



# The Performing Arts Ecosystem of Jersey:

Situation Analysis and Options Appraisal for  
the Jersey Opera House



## Introduction

This short paper provides the headlines for a situation analysis exercise on the performing arts ecosystem of Jersey. It is based on a short consultation and benchmarking exercise as one of the work streams or focus areas of the new Arts Strategy for Jersey. It provides a headline SWOT analysis of the performing arts ecosystem, identifies some strategic priority areas to maximise the development of the sector as part of a flourishing arts sector overall, and points to some practical next steps to deliver the vision and goals of the Arts Strategy. A central consideration is the need and opportunity to find an imaginative, sustainable and impactful role for Jersey Opera House (JOH) as a vital platform and hub for sector development.

This research and consultation exercise has involved a programme of interviews with:

- Strategic partners in arts and culture across Jersey
- Relevant officers at Government of Jersey (GoJ)
- A sample of best practice exemplars and/or theatre companies with experience working in Jersey.

We also undertook a series of briefing and visioning sessions, including a workshop session with performing arts practitioners and producers, and in-house sessions with the Opera House Board and team.

These consultation activities sessions provided valuable insights on priorities for the development of Jersey's performing arts ecosystem:

- In terms of the development of talent, capacity and audiences
- In terms of social and cultural renewal, place-making, regeneration, and economic diversification.

The feedback and advice generated from this engagement exercise provides provisional insights which do influence notions of feasibility/approach for the proposed transformation of the Opera House as a central platform and hub for the wider performing arts ecosystem. This includes considerations on how a model of partnership can be established which delivers positive impacts across the ecosystem. It will be important going forward to build from this exercise and develop a more extensive and detailed set of consultation activities with a wider cohort. This will be most effective as a way of testing needs and aspirations relating to a specific preferred option.

The paper is guided by the new Arts Strategy for Jersey. This sets out some bold ambitions for Jersey as a 'Creative Island'. The development of the performing arts, inclusive of the re-imagined Opera House, will be part of a new systemic approach to arts development, which will:

- Build a sustainable arts ecosystem where organisations are able to plan long-term
- Develop an inclusive arts ecosystem, capable of reaching and inspiring everyone
- Establish a transformational arts ecosystem which is diverse, agile, innovative, driving the creative renewal of the Island.

The four themes of the Arts Strategy will guide strategic priorities and GoJ investment will focus on activities which deliver outcomes across the following areas:

#### Theme 1

Arts, education and personal development: a runway for talent development and a provider of arts education and participatory practice.

#### Theme 2

Arts, health and sustainable wellbeing: a hub for community and a contributor to a happier, healthier island.

#### Theme 3

Arts, environment and place-making: an environmentally responsible organisation and producer of cultural activities which enhance the quality of place.

#### Theme 4

Arts, economic prosperity and inclusive growth: a pathway for creative employment and a vital contributor to the visitor and experience economy.

#### Vision for a Creative Island

Jersey is known internationally as a Creative Island. It positions the arts at the heart of strategic development to safeguard its future as a place of sustainable wellbeing. It prioritises excellence and innovation in the arts to support a healthy and happy population, an enriching environment, and a productive and balanced economy.

### Headline Situation Analysis of the Jersey Performing Arts Ecosystem

Jersey has a rich and wide-ranging heritage in the performing arts and activities such as dance, theatre and spoken word, remain a vibrant part of the Island's cultural life. The Island's performing arts heritage is evidenced by the strong and growing diaspora of Jersey actors, producers, dancers, technicians and other performing arts professionals, many of whom continue to have an active interest in the Jersey performing arts ecosystem. It is also evidenced in the Island's strong tradition of festivals and events, many of which have a performing arts element; and in the programming and expertise of the Island's arts organisations, including Jersey Opera House, Jersey Arts Centre (JAC) and Art House Jersey (AHJ), which in different ways have provided pathways for talent development and engaged audiences with varied programming underpinned by a commitment to excellence and innovation.

The work of these organisations, working with partners in education, health and other sectors, has provided the enabling conditions for the performing arts ecosystem of today. This is made up of an improving provision of performing arts education in schools, especially up to Year 8 (with less provision for older age groups) and a dynamic scene for voluntary or 'amateur' performing arts activities, including multiple activities in extra-curricular performing arts for young people and a vibrant mix of community-facing activities in dramatics, dance and song, with the Jersey Eisteddfod a major contributor to creative participation.

There is also a growing professional performing arts sector in Jersey, with an emergent network of young independent theatre producers, theatre educationalists/trainers, playwrights, spoken word artists, and cross-art-form talent. The Covid-19 pandemic has brought talent back to Jersey, providing a relatively safe space to develop creative practice and plan for the future. This has reinvigorated the performing arts ecosystem, with increased appetite to establish the Island as a platform for developing new work and a hub which facilitates sustainable career path development, both on- and off-island. Expectations are now high that Jersey, through its Arts Strategy and subsequent development and investment, can become a hotspot for both professional and amateur development across the performing arts, with specialism in education, social engagement which delivers wellbeing, and innovative independent production.

For many years, Jersey Opera House played a central role in the Island's performing arts ecosystem, operating as the Island's only purpose-built theatre to provide a wide-ranging programme of locally produced work (notably in the amateur sector) and touring work across all genres, including comedy, live music, theatre and dance. However, for over two years, the Opera House has been closed to the public awaiting firstly, the relaxation of Covid safety rules, secondly, the urgent need for structural repairs to ensure the safety of the building, and thirdly, the need for both organisational reform and capital works to ensure a sustainable future.

The temporary closure of the Opera House has afforded the opportunity to reflect on what is needed and review development priorities for the Island's performing arts ecosystem. This has helped re-define the role and purpose of the Opera House and to identify other key strategic opportunities for sector development.

### Headline Strengths of Jersey's Performing Arts Ecosystem

- Active amateur scene, with multiple clubs, projects and activities
- Improving education provision, especially for early years
- Committed and professional organisations working to develop audiences for performing arts and support artist development
- Distinctive heritage assets linked to the role of the Island as a holiday destination, plus with a distinctive cultural mix which introduces a diversity of influences and narratives
- Commitment from key arts organisations to work together in new ways and build a more holistic and joined-up approach to sector development
- Growing independent sector of highly motivated and professionals seeking to raise the bar and establish Jersey as a well-known platform and hub for performing arts
- Capital Infrastructure - some key assets, notably the Jersey Opera House and Jersey Arts Centre, which together can provide a baseline of provision in rehearsal, development, production and presentation
- Organisational Infrastructure - real excellence and innovation in commissioning and programming, with much to build from
- A diaspora of cultural professionals rooting for Jersey as a Creative Island
- Investment - renewed commitment from Government to invest across arts and culture (through the 1% commitment) and to actively leverage additional investment from across the public and private sector.

## Headline Weaknesses of Jersey's Performing Arts Ecosystem

- Disconnect between performing arts provision for younger children and provision for teenagers and young adults. With provision tapering off for older age groups, opportunities to develop professional careers are limited on-Island
- Lack of adequate infrastructure/space across the performing arts value chain, with particular pressure on space for rehearsal and performance. There are also shortcomings in the quality of infrastructure e.g. acoustics, access for disabled people, lighting, and flexibility. The absence of relatively basic infrastructure such as sprung floors, also hinders sector development
- Under-developed opportunities in outdoor arts – across all art-forms inclusive of theatre and dance
- Lack of coordination and partnership in all areas – including education provision, talent development, programming, promotion and ticketing. This impacts efficiency, agility and accessibility
- Under-investment/lack of targeted investment from both Government and the private sector. This has led to an under-scale professional sector, under-nurtured festivals, and talent flight
- Symbolic decline – the closure of the Opera House is a symptom of the above
- Very little local commissioning – of both local and incoming talent. Scarce resources and some gaps in expertise or networks, mean Jersey falls short in terms of the diverse and innovative programming it could be developing and hosting
- Relatively conservative audiences who have relatively straightforward expectations of their performing arts sector and lack exposure to everyday innovation and excellence. This is of course a generalisation, with some avid performing arts audiences who are open to new and challenging work. However, such provision is more associated as programmed elsewhere, off-Island. There are then, perhaps, relatively low expectations of performing arts programming in Jersey
- Strategic disconnect between performing arts, health and wellbeing; and insufficient cross-over with sports and leisure provision
- Limited opportunities to develop professional practice in the performing arts – in part due to the infrastructure and audience issues noted above, which in turn mean Jersey is not associated as a place to develop professional practice.

## Headline Opportunity for Jersey's Performing Arts Ecosystem

Establish Jersey as a dynamic platform and hub for creative practice and performance. It provides pathways for talent development, is accessible and sustainable, and showcases the best of Jersey performing arts to islanders and visitors. It is a place of innovation and excellence for the performing arts.

## Headline Findings

### What a New-look Opera House/Performing Arts Centre Can Deliver for Jersey

A primary finding of the engagement exercise is that the Opera House is a much loved and valued venue. Despite its structural limitations (in flexibility and accessibility), it is held dear for many people. In particular, the Opera House are credited for their openness, professionalism, generosity and commitment over many years and the Board is credited for its commitment to keeping the venue open and secure. Many people in Jersey grew up with the Opera House. It provided their first experience of the performing arts and for many years it has been the main venue for theatre and performance, programming an enormous variety of activities and providing a platform for Jersey talent – from youth groups to the ‘amateur’ performing arts sector.

However, stakeholder engagement also pointed to the opportunity to build from and move on from the old model.

## Headline Perspectives

*The opportunity to boost aspiration and demonstrate a fresh development pathway for local talent.*

A re-imagined and re-purposed Opera House coincides with some exciting and long overdue arts and cultural interventions in Jersey. Building from the Arts Strategy, this means new investment in talent development, arts and health, arts and cultural tourism, and in spaces which facilitate the development of new work. The Opera House can kickstart a new era for the Island’s performing arts, working in a refreshed partnership with Jersey Arts Centre, Art House Jersey and across communities of artistic practice and participation.

*The opportunity to build social capital, facilitate creative education, and nurture talent.*

A re-imagined and re-modelled Opera House can be a beacon of renewal for the whole Island and a vital ‘legacy’ intervention for the Arts Strategy. But to achieve this over the longer-term will require the provision of a range of facilities and activities which are of relevance to different communities. This includes provision of education space and programming, technical and creative skills development, immersive digital provision, rehearsal and production space, and a more flexible auditorium/auditoria which allow for diverse programming. This will also require a new model in terms of governance and management, with the Opera House a hub for up-and-coming independent performing arts companies and a platform for new programming as well as innovative touring work. The potential also exists for the Opera House to be a space for the development or testing/refinement of new work – fringe venue prior to launching shows in key international markets.

*A centre for theatre development - with a focus on developing new work, supporting independent production and providing an uplift in studio and rehearsal capacity for the Island.*

Jersey has very limited capacity for developing new work, especially adjacent to a theatre with reasonable (hopefully optimum) technical facilities (such as lighting, acoustics, digital). There is also a lack of flexible space for developing new, experimental work in outdoor arts and circus. Consultations have pointed to an opportunity for the Opera House to boost production and development, which in turn can support the development of Jersey as a hub for independent performing arts companies. The limited footprint of the Opera House would require additional consideration for studio and workspace provision elsewhere – complementing a new-look and

much-in-demand Opera House. There is also an opportunity to coordinate provision with Jersey Arts Centre and Art House Jersey to establish a network model for hiring space and coordinating production.

*A centre of theatre and performing arts for children and young people.*

This can include facilities which support creative education and skills development, rehearsal and professional development. A starting point would be to be leading-edge as a 'child friendly' art space. This includes key functions such as a crèche, autistic-accessible 'safe rooms', and spaces for socialising, teaching and rehearsal.

*A beacon of environmental responsibility and innovation.*

This includes facilities for 'slow residencies', where resident artists/companies spend longer and work in a deeper and more engaged way to mitigate the impact of travel. This is an area of opportunity for Jersey as whole. It also includes ideas to establish a sustainable theatre centre of excellence – which includes R&D in, for example, the development of a circular economy for props and costumes; the testing of plant-based materials; and even the generation of energy through the building (as a type of cultural power station).

*A hub for health and wellbeing - a key strategic outcome for the re-imagined Opera House will be to enhance the health and wellbeing of residents.*

Such outcomes can be achieved through excellent programming and the positioning of the facility as a community asset where people of all backgrounds feel safe, welcome and valued. In addition, consultees have pointed to opportunities to remodel theatre as a dedicated provider of health and wellbeing. Ideas include the provision of facilities guided toward improving specific health and wellbeing issues or overcoming barriers to access for people with specific health and wellbeing needs (such as people with autism, mobility challenges, hearing and sight problems, etc.). Some of these elements can be delivered by simply being leading-edge in terms of access and provision for people with different health and wellbeing needs. Others will need specific facilities and programmes.

*A centre for intercultural and intergenerational dialogue - Jersey is an increasingly diverse place.*

However, audiences for theatre and, more broadly, participation across the arts, do not reflect this diversity. With a 'grand re-opening' comes the opportunity to build new audiences and shape a cultural facility which is for and by all the people. This comes with design considerations to boost the openness and accessibility of the building.

*A catalyst for town centre renewal, complementing the proposed cultural focus of the hospital site and connecting the town centre to the waterfront.*

The Opera House is on the edge of town in an area in need of regeneration. Its exceptional frontage lacks visibility due to its closeness to the road, with zero public space. Therefore, it currently lacks the visibility to drive renewal in this part of the town centre. The lack of outdoor space limits opportunities for outdoor arts and for a larger cultural footprint. Longer-term, the area can be re-engineered to elevate the Opera House at the heart of a new culture-led district for St. Helier. A first step would be to re-model the neighbouring pub as an active facility within the Opera House.

## Jersey Opera House

### Headline Preferred Strategic Development Option

This section presents the preferred strategic development option for the Jersey Opera House. It is based on a process of strategic analysis and consultation which explored a range of development options for the Jersey Opera House as a major cultural asset for Jersey, yet an asset which is in need of renewal and reform if it is to play a sustainable and impactful role in the cultural, social and economic future of the Island.

In this context, the Jersey Opera House will need to play a pivotal role in the development of a sustainable and inclusive 'performing arts ecosystem'. This will combine the development of talent and audiences; support innovative new work as well as receive innovative incoming work; and facilitate opportunities for sector development to include education and skills, rehearsal, and presentation.

Three core options were assessed as part of the strategic review process for the Jersey Opera House. They are as follows:

#### *Option 1 - Retain/Augment Current Model*

This would involve:

- 18-month period of capital refurbishment
- Governance review – a re-fresh of the Board, election of new Chair.

#### *Option 2 - New Operator Model*

This would involve:

- 18-month period of capital refurbishment – to focus on auditorium enhancement, improved access and refresh of social and circulation space
- Governance Review: reform of legal model – to new Cultural Trust that works to support dynamic cultural use and programming
- Re-fresh of the Board and election of new Chair to fit this model
- Recruit new Development Director to oversee programme development, organisational development and venue management
- GoJ assumes management of the facility – as per a 'leisure facility'
- Management of the culture programme tendered to independent/commercial theatre companies e.g. Ambassador Theatre Group. This would operate on an SLA to deliver a dynamic and popular programme which attracts and develops audiences and delivers some elements of public value e.g. in community engagement and hires.

#### *Option 3 - Opera House Creative Island Performing Arts Hub*

This would involve:

- 18-month period of capital refurbishment – to include maximisation of space for rehearsal, workspace and flexible activity space. This will include facilities for dance. It will major on increasing access and driving community engagement
- Governance review - reform of legal model to a Cultural Trust or Cooperative that works to develop the Jersey Opera House as a hub for creative talent, education and the development of innovative new work; plus, as a receiving-house for the best new work from elsewhere
- Legal responsibility for solvency relocated to GoJ



- Recruitment of interim Transformation Board to develop the new business model, adopt the new governance model and recruit new Executive Director to the organisation. This can include a reference group made up of GoJ, AHJ and JAC. This Group will be tasked with establishing a new MoU for shared/coordinated working at an ‘ecosystem level’ – to include the approach to talent development, programming, and marketing
- Recruitment of new Executive Director – a rising talent in theatre development with a role to re-imagine and drive the transformation of the Opera House and develop a team and partnership to deliver a fresh vision
- New Executive Director sets out new vision and model for the Jersey Opera House as a Creative Island Performing Arts Hub. This will involve a combination of home-grown and incoming productions; larger scale ‘popular’ items and emergent/innovative new work. The Theatre will be a platform for talent development and centre of excellence for community engagement
- New Executive Director drives the development of the new Board and new team. The new Board will have time-limited terms for the Chair and Trustees to ensure a continual re-fresh and to accommodate the changing needs of the Opera House and wider performing arts ecosystem
- Up to 5 independent resident companies recruited to be based in the Opera House – with an SLA from the new Opera House Trust/Organisation to oversee a % of community/education activities and a % of cultural programming
- New Executive Director builds strategic agreement with JAC and AHJ on shared marketing and programming opportunities
- New Executive Director develops an education and engagement strategy – to include off-site activities – building up to the re-opening of the Jersey Opera House in 2023
- Café/bar re-modelled as a space for co-working, events and pop-up activities which enhance the vitality of the building and generate new revenue
- New Executive Director, working with GoJ (Creative Island team), JAC, AHJ and Jersey Heritage (JH) develops a Jersey Performing Arts Festival model – starting 2024. This is a multi-venue operation to include outdoor arts, with an aim to scale up performing arts development and connect it to a heritage and cultural tourism offer which has a strong arts element.

## Options Appraisal and Scoring (out of 10)

The following table provides a headline appraisal for each option with regard to a set of additional desired outcomes for a re-vamped and re-imagined Jersey Opera House. These outcomes are linked to the delivery of the vision and priorities of Creative Island Arts Strategy.

	<i>Sustainable Business Model</i>	<i>Sustainable and Transparent Governance Model</i>	<i>Local Talent Development</i>	<i>Audience Development (Building New and Consolidating Existing)</i>	<i>Innovative Programming (Home-grown and Incoming)</i>	<i>Community and Education Resource</i>
<p><i>Option 1</i></p> <p>Current Model</p> <p>21/60</p> <p>35%</p>	<p>Not sustainable.</p> <p>Runs at a loss, does not generate significant new revenue into the Jersey economy.</p> <p>Needs to be re-positioned as an investment platform for performing arts, not as a model which has to break even.</p> <p>2/10</p>	<p>Not sustainable.</p> <p>Risk profile too high for trustees.</p> <p>Lack of clarity on decision-making.</p> <p>No scope for Board renewal.</p> <p>1/10</p>	<p>Limited.</p> <p>Insufficient capacity for skills and organisational development, educational work, and in-house professional development.</p> <p>4/10</p>	<p>Good level of existing audience, but limited capacity for audience renewal and diversification.</p> <p>4/10</p>	<p>Some track record in balancing incoming work with home-grown programming.</p> <p>Challenge of building diverse programming and breaking even/averting a loss.</p> <p>This has limited the ability to innovate, despite best intentions.</p> <p>5/10</p>	<p>Strong social affiliation across all generations but limited capacity and facilities to develop on-site community-facing activities and to co-design education activities with the wider cultural and education sector.</p> <p>5/10</p>
<p><i>Option 2</i></p> <p>New Operator Model</p> <p>30/60</p> <p>50%</p>	<p>Strong.</p> <p>Probability of commercially viable model based on touring work with simple production model. However, the cost of a commercial operator is likely to be significant.</p> <p>Café/bar will need to be run by GoJ – not likely to be a 'destination' offer.</p> <p>6/10</p>	<p>Simple model.</p> <p>GoJ runs the building.</p> <p>External partner runs the programming.</p> <p>Little incentive for ambitious trustees or partnerships.</p> <p>6/10</p>	<p>Limited.</p> <p>Can be used for hire and agree on % of programming for local use, such as for amateur theatre, Eisteddfod, etc.</p> <p>4/10</p>	<p>Good for mainstream audience attendance for more popular shows.</p> <p>Challenging for diversification of audiences and for multi-layered programming across different spaces, and for a range of types of product.</p> <p>Likely to be plenty of 'dark nights'.</p> <p>6/10</p>	<p>Lack of incentive to develop local talent.</p> <p>Most productions imported.</p> <p>Little access to education and skills development.</p> <p>4/10</p>	<p>Lack of incentive to provide accessible, flexible resources to the community.</p> <p>Lack of 'ownership' for local production companies who will likely operate outside the model.</p> <p>Simple hires strategy with little consideration for artist development, health, well-being, etc.</p> <p>4/10</p>

	<i>Sustainable Business Model</i>	<i>Sustainable and Transparent Governance Model</i>	<i>Local Talent Development</i>	<i>Audience Development (Building New and Consolidating Existing)</i>	<i>Innovative Programming (Home-grown and Incoming)</i>	<i>Community and Education Resource</i>
<p><i>Option 3</i></p> <p>Creative Island Performing Arts Hub</p> <p>46/60</p> <p>77%</p>	<p>Opportunity for a 'mixed economy model' involving:</p> <ul style="list-style-type: none"> <li>- tickets for a range of commercially attractive productions complemented by diverse programming which delivers additional social and cultural value.</li> <li>- a buoyant hires model – a facility in demand (but care needed to ensure affordability).</li> <li>- the potential for consultancy and event management off-venue.</li> </ul> <p>Will need subsidy to drive social, education etc. outcomes.</p> <p>7/10</p>	<p>Opportunity for a new sector-led governance model with:</p> <ul style="list-style-type: none"> <li>- Trustees from both on and off-island with expertise in best practice models for community/ social-engaged performing arts.</li> <li>- commences as an interim Board to shape the vision and model for the re-imagined Opera House.</li> <li>- GoJ takes over risk of commercial viability and property maintenance to de-risk governance, with KPIs linked to strategic outcomes (and not solely commercial returns).</li> <li>- co-op model provides options for tenant companies to align their individual missions with those of the Opera House.</li> </ul> <p>8/10</p>	<p>Major opportunity to become a hub for talent development in:</p> <ul style="list-style-type: none"> <li>- tenant companies</li> <li>- curated hires policy</li> <li>- schools' partnership</li> <li>- scope for tailored technical and backstage skills development programmes to create a sustainable human resource infrastructure for the Island.</li> </ul> <p>Whole facility re-framed as a 'talent development hub' with a focus on wellbeing and inclusion.</p> <p>8/10</p>	<p>Fresh opportunity to build new audiences while deepening ties to existing audiences.</p> <p>This includes:</p> <ul style="list-style-type: none"> <li>- a balance of innovative independently produced theatre and dance</li> <li>- local amateur work</li> <li>- high-quality touring product.</li> </ul> <p>It also includes cross-art-form opportunities such as dance, music, and independent cinema.</p> <p>The active use of every space, a dynamic café/bar and fringe programming, such as spoken word, will diversify the venue's appeal.</p> <p>8/10</p>	<p>Platform for new/ emergent work from Jersey, and internationally as a place to test, cross boundaries, and explore new types of work.</p> <p>Commercially driven elements have a high bar in terms of quality and innovation.</p> <p>Opportunity for residencies and coordinated programming toward a 'festival model'.</p> <p>8/10</p>	<p>Active use of every space and a strong and refreshed partnership with organisations across the Island – including the two GoJ RFOs.</p> <p>Limited space means demand will outstrip supply. This presents an opportunity for extending activities off-site – an island-wide performing arts development programme.</p> <p>However, this will need public investment and determined partnership with JAC and AHJ.</p> <p>7/10</p>

Based on the table, the preferred option is Option 3: a Creative Island Performing Arts Hub. This model, though complex, offers a fresh beginning for the Jersey Opera House which can deliver on the vision and thematic priorities of the Arts Strategy. It will also provide the opportunity to drive the development of the performing arts ecosystem, providing a significant uplift in the capacity to develop talent, new work and engaged audiences.

The option will require a period of development, leading to the re-opening/re-birth of the Opera House in approximately 18-months. Below is an outline roadmap leading to this re-opening. It will need to be underpinned by a new business plan, vision and strategic plan – which will be led by the new Executive Director and interim Board (plus external advisers).

The Executive Director role will be a senior post (circa £80-100k) – positioned to attract a talented individual with an impressive career trajectory poised to go the next level. This requires a range of strategic skillsets, not least in partnership, investment and innovation models for theatre management and development. This post will lead on the vision for the Opera House and develop partnership, programming and the mixed-use of the facility, building toward its re-opening. It is not an artistic director post. This post can follow the Executive Director and/or a hybrid model based on tenant companies and in partnership with AHJ and JAC can be developed (preferable).

## Next Steps

### The Jersey Opera House Transformation Programme

There are three phases for the Opera House Transformation Programme. These span a two-year period to May 2024.

#### Phase 1 - Restructuring, Renewal and Launch of New Model (to December 2023)

This phase will include all the preparations required for re-opening well.

##### *Step 1*

- Finalisation of preferred option Governance and legal model (with legal advice)
- Finalisation of operational model – to be agreed: managed as a leisure facility by GoJ or a heritage asset by JH
- Brief GoJ of the preferred option and delivery plan
- Brief Opera House staff and existing Board
- Engage key partners across the performing arts ecosystem to work with GoJ toward the successful completion of the new model so that it is configured to deliver mutual institutional benefit and benefit to the wider performing arts ecosystem
- Commencement of capital works with its own priorities and delivery plan. Ideally, first steps will focus on securing the asset; with opportunities retained for the incoming Executive Director and resident companies to contribute to the design and fit-out of rehearsal, production, circulation spaces, etc.

### *Step 2*

- Dissolve existing Board
- Recruit interim Board/advisers: a combination of on- and off-Island expertise. 3-5 people. Independent, specialist and able to drive the opportunity forward. Might need to be paid roles
- Agreement on JD for the Chief Executive and development of the recruitment pack.

### *Step 3*

- Recruit Executive Director tasked with developing the vision, business plan and partnership model (in consultation with partners)
- Swift follow-up with recruitment of a new Board and development team – to include senior management activities in talent and artistic development
- Recruitment of cohort of resident companies and co-creation of the below with their input.
- First small-scale activities which reveal the new Opera House brand, vision, fringe programming and talent development activities (off-site). This includes social media and website which also plug into and amplify the Creative Island platforms
- Fund-raiser and engagement event for private sector partners
- Development of off-site programming and a first cohort of residencies – working off-site but part of the re-opening build-up
- Initial concept development for a new Jersey performing arts festival model
- Development of core programming over Years 0-2, working with the resident companies and partners such as JAC and AHJ.

## Phase 2 - Grand Re-opening

### *Step 1*

- Civic 'soft launch' to communicate the core programming for Years 1-2 and the overarching mission and values of the organisation – to include a fund-raising dimension
- Managed 'Opera House take-over' to include artists and young people – to explore the building, contribute to its creative renewal and re-establish a sense of ownership.

### *Step 2*

- Launch of fringe programming and soft launch of facilities for rehearsal, development and presentation (such as spoken word, comedy and music in the bar)
- Continuation of off-site programming to build awareness and anticipation and to affirm that off-site programming will continue after the grand re-opening
- Launch of educational programme.

### *Step 3*

- Launch night/month – a programme of new and touring work, ideally coinciding with Christmas 2023
- Ideally this will include at least one major co-production with on-Island partners, and one created and made through a collaboration of the Jersey performing arts sector and international partners.

## Phase 3 - Development and Growth

### *Step 1*

- Structured review of the re-opening process, including evaluation and re-fresh of strategic and business plan
- Review of impact and shared learning with partners – including GoJ, AHJ, JAC.

### *Step 2*

- Scale-up of off-site programming and development work – to include the shared Performing Arts Festival model and to include a coordinated model of provision for rehearsal, production and presentation space across the Island. This is based on a shared directory of infrastructure which can be accessed by the growing performing arts sector of the Island. It includes access to facilities at the Opera House, JAC and other spaces such as old churches, community spaces, educational spaces, etc.
- Utilise this process to accelerate the development of additional performing arts space – to include on-site facilities at the Opera House (the pub next door), plus access to sporting and leisure facilities and heritage facilities for the development of performing arts
- Leverage this process to initiate a visioning and feasibility process for a new cross-art-form centre in Jersey - a major centre for the development of arts which can amplify the work of existing organisations/infrastructure and go to the next level. This will include a home for performing arts companies which have outgrown the Opera House and leading-edge facilities for a new generation of interdisciplinary and digitally enabled art across all art forms.