

Report of the Director

CASTLE THEATRE – PROGRESS REPORT

1 Purpose of report

This report provides a review of the previous year, a look at plans for the Castle Theatre in 2018, and a summary of actions in relation to the tender for a new operator.

2 Executive summary

Since taking over the management of the Castle Theatre when it closed on 23 June 2016, the council has taken steps to ensure that it continues to function as a theatre, as well as a space for use by local groups. It is likely to continue in this format until the contract for a new operator is awarded. If the tender process is successful the new contract will take effect from January 2019.

3 Appendices

Appendix 1: The draft key performance indicators for the operator of the Castle Theatre

Appendix 2: Capital bid

4 Proposed action:

4.1 The committee is invited to NOTE the report on the progress of the Castle Theatre since June 2016, and approve the arrangements agreed by the Castle Advisory Group in relation to the tender for a new operator.

4.2 The committee is invited to RECOMMEND to Council the creation of an Arts and Culture Sub-Committee which would report to Services Committee with effect from January 2019.

4.3 The committee is invited to RECOMMEND inclusion in the capital programme a sum of £1,050,000 to cover all works identified in phases one and two of the attached capital bid as essential for the effective operation of the theatre and the longevity of the building.

4.4 The committee is invited to RECOMMEND inclusion in the revenue budget of a total sum of £25,000 which would span two financial years (2018/19 and 2019/2020) to enable the council to work with the new operator to complete redecoration and upgrade flooring.

5 Background

- 5.1 The Castle Theatre closed on 23 June 2016, when all the staff employed by The Castle (Wellingborough) Ltd were made redundant by the Administrator.
- 5.2 The council took steps to re-open the theatre as soon as possible after dealing with essential maintenance and building safety issues. Once a core team had been recruited on a fixed term arrangement the first event under the new arrangements took place on the weekend of 19-21 August 2016.
- 5.3 Immediately following this a new programme was built up, including a Christmas show – Snow White on Ice – which was different from anything the town had experienced previously.
- 5.4 The core team has stabilised and continues to develop by recruiting additional casual and voluntary staff, with an experienced theatre professional joining the team as a part-time manager in January 2017.

6 Discussion

Activities over the past year

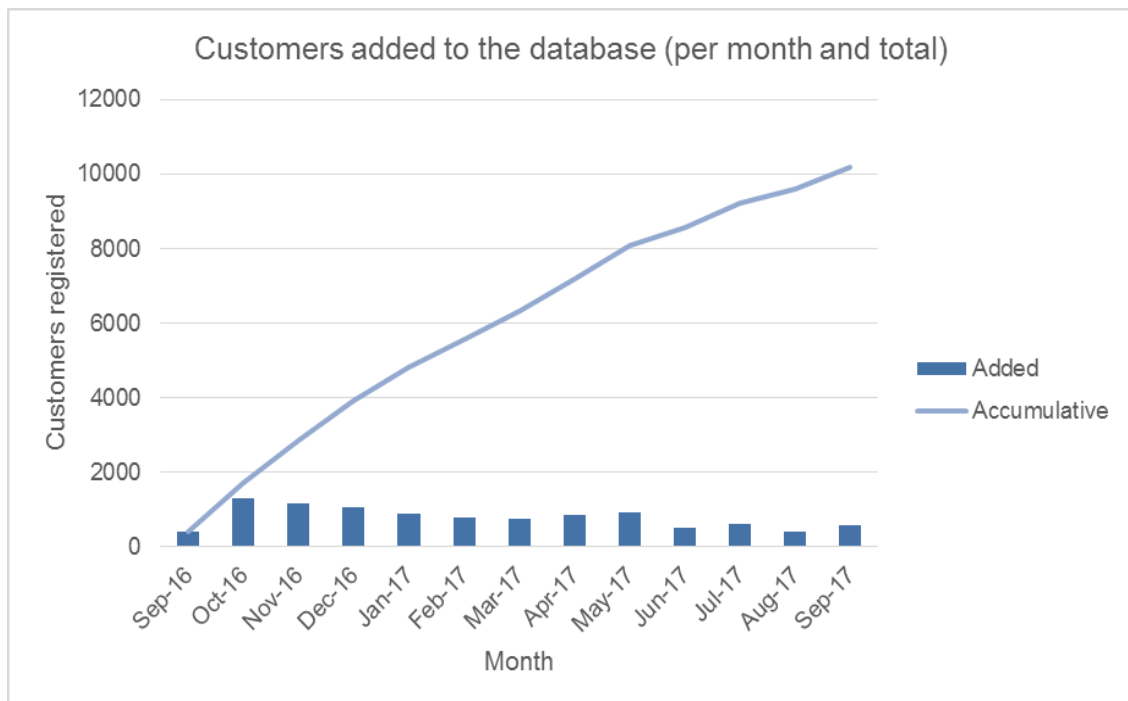
- 6.1 Over the last year the theatre has hosted 66 shows; 43 from professional visiting companies and 23 from community groups. Across these shows, 52,225 tickets have been sold, with 48% being online bookings. The website has had approximately 89,000 unique visitors.
- 6.2 One of the first big events was the Christmas show: *Snow White on Ice* presented by the Russian Ice Stars. This took place from 14 to 30 December 2016 for 28 shows. This was the first time an ice rink had been incorporated into the main auditorium and 6,883 tickets were sold.
- 6.3 Best-selling main auditorium shows have been: *Pasha Kovalev – Let's Dance the Night Away*, *Joel Dommett*, *The River of Jazz* (community group show by Earls Barton Music), *Russell Kane: Right Man, Wrong Age* and *Dexterity Annual Showcase*.
- 6.4 Best-selling shows in the studio include: *The Nutcracker*, *Madame Butterfly*, *Andre Rieu*, *The Sleeping Beauty* (all live broadcasts) and *Cash on Delivery* (a community group production by Wellingborough Technical Players).
- 6.5 The theatre has also hosted a range of private hire events, both one-off and long-term bookings. Young Creations, who provide creative opportunities for young people with and without disabilities to participate in the arts, have started to hold sessions again at the Castle Theatre, and will be holding their Christmas pantomime in the studio.
- 6.6 Other long-term hirers include various dance schools, theatre classes, the BLW church group, exercise and fitness classes, and training courses.
- 6.7 Castle Theatre staff have worked hard to rebuild relationships with local

community groups and organisations that used the venue before its closure. They have welcomed back various amateur dramatic societies, including Wellingborough Pantomime Society, Cytringan Players, Wellingborough Technical Players, Wellingborough Cooperative Amateur Dramatic Society and Wellingborough Amateur and Operatic Dramatic Society.

- 6.8 In the near future more community productions are planned. These include: The Rotary Club of Wellingborough’s Saturday Night Spectacular, an event to raise money for The Rotary’s chosen charity; and ‘An Audience with’ type evenings with Ricky Tomlinson and Joe Calzaghe, in aid of the charity Niamh’s Next Step.

Marketing

- 6.9 The previous contractors did not pass any customer details to the council when the theatre closed, so the Castle Theatre’s database started from zero when it was repurposed for the council in September 2016. It now has 10,191 registered customers, with 93% percent of these customers having made a booking. Approximately 7,742 (76%) customers allow the theatre to contact them directly using targeted marketing based on their preferences and booking history.



- 6.10 The team have worked hard to make existing and potential customers aware of events as soon as tickets go on sale. This is usually via email and advertising, as well as seasonal brochures.

- 6.11 The marketing team, volunteer stewards and box office staff held a ‘pop up box office’ in the Swansgate shopping centre in the summer. The new autumn brochure was distributed to shoppers along with the opportunity to purchase tickets for upcoming shows and events. Following the summer Swansgate

stand, the Castle Theatre customer database reached 10,000 unique users. The 'pop up box office' visited the Swansgate Centre again in October.

- 6.12 Staff and volunteers have also attended various other community events in Wellingborough, including Party in the Park where they set up promotional stands, and the Glamis Hall Family Day, as well as supporting the International Waendel Walk Weekend held at the Castle Theatre.
- 6.13 From a commercial point of view the staff at the theatre have been liaising with Wellingborough BID as well as making concerted efforts to participate in the Wellingborough Business Network meetings. The most recent meeting - on 4 September – was hosted at the Castle Theatre.
- 6.14 Plans are now well underway to promote the 2017 Christmas show, *The Wizard of Oz*, at this year's Christmas lights switch-on event.
- 6.15 All the social media accounts for the Castle Theatre had to be rebuilt at the re-opening of the venue, including Facebook, Twitter and Instagram pages.
- 6.16 The Facebook page currently has 2330 likes and targeted Facebook advertisements have reached 148,127 unique Facebook users. This is a very effective and immediate means of advertising upcoming events.
- 6.17 Frequent radio advertisements with Connect FM (41 30-second adverts per week) are currently being run, and advertising space in print and online with the Evening Telegraph, Chronicle and Echo, parish magazines and other local publications are booked monthly.
- 6.18 Brochures are designed and printed seasonally and are distributed to all customers on the Spectrix database, local community places of interest, and businesses. The latest brochure is for the autumn season.
- 6.19 Advertising on buses is being trialed as a new marketing initiative for the Christmas show this year; it is hoped that this will help the team to reach an even wider audience through a different and interesting marketing method.

Staffing

- 6.20 There are currently 20 staff working at the theatre. Of these, 7 are on fixed term contracts, the manager is working on a contract basis part-time, and the council's Events Officer has been seconded to the theatre to assist with management. The remainder are on casual contracts.
- 6.21 The core team is supported by a team of casual staff who provide support as duty officers as well as in the box office. In June this year a recruitment drive was undertaken to cover the gaps in staff areas now that managers can identify the numbers of staff needed to cover a full programme. Three new Duty Officers started in July, and are now all fully trained. Three new Cleaners have also been recruited, along with three new Box Office Assistants. The Cleaners and Box Office Assistants are in various stages of training.

- 6.22 All employees at the Castle Theatre are on council terms and conditions, but with the addition of policies which are only relevant to the staff at the theatre. These have been developed over the past year, and include policies and procedures relating to cash handling, accounting and auditing.
- 6.23 The team is currently looking at a Front of House uniform policy which would ensure that all staff are well presented to complement the level of customer service that is being delivered.

Finance and budgets

- 6.24 At the end of the 2016/17 financial year the Castle Theatre incurred net operating costs of £556k, which resulted in a £245k overspend against available base budget. At the beginning of the financial year £94,000 had been paid to The Castle Wellingborough Ltd (TCW), in line with the existing contract.
- 6.25 The available base budget is the amount which would have been available had TCW continued to trade and receive financial support from the council, plus an additional £50,000 as follows: repairs and maintenance - £90,000; previous contractual grant to TCW - £187,000; additional budget - £50,000; corporate recharge for insurance etc - £17,000k (insurance etc). This amounted to a total of £344,000.
- 6.26 For 2017/18 the service is forecasting to incur a net operating cost of £447k, which will result in a budget pressure of £103k. When the council took over the management of the theatre there were significant start-up costs, together with a backlog of maintenance and repair. These two factors have had an impact on the budgets needed to operate the theatre over the last eighteen months.

Property maintenance and repairs

- 6.27 It became clear when the council took over the theatre that the levels of maintenance and repair over recent years had been minimal.
- 6.28 Before re-opening a number of actions were taken to ensure that the building and its contents were health and safety compliant. Risk assessments and surveys were carried out to ensure that all reasonable steps had been taken to make the building safe for both staff and customers.
- 6.29 In addition, a further survey has been undertaken to ascertain what essential building and plant repairs are required to lengthen the life of the building. Alongside this, a specialist report on theatre-specific issues (sound, lighting, stage etc) has been carried out.
- 6.30 A capital bid is attached as appendix 2. Phase one covers all essential work to the fabric of the building which the council will be able to commence before the contract is let. Phase two focuses on essential fixtures, fittings or specialist content which will need to be undertaken by the council in consultation with the new operator. Further improvements could also be programmed (identified as phase three in the bid), but would require a business case; at this stage the

recommendation is simply to make the venue fit for purpose. The total bid amounts to £1.5m for phases one to three; on this occasion members are being asked to consider phases one and two only, amounting to £1,050,000.

- 6.31 In addition to the capital bid a number of other requirements have been identified as part of the planned preventative maintenance. This amounts to £14,000 for flooring; £6,000 for external redecoration and £5,000 for internal redecoration. A request is therefore made for inclusion of a sum of £6,000 in the revenue budget for 2018/19 for external redecoration, plus £19,000 to span 2018/19 and 2019/20 because internal redecoration and flooring will require consultation with the new operator.

The tender process

- 6.32 The Castle Advisory Group, advised by Hazel Clover of Clover Theatre Management, has met several times to consider the tender documentation, the management contract and the lease for the premises.
- 6.33 The group made an input into the Arts and Culture Strategy, which was approved by the council in July 2017, and then reviewed all the tender documentation.
- 6.34 The advertisement for the first stage of the tender was submitted on 4 October 2017 with a return date of midday on 9 November 2017. Shortlisted bidders will be invited to tender either shortly before or after Christmas, with a closing date of 27 February 2018.
- 6.35 Once the evaluation process has been undertaken the Castle Advisory Group will meet again to be updated and advised whether there is a recommended contractor. The report detailing the preferred bidder will then be made to Council. In July 2017, the council agreed that the Leader of the Council and Leader of the Opposition would be involved in the evaluation process because of the public interest in the theatre and its operation.

Monitoring

- 6.36 Once the tender process has been completed the Castle Advisory Group will be disbanded.
- 6.37 A recommendation is made to form an Arts and Culture Sub-Committee to consider any issues in relation to relevant services or provision, but primarily to monitor the progress of, and compliance with, the theatre contract.
- 6.38 The sub-committee will meet three times each year and focus primarily on the key performance indicators (KPIs) which have been approved by the advisory group and aim to demonstrate contract compliance. The KPIs are attached as appendix 1.
- 6.39 In addition to, and in preparation for, the sub-committee senior managers (including the S151 Officer) will meet representatives of the operator and request more detailed information in relation to their operation of the contract.

7 Legal powers

Advice from the council's legal and procurement teams has been sought in preparing the draft tender documentation, including all the necessary contractual arrangements and the lease. They have advised that documents must be free of ambiguity and may not be significantly amended once they have been published, unless agreed by the council and the successful bidder. The process must be in accordance with the council's constitution as well as procurement law, and advice and assistance will continue to be sought until the contract has been successfully awarded to the preferred theatre operator.

8 Financial and value for money implications

- 8.1 The tender documents will invite potential contractors to demonstrate how they can deliver the contract, asking them to provide a statement as to what financial support, if any, will be required from the council. This will be included in the scoring criteria, and a budget can be set for 2019/20 onwards using the information supplied by the winning contractor.
- 8.2 The tender documents also address the issue of improvements to the facility, and will ask for a strategy for the operator to work with the council on any outstanding identified improvements to make the premises operate effectively. Once this is known, revenue and capital budget requirements will be addressed.

9 Risk analysis

By following the approach outlined above, to ensure a fair and open tender process, the level of risk of challenge in relation to the award of the contract is significantly reduced. The primary risk is the failure to let the contract - as the operation of Castle Theatre has had a significant impact on the council's financial and human resources since June 2016.

10 Implications for resources

- 10.1 The tender process will require significant input from the council's senior and extended management team, as well as external resources such as Welland Procurement and District Law. Additional expertise in the shape of Hazel Clover is already contracted, with specialist legal advice from Geldard's.
- 10.2 Until the contract is let the ongoing operation of the Castle Theatre will continue to require the time and leadership of the senior management team and other council staff. The temporary contracts of existing staff at the Castle Theatre have been extended to cover the tender timetable. Advice is being sought on TUPE implications.

11 Implications for equalities and communities

The Strategy which has been adopted has undergone an equalities screening, and the feedback already received on the potential operation of the Castle Theatre has been taken into account when preparing the documentation attached. The primary aim of the council is to provide a facility which is accessible to all sectors of the community and one which appeals to a wide audience, whilst supporting local performance and arts groups.

12 Author and contact officer

Bridget Gamble, Director

13 Consultees

Liz Elliott, Managing Director

Julie Thomas, Director

Samantha Knowles, Assistant Director

Paul Burnett, Interim Assistant Director

Shelley Rooke, Manager at the Castle Theatre

Julia Wells, Events Officer and Deputy Manager

Hazel Clover, Clover Theatre Management

Emma McGinlay, Electoral Services Officer and Project Officer

14 Background papers

Arts and Culture Strategy 2017 – 2020 (adopted)

Tender documentation (draft)

Management contract (draft)

Lease for the Castle Theatre (draft)

Review of draft tender documentation by Welland Procurement and Geldards

Castle Advisory Group meeting notes

Castle theatre - Draft key performance indicators (KPI's)

Service provision objective	Measure	Annual target	Review mechanism	Reporting/Evaluation mechanism	Priority category
To operate the Castle Theatre as a venue for the professional performing arts, providing a wide-ranging programme that includes theatre, music, dance, comedy, family shows, films and live broadcasts	Number and range of professional performances	150 performances	Sub-committee (3 a year as standard)	Annual Report	Red
	Number and range of film screenings and live broadcasts	50 performances	Sub-committee (3 a year as standard)	Annual Report	Amber
To provide spaces for use by community groups and amateur organisations	Number of community performances presented in the main auditorium	30 performances	Sub-committee (3 a year as standard)	Annual Report	Red
	Number of community performances presented in the other spaces	50 performances	Sub-committee (3 a year as standard)	Annual Report	Red
	Concessionary rate provided for regular community users	Demonstratable	Sub-committee (3 a year as standard)	Annual Report	Amber
	Provision for polling station to be held in the venue	As needed		Annual Report	Red
	Provision for Waendel Walk to be held in the venue	4 days		Annual Report	Red
To maximise spaces for rentals, conferencing and hospitality without comprising the core programme	Number of non-performance events (private rentals, conferencing, visual arts and exhibitions)	40 events		Annual Report	Amber
	Number of dark days	40 days		Annual Report	Amber
To promote and enhance the reputation of the Castle Theatre, and stimulate creativity and engagement in its catchment area	Representation at local, regional and national industry events	3 events		Annual Report	Green
	Engagement with the Wellingborough business communities	Demonstratable	Sub-committee (3 a year as standard)	Annual Report	Amber
	Demonstrate commitment to education and outreach work	Demonstratable	Sub-committee (3 a year as standard)	Annual Report	Amber
To promote education and engagement with Wellingborough's diverse communities	Demonstratable consultation/engagement with community groups who support people with protected characteristics	Demonstratable	Sub-committee (3 a year as standard)	Annual Report	Amber
	To trial events for community groups who support people with protected characteristics with the intention of adding into programme going forward	5 events in the first year	Sub-committee (3 a year as standard)	Annual Report	Amber
To use all reasonable endeavours to maximise sales, usage and attendances in and beyond Wellingborough	Total paid attendance (% of potential house capacity)	60% capacity	Sub-committee (3 a year as standard)	Annual Report	Amber
	Number of concessionary priced tickets offered	70% of performances	Sub-committee (3 a year as standard)	Annual Report	Amber
	Demonstrate marketing creativity, access and reach	Demonstratable	Sub-committee (3 a year as standard)	Annual Report	Amber
To maintain and sustain the Castle Theatre building and facilities in accordance with an agreed maintenance schedule and investment plan, ensuring a safe place for the public, users and staff	Regular testing/inspection and repair/maintenance records kept up to date	Demonstratable	Sub-committee (3 a year as standard)	Annual Report	Red
	Inventory of Borough Council of Wellingborough assets maintained	Demonstratable	Sub-committee (3 a year as standard)	Annual Report	Red
	Number of health and safety incidents recorded (including near misses)	Demonstratable	Sub-committee (3 a year as standard)	Annual Report	Red
	Necessary risk management undertaken in accordance with English law and industry standards	Demonstratable	Sub-committee (3 a year as standard)	Annual Report	Red
To invest in staff development and training	Memberships of professional bodies	Demonstratable		Annual Report	Green
	Statutory training undertaken for staff and volunteers	Demonstratable	Sub-committee (3 a year as standard)	Annual Report	Red
	Qualifications / creditations received	Demonstratable		Annual Report	Green
	Apprentices and employment opportunities for local people (number of paid and voluntary roles)	50% of staff force engaged locally		Annual Report	Green
To undertake the aspirations detailed in the Tender Specification with minimal or no subsidy requirement from Borough Council of Wellingborough	Business plan and year end projection	Demonstratable		Annual Report	Amber
	Minimal or no annual subsidy; if subsidy is agreed this should include a target to reduce.	Demonstratable		Annual Report	Amber
To own and develop relationships with external parties to build audiences and artistic programming (i.e. Arts Council England)	Demonstrate a commitment to continually foster relationships with external funders and supporting partners	Demonstratable	Sub-committee (3 a year as standard)	Annual Report	Amber
	Demonstrate customer and user satisfaction through regular surveying	Demonstratable	Sub-committee (3 a year as standard)	Annual Report	Amber
To demonstrate best value for Wellingborough residents and visitors	Number of customer complaints	10 complaints	Sub-committee (3 a year as standard)	Annual Report	Amber
	Regular comparison with benchmark venues to demonstrate best practice and value for money	Demonstratable		Annual Report	Amber
	Maintain a regular dialogue with BCW members and officers in accordance with the contract management protocol	Meeting attendance/Management	Sub-committee (3 a year as standard)	Annual Report	Red

Category code

Red
Amber
Green

Essential to service delivery/compliance rules.
 Comparable with benchmarks. Meets relevant good practice and industry expectation. Meets the councils objectives.
 Desirable, added benefit.

Borough Council of Wellingborough

**Initial Capital Project Documentation
2018-19 Programme**

Scheme Title	Castle Theatre regeneration	Code	
		Version	1.1
Director	Bridget Gamble	Project Manager	Corporate Landlord
Estimated scheme start and finish date	January 2018 - March 2021	Project Officer	Emma McGinlay

1. Description of scheme - A clear and concise outline of the proposed scheme and how it is intended to be procured and managed. Provide information for key milestones and estimated timescales for completion, along with basis of cost and savings calculations.

The contract for the operation of the Castle Theatre will be let with a start date of January 2019.

This bid relates to works to the building and is divided into three categories:

Phase 1) works the council will need to undertake as landlord to ensure the premises are fit for purpose when letting the contract. To include;

- *Orchestra pit lift refurbishment, including new control and safety equipment.*
- *Tilting stage floor refurbishment, including new control and safety equipment*
- *Cattle market roof repair*
- *Glazed link repair*
- *Mechanical and electrical services*

Phase 2) works to be completed in conjunction with/by the operator which would provide a modern and attractive theatre with facilities which appeal to visiting audiences and production companies. To include;

- *Video projection and audio/visual presentation upgrade*
- *Recovering and replacing foam padding in all seats*
- *Seating/seating wagon refurbishment*
- *Replacing stage curtains and cinema screen*
- *Upgrade to wiring/infrastructure, equipment racks, and network switching and patching*
- *Worklight upgrade*
- *Replacing specialist floor in dance studio*

Phase 3) works to be completed in conjunction with/by the operator which would be subject to a business case or proposal from the successful operator. These works would upgrade theTo include;

- *Sound infrastructure (not including wireless microphones)*
- *Performance lighting console and accessories installation*
- *File server*
- *Performance luminaires*
- *Luminaires gateway*
- *Portable equipment*
- *Sound equipment*
- *Loose equipment*
- *Wireless microphones*
- *Counterweight flying system refurbishment*
- *Dimmer upgrades*
- *Communication equipment*

2. Consider and evidence how the scheme meets the criteria for capital expenditure.

The works to the fabric of the building will lengthen its life and deal with health and safety issues.

There are also health and safety issues associated with some of the stage equipment which need to be addressed.

The proposals for replacement of lighting, sound and stage equipment will make the premises more effective as a theatre and therefore more attractive to potential bidders because they are in a position to provide the services visiting production companies require.

3. Will this scheme contribute to efficiencies, savings or income generation - provide details of how this scheme provides value for money.

This scheme will provide some efficiencies from the repair and maintenance revenue budget as ongoing issues will be addressed.

There is the potential for income generation if the new contract is successful, but this is not guaranteed.

4. State (in specific and measurable outputs) how the scheme will contribute to the delivery of the council's desirable outcomes - supporting Themes

Desired Outcomes	Asset maintenance for H&S compliance - investment
Capital investment will lengthen the life span of the building and make it fit for purpose in time for the transfer to the successful operator in 2019.	

To generate further revenue resources	Invest to save / make an investment return
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The investment, in particular the projects detailed in phase two and three, will increase functionality of the building and may mean that a bigger range of shows/events can be held there - this may increase revenue for the operator and entitle us to a share of the profit.

To achieve policy objectives	Any other policy objective (please state and evidence policy decision)
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Arts and Culture Strategy 2017-2020 priorities:

1. Enable or provide spaces and places in which local groups find a platform to create and present.
2. Provide a funding framework that enables the council to maximise existing resource and available budgets.
3. Foster and promote young talent by enabling work with schools and youth groups.
4. Seek partnership and collaboration between venues, organisations, and other supporting or funding bodies to promote the arts, culture and heritage across the borough of Wellingborough.
5. Encourage participation and enjoyment of our cultural activities that celebrates the borough's diversity whilst promoting the educational, social, and wellbeing benefits that culture brings to our lives.
6. Attract professional visiting artists and companies to the borough through the provision of suitable venues and providing the necessary expertise to manage services effectively.
7. Work with the business community, hotels, pubs, transport networks and other providers to recognise

5. Implications of not undertaking the scheme - e.g. failure to meet the statutory responsibilities, reduction in service provision etc.

- Failure to meet health and safety obligations
- Reduction in asset life/performance

6. Identification and Assessment of Risk in undertaking the project - What risks have been considered and how would they be mitigated

Higher projected costs - risk mitigated by majority of costings coming from original quotes

7. Provide details of any options appraisals or feasibility studies undertaken and any costs to date (charged to revenue).

- Options appraisals by Hazel Clover and the Theatre Project Consultants
- Proposed improvement study by Theatre Project Consultants
- PPM survey by Budworth Hardcastle Consultancy
- Quasi terminal schedule of dilapidations by Budworth Hardcastle Consultancy

8. Will any of the assets created in the project belong to an outside body, other than BCW. No

If yes please provide further information below

9. Additional Information

10. Benefits and desired outcomes - describe the benefits and outcomes of completing this scheme in order that they can be reliably measured.

- Improve the condition and lifespan of the building
- Improved layout and interior design of the theatre
- Updated exterior appearance - venue up to the standards expected for a contemporary audience and visiting artists
- Income from the sharing of profit from the successful operator

11. Self score against corporate criteria - provide as much information as possible to support the scoring decisions and assumptions.		Project Manager	Finance	CWG
Corporate Risk - please specify below	Key	0 = significant risk 10 = risk mitigated		
It will reduce the reputational risk by providing alterations and modifications which will improve the layout and interior design of the theatre, as well as updating its exterior appearance. The regeneration should bring the venue up to the standards expected for a contemporary audience and visiting artists alike.		7		
Compliance to statute and regulations - please specify below	Key	0 = likely event / high level impact 10 = no risk		
The completion of the works will make the building safe and comfortable for staff and customers.		7		
Funding - please specify below	Key	0 = no external funding 10 = fully externally funded		
Na - no external funding available.		0		
Revenue Implications - please specify below	Key	0 = no effect 10 = significant positive effect		
A profit may be made but cannot be guaranteed. The monies will relieve pressures on the current and projected maintenance budget as it will address issues that make costs artificially high, e.g. electric and gas etc.		4		

12. Total scores against corporate criteria (maximum 40)		Project Manager	Finance	CWG
Scheme Title: Castle Theatre regeneration		18	0	0

Capital Expenditure		2018/19										2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £	Total
		Period 1-3	Period 4	Period 5	Period 6	Period 7	Period 8	Period 9	Period 10	Period 11	Period 12						
Description of Cost	Account Code																
Building Contract Payment	2500											-					-
Land / Building Purchase	2501											-					-
Non-Contract Building Payment	2502											-					-
Vehicle Purchase	3400											-					-
Equipment, Furniture & Materials	4000				340,100							340,100	115,950	200,950			657,000
Services	4400				340,100							340,100	115,950	200,950			657,000
Service Contract Payment	4800											-					-
Pre Contract Costs	4801											-					-
Professional Fees	4802											-					-
Capital Grants	4803											-					-
IT Hardware Purchase	4804											-					-
Installation & Software	4805											-					-
Project Costs	4806				102,030							102,030	34,785	60,285			197,100
Equipment Purchase	4807											-					-
Non-Contract Service Payment	4808											-					-
Salary charges	1012											-					-
Total		-	-	-	782,230	-	-	-	-	-	-	782,230	266,685	462,185	-	-	1,511,100

External Financing																											
Description :-																											
Capital grants and contributions (please specify)																	-										-
Partnership Funding (please specify)																	-										-
Other																	-										-
Total																	-	-	-	-	-	-	-	-	-	-	-
Total BCW Funding																	-	-	-	-	-	-	-	-	-	-	1,511,100

Revenue implications of capital investment:		2017/18										2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	Total
		Period 1-3	Period 4	Period 5	Period 6	Period 7	Period 8	Period 9	Period 10	Period 11	Period 12						
Account Code	Cost Centre																
Employees	A181											-					-
Maintenance costs	A181										- 10,000	10,000	15,000	15,000			40,000
Running costs	A181											-					-
Total		-	-	-	-	-	-	-	-	-	- 10,000	10,000	15,000	15,000	-	-	40,000

Financial Risk					
Complete the risk assessment section below by identifying all financial risks that this project poses to the authority					
Financial Risk	Probability 1(low) - 5(high)	Impact 1(low) - 5(high)	Risk Score 1(low) - 25(high)	What has been done to mitigate this risk? What could be done to mitigate this risk?	What ongoing monitoring will be performed to reduce the probability of the risk materialising / its impact?
Overspend	2	2	4.00	Get up to date quotes	Budget monitoring/risk registers
Expenditure falls outside planned timescales (issue for time limited grants)	1	1	1.00	N/A	N/A
Unforeseen costs	2	2	4.00	Thorough/numerous surveys carried out by a variety of companies	Regular maintenance checks of the building
Planned Financing is not secured	1	1	1.00	N/A - capital is available	N/A - capital is available
Other - Please specify					