

Tŷ Pawb Business Plan 2019-2024

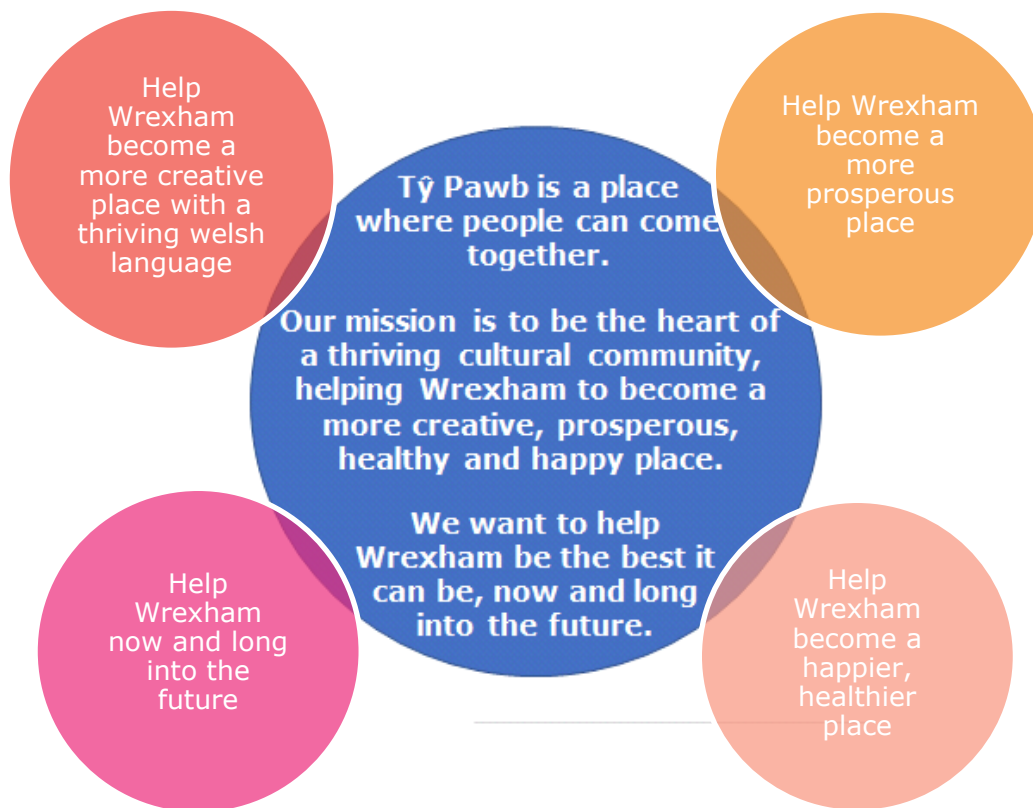


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Tŷ Pawb Business Plan 2019-2020

1. Vision



2. Introduction

In 2015, Fourth Street were commissioned by Wrexham County Borough Council to develop a detailed Business Plan for the day-to-day operation, management and governance of an arts and cultural hub at the People's Market building in Wrexham.

The Tŷ Pawb Business Plan 2019-2020 takes into account the plan as set out by Fourth Street, but recognises that the operation of the venue has evolved. It is based on actual statistics and working knowledge from a full year's operation at Tŷ Pawb; and is structured around the same functional areas originally identified in 2015.

A new strategic framework has been created aggregating the objectives for Tŷ Pawb as originally established with the objectives as set out in the Wrexham Council Plan, The Wellbeing of Future Generations Act and the Arts Council of Wales Corporate Plan. This framework serves as a tool to help the team design activity appropriately so as to best meet outcomes, and provides ways to gather relevant data (see Appendix 1).

Tŷ Pawb is a multi function, multi use facility located on the edge of Wrexham town centre. Comprising of 1000m² of market hall/food court which includes 17 market units and 5 food units, 250m² of performance and activity space, 360m² of gallery space and a 330 space car park covering 4 levels

Since opening in April 2018 through to February 2019 a manual footfall count was taken at the Market Street reception area recording approximately 75,000 visitors to the building. Since the 23rd of February 2019 footfall counters have been installed at Market Street, Market Street Car Park, North Arcade and South Arcade entrances recording a total of 62,000 visitors, with the manual count that takes the total number of visitors from 2 April 2018 to 30 April 2019 to 137,000. It is acknowledged that not all visitors stop to use the facilities on offer in Tŷ Pawb as, due to its location the building serves as a convenient cut through across the town. However, there is an opportunity for traders and the team to present information, goods and services in a way that will seek to attract engagement and return visits whatever the initial reason for being in the building may be. Increasing visitor dwell time and positive engagement in what Tŷ Pawb has to offer is a key focus for 2019/20.

3. Tŷ Pawb's role as a catalyst for regeneration

The development of Tŷ Pawb formed an integral part to the Wrexham Town Centre Vision as articulated in the Vibrant Viable Funding application to Welsh Government in 2013. The key long-term aspirations of Tŷ Pawb in contributing to the wider regeneration of Wrexham Town Centre are to:

1. increase footfall and dwell time in the town centre;
2. diversify and strengthen the evening economy;
3. gain recognition of Wrexham as a centre for creative industries;
4. provide additional training and volunteering opportunities; and
5. improve the quality of life for local residents.





Techniquet has now secured funding to relocate to the former 'T J Hughes' building adjacent to Tŷ Pawb on Chester Street with the expectation of being operational within the 2019/20 financial year. This provides a huge potential to create a powerful science/arts combined offer through collaboration on events and attraction initiatives that will bring added value to Tŷ Pawb and the neighbouring business this year and for the future.

In addition, Wrexham's Tourism Information Centre (TIC) will be relocating this year to the retail unit on Chester Street at the entrance to the South Arcade; this provides further opportunity and potential to increase visitor numbers to the Chester Street area of Wrexham Town Centre as a tourism and events destination.

4. Objectives

1. Increase participation in the arts and culture by flexibly accommodating engagement activities on an improved scale.
2. Expand our cultural offer by providing opportunities all year round.
3. Develop audiences by offering facilities to show an improved level of exhibition programme in partnership with other organisations nationally and internationally, including loans from national collections.
4. Contribute to economic regeneration by increasing footfall and dwell time in the town centre as levels of urban living increase over the coming years.
5. Support the increasing number of tourists visiting the town and growth of the visitor spend within the economy.
6. Enhance employment skills within the creative industries and public sectors.
7. Support career development of emerging artists, designers, craft makers, business entrepreneurs and creatives working in new media and technology.
8. Audience Development of hard to reach and previously disengaged groups.
9. Contribute to a positive impact on health and wellbeing.

5. Links to 'Wellbeing of Future Generations (Wales) Act 2015

Tŷ Pawb Strategic Aim	Wellbeing Goals	
 <p>Help Wrexham become a more creative place</p>	<p>A Wales of Vibrant Culture and Thriving Welsh Language</p>	<p>A globally responsible Wales</p>
 <p>Help Wrexham become a more prosperous place</p>	<p>A Prosperous Wales AND A More Equal Wales</p>	
 <p>Help Wrexham become a happier, healthier place</p>	<p>A Wales of Cohesive Communities AND A Healthier Wales</p>	
 <p>Help Wrexham now, and long into the future</p>	<p>A Resilient Wales</p>	

6. Tŷ Pawb Functions

For the purposes of service and business planning the operations at Tŷ Pawb are categorised into functions as follows. These functions establish the structure of this Business Plan by considering each function in turn, reviewing performance and challenges in 2018/19 and looking forward to the opportunities and challenges for 2019/20.

i. Arts and Cultural Activities

- Exhibitions
- Learning
- Shop
- Events

ii. Tŷ Pawb Facilities

- Venue Hire
- Markets
- Car Park
- Food and Beverage
- Opening Hours

iii. Other Income

- Other Income
- Arts Council of Wales

i) Arts and Cultural Activities

Exhibitions

Review of 2018/19

The first year of exhibitions at Tŷ Pawb included 8 x main exhibitions, between both galleries, and 4 x shorter exhibitions also between both galleries.

Successes and Opportunities during year one:-

- Excellent visitor numbers to the galleries throughout the year
- New relationships built with local people through the exhibitions focussed on locally significant themes, and through the Wrexham Open exhibition
- Significant audience development through the Grayson Perry exhibition, attracting regional visitors and visitors from hundreds of miles away, as well as increased local audience.
- Excellent school and college engagement particularly through the Grayson Perry/ Uptwist Downtwist exhibitions.

Challenges during year one:-

- A fault with the air-handling unit in Gallery One led to water leaks which meant 'On Paper' Arts Council Collection touring exhibition needed to close early.
- Challenges for the exhibition staff in terms of multiple exhibition changeovers within short time frames.

Challenges, priorities and opportunities19/20

May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
FUTBOLKA - 4th May - 21st July 2019 (11 weeks)			PLAY opening on Play Day 7th August - 3rd November			Open Print 2019 with solo display led by siop/shop - 16th November 2019 - 2nd February 2020			Sean Edwards - Wales in Venice - 15th February - 26th April	
Bands FC - 16th - 18th May	Molly Palmer - Nine Nectarines - 1st June - 4th August		Nascent Inclinations - 17/08 - 08/09		Gareth Griffith - 21st September - 3rd November					

Building on the success of the exhibition programme during year one, a programme has been designed including: 4 x main exhibitions in Gallery One, 4 x smaller exhibitions in Gallery Two. In addition to these a continuation of the annual 'Wal Pawb Commission': two large billboards in the market hall, has been included in the plans and budget.

This represents a reduction in the number of separate exhibitions being presented, compared to year one. The reasons for the reduction are:

- To allow staff to dedicate more time for research and planning to each exhibition, and through doing so achieve deeper audience engagement, more extensive resource materials, increased public programmes and integration with the market.
- To move towards increasingly flexible use of gallery two, to allow in particular for school and other workshops and activities, to take place in the gallery. This follows a hugely successful schools project based in gallery two during year one.

Financial Projection

In 18/19, income for the exhibition programme was made up of: Arts Council Wales funding; fees for professional services (the Creative Director and Curator delivering talks and mentoring); Coordination fee for Wales in Venice exhibition; income from the tour of Tŷ Pawb's exhibition 'Is This Planet Earth'; and sales of artwork.

The cost of delivering the exhibition programme in 19/20 is £79,200 this amount has been secured from Arts Council of Wales.

Expenditure 18/19	Income 18/19	Surplus/- Deficit 18/19	Anticipated Expenditure 19/20	Anticipated Income 19/20	Anticipated Surplus/- Deficit 19/20
£94,903	£109,727	£14,824	£79,200	£89,200	£10,000

Income associated with the 19/20 programme is through Arts Council Wales funding; fees for professional services (the Creative Director and Curator delivering talks and mentoring); Coordination fee for Wales in Venice Invigilator Programme; sales of artwork; exhibition led ticketed events and masterclasses; programme sponsorship (sponsorship in addition to that referenced later in the Business Plan under 'Other Income'); donations; and sale of exhibition merchandise. This is a more diverse list of income streams than 18/19.

The cost of delivering the exhibition programme for 19/20 is lower than 18/19, which reflects the reduced number of exhibition changeovers.

The projected surplus will be reinvested into the arts programme. Additional capacity within the exhibition programme would enable smoother operating processes and deeper audience engagement, rather than increased income.

Learning Programmes

The Learning Programme at Tŷ Pawb consists of two strands: Formal and Informal. The following sections give breakdowns of each.

In 18/19, income for the Learning programme was made up of Arts Council of Wales funding as part of the main Tŷ Pawb grant; Arts Council of Wales Creative Collaborations Funding; school group visit fees, masterclass and workshop fees; and fees for project delivery with the charity Mind.

Formal Learning

Review of 2018/19

During 18/19 the programme included schools workshops, a project with the mental health charity Mind, Criw Celf and Portfolio Masterclasses for young people, Mini Movers dance sessions, Saturday Art Club and Life Drawing classes

Successes and Opportunities during year one:-

- Positive health and wellbeing outcomes for Mind workshop participants
- Highly successful Creative Collaborations project with St. Marys Catholic Primary School, in relation to the Grayson Perry and Uptwist Downtwist exhibitions. Additional funding was secured to deliver this.
- Increased engagement from schools.
- New Format Saturday Art Club – numbers were low initially, as a result the club was moved downstairs into Gallery Two and rebadged as 'Family Art Club' – numbers have increased significantly and this is now a very popular part of the programme.
- Successful Criw Celf and Portfolio Projects.

Challenges during year one:-

- Difficulty engaging with schools in the earlier part of the year.
- Low take up for Masterclasses as part of the Formal Learning programme. In order to increase focus on the schools programme, Masterclasses for adults have been removed, as well as the associated income target. Masterclasses will now form part of exhibition engagement where possible.

Challenges, priorities and opportunities 19/20

Based on the learning from 18/19, a Formal Learning plan has been designed for 2019/20 to include:

- School visits – this area of work is growing and the target for the year is 37 visits.

- Mini Movers dance sessions – for parents/carers and toddlers, this is being continued due to success during 2018/19
- Family Art Club
- Life Drawing

Financial Projection

Expenditure 18/19	Income 18/19	Surplus/- Deficit 18/19	Anticipated Expenditure 19/20	Anticipated Income 19/20	Anticipated Surplus/- Deficit 19/20
£17,036	£20,305	£3,269	£16,500	£20,452	£3,952

The cost of delivering the Formal Learning Programme in 19/20 is £16,500. This amount has been secured from Arts Council of Wales.

Income associated with the Formal Learning programme is a combination of Arts Council of Wales funding as part of the main Tŷ Pawb grant; Arts Council of Wales Creative Collaborations Funding (this is unconfirmed, still a live application); school group visit fees and workshop fees.

Additional staff resource to deliver masterclasses would result in additional income of £2,500.

Informal Learning

Review 2018/19

During 19/20 the Informal Learning Programme focussed on family drop in activities during school holidays and weekends; and the volunteering programme including work experience and placements from organisations including DWP and Ectarc..

Successes and Opportunities during year one:-

- Hugely successful family activities with high attendance numbers during school holidays and at weekends.
- An enthusiastic cohort of volunteers has been recruited, volunteers contribute to the life of Tŷ Pawb in a variety of ways including gallery invigilation, running of Garden Club, assisting with Family Art Club.

Challenges during year one:-

- The popularity of family activities during school holidays has been unprecedented – as such there is a need to dedicate a larger portion of Arts Council funding to these.
- Unpredictable nature of volunteer placement.
- A focus for the future is to increase volunteer presence in relation to meet and greet for visitors.

Challenges, priorities and opportunities19/20

Based on the learning from year one, the Informal Learning programme for 19/20 includes:

- Volunteer programme costs – to facilitate events and activities led by and for, volunteers
- Exhibition Interpretation worksheets for a variety of ages, to help with exhibition engagement
- Exhibition engagement backpacks - for families and young people
School Holiday activities
- free and low-cost family activities throughout all school holidays of 2019/20

Financial Projection

Expenditure 18/19	Income 18/19	Surplus/- Deficit 18/19	Anticipated Expenditure 19/20	Anticipated Income 19/20	Anticipated Surplus/- Deficit 19/20
£7,302	£7,508	£206	£6,250	£9,798	£3,548

Income for the Formal Learning Programme is a combination of Arts Council of Wales funding, activity entry fees, donations and sponsorship (sponsorship in addition to that referenced later in the Business Plan under 'Other Income').

Siop//Shop

Siop//Shop @ Tŷ Pawb is the in-house gallery shop and also a vehicle for arts programme delivery. The shop team deliver the socially engaged Designer Maker Project – working with adults from the charity CAIS to create bespoke lampshades, based on Wrexham's Hippodrome Light. Reflecting Tŷ Pawb's ethos, shop stock includes the wares of other social enterprise projects Designs in Mind, Granby Workshop and Arthouse Unlimited. Everything at Siop//Shop is chosen to complement all things that Tŷ Pawb offers.

Successes and Opportunities during year one:-

- Income during year one has increased significantly in comparison to income in the year 17/18
- Success of the Designer Maker Project, with the first batch of lampshades selling out and now a waiting list of back orders
- Growing reputation as a place to find occasion gifts and items not usually found on the high street. Regular repeat customers visiting Tŷ Pawb expressly because of Siop//Shop

- Each customer visit has served as an engagement opportunity to promote the Tŷ Pawb ethos.
- Successful partnership with the Ceramic Wales at Glyndwr University, led to a shop exhibition of local and national ceramicists
- Positive review from Veronica Simpson, Senior Editor of Blueprint magazine.
- Positive tweet from Sophie Howe, Future Generations Commissioner – *'Gift shop is the Future Gens Act in action'*



Challenges during year one:-

- The number of visitors per day came in just under the target of 40. The shop would benefit from extra floor or wall based signage in the market street entrance, to increase footfall.
- A lack of resource meant the shop did not receive as much marketing attention as other aspects of Tŷ Pawb.
- Moving forwards the shop will benefit from more focussed promotion of its specific offer, as part of Tŷ Pawb's overall marketing strategy. In part, this will be addressed through recruitment of an intern to work on online promotions of the applied arts offer within the shop.
- There is the need for a more dynamic and pro-active online presence for the shop, to address this, different key market facing platforms will be explored as means to generate online sales, developing a stronger and more effective online presence.

Challenges, priorities and opportunities19/20

Based on the learning from year one, the plans for Siop//Shop are as follows.

Local makers including James Story, Jenny Murray and Sarah Jane Harper will continue to be stocked. Products including the Designer Maker Hipporrome Lamp will be labelled as Made In Wrexham, and efforts made to increase the number of local makers.

Popular products including Melin Tregwynt and Tatty Devine will continue to be stocked.

Shop staff will continue to research for new products and makers through visiting local and regional degree shows, and attending Top Drawer national trade event.

The Designer Maker project will continue and develop, with a plan to roll out the Hippodrome Lamp shade to be stocked in other galleries in Wales and England.

Emphasis on products with a social impact will continue

Products will be selected to complement the exhibition programme. Notably for the Print exhibition in partnership with the Regional Print Centre, Wrexham.

Financial Projection

Turnover has increased significantly from **£13,772** in 17/18 at the Chester Street shop, to **£35,510** in 18/19 within Tŷ Pawb.

On the basis of the improvements to marketing, addition of online sales, and signage within the building, the target for 19/20 is a turnover of £40,000. With additional staff resource in the form of someone to oversee online sales, there is potential to increase turnover by a further £4,000.

Expenditure 18/19	Income 18/19	Surplus/- Deficit 18/19	Anticipated Expenditure 19/20	Anticipated Income 19/20	Anticipated Surplus/- Deficit 19/20
£15,967	£35,510	£19,543	£18,000	£40,000	£22,000

Events

Review 18/19

Over the last twelve months, Tŷ Pawb has established a portfolio of wide ranging and culturally diverse events and activities, which have aimed to engage with stakeholders, visitors, partner organisations and the wider community. These have included events related directly to the exhibition programme; arts and culturally focussed events; as well as some more commercially focussed events.

Moving forwards emphasis will remain on delivering a cohesive programme that is faithful to the Tŷ Pawb brand as a cultural community resource, of local relevance and national significance. This will continue to include a mix of both cultural and more commercially focussed events.

Successes and Opportunities during year one:-

- Excellent and growing attendance numbers at events and activities.
- Tŷ Pawb has established itself as a genuine venue in an extremely competitive local market.
- Development of strong relationships with local groups and event organisers.
- The establishment of successful partnership events such as the free lunchtime concerts delivered by the Wrexham Symphony Orchestra.
- Active engagement and partnership working with organisations such as Focus Wales.
- Hosting festivals such as Black History and Gwyl Twm Sbaen.

Challenges during year one :-

- Challenges for the staff team to develop a programme of events from scratch
- Establishing a balance between quality and quantity of events.
- Demands on staff of delivering a seven-day a week programme.
- Learning from events that were not successful or that did not work well in the building or for the users of Tŷ Pawb.

Challenges, priorities and opportunities 19/20

The original intention was for the majority of events to take place within the performance space, experience of managing a live, ever changing building has shown that it is possible for events to take place anywhere within the building. The focus now is to not only expand the range of events on offer but to look at how best we utilise the spaces available to us.

Another area of focus for 19/20 is that of co-hosted events. Several partnership based events have been trialled, this type of arrangement allows events to be curated and delivered that otherwise may not be viable due to logistical or financial constraints.

Our diverse food court also offers opportunities to deliver events, which attract visitors from a broad range of cultural backgrounds. We are working with representatives from the Polish business community to deliver several roadshow events to showcase local Polish business interests.

We now have a good range of experience as to which events have worked well within Tŷ Pawb and we will look to expand on our successes such as record fairs, jobs fairs, craft fairs and live music/comedy nights.

Developing a varied and original programme of events does however come with its own challenges. Even small scale externally provided events require an element of curation by the Tŷ Pawb team and as many of the events are held in the evening or weekend it is often difficult to stretch the available staff resource to procure, plan and manage the increasing level of interest.

An additional challenge presents itself when we factor in the desire to reflect the aims and ambitions of Tŷ Pawb across everything we do, including our programme of events and activities. Events, which match up with our desire to be a cultural hub, may not always generate sufficient income to be commercially viable and conversely events, which are good potential revenue generators, may not fit completely within our wider desires and brand vision.

Financial Projection

The original Income target set for events was partially achieved during 18/19 through the utilisation of existing staff to assist in the procuring, planning and managing of on site events. Moving forward it may be necessary to employ additional resources to ensure that the 19/20 income target is achievable; these additional resources would have to be factored in to the costs of curating events within Tŷ Pawb.

Expenditure 18/19	Income 18/19	Surplus/- Deficit 18/19	Anticipated Expenditure 19/20	Anticipated Income 19/20	Anticipated Surplus/- Deficit 19/20
£16,392	£21,335	£4,943	£11,600	£26,600	£15,000

ii) Tŷ Pawb facilities

Venue Hire

Review 18/19

It has always been the intention that Tŷ Pawb would become a “destination” venue, somewhere that people would visit for a specific reason, event or activity and that provided the added appeal of its wider arts, markets and community offer.

Wrexham has a well-established range of existing venues who currently offer the facilities to host live music, theatre performances, corporate events, private functions and meetings/training events. Tŷ Pawb has endeavoured to insert itself into this established marketplace and to promote itself as a venue in its own right with its own identity and with a range of complimentary offers that cannot be found anywhere else. The last year has seen our presence grow steadily and we have developed a core group of regular hirers and have hosted several high profile conference/corporate events.

The original business plan assumed venue hire income would be derived from a combination of “hire charges” and “food and beverage” sales. Interest from external providers meant that the in house food and drink offer did not follow the initial model proposed, however the option to take in house the bar, which had been established and run privately, has now allowed us to remodel the venue hire proposal to include an element of food and beverage income.

Successes and Opportunities during year one:-

- Hosting several high profile seminars such as the Visit Wales Roadshow and the BAWSO annual conference.
- Developing into a successful meeting/training/engagement venue both for internal and external hirers.
- Developing a one-stop shop option for catered events utilising our in house food court vendors.
- Invested in a new p.a. system, which will allow us to expand our offer to be a “complete” music venue.

Challenges during year one :-

- Establishing ourselves as a competitive venue especially for corporate clients.
- Finding our “price point” and establishing exactly how much hirers are prepared to pay for Tŷ Pawb's offer (initial venue hire rates were calculated based on income targets rather than directly reflecting the price points of comparable local venues).
- Slow initial interest and uptake of venue hire opportunities.

- Discovering the limitations of the building and working out how to overcome and improve the physical environment we occupy.

Challenges, priorities and opportunities 19/20

The focus moving forward will be to expand our existing regular client base and to develop new opportunities to engage further with established regular hirers. For example, Tŷ Pawb is currently used as a weekly rehearsal space/performance venue by two choirs and two drama groups, this type of utilisation of the venue is relatively low impact in terms of staff time and provides opportunities for active engagement with Tŷ Pawb's traders. It is our intention to reach out to similar groups and demonstrate the benefits of using the various spaces within Tŷ Pawb using our existing hirers as positive examples.

We have had some success in our first year in engaging with corporate clients wishing to hire Tŷ Pawb for events and promotions. This year we will actively target local and national corporate clients with a view to expanding our portfolio of high profile hirers such as Money Penny.

Another potential avenue for expanding our private hire opportunities is to engage more actively with the wedding/birthday/private event markets. Tŷ Pawb has during its first year hosted several birthday parties, children's clubs, a scout jamboree and acted as the venue for two wedding receptions.

Financial Projection

The income target for venue hire was partially met in 18/19, the slow initial uptake on room hire meant that Tŷ Pawb as a venue did not begin to establish itself until half way through the first year of trading. This was partly as a result of the Events Officer and Marketing and Communication Officers not joining the team until part way through the year. With a full staff complement going forward and a growing reputation as a venue an destination future income targets although challenging are considered achievable.

Expenditure 18/19	Income 18/19	Surplus/- Deficit 18/19	Anticipated Expenditure 19/20	Anticipated Income 19/20	Anticipated Surplus/- Deficit 19/20
£2,058	£20,735	£18,677	£2,000	£32,000	£30,000

Rent (Markets, Arcade Shops and Studios)

Review 18/19

The market, retail unit and food court offer within Tŷ Pawb set out a new direction for Wrexham's market economy, represented a shift towards a more cohesive, and forward focussed economic driver. The varied size and layout options available have allowed for an eclectic mix of traders to establish themselves and for a varied range of products and services to be offered.

Successes and Opportunities during year one:-

- All available units were occupied or moving towards occupation on the opening day (2 April 2018).
- Existing and new traders have established themselves within the facility and are now showing that collaborative working and looking at alternative sales models can reap rewards.
- Several brand new start-up businesses have chosen Tŷ Pawb to be their first home and are demonstrating that with a good product or service offer they can succeed even in the current economic climate.
- Our food court is fully occupied with a wide range of food offers ranging from Tapas to Curry to Thai Deserts and Milkshakes and Polish cuisine.
- Subdividing some of our units that have proven to be in a less desirable location within the facility generated renewed interest and allowed these units to be filled. Smaller unit footprints and the associated reduced rental costs have proven to be popular with new start-up businesses.
- There is a waiting list for units should they become available in the future.

Challenges during year one :-

- The loss of several of our initial tenants which led to a position where at six months after opening we found ourselves with several unoccupied units.
- Challenges and issues with legal and financial procedures relating to trader agreements and billing.
- Unoccupied arcade shops resulted in a National Non-Domestic Rates (NNDR) expense to Ty Pawb operating costs of £10,000.
- Negative press coverage around traders and the general trading environment.
- Maintaining a consistent level of occupancy and encouraging buy in and engagement with some traders especially during traditionally quiet shopping periods.
- Balancing the needs of the traders against the potential impact of events, activities and external trading influences.

Challenges, priorities and opportunities19/20

We are now experiencing stability amongst the traders, businesses are now establishing themselves and utilising the benefits of all that Tŷ Pawb has to offer to promote and grow their offer both in a face-to-face and online market place.

Continued stability and long term 100% occupancy is the focus moving forward, the current available market units are progressing through to occupancy as are the two office units located on the first floor. In addition to the permanent retail offer available,

pop up, test trade and casual traders will be a focus for developing a wider audience to the market and food court.

Greater collaboration between the Tŷ Pawb team and the trader community is an area that we plan to focus on in our second year. Skills and experience exist within the staff team that can be utilised to help traders improve the visual impact of their offer and better tie in to the events, activities and exhibition programme offered within Pawb.

An evaluation of the goods and services offered by the traders within Tŷ Pawb is an important step in our continued development. Footfall figures demonstrate that people are being attracted into the building, encouraging them to spend their money with the traders (if they are not already doing so) may require a review of exactly what the people of Wrexham are looking for within their markets.

The South Arcade plays a significant role in being a key entry point to Tŷ Pawb as well as its financial contribution to the overall costs in the Business plan. The focus for 2019/20 will be to increase and sustain occupancy through the year which will have the additional benefit of a reduced NNDR liability. The relocation of the Tourist Information service at the entrance to the Arcade on Chester Street and Techniquet Glyndwr to the former T J Hughes store adjacent to the South Arcade entrance later in the year will attract additional footfall to this part of Wrexham Town Centre. This provides both an incentive and opportunity to attract businesses to take up the units in the Arcade.

Financial Projection

Expenditure 18/19	Income 18/19	Surplus/- Deficit 18/19	Anticipated Expenditure 19/20	Anticipated Income 19/20	Anticipated Surplus/- Deficit 19/20
£10,104	£124,391	£114,287	£7,000	£178,970	£171,970

N.B The 2018/19 expenditure includes NNDR costs of vacant arcade shops during the year. The 19/20 anticipated expenditure assumes that 2 of the empty shops become let during the year, thus reducing the NNDR liability

Car Park

Review 18/19

The Pawb car park has charges, which are consistent with all other car parks within the control of Wrexham County Borough Council, and its opening hours reflect the opening hours of the building. Income is currently generated through a mix of season pass sales and daily casual parking.

The car park at Tŷ Pawb has continued to demonstrate a sustained high level of usage, average occupancy during the Monday – Saturday/ 9.00am – 5.00pm period currently runs at approximately 85% with regular daily periods of 100% occupancy.

In line with other WCBC car parks, a limited number of free parking days/periods were offered during 2018/19. These free days/periods had an impact on the projected income target for the car park; however, the slightly higher sustained level of occupancy than originally anticipated offset the reduced income.

Successes and Opportunities during year one:-

- High level of sustained usage and occupancy during peak periods
- Sustained interest in season passes.

Challenges during year one :-

- Low levels of Sunday and evening occupancy.
- Historical proximity parking allocation committed a number of spaces to zero income generation potential.
- Ongoing historic reliability issues with the car park infrastructure.
- Loss of spaces due to failure of the car park surface on level 2a and the impact of this failure on the other spaces within the building.

Challenges, priorities and opportunities 19/20

Changes to the Council's proximity-parking scheme will result in a number of spaces returned to full or partial revenue generating status. Any spaces released from the current scheme, which are not then allocated to the new scheme, could be offered out to those currently on the reserve list for season passes. The original business plan outlined the potential for an incentive scheme whereby patrons of Siop/Shop or other directly delivered services within Tŷ Pawb could redeem the cost of their parking. This scheme was considered to incentivise visits to and spend within Siop/Shop and Bar Pawb. Although not implemented within the first year of operation this incentive scheme will be evaluated with a view to potentially being trialled in year 2.

The quality of the environment within the car park is an area for focus within year 2. Improving the appearance of front facing areas and areas of higher footfall will be considered as part of a focus on bringing the car park more in line with the overall brand image of Tŷ Pawb. Engagement with local artists, community groups and schools will allow the potential development of a programme of curated installations and visual improvement works which will utilise areas currently set aside solely for movement through the building.

Currently car parking charges are set at £1.80 for up to 2 hours and £2.50 for a full day. The full day rate is lower than other car parks within the town centre boundary. Nearby 'Waterworld' car park, full day tariff is £3. Consideration will be given to increasing the full day tariff in line with 'Waterworld' to £3. The final section of this business plan (Five Year income and expenditure) provides the projected income at both the £2.50 and the proposed £3 rate.

Financial Projection

Expenditure 18/19	Income 18/19	Surplus/- Deficit 18/19	Anticipated Expenditure 19/20	Anticipated Income 19/20	Anticipated Surplus/- Deficit 19/20
£83,807	£161,626	£77,819	£80,615	£182,000	£101,385

Food & Beverage

Review 18/19

In the original business plan a revenue target for food and beverage was set out, which was in addition to that proposed for the general rental of units within the food court, this target assumed that one food court unit would be operated by Tŷ Pawb as an in house delivered café/bar offer.

The unit identified as being potentially run by the Tŷ Pawb team generated considerable commercial interest from third parties and the decision was taken to offer the unit as an externally run food/drink offer. In addition, an external provider expressed an interest in delivering a bar offer within Tŷ Pawb, again the decision was taken to offer a unit to a third party to deliver this service.

The food court unit originally ear marked for usage by the Tŷ Pawb team continues to be operated by the original tenant and has demonstrated that varying your retail offer and engaging with the activities curated within the building can lead to a successful proposition.

Unfortunately the bar did not prove to be a viable third party delivered opportunity and after six months the Tŷ Pawb team took the bar unit on as an in house delivered service.

Successes and Opportunities during year one:-

- Taking in house of the bar offer and the potential improvements that are planned.
- Good working relationships built and developed with food court traders to develop a complete food and drink package to hirers and users of the facility.
- Events can be offered with an option to be catered and bar serviced, leading to increased interest from party bookings.

Challenges during year one :-

- Lack of initial opportunity to offer an in house food/drink offer.
- “Missed opportunity” to develop better commission potential on catered offers.
- Developing and resourcing an additional offer utilising the existing staff team.

Challenges, priorities and opportunities 19/20

The bringing in house of the bar offer has allowed progress to be made towards achieving the income targets set aside for food & beverage sales. The focus moving forward is to expand not only the opening hours of the bar unit but to also expand on the current bar offer. Currently the bar operates as an event/function bar where opening times are based on there being activity within Tŷ Pawb that has generated sufficient footfall to create a client base.

In order to increase the usage and potential revenue generated by the bar it is proposed that the bar and flexible space area are utilised in a broader fashion to create an environment where a pattern of regular opening hours can be achieved.

Through experience it can be demonstrated that simply opening for business does not necessarily generate sufficient footfall to warrant opening, therefore providing a curated experience as part of the bars offer would be necessary to attract a customer base, especially in the initial period of set opening hours.

This period of extended opening and supporting curated experiences will require an investment both in terms of finance and staff time and will be considered in relation to the expected income targets.

In addition, consideration will be given to the possibility of delivering a limited tea/coffee offer from the bar unit at selected times. Many of the units within the food court already offer a wide range of tea/coffee options, therefore any tea/coffee offer delivered from the Tŷ Pawb bar would need to consider where gaps exist within the current offer. Again, this development would require additional investment and will be considered in relation to the expected income targets.

Financial Projection

Expenditure 18/19	Income 18/19	Surplus/- Deficit 18/19	Anticipated Expenditure 19/20	Anticipated Income 19/20	Anticipated Surplus/-Deficit 19/20
£9,980	£11,835	£1,855	£24,300	£40,000	£15,700

N.B The 18/19 expenditure includes the purchase of equipment and stock amounting to £3,300 on commencement of trading. The 19/20 anticipated expenditure includes rent and service charge payable for the unit.

iii) Other Income

Additional income includes £40,000 confirmed income from Police rental of the former Oriel Wreccsam site. A target of £20,000 for programme sponsorship has been included in the Business Plan.

Establishing a 'Friends of Tŷ Pawb' group, managed by a volunteer quorum is being considered for 19/20. This group would have the opportunity to become a registered charity and as such would be in a position to apply for grants to undertake specific projects and activities. A 'Friends of' group would also be in a position to levy a membership fee to help cover administration and marketing costs. (The Bluecoat, Liverpool currently has a £30 membership fee for joining the friends group).

In addition, a formal membership scheme will be considered, where patrons will be able to join Tŷ Pawb as a paying member. This will give access to early gallery previews, discounts within Siop/Shop, curated experiences with staff and artists and other benefits not available through any other route.

Arts Council of Wales (ACW)

Currently, support from ACW comes in the form of Programme Support from the lottery fund, which officers apply for annually. For 19/20, a total of £115,000 has been secured from ACW.

Moving forwards, the ambition is to secure funding from ACW for multiple years of programme. Either through the ACW's new lottery programme which will be announced in Autumn 2019, or through becoming a member of ACW's portfolio of revenue clients. A portfolio review is scheduled for 2020, and officers will make an application to be considered.

7. Marketing Tools, Techniques and Analytics

In support of our marketing strategies and plans we will use a wide range of digital and traditional marketing tools, techniques and analytical process to inform, adjust and fine tune our marketing efforts.

Digital Marketing	Traditional Marketing
1: OUTPUT	
<ul style="list-style-type: none"> • Social media • The website • Digital advertising • E-mail • Blogs • Video 	<ul style="list-style-type: none"> • Advertising • Mailshots • Posters and billboards • Leaflets and booklets
2: MONITOR	
<ul style="list-style-type: none"> • ANALYTICS: Record analytics from the website, social media and channels and the blog to measure the success of digital publicity efforts. • Record analytics from our website and social media channels to measure 'hits' to exhibition or event-related content. • Check the open and read rates of any e-mail mail-shot campaigns. • Work with WCBC comms team to look at the analytics of Tŷ Pawb-centric content posted to the council news blog. • Record comments and mentions on social media. 	<ul style="list-style-type: none"> • SURVEYS: Record data provided directly by customers allowing for further re-marketing. • Record visitor numbers and footfall for exhibitions and events. • Record footfall and feedback from exhibition or event-related activities using customer surveys. • Record feedback left in the guestbook. • Keep track of sales figures for items created for specific projects or exhibitions from Siop/Shop. • Record mentions in the local, national and art trade press.
3: ANALYSE	
<p>Look at all of the data you've gathered from all of the above, both digital analytics and real-world surveys alike. What trends are clear? What subjects are popular? What puts people off? Are audiences more responsive to some forms than others? What doesn't work? Who are your most loyal customers bases?</p>	
4: REPEAT	
<p>Return to the start and carry on marketing, but now, make use of what you learnt in the step above and implement it; and re-market to those audiences which have already been established as especially loyal or interested.</p>	

8. Opening Hours

Review 18/19

One of the long-term outcomes is for Tŷ Pawb to contribute to the ‘diversification and strengthening of the evening economy’. In many ways, Tŷ Pawb has, since its opening made great steps towards achieving this outcome, the wide range of events and activities that have been hosted or curated within the facility have brought considerable numbers of people into the town centre.

Our music, comedy and film screening evenings have developed a strong following and are always well attended.

Successes and Opportunities during year one:-

- Establishment of a strong portfolio of regular evening events.
- Tŷ Pawb has become a genuine venue within Wrexham’s music scene.
- Food court units that have engaged and worked with the Tŷ Pawb team to offer a catered evening experience have benefitted from additional revenue potential.

Challenges during year one :-

- Gaining traders confidence in committing to extending/altering opening hours, to buy in to the early evening economy offer.
- Curating and resourcing a consistent level of activity within the building during the early evening period which engages with potential customers.
- Developing a series of low cost activities, which can be consistently utilised as draws to footfall which would then encourage the traders to stay open.
- Low footfall on Sundays.
- Staff capacity to operate a seven day service of excellent standard, and knock on impact of staff team being stretched to cover seven day opening.

Challenges, priorities and opportunities 19/20

Evening Economy

A focus for 2019/20 will be to establish Tŷ Pawb as a destination for events and socialising in the early evening by delivering a programme of activities that attract footfall into the town centre to stimulate the evening economy of Wrexham.

Experience to date is that without an event or activity taking place in the building to draw people in and create a focus it is difficult to generate footfall that encourages the traders to stay open late and engage with ambitions of the facility. It is therefore essential that complete buy in from all of those involved with Tŷ Pawb is secured; to that end, it is proposed that a working group dedicated to establishing a consistent night-time

economy, which consists of both staff and traders, be established. This working group will have a dedicated focus toward the development and progression of a sustainable early evening offer delivered from Tŷ Pawb.

The ultimate aim for Tŷ Pawb in its role to diversifying the early evening economy is that it offers a post work destination for food, drink and entertainment. The initial target for the development and progression towards this goal will centre on the traditional weekend activity evenings (Friday & Saturday) and will look to create a curated and welcoming environment suitable for families.

A range of activities are currently being considered and will form the basis of an initial test period;

- Family film club
- Comedy Nights
- Third party Charitable events
- Live music showcases/concerts
- Games nights
- Live sport on the big screen (additional licence costs to be considered, potential service charge item)
- Quiz nights and bingo nights
- Independently curated events with partner organisations.

Traders will also be encouraged to curate a series of events/activities that give benefit to the early evening economy offer produced within Tŷ Pawb. The food court units especially have the potential to draw in a regular audience through the delivery of special offers, ticketed events and collaborative offers and this added value element is another area for exploration moving forward.

Sunday Opening

In view of low footfall on Sundays, challenges to staff a seven-day service, Sunday opening hours will be reviewed in consultation with Lead Member and the Advisory Board. The long-term ambition is to offer a seven-day service, when the structure is in place to do so sustainably and an increased demand from the public is proven.

9. Resources

The current staff resource at Ty Pawb is in line with the model presented in the Fourth Street business plan and consists of the following posts;

Operations Manager	FT Post
Arts Lead/Creative Director Tŷ Pawb	FT Post
Senior Gallery Engagement Officer	0.8 Post
Gallery Engagement Officer	0.8 Post
Events Officer	FT Post
Marketing and Communications Officer	0.8 Post
Volunteer Coordinator	0.8 Post
Gallery Officer Curator	FT Post
Centre Support Officer x 2	1 x FT Post 1 x 0.8 Post
Formal Learning Officer	0.8 Post (Term time only)
Technician	0.5 Post
Caretaker x 2	FT Posts

Although the Fourth Street model describes specific staff roles, the nature of the activities undertaken within Tŷ Pawb have required that staff embrace a multi skilled culture offering their time and abilities to support each other and to develop their own skill sets accordingly.

The drive to deliver an outstanding level of service and to create an environment that encourages activity, engagement and cultural diversity has meant that resource levels have not always matched the level required to deliver our vision in a sustainable manner. The staff team have consistently demonstrated their willingness to commit their own time to events and activities to ensure that Tŷ Pawb deliver's on its ambitions and the support provided by relief staff and volunteers has been invaluable.

Tŷ Pawb's vision to be regionally and nationally recognised destination remains, as does the desire from the staff team to continue to deliver this vision. In order to maintain the quality of the offer available at Tŷ Pawb and to ensure we continue to consider the health and wellbeing of the staff team a review of opening hours, event frequency and facility usage is being undertaken. This will ensure that within the resources available that we are staying responsive and dynamic and provide an 'offer' that meets the expectation of our visitors from both a local, regional and national audience. The view that potentially reducing the quantity of events and activities delivered would allow the existing staff resource to continue to build a consistent offer, maintain quality and give space to consider wider opportunities.

A move towards a reduced but continued high quality offer will reflect the desires expressed by the customers and service users of Tŷ Pawb with events and activities that have proven to be popular continuing to be delivered and the building and staff team adapting and synchronizing with the natural footfall flows of Wrexham. There remains an ambition to continue to develop as a team and our focus moving forward is to explore potential opportunities to incorporate roles which encompass areas such as fundraising and sponsorship and to increase our ability to support our marketing and communication profile.

10. Principal Risk and Constraint Factors

A number of risks which have the potential to impact on the delivery of the plans, programmes and initiatives set out in this business plan as follows:

No	Principal Risk	Potential Impact	Plan to Minimise Impact (where appropriate)
1	Poor commercial performance defined as lower income realisation and higher costs/expenses to operate and deliver Tŷ Pawb's Arts programmes	Inability to deliver proposed planned programme	Well researched budget which is monitored closely and to have established a set of contingency plans to address variations from plan
2	Negative/Unfavourable Press Comments	Visitor numbers and reputation damage, deterring sponsors and partners	Pro-active approach to marketing and PR and a more engaged relationship with local media channels
3	Visitor numbers not realising their expected targets	Have an impact in future years arts programme and in attracting new partners and sponsors. Funding is not representing value for money and a barrier to future finding awards	Three stage strategic approach to the marketing of arts programme and pro-active use of marketing and public relations. Developing and using audience profiling tools and techniques
4	Match Funding not being attained	Scale of activities would be impaired and potentially lead to a reduction in future programme, impacting future funding levels	Ensure that proposed match funding is well researched and based on achieved and realistic targets
5	Loss of key staff members	Loss of capacity to deliver the arts programme and increase the pressure on the remaining team members	Training, education and the effective management of the Tŷ Pawb team
6	WCBC Budget restrictions (austerity programmes, council priorities etc.)	Reduction in overall income which may lead to a reduction in staffing levels impacting the capacity of Tŷ Pawb to operate	Increasingly become less dependent on WCBC funding by seeking to diversify our funding lines
8	Technical and Logistical challenges and Failures (building)	In ability to deliver planned programme of exhibition and events leading to a reduction in income generation and impact on reputation	Regular and planned maintenance and servicing of equipment and facilities
9.	Lottery Budget Restrictions	Reduced budget for arts programme and therefore inability to deliver necessary level of programme	Actively pursue more diverse income streams including Henry Moore, Heritage Lottery Fund and other foundations. Actively pursue corporate sponsorship.
10	Compliance with Councils Financial Regulations	Income due is not recovered and that opportunities for income are not maximised. Assets cannot be accounted. The aims and aspirations are undermined by poor financial control and governance.	Respond to Internal Audit recommendations.

In addition, there are risks associated with factors that are outside of our direct control but can have a significant impact on the successful and viable operation of Tŷ Pawb. These are, in the main, related to the national and regional political situation and the socio-economic environment.

It is important that the management team and Advisory Board keep abreast of the issues that arise from these factors and address any areas of concern that have the potential to impact Tŷ Pawb adversely when making short and medium term plans for events and activities.

The ability to respond in appropriate ways and means that mitigate their potential impact will be important for the effective day-to-day management of Tŷ Pawb and its key stakeholders.

11. Advisory Board

Initial consideration was given to Tŷ Pawb being transferred to and managed by a Not for Profit Delivery Organisation external to the Council. In September 2017, the Council's Executive Board resolved that the Council continues to manage the People's Market and Arts Service from 1 April 2018, with annual reviews of performance and consideration of alternative, devolved delivery models after three years of operation.

During these formative years an Advisory Board has been established its principal role is to support the Council's delivery of Tŷ Pawb as a locally influenced and regionally significant arts, culture and markets destination, that promotes cultural heritage, wellbeing, skills, employment and economic prosperity within the community of Wrexham, and to:

- work with Operations Manager to identify priorities through effective consultation;
- provide a means of consulting and listening to a wide group of service users;
- provide communication between the different operational elements of Tŷ Pawb;
- ensure services meet local needs and contribute to the cultural, economic and social offer of Tŷ Pawb;
- provide specialist / technical input into the operations of the arts hub, markets and business premises within Tŷ Pawb;
- maximise the opportunities for collaboration and partnership working;
- actively encourage the involvement of local people in the ongoing delivery and development of Tŷ Pawb; and
- consider the development of a Not for Profit Delivery Organisation (NPDO).

Advisory Board roles are defined to ensure that all key areas of the business are covered and supported. The roles are as follows:

- Arts Programme
- Business Planning
- Engagement and Equalities
- Governance and Legal
- Leadership and Strategy
- Marketing and Communication
- Operational Management

Recruitment is through an application/interview process.

Advisory Board Members

Derek Jones – Business Planning (Chair)
 Cllr Hugh Jones – WCBC Lead Member
 Iolanda Banu Viegas– Engagement and Equalities
 Gwynne Jones - Governance and Legal
 Julian Hughes – Leadership and Strategy
 Iwan Berry – Marketing and Communication
 Barry Hellen – Operational Management
 Sophia Leadill - Arts Programme
 Lisa Heledd-Jones –Arts Advisor

Any changes to the Governance model such as an alternative delivery vehicle could take up to 12 months to implement. It is therefore a priority of the Advisory Board to consider the future Governance of Tŷ Pawb during this year (19/20); and to make recommendations to Wrexham Council regarding this by April 2021. This will allow for adequate time is given to implementing any changes that may be required ahead of the end of the three-year commitment made by the Council in September 2017 to retain management for the first three years.

12. Statement from the Chair of the Advisory Board

The context and the markets Tŷ Pawb operates in

Tŷ Pawb is an exciting and uniquely innovative venture for Wrexham, bringing together its strong tradition in markets and its growing centre of influence and excellence in arts and culture. In shaping the business plan, we have considered a number of factors

Key Assumptions

Our assumptions are

- Tŷ Pawb will continue to develop and evolve its events and activities programme in response to feedback from those who take part and in consultation with our principal partners
- Local and regional visitor numbers will continue to grow in response to the events and activities programme
- Tŷ Pawb will play an increasingly important role in attracting cultural tourism to Wrexham and the local area working in partnership with This is Wrexham, Wrexham Tourist Information Centre and other key stakeholders in the tourism and leisure sectors
- Markets (both permanent stalls and pop-ups) will continue to establish themselves as viable and strong contributors to Tŷ Pawb's vision and mission
- The local and regional economy will continue to be challenging reflecting the impact on discretionary spending and the potential (as yet unknown) impact of BREXIT
- Partnerships and collaborations will continue to evolve as we build our network of contributors and bring value over and above their cost
- Our programme will continue to have a strong community focus, this is inherent within the planned exhibitions, learning and engagement, and applied arts strands.
- We will continue to leverage the existing markets, arts and multi-cultural network in Wrexham and across the whole of the region to create a dynamic and ever evolving proposition which places markets arts and culture at the very heart of Wrexham and its communities

The Market Place

Our primary focus is on serving the needs of the citizens of Wrexham County Borough and in extending our reach into the Welsh/English Borderlands and across the whole of North and Mid Wales.

Wrexham has a long established pedigree and reputation for its Markets and also for an increasing and dynamic arts and cultural community. Each year we are seeing more and more arts and cultural activities right across our community embracing multicultural and generational dimensions.

Whilst there is not a direct comparative organisation, there are a number of well-established bodies operating in our broader arena. These include:-

Theatre Clwyd, Mold
Ruthin Craft Centre

Storyhouse in Chester
UnDeGun, Wrexham
Stiwt Theatre, Rhos
Grove Park Little Theatre, Wrexham
William Aston Hall, Wrexham
Catrin Finch Centre, Wrexham
Llangollen International Musical Eisteddfod
The Regional Print Centre, Wrexham

In the medium to longer term, we do envisage that many of these organisations will become important strategic partners where we share knowledge, experience and resources in contributing to an enrichment in the provision and delivery of markets, arts and culture in Tŷ Pawb and elsewhere across the region.

Derek Jones
Tŷ Pawb Advisory Board Chair
May 2019

13. Income and Expenditure Forecast 2019/20

	2019/20	
	£	£
Arts & Cultural Activities		
Exhibitions		10,000
Programme Expenditure	-79,200	
ACW Grant Funding	79,200	
Income generation	10,000	
Learning programme		7,500
<u>Formal Learning</u>		
Programme Expenditure	-16,500	
ACW Grant Funding	15,500	
Programme fees	4,952	
<u>Informal Learning</u>		
Programme Expenditure	-6,250	
ACW Grant Funding	6,250	
Programme fees	3,548	
Siop/Shop		22,000
Operating costs	-18,000	
Sales	40,000	
Events		15,000
Programmed events expenditure	-11,600	
Ticket Sales	26,600	
Marketing and Audience Development		0
Marketing expenditure	-13,500	
ACW Grant Funding	13,500	
Net income/-expenditure from Arts & Cultural Activities		54,500
Ty Pawb Facilities		
Venue hire		30,000
Catering and associated costs	-2,000	
Hire income	32,000	
Rent		178,970
Market	69,287	
Arcade Shops	74,036	
Studios	7,318	
Food Units	28,329	
Car Park		101,385
Operating costs	-80,615	
Income	182,000	
Bar		15,700
Stock and rent/service charge	-24,300	
Sales	40,000	
Marketing		-10,000
Expenditure	-10,000	
Net income/-expenditure from Ty Pawb Facilities		316,055

	2019/20	
	£	£
Ty Pawb Operating Costs		
Permanent staff		-380,626
Variable staff		-5,000
Overheads		-186,600
Utilities	-61,600	
NNDR	-11,675	
Security	-9,000	
Building Cleaning and Waste Removal	-66,390	
Repairs & Maintenance	-27,985	
Equipment, general supplies and office costs	-8,500	
Licence fees, bank charges and subscriptions	-1,450	
Contingency		-7,187
Net income/-expenditure from Ty Pawb Operating Costs		-579,413
Other Income		
Fundraising/Sponsorship/Donations		20,000
Rental of Oriel		40,000
Other Income		60,000
TOTAL NET INCOME/-EXPENDITURE		-148,858
Cash Limited Budget		148,858
Net surplus/-shortfall against CLB		0

14. Five Year Income and Expenditure forecast

5 Year Forecast Income and Expenditure					
Summary					
	Yr1	Yr2	Yr3	Yr4	Yr5
	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£
	Net surplus/-shortfall against Cash Limited Budget	Net surplus/-shortfall against Cash Limited Budget	Net surplus/-shortfall against Cash Limited Budget	Net surplus/-shortfall against Cash Limited Budget	Net surplus/-shortfall against Cash Limited Budget
OPTION 1 - current car park charge remains for 5 years					
Best Case - 5% increase in income from 2020/21 onwards	0	26,979	30,224	33,800	37,726
Base Case - 2.5% increase in income from 2020/21 onwards	0	22,764	21,478	20,188	18,895
Worst Case - 0% increase in income from 2020/21 onwards and occupancy lower than anticipated 2019/20 onwards	-17,897	-1,553	-6,955	-12,465	-18,085
OPTION 2 - current car park charge increases from £2.50 to £3 from 2020/21					
Best Case - 5% increase in income from 2020/21 onwards	0	40,979	44,224	47,800	51,726
Base Case - 2.5% increase in income from 2020/21 onwards	0	36,764	35,478	34,188	32,895
Worst Case - 0% increase in income from 2020/21 onwards and occupancy lower than anticipated 2019/20 onwards	-17,897	12,447	7,045	1,535	-4,085

Note

The above table and following tables assume general and pay inflation of 2% annually

5 Year Forecast Income and Expenditure
OPTION 1 - BEST CASE

Scenario - 5% increase in income (where possible) and current car park charge remains for 5 years

	2019/20		2020/21		2021/22		2022/23		2023/24	
	£	£	£	£	£	£	£	£	£	£
Arts & Cultural Activities										
Exhibitions		10,000		10,500		11,025		11,576		12,155
Programme Expenditure	-79,200		-79,200		-79,200		-79,200		-79,200	
ACW Grant Funding	79,200		79,200		79,200		79,200		79,200	
Income generation	10,000		10,500		11,025		11,576		12,155	
Learning programme		7,500		7,500		7,500		7,500		7,500
Formal Learning										
Programme Expenditure	-16,500		-16,500		-16,500		-16,500		-16,500	
ACW Grant Funding	15,500		15,500		15,500		15,500		15,500	
Programme fees	4,952		4,952		4,952		4,952		4,952	
Informal Learning										
Programme Expenditure	-6,250		-6,250		-6,250		-6,250		-6,250	
ACW Grant Funding	6,250		6,250		6,250		6,250		6,250	
Programme fees	3,548		3,548		3,548		3,548		3,548	
Siop/Shop		22,000		23,640		25,373		27,203		29,136
Operating costs	-18,000		-18,360		-18,727		-19,102		-19,484	
Sales	40,000		42,000		44,100		46,305		48,620	
Events		15,000		16,098		17,258		18,483		19,776
Programmed events expenditure	-11,600		-11,832		-12,069		-12,310		-12,556	
Ticket Sales	26,600		27,930		29,327		30,793		32,332	
Marketing and Audience Development		0		0		0		0		0
Marketing expenditure	-13,500		-13,500		-13,500		-13,500		-13,500	
ACW Grant Funding	13,500		13,500		13,500		13,500		13,500	
Net income/-expenditure from Arts & Cultural Activities		54,500		57,738		61,156		64,762		68,568
Ty Pawb Facilities										
Venue hire		30,000		31,560		33,199		34,922		36,731
Catering and associated costs	-2,000		-2,040		-2,081		-2,122		-2,165	
Hire income	32,000		33,600		35,280		37,044		38,896	
Rent		178,970		203,016		203,016		203,016		203,016
Market	69,287		79,283		79,283		79,283		79,283	
Arcade Shops	74,036		83,210		83,210		83,210		83,210	
Studios	7,318		9,758		9,758		9,758		9,758	
Food Units	28,329		30,765		30,765		30,765		30,765	
Car Park		101,385		99,773		98,128		96,451		94,740
Operating costs	-80,615		-82,227		-83,872		-85,549		-87,260	
Income	182,000		182,000		182,000		182,000		182,000	
Bar		15,700		17,300		18,992		20,781		22,672
Stock and rent/service charge	-24,300		-24,700		-25,108		-25,524		-25,949	
Sales	40,000		42,000		44,100		46,305		48,620	
Marketing		-10,000		-10,200		-10,404		-10,612		-10,824
Expenditure	-10,000		-10,200		-10,404		-10,612		-10,824	
Net income/-expenditure from Ty Pawb Facilities		316,055		341,448		342,931		344,557		346,334

5 Year Forecast Income and Expenditure										
OPTION 1 - BEST CASE										
Scenario - 5% increase in income (where possible) and current car park charge remains for 5 years										
	2019/20		2020/21		2021/22		2022/23		2023/24	
	£	£	£	£	£	£	£	£	£	£
Ty Pawb Operating Costs										
Permanent staff		-380,626		-388,239		-396,003		-403,924		-412,002
Variable staff		-5,000		-5,100		-5,202		-5,306		-5,412
Overheads		-186,600		-190,332		-194,139		-198,021		-201,982
Utilities	-61,600		-62,832		-64,089		-65,370		-66,678	
NNDR	-11,675		-11,909		-12,147		-12,390		-12,637	
Security	-9,000		-9,180		-9,364		-9,551		-9,742	
Building Cleaning and Waste Removal	-66,390		-67,718		-69,072		-70,454		-71,863	
Repairs & Maintenance	-27,985		-28,545		-29,116		-29,698		-30,292	
Equipment, general supplies and office costs	-8,500		-8,670		-8,843		-9,020		-9,201	
Licence fees, bank charges and subscriptions	-1,450		-1,479		-1,509		-1,539		-1,570	
Contingency		-7,187		-7,331		-7,477		-7,627		-7,779
Net income/-expenditure from Ty Pawb Operating Costs		-579,413		-591,001		-602,821		-614,878		-627,175
Other Income										
Fundraising/Sponsorship/Donations		20,000		21,000		22,050		23,153		24,310
Rental of Oriel		40,000		40,000		40,000		40,000		40,000
Other Income		60,000		61,000		62,050		63,153		64,310
TOTAL NET INCOME/-EXPENDITURE		-148,858		-130,815		-136,685		-142,406		-147,964
Cash Limited Budget		148,858		157,794		166,909		176,206		185,690
Net surplus/-shortfall against CLB		0		26,979		30,224		33,800		37,726

5 Year Forecast Income and Expenditure										
OPTION 1 - BASE CASE										
Scenario - 2.5% increase in income (where possible) and current car park charge remains for 5 years										
	2019/20		2020/21		2021/22		2022/23		2023/24	
	£	£	£	£	£	£	£	£	£	£
Arts & Cultural Activities										
Exhibitions		10,000		10,250		10,506		10,769		11,038
Programme Expenditure	-79,200		-79,200		-79,200		-79,200		-79,200	
ACW Grant Funding	79,200		79,200		79,200		79,200		79,200	
Income generation	10,000		10,250		10,506		10,769		11,038	
Learning programme		7,500		7,500		7,500		7,500		7,500
Formal Learning										
Programme Expenditure	-16,500		-16,500		-16,500		-16,500		-16,500	
ACW Grant Funding	15,500		15,500		15,500		15,500		15,500	
Programme fees	4,952		4,952		4,952		4,952		4,952	
Informal Learning										
Programme Expenditure	-6,250		-6,250		-6,250		-6,250		-6,250	
ACW Grant Funding	6,250		6,250		6,250		6,250		6,250	
Programme fees	3,548		3,548		3,548		3,548		3,548	
Siop/Shop		22,000		22,640		23,298		23,974		24,669
Operating costs	-18,000		-18,360		-18,727		-19,102		-19,484	
Sales	40,000		41,000		42,025		43,076		44,153	
Events		15,000		15,433		15,878		16,335		16,805
Programmed events expenditure	-11,600		-11,832		-12,069		-12,310		-12,556	
Ticket Sales	26,600		27,265		27,947		28,645		29,361	
Marketing and Audience Development		0		0		0		0		0
Marketing expenditure	-13,500		-13,500		-13,500		-13,500		-13,500	
ACW Grant Funding	13,500		13,500		13,500		13,500		13,500	
Net income/-expenditure from Arts & Cultural Activities		54,500		55,823		57,182		58,578		60,012
Ty Pawb Facilities										
Venue hire		30,000		30,760		31,539		32,338		33,157
Catering and associated costs	-2,000		-2,040		-2,081		-2,122		-2,165	
Hire income	32,000		32,800		33,620		34,461		35,322	
Rent		178,970		203,016		203,016		203,016		203,016
Market	69,287		79,283		79,283		79,283		79,283	
Arcade Shops	74,036		83,210		83,210		83,210		83,210	
Studios	7,318		9,758		9,758		9,758		9,758	
Food Units	28,329		30,765		30,765		30,765		30,765	
Car Park		101,385		99,773		98,128		96,451		94,740
Operating costs	-80,615		-82,227		-83,872		-85,549		-87,260	
Income	182,000		182,000		182,000		182,000		182,000	
Bar		15,700		16,300		16,917		17,551		18,204
Stock and rent/service charge	-24,300		-24,700		-25,108		-25,524		-25,949	
Sales	40,000		41,000		42,025		43,076		44,153	
Marketing		-10,000		-10,200		-10,404		-10,612		-10,824
Expenditure	-10,000		-10,200		-10,404		-10,612		-10,824	
Net income/-expenditure from Ty Pawb Facilities		316,055		339,648		339,196		338,744		338,292

5 Year Forecast Income and Expenditure										
OPTION 1 - BASE CASE										
Scenario - 2.5% increase in income (where possible) and current car park charge remains for 5 years										
	2019/20		2020/21		2021/22		2022/23		2023/24	
	£	£	£	£	£	£	£	£	£	£
Ty Pawb Operating Costs										
Permanent staff		-380,626		-388,239		-396,003		-403,924		-412,002
Variable staff		-5,000		-5,100		-5,202		-5,306		-5,412
Overheads		-186,600		-190,332		-194,139		-198,021		-201,982
Utilities	-61,600		-62,832		-64,089		-65,370		-66,678	
NNDR	-11,675		-11,909		-12,147		-12,390		-12,637	
Security	-9,000		-9,180		-9,364		-9,551		-9,742	
Building Cleaning and Waste Removal	-66,390		-67,718		-69,072		-70,454		-71,863	
Repairs & Maintenance	-27,985		-28,545		-29,116		-29,698		-30,292	
Equipment, general supplies and office costs	-8,500		-8,670		-8,843		-9,020		-9,201	
Licence fees, bank charges and subscriptions	-1,450		-1,479		-1,509		-1,539		-1,570	
Contingency		-7,187		-7,331		-7,477		-7,627		-7,779
Net income/-expenditure from Ty Pawb Operating Costs		-579,413		-591,001		-602,821		-614,878		-627,175
Other Income										
Fundraising/Sponsorship/Donations		20,000		20,500		21,013		21,538		22,076
Rental of Oriel		40,000		40,000		40,000		40,000		40,000
Other Income		60,000		60,500		61,013		61,538		62,076
TOTAL NET INCOME/-EXPENDITURE		-148,858		-135,030		-145,431		-156,018		-166,795
Cash Limited Budget		148,858		157,794		166,909		176,206		185,690
Net surplus/-shortfall against CLB		0		22,764		21,478		20,188		18,895

5 Year Forecast Income and Expenditure											
OPTION 1 - WORST CASE											
Scenario - 0% increase in income (where possible), current car park charge remains for 5 years and occupancy lower than anticipated 2019/20 onwards											
	2019/20		2020/21		2021/22		2022/23		2023/24		
	£	£	£	£	£	£	£	£	£	£	
Arts & Cultural Activities											
Exhibitions		10,000		10,000		10,000		10,000		10,000	
Programme Expenditure	-79,200		-79,200		-79,200		-79,200		-79,200		
ACW Grant Funding	79,200		79,200		79,200		79,200		79,200		
Income generation	10,000		10,000		10,000		10,000		10,000		
Learning programme		7,500		7,500		7,500		7,500		7,500	
Formal Learning											
Programme Expenditure	-16,500		-16,500		-16,500		-16,500		-16,500		
ACW Grant Funding	15,500		15,500		15,500		15,500		15,500		
Programme fees	4,952		4,952		4,952		4,952		4,952		
Informal Learning											
Programme Expenditure	-6,250		-6,250		-6,250		-6,250		-6,250		
ACW Grant Funding	6,250		6,250		6,250		6,250		6,250		
Programme fees	3,548		3,548		3,548		3,548		3,548		
Siop/Shop		22,000		21,640		21,273		20,898		20,516	
Operating costs	-18,000		-18,360		-18,727		-19,102		-19,484		
Sales	40,000		40,000		40,000		40,000		40,000		
Events		15,000		14,768		14,531		14,290		14,044	
Programmed events expenditure	-11,600		-11,832		-12,069		-12,310		-12,556		
Ticket Sales	26,600		26,600		26,600		26,600		26,600		
Marketing and Audience Development		0		0		0		0		0	
Marketing expenditure	-13,500		-13,500		-13,500		-13,500		-13,500		
ACW Grant Funding	13,500		13,500		13,500		13,500		13,500		
Net income/-expenditure from Arts & Cultural Activities		54,500		53,908		53,304		52,688		52,060	
Ty Pawb Facilities											
Venue hire		30,000		29,960		29,919		29,878		29,835	
Catering and associated costs	-2,000		-2,040		-2,081		-2,122		-2,165		
Hire income	32,000		32,000		32,000		32,000		32,000		
Rent		161,073		182,714		182,714		182,714		182,714	
Market	62,358		71,354		71,354		71,354		71,354		
Arcade Shops	66,632		74,889		74,889		74,889		74,889		
Studios	6,587		8,782		8,782		8,782		8,782		
Food Units	25,496		27,689		27,689		27,689		27,689		
Car Park		101,385		99,773		98,128		96,451		94,740	
Operating costs	-80,615		-82,227		-83,872		-85,549		-87,260		
Income	182,000		182,000		182,000		182,000		182,000		
Bar		15,700		15,300		14,892		14,476		14,051	
Stock and rent/service charge	-24,300		-24,700		-25,108		-25,524		-25,949		
Sales	40,000		40,000		40,000		40,000		40,000		
Marketing		-10,000		-10,000		-10,000		-10,000		-10,000	
Expenditure	-10,000		-10,000		-10,000		-10,000		-10,000		
Net income/-expenditure from Ty Pawb Facilities		298,158		317,747		315,653		313,518		311,340	

5 Year Forecast Income and Expenditure											
OPTION 1 - WORST CASE											
Scenario - 0% increase in income (where possible), current car park charge remains for 5 years and occupancy lower than anticipated 2019/20 onwards											
	2019/20		2020/21		2021/22		2022/23		2023/24		
	£	£	£	£	£	£	£	£	£	£	
Ty Pawb Operating Costs											
Permanent staff		-380,626		-388,239		-396,003		-403,924		-412,002	
Variable staff		-5,000		-5,100		-5,202		-5,306		-5,412	
Overheads		-186,600		-190,332		-194,139		-198,021		-201,982	
Utilities	-61,600		-62,832		-64,089		-65,370		-66,678		
NNDR	-11,675		-11,909		-12,147		-12,390		-12,637		
Security	-9,000		-9,180		-9,364		-9,551		-9,742		
Building Cleaning and Waste Removal	-66,390		-67,718		-69,072		-70,454		-71,863		
Repairs & Maintenance	-27,985		-28,545		-29,116		-29,698		-30,292		
Equipment, general supplies and office costs	-8,500		-8,670		-8,843		-9,020		-9,201		
Licence fees, bank charges and subscriptions	-1,450		-1,479		-1,509		-1,539		-1,570		
Contingency		-7,187		-7,331		-7,477		-7,627		-7,779	
Net income/-expenditure from Ty Pawb Operating Costs		-579,413		-591,001		-602,821		-614,878		-627,175	
Other Income											
Fundraising/Sponsorship/Donations		20,000		20,000		20,000		20,000		20,000	
Rental of Oriel		40,000		40,000		40,000		40,000		40,000	
Other Income		60,000		60,000		60,000		60,000		60,000	
TOTAL NET INCOME/-EXPENDITURE		-166,755		-159,347		-173,864		-188,671		-203,775	
Cash Limited Budget		148,858		157,794		166,909		176,206		185,690	
Net surplus/-shortfall against CLB		-17,897		-1,553		-6,955		-12,465		-18,085	

5 Year Forecast Income and Expenditure										
OPTION 2 - BEST CASE										
Scenario - 5% increase in income (where possible) and current car park charge increases from £2.50 to £3 from 2020/21										
	2019/20		2020/21		2021/22		2022/23		2023/24	
	£	£	£	£	£	£	£	£	£	£
Arts & Cultural Activities										
Exhibitions		10,000		10,500		11,025		11,576		12,155
Programme Expenditure	-79,200		-79,200		-79,200		-79,200		-79,200	
ACW Grant Funding	79,200		79,200		79,200		79,200		79,200	
Income generation	10,000		10,500		11,025		11,576		12,155	
Learning programme		7,500		7,500		7,500		7,500		7,500
Formal Learning										
Programme Expenditure	-16,500		-16,500		-16,500		-16,500		-16,500	
ACW Grant Funding	15,500		15,500		15,500		15,500		15,500	
Programme fees	4,952		4,952		4,952		4,952		4,952	
Informal Learning										
Programme Expenditure	-6,250		-6,250		-6,250		-6,250		-6,250	
ACW Grant Funding	6,250		6,250		6,250		6,250		6,250	
Programme fees	3,548		3,548		3,548		3,548		3,548	
Siop/Shop		22,000		23,640		25,373		27,203		29,136
Operating costs	-18,000		-18,360		-18,727		-19,102		-19,484	
Sales	40,000		42,000		44,100		46,305		48,620	
Events		15,000		16,098		17,258		18,483		19,776
Programmed events expenditure	-11,600		-11,832		-12,069		-12,310		-12,556	
Ticket Sales	26,600		27,930		29,327		30,793		32,332	
Marketing and Audience Development		0		0		0		0		0
Marketing expenditure	-13,500		-13,500		-13,500		-13,500		-13,500	
ACW Grant Funding	13,500		13,500		13,500		13,500		13,500	
Net income/-expenditure from Arts & Cultural Activities		54,500		57,738		61,156		64,762		68,568
Ty Pawb Facilities										
Venue hire		30,000		31,560		33,199		34,922		36,731
Catering and associated costs	-2,000		-2,040		-2,081		-2,122		-2,165	
Hire income	32,000		33,600		35,280		37,044		38,896	
Rent		178,970		203,016		203,016		203,016		203,016
Market	69,287		79,283		79,283		79,283		79,283	
Arcade Shops	74,036		83,210		83,210		83,210		83,210	
Studios	7,318		9,758		9,758		9,758		9,758	
Food Units	28,329		30,765		30,765		30,765		30,765	
Car Park		101,385		113,773		112,128		110,451		108,740
Operating costs	-80,615		-82,227		-83,872		-85,549		-87,260	
Income	182,000		196,000		196,000		196,000		196,000	
Bar		15,700		17,300		18,992		20,781		22,672
Stock and rent/service charge	-24,300		-24,700		-25,108		-25,524		-25,949	
Sales	40,000		42,000		44,100		46,305		48,620	
Marketing		-10,000		-10,200		-10,404		-10,612		-10,824
Expenditure	-10,000		-10,200		-10,404		-10,612		-10,824	
Net income/-expenditure from Ty Pawb Facilities		316,055		355,448		356,931		358,557		360,334

5 Year Forecast Income and Expenditure										
OPTION 2 - BEST CASE										
Scenario - 5% increase in income (where possible) and current car park charge increases from £2.50 to £3 from 2020/21										
	2019/20		2020/21		2021/22		2022/23		2023/24	
	£	£	£	£	£	£	£	£	£	£
Ty Pawb Operating Costs										
Permanent staff		-380,626		-388,239		-396,003		-403,924		-412,002
Variable staff		-5,000		-5,100		-5,202		-5,306		-5,412
Overheads		-186,600		-190,332		-194,139		-198,021		-201,982
Utilities	-61,600		-62,832		-64,089		-65,370		-66,678	
NNDR	-11,675		-11,909		-12,147		-12,390		-12,637	
Security	-9,000		-9,180		-9,364		-9,551		-9,742	
Building Cleaning and Waste Removal	-66,390		-67,718		-69,072		-70,454		-71,863	
Repairs & Maintenance	-27,985		-28,545		-29,116		-29,698		-30,292	
Equipment, general supplies and office costs	-8,500		-8,670		-8,843		-9,020		-9,201	
Licence fees, bank charges and subscriptions	-1,450		-1,479		-1,509		-1,539		-1,570	
Contingency		-7,187		-7,331		-7,477		-7,627		-7,779
Net income/-expenditure from Ty Pawb Operating Costs		-579,413		-591,001		-602,821		-614,878		-627,175
Other Income										
Fundraising/Sponsorship/Donations		20,000		21,000		22,050		23,153		24,310
Rental of Oriel		40,000		40,000		40,000		40,000		40,000
Other Income		60,000		61,000		62,050		63,153		64,310
TOTAL NET INCOME/-EXPENDITURE		-148,858		-116,815		-122,685		-128,406		-133,964
Cash Limited Budget		148,858		157,794		166,909		176,206		185,690
Net surplus/-shortfall against CLB		0		40,979		44,224		47,800		51,726

5 Year Forecast Income and Expenditure										
OPTION 2- BASE CASE										
	Scenario - 2.5% increase in income (where possible) and current car park charge increases from £2.50 to £3 from 2020/21									
	2019/20		2020/21		2021/22		2022/23		2023/24	
	£	£	£	£	£	£	£	£	£	£
Arts & Cultural Activities										
Exhibitions		10,000		10,250		10,506		10,769		11,038
Programme Expenditure	-79,200		-79,200		-79,200		-79,200		-79,200	
ACW Grant Funding	79,200		79,200		79,200		79,200		79,200	
Income generation	10,000		10,250		10,506		10,769		11,038	
Learning programme		7,500		7,500		7,500		7,500		7,500
Formal Learning										
Programme Expenditure	-16,500		-16,500		-16,500		-16,500		-16,500	
ACW Grant Funding	15,500		15,500		15,500		15,500		15,500	
Programme fees	4,952		4,952		4,952		4,952		4,952	
Informal Learning										
Programme Expenditure	-6,250		-6,250		-6,250		-6,250		-6,250	
ACW Grant Funding	6,250		6,250		6,250		6,250		6,250	
Programme fees	3,548		3,548		3,548		3,548		3,548	
Siop/Shop		22,000		22,640		23,298		23,974		24,669
Operating costs	-18,000		-18,360		-18,727		-19,102		-19,484	
Sales	40,000		41,000		42,025		43,076		44,153	
Events		15,000		15,433		15,878		16,335		16,805
Programmed events expenditure	-11,600		-11,832		-12,069		-12,310		-12,556	
Ticket Sales	26,600		27,265		27,947		28,645		29,361	
Marketing and Audience Development		0		0		0		0		0
Marketing expenditure	-13,500		-13,500		-13,500		-13,500		-13,500	
ACW Grant Funding	13,500		13,500		13,500		13,500		13,500	
Net income/-expenditure from Arts & Cultural Activities		54,500		55,823		57,182		58,578		60,012
Ty Pawb Facilities										
Venue hire		30,000		30,760		31,539		32,338		33,157
Catering and associated costs	-2,000		-2,040		-2,081		-2,122		-2,165	
Hire income	32,000		32,800		33,620		34,461		35,322	
Rent		178,970		203,016		203,016		203,016		203,016
Market	69,287		79,283		79,283		79,283		79,283	
Arcade Shops	74,036		83,210		83,210		83,210		83,210	
Studios	7,318		9,758		9,758		9,758		9,758	
Food Units	28,329		30,765		30,765		30,765		30,765	
Car Park		101,385		113,773		112,128		110,451		108,740
Operating costs	-80,615		-82,227		-83,872		-85,549		-87,260	
Income	182,000		196,000		196,000		196,000		196,000	
Bar		15,700		16,300		16,917		17,551		18,204
Stock and rent/service charge	-24,300		-24,700		-25,108		-25,524		-25,949	
Sales	40,000		41,000		42,025		43,076		44,153	
Marketing		-10,000		-10,200		-10,404		-10,612		-10,824
Expenditure	-10,000		-10,200		-10,404		-10,612		-10,824	
Net income/-expenditure from Ty Pawb Facilities		316,055		353,648		353,196		352,744		352,292

5 Year Forecast Income and Expenditure											
OPTION 2- BASE CASE											
	Scenario - 2.5% increase in income (where possible) and current car park charge increases from £2.50 to £3 from 2020/21										
	2019/20		2020/21		2021/22		2022/23		2023/24		
	£	£	£	£	£	£	£	£	£	£	
Ty Pawb Operating Costs											
Permanent staff		-380,626		-388,239		-396,003		-403,924		-412,002	
Variable staff		-5,000		-5,100		-5,202		-5,306		-5,412	
Overheads		-186,600		-190,332		-194,139		-198,021		-201,982	
Utilities	-61,600		-62,832		-64,089		-65,370		-66,678		
NNDR	-11,675		-11,909		-12,147		-12,390		-12,637		
Security	-9,000		-9,180		-9,364		-9,551		-9,742		
Building Cleaning and Waste Removal	-66,390		-67,718		-69,072		-70,454		-71,863		
Repairs & Maintenance	-27,985		-28,545		-29,116		-29,698		-30,292		
Equipment, general supplies and office costs	-8,500		-8,670		-8,843		-9,020		-9,201		
Licence fees, bank charges and subscriptions	-1,450		-1,479		-1,509		-1,539		-1,570		
Contingency		-7,187		-7,331		-7,477		-7,627		-7,779	
Net income/-expenditure from Ty Pawb Operating Costs		-579,413		-591,001		-602,821		-614,878		-627,175	
Other Income											
Fundraising/Sponsorship/Donations		20,000		20,500		21,013		21,538		22,076	
Rental of Oriel		40,000		40,000		40,000		40,000		40,000	
Other Income		60,000		60,500		61,013		61,538		62,076	
TOTAL NET INCOME/-EXPENDITURE		-148,858		-121,030		-131,431		-142,018		-152,795	
Cash Limited Budget		148,858		157,794		166,909		176,206		185,690	
Net surplus/-shortfall against CLB		0		36,764		35,478		34,188		32,895	

5 Year Forecast Income and Expenditure											
OPTION 2 - WORST CASE											
Scenario - 0% increase in income (where possible), current car park charge increases from £2.50 to £3 from 2020/21 and occupancy lower than anticipated 2019/20 onwards											
	2019/20		2020/21		2021/22		2022/23		2023/24		
	£	£	£	£	£	£	£	£	£	£	
Arts & Cultural Activities											
Exhibitions		10,000		10,000		10,000		10,000		10,000	
Programme Expenditure	-79,200		-79,200		-79,200		-79,200		-79,200		
ACW Grant Funding	79,200		79,200		79,200		79,200		79,200		
Income generation	10,000		10,000		10,000		10,000		10,000		
Learning programme		7,500		7,500		7,500		7,500		7,500	
Formal Learning											
Programme Expenditure	-16,500		-16,500		-16,500		-16,500		-16,500		
ACW Grant Funding	15,500		15,500		15,500		15,500		15,500		
Programme fees	4,952		4,952		4,952		4,952		4,952		
Informal Learning											
Programme Expenditure	-6,250		-6,250		-6,250		-6,250		-6,250		
ACW Grant Funding	6,250		6,250		6,250		6,250		6,250		
Programme fees	3,548		3,548		3,548		3,548		3,548		
Siop/Shop		22,000		21,640		21,273		20,898		20,516	
Operating costs	-18,000		-18,360		-18,727		-19,102		-19,484		
Sales	40,000		40,000		40,000		40,000		40,000		
Events		15,000		14,768		14,531		14,290		14,044	
Programmed events expenditure	-11,600		-11,832		-12,069		-12,310		-12,556		
Ticket Sales	26,600		26,600		26,600		26,600		26,600		
Marketing and Audience Development		0		0		0		0		0	
Marketing expenditure	-13,500		-13,500		-13,500		-13,500		-13,500		
ACW Grant Funding	13,500		13,500		13,500		13,500		13,500		
Net income/-expenditure from Arts & Cultural Activities		54,500		53,908		53,304		52,688		52,060	
Ty Pawb Facilities											
Venue hire		30,000		29,960		29,919		29,878		29,835	
Catering and associated costs	-2,000		-2,040		-2,081		-2,122		-2,165		
Hire income	32,000		32,000		32,000		32,000		32,000		
Rent		161,073		182,714		182,714		182,714		182,714	
Market	62,358		71,354		71,354		71,354		71,354		
Arcade Shops	66,632		74,889		74,889		74,889		74,889		
Studios	6,587		8,782		8,782		8,782		8,782		
Food Units	25,496		27,689		27,689		27,689		27,689		
Car Park		101,385		113,773		112,128		110,451		108,740	
Operating costs	-80,615		-82,227		-83,872		-85,549		-87,260		
Income	182,000		196,000		196,000		196,000		196,000		
Bar		15,700		15,300		14,892		14,476		14,051	
Stock and rent/service charge	-24,300		-24,700		-25,108		-25,524		-25,949		
Sales	40,000		40,000		40,000		40,000		40,000		
Marketing		-10,000		-10,000		-10,000		-10,000		-10,000	
Expenditure	-10,000		-10,000		-10,000		-10,000		-10,000		
Net income/-expenditure from Ty Pawb Facilities		298,158		331,747		329,653		327,518		325,340	

5 Year Forecast Income and Expenditure										
OPTION 2 - WORST CASE										
Scenario - 0% increase in income (where possible), current car park charge increases from £2.50 to £3 from 2020/21 and occupancy lower than anticipated 2019/20 onwards										
	2019/20		2020/21		2021/22		2022/23		2023/24	
	£	£	£	£	£	£	£	£	£	£
Ty Pawb Operating Costs										
Permanent staff		-380,626		-388,239		-396,003		-403,924		-412,002
Variable staff		-5,000		-5,100		-5,202		-5,306		-5,412
Overheads		-186,600		-190,332		-194,139		-198,021		-201,982
Utilities	-61,600		-62,832		-64,089		-65,370		-66,678	
NNDR	-11,675		-11,909		-12,147		-12,390		-12,637	
Security	-9,000		-9,180		-9,364		-9,551		-9,742	
Building Cleaning and Waste Removal	-66,390		-67,718		-69,072		-70,454		-71,863	
Repairs & Maintenance	-27,985		-28,545		-29,116		-29,698		-30,292	
Equipment, general supplies and office costs	-8,500		-8,670		-8,843		-9,020		-9,201	
Licence fees, bank charges and subscriptions	-1,450		-1,479		-1,509		-1,539		-1,570	
Contingency		-7,187		-7,331		-7,477		-7,627		-7,779
Net income/-expenditure from Ty Pawb Operating Costs		-579,413		-591,001		-602,821		-614,878		-627,175
Other Income										
Fundraising/Sponsorship/Donations		20,000		20,000		20,000		20,000		20,000
Rental of Oriel		40,000		40,000		40,000		40,000		40,000
Other Income		60,000		60,000		60,000		60,000		60,000
TOTAL NET INCOME/-EXPENDITURE		-166,755		-145,347		-159,864		-174,671		-189,775
Cash Limited Budget		148,858		157,794		166,909		176,206		185,690
Net surplus/-shortfall against CLB		-17,897		12,447		7,045		1,535		-4,085