart and Roy Hart, in kind  Fundraising consultant, ad hoc  Freelance techs as required   Annual staffing cost £475k	1 x facilities manager 1 x marketing manager 0.5 x technical manager 2 x duty manager 2 x box office supervisors 1 x administrator 3 x bar staff 4 x cleaners Volunteer ushers  Management – Nina Lewis-Hart and Roy Hart, in kind  Freelance techs as required  0.5 x development manager 1 x programme manager 0.5 x library and programme manager 0.5 x tech assistant  Annual staffing cost £550k	1 x facilities manager 1 x marketing manager 1 x technical manager 2 x duty manager 2 x box office supervisors 1 x administrator 4 x bar staff 4 x cleaners Volunteer ushers  Management – Nina Lewis-Hart and Roy Hart, in kind  Freelance techs as required  1 x development manager 1 x programme manager 1 x library and programme manager 1 x tech assistant  Annual staffing cost £625k

### 4.3 Commercial activity subsidises and enables community programming

At the point at which PPA became involved in running Millfield, the operation was in trouble. Irregular and inconsistent programming delivered without sufficient community input had lead to falling audiences; hires from private producers were falling; even pantomime sales were down. Expensive paper-based marketing was failing to reach customers. The four year budget position prior to PPA's involvement in Millfield site delivery was as follows:

	2016-17	2017-18	2018-19	2019-20
<b>Ticket sales</b>	£756,363	£757,804	£626,946	£528,949
<b>Hire of premises</b>	£158,779	£197,134	£164,687	£211,569
<b>F&amp;B sales</b>	£106,213	£137,918	£121,871	£109,331
<b>Income total</b>	£1,253,480	£1,293,119	£1,092,621	£929,069
<b>Council subsidy</b>	£355,960	£302,035	£350,852	£373,695

Since taking over programming and managing the site on behalf of LBE, PPA have created a regular programme that builds on successes and better reflects our audiences. We've introduced a successful strand of family programming, introduced new crowd-pleasers to bring the community together like 'Strictly Come Millfield' and both Greek and Turkish Arts Festivals, and quietly dropped expensive and unpopular bookings that attracted neither audiences nor income. We dropped the out-dated paper brochure and focused instead on posters in local shops and digital marketing, with a regular weekly e-newsletter going out to over 20,000 subscribers and a social media base that grew organically by 154% in the first six months. Better programming, marketing and regular shows have delivered incontrovertible success:

2020	2021	2022	2023 (year to date - 9 months only)
LBE management	LBE management to August; PPA management Sept onwards	PPA management	PPA management
260 shows	235 shows	340 shows	119 shows
Gross ticket sales £200,539.59	Gross ticket sales £227,378.26	Gross ticket sales £535,547.18	Gross ticket sales ytd (NOT INCLUDING PANTOMIME) £264,019.18

The graph for delivery and revenue is clearly upwards, in excess of what can be expected post-pandemic.

In addition, our support for community programming has grown. A full list of activity is included in Appendix 1 but since July 2021, we have hired spaces within the site to 27 different regular community users, have directly delivered 21 different community-centred performances from a Black History Month Brunch to Platinum Tales to Dream, Believe, Succeed film screenings and have programmed 66 externally-produced community-centred shows. Critically, Millfield has also hosted a number of important LBE-lead and other civic events including Black History Month celebration, the coming together in the wake of knife violence with LBE, GLA and local charities, International Women's Day and Enfield's Afro Caribbean's Society's Windrush Celebration that are an important part of the site's identity.

We know that for Millfield to be a success it needs this rich mix of culture and community to thrive, offering something to the widest possible range of community members and attracting audiences from across North and East London and the surrounding counties to our commercial shows (as per current postcode analysis of spectrix sales). To maintain and grow these audiences, we will invest in:

- A standalone box office and CRM system, separating from the LBE Spectrix account
- A dedicated and up-to-date website
- A full-time marketing manager post to ensure we are reaching out and sharing the excitement of everything happening at Millfield
- A growing programme of author events and family workshops that raise the profile of the library and help bring more of the community to this precious resource

With the growth in ticket sales and doubling of bar revenues, we are confident that we can continue to make this mix work and generate the revenues required to support Millfield as a cultural and community hub despite the challenge of maintaining accessible pricing.

*"Dear Millfield Theatre,*

*I wanted to send a note to share how impressive I've found the customer experience. From booking tickets and getting really good guidance on which seats to book (the group I booked for have some access needs) through the box office team printing tickets tonight, the stellar bar team who have been genuinely lovely and the excellent management – you have something very special here. Thank you.*

*Please feel free to quote this customer feedback or to get in contact if I can add more detail.*

*Wishing you well,*

*Christine*

*Christine Major  
CEO – GLUU"*

#### 4.4 Grant funding, sponsorships, partnerships, internships and a volunteering scheme

As a not-for-profit, privately run organisation PPA has the potential to support its business activities in a wider range of ways than a council. We have a great track record already of bringing in grant funding, sponsorships and partnerships with local businesses and organisations, and with getting people to join in with our activities in order to learn and connect, whilst helping us deliver more for the community.

We are already supported by 16 volunteers who act as ushers for shows in exchange for tickets and as a busy college and arts centre have a fabulous mix of training and opportunities that we aspire to turn into a range of internship opportunities as we grow.

We have received funding from a range of community funders and are in talks with Arts Council England and the National Lottery Heritage Fund about supporting projects and on-going activity here at Millfield. Grant-funded cultural activity is vital to keep the programme vibrant with the ability to try new things on a non-commercial basis and reach out to new audiences with relevant opportunities to enjoy and take part. It is also the only way in which arts organisations can fund essential infrastructure development such as building upgrades and greening technologies. At present we have an ad hoc arrangement with a regular fundraising consultant; we anticipate making this a full-time role in year 4 of operation to seek out and manage grants and sponsorships.

Delivering a new and improved library for the site is a key ambition for this strand of our business plan. We agreed with your highlighting of the need to improve library accessibility by positioning this within the site and will work closely with LBE to agree the best route. We have identified three possible options – a new entry route into the current space, a purpose-built container-based space within the smaller carpark or (preferred) transforming an underused space at the front of the theatre. We propose to collaborate with LBE on a more thorough options appraisal taking into account requirements for physical and perceptual access, shelf space, activity space, computing facilities and security and apply for funding to deliver via the Arts Council's next Library Improvement Fund<sup>3</sup>, expected spring 2025. In the interim, we will continue to improve access to the current space via a programme of exhibitions, curated book displays and ad hoc events that highlight the space and encourage more users and capital investment in some improved signage and pavement trail across the site that makes the library offer more visible from the street onwards across the site.

The following is an indicative programme of non-revenue funded activity that we envisage will be required to support Millfield in the first five years:

2023-24	<ul style="list-style-type: none"><li>£80k National Lottery Heritage Fund bid for young people to lead exploration of the history of the Millfield site</li></ul>
2024-25	<ul style="list-style-type: none"><li>£350k bid to Paul Hamlyn for three year programme to grow the community-centred programming model at Millfield</li><li>£25k bid to Arts Council England for dance programme bringing together young talent and community groups at Millfield Theatre</li><li>£10k bid to LBE neighbourhood fund for a tea dance programme for</li></ul>

<sup>3</sup> Information on the most recent funding round is here: [Libraries Improvement Fund \(LIF\) Round 3 | Arts Council England](#). Please note that only local authorities are eligible; we anticipate PPA would prepare a bid on behalf of LBE to benefit Millfield Library.



	Caribbean audiences in association with Afro-Caribbean Society
2025-26	<ul style="list-style-type: none"> <li>• £200k bid to ACE Library Improvement Fund to develop new library space for Millfield Library</li> <li>• £120k bid to Esme Fairbairn for weekly children and families programme in the library, theatre and park spaces</li> <li>• £10k from Film London to develop a programme of independent film screenings for the local elder population from different communities</li> </ul>
2026-27	<ul style="list-style-type: none"> <li>• Seat sponsorship campaign asking local businesses to deliver £150k funding for new seating bank</li> <li>• £80k bid to Wolfson Foundation to support installation of solar panels and switch to LED lighting</li> <li>• £80k National Lottery Heritage Fund bid for an intergenerational community project exploring the different 'lost theatres' of Edmonton and the types of creative activity that went on in each</li> <li>• £35k bid to Arts Council England for a dance programme bringing together young talent, community groups and local primary schools at Millfield Theatre</li> </ul>
2027-28	<ul style="list-style-type: none"> <li>• £80k bid to Garfield Weston Foundation to support switch to air source heat pump from current boiler</li> <li>• £300k bid to Community Lottery to support creative well-being activities on site from parent and baby rhyme times to chair yoga to community painting classes</li> <li>• £75k bid to City Bridge Trust for positive activities programme lead by local community groups using arts to inspire positive change in their neighbourhoods</li> </ul>

#### 4.5 Governance

PPA is a not-for-profit registered company:

- Nina Lewis-Hart, Founder Director
- Marion Davidson, Director
- Roy Hart, Business & Operations Director
- Ayse Adil, Family Based Solutions
- Joe Lettieri, Family Based Solutions

To successfully deliver Millfield in a way that is financially responsible and accountable to the local community, we propose to create a wider advisory group to meet quarterly that reviews and monitors our activity and supports our connectivity across the borough. We would welcome discussion with LBE about suitable make-up of this committee but propose a group of 8 -10 including representation from local school, NHS, community groups, young people and creative sector.

We suggest a six monthly review process is instituted with LBE for first three years, falling to annual review thereafter in which health of the business and achievement on key social impact milestones is reviewed, and strategies are aligned. We anticipate presentation of our management accounts on an annual basis and public reporting of key metrics agreed with LBE to demonstrate the value delivered by the council-owned asset.

## 4.6 Financial assumptions

In preparing this proposal we have made the following assumptions:

- That the council is offering a full repair and insurance lease of the property requiring a cultural/community use for the site and maintenance of the library service
- That a building survey will be carried out prior to lease signature that demonstrates the buildings to be currently sound and safe for public use and identifying any major infrastructure works required within the next ten years
- That no significant repair work to infrastructure of the site (roof or walls) is required within the next ten years and that if any such is identified, LBE will enter into good faith negotiations with PPA regarding a joint approach to funding of repairs
- That all technical equipment currently at Millfield is retained by the site- with any items on loan to eg Forty Hall or DAC returned, with any existing maintenance contracts or warranties transferred to PPA as new site operator
- That Millfield House and its outbuildings are Grade II listed and require particular care in on-going maintenance that may exclude 'quick fix' options
- That the LBE parks team will continue to mow lawns, collect rubbish and manage the large trees in the public park, whilst PPA will manage the planted areas surrounding the House and Theatre
- The Millfield will no longer be part of the LBE cultural venues booking line or online ticketing but that LBE will work with PPA in good faith and in line with GDPR regulations to provide PPA with Millfield's historic customer data to enable it to continue to market the theatre to existing customers
- Excluding the above, that there will be no further LBE subsidy of the site
- That PPA will be free to manage Millfield as it sees fit in accordance with best industry practice and its extensive experience of working with the Enfield community but with a commitment to deliver cultural and community value to an agreed set of KPIs, including pricing restraint on tickets and provision of space for community users
- That a non-commercial offer including provision of cultural, community and library amenity will need to be supported by a focus on income generation through maximising use of space and ticket sales, with further support from grants providing audience development and community programming, including in the library
- That income generating activities will be required to generate sufficient surplus in order to fund necessary site maintenance to a good standard suitable for public use and PPA are free to exploit the site in whatever way they see fit, subject to standard licensing and approvals and alongside the social impact KPIs as above, to achieve the required income. This to include up to 6 park-wide events annually (eg Winter Wonderland, summer festival, community picnic concert) with no further charges for park usage (event licences to be obtained by PPA); ad hoc smaller events (eg student picnic lunches) to be free and unregulated as for any other park users. No further hires of the park space will be given by LBE but any potential collaborations for park usage may be discussed in good faith by both parties, with PPA receiving appropriate financial recompense with regard to their on-going stewardship of the site.
- That PPA will be responsible for all site staffing including sufficient staffing to maintain current opening hours in Millfield Library and taking on the 4 cleaners currently employed by LBE for Millfield cleaning, and that a welcoming and inclusive atmosphere will continue to be maintained with high standards of customer service

- That book stock and computer hardware and software will continue to be provided by LBE to enable the library to operate as part of the borough's library portfolio and provide appropriate service to library users, with free training provided by LBE sufficient to maintain PPA's ability to use and manage these systems on behalf of library users
- That community hires of Millfield spaces – including the current licence for the Over 50s forum for year-round use of a serviced office space within Millfield House – will be transferred to PPA direct, legal costs for this transfer if required to be borne by the Council
- That LBE will be responsible for its own legal costs with respect to this agreement, and that PPA will likewise bear its own costs

#### 4.7 Our offer

PPA is prepared to offer Enfield Council that it will take on full management and maintenance of the Millfield site – house, theatre, library and park – as a cultural and community asset for the borough, in accordance with the assumptions outlined above.

We propose a 30 year term with annual service reviews and formal contract review points at 10 years, 20 years and 25 years.

For **years 1 – 10** we propose a peppercorn rent, equivalent in savings to the council of £597k pa plus inflation, to include:

- Maintenance of library service to current timetable with stock and software provisioned by LBE library services, estimated value £40k pa
- Collaboration with council on provisioning of the library within the site to improve accessibility, including raising the necessary funds for delivery within 4 years of contract signature, estimated value £180k
- Maintenance of accessibly-priced community spaces, including art room, office and workshop areas, with rental rates rising no higher than 2% above inflation annually, estimated value 40% of current annual income, i.e. £4k pa
- Delivery of inspiring, accessible and community-relevant mixed theatre programme that includes community programming alongside a broad mix professional performances, with a minimum of 200 performances per year, with ticket prices rising no more than 2% above inflation annually
- Maintenance of the Grade II listed Millfield House and listed buildings within its curtilage with respect to agreed procedures for maintenance of historic buildings, following guidance from suitable qualified heritage officers, estimated costs average £35k pa
- Maintenance of the grounds with exception of lawn mowing and large tree maintenance in the park area, and continuing existing public access arrangements including continuing to work with local police to ensure that the area is as safe as possible for all, estimated cost £95k pa
- Maintenance of the theatre buildings, furnishings, fittings and technical equipment to good standards, meeting all public safety requirements as a minimum, to ensure it can continue to serve as a professional theatre venue, estimated cost average £55k pa
- 1 free use of the theatre space 3.5 hours Mon-Thurs annually for Enfield Council (including box office and ushering, exclusive of tech team and publicity fees), value £1490 pa.

We suggest that PPA and LBE agree a simple KPI framework for annual reporting covering e.g. number of community performances, number and range of community space hires, average ticket price, number of library users and events and site improvements.

At **year 10**, we propose an open book review in which potential for the site to generate revenue that can be shared with LBE is jointly examined in the light of commercial and community performance, current cultural and economic context and requirements for major infrastructure repairs within next 10 year period.

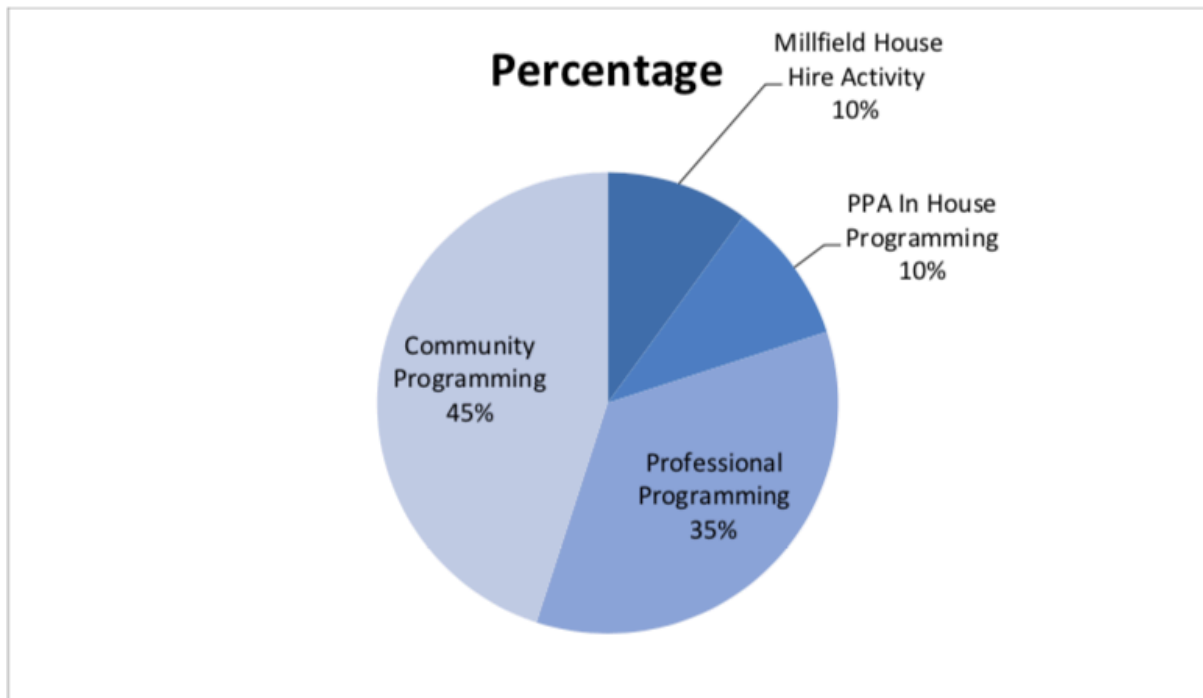
We propose this same review is carried out again in **year 20** and again in **year 25**, when an in good faith discussion regarding the future of the site at the end of the 30 year term is held and agreements reached on an appropriate maintenance, repair and replacement plan at this point. This offer is valid for 2 months from date of delivery to Enfield Council and subject to no significant information coming to light that would alter the financial assumptions on which this offer is made.

We very much look forward to discussing this with LBE further, and to carrying on the bright tradition of Millfield as a centre for arts and inspiration for all of Enfield.



Nina Lewis-Hart

Founder Director, Platinum Performing Arts





**Appendix 1: 96 Professional & 82 Community Programming Activity at Millfield Theatre, July 2021 - October 2023**

<b>Production Title</b>	<b>Date(s)</b>	<b>Tickets Sold</b>
An Audience With Stuart Lawrence – In partnership with PPA	Sep-21	156
Bohemians	Sep-21	75
Joe McElderry	Sep-21	110
Kemi from the block	Sep-21	230
Stars of Irish	Sep-21	347
The Only Way is Drag	Sep-21	104
Voodoo room	Sep-21	49
Coda	Oct-21	108
Enfield Caribbean Association	Oct-21	72
Noah's ark	Oct-21	347
Resistance comedy	Oct-21	45
Sleeping Beauty Orit Sutton	Oct-21	368
Some guys have all the luck	Oct-21	170
Stars from commitments	Oct-21	347
Talon	Oct-21	190
The Elvis years	Oct-21	253
Tina live	Oct-21	128
Unstoppable Fyah	Oct-21	57
Voices of Black folk	Oct-21	196
Jukebox & Bobbysox	Jan-22	147
Sleeping Beauty	Jan-22	1323
Alice In Wonderland	Feb-22	300
Beis Malka	Feb-22	360
Evolution of Dance	Feb-22	600
Legends of American Country	Feb-22	142
Refugee Workers	Feb-22	661
Shiras Devorah	Feb-22	362
Soul Train	Feb-22	270
Take The Stage	Feb-22	360
YMCA	Feb-22	437
Celine Dion	Mar-22	92
Dublin Legends	Mar-22	93
Enfield Dance Fest	Mar-22	1100
Ireland The Show	Mar-22	157
Janet Kay	Mar-22	325
Marx Dondu	Mar-22	26
Naturally 7	Mar-22	203
Stagecoach	Mar-22	790
Stem Sisters	Mar-22	275
Stepz Dance Academy	Mar-22	347
The Dirty Bastard	Mar-22	312
The Furys	Mar-22	183
Youth on The Move	Mar-22	360
All Floyd	Apr-22	119
ECA Windrush	Apr-22	354
My My Abba	Apr-22	266

Particle of Love	Apr-22	347
Storm The Stage	Apr-22	1074
The ELO Encounter	Apr-22	105
The Kilkenny's	Apr-22	70
White Yardie	Apr-22	360
Zaman SAVrururken	Apr-22	102
Day-Mer	May-22	349
Ghost Room	May-22	339
Jack Petchy	May-22	360
Legally Blonde	May-22	250
Mulberry School of Dance	May-22	694
Oluwa Toni	May-22	347
Spirit of Elvis	May-22	201
The London Dance Project	May-22	338
The Silence of Snow	May-22	321
Vestry School of Dance	May-22	1626
10 Years of Razz	Jun-22	269
ChickenShed	Jun-22	356
Dash	Jun-22	401
Mikal Aslan	Jun-22	347
Calling Planet Earth	Jul-22	354
Dwight School	Jul-22	362
Ghost of Chesterton	Jul-22	345
Jean Blake	Jul-22	146
London Dance Factory	Jul-22	362
Ministry of Science	Jul-22	399
Neil Sands	Jul-22	355
One Night only	Jul-22	314
Movie Night	Jul-22	549
Stagecoach	Jul-22	433
Streetz Ahead	Jul-22	346
Thrive	Jul-22	155
Woodside	Jul-22	321
Abba	Sep-22	187
All Floyd	Sep-22	305
Best of Fleetwood Mac	Sep-22	321
Mikail Aslan	Sep-22	360
Milkshake Live	Sep-22	568
Opera Boys	Sep-22	331
Rave On	Sep-22	138
Stars of Irish Country	Sep-22	132
The Groove	Sep-22	78
The History of Soul	Sep-22	310
The Lesson Icarus Theatre	Sep-22	347
Voodoo Room	Sep-22	64
Balikioglu Cabaret Theatre	Oct-22	360
Best of Queen	Oct-22	149
Candy Dance Stars	Oct-22	447
Chas & Dave	Oct-22	62
Coda – Tribute to Led Zeppelin	Oct-22	78
Come Mek We Larf	Oct-22	281
Diary of The ADHD Child	Oct-22	115

ECA	Oct-22	174
Fireman Sam	Oct-22	498
Fleetwood Mac	Oct-22	293
Foster & Allen	Oct-22	202
Londrali	Oct-22	219
Merrill	Oct-22	248
Michael English	Oct-22	321
The Elvis Years	Oct-22	295
The Greatest Love of All	Oct-22	139
Think Floyd	Oct-22	131
Dash	Nov-22	423
Bring Back The 60s	Nov-22	79
Hits of Motown	Nov-22	182
The Girl & The Flying Swan	Nov-22	321
Rapunzel	Jan-23	1469
Beis Malka Girls' School	Feb-23	347
Enfield Youth's Got Talent	Feb-23	360
Nexus Enfield / In Partnership with PPA	Feb-23	347
Set4Set In Partnership with PPA	Feb-23	340
Shiras Devorah High school	Feb-23	347
Some Guys Have all the Luck	Feb-23	231
Take The Stage	Feb-23	360
The Legends of American Country Show	Feb-23	150
Basile UK Tour	Mar-23	347
Bulgarian Traditional Concert	Mar-23	360
Chickenshed/ECP	Mar-23	360
Enfield Dance Festival	Mar-23	1041
Enfield Music Services	Mar-23	347
I Dance UK	Mar-23	360
Ireland The Show 3	Mar-23	297
International Women's Day / In Partnership with PPA	Mar-23	150
Itiraz formally known as LAFINI ESIRGEMEYENLER	Mar-23	347
Jack Petchy	Mar-23	360
Niki Urumov's show	Mar-23	360
Streetz Ahead	Mar-23	347
All Floyd	Apr-23	151
Cinderella The Ballet	Apr-23	265
High Jinx	Apr-23	98
Lipstick on Your Collar	Apr-23	161
The Bohemians	Apr-23	148
Zuhal Yidrim Gok Konseri	Apr-23	347
An evening of magic with Richard Jones	May-23	131
London Turkish Speakers Theatre – Supported by PPA	May-23	878
Endless Love	Jun-23	202
Make Believe Climb	Jun-23	347
Mr Cee	Jun-23	215
Pinocchio	Jun-23	109
The Greek Festival – In Partnership with PPA	Jun-23	357

/ LGR		
The Opera Boys	Jun-23	215
The Sound of Razz	Jun-23	301
Turkish SEND Talent Show	Jun-23	137
Vestry School of Dance	Jun-23	345
Gravity's Summer Showcase	Jul-23	636
London Dance Factory	Jul-23	612
Stagecoach	Jul-23	935
Star Rocker	Jul-23	299
Bye Bye Baby	Sep-23	140
Guess who'z Coming Fi Dinner	Sep-23	300
Philomena Begley In Concert	Sep-23	308
Rave On	Sep-23	146
The Ultimate Prince	Sep-23	139
King of Pop	Sept-23	341
Baga Chipz	Oct-23	102
Black Wall street	Oct-23	546
History of Soul	Oct-23	306
LDN Wrestling	Oct-23	195
The Diary of a Black Police Woman	Oct-23	172
The Elvis Years	Oct-23	274
The George Michael Legacy	Oct-23	159
The Song of Marvin Gaye	Oct-23	306
Totally Tina	Oct-23	227
Alikkonun Oglu Durmus Ve Gocamis Caher	Nov-23	360
Hits of Motown	Nov-23	268
Jukebox & Bobbysox	Nov-23	104
Londrali	Nov-23	362
Showstoppers	Nov-23	341
The Dirty Bastard	Nov-23	359

**Appendix 2: Community Programming Activity produced by PPA at Millfield Theatre,  
July 2021 - October 2023**

<b>Production Title</b>	<b>Date(s)</b>	<b>Tickets Sold</b>
Platinum Trending	Jul-21	87 (Covid restrictions)
Platinum Reunited	Jul-21	692 (Covid restrictions)
Karaoke & Cocktails	Nov-21	20
Cinderella & Her Lost Prince Pantomime	Dec-21	8951
Winter Wonderland	Dec-21	2334
Dream Believe Succeed Screening	Jan-22	1212
Murder Mystery	Feb-22	83
Strictly Come Millfield	Mar-22	187
Alice & The Chocolate Factory	Apr-22	2151
Karaoke & Cocktails	May-22	60
Lights, Camera, Platinum	Jul-22	1148
Past, Present, Platinum	Jul-22	285
Karaoke & Cocktails	Jul-22	61
Millfield Celebration	Aug-22	60
Millfield Presents	Aug-22	188
Brunch	Sep-22	77
Brunch BHM Special	Oct-22	83
Karaoke & Cocktails	Nov-22	62
Snow White & The Seven Superheroes Pantomime	Dec-22	13,714
Karaoke	Feb-23	97
Strictly Come Millfield 2023	Mar-23	249
Icon	Jul-23	362
Karaoke	Jul-23	97
Platinum Tales	Jul-23	1185
Memory Lane	Sep-23	185
Karaoke	Sep-23	110
Past, Present, Future	Oct-23	145
Dance Awards	Nov-23	236

**Appendix 4: Postcode district of theatre audience:**

**What postcodes district did customers come from?**

<b>Postcode District</b>	<b>% Percentage</b>
No Postcode	0.2
EN1	11.2%
EN2	9.2%
EN3	11.6%
EN4	2.3%
EN5	4%
EN8	3.7%
N9	12.4%
N13	5.5%
N14	6.7%
N17	3.6%
N18	17.8%
N21	5.4%
N22	4.1%
E4	2.9%
E17	1.4%



## Appendix 2: Community Hires Activity within Millfield House, July 2021 - October 2023

Activity	Date(s)	Attendees
Camera Club	Jul 21-Sep 23	1236 Adults
NHS Meetings	Jul 21-Sep 23	3548 Adults
Belly Dancing	Jul 21-Sep 23	1826 Adults
Everyone Health	Oct 21-Oct 23	94 Adults
LBE Virtual School for LAC	Jun 22-July 22	36 Adults
Weir Hall Ratepayer	Jun 22-Jun 22	53 Adults
Mo Gilligan Interview	Aug 22-Aug 22	25 Adults
Nigeria Labour Party UK	Oct 22-Oct 22	66 Adults
Fit Jam (Dance Fitness Class)	Jul 21-Sep 23	728 Adults
Dream Believe Succeed Workshops	Jul 21-Sept 23	2860 CYP
Votel Venues	Jul 21-Sep 23	13 Adults
CYP Mentoring Group	Jul 21-Sep 23	1512 CYP
Community Funded Choir Project	Nov 22- Mar 23	828 CYP
Platinum School	Jul 21-Sep 23	25,500 CYP
Platinum Academy	Jul 21-Sep 23	2,184 YP
Platinum Academy Careers Fair	Jul 21-Sep 23	408 YP
KeeFit	Jan 21-Sep 23	764 Adults
Enfield Council HAF Camps	Jul 21-Sep 23	CYP
G&G Salsa	Apr 21-Sep 23	115 Adults
Move It Project	Jul 21-Sep 23	720 CYP
London Ambulance	Apr 23-May 23	258 Adults
Caribbean Association	Jun 23-Jun 23	110 Adults
P2MAC Screening Workshops	Jul 21-Sep 23	3,160 CYP
Dream Believe Succeed Camps	Jul 21-Nov 23	1500 CYP & 60 Adults
Doodle Design Workshops	Jul 21-Nov 23	260 CYP
Razamataz Dance School	Jul 21-Nov 23	35 CYP
Edmonton Conservative Association	Jul 21-Nov 23	252 Adults

## Appendix 5: Platinum Performing Arts Management Accounts May 2022 – May 2023

**Please see attached:**