

BIGGAR little FESTIVAL

Biggar Little Festival

SC036411

Business Plan 2013 – 2015

(Working Draft)

July 2013

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Introduction

This plan provides:

- stakeholders with information as to the management priorities of the Biggar Little Festival (BLF) committee
- guidance to the BLF committee on the management priorities for the festival over the three years 2013 – 2015.

The plan sets out proposals for the management and development of Biggar Little Festival for the three festivals in the plan period. It highlights priorities agreed by the committee, the key challenges that have been identified and the actions agreed by the committee in order to take the festival forward.

The plan builds on the experience of the committee, its forebears since the first Biggar Little Festival in 2003 and its last business plan covering the period 2010 to 2012

Summary

The growth of Biggar Little Festival since its inception in 2003 has been recognised as largely due to the active participation of a wide range of arts groups in and around the town and the coordinating efforts of a small core of dedicated individuals. In recent years, however, many of the original group of Trustees have moved on and a transition in the management of the festival has been undertaken. It has also been necessary to develop new funding arrangements as public sector grant aid has diminished.

BLF is a registered charity with clear objectives, a management structure geared to organising the festival within a framework of proper corporate governance and the keen and wide ranging support of several local sponsors and patrons. Having come through a period of development and growth over its first 10 years, BLF is now an established part of Scotland's arts scene.

Importantly, the Trustees have a clear and agreed understanding of how they wish to develop BLF. This understanding is based in large part on the festival's success over its first ten years. The committee also recognises that although reaching this point marks a significant achievement, the Festival continues to face major challenges.

The rest of this plan deals with these issues and sets out how the committee intends to tackle them over the next three years.

The committee takes the view that:

- BLF provides a key opportunity for enhancing the cultural and economic life of the area around Biggar
- with the assistance of appropriate funding/sponsoring partners the festival is sustainable for the foreseeable future
- BLF can both contribute to the strengthening of the local community, and sense of place, by promoting events designed to attract groups and constituencies which have not yet become fully engaged and use its experience to assist arts development in neighbouring communities.
- within the limits of the resources available, wider audience participation and increased accessibility to the festival should be encouraged by the development of new events.

The committee has identified clear priorities and management aims for taking BLF forward within the context of its charitable objectives, recognising a number of key challenges.

Objectives

In 2008 BLF agreed a vision statement for the period 2008 - 2012 which identified its key objectives as:

- becoming more colourful and vibrant while retaining its brand and its character
- welcoming a wider range of performers
- developing a better balance between the five arts
- expansion based on increasing use of more venues and performances throughout the year.

These objectives formed the basis for decisions taken by the committee in planning its work and putting on recent festivals. The committee believes that it has been largely successful in meeting them but that the absence of any specific targets has made measuring success difficult. It also recognises that in a period of increasing financial constraint, it may now be appropriate to apply more limited aims for the coming period.

In the light of recent experience the Trustees have agreed that their key management objectives over the next three years will be to:

- secure the long term financial position of the festival
- encourage greater participation in the festival among the artistic communities of the area
- seek to bring nationally/internationally recognised entertainers to the festival each year to provide a high quality platform for the annual programme
- enhance the festival's reputation in and around Biggar by ensuring that it continues to meet the needs of local audiences while encouraging greater attendance among people living outwith the immediate area
- further develop links with artistic communities both around Biggar and more widely so as to create opportunities for mutual assistance, the exchange of ideas, the promotion of talent and meeting the artistic and cultural needs of audiences.

Festival Management

Biggar Little Festival is managed by a Trustees committee consisting of four office bearers (Chair, Vice Chair, Treasurer, Secretary and Publicity Officer) together with additional members, in accordance with the BLF Constitution (Appendix A). All committee members are Trustees of the charity with responsibility for its corporate governance.

Following recent changes, the committee is now:

Chair – Jim Softley

Vice Chair - vacant

Treasurer – Robert Swan

Secretary – Alec Taylor

Publicity Officer – Claire Watson

Katy Brown

Mike Chad

Isobel Hunter

Anne Swan

The committee meets regularly throughout the year to coordinate activity. However, much of the work required to develop individual events or to manage particular aspects of the festival is done by either individual members or by sub-groups led by committee members. Other volunteers who may have a particular interest or expertise without wishing to be involved in corporate governance also participate in the groups.

In addition to their committee responsibilities, the Chair, Treasurer and Secretary take the lead on fundraising and sponsorship while other members take lead responsibility for other aspects of the festival.

Recognising the importance of publicity for the festival a post of Publicity Officer has been specifically created to oversee this matter.

The committee also has a service agreement with Lesley Armstrong to provide administrative assistance. Without Lesley's work the voluntary commitment and time given by others would be insufficient to ensure the success of the festival. The committee is fully cognisant of the importance of maintaining administrative support for the future of the festival.

A profile of each committee member and the Administrator is given in Appendix B and a financial statement for 2011 is given in Appendix C.

Success to date

The first Biggar Little Festival took place in 2003. The festival grew out of the Tinto Folk Festival and has developed significantly over the first ten years. Initially, its purpose was to:

- develop Biggar as a community where the arts are encouraged and promoted

- be a “showcase” for the various arts forms in and around Biggar
- bring in outside performers and art forms not currently represented within the area.

The festival is deliberately timed to coincide with the autumn school break as an opportunity to extend the tourist/visitor season, thereby bringing more business to the town, and to provide the best opportunity for local involvement and participation.

The early growth in both the number and range of events and in audience numbers over the first six or seven years of the festival represented a considerable achievement. However, since then emphasis has been placed on increasing the range and quality of key events (rather than the number) to attract different audiences. To this end, for example, comedy was brought in with entertainers such as Fred MacAulay, Kevin Bridges and Sean Walsh among those who have joined us. Thanks to the work of committed event organisers, we have also enjoyed the participation of writers such as Ian Rankin and Alexander McCall Smith, musicians such as The McCalmans, Chris Farlowe, Maggie Bell and Kiki Dee, and artists such as Bryan Evans, Lyn Hanley and Avril Paton.

In 2012 there were some 52 ticketed events around the festival period together with a range of free exhibitions etc. Recent innovations have included:

- the Artists Trail, providing an opportunity to visit a number of local artist in their studios to see and discuss their work with them
- the introduction of events specifically targeted at widening the appeal of the festival to new audiences. These have included a ‘Football Focus’, Irish dance, a ‘Come & Sing’ full day workshop for aspiring choristers and a fashion show
- a closing firework display.

The largest single event in the Festival is Biggar Day Out, which draws large crowds into the town on the first Sunday of the Festival for a wide range of activities including a food & craft fair, a range of children’s entertainment, art & museum exhibitions, street entertainment and music. Additionally, many of the town’s shops and cafes open for the day, all helping to provide a festival atmosphere and provide economic stimulus for the local businesses.

The development of the festival puts BLF firmly on the cultural map of Scotland and it now provides a significant opportunity for entertainers, participants and audiences to identify with a successful annual event.

Future development

Funding

The 10th anniversary festival in 2012 was the first to be undertaken without benefit of public sector grant aid towards revenue expenditure. This marked a major turning point for the festival.

Since its last business plan was agreed, the committee has had to recognise that:

- significant public sector grant funding through the European Union’s ‘Leader +’ programme for rural development is no longer available
- the festival’s economic viability is now dependent upon achieving significantly greater levels of commercial sponsorship and use of available funding from sources such as the Clyde Valley Wind Farm Community Fund (Scottish Hydro).

The committee is very aware that like every other arts festival, BLF cannot generate the revenues needed to maintain itself directly through ticket sales, merchandising and small scale, though very welcome, local patronage/sponsorship. The key to future viability will be a combination of local revenue generation, significant commercial sponsorship and assistance towards capital projects from any available sources.

The committee recognises that gaining and working with major potential sponsors, whether in the public or private sectors, to put together a financial package to take BLF forward, represents possibly its greatest challenge. It has, therefore, established a funding sub-group, whose remit will include taking forward the issue of sponsorship. That this group consists of the Chair, Treasurer and Secretary reflects the importance of the challenge it faces. The group will actively seek cooperation with organisations and companies which would benefit the community, have broadly the same ethos as the festival and would in turn benefit from the considerable PR and promotional opportunities the festival brings.

The committee is satisfied that the festival provides a number of opportunities to bring together the interests of the festival with those of corporate sponsors. Nevertheless, the potential terms of any sponsorship must be balanced against what is achievable within available resources, and care will be required to avoid:

- more effort being put into seeking funding than into producing the festival

- accepting sponsorship conditions that become unduly onerous or diminish the attractiveness of the festival.

In 2012 the committee secured its first major commercial sponsorships as well a large private donation. It is extremely grateful for these contributions but further work is required to secure similar funding over the coming years. We also secured funding from Scottish Hydro through its Clyde Valley Wind Farm Social Fund for a number of relatively small capital projects. Further applications to the fund will be submitted on a project by project basis.

Within the context of the concerns set out above, therefore, the acquisition of sufficient funding from a range of available sources will be one of the major objectives for the committee over the period of this plan. A financial projection for the three year period of this plan is given in Appendix D. It demonstrates the minimum level of sponsorship/grant income required to enable the festival to continue.

Capacity

The committee recognises that in and around a town the size of Biggar¹ there is limited capacity for increasing the number and range of events. Nevertheless, it is very keen that, within the limits of the resources available, there should be:

- continuing participation in the festival by high profile entertainers
- a better balance of events between the five arts, in particular more drama and literature
- a broader spread of audiences, recognising the need to develop events that result in the attendance of audiences not previously reached eg teenagers.

BLF remains committed to involving the local arts communities in ownership of the Festival, making it accessible to the whole community of Biggar and its surrounding area. Interestingly, the geographical spread of events wishing to be associated with BLF has increased somewhat in recent years and the festival, although based in Biggar, is no longer confined to the town's boundaries.

The committee recognises the need for caution but it also values the enthusiasm of those further afield wishing to be associated with an increasingly valuable brand image. It will, therefore, continue to encourage the participation of events held further afield within the surrounding villages although the committee will limit the extent to which it actively seeks the development of such events. Nevertheless, in accordance with the terms of its recent commercial sponsorship, it will seek ways to work with the artistic community in Lanark as a means of:

- drawing audiences to BLF events from the town and its environs
- providing opportunities to encourage the participation of Lanark based entertainers
- encouraging artistic activity in Lanark.

More generally, the committee recognises the value of creating opportunities to work with a wider community of arts groups in and around Clydesdale to the mutual benefit of all concerned and in order to reinforce the understanding and perception of Biggar Little Festival as a key arts event within the area. This will form another key objective over the period of this plan.

Ownership

One of the key successes of the festival management model is that many events are run by arts groups, individuals or businesses rather than the BLF committee. This joint arrangement is strongly advocated and supported by the committee as a means of:

- ensuring that 'ownership' remains primarily with the arts community of the area
- facilitating the committee's role as largely one of coordination and oversight
- driving the active engagement of artists in the promotion of their work and the festival itself
- enabling the committee to focus its direct promotional activities on events such as Biggar Day Out which are beyond the scope or interests of other groups.

The participation of local arts groups is fundamental to the success of the festival. It is this that generates a sense of 'place' and identity, and this participation must be nurtured as a key resource for future festivals. The committee works with a wide range of arts groups in and around the town and is very aware of the obligation it has, and the opportunity the festival brings, to promote their wellbeing.

¹ Eighteen miles west of Peebles, via the A72, A701 and A702, is the old market town of Biggar, just across the regional border, in South Lanarkshire. Biggar stands on the A702, the main route from the M74 to Edinburgh, and makes a pleasant and convenient stopping-point for those driving to the capital from the south. The town centre has had a recent makeover and there are enough places of interest to warrant a few hours here. www.scotland.org.uk/guide/Biggar

The committee is, however, also aware of its obligation to broaden the appeal of the festival both locally and more widely. It takes the view that attracting the participation of entertainers from further afield, particularly those recognised at a national or international level, will both encourage local participants in their efforts for higher standards and attract wider audiences. The committee will, therefore, seek to augment local participation with a range of 'headline' events, across the arts and, where it can, encourage locally based groups to improve the quality and variety of event they promote. It will also seek to generate participation from, and events aimed at, sections of the community not currently well represented eg younger people.

Audience

Concerns that the mix of events within the festival does not represent a balanced spread across the arts continue to be an issue. In particular the committee recognises the need to broaden the appeal of events to engage younger audiences. Accordingly it has begun to work more closely with Biggar High School to examine ways in which the students can be encouraged to both participate and to attend events. In 2012 a number of entertainers and writers attending the festival agreed to make special appearances at the school to engage with the students. The committee will continue to encourage such interaction and to promote events for younger audiences.

As already indicated, the committee also recognises the need to develop the festival in a way that will attract audiences and participation from further afield. Tourism plays a key role in Biggar's economic welfare and the committee is aware of the economic development opportunities provided by the festival. It will, therefore, continue to work with local businesses, public sector tourism & economic development agencies and arts bodies to improve marketing and publicity in order to ensure that both the festival and Biggar gain from the knowledge and experience available.

Conclusions

It is clear that BLF has become a key part of the cultural landscape in and around Biggar and that it is of growing significance to the wider cultural scene in South Lanarkshire and beyond. Its growth, together with the enthusiasm of a wide range of local supporters wishing to see it go forward is extremely encouraging.

The committee is clear as to its priorities and objectives for the foreseeable future. But it is also aware of the challenges it faces in creating a high quality festival balanced across the arts and attractive to a broader range of audiences. Key to such success will be the resources available, both human and financial. The committee will continue to:

- develop links with and seek to encourage major commercial sponsors to secure the longer term financial viability of the festival
- work with local businesses and others to retain local sponsorship and to enable the festival to play a role in the area's development
- work with a wide range of local arts groups to encourage their continued participation and their efforts to maintain or improve standards
- seek to attract well known entertainers from further afield to enhance the quality of the programme and the profile of the festival
- develop links to other artistic communities in Clydesdale with a view to encouraging mutual assistance.

Signed on behalf of the committee:

J Softley

Chair

Alec Taylor

Secretary



SC036411

Constitution

Name

The organisation shall be known as Biggar Little Festival hereafter referred to as 'the Group'.

Objective

The Group shall be a charitable organisation whose objective is to promote the advancement of the arts, education and community development within Biggar and its surrounding communities, without distinction of race, religion, gender, political or other opinions, by:

- developing Biggar and its surrounds as a community where the arts are encouraged and promoted
- encouraging links between local arts groups
- promoting exhibitions and performances
- developing opportunities for local, national and international artists to demonstrate their talents in Biggar and its surrounds
- encouraging artistic understanding and participation.

Membership

Membership of the Group shall consist of:

- Elected Trustees
- Patrons
- Volunteers on the list of registered volunteers.
- Others interested in promoting the interests of the festival.

Patrons and volunteers will remain members for as long as the patron is 'paid up' or the volunteer remains on the list of registered volunteers. Patrons and volunteers not wishing to become members will be excluded.

Others interested in promoting the interests of the festival, wishing to become members by completing a membership form, will remain in membership for five years, after which they must renew their membership.

A register of members will be kept by the Secretary.

Committee

The affairs of the Group shall be conducted by a committee (the Trustees) which shall consist of a Chairperson, Vice Chairperson, Treasurer, Secretary and Publicity Officer (Office Bearers) together with additional elected members.

Office bearers shall be selected by the Trustees from among their membership.

The Trustees shall have the power to do all things necessary for the fulfilment of the Group's objective. They shall be responsible for running the affairs of the Group and shall take decisions on its behalf. Committee meetings shall require the presence of four Trustees to be quorate.

The term of office for Trustees shall be for 2 years. At the conclusion of a term of office, a Trustee may stand for re-election.

Membership of the committee shall be honorary. The Trustees shall have the power to:

- co-opt additional trustees onto the committee during the year until the next AGM
- use any professional assistance necessary to ensure the efficient and effective fulfilment of their responsibilities

The Trustees may borrow such moneys as they think fit to fulfil the objective of the Group.

Annual General Meeting

The Annual General Meeting (AGM) of the Group shall be held early in May each year in order to:

- approve the minutes of the previous year's AGM
- receive reports from the Trustees
- receive the certified accounts for the previous year
- elect Trustees
- consider changes to the Constitution
- deal with any other competent business.

Not less than 14 days notice of the AGM shall be given to members.

Accidental failure to give notice to any member shall not invalidate the proceedings of the AGM

The members present at the AGM shall constitute a quorum.

Extraordinary General Meeting

An Extraordinary General Meeting (EGM) of members shall be called:

- in pursuance of a resolution of the Trustees
- at any time within 28 days of the receipt by the Chairperson or Secretary of a requisition in writing by at least 10 members, stating fully the reasons for such a meeting.

Not less than 14 days notice of any EGM shall be given to members.

Accidental failure to give notice to any member shall not invalidate the proceedings of the EGM

The members present at an EGM shall constitute a quorum.

Voting

Decisions put to a vote at either an AGM or EGM shall be resolved by simple majority of members at the meeting.

The Chairperson shall have a second, or casting vote in the event of an equality of votes.

No amendment shall be made to the constitution unless notice of such is given 14 days prior to the AGM or EGM.

Finance

The financial arrangements of the Group shall be managed in accordance with the requirements of appropriate legislation and regulations.

The Financial year shall run from 1st April to the last day of March each year.

All monies raised by or on behalf of the Group shall be applied to further its objective and for no other purpose, except:

- the payment, in good faith, of reasonable and proper fees to professional and technical advisers,
- the repayment to Trustees and volunteers of reasonable out-of-pocket expenses
- the purchase of appropriate insurances.

The Treasurer shall be responsible for the preparation of the annual accounts for submission to OSCR and presentation to the AGM.

All cheques drawn on the Group's funds shall be signed by a minimum of two Trustees nominated by the committee as bank signatories.

Dissolution

If, upon the dissolution of the Group, there remains after the settlement of all debts and liabilities, any property whatsoever, the same shall not be paid to the members of the Group, but shall be transferred to another charitable organisation or organisations having objectives similar to those of the Group. The organisation shall be determined by the members of the Group at or before the time of dissolution.

10 May 2012
AV Taylor
Hon Sec

Committee Member Profiles

Chair - Jim Softley

Married with 2 daughters, a son and a step son, Jim was born in Glasgow and moved from Manchester to Biggar in 2002. He began his career with HM Customs & Excise at London Heathrow Airport where he went on to work for two major European Airlines and an International Logistics Company in London and Manchester before successfully owning and running his own air cargo and air charter business since 1993. Jim retired in 2012 and has a keen interest in the arts, including amateur dramatics and music. He is also the current treasurer of Clydesdale Folk Club.

Treasurer - Robert Swan

Robert has a Marine background, first as a deck officer in the Merchant Navy, moving into the Port Industry in particular containerisation. He has held several senior management posts in various British Ports including Felixstowe, Medway, and Thamesport. During his time in Thamesport he was part of the management team that devised the first automated port container handling system. He has considerable experience in working with senior local and national government bodies including Town & Country Planners, HM Customs & Revenue, Police, and the Rail Companies. Now retired Robert is currently renovating a large country house. Hobbies include reading, art, travel, DIY and model railways. Moving to a new area he is keen to become involved in local community activities with an emphasis on the arts.

Secretary - Alec Taylor

Alec has a long background in local government corporate policy and performance review. For the last 16 years of his career until retirement in 2009 he worked with the Accounts Commission, later Audit Scotland, as a Portfolio Manager. He had particular responsibility for monitoring and reporting on Local Government, Fire & Rescue and Police service performance across Scotland. Alec joined the committee of BLF in 2009, taking lead responsibility for the organisation of Biggar Day Out. He has a particular interest in organisational governance and became Secretary in February 2010. He is a keen member of a local choir, plays ukulele and is Clerk to the Board of his church.

Publicity Officer - Claire Watson

Claire is a local photographer who initially studied Environmental Science at Aberdeen and then Heriot-Watt Universities. Research carried out during this time developed her love of travel and led to her working in various locations including New Zealand, Mexico and China. On returning to Scotland she continued to freelance before setting up her business. She first became involved with Biggar Little Festival when she exhibited as part of biggART in 2011. She quickly became involved with the publicity for the 2012 10th anniversary festival, particularly, the social media development, which led to her taking on the role of publicity officer for 2013.

Mike Chad

After studying Electrical Engineering, Mike pursued an interest in computers which led him into Systems Analysis firstly with Rolls Royce, then with a software house and a computer manufacturer. He subsequently spent 26 years in Management Consultancy gaining broad experience in both the public and private sectors. Now self-employed as a Professional Development Consultant, Mike specialises in learning & development. He has developed and presented numerous training programmes, mainly in Business Analysis, Project Management, and associated disciplines. He also undertakes regular consulting assignments for the BCS - The Chartered Institute for IT (of which, he is a Chartered member and Fellow). As well as being Chair of BLF, Mike is a Trustee and/or committee member of several local organisations, including Biggar Music Club, Biggar Kirk, Biggar Big Band and Biggar & District Community Heritage.

Isobel Hunter

Isobel worked for almost forty years in the financial sector managing institutional and private client investment portfolios. Latterly, she was Director in charge of private clients and investment strategy for Adam & Company Investment Management in Edinburgh. She decided to retire in 2007 to spend more time helping her husband to run Skirling House, a 5 star guesthouse just outside Biggar. She joined the Committee of BLF in 2008 and is Chairman of the Publicity Sub-Committee. She is also Chairman of the Church of Scotland Investors Trust, and as a member of the Parishes of Upper Tweeddale Worship Workshop, rather to her surprise, finds herself leading church services three or four times a year.

Katy Brown

Katy is now a retired primary teacher but still has some involvement in schools through both voluntary work and supply teaching. She became involved with Biggar Little Festival over six years ago and has had great pleasure from her involvement with it and from watching it grow. It has opened new horizons for her and nourished her love of art. Katy looks forward to helping develop the festival over the coming years. She enjoys local activities like yoga, bridge, art and craft groups, choir and samba band, and often wonders how she ever had time to work? She recently joined The Biggar Civic Society which also satisfies her interest in geography.

Anne Swan

Anne retired in 2011 after over 40 years in the NHS. Anne has worked as a clinician, lecturer in nursing studies and in senior management, holding Trust board posts for over 12 years. Other posts include Director of Clinical Services, Director of Commissioning and latterly as Chief Executive in a primary Care Trust in England. Anne has always been passionate about high quality services for patients and in service development, always seeking to improve services for the public. Hobbies now include renovating a large old Scottish house, interior design, making things and cooking. Travelling and reading have always been activities at the top of the priority list whenever there is spare time and resources!

Administrator - Lesley Armstrong

Lesley is a qualified Solicitor specialising in domestic conveyancing. Following several years in private practice she set up her own business providing conveyancing, estate agency and locum services to Solicitors. She was awarded the contract of Administrator for BLF in 2009 and has retained the contract since then. She is particularly involved in the registration process, publicity, updating the BLF website and helping organise Biggar Day Out. Lesley is a keen horsewoman and actively involved in Peebles & District Riding Club.

2012 Financial Statement

Income	2012	2011	2010	2009	2008	Expenditure	2012	2011	2010	2009	2008
	£	£	£	£	£		£	£	£	£	£
Leader +	5000	7000	12093	3683	9763	Administrator expenses	7680	6900	6780	5780	6240
South Lanarkshire Council	1034	1300	0	1100	1039	Central Admin	5065			560	1663
Other Grant Income		4331	4260			Marketing	1119	1266	1764	4717	1498
Leisure & Culture Grant	6067					Insurances	1193	875	866	814	814
Community Groups		2500			500	Sound Eqp Ins					
Community Grant	400					Printing	4651	3857	3637		
Donations	3170	5204	269		239	Website & Central costs	1834	5690	674	243	604
Local Sponsorship	7250	3025	3375	2275	2720	Venue Hire	1054	602	3549	196	301
Major Sponsor						Artists	7904	3934	4525	5487	3003
Patrons	656	1095	1148	571	1198	Events / BDO/ Youth Proj					
Merchandise	121	61	55	51	404	Volunteers Expenses	707	550	494	1008	81
Bank Interest	5	4	2	6	162	Equipment hire/transport	895	566	421	2063	300
Misc. Income	5739		250	51	228	Merchandise				122	1609
Cash/Bank adjustments				39		Ticket Sales repayment	9179	10589	7604	7271	4494
Box Office Sales	9883	9840	10600	12638	7815	Sponsor payment					
Internet Sales	4218	3033	2215			Expenditure from 2010		1075			
Internet sales charge	206	138	127			Misc Event Costs	350	176	349		203
Persilands May Event	235					Other Event Costs		319	50	1696	90
BiggART/Festival Fair	634					Bank/Licence charge		40			
Gift Aid	1929				186	TOTAL	41631	36439	30713	29957	20900
Festival Fair		584	794	961	449						
Other event income		1090	112								
Pre Festival income			964	1460							
TOTAL	46546	39205	36264	22835	24703						

Current Assets	£
Cash at Bank	17401
Paypal	205
Cheques not cashed b/f	104
Cheques not cashed 2012	327
Total	17175

Represented By	£
Surplus at 31March 2012	12260
Add Surplus for Year	4914
Total	17174

Approved by the trustees and signed on their behalf by Robert Swan, Treasurer, 12 April 2013

Examined using the information provided and found to be in order.

Financial Projection 2013 – 2015

Item	2012	2013 budget	2014	2015
Income				
Leader +	£5,000.00			
South Lanarkshire Council	£1,034.00			
Matched Funding		£2,500.00	£3,000.00	£3,250.00
Leisure & Culture Grant	£6,067.00	£1,200.00	£1,300.00	£1,400.00
Community Groups	£400.00			
Donations	£3,170.00	£3,000.00	£3,250.00	£3,500.00
Local Sponsorship	£7,250.00	£11,000.00	£11,500.00	£12,000.00
Patrons	£656.00	£750.00	£800.00	£1,000.00
Merchandise	£121.00			
Bank Interest	£5.00	£25.00	£25.00	£25.00
Misc. Income	£5,739.00	£2,000.00	£2,500.00	£3,000.00
Box Office Sales	£9,883.00	£6,000.00	£6,500.00	£6,500.00
Internet Sales	£4,218.00	£5,000.00	£5,500.00	£6,000.00
Internet sales charge	£206.00		£250.00	£300.00
May Event	£235.00		£500.00	£500.00
BiggART/Festival Fair	£634.00			
Gift Aid	£1,929.00	£1,000.00	£1,000.00	£1,250.00
Other event income BDO		£2,500.00	£2,500.00	£2,500.00
Total	£46,547.00	£34,975.00	£38,625.00	£41,225.00
Expenditure				
Administrator expenses	£7,680.00	£7,500.00	£7,750.00	£8,000.00
Central Admin	£5,065.00	£2,000.00	£2,000.00	£2,000.00
Marketing	£1,119.00		£1,000.00	£1,000.00
Insurances	£1,193.00			
Printing	£4,651.00	£5,000.00	£5,250.00	£5,500.00
Website & Central costs	£1,834.00	£2,000.00	£2,000.00	£2,000.00
Venue Hire	£1,054.00	£1,000.00	£1,000.00	£1,000.00
Artists	£7,904.00	£6,000.00	£6,500.00	£7,000.00
Volunteers Expenses	£707.00	£500.00	£500.00	£500.00
Equipment hire/transport	£895.00	£1,000.00	£1,250.00	£1,500.00
Ticket Sales repayment	£9,179.00	£10,000.00	£10,500.00	£10,750.00
Misc Event Costs	£350.00	£500.00	£500.00	£500.00
Total	£41,631.00	£35,500.00	£38,250.00	£39,750.00
Surplus / Shortfall	£4,916.00	-£525.00	£375.00	£1,475.00
	£12,260.00			
	£17,176.00			