



A centre of excellence for creativity, participation and enterprise.

**Breaking down barriers between people and groups through
artistic expression.**

A place of change

Business Plan 2011 – 2016

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1 Executive summary

The Old Fire Station ('OFS') in Oxford has always been renowned for being a centre of cutting edge, innovative, alternative work; a place where artists from every discipline could showcase performance, present new work and provide the public with a chance to experience performers, directors and artists of the future, prior to their emergence on the bigger stage.

The launch of a brand new and exciting partnership project between Oxford City Council ('OCC') with Crisis, the national charity for single homeless people, has resulted in a major capital refurbishment for the Old Fire Station. The redeveloped Old Fire Station will be home to a new Crisis Skylight Centre and Café and offices for the social enterprise, Aspire, which helps vulnerable people into work. It will also accommodate Arts at the Old Fire Station ('Arts at OFS'), a new independent arts company with charitable status which will programme a range of flexible and inspirational spaces for artistic professional development and training and for community use. Arts at OFS will also work closely with Crisis Skylight to provide opportunities for homeless and vulnerable people to acquire skills and confidence through creative expression and practical work experience, and it will be breaking down barriers in a unique manner by bringing the public, artists and vulnerable people into the same public space.

Arts at OFS will provide a creative hub of high quality arts facilities providing continuing professional development, creative learning, community access and showcasing opportunities for artists across a range of art forms including dance, theatre, music and the visual arts. Facilities include:

- a flexible 141 seat theatre for rehearsal, training and performance use as well as corporate and other hires;
- a studio for rehearsal and classes focusing on dance;
- a flexible visual arts gallery to showcase new work for professional and emerging artists, selling exhibitions and the work of Crisis Skylight members;
- a shop selling 2D and 3D art and design objects – giving local makers a chance to exhibit and sell work;
- affordable workspaces for creative artists, designers and makers and a resource for a range of creative industries to build their businesses.

The 'new' Old Fire Station is scheduled to open in November 2011. Accordingly, this plan is based on the preparatory work that has taken place since the project was initiated and, more specifically, the work undertaken since the appointment of a director in February 2011. We envisage that the usage of the building will evolve over time. Prior to opening we have developed a programming strategy and income generation plan in response to research into local need (in consultation with local creative groups). But the Old Fire Station is a place of change and a place which can change. It needs to be flexible and respond to public demand and changing circumstances.

This is particularly important with regard to the financial position of Arts at OFS. As we move towards opening, the position will continue to become clearer, in particular with regard to actual and prospective bookings. For the purposes of this plan, a base case financial scenario has been produced, reflecting the best estimate of Arts at OFS' financial performance over the coming year and subsequent four years.

As with most new business ventures, it is anticipated that costs will exceed income in the initial phase. The business plan shows an in year surplus in Year 3 of operations and an overall surplus in Year 5. Arts at OFS therefore needs to attract working capital to protect cash flow and create capacity over the first five years.

The trustees and director are confident, however, that the rationale for establishing Arts at OFS and the opportunities for delivering social impact and a financial return are sound and that the organisation is well positioned to succeed over the medium term and beyond.

This business plan was approved by the Board of Trustees on 21st June 2011.

2 Vision, Values and Mission

Vision

We will be known nationally as a centre of excellence for creativity, participation and enterprise.

We will find ways of breaking down barriers between people and groups through artistic expression.

We will bring together people who are

- marginalised and vulnerable;
- from diverse communities;
- from business;
- from the cultural sector.

We will offer

- performances and exhibitions for everyone;
- challenging experimental art;
- support for emerging artists;
- opportunities for anyone to participate;
- enterprising ways to sustain and develop art as a business.

We aim to

- extend the cultural offer in Oxford;
- increase the potential for local artists to thrive;
- increase meaningful contact between people of different backgrounds;
- increase the skills and confidence of homeless and badly housed people;
- help to regenerate Oxford's West End.

Values

Inclusive

We will include anyone that wants to be inspired by or participate in artistic expression and will work hard to ensure people with low confidence or limited experience of the arts feel welcome and able to contribute.

Experimental

We will encourage artistic experimentation and constructive challenge and criticism in order to achieve excellence. We will give artists room to grow in confidence and competence.

Enjoyable

We will offer the public performances, exhibitions and workshops which will be life enhancing.

Enterprising

We will look for enterprising ways of making the business successful. Complex concepts – simple delivery.

Honest and transparent

We will be honest with all our partners and customers about what we can do and what we can't do. We will be open about how we make decisions and how we run our business.

Diverse

We will find ways of attracting diverse groups to use our facilities.

Collaborative

We will look for partners in all walks of life who share our values and ambition.

Mission

To help end homelessness in Oxford
To support excellence and participation in arts and culture
To bring people together to meet, learn, participate, create and move forward in their lives.
To be a place of change.

Crisis Skylight

An education, training and employment centre for people who are homeless, have been homeless or are at risk of becoming homeless.

The centre will provide:

- a range of practical and creative workshops together with formal learning opportunities that lead to qualifications and finding work;
- a range of workshops to improve physical health and well-being;
- a dedicated employment service to help people to prepare to find and keep jobs;
- a social enterprise café that will provide real on the job and accredited training and experience.

Arts at OFS

A creative hub of high quality arts facilities providing continuing professional development, creative learning, community access and showcasing opportunities for artists across a range of art forms including dance, theatre, music, visual arts and digital media. These include:

- a flexible 141 seat auditorium for rehearsal, training and performance use;
- a studio for rehearsal and classes;
- a flexible visual arts gallery;
- a shop for artists and makers to exhibit and sell work;
- affordable workspaces for creative artists, designers and makers and a resource for a range of creative industries to build their businesses.

Brought together under one roof and through interconnected spaces:

Two organisations - Two contributions

One building - One mission

3 Business discussion and social impact

In 2008, Crisis and Oxford City Council successfully applied for capital funding to the Department of Communities and Local Government, receiving £2.2m to refurbish. Designed by Fielden Clegg Bradley Studios, the development is striking. Additional funding has since been received and the overall scheme is now valued at £3.6m. Building work commenced in June 2010 and the project is due to open in November 2011. (The project was delayed by the need to replace the original building contractor who went into administration in November 2010).

Arts at OFS has been established with an initial grant of £65,000 from Oxford City Council to fund the company's costs up to the opening of the building. In addition, the City Council has committed to a grant to offset rent on the building for the first five years and has awarded a grant of £20,000 to deliver a participatory arts project involving homeless people collaborating with professional artists, resulting in a permanent artwork to be installed and exhibited in a prominent public area at the Old Fire Station and a further grant of £15,500 for visual arts development. There is no ongoing commitment to public subsidy other than the rent offset.

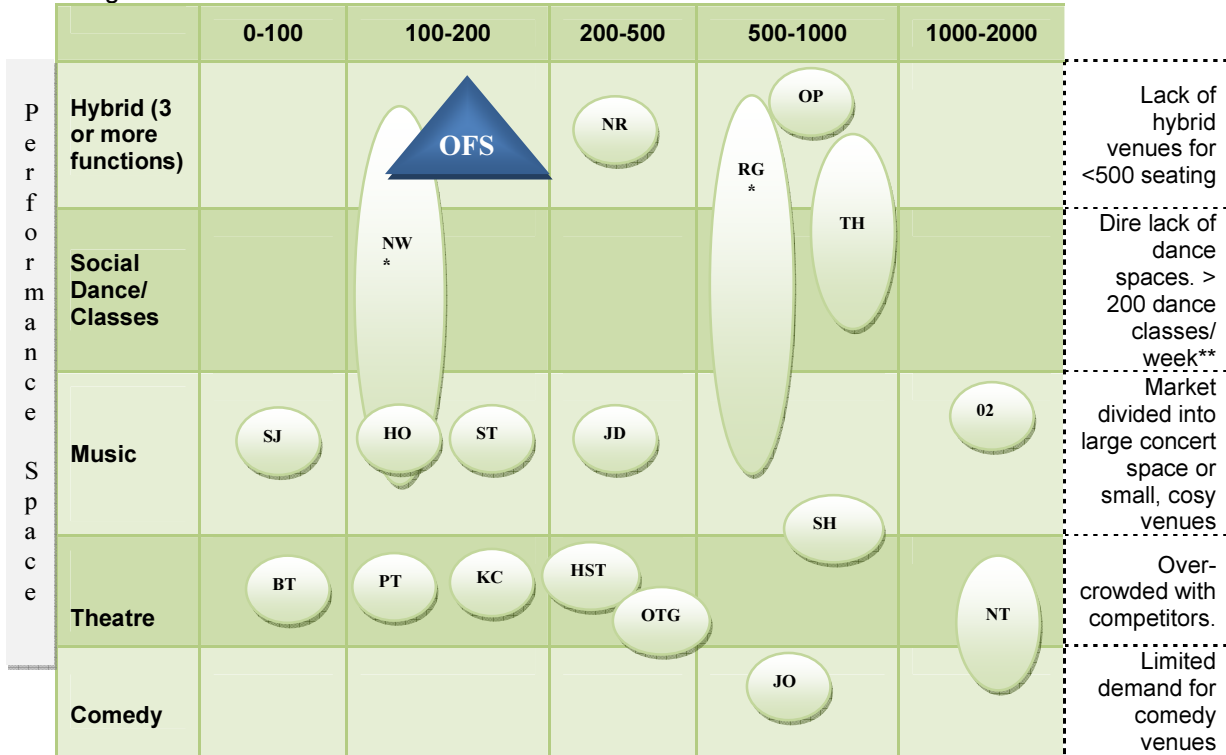
The operational approach will be primarily to generate a programme across all areas (performances, workshops, classes, rehearsals, professional development sessions, exhibitions) through other organisations and individuals hiring the spaces. This will be undertaken as a creative process with a range of criteria adopted to ensure the very best overall programme of activities. Hires will be developed through dialogue with the users in order to retain the artistic integrity and vision of the building and enable the participation of marginalised people. This means meeting the needs of the artists and arts groups, linking to Crisis Skylight and presenting opportunities to the wider public to participate in and/or view a regular and coordinated programme of activities and events. Marketing of Arts at OFS has begun through a blog based website, Facebook and Twitter with pro bono support from a social marketing expert. This will be developed further with the appointment of a communications officer in August. Examples of how this will operate include:

- Visual arts: workspaces will be available for emerging artists and exhibitions to the public which provide a platform for their work and that of other professionals and Skylight users. University of Oxford and Oxford Brookes University will contribute work placements and other support. The shop will offer local artists and makers opportunities to sell work and develop their business.
- Dance: emerging dance artists will be supported in their professional development and more opportunities will be generated for more people to experience dance – including Skylight members. Arts Council England and South East Dance have welcomed the Old Fire Station development as a major contribution to the development of dance.
- Theatre and music: amateur and professional theatre companies and musicians will have opportunities to create and showcase work as well as space to run workshops and share skills.
- Involving local artists: local artists will be offered a home where they can meet other artists, share ideas, make and showcase work.
- Involving Crisis Skylight members: Arts will ensure that users of Skylight, Aspire and other marginalised groups have opportunities to express themselves creatively and develop skills which help them to move on. It is intended to find opportunities for Skylight members and others to help in the running of the arts company in a variety of roles.
- Offering space to meet: provisional bookings have already been received from charities and local government to hire space for meetings. Theatre based business training events will be offered in partnership with Oxford Brookes University, Crisis and Dramatic Resources.
- Researching impact: Oxford Brookes University are submitting a bid to the Higher Education Funding Council for England to evaluate the social impact of artistic interventions at the Old Fire Station. Brookes has granted £3,000 to Arts to support development of the bid.

4 Income generation

4.1 The Market

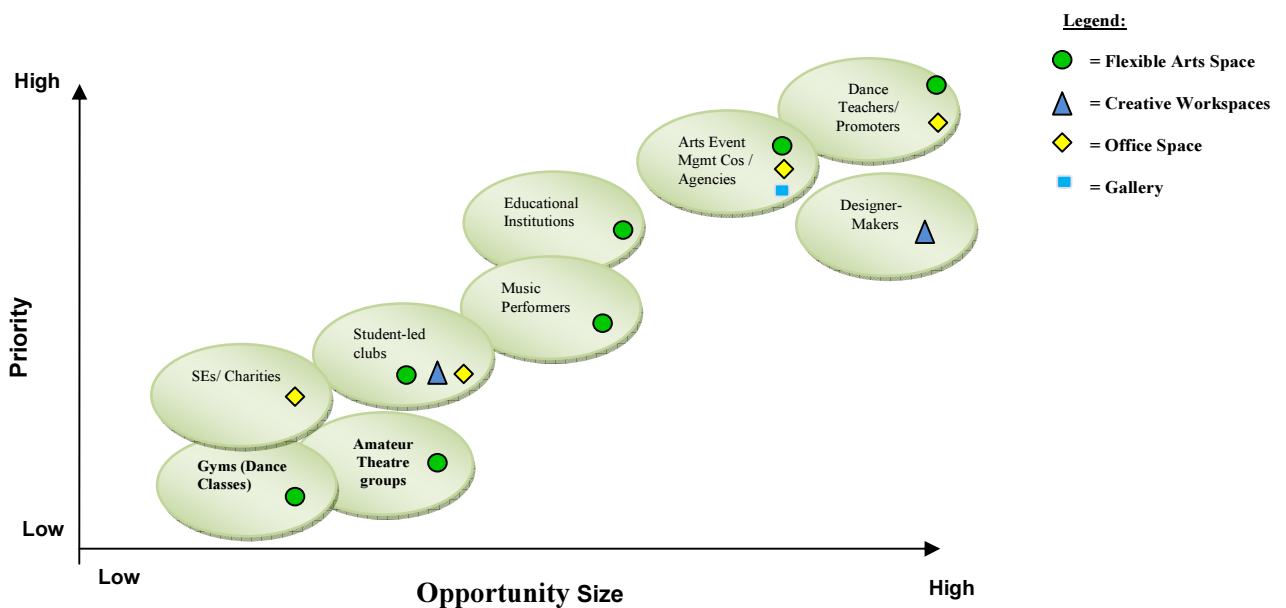
Our understanding of the current performance spaces locally is seen in the matrix shown in the diagram below.



BT: Burton Taylor, HST: Headington School Theatre, HO: Holywell, JD: Jacqueline du Pre Music Building, JO=Jongleurs, LC: Keble College (O'Reilly), NR: Newman Rooms, NT: New Theatre, NW: Northwall, O2: O2 Academy, OP: Oxford Playhouse, OTG: Oxford Theatre Guild, PT: Pegasus Theatre, RG: the Regal, SJ: Spin Jazz Club, SH: The Sheldonian, ST: St. Hilda's, TH: Oxford Town Hall; UT: Unicorn Theatre

** Source: www.odfonline.org.uk

The following diagram depicts the perceived opportunity and planned priority for our primary customer groups, as well as for other potential customer groups.



Arts at the Old Fire Station – Business Plan – June 2011

Extensive consultation led by Oxford City Council over the past few years determined that the most significant gaps in the market are

- space for dance classes and professional development of dance artists
- space for artists and makers to create work and develop their business
- flexible small scale venue with a community bias
- visual arts gallery promoting emerging artists.

In addition, the unique identity of the Old Fire Station will be the opportunity it presents for artists to work alongside vulnerable people and engage the public in the same space. It will provide bridges between the social and care sector, the cultural sector, the business community and the general public.

Although the Old Fire Station could be regarded as a competitor to other venues in the City, partnerships are developing with local providers to find ways of complementing and supporting each other's work. For example

- The opening dance show at the Old Fire Station, scheduled for October 2011, will be an intergenerational visiting dance company from Japan hosted and paid for by Pegasus Theatre.
- The opening Jazz night scheduled for December will be an internationally renowned artist paid for by Oxford Contemporary Music and promoted by Oxford's premier Jazz Club – The Spin.
- Theatre technical advice and support will be provided by Oxford Playhouse.
- The opening amateur dramatic performance will be hosted and paid for by Oxford Theatre Guild.
- The opening exhibition in the gallery will be curated by Oxford Brookes University Fine Art Department.

Arts at OFS is positioning itself as a resource available to other providers.

A rationale for the level of hire charges is provided in Appendix 3.

4.2 Income

Arts at OFS will generate income from the following activities:

- Events: programming theatre, music, dance and other events which will appeal to a wide range of people. Given the low capacity for marketing and front of house activity, most events will be on a for hire basis initially moving to box office splits as confidence and capacity grows and audience recognition develops
- Bar income: arrangements are in place with Crisis Skylight café to share net profits (50/50) from bar sales for theatre events. Pro bono advice from Benugo working with Crisis Skylight indicates a minimum income to Arts of £7,600 in year one.
- Regular class evening hire: the studio and theatre are provisionally booked from Monday to Thursday in term time by ten different dance classes generating a predicted annual income of £20,000
- Dance development daytime hires: there is high demand for space for professional dancers to create and showcase work. An invited bid by Oxford Dance Forum to Arts Council England under the Grants for the Arts scheme would pay for dancers to use space over two years. This would produce £13,900 per year for two years. A decision is expected in July.
- Corporate hires: space throughout the building will be available for hire to external bodies for conferences, meetings and training with hospitality refreshment available from Crisis Skylight Café. Marketing has not begun for this offer but we already have three provisional bookings for November.

- Six artist workshops for hire: two have been procured by Oxford Brookes University, a further two are let and we have interest in the remaining two. This will generate an annual income of £11,520.
- The gallery: this will be used for showcasing innovative work by emerging artists and Skylight members, selling exhibitions curated by Arts at OFS on a commission basis, selling exhibitions based on a hire fee plus commission and craft fairs. The opening season will consist of an urban art exhibition of internationally renowned artists, an exhibition by a local experimental artist, an exhibition of work by Skylight members from elsewhere in the UK and a Christmas Craft Fair in partnership with Oxfordshire Craft Guild.
- The Shop: a design/art led shop will invite people into the building and make a significant contribution to the local area. It will also be web based. A shop development manager is in post and is creating a discrete business plan. Early projections show a profit in year two.
- Business engagement: arrangements are in place to offer theatre based training to business leaders in presentation and negotiation skills. This will be offered on a pro bono basis initially by Dramatic Resources in partnership with the Director of Arts who has experience in this field.

4.3 Fundraising Unrestricted

Crisis will have a full time regional fundraiser based at the Old Fire station. Their primary task is to raise funds for Crisis. However, it is agreed with the Crisis Director of Fundraising that the overlap between Crisis and Arts provides major opportunities for seeking public and corporate support. A protocol is being developed to find ways of ensuring the work of Crisis fundraisers can support the contribution Arts at OFS will make to Crisis objectives.

'The Crisis national and regional fundraising team will be undertaking a focused fundraising campaign, starting 1 July 2010, that has the objective of attracting income from trusts and companies who have an interest in supporting projects at Crisis Skylight Oxford. There will be numerous occasions when these bids will become further enhanced by making partnership bids with Arts at The Old Fire Station. Crisis will become lead partner for these funding applications which will seek funding for Crisis homeless clients to participate in, and gain skills and development training, provided by our Arts partner. Taking the experience of Crisis partnership bids at other UK Crisis centres I would estimate income generated of between £35,000 - £55,000 for Arts at The Old Fire Station' – Andrew Page, Director of Fundraising (Crisis)

Foundations that could be interested in supporting our work include:

- Gulbenkian Foundation
- Clore Foundation (Vivien Duffield)
- Garfield Weston Foundation
- Leverhulme Foundation/Charitable Trust
- Max Rayne Foundation/Charitable Trust

Arts at OFS will also pursue general fundraising and social investment opportunities including a possible bond/debenture issue and/or friends scheme.

Oxford City Council remains very supportive and may, in future years, wish to invest further in the project depending upon economic circumstances. In the meantime, the Council continues to provide professional support from the legal, HR and cultural teams.

The company has been invited to submit a proposal via Ben Metz to the Sarah Dodds Fund for up to £20,000 to work with Said Business School MBA students to create an investment readiness plan to scale up the business.

Restricted

Project fundraising is potentially fertile ground. Once the business is launched, more attention will be paid to this area. Current opportunities include the Arts Council England bid mentioned above, a proposal to be involved in the Cultural Olympiad and a wide range of Trusts and Foundations that are sympathetic to the arts as an instrument of social change.

It is recognised, however, that it will take time for the OFS to be re-established as a venue and, therefore, to achieve the levels of occupancy and charging that will enable Arts at OFS to generate sufficient income to offset its largely fixed cost base. Accordingly, it will be necessary for Arts to obtain external finance to offset deficits in early periods prior to the achievement of annual surpluses. This could be through:

- Loan facility;
- Social investment;
- Fundraising.

5 Financial summary

Financial projections have been prepared at various stages of the OFS project, in particular to assess the viability of the proposed charitable arts company. Prior to formal approval for the establishment of Arts at OFS, a business plan was prepared by an independent consultant in January 2010 which assumed that break-even would be achieved in the second year of operation.

Subsequent to this there have, of course, been significant changes in the economic environment, in particular following the change of government and cuts to government spending. Oxford City Council has provided significant support in terms of funding and development support but further public subsidy from any source cannot be relied upon. Following the appointment of the Director of Arts at OFS, the financial projections have been revisited in detail. The quality of these projections is evolving with more contact with potential users of the facilities and provisional hires.

Assets

Fixtures, fittings and equipment for setting up the new building are being procured through the capital programme. On handover, ownership of these assets will be transferred to Arts. The value is currently estimated at **£201,910**.

Business Year and Building Delay

The company's first business year is to 30th September 2011 and this year is referred to as Year 0. Trading was expected to start in October 2011 (Year 1). However building works are delayed and very limited trading will be possible in October. This means that Year 1 only offers 11 months of trading potential (to 30th Sept 2012). Hence Year 2 is significantly better (aside from improved performance).

Income assumptions

The plan assumes a fundraising income of £35,000 which is at the lower end of the Crisis Director of Fundraising's forecast. It also assumes that Oxford Dance Forum is successful in its Arts Council bid. If the bid fails, the hire income will be more difficult to achieve.

Year 0		Year 0
		£,000
Income	Initial grant	65
	Other fundraising	28
	Other	3
		96
Costs	Staff	41
	Other	39
		80
Surplus/(deficit)		16

The company expects to start Year 1 (October 2011) with a surplus of £16,000.

Projection

		Year 1	Year 2	Year 3	Year 4	Year 5
Income	General Fundraising	35	45	49	54	60
	Project fundraising	27	37	38	40	42
	Hires/similar charges	49	65	68	72	75
	Workshop rents	12	12	12	13	13
	Shop & gallery	29	46	50	54	59
	Bar & catering	10	17	19	20	21
	Other	14	27	30	32	34
			176	249	266	285
Costs	Staff	126	132	134	137	139
	Service charge	36	37	39	40	42
	Other	72	83	87	91	95
		234	252	260	268	276
Surplus/(deficit)		(58)	(3)	6	17	27
Cumulative surplus/(deficit)		(42)	(45)	(39)	(22)	6

Detailed figures are available in Appendix 4 (attached). As general fundraising presents a high risk, the trustees have agreed that it would be wise to seek a loan facility to cover a total shortfall in fundraising in years 1 and 2 (£80,000) and the highest predicted cash flow imbalance which occurs in December 2012 (£32,600). A loan facility of **£115,000** would provide the necessary security.

6 Governance and management

Arts at OFS currently has seven trustees, of whom the first four were appointed in the summer of 2010 in advance of the legal establishment of the company in September 2010. All trustees are also directors of the company for the purposes of the Companies Act. All are independent with the exception of Keith Felton, who is director of corporate services at Crisis. Oxford City Council is currently the sole member of the company but has no representation on the Board. The company is limited by guarantee and was registered with the Charity Commission in February 2011.

The legal structure for occupancy of the OFS is that Crisis leases the whole building from OCC (an OCC stipulation) and Arts at OFS sub-leases from Crisis. In addition, both Crisis and Arts at OFS will enter into management agreements with OCC separately that cover aspects of the services and operation of the building, including the establishment of an OFS advisory board to assist in the event of any disagreements. Whilst the rents payable under the leases are at market rates, OCC will make a grant available to offset these rents in full for the five years following opening of the refurbished building. In addition, there will be other commercial arrangements between Crisis and Arts at OFS relating to the operation of the building and the café.

The trustees currently meet formally each month. Comprehensive papers are circulated before each meeting, including a monthly management report from the director, minutes are kept and a list of action points carried forward and monitored.

Arts at OFS' staff team currently comprises:

- Director (Jeremy Spafford), 0.8 fte moving to full time in September, is responsible for the overall direction of the company, including generation of a coherent programme through hires, artists in residence and specially created and separately funded projects. His role includes developing the links between the arts programme and the work of Skylight. He is responsible for OFS finances.
- General Manager (Becca Vallins), 0.8 fte from July, is responsible for all aspects of administration of the arts company. She will work on projects across the organisation, providing help and support to ensure the company is able to run smoothly in a first class manner. Administration and marketing (Miranda Laurence) is temporarily in post and covers admin functions and marketing.
- Shop and Gallery Manager (Emily Alexander) has been employed (freelance) to establish the shop in the OFS, including the development of an online capability, and develop the gallery. She becomes full time from August.
- Communications and Administration Officer, 0.6 fte, will be recruited by August.

7 Resources

Whilst Arts at OFS has limited cash resources, it has a breadth of skills and expertise on which it is able to draw, including:

- Trustees with, inter alia, experience of arts production and programming across a variety of genres, business and financial management, links to Oxford Brookes and other universities;
- Staff with experience of a variety of arts business and other charitable organisations, including homelessness;
- Pro bono support from Critchleys accountants and consultants helping with social networking, social investment, design and management support as well as a range of volunteers from the artistic community;
- Working with the manager of OVADA, a local arts organisation, on the opening commission;
- Strong relationship with Crisis (see section 9.1);
- Strong support from Oxford City Council (see section 9.2);
- Other partnerships including Aspire (see section 9.3 and 9.4).

8 Risk and SWOT analysis

Risk	Impact	Likelihood	Rating	Mitigation
Lack of income:				
• Fundraising	M	H	8	Work with Crisis where possible on joint bids.
• Hire of facilities	H	M	9	Extensive networking with suitable organisations; if necessary, refocus on professional and established organisations at higher charges.
• Events – unable to attract sufficient/suitable events. Knock on impact on bar takings	H	M	9	Marketing to large number of potential hirers.
• Gallery usage low	M	M	6	Extend potential client base to art schools and colleges to create different programmes
Loss of key staff	H	L	6	Trustee support for key staff
Financial loss	L	L	2	Limited use of cash. Bank with highly rated bank(s). Dual signatory for payments
Council exercises break clause in lease	L	L	2	Strong Council commitment at highest levels
Breakdown in relationship with Crisis	L	L	2	Strong working relationship with head of Crisis Skylight Oxford; Crisis representative on trustee board; OFS advisory board established under OFS management agreements with Council.

SWOT

<p>Strengths</p> <ul style="list-style-type: none"> • Well qualified, connected and committed staff team; • High quality building and facilities; • Strong Council support; • Strong relationship with Crisis; • Lack of comparable facilities locally; • Diverse operation with range of actual and potential income streams • Enterprise at the heart of the vision. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • No fundraising income secured; • Small staff team; • New organisation need to create customer base and systems from scratch; • Diverse activity risks lack of focus and attention to detail.
<p>Opportunities</p> <ul style="list-style-type: none"> • Programme number of highly profitable events; • Increase occupancy rates; • Work effectively with Crisis members to demonstrate success of OFS vision; • Location on George Street and Gloucester Green. 	<p>Threats</p> <ul style="list-style-type: none"> • Loss of key staff; • Recession/difficult economic conditions reduce demand; • Sharing OFS with homeless people discourages customers • Focus on income generation undermines attempt to deliver artistic vision.

9 Partnerships

9.1 Crisis

The overall vision is for a redeveloped Old Fire Station which will retain its active role in the arts and cultural sector in Oxford whilst also providing a springboard for Oxford's most marginalised adults - making it a true 'place of change' for the whole community.

The success of the project relies on Crisis and Arts at OFS working together and translating the vision into a practical way of working that meets the aims of both organisations. The most unique aspect of the project is the way in which these aims overlap. For example, Arts at OFS intends that users of Crisis Skylight and other marginalised groups will have opportunities to express themselves creatively and develop skills which help them move on. This is likely to involve opportunities for Skylight members and others to help in the operations of the arts company in a variety of roles. Crisis will be providing opportunities for artists to work alongside vulnerable people and share skills and experience.

The two organisations will share responsibility for ensuring public space is properly managed, will share back office functions wherever possible and will collaborate on marketing and fundraising opportunities. Duty management will be shared and staff will cover for each other when appropriate. The Director of Arts at OFS will work closely with the Crisis arts coordinator and the Crisis facilities manager will supervise all building management including technical issues in the theatre.

This conceptual and operational partnership is the key to realising the ambition to create a unique arts centre for the public involving homeless people. See Appendix 2.

9.2 Oxford City Council

The OFS redevelopment is the result of a successful application under the Places for Change Programme of the Department of Communities and Local Government. Additional capital funding has been provided by OCC and Crisis. Legally, the grant was made to OCC and OCC is the contracting party with builders, contractors and other suppliers.

OCC regards this ground-breaking initiative as an exciting and unique opportunity for it to work in a fully integrated way with Crisis to bring the arts to marginalised sectors of the community, and in doing so, meet its corporate priorities of strengthening communities and improving the quality of life of its citizens. It will also make a significant contribution to the regeneration of the West Quarter of the City.

The OFS project addresses several of OCC's corporate and cultural objectives, including: Transforming Lives, Regenerating the West End, People and Participation – Strengthening local engagement, Places and Productivity – Supporting local talent & creative industries.

The project continues to enjoy firm and public support from members on all sides of the council and is being actively supported by both the leader of the council and the leader of the opposition. Officers in cultural, housing, HR and legal departments are actively involved in the project. The Council's Culture Team Leader leads on the artistic side of the capital project and the Dance Officer is leading on securing dance hires and programming dance in the theatre.

The Council is also supporting the company in its efforts to acquire a loan facility.

9.3 Aspire

Aspire will be renting office space from Crisis on the third floor of the building. Aspire supports vulnerable people into work through social enterprise and will work closely with Arts at OFS to provide volunteers and trainees to help run the arts company. Aspire will also adopt a shared approach, with both Crisis and the arts company, to the successful operation of the building.

9.4 Arts partners

Oxford Playhouse is offering theatre technical support to Arts and is open to supporting programming.

Pegasus Theatre has already provided technical and HR advice and is hosting (and paying for) the opening dance event at OFS.

Oxford Brookes University is submitting a bid to Higher Education Funding Council England to evaluate the social impact of arts interventions at OFS. In addition the Head of Fine Arts will curate the opening exhibition and has procured two workshops for use by Brookes graduates who will each be required to contribute a day a week to working at OFS to support the gallery and shop. Brookes will also be providing student work placements and has provided meeting room space during the building works.

Oxford University (Ruskin) will also be providing student work placements.

Magdalen Road Studios has advised on the artists workshops for hire and will share waiting lists with OFS seeking studio space.

Oxford Dance Forum has submitted a bid to Arts Council England which, if successful, will lead to a part time worker being based at OFS and a two year dance professional development programme.

Oxford Youth Dance Company will be a company in residence – hiring space for a weekly class and premiering shows at OFS and offering their members as volunteers for front of house etc.

Oxford Contemporary Music will programme music events at OFS.

The Spin – Oxford's premier jazz club – will act as jazz promoter for OFS.

Oxfordshire Craft Guild will run a craft fair in OFS at Christmas.

Oxford Theatre Guild will present the first amateur dramatic performance in December.

Oxford Inspires are providing marketing and networking support and, in partnership with **Children International Arts Organisation**, have invited OFS to be involved in a national Cultural Olympiad project.

10 Conclusion

Arts at OFS has firm foundations in its vision, mission, values and partnerships. It also has use of a stunning city centre building. There is huge potential to make a unique and transforming contribution to the lives of homeless people, artists and the general public. However the company does not yet have firm financial foundations and cannot develop these until it has tested the business model. To do this it requires working capital.

Appendices

Appendix 1 Biographies

Trustees

David James (chair) is Head of Corporate Affairs at Ealing Hospital NHS Trust in West London. He was previously a Lecturer in Further and Higher Education in Oxford and Hertfordshire. He has lived in Oxfordshire since the early 1980s has been a Non Executive Director of a local Primary Care Trust; between 2007 and 2010 he was Chairman of the University of Hertfordshire Students Union Trustee Board.

Tammy Bedford is an arts development professional with experience of arts education, public art commissioning, venue management and community arts. She has worked as a senior local authority arts manager and now works independently, currently managing an arts residency for the WOMAD festival.

Tom Betteridge is Professor of Early Modern English Literature and Drama at Oxford Brookes University and a published expert on Tudor literature. He also has extensive experience of stage management, theatre project management and working with community organizations.

Keith Felton is director of corporate services at Crisis. Following a 25 year career in the financial services industry, Keith joined Crisis in 2009. He is also a trustee of BlindAid and is a chartered accountant.

Sue Raikes OBE was Chief Executive of Thames Valley Partnership and has led numerous initiatives relating to criminal justice and social inclusion. She is active in the development of social enterprise related to low carbon and energy renewable.

Jennie Walmsley is a freelance media trainer/consultant and journalist. She worked for nearly twenty years at the BBC producing TV and radio across factual genres and formats, including the arts. She has published several short stories and developed writing programmes and online communities.

Sarah Whatley is Professor of Dance at Coventry University. Her research and practice brings her into collaboration with artists and cultural organisations, within and beyond the UK. She has lived in Oxford since the early 1980s when she worked at the Old Fire Station for several years, co-ordinating the volunteer network, programming dance events, teaching classes and was Chair of the Oxford Arts Committee.

Director

Jeremy Spafford has a background as a theatre and dance practitioner. He has worked as a community psychiatric nurse and advisor to young homeless people. He was Director of National Development at Centrepoint and for 12 years ran his own consultancy business supporting agencies from the social, care, health, housing and cultural sectors. He has been a board member at Pegasus Theatre for 10 years and is experienced in theatre based training in the corporate sector.

General Manager

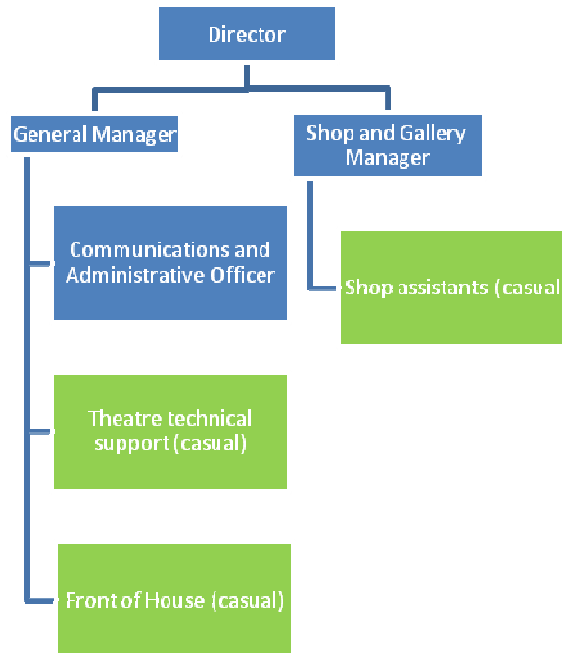
Becca Vallins has previously worked for the Almeida Theatre, the Barbican, the National Trust and English Heritage.

Shop and Gallery Development

Emily Alexander runs her own arts business - Launch Collaborative – and has previously worked for Common Purpose.

Appendix 2

Staffing Structure



Relationship to other staff in the building

Some services provided to partners will incur a cost. For example, Arts will pay a service charge to Crisis which will ensure that Crisis reception staff will be able to respond to Arts enquiries and the Facilities Manager will answer to the Arts Director regarding all aspects of building and technical management. Crisis will pay a charge to enable the Director of Arts to co-supervise the Crisis Arts Coordinator and link arts providers to Crisis and initiate arts projects that involve Skylight members.

Other exchanges will involve no exchange of money but will be crucial to successful operations. These include the sharing of duty management and back office functions and space when appropriate. The cafe, shop and gallery will support each other's businesses and the cafe will service theatre and other events. Staff training will be run jointly and staff from all teams will work closely together to ensure the building runs smoothly for all users. Aspire will support their members in volunteering for the Arts company.

Appendix 3 Rationale and assumptions underpinning the budget

A INCOME

A.1 Hires

Regular hires for dance classes in both the theatre and studio provide a secure predictable income and bring people into the building. However they also block the space for evening week long runs and other one off opportunities. Given the need to meet demand for local dancers and to introduce some level of security, we have decided to allow regular bookings of the theatre from Monday to Thursday during term time. This provides a guaranteed income of £20,000 in Year One. The theatre will be available for evening events on Fridays and Saturdays and during school holidays.

Corporate and Commercial

The conference market in Oxford is highly competitive and venues usually offer specific value added resources as part of the package. This includes everything from flip charts and free tea and coffee, to access to audio-visual equipment. Basic hire of an auditorium style venue is £500 per day. The return is much higher if you can offer catering, and hire on a delegate rate, anything from £25 - £75, with £35 being around average.

There may be more opportunities for the OFS in the half day meeting event, where average rates are between £30 and £40 an hour. There is an opportunity to exploit good will for the OFS to encourage commercial hire through company social responsibility policies and strong links to local authorities and charities.

Dance Classes

Extensive consultation with local dance teachers has led us to settle on hire charges which are higher than local community venues but which offer a better facility and remain affordable. Uptake is already strong.

Theatre Hire for events

There is great interest and demand in this sector, but the hire rates are low. Oxford University Drama students expect to hire a theatre of OFS size for £300 per week with a trainee technician included. Community Drama Groups expect to pay no more than £750 for eight days, again including technician.

Given the low in-house capacity for marketing, event producers will need to bring their own audiences and ticketing arrangements as well as a fee. This limits our ability to actively programme work which furthers the aims of the project. It also risks failing to establish artistic coherence and tone at the start of the new project.

Over time, we will look for box office splits and other arrangements which will attract a wider variety of groups but, in the first year, our focus will be on those producers who can pay a fee and fit within the limited periods of availability.

A.2 Occupancy

Overall we expect the following occupancy rates (bearing in mind that Year One is only 11 months due to delayed opening)

	Year One	Year Two
Theatre	49%	67%
Studio	30%	49%

A.3 Artists' workshops

The six workshops are suitable only for artists and makers who do not make a lot of mess or noise. We offer a high quality environment with 24 hour access and opportunities to showcase work in the gallery and contribute to Crisis Skylight workshops. The hire policy was created in partnership with Magdalen Road Studios and an agreement is in place to share waiting lists. Charges are slightly higher than Magdalen Road to reflect the beneficial location and wider opportunities presented.

A.4 Gallery

Local market

Gallery	Cost	Details
A	£600 per week gives exclusive use of small gallery space. £600 per month +40% commission gives use if the wall space, but not exclusive use.	Facilities for selling Gives exclusive use of small gallery space
B	£245 per week +20% commission	No facilities for selling/marketing Need to provide invigilation.
C	£150 per week no commission	No facilities for selling/marketing. Need to provide invigilation.
D	20% commission	Application process and exhibitions chosen by a panel Facilities for selling
E	22% commission on selling shows (+VAT on that commission) and hire fee for non-selling shows	Press and Marketing support and invigilation of the works given. Foyer space, events are held around the work.
F	£250 for 3 days	Negotiable for 1 weeks hire but usually only over a weekend
G	10% commission	Do not get exclusive use of the space; workshops and events held within the centre. Need to provide invigilation.
H	£200 per week no commission	No facilities for selling/marketing

Feedback from local exhibitors suggests that undercutting these rates would attract significant interest. Given our location, marketing opportunities and invigilation service in conjunction with the shop it seems wise to be seeking commission whenever possible.

Exhibitions will normally be for 4 to 5 weeks.

OFS Gallery use will normally be divided between the following:

	Duration	Number pa	Total weeks pa	Annual income
Hires + 40% commission	4 weeks each	5	20 weeks	£7,000
Curated selling exhibitions 40% commission	5 weeks each	2	10 weeks	£8,000
Curated non selling producing no income and paid for from OCC grant	5 weeks each	3	15 weeks	

We are planning for one high selling exhibition per year aimed at national buyers (£18,000 turnover) and one lower selling more locally targeted sale (£2,000 turnover).

A.5 Shop

	Worst case weekly sales (Year 1)	Best case weekly sales (Year 2)
Sale or Return commissions		
Prints	330	585
Zines	5	10
Jewellery	225	400
Accessories	60	110
Purchased wholesale		
Cards and wrapping paper	45	80
Notebooks	15	25
Kids art	30	55
Lomo (Cameras)	20	35
Weekly turnover	730	1,300
Annual turnover (50 weeks)	36,500	65,000
Annual gross profit (45%)	16,425	29,250

This will be made from a mixture of online and in-shop sales. The financial projections show adjustments for peak and low times and special promotions (eg. jewellery launches, 'meet the maker' events or shop exhibitions'). For example

December	15% above average in sales
January	15% below average in sales
Feb and Sept	10% below average in sales
March, April, May, June, Oct	average sales as predicted (any low sales off-set by targeted exhibitions)
July, August	10% above average in sales (increased visitors to Oxford and feedback from Gloucester Green Market stall holders and organisers as a busy time for market)

Break even (including shop staff) requires us to achieve Best Case sales of £1,300 per week which we aim to achieve by Year 2.

Figures have been developed in consultation with:

- Red Door Gallery Edinburgh
- Sanders of Oxford (rare print and map shop)
- Gallery Assistant, Creative Art Gallery, Woodstock
- Pod Gift shop, Oxford and previous gallery assistant at Meller Merceaux, Oxford and Modern Art Oxford
- Director of E-Media Colour & Business Angel

A.6 Summary of Standard Hire Charges

	Year 1	Year 2	Year 3	Year 4	Year 5
Theatre meetings	£40 per hour	£45	£47	£50	£50
Studio meetings	£30 per hour	£35	£37	£40	£40
Theatre classes (daytime)	£20 per hour £50 for 3 hours	£22 £55	£22 £55	£25 £60	£25 £60
Theatre classes (evening and w/e)	£25 per hour £60 for 3 hours	£27 £65	£27 £65	£30 £70	£30 £70
Studio classes (daytime)	£12 per hour £30 for 3 hours	£15 £35	£15 £35	£18 £45	£18 £45
Studio classes (evening and w/e)	£18 per hour £45 for 3 hours	£20 £50	£20 £50	£25 £60	£25 £60
Theatre week long run	£700 per week	£730	£730	£750	£750
Theatre one off gig	£200 per night	£210	£220	£230	£230
Gallery	£150 per week + 40% commission or £35 per day for short exhibitions	£160 + 40% commission or £40 per day	£165	£170	£170
Artists workshops	£160 per month	£170	£170	£180	£180
Shop	45% commission	50%	50%	50%	50%

A.7 Cafe/Bar

The Cafe/Bar will be operated by Crisis Skylight and will work closely with the Arts at OFS shop and gallery to provide coherent customer service. For theatre events in the evening, Crisis will offer a bar and Arts will receive 50% of net profit. The manager of Benugo at the Ashmolean is advising on cafe development and has confirmed that the figures below are a reasonable starting place. He expects turnover to be higher than that described.

Café Bar in support of performances and events

Event:	Number of Event	Attendance per Event	Total Attendance
Music Gigs	12	150	1800
General one night stands	12	85	1020
week long runs (5 shows per week)	30	85	2550
11 exhibition openings	10	100	1000
Other building Users	80	10	800
Total	144		7170

Drinks Average spend	Drinks Total	Food Average Spend	Food Total
£6	£10,800	£3	£4,500
£4.50	£4,590	£1.50	£1,530
£4.50	£11,475	£1.50	£3,825
£3.50	£3,500	£3	£2,500
£3.50	£2,800	£1	£800
£4.63	£33,165	£1.83	£13,155
Overall Café Bar income Evening & events		£46,320	
33% profit		£15,286	
50% to OFS		£7,643	

A.8 Bonds/Debentures

Once the business model is secure, we will prioritise attracting individual investors or donors through a bond or friends scheme. We have put a modest target into the business plan but are ambitious to exceed this.

A.9 Theatre training for business

We will be offering training for business executives by experienced theatre practitioners (pro bono). Participants will be recruited through networks known to Crisis, Oxford Brookes and the trainers and will be charged £500 per head. All proceeds going to the company.

B EXPENDITURE

B.1 Service Charge to Crisis

At June 2011, this has not been finalised. Latest working figures are being used as follows;

DESCRIPTION	Total	Arts Service Charge
WASTE DISPOSAL	£1,474	£663
PEST CONTROL	£2,200	£990
RATES	£2,156	£970
WATER RATES	£1,135	£511
RENT	£0	£0
TELEPHONES	TBC	£1,500
IT	TBC	£1,000
ALARM/SECURITY	£1,980	£891
FRANKING, SCALES & INSERT EQP	£1,500	£675
HEALTH AND SAFETY	£2,750	£1,238
BUILDINGS INSURANCE	£2,255	£1,015
INSURANCE OF PLATE GLASS	TBC	£500
FACILITIES MANAGEMENT RECHARGE	£35,940	£17,970
RECEPTION RECHARGE	£21,564	£4,312
REPAIRS AND MAINTENANCE	TBC	£1,000
DIRECTOR OF ARTS RECHARGE		-£10,482
TOTAL		£22,753

B.2 Theatre technician

Crisis Facilities Manager will be responsible for health and safety and maintenance of theatre technical equipment. Oxford Playhouse will provide technical supervision and train casual specialists who will in turn provide get in and get out support to visiting companies.

Oxford Playhouse consultancy	1750
1 day training x 5 casual technicians @£150 daily rate	750
10 shows x half day get in and half day get out @ £100 half day rate	2000
Total	4500

Theatrical Management Association (TMA) get out rates for a Saturday night are £40 an hour.

High quality Sound engineer day rate £250 - £350.

Basic scene shifters at £6.54 per hour for get ins.

Freelancer rates recommended by Playhouse on understanding that some skill with lights and sound will be required.

Hirers will be expected to pay for all technical input. This budget is to cover events where it is not possible to recharge.

B.3 Front of House

The budget combines all casual staff required to run public facing functions

	Year 1		Year 2
2 days a week shop/gallery assistant £433 a month	£4,763		£4,858
Duty manager @ 7.50 per hour x 278 hours	£2,085	Duty manager £7.65	£2,662
Ushers @ £6.08 an hour	£3,575	Ushers £6.25	£4,713
Reception @ £6.08 an hour	£2,468	Reception £6.25	£3,438
TOTAL	£12,892		£15,670

B.4 Depreciation

£201,910 worth of assets is expected to be granted to the company in the form of fixtures and fittings on handover of the building. Most of this will consist of long life items such as theatre lights and partition screens. Depreciation has been calculated at 10% of assets over 10 years. This figure will be reviewed, with specialist advice, once the nature and value of the actual assets are transferred and known.

B.5 On costs assumptions

Employer's on costs - 13.8%

Pension costs - 5%.

B.6 Inflation assumptions

Employment cost inflation - 2% pa

Other cost inflation - 4% pa

B.7 VAT

The company is not registered for VAT. Based on advice from accountants, much of its income is excluded and systems are in place to monitor income that could place the company in a position where it needs to register. This is not expected to happen in Year 1 of operations.

Appendix 4 Financial detail and assumptions – see attached spreadsheet



Arts at the Old Fire Station is registered as a Company Limited by Guarantee in England and Wales and as a Charity

CompanyNo: 7371445
Charity No: 1140525

Registered Office:
Old Fire Station, 40 George Street, Oxford, OX1 2AQ

www.oldfirestation.org.uk

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