



Our Theory of Change

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Introduction

Like all organisations we are on a journey, and we got to where we are now by taking lots of logical steps. To begin with when our organisation was small these steps were fairly straight forward but as we have grown they have become far more complex, they have had to represent more voices to serve more of our community. For this reason we started to use different strategic planning methodologies that help us get to where we, and more importantly where our community wanted to go.

We are not a perfect organisation, far from it, we are learning as we go. If some of our mistakes or successes can help others then we want to make that information available, so we have created this document to share with anybody who would like to use it.

All we ask is that if you would like to share our Theory of Change with others that you direct them to our website www.liberdade.co.uk to download a copy so we know how many people it has helped.

Why a Theory of Change ?

A 'Theory of Change' is just a flow diagram, its starts with what your main activities are and it plots a route towards achieving your long term goals. It does this by determining a number of intermediate outcomes, and the order you should approach them.

The process of deciding on what the intermediate outcomes are is a great opportunity to bring your beneficiaries, board, and staff together to collectively direct the future of the organisation.

The theory of change brings together all of our other thinking into one diagram. (see fig.1) We also worked with our learning disabled company members to produce a document that explains the theory of change in a way so more people can understand it. (see fig.2)

Who is it for?

- Us – Primarily the theory of change is to help us make decisions and evaluate our progress across the entire organisation.
- Stakeholders – We use it to explain to funders, statutory organisations, supporters, and beneficiaries, what are plans are and what we want to achieve by delivering them.
- Other organisations and individuals – We want our thinking to help others facing the complexities of running a third sector organisation. This helps grow our impact and hopefully changes the world for the better.

We would welcome any feedback on the document, feedback can be emailed to info@liberdade.co.uk

Running third sector organisations is challenging, and in the current environment this challenge has been intensified, we hope that some of this information will help you and your communities.

Lots of love
Liberdade x

Fig.1

Our Theory of Change

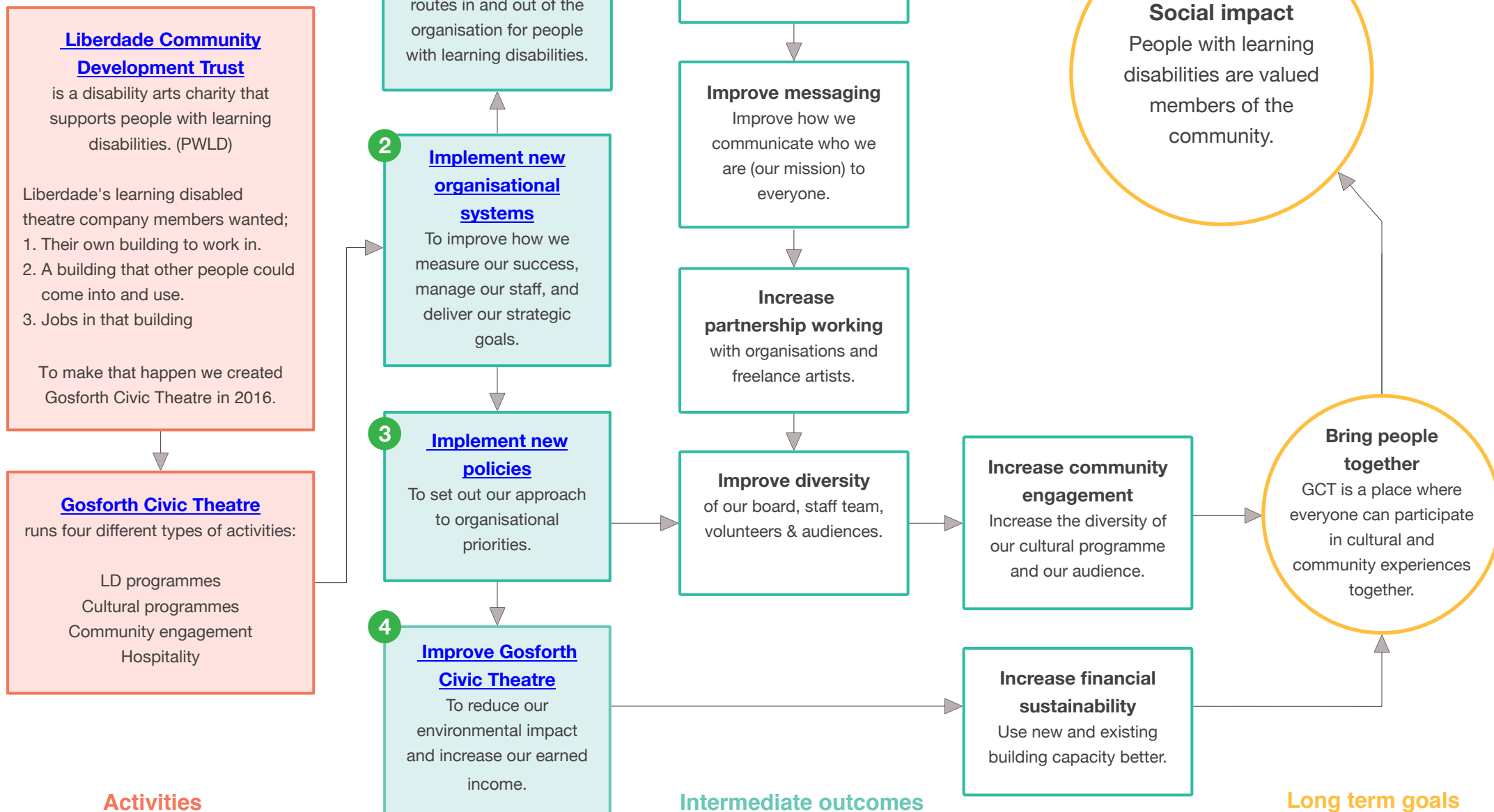


Fig.2

At Gosforth Civic Theatre there are 3 things that we want to make even better.

1. Make the building better.

- So it uses less energy.
(electricity and gas)
- This will help save the planet.
- And help us save money on bills.

2. Make sure 'everybody' feels welcome at GCT.

- Ask people what they would like to come and see or take part in at the theatre.
- Make sure there is something on for everybody at the theatre.
- Help people to come and get more involved.

3. Get even better at showing what people with learning disabilities can do.

- Teach more people with learning disabilities new skills.
- Show audiences and customers these new skills.
- Get more people with learning disabilities working at GCT.



OUR MISSION

**To raise everyone's
expectations about what
people with learning
disabilities can achieve.**

Activity

LIBERDADE CDT

We have developed hugely as an organisation since we started, this development has been the product of a number of key steps:

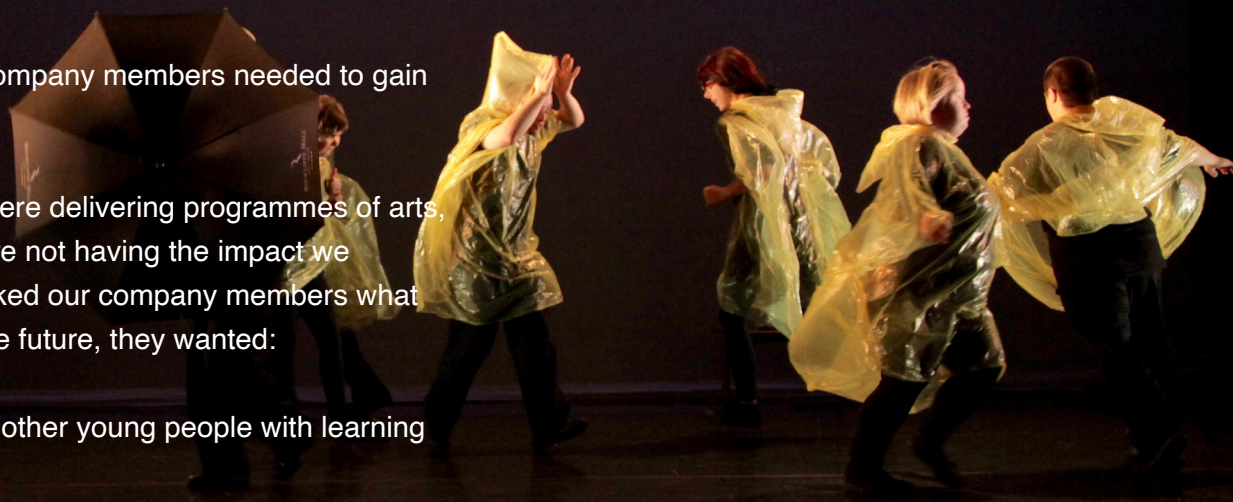
2003 The Liberdade Project - Liberdade (Pronounced *li-ber-dar-jie*) was a project under the umbrella of the Lawnmowers Independent Theatre Company. The aim of the apprenticeship scheme was to enable a group of people with learning disabilities (PWLD) to set up and run their own physical theatre company.

2008 Liberdade CIC - To deliver our mission our company members needed to gain control, so we formed our own organisation.

2012 We had become financially sustainable and were delivering programmes of arts, and health and wellbeing activities but we were not having the impact we wanted on everybody else. At this time we asked our company members what they wanted to do with their organisation in the future, they wanted:

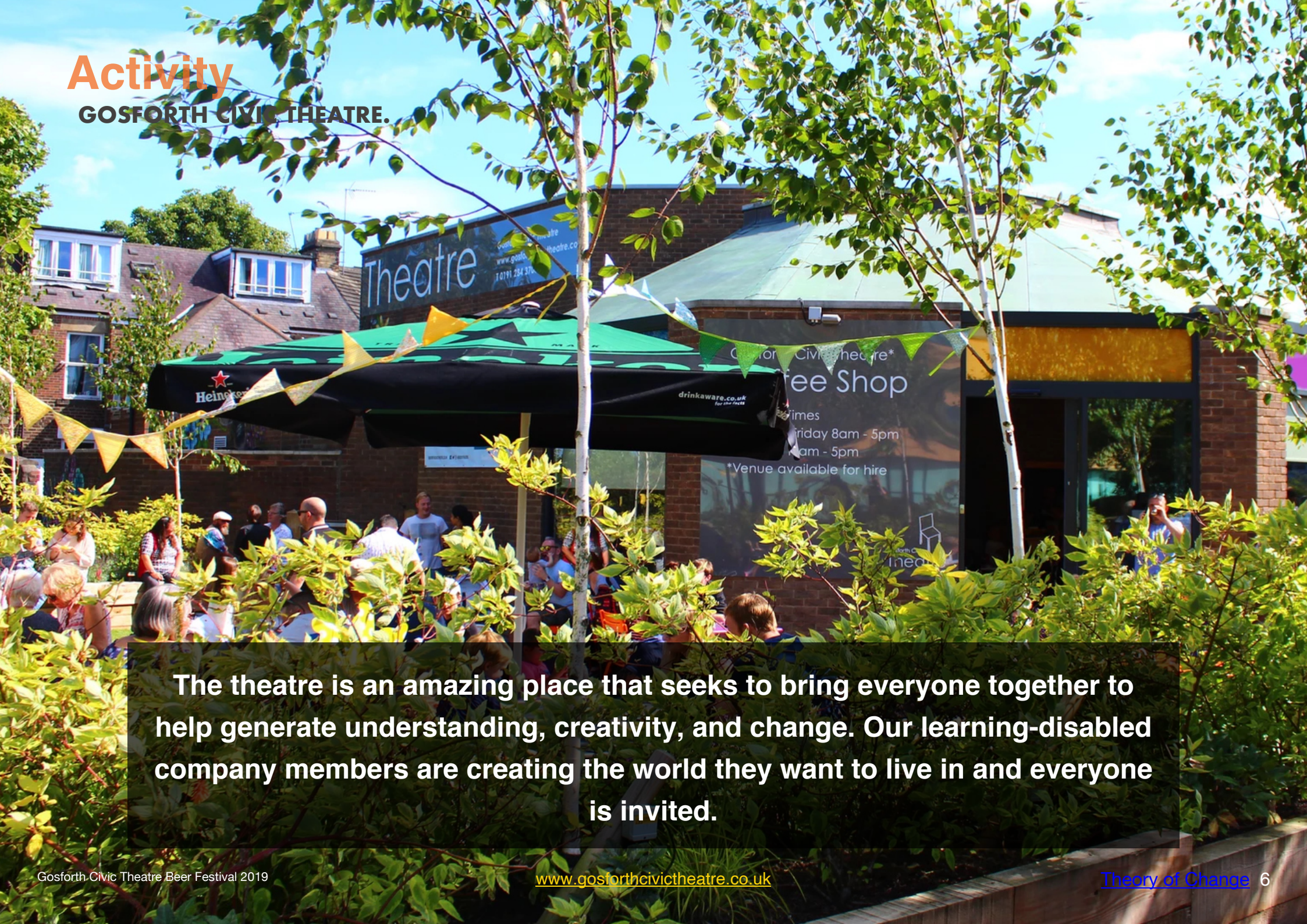
- To provide the opportunities they'd had to other young people with learning disabilities.
- A building of their own so they could invite the community in.
- Jobs within their building.
- More opportunities to perform.

2016 Liberdade Community Development Trust - We became a registered charity and took on an unused council building, turned it into Gosforth Civic Theatre and started to change the world with it.



Activity

GOSFORTH CIVIC THEATRE.



The theatre is an amazing place that seeks to bring everyone together to help generate understanding, creativity, and change. Our learning-disabled company members are creating the world they want to live in and everyone is invited.

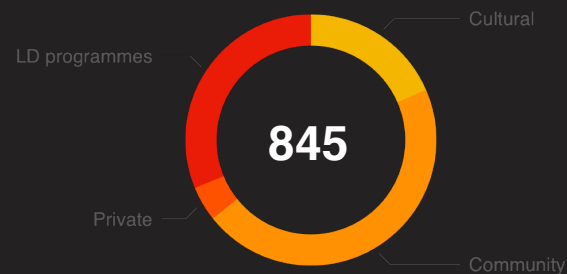
Activity

GOSFORTH CIVIC THEATRE.

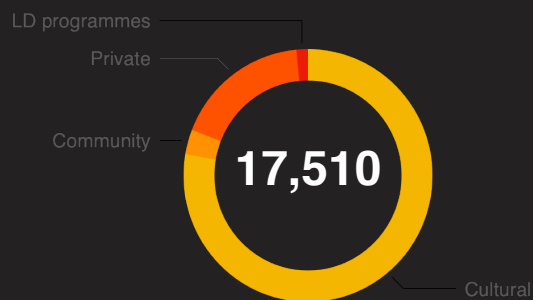
Culture

We host a broad range of theatre, dance, and music performances and activities for our audiences and participants.

2019



Events & Activities



Audience & Participants

* Plus over 30,00 visits to our cafe.



Curious Arts Fundraiser - 2021 - Gosforth Civic Theatre

GOSFORTH CIVIC THEATRE.

Hospitality

Gosforth Civic Theatre is the perfect place to host your celebration, special occasion or social gathering. Our super flexible spaces allow you to create the perfect environment to bring people together for events big, or small.



Activity

GOSFORTH CIVIC THEATRE.

Community

From coffee mornings to beer festivals. We run events and activities for the wider community to engage with. These are offered in Gosforth Civic Theatre (GCT) and in other venues around the region.

“ We wanted to provide something for the community, instead of it being the other way around... here people can see that we've got skills, that we can be useful ”

Ed - Liberdade company member

Gosforth
BEER
Festival
2019

Activity

GOSFORTH CIVIC THEATRE.

When we opened the theatre we knew what our mission was, and it remains very clear to us. We want to bring people together from the community, and show them that people with learning disabilities have a great social worth, and we all share common wants and needs. To achieve this we followed four simple rules:

- The theatre had to be about the community as a whole and not about people with learning disabilities.
- People with learning disabilities should be very visible within the building.
- Everything we sold, from the food and drink to the performances and events we ran at the theatre had to be of a high quality.
- And all of the staff team should interact collaboratively and equally with our learning disabled company members and volunteers.

In following these rules we began to build an audience and customer base, to the point where pre pandemic we were receiving nearly 50k individual visits to the building each year. The building was thriving but we were still not generating the social impact we wanted, we learnt that:

- We need to include our community in the decision making more.
- We need to create specific jobs to ensure the impact happened (community outreach, volunteer coordination)
- It's difficult to enable your audience to understand what your mission is, especially if it is quite uncommon, like ours is.
- And, buildings are amazing, and important tools to bring people together, but they are very expensive to staff and run, the compromise is difficult to get right all the time.

This learning drives us to improve and remain focused on working towards our important mission.



Intermediate outcome¹

NEW LD DELIVERY MODEL



Since 2003 Liberdade has offered long term arts and health programmes for people with learning disabilities. This has meant that once our programmes became full we were unable to offer opportunities for new people to get involved. This was the main driver in developing our new delivery model. If the opportunity for new participants to get involved wasn't there then we didn't feel we were relevant to the wider learning disabled community.

People stay on our programmes for many reasons, because of the high quality of service they receive, the lack of opportunities available in the wider community, and a solid support system. Some participants stay for the social connections they have built even though their interest in the activity may have faded over time. Historically we have combatted this issue by growing and adding more and more programmes so we always had opportunities available, however we can't just continue to expand, we needed to find a sustainable solution.

The new LD delivery model will;

1. **Maintain our long term commitment to our company members and adapt the service we offer to meet their changing needs.**
2. **Develop new routes in and out of the organisation.**
3. **Have clear progression routes through the organisation for young people.**

Intermediate outcome¹

NEW LD DELIVERY MODEL

Arts programme and progression routes;

Outreach - This is an ongoing schools programme, it offers short 10 week projects for 12 - 24 year olds in local SEND schools and colleges. The pupils work towards creating a piece that they will perform to a live public audience at Liberdade's platform performance events - 'Freedom moving' at Dance City and 'Engage' at Gosforth Civic. The main aim is to identify young people who demonstrate ability and interest in developing their performance and dance skills. The programme enables us to find talented young people that we can then invite into the youth group.

Youth group - We invite young people we have engaged with through the outreach projects to the youth group. It is a 2 hour evening class in dance technique and choreography. The class gives young people the opportunity to work outside the education environment, it helps young people to develop a relationship with Liberdade making the transition into the company much smoother.

Skills development - This is a 2 year course, one day a week. It offers more intense training in contemporary dance technique and physical theatre. It's for young people from the youth group who are ready to move out of education or it can become additional provision as part of their education health care plan. We often recommend participants also join our health and wellbeing course to increase their fitness levels.

Performance ensemble - This programme is for people who have the passion, drive and commitment to perform. It seeks out external opportunities to perform and will produce touring work. Ideally it is for people who have progressed through the Liberdade skills development programme.

Intermediate outcome¹

NEW LD DELIVERY MODEL

An overview of volunteering opportunities for people with learning disabilities at GCT .

This programme is an area that we are continually developing, it plays a hugely important role in what we are trying to achieve at GCT and because of that we want to get it right. We have worked with local authorities, schools and the NHS to deliver placements for young people with learning disabilities in transition. These were successful and all the feedback we have received has been very positive, however, we decided to stop the placement programmes because we want to find a way to empower people more within these roles and not just oversee them undertaking simple tasks. Empowerment is the key to achieving social impact and plays an important part in all of our activities.

For example: when our learning disabled company members perform they are on stage without support, they know what they are doing and why they are doing it and this has a powerful impact on their audience, it raises both their own aspirations and those of their audience. For the same reasons we want to change how people work within the front of house team because the social change happens in exactly the same way, this will have a transformational effect on how people with learning disabilities are perceived within the building.

This is not as simple as it seems. It's easy to support someone to carry out a task it's much more complex to empower both trainees and staff to work collaboratively so they project an image that reflects how we work with people in all other areas of the organisation. Currently we have a small number of company members who have received training and are volunteering in the cafe and at events.

To offer more opportunities we require dedicated capacity to coordinate volunteer time, support and skills development. This is being added to future capacity planning.



Intermediate outcome²

NEW ORGANISATIONAL SYSTEMS

We have been developing key systems that will help us manage and support a growing staff team. We have developed them because we found that as the complexity of the organisation and its work grew, it was harder to communicate efficiently, evaluate our work, and develop our staff.

- **Strategic delivery model** – This is a cyclical system that enables the board and CEO to set and evaluate working objectives for each team.
- **Social impact measurement framework** – The framework itself is not a system, it describes how and who we have a positive impact on, and what success looks like for each of these beneficiary groups. What makes it a system is how we measure and track the impact, and how we use this learning to make changes to what we deliver.
- **Induction framework** – This is used to introduce new members of staff to the culture of the organisation, how we work with people is intrinsic to who we are and communicating this to new staff is very important to us, it also introduces working policies that safeguard our beneficiaries.
- **Staff appraisals** – Our staff appraisal model is based on developing how two individuals can positively work together, it recognises that each of us is different and it encourages challenging conversations to develop both individuals to positively impact the organisation.

Intermediate outcome²

STRATEGIC DELIVERY MODEL

1. The board of trustees and CEO set the strategic plan every 12 months.

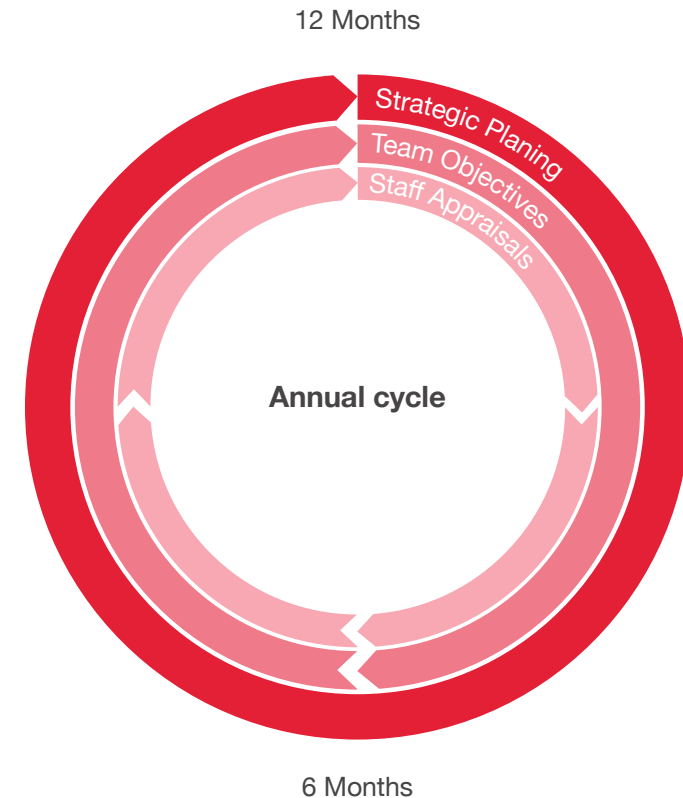
The Board of trustees will work with the CEO to set the organisations strategic plan on an annual basis. The Shadow Board and Community Board will be consulted before and during this process to insure the direction of the organisation is in line with the needs of our beneficiaries and our community.

2. The CEO and senior staff team meet every 6 months to agree approach to deliver the strategic plan and set team objectives.

CEO will update senior staff of the strategic plan and what are the priorities of the organisation moving forwards. CEO and senior team will discuss how best to deliver and embed the priorities of the strategic plan into each teams delivery plan. The CEO will chair a meeting with each of the teams: Delivery - Operations/Events - Programming/Community Engagement - Fundraising - Finance/Administration. The CEO will present a set of objectives, the team will discuss and edit the objectives adding measurable outcomes where possible, roles and responsibilities to deliver each objective will be given to staff members (with their consent). A budget will also be allocated by the CEO to support the delivery of the objectives. Objectives and outcomes from the previous meeting will be evaluated (this is so a culture of accountability and praise can be introduced).

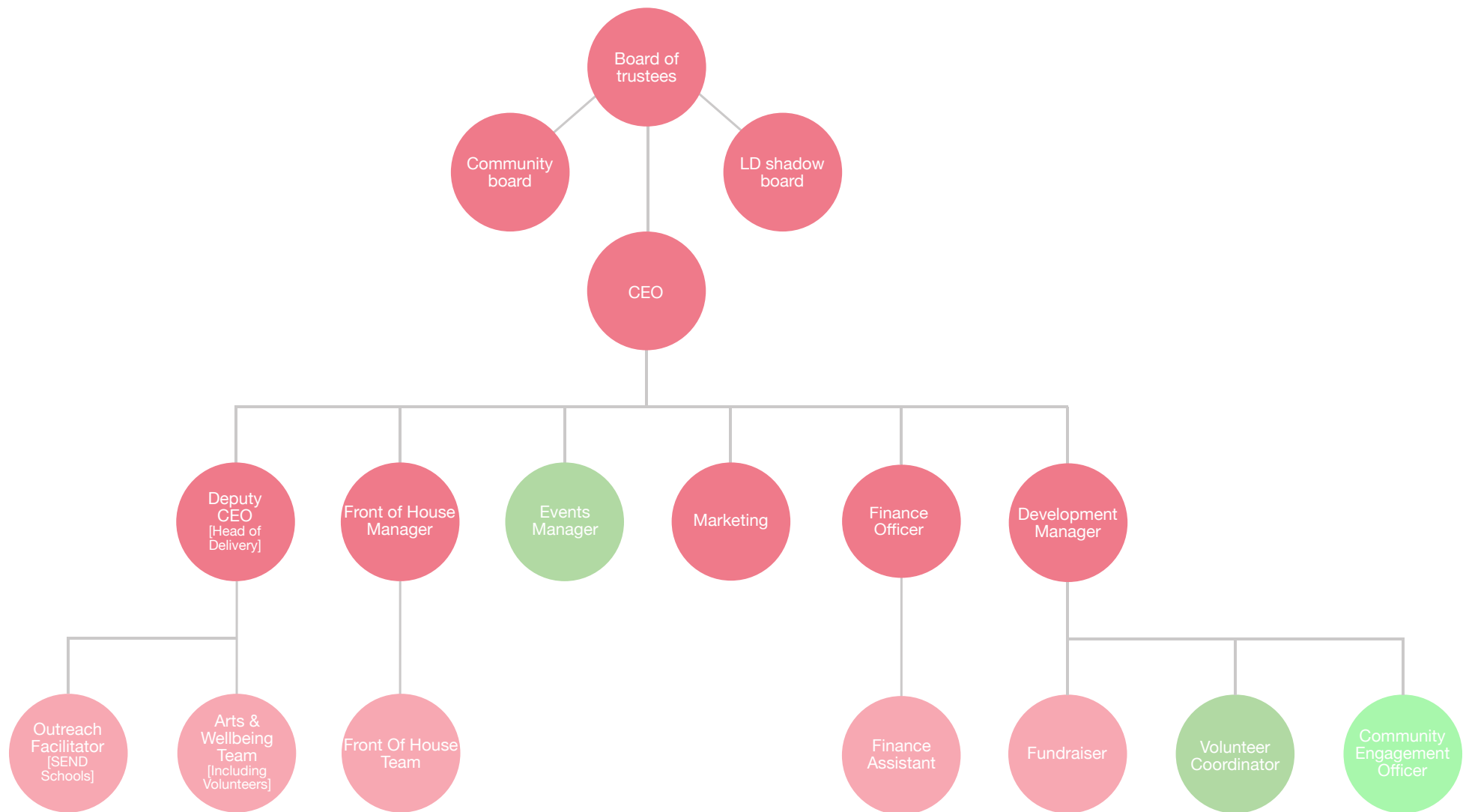
3. Staff appraisals will be held between staff members and their line manager every 3 months.

These sessions are about personal development, critical feedback, and support. They are about supporting each member of staff and maintaining and improving working relationships. The sessions will also maximise each individuals development and the positive impact they can have on achieving the organisations mission.



Intermediate outcome²

ORGANISATIONAL STRUCTURE



Intermediate outcome²

SOCIAL IMPACT MEASUREMENT

Our mission is to raise everyone's expectations about what people with learning disabilities can achieve. This Venn diagram shows how our impact is achieved through the three related strands of work.

- **How 'the way we work together' raises expectations:**

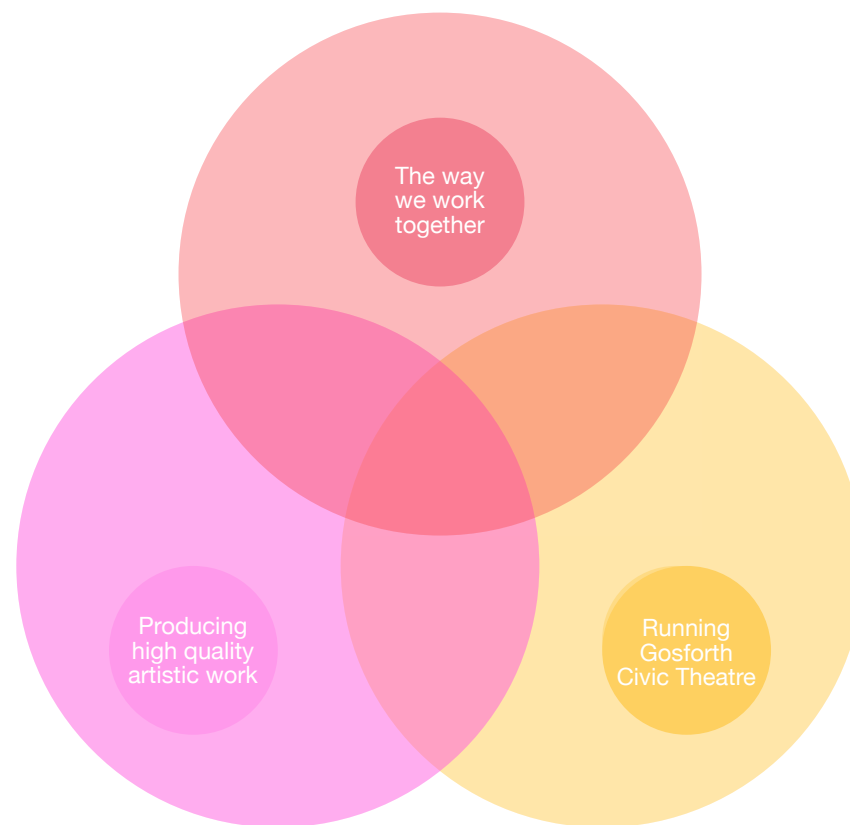
Liberdade cares for people and pushes them to excel, it always goes above and beyond and doesn't know the meaning of can't. Everyone works as part of a team. People take on responsibility, learn to rely on each other, build trust and form friendships. This applies to everyone who is involved in the organisation. (Staff, pwld, volunteers). By working in this way, we demonstrate to people who see this, how to value and include pwld.

- **How 'producing high quality artistic work' raises expectations:**

We create work for the general public, this audiences' expectations of artistic work created by people with learning disabilities is in our experience very low. Our work highlights our common human experience and our audiences have their preconceptions dispelled. We entertain our audiences and focus on the artistic style of our work to achieve our mission. If the audience understand and enjoy the content or are impressed by the artistic style, they are more likely to be affected by the themes of the work.

- **How 'running Gosforth Civic Theatre' raises expectations:**

Historically society has created places for pwld to go at Gosforth Civic Theatre people with learning disabilities are creating a place for everyone to come together. GCT is a great place that is recognised for quality throughout. Great shows, community participation, food, coffee and customer service. It is the opposite of segregation or pwld being seen as simply recipients of services.



Intermediate outcome²

SOCIAL IMPACT MEASUREMENT - Our Beneficiaries

People with learning disabilities (Pwld)

We are referring to people who;

- Participate on one of our programmes.
- Participate in one of our inclusive drop in activities.
- Take part in the outreach work we deliver outside of the building.
- Are company members (these individuals are also participants on our Liberdade programmes and make up our Shadow Board).
- Undertake work experience, volunteer, or undertake paid work within the building.

These individuals all have moderate, severe or profound learning disabilities or autism.

Local people

We are referring to members of the local community who;

- Attend the café.
- Sit on our board.
- Undertake volunteer or paid work within the building.
- Run community activities within the building for community members to engage with.

Audience & participants

We are referring to people who;

- Visit the theatre to watch a performance or gig.
- Watch our artistic work performed or presented at other venues.
- Participate in an activity that is being run within the building.
- Do not have a learning disability or autism, who participate in activities we run outside of the building.
- People who engage with our artistic work in a digital format.
- People who attend private or corporate events within the building.

Key groups & other organisations

We are referring to people from other communities who;

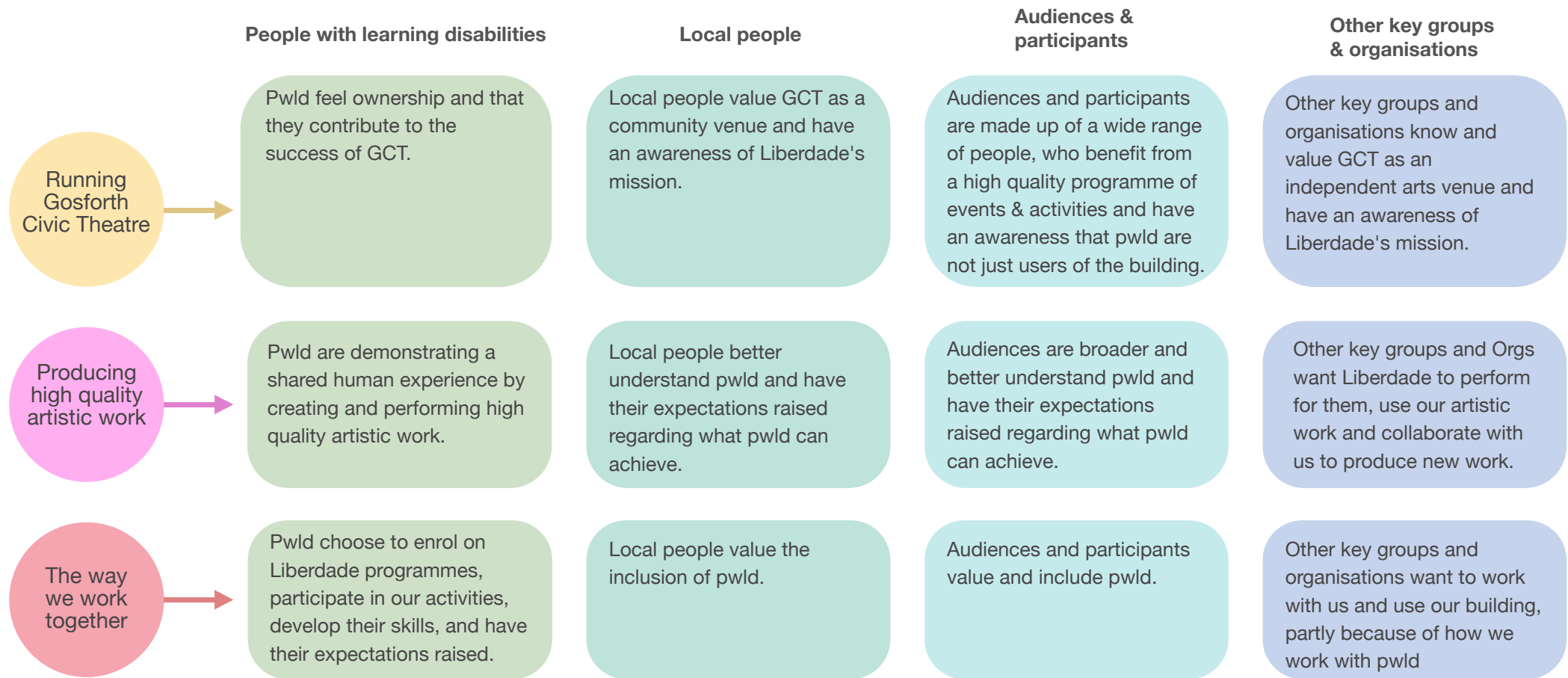
- Attend activities and events in the building or in outreach venues.

We are referring to organisations who;

- Work in partnership with us.
- Run public community activities within the theatre.
- Use the building to perform their artistic work, either as private hire or co promotion.
- Use the building to run private or corporate events.
- Visit us (primarily to learn from our experience).
- Utilise our skills to better include and understand people with learning disabilities and autism.

Intermediate outcome²

SOCIAL IMPACT MEASUREMENT - What success looks like for our beneficiaries in relation to the three strands of our work



We use the following methods to measure the impact of our work.

Quantitative data

Numbers of people attending events and ticket sales, etc...

Qualitative data

Feedback from audiences, participants, pwld and their families and blogs etc...

Reports

Measure change over time through asking questions

Value Statements

Explanation of what is difficult to measure, why and our approach.

Intermediate outcome²

INDUCTION FRAMEWORK

Induction training is led by GCT staff - Safeguarding, risk assessment and H&S induction and ongoing training is led by the employees with those responsibilities.

The framework includes the following;

- **Induction introduction** - Recruit will know the expectations of their role, know what the induction will entail, feel welcome and know key working relationships and key information.
- **Health and safety** - Recruit will be able to identify and mitigate risks to health and safety. Recruit will be able to take action when accidents occur and follow the H&S procedure.
- **Employee induction** - To receive and understand the contract, rota, procedures to take time off, staff handbook/policy and procedures.
- **Liberdade mission and ethos** - Recruit will learn about the history and ethos of the organisation and the vision of what it looks like in practice.
- **GCT building tour** - Recruit will be able to fulfill their role while supporting and being mindful of all the different people and groups who use the different spaces. Learn about key operational responsibilities for their role.
- **Collaborative working and learning role** - The recruit will be curious and be able to describe good practice in supporting members in the daily tasks Front of house (FOH) through observation and reflection.
- **Safeguarding vulnerable adults** - The recruit will be curious and be able to describe good practice in supporting members in the daily tasks FOH through observation and reflection. All supporting staff will have risk and safety induction specific to people with learning disabilities (pwld) that they work with. They will learn about the *'Liberdade Radar' as part of safeguarding.
- **Inclusive practice development through self learning** - The recruit will learn about the expectation on them to have effective communication, appropriate language and sensitive judgement in working with pwld. Learn that adapting communication includes visual, spoken, environmental and emotional and durational considerations. They will learn that behaviour, choices and language create an inclusive environment. They will use observation and peer reflection to develop and increase skills in communication and in creating inclusive environments that enable learning and achievements.
- **Learning disability awareness** - The recruit will learn about, the history and ethos of the organisation and the vision of what it looks like in practice. The social/historical context to LD communities in UK society. The social model of disability and apply the GCT mission to it. How pwld experience the world and how adapting approaches to communication make a difference to individuals achieving their potential.

* (Liberdade Radar is a method by which GCT will implement Safeguarding practice - it is a professional, hyper awareness of risks & threats that also creates a sense of relaxed welcomeness. Staff always have their safeguarding radar on and are simultaneously looking to create and promote a sense of equality and engagements of mutual respect).

Intermediate outcome²

STAFF APPRAISAL MODEL

Background

To begin developing the staff appraisal model we worked with Mortal Fools (a theatre company who we work in partnership with). Mortal Fools delivered their 'Connect training' to the entire staff team, the training helped each of us to better understand ourselves but also to recognise that everyone is different. The training also introduced us to different sociological methodologies to help us understand why we reacted the way we did to certain stimulus.

This shared experience formed the basis of the appraisal system, it gave us a shared vocabulary that we could use and it based the appraisal model on positive individual development as apposed to how individual members of staff had delivered on the working objectives they had been set.

The main objective of the appraisal is that we get better at working together as a staff team, and we have the opportunity to reflect on our own working practices and how we can improve them. Both of these objectives benefit the organisation, and each member of staff's experience of working for it.

Here are a couple of the sections from the appraisal model for your information.

STAFF APPRAISAL CONVERSATIONS

To prepare for these conversations, take time (as long as you need) to work through the conversation prompts below and make notes prior to the meeting.

REMEMBER:

- Answer honestly – this may be challenging, but the exercise may be pointless if you don't
- Be aware of your own discomfort and how you are reacting to it
- Be factual, and give examples and details where possible
- This is about how we are working together, organisational/procedural issues should be raised at Team Goal Setting meetings.
- Be kind to yourself and others

RUMBLE LANGUAGE

(These are some sentence starters that can help us stay in Adult-Adult Ego States during tricky conversations. It helps us avoid being provoked by what the other person is saying to us – especially when they're giving critical feedback – and encourage further sharing to move the conversation forward, without provoking the other person.)

- The story I make up
- I'm curious about
- Tell me more
- That's not my experience
- I'm wondering
- Help me understand
- Take me through it
- Tell me about why this is important to you
- Tell me about why this doesn't work for you

Intermediate outcome²

STAFF APPRAISAL MODEL (continued)

Check In

- How are we both feeling about the appraisal today? (Both)
- Is there anything in your personal life which is making it difficult for you to carry out your role at the minute? (Both)

Feedback

Your role will be split into key elements and you will work through a structured conversation about each key element one at a time, the key elements will be agreed between you and your line manager prior to the first appraisal session (as an example I have used the key elements of a delivery member of staffs role).

Facilitation and delivery .

1. Staff member feeds back including, something they think they do well and something they would like to improve upon.
2. Line manager feeds back including reflecting on the staff members observations and adding any further observations of their own.
3. What can the staff member and line manager do to support highlighted areas of development.

Communicating with stakeholders (Parents, schools, other organisations)

4. Staff member feeds back including, something they think they do well and something they would like to improve upon.
5. Line manager feeds back including reflecting on the staff members observations and adding any further observations of their own.
6. What can the staff member and line manager do to support highlighted areas of development.

Administration and Planning

7. Staff member feeds back including, something they think they do well and something they would like to improve upon.
8. Line manager feeds back including reflecting on the staff members observations and adding any further observations of their own.
9. What can the staff member and line manager do to support highlighted areas of development.

Challenging conversation

This final activity is an opportunity to have a potentially challenging conversation in a safe and structured way. It is an opportunity to share things that otherwise you might not feel able to, remember we are sharing them because we want the organisation and ourselves to be the best that we can be.

CONVERSATION STRUCTURE

- Line manager speaks for 5 minutes, sharing what is on their prompt sheet with you.
- You make some notes of what you have heard after your line manager has finished speaking
- You and your line manager have an open discussion about what they've covered, asking for clarity where needed for full understanding.
- You speak for 5 minutes, sharing what is on your prompt sheet with your line manager
- Your line manager makes some notes of what they've heard after you have finished speaking
- You and your line manager have an open discussion about what they've covered, asking for clarity where needed for full understanding.

Intermediate outcome³

FORWARD TO EQUITY, DIVERSITY & INCLUSION POLICY

We are first and foremost a disability arts organisation, consequently our primary focus within this policy will be people with learning disabilities. However, Gosforth Civic Theatres mission is to bring people together and we recognise there is always more that can be done to make organisations more diverse.

We signed up to a change pledge championed by North East Culture Against Racism following the tragic murder of George Floyd on the 25th May 2020. This is a pledge that we take very seriously. Since signing the pledge we have undertaken training on unconscious bias delivered by Talawa Theatre Company, Diverse programming training delivered by Black Artists in Dance, and LGBTQ+ awareness training delivered by Curious Arts. All of these experiences have solidified our thinking that we need to do more to open our organisation to diverse audiences, beneficiaries, staff, and trustees.

The pandemic provided us with the opportunity to reflect on our work and our practice over the first five years of running Gosforth Civic Theatre. With this time we have completed a detailed 'Theory of Change' exercise. Our Theory of Change sessions which included beneficiaries, staff and board members who identify as LGBTQ+, People that have experienced racism, and People that have experienced disability discrimination.

This exercise highlighted three core strands of development for us as an organisation.

These strands are:

- Improve how people with learning disabilities are embedded within, enter, and exit the organisation.
- Improve the economic and environmental sustainability of Gosforth Civic Theatre.
- Improve the diversity of our organisation and our audiences.

With particular focus on the last strand, we recognised that we needed to do a lot more than we had done previously. We know now that:

- We need to ensure that our board and staff team is representative of the diversity in our community;
- We need a new member of staff whose job it is to engage with our current and potential audiences, with a particular focus on welcoming diverse audiences;
- We need to adapt our usual marketing to reach these new diverse audiences;
- We need to reach out to community leaders, influencers, and partner organisations to build trust in us as an organisation and a building
- We need to engage (in a paid capacity) critical friends who can help us embed new practices in, our recruitment of staff and trustees; regular staff training; and the evaluation of the changes we are making as an organisation.

The ambition for this policy is to do all we can to ensure our organisation and our audience is representative of the diversity in our community.

Intermediate outcome⁴

GCT DEVELOPMENT STRATEGY

Development Strategy Aims

The key aims of the strategy are to:

- Expand the theatre's capabilities and improve and enhance its facilities to increase income generated from private functions, particularly weddings, and corporate hire. This will enable us to increase financial sustainability and better support the costs of our growing charitable and community activities in the longer-term.
- Raise 85% of our annual income from our trading activities by 2026, leaving only 15% to be raised each year from other sources such as community fundraising, corporate sponsorship, and grants.
- Increase the number and range of programmes and activities offered to people with learning disabilities, and community members, and to provide them with more opportunities for training, volunteering, and work.

Capital Development Plans

Liberdade has already secured the services of several specialists to carry out investigative works to establish the condition of the building.

The specialist service providers are:

- Architectural services by xsite architecture
- Consultant Theatre Designer by Chris Durant
- Energy Assessment by dewpoint
- Acoustic specialist by Apex

xsite architecture have carried out a design exercise based on the existing condition of the building and Liberdade's ambitions for the future.

This design improves the building's accessibility and adds an extension to the north west of the building which increases capacity for community activities and provides additional office space for a growing staff team.



Intermediate outcome⁴

GCT DEVELOPMENT STRATEGY

Priority Commitments

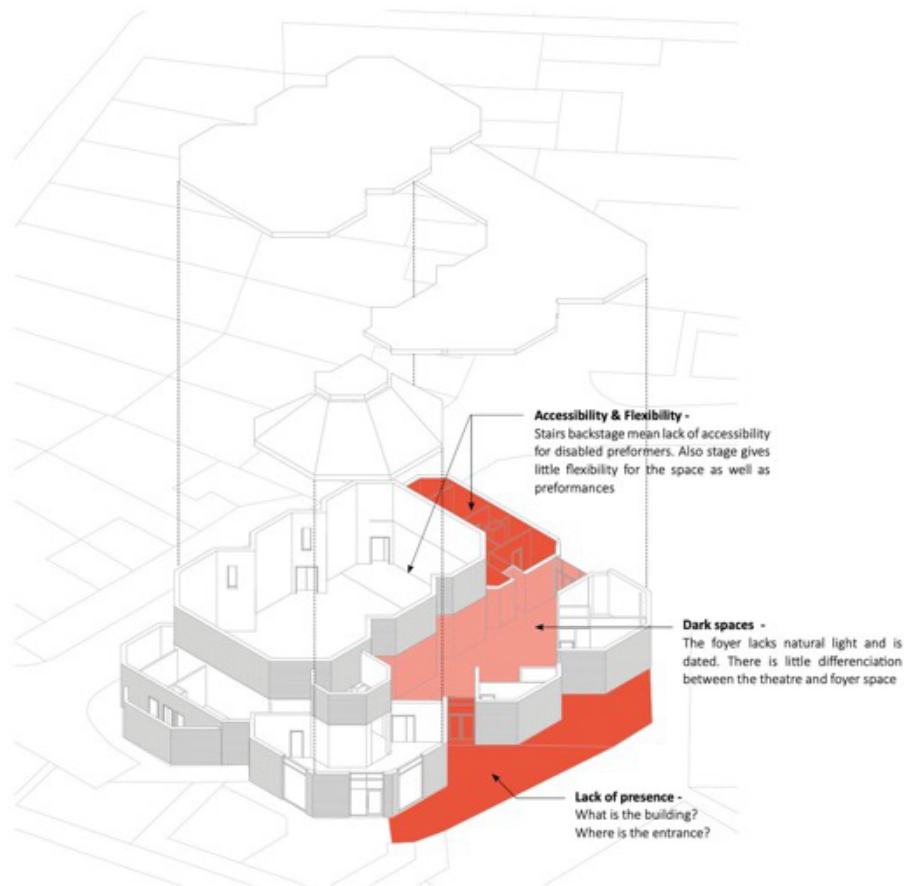
This development strategy, and the 5-year business plan which supports it, are underpinned by 6 organisational commitments which are:

- **Concern for the Environment, Combatting Climate Change** – we actively support the City Councils aim to make Newcastle carbon neutral by 2030, and we are taking a series of specific actions to play our part in achieving this. Most importantly, the plans for the building will significantly improve our energy performance rating.
- **Equity, Diversity, and Inclusion** – we want everyone to be welcome at Gosforth Civic Theatre and are passionately committed to ensuring that we include those currently under-represented here and those with one or more of the protected characteristics listed in The Equality Act 2010. To this end, we are developing an Equity, Diversity and Inclusion focused Theory of change and an action plan to help us achieve the long-term goals included in that.
- **Contributing to the local economy** - we will use the building to continue to add value to the local economy by providing good quality volunteer and work opportunities, a place for local companies to host business meetings and events, and a programme of performances which is attractive to tourists and visitors to the City.
- **Financial sustainability** – we will work to maximise the use of the building and develop a range of income streams, growing trading income, reducing reliance on grants and being responsive to a challenging and changing funding environment
- **Growing as a community business** – we aim to encourage increased participation and ownership by local community members, ensuring their place on our board and community forum, and providing volunteer and work opportunities for them
- **Supporting the creative and cultural life of the community and the region** – we continue to support the outcomes and investment principles in the Arts Councils strategy and the aspirations in the Case for Culture North East. We seek to reflect these in our plans to develop our own artistic offer, and to provide a high-quality artistic programme which reflects the needs and interests of diverse audiences.

Intermediate outcome⁴

GCT DEVELOPMENT STRATEGY

Existing - Constraints



xsite

Intermediate outcome⁴

GCT DEVELOPMENT STRATEGY

Design Proposal - Key Spaces

KEY



Theatre Hall - Versatile space suitable for theatre performances, wedding receptions, and large corporate events



Foyer - Typically used as a cafe/ bar space to serve the general public as well as, theatre intermissions



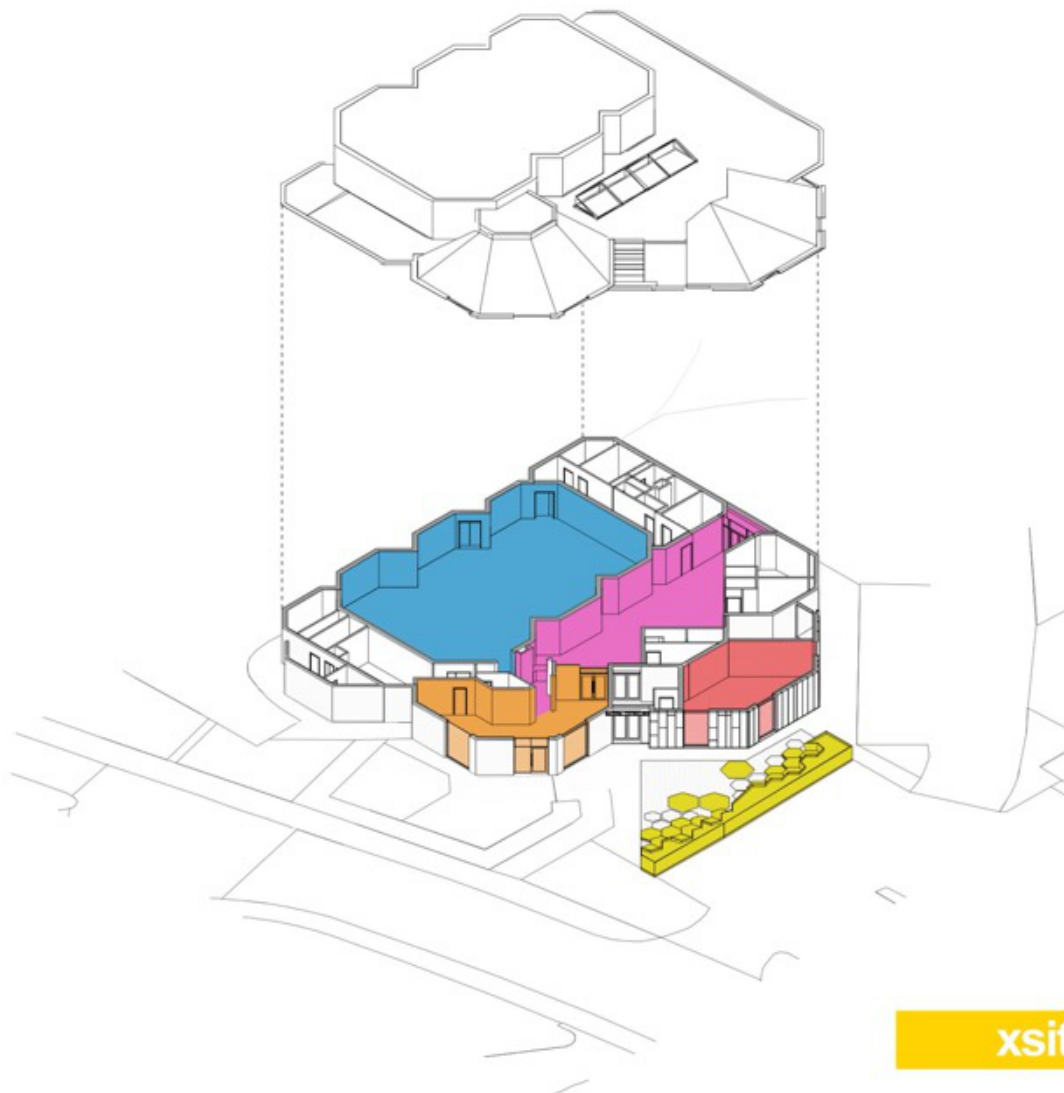
Lounge 1 - Giving direct access to the outdoor spaces. It makes the space suitable for children's workshops and corporate meetings



Lounge 2 - The new extension offers a stylish space that can be used for wedding drink receptions and corporate events



Outdoor landscaping - Giving the opportunity to have a gardening program in place as well as, outdoor performances in Spring and Summer months

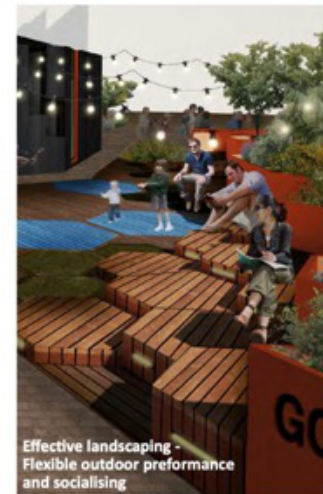
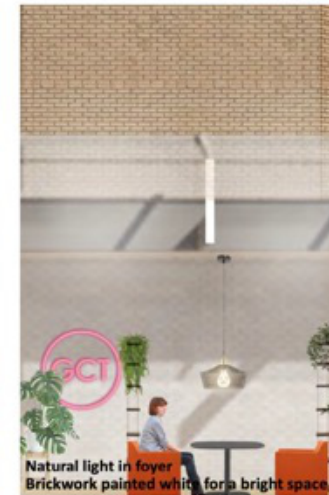
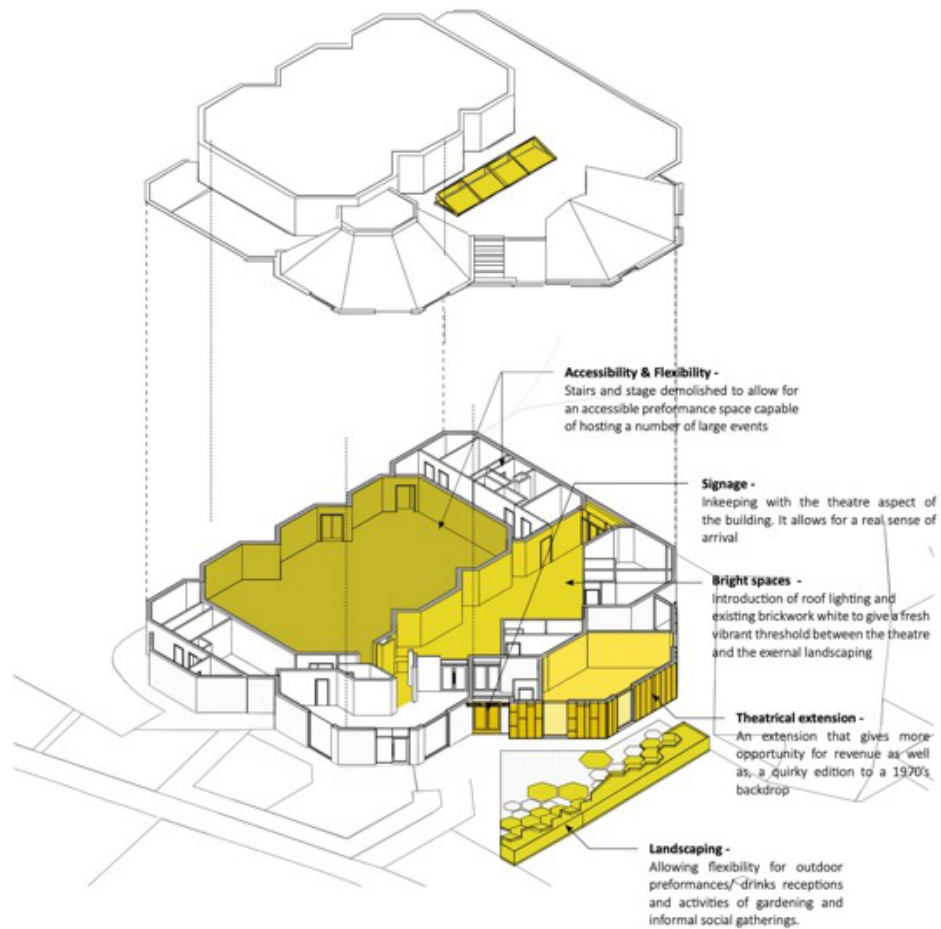


xsite

Intermediate outcome⁴

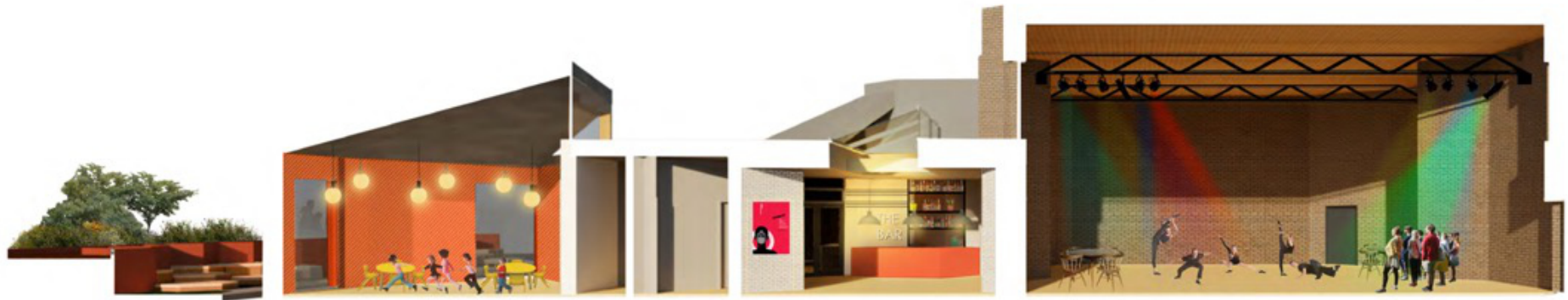
GCT DEVELOPMENT STRATEGY

Design Proposal - Opportunities



Intermediate outcome⁴

GCT DEVELOPMENT STRATEGY



Outdoor seating Lounge 2 Store Foyer Theatre Hall

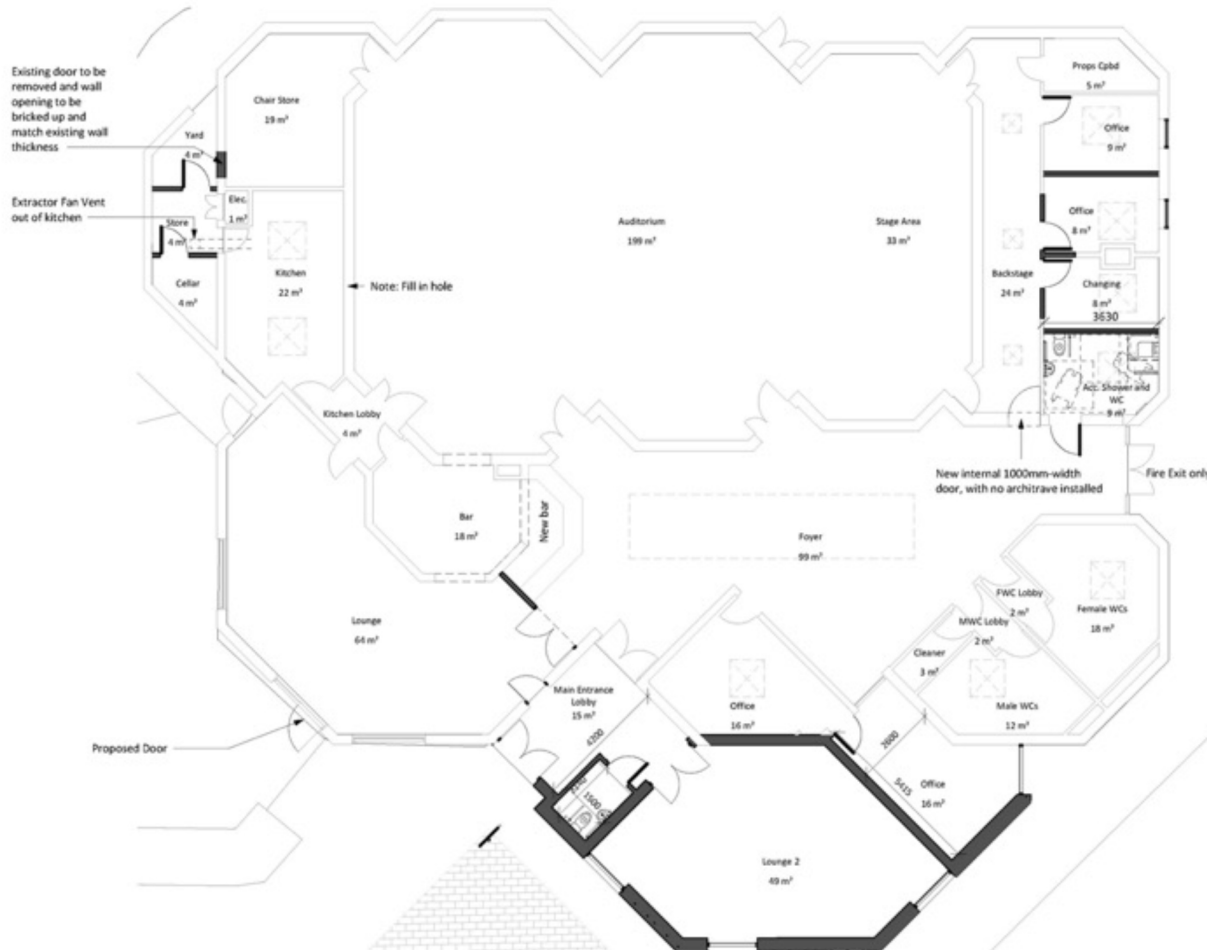


Lounge 1 Store Foyer Female WC

Intermediate outcome⁴

GCT DEVELOPMENT STRATEGY

Fig 3. Proposed floor plan layout



In view of our requirements, xsite have proposed removal of the stage and back-stage steps providing a more fluid area for performances and enabling level access throughout. This also ensures flexible use of the auditorium to accommodate a diverse range of performances and events.

A reconfiguration of the backstage area allows for a new location to be dedicated to a fully accessible shower and changing facilities accessed via the foyer enhancing the accessibility of the building for its users.

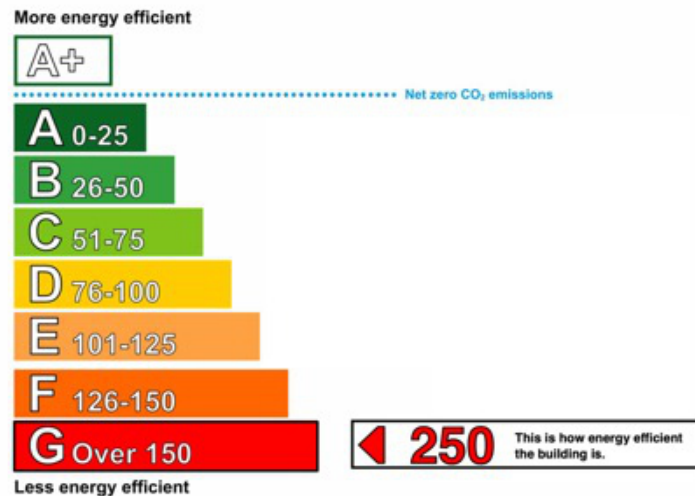
The bar area is used to provide training opportunities for people with learning disabilities and improvements to access here will make it more usable by our learning-disabled members and enable the bar and foyer areas to drive the organisations mission by bringing people together.

The Consultant Theatre Designer has reviewed xsite's design proposal and is working closely with the design team and Liberdade to incorporate a new theatre lighting, sound and support system into the plans.

Intermediate outcome⁴

GCT DEVELOPMENT STRATEGY

An energy assessment of the existing building has been carried out by dewpoint and has demonstrated an exceptionally poor energy rating and an outdated heating system.



The assessment has revealed that there is no insulation in the walls, roof build up or floors which means that energy is lost through the fabric of the building. The intention is to address these issues by introducing insulation wherever possible. In particular, upgrades will be made to the roof and the external walls.

A new Air Source Heat Pump heating system will enhance the energy efficiency of the building and Photovoltaic Panels will be added to the flat roof above the auditorium. Electricity gained from these will enable us to power ASHP encouraging the building to be more sustainable.

New ductworks and air to water systems are being investigated to establish the most appropriate form of heating and ductwork to adopt, we are using Oakes Energy to advise us on possible solutions.

Acoustic measures have been assessed in terms of break out of noise to outside and neighbouring properties. Apex acoustics have undertaken a baseline noise survey and measurements of the noise breakout from the auditorium. This has demonstrated that the existing glazing, fire escape door and roof cowl vents are the main contributors to noise break outs.

Intermediate outcome⁴

GCT DEVELOPMENT STRATEGY

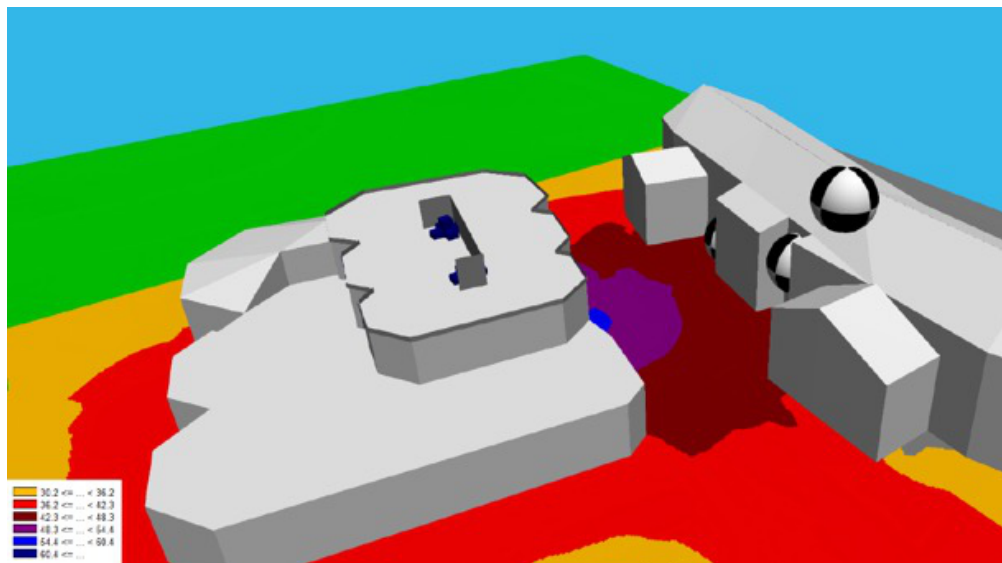


Fig 6. Perspective view of CadnaA model

The proposal to insulate the external walls will assist in reducing the noise break out as will replacing and upgrading the existing glazing in the auditorium and the fire exit door.

Apex acoustics have recommended that a glazing pane of 6/12/10 will offer reduction performance of 37 dB R_w and a new single leaf fire escape door with appropriate seal will enhance mitigating noise break out.

The roof cowl is to be reviewed as an overall ventilation strategy and their mitigation maybe possible once a coordinated design has taken place.

Liberdade is committed to playing its part in helping the City Council to ensure that Newcastle reaches its net zero target by 2030. The proposed changes to the building will have a significant impact on reducing its carbon footprint and improving its energy efficiency and performance.



Thank You

This Theory of Change is the result of financial support, expert advice, and personal input from a number of organisations and individuals. We would like to offer our sincere thanks for all of this support, it would not have been possible to produce this Theory of Change without it.

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