

HEADGATE STRATEGY 2020 – 2022

Introduction

This strategy is intended to cover a period when the Charity will move from being mainly volunteer led to being led day-to-day by a professional manager and a small group of staff, supported by a volunteer Trustee Board, Management Committee and other volunteers.

Theatre Arts Action Trust (TAAT)

The Trust operates as a Company Limited by Guarantee and is registered as a charity. The objectives of the Trust can be summarised as the provision of a building (the Headgate Theatre) which can be used for:

- The promotion of amateur theatre, educational drama, and other associated performing arts
- The promotion of public appreciation of the art of drama and other associated performing arts
- Performance by schools and teachers of performing arts in all its forms
- Promotion of arts-based activity for special interest groups

Purposes of this document:

1. To establish an agreed statement of direction and priorities for the Charity
2. To inform strategic planning and decision-making
3. To assist Trustees to identify and review key strategic priorities
4. To review progress against measurable targets (*key performance indicators*)

Our vision

For the Headgate to be a thriving community space where people have opportunities to engage safely in performance or recreational activities to realise their dreams and enjoy varied experiences.

Objectives

TAAT will deliver the following objectives, identifying:

- “Business as Usual”: the activities that we want to maintain
- “Growth Goals”: activities that we want to grow
- “Change Goals”: activities that we want to develop.

1. Sustainable and Innovative Provision

As Trustees we will:

- support the delivery of varied and innovative performance that meets and challenges audience and performer expectations
- facilitate a range of well-being/recreational activities in accordance with our vision
- promote inclusiveness and social cohesion and support environmental sustainability
- provide facilities for the advancement of health, citizenship and community development and for leisure time activities according the Charities Act 2011

1.1. Business as Usual

TAAT will:

- 1.1.1. increase the effective use of non-theatre space by groups involved in the advancement of health, citizenship and community development or leisure time activities during the day, and improve marketing and utilisation by commercial hirers where this is compatible with core activity
- 1.1.2. seek ways to sustain and expand our offerings to young people

1.2. Growth/change Goals - to include but not be restricted to:

- 1.2.1. Collaboration with other arts organisations and the community in the town.
- 1.2.2. Development of new writing opportunities for all.
- 1.2.3. Removal of barriers for people who may not normally engage in arts-based activity.
- 1.2.4. Delivery of theatre outside the building with partner organisations where resources permit.
- 1.2.5. Alternative use of spaces within the building.

Key Performance Indicators

- *Qualitative feedback from users,*
- *Evidence of collaboration with other arts organisations and community groups*
- *Number of media outlets*
- *Evidence of embracing diversity and social inclusiveness and reviewing environmental impact*

2. Valuing Our People

As Trustees we will:

- seek to demonstrate that our staff, volunteers, audiences, participants and contractors are of critical importance to the organisation, and
- engage the relevant skills and experience to ensure that we operate in a safe and efficient manner.

2.1. Business as Usual

Ensuring that:

- 2.1.1. volunteers feel connected to the theatre and can contribute in various ways to the overall success
- 2.1.2. we are clear about what our staff are expected to do and when

2.2. Growth/change Goals may include

Ensuring that:

- 2.2.1. the ambition of the hiring level is matched to the capacity of staff and volunteers
- 2.2.2. we continue to support the development of skills and knowledge and learn from industry best practice by engaging with other local theatres and professionals
- 2.2.3. we plan for succession, and ensure that the business of the organisation is not too heavily vested in individuals
- 2.2.4. we invest in technology and people with necessary specialist skills to ensure that we have the infrastructure to work in the most efficient and compliant way

Key Performance Indicators

- *low turnover of staff and volunteers*
- *staff and volunteers tell us they feel valued*
- *staff and volunteers are given relevant training which is evaluated*

3. Maintaining Financial Stability

As Trustees we will seek to ensure that the Charity remains financially sound and able to adapt to changing circumstances

3.1. Business as Usual

- 3.1.1. Supporting the generation of multiple sources of income from all parts of the building
- 3.1.2. Maintaining the value of the Charity's physical assets by ensuring that the building and fixed assets are maintained in accordance with the leases and legislative requirements, and that capital expenditure is planned and adds value to our use of the building and its activity

3.2. Growth/Change Goals

- 3.2.1. Preparing for termination or renewal of leases

Key Performance Indicators

- *Having regard to the Business Plan, financial targets including reserves are identified and regularly monitored*
- *Fundraising targets are achieved*

4. Robust Governance

As Trustees we will organise our work to ensure that we

- meet best practice as set out by the Charity Commission
- meet our duties under relevant legislation and best practice
- maintain the reputation of the Charity and its work

Key Performance Indicators

- *Trustees annual assessment of the health of the board*
- *Trustees periodically review TAAT'S charitable purposes and the external environment to make sure that the charity and its purposes stay relevant and valid*
- *Trustees periodically take part in training and/or reflection about diversity and understand their responsibilities in this area.*

| | |
|----------------|-------------------|
| Name | Headgate Strategy |
| Document Owner | Trustees |
| Review Date | May 2022 |