

# Creativity

## Outcome 1

The quality of our artistic work is recognised, valued and respected across Wales, the UK and internationally for its innovation and excellence.

Deliver 24 performances of BAMBOO in Wales.

We programmed 25 performances of BAMBOO in Wales across 9 locations.

## Outcome 2

We continue to inspire and challenge others, set standards and grow our reputation and reach as sector trailblazer for contemporary circus, by creating innovative work which celebrates our diversity and is relevant, affordable and accessible.

50% of SABOTAGE cast has a diverse identity (at least one protected characteristic) at any one time.  
50% of BAMBOO cast is from a diverse background.

70% of SABOTAGE cast has a diverse background and 57% of BAMBOO is from a diverse background.

Deliver a large-scale summer event in East Cardiff, engaging ~3000 local people.

Deliver lead-up engagement programme to summer event, engaging 1000 local people.

We engaged ~4,000 local people across the day of our summer event, Gŵyl Parc Fest. This is a (approximately) 10% increase on Gwledd Parc Feast in 2023.

In the lead up to the event, we delivered bamboo themed workshops and creative sessions that reached approximately 2000 local beneficiaries.

## Outcome 3

We harness the power of artistic approaches to catalyse civic responsibility and affect transformational change: addressing pressing social/societal problems through creative solutions

Deliver 160 free-to-access workshops per month from March-September 2024, engaging ~1575 local people.

We offered 265 free workshops between March and September 2024 and engaged 4,990 local beneficiaries.

Deliver rehearsals and performances in Lusaka.  
Premiere film online.  
Deliver one day conference in partnership with WCA in Cardiff.

Target progressing with delay beyond NFS control. Due to the devastating cholera outbreak in Zambia at the start of 2024, we had to delay Artist as Activist (in collaboration with Circus Zambia). To review March 25.

# Widening Engagement

## Outcome 1

We increase the diversity of our audiences and participants by holding ourselves to account, actively and continuously working to remove barriers to engagement; recognising these are complex, intersectional and multi-layered (incl. financial, attitudinal, cultural, linguistic, religious, geographic).

Deliver 160 free-to-access workshops per month from March-September 2024, engaging ~1575 local people.

As part of the Square Mile partnership, NoFit State has delivered 265 free-to-access workshops and engaged 4,990 local beneficiaries.

Deliver 24 performances of BAMBOO in Wales.

We programmed 25 performances of BAMBOO in Wales across 9 locations.

Deliver 30 Diverse Circus sessions by September 2024. Fundraise for continued provision.

We delivered 30 sessions by September 2024 and have raised funds to continue this provision from September onwards.

## Outcome 2

We achieve better equity in the circus sector by understanding privilege and building pathways from widening engagement to nurturing talent, creating opportunities for emerging artists and a more diverse workforce.

Support 3 companies/10 individual artists in 24/25.

3 companies supported/16 individual artists supported through online and in-person mentoring sessions and workshops.

Employ 3 Community Champions until Sept 2024.

We employed 3 community champions until summer 2024 when one of our community champions moved on as they successfully secured full time employment.

Provide 26 volunteer opportunities.

We engaged 35 volunteers from our local community.

## Outcome 3

We embed co-creation in everything we do, resulting in relevant, affordable and accessible work which responds to the needs and demands of the communities we serve.

Deliver 160 free-to-access workshops per month from March- September 2024, engaging ~1575 local people.

As part of the Square Mile partnership, NoFit State has delivered 265 free workshops so far in 2024/25. This has engaged 4,990 local beneficiaries.

Deliver 18 Community Space sessions from April-July 2024.

Between April and September 2024, we have delivered 17 weeks of Community Space. Funding secured until March 2025.

# Welsh Language

## Outcome 1

We raise awareness of Welsh language and culture with our audiences in Wales, the wider UK and internationally by routinely using and presenting it alongside other languages in our work.

Ensure that all signage on site, all marketing and all pre-recorded PA announcements are fully bilingual, thereby raising the profile / normalising the use of Welsh - working in partnership with presenters/venues/partners to provide a fully bilingual Box Office

All signage, marketing and pre-recorded PA announcements were fully bilingual, thus, raising the profile of the Welsh language. Many but not all of our presenting partners offer a fully bilingual box office. We will continue to monitor this situation and seek to ensure 100% as soon as possible

Include Welsh language activity within our Community Programme in Wales

Welsh language activity was included in our community programme

## Outcome 2

We raise awareness of Welsh language and culture with our audiences in Wales, the wider UK and internationally by routinely using and presenting it alongside other languages in our work.

-maintain bilingual website.  
-all marketing material produced for activity in Wales is fully bilingual  
-Welsh speaker to join the marketing team

We maintain a fully bilingual website and multilingual marketing materials for all activity in Wales

Include the Welsh language in the creative programme of the 2024 Square Mile summer activity.

Welsh was more fully integrated across our programme of activity in 2024 than previous years.

Collaborate with partners Oasis and Tros Gynnal Plant Cymru, to signpost refugees and asylum seekers to Welsh language sessions. Establish new partnership with Ysgol Glan Morfa.

We have collaborated with Oasis to help signpost refugees and asylum seekers to Welsh language sessions. We are delivering weekly circus sessions in Welsh at Ysgol Glan Morfa.

## Outcome 3

We recognise bi/multilingualism as the norm in most parts of the world and celebrate linguistic and cultural diversity in our work; as well as increasing the use of Welsh across our company.

All productions and community performances that include the spoken word will celebrate the linguistic diversity of the cast and community

SABOTAGE and Gwyl Parc Fest incorporated the most commonly spoken languages in the cast and community

## Welsh Language

Invest in training and upskilling for our reception, marketing and box office staff to support Welsh being used daily. Develop the capacity to provide bi/multilingual staff in public-facing roles

100% of staff and trainers are offered the opportunity to learn Welsh through Welsh in the Workplace. 8 members of staff have signed up

# Climate Justice

## Outcome 1

We are the dynamic and inspirational driver for change within the circus sector in the way we are addressing the climate emergency - providing robust, imaginative and responsible solutions for sustainable performing arts production and modelling more sustainable activity

For summer 2024 Square Mile community event, ensure use of recycled materials, good waste management, mainly plant based food. Use of bamboo as a sustainable material

The creative focus of the summer programme was bamboo and the use of sustainable materials

No long-distance overseas travel, use of recycled materials, good waste management, mainly plant based food on tour. Gather data around fuel consumption for Big Top touring, to enable effective comparative analysis and make informed judgements re investment in battery pack systems in early 2025

We trialled the use of batteries to reduce fuel consumption on tour for SABOTAGE. This reduced fuel consumption by 50% across the tour. We maintained the largely plant-based food, complete ban of single use plastic, use of recycled materials and robust recycling policies throughout the tour. There will be no long-distance international touring in the year

Up to date energy audit for Four Elms building, Retro-fitting solar panels and a gas destratification fan:

- Fundraising for remaining amount
- Once secured, commission the work

100% funding secured for retro-fitting solar panels and a gas destratification fan in Four Elms

## Outcome 2

We recognise the interconnectedness and lasting impact of colonialism and imperialism on climate justice and implement holistic approaches to addressing the resulting structural and intersectional disadvantages - including taking anti-racist, anti-ableist action and breaking down multiple access barriers to engagement.

- Ensure compliance with policies and set targets.
- Review all policies and update regularly at board level

Robust policies in place and maintained

# Nurturing Talent

## Outcome 1

We develop a highly engaged, confident, diverse workforce and create an inclusive, welcoming and nurturing working environment for everyone in our organisation, as well as the wider circus sector

- Maintain this ratio of diversity of board members.
- Monitor diversity of applicants and shortlisted candidates for any new roles.
- monitor the diversity of board and staff through anonymous surveys.
- maintain same numbers as baselines (see above) and refill vacancies (if applicable) with diversity principle in mind

We have maintained the diversity of the company at all levels and our monitoring of recruitment

Maintain our commitment to being a recognised Living Wage Employer in 2023/24, despite financial pressures

Target being met

## Outcome 2

We develop, upskill and empower the next generation of inspirational circus professionals (performers, crew, creatives, staff), by providing pathways from engagement to talent development.

- 50% of SABOTAGE cast from a diverse background.
- over 50% of staff from a diverse background (including people from global majority backgrounds, people who are neurodiverse, LGBTQ+, immigrants, low income backgrounds, single parents).
- Continue internal reflection on the sectoral impact of The Circus Village and explore if a different creative process for the next Big Top touring production might have greater transformative impact

Target being met.

Participants in Circus Village were diverse but this hasn't impacted on diversity in the sector as a whole (although NFS have met its own targets). Trialling use of labs in recruitment process to widen opportunities and break the cycle

Support 3 companies/10 individual artists

Target exceeded

# Nurturing Talent

## Outcome 3

We are the trusted and approachable sector trailblazer in contemporary circus by people from diverse backgrounds, known for working equitably with artists, communities and partners.

We set high standards for partnership working, recognising, calling out and avoiding extractive, exploitative or inequitable working practices and behaviours whenever we see them.

Maintain being a Living Wage Employer, offer flexible working, and operate an inclusive, non-hierarchical working culture

100% of staff to take part in training and learning opportunities, despite financial pressures

All targets exceeded

Continue implementing policies and practices at all times

Targets being met

# Transformation

## Outcome 1

We inspire others by setting high standards for ourselves, our partners and collaborators and are recognised sector trailblazers in contemporary circus, paving the way for others to follow

-Implement the above practice and maintain policies throughout the year  
-at least 1 all staff/board meeting/planning day

All staff/board meeting to be held in Spring 2025.

-maintain the above practice.  
-Ensure greater clarity around H&S responsibilities in the Community Team within revised job descriptions  
-In 2024/25, develop a robust policy for critical incidence reporting, approved by the board

All targets achieved.  
Critical incident reporting policy approved and in place

-maintain the above policies and practice  
-In 2024/25, develop a robust policy for critical incidence reporting, approved by the board  
-Move from annual to quarterly board review of organisational risk register

All targets achieved

Maintain level of income diversification

All targets achieved

# Transformation

## Outcome 2

We understand the quality of our work and the impact on the sector and communities we serve and continuously challenge and hold ourselves to account to innovate and improve in all areas of our work.

- Maintain the above way of working
- Actively work to maintain a learning culture within the organisation
- Maintain the monthly meeting of the Milltir Sgwar steering group until September 2024, and maintain this practice within new applications
- Monthly community teaching team meetings to reflect on feedback and embed continual learning

All meetings scheduled maintained

All meetings are minuted are circulated to attendees

- Maintain the above practice throughout the year.
- Develop a new data driven ER impact assessment tool, to help inform investment decisions

All targets maintained

Audience data analysis systems improved

New ER impact assessment tools in development