



Endelienta

# **BUSINESS PLAN 2017 -2022**

last updated: 29 March 2017

**Endelienta**  
**Fostering the Arts & Spirituality**

Company no.: 07659203

Charity no.: 1145047

**[www.endelienta.org.uk](http://www.endelienta.org.uk)**  
**[www.ncornbookfest.org](http://www.ncornbookfest.org)**

## **1. Executive Summary**

Endelienta is a charity set up in 2011 by the St Endellion Festivals Trust, the St Endellion Parochial Church Council and the Diocese of Truro for fostering the arts and spirituality in North Cornwall.

Since its inception, the organisation has had a significant impact on the cultural provision in Cornwall. This business plan for the period from July 2017 to June 2022 sets out the direction for further development of the organisation and its activities, alongside the development of the buildings on the St Endellion campus, in particular the renewal of St Endellion Hall, for which capital investment is generated separately.

Endelienta's vision, mission and values are set out in the context of the need for more investment in the cultural infrastructure of North Cornwall and the wider region, and the scope for audience development to attract existing and new audiences to experience the excellence in the arts that Endelienta aims for with its programme.

Following on from a SWOT analysis and summary of Endelienta's unique characteristics, the business plan identifies the six aims that the organisation wishes to pursue: consolidation, audience development, programme development, organisational development, financial security and partnership working. We need to attract new audiences by maintaining and expanding the range and depth of the current excellent Endelienta Arts and Spirituality programme. Our aims support Cornwall Council's five goals for culture, as well as Arts Council England's goals for Great Art for Everyone.

The six aims are translated into concrete objectives that Endelienta will endeavour to achieve in the three years from 2017 to 2020, including objectives to further grow annual income and turnover and invest in more paid professional staff to deliver the planned work.

## 2. Introduction

Endelienta was set up as a charitable company in 2011 by a partnership of the St Endellion Music Festivals Trust, the St Endellion Parochial Church Council and the Diocese of Truro.

All three partners have a keen interest to develop the campus around St Endellion as a place where both the arts and spirituality thrive, can be taken part in and can be enjoyed by a broad range of people, from nearby as well as from a wider radius.

The 'St Endellion Campus' includes St Endellion Church, as a unique and outstanding venue for performances, the St Endellion Hall and adjoining car park, Glebe Farm and the Stone Barn and car park, providing facilities for overnight accommodation, meetings and workshop activities, and the Old Dairy (awaiting future renovation). Ownership of the buildings is held by the partners.

Endelienta's guiding principle is 'fostering the arts and spirituality'. Since its inception the organisation has put this into practice by organising a programme of activities which includes music concerts, literature activities, including an annual book festival, visual arts exhibitions, reflective days, community outreach projects, an artists residency, film screenings, talks and workshops with schools from the region. The organisation also supports the nationally acclaimed St Endellion Music Festivals that take place annually at Easter (since 1974) and in the summer (since 1958).

The annual output of activities has grown considerably over the last five years and currently comprises (not counting the 20 concerts during the two annual music festivals) - as a minimum -18 music concerts each year, 6 visual arts exhibitions, 8 reflective study days, the three day annual book festival (four days from 2017), a week long artist residency, and one community project. Activities are promoted through the organisation's websites, promotional literature and mailings. Events attract increasing audience numbers, for example currently on average 80 per concert or 15 for reflective days.

Our organisation is governed by a board of 9 directors, representing the three founder partner organisations. Many of the directors make further voluntary contributions in active operational tasks, including in planning and scheduling activities through a number of operational committees, as well as in event logistics. The board of directors is supported by a part time paid Business Development Manager, and additional voluntary input. From March 2017 a Community Project Worker will be recruited as a second paid professional.

Our key recent achievements include the impressive programme of high quality concerts over a range of music genres, the growing reputation of the annual North Cornwall Book Festival, the versatile reflective day programme in which arts & spirituality are explored in parallel, and the financial support for a two year programme received from Arts Council England and FEAST funding, recognising the value of our activities in a part of Cornwall that has an urgent need for investment in its cultural offer.

After Endelienta's first five years of activity, this business plan shows our direction and ambition for the next period of our development. It restates our overall vision for the organisation, offers a mission statement for the next ten years (2017-2026), and sets out in more detail the specific aims and objectives for the next 4-5 years.

### 3. Our vision, mission and values

The patron of the Church of St Endellion is Saint Endelienta. Her story tells how she had come to Cornwall as a missionary, lived a noble, sober life, feeding on the milk of just one cow, her sainthood being established when - full of forgiveness - she brought her villainous neighbour back from the dead. After her own death two young steers dragged her body on a cart to her final resting place, where today the church of St Endellion stands. Many artists and travellers have commented on the spiritual quality of the place.

The long term vision of Endelienta the charity is firmly connected to St Endellion's spirit of place and the potential and importance of the arts to touch and inspire people, help people explore essential human questions and better relate to each other and to the world.

#### The Endelienta Vision:

- to foster the arts and spirituality in North Cornwall and create more opportunities for people in this region to experience excellence in the arts
- to encourage people through quality events to be inspired, enjoy creation, make connections, and explore (the meaning of) our human place in the world.

Endelienta recognises the potential of the arts to have a significant spiritual dimension, for artists and for audiences, and that spirituality in any form is supported by and inspires creative processes and thinking.

#### The Endelienta Mission:

Based on Endelienta's long term vision, our mission for the next decade can be summarised in three points:

- Foster the arts and spirituality by organising a continuous year-round programme of arts, cultural and reflective events of outstanding quality at St Endellion and in venues in the vicinity.
- Ensure that our events and activities are accessible and have appeal to diverse audiences, including people of all age groups and backgrounds, and grow the number of people who experience and take part in our events, both in the direct vicinity and from further afield.
- Make the St Endellion campus into a creative hub for the arts & spirituality, recognised nationally and internationally. <sup>1</sup>

#### Our values

In all our activities and in pursuing our ambitions, both in the longer and the shorter term, Endelienta will strive to uphold a range of values that we believe are essential to our integrity and the success of our work.

---

<sup>1</sup> Adjoining the St Endellion campus is land with buildings currently owned and leased out by Cornwall Council, which could potentially be developed as a parallel (creative) business hub.

1. **Quality and Inspiration:** We will strive for high quality in all our activities, with regard to artistic input and output as well as with the regard to our logistic processes, marketing and communication, as we believe that quality of work is key to ensuring inspiration. (We acknowledge that the concept of quality is not a rigid standard, but may have different meanings to different people and/or in different situations. What matters is to strive for a value which could be described as above the ordinary, as 'more than').
  
2. **Diversity and Inclusivity:** We want our activities to be inclusive of and accessible to all, regardless of age, gender, social or economic circumstances, ethnicity, religion, orientation, background or any other factor. We will take this into account for example by having a non-exclusive pricing structure for events, considering a broad spectrum of interest in our programming, and in setting out an active audience development strategy centred on the principle of inclusion.
  
3. **Encouraging talent:** We believe that the inspirational potential of the arts should be matched with a responsibility to stimulate and encourage talent and creative aspiration, in particular among young people. We believe it is important to create opportunities for aspiring and experienced creative people to meet.
  
4. **Respect:** We wish our activities to be carried out through an open and respectful exploration of arts, spirituality and their mutual connections and influences, in whichever form arts and spirituality are presented.
  
5. **The environment:** We wish to schedule and carry out activities in a way that is environmentally friendly and sustainable.

## 4. Context

Endelienta's vision and mission statements in the previous section reflect the reasons why the organisation was set up in 2011, as well as the experience built up in the first five years of developing our activity. It is useful to have a further look firstly the reasons behind and secondly the context of our approach and ambitions.

### Why?

- The initiative to set up Endelienta was much influenced by the success and experience of the St Endellion music festivals over a period of 50 years. The inspiration and enjoyment of audiences and artists coming together at St Endellion stimulated the wish and demand to enable high quality music and other arts events at this unique location not just during limited festival periods but year round.
- The directors of Endelienta have all personally enjoyed the inspiration and meaningfulness of arts and/or spirituality and feel passionate about enabling such experiences for others.
- Endelienta, represented by its directors and volunteers, believes in the regenerative potential of the arts. North Cornwall is a region which has significant pockets of deprivation and rural poverty where regeneration through the arts can make a substantial positive impact to community confidence and prosperity.
- North Cornwall is also an area which has seen a much lower investment in the arts comparable to other parts of the county and country.
- Endelienta believes that developing the cultural offer in this area can have a significant impact on supporting education and skills development, providing opportunities for young people and for breaking down barriers between diverse segments of the population.
- The programme that Endelienta offers and wishes to develop makes excellent use of the available facilities owned by the three partner organisations.
- There are no other organisations nearby that explore the field of arts & spirituality in the way Endelienta envisages.

### Context and external environment

Endelienta's mission is underpinned by the pressing and urgent need for creative participation opportunities in North Cornwall. The evidence base for this has three elements:

- A significant percentage of the population in Cornwall are disadvantaged, primarily by poverty and social isolation.
- There is a serious lack of cultural community facilities in North Cornwall that affects all its residents, but particularly people who are disadvantaged.
- The lack of facilities and limited access to arts and spirituality events in North Cornwall means that there is likely to be a high level of demand from a wide range of individuals and organisations that would benefit from Endelienta's work.

Shortly after Endelienta's inception a feasibility study (2012) identified a broad range of groups that could specifically benefit from Endelienta's programme:

- **Children and Young People:** Endelienta offers opportunities for group activities, be they artistic, cultural, educational, or other community pursuits.
- **Older People:** Endelienta will contribute to the quality of life for older people with activities to enable them socialise and take part in inspirational communal artistic projects.
- **Disabled People:** Endelienta wants its projects to be accessible to all, and will actively work to provide opportunities and facilities for groups representing disabled people.
- **Economically Disadvantaged People:** Economic disadvantage is particularly prevalent in North Cornwall. Endelienta provides a much-needed resource for community groups, where people can come together for activities and events that will raise their spirits and aspirations. Endelienta has adopted a price structure to facilitate the involvement of as many people as possible on low incomes.
- **Socially Isolated People:** Cornwall – and North Cornwall in particular – has a high proportion of people from all age ranges and circumstances who are socially isolated. Endelienta seeks through its project work to be a ‘beacon’ for these people, helping people whose circumstances are challenging.
- **Those in Education:** Endelienta delivers projects aimed at pupils at local schools (and those slightly further afield), in order to foster the arts and spirituality from a young age, and support their general and career development.
- **Adult Basic Skills Learners:** Endelienta can provide local access to adult learners. Its Stone Barn and Hall have wireless access to the Internet and the Stone Barn’s meeting room is ideal for small classes.
- **Aspiring Young Performers:** A fundamental aim of Endelienta is to nurture and foster participation in the arts for all. Endelienta seeks to benefit the many young people who have a love of and a wish to participate in the arts such as budding singers, instrumentalists, actors, dancers, painters, sculptors, writers and poets.
- **Vulnerable People:** Through its work and facilities, Endelienta offers a safe and peaceful place where people who may be going through a difficult time, such as bereavement, relationship problems, mental breakdown or other mental health issues, can find some solace and sanctuary.
- **Seekers of Inspiration, Enlightenment & Peace:** St Endellion is seen by many as a place of pilgrimage. It is a place to be still, contemplate and reflect, either sitting in the church, strolling through the campus or walking along the stunning North Cornish coastline. The campus lends itself to retreats and quiet days where people can either take part in group activities or more solitary pursuits.

Since the start of the organisation in 2011 many have already been able to benefit from Endelienta’s programme. Audience numbers for music concerts have gradually increased to an average audience of 80. The North Cornwall Book Festivals have in the last four years attracted audiences of 750+, including 250+ local children. During the last year Endelienta reached some 3,000 people through its programme of activities (in addition to the Music Festivals audiences).

Endelienta’s successful activities to date, backed up by the success and profile of the longer established St Endellion Music Festivals, provide confidence that there is a real interest from beneficiaries, audiences and supporters in the work that Endelienta has started to develop. We believe there is considerable scope for further growth of the number of people we engage with. We have drawn up a Marketing and Audience Development Strategy and need to put more resources in place to implement the strategy and enable many more to participate in our programme.

Appendix 1 shows in a visual representation, the 'Endelienta Wheel', how our core activities in music, literature and visual arts, translate into a broad spectrum of activities and their potential impact on our audiences in North Cornwall and beyond.

### Unique characteristics

Endelienta connects the arts and spirituality in the context of quality of life and cultural provision in North Cornwall. It has a number of unique characteristics that make it stand apart from other providers in Cornwall:

- **Our location:** Cornwall is an attractive travel destination. The county's cultural offer plays a significant part in attracting tourists. However, whereas the central parts of the county are comparatively well served in terms of arts and culture (more cultural organisations are located in the west and south of the county), the cultural offer in North Cornwall is much more sparse, and urgently needs to investment in and developed.
- **Our audiences:** There is a gap between the cultural provision for visitors and tourists and what is on offer for people who live in North Cornwall. Endelienta's year-round programme caters for the cultural needs of the local population in all seasons as well as for visitors to the area.
- **Our programme:** Over and above the programme development in music, literature and visual arts, Endelienta's special emphasis on the inter-relationship between the arts, spirituality and wellbeing gives Endelienta events a particular appeal to a broad range of people and offers a means for further audience development.
- **Our main venue:** St Endellion Church offers a special and intimate setting for fostering and experiencing high quality arts and spirituality events.
- **Our facilities:** The St Endellion Campus includes further buildings and land suitable for exhibitions, workshop activity, meetings, overnight accommodation for groups and has ample parking facilities. All these facilities can be used to enhance our own programme options, for example by offering residential space for artists or performers, and can also be hired out to third parties. We have made significant progress with raising the funds required to replace the St Endellion Hall with a new, larger, modern and multi-functional building that will enable further use of our facilities.
- **Our connections and partners:** Endelienta's directors form the core of a three way partnership, with connections into a broad range of stakeholders and supporters. In addition we have built relationships with other cultural providers in Cornwall. We consider such organisations as potential partners, rather than competitors, and will seek collaboration with other quality providers to increase the cultural offer for both the local population and visitors to North Cornwall. Our existing partners include Cornwall Music Hub, Cornwall Music Service Trust, Cymaz, Truro Cathedral Choir, Calstock Arts, Cornwall Music Therapy Trust, Carn to Cove, KEAP, Charles Causley Trust, FEAST, Royal Cornwall Museum, Camel Arts Association, Atlantic String Orchestra, Hall for Cornwall, Higher Education organisations such as Falmouth University, Tolmen Centre, St Mary's Penzance, the St Endellion Prebends, The 3 Spires Choir, and Wadebridge Choral Society. We know

there is potential to build on these partnerships and to development new ones.

### SWOT Analysis

The opportunities and unique characteristics or strengths listed above of course have another side. The table below gives a summary of our SWOT analysis, which has helped to inform our aims and objectives that follow.

STRENGTHS	WEAKNESSES
Support from founding partners	Currently too much reliance on voluntary input
Location, venue, facilities, residential facilities (and parking)	Currently limited capacity in planning, marketing and logistics
The quality & diversity of our programme	Upgrades needed to various aspects of St Endellion Campus
Achievements to date	Need to invest in skills and expertise, eg audience development, evaluation
Our growing reputation and brand recognition	
Support to date from ACE, Feast	
Relationship with Cornwall Council and support of CC White Paper for Culture	
Partnership working	
Strong board, volunteers & Business Manager	
Strong PR and Marketing (eg Endelienta and North Cornwall Book Festival websites)	
Substantial and growing database of users	
OPPORTUNITIES	THREATS
Substantial scope for audience development	Lack of ongoing income generation for development
Substantial scope for programme development	Reduction in public funding
Need for community projects	Risk of losing significant voluntary input
Further opportunities for partnership working	Risk of failing to make connections with local stakeholder groups
Funding opportunities, in particular National Portfolio Organisation Funding from Arts Council England	
Building local support from business and individual sponsors	
New build of St Endellion Hall	

## **5. Aims**

Based on our vision, our values and our mission statement for the next decade, and taking into account the context in which we continue to operate and our SWOT analysis, Endelienta has set the following six aims to give direction to our development during the term of this business plan, from 2017 until 2022.

### **Aim 1: Consolidation and Growth**

*Maintain and improve the quality and range of what we currently offer.*

It almost goes without saying that without excellence the arts will fail to inspire. The quality of our programme forms the foundation for any development and growth of our organisation. Maintaining a high quality standard for all our events is essential for retaining existing audiences and safeguarding the positive reputation that we are building. We will aim to broaden our programme further to include a diverse range of music, literature and visual arts.

### **Aim 2: Audience Development**

*Increase audience and participants' numbers and diversity.*

St Endellion Church can easily seat audiences of up to 200 people. We will aim to grow our average audience number further by broadening our programme, encouraging our audiences to move from the familiar to new genres through effective and targeted marketing, so that - in addition to our existing audiences - we will start attracting new audiences from the immediate catchment as well as from a wider radius. We will aim to appeal to diverse audiences.

### **Aim 3: Programme Development**

*Increase the level of activity in strands where there is scope for expansion, for example lead-up activity to the book festival, community project work, films & talks.*

Before expanding our scheduled programme of concerts, exhibitions and literature events, we will in the first instance aim to strengthen our programme by weaving in community project activities and lead-up activities in accordance with our audience development strategy. Further expansion of the concerts and exhibition schedule will follow when we have put in place sufficient resources to manage (the demand for) a fuller events calendar.

### **Aim 4: Organisational Development**

*Develop the organisation from being mainly voluntary run to an organisation where more of the work and operations are carried out by paid professionals.*

The organisation currently relies substantially on the input from volunteers, not only for governance but also for carrying out operational tasks, and currently has a

freelance contract with one paid professional, the part time Business Development Manager. In 2017 we will recruit a second paid professional (community project worker), and we will aim to extend the paid operational team further in 2018. The paid operational resources will help reduce the voluntary resources to a more acceptable level and allow the board to focus fully on governance and advocacy.

### **Aim 5: Financial Security**

*Develop financial security to enable longer term planning.*

We will develop and implement a financial strategy that will enable us to achieve our objectives in the longer term. This strategy will be based on the following three principles: 1) we will seek funding support from funding partners on a longer term basis to enable structural development of the organisation; 2) we will seek to diversify our income sources between by increasing our income from activities and from local and regional donors and sponsor to match public funding investments; and 3) we will adopt a reserves policy to insure our activities against short term loss or reductions of any of our income streams.

### **Aim 6: Partnership Working**

*Build the infrastructure for the arts and culture and the range and depth of what is on offer in North Cornwall by working in close collaboration with other current and potential providers.*

As much as is possible and effective, we will aim to work in collaboration with other cultural providers and other sectors in Cornwall to enable faster progress on mutual or shared objectives and the sharing of experiences and resources.

Endelienta's base and immediate catchment is in North Cornwall. Our aims however stretch further into Cornwall and indeed nationally and internationally, and fully support the five goals set out by Cornwall Council in its White Paper for Culture, namely to make Cornwall a place of global renown, a place to inspire, a place to create, a place of cultural distinctiveness and sustainability, and a place of growth.

Our aims are also in line with Arts Council England's goals of Great Art for Everyone<sup>2</sup>. The current funding support we receive from Arts Council England and FEAST acknowledges the value of our mission and the need for improving the 'cultural infrastructure' in North Cornwall. Conversations with Arts Council England with regard to further funding support for the capital cost of replacing St Endellion Hall as well as the core cost and resources to run our activities have been encouraging.

---

<sup>2</sup> Arts Council England's goals are: 1) Excellence is thriving and celebrated in the arts, 2) Everyone has opportunity to experience and be inspired by the arts, 3) the arts are environmentally sustainable, 4) leadership and workforce in the arts are appropriately skilled, 5) every child and young person has opportunity to experience the richness of the arts.

## 6. Making it happen

Our six aims set out the priorities and a clear direction for our organisation in the period until 2022. We have translated these aims in a series of key objectives for the next three years that will enable us to make significant progress in the short term. The objectives listed below will guide and inform our work from July 2017 (in as far as they are not already guiding our output). Progress against these objectives will be monitored at regular intervals.

### Aim 1: Consolidation and Growth

- **Objective 1a:** We will invest in programme development and expertise through training opportunities and sharing programming knowledge and experience with peer organisations.
- **Objective 1b:** We will develop and increase our logistical capacity to deliver the planned programme. (supported by objective 4b)
- **Objective 1c:** We will create opportunities for others, in particular young people, to be involved in our programme activity, for example by creating apprenticeships or student placement opportunities.

### Aim 2: Audience Development

- **Objective 2a:** We will implement our marketing and audience development strategy and monitor our progress against this.
- **Objective 2b:** We will further invest in audience development expertise through relevant training and sharing knowledge and information with peer organisations.
- **Objective 2c:** We will support the evaluation of audience development through collecting relevant data and feedback. (supported by objective 4b)

### Aim 3: Programme Development

- **Objective 3a:** Within the current strands of our programme - music, literature, visual arts and reflective days - we will look to broaden the genres and approaches represented.
- **Objective 3b:** We will programme a number of literary activities year round and particularly in the lead up to the annual autumn Book Festival
- **Objective 3c:** We will further develop community and outreach project work. (supported by objective 4a)
- **Objective 3d:** We will develop project work involving children and young people in the region.
- **Objective 3e:** We will further develop a programme of talks and/or films to encourage connections with our local population.

### Aim 4: Organisational Development

- **Objective 4a:** In 2017 we will recruit a part/time paid community project coordinator to deliver objectives 3c and 3e.

- **Objective 4b:** We will recruit additional volunteers, in particular to help deliver objectives 1b and 2c, and develop a support structure to retain our existing volunteers.
- **Objective 4c:** We will develop a working model and structure for transferring operational tasks from board directors to paid professionals and recruit additional paid professionals from 2018.
- **Objective 4d:** We will invest in board development and training to enable the board of directors to deliver further successful governance and advocacy.
- **Objective 4e:** Develop and implement an evaluation framework to enable accurate monitoring and evaluation of progress against objectives.

#### Aim 5: Financial Security

- **Objective 5a:** We will increase our annual turnover from its current level of £55,000 (financial year 2015/2016) to £100,000+ for the financial year starting July 2018.
- **Objective 5b:** We will further diversify the income streams in our annual budget to include income from grants, earned income from our activities, private income through business and individual sponsoring, and trading income.
- **Objective 5c:** We will seek funding support from our three founding partners.
- **Objective 5d:** We will seek funding support from Arts Council England, Cornwall Council and other potential public funders of our activity.
- **Objective 5e:** We will implement a Reserves Policy, to ensure that at any time our financial reserves will be sufficient to cover a minimum period of activity. We will endeavour to extend this period from 3 months in 2018/19 to 6 months in 2022/23.

#### Aim 6: Partnership Working

- **Objective 6a:** We will seek active collaboration with partners in Cornwall to jointly work towards delivering the 5 goals set out in the Cornwall Council White Paper for Culture.
- **Objective 6b:** We will seek collaboration with partners in other sectors such as health or social care, to support our audience and programme development objectives
- **Objective 6c:** We will seek constructive collaboration with partner organisations to enable mutual benefits from sharing expertise, experience and resources.

These objectives are scheduled to run in parallel with renewal of the St Endellion Hall, for which planning permission has been granted. The Hall Appeal has to date raised close to £400,000. Arts Council England has suggested applying for matched funding from their strategic capital fund. If successful, building works will start from October 2017 and be completed in June 2018. This will have a limited temporary impact on our programme, which we see as an opportunity to strengthen our connections with venues nearby.

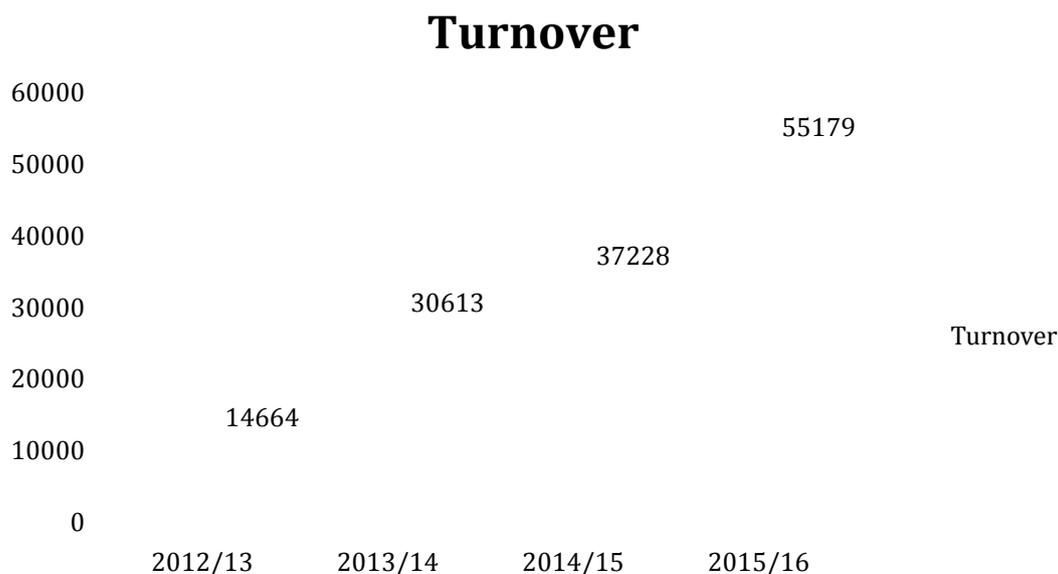
The desired organisational development (objectives 4a to 4e) will require a new operational structure, which we envisage will have 3 levels: 1) the board of directors will be responsible for overall governance and advocacy; 2) a team of paid

professionals will lead strategic development and operational matters with regard to organising and promoting activities will be lead by a team of paid professionals; and 3) volunteers will remain an essential part of our organisation to support the planning and logistics of our activities.

At all three levels there will be a need for policy development to enable effective internal communication and sound succession planning.

## 7. Finance

Endelienta is a relatively young organisation. In our first 4 years of trading we have managed our income and expenditure carefully, in order to deliver the best possible work within the resources available to us. The quality and success of our programme has been recognised by audiences as well as funders, resulting in a fast increase of our annual turnover from £14,664 in 2012/13 to £55,179 in 2015/16.



The appointment of a part/time Business Development Manager from April 2014 has had significant impact on our ability to raise additional income in order to expand our programme and marketing activities. In particular the grant support from Arts Council England and Feast for a two year programme of activity (2015-2017) has enabled significant development of our organisation and output.

The budget and expected turnover for our current, fifth, financial year (2016/2017) continue the upwards trend in our financial position.

The aims and objectives that we are setting out with this business plan can only be achieved by first of all investing in the resources needed, in particular the recruitment of more paid professional time to deliver our objectives, and secondly by generating additional and sustained income to finance our work in years to come.

We will aim to achieve objective 5d by applying for Arts Council 'National Portfolio Organisation' status, providing 4 years structural funding. We believe that - given our location, vision, mission and aims, our achievements to date and our upwards trajectory - we are in strong position to be recognised as a key organisation to help Arts Council England deliver its goals for Great Art for Everyone. If not successful in achieving NPO status, we will need to find an alternative route for financing the resources we need, either through alternative ACE funding or funding from other grant giving organisations.

The increase in grant funding will need to run parallel with an increase in earned and private income.

### Financial Strategy

Despite our excellent financial performance to date and the present opportunities to find support for our short and longer term objectives through structural grant investments from Arts Council England and Cornwall Council, we are in no doubt that it will require careful planning and hard work to achieve this financial trajectory. We will need to prioritise financial objectives, in order to achieve our other objectives, and plan for our financial strategy to include the following measures:

- With the additional recruits, grow our audiences and maximise the quality, efficiency and economic return of our programme activity.
- Free up business development time to give clear priority to fundraising and income generating activity.
- Develop board director skills to build sponsorship relations and deepen our support within the local community.
- Develop a donor strategy to enable easy giving and legacy giving.

## **8. Risks**

The risks associated with Endelienta's business and the objectives set out in this business plan can be categorised as governance, financial, personnel or management risks.

In our risk assessment the three highest scoring risks are 1) failure to generate the income needed to achieve our objectives; 2) loss of key volunteers; 3) loss of key staff. We will manage these risks by prioritising fund-raising and income generating activity, as well as succession planning with regard to volunteers, board directors and paid professionals.

## 9. Monitoring and Evaluation

Our performance against the aims and objectives set out in this business plan will require precise and regular evaluation. Evaluation may be described as a process of reflection during and after activities with the purpose of monitoring their effectiveness, making improvements as needed, and measuring their impact.

We recognise that to date we have not been able to invest substantial resources into developing evaluation expertise or collecting structural data and information for monitoring progress. Evaluation is considered as part of our existing Strategy for Marketing, Public Relations and Audience Development. However, to take our business forward we want to make evaluation a structural, core element of our activities, and have included this as part of our organisational development objectives (Objective 4e).

In broad terms we expect an evaluation framework to provide us with information on

- the quality of our programme and events
- our audiences and audience growth
- our financial performance against budget
- progress on our development as an organisation against our longer term mission.

We expect to collect data and information through audience and participants feedback, artists and performers feedback, press reviews, sales figures, budget monitoring, peer reviews and benchmarking.

We expect to use (and to some degree already do so) evaluative information continuously at board level and in a planning and programming committees to review our ongoing activities and inform future planning.

**Appendix 1: The Endelienta Wheel**

