

**SPECIAL CABINET
22 NOVEMBER 2011**

ITEM NO.

**DARLINGTON ARTS
OPTIONS FOR PROVISION OF AN ARTS VENUE/VENUES**

**Responsible Cabinet Member – Councillor Nick Wallis,
Leisure and Local Environment Portfolio**

Responsible Director – Richard Alty, Director of Place

SUMMARY REPORT

Purpose of the Report

1. The purpose of this report is:
 - (a) To present the work of the Arts Enquiry Group on the options for the provision of an Arts venue or venues, appraising each option with respect to the Vision for the Arts and risks to delivery, both financial and reputational.
 - (b) To seek Cabinet approval for Officers to proceed with work on delivering the preferred option for the future provision of an Arts venue or venues.

Summary

2. This report details findings on the four venue options considered by the Arts Enquiry Group:
 - (a) Option 1 - retain existing Arts Centre, operated by a trust or similar not for profit organisation.
 - (b) Option 2 - Arts Centre sold and receipts used to build a new Arts Centre.
 - (c) Option 3 - Arts Centre sold and receipts used to build a performing arts venue with a focus on children and young people, remainder of arts offer consolidated into existing facilities.
 - (d) Option 4 - Arts Centre sold and receipts used to invest into developing arts facilities within existing facilities.
 3. Based on an appraisal of each building option (detailed in points 18 - 25) and the financial implications (points 15 -17) the report concludes that:
 - (a) Over the short to medium term if a new sustainable financial model could be developed, option 1, retaining the existing Arts Centre would continue to support a broad arts offer. However given the location, nature and cost of operating the building, retaining the existing Arts Centre is unlikely to provide the best value for money,
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would restrict opportunities to seek external investment or grant funding and it is difficult to envisage how, without a substantial subsidy or capital investment management of the building, could be sustained over the long term. A considerable amount of work has been done with Darlington for Culture to see if they would take over the running of the Arts Centre. Whilst they have submitted a proposal, the risks and potential costs mean that it cannot be recommended to Members.

- (b) Provided sufficient capital funding can be found, a new build (option 2 or 3), offers the best opportunity to deliver a sustainable arts programme out of a modern 'fit for purpose' building with substantially lower operating costs than the existing Arts Centre building. A recent announcement from the Arts Council England of a capital funding programme and developer interest in the arts agenda suggests that this may well now be a realistic option.
 - (c) Option 2, a new build Arts Centre is preferred, though delivery of this would depend on securing external funding in addition to using capital released from the sale of land occupied by the existing Arts Centre. Option 2 would encompass the home for children and young people's performing arts envisaged in option 3.
4. Reductions in Arts Council funding and loss of key tenants has put further pressure on the business case for continuing to run the existing Arts Centre. Due to loss of funding the National Association of Youth Theatres have terminated their lease and Queen Elizabeth Sixth Form have indicated that they plan to vacate their tenancy in the Arts Centre in July 2012.

Recommendation

5. Therefore, based on an assessment of each option it is recommended that Cabinet recommend to Council :-
- (a) The closure of Darlington Arts Centre in July 2012 and the sale of the site.
 - (b) The release of £100K in revenue funding to cover the cost of operating the existing Arts Centre between 1st April and July 2012 and for costs associated with closing the building.
 - (c) That officers work with the arts and business community, external funding providers and developers to seek additional capital funding to support the construction of a new arts venue, and report back on the feasibility and detailed business case. Option 2, a new Arts Centre, being the preferred option if sufficient capital funding can be found.
 - (d) That the existing Arts Centre site is sold and the capital receipt from the sale invested in funding the future delivery of Arts in Darlington.
 - (e) The draft MTFP provide for some arts outreach capacity, to sustain some arts activity in other venues, in the interim.
6. It is recommended that Cabinet authorise the Director of Resources to commence marketing for disposal of the Arts Centre site.

Reasons

7. The recommendations are supported by the following reasons :-

- (a) In order to meet MTFP savings the Council can no longer sustain a substantial subsidy for running the existing Arts Centre and Arts Programme.
- (b) By setting a closure date in July, officers will have time to implement an interim programme of arts activities using existing facilities and an exit strategy for the Arts Centre premises.
- (c) A new build, supplemented by activity in satellite facilities offers the best solution for providing a sustainable arts venue that supports the Vision for the Arts in Darlington.
- (d) Marketing the Arts Centre site now will enable the value of the site to be known as soon as possible, in order to support external funding bids.

Background Papers

- (i) CREATIVE DARLINGTON - Investing in a Creative Community
- (ii) Darlington Arts Centre – report by Globe Consultants, 2011
- (iii) Arts Transformation – Facilities Business Models

Owen Wilson. Extension 2464

S17 Crime and Disorder	There are no significant impacts.
Health and Well Being	Arts activities have a role in promoting mental health and well being.
Carbon Impact	Development of a modern Arts venue in place of the existing Arts centre would substantially reduce energy usage and carbon emissions.
Diversity	This will have no significant impact on diversity as Arts programming will continue to focus on providing opportunities for all sectors of the community.
Wards Affected	College Ward will be directly affected by closure of the Arts Centre
Groups Affected	Arts, community organisations and residents accessing arts activities and using the Arts Centre. A few small businesses operating out of the Arts centre.
Budget and Policy Framework	This report is part of the preparation of the Council's MTFP.
Key Decision	This is a key decision
Urgent Decision	This is not an urgent decision
One Darlington: Perfectly Placed	Arts are an important part of the cultural life in Darlington, supporting outcomes around health & well being and economic prosperity.
Efficiency	Closure of the current Arts Centre and delivery of Arts activities through existing facilities and / or a new build will result in significant savings.

MAIN REPORT

Information and Analysis

8. In 2009/10 the cost to Darlington Borough Council of subsidising the arts service and Arts Centre was £757,959. The unprecedented budget pressures on the Borough Council as a result of the 2010 Comprehensive Spending Review mean that this subsidy can no longer be maintained. Following consultation on the future of arts provision in the autumn of 2010, the Council agreed to provide a reduced level of funding to continue running the Arts Centre on a limited basis for the remainder of 2011/12 and to provide continuing funding for some strategic arts development work thereafter.
9. To help find creative ways forward for the Arts in Darlington an Arts Enquiry Group was established in spring 2011 under the auspices of Darlington Partnership, chaired by John Orchard. The Group was asked:
 - (a) To recommend to Darlington Partnership:
 - (i) A Vision for Arts in Darlington; and
 - (ii) How this could be taken forward
 - (b) To recommend to the Council, in the light of the Vision, options for Arts venues and factors to be taken into account, to help the Council decide on the future of the Arts Centre building.
10. This report focuses on the outcome of work on options for Arts venues. A separate Cabinet report is being tabled on the Vision for Arts and Strategic Delivery.

Enquiry Group Process

11. The Enquiry Group set up 4 working groups to consider:
 - (a) Creative Darlington – recognising how and why the arts matter
 - (b) Working Together – developing models and solutions through partnership working
 - (c) Spaces and Places – understanding creative spaces and places
 - (d) Voices and Views – ensuring broad engagement and consultation
12. The work of these groups, and the Enquiry Group, is now complete and with respect to building options has included:
 - (a) A report from Globe consultants, on the Arts in Darlington and exploring governance and buildings options for future delivery of the Arts.
 - (b) Consultation capturing views across a wide cross section of the community with over 1,500 survey responses and more than 150 individuals contributing to several focus group sessions. This has drawn together the views of arts providers, funders and supporters of the Arts. Darlington for Culture has also played a key role in initiating and promoting dialogue with the Arts community, on which the Enquiry Group has drawn.

- (c) Financial appraisal of options for arts venues and work on governance models to support those options.
 - (d) Mapping of creative spaces and places to inform future planning of the arts.
13. The Enquiry process generated a substantial degree of debate around the future of the Arts Centre and the other options for delivering an arts venue or arts venues in the town. The Arts Vision identifies requirements for:
- (a) Arts hub – whether a single building or closely co-located facilities, it is important buildings solutions bring different art forms and arts providers together in close proximity. This requirement is a key driver of the inspire-grow-celebrate-achieve cycle of arts development.
 - (b) Children and young people’s theatre – the specialist practice in children and young people’s arts, placing strong emphasis on the performing arts, requires a modern performance and rehearsal facility to support high quality production and reinforce Darlington’s national profile.
14. Venue options considered by the Arts Enquiry Group were:
- (a) Option 1 - retain existing Arts Centre, operated by a trust or similar not for profit organisation.
 - (b) Option 2 - Arts Centre sold and receipts used to build a new Arts Centre or ‘Hub’.
 - (c) Option 3 - Arts Centre sold and receipts used to build a performing arts venue with a focus on children and young people, remainder of arts offer consolidated into existing facilities.
 - (d) Option 4 - Arts Centre sold and receipts used to invest into developing arts facilities within existing facilities.

Financial Implications of each building option

15. Financial modelling of options 1-4 by Globe Consultants, Groundwork Trust and the Council indicate that Option 1, retaining the Arts Centre would require a substantial ongoing subsidy (£275K - £350K per annum, not currently provided for in the Council’s Medium Term Financial Plan). Options 2, 3 would require a far lower operating subsidy, ranging from £130K - £160K and option 4 lower again at around £60K per annum.
16. Modelling of revenue costs for the new building (options 2 & 3) include a modest assessment of income generation through rent, ticket and catering sales. **Annex A** gives an overview of estimated revenue costs and income for each of the four options.
17. An assessment of the capital costs of each option indicates that:
- (a) Option 1 – Within the existing Arts Centre there are significant internal areas that need major investment, this would require as minimum several hundreds of thousands of pounds and would not provide a commercial return on the initial cost.

- (b) Option 2 – Based on EC Harris standardised build costs, adjusted for inflation and validated by the Council’s own in-house capital projects team, construction of a new 1000 m² Arts Centre would cost around £3.2m, excluding cost of land.
- (c) Option 3 – using the same methodology as for option 2 construction of a new 500 m² venue including a studio theatre suitable for use as performance space for Children and Young People would cost around £1.8m, excluding cost of land. There would also be a cost in altering existing facilities to accommodate other arts activities, estimated to be around £320K.
- (d) Option 4 – It has been estimated that a minimum investment of £320K would be needed to adapt existing facilities.

Appraisal of each option

18. The Enquiry group considered each option within the context of: the Breadth of Arts Offer retained; Children & Young Peoples' Arts Offer; Opportunity to attract external funding; Fit with core principles of the Arts Vision; Fit with governance design principles; and the capital and projected revenue costs. Key points from this appraisal are that:

- (a) Most people considered that options 1, 2 and 3 met all or most of the core principles of the Arts Vision (Inspire, Grow, Celebrate, Achieve).
- (b) Option 4 is the least favourable in terms of retaining a clear arts ‘hub’, and supporting nationally recognised areas of excellence in the Arts such as the work of Theatre Hullabaloo.
- (c) Options 1 and 2 are perceived as offering the greatest breadth of arts offer.
- (d) Option 1 would require the greatest subsidy, at a level outside the Council’s current Medium Term Financial Plan, to continue to run the Arts Centre as it is at present £400K. It also requires substantial capital investment in the building in the medium term, for which no solution has been identified at the moment.
- (e) Options 2, 3 and 4 may achieve more in relation to ‘One Darlington’ than option 1, as moving the arts hub into the town centre may increase the use by people from different parts of Darlington and different social groups.
- (f) Option 2 carries the greatest capital funding gap, followed by option 1, though it is likely that there will be greater opportunities to secure grant funding or sponsorship for a new build than for the existing Arts Centre.
- (g) Option 3 was considered more deliverable with regard to capital cost, assuming the value of the existing Arts Centre site could be realised.

19. Figure 1 gives an overview of the four options, comparing revenue cost with the perceived impact on achieving the Vision for the Arts.

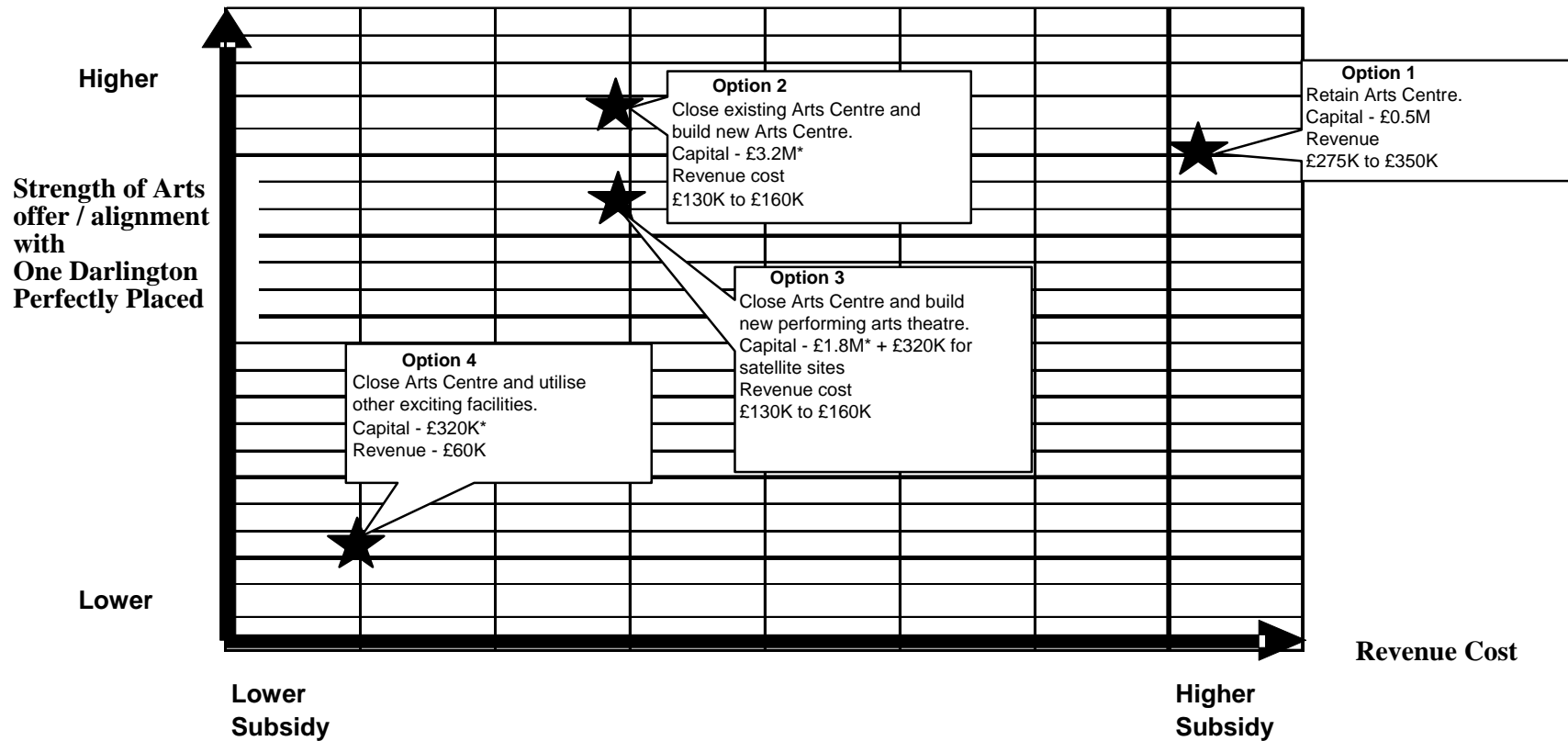


Figure 1

Risks

20. There are risks to all of the options being considered; some above what would usually be considered as an acceptable risk threshold. Key risks are summarised in points 21 - 25, below.
21. Option 1, transfer of Arts Centre, to a trust or similar not for profit organisation:
- (a) Inability of a trust or similar organisation to demonstrate sufficient financial resilience to take on employment and associated costs (required within TUPE regulations) of existing Arts Centre staff. With legal duty placed upon the Council to demonstrate due diligence on transfer of employment liabilities to another organisation.
 - (b) Inability of a trust or similar organisation to obtain a commercial loan or credit from suppliers (for example utility companies, brewery) to support cash flow.
 - (c) Difficulty in booking professional performers without guarantees that performance costs can be met or underwritten.
 - (d) Loss of key existing tenants, impacting upon income levels and Arts offer. The Board of Theatre Hullabaloo have informed officers that, for their organisation, the risks of failure of transferring management of the Arts Centre to Darlington for Culture or to a similar organisation are too high, and that should this happen they would move out of the Arts Centre.
 - (e) Failure of this option after a short period, with reputational impact on Darlington as a place to invest in the Arts.
 - (f) Risk of claw back of £500K Arts Council grant for the youth performance venue at the Arts Centre, should the venue no longer be used for that purpose.
22. Should Members decide to pursue Option 1, the Council would need to conduct a procurement exercise, likely to take between 3 – 6 months.
23. Option 2, Arts Centre sold and receipts used to build a new arts centre, managed by the Council or in the future by an Arts or Cultural Trust, key risks are:
- (a) Loss of key existing tenants, impacting upon income levels and Arts offer. This is a significant risk during the interim period between closure of the Arts Centre and opening of a new build. Interim arrangements would be put in place to maintain an arts programme, though inevitably this would not be as comprehensive as it would be with a dedicated arts venue.
 - (b) Risk of the claw back of £500K Arts Council grant is seen as low, given that the new venue will be built to include a youth performance venue.
 - (c) There is a risk that the Council is unable to raise additional capital funding required to build the new arts centre, both through sale of the current Arts Centre site and through grant funding or sponsorship. The risk of the former is considered low, given the location of the site.

- (d) The ability to generate additional external funding is dependent on the location of the proposed new facility, the purpose(s) for which it is used, the organisation(s) that own and run the facility and the business model operated. Should Members recommend Option 2, officers will work within the overall remit of the Arts Vision, with the arts community and potential funders to maximise opportunities for securing further funding.
24. Option 3, Arts Centre sold and receipts used to build a studio theatre, with other arts activities accommodated within existing facilities, such as Crown Street Library, Central Hall, community centres and other public buildings. Studio theatre to be managed by the Council or in the future by an Arts or Cultural Trust.
- (a) Key risks to delivery are the same as for Option 2, though based on build costs detailed in point 17, sale of the Arts Centre would provide sufficient capital to build a studio theatre without the need to secure grant funding or sponsorship.
 - (b) Option 3 would make it harder to achieve the sense of an ‘Arts Hub’ in Darlington. Meeting this need would require a more imaginative approach to bringing arts practitioners together.
25. Option 4, Arts Centre sold and receipts used to invest into developing arts facilities within existing facilities.
- (a) It is very likely that Arts Council would demand repayment of the £500K grant for the development of the youth performance venue at the Arts Centre.
 - (b) That it would be difficult to deliver a professional programme of arts activities without a dedicated venue, and that Darlington could no longer retain or in the future attract high quality arts organisations to the Borough.
 - (c) It would be hard to achieve the sense of an ‘Arts Hub’ in Darlington.

Equalities Considerations

26. The Council must have due regard to the impact of its decisions on the three strands of the Public Sector Equality Duty, namely:
- (a) Eliminating discrimination, harassment and victimisation;
 - (b) Advancing equality of opportunity; and
 - (c) Fostering good relations.
27. In doing this, it must consider the effects on nine ‘protected characteristics: age, disability, race, religion/faith, sex, sexual orientation, gender reassignment, pregnancy and maternity, and marriage and civil partnership. In addition, seven local characteristics are taken into account in the local equalities approach: unemployed and low waged, carers, young people leaving care, gypsies and travellers, refugees and asylum seekers, people with spent criminal convictions and geographical impacts.

28. An initial appraisal of risks to protected characteristics related to the four options suggests that the following key variables should be considered:

- (a) Composition and focus of the governance body managing the arts offer;
- (b) Embedding and implementation of equalities policies;
- (c) The resources likely to be available for arts programming and development;
- (d) Programming policy that allocates available resources; and
- (e) The location and physical characteristics of arts delivery building(s)

29. The risks identified can be summarised as follows:

- (a) It is likely that the overall arts programme will be reduced due to funding constraints in all of the options.
- (b) Current levels of funding support an arts programme that includes subsidised provision responding to minority cultural interests and needs across the community as well as mainstream arts events. Strong equalities policies in the running of the arts centre also support and encourage the use of the building by diverse groups and individuals.
- (c) The central issue is whether reduced arts funding impacts disproportionately on programming, and whether equalities policies can be implemented through the governance models for each of the options to maintain fairness and diversity in the use of reduced resources.
- (d) This issue also relates to access to and use of arts facilities. For example, currently the Arts Centre is a breastfeeding friendly venue, a Safe Place for vulnerable young people and a meeting place for the transgender and LGBT communities. The presence of this diverse range of interests is safeguarded by active pursuit of equalities policies, and could be at risk if policy is not clearly articulated in future governance models.
- (e) These risks could be triggered by the adoption of a commercial business model in response to financial pressures, pursuing mainstream programming and cultural interests to maximise income, unless the relevant duties under the Equality Act are embedded in the chosen governance model.
- (f) Building accessibility is an important issue, in terms of both design characteristics and location. The principle of a single arts hub is also important, both to the delivery of a diverse arts offer in accordance with the Creative Darlington vision and to facilitate fair access to arts programmes for everyone.
- (g) The extent to which each option would deliver the Creative Darlington Arts Vision is a key consideration. The vision is rooted in equalities and diversity principles.

30. The initial appraisal indicates that option 2 poses the lowest risks across the three strands of the equality duty and protected characteristics. It combines the opportunity to provide a fully accessible arts venue with the strongest potential to implement fair and inclusive programming policy.

31. Option 1 is also relatively low risk, but raises questions about continuing to deliver the arts offer from a building that is not fully accessible. A further concern is the potential for financial pressures to drive programming, rather than the vision and equalities policies, with a consequent focus on more commercial events at the expense of subsidised programming for diversity.
32. Option 3 offers a strong anchor for Theatre Hullabaloo and the young people's specialism, together with a fully accessible new performance building. However, delivery of the vision would be weakened by not co-locating the specialism and wider arts programming in a single arts hub, and the wider programme would be delivered through existing buildings that could pose risks in terms of physical access.
33. Option 4 is a high risk option from an equalities perspective. It would not deliver a single arts hub and would be weak in supporting the young people's specialism, both core components of the arts vision and its underpinnings of diversity and equalities. It would utilise existing buildings that will pose accessibility risks.
34. A full impact assessment of the options will be developed as part of the engagement and consultation programme on the wider Medium Term Financial Plan.

Proposed Option

35. Officers have given very substantial support to Darlington for Culture to assist them in putting together their proposal and business case for running the Arts Centre. Darlington for Culture were given until the end of October to submit a viable business plan to support their desire to run the Arts Centre (attached at **Annex B**). Whilst Darlington for Culture have been successful in engaging volunteers and promoting events, they have not been able to demonstrate a viable business plan for running the Arts Centre at substantially lower costs.
36. Within the business plan Darlington for Culture describe the document as a road map "a way forward" which the detailed work still needs to be completed. There is therefore a great deal of uncertainty attached to the deliverability of the business plan as it is based on unknowns and assumptions at this moment in time. The financial analysis suggests that in Year 1 a subsidy of up to £200K is required which in future years will reduce if some of the assumptions and aspirations within the business plan are delivered, however, if Darlington for Culture fail to achieve their aspirations they would no doubt require an ongoing subsidy to continue to operate the Arts Centre. There is currently no ongoing financial contributions built into the MTFP to support the running of the Arts Centre.
37. The intention of working with Darlington for Culture would be to pass on the management of the Arts Centre as a going concern and therefore TUPE legislation will apply and the staff would transfer with the business to the new organisation on their existing terms and conditions. As the business would be transferring, there is no redundancy situation on the Council's part and if any such redundancies were made, the Council could be liable for legal challenge. Whilst the Council could indemnify Darlington for Culture against any redundancy costs, this would not include any legal costs arising out of the need to make redundancies, including any employment tribunal claims. This is not a risk appropriate for the Council to take. Darlington for Culture in their business plan have indicated that they are not able to take on board TUPE legislation and could not therefore employ the staff who would be entitled to transfer. The Council could, of course, continue to employ the staff and

second them to Darlington for Culture, however, with this approach the Council still retains liability for employment and all the associated risks of sickness, redundancy, pensions etc. This is not a risk that we believe to be appropriate for the Council to take.

38. With regard to the lease of the Arts Centre to Darlington for Culture, the intention was for this to be a short term interim solution while a more permanent sustainable solution could be found for an arts building/hub in the medium term. Darlington for Culture have indicated that they would require a 5 year lease with no break clauses with the opportunity of right to buy at the end of that term. This arrangement would restrict the ability of the Council to dispose of the Arts Centre in the future for which a capital receipt could be gained and invested in a new arts facility.
39. If the option of Darlington for Culture taking on the Arts Centre was to be pursued, there would be a requirement for the Council to go through a full procurement exercise, which would take up to six months.
40. Having considered Darlington for Culture's proposal within their business plan, it is believed that the risks around financial uncertainties, TUPE and lease are too great for the Council to accept and therefore it is proposed not to continue with the option of Darlington for Culture operating the Arts Centre post July 2012.
41. There will, however, continue to be the opportunity for the Council to work with Darlington for Culture particularly around the strategic function 'Creative Darlington' with them being a key part of the Creative Darlington network.
42. Based on estimated market value, sale of the existing Arts Centre site would be expected to generate a substantial capital receipt, some of which could be invested in a new Arts Venue (option 2 or 3) with the option of using the balance to realise additional revenue funds (by repayment of debt) to support the revenue costs of a new arts centre or studio theatre. The recent informal information from developers suggests that there is a serious interest in the acquisition of the Arts Centre at this moment in time.
43. It is therefore proposed to close the Arts Centre and market for sale at the earliest opportunity with a view to reinvesting any capital received in a new build arts facility. It is recognised, however, that proceeds from the sale of the Arts Centre may well not be sufficient to deliver this objective and additional external funding will be required. There is the opportunity of applying to the Arts Council for a large capital grant. This programme has just been released and officers are currently working on a proposal that would meet the requirements of this capital programme and potentially attract the required funding.
44. The approximate cost of redundancies if the Arts Centre is closed is £160,000.

Transitional Arrangements

45. Should Members recommend closure of the existing Arts Centre:
 - (a) Arts activity through events and outreach work will play an important role in continuing to support the arts until such time as a new venue is opened and /or activities are embedded within a range of existing facilities; it is proposed within the 2012-16 MTFP that this activity is picked up through the Councils events team, with a

small budget allocated to delivering an arts programme.

- (b) Officers will wherever practicable assist groups using the Arts Centre and tenants to find alternative accommodation.

Conclusion

- 46. Retaining the existing Arts Centre could continue to support a broad arts offer, depending upon the focus of the new operator, and ability of the operator to deliver a financially sustainable arts programme.
- 47. However given the location, nature and cost of operating the building retaining the existing Arts Centre is unlikely to provide the best value for money, would restrict opportunities to seek external investment or grant funding and it is difficult to envisage how, without a substantial subsidy or capital investment management of the building could be sustained over the long term. In some respects, the question Members should consider is; are resources better focused on saving the Arts Centre building or on delivering an Arts programme.
- 48. Provided sufficient capital funding can be found, a new Arts venue offers the best opportunity to deliver a sustainable Arts programme out of a modern 'fit for purpose' building with substantially lower operating costs than the existing Arts Centre building. Option 2, the new Arts Centre, is preferred, though delivery of this would depend on securing external funding in addition to using capital released from the sale of land occupied by the existing Arts Centre.

Outcome of Consultation

- 49. As described in points 11 – 14, an enquiry group process has shaped the vision for the arts in Darlington, including an appraisal of options for arts venues. Further consultation and engagement will be carried out in relation to Equalities Impact Assessment.

ANNEX A – Arts Buildings Options, Modelling of Expenditure/Revenue

	Option 1	Option 2	Option 3	Option 4
Revenue - Expenditure	Arts Centre stays but transferred to arms-length organisation	New build - hub	New build Black Box Theatre-children's plus refurbishment	Polycentric Model
Rent				
Rates	34,380	5,730	2,865	
Rates Reduction	(27,504)			
Staff	151,050	107,499	89,495	61,984
Admin / Office costs (includes Artists for 1a)	24,000	17,795	17,795	
Heat, Light, Power, alarms, insurance	76,920	19,230	9,615	
Less - Efficiency Reduction				
Maintenance (incl replacement equipment etc.)	47,200	33,000	16,500	
Insurance	4,920	8,200	4,100	
Water	15,000	2,500	1,250	
Waste disposal	5,940	990	495	
Cleaning	37,485	24,990	12,495	
Café Bar - Cost of Sales	32,000	18,750	3,000	
ICT / Finance / Admin	25,000	15,000	10,000	
Marketing	10,000	7,400	5,200	
Finance Costs				
Annual Running Costs	436,391	237,044	160,790	61,984
Revenue - Income				
Specialism rent income contribution	5,380	11,298	11,298	
Lettings	48,420	48,420	6,456	
Café / Bar and catering	64,000	37,500	6,000	
Admissions (net)	10,000	2,500	1,000	
DBC contribution to rent	2,000	4,800	4,800	
Annual Income	129,800	104,518	29,554	
Fundraising Target	306,591	132,526	131,236	61,984
VAT liability (indicative)		26,012	12,531	