

**FIRSTSITE LTD**

**UNRESTRICTED BUDGETS**

**2018-22**

This document provides a description for each line of the Firstsite budget for 2017/18 and the proposed budget for the NPO Grant Period 2018-2022. Its purpose is to give insight into activity that will achieve income generation targets as well as narrative on what resources are spent on and any savings or changes to this we anticipate over the grant period.

## **INCOME BUDGET** as shown in Appendix A

### **1. CORE INVESTMENT**

- 1.1 Arts Council have previously funded Firstsite for 66% of the Firstsite income with an annual grant of £814,512. Firstsite will apply to Arts Council England for the National Portfolio Programme (NPO) 2018/19-2021/22 funding. The amount £814,512 per year for the Grant Period is as advised by ACE consistent with our support for the year 2017/18.
- 1.2 Colchester Borough Council (CBC) supports Firstsite with an annual grant of £127,925. The conditions of this grant are articulated through a grant agreement with specific objectives to be met with the funding to be agreed on an annual basis and to reflect the primary principals of ACE funding. This amount has been profiled as remaining consistent across the grant period. CBC have not yet indicated a change to this support although it is anticipated that 2018/19 will be a review.
- 1.3 Essex County Council (ECC) supports Firstsite with an annual grant of £100,000. This amount has been profiled as remaining consistent across the grant period. ECC have not yet indicated a change to this support although it is anticipated that 2018/19 will be a review.

### **2. PROGRAMME EARNED INCOME.**

This area of our activity is led by the Head of Programme with support from our part-time Development Manager and Programme Team, including both Exhibitions and Learning and Education.

- 2.1 Touring. Within our NPO application Artistic Outcomes Firstsite have articulated a number of touring projects that are likely to generate more than the target of £8,000. This includes applying to ACE in 2017/18 for Strategic Touring Funds to tour existing programme content (not newly commissioned specially to tour) to venues in less well-resourced areas immediately outside Colchester. We have also indicated that at least one of our major exhibitions will tour to UK and International venues generating income.

- 2.2 Gallery and Exhibition contributions are generated from various sources such as commercial gallery support and exhibition partners. The income target contributes towards the programme cost and remains at £10,000 throughout 2018-22.
- 2.3 Public Programme contributions are generated from various sources such as ticket sales for artist events, In-conversation and artist talks. The income target contributes towards the programme cost and remains at £10,800 throughout 2018-22.
- 2.4 Learning & Education income is generated from donors, events and workshop activities. The Income target has been reduced in 2017/18 with changes in staff and re-evaluating the Learning Programme. The income target is further reduced to a cautious £6,000 for 2018-22 as the Learning & Education programme is developed.

### **3. PUBLIC GRANTS / TRUSTS AND FOUNDATIONS**

This area of our activity is led by the Director and Director of Finance with support from our part-time Development Manager and input from the Head of Programme. Our Trusts and Foundations Plan is regularly reviewed by the Finance and Risk Committee and at specific times in the financial year is scrutinised and discussed by the Board of Trustees. The Trust and Foundations income target of £76,401 was introduced in 2017/18 with the appointment of a Development Manager along with a new strategy being developed. The strategy will link our programme and activities to the funding criteria of a large number of trusts and foundations including livery companies. We believe we are likely to experience modest success at least as Firstsite has not previously applied to many of these organisations.

- 3.1 We are anticipating that the Programme activity outlined in the NPO application will create opportunities to generate applications to Trusts and Foundations to cover delivery of programme costs and contribute towards core staffing costs to the value of £45,000 per year. For example, we are submitting an application for 'The Britishness Project', taking place 2016/17 and 2017/18, to Garfield Weston for £60k. This grant will go towards staffing, schools outreach activity and exhibition costs in the main artistic programme.
- 3.2 Our Learning & Education programme is expected to generate successful applications achieving the target of £15,000 from a broad range of Trusts and Foundations. The Trust and Foundations income target of £40,901 was introduced in 2017/18. The application to Garfield Weston for funding towards 'The Britishness Project' taking place in 2017/18 will contribute towards this target.
- 3.3 Our core programme of exhibition activity is expected to generate successful applications reaching the target of £16,000 from a broad range of Trusts and Foundations.

### **4. DEVELOPMENT**

This area of our activity is led by the Director of Finance with support from our part time Development Manager.

- 4.1 We are re-introducing our Friends and Membership schemes in 2017/18. These will be re-configured around special exhibition activities and film, café & retail discounts. This will start modestly and grow over the period of the grant.
- 4.2 Cash and Gift Aid on donations introduces a new income target of £4,332. New designs and Improvements to the signage and position of the donation box within the gallery aims to increase the cash donations received from visitors. Gift aid envelopes will be visible by the donations box to encourage taxpaying visitors to complete to enable the claim of the additional gift aid donation from HMRC as well as Individual tax paying donors. The income target is moderately increased to £5,015 in 2022.
- 4.3 Individual donations are received from various people and organisations who support Firstsite or wish to show gratitude of their experience received by Firstsite. For example, Firstsite are fortunate to receive regular donations from the Coode-Adams Firstsite Trust founded by Sonia and Giles Coode-Adams, supporters of the gallery for many years. This is expected to continue over the Grant Period and will connect to specific projects such as 'The Britishness Project'.
- 4.4 Internships. We currently have x2 Interns working at Firstsite. They have been identified through our growing partnership with the University of Essex. All costs are covered by the University of Essex. We are building this area as it represents a major opportunity with regards supplementing our cost-efficient team with extra administrative support, as well representing considerable opportunity to diversify the team and introduce new skills and voices. We aim to have one intern per each of the five departments all year round. These costs and connected income are reflected in the four year grant period budgets.

## **5. TRADING INCOME – FIRSTSITE ENTERPRISES LTD.**

This area of our activity is overseen by the Director and led by the Director of Finance with support from our Commercial Manager and the Innovation and Enterprise Group that includes members of the Board of Trustees and invited guest advisors. The performance of each area of the organisation is reviewed on a monthly basis by the core team and quarterly by the Innovation and Enterprise Group. Our Board of Trustees reviews KPIs and performance as part of the dashboard included in all board papers for every meeting. Our specially invited advisors also contribute to all planning and delivery in this area. The group regularly focusses on data analysis from EPOS systems and is adept at folding in local expertise and insight into broader commercial activity in Colchester.

- 5.1 The Café has previously been run internally and taken over on January 9<sup>th</sup> 2017 by 'We Walk the Line' (WWTL) a social enterprise funded by Department of Work and Pensions and endorsed by Mayor of Colchester Cllr Julie Young. This collaboration removes the losses previously incurred by Firstsite from the café and replaced by a fee of 10% net profit from WWTL from 2018/19 onwards.
- 5.2 The Bar has been sporadic and dependent on screenings, previews, programmed events and private event bars. Due to infrequency of external and events bars monitoring the stock and expenditure, realising the commercial opportunities has been challenging. The new

relationship with Curzon Cinemas running our auditorium mainstream film activity anticipates a significant uplift in bar income.

- 5.3 The Restaurant seats 120 people and is at the rear of the Gallery with large kitchen facilities in attractive surroundings. The restaurant was previously run by an external company and remains empty since their departure apart from occasional hires and pop-up café. Firstsite plan to invite tenders for the restaurant in 2018/19 and outsource by 2019 in line with the council project to create a cultural hub surrounding Firstsite with 9 restaurants, budget hotel and Curzon Cinema.
- 5.4 Retail has previously been without sufficient investment in shop display, merchandise or a permanent retail post for the year 2016/17. With the appointment of a Commercial Manager in October 2016 to coordinate a seasonal buying plan and identify opportunities, we plan a moderate profit growth of £29,728 in 2018 to £34,261 in 2022.
- 5.5 Venue Hire has a targeted approach to offering Firstsite as a venue for corporate AGMs, workshops, meetings and private hires anticipating a moderate profit growth of £64,050 in 2018 to £76,456 in 2022. Firstsite is considering renewing the wedding licence for wedding hires in partnership with Colchester Borough Council run Colchester Events Company as a financial viable addition.
- 5.6 To maximise the potential of Firstsite's 188 seat auditorium, we have recently upgraded the projection and sound equipment, and installed Digital Cinema Package (DCP) technology, enabling us to screen new films upon release. Our new partnership with Curzon Cinemas 'Powered by Curzon' (beginning end of 2016/17) will increase film screenings to 4 weekly, and increase further to 5-8 weekly by the end of 2017/18 as confidence and audience grow. This will be additional to Firstsite's own programme of screenings, coinciding with exhibition content. The income generated from the auditorium to November 2016 was £18,485 prior to new equipment and commencement of Curzon partnership and generated by 2-3 screenings per week. The moderate profit growth of £30,800 in 2018 increases to £37,000 in 2022 and is based on very prudent performance of 40 ticket sales per screening at x5 screenings per week, which is lower than Curzon estimations.
- 5.7 15 Queen Street is a three storey Victorian building. In 2010 Firstsite established this as a space to help creativity flourish at grass roots level in Colchester providing affordable work space to artistic and creative business. The building is currently 71% occupied in 2016/17. We are aiming to increase this to 90% in 2017/18 and maintain these levels through the grant period. This will be achieved by working in close partnership with the new 37 Queen Street Creative Studios and colleagues at the University of Essex, Colchester Borough Council and Colchester institute to ensure focussed advertising of these facilities.

## **EXPENDITURE as shown in Appendix A**

### **6. STAFF**

Firstsite staff design and deliver the programme of activities at the gallery and in targeted communities, as well as achieving commercial trading profits. The budget £766,852 for 2018/19 increases by £22,459 to £789,311 in 2022 allowing a contingency for increases in Living wage, Employers Ni contributions, reduction in fees to our external Partner Albany Arts Communications and with an additional post of Visitor Service Manager. Staff costs were reduced in 2016/17 by £17,220 as a result of a review of Front of House provision to ensure a cost effective and streamlined team.

6.1 Executive. Director - part-time 4 days per week. Increasing to full time in 2017/18. Direct responsibility for the strategic vision and direction of all areas of Firstsite's activities and stakeholder relationships. Directly responsible for setting budgets in consultation with stakeholders, and overseeing the successful delivery of all activity against KPIs. Particular focus is given to the successful delivery of Commercial Income and Trust and Foundations KPIs as well as establishing a programme of artistic activity which is relevant and generates significant audience attendance. The Executive Assistant is the initial contact for the Director. Prepares, coordinates and manages internal and external meetings. Collates quarterly board meeting papers and takes minutes. Coordinator and support for the Collectors' Group, a group of high value patrons.

6.2 The Learning & Education team is overseen by the Head of Programme to design and organise activities to attract and engage audiences and educational institutions, helping fulfil Firstsite's vision and mission. The team has responsibility for income generation alongside Head of programme and Development Manager.

6.3 Artistic Programme/Exhibition team is overseen by the Head of Programme to design and organise the exhibitions and events programme. Working with and supporting artists and external curators to make an extensive programme that includes presentations from internationally recognised artists to projects, ranging in scope and media, with regional and national collections and local groups and artists. The Head of Programme and team has responsibility for income generation alongside the Development Manager.

6.4 Marketing incorporates one part-time (3 days per week) in-house Marketing Co-ordinator who links with our external Communications Partner Albany Arts Communications. Fees to Albany Arts Communications of £45,000 per year for 2017/18 gives access to a team of x6 specialists (working at least x2 days a week each) working in data analytics, PR, social media and website content management and development. We are investing more in 2017/18 and 2018/19 with a view to establishing Firstsite's salience and Brand as outlined in Goal 2, with a view to capping this at £25,000 a year from 2019-2022.

6.5 The Visitor Service Manager is anticipated to be a new role for 2019/20. A key role which, through leadership, communication and management of the Team of Duty Managers, Gallery Assistants, Volunteer Coordinator and Volunteers, will deliver a first-class visitor experience and ensure Firstsite has a reputation for delivering excellence in this area.

- 6.6 The Development Manager (part-time, x3 days per week) supports the Director, Head of Programme and Director of Finance in the development, submission and management of all Trust & Foundation Applications. All four of these officers (with support from the Executive Officer and junior members of the Programme team) have responsibility for the delivery of a complex programme of grant applications which will meet our income generation targets.
- 6.7 The current Commercial Manager (part-time x4 days a week) appointed in October 2016 is responsible for the successful management and co-ordination of all areas of commercial activity at Firstsite including Hires, Auditorium, Café & Restaurant and Shop. Responsible, with the Director of Finance, for ensuring that Firstsite meets its Commercial Income and community support targets through the use of Firstsite's commercial assets.
- 6.8 The Building Manager has extensive experience in Architecture, Building Design and Engineering with previous experience working for Colchester Borough Council. Their time is spent evaluating the building maintenance requirements, assessing and responding to all building repairs for the gallery and 15 Queen Street. Successful management of 15 Queen Street tenants has seen an increase in occupancy to 71% and plans to further increase the occupancy to 90% by 2017/18.
- 6.9 Finance. The Director of Finance (full-time, appointed July 2016) leads the finance team bringing 15 years of senior finance experience in art organisations to Firstsite. Improvements in the financial reporting of Monthly Management Accounts and Quarterly Financial Reporting with clear and transparent format has helped Management and Trustees to understand performance. Improvements continue to be implemented working with the senior management team, board and local authorities ensuring financial reporting is transparent and viable. Continual scrutiny of facilities and administration costs has led to impactful reductions in expenditure during 2016/17 with further effect due in 2017/18. The Finance Officer has been with Firstsite for 7 years and during that time has kept the finance department stable, particularly during the recent transition, and remains a primary member of the team.
- 6.10 The Event Hire team comprise of 2 members, both part-time 3 days a week who manage the commercial hires in the gallery, auditorium, restaurant, Learning suite A and B, Meeting room 1 and 2 and mosaic space. In addition to commercial hire, the Events team works to build up relationships with the diverse communities of Colchester and to support them through subsidised facilities.
- 6.11 Internships. Firstsite successfully employs interns from a talented pool of students and recent graduates of University of Essex in engaging them to plan and deliver specific projects and enhance their long-term employability. The scheme has been a success and Firstsite would like to increase workstations to enable the interns to be increased by one each year.
- 6.12 Cleaners were previous employed by Firstsite in 2016/17. The daily cleaning of the gallery transferred to an external cleaning company in November 2016 and the budget reflects the transfer from Salaries in 2016/17 to Building Cleaning in 2017/18.

## **7. LEARNING & EDUCATION PROGRAMME**

This area of our activity is led by the Head of Programme with support from the full Programme Team. In 2015/16 this area was significantly reduced as part of our transition due to escalating costs and planned activity that did not deliver against organisational vision and mission. In 2016/17 and 2017/18 we are re-formatting the staffing of the Learning & Education section of the Programme Team. Details of this re-formatting can be seen in the organogram in Appendix B of our NPO application. In response to a re-formatted team, we expect activity in this area to increase directly in line with our Vision and Mission over the grant period. Core funding is capped; therefore, team members will take responsibility for drawing in increased funding to support new activity as well as covering core costs.

- 7.1 Children & Young People. This line covers all core activity delivered to engage with Children & Young People in connection with the main exhibition programme. This does not refer to any other CYP activity that may be covered through a project activity funded through restricted income.
- 7.2 Schools. This line covers all costs associated with school visits to Firstsite outside of staff time. It includes producing teacher's resources etc.
- 7.3 Talks / Workshops. This line refers to all public programming activity directly aligned with our Learning & Education activities associated with providing access to activity which responds to the 6 Capabilities.
- 7.4 Community Engagement. This line refers to costs associated with working with community engagement ambassadors connected to Firstsite with a view to making stronger relationships with specific targeted segmentations outlined in Goal 2.

## **8. ARTISTIC PROGRAMME**

This area of our activity is led by our Head of programme with input from the Director and with support from the reformed Programme Team. The items listed here refer to our main programmes of venue based activity, not special projects. Costs are organised across types of activity rather than 'per exhibition'. This reflects the different types of structure present in the programme and enables a more fluid use of resources to invest in artists, production and interpretation which can be adjusted in response to audience priorities.

Rather than having a fixed template per exhibition (because requirements are different for each presentation) we have pools of funding which we can move accordingly. Where we are engaged in a special project (for example a public art commission or a community engagement lead-in project) we will seek funding from Trusts and Foundations, some of which will feed into these core costs as well as supporting additional activity. The John Ball Project for example, includes an exhibition of all the

artist proposals, which would be presented within the exhibition programme as part of the process of selecting the eventual commission to go outdoors.

- 8.1 Wunderkammer. This is envisaged as the annual budget for the implementation and production of each Wunderkammer connected to the Annual Theme. It will cover costs connected with working with specific community groups, presentation costs and any care / registrar costs associated with borrowing objects from external collections.
- 8.2 Film & Auditorium. This will cover artist and curator fees associated with presenting a programme of artist and short films during 'down time' in the auditorium as noted in Goal 1.
- 8.3 Artist and Guest Curator fees. This will cover all fees for artists and Guest Curators working on the main artistic programme. Where we work with colleagues from the University of Essex on co-curating exhibitions, their fees are covered through their salaries at the University.
- 8.4 Interpretation. This covers producing exhibition guides and where appropriate new digital interventions – filmed guided tours etc. in the galleries helping visitors have higher quality experiences of exhibitions.
- 8.5 Public Programming. This covers all costs associated with producing, documenting and distributing one high-level event per month, (over and above the Learning & Education) in connection with the core artistic programme. Along the lines of Jeremy Deller's talk for the Veteran's weekend.
- 8.6 Exhibition Production. This covers all technical costs including shipping, technicians, wall construction, painting spaces in association with the core artistic programme.
- 8.7 Research & Development. All costs associated with initial research and implementation of exhibitions that are being developed for the following year.
- 8.8 Exhibition preview costs. All costs connected with inviting visitors to preview events and delivery of special events designed to connect with specific new target segmentations as outlined in Goal 2.

## 9. **MARKETING**

This area of activity is led by the Director with input from the Head of Programme and Commercial Manager. Our work in this area is supported by a part-time in-house Marketing Coordinator (recruited in 2016/17 from our Young Artists Community) as well as through our work with our external Communications partner – Albany Arts Communications. This is a significant area for us over the grant period as we develop Firstsite's brand and salience with focus on specific segmentations as outlined in Goal 2. We are investing more heavily in 2017/18 and 2018/19 with a view to establishing our brand awareness and achieving considerable new visitor levels. After this point will invest less but will maintain communications across a suite of outputs established in 17/18 and 18/19.

- 9.1 Our 'What's on Guide' is our primary source of communications and links with our website and weekly bulletins / social media activity. The budget is capped each year for the period 2018-2022 covering the cost of producing the 'What's on Guide' 4-5 times a year and in



varying formats. This budget line also includes resource to develop new communications platforms linked to the What's On guide based on our brand development work.

9.2 Advertising. Our work to develop our brand and salience with existing and new target audiences suggests we need some resource to invest in focussed activity in response to audience needs to increase awareness – particularly with students, and other target segmentations outlined in Goal 2.

9.3 We have redeveloped our website as part of our transition activity. We will continue to invest in its development and maintenance over the grant period. We will focus on creating added value in the region by including online resources for teachers and other arts organisations through our Audience Development work and the formation of the LCEP.

## 10. FACILITIES –

10.1 Utilities budget of £95,962 for 2018/19 covers the cost of the gallery electricity, gas and water rates of £95,962 in 2018 with a moderate increase to £98,870 in 2022.

10.1.1 Electricity charges reduced in 2016/17 by £17,000 after negotiation with the present supplier for a 1-year contract along with a credit of £17,000 refunding the climate charge levy and lower 5% VAT for the previous 3 years. This will be reviewed in July 2017 and annually thereafter to ensure cost are charged at the best rate available and look to further reduce the cost.

10.1.2 Gas charges reduced in 2016/17 by £7,000 after negotiation with the present supplier for a 1-year contract back dated to April 2016 and due for review in April 2017. A refund of £2,800 was received from the supplier for climate charge levy and lower 5% VAT rate, back dated for the period of 1 year. With annual review of the gas supply to ensure cost are charged at the best rate available and look to further reduce the cost.

10.1.3 Water rates and the usage remain the same. This will increase when the restaurant is occupied and any additional cost will be passed to the concessionary as with the electricity and gas. A small contingency included for increase in supplier charges.

10.2 Insurance premium is split into two policies, Buildings and Liability and Exhibitions. The Building insurance increased from £30,000 to £50,000 due to claims made in 2014/15 to replace glass damage to the mosaic glass and front door entrance. The policy incurred an excess of £25,000 for any glass claims due to the replacement cost of £50,000 per panel. Plans are in place to install additional protection to the entrance glass doorway following a survey from the Insurance company and reduce the premium. There is a prudent budget of £42,000 for the Buildings and Liability insurance with the hope of decreasing the premium further. Exhibition Insurance is £1,500 per year with a contingency of £1,500 for adjustments on high value exhibitions adjusted at the end of each financial year.

- 10.3 Building Repairs and Maintenance contracts. The building maintenance budget of £45,192 remains the same for 2018 to 2022. This budget has been reduced considerably from 2016/17 with the new Building Manager dealing with unexpected building repairs following previous years' reductions on Maintenance contracts. There is further work to be done on the maintenance contracts ensuring required contracts are in place to cover the building needs and potential savings.
- 10.4 Building Fire, Security, Health & Safety cost of £10,000 remains the same for 2018 to 2022. Faults within the security systems have posed several alarm call outs in past years, these have been addressed reducing alarm responses and cost.
- 10.5 Building cleaning contract and equipment covers the contract cleaning company to clean the gallery daily, cleaning supplies, toilet sanitary bins and window cleaning. The budget remains the same of £34,808 for 2018 to 2022 and will be closely monitored by Building Manager and the Finance team.

## **11. ADMINISTRATION**

- 11.1 The budget for training increases in 2017/18 to invest in training staff and volunteers developing their knowledge and skills in delivering Firstsite's vision to be a thriving art gallery and a vibrant cultural organisation. The budget reduces in 2019-20 as we improve the organisation for the future.
- 11.2 Staff Travel / Hospitality / Subscriptions remains the same of £7,500 for 2018 to 2022.
- 11.3 Volunteer Travel budget £1,200 in 2017/18 covers the cost of approximately 40 volunteers as Firstsite plans to increase to 100 volunteers the budget increases to £2,400 to reflect the increase.
- 11.4 Photocopy, Stationery & Postage budgets for the lease of a photocopier and franking machine with copy charges, stationery and postage. The budget increases moderately from £16,400 for 2018 to £18,985 in 2022 to allow for increase in postal charges.
- 11.5 Office / IT / Telephones budget increase moderately from £43,431 for 2018 to £44,747 in 2022.
- 11.5.1 IT support costs reduced in 2016/17 after the evaluation of the issues and number of calls made by staff to the IT support company. To reduce the quantity of calls made to the IT company the Building Manager was nominated as the first port of call for all IT issues to assess if the problem can be resolved in house before logging a call with the IT support company. With the upgrade of the server and backups and in-house procedures the calls and cost reduced by 30%. We continue further improve in-house IT and look to make further savings.

- 11.5.2 The Telephones system was replaced in 2015/16 with an audit of line rentals and benefit from savings of £3,444 per year.
- 11.6 Audit & Professional fees. Legal and Professional Fees includes Audit, Licenses and Professional fees. The budget remains the same of £20,000 for 2018 to 2022.
- 11.6.1 Professional Fees for 2017/18 remain higher whilst we continue the transition process. Audit budget will have reduced following improvements to the financial systems, in-house pre audit preparation and assistance from the new Director of Finance.
- 11.7 Bank charges reduced by £1,980 in 2017/18 and remain the same of £5,520 for 2018 to 2022 following an audit of the charges and credit card machines.
- 11.8 Memberships & Subscriptions moderately increases from £5,368 in 2018 to £6,214 in 2022.
- 11.9 Board Expenses covers the Board travel and accommodation expenses and is reduced to £3,000 in 2017/18.
- 11.10 Depreciation of £30,000 remains the same for 2018 to 2022. This covers existing depreciation on fixed assets including new auditorium equipment and allows a small contingency for future purchases.

Firstsite Ltd Consolidated Budget 2018-2022							Appendix A
		Budget					
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	<b>Income</b>						
<b>1</b>	<b>Core Investment</b>						
1.1	Arts Council England	814,512	814,512	814,512	814,512	814,512	814,512
1.2	Colchester Borough Council	127,925	127,925	127,925	127,925	127,925	127,925
1.3	Essex County Council	100,000	100,000	100,000	100,000	100,000	100,000
	<b>Core Investment Total</b>	<b>1,042,437</b>	<b>1,042,437</b>	<b>1,042,437</b>	<b>1,042,437</b>	<b>1,042,437</b>	<b>1,042,437</b>
<b>2</b>	<b>Programme Earned Income</b>						
2.1	Touring	0	0	8,000	8,000	8,000	8,000
2.2	Gallery Contributions & Exhibition Partners	40,000	40,000	10,000	10,000	10,000	10,000
2.3	Talks	0	0	10,800	10,800	10,800	10,800
2.4	Learning & Education	20,000	17,500	6,000	6,000	6,000	6,000
	<b>Programme Earned Income</b>	<b>60,000</b>	<b>57,500</b>	<b>34,800</b>	<b>34,800</b>	<b>34,800</b>	<b>34,800</b>
<b>3</b>	<b>Public Grants / Trusts and Foundations</b>						
3.1	Programme	0	20,000	45,000	45,000	45,000	45,000
3.2	Learning & Education	0	40,901	15,000	15,000	15,000	15,000
3.3	Artist Development	0	15,500	16,000	16,000	16,000	16,000
	<b>Public Grants / Trusts and Foundations</b>	<b>0</b>	<b>76,401</b>	<b>76,000</b>	<b>76,000</b>	<b>76,000</b>	<b>76,000</b>
<b>4</b>	<b>Development</b>						
4.1	Membership	8,000	3,000	5,000	7,500	8,000	8,500
4.2	Donations / Gift Aid	0	4,126	4,332	4,549	4,776	5,015
4.3	Individuals	30,703	20,000	20,000	20,000	20,000	20,000
4.4	Internships	0	10,400	10,400	13,860	17,325	17,325
	<b>Development</b>	<b>38,703</b>	<b>37,526</b>	<b>39,732</b>	<b>45,909</b>	<b>50,101</b>	<b>50,840</b>
<b>5</b>	<b>Trading - Firstsite Enterprises Ltd</b>	<b>68,302</b>	<b>128,777</b>	<b>146,407</b>	<b>168,972</b>	<b>180,934</b>	<b>189,174</b>
	<b>Total Income</b>	<b>1,209,442</b>	<b>1,342,641</b>	<b>1,339,376</b>	<b>1,368,118</b>	<b>1,384,272</b>	<b>1,393,251</b>
	<b>Expenditure</b>						
<b>6</b>	<b>Staff Costs (including NI and pension)</b>						
6.1	Executive	106,247	113,228	113,228	113,228	113,228	113,228
6.2	Learning & Education	32,266	63,502	63,502	63,502	63,502	63,502
6.3	Artistic Programme/Exhibitions	78,759	101,660	101,660	101,660	101,660	101,660
6.4	Marketing	53,197	57,290	57,290	42,290	42,290	42,290
6.5	Visitor Service Manager	0	0	0	29,120	29,120	29,120
6.5	Duty Managers x7	105,095	115,909	117,133	117,133	117,133	117,133
6.5	Gallery Assistants x 5	103,581	75,547	76,360	76,360	76,360	76,360
6.5	Volunteer Coordinator	8,155	10,659	10,659	10,659	10,659	10,659
6.6	Development	26,016	26,016	26,016	26,016	26,016	26,016
6.7	Commercial	21,162	36,598	36,598	36,598	36,598	36,598
6.8	Building	24,246	26,585	26,585	26,585	26,585	26,585
6.9	Finance	104,509	101,411	101,411	101,411	101,411	101,411
6.10	Event Hire	26,176	24,236	25,236	25,236	25,236	25,236
6.11	Internships	0	10,400	10,400	13,860	17,325	17,325
6.12	Cleaning (contracted out in November 2016)	18,076	0	0	0	0	0
	NLW/NI increase contingency			774	1,240	1,712	2,188
	<b>Total Salaries</b>	<b>707,485</b>	<b>763,041</b>	<b>766,852</b>	<b>784,898</b>	<b>788,835</b>	<b>789,311</b>
<b>7</b>	<b>Learning Programme</b>						
7.1	Children and Young People	30,000	15,000	15,000	15,000	15,000	15,000
7.2	Schools	0	6,000	6,000	6,000	6,000	6,000
7.3	Talks/Workshops	0	4,000	4,000	4,000	4,000	4,000
7.4	Community Engagement	0	5,000	5,000	5,000	5,000	5,000
	<b>Total Learning</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
<b>8</b>	<b>Artistic Programme</b>						
8.1	Wunderkammer	0	10,000	10,000	10,000	10,000	10,000
8.2	Film and Auditorium	0	10,000	10,000	10,000	10,000	10,000
8.3	Artist and Guest Curator	0	10,000	10,000	10,000	10,000	10,000
8.4	Interpretation	0	8,000	8,000	8,000	8,000	8,000
8.5	Public Programme	0	10,000	10,000	10,000	10,000	10,000
8.6	Exhibition Production	168,573	57,000	72,000	72,000	72,000	72,000
8.7	Research & Development	5,000	5,000	5,000	5,000	5,000	5,000
8.8	Exhibition Preview Events	0	5,000	5,000	5,000	5,000	5,000
	<b>Total Artistic Programme</b>	<b>173,573</b>	<b>115,000</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>

9	<b>Marketing</b>						
9.1	What's on Guide	0	19,000	19,000	19,000	19,000	19,000
9.2	Advertising	16,000	10,000	10,000	10,000	10,000	10,000
9.3	Website / Digital Archive	15,500	6,000	6,000	6,000	6,000	6,000
	<b>Total Marketing</b>	<b>31,500</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>
10	<b>Facilities</b>						
10.1	Utilities	102,000	91,392	95,962	96,921	97,890	98,869
10.2	Building & Exhibition Insurance	53,000	53,000	45,000	45,000	45,000	45,000
10.3	Building Repairs & Maintenance	57,800	50,000	45,192	45,192	45,192	45,192
10.4	Building Fire, Security, Health & Safety	8,000	10,000	10,000	10,000	10,000	10,000
10.5	Building Cleaning Contract and Equipment	20,000	34,808	34,808	34,808	34,808	34,808
	<b>Total Facilities</b>	<b>240,800</b>	<b>239,200</b>	<b>230,962</b>	<b>231,921</b>	<b>232,890</b>	<b>233,869</b>
11	<b>Administration</b>						
11.1	Training & Recruitment	13,000	15,600	12,600	10,600	10,600	10,600
11.2	Travel / Hospitality / Subscriptions	6,000	7,500	7,500	7,500	7,500	7,500
11.3	Volunteer travel	0	1,200	2,400	2,400	2,400	2,400
11.4	Photocopy, Stationery & Postage	13,500	16,304	16,400	17,220	18,081	18,985
11.5	Office / IT / Telephones	54,000	43,400	43,431	43,865	44,304	44,747
11.6	Audit & Professional fees	75,503	30,887	20,000	20,000	20,000	20,000
11.7	Bank / Lease Charges	7,500	5,520	5,520	5,520	5,520	5,520
11.8	Memberships & Subscriptions	4,000	3,800	5,368	5,636	5,918	6,214
11.9	Board Expenses	5,000	3,000	3,000	3,000	3,000	3,000
11.10	Depreciation	30,000	30,000	30,000	30,000	30,000	30,000
	<b>Total Administration</b>	<b>208,503</b>	<b>157,211</b>	<b>146,219</b>	<b>145,741</b>	<b>147,323</b>	<b>148,966</b>
	<b>Total Overheads</b>	<b>449,303</b>	<b>396,411</b>	<b>377,181</b>	<b>377,663</b>	<b>380,214</b>	<b>382,836</b>
	<b>Total Expenditure</b>	<b>1,391,861</b>	<b>1,339,452</b>	<b>1,339,033</b>	<b>1,357,561</b>	<b>1,364,049</b>	<b>1,367,147</b>
	<b>Operating Surplus/(Deficit)</b>	<b>(182,419)</b>	<b>3,189</b>	<b>343</b>	<b>10,557</b>	<b>20,224</b>	<b>26,104</b>
5	<b>Trading Activity - Firstsite Enterprises Ltd</b>						
5.1	Café income	52,496	0	2,400	2,640	2,904	3,194
	Café cost	(93,192)	0	0	0	0	0
	<b>Net Profit/Loss</b>	<b>(40,696)</b>	<b>0</b>	<b>2,400</b>	<b>2,640</b>	<b>2,904</b>	<b>3,194</b>
5.2	Bar income	32,045	18,320	19,236	20,198	21,208	22,268
	Bar Cost	(23,374)	(11,489)	(12,063)	(12,667)	(13,300)	(13,965)
	<b>Net Profit/Loss</b>	<b>8,671</b>	<b>6,831</b>	<b>7,173</b>	<b>7,531</b>	<b>7,908</b>	<b>8,303</b>
5.3	Restaurant income	0	0	0	12,000	16,000	16,000
	Restaurant cost	0	0	(2,000)	0	0	0
	<b>Net Profit/Loss</b>	<b>0</b>	<b>0</b>	<b>(2,000)</b>	<b>12,000</b>	<b>16,000</b>	<b>16,000</b>
5.4	Retail income	45,000	54,500	59,950	62,948	66,095	69,400
	Retail cost	(21,600)	(28,760)	(30,222)	(31,871)	(33,465)	(35,138)
	<b>Net Profit/Loss</b>	<b>23,400</b>	<b>25,740</b>	<b>29,728</b>	<b>31,076</b>	<b>32,630</b>	<b>34,261</b>
5.5	Venue Hire income	123,975	81,000	85,050	89,303	93,768	98,456
	Venue Hire cost	(84,126)	(20,000)	(21,000)	(22,000)	(22,000)	(22,000)
	<b>Net Profit/Loss</b>	<b>39,849</b>	<b>61,000</b>	<b>64,050</b>	<b>67,303</b>	<b>71,768</b>	<b>76,456</b>
5.6	Auditorium net income	55,954	73,200	88,800	93,000	97,000	101,000
	Auditorium cost	(33,356)	(52,826)	(58,000)	(60,000)	(62,000)	(64,000)
	<b>Net Profit/Loss</b>	<b>22,598</b>	<b>20,374</b>	<b>30,800</b>	<b>33,000</b>	<b>35,000</b>	<b>37,000</b>
5.7	15 Queen Street Rental and Membership	25,980	20,592	20,592	22,392	22,392	22,392
	15 Queen Street	(11,500)	(5,760)	(6,336)	(6,970)	(7,667)	(8,433)
	<b>Net Profit/Loss</b>	<b>14,480</b>	<b>14,832</b>	<b>14,256</b>	<b>15,422</b>	<b>14,725</b>	<b>13,959</b>
	<b>Total Trading Profit/Loss</b>	<b>68,302</b>	<b>128,777</b>	<b>146,407</b>	<b>168,972</b>	<b>180,934</b>	<b>189,174</b>