

## Arts at the Old Fire Station - DETAIL at June 2011

<b>INCOME</b>	<b>Year 0</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
	<b>To 30/9/11</b>					
Start up grant (OCC)	£65,000					
Opening Commission (OCC)	£20,000					
Visual Arts Development (OCC)	£7,750	£15,500	£15,500	£15,500	£15,500	£15,500
Dance prof development (ODF/ACE)		£1,000	£1,000			
Other project fundraising		£10,000	£20,000	£22,000	£24,200	£26,620
Research (Oxford Brookes)	£3,000					
Business training		£10,000	£15,000	£16,500	£17,325	£18,191
General fundraising		£35,000	£45,000	£49,500	£54,450	£59,895
Hires		£49,580	£65,030	£68,282	£71,696	£75,280
Gallery		£14,425	£16,690	£18,359	£19,277	£20,241
Shop		£15,050	£28,997	£31,897	£35,086	£38,595
Workshop Rents		£11,520	£12,240	£12,240	£12,960	£12,960
Catering and Bar		£7,600	£15,000	£16,500	£17,325	£18,191
Vending Machines		£2,000	£2,100	£2,205	£2,315	£2,431
Friends/Bond scheme		£2,000	£10,000	£11,000	£12,100	£13,310
Council contribution to Council Tax		£2,238	£2,328	£2,421	£2,517	£2,618
<b>TOTAL INCOME</b>	<b>£95,750</b>	<b>£175,913</b>	<b>£248,885</b>	<b>£266,403</b>	<b>£284,752</b>	<b>£303,833</b>

## EXPENDITURE

### Staff:

Director	£19,250	£35,000	£35,700	£36,414	£37,142	£37,885
General Manager	£6,250	£20,000	£20,400	£20,808	£21,224	£21,649
Shop gallery manager	£3,700	£22,000	£22,440	£22,889	£23,347	£23,814
Comms and Admin Officer	£1,800	£10,800	£11,016	£11,236	£11,461	£11,690
Front of House (kncl shop/gallery)		£12,892	£15,670	£15,983	£16,303	£16,629
Bookkeeper		£3,000	£3,060	£3,121	£3,184	£3,247
NI (13.8%)	£4,278	£13,895	£14,173	£14,457	£14,746	£15,041
Pension contribution (5%)	£0	£4,390	£4,478	£4,567	£4,659	£4,752
Technician		£4,500	£4,590	£4,682	£4,775	£4,871
Shop/gallery development	£2,880					
Admin freelance	£3,040					
<b>Staff Sub Total</b>	<b>£41,198</b>	<b>£126,477</b>	<b>£131,527</b>	<b>£134,158</b>	<b>£136,841</b>	<b>£139,578</b>

### General Expenditure:

Payroll	£252	£400	£416	£433	£450	£468
Recruitment		£1,000	£1,040	£1,082	£1,125	£1,170
Staff, volunteer and trustee expenses	£1,600	£2,000	£2,080	£2,163	£2,250	£2,340
Marketing	£720	£5,000	£5,200	£5,408	£5,624	£5,849
General Administration	£2,000	£2,000	£2,080	£2,163	£2,250	£2,340
Postage		£500	£520	£541	£562	£585
Stationery		£1,000	£1,040	£1,082	£1,125	£1,170
Licenses		£640	£666	£692	£720	£749
Insurances	£550	£2,000	£2,080	£2,163	£2,250	£2,340
Equipment hire/technical expenditure		£2,000	£2,080	£2,163	£2,250	£2,340
Equipment maintenance		£2,000	£2,080	£2,163	£2,250	£2,340

Box Office Services						
PRS and other fees		£1,750	£1,820	£1,893	£1,969	£2,047
Hospitality		£500	£520	£541	£562	£585
Audit and Legal Fees	£1,000	£1,750	£1,820	£1,893	£1,969	£2,047
Contingency		£4,000	£4,000	£4,000	£4,000	£4,000
Depreciation		£20,190	£20,190	£20,190	£20,190	£20,190
Gallery expenses	£410	£7,947	£8,910	£9,266	£9,637	£10,023
Shop expenses	£4,500	£6,465	£7,892	£8,208	£8,536	£8,877
Other Arts Projects		£9,000	£18,000	£19,800	£21,780	£23,958
Opening Commission	£18,000					
Training	£1,000	£1,000	£1,040	£1,082	£1,125	£1,170
Launch costs	£4,000	£1,000				
Company set up costs	£4,500					
<b>General Sub Total</b>	<b>£38,532</b>	<b>£72,142</b>	<b>£83,474</b>	<b>£86,925</b>	<b>£90,622</b>	<b>£94,586</b>
Services:						
Telephone and IT						
Gas and Electricity		£4,500	£4,680	£4,867	£5,062	£5,264
Council or Business Tax		£2,356	£2,450	£2,548	£2,650	£2,756
Cleaning (contract)		£6,000	£6,240	£6,490	£6,749	£7,019
Crisis service charges		£22,753	£23,663	£24,610	£25,594	£26,618
<b>Services Sub Total</b>	<b>£0</b>	<b>£35,609</b>	<b>£37,033</b>	<b>£38,515</b>	<b>£40,055</b>	<b>£41,657</b>
<b>TOTAL EXPENDITURE</b>	<b>£79,730</b>	<b>£234,228</b>	<b>£252,034</b>	<b>£259,597</b>	<b>£267,519</b>	<b>£275,822</b>
<b>Surplus/Deficit</b>	<b>£16,020</b>	<b>-£58,315</b>	<b>-£3,150</b>	<b>£6,805</b>	<b>£17,233</b>	<b>£28,011</b>
<b>Carried forward</b>		<b>£16,020</b>	<b>-£42,295</b>	<b>-£45,445</b>	<b>-£38,640</b>	<b>-£21,407</b>
<b>Balance</b>		<b>-£42,295</b>	<b>-£45,445</b>	<b>-£38,640</b>	<b>-£21,407</b>	<b>£6,605</b>

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**at the Old Fire Station - NOTES at June 2011**

**Further explanation of rationale and assumptions is in Appendix 3 of the business plan**

Guaranteed until March 2012 and will require renewal each year - assumed renewal but no increase

Application to Arts Council England (ACE) from Oxford Dance Forum (ODF) also secures £13900 towards hire for specific projects assuming 10% management charge and remainder is new spend in line 59

To support submission of a research grant to HEFCE with Oxford Brookes to examine social impact of arts into 20 participants at £500 per head in Year 1 with 30 participants in Year 2 and then rising with increased fees in Year 3. Based on lower end of professional fundraising advice but may be hard to achieve in Year 1. See section 4.3 of business plan. Year 1 is 11 months of trading. Year 2 allows for full year and improved performance. 10 dance class hires are included. See App 3 section A4 in plan. Year 1 is 11 months. Year 2 is modest increase to reflect full year then 10% increase in Year 3. See App 3 section A5 in plan. Year 1 is conservative and Year 2 shows ambitious growth based on advice followed. 6 workshops at £160 per month. 2 workshops are let. Brookes has made a firm commitment to let a further 2 workshops. See App 3 section A3 in plan. Modest target for Year 1 increasing significantly in Year 2 then 10% increase in Year 3. Decision on type of machine has not yet been made. Figure based on consultant's advice.

Aiming for an ambitious bond issue but no work yet undertaken so target low at present.

Reimbursement of most of council tax agreed with OCC

0.8 until 31 August and full time from 1st Sept. Assumes 2% increase each year.

0.8 from 1st July

Full time from 1st August

0.6 from 1st August

Incorporates all casual staff employed to deal with the public as duty managers, box office, ushers and shop assistants. 15 days @ £200 per day

Pays for specialist support from Oxford Playhouse and casual technicians for 10 shows. See App 3 section B2 in business plan. This and following lines assume 4% inflation

Maintenance is the responsibility of Crisis Facilities Manager

10% of assets per year over 10 years - most assets are long life (theatre lights, fixed partition screens). See Appendix 3. Excluding staffing which is within Shop Manager and Front of House

Ditto

90% of money raised through project fundraising is spent on delivery. If money is not raised, this will not be spent. Estimate

See note 14

Estimate - this may be rolled into Crisis service charge

Not yet finalised but latest figures are explained in App3 section B1 in plan

ees pa for 2 years incorporated into the hires total. Result of application due in July 2011.

vention. If successful will result in space hire and capacity support but no further income included as b subsequent years

f plan.

secure and 3 performance hires are committed for the autumn. See Appendix 3 sections A1, A2 and A6 ease in year 3 and 5% in years 4 and 5.

ved by 10% further growth in following years

! and the remaining 2 are likely to go soon. Fees rise to £170 in years 2 and 3 and £180 in years 4 and 5. ear 3 and 5% thereafter.

ssistants. See App3 section B3

n plan.

up 3 section B4 in plan.

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id not yet submitted.

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## Arts at the Old Fire Station - CASHFLOW at June 2011

Year One	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12
b/f	£16,020	£3,672	-£3,951	-£14,774	-£6,612	-£16,835	-£19,818	-£9,846
income	£5,405	£11,130	£6,930	£25,915	£7,530	£14,770	£27,725	£12,280
expenditure	-£17,753	-£18,753	-£17,753	-£17,753	-£17,753	-£17,753	-£17,753	-£17,753
c/f	£3,672	-£3,951	-£14,774	-£6,612	-£16,835	-£19,818	-£9,846	-£15,319

Year Two	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13
b/f	-£22,103	-£25,268	-£26,238	-£32,608	-£20,743	-£28,658	-£18,033	-£22,483
income	£16,155	£18,350	£12,950	£31,185	£11,405	£29,945	£14,870	£13,455
expenditure	-£19,320	-£19,320	-£19,320	-£19,320	-£19,320	-£19,320	-£19,320	-£19,320
c/f	-£25,268	-£26,238	-£32,608	-£20,743	-£28,658	-£18,033	-£22,483	-£28,348

### Income estimate Year One

Workshop rent	960	960	960	960	960	960	960	960
Visual Arts Grant	3875			3875			3875	
Hires	520	1000	2000	3000	4000	5000	5600	5660
ODF								1000
Other projects						5000		
Gen fundraising				15000			5000	
Business							10000	
Gallery		7300	1500	30	450	1400	30	1400
Shop		1370	1580	1160	1230	1370	1370	1370
bar	50	500	890	890	890	1040	890	890
Council tax								
Bonds				1000				1000
<b>TOTAL</b>	<b>5405</b>	<b>11130</b>	<b>6930</b>	<b>25915</b>	<b>7530</b>	<b>14770</b>	<b>27725</b>	<b>12280</b>

### Income estimate Year Two

Workshop rent	1020	1020	1020	1020	1020	1020	1020	1020
Visual Arts Grant	3875			3875			3875	
Hires	5420	5420	5420	5420	5420	5420	5420	5420
ODF								1000
Other projects						10000		
Gen fundraising				15000				
Business						7500		
Gallery	1530	7400	1600	40	650	1490	40	1500
Shop	2200	2400	2800	2000	2200	2400	2400	2400
bar	1280	1280	1280	3000	1280	1280	1280	1280
Council tax								
Bonds	830	830	830	830	835	835	835	835
<b>TOTAL</b>	<b>16155</b>	<b>18350</b>	<b>12950</b>	<b>31185</b>	<b>11405</b>	<b>29945</b>	<b>14870</b>	<b>13455</b>

<b>Jun-12</b>	<b>Jul-12</b>	<b>Aug-12</b>	<b>Sep-12</b>		
-£15,319	-£18,322	-£23,120	-£30,398		
£14,750	£12,955	£10,475	£26,048	<b>£175,913</b>	£175,913
-£17,753	-£17,753	-£17,753	-£17,753	<b>-£214,036</b>	£214,038
-£18,322	-£23,120	-£30,398	-£22,103		

<b>Jun-13</b>	<b>Jul-13</b>	<b>Aug-13</b>	<b>Sep-13</b>		
-£28,348	-£20,683	-£24,833	-£31,448		
£26,985	£15,170	£12,705	£45,713	<b>£248,888</b>	£248,885
-£19,320	-£19,320	-£19,320	-£19,320	<b>-£231,840</b>	£231,844
-£20,683	-£24,833	-£31,448	-£5,055		

960	960	960	960	<b>11520</b>	11520
	3875			<b>15500</b>	15500
5700	5700	5700	5700	<b>49580</b>	49580
				<b>1000</b>	1000
			5000	<b>10000</b>	10000
5000			10000	<b>35000</b>	35000
				<b>10000</b>	10000
830	30	1425	30	<b>14425</b>	14425
1370	1500	1500	1230	<b>15050</b>	15050
890	890	890	890	<b>9600</b>	9600
			2238	<b>2238</b>	2238
				<b>2000</b>	2000
<b>14750</b>	<b>12955</b>	<b>10475</b>	<b>26048</b>	<b>175913</b>	<b>175913</b>

1020	1020	1020	1020	<b>12240</b>	12240
	3875			<b>15500</b>	15500
5420	5420	5420	5410	<b>65030</b>	65030
				<b>1000</b>	1000
			10000	<b>20000</b>	20000
15000			15000	<b>45000</b>	45000
			7500	<b>15000</b>	15000
930	40	1430	40	<b>16690</b>	16690
2500	2700	2700	2300	<b>29000</b>	28997
1280	1280	1300	1280	<b>17100</b>	17100
			2328	<b>2328</b>	2328
835	835	835	835	<b>10000</b>	10000
<b>26985</b>	<b>15170</b>	<b>12705</b>	<b>45713</b>	<b>248888</b>	<b>248885</b>