

ALEO Report 2019/2020

Aberdeen Performing Arts



ALEO ANNUAL MONITORING REPORT

Organisation: Aberdeen Performing Arts	
Year Covered:	2019-2020
Report completed by:	Jane Spiers
Position:	Chief Executive

About the organisation

A brief description of the organisation and its vision

Aberdeen Performing Arts is the arts charity that runs three city centre venues – the Music Hall, His Majesty’s Theatre and the Lemon Tree and three festivals - True North, Granite Noir and Light the Blue youth arts festival. We also provide a box office service for 30+ venues in the North-east, run a production company, Freshly Squeezed Productions, for young and emerging talent, and a creative learning programme Engage! in schools and communities across the city.

Our vision is to be a creative hub at the heart of city life, inspiring, exploring and engaging through live performance and creative projects. Our mission is ‘Creating A Spark’, taking our inspiration from the sparkle in the granite.

Organisation Information	
Organisation legal structure	Company limited by guarantee with charitable status
Number of years operating	16
Name of Director/ Chief Executive	Jane Spiers
Number of venues operated	3
Number of festivals operated	3
Number of Board Members	11
Number of Full time staff	49 (average head count over the year)
Number of part time/casual staff	218 (average head count over the year)

SECTION 1 - Outcomes and outputs

Please provide a qualitative executive summary of outcomes, outputs, activities undertaken and progress made to date:

Key Achievements

AMBITION 1: City Vision: provide cultural leadership to shape city vision and a creative Scotland

Achievement 1: Awards and Accreditations

Business of the Year at the Northern Star Business Awards

This was announced at the Aberdeen and Grampian Chamber of Commerce Northern Star Business Awards in September 2019. It’s the first time a cultural organisation has received the award and it recognises businesses which have demonstrated excellent practice and inspire others by being a market leader. We were also Eco Hero Category Finalists.

SEPA Vibes Engaging Scotland Award

We were also delighted to win the SEPA Vibes award for Engaging Scotland in November 2019, fighting off strong competition nationally to be named the company that had done most to engage customers, partners, staff and artists in achieving environmental improvements and delivering on our environmental strategy.

Music Hall Transformation

The Music Hall redevelopment won two national awards in 2019, both recognising the extent of community engagement in the project

- Chartered Institute of Public Relations (CIPR) 19: Music Hall Stepping In Campaign: Arts and Sports Campaign of the Year: Winner
- Royal Incorporation of Chartered Surveyors (RICS)19: Music Hall Community Benefit – Scottish Winner and UK Finalist

Scottish Culture Awards

We were national finalists in two categories for the 2019 Herald Scottish Culture Awards. Our book festival Granite Noir was a finalist in the Outstanding Cultural Event category and the Music Hall was a finalist in the outstanding venue category

In the 2019 Society Awards, Aberdeen Performing Arts was named winner in the “Best Contribution to Entertainment in the North-east” category

Accreditations

- Customer Service Excellence (CSE) - Government Standard: Compliant in all 57 criteria and Compliant Plus in 20.
- Healthy Working Lives: Silver Award
- Certificate of School Engagement DYWNES

“The approach to customer insight, engagement and customer satisfaction is first class.” “The commitment and involvement of the leadership team remains the driver behind the success of Aberdeen Performing Arts.”

CSE assessor

Compliances

- ESOS compliance
- GDPR compliance (external audit by Scott Moncrieff in October 19)
- PCI-DSS (cardholder data security) compliance

Achievement 2: Environmental

In 2019/20 the hard work we invested as a team in reducing our environmental impacts and carbon footprint, as described in our end of year report for 18/19, was recognised when we won a national award, the SEPA Vibes award in the category of Engaging Scotland.

The SEPA Vibes awards are a partnership between the Scottish Government, SEPA, HIE, Scottish Enterprise, Scottish Natural Heritage, Scottish Water and Zero Waste Scotland. They are the environmental Oscars, highly competitive and to our knowledge the first time an arts organisation in Scotland has won in the category of Engaging Scotland.

We also attained a score of 15/15 for our Creative Scotland Carbon Management Plan and achieved Silver accreditation through the NHS Grampian Healthy Working Lives scheme.

Achievement 3: Think Digital

We continued to push digital transformation through the “Think Digital” programme in 2019-2020. Think Digital includes projects such as a web and digital development project to optimise online ticketing and product sales, the implementation of a digital asset library, Dash, and commissioning new digital art on the Stepping In Screen.

In 2019, we introduced a new digital asset library which launched in December 2019 to all staff. This has improved the visibility and searchability of assets such as photography and communications materials. Phase two of this project will review the merging of digital libraries to host all archived assets from the historic interpretation and Music Hall archive projects into one central resource library.

Our sales team participated in advanced consultative training including “Asking for Donations” and “Assess Your Access.” In addition, we integrated our Spektrix system with data analytics tool Purple Seven, and we continue to work with The Audience Agency to implement the Audience Finder tool. Artifax was also migrated to a managed hosting platform in preparation for integration with Spektrix in 2020.

In 2019, we installed Onelan digital display screens at HMT and The Lemon Tree. All three venues have networked screens and players to centralise control of all our digital advertising and a digital totem was installed outside the Music Hall in 2020.

Other “Think Digital” projects completed in 2019-2020 include the digitisation of VAT returns as part of HMRC’s Making Tax Digital (MTD) and a data rationalisation exercise, merging data storage into a central file share and reviewing data held on our SharePoint intranet site.

Achievement 4: People

Equalities, Diversity and Inclusion

Our Equalities, diversity and inclusion (EDI) Group has made significant progress in the development and implementation of our ambitious EDI plan. In 2019 we renewed the focus on EDI at board level by running a workshop at our annual Board Development day, reviewing our Memorandum and Articles of Association to update and strengthen our commitment to EDI, and we undertook a recruitment campaign to improve representation on our Board successfully increasing cultural diversity, improving gender balance and age range.

In 2019 we were successful in securing funding from the Weston Jerwood Foundation to host a creative bursary for an artist/creative from a lower socio-economic background. This successful application also comes with a programme of organisational development aimed at improving representation within the host organisation.

We also reviewed our recruitment processes to spread our reach in terms of recruitment advertising. We continue to challenge each other in diversity in decision making whether this be in relation to recruitment, people-related decisions, or in terms of programming.

Learning and Development

Flow online training is being used by teams to supplement induction and health & safety training, and we have seen an increase in use of webinars for self-directed learning. We continue to work with Flow to further develop our use of their training facilities as well as review other providers for specialist training areas such as IT security. Our management competency framework has been launched with managers and we are working with supplier to finalise our management development programme. As well as our regular compliance training in fire safety and evacuation and first aid, we have offered a wide range of training and learning opportunities to staff including Action Counters Terrorism (ACT) refresher training, customer care, conflict awareness, mental health awareness, dementia awareness, cyber security and personal licence holder.

AMBITION 2: Programme: Delivering a distinctive and diverse artistic programme

Achievement 1: Cultural Programme

In 2019/20 we staged 814 performances to an audience of 364,475 paying attenders and welcomed more than 1,250,000 visitors through the doors. 46.2% of our paying attenders were from the City of Aberdeen and 53.8% from the rest of the UK.

Music Hall

In 2019/20, the first full year of operation for the transformed Music Hall all targets set were exceeded in attracting international artists, signature concerts and record-breaking audiences. Since the Music Hall reopened we have increased paid attendance by 18% within the first year of activity (benchmarked with the year before closure).

The opening season featured a diverse programme of signature events, curated programming, and the very best touring productions, as well as conference and events business. Highlights of the year at the Music Hall included bands The Cult, Shed Seven, Bastille and Primal Scream, singer-songwriters Jack Savoretti, KD Lang, Black Stone Cherry, Papa Roach, Nathan Carter, comedians Ben Elton, Rhod Gillbert, Frank Skinner and John Bishop, classical concerts from Scotland orchestras, Scottish Ensemble and Dunedin Consort's Matthew Passion. We were particularly pleased at the success we had in attracting concerts and bands for younger audiences as this had been one of our key objectives for the Music Hall post redevelopment including gigs by bands such as DMAs and a live film with orchestra performance of Back to the Future. In our new Big Sky Studio we programmed early years and family shows for the first time to appreciative and sold out audiences. We were thrilled to host the annual Trad Music Awards in 2019, broadcast live on BBC ALBA.

We have delivered 17 conferences and events in the Music Hall since opening, including the Visit Aberdeenshire Tourism Conference, OE Reeds dinner pre-opening of Offshore Europe and Datafest. There has been a marked increase in both turnover and profitability in the conference and events business. This has been driven by a combination of cost savings as well as a continued growth in enquiries and bookings of the facilities in the Music Hall.

His Majesty's Theatre

His Majesty's Theatre continues to be the home of the West End in the North-east, of Scotland's national companies for dance, opera and theatre, first theatrical experiences for children, Aberdeen's leading amateur theatre companies, and of one of Scotland's most celebrated pantomimes. Highlights of this year include first time visits of West End musicals Kinky Boots and American Idiot, returning popular favourites including The Bodyguard, We Will Rock You and 9 to 5, as well as top quality contemporary drama with The Girl on the Train and Dial M for Murder, choreographer Wayne McGregor's Autobiography, children's productions such as Madagascar and The Gruffalo, and work from Scottish Ballet and Scottish Opera.

Lemon Tree

The Lemon Tree is Aberdeen's venue for cultural discovery and presents a year-round programme of artists from new talent to living legends. We presented a diverse selection of music, comedy, drama, dance and family work throughout the year. Highlights included gigs by The Skids, The Lafontaines, Yola, Lucy Spraggan, She Drew the Gun and Wolfgang Flur; roots performances with Peat and Diesel, Breabach, Niteworks, Flook and a Northern Arc gig with Old Blind Dogs and Startijen; comedy and spoken word from comedians Kiri Pritchard-Mclean, Jay Lafferty, James Acaster, author Antony Horowitz, and criminal psychologist Jennifer Rees; and theatre production including Drift by National Theatre of Scotland and Locker Room Talk by the Traverse.

Achievement 2: Our Festivals

Aberdeen Performing Arts remains at the heart of the city's festival culture, producing three festivals of our own, and acting as a programming and venue partner for many others. Collectively, in 19/20 our two festivals True North in September 2019 and Granite Noir in February 2020 achieved audience figures of 14,906 paying attenders and an additional 4,300 visitors to free events and exhibitions. 28% of the aggregated audience for both festivals came from out with Aberdeen and 19.5% stayed over one or more nights in the city resulting in 5,212 bednights over the course of the two festivals. Visitors booked from as far afield as USA, Japan, Canada, Israel and Australia. Our festivals are firmly established in Aberdeen's cultural calendar, increasing the city's creative offering and growing reputation as a festival city. The festivals align with regional strategies led by Visit Aberdeenshire to grow the North-east as a national and international visitor destination all year round.

In 2020 Granite Noir, now in its fourth year, successfully established itself as one of Scotland's signature book festivals and one of the UK's main crime fiction festivals. (see case study 1)

Our award-winning music festival True North continued to strengthen its reputation as an exciting, urban, indie music event, with the biggest festival yet this year including gigs by The Twilight Sad, Shame, Self Esteem, Bill Ryder-Jones, Kathryn Joseph, Ibibio Sound Machine and a special concert 'Rip It Up Live' curated by DJ Vic Galloway celebrating Scottish pop music featuring top performers including Clare Grogan, Justin Currie and The Rezillos. There were performances throughout the city including at the Leopard stage at Marischal College and in bars and coffee shops, informal gigs in the Music Hall's Big Sky Studio, plus events for young people including the ever-popular My First Gig and our first kids disco Mini Manoeuvres.

AMBITION 3: Creative Learning: Providing inspirational community engagement and participation

Our commitment to professional development and a skilled workforce for the future included supporting a total of 284 creatives through our talent pipeline programme in 2019/20, offering 53 work placements, 2 internships, a tailored mentoring programming to 30 young people and we were recognised by Developing the Young Workforce North East Scotland as a school partner with our certificate of School Engagement.

We also provide positive destinations and diversionary activity through our creative learning programmes which in 2019 totalled 20,348 participations and included:

- **Youth theatre classes** – Five groups for ages 5-18 years running in the HMT Studio.
- **Youth music classes** – Five groups for ages 1-18 years including our introductory Imagine classes, primary school Maestros classes, and our Project Band.
- **Everyone Can Play** - new music making class for young people aged 10-18 years with additional and multiple learning difficulties, delivered in partnership with Drake Music Scotland
- **Young Company** – new group for 18-25 years.
- **Adult Drama Group** – an introductory programme for adults.
- **Teachers network** – termly meetings with teachers from Aberdeen City and Aberdeenshire.
- **Dance for Parkinsons** – a project delivered in partnership with Citymoves, Scottish Ballet and Dance Base.
- **Summer Schools** – two week long summer holiday projects for primary and secondary pupils creating a cross art form devised production.
- **Tours** – regular tours of His Majesty's Theatre and the Music Hall – 27 in total

Our creative learning programme has continued to grow and develop and we have built on the work that was started during the Music Hall's Stepping Out programme. These developments have included the continuation of the Music Hall Babies programme for a second year – this has been expanded and now features a programme of outreach events including a visit to the Music Hall from sensory play practitioners Soundplay Dome and a programme for young mothers and their babies in Seaton. This part of the programme was delivered in partnership with Starcatchers' 'Expecting Something' project.

We have continued to develop our relationship with Orchard Brae special education school through a sensory performance project developed as part of 2019's 'Light the Blue' festival. We also worked closely with the school in developing and recruiting for 'Everyone Can Play' ASN class in partnership with Drake Music Scotland.

We hosted a large-scale dementia-Friendly choir event with Luminare as part of the launch of the Dementia Friendly Choirs Network where our own Community Choir performed as the host choir. We facilitated training for staff delivered by Age Scotland as part of adapting our community choir as Dementia Inclusive. In 2020 we staged our first ever Dementia-Friendly performance at HMT with Scottish Opera.

We are developing a research and engagement project working with looked after children and care experienced young people, having been invited to be part of the Virtual School's Wider Access Programme coordinated by Aberdeen City Council's Integrated Children's and Family Services.

Light the Blue

Our youth arts festival Light the Blue returned for its second year in June 2019 with an expanded programme featuring 21 performances, 87 young participants from the North East and 839 attendances. The festival included showcase performances by each of our youth theatre groups including three devised productions performed in the Lemon Tree, the debut site specific performance by our 18-25 year old Young Company at Bon Accord Rooftop Gardens, a gig by Project Band participants, a performance from Orchard Brae school pupils, an outdoor production of Dracula by Theatre Modo and a performance event by young emerging artists developed in collaboration with Scottish Youth Theatre. Workshops included a physical theatre masterclass with Frantic Assembly, mask making with Maskcraft, songwriting with Admiral Fallow, a panel discussion on getting ahead in the performing arts industry, and the opening event on Broad Street featured a schools pipe band and devised theatre performances from our Youth Theatre participants.

Light the Blue

- *'Great opportunity for young people to express themselves and develop confidence and self-esteem'*
(Audience Member)
- *'Great to have young performers being able to have a festival to showcase their talents'*

We are in the process of introducing a programme for children with additional support needs, in partnership with Drake Music Scotland, called Everybody Can Play, and we are also developing a research and engagement project working with looked after children and care experienced young people.

AMBITION 4: Talent: Be an incubator for artists and talent development in the North-east

Our producing company Freshly Squeezed Productions has established an ongoing programme of talent search, ideas development, artist exchange, curated programmes, commissions and productions with the aim of increasing opportunities for artists and creatives to work and develop their practice in the North East. In 2019/20 we delivered:

- A new commissioned production for early years at Christmas, Ice House, created by Ailie Cohen and Sarah Corbett.
- Seven productions of A Play, A Pie and A Pint including an exclusive presentation of Alan McHugh's behind the scenes panto play It's Behind You.
- Two artist exchanges – featuring two North East artists, electronic musician Fiona Soe Paing and writer and performer Jo Gilbert.
- Two scratch nights – delivering new plays, music and comedy with local writers, actors, directors, musicians and comedians.
- Following an open call, three new pieces of digital art were commissioned for the Music Hall Stepping In Space in collaboration with New Media Scotland alt-w fund and with investment from Creative Scotland. They were Charles Young's "Assembly," Bright Side Studios, Ascus Art and Science, "Invisible Landscapes of Music" and Ray Interactive's "You are Here". In partnership with Look Again festival, Aberdeen Performing Arts hosted the digital art commission "Glisk" on the Music Hall's Stepping In Screen, created by Doric poet Jo Gilbert and local agency Design and Code. We also exhibited a short in-house commission of material from the Aberdeen City and Aberdeenshire Archives as part of the Granite Noir festival in February 2021

Two productions originally commissioned by Aberdeen Performing Arts were staged and toured again in venues across Scotland. Visible Fictions' A Ladder to the Stars toured Scotland and Flutter by Tortoise in a Nutshell did a Christmas run in Edinburgh.

INDICATOR	TARGET 19/20	ACHIEVED 19/20
Programme: Delivering a distinctive and diverse artistic programme		
Number of Performances (Aberdeen Performing Arts programme):		
Number of performances across venues (total)	700	814
Number of performances at His Majesty's Theatre	300	293
Number of performances at Music Hall	220	222
Number of performances at The Lemon Tree	180	247
Number of performances at other venues	10	14
Number of performances at True North Festival	20	22*
Number of performances at Granite Noir Festival	40	42*
*Figures for festivals performances include some figures already counted in venue performances		
Attendances at Aberdeen Performing Arts programme:		
Audience numbers across venues (total)	345,000	364,475
Audience numbers at His Majesty's Theatre	220,000	203,060
Audience numbers at Music Hall	100,000	116,201
Audience numbers at The Lemon Tree	25,000	36,460
Audience at other venues	1,000	1,609
True North Festival Attendance	4,500	5,064*
Granite Noir Festival Attendance	4,725	9,140*
*Figures for festivals attendance include some figures already counted in venue attendance		
Total visits	1,000,000	1,250,000
Tickets Sales for Aberdeen Performing Arts programme:		
Ticket Sales: His Majesty's Theatre	£4,700,000	£4,512,939
Ticket Sales: Music Hall	£1,700,000	£2,029,404
Ticket sales: The Lemon Tree	£180,000	£373,947
Providing a box office service for 30+ venues in the North-east:		
Number of performances:		876
Attendances:		101,674
Ticket sales:		£1,220,635
Talent: an incubator for artists and talent development in the North-east		
Number of artists participating in talent initiatives (produced, curated, commissioned and festivals development)	250	298
Number of Associate Artists (in residence in the city)	2	2
Number of local, emerging artists participating in talent initiatives	40	50
Number of new works commissioned	4	5
Number of exhibitions commissioned	3	6
Number of sharings	2	2
Creative Learning:		
Providing inspirational community engagement & participation		
Delivering 5 Youth Theatre groups Age 1-19yrs (no. of participants)	250	431
Delivering 5 Youth Theatre groups Age 1-19yrs (no. of participations)	2,700	2,934
Delivering 5 Youth Music groups Age 1-19yrs (no. of participants)	54	127
Delivering 5 Youth Music groups Age 1-19yrs (no. of participations)	1,620	1,294
Creative Learning talks tours and school workshops (no. of participations)	750	987
Delivering a Young Company for 18-25yrs (no. of participants)	32	37
Delivering a Young Company for 18-25yrs (no. of participations)	250	261
Delivering 5 participatory groups for adults (no. of participants)	350	403
Delivering 5 participatory groups for adults (no. of participations)	3,500	3,317
Teachers Network events – No of teacher participants	12	26
No. of Work Placements	10	15
Number of internships (students)	2	2
Equality, Diversity and Inclusion:		

Number of attendances by people from areas in Aberdeen ranked in the most deprived 20% in Scotland according to SIMD 2020 data		40,577 (11%)
Number of BSL signed performances	20	21
Number of captioned performances	20	20
Number of audio described performances	20	24
Number of Touch Tours	20	24
Number of relaxed performances for people on autism spectrum	2	1
City Vision: provide cultural leadership to shape city vision and a creative Scotland		
Number of awards and nominations		5 wins and 3 finalists
Customer Service Excellence Standard accreditations	57 compliant 18 compliant plus	57 compliant 20 compliant plus
Customer Service survey response as excellent or very good		
Aberdeen Performing Arts	93%	93%
His Majesty's Theatre	93%	94%
Music Hall	93%	93%
The Lemon Tree	93%	91%
Environmental: reduce electricity consumption by 5% year-on-year	-5%	-6.8%
Environmental: reduce gas consumption by 5% year-on-year	-5%	+3.7%
Environmental: reduce overall energy consumption by 5% year-on-year	-5%	-3.1%
Environmental: reduce waste to landfill by 5% year-on-year	-5%	-100%

If you have not met the targets set, please give any reasons or explanation for this:

This section is an opportunity to provide context and reflect on particular challenges, what learning has come from the experience which will feed into future planning. This section should really demonstrate your organisation's commitment to continuous improvement.

Please provide a summary of particular successes or case studies:

Case Study One: Granite Noir

Granite Noir is produced by Aberdeen Performing Arts on behalf of partners, Aberdeen Library Service, Aberdeen City and Shire Archives and the Belmont Filmhouse. In 2020 Granite Noir, now in its fourth year, successfully established itself as one of Scotland's signature book festivals and one of the UK's main crime fiction festivals. In 2020 we made a successful application to Event Scotland to grow the festival. There were 42 events, with 44 authors attending from 9 different countries achieve attendance of 9,140, a 70% increase on the previous year. 90% of attendees said that Granite Noir was the only or main reason for being in town. 46.66% of attendees were from out with Aberdeen City exceeding our KPI set to achieve over 36% of audiences attendees to attend from out with Aberdeen City. International attendees also took part in the survey, including from Canada, USA and Paris. 99.14% rated the quality of their experience Very Good (89.70%) or Good (9.44%).

Festival headliners included a Scottish exclusive with the legendary Chicago based Sara Paretsky, Ian Rankin at Granite Noir for the first time and Ben Aaronovitch. Our Nordic contingent was led by Norway's best selling crime writer and former Justice Minister Anne Holt. We introduced a music theme that included Stuart Cosgrove talking about his soul music trilogy and David Holmes, talking about his BAFTA award winning Killing Eve score. A first was our specially commissioned court room drama staged in the historic Courtroom 1 at Aberdeen Sherriff Court re-enacting a local nineteenth century trial. Aberdeen City and Shire Archives curated a fascinating historic exhibition for the festival on women in criminal justice.

Press and media interest was the highest ever with national coverage from The Herald, The Scotsman and The Sunday Times, as well as a commissioned piece for BBC World Service The Arts Hour, and considerable regional press.

Case Study Two: Seaton Babies

As part of the second stage of the Music Hall Babies project, our aim was to work within an area of high socio-economic deprivation, with families who may not otherwise have attended our Creative Learning classes. We set about removing barriers to access for families living in high SIMD areas.

Our sessions were delivered in Seaton Community Centre, in order to remove the barrier of transport for families attending the project. Sessions were free to attend so that they were more accessible to families from low income backgrounds.

In order to ensure that the message about the sessions was getting to the right audience, we worked together with the Aberdeen Family Nurse Partnership (FNP), a *'voluntary home visiting programme for all eligible first time mums (and dads), aged 19 or under at the start of pregnancy'*.

Aberdeen Performing Arts and Starcatchers delivered a series of workshops over 6 weeks between November-December 2019. The format of the sessions was made up of a 45-minute sensory workshop including imaginative stories, rhymes, and songs. The workshop was followed by a light lunch provided free of charge to participants. We found that the lunch aspect of the workshop allowed participants to relax in the environment and develop social connections with other parents and their children. Over the 6 week period we worked with 20 families in total.

Several of the young mothers attending the sessions were anxious upon arrival at the first session, reporting to be unsure of what to expect and feeling anxious at the prospect of being around other mums and families. One of the participants was a 17-year-old expectant mother, a recent school leaver who was encouraged to attend sessions by the FNP. Another was a 22 year old mother of a three month old baby, who arrived at the first session but was too nervous to walk through the front doors, subsequently turning round and going home. That same mother attended from the second session and attended for the remainder of the workshops.

At the end of the Seaton project, feedback from both participants and the FNP was positive and it was clear participation in the project had had a significant impact on the confidence and social connections created for the young mothers and their babies.

Feedback from Participants:

- *'I think my son has gained a lot of confidence from coming here. The first week we came, he was quiet and clingy but now he loves it.'*
- *'I love love love the group. We do different things everyday and its good for my baby to interact with other babies and actually make friends. I think the group is important for the mamas because its actually a bit scary out there to make friends without getting judged just because you have your baby at a young age'*

Feedback from Family Nurse Partnership Staff:

- *'A few of my girls went too and loved it! One in particular is so not into attending baby groups but was so glad she went.'*
- *'The group is the only group that 2 of my mums have felt able to attend.'*

Case Study Three: HMT Pantomime

The biggest show in two each year is the annual pantomime each Christmas at His Majesty's Theatre. The spectacular production is co-produced by Aberdeen Performing Arts with the UK's leading pantomime producer Qdos Entertainment. The production has become a much-loved festive tradition for thousands of people from the city, the region and beyond. The 2019/20 production of Cinderella

was written and directed by Alan McHugh, who has been our panto dame for 15 years and has become an adopted Aberdonian. He was joined this year by a new sidekick, Paul-James Corrigan, who was immediately welcomed warmly by audiences. In addition to the ensemble dancers and children from the Aberdeen Academy of Dance, the panto has attracted star names over many years. One of Scotland's leading actors and comedians Elaine C Smith topped the bill for 8 years, and was followed by Jimmy Osmond and Lee Mead. Heading the company this year were celebrity dancer Louie Spence and Aberdonian actress Laura Main, star of Call the Midwife.

The 2019/20 production of Cinderella included:

- 62 performances.
- 55,230 attendances.
- Ticket sales of £1,117,216 (net)
- £41,605 raised for Aberdeen Royal Children's Hospital and Great Ormond St Children's Hospital.
- 6,179 attendances by school groups.
- 5,634 attendances from people living in the Aberdeen areas in the 20% most deprived in Scotland (based on SIMD 2020 data).
- 16.2% of bookers were booking with us for the first time.
- 44% from Aberdeen City, 45% from Aberdeenshire, and 11% from elsewhere including throughout Scotland and further afield including bookers from Plymouth, Reading, Cambridge and Cardiff amongst others.
- Almost 30,000 tubs of ice cream sold.

The HMT panto was the first in Scotland to stage a relaxed performance for children with autism spectrum disorders, and this year the performance sold 1,015 tickets. In addition, there are BSL Interpreted and Audio Described performers to assist D(d)eaf and visually impaired audiences. The company also like to support the local community – an annual visit by the full cast to the Aberdeen Royal Children's Hospital is a highlight for children who may be spending Christmas in hospital. This year the cast also took part in the Festival of Sport at Aberdeen Sports Village, and lit up the city's Christmas Village. More than 3,000 tickets are given away to schools and charitable causes.

For many, if not most, people the panto is their first experience of stepping into a theatre or performing arts venue. It helps to foster a lifelong love of theatre and performing arts for lots of audiences and artists, and remains a critical part of the cultural life of Aberdeen.

Case Study 4: Programming for children and young people

Article 31 of the United Nations Convention on the Rights of the Child (which is soon to be incorporated into Scots Law) states that *"Every child has the right to relax, play and take part in a wide range of cultural and artistic activities"*. We recognise that the arts can play a very powerful role in the development of children, and children and young people represent an important audience segment which we ensure is well provided for in our onstage, and offstage, programming. In addition, children and young people will be both the artists and the audiences of the future and we therefore have a responsibility to nurture their talent and interest in the arts from an early age.

Each one of our venues features specialist programming for children and young people. In 2019/20, there were 145 performances which were specifically created for children and family audiences attended by almost 75,000 people. In addition, we also curated a programme of work across our venues which was designed to attract a younger demographic. The Lemon Tree has always had a strong following from young adult audiences and we have tried to cultivate a larger attendance from those audiences at the redeveloped Music Hall too, with bands, club nights and themed programming.

Examples include the film concert accompanied by live orchestra, club night with 2manyDJs, young bands such as the DMAs. We also introduced a strand of early years programming in the new Big Sky Studio with productions created for pre-school audiences, with each one selling out.

Please provide a summary of any problems or issues that have required attention or action:

The single biggest challenge struck at the end of the financial year in March 2020 when, as a consequence of the COVID-19 pandemic, we had to close our venues at short notice with the loss of all revenue for the foreseeable future. Measures we took immediately to minimise impact included to furlough 95% of our workforce taking advantage of the job retention scheme, delete the 3% pay award, enter into negotiations with contractors to negotiate reductions and breaks in contract with our supply chain and mount a fundraising campaign. We are also rescheduling shows into 2021 so that we have a full and commercially viable programme for re-opening. We produced a COVID-19 risk register and set up a COVID-19 Board sub committee.

During the year, the economic downturn in the North East due to the continuing oil and gas recession remained a challenge and has had an adverse impact on ticket sales and our fundraising efforts. Conversely, it has led to a recognition of the potential of the tourism sector in the region and Aberdeen Performing Arts is well placed to contribute to collaborative initiatives to grow cultural tourism. We have forged strong links with strategic partners such as Visit Aberdeenshire, Aberdeen Inspired, Aberdeen and Grampian Chamber of Commerce and Events 365

Delivering on Key Strategic Priorities

Please provide a summary of how your activities have delivered against key local (and national) strategic priorities relevant to your organisation

Culture Aberdeen 2018-2028 Action Plan Ambitions	Regional Economic Strategy 2018-2023 Action Plan	Creative Scotland Priorities 'Unlocking potential, embracing ambition'	Aberdeen Performing Arts Delivered Actions (a summary of achievements – more detail is located elsewhere in this report)
<p>Releasing our Creativity - <i>Our vision for Aberdeen is a city opening doors, where everyone can be transformed and inspired through engagement in the arts and culture.</i></p>		<p>Everyone can access and enjoy artistic and creative experiences</p>	<p>Distinctive and varied cultural programme; unique curated events and festivals; inspiration engagement and participation opportunities:</p> <ul style="list-style-type: none"> • 814 performances attended by 364,475 + people in our three venues and across the city, covering music, theatre, dance, opera, comedy and spoken word, literature, family. • 9,193 participations across our creative learning activity from ages 0-90 covering music and theatre (youth music and youth theatre programme, and adult participation programme) • 3 festivals – music, literature and youth arts, 14,906 paying attenders and 4,300 to free events <p>Expanding our reach to engage with under-represented groups; transforming accessibility; championing work for and by people with protected characteristics:</p> <ul style="list-style-type: none"> • 90 accessible performances (BSL interpreted, audio described, captioned, relaxed, touch tours) • Projects with people with multiple and complex disabilities included Dance for Parkinsons, Everyone Can Play youth music project, and Isle of Brimsker, a drama production for teenagers with multiple and profound disabilities. • Piloted access membership scheme for disabled people • Introduced mobile connect digital hearing assistance in all three of our venues • Increased cultural diversity on our Board, improved gender balance and age range • Successfully secured a place as a host organisation for a Weston Jerwood creative bursary for an associate producer from a lower socio economic background

<p>Becoming Scotland's Creative Lab - <i>Our vision for Aberdeen is a city to experiment in, a home, a place, a destination and testing ground for artists, creative enterprises and new ideas</i></p>		<p>Excellence and experimentation across the arts, screen and creative industries is recognised and valued</p>	<p>Be an incubator for artists and talent development in the North-east; providing pathways to careers in the arts; create work, develop ideas and improve artistic practice in the city:</p> <ul style="list-style-type: none"> • Supported 298 artists through produced programme, curated programme, commissioned work and festivals. • Two artist exchanges – featuring two North East artists, electronic musician Fiona Soe Paing and writer and performer Jo Gilbert. • Two scratch nights staged featuring local writers, actors, directors, musicians and spoken word performers. • Music Hall Commissions programme – three new digital art commissions for the Stepping In Screen • A new commissioned production for early years at Christmas, Ice House, created by Aileen Cohen and Sarah Corbett.
<p>Making All the City a Stage - <i>Our vision for Aberdeen is a city which inspires, where exciting cultural experiences are around each and every corner and where there are no creative boundaries.</i></p>	<p>Delivery & marketing of cultural, heritage and tourism attractions of national significance, and of international standard (existing and new assets) and maximising tourism potential of accredited archives.</p> <p>Support and attract events that will be of international and national significance as part of the delivery of the Aberdeen 365 events and festivals plan.</p>	<p>Places and quality of life are transformed through imagination, ambition and an understanding of the potential of creativity</p>	<p>Unique and diverse curated programmes and festivals utilising spaces across the city, developing partnerships and attracting work of global significance:</p> <ul style="list-style-type: none"> • True North – 104 artists, 22 events, 5,064 + attendances in 8 venues across the city • Granite Noir – 52 writers, 42 events, 9,140 attendances in 8 venues across the city • Programming partnerships with local and national festivals including Aberdeen Jazz Festival, sound, DanceLive, Look Again, Luminare, Aberdeen International Comedy Festival and Puppet Animation Festival • Curated programmes including Northern Arc Sessions and Big Sky Studio programme
<p>Connecting Us to the World- <i>Our vision for Aberdeen is a city like no other, where we celebrate and promote our culture and heritage, the things we make and create.</i></p>	<p>Support and promote the arts and cultural venues of the North East to attract and promote national and international exhibitions and programmes.</p>	<p>Scotland is a distinctive creative nation connected to the world.</p>	<p>Attracting international artists and artists of global significance to our festivals and programme:</p> <ul style="list-style-type: none"> • Granite Noir featured 10 international artists from Iceland, Norway, USA • Two Northern Arc Sessions featuring artists from France and Spain collaborating with Scottish roots musicians • A total of 46 non-British artists participated in our curated, produced and festival programmes.

			<ul style="list-style-type: none"> • Productions by national companies with global reputation including Scottish Ballet, Scottish Opera, Rambert, Wayne McGregor, BBC Scottish Symphony Orchestra, Royal Scottish National Orchestra, Scottish Chamber Orchestra, Scottish Ensemble.
<p>Shaping our Future- <i>Our vision for Aberdeen is a city whose cultural sector is growing in ambition and confidence with a strong collective of cultural leaders collaborating to realise the city's potential.</i></p>	<p>Support development of projects and delivery of Culture Aberdeen Plan and the Aberdeen Culture Strategy.</p>	<p>Ideas are brought to life by a diverse, skilled and connected leadership and workforce</p>	<p>Active participation in city-wide initiatives; development of the cultural strategy for the city:</p> <ul style="list-style-type: none"> • Significant contribution to the delivery of the cultural strategy for the city • Membership of city-wide groups including Culture Aberdeen, Events 365, AGCC Policy Council, Visit Aberdeenshire Tourism group, Night-time Commission, Aberdeen Youth Music Partnership. • Staff learning and development programmes; cross-departmental working groups: • Extensive training and development programme available for all staff. • Individual training plans which are set at annual appraisals and monitored throughout the year. • Company-wide training priorities delivered. • Big Fat Goal for the year –Think Digital - delivered • Working groups include Green Team, Healthy Working Lives, Health, Safety & Security, Equalities, Diversity & Inclusion. • Healthy Working Lives staff group – Silver accreditation achieved in 2019/20 <p>Future proofing:</p> <ul style="list-style-type: none"> • Strong, immediate and effective governance and leadership in response to the global pandemic • Continually review and update business readiness including business continuity, infrastructure, information and data security, GDPR adherence, cyber security audit, environmental impacts, Equalities, Diversity and Inclusion

Local Priorities:

Please highlight where your outcomes, outputs or activities align against the priorities of the Local Outcome Improvement Plan and or Council Delivery plan. <https://communityplanningaberdeen.org.uk/aberdeen-city-local-outcome-improvement-plan-2016-26/>

Aberdeen Performing Arts is not currently a statutory community planning partner but contributes and aligns to the LOIP stretch outcomes as follows (pre-revised LOIP Priorities 2018-9)

APA are also a member of Culture Aberdeen, who currently sit on the Outcome Improvement Group 'Aberdeen Prospers'.

LOIP Stretch Outcome	Key Driver	Aberdeen Performing Art Actions
Aberdeen Prospers		
Investment in Infrastructure Aberdeen City is a robust and resilient economy providing a vibrant built environment and attractive place for residents, students, business and tourists	We will regenerate our city centre to become a vibrant and attractive place to live, work and invest in	<p>Music Hall redevelopment investment has resulted in strong cultural programme attracting bigger names and more acts for a younger audience, more opportunities for young talent, more local work and family programming in new Big Sky Studio. 18% increase in paid attendance.</p> <p>Our venues are award winning and contribute to footfall in the city centre boosting the evening economy, bringing people into the city centre at weekends, impacting positively on local business and having a positive impact on tourism development and place making. Footfall across all three venues was calculated at 1,250,000 in 19/20 with 364,475 paying attendances</p>
Innovation Aberdeen City has a reputation for enterprise, innovation and world class solutions	We will accelerate the transition to a more balanced economy	<ul style="list-style-type: none"> •Accelerating, balancing, growing and diversifying the economy through the cultural and creative industries. We currently make a major contribution to the cultural and creative industries in the city generating turnover of £12m and employing 287 permanent and casual staff. •Leadership (Northern Star business of the year winners) •Bringing in funding to the city from a wider range of sources inc

		<p>£1m over three years we receive from Creative Scotland and during the 6 months of the pandemic we have raised £1.5M externally to keep Aberdeen Performing Arts solvent and avoid wholesale redundancies</p>
<p>Inclusive economic growth - A skilled workforce for the future that provides opportunities for all our people</p>	<p>We will develop the people and skills necessary to deliver economic development and, as a result, support diversification of businesses and economy</p>	<ul style="list-style-type: none"> •Talent development programme. We provided work opportunities and training and learning opportunities to 298 artists and musicians in the city in 2019/20 •Supporting the young workforce (attended school careers days, delivered CV writing workshop to school pupils, and hosted teacher shadowing day to increase knowledge of local teachers of careers in the arts). •Offering on the job training, work placements and shadowing opportunities to students and school pupils (15 placements and tours for 40 technical theatre college students in 19/20) •Our internship programme – 2 interns in 19/20. •Supporting the creative and cultural sector in Aberdeen – we currently plays a significant role as a creative hub and strategic partner including providing a box office service for 35 venues in the region and supporting partner programming
<p>Internationalisation - Aberdeen City is a location of choice for investment, high value business activity and skills</p>	<p>We will attract the best possible range of incoming exhibitions and events and showcase the city's internationally recognised sports, arts and culture offer</p>	<p>We programme and curate signature events, festivals and unique programmes of work that play a major part in the promotion and marketing of place bringing visitors to the region, contributing to quality of life, attracting a skilled workforce and attracting inward investment.</p> <ul style="list-style-type: none"> •our internationally recognised festivals Granite Noir and True North •Our production company and talent pipeline, Freshly Squeezed

		<p>Productions, (ie Christmas show for under 7's, A Play, A Pie and A Pint,, artist exchanges, festivals) and talent development (youth programmes and support to young creatives).</p> <ul style="list-style-type: none"> •Our contribution to city-wide partnerships, place making projects and destination marketing for the North East of Scotland
<p>Prosperous People – Children are our future</p>		
<p>Children are our future and people are resilient, included and supported when in need</p>	<ul style="list-style-type: none"> • Children have the best start in life – children in Aberdeen City are healthy, happy and safe, and enjoy the best possible childhood 	<p>Providing free and subsidised early years' programmes including for children, young people and families from lower socio economic backgrounds</p> <ul style="list-style-type: none"> • Big Sky : Little Stars programme in the Music Hall • Mini Maestros music programme • Imagine Tiny and Imagine Tots • Music Hall Babies Year 2 in Seaton <p>education programmes, activities and resources that contribute to the Curriculum for Excellence and improving attainment</p> <ul style="list-style-type: none"> • Teachers network, incl. training and development opportunities for teachers • Providing education and training for school children (work shadowing programme) • Providing pre and post show talks for schools • Subsidised tickets to school groups • Providing heritage and cultural educational resources and toolkits online • Providing educational tours at HMT and the Music Hall • Programming subsidised work on our stages that have a direct link to the CfE

	<p>Children are safe and responsible – from all forms of harm</p>	<p>Contributing to multi agency support for vulnerable children and young people. We provide positive destinations and diversionary activity through our creative learning programmes. In 2019/20 we ran programmes in Seaton, Middlefield and Woodside</p>
	<p>Children are respected, included and achieving – children and young people are listened to, respected, valued and involved in the decision-making process</p>	<p>Subsidised creative learning programme which contributes to innovative and inclusive practice that enhances the experience of Aberdeen’s young people, involves them in decision making, co-design of services, contributes to wellbeing, helps them reach their potential, achieve positive destinations and makes them responsible and contributing citizens</p> <ul style="list-style-type: none"> • Young mums and babies in Seaton project • youth theatre activity. Increased provision in 19/20 with the introduction of a new young company • youth music programme. Choirs project in regeneration areas. Imagine, Mini and Mega Maestros for early years’ and primary to Project Band for under 25’s • Free and subsidised arts and cultural projects and activities for people with additional and complex support needs: Dance for Parkinsons, Everybody Can Play youth music group, drama production for teenagers with profound and multiple disabilities. • Access services for young people ie relaxed performances for children on an autism spectrum and touch tours
<p>Prosperous People – People Are Resilient, Included and supported when in need</p>		
<p>People and communities are protected from harm – Individuals and communities are made aware</p>	<p>We will develop systems and approaches that raise awareness of harm</p>	<ul style="list-style-type: none"> • Cultural programmes aimed at young people from lower socio economic backgrounds that

<p>of the risk of harm and supported appropriately to reduce this risk.</p>		<p>improve resilience, health and wellbeing and empowerment, - Weston Jerwood creative bursary, Granite Noir internship.</p> <ul style="list-style-type: none"> • Our Equalities, diversity and Inclusion Working Group • In 19/20 we reviewed our child protection and safeguarding policy
<p>People are supported to live as independently as possible – able to sustain an independent quality of life for as long as possible, take responsibility for their own health and wellbeing</p>	<p>We will empower citizens to feel they have real and meaningful choice and control over their own lives.</p>	<p>Supporting, growing and developing as a Healthy Working lives workplace for our 287 employees.</p> <ul style="list-style-type: none"> • Continuing and increasing Dance for Parkinsons project • Continuing developing of our staff to support customers and colleagues through mental health awareness training and dealing positively with conflict training. • Piloting our access membership scheme for disabled people
<p>Prosperous People - EMPOWERED, RESILIENT AND SUSTAINABLE COMMUNITIES</p>		
<p>People friendly city – a city where people to choose to invest, live and visit</p>	<p>Build a child friendly city to ensure that the best interests of the child is a primary consideration</p>	<p>We provide a year round child friendly programme in all three venues and have expanded this programme at the Music Hall since we re-opened with a new programme in the new Big Sky Studio aimed at children and families. We survey young people and families to ensure that our programme is relevant. We offer subsidies and we reviewed our child protection and safeguarding policy in 19/20</p>

	<p>We will be a city whose built environment is fit for keeping an ageing population safe and healthy and puts the child at the centre of design</p>	<p>Contribution to Agenda 21 and sustainable development. We have played a sector leading role in raising awareness around sustainable development which has resulted in us winning the SEPA Vibes Award in the category of Engaging Scotland in 2019 and we were Eco Hero finalists 2019 Northern Star Business Awards</p>
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Education:

Please provide further information in respect to any education programmes delivered.

Self-explanatory but helpful to highlight any links with specific schools, further education institutions, geographic areas.

To avoid repeating what has been said previously you can highlight in depth some example of particularly successful projects/programmes, feedback from participants or schools or provide context for longer term vision and partnerships.

We provide an extensive creative learning and participation programme which has education at its heart. We run five youth theatre groups, five youth music groups, two community choirs, host workshops, masterclasses, panel discussions, pre and post show talks, educational tours, outreach projects and more.

We run a teachers' network which meets three times a year to see shows and to work with us to shape our engagement with schools. We have regularly provided bespoke CPD sessions for teachers to enable the use of artistic and participatory practice in their teaching and created resources to assist with the delivery of Curriculum for Excellence outcomes in the expressive arts.

During 19/20 there were 8,988 attendances from school groups in our venues. This includes nurseries, primary and secondary schools, as well as specialist music and dance schools. In addition, we gave away more than 3,000 tickets to the annual pantomime which focused on giving access to young people who couldn't otherwise afford to attend.

Employment

Please give us a bit more information about your volunteers, if you have any:

What roles do your volunteers undertake within the organisation

Fundraising, advocacy, administration, legal advice, social media content creation, marketing, events co-ordination

Training and Policy in action

Example of volunteer success stories such as transition to employment?

We engage dedication and knowledgeable volunteers as tour guides and benefit from the services of a volunteer archivist. This year we hosted a volunteer assistant in our creative learning classes to support their personal and professional development and confidence for future employment (see below).

An example of transition to employment is:

In January 2020, we were able to successfully offer a freelance contract of work to a practitioner who had until that point volunteered in 2 of our youth theatre classes since 2016. The practitioner in question had volunteered for our classes after a period of illness which had resulted in them having to leave full time employment as a teacher. Through volunteering within our Creative Learning classes, the practitioner was able to rebuild confidence and add new experience. Once the necessary medical clearance had been received, we were able to offer them an interview and subsequently a freelance contract to direct one of our Youth Theatre groups.

Artists/ Creative practitioners Opportunities:

Please provide further detail on examples of projects or programmes which have created employment opportunities for local residents, artists and or creative practitioners.

The following projects and programmes have created employment opportunities for local residents, artists or creative practitioners:

- Artist exchange – local writer, director and musicians supported to develop new work.
- Scratch nights – local actors and director employed to stage work of local writers.
- Music Hall commissions – local poet, local visual artist, local digital design agency.
- True North – local support acts and fringe artists.
- Granite Noir – locals in the limelight.
- General programme – supports local productions, support acts etc.
- Creative learning programme – local tutors, creative assistants.

SECTION 2 – Audiences, Participants and Investment

Please complete this section to report on the number of participants from each of the identified areas who have participated during the year.

Participants	Target	Total 2019/20
Total number of participatory opportunities created throughout programme		1,985 participants in our year round music and drama programmes 8,988 school audiences
Number of participatory opportunities targeted for priority groups		
Children and Young People 0-25		1,582 participants 5,876 participations 8,988 school audiences
Adults 26yrs+		403 participants 3,317 participations
Disability (mental health physical, sensory (e.g. BSL users) and carers of disabled people)		1,618 participants 1,878 participations
Ethnic minority communities		12 participants 18 participations

Please complete this section to report on audience/visitor numbers in relation to your programming.

Audiences	Target	Total 2019-20
Total Audience Numbers	345,000	364,475
Total Visitor Numbers (note this is footfall ie non paying visitors)	1,000,000	1,250,000
Audience number from Aberdeen City	138,000	133,292
Audiences who are residents of regeneration areas within Aberdeen City	34,500	40,577
Audience number from the wider region or further	207,000	231,183
% of audience survey rating experience as 'excellent' or 'good'	93%	93%
<i>The above may not be relevant to your organisation or known – however if you use ticket/box office analysis, visitor books, audience surveys, event impacts studies etc. it should be fairly straight forward to complete.</i>		

We are keen to evidence the added economic value and social return of investment in culture, as such we request that you please complete the Cultural Impact tool kit as well as the table below.

Income 2018-19	Total £
Value of Grant(s) from Aberdeen City Council	1,086,000
External Grant funding	
External Grant funding	366,000
Sponsorship	12,000
Trading income	139,000
Other (please specify)	9,289,000
Total add income	10,892,000

Section 3 – Support Material

We recommend you provide up to five items of support material to help demonstrate the quality and impact of your activity. This may include; case studies, photographs, videos, web links, publications, marketing material, reports, participant testimonials and feedback. If emailing please keep all support material to under 5mb. Please supply details on your support material below

Please note that any material submitted may be included within an annual Cultural Investment report and/or material promoting the Creative Funding programme. By submitting this you are providing permission for each item to be used for publication. You should ensure you have the creators consent and accreditation is provided where necessary.

Support Material 1:	Sepa VIBES Award video. https://www.youtube.com/watch?v=L-9QVKrG9B0
Support Material 2:	<u>Granite Noir 2020</u> . https://www.youtube.com/watch?v=W-wL6gC6ODU
Support Material 3:	<u>Creative Learning feedback – attached</u>
Support Material 4:	<u>Example of venue brochures -</u> https://www.aberdeensperformingarts.com/brochures/
Support Material 5:	<u>2019 Annual review – click here for link</u> (note – relates to calendar year 2019 so figures differ to those above)

Section 4- Declaration on use of information

Aberdeen City Council collects and maintains the data on this form about your organisation for the purpose of contacting you in relation to the funding, monitoring purposes and to collate information for statistical and audit purposes. We will retain Personal Data for six years in accordance with the organisation’s Corporate Records Retention and Disposal Schedule and for the purpose of administering, processing and assessing your report.

For the purposes of processing this information Aberdeen City Council is the Data Controller. The Information Commissioner Office is the UK’s regulator of data protection law (www.ico.org.uk). More information about all of the rights you have is available on our website at: <https://www.aberdeencity.gov.uk/your-data>.

Whenever the Council processes personal data we need to make sure we have a basis for doing so. We understand our basis in GDPR to be Article 6(1)(e) as we consider that it is in our public task to collect this information under our powers set down in the Local Government and Planning (Scotland) Act, 1982 section 14, as amended by section 128 of the Local Government etc. (Scotland) Act, 1994. The act provides for us doing or contributing towards the expenses of providing or doing, anything necessary or expedient for the purpose of ensuring that there are facilities available for recreational, sporting, cultural or social activities as we consider appropriate.

To confirm that all information included in this report is accurate and that you have read and followed the terms and conditions, please sign and date below. If submitting by email an electronic signature or the typed name of the appropriate contact should be inserted.

Name: Jane Spiers
Date: 21st October 2020

