



2022 - 2025

EVERYMAN THEATRE CARDIFF

BUSINESS PLAN

THE PEOPLE'S THEATRE
CREATING OPPORTUNITIES FOR ALL

WcVA
CcGC

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CHAIR'S FOREWORD

It is with great pleasure that I recommend this business plan.

It is to be hoped that it will serve as a guiding document for the next few years. Its many stages and iterations have grappled with the particularly difficult question of how to bring much needed change to Everyman Theatre Cardiff without losing its singular and distinctive character.

How can we modernize and develop our business and still maintain Everyman's central volunteer ethos and democratic accountability?

It is my firm belief that you will find the answer in the following pages. This plan sets out a number of different ongoing pieces of work which will help us to achieve the aims set out, for example, the marketing and membership plan, and improvement of our financial systems.

My particular thanks to Ed Hayes, Sharon James, Kate Stanbury and Jess Courtney for thrashing out the arguments and coming up with the solutions.

SIMON FUTTY
CHAIR, 2021-22 BOARD



**“ WE
WELCOME
YOU**

**TO BE A
PART**

**OF
THE
EVERYMAN
EXPERIENCE”**



MISSION, VISION AND VALUES

MISSION

Everyman: The people's theatre – creating opportunities for all.

Everyman works with new and established writers and draws on the talents of professionals and non-professionals alike, to create work which is **high in quality and broad in range**. Everyman performs with, and for people of all ages and backgrounds in indoor and outdoor spaces in Cardiff, and beyond.

We **inspire, entertain, educate** and **collaborate**, enriching the lives of all who share our passion, values and ambitions.

**We welcome you to be a part of
“The Everyman Experience”.**

VISION

Our vision is to be **widely recognized**, throughout the diverse and evolving communities in which we work and perform, for our **passion** in delivering the highest quality theatre experiences.

**People's lives will be all the richer
for participating in the uniqueness of Everyman.**

VALUES

Our values are our guiding principles and define the way that we do what we do. We strive to be **the best that we can be** in all that we do. We celebrate diversity and nurture potential, by offering **opportunities for all**. By sharing our passion and joy for all that is 'theatre',

**Everyman enriches the lives
of all with whom we engage.**

**These statements are for public as well as internal reading.
They inform our deliverables outlined in the plan.**

AIMS



TO BE **VIABLE** AND
SUSTAINABLE

TO RUN THE COMPANY AND
MANAGE OUR DELIVERY ACTIVITIES
EFFECTIVELY AND EFFICIENTLY

TO PERFORM TO A
GROWING AUDIENCE
BASE

TO **GROW OUR MEMBERSHIP**
AND INVEST IN THEIR TALENTS AND
POTENTIAL

TO **BUILD OUR REPUTATION** IN
THE THEATRE SCENE IN CARDIFF AND
SOUTH WALES

TO ACHIEVE **GREATER LEVELS OF DIVERSITY**
ACROSS ALL OUR ACTIVITIES
(FROM GOVERNANCE AND DELIVERY TO
PARTNERSHIPS AND COMMUNITY ENGAGEMENT)

TO BE A **SOUGHT-AFTER PARTNER**
WITH ORGANISATIONS WHO SHARE OUR
PASSION, AMBITION AND VALUES

INFLUENCING

STRENGTHS

- A history of, and reputation for, producing **work of a high standard** in excess of any non-professional theatre company in Wales, such as our Award-winning Cardiff Open Air Theatre Festival each summer
- A **committed Board and team of volunteers**, with professional capability in some operational delivery areas
- The **will to improve**, and the ambition to sustain ourselves long into the future
- A **loyal audience base** – especially for the Festival
- **Non-reliance** on government funding
- A healthy mix of **talented professional and amateur actors** working together
- Modestly healthy **reserves**
- **Variety of work** produced and **opportunities** to nurture and showcase that work
- Different **discrete branches** of Everyman's activities.

WEAKNESSES

- Poor business information systems, analysis and controls
- Poor quality control
- Historically high Board turnover in key positions (e.g. Treasurer) due to overwhelming responsibility without control
- Lack of definition of different opportunities for membership

FACTORS

OPPORTUNITIES

- Obtaining **grant funding** to support Cardiff Open Air Theatre Festival
- **Marketing** to members and potential members of various opportunities for involvement in the company
- Making **connections** between our discreet branches of activities
- Utilising **members' skills and interests** not limited to theatre
- **Mentoring** membership in their interests and skills
- Development of **Clubnights and Melting Pot**
- Better utilisation of the cultural hub that is **Cardiff**

THREATS

- Not being able to attract **sufficient membership** to generate **sufficient income** to match our fixed costs
- **Over-reliance on Festival** both in financial terms and its impact on membership recruitment and retention
- Potential **rival companies**
- Increase in **streaming theatre** at expense of live performance



RESOURCING

Policies

In order to relieve the admin burden on the current Board, a suite of policies will be drafted which define the limits and boundaries within which an individual may act, in the delivery of a given role.

These policies will broadly replicate the Support Functions to ensure that sufficient oversight is given in support of accurate reporting, and appropriate protection for members, trustees and the public.

These will include as a minimum, but not be limited to:

- Diversity & Inclusion
- Finance
- GDPR, to include Photography
- Grievance Handling
- Health & Safety
- Procurement
- Safeguarding

Policies are to be reviewed annually and ratified by the Board.

Where possible, Members with professional expertise in the discipline should be sought and contacted for advice and support in the process, and where legal ramifications exist (such as GDPR), recommendation is that official 3rd party opinions are sought.

This will provide a clear operational framework within which individuals can feel supported to deliver their best results.

Technology

Technology should be adopted wherever available/appropriate in support of simplifying admin tasks and relieving burden on members/trustees.

Ex-Officio Roles

The Board further reserves the right to establish and/or appoint, ex-officio roles to the Board, in order to fill immediate resource gaps.

Such roles are only valid for the remainder of the Board's session, but they can be made permanent by the established democratic process, at the subsequent AGM. They should be recruited from within the existing membership base wherever possible; however, should this not be a viable option, an external source may be secured, following the guidelines established in the Procurement policy.

It must be understood that all admin tasks and roles are provided in support of the delivery of the creative vision of the Company. Challenges can and should be made, but the final decision rests with the Board, with Chair as casting vote.

Illustration:

1. The Treasurer reports that they believe a proposed production is likely to be loss making
2. This is the correct/desired action; the Board could not make an informed decision to continue without that information
3. Another member of the Board offers non-financial considerations for the Board to consider
4. A vote is held, with the Treasurer being free to vote as they please
5. The decision is carried by the Board (with Chair as deciding vote if required)

Investment in People & Systems

People can be categorized as Members and the Board. Each category will have differing requirements in terms of inward investment in support of personal and collective progression, and the Board are responsible for identifying and providing appropriate and relevant levels of Learning & Development to ensure its Board and Members are best placed to deliver on the commitments laid out in this document.

Systems can be categorized as Front End and Back End.

- Front End tools include the Website, Marketing tools, Social Media and the Ticketing software
- Back End tools include Accounting software, Admin/Reporting tools – Email & MS Office Suite and the Archive solution

For the Company to make the most efficient use of its resources, the tools available to the Members and partners assisting in the delivery of our vision must be fit for purpose, provide value for money, and relieve as much admin burden on the organisation as possible.

“EVERYMAN
ENRICHES

OF ALL
WITH
WHOM



THE LIVES



WE ENGAGE”



MONITORING

It is the Board's responsibility to monitor the delivery of the outcomes of this plan.

Until approved by Members, the Project Manager will be responsible for collating progress reports and presenting updates at each Board meeting. Subsequent to that, each Board member will be allocated a topic, relevant to their particular area and be required to present updates each month ("Accountable Trustee").

It is the Board's responsibility to ensure these updates are appropriate and relevant, to such a degree that they can support the tracking of the delivery of each item presented in the Operating Plan (See Section 9).

To aid Trustees with their reporting, a standard Board update should include the following as a minimum:

- **Evidence of performance against specific targets or outcomes**
- **Recognise key decision points and milestones**
- **Reflection on, and roadmap to apply, lessons learnt**
- **Recommendations around any relevant communication of achievements wider than Board where required (e.g. Members and stakeholders)**

Where Accountable Trustees are consistently unable to produce the appropriate level of update, it is the Board's responsibility to ascertain whether that Trustee may require support in this area, with the emphasis on collaboration and shared progression, rather than admonishment or ultimatums.



FINANCE

The Company is exposed due to its reliance on income generated solely through performances.

In such a case, where no performances are possible, there are only limited funds available for the organisation to carry out its non-income generating activities – those activities that are aimed at enhancing Membership experiences, or delivering Community based, Outreach/Educational projects.

Everyman's goal should be to improve parallel flows of inward income to protect against future scenarios where performances may be curtailed. Innovative ideas should be considered to increase access to new income streams such as Sponsorship & Fundraising, increasing secondary income (hospitality/merchandising/advertising) and in support of high quality, creative delivery via more cost-effective methods.

In the shorter term, Fixed Costs should be identified and aligned with non-production related Income, ensuring the sustainability of the Company, regardless of environmental factors.

To this end, a comprehensive Value Proposition should be defined and established, in conjunction with the Marketing & Membership teams, encouraging members to remain with the company, even they have no interest in the shows being cast that year.

On completion of the Business Plan, a Marketing Plan can be produced in support of the recommendations, and after that, we can produce a comprehensive Budget for the next three years. This will be updated annually, for a rolling three-year view, giving the Board early warnings of any issues.

Focus will be on overall return, as much as increased inward funds, ensuring continued, sustainable progression over time.



OPERATING PLAN

Breakdown of Grant expenditure, agreed outcomes, targets and timelines

	What the grant will be spent on	Funding	Outcomes	Targets / Timescale
Survive	Festival delivery Insole Court / Tredegar House • Lighting & Sound • COVID related expenditure	£24,776	55 volunteers 900 audience	Festival delivered July 2021
	Victoria Park Promenade (Festival Satellite Event); Bank Holiday weekend August 2022	£1,500	50 community 6 local businesses involved 500 audience	Promenade to be delivered by Volunteers end of August 2022
	Everyman Business Plan (external advisor to be commissioned)	£3,000	Commission & complete a strategic Everyman business plan for the next 3 years post COVID	Completed end of July 2021
	Trusted Charity Mark, Level 1 – accreditation	£2,500	Gain accreditation – Trusted Charity Status Level 1	Completed by Spring 2022
Improve	Recovery Programme Fundraising / Sponsorship (external advisor to be commissioned)	£5,000	Identify and access external fundraising and sponsorship revenue	£20,000 by Feb 2023 £25,000 by Feb 2024 £25,000 by Feb 2025
	Recovery Programme Income Generation / Marketing (external advisor to be commissioned)	£5,000	Deliver a marketing / income generation strategy & programme across all Everyman's activities	£20,000 by Feb 2023 £10,000 by Feb 2024 £10,000 by Feb 2025
	Recovery Programme Membership Drive	£2,000	Develop & deliver a strategy / programme to extend Membership base	Increase to 147 by Feb 2023 10% increase by Feb 2024 10% increase by Feb 2025
	Align Fixed Costs with Member-related income	£0	Identify Income gap that Memberships need to be increased to meet	Close gap by end of three-year plan
	Retention of Members	£0	Reduction of turnover	By 10% in Year 1 By 20% in Year 2 By 50% in Year 3
	Advertising Revenue	£0	Growth of advertising revenue	By 50% in Year 1 By 75% in Year 2 By 100% in Year 3
	Partnership Schemes	£0	Establish Strategy	First year of plan



RISK ASSESSMENT

Risk	Impact	Likelihood	Mitigations
Uncertainty of changes in COVID regulations	<ul style="list-style-type: none"> • Possible reduction in audience size • Difficulty rehearsing • Challenges in forward planning 	High	<ul style="list-style-type: none"> • Continual communication with members and those impacted • Board awareness of any changes
Operational capacity shorter term to deliver plan	<ul style="list-style-type: none"> • Planned activities not delivered 	Medium	<ul style="list-style-type: none"> • Clear monitoring and advance notice of new issues
Financial targets not met (e.g. membership, advertising, sponsorship etc.) and rising costs	<ul style="list-style-type: none"> • Inability to stage productions to standard expected, including festival 	Low	<ul style="list-style-type: none"> • Focus on membership and marketing plan (including membership recruitment and retention) • Robust financial plan and more extensive modelling
Operational capacity longer-term limited	<ul style="list-style-type: none"> • Lack of continuity and reduction of activities delivered 	Low	<ul style="list-style-type: none"> • Focus on membership and marketing plan (including membership recruitment and retention)
Lack of buy-in of plan from board and members	<ul style="list-style-type: none"> • Activities delayed/not delivered 	Low	<ul style="list-style-type: none"> • Redrafting business plan to better suit membership and board views
Potential rival companies or productions	<ul style="list-style-type: none"> • Reduced audience and membership • Negative financial impact 	Low	<ul style="list-style-type: none"> • Continual review of opportunities • Wider engagement of members including surveying views



APPENDICES

EXTRACTS FROM STATEMENT OF ACCOUNTS TO OCTOBER 2020

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 30 OCTOBER 2020

	<u>Unrest'd Funds</u> £	<u>Total Funds</u> <u>2020</u> £	<u>Total Funds</u> <u>2019</u> £
<u>Incoming resources</u>			
Donations, legacies & similar incoming resources	13,247	13,247	232,006
Investment income		1	-
<u>Total incoming resources</u>	13,248	13,248	232,006
<u>Resources expended</u>			
Costs of generating funds	6,883	6,883	63,693
Charitable expenditure:			
Grants payable in furtherance of the charity's objects	28,588	28,588	
Costs of activities in furtherance of the charity's objects	1,496	1,496	
Support costs	-	-	13,053
Resources expended on managing and administering the charity	4,269	4,269	2,962
<u>Total resources expended</u>	41,186	41,186	240,135
<u>Net movement in funds</u>	(27,938)	(27,938)	(8,129)
<u>Total funds brought forward</u>	99,969	99,969	110,751
<u>Total funds carried forward</u>	72,031	72,031	102,622

EXTRACTS FROM STATEMENT OF ACCOUNTS TO OCTOBER 2020 (CONTINUED)

BALANCE SHEET **AT 30 OCTOBER 2020**

	<u>2020</u>		<u>2019</u>	
	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>
<u>Tangible fixed assets</u>	-	-	-	-
Tangible assets				
<u>Current assets</u>				
Debtors	5,106		17,968	
Bank Accounts	72,950		90,187	
Cash Accounts	96		96	
	<u>78,152</u>		<u>108,251</u>	
<u>Creditors</u>				
Amounts falling due within one year	6,121		8,306	
	<u></u>		<u></u>	
<u>Net current assets</u>		<u>72,031</u>		<u>99,945</u>
<u>Total assets less current liabilities</u>		<u>72,031</u>		<u>99,969</u>
<u>Net assets</u>		<u>72,031</u>		<u>99,969</u>
<u>Capital funds</u>				
Unrestricted funds		<u>72,031</u>		<u>99,969</u>
<u>Total funds</u>		<u>72,031</u>		<u>99,969</u>

STATEMENT OF FINANCIAL ACTIVITIES
DETAILED ANALYSIS OF MOVEMENTS IN FUNDS
FOR THE YEAR ENDED 30 OCTOBER 2020

	<u>2020</u>		<u>2019</u>	
	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>
<u>Profit & Loss Account</u>				
Deficit for the year	<u>(27,938)</u>		<u>(10,782)</u>	
		(27,938)		(10,782)
<u>Reserve 1</u>				
Balance b/f – Reserve 1	<u>99,969</u>		<u>-</u>	
		99,969		-
<u>Unrestricted fund 2</u>				
Opening Balance	<u>-</u>		<u>110,751</u>	
		-		110,751
<u>Total funds as at 30 October 2020</u>	<u>72,031</u>		<u>99,969</u>	

THIRD SECTOR RESILIENCE FUND (INCOME, PAYMENTS, TARGETS & TIMESCALES)

TOTAL FUNDING APPROVED		£43,776.00	
Grant		£32,832.00	
Loan		£10,944.00	Repayable over 10 years
Stage 1 Payment		£35,020.80	End of March 2021
Grant	80%	£26,265.60	
Loan	80%	£8,755.20	
Stage 2 Payment		£8,755.20	End of June 2021
	20%	£6,566.40	
	20%	£2,188.80	

2021-2022 Everyman Board

Chair:	Simon Fitty
Vice Chair:	Peter Harding-Roberts
Secretary:	Sue Osmolska
Treasurer:	Ed Hayes
Members:	Amy Brooks Paul Fanning Cressida Ford Eric Hadley Sharon James Kate Stanbury

Business Plan Project Manager: Ed Hayes

Thanks to Jess Courtney, Kate Stanbury and Sharon James

Thanks to Keith Stanbury for photography.



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