



# Business Plan

2018 – 2021



# The SLG story - what, why and who...

Scary Little Girls is an inclusive, imaginative, ever-evolving feminist production company committed to messages of hope and truth... and in telling them to new, wider and increasingly diverse audiences with casts to match.

With bases in Cornwall and London, we are now expanding and developing in order to:

- Consolidate and build our reputation as one of the UK's foremost feminist, mid-scale touring theatre companies
- Champion Cornish work and promote women's stories through innovative, moving, cutting-edge productions
- Attract growing numbers of traditional theatre-goers... and reach diverse new audiences
- SLG has made great strides in every sphere of its operations, from small to mid-scale touring; regional to national acclaim:
- Consistently increasing the number and quality of our shows
- Expanding horizons to include fresh audiences with site-specific and ensemble performances in non-traditional venues such as pubs, libraries, village halls and community spaces

## Recent highlights include:

- 2012-18** SLG tours cabarets **The Full Brontë**, **Mother Mae II** and **It's Your Round!** nationally, in rural touring venues, libraries and traditional theatre spaces.
- 2014-16** The Minack, Cornwall, co-commissions **Dracula: The Kisses**, supported by the Arts Council England. This transfers to mac, Birmingham, and then goes out as the company's first mid-scale national tour.
- 2015** BFI-funded Salon du Cinema events.
- 2016-17** Supported by ACE, Hall for Cornwall, Ramps on the Moon, The Minack and New Wolsey, Ipswich, our all-female **Peter Pan** tours outdoor Cornish venues and prepares for an indoor regional re-tour.
- 2017-18** With support of ACE, SLG commissions Amy Rosenthal to write the play **The Mitford Girls**.

Supporting approximately one hundred artists a year through employment, mentoring and partnership projects, SLG is under-pinned by our volunteers, associate artists, trustees, patrons and our hard-working Artistic Director, currently the only full time member of staff.

## Characters in the SLG story include:



**Rebecca Mordan** | ARTISTIC DIRECTOR

After graduating from Bristol Old Vic and working in film, theatre and television, Rebecca became disillusioned by the dearth of roles and opportunities for women.

A dynamic and enterprising artist, she created her own company to try and 'level the playing field', populating stories with fascinating, diverse female characters; and rescuing amazing women from the wastelands of history.

Rebecca has been intimately involved with every aspect of SLG, writing, directing, producing and performing to take the company from strength to strength. She is still also a grassroots campaigner against male violence and a frequent guest expert on BBC Radio and Sky News.

**Bidisha** | PATRON



A British broadcaster and journalist specialising in arts and culture and international human rights, Bidisha is a presenter for the BBC, hosting programmes such as Woman's Hour, and a writer for The Guardian and The Huffington Post.

**Shazz Andrew** | ASSOCIATE ARTIST

As one of our in-house directors and performers Shazz brings her vast experience of the arts to SLG. Her credits include devising and mask projects with Keith Johnstone and working with Kneehigh, Wildworks, Cambridge Shakespeare Festival, Creation Theatre, The Minack and the BBC.



**Jane Claire OBE** | TRUSTEE



Following nine years with Shared Experience, Jane became Executive Producer of English Touring Theatre, producing forty-eight national touring shows in just twelve years. She currently runs ETT Forge, the company's professional development programme, and in 2017 won Manager of the Year in the UK Theatre Awards.

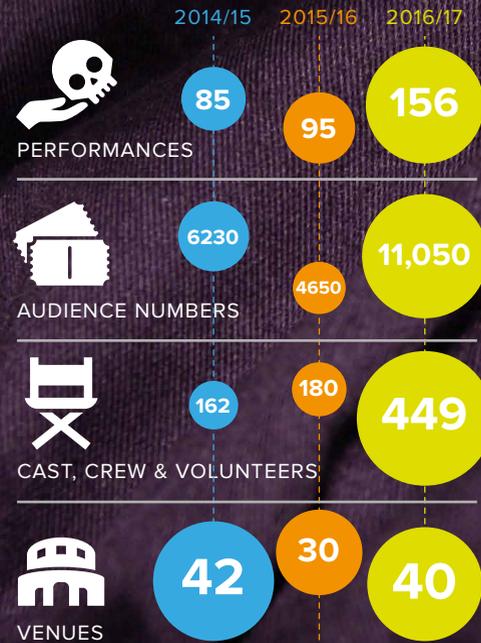
# Ready for the next level

“Scary Little Girls is shaking up the theatre world with brilliant and innovative work and a revolutionary working practice. In form and content, style and substance, philosophy and script, SLG is replacing the old, sexist ways with something far more just and powerful, thrilling audiences with amazing new work all the way.”

Bidisha | THE GUARDIAN

SLG is growing up and our development strategy is building our capacity, our finances and our audiences.

With a strong track record of financial development linked to grant-funded projects (including ACE, Heritage Lottery) and profit-making tours, SLG has made the most of its opportunities to achieve significant growth in audience numbers, commissioning partners, income – and impact.



Working with the Cultivator Business Support and RIO Engine Room, SLG is creating a blended income/ social enterprise business model. We are developing our strategy to allow us to be less dependent on grant funding and create more sustainable earned income. We have identified the human resources we need internally to allow these streams to flourish.

## INTERNAL sustainability, reach & resources

We have identified that we need three part-time staff supporting our artistic director to:

- Expand and build on our additional funding streams to establish us as a commercially successful business with long-term stability. Our additional revenue streams include:
  - Corporate training – team development, presentation skills, media training, public speaking and role play
  - Schools workshops – bespoke programmes on anti-bullying, sex and healthy relationships, English, drama and PSHE
  - Sponsorship and philanthropic donations – for issue/cause-related work
  - Project funding – arts and cultural
  - Partner-based bids/projects
- Convert SLG to a Community Interest Company in order to help deliver positive social impact through our work.
- Allow our artistic director the capacity to network, pursue partnerships and proactively raise our profile in the industry.

Taking corporate training as an example, having analysed our current opportunities we are confident that over the next five years, SLG can create working relationships with 10-20 additional clients in this field, with potential revenue increasing from £5,000 to around £15-30,000 per annum.

By creating the resources to maximise this and other existing funding streams, we will start to move away from a reliance on grants. This will not only sustain SLG's existing and new staff, but also enable the company to continue on its trajectory of growth.



# Beyond the rainbow

## EXTERNAL productions, partners & audiences

One of SLG's strengths is the breadth of our programming and therefore our diverse audiences. Our indoor, rural and library touring, for example, is popular with traditional regional theatre audiences, women aged 40-70 and students; while our outdoor tours, site-specific and pub performances attract families, men aged 40-70 and couples aged 20-60.

We have found that the political nature of our work also appeals to younger women, 'outsider' and LGBTQIA audiences; and we have begun working with disabled and deaf performers and artists which in turn is building our support in the disabled and deaf communities.

Our work in non-traditional spaces, with community and arts outreach bodies and Creative People and Places schemes also helps develop new audiences from first-time theatre-goers in areas of low cultural engagement.

But this broad spread also comes with the risk of diluting our brand recognition: we need to ensure we consolidate and build on our regional and national audience bases and our profile generally. To do this, we are prioritising the projects we are taking forward in the next five years so that they meet three key aims:

- 1 Expanding our audiences, especially amongst deaf and disabled people, younger women and LGBTQIA people.
- 2 Increasing the range and reach of our touring so that we build a base of venues and audiences in new regions and in London.
- 3 Improving our industry profile and relationships in order to create more partnerships and co-productions.

"Working with Scary Little Girls on projects is an altogether enriching experience, in terms of my own personal development as a Director and also as a bonding exercise to meet and direct incredibly talented performers."

Ellie Carter | DIRECTOR

SLG is currently poised on the brink of several potentially status changing projects that we believe – as well as being exciting, high quality theatre – tie in strategically with these three goals.

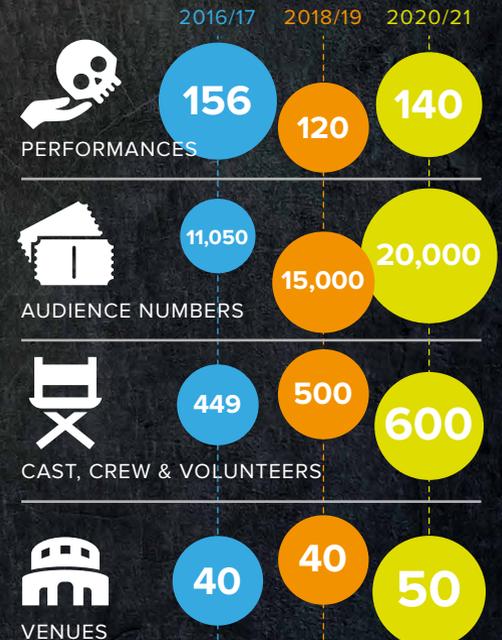
For example, in 2018-19 we will be co-producing **The Mitford Girls** by Amy Rosenthal, a new commission directed by John Terry: this biographical play about the famous sisters will explore politics, family dynamics and parallels to current political divisions around Brexit. The lead co-producer is Theatre by the Lake who will be helping to programme a national tour and approaching the Globe's Wannamaker space for a London run.

We will then build on these new producing and touring venue relationships to find co-producers for a national re-staging of our sell-out tour of **Peter Pan** directed by Ellie Carter; and for **Truth Before Everything**, a new commission from Sarah Rutherford, which tells the story of Josephine Butler through verbatim interviews with today's 'sex industry' survivors movement. Both these productions will have predominately female casts of disabled, D/deaf, hearing and non-disabled performers and we will be working with the Ramps on the Moon Director for Change Michèle Taylor to programme these shows at venues in the Ramps Collective.

Alongside these main projects, we will run our smaller scale touring and prioritise programming like the BFI-commissioned **Salon du Cinema**, a show perfect for the thriving independent cinema and events venues throughout London. This will further increase awareness of SLG's work in the capital and develop our audiences amongst young women, couples and metro-culturals.

We will keep community engagement firmly in our sights with a live art exhibition planned for 2019-20 celebrating the achievements of the Greenham Women (green-lighted by the Heritage Lottery for a Round 2 application now underway).

With this approach we believe we will see our reach blossoming throughout the next three years.



# Let's change the world

'A company of committed and passionate people happy and willing to work with difference and use it as a way to explore the various levels of creativity it offers and how it can enhance their work.'

Vikki Gee | BRITISH SIGN LANGUAGE INTERPRETER

## Why our vision is worth the investment

We believe with our art we are driving social change by creating dialogues around vital issues: the cultural implications of Brexit; prostitution laws and rights for prostituted people; the rich and all-too-often obscured contribution that women and many 'others' have made to history – so that we all know if we can dream it, we can achieve it.

We create jobs, roles and an industry voice for women in the arts, promoting them not just in performance but in directing, writing, stage management and tech.

We are committed to bringing lived experiences to the stage from BAME and LGBTQIA backgrounds and in championing the creative case for diversity with disabled and D/deaf artists. We are passionate about developing our diversity work with regional venues, the Ramps on the Moon Collective, Cornwall Council and Hall for Cornwall.

SLG has carved a unique and valued niche in the artistic and cultural landscape – something which needs protecting and nourishing if we can continue to flourish in the face of wide scale cuts to arts funding. We are working hard to survive and thrive in a changing environment, where the stakes and rewards for society's disenfranchised have never been higher. This business plan lays out how SLG will respond proactively and innovatively to these challenges, while taking our work to the next level.

**Don't be scared – be Scary!**

