

## **APPENDIX ONE**

**This is the Final Version (04.08.2014) of the Schedule referred to in the preceding Lease Agreement between Fife Council and the University of St. Andrews**

### **SCHEDULE**

The University will manage and operate The Byre Theatre in accordance with its artistic and academic vision for the facility and in a way which also supports the delivery of both Fife's Cultural Strategy, 'Generations of Change', and Creative Scotland's national strategy for the arts, screen and creative industries, 'Unlocking Potential, Embracing Ambition 2014-2024' .

#### **STRATEGIC CONTEXT**

Fife's Cultural Strategy sits within the context of the Fife Council Plan 2017 and Fife's Community Plan 2011-2020. Both recognise that participation in cultural activity is not simply an end in itself, important though that is, but also a valuable tool for encouraging and supporting social inclusion, health and wellbeing, learning and attainment and economic activity.

It is expected that the University through the operation of The Byre Theatre will play a key role in the implementation and achievement of the strategic aims of the Cultural Strategy and at the same time make a significant contribution to culture, creativity, learning and attainment, and economic activity in St Andrews, Fife, and the rest of Scotland.

St Andrews is regarded as one of the top 50 universities in the world for research and teaching of the Arts and Humanities. It has a strong vested interest in how the Arts are valued and this interest broadly aligns with the aims of the Cultural Strategy. These aims can be summarised as follows:

- Widening access to and participation in cultural activity in Fife
- Ensuring that the creative and cultural life and heritage of Fife and Scotland more broadly are profiled, championed and celebrated
- Contributing to the cultural aspirations of Fife and Scotland
- Ensuring that culture is accessible to and inclusive of all in our communities
- Raising Fife's profile as a dynamic centre of excellence and cultural enterprise
- Making Fife a better place to live and work in for all

## **KEY AIMS**

Within this strategic context, the University will seek to deliver the key aims of The Byre Theatre, which are as follows:

1. To maintain and develop a significant local, regional and national theatre, staging and/or creating productions of innovation and quality for the residents of and visitors to St Andrews and Fife.
2. To develop local and nationally significant programmes of work that will contribute to making St Andrews a vital and vibrant town and extending its reputation for world-class arts, culture, learning, teaching and research.
3. To encourage creative expression and community engagement via a diverse programme of work on and off stage, offering a mix of entertainment, innovation, participation and enjoyment.
4. To develop the building, including the knowledge, skills and experience of the staff, as a cultural resource for the local community.
5. To support and develop links with other educational institutions, including schools and colleges, to create and deliver opportunities for skills development and learning at all ages.
6. To develop work and activities which promote engagement with and the enjoyment of the theatre with older people and diverse communities.
7. To continue to develop the infrastructure of the theatre to ensure the building is fully accessible and to enhance the quality of the facilities provided for artists, audiences and visitors.
8. To contribute to St Andrews' economy by attracting visitors to the theatre, play an active role in local cultural initiatives and help strengthen the evening economy of the town.
9. To work in partnership with business, education, arts and community organisations to extend the range and reach of the theatre's work.

## **DELIVERY**

To achieve these aims, the University will undertake to pursue the following strategies:

- Provide a year-round programme of work to increase participation and attendances in drama, music, opera, film and the visual arts, including in-house productions, touring productions and hires to local community groups.

- To relocate its highly regarded Music Centre and dedicated staff from the Younger Hall to the Byre.
- To make effective and imaginative use of the theatre and its facilities as a teaching space for English, Film Studies, Social Anthropology and Music, among other degree subjects.
- Deliver high-quality autumn, spring and summer seasons using available touring product which offer a wide range of experiences and art forms.
- Explore the development of producing links with professional arts organisations, particularly smaller theatre companies looking for venues in which to perform their shows before taking them on tour.
- Create opportunities for co-productions, residencies, artistic development and outreach work in partnership with artists and other cultural bodies in St Andrews, Fife and beyond.
- Provide educational activities related to key main house productions, including matinees, talks, teachers' packs, workshops and visits to and from schools.
- Provide a range of activities to encourage older people to make use of the theatre, including support for existing groups such as Haydays and Byre Rhythm.
- Develop a studio programme promoting new and culturally-diverse work and promote the use of the space by local community groups and voluntary arts organisations.
- Explore opportunities for student placements, internships and modern apprenticeships to help young people into work in the creative industries and support the development of a strong local creative sector.
- Develop the use of the theatre as a creative production hub, including the use of digital technologies, and support the creative economy and infrastructure of St Andrews.
- To deliver café and bar facilities to audiences and visitors during performance days with a view to expanding this provision in a way that maximises the use of what is a valuable social space for the wider community.
- Develop and implement an effective marketing, communications and customer services strategy focusing on engagement, participation and maximising visitor numbers.
- Draw on examples of best practice from elsewhere in Scotland and the UK: in particular, from exemplar University-managed arts centres and theatres.

- Consider membership of the Federation of Scottish Theatres (FST) - the development body for professional dance, opera and theatre in Scotland.
- Operate the theatre in accordance with recognised industry and public service standards, and quality assurance programmes, e.g. Equity (relevant arts industry body), VisitScotland Visitor Attractions scheme (re promotion of artistic programme).
- Promote effective access and equalities policies to encourage use of the theatre by the entire community, including sign language interpreted/audio described performances.

### **PARTNERSHIP WORKING**

The University will further develop its partnership working with local and national arts and cultural organisations, including building on existing strategic alliances with the National Theatre of Scotland, Scottish Opera, Scottish Chamber Orchestra and the Royal Conservatoire of Scotland.

### **BYRE THEATRE ADVISORY BOARD**

A Byre Theatre Advisory Board will be established and will meet at least four times per annum. This will involve the main users of the theatre, together with representatives from Creative Scotland, Fife Council, Fife Cultural Trust, The Friends of The Byre and the St Andrews Partnership. The Advisory Board will be chaired by a senior representative of the University.

### **PRICING POLICY**

The University will develop a customer-friendly, market sensitive and socially inclusive pricing policy for The Byre Theatre. Facility hire charges and ticket prices applied for drama, music and dance productions will be set at a level commensurate with the cost of staging the performances and the target audience. Pricing should be consistent with recognised good practice in the theatre and wider cultural sector and comparable with the charging policy of other theatres in Fife and beyond. Targeted discounts should be available for individuals and groups in social and/or financial need, e.g. children and young people, students, older people and adults/families in receipt of Universal Credit.

### **COMMUNITY ACCESS**

The theatre is important to a number of local community arts organisations for the staging of productions, one-off events and, in some instances, regular use. Whilst it is recognised that there must be a degree of flexibility to ensure that the interest of all parties (University, wider community and professional groups) are taken into account, the University will use its best endeavours to ensure that the programme takes into account the particular needs of local community arts organisations and offers adequate and affordable access to the theatre

at times of the year which are as close to their ‘traditional’ slots as practicable. The user groups concerned and their requirements are as follows:

| <b>Organisation</b>                           | <b>Preferred Allocation</b>              |
|---|--|
| St Andrews Play Club                          | A week in May and a week in November.    |
| The Guizards                                  | Two weeks at the end of March.           |
| St Andrews Musical Society                    | A week at the end of February.           |
| Anstruther & District Amateur Musical Society | A week in early September.               |
| Byre Youth Theatre                            | Weekly rehearsal space and week in June. |
| Haydays                                       | Weekly access on Tuesdays.               |
| Byre Writers                                  | Fortnightly access on Saturdays.         |
| Byre Rhythm                                   | Weekly access.                           |
| Red Wine Productions                          | Occasional single nights.                |
| Friends of The Byre                           | Occasional single nights.                |

### **STRATEGIC EVENTS AND FESTIVALS**

The University will work with the Festivals in Fife network and other providers to ensure the theatre continues to fulfil a role as a social hub for audiences and a venue for performances for as many local, national and international festivals as possible. Key strategic events to be supported include Scotland’s International Poetry Festival, StAnza, Fife Jazz Festival and St Andrews Voices. Their access requirements are currently as follows:

| <b>Organisation</b> | <b>Preferred Allocation</b> |
|---------------------|-----------------------------|
| StAnza              | A week in early March       |
| Fife Jazz Festival  | Four days in early February |
| St Andrews Voices   | A week in October           |

### **PROFESSIONAL ARTS ORGANISATIONS**

In order to fulfil the purpose of the original capital funding award for the building of The Byre Theatre by the former Scottish Arts Council (now Creative Scotland), the University will ensure that a substantial proportion of the theatre’s time will be available for the exclusive use of the auditorium, technical and backstage areas as required by professional arts organisations (i.e., these areas will be reserved for professional use). It is recognised that there needs to be a degree of flexibility to ensure that the interest of all parties (University, wider community and professional groups) are also taken into account. An indicative

timetable based on an allocation of days per calendar month (including events and festivals) is detailed below:

| Month                              | Professional Use                             | Festivals           | Community Use   | University Use |
|------------------------------------|--|---------------------|---|----------------|
| January                            | 15   | -                   | -   | 16             |
| February                           | 10   | 4 Fife Jazz         | 7 St Andrews Musical Society  | 7              |
| March                              | 0  | 7 StAnza            | 14 The Guizards   | 10             |
| April                              | 14   | -                   | -   | 16             |
| May                                | 16   | -                   | 7 St Andrews Play Club  | 8              |
| June                               | 13   | -                   | 7 Byre Youth Theatre**  | 10             |
| July                               | 31   | -                   | -   | -              |
| August                             | 31   | -                   | -   | -              |
| September                          | 10   | -                   | 7 Anstruther & District Musical Society   | 13             |
| October                            | 14   | 7 St Andrews Voices | -   | 10             |
| November                           | 7  | -                   | 7 St Andrews Play Club  | 16             |
| December                           | 30*  | -                   | -   | -              |
| <b>TOTAL</b>                       | <b>191</b>                                   | <b>18</b>           | <b>49</b>   | <b>106</b>     |
|                                    | <b>209 (Professional &amp; Festival Use)</b> |                     |   |                |
|                                    | *Not including Christmas Day                 |                     | ** plus weekly rehearsal space  |                |
| <b>Weekly/<br/>Regular<br/>Use</b> |  |                     | Haydays<br>Red Wine Productions<br>Byre Writers<br>Byre Rhythm<br>Friends of the Byre |                |

## **ANNUAL REVIEW**

Whilst it is recognised that not all of these aims and objectives can be met immediately, it is expected that significant progress towards realising them will be made by 31<sup>st</sup> August 2016.

The University will publish an annual report that highlights the number of attendances and the range of activities and events which have taken place during the preceding year.

An annual meeting involving the University, Fife Council and Creative Scotland will be held on or around the anniversary of the commencement of the lease for each of the first three years of the 25-year lease. At the end of the initial three-year period, the continuation of this arrangement will be reviewed by the University, Fife Council, and Creative Scotland.

The outcome of these meetings will also be reported to the Byre Advisory Board.