



The Mowlem Institute Charity Business Plan: Planning for Change



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Photos:

SW!M audiences outside the Mowlem, 21st June 2022

OUT OF THE BLUE – a PAW/Mowlem collaboration with Autin Dance.

Shore Road, 4th June 2022

Section 1: Historical Background

1.1

The Mowlem Institute has been an enduring cultural resource for the people of Swanage for over 150 years. It was the vision of John Mowlem, a well-known benefactor and philanthropist, who began life as a quarry boy and went on to create and run a highly successful business supplying stone to the City of London. His intention in creating the Mowlem was to improve conditions of life for *'all the people of Swanage without exception'* through providing facilities for education, recreation and the *'betterment of all.'*

Over the years, and in keeping with John Mowlem's vision, The Mowlem has housed the town library, run classes and lectures and been a centre for the WEA (Workers Education Association).

1.2

As the town's needs outgrew the original building, it was replaced by an equally ambitious building completed in 1967 with facilities to develop its use as a performance and cinema venue and with leasehold units to provide contributory income. The Trust operates under the same constitution and is administered by the same charity that John Mowlem set up in 1863.

Section 2: The Mowlem Today

2.1

The Mowlem has continued to occupy a unique place in the Swanage physical and cultural landscape. It acts as an iconic and unmistakable hub in the centre of the town; at a junction between the beach and two main shopping streets, with unparalleled views over the bay. It provides a programme of professional theatre, film, dance and music events, acts as a crucial venue for local festivals, and is available for hire by amateur groups, local clubs, societies and fitness classes.

2.2

The Mowlem currently consists of

- An auditorium with a capacity of 380 and facilities for running theatre productions and film screenings
- The Showbar (selling alcoholic drinks, teas and coffee, currently open to coincide with performances, events and screenings)
- A large community room with basic kitchen facilities, used for meetings, clubs and classes
- Dressing rooms
- A temporary administration office
- Toilets (including accessible)

2.3

Regular users of the community room include the Bridge Group, Baha Belly Dancers, Yoga and Sound Healing, Health Qi Gong, Purbeck Flower Group and The Purbeck Society. Other use includes Swanage Railway events, a regular Record Fare and GCSE field trips. Together they are budgeted to contribute around £6000 in 2022/3.

The community room is also used as an additional space by annual festivals, including Swanage Jazz Festival, Purbeck Film Festival and Planet Purbeck and as an overspill dressing room for large-scale performance events. A regular artisan craft market takes place immediately outside the entrance to the building at weekends.

2.4

The trust continues to hold five leasehold units on the ground floor of the building (The Cellar Bar, cafes, and a tourist shop), which bring in a combined income of around £53,000 per annum.

2.5

The Trust employs a small, salaried operational team (Operations Manager, Administrator, Accountant, Technician and Bar Supervisor) plus part-time and zero-hour contract staff **(14.1: Principal Employees)**

2.6

The trustees are committed to investigating the balance between paid and unpaid staff and are in the process of launching a platform for a revived 'Friends Group' and volunteer workforce to supplement the responsibilities and activities of our family of full and part-time employees. Together these will provide opportunities for involvement and a more representative voice from the community.

Section 3: Time for a change

3.1

In recent years, the building has been under-utilised and is showing its age. While still loved by many, others have felt disengaged, with differing views on its future use from re-furbishing to demolishing and beginning again.

3.2

Seeing an opportunity for implementing change, and taking advantage of the first COVID lockdown of 2020, several dedicated trustees made substantial improvements to the interior of the building and the process of reviving its fortunes began. A new chair and board of trustees took over the management in 2020.

3.3

In 2020, the trust commissioned a community consultation to inform a process of change over the next 3-5 year period **(14.2: Mowlem Community Consultation)**

This consultation had a notably high take-up of 1569 – a sample size of over 15% of Swanage’s resident population. It told us there was a desire for the building to be more open and welcoming. It demonstrated a mandate for

- A more comprehensive range of top-quality arts events appealing to a broader age group
- A wider variety of films
- More professional small-medium scale theatre of a high standard (especially for family audiences)
- More links with schools
- More music and visual arts partnerships and links with local festivals

This business plan uses the findings of the questionnaire as a basis for moving forward strategically in three inter-related areas:

1. Programming and marketing (what we do, engagement with the community and how we reach people)
2. Organisation and management (how we support our programme and make it happen)
3. Finance and fundraising (how we broaden our funding base to enable growth)

3.4

We serve the people of Swanage, the Isle of Purbeck, day visitors and tourists. We are the only live arts and cinema destination in Swanage and its surrounding areas (the nearest cinemas/arts centres are in Wareham (10 miles), Poole (20 miles) and Dorchester (29 miles). The population of Swanage is just under 10,000, and the broader area of Purbeck is home to 47,140 people. A popular seaside town, Swanage alone welcomes 166,000 staying visitors and 865,000-day visitors annually. Therefore, we believe there is great potential for new audiences and community engagement.

3.5

Our commitment to John Mowlem’s vision of improving the lives of the people of Swanage remains. The Mowlem has the potential to be an inspiring multi-purpose community resource - a place where people can learn, enjoy themselves and gather.

We believe that engagement with the arts, whether as an audience member, artist, student, technician or maker, can change and empower lives, and The Mowlem is determined to

- Be central to the cultural offering of Swanage and Purbeck
- Make a significant contribution to the economic regeneration and growth of Swanage and Purbeck
- Help people reconnect after a period of covid related estrangement and improve physical, mental and social well-being in the community
- Give people the opportunity to encounter and pursue a life-long interest in the arts
- Encourage young people who want to pursue a career in the arts by providing opportunities to form valuable networks with arts educators and professionals

“The Mowlem could be THE cultural destination in Dorset” (A resident and questionnaire respondent, 2020)

Section 4: Mission, Values and Vision: A Landmark Moment for the Trust

4.1

Looking ahead, we aspire to

- Deliver a programme that fully reflects our artistic priorities and those of the community
- Develop a workforce which is capable of delivering it
- Respond to the condition and sustainability of our building and investigate the feasibility of a significant refurbishment programme

We have defined our **mission, values and vision** for the future.

4.2

Our mission: To be a creative and inviting hub in the centre of town, providing an inclusive and vibrant programme of arts and entertainment for all.

4.3

Our Values:

- **Collaboration** – Fostering relationships between practitioners, artists, audiences and educational establishments and working with other arts organisations whose work complements our own.
- **Quality** - Aspiring to produce and create work of the highest quality.
- **Inclusivity** – Listening and welcoming diverse people and groups to join us.
- **Sustainability** – Making arts provision in Swanage relevant and resilient in what will continue to be challenging times and working towards creating a building that puts flexibility, sustainability and zero Carbon in the vanguard.

4.4

Our Vision: We want our building to be open to all, dynamic and full of surprises and with tried and trusted favourites. We want it to be:

- **Welcoming:** Open and inviting during the daytime and evenings for entertainment, social events and activities
- **A valued local resource with a trusted reputation** for: *live, original performance* (theatre, dance, music, comedy); *a bold programme* (including International art-house cinema, live streaming events, popular classics and contemporary mainstream movies); *educational activities and events involving children and young people*; *dynamic community engagement activities and outdoor events* inspired by the Mowlem's position overlooking Swanage Bay and the Jurassic Coast
- **A place which brings audiences and artists together** both informally and through participation in local events and festivals

Section 5: Artistic Priorities

5.1

We aim to

- Nurture existing audiences and participants of all ages whilst seeking to develop a programme which embraces and develops new audiences
- Create a programme which offers a diverse range of high-quality events, both amateur and professional, across a variety of art forms
- Establish a Programming Advisory Group led by specialists from a wide variety of the arts
- Develop an educational outreach policy which will inform and enhance all activities
- Maintain an inclusive relationship and dialogue with local communities, which reflects all aspects of diversity in content, artists and audiences
- Respond to the programming needs and wishes of visitors during holiday periods
- Set out our priorities for the next 3-5 years, aiming for steady growth and the possibility of major development

5.2

We will set out our priorities for the next 3-5 years, focussing particularly on community engagement projects (CEP's)

- Developing relationships with young people e.g. through schools, appropriate programming, a 'young advisors' scheme and free young people's Friends Membership
- Increasing diversity e.g. building on our relationship with Diverse City (a Swanage based company with diversity, social justice and inclusion at the heart of all its work) developed through collaborating on SW!M, an Arts Council funded Jubilee project staged in 2022
- Developing family focussed performances and events
- Developing partnerships with other Dorset based arts companies and individuals
- Engaging with our community through a robust programme of outreach via marketing and communications initiatives to establish The Mowlem as a go-to community destination
- Increasing the hours that our building is open to the public and improving signage
- Improving facilities in our community room to make it more attractive and accessible to new groups, creating an in-demand space, which will in turn increase revenue
- Further enriching our local area with high-quality arts experiences and events and Learning and Participation opportunities

5.3

We will aim to fund these streams of work through dedicated funding initiatives to ensure projects are given the tools with which to succeed e.g., dedicated project funding for the employment of a Community Engagement Leader.

Section 6: Organisational Change

6.1

We are committed to offering professional development opportunities to existing permanent staff to develop and retain them and positioning ourselves to offer paid internships in the future.

6.2

We currently rely on intensive, hands-on support from trustees to supplement the work of paid staff. Delivered through four committees, which work in conjunction with the Operations Manager and Administrator, these committees are

- People (employment, staff policies and contracts)
- Finance, Operations and Buildings
- Development and Fundraising
- Programming and Marketing.

6.3

The People Committee has instigated a process of staff appraisals, a review of our policies and staff contracts and is in the process of developing a renewed Friends and Volunteer schemes.

6.4

The Finance Operations and Buildings (FOB) Committee has:

- Overhauled systems of financial reporting and planning
- Drawn up an annual budget which has become the basis for year 0 of this plan
- Underpinned the work of the other committees with financial data and guidance
- Created an inventory of repairs and renewal
- Overseen a rigorous covid policy over the last two years

6.5

The Development Committee has:

- Taken the lead in drawing up this business plan
- Successfully raised funds for two important community engagement projects: Making Memories (Dementia-friendly cinema and café) and SW!M (women swimmers' project celebrating the Platinum Jubilee) with an application to the Theatres Trust in process.

6.6

The Programming and Marketing Committee, alongside the Operations Manager who schedules, books and contracts programme providers, has:

- Responded to the community consultation's call to extend the range of what we offer while maintaining popular elements such as tribute bands and amateur productions
- Supported 'Behind the Scenes' – a lighting installation (July 2021)
- Researched and developed new content (e.g. Artsreach shows, including Opera, Classical music, Cupid's Revenge (dance/comedy)

- Liaised with festivals (e.g. weekend festivals such as JAZZ and Planet Purbeck and the longer Purbeck Film Festival (2 weeks in mid-autumn) Special events included co-promoting PAW's (Purbeck Arts Weeks) innovative collaboration with Autin Dance featuring a life-size puppet processing through the town) and SW!M (a community engagement celebrating the Queen's Platinum Jubilee in collaboration with Diverse City)
- Developed a visual arts exhibition programme which will take place from (September 2022)
- Begun the process of over-hauling and extending our marketing strategy
- Set up a marketing procedure outlining requirements (**14.3: Marketing Procedure**)

6.7

At the centre of all committees is a commitment to developing the artistic output and policy of The Mowlem. In practice, there is collaboration between all these work areas, and committees may combine to work together from time to time.

6.8

The practice outlined above has helped move us forward. We have made impressive progress in the short term, but this is not sustainable in the long term.

We need to reach a position where we can lessen our dependence on the work of trustees, who can then concentrate on policy and artistic development whilst overseeing the work of the trust as a whole.

6.9

Putting our artistic priorities into action will therefore require organisational change, including:

- Creating new project-based or free-lance staff positions to support critical areas e.g. community engagement and marketing.
- Investigating the scope for the future appointment of a full-time senior leadership position to work as part of our existing management team, with overall responsibility for the artistic and financial leadership of the organisation and a significant capital funding project when we are ready to undertake this

None of the above will be possible without the injection of new sources of public and private funding.

Section 7: Governance

7.1

We are committed to developing the strong leadership necessary to take us through this next phase. Having conducted a skills audit, we have successfully attracted new trustees to complement the skills of those already serving. We now have a strong board with a wide range of knowledge and experience.

There are currently ten trustees, including two joint chairs, who share the chairing of the board between them. This is an interim arrangement while we continue to define our needs

and develop ongoing board and chairing roles. We may wish to identify a potential patron(s) to help increase our sphere of influence. **(14.4: Profile and Tenure of trustees)**

7.2

We need to develop and strengthen relationships with Swanage and Dorset Councils and local, regional and national arts funding organisations to support our transition as a governing body through this period of change, using this business plan as a road map and keeping it updated.

7.3

Trustees are conscious that the constitution is unnecessarily complex and involves four separate documents. **(14.5: Mowlem constitution)**

Although it is possible to operate under them, they should be revised and simplified to make them more accessible to trustees, funders and the general public.

The business plan has included the anticipated cost of a thorough revision.

Section 8: Finance and Fundraising

8.1

Plans for artistic growth and organisational change will be dependent on increased funding from a mix of public and private sources and funds we can generate from our core activity, bar sales and leases. The finance section of this plan envisages phased-in project funding and longer-term revenue funding. This will include and be in line with (though not limited to) ACE's Let's Create Strategy 2020-2030 as we develop confidence in our ability to trade effectively and raise matched funding from private sources (donations, trusts and foundations). We aim to position ourselves to be able to apply for the next round of Arts Council of England's NPO (National Portfolio Organisation) funding in 2026.

8.2

We will need to plan for a capital funding project as the physical state of the building and its suitability and sustainability prompts necessary but exciting possibilities for development.

Section 9: Re-imagining the building

9.1

From the community questionnaire, it was apparent that most of the respondents had strong views about the building, and it would be fair to say that no one thought that it was adequate in its existing state. Views differed between demolition or refurbishment and what might be called re-imagining while using the existing structure as far as was possible without inhibiting the vision.

9.2

The Trustees' view is that, if possible, the last option would be preferable for several reasons. First, re-using existing structures is far more environmentally friendly than

demolishing and starting again. The second is that many locals have fond memories of the Mowlem in its current form and would be glad to see this incorporated into the eventual shape of the building. The third is that we believe that the structure's steel frame is in good condition and could be used to support a re-imagined form.

The immediate need is a proper understanding of the building and its capacity for inclusion in a future vision. To achieve this will require, in the first instance, a thorough survey of the building that now exists along with a condition survey to inform our future decisions and strategy.

9.3

Over the past few years, the policy has been to 'make do and mend' where necessary, and we believe there may well be more that will need to be done in the short term before a complete reconsideration.

9.4

We believe that it is now vital that we develop a strategy for ongoing repairs in response to short-term or immediate needs and that we develop a long-term plan to which our short-term actions will contribute and with which they are compatible.

9.5

The cost of surveying the physical building would be in the region of £10,000, depending on the depth of such things as services and the cost of a thorough condition survey, not only taking account of the physical condition of the Mowlem, but also looking at compliance with current building law and best practice.

9.6

Raising this money will require a completely different process from that for raising revenue funding. Some sources may overlap, but all will significantly contribute to ensuring that The Mowlem continues to be of lasting benefit to *'all the people of Swanage without exception'*

Section 10: Delivering the Vision

10.1

Over the next 3-5 year period, we want to

- Develop relationships with the local authority and national funding organisations
- Deliver three main community engagement projects, and appoint a Community Engagement Leader for an initial three-year period starting from year one of this plan
- Review the roles of the current management team and consider the creation of a new, senior leadership post
- Develop our screening offerings to include Live Streaming, creating facilities for screening in the community room and offering free films for schools via the BFI's *Into Film* scheme
- Develop our relationship with Artsreach, to help us bring in more locally based live performance work
- Develop relationships with festivals and other artists

- Review our governance structures including trustee responsibilities and constitution.
- Plan for a significant redevelopment of our building
- Continue to work with the Theatres Trust to take advantage of their experience and advice in developing our theatre building and community space
- Create and deliver a branding strategy with an external designer to coincide with the relaunch of the theatre following a capital build project
- Grow our Volunteers and Friends of the Mowlem schemes
- Capture data within GDPR guidelines to grow our audiences within Purbeck and further afield. Ask our audiences to give feedback at least once a year on their experience of the theatre, bar and function rooms through a customer survey
- Achieve artistic and financial stability

10.2 Measuring Our Progress

We will measure progress in the following ways:

- Audience and community surveys to gain advocacy and feedback
- Audience numbers for live events and cinema
- Footfall for exhibitions and visual arts events
- Secondary spend in bar and kiosk
- Footfall in our public spaces (bar and box office)
- Use of the community room to maintain its current level and incremental increase in use

10.3 Incremental steps towards these ambitions in plan form (see section 13)

Section 11: Conclusion

The Mowlem is at a crossroads. Never in its history has the trust been in such an excellent position to make the changes necessary to become a thriving cultural hub for Swanage, contributing to the well-being of its residents and the economic regeneration of Purbeck.

We now have a re-invigorated Board of Trustees, which embodies the wide range of skills necessary to deliver change. This board is committed to involving the community and our stakeholders in providing the organisation, programme and events that fulfil its cultural aspirations.

Section 12: Incremental steps towards these ambitions in plan form

	Year Zero Where we are now	Year One	Years two/three	Years four/five
1. Programme				
Film	Year 1 Film Festival	Build on success and continue	Continue	Continue
	Broader repertoire	Continue and collect audience data	Continue and set up foreign film club	Continue
	Making Memories free film screenings	Continue plus Into Film (free films for children)	Evaluate and continue	Continue
	Live screening ('Requiem')	Increase Live screening	Further increase live screening	Continue
Live/touring Theatre	Swanage Rep In September (previously summer season) Evaluate and capture data	Repeat if successful Research other 'mainstream' companies	Add mainstream live theatre content x1	Continue
		Work with The Globe through Artsreach	Programme Globe Shakespeare 2023 season	Evaluate and plan repeat
Family shows	Included a season of live family theatre in August 2022	Research touring product with family appeal and increase content in programme	Increase proportion of family shows	Continue
Dance	Cupid's Revenge (Artsreach) Evaluate & Capture data	Repeat or find similar if positive	Increase similar genre in programme X 1	Continue

Comedy	Cupid's Revenge scheduled			
	Research local/regional/national comedy	Programme 1-2 x comedy slots	Continue Explore comedy club	Continue
Music events	Enabled the inclusion touring Opera in ArtsReach programme	Repeat if popular	Continue	Continue
	BSO concert programmed summer 22	Repeat and add Purbeck International Chamber Festival	Continue	Continue
	Live screening of 'Requiem'			
	Tribute Bands (see summer season)	Explore year round slots and programme if high quality	Continue	Continue
Visual arts	Try out foyer space exhibitions policy September 22	Develop and continue	Develop and continue	Develop and continue
	Include photographic element of 'SWIM' Plus promote museum and library photo exhibitions			
	Inaugural exhibition of photographic Jazz images to support Jazz Festival in July 22			

	Collaboration with PAW including workshops in Mowlem	Develop links with PAW and DAW	Continue	Continue
Festivals	Swanage Jazz Festival	Continue	Continue	Continue
	Purbeck Film Festival	Continue	Continue	
	Planet Purbeck	Continue to develop relationship	Continue	Continue
		Introduce Purbeck International Chamber Festival	Add more classical music content	Continue
Amateur	Swanage School Add skills workshops	Continue	Continue	Continue
	Pantomime	Continue	Continue	Continue
	Swanage Musical Theatre Company	Continue	Continue	Continue
	Swanage Drama	Continue	Continue	Continue
Summer Season	Tribute Bands Research best quality available. Monitor	Continue	Continue	Continue
	Family/mainstream films.	Continue	Continue	Continue
		Research alternative summer season content. Co-promote with Punch and Judy	Develop	Continue
2. Community Engagement Projects (CEPs)				

Wellbeing	Making Memories Café and free films for people living with Dementia	Review and continue	Develop and continue	Continue
	SWIM! Jubilee project promoting health and wellbeing in women)	Develop ideas for wellbeing projects	Programme wellbeing project	Continue
Diversity	Behind the Scenes inclusion of people with autism	Assess and develop	Continue	continue
	SWIM! collaboration with Diverse City	Develop further projects with Diverse City	Continue	Continue
	Making Memories	Continue	Continue	Continue
Young People	Research and plan major project for years 2/3	Fundraise and appoint Community engagement leader Develop major young people's project and future schemes Community Engagement Project (CEP) 1	Develop future projects and scheme	Continue
	Inclusion in making of Behind The Scenes (lighting installation)	Explore new possibilities of linking schools with colleges and universities	Develop tech skills projects	
	Research potential for drama club/ workshops	Establish regular Drama workshops for young people	Continue	Continue
Collaborations	SWIM! (in partnership with Diverse City funded by	Develop future collaboration with Diverse City	Work with Diverse City CEP2	Research new partnerships

	ACE/Dorset Community Foundation) June 22			
	PAW (co-promoting Street theatre event with giant puppet) June 22	Develop further performance/ workshop collaboration with PAW	Explore other collaborations	Continue
	Get together lunch with different Arts Organisations	Research scope for creating informal network	Develop networks	Continue
Family events	PAW/Autin Dance/Puppet workshops	See above	Establish funding for CEP 3	CEP 3
	Family Theatre Programmed for August 22 (see above)	Explore parents and babies/toddler activities	Monitor and continue	Continue
Amateur productions	Panto, Swanage School (Joseph) Swanage Musical Theatre Co (Made in Dagenham)	Continue to programme	Offer skills workshops	Continue
Foyer/FOH	Developed exhibitions policy (see above)	Research scope for developing foyer events	Continue	Continue
3. Organisation				
Staffing	Set up appraisal schemes	Appoint CEP leader (see above)	Renew contract	Renew contract
		Research free-lance marketing support	Appoint marketing support	
		Review staffing structure	Appoint senior manager	Review

		Draw up a job description for senior leadership post		
Governance	New trustees appointed	Appointment of a new chair as decided by trustees	Increase diversity	Continue board development
		Review constitution	Renew constitution	Continue
Refurbishment		Attempt to trace original plans of the building if available. Commission an accurate and up-to-date building measurement identifying changes to the original design. Commission a Feasibility study	Launch Capital funding project	Continue
Funding	Evaluate financial support so far develop a strategic funding plan	Plan and build on future funding plan	Continue	Continue

Section 13: The Mowlem Business Plan Summary of Five-year Financial Projection

Year ended 31 March 2023	Year ended 31 March 2025-6			Year ended 31 March 2026-8						
	Showings	audience	No seats	Showings	audience	No seats	Showings	audience	No seats	
Income	303	21%	23708	332	25%	30156	352	41%	50049	
			£234,671.76			£309,075.73			£482,429.92	
			GM			GM			GM	
Contribution			45%	£106,064.62			42%	£132,996.86	41%	£204,531.37
Expenditure										
Cost of all employees				£104,481.58			£198,385.95		£292,906.90	
Operating costs (excluding staff costs)				£75,450.00			£84,495.00		£92,944.50	
Total Operating Expenses				£179,931.58			£282,880.95		£385,851.40	
Deficit on Theatre Operations				-£73,866.96			-£149,884.08		-£181,320.03	
Contribution from Bar (see separate tab)				£13,322.80			£30,000.00		£40,000.00	
Income from Rents				£53,630.00			£53,630.00		£53,630.00	
Donations				£5,000.00			£10,000.00		£15,000.00	
Friends scheme				£5,300.00			£10,000.00		£15,300.00	
Non theatre operations Income				£77,252.80			£103,630.00		£123,930.00	
External Funding										
Fundraising for outreach salary				£-			£12,500.00		£25,000.00	
Project funding Grant				£-			£10,000.00		£15,000.00	
Public funding				£-			£15,000.00		£15,000.00	
Charitable Funding				£-			£10,000.00		£15,000.00	
External funding				£-			£47,500.00		£70,000.00	
Mowlem revenue/deficit				£3,385.84			£1,245.92		£12,609.97	

Assumptions:

- The function of this forecast is to reflect our intended direction of travel
- All figures are based on net present values, no account has been taken for Inflation
- Capacity growth to 25/6 of 27% over a 2/3 year period, is based on organic growth of performances and audience with the first influence of Marketing input. The growth from 25/6 to 27/8 is 66% based on an increasingly effective marketing input and the establishment of new audiences

- 4 It is anticipated there will be an opportunity for greater use of volunteers whilst maintaining existing staff base
- 5 The fundraising figures are indicative of the level of external funding needed to support the growth of audiences, diversity of programming and community involvement that form the aspirations of the board

Section 14: Appendices

14.1 Principal Employees <https://themowlem.com/wp-content/uploads/2022/09/Principal-Employees-appendix-1.docx.pdf>

14.2 Mowlem Community Consultation <https://themowlem.com/wp-content/uploads/2022/06/The-Mowlem-Community-Consultation-Appendix-2.pdf>

14.3 Marketing Procedure <https://themowlem.com/wp-content/uploads/2022/06/Marketing-Procedure-appendix-3.docx.pdf>

14.4 Profile and Tenure of Trustees <https://themowlem.com/wp-content/uploads/2022/09/Profile-and-Tenure-of-Trustees-appendix-4.docx-1.pdf>

14.5 Mowlem Constitution

- <https://themowlem.com/wp-content/uploads/2022/06/1.-Certificate-of-incorporation-of-a-private-limited-company.pdf>
- <https://themowlem.com/wp-content/uploads/2022/06/2.-Charity-commission-scheme-1963.pdf>
- <https://themowlem.com/wp-content/uploads/2022/06/3.-Charity-commission-scheme-1973.pdf>
- <https://themowlem.com/wp-content/uploads/2022/06/4.-Charity-commission-scheme-2011.pdf>