



Barnsley Civic Enterprise Ltd

Recovery plan 2021 – 2022

Transition Business plan back to full operations

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Executive Summary

At the time of writing this plan the COVID 19 Pandemic is still having a significant impact on society and The Civic is only partially operational under National Lockdown restrictions.

Throughout financial year 2020/21 The Civic was closed more than it was open due to COVID 19 and our development journey had to be paused. We were unable to deliver any of our KPI's and outcomes as we normally would and progress towards our long-term goal of a fully refurbished building.

Our long-term plan remains in place complete with our ambition to become a 'destination for the arts' but we must now reconfigure the steps to get there and accept the timeline for the journey will have to be extended and adapted.

This twelve-month recovery plan is the framework through which we will operate through 2021/22 and it is formulated based on the need for next year to be a gradual transition back to operation. It is designed to be responsive and enable us to adapt as circumstances around us change.

We can only anticipate when we may be able to welcome back full audiences into our building and we can only take tentative steps whilst ever the pandemic is still not fully under control.

We must adjust our priorities in the short term yet be certain to keep focused on the end goal which we still hope to achieve in the future.

This plan therefore sets out a set of time limited objectives for 2021/22 and an action plan to enable us to achieve those.

We will use this financial year to reset our organisation and revisit and reframe our ten-year plan whilst we recover.

Core Purpose

The Civic is a contemporary arts centre positioned in the centre of Barnsley. It comprises a range of facilities including a 336-seat performance space and events venue, a contemporary design led gallery space, ten creative working spaces that can be utilised as meetings rooms, workshop spaces or business units for creative organisations, office facilities in the front phase supporting key community services, a vibrant café/bistro and three currently unfinished floors ripe for development.

The Civic was created for its community as an asset and resource for them to enjoy, utilise and benefit from. All aspects of the venue are therefore underpinned by the following charitable objectives:

- To advance the education of the public through the promotion of artistic and cultural events and exhibitions
- To provide or assist in the provision of facilities in the interests of social welfare for recreation or other leisure time occupation for the purposes of improving the conditions of life.
- The relief of unemployment for the public benefit in such ways as may be thought fit.
- The retention, conservation, and preservation of Barnsley Civic Hall for the purpose of furthering the objects and the conservation and preservation of other such buildings of historic and architectural importance.
- Such other charitable purposes consistent with the objects above for the benefit of the inhabitants of Barnsley, and the public at large, by such charitable means as the Directors shall determine.

The Civic exists to be extraordinary and prides itself on providing an engaging and diverse artistic programme across a range of genres. Since March 2020 we have been in a state of pause and as we now recover, we will seek to ensure we balance delivery against our charitable objectives with our need for financial recovery.

Current position

At the start of 2021/22 financial year, we face significant challenges in our ability to earn trading income. COVID 19 has severely affected our commercial income streams and ticket sales income to the point where we have barely traded at all for a full twelve months.

We have survived the previous year through support from government grant schemes and support from our regular funders.

It is anticipated that we may not resume full trading capacity until quarter 4 of financial year 2021/22 and so the plan set out here has been created to enable us to maximise the opportunity to trade when the time comes and in parallel retain artistic output and audience engagement so that we remain relevant and front of mind for our community.

We know there will be much less touring performance work available during this financial year and that audience behaviours will be impacted by the Pandemic.

We know the touring exhibitions market will remain slow to respond and that celebratory events and gatherings of significant scale will be some of the last activities approved to resume.

We have approached our recovery from two perspectives:

- First the need to take tentative steps financially to conserve resources for when we can operate fully.
- Second the need to remain connected to our community and provide them with respite from what has been a very damaging situation.

We view the next twelve months as an opportunity for us to build back up slowly until we can resume our forward growth plan.

The activity set out within this plan reflects this approach.

The Vision

Our vision for the organisation is to be,

‘An extraordinary destination for the arts’

We remain committed to this vision and ensuring we meet the Arts Council England investment principles:

- Ambition & Quality
- Dynamism
- Inclusivity & Relevance
- Environmental Sustainability.

We need to recover from the impact of COVID 19 to get back on track with our progress towards achieving our vision and the objectives that sit beneath it.

We have set the following transition objectives for financial year 2021/22:

- To have adapted our artistic programme and practice to mitigate the impact of COVID 19 on our organisation.
- To have strengthened our digital communications strategy to sustain audiences and maintain our profile.
- To have adapted our audience development strategy to create stronger connections with our community post COVID 19.
- To have created a refreshed commercial development strategy to be ready for when we can trade effectively.
- To have refreshed our ten-year masterplan to support our organisation’s long-term sustainability.
- To have diversified our Board to ensure the creative case for diversity is strengthened throughout our organisation.

Delivering the plan

To achieve our objectives, we have created a twelve-month delivery plan that will be monitored each quarter for process.

Our delivery plan is Appendix 1 to this document.

Each objective has measurable performance indicators underpinning it so we can carefully track the impact of our actions.

The grid below sets out our monitoring framework.

Objective	KPI measure
To have adapted our artistic programme and practice to mitigate the impact of COVID 19 on our organisation.	<p>Create a new mixed programme model of digital and live engagement that can be flexibly delivered.</p> <p>10 talent development opportunities created for artists with an emphasis on reaching black and brown artists and those living with a disability.</p>
To have strengthened our digital communications strategy to sustain audiences and maintain our profile.	<p>Increased engagement with the website to strengthen conversion rate to sales by 20%</p> <p>Increased engagement with social media platforms of 10% on baseline.</p>
To have adapted our audience development strategy to create stronger connections with our community post COVID 19.	<p>Established a pool of 10 regular volunteers for The Civic</p> <p>Establish 5 new focus group(s) to support continued development of our artistic practice.</p>
To have created a refreshed commercial development strategy to be ready for when we can trade effectively.	<p>To have increased average secondary spend per head by 20% from £3.16 to £3.80.</p> <p>To have created hire packages for small, large, and medium hire clients and supporting promotional materials.</p>
To have refreshed our ten-year masterplan to support our organisation's long-term sustainability.	<p>To have completed the capital scheme to RIBA Work Stage 3.</p> <p>To have a fundraising and investment plan in place to support the organisation in the short to medium term,</p>
To have diversified our Board to ensure the creative case for diversity is strengthened throughout our organisation.	To have recruited two new Trustees from diverse backgrounds.

	To have filled the two vacancies for artistic specialists on our Board
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Artistic programme 2021/22

Objective:

To have adapted our artistic programme and practice to mitigate the impact of COVID 19 on our organisation.

The Pandemic has affected our artistic output and practice on several different levels. The obvious practical impact has been that we cannot open the venue and therefore offer any exhibitions, shows or projects for audiences to enjoy in person.

This has meant that opportunities for artists to work within the venue on their own development is not possible and all collaborative projects we had planned have either been postponed, adapted, or cancelled.

However, we have put a considerable amount of work into COVID secure safety measures to enable reduced capacity audiences to enjoy the Civic and we have also begun to explore digital experiences of live events.

These practical steps taken in Autumn 2020 mean we are very well placed to resume operating as soon as restrictions allow.

Beyond the practical there are other considerations because of 2020/21 that we must factor into our recovery plan.

First there will be significantly less touring work available to programme for either stage or exhibition space and funding for the creation of new work will have become increasingly more competitive than it was previously.

Second audiences and potential audiences' motivations and behaviours will have been affected and we must ensure we gather as full a picture as we can of that impact during recovery to help inform future artistic programming.

Third we have a small number of exhibition commitments that we postponed to 2021/22 that we want to honour due to their importance artistically and the time and funds invested in preparing for them to happen. A critical focus within these exhibitions is providing a voice and platform for artists with disabilities. This means restrictions could still affect these projects even if a wider relaxation has taken place.

Finally, the revenue our artistic programme generates for us through ticket sales, wrap around activities and exhibition touring has been significantly affected and will take time to build back up again to 2019/20 levels.

With these factors in mind, we have planned a phased return to artistic output, and we are utilising the opportunity to plan new approaches and new opportunities for beyond March 2022. We are thinking about collaboration and looking for ways in which we can work in partnership to strengthen and support our recovery but also play our part in Barnsley's recovery too.

Reconnection and positive outputs are at the heart of our focus for 2021/22.

We will begin by presenting our postponed exhibitions from January 2021, 'Perfect Imperfects' by Jasper Pedyo and 'Taking Liberties' by Jamie Reid. We will aim to present these for in person audiences but are prepared to present them digitally if required. These exhibitions will be supported by wrap around activity that can also be delivered digitally if needed and we will seek to facilitate direct audience response to the works bringing new perspectives to the work and an opportunity for people to engage with something in an accessible way.

If restrictions allow, we will deliver a reduced but important programme of work in the mid to late summer that celebrates disability. 'No Boundaries' will include the culmination of The Way Ahead our Future Arts Centres funded project that has begun digitally but we hope to realise as a physical art installation in Mandela Gardens in July, the presentation of Body Beautiful - Diversity on the Catwalk and a number of live performances exploring diversity and difference. A full outline of the No Boundaries programme is set out in Appendix 2.

From September onwards we have put together a programme of live events that focuses more on entertainment and commercial offerings than usual to both generate revenue and make the decision to attend an event with us purely about entertainment, to hopefully encourage more people to return to us sooner.

However, we have still ensured we prioritise key development relationships such as with Jacksons Lane, Full House Theatre and Extraordinary Bodies. We will still present our regular offer for families including our delayed 2020 commission 'The Last Dinosaur' by the Herd and Pinnocchio by Stuff and Nonsense for Christmas and we will be presenting live work in the community through our Esmee Fairbairn funded project Moved by Art.

In parallel, we will be leading the cultural programme for the Eldon Street High Street Heritage Action Zone, 'Teenage Wildlife' and through this working with local cultural partners on the development and delivery of a multi-site programme of exhibitions, installations, young people led events, a community performance and the creation of a digital archive resource exploring youth culture in Barnsley. The first year of this programme, 2021/22, will focus on engaging the community through workshops and an oral history project that will facilitate volunteering opportunities and be the mechanisms through which the content is generated for all the cultural output in 2022/23.

The HSHAZ programme will enable us to strengthen our collaborative relationships locally whilst both we and our partners recover. It will add depth to our audience development activity and will help boost our profile locally for when audiences can return at full capacity inside the venue.

We will gradually build back our offer to emerging and established artists as restrictions lift and use of space is more feasible. For the longer term we plan to develop more residency opportunities and create space for new voices in our artistic programme. This will begin in 2021/22 through our completion of work with Dance practitioner Keira Martin, who having benefitted from our mentor support will

programme a weekend of new choreographic work as part of New Work Weekend in Spring 2022.

We recognise how hard artists have been hit through the Pandemic and our role in ensuring the creative eco system is maintained. Throughout 2021/22 we will create opportunities for artists to work with us and develop their practice in a meaningful way, ensuring our efforts reach black and brown artists and those living with a disability. We will use our recovery year to explore what artists need post pandemic and shape our talent development opportunities accordingly.

We await news on a funding application to support 'Playground'. A project that is designed to engage audiences in new environments and spaces and will create the opportunity for local established and emerging artists to connect with us, create work and develop their practice.

Due to COVID-19, all the visual arts sector's touring, and programming plans have been paused indefinitely. Galleries and our partner organisations are re-scheduling planned exhibitions from anywhere between 12 and 24 months hence.

We currently are in receipt of this situation with two venues for the 'Best of Art Vinyl' and a third venue for 'A personal collection of Vivienne Westwood shoes.' This makes forecasting for touring income and planning new tour dates very challenging.

We are currently in strong position with communications with FTM, National Museums Liverpool, Lincoln Castle and British Textile Biennial to work collaboratively and reactively on existing and possible newly commissioned works.

Throughout 2021/22 we intend to review our previous Touring Exhibition strategy and build back our work in this area gradually as the sector recovers.

COVID 19 whilst challenging much of our work has taught us the importance of being agile and being able to adapt. As we anticipate restrictions in some form being around for some time to come, we are developing our skills in digital delivery so that we can maintain a programme output if restrictions continue to be lifted and applied at different times.

Audience Development Strategy

Objectives:

To have strengthened our digital communications strategy to sustain audiences and maintain our profile.

To have adapted our audience development strategy to create stronger connections with our community post COVID 19.

Our approach to audience development from April 2021 onwards will need to be much more holistic. We must maximise the toolkit and knowledge we have available to us and identify new ways to connect and reconnect with people post COVID.

Being closed for so much time will have impacted on our profile locally. Our audiences will have been impacted personally and whilst there is likely to be a strong will in places

to return to social and cultural activities, we must acknowledge that people's habits have been broken and that some people may be reticent to return.

The impact of the pandemic will mean our town centre looks and feels very different. This will affect who chooses to come to Barnsley and the purpose for their journey.

The pandemic has seen an increase in use of digital technology, and we must explore how to utilise this to best effect for our recovery and rebuilding of audience engagement.

We have in place a detailed Audience Development Strategy that analyses the baseline audience we had pre-COVID 19 and sets out the priority target areas for us to act on over the next year. A copy of the strategy is included as Appendix 3.

This year we will begin the process by prioritising the following:

- Seeking our existing audiences' views to inform our artistic programming and overall marketing approach.
- Seeking the views of those who engage only sporadically to identify what would encourage them to become more regular customers.
- Targeted work with the key target audience groups identified for growth - Families, Young people and those who attend infrequently but with whom we have a connection.
- Increasing and strengthening our use of digital platforms to connect with audiences as both a medium to present work but also a medium for consultation and to build rapport.

We will take the lead in the delivery of the Eldon Street HSHAZ Cultural programme 'Teenage Wildlife'. This programme will run from 2021 to 2023 and its first year will have targeted engagement, volunteer training and the capturing of public stories as its focus through an oral history project framed to draw out the stories of youth culture connected with Eldon Street and the surrounding area.

This will form one half of our Moved by Art delivery in 2021/22 and is designed to be adaptable and deliverable regardless of the public health position we may face.

Complimentary to this the wider Moved by Art programme will focus on response work for No Boundaries and the phased artistic programme we are able to deliver from the venue, strengthening of existing community partnerships and the development of new ones with a particular focus on education partners, recruitment of volunteers to support both our organisation and the wider Teenage Wildlife programme, continued development of Cross the Sky and the delivery of focus groups to inform our forward artistic and communications planning.

We will continue to work collaboratively with local partners to create safe and accessible opportunities for people to engage with culture and the arts and plan to use the time to explore and get to know our potential audiences through mechanisms delivered digitally and in alternative locations.

Commercial recovery strategy

Objective:

To have created a refreshed commercial development strategy to be ready for when we can trade effectively.

Our commercial income streams predominantly focus on venue hire and bar income. For the longer term we want to grow our hospitality offer and had made significant progress towards achieving this prior to the Pandemic.

One of the most challenging areas to predict recovery in are large scale celebration events. Many people will have waited a significant length of time to mark occasions and anniversaries that are important to them. However, the point at which restrictions will be lifted sufficiently for those type of events to resume remains uncertain.

This scenario affects bookings that would come to us but also our longer-term plans to host in house events such as Christmas parties and other functions.

When these types of events are possible, we will need to be ready and able to seize the opportunity to take the business, in the meantime we must try to gradually build back up our lost income in this area.

We have successfully maintained a core group of clients that hire us for smaller sessional activity such as group training and workshops. Throughout 2021/22 we will seek to retain these clients and build this area of income back up to 2019/20 levels.

We have made ourselves available for civil contingency events whilst we are not operating shows in the Assembly Room and this could bring in a modest additional income in the early half of 2021/22 when certain functions are displaced from their normal venues or require a larger space than they would normally use to be compliant with social distancing.

We are expecting that the first two quarters of 2021/22 will be a gradual return of smaller regular clients rather than larger bookings and we will prioritise commercial entertainment bookings for the Assembly Room later in the year where we can.

Bar income will remain an area of slow recovery as it is directly responsive to the programmed performances in the Assembly Room. We do hope a return to socially distanced events will be possible from September 2021 and this is when we have forecast our bar income to resume from. Audience take up is difficult to predict but we have measures in place already to ensure the service is operated in line with any restrictions that may be in place.

The programme of live events for the Assembly Room has been planned to both focus on commercial return as much as possible but also to create space as the financial year progresses for third party hire bookings that we hope will be possible.

Looking beyond March 2022 we will need to be building back our business in this area to be ready for the bigger operation we hope to have in the longer term. It is important

that we take cautious but consistent progress steps so when the time comes, we can operate competitively in the hospitality events marketplace.

Throughout 2021/22 we will look for opportunities to develop our approach and shape our forward commercial development strategy within the organisation ten-year masterplan. Monitoring how other parts of the hospitality industry recover and customer behaviour will be critical as part of this.

Resilience and sustainability

We will approach resilience and sustainability from two stand points in 2021/22.

Immediate term.

In the immediate term we must enable our organisation and our staff team to recover from the extended impact of the pandemic. We recognise that all our operation has been affected in different ways and a return to full operations will take time. Our energies must be focused into a gradual process of reintroduction of activities, supporting staff to work within another change in operating model and the utilisation of 2021/22 as a year of transition back towards our longer-term development priorities.

Our staff team has operated in a mixed model with some staff working throughout the pandemic, some working sporadically and others only being able to work in short bursts. For a small team that relies heavily on collaboration for success, the impact of separation and extended pressure cannot be underestimated.

We must be careful to consider that those who have worked will have experienced significant levels of stress throughout that time and those who have not will have experienced a different type of stress. All may have concerns about job security, the impact on the sector we operate in and on a more personal level concerns about health and wellbeing for themselves and their families.

It is important as we recover that we put in place support mechanisms for staff and ensure the KPI's and financial targets set are realistic, manageable, and appropriate.

We will be phasing back our staff team on a gradual basis to match the operational needs of the business, balance finances through use of the government job retention scheme in a flexible way and support staff to be ready to work at full capacity as soon as we are able.

We may have to deliver our offer differently; we may have to adapt further than the COVID secure procedures we had already developed before the further Lockdowns were implemented. As a result, staff may need training and support to work in new ways.

A key area that has changed significantly for us due to the pandemic is how we use digital technology. More staff set up for homeworking, new software purchased to support core functions and more use of digital platforms to engage with audiences have all been introduced throughout the pandemic. We need to make sure staff feel confident in using their new equipment and that homeworking does not cause any staff to feel isolated or disconnected.

Wellbeing questionnaires and individual risk assessments have been conducted throughout the past year and will be again through 2021/22. The results of these will be monitored and reported to our HR Committee to support Trustee efforts in supporting staff.

A full COVID risk assessment for the organisation was created in 2020/21 and will be refreshed to support 2021/22 and the new phased recovery process. This is a live document that will be monitored on a month-by-month basis to ensure we keep a pace of public health developments and effectively track our progress out of Lockdown.

Medium term

Throughout 2021/22 we need to review our ten-year master plan that has remained in draft since February 2020. The master plan was designed to take the Civic through its next ten years with the large capital refurbishment project as the catalyst for growth and development into the future. Progress has understandably slowed and the market we will now be operating in has also changed. We need to use 2021/22 to try to reshape our plans for post COVID Barnsley. To monitor and review how the arts and hospitality sectors recover and how our plans might need to be extended, adapted, or changed to achieve our goal of sustainability in the longer term.

We need to ensure that we continue our hard work to date in relation to strengthening our contribution to the Creative Case for Diversity, reducing our carbon footprint, and working with schools and the wider community to ensure access to the arts and culture is valued.

We will pick up our work in relation to environmental sustainability in the context of our capital plans and ensure that we complete our scheme to RIBA Work Stage 3 with the appropriate BREEAM credits in place. Once the scheme is at RIBA Work Stage 3 and has secured planning permission, we will take time to revisit our fundraising and investment strategy for achieving our plans and put in place a new timeline for our journey to a finished building.

We will continue to work hard to be as inclusive an organisation as we possibly can, and this will be reflected in our artistic programme, our volunteer recruitment, and the development of our Board.

We must also continue to play our role in the town centre's regeneration and recovery. A vital part of reviewing our long-term plan will be to ensure that we can bring more to Barnsley as we grow and support the achievement of cultural and economic objectives for the town. Through our leadership of the HSHAZ Cultural programme and our participation in key local initiatives such as Barnsley 2030, The Festival of Joy, and the wider town centre events programme we can help support the revitalisation of the town centre and the return of audiences to outdoor spaces and venues.

Equalities, Diversity, and Inclusion

Following securing a 'Strong' rating against the Creative Case for Diversity in 2019/20 we remain committed to continuing our learning, development, and implementation of inclusive practice in our organisation.

As we start this year of transition, we are focusing on the recruitment of new Trustees who both bring artistic knowledge and practice but also represent protected characteristic groups that are currently not present on our Board. We would like to broaden the perspectives at Board level and deepen the cultural influences in our artistic programme through Trustees with lived experience of different cultural backgrounds. These new voices will support us to strengthen our practice and reach new audiences in our community.

As the year progresses and restrictions lift, we intend to recruit to our pool of casual staff and grow our volunteer workforce. We will ensure our approach to both processes is inclusive and actively try to reach people from protected characteristics who are underrepresented in our wider workforce. We will maintain our commitment to supporting local people to have access into working in the arts and cultural sector through both processes and continue to offer opportunities as much as we can to young people.

We intend to present our 'No Boundaries' programme of work in 2021/22 creating a platform for artists and practitioners with disabilities to have their voice heard in Barnsley. We hope that through this we will attract new volunteers and audience members from the disabled community. To support delivery of this programme we will make training available to all staff and volunteers to support them in their understanding of the disabled community and make sure we offer fully inclusive service to our audiences.

A full outline of our planned programme is included as appendix 2.

Governance and Board development

The Board of BCE Ltd currently has three vacancies and we intend to recruit to fill all three this year. We have a skills gap in relation to artistic expertise and venue management. We intend to utilise this recruitment opportunity to diversify representation on our Board to ensure it is more inclusive and is made up of a broader range of perspectives and life experiences.

Recruitment has already started with two possible interested candidates nearing the later stages of the process. We aim to have a full Board by December 2021.

Ahead of the new financial year starting current Trustees are conducting a skills audit amongst themselves to identify any development needs and any skills gaps. From this a CPD plan will be created, and opportunities identified for Trustee training. Any newly recruited Trustees will also then have the opportunity for training alongside existing Board members.

Part of the audit will invite Trustees to identify things that they individually feel they need more knowledge about directly in relation to the organisation and we will facilitate internally the the opportunity for that training within the CPD plan.

This will both support Trustees to fulfil their roles and strengthen connectivity between them and the staff team.

As we progress our recovery and plan for 2022/23, we will explore how we can add to or strengthen our governance model, for example with additional task and finish groups for certain areas of work, a review of committee arrangements and the annual review of individual trustee roles. We will be reframing our forward plan and the Board may need to provide support in new areas because of this process.

Throughout 2021/22 the Board will need to ensure staff wellbeing is monitored effectively and that the team feel supported as they navigate their way through the recovery process back to full operations.

The Chair of the Board has agreed to champion and lead on this and will work with the wider Board to ensure support mechanisms are put in place.

Financial

Our forecast budget assumes that social distancing measures will be in place until January 2022.

We have forecast to generate trading income in line with the restrictions previously experienced to take a cautious approach to forward planning.

We have managed to add to our reserves following 2020/21 due to benefitting from a DCMS CRF grant and by utilising the opportunity of the Government Coronavirus Job Retention Scheme. We have also applied for several grant funding opportunities to enable us to cover our overheads in 2021/22 and still deliver a level of artistic activity.

The Government Coronavirus job retention scheme has been extended by the Chancellor for a further six months from April 2021 through to September 2021 and we will utilise this flexibly to support our recovery process.

We are currently forecasting a deficit but are optimistic that as the economy gradually re-opens after Lockdown we will be able to work to reduce this.

A copy of the full 12-month budget forecast and draft forecasts for later years is included as appendix 4.

Risk management and monitoring progress.

A detailed strategic risk register is managed and reported against to the Board of Trustees on an exception basis every month and in full at the end of every quarter.

This risk register monitors and measures all our progress against the charitable objectives of the organisation and ensures that the Trustees are fully aware of the overall organisation performance at any one time.

The risk register for 2021/22 combines strategic risks directly related to recovery from the impact of the pandemic with existing strategic risks that the Trust must always manage. This represents a step forwards following the impact of COVID 19 2020/21 when the risk register was entirely focused on managing temporary closure of the venue.

The full risk register is included with this plan as Appendix 5.

Monitoring

We will deploy our standard and successful performance management approach for this business plan period.

All our new KPI's will be allocated a lead member of staff and actions are set against them with progress tracked each quarter and reported on to both Board and stakeholders.

We will continue to present monthly budget outturn reports to our Finance committee and in turn report on an exception basis to Board any amber and emerging red risks each month. The Board will then receive the full budget report at the end of each quarter, accompanied by the narrative action plan and updated risk register.

We will carefully track the public health situation and ensure we adapt our approach and delivery accordingly as government restrictions and measures change through our organisation COVID risk assessment.