



Business Plan

2022 - 2025

CARNEGIE
THEATRE & ARTS CENTRE

“Theatre is a weapon. For that reason, it must be fought for.”

Augusto Boal

Cover Image:
Bear & Butterfly Production, 2015
Photography by George Carrick

Table of Contents

Overview	5
Background and Context	7
Vision and Aspiration	9
Strategic Review	11
Fundraising Strategy	13
Condition Survey and Feasibility Appraisal	15
Audience Development Plan	17
Challenges	20
Business Plan	22
Conclusions	24
Appendix 1: Brief History of the Trust	26
Appendix 2: Existing Funding Summary	27
Appendix 3: FY 2022/2023 Budget	28
Appendix 4: Strategic Review Summary Report	29



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Overview

The Carnegie Theatre and Arts Centre (“The Venue”) was established as a charitable incorporated organisation (CIO), The Carnegie Theatre Trust (“The Trust”) in 2015 on its transfer from Allerdale Borough Council.

The wider complex was established in 1904 and has moved through various uses and ownership structures (See Appendix 1). It is Workington’s most significant civic venue steeped in cultural history.

Emerging from the aftermath of the COVID 19 pandemic and a dangerously low supporting subsidy level leaves the Carnegie in a precarious position.

Therefore, the Trust has recently expanded its board of Trustees and determined to succeed embarked on a strategic review of purpose, audience development, fundraising potential and a condition survey of the buildings and feasibility appraisal for future development.

Armed with this information Trustees, Staff and Volunteers wish to develop the Carnegie in new ways. Developing deep rooted community engagement, whether that be directly through ourselves or working in partnership with others.





Drury Lane, 2021
Photography by Mark Regan

Background and Context

West of Cumbria from Keswick in the central lakes across to the coast down to Millom forms the natural catchment for the Carnegie's potential audience. The area supports several other performing arts organisations and venues including Theatre by the Lake (Keswick), John Peel (Wigton), Rosehill Theatre (Whitehaven), Solway Hall (Whitehaven) Kirkgate Arts (Cockermouth), Beggars Theatre (Millom).

The venue, along with all other venues, was forced to close for the duration of the pandemic which impacted business planning and fundraising activity, as the staff and trustees focused on critical operations.

Since reopening, the venue has been successful at re-booking a wide range of touring acts, restarting the award-winning Carnegie Music Centre¹ as well as hosting local amateur groups and hirers (spanning music, dance, exercise and health and wellbeing).

Despite restrictions being removed our booking data continues to demonstrate a lower than usual trend in purchasing behaviour. Between the period of October 2019 and March 2020 ticket expenditure totalled £207,785 while in contrast using the same period between October 2021 and March 2022 ticket expenditure totals £120,000. 42% below 2019/2020 levels.

The venue currently employs 3 permanent members of staff (having taken the difficult decision during the pandemic to make 40% of the workforce redundant),

plus a mix of full and part-time hospitality staff (café and bar).

There are 50+ volunteers supporting operations, including 9 Volunteer Trustees and 3 work experience students from the Lakes College in the café. The Trust is also committed to offering an apprenticeship.

The theatre bar, previously operated as part of Carnegie Theatre Trust, has recently been transferred to Carnegie Workington Limited alongside Café Carnegie, recognising that food and drink can secure a far greater income for the Theatre Trust if the two functions work closely together. Profits are covenanted to the Theatre Trust.

The Trust has recently undertaken a recruitment exercise for new Trustees. There are now nine Trustees with a much wider range of skills and experience.

Following a review of governance, the Trust has recognised several areas of opportunity and as a result established the appropriate sub committees for Finance and Risk, and Building, Infrastructure, Operations and HSEE to provide more scrutiny and oversight. To ensure clear delineation between the charitable activities of CTT and our trading company Carnegie Workington Ltd (CWL) a separate Board has been created to govern matters relating to CWL.

Current and projected budget and funding for the venue is outlined in Appendix 2 & 3.

¹ The Carnegie is an accredited Arts Awards Centre and offers accredited learning in the arts. 12 young people have achieved a Bronze Arts Award, prior

to the pandemic. There are currently two students studying for the Bronze Award, and 2 studying for the Silver Award.



Les Misérables
Workington Amateur Operatic Society

Vision and Aspiration

Our Vision reflects that the Carnegie Theatre and Arts Centre is a venue rooted in its locality, at the heart of its community.

Acknowledging this we intend to live and breathe our Vision and Aspirations in all our work through the development of theatre, music and performance and the connections between them.

**The Carnegie Theatre and Arts Centre
is your venue and the heart
of your community**

**Our purpose is to enrich, inspire, educate,
and entertain through a diverse
programme of theatre, music,
performance, and culture connecting
likeminded members of our community**

At the Carnegie you can:

- be creative
- learn and develop new skills
- engage, collaborate, and discuss
- socialise with new friends and old
- relax and be entertained

Your centre is

- a social, business, and cultural hub within our community
- locally distinctive
- inclusive and sustainable

To do this we will:

- Take a leading role in providing culture that is distinctive in our locality
- Offer opportunity for local people, especially young people to participate, be creative, to enjoy learning and or to develop skills
- Inspire, support, nurture and local talent support local skills development and generate local employment opportunities
- Provide a location to allow people to meet and socialise where fun, wellbeing and friendship are valued.



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Photography by Mark Regan

Strategic Review

To support the venues current level of activity and achieve our vision and aspiration to develop our wider offer (with a smaller team given staff restructuring), an external viewpoint on the future direction of the Theatre and Arts Centre was required.

Using funding from Sellafield Social Impact Multiplied Fund, a team of consultants were commissioned to work alongside staff and trustees to undertake a strategic review of the Carnegie and its future operations.

The outputs from the review will form the basis of future funding applications for the venue and the three-year business plan.

Reports were commissioned and received as follows:

1. Fundraising Strategy - by Helen Jenkins of 117 Consulting
2. Condition Survey of the buildings and Feasibility Appraisal - by Buttress Architects
3. Audience Development Plan - by Emma Parsons Consultant

A separate governance review was undertaken by Sara Hilton Associates and project management and strategic planning undertaken by Peter Middleton (L&R Consulting LLP).

The Trustees convened on 16 February 2022 to discuss the future direction of the Theatre Trust and the Theatre and Arts Centre and endorsed the adoption of appropriate recommendations from the consultant's reports.



MAIN HOUSE
& BAR

CARNEGIE

Carnegie

Working

Fundraising Strategy

To date the Carnegie has been reliant on commercial income and the declining grant from Allerdale Borough Council. Earned income accounted for 70% of income on average over the last four years. This was followed by 'other subsidy' (i.e., the grant from Allerdale) which accounted for an average of 28%. Only 1.3% was 'contributed' or fundraised on average over the last 4 years.

Other venues of a similar size and in the north region (for Arts Council purposes) have reported contributed income of 5% and 10% over two years of available figures. On average that equates to 7.5% of their income coming from contributed income (excluding 'other subsidy').

If translated into cash this means that on average over the past 4 years, the Carnegie has raised £6,431 in contributed income (i.e., 1.3% of £487,788 average income over the past 4 years). If we had raised 7.5% of our average income for fundraising this would be £36,584.

The Fundraising Strategy proposed several recommendations and prioritised several actions in the short term which are in the process of being implemented however the Strategy recognises that the most significant risk to progress and success is

that the Trust has limited resources. The immediate recommendations are:

- assigning the responsibility for fundraising to a nominated person, either staff member or Trustee;
- ensure all members of the team are aware that fundraising is critical and part of everyone's role;
- developing a **Case for Support** that can be re-used in multiple applications;
- Apply a new focus on **Trusts and Foundations** fundraising for specific projects;
- improving contactless and on-site donations;
- agreeing a **stewardship plan** to retain and increase current donors

In the longer term, the strategy recommends developing a **Membership Scheme**, and developing more **Corporate Partnerships**.

The Executive Summary of the Fundraising Strategy can be read from our website. See Appendix 4.



CLEAR VIEW ACCESS

CARISBROOK
THEATRE TRUST
THE CARISBROOK THEATRE TRUST
A LOCAL COMMUNITY BENEFITTING CHARITY

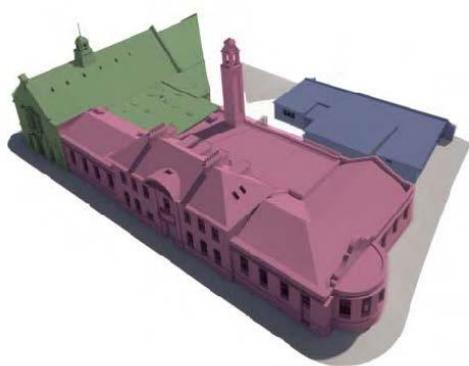
WELLS ROAD

CLEAR VIEW
0845 938 6755
CLEAR VIEW
0845 938 6755
5193 MZJ



Condition Survey and Feasibility Appraisal

A full Condition Survey was conducted in May 2021 and gave a detailed description of the condition of the fabric of both the Grade II Listed Theatre and Arts Centre and the annex. In general, the condition of the main building was assessed as Good, while worryingly the annex, which is also leased from Allerdale Borough Council was assessed as Fair to Poor and needing significant remedial work to bring it up to adequate standards.



The assessment of the annex is not unexpected as the Trusts current insurers will only provide limited cover for contents due to the very poor condition of the roof which should be replaced urgently and internal deterioration over years prior to the Trust taking on the lease².

Devastatingly, in December 2021 a fire caused significant damage to the annex building infrastructure and irreparable damage to critical stage lighting, sound, and other technical equipment.

Table 1: Condition Assessment

Element	Carnegie Theatre	Annex
Roof Covering	Good	Fair
Rainwater Goods	Good	Fair
Exterior Walls/Weathering	Good	Fair
Exterior Walls/Windows	Good	Poor/Fair
External Decoration	Good	Fair
Ceilings	Good	Poor/Fair
Walls	Good	Poor/Fair
Floors	Good	Fair
Interior Doors and Windows	Good	Fair

In the Feasibility Appraisal, carried out in December 2021 the external and internal remedial works were ordered into:

- **Priority 1** (work immediately needed and costed at £1,166);
- **Priority 2** (needed within 12 months and costed at £156,000);
- **Priority 3** (needed within 5 years and costed at £238,000).

Some works in Priority 1 have been undertaken, but defective plaster work at the back of the stage and rusted and disintegrating metal railings on the flat roof accessed via the business centre remain outstanding.

The Carnegie Theatre Trust is committed to preserving and enhancing the building, but without additional financial support in the short to medium term, the structure is at long-term risk.

² Building Insurance for the annex is currently covered by Allerdale Borough Council.



Carnegie Music Centre
End of Year Performance

Audience Development Plan

Several consultations were carried out over Summer 2021 which identified feedback from existing and potential audiences.

A series of in-depth interviews with existing and potential partners identified opportunities for future work as well as helping to position the Carnegie to differentiate from the wider cultural offer in West Cumbria. Desk research into other comparator venues and programmes have added to our thinking in developing approaches to audience development.



The key insights from the public consultation/focus groups are:

Strong support and passion for seeing the Carnegie succeed

“Its nice to be asked for our opinions and be listened to. I really want to see the Carnegie succeed”

Lack of awareness of what's on and what the Carnegie is about

“I want to know what's on well ahead and it goes out of my head I won't seek it out, I need them to send me information regularly”

Lack of appeal in the programme

“I want to trust in their quality control”

Real interest in more participation opportunities

The key opportunities from the partner consultation are:

- All the organisations and individuals consulted would be keen to work with the Carnegie to deliver new programmes if funding can be secured and have the attitude that by developing an audience at one venue, all venues will benefit
- Interest in sharing resources where appropriate
- Partnering up with experienced organisations to deliver engagement projects with new audiences and develop relationships with sectors such as schools
- Potential to learn from the way other venues programme and promote their shows
- West Cumbria has gaps in provision of music participation programmes for young people and adults
- Lack of infrastructure in West Cumbria to support theatre and performing arts – can potentially be addressed by working together, e.g., skills training, apprenticeships, support for related businesses

The recommendations set out in the Audience Development Strategy are seen as critical to the future of the Carnegie:

- As the venue needs to recognise its audiences and audience needs to best serve them by developing compelling reasons for people to visit and return with a new programming strategy, participation and wellbeing opportunities, and a holistic approach to delivering a great visitor experience
- The target audiences should be considered in all our work, and we should continue to listen and respond to audience needs
- Partnership working to access new audiences and exploring new ways of working, and
- Testing out new approaches and monitoring what works by being more data and target driven.

The analysis is very welcome in that it shows how much the Carnegie is valued in the local community and how much people want the Carnegie to succeed.

The Plan sets out the priority audiences that the Trust must consider in its programme planning:

- **young people, aged 11-16 years,**
- **children and families aged 5-11,**
- **local, entertainment-driven adults, and**
- **then other audiences such as local creatives and art-attenders, and third sector organisations delivering health and wellbeing programmes, and finally advocates and influencers.**

The Plan sets out seven actions to be addressed in the next 6-9 months, with a total of 28 subsidiary actions. Some of these actions are relatively easy to action, for example being clear about our mission and values, and delivering them consistently across our activities, and not to book acts which are now seen as out-of-date, misogynistic, racist, or homophobic. Some are difficult to action because of the paucity of people available, such as developing new partnerships and an over-arching programming strategy.



While thwarted by a lack of resources the Trust have initiated discussions about potential partnerships with Rosehill Theatre and Theatre by the Lake with a view to developing lasting projects that provide access to cultural experiences beyond those which we have previously provided. Similar discussions have been held with Lakes College West Cumbria and University of Cumbria.



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Photography by Mark Regan

Challenges

There are several challenges staff and Trustees are alert to and are managing.

Like all cultural venues, the most urgent challenge is to return to pre-pandemic levels of activity, particularly given audience behaviour, where there appears to be some reluctance to go back to live performance.

The venue is a unique Grade II listed building, giving opportunities for seeking ring-fenced funding but which limits what can be done with the fabric of the building

Like any business, our operation has an environmental cost: we create work that is inherently temporary; we make use of raw materials; we ask people to travel to a particular location at a particular time. We recognise that the climate crisis and environmental degradation will be a huge challenge for us all over the next decade and beyond and how we do our work needs to reflect that.

A long-term aspiration for the Theatre and Arts Centre is to become an Arts Council NPO (National Portfolio Organisation). A new phase of application is being sought for 2022-2026, a long and resource intensive process, with the Carnegie to some extent limited by the proximity of two other NPOs at the Rosehill Theatre and Theatre by the Lake. However, the Trust is seeking to build on the previous grant application to the Arts Council which will in turn demonstrate trust in our ability to deliver impactful cultural programmes by submitting a bid to support the development of a Young Producers Project within the Carnegie Music Centre – one of our key objectives for development in the coming year.

Failing equipment – The Carnegie has struggled continuously with a lack of investment for a significant number of years before the Trust taking over. As a result, core theatre equipment can be 40+ years old and consumes approximately 60kw electricity per hour compared with modern day equivalent of 17.47kw per hour. Management of older equipment with limited technical resources is a limiting factor.

Replenishing fire damaged equipment – this is the subject of a separate fundraising campaign – The Spotlight Fund. The equipment was also found to be under-insured which is being reviewed by the trustees. As a result, the Technical Manager is having to split his time between his usual duties and recovery activity, including cleaning up fire-damaged equipment, identifying what can be saved and what has got to be written off. At the time of writing, we estimate our current losses to be in the region of £45,000.

Resourcing - for almost all the activities and ambitions for the development of the Carnegie, the major constraint is the lack of resource to dedicate to development, as most staff are fully engaged in the day to day running of the venue. Many of the funding organisations identified in the fundraising strategy are interested primarily in specific projects, but The Trust is exploring grant conditions for a range of organisations.

Local Government Reorganisation – the Trust are conscious that the Cumberland Council may have different priorities.



Aladdin – Pantomime
Workington & District Amateur Musical Society

Business Plan

The culmination of the strategic review and assessment of current opportunities leads the Trustees to have developed the following plan.

Two-year plan 2023-2025 – setting the foundation for future growth

- Scrutinise the running costs of the Centre, with Audit and IT and Telephony services being subject to competitive tender in the first quarter of the new financial year
- Increase utilisation of the complex through a combination of advertising the availability of first floor accommodation for hire, increasing the utilisation of the café and bar before performances in the theatre, and starting new activities as identified by staff
- Fundraising through grant applications
- Spotlight Fund Campaign to replace fire damaged equipment
- Develop the Music Centre to increase use of the Theatre complex by the key audiences identified in the Audience Development Plan
- Bid for funding to and introduce our pilot project 'Young Producers' to learn

from the concept and develop longer term plans from the learning and embed into our programming strategy

- Continue to identify potential partnerships with other cultural, community or education organisations developing lasting projects to enhance community cohesion and wellbeing
- Increase understanding in the community of the Trust as a charity deserving of local support, and of the status of the complex as a Grade 2 Listed building
- Continue the programme of repair and improvement to the fabric of the building.

Three-to-Five-year indicative plan for 2025 onwards – building a robust future

- Start a programme of major improvement/development of the building, to make it more accessible and to improve the facilities available
- Work with other arts and cultural groups and locations to develop activities which will bring a wider range of offerings to the people of Workington and the surrounding area.



Conclusions

The Carnegie Theatre Trust has used the Strategic Review to set a clear and ambitious plan for future growth and security which will enhance the lives of the people of Workington and the surrounding area recognising that the Carnegie is the civic venue for Workington.

Our ambition is intrinsically aligned to the Allerdale Borough Council Strategy 2020-30 'Improving Lives and Improving Futures through sustainable action' through the objective Thriving Towns and Villages and Resilient Communities by placing the emphasis on the crucial role towns and villages have at the heart of their community and emphasis placed on improving the way that places look and feel as well as supporting town centres to adapt to the changing nature of the high street. The strategy itself declares that *"town centres offer opportunities to support the creation of resilient communities, contributing to the promotion of healthy, active lifestyles and wellbeing..."*

The Workington Town Investment Plan sets out a vision for Workington to be the hub for all West Cumbria by 2030, building on the towns assets and setting out areas for intervention around four themes:

1. Diversifying the economy and clean growth
2. Building an enterprise culture
3. Attracting and developing the workforce
4. Revitalising Workington

Whilst, disappointingly the Carnegie was not chosen as one of the six priority projects within the investment Plan, there

is significant scope for the revitalised Theatre and Arts Centre to deliver positively against several ABC's priorities and the vision for a revitalised Workington. Not only will it deliver a revitalised cultural asset, but it has the potential to deliver strongly in wellbeing, skills development, and community resilience.

In order to achieve these aims and ambitions, the Trust needs to take the following steps in 2022-23:

- Replenish fire damaged equipment which will allow us to continue to deliver and grow our programme
- Build new audiences to exceed pre-pandemic levels and therefore rebuild income levels;
- Recruit skilled staff, to build the programme, improve day-to-day operations, and to take the lead in fund-raising and audience development;
- Actively support the growth and development of the Music Centre and the role of the Centre as an Arts Awards body;
- Increase the utilisation of currently under-utilised areas of the complex, embedding the Carnegie in the community;
- Build collaborative relationships with other arts and cultural venues in West Cumbria/Cumberland developing projects that demonstrate the use of the Carnegie in delivering community cohesion and wellbeing.



Appendix 1: Brief history of the Trust

- The Carnegie Theatre complex was originally built by Workington Borough Council as a Public Library and Lecture Hall and opened in 1904, using a grant of £7,500 from Scottish/American philanthropist Andrew Carnegie.
- From 1907, the area that is now Monroe's Bar housed the Council Chamber, and in 1911 an adjoining house was purchased and gutted to provide a Variety Stage, which remains as the stage of the 400-seat theatre which is at the heart of the complex, and which was used as a picture house in the early days of cinema.
- In 1962, the 1100 seat Opera House in Workington was converted into a bingo hall, and the local amateur music and dramatic societies needed a new location, and the Carnegie was the only other option available.
- With Local Government Reorganisation in 1973, responsibility for libraries passed to the new Cumbria County Council and the library was relocated to the old Cooperative department store building in Oxford Street, and the former library area was used for various activities and is now the café.
- In 2017 the annex at the back of the Arts Centre, formerly the Citizens Advice Bureau, was transferred to the Theatre, and has since been used for storage and as a technical workshop.
- Ownership of the building passed to the newly formed Allerdale Borough Council, and remained under their management until 2010, when the decision was made to transfer responsibility for the day-to-day management and strategic development of the complex should pass to a charitable body. The transfer happened with the establishment of the Carnegie Theatre Trust as a charitable incorporated organisation (CIO) in 2015.
- Within the last year, a subsidiary trading company has been formed, Carnegie Workington Limited (CWL), distancing the trading from the main charity, in line with Charity Commission guidelines, with all profits being covenanted to the Theatre Trust.

Appendix 2: Existing Funding

The Trust is primarily funded through a combination of:

- a grant from Allerdale Council (commencing at £150,000 per annum declining at a rate of £15,000 per year and terminating in 2026) For FY22-23 the grant is £45,000.
- adhoc grants obtained from various sources of arts and social

funding – in FY22-23 we are targeting funding of a minimum £70,000 (FY21/22 fundraising figures were distorted by the COVID pandemic).

- prior to the pandemic grants supported by donations accounted for a very small proportion of our income. Revenue from ticket sales, rental of community space created the lion share of income.

Appendix 3: FY 2022/23 Budget

Carnegie Theatre Trust (Workington)

Annual Budget

for the financial year APRIL 2022 - MARCH 2023

	FY	QTR 1 Apr - Jun	QTR 2 Jul - Sep	QTR 3 Oct - Dec	QTR 4 Jan - Mar
Sales					
Ticket Sales	£ 350,000.00	£ 66,314.50	£ 85,403.50	£ 112,476.00	£ 85,802.50
Room Hire	£ 15,000.00	£ 3,750.00	£ 3,750.00	£ 3,750.00	£ 3,750.00
Theatre Hire	£ 30,000.00	£ 8,000.00	£ 6,000.00	£ 10,000.00	£ 6,000.00
Café & Bar Lease	£ 12,000.00	£ 3,000.00	£ 3,000.00	£ 3,000.00	£ 3,000.00
Recovery of Costs PRS	£ 14,000	£ 2,653	£ 3,416	£ 4,499	£ 3,432
Comission Income	£ 8,000.00	£ 2,000.00	£ 1,000.00	£ 3,000.00	£ 2,000.00
Third Party Sales	£ -	£ -	£ -	£ -	£ -
Booking Fees and Ticket Postage	£ 12,000.00	£ 2,273.64	£ 2,928.12	£ 3,856.32	£ 2,941.80
Operational Grant	£ 60,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00
Music Centre Income (Adult)	£ 1,000.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00
Music Centre Income (Junior)	£ 1,800.00	£ -	£ 900.00	£ 900.00	£ -
Music Centre Grant Aid	£ 4,500.00	£ 1,500.00	£ 1,500.00	£ -	£ 1,500.00
Donations & Fundraising	£ 1,520.00	£ 380.00	£ 380.00	£ 380.00	£ 380.00
Misc Income	£ -	£ -	£ -	£ -	£ -
Restoration Levy	£ 18,000.00	£ 3,400.00	£ 4,400.00	£ 5,800.00	£ 4,400.00
	£ 527,819.86	£ 108,520.72	£ 127,927.76	£ 162,911.36	£ 128,456.40
Purchases					
Settlement Payments to Professional Acts	£ 100,000.00	£ 30,000.00	£ 20,000.00	£ 20,000.00	£ 30,000.00
Settlement Payments to Hires	£ 90,000.00	£ 10,000.00	£ 10,000.00	£ 50,000.00	£ 20,000.00
Security	£ 500.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00
Technical Support	£ -	£ 500.00	£ 500.00	£ 1,000.00	£ 500.00
	£ 190,500.00	£ 40,625.00	£ 30,625.00	£ 71,125.00	£ 50,625.00
Direct Expenses					
Sales Promotions	£ 10,000.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 2,500.00
Training & Education	£ 5,000.00	£ 1,250.00	£ 1,250.00	£ 1,250.00	£ 1,250.00
Music Centre Expenditure	£ -	£ -	£ -	£ -	£ -
	£ 15,000.00	£ 3,750.00	£ 3,750.00	£ 3,750.00	£ 3,750.00
Overheads					
Gross Wages	£ 105,000.00	£ 26,250.00	£ 26,250.00	£ 26,250.00	£ 26,250.00
Rent and Rates (Water)	£ 1,500.00	£ 375.00	£ 375.00	£ 375.00	£ 375.00
Heat, Light and Power	£ 35,000.00	£ 7,000.00	£ 3,500.00	£ 14,000.00	£ 10,500.00
Entertainment	£ 500.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00
Printing & Stationary	£ 6,000.00	£ 1,500.00	£ 1,500.00	£ 1,500.00	£ 1,500.00
Telephones and Computers	£ 9,000.00	£ 2,250.00	£ 2,250.00	£ 2,250.00	£ 2,250.00
Professional Fees	£ 10,000.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 2,500.00
Equipment Hire & Rental	£ 30,000.00	£ 6,000.00	£ 6,000.00	£ 12,000.00	£ 6,000.00
Maintenance	£ 12,000.00	£ 3,000.00	£ 3,000.00	£ 3,000.00	£ 3,000.00
Waste Handling	£ 3,000.00	£ 750.00	£ 750.00	£ 750.00	£ 750.00
Building Restoration	£ 12,000.00	£ 3,000.00	£ 3,000.00	£ 3,000.00	£ 3,000.00
Bank / Card Fees	£ 10,000.00	£ 1,894.70	£ 2,440.10	£ 3,213.60	£ 2,451.50
Bad Debts	£ -	£ -	£ -	£ -	£ -
General Expenses	£ 3,000.00	£ 750.00	£ 750.00	£ 750.00	£ 750.00
Suspense & Mispostings	£ -	£ -	£ -	£ -	£ -
Subscriptions	£ 1,000.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00
PRS/PPL	£ 14,000.00	£ 2,653	£ 2,653	£ 2,653	£ 2,653
Insurance	£ 15,000.00	£ 3,750.00	£ 3,750.00	£ 3,750.00	£ 3,750.00
Reserved Grant	£ -	£ -	£ -	£ -	£ -
Eq: Purchase (Non Capital)	£ -	£ -	£ -	£ -	£ -
	£ 267,000.00	£ 62,047.28	£ 59,092.68	£ 76,366.18	£ 66,104.08
Budgeted Deficit / Surplus	£ 55,319.86	£ 2,098.44	£ 34,460.08	£ 11,670.18	£ 7,977.32

Appendix 4: Strategic Review – Summary Report

A high-level report outlining the key findings from the strategic review which supports the analysis and recommendations set out in this business plan can be read here:

[Strategic Review | Carnegie Theatre & Arts Centre Carnegie Theatre & Arts Centre](#)



CARNEGIE

THEATRE & ARTS CENTRE

Carnegie Theatre Trust (Workington)
Finkle Street
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