

CREATING
A SPARK!

Performance Report
April - June 2018



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Deliver **650+** performances

His Majesty's Theatre

There were **20** productions at HMT this quarter featuring **80** performances, attended by just over **53,000** people. New musical theatre productions included *Fat Friends* and *Son of a Preacher Man*. There were excellent returning productions of *Legally Blonde*, *Flashdance* and *Sunshine on Leith*. *The Kite Runner*, which was described by many as one of the best stage plays seen at the venue. The programme also included Scottish Opera's production of Tchaikovsky's *Eugene Onegin*, a first stage production of *The Teletubbies*, and two popular local comedy productions with the annual student show, this year titled *Fittie Fittie Bang Bang*, and the return of the Flying Pigs with their revue show *Now That's What I Call Methlick*.

Lemon Tree

There were **77** performances to almost **10,000** audience members at The Lemon Tree this quarter. Music highlights included performances from iconic artists The South and Ralph McTell, contemporary artists Pinact, Lional and Nina Nesbitt, jazz from saxophonist Yolanda Brown, and the first staging of the roots and world music festival, the Other Music Festival, which included our Northern Arc Session with Heidi Talbot and Swedish group Vasen and a performance by the Bollywood Brass Band. In addition to two productions of *A Play, A Pie and A Pint*, the theatre programme included 2 productions for Scottish Mental Health Awareness week. There was an extended programme of family work in and around the Easter holidays with the annual Puppet Animation Festival, a show about family called *Grandad and Me*, and an explorative production for early years called *The Attic*.

	Current Quarter (Apr - June 2018)		Year to date total (18 - 19)	
	Performances	Attendances	Performances	Attendances
Comedy	13	8,390	13	8,390
Dance	7	600	7	600
Drama	20	5,778	20	5,778
Family	15	2,040	15	2,040
Festivals	10	912	10	912
Music	33	12,265	33	12,265
Musical Theatre	48	30,611	48	30,611
Producing	14	1,971	14	1,971
TOTAL	160	62,567	160	62,567

	<table border="1"> <tr> <td>His Majesty's Theatre</td> <td>80</td> <td>53,090</td> <td>80</td> <td>53,090</td> </tr> <tr> <td>The Lemon Tree</td> <td>78</td> <td>9,384</td> <td>78</td> <td>9,384</td> </tr> <tr> <td>Other</td> <td>2</td> <td>93</td> <td>2</td> <td>93</td> </tr> <tr> <td>TOTAL</td> <td>160</td> <td>62,567</td> <td>160</td> <td>62,567</td> </tr> </table>	His Majesty's Theatre	80	53,090	80	53,090	The Lemon Tree	78	9,384	78	9,384	Other	2	93	2	93	TOTAL	160	62,567	160	62,567
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Deliver Music Hall Stepping Out Programme across the city	<p>There were 12 Music Hall Stepping Out concerts in Q1 attended by almost 10,000 people. They included the RSNO's Classic FM Hall of Fame concert with John Suchet, comedians Jon Richardson and Paul Chowdhry, and music events Someone Like You – The Adele Songbook, Whitney Queen of the Night, Nashville Live, Some Guys Have all the Luck – The Rod Stewart Story, and Irish singing sensation Nathan Carter. The majority took place at His Majesty's Theatre, with a Northern Arc Session at The Lemon Tree and a Culture Café event at the Belmont Filmhouse.</p> <table border="1"> <thead> <tr> <th></th> <th>Current Quarter (Apr – June 2018)</th> <th>Full year total (18 - 19)</th> </tr> </thead> <tbody> <tr> <td>No. of performances</td> <td>12</td> <td>12</td> </tr> <tr> <td>Attendances</td> <td>9,805</td> <td>9,805</td> </tr> </tbody> </table>		Current Quarter (Apr – June 2018)	Full year total (18 - 19)	No. of performances	12	12	Attendances	9,805	9,805											
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Music Hall Launch programme	Plans are well underway for a Stepping In community event and a gala classical concert to mark the re-opening of the Music Hall																				
Music Hall Opening Season	We are programming the opening season in the Music Hall and tickets are already on sale for some concerts																				
True North: 20 events + 4,000+ attendances	<p>True North takes place from Thursday 20 to Sunday 23 September 2018 and the programme is now complete. The programme includes 27 events featuring more than 70 acts. Sales are good to date It includes:</p> <ul style="list-style-type: none"> • Headline gigs by Mogwai (HMT), Tracyanne and Danny (Tivoli), The Magic Numbers, Mull Historical Society and Glasvegas (Lemon Tree). • A special tribute to the music of David Bowie called Lady Stardust curated by Camille O'Sullivan and featuring a lineup of top names including Duke Special, Eliza Carthy, Kathryn Williams and Richard Hawley. • An opening night launch party at the Lemon Tree featuring top Scottish emerging artists Zoe Graham, Solareye and Man of Moon. • My First Gig at the Lemon Tree for 9-12 year olds featuring the Harmonica Movement. 																				

	<ul style="list-style-type: none"> • Panel discussions in the HMT Studio on the topics of mental health for musicians, and funding for artists. • A three-day workshop for young bands by leading tutor and performer Graeme Smillie • A film programme at the Belmont Filmhouse featuring Zidane: A 21st Century Portrait which has a soundtrack by Mogwai and The Man Who Fell to Earth starring David Bowie. • A free fringe programme across the weekend with performances by festival artists and local performers in venues throughout the city including a stage under the leopard in Marischal Square's Atrium. • Two secret gigs by festival artists in unusual locations to be revealed on social media.
Granite Noir: 25 events and attract 2,000+ attendances, 1000+ online visits to festival related content on Granite Noir TV and 2 new commissions, 1 x internship	Programming for Granite Noir in February 19 is nearing completion. Granite Noir TV will be launched shortly. Applications for local writers to be part of the festival through our Locals in the Limelight slot are currently open.
Co – programme, co-produce and co-commission in partnership with regional festivals	Working in partnership with the National Theatre of Scotland, Creative Carbon Scotland and Peacock Visual Arts we are co-delivering The Fierce Urgency of Now - an evening of food, discussion, and artistic provocations about climate change in December.
1 x themed season on the coast/sea	Planned for Spring 19

2. Be an incubator for artists and talent development in the North-east	
Music Hall Commissions 2 x digital art commissions for the Stepping In artspace 1 x poetry + illustration commission 1 x music commission (choirs)	<p>We have received all 12 poems that will form part of an exhibition, commissioned by APA to be premiered in the Music Hall. Poets are from every country in the UK and include Jackie Kay, Simon Armitage, Liz Lochhead, Sinéad Morrissey, Gillian Clarke. Artist Andrew Cranston will be working in residence with Peacock Visual Arts over the coming months to create illustrations for each poem.</p> <p>Following workshops in schools, young people were invited to write a piece around the concept, 'Aberdeen is my Home'. This competition forms part of APA's 'Year of Young People' project, funded by Event Scotland. The winning lyrics have now been sent to composer Katy Cooper who will use them to write a song which will be performed by APA's Community Choir during the Music Hall opening weekend celebrations.</p>
Music Hall heritage interpretation project (Create Music Hall	The Music Hall archive has now been transferred to Resource Space an online Digital Asset Management System that will enable remote access to the archive and its growing number of assets.

archive and content for digital interpretation)	<p>Stepping In space The hardware tender for the Stepping In screens has been awarded and the first commission has been confirmed. The commission is inspired by the Music Hall archive we have been researching and documenting over the last two years .</p> <p>Touch Screens The contract for the touchscreens has been awarded to create and design the software that will drive the touch screens which will tell the story of the Music Hall from its origins in 1822 to date.</p> <p>Education Packs & Tour scripts Early drafts of the education packs have been developed.</p>												
Co-produce 6 x A Play, A Pie and A Pint	<p>Two PPP co-productions took place over the course of this quarter, <i>Margaret Saves Scotland</i> by Val McDermid and <i>Chic Murray: A Funny Place for a Window</i> by Stuart Hepburn</p> <table border="1" data-bbox="987 699 1695 1010"> <thead> <tr> <th></th> <th>Current Quarter (April-June 2018)</th> <th>Full year total (18-19)</th> </tr> </thead> <tbody> <tr> <td>No. of co-productions</td> <td>2</td> <td>2</td> </tr> <tr> <td>No. of performances</td> <td>12</td> <td>12</td> </tr> <tr> <td>Attendances</td> <td>1786</td> <td>1786</td> </tr> </tbody> </table> <p>The autumn PPP season has been confirmed as: <i>Tap Dancing with Jean Paul Sartre</i> by James Runcie <i>The Last Picture Show</i> by Morag Fullarton <i>Turns of the Tide</i> by Lynn Ferguson</p>		Current Quarter (April-June 2018)	Full year total (18-19)	No. of co-productions	2	2	No. of performances	12	12	Attendances	1786	1786
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Support 1 x artist exchange (The Shelter)	<p>The work in progress sharing of Half Way Rock an Artist Exchange with writer Neil Cargill and sound artist Simon James took place on Thursday 30 August. Half Way Rock is a mixed-media play based on stories from the North-east coast which intertwines voices, sounds and music to create a narrative and performance.</p> <p>Heroine a new performance supported through one of our early Artist Exchanges has since gone onto full production and is currently part of the Made in Scotland showcase at the Edinburgh Festival Fringe.</p>												

Produce 2 Scratch Nights	A Scratch Night around the theme of Midsummer took place on Wednesday 20 June and was a mix of new short scripts, spoken word and performances by members of APA's Project Band class.
Christmas show remount for age 7 and under	Night Light our early years Christmas show at The Lemon Tree is now on sale. Night Light has been co-created by Scottish children's theatre artist Andy Manley and Danish theatre company Teater Refleksion. The show is for age 3 – 6. The show is a little theatrical poem, set within an installation, about darkness and children's relationship with light.
Develop criteria for selecting artists we support and review contracts	A review of commissioning contracts has taken place to ensure compliance with the Criminal Finance Act of 2017
Undertake an IP audit.	Due to take place in Spring 19

3. Provide inspirational creative engagement and participation opportunities					
Deliver 5 youth theatre groups for ages 5-19 years with 90 attenders per term and a total of 2,700 participations		Current Quarter (Apr-June 2018)		Year to date total (18-19)	
		Participa nts	Participatio ns	Participa nts	Participatio ns
	Play (P1-3)	24	240	24	240
	Create (P4-7)	30	300	30	300
	Junior YT (S1-2)	16	208	16	208
	Inter YT (S3-4)	21	273	21	273
	Senior YT (S5-6)	13	169	13	169
	TOTAL	104	1190	104	1190
Deliver 5 youth music groups for ages 1-19 years with 54 attenders per term and a total of 1,620 participations Develop and introduce 2 new youth music activities in the Music Hall creative learning space. January 18		Current Quarter (Apr-Jun 2018)		Year to date total (18-19)	
	APA IN-HOUSE	Participa	Participatio	Participa	Participatio

			nts	ns	nts	ns																									
		Imagine Tiny (1-2yrs)	8	80	8	80																									
		Imagine Tots (3-4yrs)	12	120	12	120																									
		Mini Maestros (P1-3)	11	110	11	110																									
		Mega Maestros (P4-7)	10	100	10	100																									
		Project Band (14-18yrs)	11	110	11	110																									
		TOTAL	52	520	52	520																									
		OUTREACH																													
		Imagine (1-4yrs)	0	0	0	0																									
		Mini Maestros (P1-3)	0	0	0	0																									
		Mega Maestros (P4-7)	0	0	0	0																									
		Middlefield Choir	8	64	8	64																									
		TOTAL	8	64	8	64																									
		GRAND TOTAL	164	1774	164	1774																									
Deliver 20 pre or post-show talks, 10 public/schools workshops, 20 HMT schools tours and 3 masterclasses Develop Teachers' Network to include 20 teachers meeting at least 4 times annually			<table border="1"> <thead> <tr> <th></th> <th colspan="2">Current Quarter (Apr-June 2018)</th> <th colspan="2">Year to date total (18-19)</th> </tr> <tr> <th>CREATIVE LEARNING</th> <th>Participa nts</th> <th>Participatio ns</th> <th>Participa nts</th> <th>Participatio ns</th> </tr> </thead> <tbody> <tr> <td>Teachers' Network</td> <td>10</td> <td>10</td> <td>10</td> <td>10</td> </tr> <tr> <td>Tours</td> <td>150</td> <td>150</td> <td>150</td> <td>150</td> </tr> <tr> <td>TOTAL</td> <td>160</td> <td>160</td> <td>160</td> <td>160</td> </tr> </tbody> </table>			Current Quarter (Apr-June 2018)		Year to date total (18-19)		CREATIVE LEARNING	Participa nts	Participatio ns	Participa nts	Participatio ns	Teachers' Network	10	10	10	10	Tours	150	150	150	150	TOTAL	160	160	160	160		
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Deliver 10 schools work placements	2 schools work placements were delivered in May 2018. In addition, 4 Aberdeen University students completed shadowing placements within our Creative Learning team as part of their Community Music Degree.																														

<p>Deliver creative learning activity for <i>True North</i> and <i>Granite Noir</i></p>	<p>The Creative Learning programme for True North this year includes, a young bands workshop and performance with Graeme Smillie, two panel discussions – one around mental health and well-being and the other on funding for artists – as well as a My First Gig.</p>																																		
<p>Develop and deliver our new youth arts festival Light the Blue for ages 7-18 attracting 40 participants</p>	<p>In June 2018, we launched Light the Blue our first arts festival for young people as a celebration of the youth arts activities that take place year-round as part of our Creative Learning programme. The festival showcased performances by our Junior, Intermediate and Senior youth theatre classes for secondary aged young people, as well as an end of festival celebration in the form of a live music gig performed by young people from within our Project Band music class. The festival also featured workshops in performing, directing and beatboxing, as well as a performance and workshop for local ASN School, Orchard Brae. More than 200 young people participated as part of the inaugural festival, which aimed to give performance and participatory opportunities for young people from across Aberdeen City and Aberdeenshire. There was a total of 678 audience members across the festival.</p>																																		
<p>Music Hall Deliver the Music Hall Stepping In project (4 projects, with 1,000 participants and 10,000 attenders over the opening week)</p> <p>Produce and deliver Stepping In community launch event</p> <p>Music Hall Babies: recruit 50 babies and put in place a year long participative arts programme</p> <p>Music Hall Choirs Recruit 80 to new adult community choir and establish 3 new children’s choirs x 3</p> <p>Drake Music and Orchard Brae Music project for young people with additional support needs</p> <p>Spinning Songs an</p>	<table border="1"> <thead> <tr> <th></th> <th colspan="2">Current Quarter (Apr-June 2018)</th> <th colspan="2">Year to date total (18-19)</th> </tr> <tr> <th>STEPPING IN</th> <th>Participa nts</th> <th>Participatio ns</th> <th>Participa nts</th> <th>Participatio ns</th> </tr> </thead> <tbody> <tr> <td>Music Hall Babies</td> <td>38</td> <td>342</td> <td>38</td> <td>342</td> </tr> <tr> <td>Community Choir</td> <td>90</td> <td>990</td> <td>90</td> <td>990</td> </tr> <tr> <td>Middlefield Choir</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>TOTAL</td> <td>128</td> <td>1332</td> <td>128</td> <td>1332</td> </tr> </tbody> </table>		Current Quarter (Apr-June 2018)		Year to date total (18-19)		STEPPING IN	Participa nts	Participatio ns	Participa nts	Participatio ns	Music Hall Babies	38	342	38	342	Community Choir	90	990	90	990	Middlefield Choir					TOTAL	128	1332	128	1332				
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<p>Music Hall Babies Project We continue to engage with our Music Hall Babies on a weekly basis, with 53 babies signed up and an average of 32 attending sessions thanks to sponsorship from Nexen. From May 15th to June 19th, the group worked with artists from Scottish Dance Theatre and Citymoves in movement workshops. These workshops were well received by the parents, with feedback received including:</p> <p><i>“[I] was surprised at how involved the babies were with the dancing! I thought it would have just been the grown ups with the babies watching.”</i></p> <p><i>“I’ve bought scarfs to use at home because of how much she enjoyed them in the class”</i></p> <p><i>“Love it and feel very lucky to be part of it!”</i></p> <p><i>“Yes we love coming each week - sad when the blocks end & excited for the new blocks. So pleased the project is running through the summer.”</i></p> <p><i>“I am quite a shy person so I was surprised at how much I came out of my shell & my confidence improved.”</i></p> <p><i>“[I was surprised at] how mesmerised by little one was at seeing the dancers moving around in a way she hadn’t seen before.”</i></p>																																			

<p>intergenerational project with Scottish Opera with a local nursery and primary one class and care home</p> <p>Year of Young People Music Hall ambassador programme. Recruit 30+ young people</p>	<p>The group entered in to its third block of sessions on July 10th, which are being delivered by artists from Aberdeen City Councils' Geronimo project. The sessions are focused around sensory activities using low cost resources, which parents are then able to recreate at home. A photographer attended sessions, with this block finishing with an exhibition in His Majesty's Theatre on August 14th.</p> <p>We have engaged the University of Aberdeen to conduct a piece of research into this project. The research proposal is titled '<i>Exploring the experiences and meaning making of participants in the Music Hall Babies multi-arts project.</i>' This will research the experiences and outcomes for the families and communities involved in the project. 17 participants have agreed to take part in the research and monitoring throughout the Music Hall Babies project.</p> <p>Community Choir APA's Community Choir continues to welcome 80+ singers on a weekly basis. The choir performed an end of term concert on 22nd June in The Lemon Tree Studio to an audience of 150 people. The choir are currently on a summer break and will begin rehearsals again in September.</p> <p>Young Ambassadors With over 60 young people registering their interest in being an ambassador for the Music Hall, we held a launch event in The Lemon Tree on May 9th. 30 young people aged 13-18 attended this event. 12 of these young people were Syrian Refugees and were supported by a translator for the purposes of the launch event. These young people were recruited through Aberdeen City Council's Early Intervention and Community Empowerment Team.</p> <p>The first workshop for the Young Ambassadors took place on May 25th in His Majesty's Theatre Education Studio, and was attended by 19 young people and focussed around the aims and ambitions for the project, with the Young Ambassadors creating a Manifesto for their work in 2018.</p> <p>A group of 10 Young Ambassadors attended the launch event for 'Light the Blue', APA's Youth Arts Festival. Following this event, the Young Ambassadors wrote reviews of the evening, one of which was featured on the APA website: http://www.aberdeenperformingarts.com/news/blog/guest-blog/review-of-our-light-the-blue-launch-by-our-young-ambassador-rory-mciver</p> <p>11 Young Ambassadors took part in a tour of His Majesty's Theatre, as well as a workshop on Thursday June 28th. The workshop was delivered by media expert Fynn Elkington from 'FoSho Video'. This workshop gave the young people training in creating relevant and captivating social media content, which will form a large part of their work as Ambassadors.</p>
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<p>4. Provide cultural leadership to shape the city vision and a creative Scotland</p>	
<p>Play an active role on key city, regional and national forums. Board memberships:</p>	<p>In this current reporting period, Leadership Team members have attended meetings and workshops run by Culture Aberdeen, 365 Events, Aberdeen Festivals, Federation of Scottish Theatre, Year of Young People, Youth Arts Strategy, Music and Lyrics consortium, UK Arts Marketing Consortium Conference, the UK Theatre Symposium and a working party organised by the Federation of Scottish Theatre reviewing contracts and fees for the Scottish Society of Playwrights</p>
<p>Participate in city/region initiatives: UNESCO Creative City bid for Aberdeen, Year of Young People, Aberdeen cultural strategy, Aberdeen youth arts strategy, Queen's Square Masterplan</p>	<p>Members of the Leadership Team participated in a UNESCO Creative Cities workshop led by Aberdeen City Council, and consultations on the Queen Street proposals in the City Centre Masterplan and the redevelopment of Union Terrace Gardens. The Chief Executive participated in a workshop led by Aberdeen City Council to review the 365 events group and Aberdeen Festivals</p>

<p>5. Reaching out: customer services, access, equalities, diversity and inclusion (EDI), marketing (research, audience development, press and media)</p>	
<p>Customer Services: Customer Feedback</p>	<p>Customer Feedback October – April to June 2018</p> <p>0.1% complaints from paying customers</p> <p>99% of the feedback we received in the last quarter was responded to within our advertised timescales.</p> <p>APA Welcome <i>My Mum and I were crying with laughter!! It was wonderful! Joe was outstanding in the part of Frank Spencer! I don't know if it's possible but I wanted Mr Pasquale to know how much we enjoyed it. Some Mothers Do 'Ave 'Em Customers</i></p>

	<p><i>"We really couldn't fault a thing"</i> Compliment around event</p> <p><i>It's always a worry going to places when you suffer with panic attacks but having an amazing team member like her helps more than I could ever describe. She is an absolute credit to your team and I will know for future to book lower seats!! "</i> Customer wanted to praise staff member</p>
<p>Customer Services: Achieve Customer Service Excellence Award</p>	<p>The application process for the Government's externally validated Customer Service Excellence Award is underway and will be submitted by 24th August. The CSE assessor visit will take place on 11th September.</p>
<p>Access:</p>	<p>Equalities, Diversity and Inclusion In the last quarter we had 6 shows that had accessible performances included (Audio described, Captioned, BSL signed).</p> <p>Audio Description Over the last quarter we worked with the audio describers association to offer tasters to visually impaired customers who had not previously attended an audio described performance. We also made connections with the NESS Young people's sensory group and Aberdeen/Aberdeenshire Macular society.</p> <p>Mobile Connect Mobile Connect – a Wi-Fi based hearing system that allows users to access a boosted sound or listen in to audio description via an app that can be downloaded on their smartphones has been purchased and in the process of being installed across our 3 venues thanks to sponsorship from Apache. Due to go live with this in September in HMT and Lemon Tree. This will sit along our current infra-red system in HMT and will be a stand-alone system in the Lemon Tree offering new opportunities to the hard of hearing in this venue. Staff training will be taking place in August with a soft launch to customers at the start of September.</p> <p>Familiarisation Visits We have started offering familiarisation visits on request for people with additional support needs so that we can talk through requirements, put plans or adjustments in place and allow customers to familiarise themselves with the surroundings, services and plan ahead. <i>We had a fabulous time, thank you for all your help our son really enjoyed the show. He coped so well with all the smaller children around too. Thank you so much again, it really makes a difference to be able to access activities if we can get assistance and can prepare beforehand.</i></p> <p>HMT Access Ramp We have installed an access ramp at stage door at HMT for wheelchair users and people with restricted mobility. We are reconfiguring our Stage Door area to make it more welcoming to artists and visitors.</p>

Marketing: Market Research:	<p>Food and Beverage Offer A survey was sent to all bookers in the last 12 months to ask whether they have used 1906 Restaurant at HMT, Café 1906 and our bars.</p>																																																															
Marketing: Audience Development:	<p>Business Development Our Director of Marketing and Communications is leading an extended development working group to identify cross-over and opportunities for audience development across Fundraising, Conference and Events and Marketing.</p> <p>APA Friends Marketing Team is leading an APA Friends working group to identify opportunities for growth with new and existing audiences. Members of the working group include Box Office, Marketing, Development.</p>																																																															
Marketing: Digital Development	<p>APA Website The APA website is undergoing development to ensure full support and intrgration with our new ticketing and customer repationship management system due to go live 29 August.</p> <p>Social Media Statistics</p> <table border="1" data-bbox="607 799 2175 1394"> <thead> <tr> <th>APA</th> <th>Apr-17</th> <th>May-17</th> <th>Jun-17</th> <th>Apr-18</th> <th>May-18</th> <th>Jun-18</th> </tr> </thead> <tbody> <tr> <td>Likes</td> <td>10,454</td> <td>10,498</td> <td>10,527</td> <td>11,209</td> <td>11,229</td> <td>11,261</td> </tr> <tr> <td>Engagement</td> <td>995</td> <td>1011</td> <td>1385</td> <td>4872</td> <td>1310</td> <td>2713</td> </tr> <tr> <td>Reach</td> <td>34,090</td> <td>25,928</td> <td>44,485</td> <td>89,384</td> <td>34,448</td> <td>62,890</td> </tr> <tr> <th colspan="7">HMT</th> </tr> <tr> <td>Likes</td> <td>18,751</td> <td>19,011</td> <td>19,189</td> <td>22,070</td> <td>22,276</td> <td>22,502</td> </tr> <tr> <td>Engagement</td> <td>51,163</td> <td>26,181</td> <td>37,159</td> <td>47,546</td> <td>38,709</td> <td>45,666</td> </tr> <tr> <td>Reach</td> <td>902,808</td> <td>569,368</td> <td>654,555</td> <td>665,753</td> <td>660,451</td> <td>718,329</td> </tr> <tr> <th colspan="7">Lemon Tree</th> </tr> </tbody> </table>	APA	Apr-17	May-17	Jun-17	Apr-18	May-18	Jun-18	Likes	10,454	10,498	10,527	11,209	11,229	11,261	Engagement	995	1011	1385	4872	1310	2713	Reach	34,090	25,928	44,485	89,384	34,448	62,890	HMT							Likes	18,751	19,011	19,189	22,070	22,276	22,502	Engagement	51,163	26,181	37,159	47,546	38,709	45,666	Reach	902,808	569,368	654,555	665,753	660,451	718,329	Lemon Tree						
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	Likes	11,960	12,122	12,203	13,045	13,101	13,149
	Engagement	6,095	11,480	5092	6,127	6,422	5,426
	Reach	182,949	304,614	153,070	127,381	135,908	133,004
	Music Hall						
	Likes	7,211	7,222	7,234	7,526	7,538	7,554
	Engagement	1,814	2,033	217	2,249	906	1,081
	Reach	25,595	24,962	2,755	43,989	22,492	25,388
					Apr was Russell Brand so skewed		
	Twitter Insights	Apr-17	May-17	Jun-17	Apr-18	May-18	Jun-18
	Followers added	80	56	51	69	55	26
	Reach	56,957	85,183	73,371	435,421	237,138	242,667
	Engagements	1,222	1,958	841	7,211	3,376	3,382
	Likes	123	555	100	509	466	484
	Link Clicks	251	394	159	2,754	635	459
Marketing: Brand Development	Following consultation, brand identity, architecture and guidelines are being updated						
Marketing: Press and Media	We issued 130 press releases in this reporting period. We received good coverage of the Music Hall and Stepping In in the press. We were invited to write a column in the AGCC Business Bulletin from our CEO and our Creative Learning Manager was interviewed for a feature in the new Society lifestyle magazine in the Evening Express.						
Marketing: Campaigns	Key Campaigns in this reporting period <ul style="list-style-type: none"> • True North Music Festival: In the lead up to getting ready to go onsale • Panto: through the Spring we received casting for Snow White. We announced Lee Mead and Juliet Cadzow 						

	<p>separately to give us two press statements and this resulted in strong coverage that translated into ticket sales. Discussions were then held with QDOS to identify new opportunities in the marketing campaign that we can implement once we are through the Summer months.</p> <ul style="list-style-type: none"> The priority campaigns completed or worked on between Apr-Jun included Snow White, Sunshine on Leith, The Kite Runner and getting ready to go onsale with The Lemon Tree Christmas show Night Light.
Marketing: Re-launch the transformed Music Hall as a venue, a brand and a customer experience and achieve a successful staff, customer, artist, audience and stakeholder journey back into the hall	<p>Production and installation of all signage within the Music Hall has been commissioned</p> <p>Recruitment planning is underway with Box Office and Customer Services to allow adequate time to train staff to achieve a successful journey back into the Music Hall. Focus group sessions will be held with Marketing and Communications, including Box Office, Customer Services, Marketing, Development and Conference & Events to ensure consistent delivery of the APA Welcome across business areas.</p> <p>Stakeholder engagement mapping is underway to engage key stakeholders around Aberdeen City, including business on Union Street to achieve buy-in and support promotion of the opening.</p>

6. Being Remarkable: Governance, Leadership and Employee Relations, Engagement and Development	
Governance and Leadership: Review Memorandum and Articles of Association	This is scheduled for consideration at the November 18 APA Board meeting
Governance and Leadership: Develop the appraisal process for employees and board members. Undertake 80 appraisals in 2018	Appraisals have been completed. This year's learning, training and development plan has been created following review of all output from the appraisals, and work will begin next quarter on reviewing the process for next year. 2019 appraisals will move to our online system, resulting in less paper, and the ability to more continuously/regularly record, track and review progress throughout the year.
Employee: Achieve Healthy Working Lives accreditation (Silver)	We continue to promote campaigns and activities as we work towards Bronze re-accreditation and Silver accreditation. This quarter has seen campaigns and activities related to blood donation, healthy eating week, healthy recipes, providing free fitness tests for staff, cycle to work, summer yoga sessions, and a wildlife walk (puffin spotting). We will complete our Bronze reaccreditation application in August, and our Silver accreditation application in September/October.

Employee: Develop management competencies	Scottish Enterprise continues to support APA's management/leadership development programme.
Employee: Recruitment and Induction	<p>14 new employees joined APA this period. These staff joined in a variety of departments including Box Office, Bars and Catering.</p> <p>The new HR system, People HR, was used extensively during this period in the recruitment process, and new electronic/automated processes to improve the induction/onboarding experience have been implemented. This has resulted in managers being notified and reminded of their role/tasks in the induction process, as well as notifications to departments like IT in order to ensure staff are set up and equipped to do their job in a timely manner.</p>
Employee: Engagement and Internal Communications:	<p>Key members of staff attended training on Sharepoint administration, and the internal comms plan was refreshed.</p> <p>The staff newsletter, Centre Stage as well as In the Know, our Music Hall newsletter continues to be used to keep staff and stakeholders informed of progress.</p>
Employee and Board: Learning and Development	<p>This quarter saw a variety of learning opportunities for our staff, external and internal, including GDPR awareness, People HR training, Fire Evacuation training, Copywriting, Bars/Customer service development evening, and various conferences and seminars.</p> <p>The training plan for the remainder of the year has been created based on training requests, review of appraisals, and analysis of skills/knowledge gaps in relation to our objectives and goals for this year.</p>

7.Future Proofing: Environmental, Business Systems and Business Continuity	
Environmental: Review and refresh Planet APA policy and action plan	<p>The Planet APA environmental sustainability policy and Green Action Plan has been reviewed and updated for 2018/19. The action plan incorporates a "traffic light" system for reporting on the progress of tasks. Picking out a few highlights: The falconry project has been a great success and deterred seagulls from nesting on the roof at HMT. It is recommended that this is repeated next year and extended to other venues as environmentally friendly preventative maintenance. The Urban Bees project officially launched in June, with local media attending the Aberdeen Inspired launch event. APA has also made use of an environmentally friendly delivery service, using an electric van to deliver goods between venues when our own van is booked out.</p>

Environmental: Create a carbon management plan	From April 2018, Creative Scotland requires all Regular Funded Organisations (RFO's), as part of their funding agreements, to develop plans to reduce the carbon emissions related to at least one aspect of their activities. APA has selected the LED conversion of back of house light fittings, and house light conversion in HMT auditorium, as suitable projects to demonstrate our commitment to reducing carbon output. The Carbon Management Plan will be submitted to Creative Scotland before the due date of Friday 05 October.																												
Environmental: Establish accurate baseline measurements for energy consumption and waste production against which to measure our carbon footprint	<p>We continue to collect measurements for energy consumption, waste production and paper usage across all our venues. The measurements below are for His Majesty's Theatre and The Lemon Tree combined. Waste reports are provided quarterly so are split evenly across each month.</p> <table border="1" data-bbox="624 493 1697 703"> <thead> <tr> <th></th> <th>Electricity (kWh)</th> <th>Gas (kWh)</th> <th>Water (cubic metres)</th> <th>Paper (sheets)</th> <th>Waste to Landfill (kg)</th> <th>Waste Recycled(kg)</th> </tr> </thead> <tbody> <tr> <td>April</td> <td>58736</td> <td>138551</td> <td>3431994</td> <td>16047</td> <td>2020</td> <td>2600</td> </tr> <tr> <td>May</td> <td>59836</td> <td>95190</td> <td>3431994</td> <td>16939</td> <td>2020</td> <td>2600</td> </tr> <tr> <td>June</td> <td>53050</td> <td>72382</td> <td>3431994</td> <td>10265</td> <td>2020</td> <td>2600</td> </tr> </tbody> </table>		Electricity (kWh)	Gas (kWh)	Water (cubic metres)	Paper (sheets)	Waste to Landfill (kg)	Waste Recycled(kg)	April	58736	138551	3431994	16047	2020	2600	May	59836	95190	3431994	16939	2020	2600	June	53050	72382	3431994	10265	2020	2600
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Environmental: Achieve Green Tourism Business scheme accreditation	The Green Tourism Business scheme accreditation is scheduled for Spring/Summer 2019. The working group will convene to agree the completion of tasks later this year.																												
Business Continuity: Put in place a business continuity plan	The Business Continuity Management Plan has been formally ratified by the Board.																												
Business Systems: New OD system in place by May 18	The new People HR system has been fully launched to all managers and staff, with training sessions, documents and videos. Use of the system will continue to be developed over the coming months with full integration with payroll (August), and use to automate processes and reduce manual/paper-based processes.																												
Business Systems: New ticketing and CRM system in place by August 18	The new ticketing system went live on 1 September 2018.																												
Business Systems: Web development	Webiste is being upgraded to interface with new ticketing system.																												
Business Systems: Upgrades	These include the installation of new Konica printers to replace all local printers – this enables us to accurately monitor ALL paper usage across the company. We've gradually rolled out Sophos AV across our IT estate, implemented a new sFTP solution through NextCloud, and set up VPN access for secure remote network access - all as part of our GDPR action plan.																												

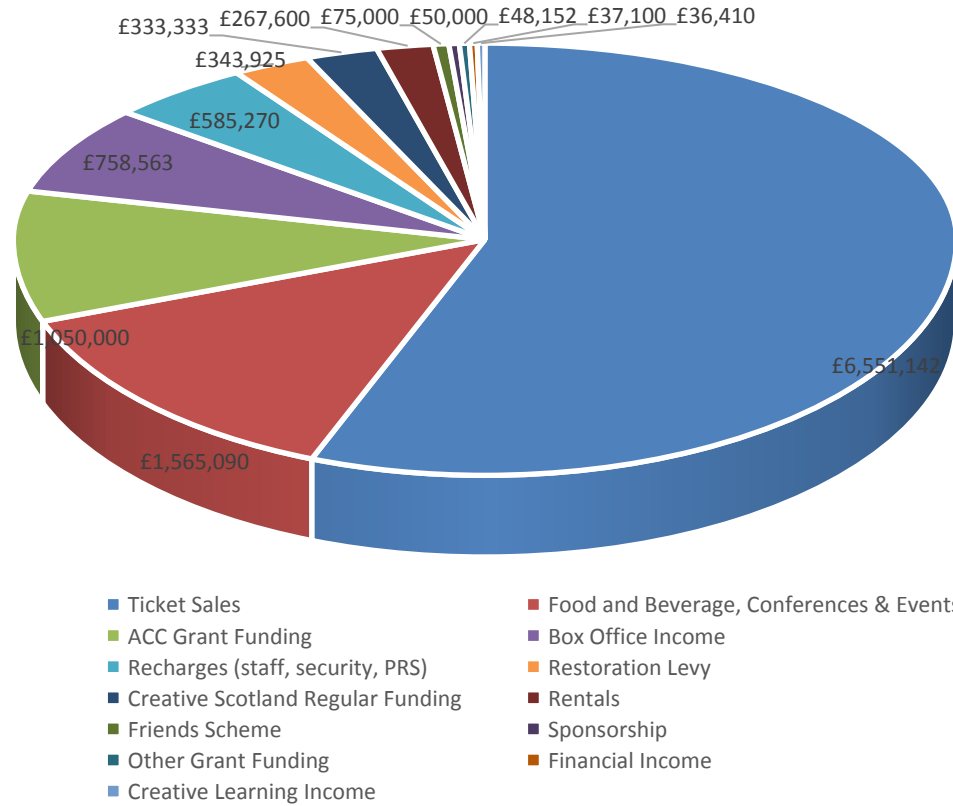
8.Safe and Sound: Health and safety, compliance, legal and licensing	
Health and Safety:	The Health and Safety Champions continue to meet monthly and work through the implementation plan for 2018-19. All health and safety procedures are complete and up to date, and the team is reviewing Risk Assessments as part of the annual review. New COSHH units have been installed at HMT. A continued programme of e-light replacement is also underway. As part of our work in fire safety, all drapes in all venues have been flame-proofed. Installation of the fire curtain at The Lemon Tree is also complete. Fire evacuation training (performance and non-performance) took place at HMT in July and The Lemon Tree in August.
Compliance: achieve PCI-DSS v3.2 compliance, GDPR compliance, CyberEssentials accreditation	<i>PCI-DSS (cardholder data security):</i> Working towards PCI-DSS compliance <i>GDPR:</i> All the tasks to achieve GDPR compliance were completed by the May deadline. <i>CyberEssentials:</i> Working towards CyberEssentials accreditation
Licensing:	A variation to the Premises Licence for the Music Hall was submitted for consideration at the 4 th September 18 Licensing Board and has been approved.

9.Refreshing and re-imagining spaces: Capital projects	
Review and prioritise long term capital plan for replacement of major items of equipment and	Our communications, server and security infrastructure are being upgraded as part of a refreshment programme to deliver the 2018-21 Imagining New Futures business plan. Work has now commenced on the installation of Gigabit fibre connectivity at all three venues, making use of the UK government's Gigabit Voucher Scheme , with redundant OpenReach circuits offering additional resilience. A new SAN has been installed and firewalls/next-gen AV are in place to strengthen APA's security posture and mitigate against high-risk threats such as ransomware.
Ensure we have 10-year maintenance plans for all three APA venues	A ten-year plan is in place for the Music Hall, a five-year plan for HMT, and a conditions survey has been completed
HMT passenger lift replacement	Complete.

Commission and install HMT stage door ramp	Complete
Upgrade to HMT stage door	Complete
Upgrade stalls bar at HMT	In progress
Deliver the Music Hall transformation project	Meetings of the Music Hall Strategic Board are taking place quarterly in advance of APA Board meetings. The last meeting of the Strategic Board took place on Thursday 9 th August 2018. Programme to completion is in place and on track. Good progress is being made on site with the contractor on all fronts. Client fit out will be underway from September 18.
Develop the Music Hall new Stepping In Digital Artspace: <ul style="list-style-type: none"> • Select hardware, • Commission software • Develop an asset management system 	All on schedule

10.The Trading Floor: cultural, conference and events, food and beverage, ticket sales + ancillary income	
Target Income FY 18/19	

Aberdeen Performing Arts Income FY 18-19



Cultural:

- Ticket sales target HMT **£5,642,500**
- Ticket sales target Music Hall **£655,000**
- Ticket sales target The

On track. Sales at HMT look solid for the rest of year with encouraging figures for Music Hall shows which are already on sale for Spring 2019.

His Majesty's Theatre – there were excellent sales for Sunshine on Leith, The Kite Runner and Now That's What I Call Methlick. Sales are very much picking up again as we head to the end of the summer holidays – sales for Jersey Boys, Cilla and Fame in August and September are doing really well. After Lee Mead casting

<p>Lemon Tree £138,630</p>	<p>announcement, and with a press call scheduled for 21 August, we expect panto sales to reach target this year.</p> <p>Music Hall – there are around 20 shows already on sale including the orchestral seasons, as well as some music and comedy shows including Mike and the Mechanics, Collabro and Rhod Gilbert. Sales are encouraging.</p> <p>The Lemon Tree – sales are broadly in line with expectation at this point in the year and we are exceeding target figures for both music and comedy to date. Tickets are on sale now for this year’s festive production ‘Night Light’.</p>
<p>Conference and events:</p> <ul style="list-style-type: none"> • Develop Music Hall conference and events (net income target £5,000) • Develop HMT corporate events (net income target £10,000) • Develop The Lemon Tree corporate/non cultural events • (net income target x) 	<p>The Conference and Events brochure and website content has been drafted is is undergoing a final review. A holding page was set up on our current website whilst the new website is developed,</p> <p>Relationships with various city stakeholders continue to be developed particularly with the convention bureau team at VisitAberdeenshire. There are also ongoing conversations with local and national event organisers on a number of events for the Music Hall in 2019 and into 2020. Upcoming confirmed events include a private reception in 1906 for 100+ people and a ½ day conference at the LemonTree.</p>
<p>Food and Beverage: Maximise profit generated by the restaurant, café and bars.</p>	<p>Restaurant and Bar performance is steady and sales of ice cream ahead of target mainly due to the number of children’s shows in the period and the unusually warm spell of weather.</p>
<p>Food and Beverage: Develop F&B offer for the Music Hall</p>	<p>The offer at the Music Hall for the Café/Bar is in development. Menus for pre-show suppers will be created to suit each show demographic. Conference and Events packages have been agreed.</p>
<p>Ancillary: Diversify to generate additional income streams:</p> <ul style="list-style-type: none"> • Introduce ticket insurance 	<p>Ticket Insurance was introduced in financial year 17/18.</p>
<p>Fundraising: general</p>	<p>Various applications are underway</p>