

TramShed Theatre Business Plan 2019-20



Executive Summary

TramShed Theatre is an inclusive theatre company and registered charity, offering inclusive performing arts to children, young people and adults across Blackpool, Fylde and Wyre. We deliver inclusive music, dance and drama on a weekly basis and reach out to local and wider communities through a variety of outreach and theatre in education programmes.

We have no exclusions or limitations and encourage anyone who has an interest in the arts to get involved. We're unique to the local area and as a result some of our members travel up to an hour to attend workshops and to perform.

We write our own music and scripted pieces to ensure our productions remain inclusive and can be adapted for all involved. By offering original content, we make sure that everyone can take part fully – giving all members a voice. Our approach ensures we play to members' strengths, celebrate individuals and promote diversity.

We reach out to our wider community through outreach projects each year. These take place at local primary schools, high schools, special educational needs schools and adult community groups. We also stage two main projects annually with our main company members.

Alongside our 100+ members, we have an active volunteer team of 20, many of whom are current members who gain new skills and confidence from supporting others within the company. We also have a committee who meet quarterly to review operational rather than strategic matters.

"I became a volunteer and instantly made a whole new amazing group of friends with different backgrounds, needs and abilities. To say it was life changing is cliché, but so true. To see how our children, young people and adults develop with the support of the Arts Practitioner team, members and volunteers is truly rewarding.

There are no barriers, everyone is included, supported if needed and I feel part of something very special. TramShed is somewhere you can come to be yourself, develop, grow, shine and help others who would maybe struggle to cope in other organisations." **Berni Ashworth -Adult Volunteer Team**

The opportunities we provide are irrespective of health, social diversity, ethnic background or ability. Our mission and vision are outlined below:

Our Mission To bring individuals together to create outstanding, original and beautiful theatre which inspires and celebrates everyone.

Our Vision A self-sustaining independent organisation with a large active membership and key community partnerships, widely recognised for delivery of exceptional inclusive activities; varied and well- resourced ongoing workshops covering all aspects of performing arts, regular inclusive performances and an extensive programme of outreach within schools and community organisations.

Unequivocally inclusive, TramShed is a place where differences are always accepted and actively celebrated. We aim for TramShed Theatre to continue to be a thriving theatre company beyond 2019. We have built a reputation for showcasing innovative, exciting and must-see performances. We want all who attend to feel part of something exciting and special.

TramShed Theatre Core Programme April 2019 - March 2020

We will continue to provide an excellent offer for audiences and participants within our programme, supporting TramShed Theatre to reach new audiences and to expand and develop new work.

Supported by our Board of Trustees, we will continue to challenge ourselves to be ambitious and innovative:

Core Programme Ambitions

- Increase the inclusive performances from two to three yearly from 2020. This will enable us to take more risks regarding our programming, using smaller age groups within performance, rather than the full company, to include each individual more artistically as a result.
- Involve staff, volunteers and members in the creation of our creative programme, using devising as a key tool, which in turn should result in the diversification of the programme and give individuals a voice.
- Engage more individuals within our workshop and performance work by reviewing age groups within workshops, allowing for expansion and more individuals to access. A wider spread of age groups will enable an additional group to be created and an increase in membership.
- Continue to provide opportunities for children, young people and adults to engage in the arts in an inclusive environment and welcoming space, putting consideration of the health and well-being of our communities at the heart of our work.
- Experiment with and programme innovative, inclusive theatre which pushes the boundaries and explores developments in artistic practice.
- Plan a new show structure in January 2020. Creating an additional performance and breaking down age groups in performance based work.

Membership

- Ensure more social activities take place for the membership base, building our local community and resilience within members.
- Continue to grow the membership base within each of the five age groups.

Audiences

- Develop regular audiences and attract new people to enjoy TramShed Theatre through a carefully selected, broad and diverse programme that will appeal to our residents, and also offer opportunities to test perceptions and challenge assumed taste within theatre.
- Plan to engage with Audience Development specialists, The Audience Agency and use their free online tools to undertake audience mapping to support our future plans to create and deliver an Audience Development Plan to sustain audience engagement and growth over the long term.

Relationships and Partnerships

- Develop our relationship with the local arts and culture ecology through opportunities for amateur, student, emerging and established artists to collaborate with the theatre company. We will explore further diverse and innovative projects through community funded programmes, ensuring a diverse approach, which should include new audiences, new membership and reflect the voices of those involved.
- We will continue to seek out and build new relationships as appropriate with organisations we have identified and include, but are not limited to:
 - artists and arts organisations, locally,
 - local amateur sector arts groups
 - nationally and internationally
 - local businesses
 - LeftCoast
 - community organisations
 - Headstart
 - schools and colleges
 - Blackpool Council
 - Curious Minds, our regional Bridge Organisation
 - Blackpool Library Service

Education

- Broaden the range of arts events, expanding from a predominantly theatre / performance based programme with our educational strands. We aim to develop our membership base with a revised visit to age groups within workshops.
- Reach out to more educational establishments locally to develop our educational outreach programme further, ensuring the work offered links directly to KS1-KS4. A specific focus should be placed on the school link system and the north-west Bridge Organisation for inclusive involvement.
- Increase our delivery of Bronze Arts Award in partnership with schools and voluntary sector youth groups to encourage young people to take part and develop their understanding and appreciation of the arts. Develop delivery of Silver Arts Awards in the local community and membership base to develop skills further with those who have already accessed and create additional accredited qualifications.
- Continue to offer Bronze Arts Awards to our local community, delivering a further three qualification courses at Woodlands school.
- Launch Silver Arts Awards to our local community, offering the first course as a pilot in October 2019 at Woodlands school.
- Expand our delivery of Bronze Arts Awards in local educational establishments.
- Deliver weekly workshops to members aged 4 years upwards across the following age groups (4-7 years), (8-12 years), (13-16 years), (17-25 years) and (25+ years), expanding the membership as a direct result of age changes and eradicating waiting lists.
- Deliver our Theatre in Education performance 'Online' to educational establishments locally, building a reputation for quality theatre that links with the National Curriculum.
- Deliver a minimum of 10 outreach projects to all schools in the local and wider community, using our newly developed outreach programme.

April 2020 onwards

To inform the planning of our 2020/21 business plan we will:

- undertake a mid-year review to inform our future planning, taking into account any feedback, evaluation, changes to funding and other circumstance.

We will continue to:

- be ambitious in our programme choices, creating work to continue to challenge ourselves and our audiences.
- evaluate the best way of supporting our participants, volunteers and team, and adapt our approach accordingly.
- build on our track record of attracting further investment to enable us to expand the programme even further.

Equality and Diversity

A positive contribution to the advancement of equality and diversity has been at the heart of TramShed Theatre from its inception.

We have provided a snapshot of some of the issues facing our local population which helps to explain our initial target audiences for TramShed Theatre:

Blackpool is situated on the North-West coast of England and borders Lancashire, Fylde and Wyre. The resident population of Blackpool is approximately 142,000.

- The 2015 Indices of Deprivation ranks Blackpool as the most deprived of 326 Local Authority areas in England, based on both the average LSOA score and concentration of deprivation measures.
- The health of people in Blackpool is generally worse than the England average. Blackpool is one of the 20% most deprived districts/unitary authorities in England and about 28% (7,200) of children live in low income families. Life expectancy for both men and women is lower than the England average. Life expectancy is 13.6 years lower for men and 9.6 years lower for women in the most deprived areas of Blackpool than in the least deprived areas
- There are estimated to be 4,810 people, i.e. 3.38% of the total population of Blackpool, living with sight loss. This estimate includes 590 people living with severe sight loss (blindness). In Blackpool 535 people are registered as severely sight impaired or blind and 730 are registered as partially sighted or sight impaired. 130 of this registered population are also recorded with other disabilities.
- Blackpool has a significantly higher prevalence of adults with learning disabilities receiving long term support from the local authority compared to England as a whole (4.39 per 1,000 compared to 3.73 per 1,000 nationally). There is a significantly higher rate of adult with learning difficulties receiving community services support from Blackpool Council than the average nationally

From the beginning, the work of TramShed Theatre has focused on children, young people, families and inclusive arts (with a focus on mental health) to meet the needs of our community and address the specific challenges we face locally.

TramShed Theatre continues to contribute positively to the advancement of equality and diversity by:

- Ensuring that the TramShed Theatre programme provides opportunities to engage a diverse range of Blackpool's population
- Building on intelligence gathered on attracting hard to reach groups, undertaking some targeted work to address barriers to engagement, focusing some targeted work with targeted communities.
- Working with new partners to plan activity to engage with participants and audiences in targeted areas, testing some new approaches to engagement.
- Looking at how we might diversify the workforce in the future through freelance opportunities that we create within the programme.
- Adding equality conditions to contracts when commissioning artists.

How We Are Funded

We do not receive any core funding and rely on membership fees and income generated from ticket sales along with donations and external grants from funding bodies, trusts and foundations.

In the past we have been lucky enough to receive funding from: Children in Need, Arts Council England, The Health Lottery, The Heritage Lottery Fund, The Vera Wolstencroft Children & Animal Charitable Trust, The Foyle Foundation, Auto Trader Community Funding, Blackpool Coastal Housing – Tenant's Project Fund, Aiming High for Disabled Children, Blackpool Council, Blackpool Youth Opportunities Fund, The Network Learning Fund, Awards for All, The Golsoncote Foundation, Talk Sport Radio Wave, Change for Charity, Blackpool Rotary Club, Barclays Bank, The Co-op Foundation and Lloyds TSB. Without the kind support of these businesses and organisations TramShed would not have been able to continue.

Securing our long-term future through core funding or sustainable funding models is an area we are particularly interested in exploring.

Three Year Financial Summary

Below you will find details of revenue generated from TramShed activities for 2018, 2019 & 2020.

Ticket Sales; volume of sales and revenue generated

TramShed hold 2 full theatre performances per year, a summer show and a Christmas show. You can see a breakdown of TramShed's actual ticket sales and future year projections below.

	Actual	Projected	Projected
	2018	2019	2020
Summer Show	432	415	450
Christmas Show	523	540	540
Total Ticket sales	955	955	990

Tickets are priced at £8.00 per adult, £6.00 per child/concession or £22.00 for a family ticket.

	Actual	Projected	Projected
	2018	2019	2020
	£s	£s	£s
Summer Show	2,916	2,801	3,037
Christmas Show	3,530	3,645	3,645
Total revenue from sales	6,446	6,446	6,682

Theatre Workshops-Membership

Our main company is split into the following categories; Mini-Children, Children, Youth, Young Adult and, Adult. Workshops are held on Monday and Tuesday between 6pm and 9pm at Woodlands School (term time only).

Workshops are priced per term at the following rates:

Mini Children's Theatre	£35
Children's Theatre	£35
Youth Theatre	£35
Young Adult	£35
Adult Company	£35

TramShed Theatre aims to bring individuals together to create outstanding, original and beautiful theatre which inspires and celebrates everyone. You can see a breakdown of TramShed Theatre's memberships and future year projections below.

	Actual	Projected	Projected
	2018	2019	2020
	£s	£s	£s
Mini Children's Theatre (4-6 years)	7	13	15
Children's Theatre (7-12 years)	19	19	21
Youth Theatre (12-17 years)	23	15	17
Young Adult Company (18-25 years)	N/A	25	27
Adult Company (25 years +)	25	25	27
Tram Stop	3	0	0
Volunteers	16	18	20
Total Membership	93	115	127

Based on the above data and projections the estimated revenue generated from our membership can be found below:

	Actual	Projected	Projected
	2018	2019	2020
	£s	£s	£s
Mini Children's Theatre (4-6 years)	735	1,365	1,575
Children's Theatre (7-12 years)	1,995	1,995	2,205
Youth Theatre (12-17 years)	2,415	1,575	1,785
Young Adult Company (18-25 years)	N/A	2,625	2,835
Adult Company (25 years +)	2,625	2,625	2,835
Total Membership	7,770	10,185	11,235

TramShed Voice

TramShed Voice were established in 2019 and are a team of dedicated individuals. As part of their wider duties they have committed to host 2 fundraising events per year. Their projections are below:

	Actual	Projected	Projected
	2018	2019	2020
	£s	£s	£s
Summer Fundraiser	N/A	750	750
Winter Fundraiser	N/A	250	250
Total	N/A	1,000	1,000

Financial stewardship and accountability

The charity trustees are the people who share ultimate responsibility for governing the charity and directing how it is managed and run. The TramShed trustees use their skills and expertise to support the charity and help it achieve its aims.

To comply with the specifications as detailed in the government document “The Essential Trustee” the TramShed trustees hold a board meeting at quarterly intervals where the charity’s financials are scrutinised and challenged. We also commit to;

- monitor our budget at quarterly intervals
- ensure our policies for dealing with income and expenditure are complied with and reviewed regularly
- ensure the charity keeps accurate records of income and expenditure
- ensure there are robust financial controls in place
- protect the charity from fraud and error
- have an appropriate reserves policy
- ensure the charity receives the tax reliefs to which it is entitled

To comply with The Charity Commission’s accounting requirements all charities must produce accounts and provide a copy of the most recent to anyone who asks. The Commission will take regulatory action against charities that persistently fail to provide copies of accounts when asked by members of the public or a regulator.

You can find the latest set of Annual Accounts [here](#).

<https://apps.charitycommission.gov.uk/Showcharity/RegisterOfCharities/CharityWithoutPartB.aspx?RegisteredCharityNumber=1109987&SubsidiaryNumber=0>

TramShed instructs a firm of Chartered Accountants to compile the financial statements on an annual basis. The details are below:

Jones Harris Limited, Chartered Accountants, 17 St Peters Place, Fleetwood, Lancashire, FY7 6EB.

The 3-year projections above are prepared on a rolling basis. The fundraising estimates for 2021 and beyond are currently being produced. These forecasts will be ambitious for the charity demonstrating its commitment to financial sustainability in the long-term. It is noted that although these estimates are ambitious in nature, they should also be achievable while anticipated spending remains at prudent levels.

There will be a number of funders that can be approached, and this may be a combination of public funding bodies as well as Trusts and Foundations, possibly in collaboration with our partners.

We envisage that some funding bodies we approach will enable investment over a 2-3 year period supporting our development over the mid to long term rather than on an annual basis.

Potential funding bodies that we could approach include:

- Heritage Lottery Fund
- Children in Need
- NESTA funding streams
- Blackpool Council
- Esmée Fairbairn Foundation
- The Clore Duffield Foundation

- Paul Hamlyn Foundation
- The Wellcome Trust
- LeftCoast
- Big Lottery Fund
- Arts Council England

We have kept our ticket prices at the same rate as 2019/20 although we will review our pricing policy in 2020/21.

The in-kind income calculation from Woodlands School for 2020/21 and 2021/22 included in the budget has been estimated at the same level as 2019/20 but we can realistically assume a 2% year on year increase with regards to staff costs and therefore an actual increase in in-kind contribution.

Financial Management

TramShed Theatre strictly adheres to procurement and financial monitoring procedures. We have a robust financial controls system in place, which include regular presentations of income and expenditure at the Trustee Meetings. We will ensure we are working within budget limits and are on target to utilise fully the funding available.

TramShed Theatre do not hold independent reserves but we can carry forward external funding into new financial years, if this is agreed with the funder. Our finance officer has extensive experience of managing externally funded diverse projects of all sizes. Reserves are something we would aim to increase over the forthcoming coming years

A further control will be provided by the Trustee Board who will have oversight of the finances of TramShed Theatre and who will encourage and support us to develop additional funding streams.

Expenditure

TramShed Theatre has robust procedures to ensure value for money is obtained when purchasing goods and services. With regards to paying artists and practitioners, we ensure that we pay artists' professional fees at the appropriate level, taking guidance from the NJC pay scale (Blackpool Council) and Artist Fees Toolkit.

Management and Governance

There are currently five serving trustees who are responsible for strategically overseeing the work of the charity. These are:

- **Luke Fox - Chair of the Board**
Staff scheduler with expertise in human resources management.
- **Leanne Hackett**
Product line management with expertise in display advertising solutions, focussed on market research, pricing and customer experience.
- **Clancy Mason**
Relationship Manager at Arts Council England with expertise in arts engagement, libraries, festivals and governance.
- **Martha Thompson**
Music therapist and flautist in a Children's Hospice with expertise in teaching, performing

and facilitating health related projects in the community with adults and children of varying needs and abilities.

- **Sandy Townsend-Wallace**

Company Accountant with expertise in providing leadership and guidance to key stakeholders and influencing financial decisions to ensure compliance and continuous financial health.

TramShed Theatre is governed by a Board of Trustees who have overall control of the charity and are responsible for making sure it's doing what it was set up to do. Our trustees lead our charity, and therefore have an impact on people's lives. Trustees serve a three-year term. All trustees undergo an enhanced DBS check which is in line with our own policies and that of Children in Need guidelines.

We expect all trustees to be familiar and committed to the Charity Commission's guidelines for Trustees, especially 'The Essential Trustee' which sets out the expected requirements and duties of any Trustee.

Trustees will:

- Ensure the charity is carrying out its purposes for the public benefit
- Comply with the charity's governing document and the law
- Act in the charity's best interests
- Manage the charity's resources responsibly
- Act with reasonable care and skill.

More specifically, TramShed's trustees have a responsibility for being:

- strategic – ensuring that the future strategic direction of the organisation is carefully considered and managed
- advocates – ensuring that the charity is positively and accurately represented externally
- accountable – internally by supporting staff to achieve their best, and externally to funders and the Charity Commission.

Trustees are expected to regularly attending trustee meetings. Trustees typically meet on a quarterly basis, this may increase at certain business periods or to support particular projects.

Future Members of the Board of Trustees

It is anticipated that further trustees may be recruited to the board as required should we identify any gaps in expertise. Given our ambition for the next five years to broaden our approaches to engagement and organisation development and sustainability, 2020/21 may be an appropriate time to review this. We will review our Skills Audit carried out early 2019 with the Advisory Board and consider if we have any gaps, with consideration for property and estate management and legal experience.

Accountability

The ultimate accountability for TramShed Theatre sits with The Board of Trustees.

Press and Public Relations

Several key personnel and Trustees will be involved as ambassadors / spokespeople for TramShed Theatre. This will depend upon the requirement of the task and the availability of individuals. In addition, our patrons, Linda Nolan and Sheridan Smith, will be involved as appropriate.

Monitoring and reporting

A delivery plan will be set for the year, which will include the targets for the delivery of the SMART objectives. Progress will be monitored against this plan each quarter and reviewed at the Board of Trustees meeting, where Monitoring and Progress of SMART Objectives will be a standard Agenda item. The quarterly financial statement will also be reviewed at the Board of Trustees meetings.

Risk

Risks will be controlled through the maintenance of a risk register which will identify each risk and assign responsibility. We will monitor risk across all aspects of the TramShed Theatre programme in the following areas:

- Strategic
- Financial
- Management and Governance
- Operational
- Legal
- Political

The TramShed Arts Practitioner Team will take responsibility for identifying, classifying and putting in place suitable risk mitigation and / or contingencies. This team will delegate responsibility to the relevant member of staff and / or Trustee as appropriate. Risks will stay live on the register until they have been fully mitigated or negated.

Risk will be a standing item on the TramShed Theatre Trustee Meeting Agenda. All risks must be brought to the attention of the Trustees. The Board of Trustees will review the Risk Register at each meeting to consider whether anything has been overlooked.