

West Kilbride Community Initiative Ltd.

Development Plan 2018 to 2020

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Executive Summary

West Kilbride Community Initiative Ltd (WKCIL) was formed in 1998 by volunteers from the local community to help progress the regeneration of West Kilbride Main Street, the Main retail area within the town.

Many of the shops within the Main Street were closed and there was a general deterioration of the physical environment. WKCIL designated the town as a Themed Craft Town (Craft Town Scotland) which would provide workshops/studios for craft makers.

Over the years, the organisation has managed to purchase a number of empty shop premises to convert into craft spaces and also purchased and refurbished the local Barony Church with the help of a range of funders. In May 2012, the Barony opened as an exhibition, education and activities space to create a focal point and showcase for the Craft Town Scotland initiative to use crafts in the social, cultural, economic and environmental regeneration of the community.

The intention was that trading income would increase to a level which would enable the organisation to be financially sustainable by the end of the Big Lottery Grant in 2017. However, for a number of reasons, this has not been possible and has led to the Board of Directors to re-organise operations and develop new partnerships and relations locally to enhance income generating opportunities.

A community consultation exercise was carried out as part of the reorganisation which identified a wide range of activities and themes that the local community would like to see hosted in the Barony. These include:

- Art, Craft, Music and Film activities
- Exhibitions
- Classes, Workshops and Demonstrations
- Music
- Film
- Material based activity
- Drama and Literature
- Enterprise
- Kids
- Food and Drink
- Social Dimension

The responses to the consultation identified a wide range of “Quick Wins” that could be introduced in a short space of time within the Exhibition Area and Upstairs Studios. This information will be considered by the Board of Directors to determine the appropriate opportunities that can be pursued and which will enhance the income generating possibilities for the organisation.

These “Quick Wins” have influenced the assumptions taken within the financial projections in terms of potential Upstairs Studio hires and Exhibition Area hires.

Each operating area of the organisation has been examined in terms of the current and future resources required to ensure that each area is equipped to respond to the suggested range of activities and themes identified in the consultation. There are 5 distinct areas of operation, 4 of which operate from within the Barony Centre. These are:

- Exhibition Area
- Upstairs Studios
- Gallery Shop
- Café
- Main Street Studios

There is also a Core Support Team, based in the Barony Centre, which supports the operational functions.

The Management/Staffing Structure has been revised to reflect the new operational model of the organisation and details the lines of command which are now in place.

Financial Projections have been compiled to reflect the potential income generating opportunities identified in the community consultation. The projections also include the short-term financial requirements needed by each area of operation to be fully resourced in order to establish the new range and variety of activities and themes requested by the community.

1. Introduction

1.1. History of West Kilbride Community Initiative Ltd

West Kilbride Community Initiative Ltd (WKCIL) was formed in 1998 by volunteers from the local community to help progress the regeneration of West Kilbride Main Street, the main retail area within the town.

Despite the area being relatively affluent, within the Main Street, 21 of the 40 shops were closed and there was a general deteriorating physical environment which was having a negative impact on the local sense of community.

WKCIL designated the town as a Themed Craft Town (Craft Town Scotland) which would provide workshops/studios for craft makers and would be open to the public for at least 3 days a week all year round. This would enable the community to be involved in protecting the built environment and heritage of the town and develop tourism opportunities and events.

An empty shop was leased to establish a community information centre which also provided an outlet for local amateur crafters staffed by the local craft makers. This venture was delivered and managed by local volunteers.

In 1999, with the local Village Hall threatened with closure, WKCIL formed a management group and leased the building to ensure continued use for the community.

With help from the Moffat Charitable Trust, WKCIL were able to purchase and refurbish two craft studios in 2001. The organisation managed both of these studios and generated income from rentals.

In 2003, with financial support from Scottish Enterprise Ayrshire, WKCIL were able to purchase and refurbish more studios as well as employ a part-time Development Officer.

With the help of a range of funders, WKCIL was able to purchase and refurbish the local Barony Church which opened as exhibition, education and activities space in May 2012.

The revamped facility created a focal point and showcase for the Craft Town Scotland initiative. The ethos of the project was to use crafts in the social, cultural, economic and environmental regeneration of the community. In doing so, the underlying principles were that craft would be at the centre of activities within the Barony Centre.

As well as providing services within the Barony Centre and managing the Studios in the High Street, WKCIL also run the West Kilbride Environmental Group Project. The Group was originally established to help look after planters, themed gardens and green spaces around the town. An abandoned quarry was purchased on behalf of the community, establishing additional small community gardens and a series of poly tunnels for cultivating plants.

Over the years, the Group has also developed community spaces in two fields purchased by WKCIL and is now promoting greater environmental awareness in the local area, as well as developing and supporting inclusive activities from its base in the quarry, now known as Garratt Gardens.

1.2. Current Position

The original intention of WKCIL was that trading income from the Barony Centre would increase to a level which would enable the organisation to be financially sustainable by the end of the Big Lottery Grant in early 2017.

However, for a number of different reasons, this has not been possible. Since the Barony Centre opened, WKCIL has failed to generate a surplus, even with grant income of between 40% and 50% of total income.

With the end of Lottery Funding and the possibility of having to close the Barony Centre, The Board of Directors of WKCIL have decided to re-organise operations and develop new partnerships and relations locally to enhance income generating opportunities.

A community consultation exercise was carried out as part of the reorganisation of operations and informs the choices made by the Board as to the new services hosted by the Barony Centre.

2. Vision and Mission

The refocussing of activities for the Barony Centre required the organisation to consider the current Vision and Mission statements and whether a significant change was needed in either of them in order to reflect the proposed direction for the organisation.

This exercise required some changes of emphasis to both statements to reflect the greater breadth of arts and culture and the increased involvement of makers and residents.

2.1. Vision Statement

West Kilbride Community Initiative Ltd (incorporating Craft Town Scotland):

The Vision is to establish long-term partnerships with all stakeholders and to be recognised as a vibrant, successful, cultural centre for applied arts and the leading community led craft and design initiative in Scotland

2.2. Mission Statement

The central purpose and role of West Kilbride Community Initiative Ltd is to support Craft Town Scotland as a vibrant community of makers and deliver an on-going programme of activities with the involvement of all stakeholders as well as residents and visitors.

The last part of the previous mission statement read:

an on-going programme of activity and support for makers, residents and visitors alike.

It was felt that, in order for the new range of activities to succeed, the wording had to change in order to reflect the greater input that both the makers and the local community will have in driving the broader range of activities that will be on offer.

3. Community Consultation

With the re-organising of operations and the intention of developing new local partnerships and relations, a community consultation exercise was carried out to more fully engage with the local community to determine what they would like to see take place in the Barony Centre. This consultation process was carried out by Creative Works.

3.1. Community Activity

The consultation was straightforward and posed a simple question to the community:

What would you like to see and take part in at the Barony to make it a creative hub for all West Kilbride?

The intention was to canvas real demand rather than collect activities that are assumed to be popular.

A number of different strategies were adopted to canvass local opinion, including:

- Leaflet invitations door to door – 1,700 leaflets delivered
- Facebook notifications on The Barony, West Kilbride People and Creative Works pages
- Film invitation produced by local teenagers
- Local press coverage
- 3 public consultation sessions
- Stakeholder session
- Feedback trees distributed to key sites around the village including the Barony, the Library, the Community Centre and local shops

The engagement sessions:

1. Tracked the location of participants on the map of West Kilbride
2. Asked for ideas of activity
3. Gathered offers of help

From all of this activity, 333 pieces of feedback were received along with 24 individual offers of help.

3.2. Consultation Analysis

The completed analysis identified a list of recurring activities and themes emerging from responses. These are listed overleaf and ranked in order of frequency.

Art, Craft, Music and Film are the four main strands of activity people want to see and take part in at the Barony

Exhibitions – particularly local artists but also community art projects (where the community collaborates to make the output)

Classes, workshops and demonstrations – in a wide range of creative activities with a focus on local artists/makers and interest in taster sessions across numerous materials and topics

Music – a broad spectrum of musical genres, requests for performances, lessons and sessions that the public can join

Film – a strong focus on regular movie nights, festivals, filmmaking

Material based activity from ceramics to book binding. Within this category, textiles feature strongly in a variety of forms – decorative sewing and quilting to dressmaking and knitting groups

Drama and Literature – from play, pie and a pint to creative writing

Enterprise – micro business support, pop-up selling events, festivals, a focus on local produce

Kids – classes and amenities for **younger people** and collaboration with schools

Food and Drink – from cooking to gin tasting

Social Dimension – Gathering Space – connecting via making, addressing vulnerable communities

Within each of these categories, key details were captured along with opportunities to establish some “Quick Wins” in terms of service provision. These are detailed

further in the sections overleaf.

3.2.1. Art

Art was the most frequently mentioned topic and was interpreted in the broadest context to mean the arts (from dance to painting) as well as referring to the traditional fine art practices, i.e. drawing and painting, sculpture, printmaking, etc.

Key Details

Local artists (art groups) exhibitions
Classes lead by expert tutors for adults and kids
National collaborations (connect to GSA)

Quick Wins

Community participation – the public creation of a community artwork, with individuals all making a small piece of a larger work under the direction of a creative professional.

The final result is both made and displayed in the Barony.

3.2.2. Music

Music occurred second in terms of the frequency with specifics covering singing, classical, traditional, concerts, jazz, dance, funk and soul with even a suggestion for a night club.

Key Details

Music Lessons
One off events – concerts, festivals
National collaborations (connect to the Conservatoire)

Quick Wins

Gamalan being offered
Harp playing/tuition offered
Vertex festival activity

3.2.3. Craft

Craft occurred third in terms of frequency and throughout the responses, there was a real desire for making, both at beginner and expert level

Key Details

A stronger connection to local makers was key
Participation in craft was important – taster classes and workshops
Craft offer should cover a wide range of materials/skills

Quick Wins

Series of taster craft classes by local makers

3.2.4. Film

Film was a surprise as the fourth key strand of activity requested – both as a social event in terms of regular public screenings and also film making as an activity.

Key Details Movie nights Film making for both adults and kids Connect to Saltcoats cinema/GFT
Quick Wins Film-making equipment being offered on loan

3.2.5. Exhibitions

The Barony is highly valued in the community as an exhibition space with a significant demand for more exhibitions. There was a clear need for both local and national/international work spanning amateur efforts through to the highest quality professional offers.

Key Details Local artists, crafters and makers Travelling (national) exhibitions Photographic exhibitions Showcase work by schools and young people
Quick Wins Connection to Glasgow Art club being offered GSA printmaker residency and exhibition Local photographer – interactive exhibition (taking portraits on site)

3.2.6. Classes, Workshops and Demonstrations

There was a significant demand for participation in a creative programme. The range of activities was extensive, with many requests for taster sessions, but also for expert tuition at a local and national level.

Key Details Taster classes and workshops Make a wide range of topics available to “find what you enjoy” Local maker and visitor maker demonstrations
Quick Wins Photography course being offered Adult and children’s classes being offered

3.2.7. Material Driven Demand

Ceramics and textiles were mentioned frequently in the responses. There were multiple requests for the opportunity to access materials and tools in advance of making a purchase to establish whether a particular activity is for them before making an investment.

Key Details

Ceramics is the most popular material
Textiles in its various forms – embroidery, quilting, rug making, weaving
Dressmaking for adults and kids

Quick Wins

More publicity for existing craft activity, e.g. Weft Blown weaving workshops

3.2.8. Drama and Literature

Interest in the verbal arts was wide with mentions of poetry, Scottish literature and creative writing. Numerous responses suggested “a play, a pie and a pint”, perhaps inspired by the success of such a programme hosted by Oran Mor in Glasgow’s West End.

Key Details

Author readings
Creative writing/poetry workshops
Debating and discussion club for kids
Play, pie and a pint

Quick Wins

Creative writing with writer
Bard @ the Barony – Creative Works
Offer of prop making

3.2.9. Enterprise

There was a great interest in supporting commerce within the feedback. This ranged from pop-up sales of crafts, art, local produce and 2nd hand goods to the desire to see a range of the best national craft goods on sale in the shop.

There is a desire that the Barony support local craft and art sales and develop local creative micro enterprises through business support and mentoring.

Key Details

Pop up sales
Business support
Comprehensive retail space

Quick Win

Quarterly markets for second hand craft materials and/or musical instruments

3.2.10. Kids and Young People

There were multiple responses to involve schools as this would be a good vehicle to enable families to engage with the Barony. Several suggestions also addressed the challenge of occupying teens in a rural community.

Key Details Collaborative projects with schools and professional makers Add some tech resources and access to making to engage teenagers Box Wars (Micro Makers)
Quick Wins Childcare offered to accompany adult classes

3.2.11. Food and Drink

Food and Drink was a popular topic which could take advantage of the catering facilities of the Café as well as connecting with local traders.

Key Details Cookery demonstrations Gin, wine, cocktail tasting sessions Supper clubs/eat ins
Quick Wins Swig wine tasting Designer Dinner – Creative Works

3.2.12. Social Making

There were many requests for activity which uses making as a bridge to build social interaction. This included supper clubs and eat ins, drop in communal crafting sessions, inclusive events for people living with disabilities, dementia and mental health issues. There were also suggestions that could support existing community events such as the Scarecrow festival.

Key Details Knit and natter group Classes for newcomers Older adult classes with music Providing funding for local initiative creative projects
Quick Wins Repair Café Mask making and puppetry for Yuletide Night, Scarecrow festival

3.3. Next Steps

The Board of Directors will study the feedback and determine how to action those identified “Quick Wins” which are appropriate and which will enhance the income generation possibilities.

They will also contact all those who have volunteered to help by hosting classes, events and exhibitions and discuss the best way to progress these intentions.

The broad range and variety of “Quick Wins” identified in the consultation exercise has influenced the assumptions taken within the financial projections in terms of potential Upstairs Studio hires and Exhibition Area hires. The projections are shown in summary form in Section 5 of this Plan and in more detail within Appendix 2.

4. WKCIL Operations

West Kilbride Community Initiative Ltd has 5 distinct areas of Operation with 4 operating from within the Barony Centre. The 5 areas of operation are:

- Exhibition Area
- Upstairs Studios
- Gallery Shop
- Café
- Main Street Studios

The operational considerations for each area are shown below

4.1. Exhibition Area

The Exhibition Area is the main space within the Barony Centre and is used to display both local and touring exhibitions. It is a flexible space and can be fitted out for use as both an exhibition and events area.

4.1.1. Equipment and Resources Requirements

There is a range of equipment in storage which can be moved into this area depending on the needs and requirements of the exhibition or event that is being hosted. Some of the equipment is in need of replacement and/or repair in order to maintain the quality of service delivered in this area.

It has been identified that the display boards and display cabinets are in need of upgrade and 4 new ones are required along with an overhaul and replacement of the tools used to construct the exhibition fixtures and fittings.

Moving forward, the intention is that the Exhibition Area could be used for more functions, especially in hosting weddings. In order to accommodate such requests, new fixtures and fittings will have to be purchased. This will include tables and chairs as well as table cloths and chair covers and appropriate lighting.

The general maintenance requirements for the Area will be reviewed on a regular basis with work carried out as and when required.

4.1.2. Staffing Needs

The Exhibition Area is manned by 2 people per session, one to invigilate and one to work in the adjacent shop area. There are 2 sessions per day to cover with the work being carried out by volunteers. The Area is open 6 days a week, therefore 24 volunteer sessions per week are required to man this Area.

Volunteer support is also on hand for any maintenance issues that may arise. There is also a cleaner who cleans the Area every day to ensure the constant levels of hygiene required for the Area are met.

Each exhibition hosted by WKCIL requires a Curator and Technical Staff to ready the exhibition. These posts may be provided by the organisation providing the exhibits or, if WKCIL have to provide the staff, this will be included in the exhibition hosting costs.

4.1.3. Management/Co-ordination Needs

The day to day running of this Area falls within the remit of the Retail & Business Development Officer. The Officer has the responsibility of co-ordinating the volunteering/staffing needs for the area as well as attracting the exhibitions and events bookings to ensure the viability of the Area.

The Finance Officer has responsibility for any financial matters within the Exhibition Area.

4.1.4. Financial Activity

The main expenditure involved in operating the Exhibition Area is the salary costs of the Cleaner and Caretaker, along with a share of the salary for the Retail & Business Development Officer. Insurance and Marketing costs are also incurred as well as general repairs and maintenance expenditure.

Each exhibition or event will have related costs. For exhibitions, this could include salary costs for a Curator and any Technical Staff, along with Hospitality/Private Viewing costs. Event related expenditure will vary dependent on the type of event. However, each event will be costed on a Full Cost Recovery (FCR) basis.

Income will be generated from the Exhibitions and Events hires with a competitive pricing policy reflecting the individual or organisation hiring the Area. Income is also received in the form of commission from sales of any exhibition pieces.

4.1.5. Customers

There is a broad range of clients that can be targeted for using the Exhibition Area. Since opening, the Barony Centre has built up a reputation both nationally and internationally for providing a quality exhibition space for touring exhibitions. This market will be maintained as part of the core function of the Centre with the resultant tourist visitor numbers being maintained and, hopefully, increased.

There is also the potential for the space to be used for more local exhibitions. A recent local exhibition has proved successful in attracting visitors and in increased commission from sales from exhibition pieces.

The Community survey carried out as part of this process indicates that there is a willingness from the local community to see local use of facilities increased. A programme of events aimed at the local community will be drawn up, as well as sector specific exhibitions and events with the Education Sector being highlighted as a possible target.

Short-term financial requirements

New Display Boards (4),
Display Cabinets
Overhaul/Replacement of Tools
Tables, Chairs, Lights, Table Cloths, Chair Covers

4.2. Upstairs Studios

There are 3 Upstairs Studios which can be used as Studio Space and/or Meeting Rooms. Two of the Studios are adjoining areas and can be combined into one large space. There is a sink contained within both of the main Studios making it easy for cleaning use.

4.2.1. Equipment and Resources Requirements

The Upstairs Studios have mainly been used to host meetings. As a result, there is a range of presentation equipment already available for use in this space. Coffee and Tea making facilities are also accessible for meetings.

Increased use of the Studios by children's activities is planned; therefore, there is a requirement for purchasing child friendly furniture and storage.

As with the Exhibition Area, a regular review of repairs and maintenance requirements will be carried out with work being carried out as and when required.

4.2.2. Staffing Needs

The nature of the activities that are hosted in the Upstairs Studios mean that there is no requirement for any staff or volunteer member to be present. Therefore, the only staffing needs are for Volunteer support to be available for room set-up and the Cleaner for general cleaning maintenance of the rooms.

If any classes for children are hosted in the Studios, there will be the appropriate staffing levels required for Health and Safety purposes with these being considered on a hire by hire basis.

4.2.3. Management/Co-ordination Needs

The day to day running for the Studios is the responsibility of the Retail & Business Development Officer. The Officer, along with Volunteers, will co-ordinate the room hires and ensure that the necessary room preparations are made for each hire.

The Finance Officer has responsibility for any financial matters within the Upstairs Studios.

4.2.4. Financial Activity

The Studio hire rates will be calculated on a full cost recovery basis by the Finance Officer to ensure that the organisation is not losing any money on room hires. The standard meeting room hire equipment is available for all room hires and a rate will be costed for any refreshments and lunch requirements.

Requirements for classes and activities taking place in the Studios will be assessed on a hire by hire basis and factored into the cost of the hire.

Income will be generated from the hire of the Studio spaces with a pricing policy tailored to the individual or organisation hiring the space. This is the area that is currently under-occupied but has the potential to attract more hires.

4.2.5. Customers

This is where the organisation foresees a substantial increase in activity from the local community with the various Community Groups active in the Town.

The customer base will come from these Groups as well as Individuals and Businesses looking for meeting room facilities. The space will also be targeted to Artists/Makers for activities as well as Public Bodies.

Short-term financial requirements

Child Friendly Furniture

Cupboards/Storage

4.3. Gallery Shop

The Gallery Shop is located next to the Exhibition Area and has a varied selection of original, quality craft and design work for sale.

4.3.1. Equipment and Resources Requirements

The Shop has a range of Visual/Display Equipment available to display the range of Stock for sale. There is a Till System in place to record sales details and a Computer System with appropriate Software to track Stock. There is also Stationery and Packaging materials to allow safe packing and carriage of sold items.

The Shop is well-equipped to cope with the regular sales demands and no additional purchases are needed.

Similar to the Exhibition Area and the Upstairs Studios, regular reviews will be carried out on the general maintenance of the Shop and the work will be carried out as and when required.

4.3.2. Staffing Needs

The staffing requirements to staff the Shop are complementary to the staffing needs of the Exhibition Area. This requires 2 people per session, one to work in the shop process sales and customer enquiries and one to invigilate for exhibitions.

Cover is needed for 2 sessions per day and is provided by volunteers. With the Shop and the Exhibition Area being open 6 days a week, this means that 24 volunteer sessions per week is required to staff this area.

Volunteer Support will also be on hand for any maintenance issues that may occur and the space will be regularly cleaned by the Cleaner to ensure hygiene levels are maintained.

A Curator and Technical Staff are needed when an exhibition is being hosted and these posts will either be covered by the exhibitor or will be built into the exhibition hosting costs if the staff has to be provided by WKCIL.

4.3.3. Management/Co-ordination Needs

The Retail & Business Development Officer has the responsibility for managing the Shop and the co-ordination of the volunteers/staffing needs for the space.

The Finance Officer has responsibility for any financial matters within the Gallery Shop.

4.3.4. Financial Activity

The main expenditure incurred for the Shop is the salary costs of the Cleaner and Caretaker, along with a share of both the Retail & Business Development Officer and the Finance Officer's salary.

There are costs relating to each individual exhibition hosted by WKCIL which could include salary costs for a Curator and Technical Staff. Insurance & Marketing Costs are also borne by the Shop as well as general Repairs & Maintenance Costs.

The Shop has to pay Card Commission Costs as well as Card Commission Rental Costs to provide facilities for customers to pay by debit/credit card.

Income is generated by sales of the items sold in the Shop and also with commission from sales of craft items from exhibitions or from the many craft pieces displayed in the Shop.

4.3.5. Customers

Tourists and Locals who come to visit the Exhibitions are the main market for Shop sales. With the Barony Centre being known as a quality provider of craft exhibitions, there is a constant flow of both national and international visitors to the Centre with some of them looking to purchase quality craft items.

Short-term financial requirements

There are no short-term financial requirements for the Gallery Shop.

4.4. Café

The Café is situated on the ground floor of the Barony Centre. Customers have to walk past the Exhibition Area and the Gallery Shop in order to access the space.

4.4.1. Equipment and Resources Requirements

The Café has a broad range of equipment to cope with the regular number of customers enjoying the range of fine food and drinks available. There is a Cooker, Oven, Coffee Machine, Dishwasher, 3 Freezers and 3 Fridges. Both the Cooker and Oven will need to be upgraded within the next year or two.

Within the Café space there is a collection of uniform tables and chairs and there is a good stock of crockery to serve the food and drink. Branded Clothing and Aprons are needed for staff and volunteers in order to emphasise the change from the facility being run on a franchise basis to operations being taken in-house.

4.4.2. Staffing Needs

90 to 100 staffing hours are required each week to provide an efficient Café service in the Barony Centre.

From Monday to Wednesday, 1 front of house staff member and 1 back of house staff member is sufficient to cope with customer demand. As the weekend approaches, customer numbers increase and from Thursday to Saturday, 1

additional person is needed for the 4 hour peak period experienced around lunchtime.

Café staff also carry out the cleaning for the space as well as the regulatory Health & Hygiene requirements.

4.4.3. Management/Co-ordination Needs

Management responsibility for the Café is shared by the Finance Office, the Retail & Business Development Officer and 3 designated Board Members with the division of duties being clearly defined and understood by both management and Café staff.

The Café Supervisor also plays a key role in the practical day to day management of the Café.

4.4.4. Financial Activity

The main cost incurred in running the Café is the salary costs of Café staff. The Dishwasher, Coffee Machines and Tills are provided on a rental basis with expenditure charged on a regular basis.

Other significant costs borne by the Café include Food Supplies to maintain the choice on offer to customers and cleaning supplies to ensure the space is maintained to the required standard.

As with the Gallery Shop, the Café also has charges relating to Card Commission Costs and Card Commission Rental Costs. The Café also contributes £400 per month towards the running costs of the Barony Centre.

Income is generated from the sales made in the Café with £10 per week also received from the Knitting Circle.

4.4.5. Customers

There are a wide range of customers using the Café. The Café is a vital part of attracting national and international visitors to the exhibitions hosted in the Barony Centre. The Café is also used by the local community as an attractive space to socialise and meet with friends.

The Café also caters for the refreshments requirements of those hiring the Upstairs Studios and can cater for any functions taking place in the Exhibition Area.

Short-term financial requirements

Cooker upgrade

Oven upgrade

Aprons/branded clothing

Cutlery and other small items of equipment

4.5. Main Street Studios

There are 10 Main Street Studios owned by WKCIL comprising 5 Craft Studios and 1 Craft Studio Complex containing 5 units.

4.5.1. Equipment and Resources Requirements

The Main Street Studios need to be regularly maintained to ensure that they are fit and proper for crafters needs.

Heating the Studios is a bit of a problem and there is a temporary need for heaters to address this issue. Some of the Studios also require new LED lighting.

4.5.2. Staffing Needs

Craft Makers occupying the Studios are responsible for recruiting both their own staff and volunteers.

4.5.3. Management/Co-ordination Needs

The Management Focus Group is responsible for the overall organisational needs of the Main Street Studios with support being provided from the Retail & Business Development Officer and the Finance Officer, who are both responsible for implementing any changes identified by the Management Focus Group.

4.5.4. Financial Activity

Expenditure relating to the Main Street Studios is mainly incurred from the Maintenance Costs for Studio upkeep. There are also Marketing Costs charged to the Studios.

Income is generated for WKCIL from rental of the Studios to the crafters occupying the space.

4.5.5. Customers

The customer base for the Main Street Studios is the same as the Exhibition Space for the Barony Centre.

The status of West Kilbride as Craft Town Scotland ensures that there is a range of both national and international visitors who come to the Town to visit the crafters to view and purchase their wares.

There are also regular visitors and customers from the local community and the surrounding cities, towns and villages. The Main Street Studios are also a popular attraction with tourists.

There is also the potential of linking with the Education Sector in order to attract more interest in the Studios.

Short-term financial requirements

General Studio Maintenance

Heaters

LED Lighting

Marketing Costs

4.6. Core Support Team

Supporting the operational functions of WKCIL is a core support team of the Retail & Business Development Officer and the Finance Officer. Details of their management responsibilities are shown within the individual operational areas detailed above and both of the Officers report directly to the Board.

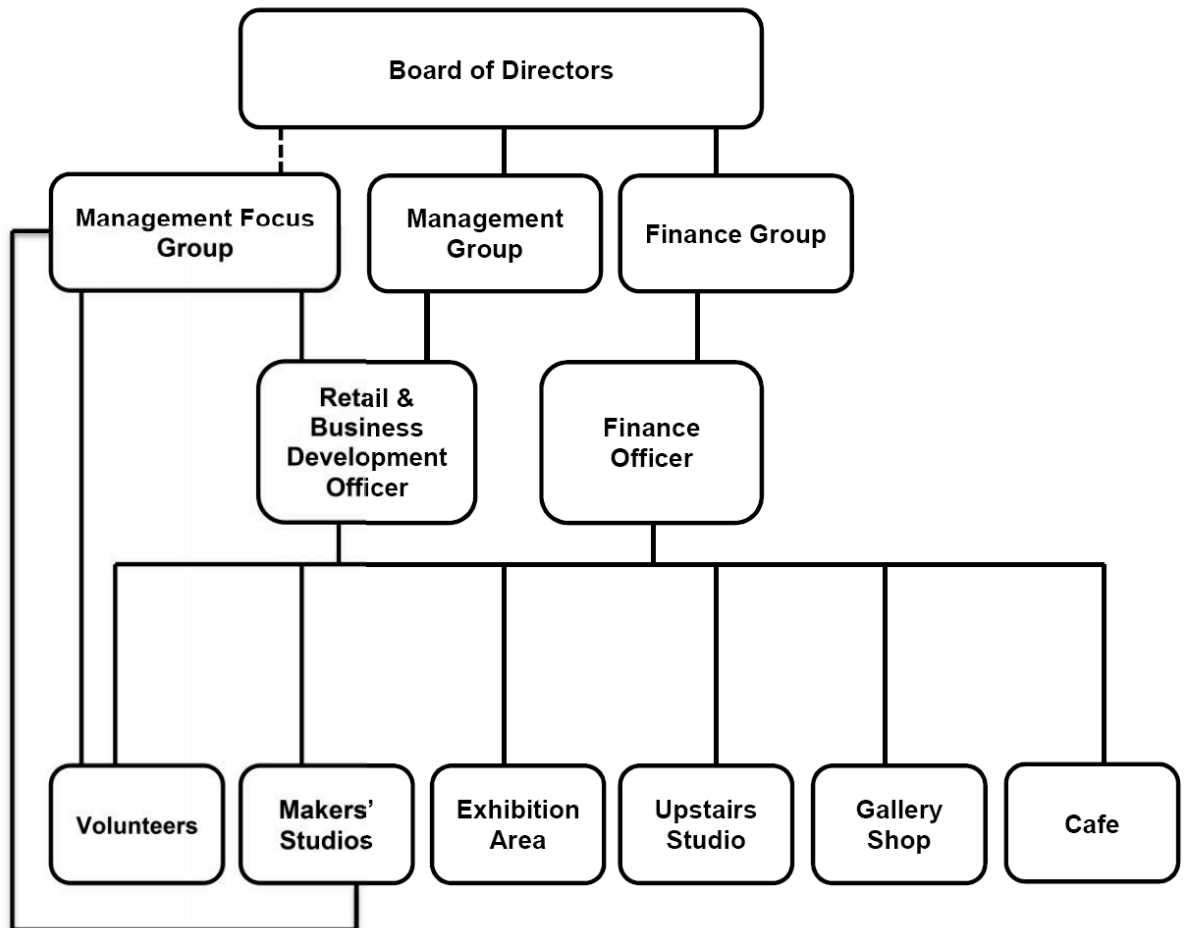
They are based in the main office space within the foyer of the Barony Centre which is fully furnished to provide the necessary support to both the operational areas of WKCIL and the Board of Directors.

Short-term financial requirements

There are no short-term financial requirements for the Core Support Team.

5. Management/Staffing Structure

The Management Structure for WLCIL has been revised to reflect the new operational model of the organisation. The Flow Chart shown below demonstrates the lines of command which are now in place.



The flow chart shows that the day to day operational management is carried out by the Retail & Business Development Office and the Finance Office.

Both of these positions are supported in operational matters by three separate groups – the Management Focus Group, the Management Group and the Finance Group. The Management Focus Group also has a more direct role with Volunteers and the Makers' Studios.

This structure allows the Board of Directors to have a more strategic role in the management of the organisation.

6. Financial Projections

The financial projections show that, although WKCIL are projecting to increase their generated income streams by implementing a programme of activities and classes identified in the “Quick Wins” parts of the community consultation, there will still be the need to attract some grant funding to continue operations.

The 3 year income & expenditure projections are shown in summarised form below with more detail contained within Appendix 1.

Summary Income & Expenditure Projections 2018 to 2020

	Projections					
	2018		2019		2020	
	£	%	£	%	£	%
Income						
Generated Income	109,170.00	77.6%	121,909.19	83.2%	136,685.51	90.0%
Grant Income	29,668.27	21.1%	22,621.70	15.3%	12,749.27	8.4%
Other Income	1,800.00	1.3%	2,000.00	1.4%	2,200.00	1.5%
Total Income	140,638.27	100.0%	146,530.89	99.9%	151,634.78	99.9%
Expenditure						
Studio & Gallery Shop Costs	15,703.08	11.2%	16,153.17	11.2%	16,659.97	11.2%
Craft Sales Costs	19,926.96	14.3%	20,524.77	14.2%	21,140.51	14.2%
Café Costs	48,425.35	34.3%	49,878.11	34.4%	51,374.46	34.4%
Staff/Volunteer Costs	22,680.00	16.2%	23,361.20	16.2%	24,060.89	16.1%
Property Costs	18,905.84	13.4%	19,455.19	13.4%	20,028.25	13.4%
Management & Admin Costs	14,997.04	10.7%	15,428.45	10.6%	15,870.70	10.6%
Total Expenditure	140,638.27	100.1%	144,800.89	100.0%	149,134.78	99.9%
Surplus/Deficit	0.00		1,730.00		2,500.00	

Inflation Factor

2019	3%
2020	3%

6.1. Generated Income

The financial projections show that the organisation anticipates that generated income will increase by 25.0% over the 3 year period of the plan bringing the level of generated income to 90% of total income.

6.1.1. Exhibition Area

A two tier pricing structure has been established for exhibitions - a lower community rate of £50 per day, maintained at this price for the 3 years of the projections and a

higher rate of £100 for 2018, increasing by £10 per day, year on year, in 2019 and 2020.

Assumptions for the number of exhibition hosted each year are:

- 2018 – 3 exhibitions
- 2019 – 4 exhibitions
- 2020 – 5 exhibitions

These assumptions will generate £3,000 in 2018, £4,500 in 2019 and £6,900 in 2020 for the organisation.

6.1.2. Upstairs Studios

There are 3 Upstairs Studio Spaces that can be hired in the Barony Centre. Studios One and Two have the same hire charge due to being a similar size and layout with Studio Three being a smaller size with a lesser hire charge.

All hire charges have been set as an hourly rate.

2018 Upstairs Studios hire projections

The 2018 projections have assumed a mixture of hires which will result in a generated income figure of £3,840 for 2018 for the Upstairs Studio space.

2019 Upstairs Studios hire projections

The 2019 projections show an increase in the charges to hire the Upstairs Studios space which will generate £6,972 in income for 2019 for the Upstairs Studio space.

2020 Upstairs Studios hire projections

The 2020 projections again assume an annual increase in the charges to hire the Upstairs Studios space which will generate £9,756 in income for 2019 for the Upstairs Studio space.

6.1.3. Gallery Shop

The financial projections for the Gallery Shop has assumed a 10% year on year increase in Craft Sales. This results in an increase of £5,670 in the 3 year period of this Plan, with Craft Sales of £32,670 in 2020.

6.1.4. Café

Café Sales in the 3 year period have also been estimated to rise by 10% year on year, increasing by £10,727.79 to a level of almost £62,000.

6.1.5. Main Street Studios

It has been assumed that there will be an increase in the rental charges for the Main Street Studios by the rate of inflation in year 3, estimated at 5%. The income will remain at £24,246 for first 2 years of this Plan, rising to £25,548 in year 3.

6.2. Grant Income

The financial projections for the 3 year period of this plan estimates that grant income will decrease by 57% from £29,668.27 to £12,749.27 with the final figure representing 8.4% of total income.

6.3. Expenditure

As identified previously in the Plan, some upgrading of premises and equipment is required to provide the quality of service for which the organisation has become known.

Detailed below is a list of items which the Directors would like to include in the costs. However, their view is that separate application to fund these items would be made as required.

- Premises upgrades £14,000
- Equipment upgrades £1,750
- Main Street Studios Marketing £2,500

For all other expenditure categories, a 3% year on year inflation factor has been assumed.

Appendix 1 – Income & Expenditure Projections

Income & Expenditure Projections 2018 to 2020

	Projections					
	2018		2019		2020	
	£	%	£	%	£	%
Income						
<u>Generated Income</u>						
Barony Rentals	3,840.00	2.7%	6,970.00	4.8%	9,755.00	6.4%
Exhibitions	3,000.00	2.1%	4,800.00	3.3%	6,900.00	4.6%
Studio Rentals	24,246.00	17.2%	24,246.00	16.5%	25,548.00	16.7%
Craft Sales	27,000.00	19.2%	29,700.00	20.3%	32,670.00	21.5%
Café Sales	51,084.00	36.3%	56,193.19	38.3%	61,812.51	40.8%
Total Generated Income	109,170.00	77.5%	121,909.19	83.2%	136,685.51	90.0%
<u>Grant Income</u>						
Required Grant Funding	29,668.27	21.1%	22,621.70	15.3%	12,749.27	8.4%
Total Grant Income	29,668.27	21.1%	22,621.70	15.3%	12,749.27	8.4%
<u>Other Income</u>						
Donations	1,800.00	1.3%	2,000.00	1.4%	2,200.00	1.5%
Total Other Income	1,800.00	1.3%	2,000.00	1.4%	2,200.00	1.5%
Total Income	140,638.27	99.9%	146,530.89	99.9%	151,634.78	99.9%
Expenditure						
Studio & Gallery Shop Costs						
Electricity	8,400.00	6.0%	8,652.00	6.0%	8,911.56	6.0%
Insurance	1,963.08	1.4%	2,021.97	1.4%	2,082.63	1.4%
Water Rates	2,640.00	1.9%	2,719.20	1.9%	2,800.78	1.9%
Repairs & Maintenance	2,700.00	1.9%	2,760.00	1.9%	2,865.00	1.9%
Total Studio & Gallery Shop Costs	15,703.08	11.2%	16,153.17	11.2%	16,659.97	11.2%
Craft Sales Costs						
Crafters Costs	19,278.00	13.7%	19,856.34	13.7%	20,452.03	13.7%
Card Machine Rentals	168.96	0.1%	174.03	0.1%	179.25	0.1%
Card Machine Commission	480.00	0.4%	494.40	0.4%	509.23	0.4%
Total Craft Sales Costs	19,926.96	14.2%	20,524.77	14.2%	21,140.51	14.2%
Café Costs						
Café Purchases	11,580.91	8.2%	11,928.34	8.2%	12,286.19	8.2%
Salaries & Wages	34,695.00	24.7%	35,735.85	24.7%	36,807.93	24.7%
Equipment Leases	1,608.72	1.1%	1,656.98	1.1%	1,706.69	1.0%
Card Machine Rental	214.56	0.2%	221.00	0.3%	227.63	0.2%
Card Machine Commission	326.16	0.2%	335.94	0.2%	346.02	0.2%
Total Café Costs	48,425.35	34.4%	49,878.11	34.5%	51,374.46	34.3%
Barony Centre Shared Costs						
<u>Staff/Volunteer Costs</u>						
Staff Salaries	22,140.00	15.7%	22,805.00	15.7%	23,488.00	15.7%
Travelling, Entertaining & Subsistence	300.00	0.2%	309.00	0.2%	318.27	0.2%
Motor Expenses, Tolls & Parking	240.00	0.2%	247.20	0.2%	254.62	0.2%
Total Staff/Volunteer Costs	22,680.00	16.1%	23,361.20	16.1%	24,060.89	16.1%

Projections					
2018		2019		2020	
£	%	£	%	£	%

<u>Property Costs</u>						
Ground Rent	500.00	0.4%	500.00	0.3%	500.00	0.3%
Water Rates	1,868.00	1.3%	1,924.04	1.3%	1,981.76	1.3%
Premises Insurance	4,037.04	2.9%	4,158.15	2.9%	4,282.89	2.9%
Electricity	8,500.80	6.0%	8,753.00	6.0%	9,020.00	6.0%
Repairs & Renewals - Premises	1,600.00	1.1%	1,648.00	1.1%	1,697.44	1.1%
Cleaning Costs	2,400.00	1.7%	2,472.00	1.7%	2,546.16	1.7%
Total Property Costs	18,905.84	13.4%	19,455.19	13.3%	20,028.25	13.3%
<u>Management & Admin Costs</u>						
Printing & Stationery	1,360.00	1.0%	1,400.80	1.0%	1,442.82	1.0%
Postage & Carriage	600.00	0.4%	618.00	0.4%	636.54	0.4%
Advertising & Promotion Costs	1,764.00	1.3%	1,816.92	1.3%	1,871.43	1.3%
Membership Fees etc	657.00	0.5%	676.71	0.5%	697.01	0.5%
Telephone & Internet	2,320.56	1.7%	2,390.18	1.7%	2,461.89	1.6%
Web Design & Maintenance	500.00	0.4%	515.00	0.4%	530.45	0.4%
Repairs & Renewals - Equipment	336.00	0.2%	346.08	0.2%	356.46	0.2%
Employers/Public Liability Insurance	3,609.48	2.6%	3,717.76	2.6%	3,829.29	2.6%
Sundry Expenses	900.00	0.6%	927.00	0.6%	954.81	0.6%
Audit & Accountancy Fees	2,250.00	1.6%	2,320.00	1.6%	2,390.00	1.6%
Depreciation	700.00	0.5%	700.00	0.5%	700.00	0.5%
Total Management & Admin Costs	14,997.04	10.8%	15,428.45	10.8%	15,870.70	10.7%
Total Barony Centre Shared Costs	56,582.88	40.3%	58,244.84	40.2%	59,959.84	40.1%
Total Expenditure	140,638.27	100.1%	144,800.89	100.1%	149,134.78	99.8%

Surplus/Deficit	0.00	1,730.00	2,500.00
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Inflation Factor

2019	3%
2020	3%

Appendix 2 – Income Generation Projections

West Kilbride Community Initiative Ltd

Income Generation Projections 2018 to 2020

Exhibition Area				
	<u>daily rate</u>	<u>no. of days</u>	<u>no. of exhibitions</u>	<u>income</u>
Year 1				£
Rate 1	50.00	15	2	1,500.00
Rate 2	100.00	15	1	1,500.00
Rate 3	150.00		2	-
Total Year 1 Income				<u>3,000.00</u>
Year 2				£
Rate 1	50.00	15	2	1,500.00
Rate 2	110.00	15	2	3,300.00
Rate 3	150.00		2	-
Total Year 2 Income				<u>4,800.00</u>
Year 3				£
Rate 1	50.00	15	2	1,500.00
Rate 2	120.00	15	3	5,400.00
Rate 3	150.00		2	-
Total Year 3 Income				<u>6,900.00</u>

Target Occupancy - Upstairs Studios.	Weeks
Maximum number of weeks	50
2018	25
2019	32.5
2020	37.5

Craft Sales Increase:	
2019	10.00%
2020	10.00%

Café Sales Increase:	
2019	10.00%
2020	10.00%

Upstairs Studios

	<u>hourly</u>	<u>no. of</u>	<u>weekly</u>	<u>no. of</u>	<u>income</u>
	<u>rate</u>	<u>hours</u>	<u>hire</u>	<u>weeks</u>	<u>£</u>
Year 1					
<u>Studio 1</u>					
Rate 1	10.00	3	3	25	2,250.00
Rate 2	15.00		2	10	-
Rate 3	20.00		2	10	-
Total Studio 1 Year 1 Income					<u>2,250.00</u>
<u>Studio 2</u>					
Rate 1	10.00	3	2	13	780.00
Rate 2	15.00		2		-
Rate 3	20.00		2		-
Total Studio 2 Year 1 Income					<u>780.00</u>
<u>Studio 3</u>					
Rate 1	5.00	2	3	15	450.00
Rate 2	10.00	2	2	9	360.00
Rate 3	15.00		2		-
Total Studio 3 Year 1 Income					<u>810.00</u>
<u>Combined Studio 1 & 2 Hire</u>					
Rate 1	30.00	2	1		-
Rate 2	35.00	2	1		-
Rate 3	40.00	2	1		-
Total Combined Studio 1 & 2 Year 1 Income					<u>-</u>
Total Year 1 Upstairs Studio Hire					<u>3,840.00</u>

Year 2					£
<u>Studio 1</u>					
Rate 1	12.00	3	2	30	2,160.00
Rate 2	17.00	3	3		-
Rate 3	22.00	3	3		-
Total Studio 1 Year 2 Income					<u>2,160.00</u>
<u>Studio 2</u>					
Rate 1	12.00	3	3	20	2,160.00
Rate 2	17.00	3	3		-
Rate 3	22.00	3	3		-
Total Studio 2 Year 2 Income					<u>2,160.00</u>
<u>Studio 3</u>					
Rate 1	6.00	3	5	15	1,350.00
Rate 2	12.00	3	3	10	1,080.00
Rate 3	17.00	3	3		-
Total Studio 3 Year 2 Income					<u>2,430.00</u>
<u>Combined Studio 1 & 2 Hire</u>					
Rate 1	32.00	3	1		-
Rate 2	37.00	3	1	2	220.00
Rate 3	42.00	3	1		-
Total Combined Studio 1 & 2 Year 2 Income					<u>220.00</u>
Total Year 2 Upstairs Studio Hire					<u>6,970.00</u>

Year 3					£
<u>Studio 1</u>					
Rate 1	14.00	3	3	30	3,780.00
Rate 2	19.00	3	3		-
Rate 3	24.00	3	3		-
Total Studio 1 Year 3 Income					<u>3,780.00</u>
<u>Studio 2</u>					
Rate 1	14.00	3	3	20	2,520.00
Rate 2	19.00	3	3		-
Rate 3	24.00	3	3		-
Total Studio 2 Year 3 Income					<u>2,520.00</u>
<u>Studio 3</u>					
Rate 1	7.00	3	3	20	1,260.00
Rate 2	14.00	3	3	10	1,260.00
Rate 3	19.00	3	3	0	-
Total Studio 3 Year 3 Income					<u>2,520.00</u>
<u>Combined Studio 1 & 2 Hire</u>					
Rate 1	34.00	3	1		-
Rate 2	39.00	3	1	8	935.00
Rate 3	44.00	3	1		-
Total Combined Studio 1 & 2 Year 3 Income					<u>935.00</u>
Total Year 3 Upstairs Studio Hire					<u>9,755.00</u>

