

# FUTURITY: IMAGINING NEW FUTURES



## THREE YEAR PLAN 2018/19 – 2020/21

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THREE YEAR PLAN  
2018/19 – 2020/21

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# FUTURITY | Introduction

**Futurity:** [noun] "Renewed or continuing existence"

**Aberdeen Performing Arts (APA) is driving and supporting change in the North-east. Our reveal of the £7.9m transformation of the historic Music Hall in 2018 kicks off the life of this Business Plan – a signal of renewal and revival for the area.**

APA's maturity, stability, viability and durability promise futurity. With an annual turnover in the region of £12m, APA is one of Scotland's biggest performing arts organisations. The expert team combines experience with innovation, creativity, curiosity and openness. APA's confidence, vision and track record as a creative enterprise bode well for the region. Our progressive, imaginative, transformative approach to arts programming ensures that there's nothing remote about the North-east of Scotland.

Rooted in the North-east, APA provides cultural leadership in an economy that is pivoting away from oil and gas reliance. APA's patch, Aberdeen City and the Shire, stretches from "one of the last great places on earth" (the Cairngorms) to "one of the world's top-rated coastlines" (*National Geographic*); the city is "one of the most architecturally distinctive in Europe" (*The Scotsman*). The area is rich in natural assets, built heritage and history. It has retained an authentic character that supports the North-east's place-making efforts. There's a fresh focus on the role of the arts in creating a rounded and fulfilling life for both locals and travellers to the region from across the world to work. The city's offer to cultural tourists has also taken on a stronger significance in the mixed economy. Not for the first time in its history, Aberdeen is morphing.

*Over the centuries, one driver of the economy gives way to another charting the changing times... farming, salted fish, hides, wool, salmon, whaling, paper, linen, cotton, granite, spinning, jute, comb-making, whisky, shipbuilding, education, medicine, oil and gas. The arts builds bridges from the past to the future and the rich traditions of the North-east give voice to its people and their ways, bringing new experiences and shaping the character of the area. Whatever the change, however dramatic, the arts help promise futurity.*

## Imagining New Futures

With vision in our sights and creativity in our grasp, APA is perfectly positioned to effect change through a process of thought leadership, shared imaginings, co-creation, inspiration and delivery. We work closely with partners in the arts, tourism, education and all the region's business sectors to ensure we contribute fully to the 'futurity' discourse, leading the way on the contribution the arts can make to the development of the North-east. The re-launch of the transformed Music Hall in 2018 bodes well for Aberdeen City and the Shire, bringing more performances, more produced and curated work, continuing artists in the city, creative learning at the heart, Freshly Squeezed Productions, multiple stages to share stories from the region and across the world. All backed up by stronger business systems, robust risk management, an Open House EDI policy embraced by all staff and commitment to sustainability both in the operation and management of three venues, but also the artistic vision of the programme and produced work. Futurity.

Collaboration with APA extends resources, builds capacity in the sector and creates cohesion across the diverse artistic communities that enliven the North-east. Our impact as co-programmers, co-producers, co-curators, incubators of new talent, critical friends and mentors, contributors to cultural planning, educationalists - sits at the heart of the North-east's artistic community, driving change, and anchoring the cultural infrastructure.

# IN A NUTSHELL | Executive Summary

CREATING A SPARK = TAKING INSPIRATION FROM THE SPARKLE IN THE GRANITE, SPARKING IDEAS, SPARKING THE IMAGINATION, IGNITING CREATIVITY, SPARKLING WORKFORCE

MISSION	CREATING A SPARK
VISION	To be a vibrant cultural hub at the heart of city life: inspiring, exploring and engaging through live performance and creative projects
THE APA WAY	BE REMARKABLE

## ABERDEEN PERFORMING ARTS

- One charity, one trading company, 250 employees
- One holistic view of three city centre venues: His Majesty's Theatre, Music Hall, The Lemon Tree
- Cultural hub for the North-east
- Box office for 30 venues in the North-east
- Seven bars, two cafes and a restaurant

## A YEAR IN THE LIFE

- 750+ performances, 2 festivals
- 15,000+ creative learning engagements
- 450+ visiting companies and artists
- 400,000+ paying attendees
- £12m+ turnover

## LOOKING TO THE FUTURE

The theme of this business plan is futurity, and our priorities are very much about seeing things come to fruition. APA's artistic vision stands at a pivotal point between the past and the future. The life of our reinvigorated vision has been inspired by the transformation of the Music Hall, the impact of the Producers' Project, the legacy of three years of regular funding from Creative Scotland as well as a shift in the position and perception of culture in the North-east of Scotland. All of which have encouraged us to revisit and refresh our artistic goals and to re-evaluate our considerable cross-art form and multi-venue potential. In short, imagine a new future. Aberdeen is famous for its Northern Lights as well as the sparkle in the granite. Our re-imagined vision looks North to our European neighbours who share and creatively understand the impact of extremes of light and dark, as well as to the rest of Scotland who know us for the glint as well as of the tenacity of the stone that defines us. All of which enables us to stand strong in a sense of place with a growing confidence in our cultural offering, increased infrastructure to support delivery and an ongoing commitment to artistic leadership.

## THE MARKET

Our reach extends from the Highlands and Islands to the Central Belt. Our immediate catchment area is the North-east of Scotland, extending into Moray, Aberdeenshire, Angus, Dundee, parts of Perth and Kinross and Fife. For signature events we aim to attract audiences from across the UK. Aberdeen is Scotland's third biggest city with a diverse and international population. The combined population of Aberdeen City and Aberdeenshire is 490,000. Our population is growing at a faster rate than the Scottish average, with 75% of the gain is due to migration, giving us an increasingly diverse population base. We reach 65,000 households, 44% within a 30-minute drive of the city centre. GDP growth in the North-east has been consistently above the Scottish average but, since the downturn, is now beginning to lag. Notwithstanding, our target is to increase our reach to 62,000 by 2021. In the lifetime of this plan we aim to achieve 1,250,000 paying attenders and more than 2,250,000 people in total crossing our threshold to make use of our services.

## GOALS

1. **PROGRAMME** Create a distinctive and diverse artistic programme
2. **TALENT** An incubator for artists and talent development in the North-east
3. **CREATIVE LEARNING** Provide inspirational creative engagement and participation opportunities
4. **CITY VISION** Provide cultural leadership to shape city vision and a creative Scotland

## ENABLERS

We are a learning, growing organism, thoughtfully managing our ecology:

- **PEOPLE** The team of experts working behind the scenes to present each show
- **SERVICES** All the services we provide to support our artistic output – customer services, finance and corporate, marketing, production and technical, operations, food and beverage
- **INFRASTRUCTURE** The responsible guardianship of our iconic venues – His Majesty’s Theatre, the Music Hall, and The Lemon Tree. The caretaking of our assets – from data management to knowledge management.

## THEMES

Running throughout all that we do are three themes:

- **CONNECTIVITY** Our venues are creative magnets for diverse connections. Culture, communication, people skills, strong ICT, harnessing digital, community engagement and professional networks are all part of this connective tissue. Customer service excellence and strong stakeholder relations are core strengths
- **LEADERSHIP** A smart organisation with leadership at all levels, we provide cultural leadership in the North-east, modelling and learning from best practice in arts and business
- **SUSTAINABILITY** With a green lens, we maintain a responsible ecological view of our world. Our maturity and experience strengthen the organisation’s stability, durability, viability and futurity

### TOP TEN ARTISTIC GOALS

1. Step into a transformed Music Hall with an open to all community weekend, a wow factor gala programme and artist inspired interpretation
2. Create and curate new experience-led programming strands that cross art forms, venues and audiences
3. Realise the creative and commercial potential of our home-grown festivals – *True North* and *Granite Noir* – through strategic working across Aberdeen Festivals and other city partners
4. Build on the legacy of the Producers’ Project by formalising Freshly Squeezed Productions into a producing framework for developing talent across and between art forms
5. Integrate the *Stepping Out Associate Artist* programme into our wider producing vision through commissioning of work for the Music Hall’s new digital places and online spaces
6. Kick start re-imagining the building, brand, identity and potential of The Lemon Tree
7. Ensure principles of sustainability and equality, diversity and inclusion form the foundations of our artistic practice and programme
8. Place creative learning at the heart of our produced programme, from community engagement to international co-productions
9. Establish a talent development programme that encompasses and supports technical, producing, programming and creative roles
10. Maintain an integral, high-profile role in the region’s cultural infrastructure

### TOP FIVE ORGANISATIONAL GOALS

1. Under the ‘Being Remarkable’ banner, continue to roll out a programme of organisational development to build Team APA
2. Continue to exploit digital technologies to drive organisational transformation
3. Continue to develop innovative and inclusive ways of evaluating the performance of cultural activities, buildings, business processes and personnel
4. Continue to build robust information security measures to protect sensitive customer data
5. Increase profitability of our bars and restaurant and develop corporate hospitality, conference and events business



# THE STORY SO FAR | Background

## The Plan

This Business Plan has been developed from our previous plan (2015/16 – 2017/18), and it is informed by our experiences, feedback received and regular research. It is owned by the Board of Aberdeen Performing Arts and the entire team at APA, who have all been involved in developing the plan through workshops, meetings and cultural conversations held internally and externally.

The plan is written for a range of audiences: for the Board to establish direction and monitor progress; for the management team as an implementation tool; for the staff to enable engagement; and for our stakeholders to help them connect with us. It links vision, action and progress for APA. Our specific plans for activity, management and marketing, together with the financial profile, form the main body of this Business Plan with financial projections for the period from 01 April 2018 to 31 March 2021.

## Our Organisation

APA has had charitable status since 2002. In 2004, His Majesty's Theatre, the Music Hall and Aberdeen Box Office transferred from Aberdeen City Council into the newly formed, arms-length trust. In 2008, The Lemon Tree was added to the APA portfolio of venues, providing the opportunity to develop a strong artistic vision and cohesive programme of performing arts at the small, mid and large-scale under single management. APA contributes to strategic planning for the arts through the area's culture network, shaping the shared arts plan and city centre Masterplan.

We are a creative hub and focal point for the performing arts, community engagement and talent development in the North-east. Our three iconic city centre venues are all on a national and international touring circuit for the performing arts and a vital part of Aberdeen and Scotland's cultural infrastructure. We offer emerging talent expertise and support to help develop professional practice. We run a wide range of creative activities, projects and workshops for all ages and stages in our own venues as well as in schools and community settings. Our expert team provides support for other arts organisations and companies in the region, extending understanding, appreciation of and participation in the arts and supporting audience and industry development.

## Our Programme

"The Music Hall was my first stage. It's where life-changing adventures begin!"  
Emeli Sande, Scottish double Brit Award winning artist and songwriter

We produce, curate and present a diverse programme of performing arts. We champion and provide opportunities for musicians at all stages of their careers and across all genres. Our theatre programme ranges from large-scale musical theatre and stage plays at His Majesty's Theatre to small-scale, experimental and innovative work at The Lemon Tree. We commission, nurture and produce new writing, devised work, cross-sector creative projects and theatre for and with children and young people from our Producers' Hub at The Lemon Tree. We programme innovative and international seasons of contemporary dance at HMT and The Lemon Tree and co-commission work with Citymoves, the city's dance development agency. We are a strategic partner for festivals in the North-east and produce two festivals ourselves annually – True North, the North-east's festival of music and song writing and Granite Noir, Aberdeen's new crime writing festival. We are also commissioning and programming partners for several other festivals in the region and across the country, including DanceLive, Luminare, Manipulate and sound. Our growing creative partnerships with arts and cultural organisations and festivals – regionally, nationally and internationally – ensure that we are playing our part in positioning Aberdeen as a creative city with a lively and diverse cultural scene.

## Artist Support and Talent Development

*"Arts venues in Aberdeen such as The Lemon Tree are no longer simply a staging post for artists passing through, but are hubs of creativity giving voice to local performers and writers. This is something I hope will continue, nurturing emerging talent as well as providing fresh inspiration for established artists."*

Local writer and director **Neil Cargill**, supported through our Scratch Nights, an Artist Exchange and the wider Producers' Hub to attract funding for his project Akiha Den Den

Talent across genres and career stages has long been supported and promoted by APA's creative team. Over the past two years, thanks to the support of Creative Scotland's Producers' Project, we've expanded our offer of supporting artists and developing talent into theatre and dance. This has involved reaching out to, and working with, emerging and established artists both within and outwith the region.

Through the creation of a Producers' Hub at The Lemon Tree, we've initiated a strong programme of nurturing new writers through our regular Scratch Nights, we've incubated early stage ideas and talent through initiatives including *Scrapyard* and *Rough Mix North-east* and nurtured next stage projects through our programme of Artist Exchanges, many of which have progressed to full production. In exchange for our financial and producing support, we've asked artists we work with to give something back to the region through workshops or opportunities to learn. Thus, helping us, and the wider cultural sector, to grow a skilled, connected and sustainable artistic community in the North-east.

Over the past two years we've also upped our producing game through our early years Christmas shows, co-producing new work with national companies such as Visible Fictions. Alongside this, we have established a track record of developing far-reaching Associate Artist programmes, which have provided seasoned artists with opportunities to stretch their creative wings via new commissions and emerging artists' opportunities to be supported and mentored by them in return.

At the same time, we have established a growing reputation for cross-sector working with higher education, enabling us to attach research to practice and open new funding streams for creative work.

## Creative Learning and Engagement

*"Youth theatre... has shaped me into who I am and how I perform and act to this day. I would have been a completely different person leading a very different life if youth theatre had not introduced me to the creative arts and everything I want to become in the future."* **Alex, age 17**

We believe that participating in creative projects helps to enrich the experience and understanding of the arts and provides an inspirational context for learning. We run a wide range of creative classes, activities, projects, masterclasses, talks, debates and workshops for all ages and stages in our own venues, and we take our team and kit out and about to engage participants within schools and communities.

From 2014-2017, we served as the lead partner for the Youth Arts Collective North-east (YACNE) – one of the Time to Shine Youth Arts Hubs set up by Creative Scotland to deliver free arts activity for young people aged 0-25 and we are now going on to lead the new youth arts strategy for the city. New youth music activity now matches our long-standing youth theatre programme and offers inspirational music-making and appreciation from early years to young adults. Weekly classes and workshops enable participants to develop skills in creativity and performance and build confidence. Creative engagement attracts learners to use professional studio and stage space within our venues.

## Key Achievements

During the life of the last Business Plan, APA has transformed with a new Leadership Team, a strengthened Creative Team and new Extended Management team. Every area of our operations has been refreshed, including core ICT and business systems, a new IP telephony system, upgrades to AudienceView ticketing and Artifax events management systems, new EPOS software and a new intranet. The Music Hall's £7.9m transformation is underway, safeguarding our architectural heritage for future generations and delivering our vision for the future. Meantime our associated Stepping Out programme has enabled us to present work in new venues and public spaces across the city and undertake an ambitious Associate Artist programme. We've re-energised cultural leadership and generated new arts, business, academic and community partnerships – all contributing to city centre regeneration and regional growth. We've invested in talent and promoted a world class cultural programme. We've encouraged young people and a broad range of local community groups to engage with their passion. We're an open house with open minds. We're careful with our resources and ensure that what we do today safeguards the organisation for tomorrow. Achievements include:-

- Unique programming and producing: initiated *True North* festival of music and song, *Granite Noir* book festival, *Freshly Squeezed* programming, *Northern Arc* sessions, lunchtime *Culture Café*; co-produced six new *A Play A Pie and a Pint* productions a year with Óran Mór and early years festive show productions with national companies such as Visible Fictions, *Scratch Nights*, Artists Exchanges, *Scrapyard* and *Rough Mix* residency projects and *Artists in the City* programme
- On target to achieve 1, 250,000 paying attenders over the three-year cycle of the current Business Plan and 35,000 creative learning participation
- Launched *Stepping Out*, the Music Hall programme at HMT, The Lemon Tree and various venues, spaces and places across the city
- Secured £500,000 for and led Youth Arts Collective North East (YACNE) working with 20+ partners
- Developed APA's production role through Creative Scotland's two-year funded Producers' Project
- Secured £7.9m in confirmed grants, pledges and loans for the Music Hall transformation, starting work in 2016
- Achieved Investors in People accreditation, Healthy Working Lives (Bronze) and the government's rigorous Customer Service Excellence charter mark
- Award Winning: Aberdeen Area Tourism Awards 2015 – Winner; Community Involvement; Trend Awards 2015 and 2016 – Winner; Outstanding Contribution to the North-east Lifestyle Scene; Northern Star Business Award 2016 – Finalist; Outstanding Contribution to Society; Northern Star Business Awards 2014 – Finalist; People Development; Live UK Music Business Awards 2014 – Runner Up; Best Venue Teamwork (Lemon Tree); Finalist Best Venue Teamwork (Music Hall)

## Our Venues

### HIS MAJESTY'S THEATRE

An Edwardian masterpiece, His Majesty's Theatre is a category A listed proscenium arch theatre designed by celebrated architect Frank Matcham and opened in December 1906. It is a stunning example of its kind with its Kemnay granite façade, three graceful curved balconies and excellent sight lines and acoustic. It is a fully equipped producing and receiving theatre with a capacity of 1,400. Since its opening, HMT has welcomed international touring companies, nationally renowned artists and Scottish and home-grown talent. In 2005, a capital investment programme improved access, created new workshop and rehearsal facilities, office accommodation, Green Room and a contemporary extension housing a new foyer, box office, restaurant and café bar.

### THE MUSIC HALL

Originally opened as Aberdeen's Assembly Rooms in 1822, the category A listed hall with its 1,300-seat auditorium was added in 1859. One of Scotland's oldest and most historic concert halls, it has been at the heart of cultural life in the city ever since. In 2016, APA launched a £7.9m fundraising campaign for the transformation of the Music Hall due to relaunch in 2018. The main auditorium is renowned for its excellent acoustic. The transformation will restore the auditorium, create full access from street-to-seat and, working within the same footprint, reconfigure the space to create a new creative learning studio, a 100-seat performance space, new conference and meeting space, new box office, new café-bar and upgraded artist accommodation.

### THE LEMON TREE

The Lemon Tree began life as St. Katherine's Club, built in the 1930's by the Young Woman's Christian Organisation to support local women. It has remained a meeting and social space at the heart of community and cultural life in the city ever since. The Lemon Tree (named after a tavern originally on this site) was formed in 1992 as the base venue for Aberdeen's Alternative Festival. The two performance spaces – the 550 capacity Lounge, and 166 seat Studio – bring adventurous music, theatre, comedy and dance to the city and provide unforgettable, intimate opportunities to experience an exciting array of new work and small- to mid-scale performing arts in the North-east.



# OUR PLACE IN THE WORLD | Strategic Context

## REGIONAL CONTEXT

### The Bigger Picture

Aberdeen Performing Arts plays a key role in partner strategies to shape Aberdeen as a creative, bold, ambitious and dynamic city, driving renewal and regeneration. APA's business plan is aligned to the ambitions of partners in Aberdeen City and Shire and has contributed to the development of the city Masterplan, the area's partnership Cultural Strategy, the Area Tourism Strategy, 365 Events Strategy and the region's strategic priorities. An active participant in discussion and debate, APA provides an independent voice for artists and the arts, keen to demonstrate leadership and deliver the vision for the creative community. This Business Plan will contribute to city, regional and national ambitions for arts and culture, place-making, improving the public realm, economic development, creative industries, talent development and retention, cultural tourism, education and quality of life:

- Providing a unique cultural offer that makes Aberdeen a great place to live, work and visit
- Contributing to city centre regeneration through a lively programme and great venues
- Telling the story of Aberdeen and creating a strong sense of place and identity for the region through our shared arts and culture
- Developing opportunities that attract and keep talent in the area to produce and present stimulating work
- Attracting cultural tourism on an international scale
- Creating community cohesion, improving health and wellbeing and encouraging community engagement
- Providing creative learning in support of the Curriculum for Excellence
- Moving culture centre stage in Aberdeen through reinvigorated cultural leadership

## NATIONAL CONTEXT

### Scottish Government

The Scottish Government's five strategic objectives describe the kind of Scotland that we want to live in – a Scotland that is Wealthier and Fairer, Smarter, Healthier, Safer and Stronger and Greener. The cultural and creative industries are identified as a growth sector, and the strategy recognises Scotland's international reputation for creativity. The sector has grown rapidly over the last ten years and has the potential to grow further, as outlined in the creative industries strategy. APA has a significant role to play in achieving Scottish Government *National Objectives* as they relate to arts and culture, creative industries, talent development, education and tourism in the North-east:

- We realise our full economic potential with better employment opportunities
- We are better educated, more skilled and more successful, renowned for our research and innovation
- Young people are successful learners, confident individuals, effective contributors and responsible citizens
- We have tackled the significant inequalities in Scottish society
- We take pride in a strong, fair and inclusive national identity
- We reduce the local and global environmental impact of our consumption and production
- Public services are high quality, continually improving, efficient and responsive to local people's needs

### Creative Scotland

Creative Scotland is the public body that supports the arts, screen and creative industries. APA is a Regular Funded Organisation contributing to delivering their vision for Scotland, articulated in the ten-year plan *Unlocking Potential Embracing Ambition 2014–2024*.

## Visit Scotland

Tourism is an £11bn sector at the heart of Scotland's economy, attracting visitors to our strong culture and heritage offer. APA contributes to the tourism offer producing two festivals and a year-round programme in our historic venues. The Music Hall transformation on Union Street will help promote a strong sense of place.

## EventScotland

Scotland: The Perfect Stage is Scotland's national events strategy, which outlines a vision for attracting and hosting events up to 2020 and defines the seven key impacts by which EventScotland will measure the successes of Scotland's events industry: tourism; business; image and identity; media; participation and development; environment; and social and cultural benefits. APA makes a strong contribution to the nation's events calendar.

## Historic Environment Scotland

Historic Scotland is charged with safeguarding the nation's historic environment. APA is responsible for managing the Music Hall and His Majesty's Theatre – two of Scotland's most precious cultural assets – and we are committed to protecting our built heritage and to growing opportunities for people to enjoy and understand the value of these assets through learning and engagement activities.

# THE RICH MIX | Equalities, Diversity and Inclusion

## The Spark That Ignites Change

APA runs an Open House: a home-from-home and a special place; transparent in its operation; near, open, warm, accessible, available, interested and relevant. Collaboration extends our resources, builds capacity and creates cohesion across diverse communities that enliven the North-east. We're the local link in an international chain, raising Aberdeen's profile and bringing the world to the city.

APA's mission – 'Creating a Spark' – in the context of Equalities, Diversity and Inclusion (EDI) envisages a spark that can ignite change, challenge norms, act with boldness and integrity and open avenues to new relationships, new experiences and new ways of thinking. Our three year plan for EDI builds on the plan we developed in March 2016. Our Open House Policy commits us to mainstreaming equality and fulfilling our duties across all nine protected characteristics and Creative Scotland's additional social and economic deprivation strand. We will strive to ensure that the services we provide, the company culture we nurture and our engagement with artists and audiences reflects a genuine understanding of and commitment to EDI. Mindful that it is better to do a few things well, we are planning to focus on disability and socio economic deprivation as we believe that we have the potential to improve our services and extend our reach in these areas over the lifetime of this plan.

## Four Themes

Four broad themes underpin our thinking on Equalities, Diversity and Inclusion:

1. **Celebrating Difference:** a healthy organisational culture that promotes diversity and equality
2. **Creativity at Heart:** diverse creative practices improve resilience
3. **No Labels, No Barriers:** straight talking, open, friendly culture
4. **Open Thinking:** awareness and a warm welcome are top priority, stretch and challenge

## Four Drivers

1. **Creative Choices:** select bold work that confronts prejudice, challenges attitudes, says the unsaid
2. **Participation:** afford opportunities for self-development, fulfilment and engagement
3. **Audience Development:** ensure our language, style and imagery is open and representative
4. **Organisational Development:** develop positive organisational culture and monitor impact

## Monitoring

We know that research, information gathering, planning and review are critical to our EDI success and we know we have a way to go to put better systems and processes in place. For this reason we have taken the decision to strengthen leadership in this area and create the new post of Head of Business Transformation.

## Equal Opportunities & Dignity at Work Policy

We recognise the importance of a positive, diverse, inclusive, fit for purpose company culture. For this reason we have taken the decision to expand our Leadership Team to create the new post of Head of Organisational Development. We are committed to providing a working environment that allows all employees to realise their full potential and to contribute to the success of our business. Responsibility for implementing the Equal Opportunities Employment and Dignity at Work Policy lies with everyone in APA. We believe in taking positive action to prevent discrimination and harassment

## Music Hall Transformation

Our Inclusive Design Approach places people at the heart of the design process for our £7.9m transformation of Scotland's concert hall in the North-east. From the outset, we have planned to create spaces, products and experiences that are physically and perceptually accessible, usable and meaningful to the greatest number of people with a re-design that guarantees street-to-seat access. When the Music Hall re-opens in 2018, we see this as an opportunity to mark step change. Our Music Hall associate artist programme has already got the ball rolling.

<b>The Rich Mix: Equalities, Diversity, Inclusion</b>			
<b>Objective</b>	<b>Year 1: 18/19</b>	<b>Year 2: 19/20</b>	<b>Year 3: 20/21</b>
Strengthen equality, diversity and inclusion in the production, presentation and enjoyment of arts and culture	Further develop our EDI Action Plan for 2018/19 – 20/21 building on the March 16 Plan  Put in place new and refreshed systems to improve gathering and evaluation of information  Secure our Customer Service Excellence accreditation year on year	Review, Report and Update Plan  Undertake external stakeholder consultation to assess impact of plan  Secure our Customer Service Excellence accreditation year on year.	Review, Report and Update Plan  Secure our Customer Service Excellence accreditation year on year.
Develop the role of the Board, the Leadership Team and the Diversity Team to ensure that our EDI Policy and Plan, <i>Open House</i> , is owned and understood across the organisation.	Appoint new post of Head of Organisational Development to Leadership Team  Appoint EDI Board Champion  Establish a cross departmental EDI Working Group  Roll out EDI awareness refresher training for employees and Board	Review Memorandum and Articles	Make space to recruit for 3 new Board members (negotiate reduction in council nominated places on Board)
Focus on achieving and demonstrating step change in two protected characteristic areas - disability and socio economic deprivation	Review Services for People with disabilities  Review Carer's Policy and pricing Strategy  Introduce an Access Membership Scheme  Roll out YMI projects	HMT: new passenger lift and new ramp at stage door  Music Hall: new platform lift at main entrance, lift access to balcony, more wheelchair spaces  Roll out YMI Projects	Accessible Communications Plan  Project with Looked After Children  Associate Artist Project  Migrant Communities project

	Project with Looked After Children Associate Artist Project Migrant Communities Project Pathways to positive Destinations Programme	Project with Looked After Children Migrant Communities Project Associate Artist Project Roll out YMI Projects	Apply for YMI funding to roll out new projects
Make the most of the Music Hall redevelopment and re-launch to strengthen EDI in the production, presentation and engagement of the arts	Undertake projects in 3 areas of multiple deprivation - Torry, Woodlands and Northfield	Continue delivering projects in areas of multiple deprivation	Continue delivering projects in areas of multiple deprivation

**Creative Scotland Ambitions and Connecting Themes:** Access and Creative Experiences, Equalities, Diversity and Inclusion, Leadership and Workforce

## IMAGINING NEW FUTURES | Cultural Programme

*“If you can, look into the seeds of time and say which grain will grow and which will not.” Macbeth*

APA’s artistic vision stands at a pivotal point between the past and the future. The life of our re-invigorated vision has been inspired by the transformation of the Music Hall, the impact of the Producers’ Project, the legacy of three years of regular funding from Creative Scotland as well as a shift in the position and perception of culture in North-east Scotland. All of which have encouraged us to revisit and refresh our artistic goals alongside re-evaluating our considerable cross-art form and multi-venue potential. In short, imagine a new future. Our process of Imagining New Futures has involved the whole creative team. We all take ownership of its vision and will all share, drive and contribute to the fruition of its goals over the life of this Business Plan.

Our four artistic goals are:

1. **PROGRAMME** Create a distinctive and diverse artistic programme
2. **TALENT** Be an incubator for artists and talent development in the North-east
3. **CREATIVE LEARNING** Provide inspirational creative engagement and community participation
4. **CITY VISION** Provide cultural leadership to shape city vision and a creative Scotland

Throughout the transformation of the Music Hall, we’ve safeguarded the spirit of the building during its redevelopment via our dynamic *Stepping Out* programme, ensuring we maintain and develop audiences and provide opportunities and alternative stages for national productions, as well as emerging and established talent while the building is closed to the public. Now our far-reaching *Stepping In* programme kicks in. Launched by consecutive community and gala weekends, this programme will open the doors to a considerably expanded offer to audiences and artists. New performance spaces will enable us to experiment with new forms of programming, alongside easier progression for talent from The Lemon Tree stages to the Music Hall spaces. New Creative Learning areas will open exciting possibilities for community engagement, talent development as well as refreshed classes and activities for young people.

*Stepping In* is embodied by a new floor to ceiling digital projection space at the entrance to the Music Hall, which makes a bold artistic outward looking statement across the city’s main thoroughfare – Union Street. Commissioning new, and re-mastering existing, content will form a new, very public-facing strand to APA’s produced programme. The *Stepping In* space is just one element of the Music

Hall's new programme, which is designed to be a contemporary art space for an artist-driven coherent journey through the building and its history. This programme is supported by a digital asset management system and will feature a unique integrated series of hardware installations designed for the on-going commissioning of new creative work.

The Producers' Project achieved a considerable impact on the producing ambitions and potential of APA and the North-east. The legacy of this has been supported by Creative Scotland's RFO funding and shaped into Freshly Squeezed Productions, which will be managed and delivered by a cross-art form producing and programming team based at The Lemon Tree. This team is dedicated to supporting talent and producing new work and will unite the creative and creative learning teams to expand the impact, reach and diversity of potential partners and communities we can work with. It will encompass existing work such as our early years Christmas co-production, Project Band and A Play A Pie and A Pint series. However, it will also expand to include a late spring/early summer co-production, Scratch Nights that will integrate music, comedy and spoken word alongside new playwriting, and producing support for music as well as theatre and dance.

A further legacy of the Producers' Project will be to strengthen community connections and open new international programming and producing partnerships. Projects such as *What Country Friends Is This?* developed in partnership with the Centre for Early Modern Studies and WORD centre at the University of Aberdeen will come to fruition as a new production based on a visit by the Kings' Players to Aberdeen and Gdansk in Poland in 1601 and re-imagine *Twelfth Night* within the context of historic and contemporary stories of Polish and Scottish migrants. We will continue to nurture our growing working relationships with the University of Aberdeen on projects such as our involvement in research into Icelandic humour, all opening new funding streams, potential international partners and practical, audience friendly ways to link research and practice.

Our produced work, creative learning and new projects sit alongside and complement a diverse programme of received work. This programme acknowledges the importance of the large-scale productions that enable HMT to stand proud as the region's flagship cultural venue championing the best of both local amateur productions and national and international excellence. However, our refreshed artistic vision will see the programme experiment with new areas of themed and creative programming. These will embrace all art forms, be programmed across all our stages and spaces and champion themes of sustainability, curiosity, second languages, new and familiar experiences, as well as cater for audiences' comfort zones and create pathways that encourage all to step outside of them.

Our commitment to Imagining New Futures respects traditional forms of delivery and provides platforms for the creative interpretation of our heritage. However, we also have artistic and entrepreneurial eyes on the horizon. These eyes are constantly searching for new talent, new voices, new audiences, new partners, new models through which to create and promote work, new ways of doing business and new stories to tell. We understand that artists need to earn a living as well as develop their practice and will provide flexible opportunities that will enable time to do both, for example, development time in the evenings and weekends. We know we cannot do it alone and will continue to seek out strategic partners that will enable the work, and the money behind it, to go further. Long-standing connections and fresh partnerships are the lifeblood of APA. Together with like-minded artists, organisations, businesses, educationalists, funders and individuals, we commission, co-create and present work. We share our platforms – online, on stage, in the community.

When it comes to nurturing new talent, we will provide financial and producing support via our Artist Exchanges to those who have a spark for enterprise as well as creativity, or a commitment to social impact alongside artistic expression. We will champion projects that give back, as well as those that fly free. Three Artist Exchanges will be delivered each year. When seeking co-producing partners for our two planned annual theatre productions, we will choose companies that are open to a diversity of platforms to deliver work, including digital as well as live stages. Companies that are as excited by creating in partnership with our creative learning team as they are with established professional talent.

Our programming team has long supported the best in local, national and international talent. Over the life of this Business Plan, we will revitalise our approach and offer. For example, we plan mini music festivals that will support the best of the local independent music scene alongside regional



artisan food and drink producers and spaces for visual artists to sell their work. Our programmed work will feature regular curated areas of boutique pop up events, second language nights featuring bands, comedians and theatre that reflect the diversity of Aberdeen’s population and The Listening Experience – left-field programmes of spoken word, music, comedians and film programmed in partnership with other city centre venues such as The Belmont Filmhouse. We plan post working day, early evening informal experience-based programming supported by our food and beverage offering and will add a personal touch via programmers’ choice recommendations.

Our re-imagined vision looks north to our European neighbours who share and creatively understand the impact of extremes of light and dark, as well as to the rest of Scotland who know us for the glint as well as of the tenacity of the stone that defines us. All of which enables us to stand strong in a sense of place and position that has a growing confidence in our cultural offering, an increased infrastructure to support delivery and an ongoing commitment to social as well as artistic leadership. However, most of all we are Imagining New Futures to ensure that our stages are looked after, cared for and remain relevant and fit for purpose as valuable cultural assets and storytelling platforms for the generations who are growing up behind us and everything they will need from them.

Partnerships and collaboration will lie at the heart of success – local, national and international - Aberdeen City Libraries, Aberdeen Climate Action, Aberdeen Festivals, Aberdeen Inspired, The Belmont Filmhouse, Citymoves, DanceLive, Gray’s School of Art, Peacock Arts, sound, SPECTRA, University of Aberdeen, Creative Carbon Scotland, RSNO, Scottish Ballet, FST, ITC, Luminare, Manipulate, NTS, Playwright Studio Scotland, the Traverse, Tortoise In A Nutshell, Glasgow Lunchtime Theatre, Granite Noir, Northern Arc and True North Scandinavian partners, Kabosh Theatre, Queen Margaret University, Royal Conservatoire, SAAS, Scot Grad Scheme, North East Scotland College, American Conservatory Theatre .... and so on.

## Goal 1: PROGRAMME | Create a distinctive and diverse artistic programme

APA is unique in the scale, range and offering of its programme, now expanding into produced as well as received work. Our vision encompasses a holistic view of our three venues and their possibilities, backed by our field-leading *Open House*, which drives accessibility through relaxed performances and an inclusive approach. Our tried and tested commercial leaning programming will support our growing desire to take risks and experiment across art forms and styles with an ambition to deliver both *My First Gig* and *My Best Concert Ever*. Big name comedy sits alongside spoken word and local talent receives equal billing to world class talent. Our festival offerings and themed programming will expand and work strategically across the city, while our growing multi art form producing ambitions will be formalised into Freshly Squeezed Productions. A re-invigorated Music Hall will open new programming and producing possibilities, marrying heritage with contemporary, digital with live and be driven by a desire to curate audience experiences within the venue as well as excellence on stage. All of which aligns with our Cultural Strategy partners’ desire for Aberdeen to become Scotland’s Creative Lab.

Goal 1: PROGRAMME Create a distinctive and diverse artistic programme		
Year 1: 18/19	Year 2: 19/20	Year 3: 20/21
Deliver <b>650+</b> performances at our venues  Reopen the Music Hall with <i>Stepping In</i> community weekend and <b>three</b> gala concerts  Develop <i>True North</i> as part of the region’s festivals portfolio to include <b>20</b> events and attract <b>4,000+</b> attendances	Deliver <b>750+</b> performances at our venues  Develop <i>True North</i> as part of the region’s festivals portfolio to include <b>22</b> events and attract <b>4,500+</b> attendances  Develop <i>Granite Noir</i> as part of the region’s festivals portfolio to include <b>27</b> events and attract <b>2,200+</b> attendances	Deliver <b>775+</b> performances at our venues  Develop <i>True North</i> as part of the region’s festivals portfolio to include <b>25</b> events and attract <b>5,000+</b> attendances  Develop <i>Granite Noir</i> as part of the region’s festivals portfolio to include <b>30</b> events and attract <b>2,500+</b> attendances

<p>Develop <i>Granite Noir</i> as part of the region's festivals portfolio to include <b>25</b> events and attract <b>2,000+</b> attendances</p> <p>Introduce <b>one</b> new curated programming strand or activity (e.g. The Listening Experience, Musical Impressionism Weekend)</p> <p>Present <b>three</b> themed seasons across the year featuring at least <b>five</b> performances or activities in each</p> <p>Co-produce <b>one</b> Christmas production at The Lemon Tree which targets first time visits by children and is developed with children with additional support needs in mind</p> <p>Co-produce <b>one</b> production at The Lemon Tree which potentially goes to the Fringe and on tour across Scotland</p> <p>Co-produce <b>six</b> productions of A Play, A Pie &amp; A Pint of which <b>three</b> rehearse and open in Aberdeen</p> <p>Present work by <b>one</b> new, internationally renowned, producer at HMT (e.g. RSC)</p> <p>Programme <b>four</b> productions or projects across the year which are created by or for people with disabilities (e.g. Lung Ha, Solar Bear, Birds of Paradise, Constant Flux, Drake Music)</p> <p>Commission <b>three</b> new digital works for the Music Hall's cross-platform programme</p> <p>Co-commission <b>three</b> new works for Granite Noir, True North and with another festival partner as part of our Associate Artist programme</p>	<p>Introduce <b>one</b> new mini music festival with local independent partners</p> <p>Introduce <b>one</b> new curated programming strand or activity and consolidate the <b>one</b> introduced in year one</p> <p>Present <b>three</b> themed seasons across the year featuring at least <b>five</b> performances or activities in each</p> <p>Co-produce <b>one</b> Christmas production at The Lemon Tree which targets first time visits by children and is developed with children with additional support needs in mind</p> <p>Co-produce <b>one</b> production at The Lemon Tree which potentially goes to the Fringe and on tour across Scotland</p> <p>Co-produce <b>six</b> productions of A Play, A Pie &amp; A Pint of which <b>three</b> rehearse and open in Aberdeen</p> <p>Programme <b>four</b> productions or projects across the year which are created by or for people with disabilities (e.g. Lung Ha, Solar Bear, Birds of Paradise, Constant Flux, Drake Music)</p> <p>Commission <b>three</b> new digital works for the Music Hall's <i>Stepping In</i> cross-platform programme</p> <p>Co-commission <b>three</b> new works for Granite Noir, True North and with another festival partner as part of our Associate Artist programme</p>	<p>Deliver <b>two</b> new mini music festivals with local independent partners</p> <p>Introduce <b>one</b> new curated programming strand or activity and consolidate the <b>one</b> introduced in year two</p> <p>Present <b>three</b> themed seasons across the year featuring at least <b>five</b> performances or activities in each</p> <p>Co-produce <b>one</b> Christmas production at The Lemon Tree which targets first time visits by children and is developed with children with additional support needs in mind</p> <p>Co-produce <b>one</b> production at The Lemon Tree which potentially goes to the Fringe and on tour across Scotland</p> <p>Co-produce <b>six</b> productions of A Play, A Pie &amp; A Pint of which <b>three</b> rehearse and open in Aberdeen</p> <p>Programme <b>four</b> productions or projects across the year which are created by or for people with disabilities (e.g. Lung Ha, Solar Bear, Birds of Paradise, Constant Flux, Drake Music)</p> <p>Commission <b>three</b> new digital works for the Music Hall's <i>Stepping In</i> cross-platform programme</p> <p>Co-commission <b>three</b> new works for Granite Noir, True North and with another festival partner as part of our Associate Artist programme</p>
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**Creative Scotland Ambitions and Connecting Themes:** Access and Creative Experiences, Excellence & Experimentation, Creative Learning, Places and Quality of Life, Equalities, Diversity and Inclusion, Digital, Environment, Leadership and Workforce, Connected to the World

## Goal 2: TALENT I Be an incubator for artists and talent development in the North-east

*“Through the producing support offered by APA around building our company, what seems like an impossible mountain to climb was made achievable....10 Feet Tall would not be moving in the direction of where it is currently without this support and advice.”*

Cameron Mowat – actor/director 10 Feet Tall Theatre Company

Talent development will involve teamwork across production and technical, creative learning and programming. Through integrated, cross departmental working, we will provide opportunities and pathways for artists, producers and technicians to progress from amateur to professional. These opportunities will include formal structures such as modern apprenticeship schemes alongside informal mentoring and advice sessions, work experience and a structured programme of creative opportunities. We will create criteria for each opportunity against which we will benchmark new approaches to establish and maintain fair practice.

Mentoring opportunities will include working with visiting artists and recognise and champion the potential of the individual to create their own future. We will scout for talent at events such as the Edinburgh Fringe Festival and create a safe, supportive space in which to innovate, experiment, succeed and fail. We will offer careers advice, mentoring and industry connections to support creative or technical development. In line with the citywide platforms and partnerships we created through *Stepping Out*, their work will be made visible across the city. All of which will align with our Cultural Strategy partners’ desire for the city to unlock creativity.

Goal 2: TALENT Be an incubator for artists and talent development in the North-east		
Year 1: 18/19	Year 2: 19/20	Year 3: 20/21
Develop Freshly Squeezed Productions to nurture talent across theatre, music, comedy, film and digital art	Develop Freshly Squeezed Productions to nurture talent across theatre, music, comedy, film and digital art	Develop Freshly Squeezed Productions to nurture talent across theatre, music, comedy, film and digital art
Deliver <b>three</b> Artist Exchange residencies including <b>one</b> with a Nordic writer	Deliver <b>three</b> Artist Exchange residencies including <b>one</b> with a Nordic writer	Deliver <b>three</b> Artist Exchange residencies including <b>one</b> with a Nordic writer
Engage <b>three</b> Associate Artists to deliver new commissions including new digital work for the Stepping In lobby at the Music Hall	Engage <b>three</b> Associate Artists to deliver new commissions including new digital work for the Stepping In lobby at the Music Hall	Engage <b>three</b> Associate Artists to deliver new commissions including new digital work for the Stepping In lobby at the Music Hall
Develop criteria for selecting artists we support	Develop <b>two</b> co-producing partnerships for an early years Christmas production and a Spring/Summer touring production	Develop <b>two</b> co-producing partnerships for an early years Christmas production and a Spring/Summer touring production
Offer producing opportunities linked to Music Hall heritage interpretation	Identify and headhunt <b>two</b> artists, guest curators, producers, promoters or programmers to work with	Identify and headhunt <b>two</b> artists, guest curators, producers, promoters or programmers to work with
Develop <b>two</b> co-producing partnerships for an early years Christmas production and a Spring/Summer touring production	Create opportunities for technical training and development	Create opportunities for technical training and development
Identify and headhunt <b>two</b> artists, guest curators, producers, promoters or programmers		
Create opportunities for technical training and development		

**Creative Scotland Ambitions and Connecting Themes:** Access and Creative Experiences, Excellence and Experimentation, Creative Learning, Equalities, Diversity and Inclusion, Digital, Connected to the World, Places and Quality of Life

**Goal 3: CREATIVE LEARNING** Provide inspirational creative engagement and community participation

Creative Learning is reflected in everything we do at APA and is summed up in our mission, ‘*Creating A Spark*’ – the spark that ignites creativity and in our vision, ‘*A vibrant cultural hub at the heart of city life, inspiring, exploring and engaging through live programming and creative projects*’ and in our values specifically ‘*curiosity*’ and ‘*optimism.*’ We aim to support and retain participants throughout their lifelong learning journey through inspirational workshops and innovative projects and a positive, safe and supportive learning environment.

Collaboration is at the heart of our creative learning – as lead partners for the Youth Arts Collective North-east, the emerging youth arts strategy and Year of Young People 2018, with our audiences and participants and our producing, programming and curating collaborations with artists and creatives - are all part of shared experience and continuous improvement through creative learning.

Our new youth music projects target harder to reach children and young people through interactive sessions for tiny tots aged 1 - 4 (Imagine) and age 5 – 8 (Mini Maestros). Our Youth theatre spans ages 4 - 19 starting with Play and Create right through to our senior youth theatre averaging 100+ participants in total. We celebrate the work of our young people with an annual festival showcase of performances and sharings.

The Music Hall Stepping Out programme is taking us out and about, engaging with hard to reach young people and families, specifically from high SIMD areas to encourage ownership and involvement in the Music Hall redevelopment, seek out new audiences and nurture the next generation of music lovers. In 18/19, the Music Hall Stepping In re-launch community project will engage with 1000+ participants and 10,000 attenders over the launch weekend.

We regularly engage with schools across the region and have established a teachers’ network. We provide newsletter updates, educational materials, tours, work placements, pre and post show talks, masterclasses and concessionary tickets. We partner with national companies to deliver workshops including the National Theatre of Scotland, Scottish Ballet, Scottish Opera and the RSNO.

Our programmes are contextualised by masterclasses, seminars, critical debate, talks - our authors’ panels at Granite Noir, music industry seminars at True North, post show talks for the National Theatre’s Jane Eyre and Hedda Gabler at HMT.

Our associate artist programme is shaped by community engagement, our scratch nights support local talent and our artist exchanges bring artists together to share experience.

Our EDI Action Plan focuses on targeted engagement with people with disabilities (particularly young people), people experiencing socio-economic deprivation, looked after young people and the North-east’s migrant communities, all with the aim of encouraging people to achieve their full potential through arts and cultural activity.

Our new Pathways to Positive Destinations work experience programme will give us a structured programme of work placements, internships and apprenticeships offering skills development opportunities in the arts and cultural sector and routes into employment.

<b>CREATIVE LEARNING</b> Provide inspirational creative engagement and participation opportunities		
<b>Year 1: 18/19</b>	<b>Year 2: 19/20</b>	<b>Year 3: 20/21</b>
Deliver <b>five</b> core youth theatre classes for ages 5-19 years with <b>90</b> attenders per term and a total of <b>2,700</b> participations	Deliver <b>five</b> core youth theatre classes for ages 5-19 years with <b>95</b> attenders per term and at total of <b>2,850</b> participations	Deliver <b>five</b> core youth theatre classes for ages 5-19 years with <b>100</b> attenders per term and at total of <b>3,000</b> participations
Deliver <b>five</b> core youth music classes for ages 1-19 years with <b>54</b> attenders	Deliver <b>seven</b> core youth music classes for ages 1-19 years with	Deliver <b>nine</b> core youth music classes for ages 1-19 years with

<p>per term and a total of <b>1,620</b> participations</p> <p>Introduce <b>two</b> new youth music activities in the Music Hall creative learning space.</p> <p>Deliver <b>three</b> YMI outreach classes and <b>one</b> Stepping Out community choir attracting <b>40</b> attenders per term and a total of <b>480</b> participations</p> <p>Deliver <b>two</b> music and drama summer schools for ages 7-18 attracting <b>40</b> participants</p> <p>Deliver the Music Hall <i>Stepping In</i> project including <b>8</b> projects, with <b>1,000</b> participants and <b>10,000</b> attenders over the weekend</p> <p>Music Hall Babies project delivered in the lead up to the reopening with <b>25</b> participants</p> <p>Develop a range of Music Hall educational tours and packs online covering a range of ages, stages and subjects</p> <p>Lead the Year of Young Person in Aberdeen</p> <p>Expand and diversify our tutor pool and improve EDI induction and training for creative learning tutors</p> <p>Develop Teachers' Network to include <b>20</b> teachers meeting at least <b>four</b> times</p> <p>Develop our engagement with online communities introducing <b>one</b> new activity (e.g. warm up of the week)</p> <p>Recruit <b>25</b> new volunteers and ambassadors</p> <p><b>20</b> schools workshop/tour sessions at HMT for <b>400</b> young people</p> <p>Deliver <b>20</b> pre or post-show talks, <b>10</b> public/schools workshops, and <b>three</b> masterclasses connected to the mainstage programme</p> <p><b>two</b> internships &amp; <b>10</b> work placements as part of new structured Pathways to Positive Destinations programme</p>	<p><b>95</b> attenders per term and a total of <b>2,500</b> participations</p> <p>Introduce <b>two</b> new youth music activities in the Music Hall creative learning space.</p> <p>Deliver <b>two</b> music and drama summer schools for ages 7-18 attracting <b>40</b> participants</p> <p>Building on the new Youth Theatre Festival, establish links with Creative Learning teams in Eden Court &amp; Dundee Rep theatres to share work and audiences in each venue</p> <p>Establish <b>one</b> new international youth theatre exchange programme</p> <p>Introduce new classical music appreciation workshops and lunchtime concerts for schools, delivering <b>four</b> sessions</p> <p>Develop Teachers' Network to include <b>25</b> teachers meeting at least <b>four</b> times</p> <p>Develop our engagement with online communities introducing <b>one</b> new activity</p> <p>Recruit <b>25</b> new volunteers and ambassadors</p> <p>Deliver <b>25</b> schools workshop/tour sessions at HMT for <b>500</b> young people</p> <p>Deliver <b>20</b> pre or post-show talks, <b>10</b> public/schools workshops, and <b>five</b> masterclasses connected to the mainstage programme</p> <p>Deliver <b>two</b> internships and <b>10</b> work placements as part of new structured Pathways to Positive Destinations programme</p>	<p><b>120</b> attenders per term and a total of <b>3,000</b> participations</p> <p>Deliver <b>two</b> music and drama summer schools for ages 7-18 attracting <b>40</b> participants</p> <p>Establish <b>one</b> new international youth music exchange programme with choirs from France, Norway and Iceland</p> <p>Deliver <b>six</b> classical music appreciation workshops and lunchtime concerts for schools</p> <p>Develop Teachers' Network to include <b>30</b> teachers meeting at least <b>four</b> times</p> <p>Develop our engagement with online communities introducing <b>one</b> new activity</p> <p>Recruit <b>25</b> new volunteers and ambassadors</p> <p>Deliver <b>25</b> schools workshop/tour sessions at HMT for <b>500</b> young people</p> <p>Deliver <b>20</b> pre or post-show talks, <b>10</b> public/schools workshops, and <b>five</b> masterclasses connected to the mainstage programme</p> <p>Deliver <b>two</b> internships and <b>10</b> work placements as part of new structured Pathways to Positive Destinations programme</p>
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**Creative Scotland Ambitions and Connecting Themes:** Access and Creative Experiences, Excellence & Experimentation, Creative Learning, Equalities, Diversity and Inclusion, Places



**Goal 4: CITY VISION** | Provide cultural leadership to shape the city vision and a creative Scotland.

The re-launch of the Music Hall will generate cultural waves across the region. It will ground our imagined new vision for cultural leadership on a local and national scale, offering regional partnerships to strengthen voice, increase impact and widen opportunity. The increased infrastructure it will provide will enable us to expand the reach and possibilities of our expertise, resources and facilities to power arts in the North-east. We will build on the programme of ambassadors and advocates for the arts in the region, nation and internationally the Music Hall’s redevelopment has established by extending these to become champions for the organisation as a whole.

We will continue the work of bringing artists to the city and seek ways to take home-grown talent abroad. Our stages, screens and spaces will further strengthen national programming partnerships (*Manipulate* and *Luminate*) and producing partnerships (*A Play A Pie* and *A Pint*) as well as our own flagship *True North* and *Granite Noir* festivals. We will develop storytelling to articulate the region’s bright future around programming, producing, talent development and creative learning.

<b>Goal 4: City Vision: Provide Cultural Leadership to shape the city vision and a creative Scotland</b>		
<b>Year 1: 18/19</b>	<b>Year 2: 19/20</b>	<b>Year 3: 20/21</b>
<p>Play a leading role in the delivery of the city and shire cultural strategies</p> <p>Contribute to Curated Place and SPECTRA and other city-wide festivals – sound, Look Again, DanceLive</p> <p>Develop programming ambition to establish more national links, such as Fresh From the Seasons, and linked programming with other venues</p> <p>Develop APA’s home-grown offer through Freshly Squeezed Productions</p> <p>Connect nationally and internationally with arts touring networks</p> <p>Produce and create work that has national and international touring potential</p> <p>Launch the redeveloped Music Hall as a venue, a place, a brand, an identity and a customer experience</p> <p>Lead and link with city-wide initiatives (Year of Young Person)</p> <p>Build on models of cross-city partnership delivery of events such as Granite Noir</p> <p>Develop new presenting, producing, commissioning and curating partnerships</p> <p>Collaborate with tourism partners to promote the North-east</p>	<p>Play a leading role in the delivery of the city and shire cultural strategies</p> <p>Contribute to Curated Place and SPECTRA and other city-wide festivals–sound, Look Again, DanceLive</p> <p>Develop APA’s home-grown offer through Freshly Squeezed Productions</p> <p>Connect nationally and internationally with arts touring networks</p> <p>Lead and link with city-wide initiatives</p> <p>Build on models of cross-city partnership delivery of events such as Granite Noir</p> <p>Develop new presenting, producing, commissioning and curating partnerships</p> <p>Collaborate with tourism partners to promote the North-east and its cultural contribution</p> <p>Memberships of regional, national and international Boards and bodies</p>	<p>Play a leading role in the delivery of the city and shire cultural strategies</p> <p>Contribute to Curated Place and SPECTRA and other city-wide festivals sound, Look Again, DanceLive</p> <p>Develop APA’s home-grown offer through Freshly Squeezed Productions</p> <p>Connect nationally and internationally with arts touring networks</p> <p>Lead and link with city-wide initiatives</p> <p>Build on models of cross-city partnership delivery of events such as Granite Noir</p> <p>Develop new presenting, producing, commissioning and curating partnerships</p> <p>Collaborate with tourism partners to promote the North-east and its cultural contribution</p> <p>Memberships of regional, national and international Boards and bodies</p>

**Creative Scotland Ambitions and Connecting Themes:** Access and Creative Experiences, Excellence and Experimentation, Connected to the World, Places and Quality of Life

# RE-IMAGINING SPACES | Capital Projects

We are the guardians of iconic and much loved venues in the North-east. This brings with it the responsibility to manage, maintain and ensure the stunning spaces we occupy, amplify and share are fit for purpose and capable of delivering our ambitious artistic vision. Our restoration levy brings in around £230K a year towards fabric repairs and replacement of essential equipment. His Majesty's Theatre, the Music Hall and The Lemon Tree are all owned by Aberdeen City Council and managed by APA by means of a service level agreement and a full repairing lease. We are caretakers of the future, creating memories and safeguarding the city's built heritage as a legacy for future generations to enjoy, always with an eye on balancing sustainability, accessibility, affordability and the quality of the user experience. Our venues are stages upon which the North-east can tell its stories, share its history and envision its future, all in alignment with Aberdeen Cultural Strategy's ambition to 'tell our story to the world.'

## Music Hall Transformation

This Business Plan comes into effect as the Music Hall £7.9m transformation comes to fruition in autumn/winter 2018. It will be our priority to inhabit and familiarise ourselves with this new space, populate it with artists and audiences, and enjoy!

## His Majesty's Theatre

The experience of hosting a more diverse range of concerts and comedy at HMT and welcoming new audiences is a positive legacy of the Music Hall closure that will influence programming at HMT ahead. As a category A listed building, HMT requires significant ongoing investment. During 2017, £285,000 of work alone has been carried out to secure the roof at HMT. Projects identified for the lifetime of this Business Plan include replacing our passenger lift, carpeting, seating and plasterwork repairs, as well as upgrades to bars.

## The Lemon Tree

Next on the agenda for APA is a re-imagining of The Lemon Tree to achieve our ambition to be a talent hub and incubator for new work and emerging artists. To this end, we will be developing plans and seeking partners to enhance performance and production facilities, create rehearsal and hot desk spaces, improve social space and provide a home for youth arts.

Re-imagining Spaces: Capital Projects			
Objective	Year 1: 18/19	Year 2: 19/20	Year 3: 20/21
Review and prioritise long term capital plan for replacement of major items of equipment and infrastructure.	Ensure we have 10 year maintenance Plans for all three APA venues		
<b>Music Hall</b>	Re-launch the transformed Music Hall		
<b>The Lemon Tree</b>	Replace sound desk	Develop and take forward redevelopment plans to achieve our ambitions for The Lemon Tree to be a talent hub and producing hub in the NE	Develop and take forward redevelopment plans to achieve our ambitions for The Lemon Tree to be a talent hub and producing hub in the NE
<b>His Majesty's Theatre</b>	Replace the passenger lift and undertake plasterwork and ceiling repairs	Replace outside lift with ramp for universal access through stage door	Undertake upgrades to bars and replace seating

**Creative Scotland Ambitions and Connecting Themes:** Access and Creative Experiences, Excellence and Experimentation, Places and Quality of Life, EDI, Digital, Environment

# FOR AND WITH | Audiences and Stakeholders

## Stakeholders

We are all about making purposeful creative connections... reaching out... being relevant... contributing to a rich life for the communities we partner with. Our stakeholders in delivering this plan will include artists and creatives – from a music beginner to national orchestras; youth groups to national companies; promoters and producers; other arts organisations; customers, visitors and audiences; the local community; funders and investors at city, regional and national level; influencers from art critics and local media to bloggers and Tweeters and all the suppliers that help make our organisation tick.

## Stakeholder Engagement

To this end, we will construct stakeholder engagement plans to support programming, projects and campaigns. We will meet with Community Ambassadors to enrich high-level data through their stories, glean ideas and fresh perspectives on our business. We will work with partner networks such as the regional Culture Network and Aberdeen Festivals to build capacity and share knowledge and resources. APA's representation on strategy groups in Aberdeenshire and professional networks nationally – such as the Federation of Scottish Theatres – gives us opportunities to influence the bigger picture. Initiatives like our Open House Days, Touch Tours and Relaxed Performances will grow connection, dialogue and understanding with audiences who need a bit more support.

## Audience Development

The dynamic of large-scale commercial product alongside new, innovative and experimental work requires thoughtful planning and handling. We will work to build audiences for new work; encouraging customers to become regulars and ensuring we are confident that pricing, programming and EDI initiatives provide opportunities for all to enjoy APA. Audience development is a whole organisation approach led variously by marketing, sales, programming, creative learning, customer services and audience development, working together in harmony. This will power our ability to connect and contribute with the most diverse range of stakeholders. Data capture and data management is at the heart of the sophisticated business operation that attracts and serves APA's 400,000+ paying attenders each year. Metrics and data will inform our diverse and imaginative programming. Data allows us to test thresholds – of purse, taste, distance. We will convert data to insights and then marketing and audience development strategies. We will harness traditional marketing – print, advertising, PR, media and promotions – along with the new traditions – digital and social enhanced by rich media content – to ensure we are expanding our reach and keeping at the forefront of digital technology. As digital technologies continuously change the way in which we work and live, these intelligent processes will create a virtuous cycle of constant improvement fed by continuous feedback. An intelligent process will allow us to monitor customer patterns and feed those observations into sophisticated models that allow us to make real-time adjustments and decisions. Digital technologies will make it possible to identify opportunities for adaptation, analyse and make informed decisions on our current and future customer base. In return, this will make it faster for us to adapt and be more efficient as an organisation empowering us to tempt audiences to try the new, come back, eat as well as attend gigs, travel further and recommend us to their friends.

Programming offers such as the developing *True North* festival and *Northern Arc's* unique collaborations bring visitors to the area attracted by the prospect of a compact city and weekend of activity across our three city centre venues. The Marketing & Communications team will work with Box Office to mine data in our AudienceView system. Ongoing customer feedback, post-show emails, monthly surveys and a major annual survey of 30,000 customers will offer rich data to help understand behaviour, attitudes and buying patterns. Culture Republic, the national audience development agency, will help us understand reach and relevance, contextualise findings and draw meaningful insights. The robust Chartermark, *Customer Service Excellence*, is at the heart of our strategy to retain customers and increase the frequency of customer attendance. Our Food and Beverage team runs seven bars, two cafés and a restaurant enriching the audience experience and contributing to our business model.

## Evidence of Demand

The population of Aberdeen City in 2014 was 228,990; 1,860 higher than the previous year. The population of Aberdeenshire was 260,500. The APA customer base mirrors the profile of the North-east. Aberdeen City also has a high number of groups in the younger demographics (Aspiring Homemakers and Rental Hubs) offering real opportunity for audience development across each venue. Although over-represented in the upper social grades and groups with prosperity, Aberdeen still has the biggest gap between rich and poor in the UK outside of London. There is definitely potential to extend the reach of our customer base into the rural areas of Aberdeenshire and target the Country Living and Rural Reality groups. Some 64% of bookers live within a 30-minute drive of APA venues, and each year around one-fifth of bookers to APA venues are new customers.

GDP growth in the North-east has been consistently above the Scottish average but, since the downturn in the oil and gas industry, it is beginning to lag. In 2014, local GDP growth was 3.5%. From 2016-18 it is forecast to be 1.4%, 1.3% and 1.6% – all below the Scottish average 1.6%, 1.8% and 2%. Unemployment has almost doubled in the last year: from August 2015-16, there was a 79.2% increase in Aberdeenshire (55% in Aberdeen), while the Scottish unemployment rate fell by 1.2%.

Because of the economic downturn in Aberdeen, we are closely monitoring our sales patterns. There has been a level of consistency with booking trends over the last few years. School bookings have remained consistent, and group bookings have risen from 728 in 12/13 to 1131 in 15/16. However, the economic downturn in the North-east is beginning to impact. Popular shows continue to sell well (although Panto sales for 2016 were slightly down from the previous year), but repeat or less well-known titles can be more challenging.

In terms of ticket sales, our priority, as in our previous Business Plan, is not simply to increase sales but to diversify programmes and audiences while increasing yield and attendance. This remains our priority as well as trying to retain the 20% of audiences who are new attenders. In 2015/16, we managed to increase the ticket yield to £23.34 from £19.62 in 2012/13, which is a 16% increase.

<b>For and With: Marketing, Sales, Audience Development, Customer Service</b>			
<b>Objective</b>	<b>Action Year 1: 18/19</b>	<b>Action Year 2: 19/20</b>	<b>Action Year 3: 20/21</b>
Develop targeted campaigns to increase market share	Position and strengthen the identity of the Lemon Tree in Scotland and the NE  Reposition the Music Hall post redevelopment  Develop a younger audience base +2%  Share and amplify the story of the arts in the North-east (ACC arts strategy +Aberdeen Festivals)  Extend the reach and impact of True North (target Dundee, Inverness, Perth)  Extend the reach and impact of Granite Noir	Develop and build a loyal audience for Freshly Squeezed Productions  Extend the reach and impact of True North (target Dundee, Inverness, Perth)  Extend the reach and impact of Granite Noir (UK wide)  Extend customer and stakeholder knowledge of APA  Combine marketing campaigns with technologies such as online direct debits and fund raising tools to increase our Friends membership by 10% by 20/21	Extend the reach and impact of True North (target Dundee, Inverness, Perth)  Extend the reach and impact of Granite Noir (UK wide)  Introduce proximity marketing campaigns and social media integrated WiFi hotspots to enrich our customer database
Increase sales, upsell and improve ticket yield	Increase Music Hall sales after re-opening and develop a younger audience base +2%  Commission a pricing plan for the reopening of the Music Hall that stretches across all art forms and is accessible to all	Increase APA ticket yield by a further 2%  Increase Music Hall sales after reopening  Review and evaluate our effectiveness as a regional	Increase APA ticket yield by a further 2% (Total 6%)  Increase Music Hall sales after reopening and develop a younger audience base +2%

	<p>Increase APA ticket yield by 2%</p> <p>Undertake an audit/analysis of online user experience for non-ticket items - memberships, merchandise, ticket insurance, and restaurant bookings</p> <p>Achieve a 3% increase in sales online (to 65%)</p>	<p>ticketing agent for partner venues.</p> <p>Achieve a 3% increase in sales online (to 68%)</p> <p>Develop e-commerce activities to enhance consumer online buying experience</p>	<p>Investigate the use of the AudienceView API to improve the online experience and increase sales</p> <p>Achieve a 3% increase in sales online (to 71%)</p>
Extend reach and develop a more diverse audience base	<p>Increase Music Hall audiences by 2%</p> <p>Increase Music Hall younger audiences by 2%</p> <p>Increase True North audiences by 2%</p> <p>Increase Granite Noir audiences by 2%</p> <p>Increase The Lemon Tree small scale drama audiences by 2%</p>	<p>Increase Music Hall audiences by further 2%</p> <p>Increase Music Hall younger audiences by 2%</p> <p>Increase True North audiences by a further 2%</p> <p>Increase Granite Noir audiences by a further 2%</p> <p>Increase The Lemon Tree small scale drama audiences by 2%</p>	<p>Increase Music Hall audiences by further 2% (6% total)</p> <p>Increase Music Hall younger audiences by 2% (6% total)</p> <p>Increase True North audiences by 2% (6% total)</p> <p>Increase Granite Noir audiences by a further 2%</p> <p>Increase The Lemon Tree small scale drama audiences by 2% (6% total)</p>
Expand our digital marketing platforms and content to build and diversify audiences and enhance online customer experience	<p>Develop a web strategy for all strands of our business</p> <p>Launch new digital asset management system for Music Hall</p> <p>Increase web traffic by 3% to 1,236,000 annual visitors</p> <p>Launch microsite for Granite Noir to help establish distinct identity</p> <p>Commission video content for new Music Hall Stepping In Space (3 commissions annually)</p>	<p>Extend digital asset management system to HMT</p> <p>Introduce a dedicated space on website for APA associate artists - develop new digital platforms (digital scrapbooks and soundboards) for artists and performers to engage new audiences.</p> <p>Launch microsite for True North to help establish distinct identity</p> <p>Increase web traffic by 3% to 1,273,080 annual visitors.</p> <p>Music Hall Stepping In Space (3 commissions annually)</p>	<p>Analyse, evaluate and report on the success of our web strategy</p> <p>Extend digital asset management system to The Lemon Tree</p> <p>Increase web traffic by 3% to 1,311,272 annual visitors.</p> <p>Music Hall Stepping In Space (3 commissions annually)</p>
Improve customer service and satisfaction levels	<p>Achieve Customer Service Excellence Award Compliant 9 and compliant Plus 3 out of 12</p> <p>Roll out the APA's tailor made <i>Being Remarkable</i> training programme to APA workforce</p> <p>Develop and run annual Open House day (50 participants)</p> <p>Aim for 90% good and very good in monthly surveys</p>	<p>Achieve Customer Service Excellence Award Compliant 8 and compliant Plus 4 out of 12</p> <p><i>Being Remarkable</i> training programme refresher</p> <p>Develop and run annual Open House Day (75 participants)</p> <p>Aim for 92% good and very good in monthly surveys</p>	<p>Achieve Customer Service Excellence Award Compliant 7 and compliant Plus 5 out of 12</p> <p><i>Being Remarkable</i> training programme refresher</p> <p>Develop and run annual Open House Day (100 participants)</p> <p>Aim for 95% good and very good in monthly surveys</p>

**Creative Scotland Ambitions and Connecting Themes;** Excellence and Experimentation, Access and Creative Experiences, Places and Quality of Life, Equalities, Diversity and Inclusion, Environment, Digital, Connected to the World



# FUTURE PROOFING | Change, Sustainability, Digital, Safety

## Change

As a learning organisation, we are constantly fluxing and flexing to work our wonders in an ever-changing world. With the aim of future-casting and future-proofing, in 2016/17 we restructured to create a new Leadership Team, bringing additional artistic and creative skills to the senior management team and creating a Business Transformation unit to support organisational change. Our Organisational Development function continues to support change and growth in the development of people, teams and skills in pursuit of Imagining New Futures.

## Sustainability

We are a socially responsible company, and we care about the impact we have on the world around us. We are committed to behaving in an environmentally sustainable manner. We believe there is more we can and should do to reduce our carbon footprint and achieve wider sustainability goals, and at the same time reduce some of our costs. Planet APA is APA's environmental sustainability policy. A team of green champions works together and with external partners to develop innovative solutions that address environmental challenges, increase energy efficiency and introduce carbon reduction measures in our processes and assets. We work closely with Creative Carbon Scotland (CCS) on a strategy to develop the tools and expertise to collect data, measure and report our carbon emissions and other environmental impacts.

## Digital

Digital by default, information technology and data management are all at the heart of APA's business activities. Digital technologies touch all areas of our business, from internal and external communication and marketing to finance and payroll, HR and administration; from café tills to paperless ticketing, CRM and booking systems; from energy monitoring to facilities management to the sophisticated systems that support stage productions and ultimately to new creative processes and presentation of work. We will continue to embrace digital innovation and integrate core business systems to create new opportunities, business models, products and services, generate new revenue streams and create unique customer experiences.

Data is one of our most valuable assets. The organisation's success and growth relies on intelligent data analysis and good data management. Business planning now incorporates the capture, management, cleaning, enhancement, protection, archiving and migration of data assets. We are developing systems to gather metrics from our CRM and IP telephone systems, using the data to measure and monitor performance of our online sales systems, email marketing campaigns and telesales campaigns. Third-party systems such as web monitoring and performance tools, social media-integrated public WiFi hotspots and Google Tag Manager provide additional data on customer transactions to help us improve our customer interfaces. Load testing helps us to plan for major on-sales and ensures the robust performance of our online booking systems under stress.

## Health and Safety

We are committed to ensuring all staff, customers and visitors are safe in our venues. Our aim is for continuous improvement in all areas of APA business. We intend to update and audit our Health and Safety Improvement Plan bi-annually and implement and achieve the recommendations from this plan in a timely manner. We have a Health and Safety working group chaired by our Operations Manager, and this group reports in to APA's Organisational Development subcommittee, chaired by a Board member. This committee receives quarterly reports on health and safety with a focus on continuous improvement. In 2017/18 we commissioned an external audit of Health and Safety conducted by Law at Work, the recommendations of which we will implement during the lifetime of this business plan.

## Future proofing: Change, Sustainability, Digital Transformation, Health and Safety

Objective	Action Year 1: 18/19	Action Year 2: 19/20	Action Year 3: 20/21
Take positive action to tackle climate change	<p>Work with Resource Efficient Scotland and Creative Carbon Scotland to establish accurate baseline measurements for energy consumption and waste production against which to measure our carbon footprint</p> <p>Commission a study on how to accurately measure energy usage</p> <p>Investigate potential projects that could reduce the impact of travel on our carbon footprint</p> <p>Put in place an ethical procurement strategy</p> <p>Achieve Green Tourism Business scheme accreditation</p>	<p>Reduce our carbon footprint by 5% against baseline established</p> <p>Investigate ISO 2012-1 accreditation</p> <p>Deliver an action research project in partnership with Creative Carbon Scotland and University of Aberdeen or RGU</p> <p>Explore ways in which APA can be a catalyst for change in our sector the North-east</p> <p>Maintain Green Tourism Business accreditation</p> <p>Deliver a project to address the impact of travel on our carbon footprint</p>	<p>Reduce our carbon footprint by a further 5% against baseline established</p> <p>Move to predominately LED-sourced lighting schemes in all areas of all three venues by 2021</p> <p>Maintain Green Tourism Business accreditation</p> <p>Evaluate the impact of <b>Planet APA</b> our Environmental Sustainability Policy and Development Plan</p>
Continue to develop and share transformational sector-leading digital business practices.	<p>Benchmark our digital strategy against other arts organisations</p> <p>Expand digital archiving processes across the organisation</p>	<p>Investigate the integration of data flow across software systems: CRM and ticketing, event management, IPT, website API, and EPOS systems</p>	<p>Expand application of APA intranet for corporate communication, including extranet function</p>
Embed a culture of continuous improvement in health and safety management and practice	<p>Implement the recommendations of the external H&amp;S audit undertaken in 2017</p>	<p>Implement the recommendations of the external H&amp;S audit undertaken in 2017</p>	<p>Implement the recommendations of the external H&amp;S audit undertaken in 2017</p>

**Creative Scotland Ambitions and Connecting Themes:** Access and creative Experiences, Digital, Environment, Places and Quality of Life, Equalities, Diversity and Inclusion,

## BEING REMARKABLE | Governance and Leadership

Maturity and futurity are watchwords for APA when it comes to governance and leadership

### Governance

Aberdeen Performing Arts is a company limited by guarantee with charitable status incorporated in July 2002. The trading arm of the company, APA Trading Ltd, runs our food and beverage operations. APA is governed by a Board of Directors comprising of seven independent Directors, four Directors nominated by Aberdeen City Council and one Employee Director. Directors are appointed for a period of four years with the option of serving a second term. His Majesty's Theatre, the Music Hall and The Lemon Tree are owned by Aberdeen City Council and managed at arms-length by APA. The role of the Board encompasses policy planning, legal, financial, management and advocacy responsibilities. The Board meets four times a year and is responsible for setting strategic direction and governance of the Company. Two constituted sub-committees meet in advance of the main Board to focus in detail on key areas – Finance, Audit & Property and Organisational Development. We have comprehensive Board appraisal in place and are due to refresh our Memorandum and Articles of Association in 2019.

We carry out both open recruitment and targeted promotion to minority groups to publicise opportunities to join the Board. As a result, we have improved the gender balance, age profile and have members who now wish to represent LGBT and disability communities. To continue to improve diversity, we are in discussion with Aberdeen City Council with the aim of reducing Councillor representation from four to three to free up an extra place that can be advertised in the public domain.

## Leadership

APA's leadership aspires to be responsive, progressive, imaginative, in tune with the changing world and driven by principles of high performance, high staff inclusion and creating a positive environment where managers lead, enable and support staff to succeed. The Leadership Team seeks and creates opportunities for staff to engage, develop their passions, contribute, grow their skills and realise their full potential. Our volunteer programme helps to grow capacity, skills and creative opportunities within the local and creative communities.

We aim to inspire passion and pride as advocates, ambassadors and influencers for the arts in the North-east. We all work to a range of procedures and guidelines that ensure consistent performance and clear expectations across the organisation. An internal communication framework, performance appraisal system and clear HR policies support our staff.

## Organisational Culture

*The APA Way* – Mission, Vision and Values, Code of Conduct, Rights & Responsibilities and Operational Standards – was co-created by the team and signed off by the Board of APA and to guide 'how we do business around here' at APA.

**Mission**        CREATING A SPARK

**Vision**         To be a vibrant cultural hub at the heart of city life: inspiring, exploring and engaging through live performance and creative projects

**Values**         Curio**S**ity: be adventurous, entrepreneurial, open to ideas, find new ways of working  
O**P**timism: stay positive, no blame culture, be ambitious, aim high  
Loy**A**lty: respect colleagues, be there for them, go the extra mile, be a good ambassador for APA  
Resilience: never give up, always working harder and smarter, be flexible, learn from mistakes  
Teamwo**R**K: work together, one team, one vision

## Operational Standards

Health & Safety: look out for our customers, colleagues, suppliers and contractors, create wellbeing  
Courtesy: respect our customers and colleagues, build trust and create team-spirit  
The Show: always aim for 5 star programmes and productions  
Efficiency: always look for a better, smarter way – we love ideas

The APA Way is a powerful way of connecting with potential as well as existing employees and Board members and forms part of our selection, recruitment and induction procedures. It is core to APA's performance appraisal. Everyone has responsibility for sharing the vision, living the values, creating a dynamic working environment, focusing on goals and motivating each other to deliver results. Action-centred and results-oriented, we are always looking for and encouraging ideas that help to achieve our shared vision.

In 2016/17 a programme of staff engagement called *Being Remarkable* started with a Leadership Team away day and was taken forward as a development programme across the organisation. This re-ignited a spark, bringing culture and customer service to the fore of thinking and planning to feed into this business planning process. We are developing a culture where change is normal and individuals are up for challenge, knowing they can contribute to shaping that change and be supported to succeed within it.

## Organisational Development

We have invested in Organisational Development with both in-house and external expertise helping to achieve a step change in practices and shape growth. Our success depends on attracting, training, assessing, rewarding and retaining a committed and talented workforce and connecting our organisational goals and our values with the contributions of our workforce. A positive working culture and an articulation of employee benefits is critical to our ability to attract and retain a talented workforce. Our organisational development and HR function is central to the delivery of a culture and working environment that values high performance, excellence in leadership and management, effective and meaningful employee engagement and involvement, adaptability to change, team working, respect for difference and diversity, and organisational learning and development. Various working groups with representation from all levels and all aspects of the business drive forward delivery against key targets:

- The Green Team monitors delivery against *Planet APA*, our sustainability policy
- The Diversity Team monitors progress against *Open House*
- The Customer Services Team progresses actions and prepares for the rigorous annual *Customer Service Excellence* assessment, engaging with staff, customers and stakeholders
- A Healthy Working Lives group ensures that work-life balance and the wellbeing of staff is uppermost to ensure the pace and quality of work is sustainable in our ambitious organisation
- The Health and Safety Team monitors the safety of staff, customers and visitors in our venues
- The ICT Working Group works across all departments to identify training gaps and looking for ways we can make better use of information technology within our business

<b>Being Remarkable: Governance, Leadership, Organisational Development</b>			
<b>Objective</b>	<b>Year 1: 18/19</b>	<b>Year 2: 19/20</b>	<b>Year 3: 20/21</b>
Build a high performance team and a positive company culture within which employees are empowered to reach their full potential towards achieving our shared APA objectives	<p>Undertake Board training to ensure members understand their roles and responsibilities and have an appreciation of their contribution as a team and as individuals</p> <p>Develop the appraisal process for Board members.</p> <p>Embed the new leadership team and continue to develop a transformational leadership style across Team APA.</p> <p>Develop our cross company Creative Conversations to broaden and deepen contribution across the organisation; collaborative discussion and inform programming choices</p> <p>Under the Being Remarkable banner continue to roll out a programme of organisational development to build Team APA</p> <p>Play an active role on key city, regional and national forums.</p>	<p>Review Memorandum and Articles of Association.</p> <p>Develop electronic systems to manage key HR processes such as staff induction and starter/leaver processes.</p> <p>Ensure all 100+ permanent workforce have a relevant training and development plan</p> <p>Develop opportunities for workforce on-the-job training and work experience in collaboration with other organisations and apprenticeship schemes.</p> <p>Play an active role on key city, regional and national forums.</p>	<p>Extend appraisals to casual employees</p> <p>Introduce an inter departmental mentoring programme</p> <p>Play an active role on key city, regional and national forums.</p>

**Creative Scotland Ambitions and Connecting Themes:** Access and Creative Experiences, Excellence and Experimentation, Leadership and Workforce, Digital, Connected to the World

# PRUDENCE | Financial Management

*“Keep your eyes on the stars, and your feet on the ground.”*

Theodore Roosevelt

The fundamental driver in financial terms for APA is ensuring OUR financial sustainability. A number of objectives identified in our previous Business Plan, have now been delivered:

- Pension auto-enrolment
- Delegated budgeting and control
- Compliance with FOI and Data Protection legislation

Additionally we have implemented the following initiatives:

- In-house payroll management
- Group Life Assurance for Scottish Widows pension scheme members
- Salary Exchange scheme for Scottish Widows pension scheme members

We've improved financial reporting, and financial matters are a standing agenda item at meetings of the Board and FAP sub-committee, the Leadership Team and Extended Management Team.

Looking to the future, we must be realistic about the challenges we face and take sensible, sometimes difficult, decisions to achieve the goals we set and obtain a surplus. We have a portfolio of three diverse venues that are interdependent; the more commercially inclined programme at HMT and the more eclectic performances at the Music Hall helping to underwrite the new work and emerging artists at The Lemon Tree. All three are vital in their own unique way to APA' success.

Economic factors, such as the current uncertainty surrounding Brexit and the current downturn in the oil and gas industry, have an impact on APA in terms of our audience attendance and spend, the ability to attract big shows to Aberdeen, ticket prices, fundraising and running costs. The diminishing public sector purse is also likely to adversely impact on our creative ambitions.

The Music Hall will be closed from April 2016 to September 2018, which is a loss in cultural terms for APA and in financial terms from reduced performance income and trading income from the café and bars. However, we have been successful in securing £7.9m in grants, pledges and loans for the redevelopment. The loan element of £1.5m from ACC will require to be repaid therefore the fundraising campaign continues to raise this sum.

We have full repairing leases on all our venues (two of which have listed status), and these facilities are costly to maintain and present a significant liability for APA in terms of high maintenance and running costs. Our reserves have been depleted funding the Music Hall redevelopment and carrying out major fabric repairs at HMT and The Lemon Tree. The Lemon Tree is in desperate need of modernisation.

## **Fair pay for artists and staff**

As the single biggest contributor to the creation of opportunities for artists and arts workers in the North-east, APA ensures fair pay as a minimum. We go beyond this to fully involve the creative community in shaping and delivering our business and aims to offer a ladder to successful professional practices. This helps create a flourishing environment for artists and arts workers to grow, feel valued and contribute to their full potential, feeding a healthy society.

Most artists seek opportunities to develop and present work; they are not looking for 'a job'. We understand this and the impact it has on the potentially uncertain, unstable life of the artist and the risk that we lose home-grown talent. We will flex to accommodate needs, schedule payments, pay promptly, pay fair and offer other means of support to contribute to a supportive working environment. We ensure that artists' commissions and contracts are realistic and appropriate. We pay all of our employees at least the National Living Wage. This is an additional cost we are committed to each year as the rate increases in line with government policy.



## Financial Projections 2018 – 2021

	<b>Budget 2017/18 £</b>	<b>Year 1 Estimated 2018/19 £</b>	<b>Year 2 Estimated 2019/20 £</b>	<b>Year 3 Estimated 2020/21 £</b>
<b>Income</b>				
Artistic Programme Income	6,181,530	7,460,000	7,805,800	8,029,916
Grants, Sponsorship, Trusts & Foundations	1,368,988	1,547,660	1,567,660	1,547,660
Trading Company Income	1,298,453	1,508,000	1,721,450	1,766,779
Other Income	1,546,117	1,037,100	1,070,652	1,104,495
	<b>10,395,088</b>	<b>11,552,760</b>	<b>12,165,562</b>	<b>12,448,850</b>
<b>Expenditure</b>				
Artistic Programme Costs	5,215,031	5,920,872	6,291,312	6,419,378
Wages & Salaries	2,783,359	3,036,799	3,150,116	3,215,486
Marketing Costs	535,199	478,600	480,522	497,782
Property Costs	448,530	528,500	539,070	549,851
ICT Costs	247,309	216,528	220,858	225,276
Finance & Corporate Costs	237,999	319,869	344,066	358,348
Trading Company Costs	489,969	576,150	637,993	650,934
Capital Financing Costs	202,261	210,500	220,965	236,284
	<b>10,159,657</b>	<b>11,287,818</b>	<b>11,884,903</b>	<b>12,153,338</b>
Net income / (expenditure)	<b>235,431</b>	<b>264,941</b>	<b>280,659</b>	<b>295,511</b>
Restoration levy (ring fenced)	-235,400	-250,000	-260,000	-270,000
Surplus / (deficit)	<b>31</b>	<b>14,941</b>	<b>20,659</b>	<b>25,511</b>

The financial forecast has been prepared on the basis of knowledge available to us at this time and by making certain assumptions. Our objective is to achieve at least a breakeven position, which we are looking to do in 2017/18 due to the continuing closure of the Music Hall, whilst striving to make a surplus to build up our General Reserve in accordance with our policy to enable us to safeguard the liabilities of the company.

It is our opinion that this forecast represents a reasonable estimate of the financial outcome of the organisation over the period. Should risks materialise such as a decrease in income, delayed opening of the Music Hall or loan repayments having to be made for any capital project funding shortfall then we would endeavour to mitigate the impact by making appropriate reductions to the artistic programme and producing work and by implementing staffing and process efficiencies.

### Key assumptions:

- Music Hall reopens half way through Year 1. Artistic Programme income and costs reflect the developments articulated elsewhere in this document.
- Trading company achieves growth – both organic and new income (see below).
- Increase for National Living Wage incorporated in staff costs each year.

- Inflation rate for expenditure estimated at 2% each year.
- Assumed fundraising target for Music Hall project is achieved therefore no loan is required.
- Aberdeen City Council core funding remains at standstill but additional project funding of £100,000 is provided year on year for True North and Granite Noir
- Creative Scotland Regular Funding increases from £1,000,000 to £1,250,000 over three-year period to:
  - Expand our curated programming offer across our three city centre venues, capitalising on a transformed Music Hall and repositioned Lemon Tree. (£45,000)
  - Enable an Associate Artist programme that will establish the North-east as a region to incubate and create new work. (£45,000)
  - Establish Lemon Tree Productions enabling us to invest in producing and make a significant and meaningful contribution to the wider Scottish theatre, dance, music and literature sector (£60,000)
  - An assistant producer role to support the delivery of our artistic development priorities (£50,000)
  - An increased festival offering that will achieve a direct and positive impact on a regional economy impacted by a prolonged economic downturn (£30,000)
  - A much needed new sound desk at The Lemon Tree which will enable this venue to maintain and grow its considerable offering across music, theatre and dance (£20,000)

### APA Trading Company

APA operates a wholly owned subsidiary company that encompasses food and beverage and merchandise sales across all three venues. A great deal of investment has been made in the last couple of years in terms of time and resources with the aim of driving up profitability, improving customer service standards, achieving greater management control and ensuring long term sustainability. It is fair to say this is still a work in progress. We aim to provide a flexible and responsive hospitality service in our restaurant, cafes and bars to reflect the different requirements of the business with the priority being opportunities provided by audiences to the cultural programme.

Our ongoing objectives are:

- Set revenue and profit targets that are clear and measurable, challenging yet deliverable
- Continue to review and amend supply chain for quality and pricing
- Develop more detailed audience profiles for events to inform offering and marketing
- Develop corporate hospitality, conference and events business
- Expand marketing opportunities via apps and website and actively seek new business
- Develop additional customer feedback mechanisms

<b>Prudence: Financial Management and Accountability</b>			
<b>Objective</b>	<b>Action Year 1:18/19</b>	<b>Action Year 2: 19/20</b>	<b>Action Year 3: 20/21</b>
Ensure financial sustainability and accountability	<p>Continue to invest in training our managers to increase financial awareness and encourage active management of budgets. (Sage training, understanding financial statements, budgeting principles).</p> <p>Continue to take steps to delegate responsibility and ownership to budget holders</p> <p>Continue to explore efficiency savings with managers</p> <p>Continue to seek new funding sources for produced work, talent development and creative learning,</p>	<p>Maintain efficient and effective financial processes and internal controls by means of ongoing review of working practices.</p> <p>Endeavour to generate a surplus to make a contribution to general reserves of £20k in accordance with our policy to ensure the future sustainability of the organization by having funds of £300k - £500k to meet potential liabilities.</p> <p>Engage with and support initiatives to improve pay</p>	<p>Endeavour to generate a surplus to make a contribution to general reserves of £25k in accordance with our policy to ensure the future sustainability of the organization by having funds of £300k - £500k to meet potential liabilities.</p> <p>Maximise the profit generated by the restaurant, café and bars in order to sustain our charitable and creative objectives.</p>

	<p>Endeavour to generate a surplus to make a contribution to general reserves of £15k in accordance with our policy to ensure the future sustainability of the organization by having funds of £300k - £500k to meet potential liabilities.</p> <p>Maximise the profit generated by the restaurant, café and bars in order to sustain our charitable and creative objectives.</p>	<p>and conditions for artists</p> <p>Maximise the profit generated by the restaurant, café and bars in order to sustain our charitable and creative objectives.</p>	
Diversify to generate additional income streams	<p>Develop Music Hall conference and events business (net income target £5,000)</p> <p>Develop HMT corporate events (net income target £10,000)</p> <p>Introduce ticket insurance (net profit (£5,000))</p>	<p>Develop Music Hall conference and events business (net income target £10,000)</p> <p>Develop HMT corporate events (net income target £12,000)</p> <p>Ticket insurance (net profit (£7,000))</p>	<p>Develop Music Hall conference and events business (net income target £20,000)</p> <p>Develop HMT corporate events (net income target £15,000)</p> <p>Ticket insurance (net profit (£10,000))</p>

**Creative Scotland Ambitions and Connecting Themes:** Leadership and Workforce, Place and Quality of Life, Equalities, Diversity and Inclusion

## NOTHING LEFT TO CHANCE | Business Continuity

### Business Continuity

APA is developing a company-wide business continuity plan, in line with industry standards, to ensure we can deliver essential services in the event of an emergency or during the disruption of normal day-to-day activities. Business continuity management helps us to understand our organisation better, supports good governance, protects against risk, ensures all business areas have mitigation plans, supports on-going staff training and influences the growth of our business. We will review the plan on a quarterly basis or when any major changes to infrastructure or procedures might impact on the performance of the business. We will develop relationships with local organisations and form partnerships in the cultural sector to ensure business activities can respond to any type of disruption – whatever its size or cause.

It is part of the business of APA to take risks and it's everyone's responsibility to calculate, minimise and mitigate against risk. APA's risk registers flag and mitigate against any areas of uncertainty. These are monitored by the Leadership Team, by managers and in sub committees and at the quarterly Board meetings. Our teams undertake risk assessments and actively manage risk across the company from risk assessment plans to day-to-day decisions such as the Music Hall redevelopment, programming, health and safety, buildings and equipment and customer service.

### Information Security

Information technology is at the core of APA's business activities, and we take security extremely seriously. We process and transmit sensitive cardholder data to sell tickets online, by telephone and in person; take revenue for food and beverage sales in our catering outlets; and take donations for fund-raising campaigns. We also store, processes and transmit personal data relating to all its stakeholders. People must therefore have trust in our business.

We will continue to adapt to an environment where cybersecurity threats are becoming more sophisticated, targeted and prevalent. We are building robust security measures and instilling an awareness of these threats into all our staff. We lead by example – actively reviewing the changing landscape and responding proactively to new threats. Investment in state-of-the-art security appliances and software solutions, robust anti-malware, continuous staff-awareness training and resilient business continuity planning will help protect our organisation against cyberattacks.

<b>Nothing Left to Chance: Business Continuity</b>			
<b>Objective</b>	<b>Action Year 1: 18/19</b>	<b>Action Year 2: 19/20</b>	<b>Action Year 3: 20/21</b>
Create a framework for resilience.	<p>Develop a comprehensive business continuity plan to identify critical operations and risks, restore critical operations during a crisis, and create a plan to communicate with key people during crisis.</p> <p>Ensure risk registers are in place for all key areas of business.</p> <p>Ensure annual compliance with PCI-DSS v3.2 to protect cardholder data</p> <p>Ensure compliance with the EU General Data Protection Regulation (GDPR) directive (2018)</p> <p>Attain CyberEssentials accreditation</p> <p>Maintain staff engagement with the importance of information security through training such as phishing email awareness campaigns and password protection measures</p>	<p>Continue to build robust security measures such as internal and external vulnerability scans, network monitoring and logging, targeted threat protection, and access control.</p> <p>Ensure annual compliance with PCI-DSS v3.2 to protect cardholder data</p> <p>Review compliance with the EU General Data Protection Regulation (GDPR) directive (2018)</p> <p>Attain CyberEssentials accreditation</p> <p>Investigate ISO 27001 Information Security Management accreditation</p>	<p>Ensure annual compliance with PCI-DSS v3.2 to protect cardholder data</p> <p>Review compliance with the EU General Data Protection Regulation (GDPR) directive (2018).</p> <p>Attain CyberEssentials accreditation</p>

**Creative Scotland Ambitions and Connecting Themes:** Excellence and Experimentation, Leadership and Workforce, Digital

## **PROOF AND THE PUDDING | Monitoring & Evaluation**

### **Management, Monitoring and Reporting**

We evaluate the performance of cultural activities, business processes and personnel. A programme of performance review is in place throughout the company, including individual appraisals, one to ones, regular team meetings and a bi-annual staff survey. The goals and objectives in the Business Plan are monitored by the APA Board and management team through quarterly *Creating a Spark* reports. External and internal audit ensures high levels of accountability and ongoing review of operations, business practices and management systems.

The new post of Head of Business Transformation will lead the development of new and innovative performance management systems and help us all to share responsibility for tracking, analysing and acting on outcomes.

We actively track the return on investment we make on behalf of funders, audiences, artists, local people and all stakeholders with an interest in our venues, the arts and the health and wellbeing of the local community and economy. We do this by having robust, efficient and effective business

systems and processes in place, by monitoring box office sales and income, audience trends, visitor numbers, the traffic we attract in our venues, through our social and web presence and the reputation of the organisation measured through feedback from customers, participants, artists, creative practitioners, our staff, the media and other commentators. We actively recruit community ambassadors to be a sounding board for us and engage with internal and external participants.

### External Assessment

We submit ourselves annually to rigorous external assessment processes. APA was the first and is still one of only two cultural organisations in Scotland with the Customer Service Excellence Chartermark, either Compliant or Compliant Plus in all categories. We have also taken the company through Investors in People accreditation and Healthy Working Lives. All of this helps to provide a thorough, rounded, holistic and independent view of the organisation.

### Feedback

We collect stories as a means of evaluating the difference we make to individuals, communities, the city and the North-east through arts and cultural activity. It helps us to make sense of the past and understand possible futures. These stories can take many forms, from oral and written to music, photography, drama, and film. One such project was the *Your Hall, Your Story* project to celebrate the Music Hall redevelopment through personal stories. We have many ways of recording and sharing information on line and in person. Personal stories provide qualitative information that is not easily categorised or analysed and provide insights and impacts that cannot be measured numerically.

<b>Proof and the Pudding: Monitoring and Evaluation</b>		
<b>Year 1: 18/19</b>	<b>Year 2: 19/20</b>	<b>Year 3: 20/21</b>
Embed new post of Head of Business Transformation	Develop new and innovative performance measures	Attain Healthy Working Lives Gold Award
Benchmark our performance against other arts organisations	Attain Healthy Working Lives Silver Award	Undertake regular external assessments and audits Achieve CSE year on year
Undertake regular external assessments and audits	Undertake regular external assessments and audits Achieve CSE year on year Achieve Investors in Young People Accreditation	
Achieve CSE year on year		
Maintain Investors in People Accreditation		

**Creative Scotland Ambitions and Connecting Themes:** Excellence and Experimentation, Access and Creative Experiences, Leadership and Workforce, Equalities, Diversity and Inclusion, Digital



## Appendix 1 Artistic Programme

*Our vision for Aberdeen is as city.... where everyone can be transformed and inspired through engagement in the arts and culture.*

Aberdeen City Cultural Strategy

APA's artistic programme lies at the heart of everything we do. We are proud to promote an artistic vision committed to Imagining New Futures and the distinct high quality programming, producing and creative learning ambitions attached to each of our artistic goals and unique venues. Over the life of this business plan we will increase our individual offer alongside our commitment to deliver within a coherent city wide cultural and heritage voice – a voice that curates, commissions and considers a unified cultural contribution to the North-east and a creative Scotland.

To achieve this we are committed to abiding by industry standard rates and working conditions set out by organisations such as ITC, Equity, BECTU, UK Theatre, Scottish Society of Playwrights and the Musicians' Union.

This appendix will provide an overview of APA's programming, creative projects, produced and commissioned work as well as our creative learning programme and opportunities, before detailing activity and milestones across financial years 18/19, 19/20 and 20/21.

### Overview

#### Programming

APA's programme is spread across our three city centre venues and art forms. It showcases international talent alongside local amateur productions and provides the framework around which our produced and commissioned work is developed and much of our creative learning activity planned. Each programming year is marked out in milestones of three seasons and corresponding brochures. Although divided into art form and genre below, over the life of this business plan we will refresh our programming offer and diversify into new themed programming strands and curated seasons. These will complement our core offering, provide pathways to increased international connections, link art forms and venues and provide clear audience access and pathways.

APA's programme has a proven track record of supporting regional and national festivals such as sound, Aberdeen Jazz Festival, manipulate and Luminare. Over the course of this business plan we will extend our festival partners to include festivals such as SPECTRA (Aberdeen's festival of light) and the Edinburgh International Children's Festival. We also programme two annual festivals of our own – **True North** and **Granite Noir** – the latter delivered through a city wide collaboration with other strategic cultural and heritage partners.

These festivals, and our Stepping Out programme attached to the redevelopment of the Music Hall, enabled us to programme high quality cultural experiences at venues and in spaces across the city (outdoor band stands, city centre night clubs, university libraries). APA will continue to programme outside of our venues and outside of the box and in doing so commits to taking cultural programming and creativity to all corners of the city in line with the Aberdeen City Cultural Strategy.

### Music

#### Classical

The Music Hall is the Scotland's concert hall in the North-east and is known and loved for its first class natural acoustic. Its programme embraces and showcases Scotland's world class national orchestras and ensembles alongside signature concerts and recitals. There will be annual seasons from BBC Scottish Symphony Orchestra, Dunedin Consort, Hebrides Ensemble, Royal Scottish National Orchestra, Scottish Chamber Orchestra and Scottish Ensemble, plus recitals from internationally renowned artists. We have ensured continuity of programming for classical music during the closure of the Music Hall by using His Majesty's Theatre for orchestral concerts and by using unusual spaces

for pop-up concerts, which has enabled us to retain and diversify the audience. The redeveloped Music Hall will reopen with a spectacular classical concert featuring the RSNO alongside world-leading artists. In addition to a refreshed partnership with the Scottish orchestras, we will work closely with the fantastic Scottish Ensemble, both as a presenter of their work but also as a collaborator in co-curating clusters of work around a chosen classical music theme. We will introduce a new programme of schools concerts and workshops developing classical music appreciation for younger audiences.

### **Roots and World**

The North-east of Scotland is known for its rich heritage of music-making which has spread across the world. Our Roots and World Music programme celebrates home grown traditional work, while forging programming partnerships with musicians from around the globe. This programming strand includes **Northern Arc** – unique concerts that explore our links with northern countries using their roots music as a starting point and partner the best of Scottish traditional talent with musicians from other northern countries. And **Old Roots New Shoots**, a regular season at The Lemon Tree showcasing the best in contemporary and emerging roots and world music artists delivered in partnership with Other Music Promotions and Spindrift Productions. We will also include large-scale signature concerts showcasing leading folk and world music artists from home and abroad.

### **Pop and Rock**

APA programmes the North-east's two leading music venues – the Music Hall and The Lemon Tree – both of which have a long-standing reputation for presenting top quality contemporary music. Alongside regular slots for big name bands, singers, songwriters, solo artists and tribute bands, our considerable pop and rock offering will support **Freshly Squeezed** – a scouted programme of gigs for emerging talent and promising musicians, and **True North**, Aberdeen's festival of music and song, which is a contemporary urban festival inspired by the region's illustrious song-writing past.

### **Jazz and Blues**

Aberdeen loves jazz and the blues. In addition to our on-going programme of national and international jazz artists and orchestras, including regular performances by the Scottish National Jazz Orchestra, APA is a key delivery partner for Aberdeen's annual jazz festival. We are particularly keen to experiment with this genre over the life of this business plan to drive experience led programming strands in less traditional programming slots such as after work and Sunday lunchtime. The redeveloped Music Hall will give us two new programming spaces for more intimate, informal and experimental work.

### **New Music**

APA programmes, supports and encourages new and experimental work. We work closely with the region's sound festival to deliver both large and small scale new music performances across the programming year at The Lemon Tree and the Music Hall. We will work in partnership with sound to help diversify and grow the new music offer and audiences in the region, through collaborative programming and commissioning.

## **Theatre**

### **Drama**

Our stages support drama productions from the Fringe to the West End. We provide programming opportunities for the work of Scottish and UK theatre producers including the National Theatre of Scotland, the National Theatre and the Royal Shakespeare Company as well as large, mid and small scale producing venues and companies (Old Vic, Dundee Rep, Traverse, Tron, Grid Iron). We are on the Board of the UK wide Touring Partnership which promotes, supports and shares good practice across national touring as well as the Federation of Scottish Theatre through which we stay connected to the Scottish sector and maintain supportive relationships with Scottish producers, venues and producing companies.

## **Musical Theatre**

HMT is the farthest north number one house receiving West End work in the UK. We work hard to attract and programme the best blockbuster productions (*Wicked*, *Mamma Mia*, *Shrek*) and West End musical productions (*In the Heights*, *Beautiful*, *Sunset Boulevard*, *The Commitments*) for audiences across the North-east and beyond. Equally important is our role in supporting and presenting the best of the North-east's thriving amateur musical theatre companies and large scale Scottish-based producing companies (Selladoor).

## **Children and Families**

Children and families are important audiences for APA. A family highlight of our programme is a spectacular large scale pantomime produced in partnership with Qdos Pantomimes. However, productions for family, schools and young audiences are an integral part of our programme across the year across our venues from shows such as *The Gruffalo* at HMT, to the work promoted through Puppet Animation Festival at The Lemon Tree.

## **Dance**

Through our long standing partnership with Aberdeen's dance agency Citymoves, APA programmes a strong offering of contemporary dance across scale and venues as part of the city's annual Dance Live festival, and we have previously secured exclusive performances by some of the world's most interesting choreographic voices (including Mark Morris and Jasmin Vardimon). However, dance features year round in our seasonal brochures from productions by national touring companies such as Scottish Ballet and Scottish Dance Theatre alongside UK companies including Rambert and Michael Bourne's New Adventures.

## **Opera**

Scottish Opera brings two classic titles to HMT each year, ensuring that North-east audiences have access to the operatic canon produced to exceptionally high standards. In addition to developing our partnership with the national opera company, we will seek to bring other work to the city at a large and small scale, working with companies such as Opera North, English Touring Opera, NOISE Opera and Opera Bohemia.

## **Comedy**

Comedy is a main stay of both the Music Hall and The Lemon Tree's core programme. Our carefully researched programme features gigs starring big name celebrity comedians side by side with the best of emerging comedic talent. Over the course of this business plan we aim to expand our comedy offer across our new programming strands, themed seasons and experience based offers, as well as building links with and providing opportunities for local comedy performers.

## **Literature and Spoken Word**

Our long standing regular **Culture Café** events are a key cornerstone of our literature programme. However, over the course of this business plan we will significantly expand our literature and spoken word offer, creating new regular events and opportunities for grass roots writers and spoken word performers, to seasons curated around known writers across genres and nationalities. This programming strand will celebrate and showcase words, what we do with them, what they mean to us, how they communicate collective narratives, share personal stories and encourage us all to expand our horizons and change lives for the better.

## **Festivals**

*A huge success... It's just going to get bigger and even better.*  
Stuart McBride in response to the first Granite Noir

APA programmes two signature festivals – **True North**, Aberdeen's festival of music and song, and **Granite Noir** the North-east's crime writing festival. These festivals are key milestones in our programming year and in achieving our artistic ambition to align with a Nordic as well as a Scottish north. They provide opportunities for us to link programming across our venues while simultaneously taking work, performers and artists into other city centre locations and 'non traditional' spaces – a

priority identified in the Aberdeen City Cultural Strategy. New planned festival 'fringe' activities will also drive this aim.

Our festivals offer something for audiences of all ages and provide workshop and learning opportunities around their core programme and platforms for local talent to be programmed alongside established names. They enable us to build strategic partnerships across Aberdeen (Belmont Filmhouse, Aberdeen City Libraries, Aberdeen City and Aberdeen Shire Archives, the Anatomy Rooms) and build supportive sponsorship and other relationships with local business (Skene House Apartments, Fierce Beer) thus increasing the festivals' economic benefits and building bridges between the arts and business communities.

Over the life of this business plan we will integrate commissioning and talent development initiatives into our festivals (see produced work), thus raising the profile and progression opportunities for new work and emerging artists. For example, work developed through a True North Artist Exchange in Year One could receive a festival premiere in Year Two and the supported artist then provide mentoring opportunities in Year Three.

Elements of festival programming will be included across the whole year, e.g. one Granite Noir event per brochure. Thus helping to maintain the profile and potential of each festival on a year round basis. We also plan to develop smaller one day festival events that will incorporate spaces for local artisan food and drink producers and arts and crafts artists to sell and promote their produce and work as part of the festival offering.

## **Creative Projects, Produced and Commissioned Work**

*Aberdeen is a city to experiment in, a home, a place, a destination and testing ground for artists, creative enterprise and new ideas.*

Aberdeen City Cultural Strategy

APA is a creative organisation. Through us new work is nurtured, new ideas come to fruition, new voices are heard and new ways of working and models of production tested. Our creative projects, produced and commissioned work will be delivered through **Freshly Squeezed Productions**, the Music Hall's new **contemporary art spaces** and an on-going **Associate Artist** programme.

### **Freshly Squeezed Productions**

All of APA's produced work and creative projects have been consolidated under the brand of Freshly Squeezed Productions. The work created through it will be developed and delivered by our experienced cross-disciplinary creative team. The opportunities provided have been created with the intent to create pathways of progression for work and the desire to commit to long term producing relationships with artists, companies and bands, as well as openings for one off relationships and one project stands.

Specific producing strands over the course of the business plan are:

- A regular programme of cross art form **Scratch Nights** of new work
- An on-going programme of **Artist Exchanges** supporting theatre, dance and music artists, some of which will be attached to our **True North** and **Granite Noir** festivals
- A spring and autumn season of **A Play, A Pie & A Pints** in partnership with Oran Mor
- Two **in house co-productions** per year – one Christmas show for early years and one spring/summer production

Ongoing opportunities for creative projects will be pursued. Specific projects in progress with plans to come to fruition over the life of this business plan include **What Country Friends is This?** A project that weaves contemporary experiences of arrival and concepts of 'home' for members of Aberdeen's Polish communities around historical research into a visit by the King's Players to Aberdeen in 1601. The players also visited Gdansk in Poland in 1601 and developing relationships with the Gdansk

Shakespeare Theatre are opening up international partnership possibilities for this project. While growing relationships with Creative Carbon Scotland, Aberdeen Climate Action and the Climate Futures group have committed APA to exploring creative possibilities for boundary pushing artistic work that re-imagines social, economic and environmental models as well as artistic practice.

### **The Music Hall contemporary art spaces and Associate Artist Programme**

The Music Hall's new digital art spaces will include a Stepping In projection mapped entrance lobby as well as platforms for screen based content and sound installations. New content across these spaces will be commissioned for the re-opening of the building in autumn/winter 2018. To achieve this a programme of Associate Artists will be delivered to create a coherent programme of new work aimed at drawing stories out of the walls of the building and complement a more traditional heritage interpretation offer.

An ongoing Associate Artist programme aimed at providing fresh contemporary content for these digital and traditional spaces will form a new and integral part of APA's produced programme with key milestones identified as three new commissions for each space per year to bring the commissions in line with the seasons of the programming year. Other opportunities for Associate Artists will be pursued and potentials include resident artists curating seasons alongside providing mentoring for local talent and producing a piece of commissioned new work.

APA's website is an important space through which to raise the profile and extend the reach of our Associate Artist programme. We plan online curated spaces built around the commissioned artists and their work that will enable APA's website to be a creative as well as a marketing space, thus expanding the reach and accessibility of our produced work and artistic programme.

### **Creative Learning**

Creative Learning is reflected in everything we do at APA and is summed up in our mission, '*Creating A Spark*' – the spark that ignites creativity and in our vision, '*A vibrant cultural hub at the heart of city life, inspiring, exploring and engaging through live programming and creative projects*' and in our values specifically '*curiosity*' and '*optimism.*' Our creative learning team are involved in informing, influencing, shaping and delivering many aspects of our programme, including as part of the team leading the newly formed Freshly Squeezed Productions.

The creative learning programme is underpinned by our 'Engage' programme of weekly classes in youth theatre and youth music, which enables young people to discover, learn and excel in the arts as well as develop transferable skills which all aid in helping them fulfil their potential. Our core programme will develop as we reopen the Music Hall with a new dedicated space for creative learning. During the closure of the hall, the Stepping Out programme has taken us out and about, engaging with hard to reach young people and families, specifically from high SIMD areas to encourage ownership and involvement in the Music Hall redevelopment, seek out new audiences and nurture the next generation of music lovers. The Music Hall's Stepping In relaunch will be led by creative learning and will include performances, workshops and activities throughout the spaces in the redeveloped hall.

We regularly engage with schools across the region and have established a teachers' network. We provide newsletter updates, educational materials, tours, work placements, pre and post show talks, masterclasses and concessionary tickets. We partner with national companies to deliver workshops including the National Theatre of Scotland, Scottish Ballet, Scottish Opera and the RSNO.

Our programmes are contextualised by masterclasses, seminars, critical debate, talks - our authors' panels at Granite Noir, music industry seminars at True North, post show talks for the National Theatre's *Jane Eyre* and *Hedda Gabler* at HMT.



Our new Pathways to Positive Destinations work experience programme will give us a structured programme of work placements, internships and apprenticeships offering skills development opportunities in the arts and cultural sector and routes into employment.

## Year One: 2018/19

The highlight of APA's programme of work for 2018/19 is the re-opening of a transformed Music Hall. Alongside core programming and produced work, the first half of this year will focus on delivering strong community engagement and a high profile Associate Artists programme. This will build to a community 'Stepping In' opening weekend, a Gala opening weekend and an artist driven interpretation programme. The opening of the building, its new performance spaces and commissioning platforms will drive a refreshed approach to programming across all three venues leading to new programming strands and themed seasons created by our in house creative programming team, guest curators, specialist programmers and young promoters.

The opening will in turn launch a new Associate Artist programme which will integrate with the programming team to guest curate seasons, and the creative learning team to maintain APA's commitment initiated through our Stepping Out programme, to place artists in the city to inspire communities and bring creative life to city spaces and places.

The commissioned work our Associate Artists create will form a key element of the overall produced programme and creative projects. This year will also see our producing ambitions flourish through a new working relationship with the Traverse and demonstrate our Open House access commitment to artists as well audiences.

## Programming Milestones 18/19

### Music

- **Classical:**
  - **12** orchestral concerts (RSNO, SCO, BBC Scottish Symphony Orchestra);
  - **four** ensemble concerts (such as Dunedin Consort, Hebrides Ensemble, Scottish Ensemble, Orchestra of the Age of Enlightenment, Academy of Ancient Music, The Sixteen);
  - **two** signature concert recitals (such as Lief Ove Andsnes, Juan Diego Florez, Yo Yo Ma, Joshua Bell,);
  - **one** curated weekend exploring a chosen theme (for example, musical impressionism featuring recitals by Jean-Yves Thibaudet, Scottish Ensemble, Maxwell Quartet, talks on the genre, debate on musical labelling, masterclass).
- **Roots and World:**
  - **three** Northern Arc concerts (such as Fiddlers' Bid with Maarja Nuut, Blazin' Fiddles with Frigg, Eddi Reader with Nelly Furtado);
  - **six** Old Roots New Shoots events (such as Lau, The Chair, The Shee, Saltfishforty);
  - **four** large-scale roots/world music concerts (such as Phil Cunningham's Christmas Concert, the Treacherous Orchestra, Ladysmith Black Mombazo, Bokante)
- **Pop and Rock:**
  - **12** Freshly Squeezed gigs;
  - **80** other rocks and pop gigs (such as Courtney Barnett, Katie Melua, Guy Garvey, Caro Emerald, Emeli Sande, Sigur Ros, Texas, Kate Nash, The Maccabees, Michael Kiwanuka, Elvis Costello, Billy Bragg, John Grant, Rag n Bone Man, Laura Marling, PJ Harvey, Frightened Rabbit, Father John Misty, First Aid Kit, Midlake, Mogwai, Wild Beasts, Kate Tempest, Thundercat, Temples, Car Seat Headrest, Girl Ray, Kevin

Morby, Real Estate, Big Thief, Hurray for the Riff Raff, Angel Olsen, Francois & The Atlas Mountains, Stillhound, Happy Meals)

- **Jazz and Blues:**
  - **12** Jazz and Blues gigs;
  - **One** large scale and **four** small scale performances as part of the Aberdeen Jazz Festival (such as Chick Corea, Herbie Hancock, Hot Antic Jazz Band, Davina and the Vagabonds, The Excitements)
- **New Music:**
  - As a programming partner of **sound** we will deliver **one** large scale and **four** small scale events

## Theatre

- **Drama:**
  - **ten** drama performances at The Lemon Tree (including Grid Iron's *South Bend*, Paper Doll Militia's *Egg*);
  - **50** drama performances (7 productions) at HMT (including NT's *War Horse*);
  - **three** international performances as part of manipulate visual theatre festival
- **Musical Theatre:**
  - **140** performances (18 productions) from touring West End to local amateur (including *Legally Blonde*, *The Girls*, *Sunshine on Leith*, *Flashdance*, *Jersey Boys*, *The Band*, *Nativity*)
- **Children and Families:**
  - **24** performances (6 productions) for children and families at HMT (includes *Teletubbies*, *What the Ladybird Heard* and *Peppa Pig*);
  - **63** performances of HMT's annual family pantomime;
  - **six** family shows at The Lemon Tree (including touring work from the Edinburgh International Children's Festival and Starcatchers);
  - **four** performances as part of the Puppet Animation Festival

## Dance

- **Ballet**
  - **10** classical ballet performances at HMT by Scottish Ballet;
- **Contemporary dance:**
  - **seven** large scale theatrical dance performances (one production) at HMT (such as Matthew Bourne's *New Adventures*, *Strictly Come Dancing*)
  - **four** contemporary performances at HMT (such as Scottish Ballet, Scottish Dance Theatre, Michael Clark Company, Rambert, Hofesh Shekhter, Jasmin Vardimon Company, Sydney Dance Company, Nederlands Dans Theatre)
  - **eight** performances at The Lemon Tree as programming partners for Aberdeen's Dance Live festival

## Opera

- **Six** opera performances at HMT including work by Scottish Opera and one other company (such as Opera North or English Touring Opera)

## Comedy

- **30** comedy performances across all three venues (such as Russell Brand, Sarah Millican, Katherine Ryan, Dara O Briain, Scott Gibson, Richard Gadd, Fern Brady, Limmy, Jamali

Maddix, Kate Tempest, Nick Mohammad, Lolly Adefope, Mae Martin, Ursula Martinez)

## Literature and Spoken Word

- **Six** Culture Café events (such as Graeme Macrae Burnett, Ali Smith, Alexander McCall Smith, Andrew Greig)
- **Three** Granite Noir events to complement the main festival

## New Themed Seasons and Curated Programming

Over the course of this year we will introduce **three** themed seasons or curated programme, one per programming season, featuring at least **five** events. These could include:

- Programming inspired by a key date, event, anniversary or celebration (such as the centenary of a key musician's birth, Disability Awareness Month, International Women's Day)
- A series of concerts, talks, workshops and exhibitions exploring the roots of music from around the world to link with our Roots and World, literature and creative learning programming
- The best of new Scottish talent
- Northern Voices linking the Nordic, Scottish and imaginary north, questioning new economic models, artistic sensibilities, contemporary work, folklore and futures. To include partners such as Lateral North
- Curated heritage concerts celebrating the work of a legendary artists
- A season celebrating the Year of Young People 2018

## New Programming Strands

**Two** new programming strands featuring at least **five** performances will be launched in 18/19 to coincide and complement the re-opening of the Music Hall and bring life to its new small scale performance space and café/bar. While 'Programmer's Choice' highlights will feature throughout the brochure. New ideas for small spaces that also link to our big spaces include:

- After work early evening post work 'socials' showcasing emerging jazz, funk DJs, soul, comedy, spoken word with the ticket price including a food and drink offer and linking with local distillers, brewers and artisan food producers.
- The Listening Experience: a new strand of spoken word, performance poetry and literature events (featuring artists such as Simon Munnery, Tim Key, Murray Lachlan, Bridget Christie, Nish Kumar).
- Second language nights: a series of events exploring the spoken word of one of the many languages spoken within the ethnic communities represented in Aberdeen, as well as BSL as a performance language (featuring artists/partners such as Sofie Hagen, Polish Cultural Institute, Daniel Simonsen, Comedy Box Norway (Stavanger), Stand Up Norge).
- A programme of talks and lectures on contemporary culture, art and music delivered by academics, writers, broadcasters etc. (featuring speakers such as Will Self, Stuart Maconie, Caitlin Moran, Viv Groskop).

## Festivals

We will continue to develop **Granite Noir** and **True North** in order to expand impact and opportunity across the city.

**Granite Noir** will strengthen its strategic and artistic positioning in the north including our commitment to Nordic writers. The festival will programme across The Lemon Tree, HMT and the Music Hall as well as other city centre venues and spaces. The festival will include **one** commissioning opportunity, **one** Artist Exchange, **six** headline events, **six** in conversation events, **six** Nordic Noir events, **two**

writers workshops, **six** events for children and families, **three** film screenings, **two** late night music events (e.g. Folk Noir) and **one** exhibition. Partners include: Belmont Filmhouse, Aberdeen City Libraries and Aberdeen City and Aberdeenshire Archive.

**True North** will continue to build on its strong start as a contemporary urban festival inspired by the art of the singer songwriter. The festival will programme across The Lemon Tree and Music Hall, as well as other city centre venues and spaces. The festival will include **one** commissioning opportunity, **one** Artist Exchange, **seven** headline concerts, **one** curated tribute concert, **two** talks/panel discussions, **one** masterclass, **two** children/family events, **three** days of fringe programming across the city. Partners include: Brewdog, Tivoli Theatre, Maritime Museum, Aberdeen City Council Events.

## Music Hall Relaunch

A grand Gala opening weekend will complement the Music Hall's Community Opening weekend (detailed under Creative Learning below). Our Gala opening will showcase the best in national and international musical talent, lead a headliner first season and launch long term refreshed programming. The Gala weekend will include:

- **One** opening orchestral concert with the Royal Scottish National Orchestra conducted by Marin Alsop and a new work from composer Helen Grime.
- **One** curated world/roots concert celebrating the music of the North-east featuring an acclaimed musical director, local, national and international musicians and engaging local ethnic communities. Artists in consideration include Nitin Sawhney, John McCusker, Aidan O'Rourke, King Creosote, Mary MacMaster, Nicki Wells, Jonny Hardie, Simon Gall, Iona Fyfe, Jenny Sturgeon, Jarlath Henderson, Karine Polwart, Kathryn Joseph, Roddy Woomble, Nuala Kennedy
- **One** big name gig from a leading contemporary performer. Artists in consideration include Emeli Sande and Christine and the Queens

## Creative Projects, Produced and Commissioned Work Milestones 18/19

### Freshly Squeezed Productions

Over the course of this year Freshly Squeezed Productions will produce:

- **Three** cross art form themed Scratch Nights providing a stage and opportunity for all
- **Three** Artist Exchanges /retreats enabling periods of next step R&D for new work and progression for promising Scratch Night Artists. Plans for this year are: a **Granite Noir** embedded exchange with a Northern Voices theme linking with the Traverse's New Directors' strand and pairing a Nordic writer and new Scottish director (spring 2019); A **True North** embedded exchange joining a local musician with a well-known songwriter to develop and share new ideas (autumn 2019); one other exchange for an artist with access needs such as a deaf poet performing in sign language, or physical theatre piece for a performer with limited mobility (summer 2019)
- **Six** A Play, A Pie and A Pint (30 performances) produced in partnership with Oran Mor with **three** rehearsing and opening at The Lemon Tree
- **One** Christmas co-production (32 performances) for The Lemon Tree with a Scottish theatre company, producer or venue e.g. Tortoise in a Nutshell, the Traverse, Red Bridge Arts
- **One** spring/summer co-production, potentially to play at the Fringe and then undertake an autumn Scottish tour.
- Undertake **one** period of research and development for What Country Friends is This? with enhanced community engagement with Aberdeen's Polish community, building bridges with the Traverse's project for Polish voices and strengthening working relationships with the Gdansk Shakespeare theatre
- Host **two** Green Tease events and seed **one** new creative project in partnership with Climate Futures and Creative Carbon Scotland, the later to be developed over the next two financial

years

## The Music Hall contemporary art spaces and Associate Artist Programme

- Commission **four** pieces of new work as part of an ongoing Music Hall Associate Artist programme including three for the projection mapped *Stepping In* lobby
- Undertake **one** Granite Noir co-commission in partnership with SPECTRA Aberdeen's festival of Light and **one** True North festival commission
- Undertake **one** co-commission with sound festival

## Creative Learning Milestones 18/19

### Music Hall

The newly transformed Music Hall will reopen with our community *Stepping In* weekend during which we will invite the public into the hall for the first time, sharing with them the redeveloped spaces and a host of new commissions, performances, activities and workshops for all ages. The work performed will include work created by the Music Hall Associate Artists and by participants in the Music Hall *Stepping Out* community engagement project. Following the re-opening we will develop a range of Music Hall educational tours and packages covering a range of subjects related to the venue and its activities. A special project attached to the reopening of the venue will be the *Music Hall Babies* project in which any babies born in Aberdeen during the month one year prior to the re-opening will be offered bi-monthly multi art form workshops throughout their first year of life, and will hopefully begin a lifelong connection to the Music Hall.

### Youth Theatre

- Weekly *Engage* classes:
  - **30** sessions of *Play* (P1-3)
  - **30** sessions of *Create* (P4-7)
  - **30** sessions of Junior Youth Theatre (S1-2) plus **two** performances of devised production
  - **30** sessions of Intermediate Youth Theatre (S3-4) plus **three** performances of devised production
  - **30** sessions of Senior Youth Theatre (S5-6) plus **three** performances of devised production
- **One** Youth Theatre Festival combining Junior, Intermediate & Senior Youth Theatres in a celebration in The Lemon Tree
- **Six** sharings of work (one per term per class) for *Play* and *Create* classes.

### Youth Music

- Weekly *Engage* classes
  - **30** sessions of *Imagine Tiny* (1-2yrs)
  - **30** sessions of *Imagine Tots* (3-4yrs)
  - **30** sessions of *Mini Maestros* (P1-3)
  - **30** sessions of *Mega Maestros* (P4-7)
  - **30** sessions of *Project Band* (14-19yrs)
  - **Two** new classes will be developed in the Music Hall Creative Learning Studio
- **Three** outreach classes and **one** community choir aimed at hard to reach participants in regeneration areas funded by YMI Access to Music Making
- **One** *Project Band* showcase, showing work written & performed by young people from the class in a public gig in The Lemon Tree
- **Twelve** sharings of work (one per term per class) for *Imagine Tiny*, *Imagine Tots*, *Mini Maestros* and *Mega Maestros* classes.
- **Four** new lunchtime concerts for schools with supporting workshop which introduce young people to classical music for the first time.



## Workshop Programme

- **20** Schools workshop/tour sessions at HMT
- **10** Workshops for public and schools connected to the mainstage programme
- **Three** classical music masterclasses for elite musicians delivered by leading musicians from the Music Hall programme
- **Three** Northern Arc workshops

## Other Activities

- **Four** Teachers Network sessions
- **One** Junior Music & Drama Summer School for young people aged 7-11
- **One** Senior Music & Drama Summer School for young people aged 12-18
- **Three** My First Gigs throughout the year as part of the year round impact of True North

## Year Two: 2019/20 & Year Three 2020/21

Years two and three of our artistic programme will maintain the same core programming milestones as 2018/19 with a focus on consolidating the Music Hall's programming and positioning. Programming for this venue will ensure a recognised identity and audience development potential across all of its performance spaces and cafe bar.

Over the course of these two years we plan to turn fresh eyes onto The Lemon Tree with the aim of reinvigorating its brand, reevaluating its offer and taking forward plans for capital investment. Programming plans include events such as one day mini festivals taking over and transforming the venue.

Our producing ambitions will invest in sourcing opportunities for continued life for what will be a growing portfolio of co-productions alongside maintaining a commitment to new ones. For example we will seek new venues for our existing Christmas co-productions alongside on going touring opportunities including international touring for other shows. We will simultaneously forge further producing relationships with other Scottish venues and producers, such as the Byre who also have a commitment to working with academics to further research as practice.

In terms of our creative projects, What Country Friends is This? will reach fruition as a performance and community engagement project, the new project seeded in 2018/19 with Climate Futures will take its next steps and a new project will undergo early stage planning and R&D each year.

Our Associate Artist programme will continue to commission for the Music Hall's spaces and mature into one resident artist per year (from ensemble to poet to digital artist) who will spend more committed time in the city, producing a series of works, provide long term coaching and mentoring to local talent and open up opportunities for cross sector collaborations.

## Programming Milestones (per year)

### Music

- **Classical:**
  - **15** orchestral concerts;
  - **six** ensemble concerts;
  - **three** signature concert recitals;
  - **one** curated weekend exploring a chosen theme.
- **Roots and World:**
  - **four** Northern Arc concerts;
  - **eight** Old Roots New Shoots events;
  - **two** signature concerts

- **Pop and Rock:**
  - **12** Freshly Squeezed gigs;
  - **100** other rocks and pop gigs
- **Jazz and Blues:**
  - **12** Jazz and Blues gigs;
  - **One** large scale and **four** small scale performances as part of the Aberdeen Jazz Festival
- **New Music:**
  - As a programming partner of **sound** we will deliver **one** large scale and **four** small scale events

## Theatre

- **Drama:**
  - **10** drama performances at The Lemon Tree;
  - **50** drama performances (7 productions) at HMT;
  - **three** international performances as part of manipulate visual theatre festival
- **Musical Theatre:** **140** Music Theatre performances (18 productions) from touring West End to local amateur.
- **Children and Families:**
  - **24** performances for children and families at HMT;
  - **63** performances of annual family pantomime;
  - **10** family shows at The Lemon Tree.

## Dance

- **Ballet**
  - **10** classical ballet performances at HMT by Scottish Ballet;
- **Contemporary dance:**
  - **seven** large scale theatrical dance performances (one production) at HMT
  - **four** contemporary performances at HMT;
  - **eight** performances at The Lemon Tree as programming partners for Aberdeen's Dance Live festival

## Opera

- **six** opera performances at HMT

## Comedy

- **40** comedy performances across all three venues.

## Literature and Spoken Word

- **Six** Culture Café events
- **One** Granite Noir event per brochure to complement the main festival

## New Themed seasons, curated programming and programming strands

- **Three** themed seasons or curated programmes

- The consolidation of the **two** new programming strands introduced last financial year with the aim of phasing one out in 2020/21 and introduce a new one
- On going 'programmers' choice' highlights

## Festivals

- Both **Granite Noir** and **True North** will consolidate their offer and adjust their programming in response to a repositioned Lemon Tree and commitment to contribute to the delivery of the Aberdeen City Cultural Strategy.
- **One** day mini music festival at The Lemon Tree featuring pop-up, boutique events showcasing the local independent sector (music, food, drink). Potential partners Fierce Brewery, Porters Gin, House of Elrick Gin, Brewdog, Food Story, Chameleon Records

## Creative Projects, Produced and Commissioned Work Milestones

### Freshly Squeezed Productions

Over the course of each financial year Freshly Squeezed Productions will produce:

- **Three** cross art form themed Scratch Nights
- **Three** Artist Exchanges
- **Six** A Play, A Pie and A Pints produced in partnership with Oran Mor with **three** rehearsing and opening at The Lemon Tree
- **One** Christmas co-production for The Lemon Tree
- **One** spring/summer co-production

### The Music Hall contemporary art spaces and Associate Artist Programme

- Commission **six** pieces of new work as part of an ongoing Music Hall Associate Artist programme including three for the projection mapped Stepping In lobby
- **Undertake one** Granite Noir co-commission in partnership with SPECTRA Aberdeen's festival of Light and **one** True North festival commission
- Commission one artist for a long term residency and more complete body of work. Aim to strengthen international connections through this residency.

### Creative Learning Milestones

#### Youth Theatre

- Weekly *Engage* classes:
  - **30** sessions of *Play* (P1-3)
  - **30** sessions of *Create* (P4-7)
  - **30** sessions of Junior Youth Theatre (S1-2) plus **two** performances of devised production
  - **30** sessions of Intermediate Youth Theatre (S3-4) plus **three** performances of devised production
  - **30** sessions of Senior Youth Theatre (S5-6) plus **three** performances of devised production
- **One** Youth Theatre Festival combining Junior, Intermediate & Senior Youth Theatres in a celebration in The Lemon Tree
- A network will be established with other theatres to share work and audiences for youth theatre
- **Six** sharings of work (one per term per class) for *Play* and *Create* classes.

## Youth Music

- Weekly *Engage* classes
  - **30** sessions of *Imagine Tiny* (1-2yrs)
  - **30** sessions of *Imagine Tots* (3-4yrs)
  - **30** sessions of *Mini Maestros* (P1-3)
  - **30** sessions of *Mega Maestros* (P4-7)
  - **30** sessions of *Project Band* (14-19yrs)
  - **Two** new classes will be developed in the Music Hall Creative Learning Studio
- **One** *Project Band* showcase, showing work written & performed by young people from the class in a public gig in The Lemon Tree
- **Twelve** sharings of work (one per term per class) for *Imagine Tiny*, *Imagine Tots*, *Mini Maestros* and *Mega Maestros* classes.
- **Six** lunchtime concerts for schools with supporting workshop which introduce young people to classical music for the first time.

## Workshop Programme

- **20** Schools workshop/tour sessions at HMT
- **10** Workshops for public and schools connected to the mainstage programme
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- **Three** Northern Arc workshops

## Other Activities

- **Four** Teachers Network sessions
- **One** Junior Music & Drama Summer School for young people aged 7-11
- **One** Senior Music & Drama Summer School for young people aged 12-18
- **Three** My First Gigs throughout the year as part of the year round impact of True North

## Appendix 2

### Situation Analysis

#### BOARD DEVELOPMENT SESSION

Monday 16 January 2017

#### STRENGTHS:

- Iconic buildings
- Venues:
  - Three major venues
  - cross-art form
- Infrastructure
- Reputation:
  - Strong brand/ well regarded
  - Jane and wider team
- Loyal customers – repeat / APA Friends
- Brochures (developed over years)/Marketing
  - ‘What’s On’
  - Separate Lemon Tree brochure
- Diversity:
- Artistic – unique in Scotland
- Vision and ambition
  - Aiming high/True North & Granite Noir
  - Aberdeen focus
- Interconnect with other venues / collaboration
- PASSION
- Leadership
- Inclusive
  - Professional/amateur – raising standards
- Building new models
- Ability to support Lemon Tree
- Universities – casual staff venues in heart of town
- Major tours, Panto
- Cross subsidy – broader programme??
- Good management structures
- Good Board/Management Team
  - Always reflecting/reviewing
- Good teams throughout/  
People/Experience - Mix
- Embrace change

#### WEAKNESSES

- Lemon Tree: Fit for purpose? Refresh?  
Tired?
  - Weakest point – sightlines, heating
- Population – sustain audiences
- Comfort – upper circle
- Smallest of city’s capital projects:
  - Lower profile
  - Fighting for money
  - Donors keep a low profile
- Geography/Location for Product
  - Touring shows
  - Isolation
  - Central Belt bias (are we trying to emulate too much?)
- Old buildings
- Limited resources / Funding
  - Financial
  - Assets
  - Corporate / ticket buying
- Competition for funding
- Building repairs
- Board representation at sub-committees
- Public/Industry Perception
- Lack of cultural appreciation/awareness of our assets
- National profile – Aberdeen not just Oil & Gas

## **OPPORTUNITIES**

- Charitable status
- City Deal/Masterplan
- Lemon Tree (Develop)
  - Natural creative home
  - Activities in another space
- Music Hall Redevelopment / Relaunch
  - Box Office at heart
  - New performance space
  - Downturn and impact of culture
  - Reinvigorate Union Street
  - Stepping Out
    - New Partnerships: SPECTRA
    - Brand perception
  - Building new audiences
- New business opportunities
- New operator at AECC
- Digital/Social Media
- F & B Development
- Right product, extend customers / profits
- Make and create local work
- Schools and community engagement
- Visit Aberdeenshire / Cultural network
- AWPR
- Theatrebus
- Northern Arc
- Encouraging new talent within APA
- Coherence: Aberdeen Festivals
- Technology: Exploiting for marketing/sales/business process
- Collaboration (cultural organisations)
- Build own curated/produced programme
- Packages with hotels and restaurant eg. True North, big shows
  - 1906 post show meal

## **THREATS (CHALLENGES)**

- FUNDING (funding cuts)
- Downturn in economy
- Music Hall Redevelopment - £1.4m to pay
- Pricing
- We don't own our buildings
- Maintenance costs
- Closure of the Music Hall
- Music Hall fundraising
- Infrastructure
- Staff Retention
- Need to keep West End shows
- Lack of product/repeat business
- Cinemas – comfort, broadcast live performances
- Competition for time and money with other venues:
  - Blue Lamp, Tivoli
  - AECC new build – large and small scale venues
- Too far North??
  - Central belt – perception that Scotland stops there
- Seen to be well off –lose out
- Manage risk
- P & J plug Art Gallery
- Cyber security



## Appendix 3

### What People Say About Us

#### Granite Noir

“Granite Noir has made me rediscover my love of reading.”

“My daughter attended Shoo Rayner’s working. She was delighted that he liked her picture and it featured in his YouTube video. It has really boosted her confidence.”

#### True North

“Just like to say what a fantastic few days of amazing music in Aberdeen! Culminating in the brilliant Kate Bush tribute !! well done to all at True North!”

“Still in awe of an ace event this weekend - True North!”

#### Scratch Nights

“I think the Scratch Nights are wonderful, and the variation of different kinds of work are what made it interesting.”

“The Scratch Nights are great. Keep them happening and make it as appealing as possible for artists to meet and contribute.”

“To watch the next playwright de jour break through would be a worthy thing to see.”

#### Creative Learning

“Very happy - my daughter loves going”

“Our daughter first started the Imagine tots classes last year with her and as soon as I told her about the mini maestros and that Kirsty Robertson would be the teacher, she immediately wanted to join.”

#### Producers’ Project

“It has opened up the possibility of me working as an artist in the North-east in the long term.”

“As an actor who is new to the game I want to be able to create theatre. Previously I had assumed that this would probably mean me having to move south, but, hopefully I might be able to stay and make a career here.”

“Things should come from Aberdeen, not just to Aberdeen. Work needs to be conceived, developed and created here.”

#### Senior Youth Theatre Quotes

“Youth theatre in general has become an integral part of who I am and it has shaped me into who I am and how I perform and act to this day. I would have been a completely different person leading a very different life if youth theatre had not introduced me to the creative arts and everything I want to become in the future. It has built my confidence no end and has taught me the vast majority of my performance skills. I wouldn’t go back and change anything from youth theatre as the best people and events in my life have come as a result and through youth theatre.” **Alex, age 17**

“Youth theatre for me has helped me pursue the hobby and potential career that I have been interested in for all my life. In a way it’s made me grow in confidence and I find it easier to take to anyone and everyone which, in the long term has helped with things like interviews

and jobs. I've made lots of friends through youth theatre and I think it's helped me express myself and (as strange as it sounds) it's helped me and diverted me from things and people that could have got me into trouble." **Amy, age 16**

Youth theatre has always been a place where I have been able to express myself without fear of judgement. It has taught me essential skills needed to progress in the world of drama and creative arts. It is always the highlight of my week and has helped me form essential skills that will be beneficial in all aspects in life such as communication and leadership skills, resulting in me becoming a more developed and independent individual. **Rosemary, age 17**

APA's Youth Theatre Programme is more than just a drama group. The staff that I have been lucky enough to work with within the Creative Learning Team, have offered me support and mentorship and have made me feel valued in given me a voice to share my ideas. The skills, knowledge and network I have gained through being part of this programme have provided me with real life experiences and opportunities, and I am truly grateful for everything the Creative Learning Team at APA has given me. **Gemma, aged 18**

### **Stepping Out Feedback**

"In the Lemon Tree I enjoyed singing in front of the adults. I also enjoyed experimenting with others schools. Thank you for teaching us a song you made for us." Sophia P5/6

"I enjoyed making the sounds for the beginning because it was really fun." Andrew P5/6

"I liked it when we wrote our own song." Amy P5/6

"My best part was when we performed the songs." Kian P5/6

"I liked making the sounds because everyone joined in" Lucas P5/6

### **Youth Arts Collective North-east**

## Appendix 4

### Board Membership

**Craig Pike:** APA Chairman. Lawyer specialising in Private Client work with Ledingham Chalmers LLP, with previous experience as Area Personnel Manager for Boots The Chemists. A Director and performer with local theatre groups, producing shows at His Majesty's Theatre and ACT Aberdeen, as well as a performer and member of comedy group 'The Flying Pigs' having produced work for stage, radio and TV. Formerly Vice Chair of Castlegate Arts Limited, which operates ACT Aberdeen. Holds an LL.B. (With Options in Management Studies), a Diploma in Personnel Management and Diploma in Legal Practice.

**Jamie Allan:** The elected Employee Director on the APA Board. He is currently the Assistant Front of House Manager in the Customer Services team having previously been part of the Operations team. He has over eight years' experience of Duty Management of APA venues as well as many years' management experience in the field of Welfare to Work. As Employee Director, he serves a two-year term on the Board.

**Dame Anne Begg:** was a secondary school teacher then head of English in Angus schools before serving as Labour MP for Aberdeen South from 1997 until 2015. Dame Anne has the rare genetic condition, Gaucher's disease. She was 1988's Disabled Scot of the Year, the first permanent wheelchair user to be elected to the Commons since 1880 and was awarded a DBE in the 2011 New Year's Honours List for services to equal opportunities and disabled people. In Parliament, Dame Anne served on the Work and Pensions Select Committee from 2001 and was its Chair from 2010-15 during a time of unprecedented welfare and pensions reform. She is presently a non-executive Council member of the SSSC (regulatory body for social and care workers); a non-executive Board member of NHS Grampian and Moray Integrated Joint Board; and chairs Aberdeen City Council's Disability Equity Partnership. She is Patron of many charities and a trustee of the Chance to Flourish charity. She was awarded an Honorary Doctorate from the University of Aberdeen in June 2016.

**Councillor Marie Boulton:** Depute Leader of Aberdeen City Council, member of Education Sport and Culture Committee, Enterprise Planning and Infrastructure Committee and Grampian Joint Police Board. External appointments include Friends of Aberdeen Art Gallery, Aberdeen International Youth Festival, ACT Aberdeen, North East Arts Touring and Museums Galleries Scotland.

**David Burnside:** Was until recently a practising Solicitor in Aberdeen and a consultant for Burness Paull in their Employment and Pensions Division. David provides employment law advice from his own company, Burnside Legal Services (Aberdeen) Ltd., represents solicitors at their Discipline Tribunal and provide witness training for persons involved in court proceedings. He specialised in court work, both criminal and civil and Employment Tribunals and in 2013 was awarded an accolade at the cHeRries Awards Ceremony for his outstanding contribution to Employment Law. A founder member of the Employment Law Group and for 25 years accredited as a Specialist in Employment Law. David was a member of the post-incident steering committees for the Chinook, Piper Alpha, Brent Spar and Cormorant Disasters and acted as joint lead negotiator in the Piper Alpha Disaster, giving him considerable knowledge in dealing with complex issues and significant experience in dealing with the media. David is a Board member of the Legal Defence Union and past President of the Society of Advocates in Aberdeen and of the Aberdeen Bar Association. In 2001, he became Chairman of the Board of Governors of the Albyn School for Girls and was instrumental in preparing the school for a move to co-educational status.

**Dr Duncan Cockburn:** Director of Planning and Policy Development, Robert Gordon University. Convenor of the University's Public Art and Cultural Engagement Advisory Group, member of the working group established by RGU to report on the Cultural Regeneration of the North-east, chair of the Board for the proposed regional Visual Arts and Design Festival and involved in the development of the university's proposed Centre for Northern Culture and Design. He is responsible for the university's approach to equality and diversity including the development of Equality Outcomes and

compliance with the Equality Act 2010. He is the university's equality champion for sexual orientation and a founder member of the university's LGBT staff network. He brings experience of trustee governance as a board member of Gay Men's Health, through his role in the creation of an SCIO as part of the university's approach to philanthropic funding and in a previous post as Head of Student Participation in Quality Scotland. He has a MA (Hons) with first class honours in History and PhD in History from the University of Aberdeen.

**Councillor Sarah Duncan:** Sarah Duncan attended Dyce Academy and studied Modern History at Oxford University. She then trained as a solicitor and worked for a City of London financial services firm. She returned to Aberdeen in 1998, worked as parliamentary assistant to Dame Anne Begg, MP for Aberdeen South and, since 2001, has worked for UNISON, the public services trade union in both Glasgow and Aberdeen. Her particular interests are health and social care, arts, literature, theatre, culture and sport.

**Councillor Claire Louise Imrie :** Convenor of the Petitions Committee of Aberdeen City Council, Member of the Licensing and Education Committee, a Board member for Gordon Highlanders Museum and Macdonald Art. External appointments include Chair of Aberdeen International Youth Festival and Friends of Hazlehead Park. Claire is also a Director of a small food business and has previous experience in the oil industry and Health and Safety industry. Claire is also a member of Aberdeen Opera Company, performing at HMT and various venues around the city and has made television appearances in commercials.

**Kathy Fowler:** Deputy Executive Director of Aberdeen Institute of Energy and former Registrar for the College of Physical Sciences at Aberdeen University with more than 25 years' experience of the Higher Education system. Responsible for strategic planning, international activity, estates, communications and equalities, she was responsible for College policies, procedures and guidelines/protocols to ensure compliance with legislation including Health & Safety, Disabilities, Equal Opportunities, and Freedom of Information. She brings extensive experience of business continuity planning, ICT and software procurement and refurbishment and new build projects in support of the College Estates Strategy. She is currently Chair of the AUA, the Higher Education Professional Support services organisation. She has undertaken many professional development programmes including the UUK Continuing Professional Development Award and the International Leadership Management Development programme. She has an MA Hons in English from the University of Aberdeen.

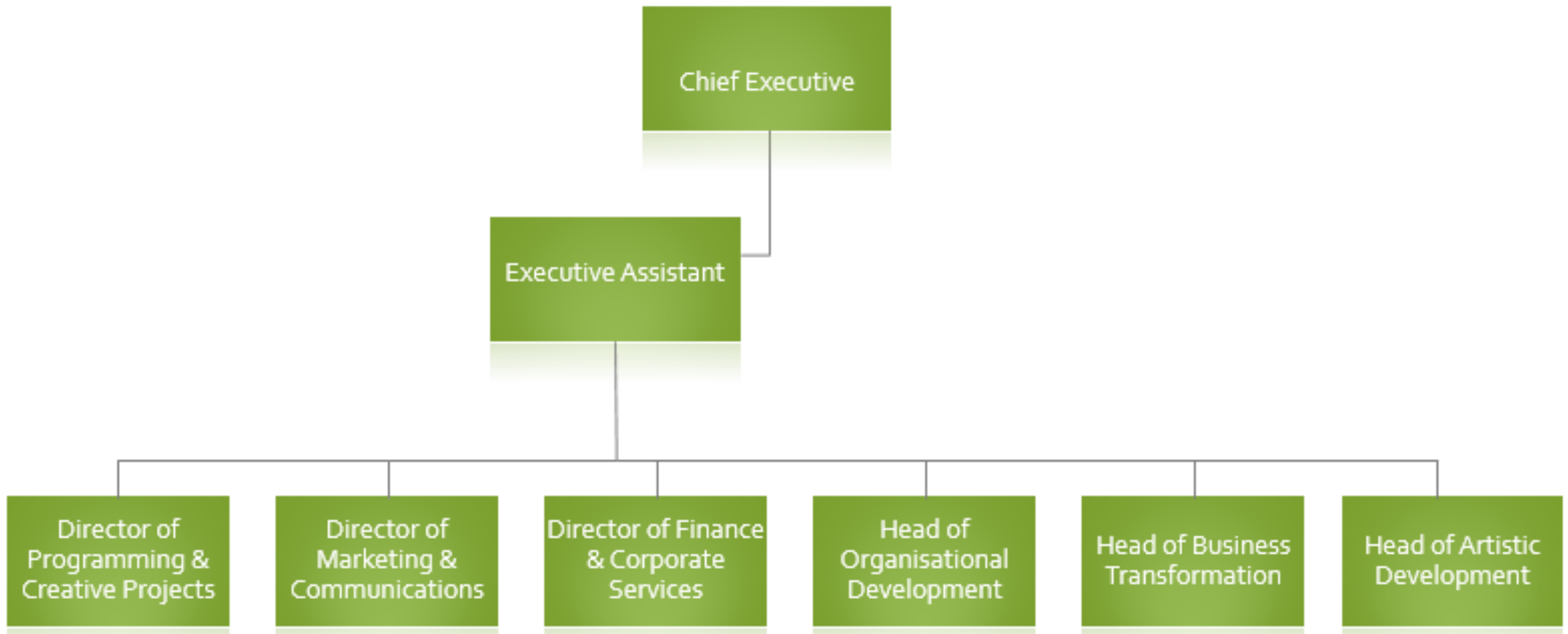
**Catriona Mackenzie:** Catriona was elected as a Councillor in the Torry/Ferryhill ward of Aberdeen City Council in May 2017. Prior to becoming a Councillor Catriona worked as a local broadcast journalist in Aberdeen before moving into work in press relations. Catriona was born in Aberdeen and raised in the city and shire, as well as living for a time in the USA and Middle East before returning home a decade ago. She is a graduate of both the University of Aberdeen, where she studied English and music, and the Robert Gordon University where she studied journalism. During her music courses, Catriona was a first study singer, performing regular solo recitals as well as being part of the Choral Society, and joined the university's chamber choir for its first performance at the BBC Proms. She is also a self-described 'passable pianist' and 'lapsed saxophonist' and is a lifelong fan of the arts.

**Harry Yorston:** Harry is a management consultant with over 30 years' experience in the Oil and Gas Industry and has held senior management and Board positions with several international oil companies. He has expertise in HR, HSE, Performance Management and Change Management. Harry chairs the APA Organisational Development Committee and Music Hall Strategic Board. Harry brings commercial acumen to APA, a passion for the arts and a belief in the positive impact the arts can have on young people. Harry is also Vice-Chair of Home Start Aberdeen where he leads strategic planning and was previously Deputy Chairman of Eden Court Highlands. He has an MBA from Heriot Watt University and a BA Hons from RGU in Business Studies.

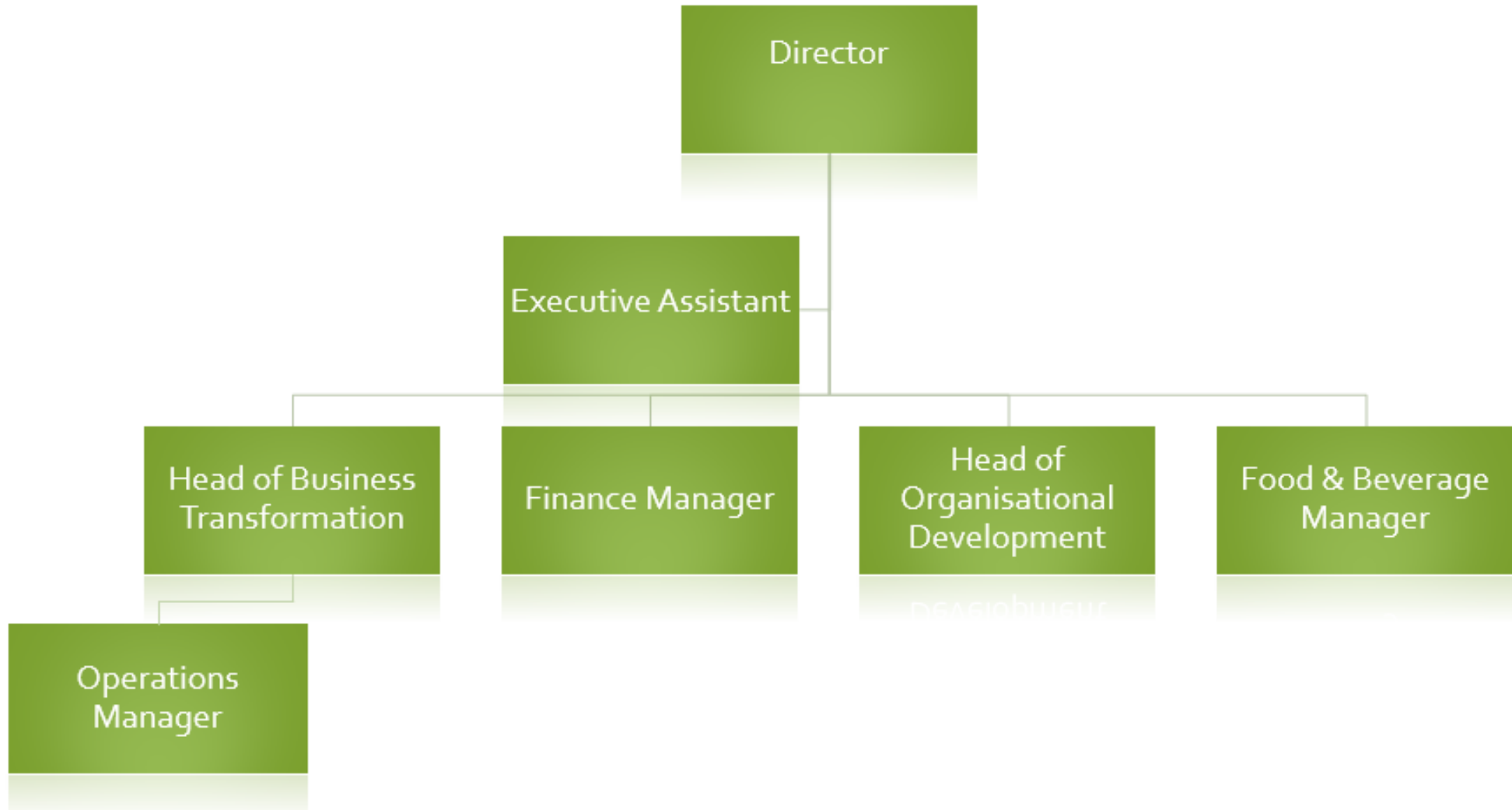
## Appendix 5

### Organisational Structure

# APA Leadership Team

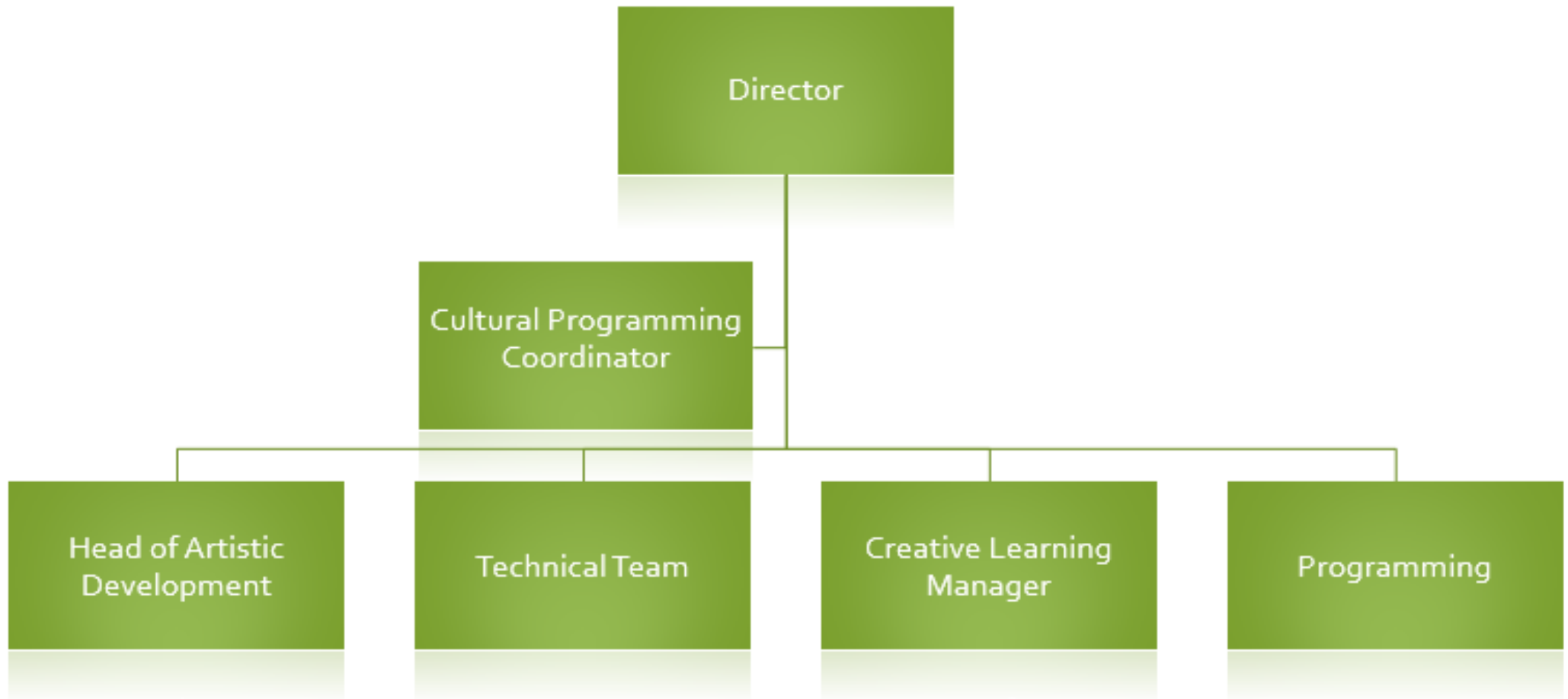


# Finance & Corporate Services





# Programming and Creative Projects



# Marketing and Communications

