

## ABERDEEN CITY COUNCIL

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<b>COMMITTEE</b>	Strategic Commissioning
<b>DATE</b>	21 November 2019
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Aberdeen Performing Arts - ALEO Annual Report 2018/19
<b>REPORT NUMBER</b>	COM/19/437
<b>CHIEF OFFICER</b>	Craig Innes
<b>REPORT AUTHOR</b>	Mark Bremner
<b>TERMS OF REFERENCE</b>	Purpose 5 and remit 4.5

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### 1. PURPOSE OF REPORT

- 1.1 This report seeks Committee approval of the Aberdeen Performing Arts (“APA”) ALEO Annual Report for 2018/19.

### 2. RECOMMENDATION

That the Committee:-

- 2.1 approves the Aberdeen Performing Arts ALEO Annual Report appended to this report for the Council’s interests.

### 3. BACKGROUND

- 3.1 APA is a company limited by guarantee with charitable status established as an Arm’s Length External Organisation (“ALEO”) of the Council in 2004. APA operates the Music Hall, His Majesty’s Theatre and The Lemon Tree, as well as managing the Box Office for 20+ venues in the region. APA delivers a diverse programme of performing arts at small, mid and large scale including touring drama, musical theatre, children’s theatre, opera, ballet, dance, comedy and music across the venues. Alongside this programme, APA produces and commissions new work under the banner of Freshly Squeezed Productions, supports and provides a platform for emerging talent in the North-east, runs an associate artist programme in schools and communities, curates two festivals, runs a youth theatre and youth music programme, offers creative learning activity for all ages and abilities and supports the local amateur arts scene. APA is an active member of ‘Culture Aberdeen’, the city’s cultural network and a leading partner in the development of the ten-year cultural strategy and action plan for the city which was endorsed by The Council in 2018. APA also deliver

3 festivals; True North music festival, crime writing festival Granite Noir and Light the Blue, a youth arts festival celebrating the talent and creativity of young people across the region.

- 3.2 The revised performance template provides an overview of Key Performance Indicators (KPIs) and what has been achieved against these targets for the financial year 2018/19. It should be noted in the majority of cases they have not just met the targets but exceeded them significantly. The report provides evidence of APA's delivery against their business plan objectives but also contributions to the City's cultural strategy, the Regional Economic Strategy and the LOIP. Some notable performance achievements and accolades over 2018/19 include:

#### **Performance**

- 685 shows and performances
- 320,612 audiences across 3 venues (Music Hall 37,712 since December)
- £5,716,533 ticket sales across the venues
- 750,000 visitors across venues
- 5,000 True North Festival attendance
- 3,500 Granite Noir Festival attendance
- 24,450 participants taking part in Music Hall 'Stepping Out' Outreach programme
- 2,900 free tickets allocated to schools' charitable causes
- 220 Young People with disabilities: Orchard Brae music project participations
- 306 People with Parkinson's: Dance for Parkinson's Participations
- 93% Customer Service survey response (rating as good or excellent)

#### **Awards and Accreditations**

- Chartered Institute of Public Relations (CIPR) 19: Music Hall Stepping In Campaign: Arts and Sports Campaign of the Year: Winner
- AGCC Northern Star Business Award 18: Making A Difference in Communities: Winner
- Area Tourism Award 18: Best Festival or Event for True North: Winner
- Honorary Fellow of the Royal Incorporation of Architects in Scotland: Lifetime Award to Chief Executive for contribution to arts and architecture in Scotland
- Customer Service Excellence (CSE) - Government Standard: Compliant in all 57 criteria and Compliant Plus in 17

- 3.3 2018 also marked the completion of the major transformation of the Aberdeen Music Hall following a £9m refurbishment. The redevelopment has seen the auditorium restored, two new studios, a café bar, restaurant as well as completing work to make the whole building wheelchair accessible. The Music Hall was reopened with a performance by Travis frontman Fran Healy singing with the APA community choir as part of 'Stepping In', the community opening celebration. In total 10 Music Hall inspired community projects took part involving 320 participants in performance and 11,000 people attended the

celebrations on the day. The redevelopment has garnered APA numerous local and national awards and accolades, including ‘Business of the Year’ and Lifetime Achievement Award for Chief Executive Jane Spiers at the AGCC Northern Star Awards.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1 There are no direct financial implications arising from this report. The Council provides core funding of £875,000 per a year to APA. The core funding is inclusive of £575,000 revenue funding and a further £300,000 contribution through the Common Good Fund, which includes £75,000 match funding in relation to a grant award by Creative Scotland to subsidise the associated costs of attracting large scale productions to Aberdeen (Stage 1 Funding).
- 4.2 The Council has contributed £3m capital to the £9m refurbishment of the Aberdeen Music Hall. In December 2017 the Finance, Policy & Resources Committee agreed to allocate £75,000 from the Common Good for the external cleaning of the Music Hall. APA confirmed in July 2019 that they can carry out external cleaning within a budget of £40,000 per the Conservation requirements, therefore were able to release £35,000 back to the Common Good.
- 4.3 In addition, the following funding is also provided: -

<b>Activity</b>	<b>Funding Source</b>	<b>Amount</b>
True North Festival	Culture Programme/ Revenue	£50,000
Granite Noir Festival	Culture Programme/Revenue	£60,000
Rent on the Lemon Tree	Common Good Fund	£36,000
Rent on the Lemon Tree Office	Common Good Fund	£10,000

- 4.5 APA is a regular funded organisation of Creative Scotland for 2018-21, bringing in £1m over the 3 years of the funding agreement.
- 4.6 APA has a turnover of over £10m per year, and as one of Scotland’s biggest performing arts companies, manages some of the city’s most iconic buildings.

#### **5. LEGAL IMPLICATIONS**

- 5.1 There are no direct legal implications arising from the recommendations of this report.

## 6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
<b>Financial</b>	Not applicable to this report, funding agreement is set as per the Council annual budget setting process.	N/A	APA financial performance and risk is monitored through service contract manager and ALEO hub assurance framework.
<b>Legal</b>	N/A	N/A	N/A
<b>Employee</b>	APA staff not being supported.	L	The annual report and ALEO hub monitoring process ensures and demonstrates good practice.
<b>Customer</b>	APA providing poor services to customers.	L	The annual report demonstrates to the Committee APA's committee to customer service.
<b>Environment</b>	APA activity negatively impacts on the Councils environmental priorities.	L	The annual report sets out APA's commitment to environmental good practice and reducing carbon footprint.
<b>Technology</b>	Box office services failure, APA provides service to a number of organisations.	L	Any risk is mitigated by effective maintenance of the system,
<b>Reputational</b>	Poor performance and programme by APA could impact the Council's reputation.	L	The annual report enables the Committee to review the service performance and note the high level of activity and accolades achieved.

## 7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
<b>Prosperous Economy</b>	APA contributes significantly to the Economy of the North East of Scotland and this is articulated in the Business Plan.
<b>Prosperous People</b>	Audience development, talent development, succession planning and staff development are articulated in the business plan. APA strives to increase the diversity of its board members.

<b>Prosperous Place</b>	The Music Hall redevelopment is a key deliverable of the CCMP (City Centre Masterplan) and APA manages three of the city's most iconic venues, and festivals with a growing reputation enhancing the perception of the city. APA are represented on the 365 Events group and the Culture network.
<b>Enabling Technology</b>	APA's organisational goals include: to Continue to exploit digital technologies to drive organisational transformation.

<b>Design Principles of Target Operating Model</b>	
	<b>Impact of Report</b>
<b>Governance</b>	The Presentation of this report ensures compliance with the governance arrangements in respect to ALEOs.
<b>Partnerships and Alliances</b>	The report demonstrates collaboration with the ALEO and the performance delivery of the outcomes expected from the ALEO.

## 8. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Equality &amp; Human Rights Impact Assessment</b>	Not required for this report.
<b>Data Protection Impact Assessment</b>	Not required for this report.
<b>Duty of Due Regard / Fairer Scotland Duty</b>	Not required for this report.

## 9. BACKGROUND PAPERS

None.

## 10. APPENDICES

**Appendix 1** – Aberdeen Performing Arts ALEO Annual Report 2018/19

[Appendix 2 - Music Hall Programme Spring 2019](#)

## 11. REPORT AUTHOR CONTACT DETAILS

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