

# Ealing Arts Centre

A Local Arts, Culture & Regeneration Project



## BUSINESS PLAN 2010 - 2013 (Prepared September 2010)

**Prepared By:**



**Sponsored By:**



**Supported by:**



**London Development Agency  
Gateway to Finance**



**EALING ARTS CENTRE**  
(September 2010)

**Key Business Information**

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<b>Primary Trading Address:</b>	As above
<b>Form of Incorporation:</b>	Company Limited By Guarantee <i>(To be registered as a charitable company)</i>
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<b>Company Registration No.:</b>	07316497
<b>Charity Registration No:</b>	Pending
<b>Current Directors/Trustees:</b>	Mr John Hummerston (Chair), Ms Ann Pavett (Secretary) Ms Dorrie Baker (Trustee), Ms Jane Quill (Trustee)
<b>Business Sector:</b>	Provision of arts and cultural facilities for the benefit of residents, arts organisations, creative industries, community organisations and other local groups in Ealing.
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## 1. Executive Summary

*Ealing Arts Centre's (EAC) central goal is to set up a vibrant arts centre at Ealing Town Hall, whilst the building maintains its principal civic function. Reports commissioned by Ealing Council and other independent organisations have documented the dearth of cultural and art facilities in central Ealing. The proposed Town Hall arts centre shall provide a comprehensive range of affordable, adequate and accessible artistic facilities and services for the benefit of those who live, work and visit the borough.*

*EAC is already registered as a company limited by guarantee and is in the process of becoming a charity. Its founding trustees are long term Ealing residents with extensive professional, business, artistic and community development competence and experience. They have successfully mobilised initial resources to develop the project plan and create meaningful partnerships with potential clients and project collaborators.*

*The arts centre is to be developed in three major phases. This business plan concentrates on the feasibility and viability of Phase One, comprising setting up of: Arts, Craft & Dance Studio; Café Gallery; and Music Studio & Multi-Purpose Hall. Phase One requires EAC accessing about 750 square metres of space at the Town Hall – that being less than ten percent of the space in the building. The Council will continue to use the building for civic purposes and also to rent out rooms and halls for general, community and corporate functions. Phase One needs capital investment of £656,200 to transform the spaces into high quality facilities – which are then hired on a flexible basis to a wide and diverse range of individuals, groups and organisations.*

*EAC has undertaken an exhaustive programme of consultation with stakeholders and potential clients and partners. This was supplemented with structured market research and business analyses. In order to demonstrate the level of demand for facilities and services, a 'pre-booking schedule' was set up to 'pre-book clients' for usage of the dance and arts studios. Just through accessing the cultural network (without any marketing exercise), 60% of the capacity of the dance studio (and 30% of the arts studio) has already been pre-booked for a period of six months. This proof of demand is reinforced by formal letters of support from major partners such as Thames Valley University and Tech Music School. These major local partners are interested in making block bookings for the spaces and facilities of the arts centre.*

*The budgets indicate that EAC shall be profitable in the second year of operations. After meeting all of its direct and indirect costs, (including making a proportionate contribution of £80,000 to the running costs of the Town Hall) EAC shall make a relatively small loss of £11,000 in the first year. The original loss shall become surpluses of £50,000 and £110,000 in years two and three respectively.*

## **2. Organisational Goals of Ealing Arts Centre**

### **2.1 Vision**

***'For Ealing to become the best place in West London for accessing diverse and participatory artistic and cultural activities and facilities'.***

Ealing Arts Centre shares this vision (long-term goal) with a wide range of local, community, statutory and voluntary bodies. These bodies are potential strategic partners and project collaborators. A number of major local organisations and institutions are already supporters of Ealing Arts Centre.

### **2.2 Mission**

***'To provide a comprehensive range of affordable, adequate and accessible artistic facilities and services in central Ealing, for the benefit of those who live, work and visit the borough'.***

Ealing Arts Centre's mission to create an arts centre at Ealing Town Hall makes its proposition a unique one. In addition to delivering the acknowledged welfare, social, communal and educational benefits that result from cultural pursuits, the art centre will open up this flagship municipal building to a wide range of local residents including children, young people and people with disabilities.

### **2.3 Charitable Objectives**

- I. To advance education in the arts by the establishment and maintenance of an arts centre and gallery which provides different types of artistic training and development services
- II. To provide or assist in the provision of artistic facilities in Ealing and the surrounding areas, in the interests of social welfare for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disability, financial hardship or social circumstances with the object of improving their conditions of life
- III. To support charities, third sector, voluntary and other organisations that promote artistic and cultural education and development for social, community and public benefit.

The above charitable objectives have already been adopted and are part of the 'Articles of Association' registered under the Companies Act 2006. Ealing Arts Centre is in the process of registering as a charitable company, with the above objectives being at the core of its governing document.

### **2.4 Practical Goals**

The practical goals of Ealing Arts Centre can be summarised as follows:

- Realise the long-cherished dream of creating a vibrant arts centre in the heart of Ealing
- Redress the lamentable under-provision of arts facilities in Ealing
- Realise the positive and multi-faceted impacts arts centres have on the cultural and socio-economic wellbeing of individuals and communities.

## 2.5 Relevance to Ealing Council's Strategic Goals

Ealing Arts Centre's vision, mission and objectives are consistent with the strategic goals of London Borough of Ealing. The selected reference given below demonstrates the complementarity of goals.

*"The word "culture" is used in its broadest sense. It covers the multitude of things that we do in our leisure time..... It is about people and what makes a place different or special. Cultural activities motivate and enrich the lives of people of all ages who live in and visit the borough. These activities are not only provided by the council, but also by its partners and the private sector."*

*"Culture can be a powerful tool to engage all sections of the community and break down barriers between them."*

*"People choose to take part in cultural activities – they can bring people from different communities together to share positive experiences and gain greater understanding of each other's way of life. This can help to counter tensions that can threaten public order and safety."*

*"Our cultural strategy is a five-year plan (2007-2012) for cultural activity and development in the Ealing local area; a shared vision for our local authority and our cultural partners."*

Ealing Council is committed to:

*"Develop mechanisms to provide effective cooperation, coordination and joint working across the public, private and voluntary sectors and between different aspects of cultural services and activities"*

***[Ealing Council (2008), Cultural Strategy, Ealing Council, London]***

*"By 2016 Ealing will be a vibrant place of unique and celebrated character. Visitors and residents will come to enjoy our leisure facilities, shops and open spaces."*

*"This vision can only be achieved through successful strategic partnerships, which aim to deliver co-ordinated, high-quality services at the lowest possible cost. Improving resident satisfaction with services is a more critical priority for Ealing LSP."*

Ealing Local Strategic Partnership's objectives include:

*"Improve the quality of cultural facilities and activities"*

*"Provide new volunteering opportunities for over 1,000 local residents"*

*"Strengthen resident engagement in service delivery"*

*"Deliver high quality public and community services which people find easy to access"*

*"Balance community interests and promote a strong, cohesive and engaged community"*

*"Ensure that the voluntary and community sector in Ealing continues to thrive".*

***[Ealing Council (2008), Sustainable Community Strategy 2006-2016: Ealing Local Strategic Partnership, Ealing Council, London]***

## 2.6 Approach to Achieving Organisational Goals

The mission and charitable objectives of Ealing Arts Centre (EAC) are to be pursued through the operation and management of arts facilities at Ealing Town Hall as an inclusive, vibrant and efficient local cultural and artistic hub. EAC focuses on providing affordable, state-of-the-art facilities and services that enables a diverse and varied range of local organisations and individuals to participate in cultural, artistic and leisure activities – thereby increasing the well-being of residents and contributing to the community and socio-economic benefits of the local cultural and creative industries.

### 2.6.1 Specific Approaches

EAC approach to achieving its organisational goals shall include the following specific actions:

- I. **Art & Cultural Facilities:** Transform designated spaces at Ealing Town Hall into affordable, high quality cultural and artistic facilities – open and accessible to local people and organisations.

*This approach enables EAC to promote and facilitate direct local participation in the arts through EAC projects and (indirectly) by hiring out facilities to local organisations.*

- II. **Ealing Town Hall:** Create an artistic hub at Ealing Town hall, thereby opening up the municipal building to a diverse range of local people and organisations with different artistic and cultural interests – whilst maintaining its principal civic use.

*This approach enables EAC to facilitate access to artistic and cultural resources to thousands of local beneficiaries per annum, and to enable people from different demographic and socio-economic backgrounds to enjoy usage of this important public and civic building.*

- III. **Strategic Partnerships:** Create strategic and operational partnerships with local cultural and related organisations that work with children and adults from different demographic and socio-economic backgrounds, and people with varying degrees of physical and mental disabilities.

*This approach enables EAC to reduce inequality in terms of access to artistic, leisure and recreational facilities and to develop bespoke projects to meet the needs of socially-excluded groups.*

- IV. **Professional Management:** Set up an effective, efficient and professional governance and management system, based on mutually beneficial collaboration between EAC (as an independent charitable company), Ealing Council and staff, managers and contractors responsible for the operational management of Ealing Town Hall.

*This approach enables EAC to maintain an optimum management system to balance the needs, wants and expectations of the main stakeholders, whilst concentrating on enhancing and extending the beneficial cultural, artistic and community outputs and outcomes.*



- V. Volunteer Involvement:** Collaborate with relevant local organisations to involve residents with diverse artistic, professional, management and operational experience as volunteers – contributing to the achievement of EAC’s charitable goals.

*This approach enables EAC to involve residents not only as beneficiaries, but also as key players in the promotion, operations, review and general development and progression of the charity.*

- VI. Phased Development:** Develop and operate the different arts facilities at Ealing Town Hall in phases, within a realistic and manageable timetable – with the first phase comprising arts, craft & dance studio, café gallery, music studio & multi-purpose hall.

*This approach enables EAC to build its own organisational capacity and develop its strategic and operational partnerships in an organic and incremental manner, thereby minimising risks and increasing its capacity to capitalise on opportunities.*

### 3. Facilities and Services

#### 3.1 New Cultural and Arts Facilities at Ealing Town Hall

The portfolio of Phase One EAC services derive directly from the spaces and facilities EAC operates and manages at Ealing Town Hall as set out below.

*Please note that to optimise arts and community benefits, and improve operational and management efficacy, the facilities are grouped together in three 'clusters' which also represent the three main 'cost centres', namely:*

Cluster 1:	Arts, Crafts & Dance Studio	(Total of 337 sq m)
Cluster 2:	Café Gallery	(Total of 75 sq m)
Cluster 3:	Music Studio & Queens Hall	(Total of 341 sq m).
<b>Clusters 1, 2 &amp; 3:</b>		<b>Total space of 753 sq m</b>

#### I. ARTS STUDIO

ARTS STUDIO		
<ul style="list-style-type: none"> <li>Located on the Second Floor, Room 4.03 &amp; the Ancillary Room</li> <li>Open and accessible 9am to 9pm, Monday to Saturday</li> </ul>		
SPACE & FACILITIES	NOTES	AREA
1. Arts Studio / Arts Room	Fully fitted & kitted, with capacity for 15 students	102 sq m
2. Tutorial Room	Furnished with capacity for tutor & 3 students	15 sq m
3. Tutorial Workshop	Furnished & equipped	15 sq m
4. Store Room	Storage facilities for 50 students	10 sq m
5. Kitchen & Wash Room	For washing paints	6 sq m
6. Toilet Facilities	2 toilets adjacent to art studio	N/A
<b>TOTAL SQUARE METRES:</b>		<b>148 sq m</b>

#### II. CRAFTS STUDIO

CRAFTS STUDIO		
<ul style="list-style-type: none"> <li>Located on the Second Floor, Room 4.01</li> <li>Open and accessible 9am to 9pm, Monday to Saturday</li> </ul>		
SPACE & FACILITIES	NOTES	AREA
1. Crafts Studio / Crafts Room	Fully fitted & kitted, with capacity for 8 students	36 sq m
2. Storage Space	Storage lockers for 16 students	N/A
3. Toilet Facilities	2 toilets adjacent to crafts studio	N/A
<b>TOTAL SQUARE METRES:</b>		<b>36 sq m</b>

### III. DANCE STUDIO

<b>DANCE STUDIO</b>		
<ul style="list-style-type: none"> <li>• Located on the Ground Floor, Telfer Room</li> <li>• Open and accessible 9am to 9pm, 7 days a week</li> </ul>		
<b>SPACE &amp; FACILITIES</b>	<b>NOTES</b>	<b>AREA</b>
1. Dance Studio / Dance Floor	<i>Fully fitted &amp; kitted with capacity for 20 students</i>	70 sq m
2. Changing & Shower Rooms	<i>Facilities with toilets and full disabled access</i>	65 sq m
3. Storage Lockers	<i>Storage for 10 tutors &amp; 20 students</i>	12 sq m
4. Tutors' Space	<i>Space for 2 tutors and piano</i>	6 sq m
<b>TOTAL SQUARE METRES:</b>		<b>153 sq m</b>

### IV. CAFÉ GALLERY

<b>CHAPLIN CAFÉ GALLERY</b>		
<ul style="list-style-type: none"> <li>• Located on the Ground Floor, adjacent to the Entrance Hall</li> <li>• Open and accessible 9am to 9pm, 7 days a week</li> </ul>		
<b>SPACE &amp; FACILITIES</b>	<b>NOTES</b>	<b>AREA</b>
1. Cafeteria Space	<i>Includes both cafeteria &amp; gallery space</i>	75 sq m
2. Gallery Space	<i>Exhibition &amp; gallery space within the cafeteria area</i>	75 sq m
3. Food Service Units	<i>For keeping &amp; serving snacks &amp; beverages</i>	8 sq m
4. Sitting, Eating & Viewing Area	<i>Capacity of 35 people sitting &amp; 50 people standing</i>	60 sq m
5. Tables & Chairs	<i>Moveable &amp; stackable furniture</i>	N/A
6. Cash Till & Other Bar Equipment	<i>Free-standing &amp; moveable equipment</i>	N/A
7. Exhibition Fittings & Equipment	<i>Including display fittings &amp; lighting</i>	N/A
8. Electronic Display & Notice Board	<i>Featuring cultural as well as municipal information</i>	N/A
<b>TOTAL SQUARE METRES:</b>		<b>75 sq m</b>

### V. MUSIC STUDIO

<b>MUSIC STUDIO</b>		
<ul style="list-style-type: none"> <li>• Located on the Basement Floor, Rooms B20 to B25</li> <li>• Open and accessible 9am to 11pm, Monday to Sunday</li> </ul>		
<b>SPACE &amp; FACILITIES</b>	<b>NOTES</b>	<b>AREA</b>
1. Vocal Room	<i>Equipped music production suite with isolation booth</i>	21 sq m
2. Teaching & Rehearsal Room	<i>Fully fitted &amp; kitted with capacity for 6-12 people</i>	44 sq m
3. Rehearsal Room	<i>Fully fitted &amp; kitted with capacity for 4-8 people</i>	31 sq m
4. Rehearsal/Recording Suite	<i>Fully fitted &amp; kitted with capacity for 4-8 people</i>	28 sq m
5. Recording Suite	<i>Fully equipped to quality recording studio standard</i>	15 sq m
6. Manager/Reception Space	<i>Fully fitted &amp; kitted, partitioned from recording studio</i>	5 sq m
<b>TOTAL SQUARE METRES:</b>		<b>144 sq m</b>

## VI. MULTI-PURPOSE HALL (QUEENS HALL)

<b>MULTI-PURPOSE HALL</b>		
<ul style="list-style-type: none"> <li>• Located on the Basement Floor, Queens Hall</li> <li>• Open and accessible 9am to 11pm, 7 days a week</li> </ul>		
<b>SPACE &amp; FACILITIES</b>	<b>NOTES</b>	<b>AREA</b>
1. Multi-Purpose Hall	<i>Sound-treated, with audience capacity of 80 people</i>	140 sq m
2. Changing Room	<i>Suitable for artistic groups &amp; community users</i>	25 sq m
3. Storage Room	<i>Suitable for artistic groups &amp; community users</i>	20 sq m
4. Servery	<i>Useable during community meetings &amp; events</i>	12 sq m
5. Performance Stage/Podium	<i>Moveable &amp; flexible stage/podium</i>	N/A
6. Audience Seats	<i>Moveable &amp; stackable seats</i>	N/A
<b>TOTAL SQUARE METRES:</b>		<b>197 sq m</b>

## VII. TOTAL SPACE AND FACILITIES REQUIRED FOR PHASE ONE OF EAC PROJECT

<b>SPACE &amp; FACILITIES</b>	<b>LOCATION</b>	<b>AREA</b>
I. Arts Studio	<i>Second Floor, Room 4.03 &amp; the ancillary room</i>	148 sq m
II. Crafts Studio	<i>Second Floor, Room 4.01</i>	36 sq m
III. Dance Studio	<i>Ground Floor, Telfer Room</i>	153 sq m
IV. Chaplin Café Gallery	<i>Ground Floor, adjacent to the entrance hall</i>	75 sq m
V. Music Studio	<i>Basement Floor, Rooms B20 to B25</i>	144 sq m
VI. Queens (Multi-Purpose) Hall	<i>Basement Floor, Queens Hall</i>	197 sq m
<b>TOTAL SQUARE METRES:</b>		<b>753 sq m</b>

**NB:** *Queens Hall shall be used by both EAC and Ealing Council's Events & Hospitality team. In year one, EAC anticipates making bookings for Queens Hall for only 40% of the time.*

## 3.2 Core Services

The services provided by Ealing Arts Centre (EAC) are based on the following principal factors:

- **Feasibility:** Services are a practical and feasible approach to attaining the mission and vision
- **Artistic Needs:** Services meet the needs of local artists and arts organisations
- **Resident Needs:** Services cater for the cultural, leisure and recreational needs of residents
- **Partnerships:** EAC creates working partnerships with local arts and community organisations
- **Ealing Town Hall:** EAC operates physical artistic facilities at Ealing Town Hall in central Ealing
- **Viability:** Services are packaged and delivered to ensure financial viability
- **Affordability:** Rates/fees levels are set to ensure affordability and accessibility to services
- **Social Impact:** Services are packaged and delivered to optimise social wellbeing.

Ealing Arts Centre's core services are as follows:

### I. Hiring of Studio Space & Facilities

- EAC hires out space and facilities on an hourly and daily basis
- Block bookings to be negotiated with partner organisations
- Space and facilities available for hire are the arts, dance and music studios.
- Service available 6-7 days a week, from 9am to 11pm
- Clients include arts and community groups, individual artists, private arts companies and colleges

### II. Block Hiring of Multi-Purpose Halls

- EAC hires out space and facilities on 3-4 hourly and daily block bookings
- Minimum block bookings of 380 hours per annum to be negotiated with partner organisations
- Hall available for hire in the short term is the Queens Hall
- Service available 7 days a week, from 9am to 11pm
- Clients include colleges, Universities, bands, orchestras, musical and performing arts groups, community groups, professional and practising artists, local residents and businesses.

### **III. Local & Community Arts Exhibitions**

- EAC develops and runs arts and cultural projects a monthly and quarterly basis
- Joint and collaborative projects undertaken with partner organisations
- Projects held at the Café Gallery as well as studios and halls
- Projects run during opening hours, 7 days a week, from 9am to 10pm
- Partners include arts and community groups, local artists and local agencies, and other professional and practising artists.

### **IV. Rental of Café Gallery Space & Facilities**

- EAC rents out cafeteria space and facilities on an annual basis
- EAC hires out gallery space and facilities on a monthly and quarterly basis
- EAC uses café gallery for its own arts and cultural projects
- Service available 6 days a week, from 9am to 10pm
- Café licensee shall be a social enterprise, health food or local organic catering companies
- Gallery clients include arts and community groups, local artists and local agencies.

### **V. Future Services and Activities**

Subject to further consultations and agreement with London Borough of Ealing, future services at Ealing Town Hall shall include the following:

- **Phase Two:** Rental of Office Spaces (to local arts, cultural and educational organisations)
- **Phase Three:** Block Hiring of Other Multi-Purpose Halls (for performances and rehearsals).

### 3.3 Stakeholder Benefits of EAC Services

The main stakeholder benefits of Ealing Arts Centre's services are set out below:

#### I. Benefits to Local Artists and Organisations

- **Access:** Local arts and cultural organisations gain access to good quality, affordable facilities, managed by a charitable company (social enterprise) with the registered goals of promoting arts, culture, leisure and recreation in the borough.
- **Networking:** Opportunities for the various local artists and organisations that use the EAC facilities and services to network and collaborate amongst themselves and explore and pursue mutually beneficial joint projects.
- **Development:** All local artists and organisations have the opportunity to develop their artistic practices and improve their capacity through regular access to affordable facilities and support.

#### II. Benefits to Local Residents

- **Participation:** Thousands of people who live, work or visit Ealing are able to participate in a wide range of artistic, cultural, leisure and recreational activities.
- **Interaction:** Opportunities for greater interpersonal and community interaction amongst the diverse peoples who participate in cultural and artistic activities held at EAC facilities at Ealing Town Hall.
- **Wellbeing:** Thousands of residents improve their social and emotional wellbeing through participation and enjoyment of the communal, artistic and recreational activities at the EAC facilities.

#### III. Benefits to London Borough of Ealing

- **Artistic Hub:** Raise the profile of Ealing Town Hall as a vibrant artistic hub, with a variety of activities that attract people from different socio-economic backgrounds.
- **Local Arts:** Young as well as other up-and-coming artistes and performers based in the borough shall have the opportunity to exhibit their work, perform or otherwise use the EAC facilities and resources.
- **Disadvantaged Groups:** Special local and community projects are undertaken to ensure that people and organisations from disadvantaged and socially-excluded groups gain access to the EAC facilities and services.

### 3.4 Socio-Economic Benefits

The main direct and indirect socio-economic benefits of Ealing Arts Centre's services are set out below:

- **Vulnerable Youths:** Arts and cultural activities are practical, positive and effective means of diverting youths from anti-social behaviour and engaging them in constructive pursuits that enhances their self-esteem, socialisation, personal development and general life prospects.
- **Lonely People:** Cultural and recreational activities reduce isolation and related socio-medical problems, and provides people with opportunities to socialise, extend their personal and social relationships, and improve their social interaction and communication.
- **Social Cohesion:** Participation in group cultural and artistic activities emphasises the common interests of people from diverse ethnic, cultural and socio-economic backgrounds – thereby reinforcing shared values and general social cohesion.
- **Cultural Life:** The arts centre extends and enriches the cultural life of the borough by providing options and opportunities, choice and variety to men and women, young and old – whilst also enhancing the cultural standing, reputation and prestige of Ealing.
- **Social Equity:** The accessible and open policy of EAC shall ensure fair access to cultural resources for all sections of society – irrespective of social, financial or other disadvantage.
- **Cost Recovery:** EAC shall pay its proportionate share of the operating costs of Ealing Town Hall, thereby contributing to the reduction of the current deficit relating to the running of the building.
- **Regeneration:** Cultural activities shall attract people to the area, who would spend on local goods and services, thereby contributing to local regenerative efforts and the enhancement of the local economic 'multiplier effect'.
- **Creative Industry:** Individual artists and organisations that use the facilities have the opportunity to improve and expand their activities as social or commercial enterprises – thereby contributing to the local creative industry and economic life.
- **Positive Pastime:** EAC offers a positive alternative to alcohol-related evening activities in the area, thereby contributing to the reduction of town centre problems and increase in the pleasantness of the area.
- **Happiness:** Art, culture and recreation tend to make people happy.
- **Social Dividend:** The sum of the socio-medical and economic benefits of an arts centre shall yield an overall social dividend in the form of lower policing and healthcare costs.



### 3.5 Independent Evidence of Benefits

In addition to the analysis in this business plan, other local and independent research evidence exist to corroborate the validity of the socio-economic benefits identified (see selected bibliography below):

ACE (2006) *Providing the Best: guidance for artists and arts organisations on assessing the quality of activities provided for children and young people*, Arts Council England, London.

Adams, Bob, Brice Heath, Shirley and Nunes, Bianca (2007) *The art of engagement*, Calouste Gulbenkian Foundation, London.

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SEC (2008) *Vision for Ealing Broadway Town Centre*, Save Ealing's Centre Alliance, London.

Shaw (2003) *What's art got to do with it? Briefing paper on the role of the arts in neighbourhood renewal*, Arts Council England, London.

Starcoff, R. (2004) *Arts in Health: a review of the medical literature*, Arts Council England, London.

Starcoff, R., and Duncan, J. (2003) *A Study of the Effects of Visual and Performing Arts in Healthcare*, Kings Fund, London.

Woolf, F (2004), *Partnerships for learning: a guide to evaluating arts education projects*, Arts Council England, London.

## 4. Operations and Management

### 4.1 Service Delivery Process

Ealing Arts Centre is involved primarily in the provision of space, facilities and resources to promote and develop local arts, cultural, leisure and educational activities for the benefit of the public. The main stages of the service delivery process are:

- I. **Service Packages:** Develop packages of services and projects reflecting the diverse needs of the local residents and local arts and cultural organisations.
- II. **Operational Handbook:** Design, develop and produce a comprehensive operational handbook with policies, forms, agreements, contracts and other documentation relating to fees charged, payment dates and methods, deposit-taking, refunds, liabilities, charges for damage of property, code of conduct, first aid and emergencies, user feedback and complaints, etc.
- III. **Booking System:** Develop methodology and easy-to-use system and templates for effective, efficient bookings and schedule management of each of the spaces and facilities being hired out, and set out clear mechanisms for last minute bookings, cancellations and other scheduling 'emergencies'.
- IV. **Partnership Marketing:** Promote the package of services and projects directly to major local cultural institutions and agencies, arts, culture and community organisations, individual residents and other potential clients, grant-makers, sponsors and supporters, already identified by EAC (during the research and consultation stage between January and June 2010) – with view to securing medium and long term block and or repeat bookings.
- V. **Marketing & Promotion:** Design and produce promotional and marketing materials suitable for the different potential clients and users and undertake an ongoing programme of promotion including, amongst other things: features in local and sector newspapers, newsletters, magazines, websites etc; leaflets at public buildings such as libraries, arts and community centres; regularly updated website and regular updates on social networking media (such as facebook and twitter) and other local and sectoral networking online resources; referral mechanism from other relevant venues and facilities in Ealing and neighbouring boroughs.
- VI. **Bookings:** Receive bookings through direct emails, online forms, telephone, post or in person, and record, acknowledge and confirm bookings on a 'master schedule' and with clients.
- VII. **Fees:** Check and ensure that fees are paid on agreed terms and funds are received on a timely basis, and issue receipts and credit notes for all transactions.
- VIII. **User Induction:** Prepare and provide new clients with an easy-to-use induction pack; and conduct an induction training session with clients with block, medium or long term bookings on how to access and use facilities without direct EAC staff supervision. (EAC shall ensure that independent teachers and clients shall have appropriate insurance cover where applicable). The induction is a good way of making the local arts and culture community feel that they have genuine roles and responsibilities as regards making the centre a vibrant hub.
- IX. **Customer Care:** For every booking, record, oversee and ensure that clients gain timely and satisfactory access and usage of the spaces and facilities and that they leave the premises in an acceptable state as per booking agreement.

## 4.2 Staff and Volunteers

The main personnel needed to deliver the EAC services are:

**1 Full-time Centre Manager:** With main responsibilities for:

- Operational management of the arts, crafts & dance studios and Queens Hall
- Oversight and liaison with music studio manager and café gallery licensee
- Liaison with managers, staff and contractors responsible for the running of Ealing Town Hall
- Management and oversight of the bookings and scheduling system
- Preparing daily booking rotas for the arts, crafts & dance studios and Queens Hall
- Oversee payroll, tax, insurance, health & safety and other regulatory compliance
- Marketing, promotion and income generation for all spaces and facilities (inc. music studio & halls)
- Development of EAC's own local and community arts projects and fundraising for projects
- Promotion and management the gallery space and creation of strategic partnerships
- Recruitment, training and supervision of volunteers and line management of Admin Assistant
- Induction of clients with block, medium or long term bookings
- Management of relationship with cafeteria licensee, consultants and partners
- Assist the Board of Trustees as and when required
- General responsibility for the overall artistic, facilities and strategic management.

**1 Part-time Administrative and Finance Assistant:** With main responsibilities for:

- Taking, recording and scheduling client bookings on a daily basis for all the spaces and facilities
- Collecting, recording and reconciling fees on a daily basis, managing refunds and credit notes
- Using the daily booking rotas to check clients in and out of the studios and hall
- General office administration and secretarial activities
- Supervision and support of volunteers
- Assist all clients and users to enjoy usage of the spaces and facilities
- Working in co-operation with Town Hall reception, security, cleaning and other staff.

**Pool of Part-time Volunteers, starting with 8:** With main activities being:

- Helping staff with client bookings, rotas and looking after users on a daily basis
- Helping all clients and users to enjoy usage of the spaces and facilities
- Working in co-operation with Town Hall reception, security, cleaning and other staff
- Opening and locking up EAC rooms if and when no EAC staff is on site.
- ***EAC expects the 8 volunteers to help one day a week, including Sundays.***

**1 Full-time Music Studio Manager:** With main responsibilities for:

- Operational management of the music studio and oversight of EAC bookings of Queens Hall
- Technical management and oversight of all studio and audio visual equipment and resources
- Liaison with Centre Manager on strategic, marketing and general management issues
- Marketing, promotion and income generation for music studio
- Development of EAC's own local and community music projects and fundraising for projects
- Recruitment, training and supervision of sound engineering and other technical interns
- Line management of studio staff and supervision of external contractors
- Liaison with Council staff and contractors who manage Ealing Town Hall
- Customer relationship with music studio clients and users
- Assist the Board of Trustees as and when required.

**1 Full-time & 1 Part-time Technical Assistant:** With main responsibilities for:

- Assist with the operational management of the music studio
- Technical supervision of facilities users and control of equipment and facilities
- Liaison with Administrative Assistant on music studio and hall bookings, scheduling and rotas
- Using the daily booking rotas to check clients in and out of the music studios
- Assist with marketing, promotion and development of local and community music projects
- Coordination of the assignment and work of technical interns
- Customer relationship with music studio clients and users.

**2 Part-time Technical Interns:** With main activities being:

- Provide technical assistance to clients and users of the facilities and equipment
- Assist with checking clients in and out of the music studios and performance hall
- Generally assist clients enjoy usage of the equipment and facilities.

**Independent Consultants:** Providing specialist and expert support on the following:

- Bookkeeping, accounting and audit
- Legal, management and business consultancy
- Specific community arts projects.

**Board of Trustees:** EAC has already recruited four trustees who are all experienced professional members of the local Ealing community. They have decades of experience as business professionals in the creative and cultural industries. They are also leaders, volunteers and activists for the development of art and culture. The Board shall also include a councillor, representing London Borough of Ealing. The Board's main responsibilities are:

- Governance, leadership, statutory and regulatory compliance of the charitable company
- Strategic guidance about how to focus on the vision, mission and objectives of the organisation
- Leadership through design and development of socially beneficial projects and services
- Generation of the funds and resources needed to undertake programmes, projects and activities
- Create and maintain strategic partnerships and act as 'ambassadors' for the organisation
- Development of the initial service packages, operational policies and handbooks
- Recruitment, selection and supervision of senior staff
- ***A trustee shall act as line manager for the Centre Manager and Studio Manager.***

**Advisory Panel:** This panel shall be chaired by a trustee and membership includes other trustees, representatives of clients and users and other co-opted professionals with specialist organisational management expertise. The Advisory Panel's main responsibilities are:

- Support, advice and guide the Centre Manager and Studio Manager
- Operational advice and guidance in relation to cooperation with Town Hall staff and contractors
- Advice and guidance on problem solving e.g. health & safety, disputes and complaints
- Review and assessment of new projects, processes and plans
- Internal project monitoring, review and evaluation.

## **4.3 Profile of Trustees**

### **Ms Dorrie Baker – Trustee**

Dorrie Baker is an IT and business project manager with extensive experience and commercial track record. She has developed, implemented and oversaw major projects across a wide spectrum of applications. She has also selected and managed project teams in diverse sectors including: The City; Central Government (Dept for Business Innovation & Skills and Dept for Environment, Food and Rural Affairs); HM Revenue & Customs; Retail (Arcadia Group, Bhs, John Lewis); Industry (BP, Kodak); Utilities (water and electricity companies); and in many other and smaller organisations. She has worked in-house within major corporations as well as leading projects as an independent consultant. Dorrie has a successful track record of achieving what her customers want, to professional standards, on time and to budget. She is founder director of Ealing Arts Centre.

### **John Hummerston – Trustee & Chairman**

John Hummerston studied architecture at University of London and qualified in 1960. He worked in Sweden (Koopoperativa Forbundet) in 1958-9 and in Holland (de Weger Architects) in 1960- 1962, before setting up an architectural practice (de Weger & Hummerston) in London for the Dutch parent company 1962-66. John managed de Weger's office in Accra (Ghana) 1966-1967, then joined a new house-building company (Colroy Homes Ltd.) in 1967 as Director and Company Architect. In 1981, he started his own independent architectural practice in Ealing and in 1984 he set up another business – the Archon Group of Companies. Archon comprised residential development company, design & build, interior design, showroom etc. He retired in December 2008 but acts as architect and design consultant to Ealing-based Project 1 Design + Build Limited.

John is the chairman of Ealing Arts + Leisure (1998-2002 and again since 2006), a founder member and director of Ealing Centre Partnership (1998 – 2006), chairman of Ealing branch of Crossroads - Caring for Carers, executive committee member of Friends of St. Mary's Perivale, trustee of Dutch Home for the Elderly in Croydon (1982 – 2006), community representative on Save Ealing Centre committee (SEC) and founder director of Ealing Arts Centre. His other interests include music, travelling, theatre and involvement in Ealing community activities.

## **Ann Pavett – Trustee & Secretary**

Ann Pavett was educated at Nottingham and Westminster Universities and has an MA degree in Translation, Russian and French. She worked for 24 years as a school teacher, for 2 years as head of Ellen Wilkinson Adult Education Centre and then 6 years as a lecturer in French and Russian at Thames Valley University (TVU). After TVU closed down its languages faculty in 1996, she worked as a self-employed translator, interpreter and language tutor for major banks and corporations. Ann has a life-long interest in arts and society and has translated 2 plays that have been staged at London fringe theatres.

Ann was elected a director of London Co-operative Society and CRS South East Region (1975-1982). In 1982, she founded the West London T.U. Club for trade union members in West London. She acted as financial controller for 20 years and Secretary for 6yrs until 2006. In 2001 she organised the establishment of the Acton Community Theatre at the WLTUC. This Club was set up as a co-operative society and ran on a self-sustaining basis, with paid staff and volunteers. It is still running successfully today and Ann is an honorary member.

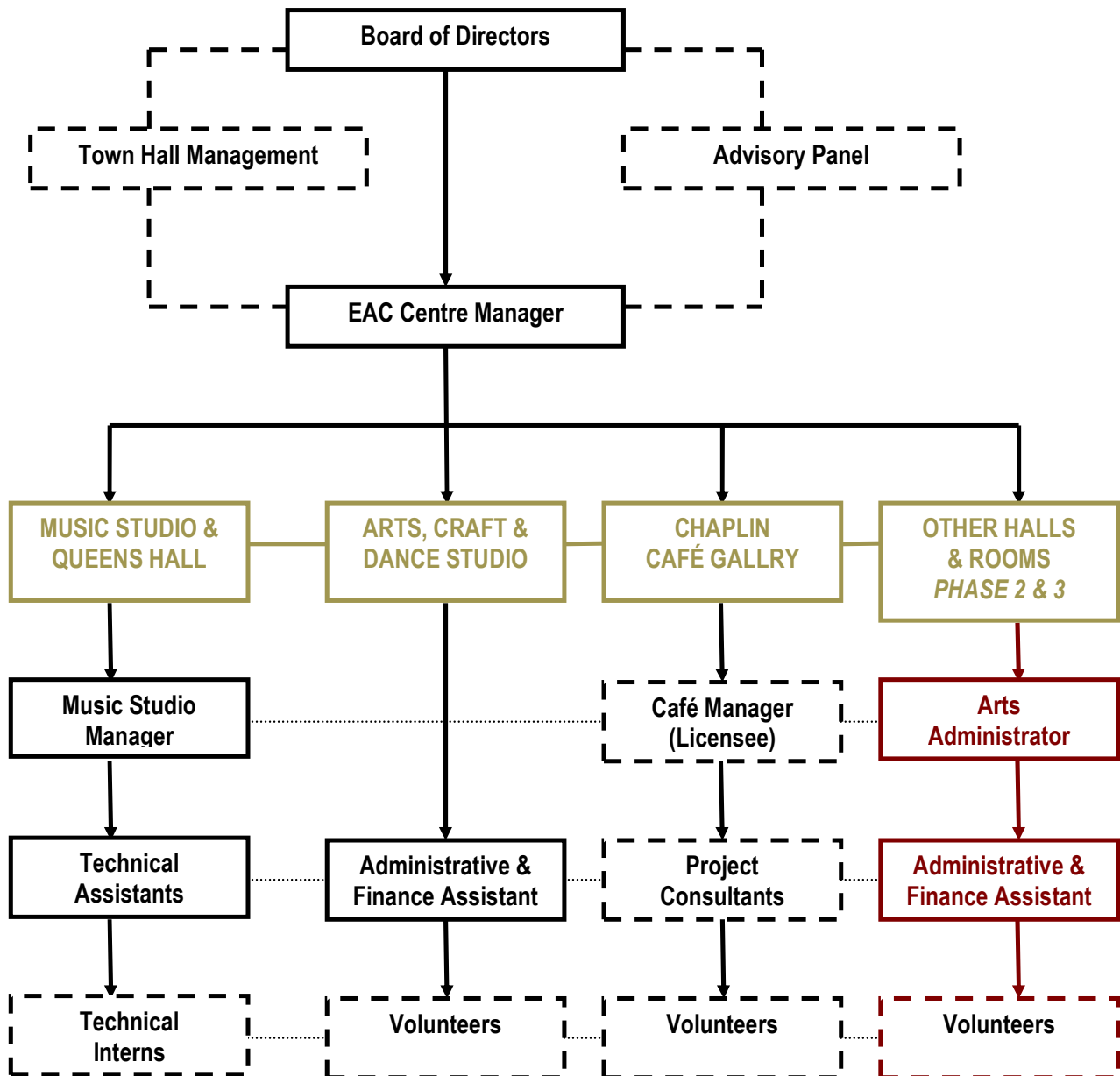
Ann has been a member of the editorial team of Neighbours Paper since 1997. This is an entirely voluntary, self-funding community magazine for Ealing with a print run of 4,000 and a website. She has been the tutor and director of the Volga Russian Dancers (being a professional group and an amateur group, for 15 years). This is also an entirely self-financing organisation which pays its dancers professional rates of pay. Ann's dancing experience as both dancer and tutor extends back more years. She has choreographed for several plays and musicals, working with West End as well as local choreographers and directors. She was the co-designer of an arts regeneration proposal for the Acton Town Hall site, carried out in co-operation with its Development Board (2006). She has worked voluntarily for almost 2 years developing the vision and project for an Arts Centre in Ealing. She has been the Secretary of Ealing Arts + Leisure since 2009 and is a founder director of Ealing Arts Centre.

## **Jane Quill – Trustee**

Jane Quill has a first class honours degree in Creative Arts. She was the proprietor of Little Island Holidays (2006 – 2009) which was a specialist tour operator on the island of Tilos, Greece. Prior to that (2001 – 2006), she was island manager and operations manager of Laskarina Holidays, responsible for organising and running excursions, creating and maintaining good relationships with landlords, local suppliers and clients. She was also responsible for public relations, overseas recruitment and running of the London office.

From 1994 to 2001, Jane was a freelance casting director and producer. Her credits include: 'Sunday' – drama documentary written by Jimmy McGovern about 'Bloody Sunday' (Channel 4); Dicken's Bleak House (which won a Sony Gold Award for BBC Radio 4); radio drama of Margaret Atwood's 'A Handmaid's Tale' (BBC Radio 4 – on location in New York). She is a member of 'Moving Stories' dance theatre group, which creates original shows for children, including those with hearing impairment. Jane speaks Greek fluently and her interests include reading, dancing and yoga. She is a founder director of Ealing Arts Centre.

#### 4.4 Organisational Chart



**NB:** Personnel in the dotted boxes are not staff or formal officials of Ealing Arts centre.  
 Red boxes indicate future positions under phases 2 & 3 as mentioned in section 3.2.5 above.



## 4.5 Staffing Schedule During Opening Hours

### I. ARTS, CRAFT & DANCE STUDIO

TIME SLOTS	MON	TUE	WED	THU	FRI	SAT	SUN
9 AM to 2 PM	PT Admin Assistant	PT Admin Assistant	PT Admin Assistant	Volunteer	PT Admin Assistant	PT Admin Assistant	Volunteer
1 PM to 9 PM	Centre Manager	Centre Manager	Volunteer	Centre Manager	Centre Manager	Centre Manager	Volunteer
9 PM to 11 PM	FT Music Studio Assistant	Volunteer	FT Music Studio Assistant	FT Music Studio Assistant	FT Music Studio Assistant	FT Music Studio Assistant	Volunteer

### II. MUSIC STUDIO & QUEENS HALL

TIME SLOTS	MON	TUE	WED	THU	FRI	SAT	SUN
9 AM to 12 NOON	PT Music Studio Assistant	Volunteer / Intern	PT Music Studio Assistant	PT Music Studio Assistant	PT Music Studio Assistant	PT Music Studio Assistant	Volunteer / Intern
12 NOON to 8 PM	Music Studio Manager	Music Studio Manager	Volunteer / Intern	Music Studio Manager	Music Studio Manager	Music Studio Manager	Volunteer / Intern
3 PM to 11 PM	FT Music Studio Assistant	Volunteer / Intern	Volunteer / Intern	FT Music Studio Assistant	FT Music Studio Assistant	FT Music Studio Assistant	FT Music Studio Assistant

## 4.6 Notes Relating to Staffing

- I. The EAC personnel identified above shall not be a replacement of any Ealing Council staff. The EAC staff shall be working to deliver the services taking place in the spaces and facilities managed by EAC as set out above.
- II. There is enough capacity amongst staff, interns and volunteers to provide full cover when staff take their holidays or are off work for other reasons.
- III. EAC shall not employ its own security, cleaning and general reception staff. EAC shall be paying Ealing Council for a proportion of the Council's operating costs, which includes security, reception, cleaning etc.
- IV. The Centre Manager and other EAC staff and volunteers will work and liaise with Ealing Town Hall reception, security and other staff, on a day to day basis.
- V. The cafeteria licensee shall employ and manage its own staff, but the Centre Manager and EAC staff shall be liaising with Café Manager and Café staff on a day to day basis.

## 4.7 SWOT Analysis

### I. Strengths

- Exemplary qualifications, professional competence and extensive experience of trustees
- Vision, passion and demonstrable and recognised commitment to arts development in Ealing
- Extensive networks in arts, culture, leisure, recreation and community development sector
- Existing political support for the creation of arts centre at Ealing Town Hall
- Existing partnership with major local institutions and potential clients
- Enthusiasm for the project from local residents and groups
- Revitalising an existing asset to increase cultural enfranchisement
- Ability to complement other cultural provisions in the borough
- Property developers (St George's) declaring vested interest in the success of the project.

### II. Weaknesses

- Uncertainty about stance of Ealing Council as regards the project
- New legal structure with no delivery or financial track record of its own
- Staff not yet in place to deliver the portfolio of services
- Physical development work needed to get the spaces suitable for hiring out
- Funds have not yet been allocated to the project
- Planning permission application and other local and formal processes have not started yet.

### III. Opportunities

- There is significant need and demand for arts and culture spaces and facilities in central Ealing
- EAC can develop and implement its own arts projects, funded by private trusts and sponsorships
- EAC can enter into 'referral agreements' with other venues in the borough that are oversubscribed
- EAC can enter into long term social enterprise agreements with major local clients and partners
- Ealing Town Hall has other facilities for expansion and development of the portfolio of services.
- EAC will create jobs and offer job training and volunteer opportunities to local people.

### IV Threats

- Ealing Council officials and councillors not supporting the EAC project
- Ealing Council not providing timely project and financial support
- Other organisations seeking funding from moneys generated from Ealing Council's sale of painting
- Delays caused by English Heritage, legal and planning matters
- Possible reduction in corporate and private/domestic spending on arts, culture and recreation
- Possible adverse economic conditions leading to reduction in bookings income
- Possible reduction in grants and public funding of arts and culture
- Possibility of difficulties in recruiting and retaining suitable staff.

## **V. Key Risk Mitigation Measures**

- Capitalise on the voluntary work, expertise, experience and track record of the trustees and pro bono use of specialist advisers and consultants to help with legal, financing, fundraising and other professional matters
- Capitalise on the large pool of local volunteers to minimise costs and keep fees affordable
- Continue consultation and briefing of Ealing Council and other stakeholders, and give due consideration to feedback and comments made
- Demonstrate the financial viability and 'value for money' credentials of the project and highlight the artistic, community and socio-economic benefits derived by thousands of local residents
- Produce an 'Implementation Plan' as a comprehensive schedule of outstanding tasks such as charity registration, opening of bank account, finalisation of job descriptions and person specifications, finalisation of 'schedule of works' for space remodelling, refurbishment, fitting-out and kitting-out, design of initial community arts projects etc.

### **4.8 Project Implementation Action Points**

The main stages of EAC's project implementation action point are as follows:

- Initial project analysis and development (Jan 2010)
- Stakeholder consultation and market research (Jan – Jun 2010)
- Initial resource mobilisation (Feb – Mar 2010)
- Initial partnership building (Mar – Sep 2010)
- Project analyses, business planning and budgeting (Jun – Sep 2010)
- Company registration (Jul 2010)
- Presentations and formal negotiations with Ealing Council (Sep 2010)
- Due diligence and contractual negotiations and finalisation (Sep – Dec 2010)
- Office users' relocation and building work (Jan – Mar 2011)
- Fitting-out, kitting-out, snagging and completion of refurbishments (Mar – Apr 2011)
- Promotion, marketing and bookings for pilot trading period (Feb – Apr 2010)
- Pilot trading period (Mar – Jun 2011)
- Formal launch and full operation of Phase One (Jun 2011)

## 5. Market

### 5.1 Sector Analysis

Ealing Arts Centre is set up to provide cultural and arts facilities at Ealing Town Hall and to facilitate and promote participation in cultural activities in the borough. Ealing town centre has variously been referred to as a 'cultural desert' due to the dearth of facilities in the area. Various reports and documents commissioned by Ealing Council as well as independent groups have confirmed the need for cultural facilities in central Ealing. This need is heightened by the fact that the borough and the town centre area has seen an influx of thousands of new residents – occupying newly built houses. In line with local plans, in the short to medium term, it is likely that this rise will continue, exposing further, the urgency for new cultural facilities.

Given the diversity and range of EAC's services, benefits, beneficiaries and general activities, the arts centre as a cultural hub will positively affect different aspects of the lives of residents. As such, EAC is of cross-cutting relevance to various sectors including the following:

- Arts & Culture
- Adult & Extra Curricula Education
- Recreation & Leisure
- Personal Development & Social Cohesion
- Youth Engagement & Development
- Family & Community Development.

### 5.2 Need and Demand

The two main cultural facilities in central Ealing are Pitzhanger Manor House and Gallery and Questors Theatre. Local churches and community centres host some cultural activities, but the absence of a central arts and culture hub is self-evident. However, independent reports have corroborated this observation – Ealing Council is familiar with the following two publications: TPUD (2008) *Ealing Metropolitan Centre Spatial Development Framework*, Tibbalds Planning & Urban Design, London; and EDAW (2000) *Pre-feasibility report on proposed art centre in Ealing*, EDAW, London.

Consultations and market research undertaken have confirmed the obvious fact that there is urgent and acute need for an arts centre. EAC's planned facilities and activities shall complement and supplement the current meagre provisions. Most importantly, the arts centre will open up exciting new cultural options and opportunities for the benefit of the entire borough. However, as a social enterprise, EAC is also interested in knowing that the undisputable need for an arts centre shall translate into actual demand from paying clients. In order to exercise due diligence in demonstrating demand for the proposed services, EAC undertook objective and reasonable actions, including the following (see budget notes as well below):

- Six months of methodical consultations with potential clients and users (January to June 2010)
- Structured market research through use of questionnaire (March & May 2010)
- Facilitation of site visits and initial negotiations with potential clients and partners
- Logging of 'pre-bookings' for dance studio and arts studio
- Negotiation of block bookings with major educational institutions
- Initial negotiations for referrals from other borough-based space and facilities providers.

### **5.3 Customers and Paying Clients**

***As a social enterprise, EAC's customers/clients are not necessarily the same as the service consumers/users.***

The main paying customers/clients are:

- Individual artists (amateur and professional)
- Arts organisations and groups (amateur and professional)
- Clubs and community groups
- Grants makers who fund/subsidise third parties to access the facilities/services
- Commercial cultural organisations and companies
- Educational and training bodies
- Youth and disability arts groups
- Any person/group needing space/facilities to produce, rehearse and/or present their cultural work.

### **5.4 Consumers and Service Users**

The main service consumers/users are:

- Borough and local residents
- Children and young people
- Senior citizens
- People with physical or mental disabilities
- Families and networks of friends
- Minority ethnic groups
- People who work locally
- Local and out-of-borough artists and performers
- Touring artists and companies
- Major local and regionally based arts and educational institutions.

### **5.5 Unique Selling Proposition & Competition**

- EAC's unique selling proposition is that there is no arts centre based at the magnificent Ealing Town Hall. The arts centre will truly be a unique social enterprise proposition.
- Given the fact that the EAC offering will be truly unique, there are no direct competitors.
- The indirect competitors include ( to a greater or lesser degree): Questors Theatre; Pitzhanger Gallery; Local Churches (that hire our space); Local community centres (that hire out space); Arts centres in other parts of Ealing.
- Given that fact that: EAC is filling a genuine gap in the cultural life of Ealing; other high quality venues are over-subscribed; EAC has charitable and social enterprise goals; EAC is committed to a strategy based on affordability and accessibility – EAC shall in practice be complementing the services of its 'indirect competitors' rather than competing with them.

## 6. Capital Development Activities to Create the Required Physical Facilities

Section 3.1 of this document sets out the spaces and facilities needed to deliver the portfolio of services. However to create the required facilities in the identified rooms, EAC will need to undertake a range of capital development activities. The Arts Studio, Crafts Studio and Queens Hall require very little physical work, but the Dance Studio, Music Studio and Café Gallery require some building and remodelling work.

### 6.1 Basis of the Budgeted Costs

The main work required to transform the identified rooms into affordable, adequate and accessible cultural and artistic facilities are set out below. Please note that the budgeted costs are based on objective, realistic criteria as highlighted below.

- I. **Quotes for Building & Associated Work:** The budgeted costs for the building work, clearing, refurbishment and redecoration are based on actual quotes provided by experienced and award-winning building contractors and suppliers, who have visited the site (see attached documents). The relevant contractors are as follows:

**David Wood (Original information provided on 1 April, updated 8 June 2010)**

Studio Schemes Limited  
68/69 Leyland Trading Estate  
Wellingborough, Northamptonshire NN8 1RT

Tel: 01933 227730 Fax: 01933 278412  
Email: david.wood@studioschemes.co.uk Web: www.studioschemes.co.uk

**Rebecca Conway (Original information provided on 10 May 2010)**

Harlequins Floors  
British Harlequin PLC  
Festival House, Chapman Way, Tunbridge Wells, Kent TN2 3EF

Tel: 01892 514 888 Fax: 01892 514 222  
Email: rebecca.conway@harlequinfloors.com Web: www.harlequinfloors.com

- II. **Updated Quotes:** Based on feedback given by Ealing Council officials to EAC's draft business plan (September 2010), EAC sought updated quotes and has subsequently revised some aspects of the budget. The latest building work quote is from the following contractor:

**Steve Ward (Quote based on 8 September 2010 site visit)**

Project 1 Design & Build Limited  
107 The Avenue, Ealing, London W13 8JT

Mob: 07831 644 455  
Email: project1designbuild@tiscali.co.uk Web: www.project1db.co.uk

- III. **Chartered Surveyor Assessment:** GK Partners' chartered surveyor and cost analyst reviewed the original quotes received from contractors and specifically compared the dance floor and cafeteria costs with comparable projects undertaken for other clients. He is very familiar with Ealing Town Hall, having worked on the refurbishment of and move to Perceval House in 2005/6 (at the time working for Actium Consult).

**Bill Fennell FRICS – Senior Associate (*Reviewed costs and budgets*)**

Access to Property, GK Partners  
Downstream Building, 1 London Bridge, London SE1 6ES

Tel: 020 7785 6340 Mob: 07976 136 037  
Email: wfennell@gkpartners.co.uk Web: www.gkpartners.co.uk

- IV. **Quotes for Music Studio Equipment:** The budgeted cost for the music studio equipment studio was provided by an experienced music production contractor and supplier, reviewed and assessed by an independent production consultant.

**Gareth Johnson (*Original information provided on 27 January, updated May & Sep 2010*)**

Stand Alone Productions  
1A Bordars Road, Ealing, London W7 1AG

Tel: 020 8813 2069 Mob: 07956 869 609  
Email: gareth@standaloneproductions.co.uk Web: www.standaloneproductions.co.uk

**Kevin Browne (*Reviewed technical specifications and costs*)**

Independent Composer & Producer  
116 Boston Road, Hanwell, London W7 2ET

Mob: 07881 816 502 Email: kevbrowne@hotmail.com

- V. **Staff Relocation Costs:** The costs associated with the relocation of staff is based on an analysis of actual costs used by Actium Consult for the Perceval House refurbishment and move in 2005/6 (GK Partner's chartered was a lead member of that project team). The average cost of moving one person is £175; based on each person having: desk, chair, pedestal, cabinet, standalone IT and telephone facilities. The costing also reflects rates payable to removals company previously used by Ealing Council (i.e. Mr Shifter Removals).

- VI. **Accounting Concepts & Other Costs:** Feedback and comments provided by various stakeholders have been incorporated in the business planning process, and where appropriate, budgets have been revised. However, the budgets and costs are generally based on an extended interpretation of the accounting principle of 'prudence'. This means that costs, liabilities and risks are overestimated.

Costs for studio, gallery and office furniture, fittings, equipment and accessories are based on prices quoted on websites such as: officesuppermarket.co.uk, viking-direct.co.uk, peakrock.com, absoluteproduct.com.

Costs for café equipment, fittings, furniture and accessories are based on prices quoted on websites such as: nisbet.co.uk, dentoncatering.com, buycatering.com, kitchensolutions.co.uk.

## 6.2 Development Activities and Costs Relating to Arts Studio

- I. **Staff Relocation:** Consult, discuss and negotiate the relocation of staff currently occupying Room 4.03 on the second floor; liaise with Council officials to identify and prepare new office space for staff; finalise relocation plans; undertake actual relocation by moving equipment, furniture, fittings, document boxes and other accessories from Room 4.03 to the new offices to be used by relocated staff. Cost calculated as £175 per person x 12 people.  
**The cost allocated for relocation is: £2,100.**
  - II. **Refurbishment & Redecoration:** Clear and empty Room 4.03; install new flooring and new sinks; paint and redecorate the room.  
**The budget for refurbishment and redecoration is: £6,800.**
  - III. **Furniture & Fittings:** Procure and install furniture and fittings including easels, hanging and storage facilities, and artistic accessories.  
**The budget for furniture and fittings is: £2,500.**
- CAPITAL BUDGET FOR ARTS STUDIO: £11,400.**

## 6.3 Development Activities and Costs Relating to Crafts Studio

- I. **Staff Relocation:** Consult, discuss and negotiate the relocation of Lib-Dem councillors currently occupying Room 4.01 on the second floor; liaise with Council officials to identify and prepare new office space for Lib-Dem councillors; finalise relocation plans; undertake actual relocation by moving equipment, furniture, fittings, document boxes and other accessories from Room 4.01 to the new offices to be used by relocated councillors. Cost calculated as £175 per person x 5 people.  
**The nominal cost allocated for relocation is: £875.**
  - II. **Refurbishment & Redecoration:** Clear and empty Room 4.01; install new flooring, paint and redecorate the room.  
**The budget for refurbishment and redecoration is: £1,500.**
  - III. **Furniture & Fittings:** Procure and install furniture and fittings including work-surfaces, lighting and storage facilities, and craft accessories.  
**The budget for furniture and fittings is: £1,000.**
- CAPITAL BUDGET FOR CRAFTS STUDIO: £3,375.**



## 6.4 Development Activities and Costs Relating to Dance Studio

- I. **Existing Bookings:** Consult, discuss and negotiate with Ealing Council officials and events and hospitality staff about any medium and long term bookings they have already taken for the Telfer Room; liaise with staff and Council officials about integrating these bookings into EAC bookings and/or allocating alternative rooms to existing Telfer Room clients with medium and long term bookings; finalise Telfer Room booking arrangements. ***No budget allocation made.***
  - II. **Architectural Drawings & Consultations:** Formally present the architectural drawings for the proposed building alterations for consultation, discussion, advice and guidance from Ealing Council officials, staff and departments, English Heritage, and other relevant EAC partners and stakeholders; seek agreement, finalisation and approval of the design and drawings for building alterations.  
***Main cost borne by EAC trustees and volunteers; nominal budget allocation of £1,000.***
  - III. **Contractors:** Draft and finalise contract specifications for building alterations work (with input from relevant partners, stakeholders and advisers); invite accredited building contractors to submit quotations/proposals (including those who have already visited the building and provided quotation during the business planning process); select and contract with building contractor who represents optimum mix of value for money, quality and reliability.  
***The cost of selecting contractors is borne by EAC trustees and volunteers.***
  - IV. **Building Alterations:** Based on the approved architectural drawings, the selected building contractor shall undertake the building alteration work. The budgeted figures are fully inclusive of materials, work, finishing and snagging for the following spaces and facilities:
    - **Shower & Changing Rooms:** Adapt existing reception and adjoining rooms (on the ground floor) to create 3 shower, toilet and changing rooms (i.e. 2 female and 1 male – all being accessible to disabled users).  
***The budget for shower, toilet and changing rooms is: £40,000.***
    - **New Reception:** Create new user-friendly Town Hall reception room and space on the ground floor, with separate office space for EAC use.  
***The budget for new reception and office space is: £20,000.***
    - **Dance Floor & Sound Treatment:** Install professional quality dance floor and suspended sound insulation panels in the Telfer Room.  
***The budget for dance floor and sound treatment is: £15,000.***
    - **Barres, Mirrors & Lockers:** Create partitions and install professional quality barres and mirrors, as well as storage lockers (in an integrated design).  
***The budget for barres, mirrors and lockers is: £7,500.***
    - **Project & Heritage Management:** Coordinate and oversee the building works and manage relationships with English Heritage and planning officials; costs related to planning department and English Heritage assessment, approval and supervision.  
***The budget for project and heritage management is: £10,000.***
  - V: **Equipment & Accessories:** Procure and install dance studio equipment and accessories including free-standing (moveable) barres, piano and music system, air conditioning, black curtains etc; as well as furniture and fittings in new Town Hall reception and EAC office space.  
***The budget for equipment and accessories is: £20,000.***
- CAPITAL BUDGET FOR DANCE STUDIO: £113,500.***

## 6.5 Development Activities and Costs Relating Chaplin Café Gallery

- I. **Architectural Drawings & Consultations:** Formally present the architectural drawings for the proposed cafeteria gallery – for consultation, discussion, advice and guidance from Ealing Council officials, staff and departments, English Heritage, and other relevant EAC partners and stakeholders; seek agreement, finalisation and approval of the design and drawings for building alterations.

***Main cost borne by EAC trustees and volunteers; nominal budget allocation of £500.***

- II. **Contractors:** Draft and finalise contract specifications for building alterations work (with input from relevant partners, stakeholders and advisers); invite accredited building contractors to submit quotations/proposals (including those who have already visited the building and provided quotation during the business planning process); select and contract with building contractor who represents optimum mix of value for money, quality and reliability.

***The cost of selecting contractors is borne by EAC trustees and volunteers.***

- III. **Building Alterations:** Based on the approved architectural drawings, the selected building contractor shall undertake the building alteration work. The budgeted figures are fully inclusive of materials, work, finishing and snagging for the following spaces and facilities:

- **Café Gallery Space:** Create new café gallery space including, food service areas, seating space, gallery walls and space.

***The budget for the café gallery space building work is: £20,000.***

- **Project & Heritage Management:** Coordinate and oversee the building works and manage relationships with English Heritage and planning officials; costs related to planning department and English Heritage assessment, approval and supervision.

***The budget for project and heritage management is: £5,000.***

- IV: **Equipment, Fixtures & Fittings:** Procure and install cafeteria and gallery equipment, fixtures and fittings including food service units, food storage units, bar and counter units, fridge/freezer, dishwasher, and hot water urns, beverage facilities, cash till and safe/lockers, moveable and stackable chairs and tables, art display fittings, lighting and accessories etc.

***The budget for equipment, fixtures and fittings is: £30,000.***

***CAPITAL BUDGET FOR CHAPLIN CAFÉ GALLERY: £55,500.***

## 6.6 Development Activities and Costs Relating to Music Studio

- I. **Staff Relocation:** Consult, discuss and negotiate the relocation of staff currently occupying Rooms B20 to B25 on the basement floor; liaise with Council officials to identify and prepare new office space for staff; finalise relocation plans; undertake actual relocation by moving equipment, furniture, fittings, document boxes and other accessories from Room 4.03 to the new offices to be used by relocated staff. Cost calculated as £175 per person x 12 people.

***The cost allocated for relocation is: £2,100.***

- II. **Architectural Drawings & Consultations:** Formally present the architectural drawings for the proposed music studio – for consultation, discussion, advice and guidance from Ealing Council officials, staff and departments, English Heritage, and other relevant EAC partners and stakeholders; seek agreement, finalisation and approval of the design and drawings for building alterations.

***Main cost borne by EAC trustees and volunteers; nominal budget allocation of £1,000.***

- III. **Contractors:** Draft and finalise contract specifications for building alterations work (with input from relevant partners, stakeholders and advisers); invite accredited building contractors to submit quotations/proposals (including those who have already visited the building and provided quotation during the business planning process); select and contract with building contractor who represents optimum mix of value for money, quality and reliability.

***The cost of selecting contractors is borne by EAC trustees and volunteers.***

- IV. **Building Alterations:** Based on the approved architectural drawings, the selected building contractor shall undertake the building alteration work. The budgeted figures are fully inclusive of materials, work, insulation and sound-proofing, finishing and snagging for the following spaces and facilities:

- **Vocal Room**
- **Teaching & Rehearsal Room**
- **Rehearsal Room**
- **Rehearsal/Recording Suite**
- **Recording Suite**
- **Studio Manager's Space**

***The budget for the music studio rooms building work is: £150,000.***

- **Project & Heritage Management:** Coordinate and oversee the building works and manage relationships with English Heritage and planning officials; costs related to planning department and English Heritage assessment, approval and supervision.

***The budget for project and heritage management is: £10,000.***

- V: **Equipment, Fixtures & Fittings:** Procure and install a mid-range professional music studio equipment and facilities (comprehensive lists is available as an appendix), as well set suitable furniture and fittings.

***The budget for equipment, fixtures and fittings is: £200,500.***

***CAPITAL BUDGET FOR MUSIC STUDIO: £363,600.***

## 6.7 Development Activities and Costs Relating to Queens Hall

- I. **Existing Bookings:** Consult, discuss and negotiate with Ealing Council officials and events and hospitality staff about any medium and long term bookings they have already taken for the Queens Hall; liaise with staff and Council officials about co-usage of Queens Hall by both EAC and Ealing Council events and hospitality (E&H) staff; finalise Queens Hall booking arrangements **[in first year of operations EAC anticipates usage of Queens Hall for 40% of (extended) opening times and so Ealing EH shall still be taking its own bookings for Queens Hall].**

*No budget allocation made for this activity.*

- B: **Accessories:** Procure and install accessories such as black curtains, staging and lighting.

*The budget for equipment and accessories is:                   £5,000.*

***CAPITAL BUDGET FOR QUEENS HALL:                                   £5,000.***

## 6.8 Categorisation of Capital and Development Costs

Capital & Development Activities	Art Studio	Craft Studio	Dance Studio	Café Gallery	Music Studio	Queens Hall	TOTAL
Architectural Drawings	---	---	£1,000	£500	£1,000	---	£2,500
Staff Relocation	£2,100	£875	---	---	£2,100	---	£5,075
Refurbishment & Redecoration	£6,800	£1,500	---	---	---	---	£8,300
Building Alterations	---	---	£75,000	£20,000	£150,000	---	£245,000
Equipment, Furniture etc	£2,500	£1,000	£27,500	£30,000	£200,500	£5,000	£266,500
Project & Heritage Management	---	---	£10,000	£5,000	£10,000	---	£25,000
<b>TOTAL</b>	<b>£11,400</b>	<b>£3,375</b>	<b>£113,500</b>	<b>55,500</b>	<b>363,600</b>	<b>£5,000</b>	<b>552,375</b>

**NB:** *It has been confirmed that the actual number of staff currently occupying the rooms identified for the arts, crafts and music studios is 22. At a unit cost of £175 for staff relocation (criteria set out above in section 6.1), the total staff relocation cost should be £3,850. However, in line with the 'prudence concept,' this and other costs have been overestimated.*

## 6.9 Total Investment Requirement

CAPITAL AND DEVELOPMENT COSTS	NOTES	AMOUNT
Architectural Drawings & Consultations		£2,500
Staff Relocation		£5,075
Refurbishment & Redecoration		£8,300
Building Alterations		£245,000
Equipment, Furniture & Fittings		£266,500
Project & Heritage Management		£25,000
<b>Total Capital &amp; Development Costs</b>		<b>£552,375</b>
Contingency	<i>10% of capital &amp; development costs</i>	£55,240
Initial Cash Flow	<i>4 months of direct costs – see P &amp; L budget</i>	£48,585
<b>Total Investment Requirement</b>		<b>£656,200</b>

## 6.10 Cluster-Based Assessment of Investment Requirement

<b>CAPITAL &amp; DEVELOPMENT ACTIVITIES</b>	<b>INVESTMENT REQUIRED</b>
<b>CLUSTER ONE:</b>	
Arts Studio	£11,400
Crafts Studio	£3,375
Dance Studio	£113,500
Contingency (10% of capital costs)	£12,830
Initial Cash Flow (4 months of direct costs)	£14,000
<b>TOTAL INVESTMENT FOR CLUSTER ONE:</b>	<b>£155,105</b>
<b>CLUSTER TWO:</b>	
Chaplin Café Gallery	£55,500
Contingency (10% of capital costs)	£5,550
Initial Cash Flow (4 months of direct costs)	£835
<b>TOTAL INVESTMENT FOR CLUSTER TWO:</b>	<b>£61,885</b>
<b>CLUSTER THREE:</b>	
Music Studio	£363,600
Queens Hall	£5,000
Contingency (10% of capital costs)	£36,860
Initial Cash Flow (4 months of direct costs)	£33,750
<b>TOTAL INVESTMENT FOR CLUSTER THREE:</b>	<b>£439,210</b>
<b>PROJECT INVESTMENT SUMMARY</b>	<b>AMOUNT</b>
Cluster One	£155,105
Cluster Two	£61,885
Cluster Three	£439,210
<b>TOTAL INVESTMENT REQUIRED</b>	<b>£656,200</b>
<b>SOURCES OF INVESTMENT</b>	<b>AMOUNT</b>
London Borough of Ealing	£600,000
Match Funding Grant/Corporate Sponsor	£100,000
<b>TOTAL INVESTMENT TO BE RAISED</b>	<b>£700,000</b>

## 6.11 Other Investment Already Received

<b>FUNDER</b>	<b>NOTES</b>	<b>AMOUNT</b>
London Borough of Ealing	<i>Cash grant for business planning</i>	£10,000
GK Partners	<i>Pro bono support for social enterprise development</i>	£2,500
Learning & Skills Council	<i>Cash grant for legal structures &amp; governance training</i>	£1,000
London Development Agency	<i>Ongoing 'Gateway to Finance' support</i>	£3,000
Local Trustees & Volunteers	<i>Support in kind for project/organisational development</i>	£100,000
<b>OTHER INVESTMENT ALREADY REQUIRED</b>		<b>£116,500</b>

## 7. Analysis of Income Potential

### 7.1 Potential Income from Arts Studio

<b>ARTS STUDIO</b>	<b>NOTES</b>	<b>AMOUNT</b>
Daily Opening	9am to 9pm	
Weekly Opening	Monday to Saturday (6 days a week)	
Hire Rate Per Hour	£15 (Minimum booking of 2 hours)	
<b>Space Hire Capacity:</b>		
A. Morning Bookings	9am to 1pm (4 hours x £15)	£60
B. Afternoon Bookings	2pm to 5pm (3 hours x £15)	£45
C. Early Evening Bookings	5pm to 7pm (2 hours x £15)	£30
D. Late Evening Bookings	7pm to 9pm (2 hours x £15)	£30
<b>Total Daily Income Potential</b>	11 hours x £15	<b>£165</b>
<b>Total Weekly Income Potential</b>	66 hours x £15	<b>£990</b>
<b>Total Annual Income Potential</b>	50 weeks x £990	<b>£49,500</b>
<b>Potential Income of Arts Studio:</b>		<b>£49,500</b>
<b>PROJECTED 3-YEAR INCOME</b>	<b>NOTES</b>	<b>AMOUNT</b>
<b>Year One</b>	40% of potential income	<b>£19,800</b>
<b>Year Two</b>	55% of potential income	<b>£27,225</b>
<b>Year Three</b>	70% of potential income	<b>£34,650</b>
<b>3-Year Total Income</b>		<b>£81,675</b>
<b>Initial Capital Investment Made</b>		<b>£11,400</b>

**NB:** Please note that the initial capital investment includes:

- Creation of new affordable and accessible art studio space
- Creation of new facilities for diverse communities and groups to use
- Creation of new facilities for groups to run training, recreational, art therapy and other schemes
- Creation of facilities for groups to run youth engagement and diversionary activities.

## 7.2 Potential Income from Crafts Studio

CRAFTS STUDIO	NOTES	AMOUNT
Daily Opening	9am to 9pm	
Weekly Opening	Monday to Saturday (6 days a week)	
Hire Rate Per Hour	£10 (Minimum booking of 2 hours)	
<b>Space Hire Capacity:</b>		
A. Morning Bookings	9am to 12 noon (3 hours x £10)	£30
B. Early Afternoon Bookings	12.30pm to 2.30pm (2 hours x £10)	£20
C. Late Afternoon Bookings	3pm to 5pm (2 hours x £10)	£20
D. Evening Bookings	6pm to 9pm (3 hours x £10)	£30
<b>Total Daily Income Potential</b>	10 hours x £10	<b>£100</b>
<b>Total Weekly Income Potential</b>	60 hours x £10	<b>£600</b>
<b>Total Annual Income Potential</b>	50 weeks x £600	<b>£30,000</b>
<b>Potential Income of Crafts Studio:</b>		<b>£30,000</b>
PROJECTED 3-YEAR INCOME	NOTES	AMOUNT
<b>Year One</b>	40% of potential income	<b>£12,000</b>
<b>Year Two</b>	55% of potential income	<b>£16,500</b>
<b>Year Three</b>	70% of potential income	<b>£21,000</b>
<b>3-Year Total Income</b>		<b>£49,500</b>
<b>Initial Capital Investment Made</b>		<b>£3,375</b>

**NB:** Please note that the initial capital investment includes:

- Creation of new affordable and accessible craft studio space
- Creation of new facilities accessible to the needs of local craft clubs and minority groups
- Creation of new facilities for groups to run training, recreational, multi-cultural and other schemes
- Creation of facilities for groups to run schemes for older people.



### 7.3 Potential Income from Dance Studio

DANCE STUDIO	NOTES	AMOUNT
Daily Opening	9am to 9pm	
Weekly Opening	Everyday (7 days a week)	
Standard Hire Rate Per Hour	£25 (Minimum booking of 1 hour)	
Peak Time Hire Rate Per Hour	£40 (2 hrs weekdays & 2 hrs weekend)	
<b>Space Hire Capacity:</b>		
A. Hour 1	9am to 10am	
B. Hour 2	10.15am to 11.15am	
C. Hour 3	11.30am to 12.30am	
D. Hour 4	12.45pm to 1.45pm (weekend peak time)	
E. Hour 5	2pm to 3pm (weekend peak time)	
F. Hour 6	3.15pm to 4.15pm	
G. Hour 7	4.30pm to 5.30pm	
H. Hour 8	5.45pm to 6.45pm (weekday peak time)	
I. Hour 9	7pm to 8pm (weekday peak time)	
J. Hour 10	8.15pm to 9.15pm	
K. Hour 11	9.30pm to 10.30pm	
<b>Standard Rate Daily Income Potential</b>	9 hours x £25	<b>£225</b>
<b>Peak Time Rate Daily Income Potential</b>	2 hours x £40	<b>£80</b>
<b>Total Daily Income Potential</b>	£225 + £80	<b>£305</b>
<b>Total Weekly Income Potential</b>	7 days x £305	<b>£2,135</b>
<b>Total Annual Income Potential</b>	50 weeks x £2,135	<b>£106,750</b>
<b>Potential Income of Dance Studio:</b>		<b>£106,750</b>
PROJECTED 3-YEAR INCOME	NOTES	AMOUNT
<b>Year One</b>	60% of potential income	<b>£64,050</b>
<b>Year Two</b>	75% of potential income	<b>£80,060</b>
<b>Year Three</b>	85% of potential income	<b>£90,740</b>
<b>3-Year Total Income</b>		<b>£234,850</b>
<b>Initial Capital Investment Made</b>		<b>£113,500</b>

**NB:** Please note that the initial capital investment includes:

- Creation of new 3 shower/changing rooms and toilets with full disabled access
- Creation of new high quality dance studio
- Creation of new user-friendly Town Hall reception
- Creation of new EAC administrative office space
- Creation of facility for affordable and accessible high quality dance studio.

## 7.4 Potential Income from Café Gallery

I. CAFETERIA	NOTES	AMOUNT
Daily Opening	9am to 9pm	
Weekly Opening	Everyday (7 days a week)	
<b>Space Hire Capacity:</b>		
A. Monthly Rental	£1,000	
<b>Total Annual Income Potential</b>	12 months x £1,000	<b>£12,000</b>
II. GALLERY		
Daily Opening	9am to 9pm	
Weekly Opening	Everyday (7 days a week)	
<b>Space Hire Capacity:</b>		
A. Monthly Bookings	£500	
<b>Total Annual Income Potential</b>	12 months x £500	<b>£6,000</b>
CAFÉ GALLERY SERVICES		
I. Cafeteria		£12,000
II. Gallery		£6,000
<b>TOTAL</b>		<b>£18,000</b>
<b>Potential Income of Café Gallery:</b>		<b>£18,000</b>
PROJECTED 3-YEAR INCOME	NOTES	AMOUNT
<b>Year One</b>	80% of potential income	<b>£14,400</b>
<b>Year Two</b>	90% of potential income	<b>£16,200</b>
<b>Year Three</b>	95% of potential income	<b>£17,100</b>
<b>3-Year Total Income</b>		<b>£47,700</b>
<b>Initial Capital Investment Made</b>		<b>£55,500</b>

**NB:** Please note that the initial capital investment includes:

- Creation of new cafeteria space
- Creation of new gallery space
- Creation of new facility for catering social enterprise to run a community business
- Creation of new facility for catering social enterprise to run employment training schemes.

## 7.5 Potential Income from Music Studio

<b>I. VOCAL ROOM</b>	<b>NOTES</b>	<b>AMOUNT</b>
Daily Opening	9am to 11pm	
Weekly Opening	Monday to Saturday (6 days a week)	
Hire Rate Per Hour	£10 (Minimum booking of 3 hours)	
<b>Space Hire Capacity:</b>		
A. Morning Bookings	9am to 12noon (3 hours x £10)	£30
B. Afternoon Bookings	12.30pm to 3.30pm (3 hours x £10)	£30
C. Early Evening Bookings	4pm to 7pm (3 hours x £10)	£30
D. Late Evening Bookings	7.30pm to 10.30pm (3 hours x £10)	
<b>Total Daily Income Potential</b>	12 hours x £10	£120
<b>Total Weekly Income Potential</b>	72 hours x £10	£720
<b>Total Annual Income Potential</b>	50 weeks x £720	£36,000
<b>II. TEACHING &amp; REHEARSAL ROOM</b>		
Daily Opening	9am to 11pm	
Weekly Opening	Monday to Saturday (6 days a week)	
Hire Rate Per Hour	£15 (Minimum booking of 3 hours)	
<b>Space Hire Capacity:</b>		
A. Morning Bookings	9am to 12noon (3 hours x £15)	£45
B. Afternoon Bookings	12.30pm to 3.30pm (3 hours x £15)	£45
C. Early Evening Bookings	4pm to 7pm (3 hours x £15)	£45
D. Late Evening Bookings	7.30pm to 10.30pm (3 hours x £15)	£45
<b>Total Daily Income Potential</b>	12 hours x £15	£180
<b>Total Weekly Income Potential</b>	72 hours x £15	£1,080
<b>Total Annual Income Potential</b>	50 weeks x £1,080	£54,000
<b>III. REHEARSAL ROOM A</b>		
Daily Opening	9am to 11pm	
Weekly Opening	Monday to Saturday (6 days a week)	
Hire Rate Per Hour	£10 (Minimum booking of 3 hours)	
<b>Space Hire Capacity:</b>		
A. Morning Bookings	9am to 12noon (3 hours x £10)	£30
B. Afternoon Bookings	12.30pm to 3.30pm (3 hours x £10)	£30
C. Early Evening Bookings	4pm to 7pm (3 hours x £10)	£30
D. Late Evening Bookings	7.30pm to 10.30pm (3 hours x £10)	£30
<b>Total Daily Income Potential</b>	12 hours x £10	£120
<b>Total Weekly Income Potential</b>	72 hours x £10	£720
<b>Total Annual Income Potential</b>	50 weeks x £720	£36,000

<b>IV. REHEARSAL ROOM B</b>	<b>NOTES</b>	<b>AMOUNT</b>
Daily Opening	9am to 11pm	
Weekly Opening	Monday to Saturday (6 days a week)	
Hire Rate Per Hour	£10 (Minimum booking of 3 hours)	
<b>Space Hire Capacity:</b>		
A. Morning Bookings	9am to 12noon (3 hours x £10)	<b>£30</b>
B. Afternoon Bookings	12.30pm to 3.30pm (3 hours x £10)	<b>£30</b>
C. Early Evening Bookings	4pm to 7pm (3 hours x £10)	<b>£30</b>
D. Late Evening Bookings	7.30pm to 10.30pm (3 hours x £10)	<b>£30</b>
<b>Total Daily Income Potential</b>	12 hours x £10	<b>£120</b>
<b>Total Weekly Income Potential</b>	72 hours x £10	<b>£720</b>
<b>Total Annual Income Potential</b>	50 weeks x £720	<b>£36,000</b>
<b>V. RECORDING SUITE</b>		
Daily Opening	9am to 11pm	
Weekly Opening	Monday to Saturday (6 days a week)	
Hire Rate Per Day	£250 (Lock-out booking per day)	
<b>Space Hire Capacity:</b>		
A. Daily Lock-out Bookings	9am to 10pm	
<b>Total Daily Income Potential</b>	£250 per day	<b>£250</b>
<b>Total Weekly Income Potential</b>	6 days x £250	<b>£1,500</b>
<b>Total Annual Income Potential</b>	50 weeks x £1,500	<b>£75,000</b>

<b>MUSIC STUDIO SPACES</b>		
I. Vocal Room		£36,000
II. Teaching & Rehearsal Room		£54,000
III. Rehearsal Room A		£36,000
IV. Rehearsal Room B		£36,000
V. Recording Suite		£75,000
<b>TOTAL</b>		<b>£237,000</b>
<b>Potential Income of Music Studio:</b>		<b>£237,000</b>
<b>PROJECTED 3-YEAR INCOME</b>	<b>NOTES</b>	<b>AMOUNT</b>
<b>Year One</b>	<i>40% of potential income</i>	<b>£94,800</b>
<b>Year Two</b>	<i>55% of potential income</i>	<b>£130,350</b>
<b>Year Three</b>	<i>70% of potential income</i>	<b>£165,900</b>
<b><i>3-Year Total Income</i></b>		<b><i>£391,050</i></b>
<b><i>Initial Capital Investment Made</i></b>		<b><i>£363,600</i></b>

**NB:** Please note that the initial capital investment includes:

- Creation of 5 new high quality music studio facilities, including a recording studio
- Creation of affordable and accessible facilities and services
- Creation of new facilities for hands-on training and practical experience for youths and interns.

## 7.6 Potential Income from Queens Hall

QUEENS HALL	NOTES	AMOUNT
Daily Opening	9am to 11pm	
Weekly Opening	Everyday (7 days a week)	
Block Booking Rate Per Hour	Minimum booking of 360 hrs per annum	£15
Normal Hire Rate Per Hour	Minimum booking of 4 hours	£25
<b>Space Hire Capacity:</b>		
A. Morning Bookings	9am to 1pm (4 hours x £25)	£100
B. Afternoon Bookings	1.30pm to 5.30pm (4 hours x £25)	£100
C. Evening Bookings	6pm to 10pm (4 hours x £25)	£100
<b>Total Daily Income Potential</b>	12 hours x £25	£300
<b>Total Weekly Income Potential</b>	84 hours x £25	£2,100
<b>Total Annual Income Potential</b>	50 weeks x £2,100	£105,000
<b>Potential Income of Queens Hall:</b>		£105,000
PROJECTED 3-YEAR INCOME	NOTES	AMOUNT
<b>Year One</b>	40% of potential income	£42,000
<b>Year Two</b>	55% of potential income	£57,750
<b>Year Three</b>	70% of potential income	£73,500
<b>3-Year Total Income</b>		£173,250
<b>Initial Capital Investment Made</b>		£5,000

**NB:** Please note the following facts:

- In year one, both EAC and the Council's events and hospitality team will be making bookings
- Due to the creation of music studios, new opportunities arise for block bookings of Queens Hall
- EAC shall be attracting new types of performance artists to use the facilities.

## 7.7 Summary of Income Over 3-Year Period

SOURCE OF INCOME	TOTAL INCOME POTENTIAL	BUDGETED INCOME (3 Years of Full Operations)			
		YEAR ONE	YEAR TWO	YEAR THREE	3-YEAR TOTALS
Arts Studio	<b>£49,500</b>	40% £19,800	55% £27,225	70% £34,650	<b>£81,675</b>
Crafts Studio	<b>£30,000</b>	40% £12,000	55% £16,500	70% £21,000	<b>£49,500</b>
Dance Studio	<b>£106,750</b>	60% £64,050	75% £80,060	85% £90,740	<b>£234,850</b>
Café Gallery	<b>£237,000</b>	80% £14,400	90% £16,200	95% £17,100	<b>£47,700</b>
Music Studio	<b>£18,000</b>	40% £94,800	55% £130,350	70% £165,900	<b>£391,050</b>
Queens Hall	<b>£105,000</b>	40% £42,000	55% £57,750	70% £73,500	<b>£173,250</b>
Private Trust Grants	<b>£50,000</b>	40% £20,000	50% £25,000	50% £25,000	<b>£70,000</b>
<b>TOTAL INCOME</b>		<b>£267,050</b>	<b>£353,085</b>	<b>£427,890</b>	<b>£1,048,025</b>

## 8. Cluster-Based Income and Expenditure Budget – Year One

<b>INCOME</b>	<b>CLUSTER 1 Arts, Crafts &amp; Dance Studios</b>	<b>CLUSTER 2 Chaplin Café Gallery</b>	<b>CLUSTER 3 Music Studio &amp; Queens Hall</b>	<b>TOTAL</b>
<b>AREA OF EACH CLUSTER</b>	<b>337 SQ M</b>	<b>75 SQ M</b>	<b>341 SQ M</b>	<b>753 SQ M</b>
Arts Studio	£19,800	£0	£0	£19,800
Crafts Studio	£12,000	£0	£0	12,000
Dance Studio	£64,050	£0	£0	64,050
Café Gallery	£0	£14,400	£0	14,400
Music Studio	£0	£0	£94,800	94,800
Queens Hall	£0	£0	£42,000	42,000
Private Trust Grants	£8,000	£2,000	£10,000	£20,000
<b>TOTAL TURNOVER</b>	<b>£103,850</b>	<b>£16,400</b>	<b>£146,800</b>	<b>267,050</b>
<b>EXPENDITURE</b>				
<b>Direct Costs</b>				
Centre Manager	£25,000	£0	£15,000	40,000
Administrative & Finance Assistant	£9,360	£0	£0	9,360
Music Studio Manager	£0	£0	£30,000	30,000
Technical Assistants	£0	£0	£30,000	30,000
Staff Costs	£5,150	£0	£11,250	16,400
Volunteers	£2,500	£2,500	£0	5,000
Technical interns	£0	£0	£7,500	7,500
Software Updates	£0	£0	£7,500	7,500
<b>TOTAL DIRECT COSTS</b>	<b>£42,010</b>	<b>£2,500</b>	<b>£101,250</b>	<b>145,760</b>
<b>OPERATING SURPLUS</b>	<b>£61,840</b>	<b>£13,900</b>	<b>£45,550</b>	<b>£121,290</b>
<b>GROSS PROFIT MARGIN</b>	<b>60%</b>	<b>85%</b>	<b>31%</b>	<b>45%</b>
<b>Indirect Costs / Overheads</b>				
Artistic Projects	£5,000	£1,500	£7,500	£14,000
Trustee Costs	£750	£250	£750	£1,750
Recruitment & Training	£1,000	£250	£1,000	£2,250
Proportion of Town Hall Operating Costs	£35,730	£8,000	£36,270	£80,000
Telephone	£900	£100	£500	£1,500
Printing, Postage & Stationery	£800	£100	£300	£1,200
Computing & Website	£1,000	£500	£1,000	£2,500
Insurance	£1,750	£1,750	£1,750	£5,250
Bookkeeping & Accounting	£3,500	£0	£1,500	£5,000
Consultancy & Prof. Services	£4,000	£1,000	£2,500	£7,500
Marketing & Promotion	£1,000	£1,000	£1,000	£3,000
General Bank Charges	£60	£0	£60	£120
Sundry Expenses	£300	£0	£300	£600
<b>TOTAL OVERHEADS</b>	<b>£55,790</b>	<b>£14,450</b>	<b>£54,430</b>	<b>124,670</b>
<b>Net Surplus (Before Rates)</b>	<b>£6,050</b>	<b>-£550</b>	<b>-£8,880</b>	<b>-£3,380</b>
<b>Business Rates</b>	<b>£3,430</b>	<b>£770</b>	<b>£3,490</b>	<b>7,690</b>
<b>Net Profit or Loss (After Rates)</b>	<b>£2,620</b>	<b>-£1,320</b>	<b>-£12,370</b>	<b>-£11,070</b>



## 8.1 3-Year Income and Expenditure Budget

<b>INCOME</b>	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>
Arts Studio	£19,800	£27,225	£34,650
Crafts Studio	£12,000	£16,500	£21,000
Dance Studio	£64,050	£80,600	£90,740
Café Gallery	£14,400	£16,200	£17,100
Music Studio	£94,800	£130,350	£165,900
Queens Hall	£42,000	£57,750	£73,500
Private Trust Grants	£20,000	£25,000	£25,000
<b>TOTAL TURNOVER</b>	<b>£267,050</b>	<b>£353,625</b>	<b>£427,890</b>
<b>EXPENDITURE (Direct Costs)</b>			
Centre Manager	£40,000	£41,200	£42,435
Administrative & Finance Assistant	£9,360	£9,640	£9,930
Music Studio Manager	£30,000	£30,900	£31,830
Technical Assistants	£30,000	£30,900	£31,830
Staff Costs	£16,400	£16,890	£17,400
Volunteers	£5,000	£5,150	£5,305
2 Technical interns	£7,500	£7,725	£7,955
Software Updates	£7,500	£7,500	£7,500
<b>TOTAL DIRECT COSTS</b>	<b>£145,760</b>	<b>£149,905</b>	<b>£154,185</b>
<b>Operating Surplus</b>	<b>£121,290</b>	<b>£203,720</b>	<b>£273,705</b>
<b>Gross Profit Margin</b>	<b>45%</b>	<b>58%</b>	<b>64%</b>
<b>Indirect Costs / Overheads</b>			
Artistic Projects	£14,000	£20,000	£20,000
Trustee Costs	£1,750	£3,000	£5,000
Recruitment & Training	£2,250	£3,000	£3,000
Proportion of Town Hall Operating Costs	£80,000	£84,000	£88,200
Telephone	£1,500	£2,000	£2,250
Printing, Postage & Stationery	£1,200	£1,800	£2,000
Computing & Website	£2,500	£1,500	£1,500
Insurance	£5,250	£5,250	£5,250
Bookkeeping & Accounting	£5,000	£7,500	£7,500
Consultancy & Professional Services	£7,500	£10,000	£15,000
Marketing & Promotion	£3,000	£5,000	£5,000
General Bank Charges	£120	£240	£240
Sundry Expenses	£600	£1,000	£1,000
<b>TOTAL OVERHEADS</b>	<b>£124,670</b>	<b>£144,290</b>	<b>£155,940</b>
<b>Net Surplus (Before Rates)</b>	<b>-£3,380</b>	<b>£59,430</b>	<b>£117,765</b>
<b>Business Rates</b>	<b>£7,690</b>	<b>£8,075</b>	<b>£8,480</b>
<b>Net Surplus (After Rates)</b>	<b>-£11,070</b>	<b>£51,355</b>	<b>£109,285</b>

## 8.2 Financial Strategy

Due to the fact that EAC is a social enterprise committed to the promotion and facilitation of access to cultural and artistic facilities, the budgeting have been influenced by the need to deliver both financial sustainability and affordability of services to the local community. As such, EAC have embedded key principles in its operational and financial plan, namely:

- I. **Opening Hours:** Operate extended opening hours so as to be genuinely flexible and accessible to the needs of the local people
- II. **Affordable Fees:** Set fees at rates that 'guarantees' high demand, thereby leading to profitability based on volume (this has both financial and community benefits as footfall, outputs and outcomes are increased)
- III. **Block Bookings:** Negotiate block-booking deals with partner organisations, so that they can be guaranteed regular slots over long periods (this provides EAC with greater certainty on income flows, reduces the marketing and sales burden and creates opportunities for other partner-based collaborations and projects)
- IV. **Volunteers:** Introduce volunteers to support the team of employed professional staff (this also has the multiple benefit of reducing operating costs, ensuring community ethos and providing engagement and volunteering opportunities for local residents).
- V. **Fee Structure & Client Volume:** Based on the relatively low rates charged for the high quality resources, it is not surprising that the market research and consultation with potential clients indicate that demand will be very high. This gives EAC the opportunity to exercise the option of charging higher rates for 'peak time bookings'. However, in line with the prudence concept, the budgets are generally based on income generated by the lower fees charged. For the quality of facilities and services being offered, the rates used in the budget are equal to or lower that rates charged by other existing facilities in Ealing (many of which are oversubscribed) – and are far lower that the rates currently charged by Ealing Council.

## 8.3 Proof of Demand

Projected income is based on objective, empirical and prudent criteria as set out below:

- I. **Demand & Budget:** In setting the estimated income, apart from the prudence of underestimating opportunities, assets and income, EAC used specific criteria including the following:
  - Ongoing market research and consultation undertaken in the past six months
  - Current prices and demand for Town Hall facilities and other comparable services
  - Actual pre-bookings registered/logged for the Dance Studio
  - Site visits and initial negotiations with potential partners interested in block-bookings
  - Marketing action plan to be implemented during the capital development phase.

- II. Proof of Demand:** Given that EAC does not currently have spaces and facilities to hire, it is not reasonable to expect that it can proof demand by showing actual confirmed bookings and income received. It would be unethical and perhaps even unlawful to seek to 'confirm' bookings for clients when the spaces and facilities are not yet available. As such, EAC has done the next best thing in terms of demonstrating the reality and existence of demand and clients. Given that its trustees have extensive experience in the area of dance and the fact that Ealing Council seem to be already satisfied that a Dance Studio will be a viable venture, EAC has sought 'pre-bookings' for the Dance Studio.
- III. Dance Studio Pre-Bookings:** As anticipated from the financial strategy, offering high quality services at affordable rates have led to very high pre-bookings. About 15 different individuals and groups, have made repeat pre-bookings ranging from morning to late evening schedules, covering a 6-month period and about 60% of the Dance Studio capacity (see 'Weekly Pre-Booking Schedule'). This level of bookings has materialised even though EAC does not yet have space and facilities and no structured marketing and promotional exercise has been undertaken. To demonstrate that demand is not restricted to dance alone, EAC's preliminary effort as regards to hiring out the Arts Studio has also led to 6 different individuals and groups making repeat pre-bookings for about 30% of capacity (see 'Weekly Pre-Booking Schedule').
- VIII. Block Bookings:** Amongst the Arts Studio pre-bookings, includes block-bookings from both a disability art organisation and an educational institution. Please note that many of the partners targeted for block-bookings have already visited the building and have provided letters of support. This includes Thames Valley University. The Dean has provided written supported and they are interested in block bookings for Queens Hall, Arts Studio and possibly Music Studio.

## 8.4 Operating Costs

Even based on the affordable fees charged, the EAC as a social enterprise venture will be financially profitable in the second year of operation (see projected 'Income & Expenditure Account'). This is true even after allowing for payment of EAC's proportion of the running costs of the Town Hall facilities, as demonstrated below and in the projected 'Income & Expenditure Account':

- The current operating costs of Ealing Town Hall are: **£932,000 per annum**
- The total space of Ealing Town Hall is: **9606 square metres**
- The current operating cost per square metre is: **£97 per annum**
- Phase One of the EAC project requires space of: **750 square metres**

Please note the following relevant facts:

- *EAC's 750 sq m includes 100% of the space and facilities of Queens Hall, although in year one, Queens Hall will be used/booked by both EAC and Ealing Council's Events & hospitality.*
- *EAC's 750 sq m represents 8% of the total space of 9606 sq m. For 'prudent' budgeting purposes, EAC is assuming that it will pay for 10% (instead of 8%) of the common spaces and corridors of the building, thus the total space relevant for the purpose of apportioning operating costs to Phase One of the EAC project is 825 sq m (i.e. 750 sq m + 75 sq m).*
- Relevant area/space for Phase One of EAC project: **825 square metres**
- Current operating cost of Ealing Town Hall per sq m: **£97 per annum**
- **Operating cost payable for Phase One of EAC project: £80,000 per annum**

## 8.5 Rental Costs

- I. **Reserves:** Although EAC shall be applying for rent to be set at peppercorn rate, it has analysed the rental costs. According to the government's Valuation Office Agency, the rateable value of Ealing Town Hall ranges from £66 to £110 per sq m (for the different rooms), making an average of £88 per sq m. As such, rent for the space used by EAC (i.e. 825 sq m) would be £72,600 per annum. As the budgets show, EAC shall not be able to afford rent (after paying running costs) in the first two years.
- II. **Rental Valuation:** If rent is set at peppercorn rate, then EAC will be able to build up a reserve of about £150,000 by the end of the third year (i.e. -£11,070 + £51,335 + £109,285). This will represent about 35% of total expenditure in the third year. Based on consultation with Ealing Council and other stakeholders about appropriate levels of reserves, 'excess' funds shall be used by EAC to fund more charitable activities by providing subsidies and running projects.

## 8.6 Other Budgeting and Financial Observations

- I. **Other Budgets:** Separate income and expenditure analysis and budgets have been prepared for a three-year period. These budgets look at individual 'clusters' as well as the aggregate services of EAC, complemented by a cash flow analysis.
- II. **Accounting Concept:** Throughout the budgeting exercise, there has been adherence to an extended interpretation of the accounting concept of prudence. Costs, liabilities and risks are overestimated, whilst income, assets and opportunities are underestimated. As part of this approach, consultation has been widespread and diverse, and sound and critical feedback and comments have been received and acted upon.
- III. **Capital Costs & VAT:** As regards the activities, processes and costs relating to creating the required spaces and facilities, these have been thoroughly researched and analysed as set out in Section 6 of the business plan. Due to feedback received from initial drafts of the business plan, new quotes from contractors and suppliers have been sought and a chartered surveyor and cost analyst (with specific experience of working with Ealing Council) have reviewed the costs and budgets. The financial aspects of capital activities will generally be handled by Ealing Council and so there will be no special issues relating to VAT.
- IV. **Maintenance:** Ealing Council has a programme of annual and periodic maintenance which it will undertake and incur the costs irrespective of whether the EAC project is operational or not.
- V. **Business Rates & Rent:** EAC is in the process of applying to become a charity. As a charity, it is entitled to 80% mandatory relief of business rates. Furthermore, like any other local charity, EAC is entitled to apply for the remaining 20% of business rates to be waived through the Council's Discretionary Rate Relief (DRR) scheme. However, according to the government's valuation Office Agency (VOA), the current rateable value of Ealing Town hall is £450,000. Given space for EAC Phase One project is 825 sq m out of a total area of 9606 sq m, business rates for EAC apportionable to EAC is £38,450. Allowing for 80 mandatory tax relief, the applicable business rate (if DRR is not granted) is £7,690. EAC shall also be applying to the Council for rent to be charged at peppercorn rate.

### 8.7 Cash Flow Forecast – Year One

	PRESTART	MTH 1	MTH 2	MTH 3	MTH 4	MTH 5	MTH 6	MTH 7	MTH 8	MTH 9	MTH 10	MTH 11	MTH 12	TOTAL
<b>CASH INFLOW</b>	<b>CASH FLOW</b>	<b>MTH 1</b>	<b>MTH 2</b>	<b>MTH 3</b>	<b>MTH 4</b>	<b>MTH 5</b>	<b>MTH 6</b>	<b>MTH 7</b>	<b>MTH 8</b>	<b>MTH 9</b>	<b>MTH 10</b>	<b>MTH 11</b>	<b>MTH 12</b>	<b>TOTAL</b>
Cluster One	14,000	5,950	5,950	5,950	8,000	8,000	8,000	8,000	8,000	8,000	10,000	10,000	10,000	109,850
Cluster Two	835	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	15,235
Cluster Three	33,750	8,550	8,550	8,550	11,400	11,400	11,400	11,400	11,400	11,400	14,250	14,250	14,250	170,550
Private Trust Grants	0	0	0	0	0	5,000	0	10,000	0	5,000	0	0	0	20,000
<b>TOTAL CASH INFLOW</b>	<b>48,585</b>	<b>15,700</b>	<b>15,700</b>	<b>15,700</b>	<b>20,600</b>	<b>25,600</b>	<b>20,600</b>	<b>30,600</b>	<b>20,600</b>	<b>25,600</b>	<b>25,450</b>	<b>25,450</b>	<b>25,450</b>	<b>315,635</b>
<b>CASH OUTFLOW</b>														
<b>Direct Costs</b>														
Staff Salaries & Costs	0	10,505	10,475	10,475	10,475	10,475	10,475	10,475	10,475	10,475	10,475	10,475	10,505	125,760
Volunteers & Interns	0	1,050	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,050	12,500
Software Updates	0	0	0	0	0	0	0	0	0	0	0	0	7,500	7,500
<b>TOTAL DIRECT COSTS</b>	<b>0</b>	<b>11,555</b>	<b>11,515</b>	<b>11,515</b>	<b>11,515</b>	<b>11,515</b>	<b>11,515</b>	<b>11,515</b>	<b>11,515</b>	<b>11,515</b>	<b>11,515</b>	<b>11,515</b>	<b>19,055</b>	<b>145,760</b>
<b>Indirect Costs / Overheads</b>														
Artistic Projects	0	0	0	0	0	0	3,500	0	3,500	3,000	2,500	1,500	0	14,000
Trustee Costs	0	100	100	300	50	50	300	50	50	300	50	100	300	1,750
Recruitment & Training	1,000	500	0	0	0	0	0	500	0	0	0	250	0	2,250
Share of Town Hall Costs	0	6,500	6,500	7,000	6,500	6,500	7,000	6,500	6,500	7,000	6,500	6,500	7,000	80,000
Telephone	0	0	0	375	0	0	375	0	0	375	0	0	375	1,500
Printing, Postage & Stationery	350	100	50	50	150	50	50	50	150	50	50	50	50	1,200
Computing & Website	1,500	0	0	0	0	0	500	0	0	0	0	0	500	2,500
Insurance	0	5,250	0	0	0	0	0	0	0	0	0	0	0	5,250
Bookkeeping & Accounting	0	1,500	200	200	200	200	200	200	200	200	200	200	1,500	5,000
Consultancy & Prof. Services	0	2,500	0	0	0	2,500	0	0	0	2,500	0	0	0	7,500
Marketing & Promotion	1,000	500	0	500	0	0	0	500	0	0	500	0	0	3,000
General Bank Charges	0	10	10	10	10	10	10	10	10	10	10	10	10	120
Sundry Expenses	0	50	50	50	50	50	50	50	50	50	50	50	50	600
Business Rates	0	1,930	0	0	1,920	0	0	1,920	0	0	1,920	0	0	7,690
<b>TOTAL OVERHEADS</b>	<b>3,850</b>	<b>18,940</b>	<b>6,910</b>	<b>8,485</b>	<b>8,880</b>	<b>9,360</b>	<b>11,985</b>	<b>9,780</b>	<b>10,460</b>	<b>13,485</b>	<b>11,780</b>	<b>8,660</b>	<b>9,785</b>	<b>132,360</b>
<b>TOTAL CASH OUTFLOW</b>	<b>3,850</b>	<b>30,495</b>	<b>18,425</b>	<b>20,000</b>	<b>20,395</b>	<b>20,875</b>	<b>23,500</b>	<b>21,295</b>	<b>21,975</b>	<b>25,000</b>	<b>23,295</b>	<b>20,175</b>	<b>28,840</b>	<b>278,120</b>
<b>NET CASH FLOW</b>	<b>44,735</b>	<b>-14,795</b>	<b>-2,725</b>	<b>-4,300</b>	<b>205</b>	<b>4,725</b>	<b>-2,900</b>	<b>9,305</b>	<b>-1,375</b>	<b>600</b>	<b>2,155</b>	<b>5,275</b>	<b>-3,390</b>	<b>37,515</b>
<b>OPENING BALANCE</b>	<b>48,585</b>	<b>44,735</b>	<b>29,940</b>	<b>27,215</b>	<b>22,915</b>	<b>23,120</b>	<b>27,845</b>	<b>24,945</b>	<b>34,250</b>	<b>32,875</b>	<b>33,475</b>	<b>35,630</b>	<b>40,905</b>	
<b>CLOSING BALANCE</b>	<b>44,735</b>	<b>29,940</b>	<b>27,215</b>	<b>22,915</b>	<b>23,120</b>	<b>27,845</b>	<b>24,945</b>	<b>34,250</b>	<b>32,875</b>	<b>33,475</b>	<b>35,630</b>	<b>40,905</b>	<b>37,515</b>	