



Unfolding Theatre

Business Plan 2023-26





“Unfolding Theatre is one of the North East’s most precious cultural assets, making eclectic big-hearted performance work rooted in participation and co-production.”

North East Bylines

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Executive Summary: February 2023



Unfolding Theatre's mission has never been more relevant. We bring people together to co-create remarkable theatre. We believe in the power of building connections, especially across social divisions, to provoke change, spark friendships, increase wellbeing and strengthen communities. We have looked deeper into our values & practice. We have considered how we can have the most reach and impact.

To set out a plan that responds to the changed world.

Unpredictability will remain a feature of 2023-26 as we emerge from the pandemic and adapt to a challenging economic climate. Unfolding Theatre operated flexibly throughout the pandemic. This flexibility is key to our resilience and dynamism. This plan is a live document, which we will return to, adapt and develop as we navigate a changing world.

Arts Council England's new strategy, Let's Create, creates a context for Unfolding Theatre to be even bolder. It champions the way we have been working for over a decade. In this context we will be bold in developing and sharing our artistic practice of co-creating remarkable theatre with and for communities.

Unfolding Theatre's digital practice & innovation has been one of our major success stories. This is especially in making new work with & for young people.

Unfolding Theatre's journey over the past five years has increased diversity across its board, staff & artistic team. Our plans

for 2023-26 open up our artistic decision making to more diverse voices. We will also build partnerships to offer meaningful artist development for under-represented artists. Our programme will feature casts of all ages and backgrounds drawn from the communities that inform our work. This creates exciting opportunities to take part, supports talent development and celebrates co-creation between artists & communities.

Unfolding Theatre achieved audience targets set out in its 2018-22 business plan of increasing live audiences by 30% [31,200 audience members]. This is an incredible achievement considering the pandemic's impact. From 2023-26, Unfolding Theatre will continue to grow and diversify audiences, but recognise the uncertainty surrounding audience behaviours and changing tastes and interests.

Unfolding Theatre will continue to monitor its impact in 2023-26. Ongoing collaboration with independent evaluators and academic partners will help us to reflect and celebrate our success.

Whilst National Portfolio Organisation funding enables longer-term planning, the tough financial climate leads us to be cautious. This plan sets out ambitions to grow the organisations annual turnover, underpinned by solid financial management and maintaining reserves of £30,000 as set out in our reserves policy.

Unfolding Theatre is committed to learning. We will mentor emerging artists & volunteers. We will share learning, speaking at events & publishing evaluations.

Vision, Mission, Aims & Values

Our Vision:

Unfolding Theatre brings people together to co-create and experience remarkable theatre that builds connections.

Our Mission:

Unfolding Theatre makes big-hearted theatre that delights in bringing people together. Community-based creative processes engage surprising combinations of people to generate warm, distinctive theatre, rich in ideas.

Our Aims:

1. People feel happier because they can express themselves creatively.
2. Theatre better reflects the experiences of our communities.
3. Through cultural experiences, people build social connections, get out of echo chambers and listen to each other.

Our Values:

Unfolding Theatre works to achieve its vision by co-creating big-hearted theatre with surprising combinations of people. We believe in the power of building connections, to address social division and improve lives. We value warm welcomes and good listening skills. We bring people together around theatre, music, food, laughter, good stories or all of these things at once. Our work has a positive, sometimes profound impact on artists, audiences and community co-creators.



Achievements & Awards

Unfolding Theatre has reached over 31,000 live audiences over the last 5 years. It welcomes audiences at venues, festivals, community settings & schools across the UK including Northern Stage, Battersea Arts Centre, Summerhall (Edinburgh) & Summer Streets (Sunderland). Its creative projects are in demand from a wide range of cross-sector partners. Described as “thrillingly talented people” (Guardian), Unfolding Theatre has won awards & acclaim over a decade of theatre making.



- "Bold, big-hearted. Local but universal. A defiantly live experience, directed with empathy by Annie Rigby," The Stage on Free School Meals
- High Sheriff Tyne & Wear Top Award 2021 for Right Now People and Unfolding Theatre's work with children and young people
- Arts & Business Partnership of the Year 2019, Journal Culture Awards & Best Event Durham Finalist, Everything There Ever Was



- Performance of the Year 2017, Journal Culture Awards, Putting The Band Back Together
- “Fantastic – funny, big-hearted, moving, truthful” Guardian, Putting The Band Back Together
- Engaging Young People Award 2014, National Centre for Public Engagement, What If?
- Northern Stage Title Pending Award for New Theatre 2014; “Chiming, harmonising, enchanting” Telegraph, Lands of Glass



- Northern Royal Television Society Innovation Award 2012; 3 Big Chip Awards: excellence in digital technology, Time Machine with Tyneside Cinema
- Best Emerging Company finalist 2012, Total Theatre Awards; “There can only be one word for it: magic theatre” Guardian, Best in the World
- Performance of the Year 2010, Journal Culture Awards, Building Palaces

Impact & Reach

We are proud that our theatre productions and projects have a positive, sometimes profound, impact on audiences, artists and those who take part. Since becoming an Arts Council England National Portfolio Organisation (NPO) in 2018, we have:



31,034

Delighted in bringing together live audiences of 31,034 people to enjoy our big-hearted theatre performances.



349

Delivered 349 community based workshops to people of all ages and backgrounds across the North East and beyond.



29,434

Produced and presented engaging digital content to audiences of 29,434 people.



3,207

Supported creativity in 3,207 people through our community-based co-creation process.



2,722

Inspired 2,722 children, young people and students through our impactful work with schools, colleges and universities.



25+

Worked in partnership with 25+ community groups / organisations to co-create and co-design diverse theatre and creative projects.



45+

Nurtured and developed the talents of over 45 people through internships, volunteering and mentoring opportunities.



80+

Supported the creative economy and utilised the skills and expertise of 80+ creative freelancers.

Background & Current Context

What does the world that Unfolding Theatre operates within look like right now?

Politics

- Traditional political binaries are shifting (Right/Left. Leave/Remain). Political divisions becoming more pronounced.
- Government attitude to arts & culture could lead to less money for DCMS and Arts Council England.
- Low priority and status of arts subjects in government's education plans.
- Levelling Up agenda – could benefit companies outside London. Encourages activity beyond city centres & in 'Priority Places'.
- Devolved powers for North of Tyne. North of Tyne Culture & Creative Investment Programme may lead to opportunities.

Economics

- Economic picture increasingly uncertain. Instability. Possible recessions.
- Impact of Covid-19 = reduced budgets in the short-medium term for local authorities, trusts & foundations, venues, commissioners, sponsors and audiences/supporters.
- Cost of living crisis. Reduced spending power for public. Impact on expenditure: increased costs of energy and materials.

Society

- Polarisation of society more pronounced than ever. Covid-19 has shone a light on inequalities. Social justice movements including Black Lives Matter and Ending Child Poverty demanding change.
- Growing ethnic diversity of Newcastle's population and other areas in which Unfolding Theatre operates.
- Many North East communities continue to experience high levels of deprivation and disadvantage.
- Covid-19 impact changing attitudes: Social proximity. Generational differences. Mental health. Working from home culture.

Technology

- Digital poverty and divide highlighted during Covid-19 pandemic.
- Continued growth of social media usage. Use of data for bespoke targeting more sophisticated than ever.
- Opportunities to engage more audiences digitally. But also digital fatigue. Plus hard to compete with growth in streaming.
- Opportunities to utilise and incorporate new technologies to fulfil artistic vision and ambitions.

Law

- Impact of UK withdrawal from the EU on law. Possible change to employment, intellectual property laws.
- Admin impact on touring, trading and artists' visas in EU. Leading to increased material costs.
- Gig economy. Employer/employee relationships. Flexibility. Potential Covid legislation. Less likely but possible: i.e. Covid passes.

Environment

- Weather and climate more volatile and unpredictable.
- Greater regulation for environmental impact. Government and ACE policies/funding requirements.
- Increased awareness and urgency for environmentally responsible practice. i.e. zero carbon emissions, carbon offsetting.
- International focus on climate crisis.

How do Unfolding Theatre's strengths and weakness meet the opportunities and threats it faces?

Strengths

- Strong artistic vision / reputation
- Good reserves & finance practice
- Good at building partnerships
- Growing cross-sector networks & partners
- Community engaged practice
- Skilled, knowledgeable & increasingly diverse team, artists & board
- NPO funding secured until 2026
- Good public speakers
- Flexible, nimble practice, innovators

Opportunities

- Demand for arts that address social division
- Demand for innovative ways to reach people during pandemic & positive wellbeing impacts
- Unfolding Theatre strong fit with Let's Create strategy
- New leadership in North East venues
- Devolution / Levelling Up possible opportunities

Weaknesses

- Lower national profile and partnerships than regionally
- Reliant on flow of good ideas
- No succession plan for Artistic Director
- Growing staff capacity but still relatively small

Threats

- Economic downturn
- Uncertain audience behaviours
- Venue partners facing crisis
- Uncertainty and unpredictability of public behaviour post-Covid-19.

How to Use Strengths to make the Most of Opportunities

- Strong shared artistic vision
- Good reserves & finance monitoring
- Good at building partnerships
- Growing cross-sector networks & partners
- Community engaged practice
- Skilled, knowledgeable & increasingly diverse team, artists & board
- NPO funding secured until 2026
- Good public speakers
- Flexible, nimble practice, innovators
- Artistic quality and reputation

How to Use Strengths to deal with Threats

- Tell the story of our resilience & flexibility. Increase visibility of impact to give confidence to funders & commissioners.
- Use networks of artists & partners to access opportunities & build new partnerships.
- Be true to our strong sense of offer and vision. Keep checking this.
- Diversify income streams – look at the successful models of our existing partnerships to explore new possibilities.
- Keep experimenting and reflecting on learning to adapt to changes in public behaviours.
- Build in strategic slack in finance & staff capacity to respond to unpredictability and threats.

How to Use Opportunities to Minimise Weaknesses

- Build UT's engine room. Use talent development & diverse pool of artists to generate ideas, increase capacity & address succession.
- Make the most of AR and MB as advocates.
- Use NPO status and existing partners to develop new networks.
- Use digital platforms to increase national profile.
- Look at high profile contexts to build profile for UT projects
- Avoid spreading too thinly. Identify best opportunities. Do that well.

How to Navigate Threats and Weaknesses

- Be honest. Acknowledge weaknesses. Address & understand to the point of creating strength.
- Make most of the nimble practice, scale & flexible practice to continue good resilience.
- Expand leaderships: build Executive Producer & Associate roles.
- Reflect on challenges with peers & board. Learn.

Embedding Arts Council England's Let's Create Strategy in our Work

Arts Council England's 10-year strategy Let's Create champions how Unfolding Theatre has worked for over a decade. The company exists to co-create with underserved communities to generate big-hearted theatre for public audiences. Let's Create provides a context for Unfolding Theatre to be even bolder. The company's artistic expertise means it is perfectly placed to make a strong contribution to Let's Create.

Unfolding Theatre is ready to bear the fruit of its innovation, learning & relationships. In 2023-26 it will co-create ambitious theatre that reflects diverse lived experiences, sparks friendships, challenges assumptions, celebrates people's creativity & strengthens communities.

Outcomes

Cultural Communities

Unfolding Theatre will make a significant contribution to Cultural Communities. It will make a difference by:

- Improving access to culture by co-creating theatre in socio-economic disadvantaged areas including Stockton, Seacroft, Sunderland, Cowgate & Byker
- Touring high quality theatre to schools, community centres, outdoor settings & arts venues. At least 40% to Priority Places/Levelling Up areas: North & South Tyneside, Sunderland, Northumberland, Teesside, County Durham
- Collaborating with communities to co-design relevant, engaging & accessible cultural activity that impacts positively on wellbeing & social cohesion



- Working with NE schools, universities, LCEPs & deaf schools to improve creative & cultural education for children & young people
- Collaborating with place-based partners including ARC Stockton, Projects4Change & LS14 Trust to increase cultural engagement in under-served areas
- Building NE cultural sector skills & capacity by co-leading skills events & contributing to strategic programmes (NE Exchange, NE Culture Partnership)
- Co-creating with artists & communities to reflect, connect & celebrate the NE's diversity (Newcastle: 24% of children Black/Asian/Global Majority vs 11% adults. NE's disabled population highest in England: 25%)

Creative People

Unfolding Theatre will make a difference to Creative People by enabling a wide range of people to take part & develop creative skills. It will increase cultural engagement by co-creating in schools, communities, with families & its d/Deaf youth group.

A Creative & Cultural Country

Unfolding Theatre will make a difference to A Creative & Cultural Country by showcasing its sector leading co-creation practice. Genuine co-creation demands innovation. UT will further its innovation by co-creating high quality, imaginative theatre. It will continue to work with North East universities, exploring how new technologies can reach audiences in new ways.

Investment Principles

Ambition & Quality

Unfolding Theatre has produced award-winning and critically acclaimed theatre and digital projects since 2008. Learning, listening and taking risks has always been at the heart of driving its artistic ambition and quality. By appointing artistic mentors on major projects, to bringing together audiences and peers to evaluate its work and working in new ways, it plans to continue its trajectory of developing its practice throughout 2023-26.

Digital innovation has been one of the major successes of Unfolding Theatre's recent programme. The enormously successful Multiverse Arcade reached 20,000+ audiences and built partnerships with academics, programmers and digital artists. Working digitally is embedded throughout Unfolding Theatre's practice.

Dynamism

The way Unfolding Theatre navigated the impact of the Covid pandemic demonstrated it is an impressively dynamic, nimble and resilient organisation. Unfolding Theatre continues to work in new ways, forge partnerships to achieve significant commissions, innovate in digital practice and diversify its team. We took a leading role in responding to the needs of the local sector during lockdown, co-leading the creation of North East Culture Social – an online forum for local cultural sector workers to share experiences and offer peer support. Unfolding Theatre is a growing organisation. Its 2023-26 business plan seeks to ensure that growth is rooted in resilience, continuing investment in learning and experimentation and strong leadership. Digital innovation and learning is a key part of that growth.

Environmental Responsibility

Unfolding Theatre is committed to protecting the environment in all its work. It utilises systems and procedures to control and minimise the environmental impact of activities. We will continue to take meaningful actions in reducing our environmental impact in the following areas: waste, travel, communications, production and events materials and digital/online activity. We will extend our ambitions to utilise renewable technology in new productions and community engagement pilots. We will investigate the 'green credentials' for businesses when renewing services. We will continue to increase the understanding of environment issues and the climate emergency across the company (including trustees), ensuring considerations of these issues are at the centre of decision-making processes.

We are committed to annual reporting on our environmental impacts via Julie's Bicycle/Creative Green Tools. Due to the changing nature of our activities, no two years are alike. So, rather than focus on year-on-year comparisons, we will use data to make more informed choices about how we deliver our work sustainably.

Inclusivity & Relevance

Unfolding Theatre's approach to Inclusivity & Relevance is shaped by our recently introduced monitoring framework. This draws together data on the diversity of our core team, local community, who we make theatre with and who we reach. The framework helps us see the diversity driving Unfolding Theatre's creative processes, identify where underrepresentation exists, explore where we can be more ambitious and define priorities for action. We have looked at ourselves, our teams and our community in terms of gender identity, age, disability, ethnicity, sexuality and socio-economic background.

Artistic Plan

Co-creating remarkable theatre

Unfolding Theatre will co-create three major theatre productions between 2023 and 2026. Community-based creative processes will generate remarkable, insightful & imaginative theatre.



**2023-24:
Night Classes – ARC
Stockton co-production**
Immersive touring show inspired by disabled people's experiences. Night Classes questions the social goal of independence. Audiences will learn to grow their own, make soup & navigate using the night sky. Repairing broken ceramics with gold enamel introduces ideas of failure & rebuilding. The journey towards self-sufficiency is interrupted, recognising our need for inter-dependence. It culminates by celebrating what we gain by needing each other. Night Classes was sparked in Unfolding Theatre's Open R&D 2022. The creative process will engage disabled groups at ARC Stockton to design learning exchanges, generate writing & digital content to inform the show.



**2024-25:
Play/Safe**
Inspired by young people, Play/Safe draws from Unfolding Theatre's Delivery Partnership with Projects4Change (P4C). Since 2019, Unfolding Theatre has co-designed & delivered creative activities at P4C's youth-led community garden, Cowgate (top 10% deprived areas: IMD). During Unfolding Theatre's 2021 residency, piloting pop-up structures, young people & parents of early years children expressed interest in co-creating theatre about safe spaces. How do we build safe spaces when our landscapes change so rapidly? Collaborating with diverse young people will explore themes, connections & generate theatre. Premiere in Cowgate before national tour.



**2025-26:
Diverse artists and
community co-creators
shaping our future
programme**
It is a strategic choice to leave the theme of Unfolding Theatre's 2025-26 production open & responsive. We are living in a time of upheaval, trauma & recovery. Unfolding Theatre is committed to listening & making space so diverse artists & communities can shape future plans. Open R&Ds & participation projects will explore social division, hope, recovery & identity to identify stories & themes. Northern Stage will support R&D to explore making larger scale theatre, growing future ambitions & reach.



Touring

2023-26 touring plans to forge deeper relationships & reach new audiences, especially in under-served communities. This means spending longer in locations & working in partnership.

Unfolding Theatre will pilot how co-created theatre can tour to new audiences by re-making Free School Meals with children in Seacroft during Leeds 2023. Place-based partnerships with LS14 Trust & Chapel FM supports engagement.

In addition, the three new productions outlined above will expand & diversify Unfolding Theatre's touring repertoire. Productions will be designed to tour flexibly to indoor & outdoor settings, arts & community venues, rural & urban contexts. We will



continue to tour innovative digital installations that make children, young people & communities' voices heard, building on the success of Multiverse Arcade.

In 2023-26 Unfolding Theatre aims to rebuild live audiences to pre-pandemic levels (average 8,000 per year). Unfolding Theatre anticipates lower audiences in 2023-24 with Covid disruption affecting delivery, access & audience behaviours. 40% of touring will be to North East Priority Places & Levelling Up areas.



North East Deaf Youth Theatre & East End Story Makers

For Unfolding Theatre "being bolder" means committing to long term creative engagement with children & young people. This enables skills development & provides foundations for co-creation.

Unfolding Theatre will deliver 2 regular groups: 1 for children aged 5-13 in Byker & Walker (Newcastle) & 1 for deaf young people led by Creative Associate, EJ Raymond.



Talent Development

Creative Associates are at the heart of Unfolding Theatre's artist development. Five artists each year will receive training, take part in R&D & collaborate to shape and deliver Unfolding Theatre's programme. This helps sustain & develop diverse artists' careers in the North East.

Unfolding Theatre will bring together three emerging artists, Creative Associates and the Artistic Director for week-long Open R&Ds each year. Trialled in 2022, this enables diverse artists to inspire future programming, sparks new theatre, builds networks & shares practice.

Unfolding Theatre will mentor three North East artists to support progression. Mentoring will focus on project/organisation development & co-creation.



Building Sector Skills & Capacity

Unfolding has co-led North East Culture Social (NECS) with Curious Monkey & North East partners since 2020. Set up in response to the pandemic, online & hybrid events platform diverse artists, support practitioners to share learning & network. Between 2023-26, Unfolding Theatre will co-lead further events with place-based partners.



Partnership Projects

Cross-sector commissions & partnerships are a major part of Unfolding Theatre's programme. This strand of work has led to digital innovation (Multiverse Lab, National Institute of Health Research, Newcastle & Teesside Universities), place-based creative projects (South Tyneside Story Exchange) & strategic schools engagement (Inspired By, Newcastle LCEP).

National Theatre & Sunderland Culture has commissioned UT to direct #PublicActs production, The Odyssey in 2023. This high-profile project offers exciting creative experiences for Sunderland residents & builds Unfolding Theatre's national profile & partnerships.

Strategic Objectives 2023-26

Artistic Programme & Engagement

- Generate remarkable, big-hearted theatre, fuelled by meaningful creative engagement with communities
- Experiment, take risks and pilot new ways of engaging audiences with theatre
- People value and feel connected to Unfolding Theatre's programme, seeing themselves and their stories reflected in the theatre we make and the diversity of our creative teams

Talent Development

- Support talent development for our creative teams by offering training and peer learning opportunities
- Take a leading role in improving talent development for theatre practitioners in the North East by developing partnerships and activities that bring people together to share learning, address issues and identify opportunities

Governance, Leadership and Workforce

- Governance, staff and creative/production teams reflect the communities we engage in the North East
- Listen and apply learning from our teams to ensure we offer rewarding, positive, inclusive and accessible working environments

Resilience, Innovation & Profile

- Maintain an effective, evolving and resilient business model, whilst working in a way that positively impacts wellbeing
- Be a learning company, utilising new technologies and data, to inform innovation, reaching audiences in new ways and artistic risk taking
- Develop Unfolding Theatre's profile and build cross-sector partnerships to support resilience

Environment

- Understand Unfolding Theatre's environmental impact and make effective plans to reduce or remove impact
- Environmental thinking is at the heart of Unfolding Theatre's future growth and innovation



Resourcing

Governance

Unfolding Theatre is a company limited by guarantee and a registered charity. It currently has seven trustees Bex Bowsher (chair), Gina Abolins, Tim Bailey, Mani Kambo, Stephanie Kyne, Mark Robinson and Kevin Wilson. Since joining Arts Council England's National Portfolio of Organisations (NPO) in 2018, Unfolding Theatre has increased diversity and representation across our Board of Trustees.

The Board meets five times a year to review and refine UT's plans and delivery model to respond to the changing environment. A Trustee skills audit is conducted on an annual basis to identify any gaps in skills and experience level.



Staffing

The Unfolding Theatre team currently comprises the following roles:

- Artistic Director, Annie Rigby (full-time)
- Executive Producer, Michael Barrass (full-time)
- Marketing Manager, Victoria Sanderson (part-time, 0.4 FTE)

The Unfolding Theatre team is complemented by five Creative Associate posts (each role equivalent to 0.2 FTE). These roles enable Unfolding Theatre to engage people from a range of different communities in the company's creative processes: Alex Elliott, Wambui Hardcastle, EJ Raymond and Becci Sharrock Creative Associates: Community and Children & Young People and Creative Artist: Digital, Garry Lydon. The company continues to contract LittleMighty to lead on its touring programme (venue booking, national partnership building and marketing).

Unfolding Theatre's plans for 2023-26 are designed to support underrepresented artists to take greater leadership roles in developing the company's creative ambitions and processes. Creative collaborations with freelancers will strengthen existing relationships and build new relationships with artists from communities currently under-represented. During 2023-26, Unfolding Theatre will invest in talent development through a programme of internships, volunteering and mentoring opportunities.

Office and Storage

Unfolding Theatre will continue to rent office space at xsite architecture in Newcastle upon Tyne. xsite architecture supports Unfolding Theatre through subsidised rent, a monthly donation and through the in-kind staff time of finance administrator, Gail Temperley. Unfolding Theatre will continue to rent storage in Sacriston to store sets and equipment.

Assets

Unfolding Theatre has minimal assets other than stage equipment. It has 3 office computers and a small amount of stage equipment (where more cost-effective than hiring) to deliver its programme of activities.

Policies

Unfolding Theatre has a range of policies in place, including:

- Dignity at Work
- Discipline and Grievance
- Environmental
- Equality, Diversity and Inclusion
- Health and Safety
- Pay
- Privacy
- Procurement
- Safeguarding – Children & Young People / Adult
- Safer Spaces



Finance

Unfolding Theatre strives to maintain a resilient and responsive financial model. The organisation's turnover is generated through a variety of sources.

The organisation's largest source of income is National Portfolio Organisation funding via Art Council England. Unfolding Theatre has successfully secured this funding for the period between 2023-26 and is due to receive £106,932 annually. This funding typically accounts for 35-40% of turnover.

The remainder of Unfolding Theatre's income is generated through fundraising activity with Trusts and Foundations, individual donors and business supporters.

The organisation has a strong track record securing earned income via local and national partners. Recent commissioners include the National Centre for Ageing (NICA), National Institute for Health Research (NIHR) and

the National Theatre. The co-creation processes of the organisation are also valued by local education and community partners who regularly commission Unfolding Theatre, recent commissions include Gosforth Schools Trust, Elders Council of Newcastle and Liverpool and Newcastle Universities. Unfolding Theatre's flexibility and agility enabled the organisation to navigate the worst impacts of the Covid-19 pandemic. However, the cost-of-living crisis is currently impacting income generated through ticket sales and venue fees.

Reserves

Unfolding Theatre has a Reserves Policy in place that outlines the ambition to hold 3 months of operational costs in order to mitigate any financial difficulties. The organisation currently holds reserves in excess of the level outlined in its Reserves Policy.



Risk

Unfolding Theatre has a detailed Risk Register in place. The Risk Register is reviewed and formally reviewed with Trustees at every Board meeting.

The Risk Register identifies key risk associated with the following areas of the business and outlines measures to minimise and mitigate against risks:

- Financial
- Artistic
- Operational
- Governance and People Management
- Legal

Data, Evaluation and Monitoring Impact

Since becoming an NPO, Unfolding Theatre has benefitted from audience data tools including Audience Finder and Show Stats to gain a better understanding of our audiences. We have recently invested in a Customer Relationship Management (CRM) system, GoodCRM, to monitor individuals engaging with the company and support our reporting to funding bodies.

During 2023-26, Unfolding Theatre will invest in the expertise of independent evaluators and utilise the Impact & Insight Toolkit to ensure a robust evaluation process is in place to enable the company to better understand and report on the impact it is making on audiences, participants and the cultural ecology in the region and beyond.

Our current evaluation framework seeks to explore the following themes with participants, audiences, collaborators, peers and partners:

- Reach
- Impact
- Experience
- Quality, Ambition & Excellence



Contact us






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