

Taunton Deane Borough Council

Executive - 14 January 2015

Support and funding for the Arts and Creative Industries

Report of the Assistant Director Business Development, Ian Timms

(This matter is the responsibility of Executive Councillor Norman Cavill)

1. Executive Summary

The report outlines three requests for funding from organisations in Taunton relating to the Arts and Creative industries.

These are:

1. Arts Taunton
2. Creative Innovation Centre Community Interest Company and;
3. Hestercombe Gardens Trust

These requests together total £30,000 for this financial year (14/15) so are in effect supplementary estimates to the approved revenue budget.

In addition to the requests for this financial year two of the requests seeks funding for 15/16 which equates to £30,000 and one for 16/17 which equates to £20,000.

Executive are asked to consider the requests and make appropriate recommendations to council.

2. Background

2.1 This report has three elements which are being considered together as they enable a wider perspective on the key role that the Arts and Creative Industries play in supporting the economy of Taunton Deane. They represent Economic Development Grants and therefore have been treated in that way rather than submitted to the Voluntary sector Grants Panel. A SCC study indicates that in 2012 there were 1600 people employed in TDBC in the Creative industries. This is the second highest employment rate of the district council areas in Somerset.

2.2 These three elements are:-

1. An update on the activity of the Arts Taunton and likely funding needed to support this activity. A specific request for £10,000 to support this umbrella organisation for 2014/2015;

2. A request for funding of £20,000 to support the Creative industries sector in Taunton Deane from the Creative Innovation Centre Community Interest Company based on Paul Street, Taunton for the financial years 2014/2015, 2015/2016 and 2016/2017; and
3. A request for £10,000 of funding from Hestercombe Gardens for 2015/2016 and 2016/2017.

Update on the activity of the Arts Taunton (formerly the Taunton Cultural Consortium)

Arts Taunton is the umbrella organisation that seeks to draw together cultural and Arts organisations in Taunton Deane creating a vibrant, coordinated programme of activity that supports the economy of Taunton Deane. Arts Taunton has recently elected a new chair, Kit Chapman, with the intention of creating a new direction for the organisation. This will build on the successes achieved under the previous chair Max Hebditch. There are four key actions they intend to take which have financial implications. These actions and their funding implications are outlined below. They include a specific request for an allocation of **£10,000** from this authority. These are:-

1. An independent feasibility study to evaluate whether the aspiration expressed by a number of organisations within the consortium for a 1000 - 1500 seat flexible entertainment venue is viable in Taunton. This venue is envisaged as being able to accommodate a wide range of uses including enhanced theatre facilities, exhibition space and conference facilities. The estimated costs based on similar studies is c. £40,000.

The portfolio holder, officers of the council and representatives from Arts Taunton met with Arts Council England (ACE) on 24 November 2014 to discuss holistic funding for arts provision in Taunton which included the potential for funding this study. ACE indicated that if any application was to be made it would need to have a strong business case to secure any funding. Further work is therefore required on this concept before any application is submitted. This money is not currently sought from the Council.

2. An audit of all performing spaces in Taunton, their capacity and infrastructure. This work is being done by the students of Richard Huish College in conjunction with other members of the organisation. The cost of this work is circa £750 and is being funded through individual partner's contributions.
3. As mentioned above the Taunton Cultural Consortium has been rebranded to take on the new name **Arts Taunton**. The new brand has a strapline of "Driving prosperity through culture". This reflects the role the sector plays in Taunton Deane and its important contribution to the economy of the area. The rebrand leads to costs particularly around publicity materials which includes a new website. These changes enable a refreshed platform for promoting the cultural offer in Taunton Deane.

The cost of this work is a maximum of **£10,000** and the council are being asked to consider supporting a request for this funding. This funding will therefore create a new offer for the Arts and culture sector in the area. If agreed by executive this funding represents a supplementary estimate to the 2014/2015 revenue budget.

4. The final proposal of note for this report is to make available a public space with good footfall for a regularly changing “pop-up” art display. This would create interest in the town and create a place for the display of work a range of local artists and sculptors. In principle this builds on interest created by the dragon trail and similar displays in other cities such as those in Trafalgar square in London. The space would need to be elevated to create an area for this display to occur.

Officers will research suitable locations and identify potential budgets in consultation with the Executive and portfolio Holder that could be used to deliver this proposal. It is also likely that wider consultation may be required to ensure that the space created is able to accommodate a wide number of displays.

Request for grant funding from Creative Innovation Centre Community Interest Company. (CICCIC)

The CICCIC is a non-profit organisation that encourages the participation and development of businesses and the creative industries; for practitioners, groups, individuals, businesses, start-ups and the local community. Through knowledge exchange, music, art, heritage and performance our events and workshops focus on the diversity and growth of enterprise, community and culture.

Therefore whilst it is based in Paul Street Taunton the organisation itself provides wide support to the diverse creative industries business sector. It combines this with support for cultural activities both on site and across the community.

A request for £20,000 of funding was originally put forward to the Economic Development team during the summer. The request was rejected due to two key factors:

1. No available budget due to commitments to other projects.
2. Whilst supportive of the concepts and the sector the initial application did not show clearly how this sum of money would enable a sustainable business model to be developed.

In response to this rejected application CICCIC started a petition for submission to the council. This is now beyond the level of 200 signatures that triggers a debate in line with Council’s recently adopted policy.

This element of this report therefore meets the requirement for that debate and enables the consideration of a refreshed application which is attached as appendix A of this report.

In essence the request seeks **£20,000** funding per annum (2014/2015, 2015/2016 and 2016/2017) a total revenue budget commitment of £60,000 in order to sustain the CICCIC's financial viability and investment in business growth. The applicant believes that this would *“create a robust platform for transition from a small turnover with limited investment potential to a business which can invest in a higher volume of support/creation for social enterprises and expand the creative industries and its benefits within the community”*.

The applicant states that the funding would be used to *“drive our social enterprise towards financial sustainability”*. The proposal from the applicant would be that a review is carried out each year to review the position. If members were minded to recommend this sum for inclusion in the budget we would enforce this requirement through a clear service Level agreement with clear outputs and outcomes set in conjunction to ensure that the council gained value for money from allocation of this grant.

Due to nature of the centre the applicant also states that the funding *“... will assist in developing and supporting the whole creative sector within Taunton Deane as well as supporting the delivery of multiple projects that benefit Taunton Deane, its community, economic development within the creative sector”*. In essence this wider effect is important for the economy of the area. The projects supported to date are outlined in Appendix A and these illustrate the potential for match funding that can be achieved by external organisations.

If the Executive are minded to support this request it is advised by the S151 Officer to seek approval for a supplementary estimate for the full amount of funding, if any, to be provided covering the period of support. If agreed they would be added to the Business Development Grants Budget and monies in respect of future years held in an earmarked reserve.

Hestercombe Gardens Trust

The trust have applied for a grant of **£10,000** for each of the two next financial years 2015/2016 and 2016/2017. This will enable continued delivery of the Contemporary Arts Gallery at Hestercombe House.

This funding would enable access to an ACE grant which for the two year project is worth £96,000. The total project cost is being finalised but is likely to be in the order of £180,000. The allocation of this funding therefore would create leverage for access to significant match funding. The Trust also outline the significant footfall generated by the Gallery during this year and the

number of additional volunteers that have been recruited to deliver the work. This represents significant economic benefit to the area.

This request if agreed would be added to the Business Development Grants Budget.

Feedback from Scrutiny

The Corporate Scrutiny Committee had a comprehensive debate around the applications. Specific Issues raised were:-

- Whether the applications ought to have been dealt with through the Voluntary Sector Grants Panel.

This was explored at the meeting and members advised that the three applications were being treated as requiring support through the Economic Development Budgets

- What was the Council's overall stance on the Arts and Creative sector and how could Members judge the applications against that approach? Members of the Committee were unclear on how these applications fitted into that.
- The Members of the Committee felt all of the applications required further financial information and particularly the CICCIC would need to provide its accounts in order to be considered as part of any approval process.
- Members recognised the leverage gained for the Hestercombe Trust application
- The Members of the Committee broadly supported the applications but not unanimously. This was subject to the executive being provided with further financial information as noted above

The specific recommendations to the Executive were:-

Arts Taunton – Recommended for approval subject to evolution of the business case and further quotes to establish that the rebranding proposal was Value for Money.

CICCIC – Recommended for approval for 2014/2015 only, subject to accounts and an appropriate Service Level Agreement being agreed with officers.

Hestercombe Gardens Trust – Recommended for approval in line with the submitted request.

The Executive should note that the three quotes requested for the Arts Taunton work have now been received and these indicate that the sum proposed is value for money.

3. Next Actions

- 3.1 The Executive is asked to consider the contents of this report and the recommendations from Scrutiny with regards to the funding applications.
- 3.2 If the Executive wishes to carry forward the recommendations from Corporate Scrutiny the financial implications are as follows:-
 - Arts Taunton – Supplementary estimate of £10,000 for 2014/2015;
 - CICCIC – Supplementary estimate of £20,000 for 2014/2015;
 - Hestercombe Gardens Trust – Supplementary estimate of £20,000, with funds held in earmarked reserve and allocated to the Economic Development Grants Budget with £10,000 in both 2015/2016 and 2016/2017.
- 3.3 The Corporate Scrutiny Committee also made specific requests around further financial information. In addition if the CICCIC application is agreed an appropriate Service Level Agreement will be required.

4. Finance Comments

- 4.1 There is currently no budget available to fund these requests, therefore the allocations would need to be funded through a supplementary estimate from general reserves. It is advisable to set aside the full amount and any sums due to be used in 2015/2016 and 2016/2017 held in an earmarked reserve to be drawn down when required. There is currently sufficient 'headroom' within general reserves to cover the potential costs if supported by Members.

5. Legal Comments

- 5.1 The Council's recently adopted policy on petitions enables 200 signature petitions to trigger a Council debate. In this case the issues are being considered by the Executive but this is appropriate taking into account the fact that the petition essentially relates to a funding request for additional budget allocations.

6. Links to Corporate Aims

- 6.2 The contents of this report support two of the three Corporate Aims

Aim 2 – A Vibrant Economic Environment

Aim 3 – A Vibrant Social, Cultural and Leisure Environment

- 6.3 These proposals specifically impact on objectives 4 and 6 of the corporate business plan as they will respectively speaking increase economic activity and facilitate and support cultural and leisure activities

7. Environmental Implications

- 7.1 In considering the report content there are no specific implications that have been identified that would require mitigation.

8. Community Safety Implications

- 8.1 The CICCIC and Arts Taunton both provide positive activities which engage a range of people across the community. This helps reduce the likelihood that these individuals will engage in negative anti-social activity.

9. Equalities Impact

- 9.1 No formal assessments have been carried out with regards to these applications. However all of these applications enable access for all elements of the community to access cultural activities. There is therefore a positive benefit across all of the groupings with the equalities acts and associated legislation.

- 9.2 If specific issues are identified through the allocations then full assessments will be undertaken and appropriate remedial actions taken.

10. Risk Management

- 10.1 No specific issues have been identified that require a detailed assessment associated with the content of this report.

11. Partnership Implications

- 11.1 The partnership with Arts Taunton is a continuing commitment to the Arts and Culture organisation of Taunton Deane. If funding is provided this would enable that partnership to evolve positively.

12. Recommendations

- 12.1 The Executive recommend to Full Council that a grant of up to £10,000 is made available to support Arts Taunton through a Supplementary estimate of £10,000 for 2014/2015 to be provided from general fund reserves;

- 12.2 The Executive considers the request from CICCIC when further information is available in support of the application including accounts

and the business case; and

- 12.3 The Executive recommend to Full Council that a grant of up to £20,000 is made available to the Hestercombe Gardens Trust funded through a supplementary estimate from general fund reserves. The funds will be held in an earmarked reserve with £10,000 available in both the 2015/2016 and 2016/2017 financial years.

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Appendix A - Request for funding from the CICCIC (attached)

Appendix B

Email from the Hestercombe Gardens Trust

Last year Taunton Deane Borough Council generously awarded the Hestercombe Gardens Trust £10,000 in partnership funding towards a £98,000 Grants for Arts project to mount a series of national quality exhibitions in the newly opened Hestercombe Gallery. In April 2014 we were delighted to be awarded a full grant of £48,000 from Arts Council England and on 24th May opened Hestercombe's Contemporary Art Gallery which occupies most of the first floor of Hestercombe House. The trust also received partnership funding from the Clark, Gollsoncott, Elmgrant and Sylvia Waddilove Foundations; a further £10,000 came from ticket office income and catalogue sales and in kind support of staff and marketing was provided by the Hestercombe Gardens Trust to a value of £25,000.

The first exhibition 'Leaping the Fence' was drawn mostly from the national Arts Council Collection with support from leading art galleries. It attracted 17,000 visitors over its 16 week opening. On 11th October we opened a solo show 'Oceans' by nationally acclaimed artist Tania Kovats, The exhibition coming directly from the prestigious Fruitmarket Gallery in Edinburgh. Kovats created a major new work especially for the Hestercombe exhibition.

A further show by five artists from the South West opens in January and will include works created by Jo Lathwood our artist-in-residence.

Based on what we have achieved this year Arts Council England has invited the trust to apply for two years funding as from April 2015, which we are now in the process of doing. The grant for the two year project is worth £96,000 towards a

yet to be finalised total project cost which, based on this year's costings, will be in the order of £180,000.

The response from the public to the Hestercombe Gallery and its exhibitions has been overwhelming and entirely positive. Access is free to all garden visitors and is enjoyed by the nearly 7000 members of Hestercombe who are resident in the Taunton Deane post code area. This year Hestercombe has recruited and trained over 70 volunteers who invigilate the galleries and run the second-hand book shop which has generated £10,000 so far this year towards Hestercombe's running costs.

The Hestercombe Gardens Trust is proud of what it has achieved in the short space of time since it took ownership of Hestercombe House only a year ago. The hugely gratifying response we have received from the Arts Council, lenders, visitors and the local community show that the major cultural innovation of a prestigious contemporary art gallery for Taunton, Somerset and the surrounding region has gone a long way to satisfying a previously unmet need.

The Hestercombe Gardens Trust would greatly value the financial support of Taunton Deane Borough Council towards our application to the Arts Council, for whom local authority partnership funding is an essential prerequisite, and would request a grant of £10,000 a year for each of the next two years.

Introduction

Creative Innovation Centre CIC is a non-profit organisation that encourages the participation and development of businesses and the creative industries; for practitioners, groups, individuals, businesses, start-ups and the local community. Through knowledge exchange, music, art, heritage and performance our events and workshops focus on the diversity and growth of enterprise, community and culture.

As part of our business growth we have several projects that benefit the Taunton community directly and provide outcomes related to social regeneration, enterprise development and community cohesion.

As a social enterprise with social entrepreneurs at the helm these projects support many individuals, groups and the whole creative sector, and supports our application of a £20,000 grant from TDBC which can then be used to support all this and future activity and for the betterment of our communities and businesses. To date we have:

- 6000 community members have got involved
- 2000 16-24 yr olds have found something to do
- 720 businesses have passed through our doors
- We have supported over 130 artists
- Supported over 45 designers
- Worked and supported over 12 community orgs
- Supported over 95 musicians
- Provided business advice to 20+ start-ups
- Donated 5200 hours of labour
- Exhibited over 400 paintings/sculptures
- Provided 20 business related events
- Delivered over 135 music events/gigs
- Donated 780 venue hours for community use
- Delivered over 45 workshops
- Created 3 new community organisations
- Became a Social Enterprise Qualification centre
- Recognised by National Skills Academy for Creative & Cultural Skills & Design Council

As you can imagine is hard to squeeze in everything we do but every week we have new visitors commenting on how Taunton needs a place like CICCIC.

What We Do

We've delivered many services, events and support from the enterprise, community and culture perspective.

Culture & Recreation

- Poetry reading and club
 - Live Jazz
- Acoustic music nights
 - Yoga
 - Dancing
 - Exhibitions
- Intimate theatre
- Creative writing for business and pleasure
 - Folk music
 - Galleries
 - Lectures
 - Creative Club
 - Art classes

Business & Enterprise

- Open Innovation Programme
- Ecommerce workshops
- Start-up and business development
- Marketing workshops
- Branding & design
- Using IT
- Social media classes
- Selling online
- Innovation Symposium
- Business model canvas workshops
- Co-creation workshops
- Somerset Innovation + Design meetings
- Social enterprise support

In the 20 months we have been trading we have also created Taunton's first Creative Club that supports 90 practitioners and from that a new organisation as evolved called GoCreate, which delivers community based elements. Local organisations that also use our space include Somerset Arts Gallery Trust, Taunton Literary Festival, TakeArt, Royal Society of Arts, Somerset Contemporary Arts Network, Fire River Poets, Creative Somerset and Stand Against Violence. We are presently working with U3A, Taunton Camera Club, Taunton Film Club and others. All reflecting the hub and creative community that we have created in the heart of Taunton Town Centre. Our application for funding from TDBC will support our existing programme and future projects as described overleaf.

Project 1: Community Cafe

CICCIC is a fantastic multi-purpose space and used for many events. These include night time events that bring music, theatre, lectures, and entertainment. We also have a licensed bar which helps support the income we need to deliver culture in Taunton.

The day time economy includes a public exhibition that people can come and enjoy art and sculpture, and a chance to talk to staff about ideas and receive support. But the seating and bar area is under utilised and could be converted to a café that meets 'health & hygiene' standards.

Therefore, it is our intention to convert the bar to a community café where profits can be used to help support our social enterprise. Once investment into capital purchases has been made and health and hygiene standards met the café will also present an opportunity for part time job creation.

The investment needed for this is around £10,000 and though we do not have this money we hope to apply for lottery funding 'Awards for All'.

Based on our projections this café project (once established) could bring in an additional £1000 a week and help towards the running and labour costs of the centre. It will also help contribute to the social side of our community and with plans to host morning music café days, where young musicians get a chance to perform, and our high tea dinner and dances for the elderly in the afternoon we can see that this café project can help deliver creativity and support the 65 musicians we have on our books and 70-80 elderly people each month.

Project 2: Taunton WW1 Centenary

CICCIC played a large role in bringing together a recent Heritage Lottery Funded WW1 project for the Somerset parish of Pitminster. Viewed by Somerset Heritage as 'one of the best WW1 centenary projects in Somerset' and attracting over 450 exhibition visitors and bringing new WW1 artefacts to light we were surprised to find out that no one has done a Taunton Deane WW1 project. Consequently, it is our intention to apply for more funding (£10k) to organise and deliver a First World War Centenary Project for Taunton.

Experience from our Pitminster project has shown that these projects create a strong element of cohesion in the community and of course helps build an archive of Taunton people and those who fought in the war. Moreover, the project will also be indexed by the British Library so future generations can find out about Taunton's involvement in the WW1.

The project entails us starting with several public events held in different wards/areas in Taunton Deane. These are designed so those with transport issues can still contribute and include:

- North Taunton
- Town Centre (CICCIC)
- Galmington
- Halcon
- Wellington
- Blackbroock/Holway
- Bishops Lydeard

At these events the public are invited to bring their stories, artefacts, images, letters and poems for scanning and photographing. Once complete they will be added to the collection.

Using our creative curation skills we will pick the most interesting for a 4 week physical exhibition at CICCIC. These and all others will be added to the online exhibition just as we did with the Pitminster project, which you can view at <http://www.pitminsterww1.co.uk/>

Working with St Mary's church a service of remembrance will be created alongside an exhibition launch at CICCIC. The project will remain online for 2 years and donated to Somerset Heritage for digital archiving.

Partner support has already been obtained by the Historical Association and we hope that TDBC and Somerset Heritage also support us.

**Project3:
Digital
Innovation
Gallery**

Already underway and taken 10 months of hard work CICCIC is finalising a Digital Innovation Gallery project with the intention of applying for £300,000 from the Arts Council and/or The Peter Hamlin Foundation. The project is costly as it involves the latest technology but once complete will be the first digital art gallery in England and will attract new audiences to art and many people to Taunton.

Our goal is to change traditional galleries and exhibitions and to extend the stay and engagement of the visitor by introducing the first digital gallery with its home based at one of Somerset's contemporary arts centre Creative Innovation Centre CIC in Taunton.

Moreover, there are still many people in England who do not engage with the arts, galleries and exhibitions and it is our intention to change this too by moving away from exhibitions that concentrate on art groups or a single artist and to choose innovative themes that attract new audiences. Albeit that individuals and groups will still be represented.

Once set up digital galleries can also be changed with little fuss so if a theme is exhibited one week another can follow with little hassle e.g. one could have a child gallery during the day and an adult gallery during the night making exhibition space multifunctional.

Digital galleries are also ideal for digital exhibitions in museums and with the heritage industry keen to digitise archives and objects it is clear that our digital gallery can be used to bring new and interesting programming to museum's and provide more access to artefacts and extend new audiences. New audiences are a strong driver for the likes of the Art Council.

How It Works

Using over 13 large LCD screen and stands with fascias; each screen will allow the rotation of many images (this uses media servers which is semi-complex but that's where our skills come in). This means the viewer can go around the exhibition again and again and see 100's of images. But the real beauty is that a touch screen device on exit will allow the viewer to pick an image they like and order it in several different formats e.g. print on canvas, print with frame, etc. This ensures that each artist/photographer who exhibits can generate income. For museums this could be associated literature for sale.

Focusing on different art mediums the project is to push works from those who may not get much exposure. For example, digital artists, 3D artists and photographers seldom exhibit compared to traditional artist. However, as part of our education programme with this project we also intend to show traditional artists how to convert their work to digital creating inclusion on all aspects of art.

Innovative Programming

Though it is natural for us to exhibit artistic groups such as photographic groups for example, but we also intend to bring in new crowds by taking popular culture and heritage themes and turning them into exhibitions. Here are just a few we are considering but with such a versatile digital canvas we can theme almost anything including working with all schools locally on curriculum themes.

- Sci-fi (art has always played a role here with many people interested in this theme)
- Landscapes (to include photography and paintings)
- History of the Design of... (this could be furniture, products, architecture, etc)
- Weird Archives (unusual items museums don't display)
- Children's Illustration
- The Moon – a mashup of digital art and photography
- The Life of Food
- Journalism photography
- Video gaming art
- Family life
- Sky at Night
- The Peoples Museum (pieces from the public)

**Project3:
Digital
Innovation
Gallery
Continued**

- WW1 or WW2
- Streetlife
- The World of Japan (and other countries)
- Manga
- The World of Macro
- And we have many more ideas that will entice newer audiences to art, heritage and digital

The other creative and innovative aspect of the gallery means it can also be used for visual performances and to unite community exhibitions with 100's of images at anyone time.

Income Generation

It is our intention to charge a small fee for those who exhibit and take commission for anything sold and are looking for other forms of income generation.

Online Development

In addition to the above an online virtual digital gallery website will be produced and updated with all exhibitions we create. This also allows us to sell work online.

Getting Involved

We have 29 artists/photographers signed up to the project already and are in talks with Somerset Heritage to get them involved by using the project to display their own digital heritage exhibition at Somerset Museum. We have 3 art centres/galleries interested in hosting the gallery and we are continuing to look for partner support; including those from TDBC and creative sector organisations. We will also examine twinning the project with another EU country.

**Project4:
Pictorial
History of
Taunton**

This community/heritage project is over a year old and the Heritage Lottery Fund have agreed that this £37k project is worthy of a full grant application and will be applied for in the next two months.

Pictorial History of Taunton Deane is a community engagement program designed to bring local history alive and to record the history of our community through the eyes and lives of those who live/lived here in the past, present and future.

Working with Somerset Heritage Centre, local newspapers and radio and other local historic groups we intend to bring images of Taunton Deane out of the closet and into main stream digital media. But the real icing on the cake is the opportunity for all in the local community to bring their photos, paintings and images to designated areas of Taunton Deane to have them scanned and recorded and added to an online people's museum so we can showcase the social history and changing of our local landscape.

Using volunteers and any resources from local groups the project in its simplest terms will work like this:

- Groups and volunteers will be given training in scanning, ICT, admin, archive research, website editing.
- Using our own building and a variety of village halls the public are invited to bring their photos/images for scanning and documenting. Ensuring that copyright and release forms are completed.
- Website will be built to house all images and interactive map will be used with geolocation mapping. Associated historical information will also be added. Other content will be devised such as before and after and a range of heritage related competitions. Video from important images will also be made.
- Using the database driven elements of the website a geolocation app will be created so users and visitors can engage with historical data.
- Upon launch a range of talks will be delivered in 2 locations in Taunton Deane and schools are invited to book a volunteer who will show a video and talk to schools about the project. However, we could extend this via HLF – Young Roots.
- Online project will last for 5 years and allow volunteers and public to continue adding new images and information.
- Collection donated to Somerset Heritage for digital archiving.

Project 4:
Pictorial
History of
Taunton
Continued

Through this project the investment will allow a new form of heritage data to be collated and added to the history of Taunton and through the use of digital services will become better managed, interpreted and explained.

With HLF investment volunteers and groups will develop skills in digital heritage and information management, it will change people's attitude of local heritage, widen the age groups accessing the information and bring into Somerset a new fun and enjoyable way of learning about the evolution of our communities, landscapes and lifestyles. With our focus on social history through images and words we connect people together and create conversations of memories that make living here a better place.

Once underway other local groups we be canvassed to get community involvement including local development trusts and associated societies.

The project will last for 12 months and remain online for 3 years; them archived by Somerset Heritage.

In summary our project will allow local people to create their version of local history bringing images of the past and promote story telling of memories. It will bring more of the hidden images of our local history into the mainstream and allow anyone in the world to access a whole range and database of local facts, stories and images. It will engage will all age groups and promote community cohesion through the common cause of local history.

Project 5:
CICCIC
Enterprise
Centre
(New Premises)

CICCIC already houses 2 new business start-ups and provides support and mentoring to both as part of their residency. We often pass business opportunities too which makes our enterprise development unique and of much value. We also have new and existing businesses who come in for advice and knowledge exchange as well CICCIC providing a range of workshops and training to support the business community.

However, as we have plans to make our venue a full time community café and that we cannot take on any more start-ups due to space restrictions it is clear that we have out grown our venue in Paul Street and need to expand elsewhere so we can continue and expand our enterprise programme.

We've been looking at the feasibility of this and now trying to identify buildings within the town centre so we can provide business incubation, but also a building that can act for other requirements such as meetings, workshops and a year on year enterprise programme. Consideration into making it into a café to further extend its financial sustainability has also been studied.

Our proposal is to work in partnership with TDBC to make this a creative enterprise centre a reality and deliver the same services we offer presently at CICCIC, but to also extend the programme to all businesses. It will help advance the creative industries in Taunton Deane and allow our social enterprise to find new routes to financial sustainability.

With support from TDBC we intend to look for funding and investment (e.g. RGF, Social Enterprise Fund, etc.) to upgrade the building we identify and make it fit for purpose. This requires a formal business plan and feasibility study on finances and it is expected that we manage all aspects including property management, but at this stage we believe an agreement should be pursued with TDBC to create this creative enterprise centre.

Once in action it will help drive business start-ups; expand the creative sector; help nurture creative ideas that people and groups have; provide business workspace and incubation, and provide enterprise and business innovation support.

PTO

Project 6:
Somerset
Jazz
Festival

CICCIC has established a jazz club in Taunton and we hold 20 jazz gigs a year. Now we have a working group underway to develop a feasibility study for holding a Somerset Jazz Festival in the heart of Taunton Town Centre. This nationally advertised event is designed to utilise Vivary Park and hold a two day event covering all genres of jazz. There will be seating, staging and lighting and full management of the grounds and security. In short it will be a concert with additional tents for other music and entertainment activities.

Jazz festivals around the UK create on average an audience of 1000-2000 and with each person spending an average of £40 this means we can contribute £80,00-£100,000 to the local economy and excludes any spend outside the jazz festival venue.

Once a feasibility study shows that it is financially sustainable our intention is to look for funding e.g. Arts Council Festival fund. This fund not only helps pay for festival set-up and running costs but can also include paying headline acts to perform. Support from TDBC and related partners will also be sought.

If successfully the plan is to hold this annually so we can establish a festival that is nationally recognised. We are using local suppliers and will involve working with other jazz venues in Somerset.

Project 7:
Audience
Development
Research

The Universities South West have agreed 60% funding for us to undertake a research project looking into the cultural interests of people in the Taunton Deane area, to find out what they would like to see regarding a cultural programming now and for the future. The information collected will inform effective creative and cultural programming and provide a firm platform for future investment to develop the arts and cultural offer in line with interests of the community.

Benefits to the local economy:

Through the development of an 'interactive' cultural needs analysis for the local community we can identify where creative practice and production will be more effective and targeted in relation to the audience/ market wants and needs, and therefore create a blueprint for new business development for the creative sector.

How:

By aligning this piece of work with local undergraduate students we would add value to their work through action research as well as support local R & D which will have benefits across the communities and creative industry development.

Project 8:
Creative
Club
Taunton

The Creatives Club is an informal networking group that meets to provide a place where the local, but dispersed community of professional creative people come together to share interests, bounce ideas around, spark off one another, create opportunities, increase exposure, explore collaborations and build ventures. The group meets between 8 and 10 pm on the second Tuesday of every month at CICCIC, Paul Street, Taunton.

Typical activities :

- Practising artists and designers showcase their work.
- Members discuss creative collaborative projects and alliances.
- Informal networking,
- CPD workshops, talks, activities, study tours.

The Creatives Club is now in its 12 month of meetings and has produced some exciting projects including:

- Go Create— An active group of creative people who are collaborating with Taunton Arts Festival to create an exciting visual arts, performance and music programme for Taunton.
- An exhibition promoting local creative practice including design and media, performance and visual arts
- Numerous social and commercial enterprises including a visual arts programme on the Halcon Estate, mural commission for TDBC for Tangier way, film commission for an anti-rape campaign, new business start ups and networking of creative organisations across Somerset developing community initiatives to support creative activity and health and well being.

Below is an overview of the potential monies will can bring into the local community along with the amount of people we are supporting and potential visitors to Taunton. This overview shows the economic viability of all our projects and having had the WW1 and Pictorial projects already given a yes in principle it is clear that any funding from TDBC (e.g. our request for £20k) could be given in support of our work in the community.

Project Name	Funds Bought into Local Community	Estimated People Supported in Project (per annum)	Audience Estimate for Project (per annum)	Volunteer and Paid Job Creation in Project
Community Cafe	£10,000	6000	8000	2 p/t & 2 vol
Taunton WW1 Centenary Project	£10,000	200	9000	4 vol
Digital Innovation Gallery	£250,000	70	20,000	2 p/t
Pictorial History of Taunton	£37,000	2	20,000	6 vol
Enterprise Centre	TBA	12	2000	1 p/t
Somerset Jazz Festival	Est. £80,000	12	8,000	2 p/t
Audience Development Research	£6000	10	N/A	N/A
Taunton Creative Club	0	90	380	N/A
TOTAL	£143,000	6396	67,380	7 p/t & 10 vol

PTO

Supplement

We are requesting £20k funding per annum (over the following 3 years) in order to sustain our financial viability and investment in business growth. This would create a robust platform for transition from a small turnover with limited investment potential to a business which can invest in a higher volume of support/creation for social enterprises and expand the creative industries and its benefits within the community.

This business development paper shows that we will be using this funding to drive our social enterprise towards financial sustainability. With a review each year we believe we will be in a better position to identify if further funding is required i.e. the investment from TDBC is reduced proportionally to the social enterprise business turnover and positive contributions to the local economy.

We are very positive that our plans to extend our business model and to drive more sales to support our work in the community and create financial sustainability will be achieved.

To put things simply, our request for funding is to not pay for a building or assist us in ongoing costs but to assist us in developing and supporting the creative sector within Taunton Deane as well as supporting us to deliver multiple projects that benefit Taunton Deane, its community, economic development within the creative sector, arts, culture, enterprise and heritage.

Mr Ian Timms
Economic Development
Taunton Deane Borough Council
The Deane House
Belvedere Road
Taunton
Somerset
TA1 1HE

Ref: Taunton Deane Borough Council Executive Group Documents

Dear Ian

As discussed at the recent scrutiny meeting at Taunton Deane Borough Council, please find attached the following documents in support of the proposal made by the scrutiny committee to agree a service level agreement for the delivery of creative, enterprise and cultural services by the Creative Innovation Centre CIC:

- Business plan 2014/15

The cash flow forecast in the business plan (March 2015) indicates that our personal financial investment in the 'community enterprise programme' will be severely limited and therefore the benefits of this aspect of the CICCIC programme to local residents such as the promotion and support of creative practice, enterprise development and the cultural health and well-being benefits will have to be reduced.

We hope that you agree that our community enterprise and cultural programmes are providing real value to the residents of Taunton Deane and that it is important socially and economically that we continue to grow these assets and benefits for the future prosperity and well-being of our local community.

Therefore we recommend our proposal for your careful consideration.

Kind regards

Directors CICCIC



creative
innovation
centre

Business Plan

Enterprise, Community & Culture

Creative Innovation Centre
CIC, Memorial Hall, Paul
Street, Taunton, Somerset
TA1 3PF

01823 337477
Company No. 8140784

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Executive Summary

Creative Innovation Centre CIC (CICCIC) is a Somerset-based non-profit 'Community Interest Company' created to develop creative innovation solutions for **enterprise, community and culture**. Through workshops, knowledge exchange, collaboration, partnership building, arts, heritage, education and cultural events customers are able to grow businesses, organisations, communities and individuals. CICCIC customers work in small businesses, charities, social enterprises, community groups, public sector, NGO agencies, and large companies. Customers also include freelancers and individuals who seek personal development and cultural entertainment.

Now entering its third year of trading CICCIC has already built a reputation as a place for 'creative innovation' and 'quality diverse culture' and worked with multiple public and private sector organisations with many collaborations leading to development in **enterprise, community and culture**.

CICCIC benefits its customers by:

- Saving them time and money by using our products, services and knowledge.
- Significantly reducing the time it takes to develop collaborations and partnerships.
- Providing a meeting place conducive to creative idea sharing and safe to collaborate.
- Delivering a higher quality provision of enterprise, community and cultural activities.
- Uniting ideas through brokerage of local, regional and national programmes.
- Supporting economic and personal growth through education and knowledge sharing.
- Providing a range of diverse cultural and entertainment events to increase local cultural consumption.

Management structure is well seasoned and full of experience in all these area and we have the drive and ambition for economic success for CICCIC. With exceptional connections and access to knowledge CICCIC can maximise its physical space and offer even greater value to its customers with additional financial assistance.

Objectives

CICCIC objectives include the provision of a physical space housing multiple resources and organisations to allow individuals, businesses, social enterprises and public sector to start-up and develop new and existing products/services, businesses, knowledge, cultural events and personal development. We unite **enterprise, community and culture** by delivering these goals via a range of products and services for the county and region.

Products and services include community/business/public sector collaborations, workshops, symposiums, conferences, forming of new community and business groups, creative industries knowledge exchange, exhibitions, cultural events/activities and training. The first 2 years of trading* shows evidence that all these areas are in high demand and delivers a fresh and innovative approach to business and community support needed in the county.

* See App 1 – Creative Enterprise Programme

Our core focus is to support people and organisations to become more enterprising in **business, community and culture** and to provide a platform for these groups to collaborate and innovate through knowledge exchange and ideas sharing. Using design principles and partnership building skills we deliver a new era of innovation and creativity in all aspects of working and personal life; culminating to development of CICCIC as a leader and provider of business, community and cultural activities. We are recognised locally as a key focal point for development, discussion and resolution in all these areas.

Recipients and beneficiaries' have already and will continue to include businesses, social enterprises, public sector, individuals and communities, but there is a key focus on the creative industries; especially activities that lead to innovation in **enterprise, community and culture**. Objectives include the development of our physical space; to

allow us to reach a wider audience and provide further services for our customers; to expand our business beyond our location so as to include innovation and business incubation, and develop our environment so as to maximise profit of the space we have at our disposal.

Finally, to deliver and become known as the place for 'creative innovation', to date we have shown that this can be developed further with assistance of funding; securing our work, providing job security and delivering the national innovation agenda and cultural assets for Taunton Deane.

Mission Statement

Creative Innovation Centre CIC (CICCIC) is a non-profit organisation that guides and helps businesses, social and commercial enterprises, public sector, charities and community groups of all sizes towards increased profitability, productivity and value through the use of our services and activities. Our mission is to assist the creation and innovation within social and commercial enterprise, community and culture and our vision is to build CICCIC's European reputation as 'A Provider for Creative Innovation'.

We provide relevant, cost effective, up-to-date, quality workshops and knowledge exchange; assist in the growth of organisations and improve growth by bringing organisations together to collaborate and exchange ideas. Our mission is to help enterprise, community and culture to maximise opportunities by using our services and innovation centre. We exist to provide support through a network of knowledge, partnerships and resources where everyone can learn to be creative, enterprising and resourceful in enterprise, community and culture.

By providing a strong cultural provision for the region we bring diverse opportunities for local and visiting people to engage with arts, music and performance. Bringing quality of life and economic development to Taunton Deane.

Keys to Success

CICCIC has some very unique and distinguishing factors that will help this business plan succeed. These include:

1. A team of seasoned business and creative industry professionals with over 50 years of combined experience in business, creative industries, culture, public sector and education community work.
2. A business that has already tested the market and established a reputation as provider of products and services as defined in this plan.
3. A team that already has established partnerships with public, private and third sector national and regional bodies.
4. A team with an already established set of contacts, resources and knowledge.
5. A strong determination to succeed and create products that are of value to business and community productivity and profit.

Description of Business

CICCIC is a place for **enterprise, community and culture**. It provides a physical space so it can deliver a range of workshops, symposiums, events, meetings, exhibitions and performances that lead to the development of people and organisations. Described as a place for 'exchange' and 'ideas' our video on our website shows that in just 12 months we had 4000 community members who had got involved in activities, 2000 14-21 year olds found something to do, and 560 businesses have passed through our doors. See

<http://www.creativeinnovationcentre.co.uk/blog/creative-innovation-centre-cic-ciccic-story-far-v2/>

Using the CICCIC website, the customer simply selects a workshop or event and attends. To date we have provided events related to charities, manufacturing, art, design, product innovation, co-creation, youth development, music, performance, business, technology, and town centre development.

Additionally we have provided many events and activities that have raised money for other community groups and charities. During 2013-2014 we raised over £8,000 in cash and donated over 780 hours of venue use to the community which carries a contribution of £27,300 by our organisation and will continue this for years to come.

Our business will continually produce innovative themes and provide opportunities for **enterprise, community and culture** knowledge exchange. In addition to this CICCIC will allow other providers to use our space for the delivery of knowledge sharing and public sector/NGO national and local programmes.

Revenue is generated through the following:

- Creation, organisation and delivery of workshops, symposiums, exhibitions, conferences and events
- Incubation of small businesses
- Hiring out of premises for events, conferences and performances
- Delivery of contracts, projects or grant funded programmes
- Retail of food and drink
- Commission from the sale of art both online and offline
- Membership (for future club)

Customers, collaborations and partnerships so far have included and will continue to include:

- New start-ups
- Public sector
- Private business
- Social enterprises & charities
- Young people
- National and regional trade associations
- National and regional educational institutions
- National and regional funding institutions
- General consumers

Growth Strategy

Our ambition is to ensure our premises are used 12-13 hours a day 7 days a week and offers an array creative and innovative workshops, knowledge exchange events and entertainment through quality cultural events. This will ensure profit margins are met and market reputation built.

Year 1 has lead us to this achievement and we hope to grow the innovation incubation element further through the pursuit of public funding culminating to a premises converted to incubation units. Year 1 also saw us establish things for the youth to do things at CICCIC and in year 2 lead us to deliver many night time economy events through music, performance and entertainment programming, which now makes CICCIC one of the most important cultural providers within Taunton Deane.

Company Ownership/Legal Entity

Creative Innovation Centre CIC is a community interest company formed in July 2012 number 8140784. Company registered address is CICCIC, Memorial Hall, Paul Street, Taunton, Somerset, TA1 3PF
Directors: Andrew Knutt & Richard Holt (director profiles found in Appendix)

Hours of Operation

CICCIC delivers a 9am-11pm operation and primarily Monday - Saturday, but could extend to Sundays as we have done a few times in the past. Though operations and hire use the premises the directors may also work on other locations and deliver its workshops/symposiums throughout the region.

Products and Services

Over the past 12 months CICCIC has developed its programme to meet a broader range of community and business needs and now offers an expanded offer ranging from the development of collaborative environments to facilitate knowledge transfer and engagement in all aspects of the community i.e. National Skills Academy, Creative and Cultural Skills, Youth Café, Business networks, Creative Clubs, recreational and Continual Professional Development workshops alongside innovative events and exhibitions.

The centre's activities and objectives provide the following benefits to the community:

- **Education & training in arts, music, creative industries, business, self-study, business innovation and development** - Providing an access point and signpost to a broad range of vocational and business training options and support for businesses, individuals and organisations within the county of Somerset and Taunton. This contributes to the quality of life for many and assists the creation of jobs and new businesses, while exchanging knowledge with all service providers within the geographical area. This focus also assists the local & national government agenda.
- **Community & Business Development, Events & Engagement** - Providing cultural and creative events and cohesion between the various creative hubs and providers within the county. This impacts on individuals and organisations alike and aligns with the creative and cultural strategy of Somerset. This stimulates business development amongst all groups of people and organisations and act as a conduit for local and national business and cultural growth initiatives. Those wanting to learn how to start a business or wish to learn skills will have access to knowledge and resources.
- **Community & Business Resource Centre** - Creating a physical location for the community to use and access services. This acts as a signpost for the support of CICCIC creative innovation services and helps towards stimulating business growth in the community. It also supports business start-ups with digital innovation and helps closes the digital divide. Community groups can hire the centre and use it as a focal point for community development, discussion and resolution. This helps individuals and organisations accessing appropriate services for the interest of the further community development.
- **Youth Music and Arts Café Venue** - Presently there are no facilities available for 14-19 year olds to practice and develop performance skills in Taunton. The Centre provides that provision along with management in order to stimulate creative and professional practice.
- **Cultural Development** - The centre provides activities for families, children, retired people and business start-ups with the aim of extending and developing cultural participation and knowledge. Activities include working with other groups such as charities, schools, colleges, heritage and local government services i.e. Workshops and events which support the health and wellbeing strategy through the County Council.
- **Exhibitions, lectures, showcases and performance** - There are very few venues for exhibitions, live music, performance and galleries within the Taunton area. CICCIC provides this service so the community can benefit from the cultural exchange of these activities. Our venue offers the resources needed to deliver these services. Groups and individuals benefit from these activities. The centre also acts as a focus for the promotion of Somerset's creative and cultural assets.
- **CICCIC provides a gallery** – providing a showcase for visual arts, products, service or promote creative activity; exhibition events such as visual arts, fashion, illustration, design, digital and multimedia. Seminar, meeting and training rooms – a place to meet, share ideas and update skills; studio space – a place to create; a supportive and creative environment for local and regional creative individuals and organisations to enhance their business offer and develop their growth potential.

CICCIC provides a series of workshops within the centre to enhance local creative/business skills and nurture emerging talent and stimulate the local economy.

- **Design & Illustration** - developing knowledge, composition and technique.
- **Business start-ups** – Start-up skills/knowledge, building business, accessing resources and intelligence.
- **Co-creation** – Innovation techniques to help develop new ideas.
- **Web & Social Media** – Workshops to assist growth of business through internet use and knowledge.
- **Drawing** – Developing visualisation skills through Life, Still Life and 3 dimensional drawing techniques.
- **Computing** – general updating and building confidence in computer applications. Ranges from general Microsoft and Adobe applications to 3D CAD.
- **3 Dimensional visualisation** – Design and making prototypes either by hand or by CAD/CAM rapid prototyping systems.
- **Performance** – Dance, music and performance. Enhancing performing and presentation skills.
- **Marketing, Selling & Promotion** – Workshops to help creatives and businesses to capitalise and profit through marketing and selling.

CICCIC is starting to be a recognised trading post for creative enterprise and business culture in Somerset and the South West region and have helped a wide range of people start their own business and bring community groups together to create new products and services.

Future development and services

We would like to create a learning resource hub and business incubation within the centre which will facilitate micro business development, provide knowledge and skills exchange and act as meeting posts for apprentices and employers alike. This will provide an employer state of the art facility which supports the development of the sector and provides a supportive environment for apprentices to collaborate and focus on specific skills relevant to their area of development.

We also have plans to extend our reach within the community by means of creating the first town centre community café, range of community focused heritage projects, a digital innovation gallery, music festival for Taunton Deane, research and development projects, develop workshops for the disabled and disadvantaged and further our Creative Club.

As one of the main cultural providers within Taunton Deane we also intend to push our cultural programming in the coming two years to include even more diversity offering more to residents and visitors backed by the creation of a new newspaper for Taunton called 'Arts & Culture'.

Once a history of delivering workshops and training has been built up to a high capacity we intend to apply for private college status and become a nationally recognised education centre; expanding further our products and services for future growth.

Financial Management

Financial management will be the responsibility of the MD's. Start-up costs are already covered by means of investment by both directors.

Management of accounts are completed by CICCIC's existing book keeping and accounting team and are posted on companies' house annually including outcome data against the community interest company objectives as logged with the CIC regulator.

Employees

At present CICCIC employs two directors and has 5 part time volunteers. Our ambition over the next 2 years is to employ 3 x part time staff, 1 x apprentice and offer experience for more volunteers; **creating a total of 5 new jobs** for Taunton. In addition to this our business start-up programme creates more jobs via self-employment and though not under our payroll helps create jobs for the area.

Marketing & Research

With a combined experience of 50 years in the creative industries, education and business sectors both directors have a clear and close understanding of the market place. Richard who also carries 20 years in education and Andrew in business means that we understand why people will buy what we sell. We've been selling our products and services to the creative industries, local communities and business sector for over 20 years and therefore know how to utilise this market. We've spent one year partly testing the market and have achieved great traction in the local market place and this is backed up with evidence* that reflects the local profile for marketing more services.

* See App 1 – Creative Enterprise Programme

“Our creative industries are a real success story. They are worth more than £36 billion a year; they generate £70,000 every minute for the UK economy; and they employ 1.5 million people in the UK. According to industry figures, the creative industries account for around £1 in every £10 of the UK's exports. With the right support, they have the potential to bring even more benefits to our culture and economy”. Department for Culture, Media & Sport on gov.uk.

Somerset has a population of 548,000 and the county town Taunton has over 110,000. There are with very few creative industry and community venues and services or opportunities for the community to get involved in creative and small business education, experience and knowledge exchange. This is especially true for the youth and retired age groups.

Taunton also has some the poorest postcode areas in Somerset. Small micro businesses represent over 86% of all businesses in the county and many would-be-business start-ups and graduates leave the county for better prospects.

Directors of CICCIC also started Somerset Design Enterprise Network; established 10 years ago to promote the creative industries and business development in Somerset (www.somerset-design-network.co.uk). Through our experience of meeting business and community needs and delivery of support services tailored to meet these skill gaps in our communities we have now developed and offer these at the CICCIC.

In terms of Creative and Cultural Industries, the South West is the 4th largest region in England in terms of value and scale of industry. Prior to the current economic position the sector showed impressive growth of 19% demonstrating the potential and vibrancy of the sector. It is primarily comprised (83%) of micro businesses (employing 1-5 people). With changes in industry support in the South West this sector potentially becomes vulnerable due to the perceived lack of knowledge and training in key business skills.

Current Skills Needs*

The main areas of skills needs and shortage reflecting the challenges of digitization and a markedly different public sector environment are:

- **Multi-skilling:** an understanding of different technology platforms and their impact on content development and digital work flow, and new approaches to working in cross-functional creative / technical teams within and across companies.

- **Multipatform skills (relevant to some digital sectors of the Creative Industries):** the creative and technical skills to produce content for distribution across all potential platforms, and the ability to understand and exploit technological advances. Recent research confirms that creative businesses and having to invest heavily in in-house R&D and new software and hardware, which in turn means that a significant and growing proportion of their staff are focused on activities that require high levels of technology rated skills.
- **Management, leadership, business and entrepreneurial skills:** especially project management for multipatform development; the hybrid skills combining effective leadership with innovation, creativity and understanding of technology, and the analytical skills to understand audience interests and translate it into business intelligence.
- **IP and monetisation of multipatform content:** understanding of intellectual property legislation to protect from piracy, and exploiting intellectual property internationally to take full advantage of emerging markets – with particular focus on the ability to deal with the problem of illegal downloading and copyright infringement.
- **Archiving:** archiving of digital content being an area which is attracting increased attention as a challenging issue for the future.
- **Sales and marketing:** being particularly important in Commercial Radio and an emerging need in other sectors.
- **Diagonal thinking skills:** the ability to tell great stories, then know how to monetise those stories to the best effect utilising media that cross platforms and territories well.
- **Other Business Skills:** These include Human Resources competency, financial management and project management.
- **Fundraising skills:** These are particularly in demand for Performing Arts, Visual Arts and Cultural Heritage.
- **Creative skills:** These include skills such as story-writing, music composition, etc. and are often in demand for Film, Literature, Performing Arts, Music and Cultural Heritage sub sectors.
- **Appropriate “associate professional and technical roles”:** these relate specifically to specialist skills relevant to specific occupations. The sector is highly qualified, but has skills shortages and gaps in specialist roles. Much of the training that occurs, does so to re-skill individuals entering the sector, which is then very ad hoc and informal and resource heavy for small businesses

(*Sector Skills Council for Creative Media 2011 - Further research in appendixes)

Our research and experience suggests that the nature of these businesses, their owners and the challenges facing them map intimately to the skills and knowledge transfer we can offer through the CICCIC.

Marketing Methods

To promote CICCIC and services we are currently proactive in the following marketing strategies:

- Targeting business networking events in Somerset and Devon and presenting high intensity initial presentation of CICCIC and service credentials to key players.
- Attending and presenting at business networks and chamber of commerce across Somerset and Devon.
- Use website optimisation and e-commerce to create a wider participating audience.
- Maximizing reach through social media networking capability.
- PR through local news and media providers (which has already included us being in local papers and magazines for 10 weeks running).
- Leafleting local businesses and public places.
- Promoting and advertising services to targeted business sites and publications in the county.
- Social media and website promotion.

Competition

There are no competitors in the area delivering similar knowledge and business support products although there are a handful of consultants who have no physical set location. Some providers provide online courses which we may expand into at a later date.

Culturally there are just a few providers of regular cultural events meaning that many consumers leave Taunton for entertainment. The Brewhouse provides theatrical events but no participatory arts or diverse music programming. Other providers like the Castle Hotel and pubs within the Deane provide random events but have no established market share within each cultural genre.

SWOT

The following general SWOT analysis includes only areas that we feel should be noted and contended with. Each is related to operations and growth and excludes competition.

SWOT Description	Action to Be Taken
Strength – Plenty of interest from enterprise, community and cultural communities for us to provide services	Utilise business and community groups in marketing efforts and provide a better and more versatile environment to enable delivery of more workshops
Strength – Supported by Taunton Deane Borough Council and other public and private bodies	Create further collaborative partnerships to assist in application of funding and delivery of projects that benefit community groups and individuals
Strength – Well seasoned and experienced team of directors with multiple resources and connections to help business succeed	Continue building of resources and develop online resource library for customers, stakeholders and partners
Weakness – Not enough funds or time to build and execute marketing plan.	Employee apprentice and part time employees to help with business admin and run centre
Weakness – Directors have other businesses and cannot commit enough time to operations or business development	Employ centre manager, delegate and train to free up time for directors
Weakness – Building is not environmentally friendly and interior needs changes plus IT equipment needed to fulfil training purpose	Install renewable air source heat pumps, sound proof offices and purchase IT equipment
Weakness – We do not provide enough workshops or services to the disadvantaged, elderly or disabled.	Create new programmes for these audiences and look for partnerships and funding to support these groups
Opportunities – Government and local agendas outline all services we provide and support organisations that assist in economic growth	Apply for project funding and grants plus expand team to support delivery of projects
Opportunities – Local marketplace has little competition and there are many gaps we can fill	Create research project to analyse customers' needs and create further projects
Opportunities – There are plenty of projects we could deliver for public sector and other NGO's	Assign more time to applying for these projects
Threats – Building is too costly to heat with gas and too hot in the summer, traffic noise prevents windows from being opened, multiple use of venue requires a variety of heating and cooling options	Install renewable air source heat pumps that heat and cool and cheap to run
Threats – One major hirer could leave at any time putting a big hole in our cash flow and reduce monthly income	Help the hirer to obtain funding for continuation of rent and help make their activities successful so as to retain client
Threats – Cash flow is at a minimum due to investment already spent. To ensure full use of the building and offer suitable courses the organisational growth is restrictive	As there is a strong community benefit and that we are a CIC we should apply for funding to support the development of our creative enterprise programme
Threats – Being a cultural provider and leader is expensive when booking acts, bands and performers and restricts the quality or popularity of the provider we can choose. Marketing also needs to be more widespread to get bigger audiences.	Start a patrons programme to help support all 3 areas of enterprise, community and culture

Successes Measured

Data collection on those who attend our knowledge exchange events and workshops, and organisations that we assist can be easily measured due to our online booking system and data collection on the premises. Regular accounts can also be used as a measurement of success and feedback forms are used. As a CIC we also intend to publicly publish our successes and targets all which include enterprise, community and culture *.

* See App 2 / 1 – Objectives and feedback to the CIC regulator.

Recent petition to support our work and request for funding to our local council also achieved 350 signatures within 8 weeks showing the importance and success we have achieved to date. This along with 60,000 visitors online each year and over 10,000 visiting the centre each year it is clear that we can succeed further in the coming years.

In addition to the 'Creative Enterprise' and 'cultural' programme outlined in our Appendix we have also been instrumental in the development of the following organisations over the past 12 months:

- Arts Taunton (Previously the Taunton Cultural Consortium)
- Brewhouse (We facilitated the negotiations between the various interest groups to form one cohesive plan for the re-opening of the Brewhouse and assisted in the creation of its business plan)
- Go Create (An active creative's group formed through the Creatives Club at CICCIC to make the Arts visible in Taunton culminating the Taunton Live 2015 festival)
- Creatives Club Taunton Deane (One of five cluster groups in Somerset overseen by the Counties Umbrella organisation Creative Somerset)

This illustrates how the CICCIC continues to empower and create cohesion within the creative sector in Taunton.

As a key partner in the development of the Exeter Cultural Partnership and recent adoption of their creative and cultural strategy by Exeter City Council we are very well placed to create a similar document for Taunton Deane.

In light of recent budget cuts we are acutely aware that the creative sector policy for the area should be developed through collaboration between key stakeholders rather than relying on just the council to lead the way. Therefore it is our intention to continue to facilitate and link up the various strands of the creative sector (DCMS definition) locally to produce a document which is supported by key market indicators providing evidence for the support of the sectors development and investment for the future. We have recently formed partnerships with the local Colleges and Universities to undertake the following research audits in audience development and cultural asset mapping to provide the platform for an informed sector development programme.

Forecasts

Like any new business our forecasts shows very little movement in the first 12 months due to time required to develop services and reputation but overtime as we gain traction in the marketplace we can forecast continued growth year on year. Already in year 2 we see turnover double compared to year 1.

Cash flow forecasts are moderate and may fluctuate as we can only predict market demand based on first year trading and public data.

Cash Flow Forecast

Forecast for Year 2 & 3 can be found at the rear of this document and is available in MS Excel format upon request. We have omitted year 1 of our forecasts as we have submitted first year accounts to Companies House and these can be seen by viewing scanned document titled Report from Directors & Financial Statements.

Appendix

Miscellaneous Documents

Creative Clusters & Innovation Report by Nesta

http://www.nesta.org.uk/home1/assets/features/creative_clusters_and_innovation_report

Dynamic Mapping of UK Creative Industries

http://www.nesta.org.uk/areas_of_work/creative_economy/assets/features/a_dynamic_mapping_of_the_uk_creative_industries

Sector Skills Assessment for the Creative Industries of the UK

http://www.creativeskillset.org/uploads/pdf/asset_16295.pdf?4

Profile of Directors

Andrew Knutt has a wide and varied skill set including ICT, design, marketing, business development and all things Internet. From social media skills to content and ebusiness strategies Andrew develops all for public and private sector. Andrew is also proactive in the business and creative industries community and experienced in cultural programming and arts administration. He is also:

- Chairman – Somerset Innovation + Design (formally known as Somerset Design Enterprise Network)
- Board Member – South West Design Forum
- Fellow of the Royal Society of Arts
- Associate of Institute of Business Consulting
- Member of UK Design Alliance
- Member of UK Web Design Association
- Director of Creative Innovation Centre CIC
- Board member of Taunton Cultural Consortium (now Arts Taunton)
- Trained Social Enterprise Mentor (SFEDI accredited)
- Over 15 years of successful business development & consultancy
- Member for the European Interest Group on Creativity and Innovation ("EICI") for South West Design
- Owner - Somerset Business social media group (largest Somerset based business social media group)
- DTI trained Business Advisor
- Creative Somerset committee member
- Director of ADK Ltd
- Member of Somerset Arts gallery Trust
- Ex-chairman and member of charity Taunton Civic Society
- Member of Taunton Forward

Richard Holt is a BA Hons Industrial Design PGCE MCI. Fellow of Creative Enterprise through the Centre of Excellence in Teaching and Learning at Plymouth University; extensive knowledge in training programme design, delivery, management, quality assurance and accreditation.

- Product development, Training and Enterprise
- Director – Core Business Design (Professional business design training company)
- Chairman - Designed in Devon, Exeter
- Fellow of the Royal Society of Arts
- Vice Chairman - Somerset Design Enterprise Network
- Board Member – South West Design Forum
- 25 years' experience in curriculum development in Higher and Further education

- Creative Somerset – Committee member
- Trained Social Enterprise Mentor (SFEDI accredited)
- HERDA special interest group – creative industries
- SWRDA research group – creative industries
- Exeter Cultural partnership and Olympiad – committee member
- Digital Design and Interactive media group
- Member of Somerset Arts gallery Trust
- Founder member of Blackdown Youth Club
- Board member of Taunton Cultural Consortium (now Arts Taunton)
- Member of Taunton Forward

CICCIC Cash Flow Forecast - 12 Months - Aug 13' - Aug 14'

Month:	Pre-Start	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Totals
Receipts														
Cash sales		900	2,300	2,400	2,000	2,600	1,900	2,500	2,600	3,000	3,900	3,400	3,900	31,400
Collections from sponsors														0
Rent		400	400	400	400	400	400	400	400	400	400	400	400	4,800
Grants					2,000								1,000	3,000
Loans received								7,000						7,000
Other														0
Total Receipts	0	1,300	2,700	2,800	4,400	3,000	2,300	9,900	3,000	3,400	4,300	3,800	5,300	46,200
Payments														0
Assets				900	4,600			342						5,842
Loans paid back								220	220	220	220	220	220	1,320
Materials					300									300
Catering		150	150	150	150	200	600	700	1,000	600	800	600	600	5,700
Licencing														0
Delivery Charges												25		25
Advertising			300				400				900			1,600
PR								60		60		100		220
Rent				2,625			2,625			2,625			2,625	10,500
Car Park Rent							640		320			320		1,280
Water Rates			113			113			113		113	113		565
Gas & Electric		90	110	150	200	240	400	240	1,200	200	300	190	150	3,470
Subsistence														0
Printing			100				100	96		300	250			846
Postage									10					10
Phone				120			130			106			104	460
Broadband				58			58			58			58	232
Bands/Acts/Entertainment							700	500	600	800	600	600	600	4,400
Website & Software													650	650
Stationery					80									80
Accountancy								22		93				115
Professional Fees														0
Repairs & Renewels					95			60			150		80	385
Bank Charges			7	40	5	1	1	40	5	7	40	7	4	157
Cleaning			90			90		120			120			420
Rates		480	480	480	480	480	480	480	480	480	480	480	480	5,760
Misc									470			205		675
Companies House											150		13	163
Insurance						355	486		884					1,725
Total Payments	0	720	1,350	4,523	5,910	1,479	6,620	2,880	5,302	5,549	4,123	2,860	5,584	46,900
Cashflow Surplus/Deficit (-)	0	580	1,350	-1,723	-1,510	1,521	-4,320	7,020	-2,302	-2,149	177	940	-284	-700
Opening Cash Balance	-4,049	-4,049	-3,469	-2,119	-3,842	-5,352	-3,831	-8,151	-1,131	-3,433	-5,582	-5,405	-4,465	-54,878
Closing Cash Balance	-4,049	-3,469	-2,119	-3,842	-5,352	-3,831	-8,151	-1,131	-3,433	-5,582	-5,405	-4,465	-4,749	-55,578

CICCIC Cash Flow Forecast - 12 Months - Aug 14' - Aug 15'

Month:	Pre-Start	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Totals
Receipts														
Cash sales		4,000	4,000	4,000	4,000	3,000	4,000	4,000	5,000	4,500	6,000	6,500	7,000	56,000
Collections from sponsors														0
Rent		400	400	400	400	400	400	400	400	400	400	400	400	4,800
Grants					2,000	2,500		9,900	15,400					29,800
Loans received														0
Other														0
Total Receipts	0	4,400	4,400	4,400	6,400	5,900	4,400	14,300	20,800	4,900	6,400	6,900	7,400	90,600
Payments														0
Assets			500	900		150		1,200	3,000					5,750
Loans paid back		220	220	220		220	220	220	220	220	220	220	220	2,640
Materials					300									300
Catering		400	440	600	600	800	300	400	3,000	600	500	500	500	8,640
Licencing		180												180
Delivery Charges												25		25
Advertising		1,500	300				400				900			3,100
PR								60		60		100		220
Rent				3,500			3,500			3,500			3,500	14,000
Car Park Rent				320			320		320			320		1,280
Water Rates			113			113			113		113	113		565
Gas & Electric		90	110	150	200	240	400	240	1,200	200	300	190	150	3,470
Subsistence														0
Printing			270				900	900		253	250		253	2,826
Postage				10					10					20
Phone				120			130			106			104	460
Broadband				120			120			120			120	480
Bands/Acts/Entertainment		600	500	600	600	450	400	600	900	900	800	900	900	8,150
Advertising		100	100	100	100	100	100	100	2,000	100	100	100	100	3,100
Stationery					80									80
Accountancy							120	22		93		150		385
Professional Fees			350			1,500	1,500	3,000	8,000	2,000				16,350
Repairs & Renewels			80		95			60	300				80	615
Bank Charges			7	40	5	1	1	40	5	7	40	7	4	157
Cleaning			90			90		120			120			420
Rates		480	480	480	480	480	480	480	480	220	220	220	220	4,720
Misc									470			205		675
Companies House													13	13
Insurance						355	486		884					1,725
Total Payments	0	3,570	3,560	7,160	2,680	4,499	9,377	7,442	20,902	8,379	3,563	3,050	6,164	80,346
Cashflow Surplus/Deficit (-)	0	830	840	-2,760	3,720	1,401	-4,977	6,858	-102	-3,479	2,837	3,850	1,236	10,254
Opening Cash Balance	-4,749	-4,749	-3,919	-3,079	-5,839	-2,119	-718	-5,695	1,163	1,061	-2,418	419	4,269	-26,373
Closing Cash Balance	-4,749	-3,919	-3,079	-5,839	-2,119	-718	-5,695	1,163	1,061	-2,418	419	4,269	5,505	-16,119

Notes: Feb & March Grants Shown for WW1 Heritage & Café Lottery Project
 With a cash injection of £20,000 in March 2015 (not shown) we can sustain community enterprise and cultural programmes



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creative
innovation
centre

[Community Enterprise Programme]

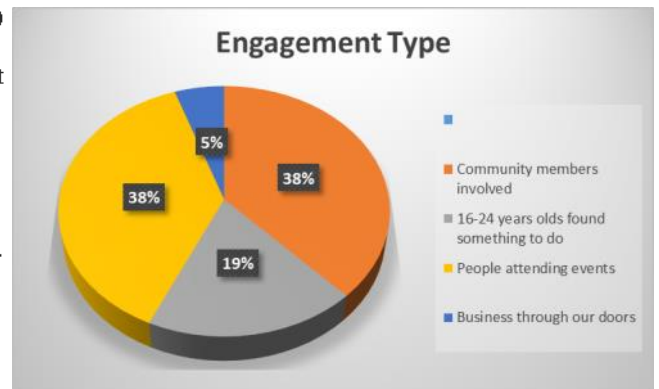


Summary of the creative programme & community engagement at Creative Innovation Centre CIC 2012/14.

Creative Innovation Centre CIC is a non-profit organisation that encourages the participation and development of businesses and the creative industries; for practitioners, groups, individuals, businesses, start-ups and the local community. Through knowledge exchange, music, art and performance our events and workshops focus on the diversity and growth of enterprise, community and culture. Confirmed beneficiaries to date include teenagers, young adults, adults of all ages, groups and societies, practitioners, and the wider community.

We are very proud of what we have achieved to date and already are highly respected by partners, local council and community. In just the first year over 4000 community members have got involved, 2000 16-24 year olds found things to do and 560 businesses passed through our doors. As well as supporting over 130 artists, 45 designers and 95 musicians, plus exhibiting over 400 paintings and sculptures in the past year; Creative Innovation Centre CIC (a non-profit Community Interest Company) with a strong mission to provide and unite enterprise, culture and community presents its 12 months on video at <http://www.creativeinnovationcentre.co.uk/blog/creative-innovation-centre-cic-ciccic-story-far-v2/>.

By championing these areas we offer local and visiting people to take part and get involved. In 18 months we have:



- 6000 community members have got involved
- 2000 16-24 yr olds have found something to do
- 720 businesses have passed through our doors
- We have supported over 130 artists
- Supported over 45 designers
- Worked and supported over 12 community orgs
- Supported over 95 musicians
- Provided business advice to 20+ start-ups
- Donated 5200 hours of labour
- Exhibited over 400 paintings/sculptures
- Provided 20 business related events
- Delivered over 135 music events/gigs
- Donated 780 venue hours for community use
- Delivered over 45 workshops
- Created 3 new community organisations
- Became a Social Enterprise Qualification centre
- Recognised by National Skills Academy for Creative & Cultural Skills & Design Council

What We Do

We've delivered many services, events and support from the enterprise, community and culture perspective.

Culture & Recreation

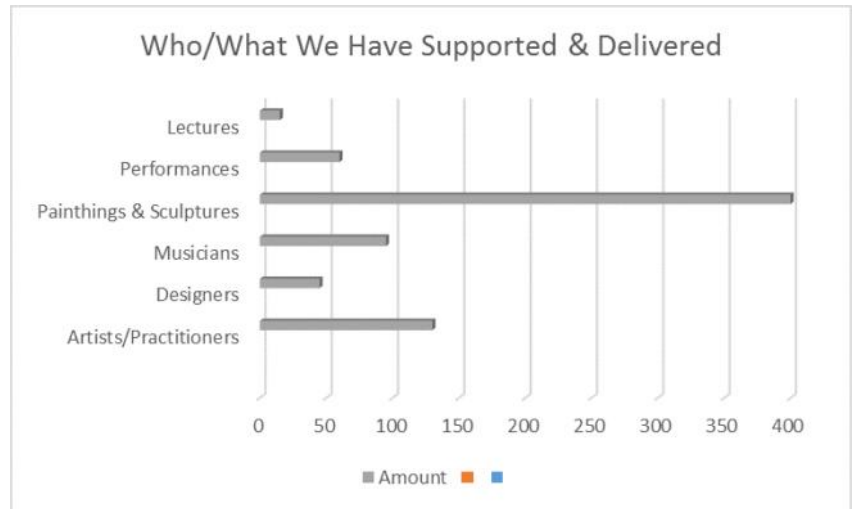
- Poetry reading and club
- Live Jazz
- Acoustic music nights
- Yoga
- Dancing
- Exhibitions
- Intimate theatre
- Creative writing for business and pleasure
- Folk music
- Galleries
- Lectures
- Creative Club
- Art classes

Business & Enterprise

- Open Innovation Programme
- Ecommerce workshops
- Start-up and business development
- Marketing workshops
- Branding & design
- Using IT
- Social media classes
- Selling online
- Innovation Symposium
- Business model canvas workshops
- Co-creation workshops
- Somerset Innovation + Design meetings
- Social enterprise support

Continued

As a community interest company and not for profit organisation we try to keep costs to our customers as low as we can so that the offer is as inclusive as possible to all aspects of the community. You will see from the summary of accounts submitted to companies' house in 2013 and our report summary on our objectives that we have been successful in achieving our targets to date: See appendices 1 and 2 at the end of this document:



1. CIC report to companies house regarding evidence of outcomes related to our objectives.

Previous Exhibitions, Performances and workshops at the Creative Innovation Centre:



Peter Lazare Paintings and Pastels Exhibition

31 July – 28 August 2014. 9.30 – 12.30 Monday to Friday and Saturdays 10.00 – 1.00. The exhibition will feature paintings and pastels of swans and people.



Contemplative Spaces Exhibition

26 June – 24 July 2014: Mon – Sat. Preview Date: Wednesday 25 June 6 – 8 pm. Pennie Elfick lives and works in the midst of the Somerset Moors.



Someone Has to Decorate the Cave... Exhibition

29th May – 18th June Monday to Saturday. Private view: Thursday 29th May 6.30-8.30pm. An exhibition of work by 'outsider' artists 'Mista Fig' and Mr Tope. This is a stunning exhibition of sculpture and paintings created by two highly talented artists living in the local area.



Sail On – Exhibition of Artist John Abraham

24 April – 22 May 2014. Following the success of his debut exhibition 'Sail Away' at CICCC in 2013, and a year which has taken him from strength to strength, John Abraham presents a new exhibition featuring a selection of his new work.



A Somerset Sketchbook Exhibition

20 March – 17 April 2014. Professional painter and printmaker, Stella Murray Whatley presents an exhibition of figurative and representational paintings, etchings, and drawings, including portraits. Plus lectures by the artist.

Continued



"A Good Idea at the Time" Exhibition

13 Feb – 13 March 2014. Monday to Friday, 9.00 – 5.00 Saturday.
An exhibition of selected work by acclaimed Somerset Artists, father and son Andy and Leo Davey.



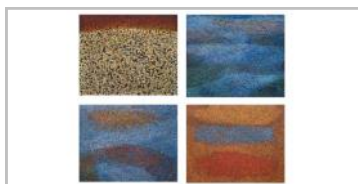
Persona – Exhibition

9 January – 6 February 2014. Monday to Saturday and by appointment.
An exciting exhibition of work featuring the diverse ways in which seven members of Somerset Contemporary Artists Network represent their fellow human beings.



Guy Portelli Exhibition

31 October – 28 November Monday to Friday and by appointment. Guy's iconic sculptures will be supported by photography by Charles Everest and paintings by Chris Myers RI RBA on the pop icon theme.



Deja Vu Exhibition

Exhibition of Paintings by Nick Gray open to the public. 14 Sept – 14 Oct, Mon. Fri. Meet the artist 11 am – 5 pm Sat: 14,21,28 Sept; 5,12 Oct. In Detail. On show from 14 September at CICCIC Gallery are large colourful abstract paintings and works on paper by Nick Gray.



The B.S. Art Society Summer Exhibition – 'DIVERSE'

8 August – 4 September, Monday to Friday, 9am – 5pm Saturday. The B.S. Art Society Summer Exhibition – 'Diverse' will feature work in a variety of styles and media created by the B.S. Art Society which operates in the Taunton area.



Take 5 - Exhibition

Take Five Exhibition

4th – 31st July 2013. The Creative Innovation Centre, Taunton, has taken five members of Somerset Contemporary Artists' Network and mixed well to serve up an exciting exhibition of contemporary work.



Odyssey – An Exciting Exhibition Sculpture by Chris Webb

30th May – 27 June 2013. We are fortunate to be given the opportunity to feature the stunning work of local sculpture Chris Webb. Most of the pieces exhibited will be shown at Hampton Court this Summer.



Sail Away Exhibition

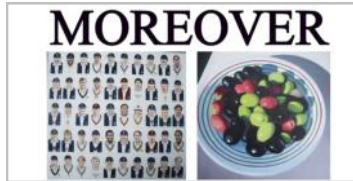
18 April – 10 May 2013. An exhibition of paintings by John Abraham, a local artist, who has returned to painting after almost 50 years.

Continued



'Colourful Life' Exhibition

March 12th-April 5th. An exhibition of colourful paintings from local artist Pat Preater.



Moreover – Exhibition

Sat 9th Feb – Sat 2nd March. MOREOVER – An exhibition of exquisite paintings and illustrations by local Artist Mike Tarr. The exhibition will comprise cricket illustrations from the 1990s and recent paintings.

Music and
Performance
for the
Community



Exclusive Tour of Remi Harris – Gypsy Jazz Guitarist

Thurs Sept 11th. Remi Harris is an exciting young guitarist and composer, he is widely regarded as one of the UK's Top Gypsy Jazz Guitarists and has toured the UK, Australia and France as well as performing at Buckingham Palace and Live on BBC Radio 2.



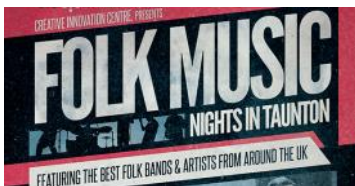
Musical Extravaganza – Friends Benefit Gig

Weds Sept 10th 7.00pm. Come along and enjoy an evening of fantastic bands, artists and songwriters with this Musical Extravaganza. A Friends benefit gig in aid of the renewal of Taunton Community Venue: The Quaker Friends' Meeting House. Hear from 6 bands & musicians.



The Ronnie Jones Quartet – Jazz at its Finest

Thursday 14th August 2014. 7.30 – 11.00pm. The Ronnie Jones Quartet is a band that you just have to see live. They might be a quartet, but the band approach their music with the subtlety of a trio; delicately arranging their own take on [...]



Folk Music Night Featuring Mitchell & Vincent and Highway Home

Oct Sat 4th. This amazing line-up of folk singers, musicians, songwriters and performers bring the whole folk music scene alive in Taunton on Saturday Oct 4th and an excellent price for hearing from well seasoned and emerging artists from a range of folk genres.



Salsation! Live Latin Jazz & Salsa Band

1st July 7.30pm. Salsation! Ignite a fusion of Latin Jazz and Salsa for dancers and listeners alike. This line up features Tim Hill on Saxophone and Tommy Dwyer on Timbales. Salsation! will be playing Mambo and cha-cha tunes and all are [...]



Acoustic Music Nights

Sat Sept 27th. This amazing line-up of acoustic songwriters, guitarists and singers bring the whole spectrum of the acoustic music to life in Taunton on Saturday 27th Sept and an excellent price for hearing from 4 up coming and well-seasoned artists from a range of genres.

Continued



The Louise Parker Quartet with Nina Simone Overtones

17th July 2014 7.30-10pm. Louise Parker has been singing professionally for 15 years, and has performed the length and breadth of Britain at jazz festivals, Glastonbury festival, theatres, and jazz clubs. She was the last person to record with Humphrey [...]



Kevin Figs Jazz Quartet – Saxes & Compositions

Thursday 26th June 2014. 7.30 – 10.30pm. Figs' Quartet plays his own distinctive compositions and has performed all over the UK for many years to enthusiastic audiences. Three CDs have been released ("Circular Motion" (Edition), "Tables and Chairs" and "Hometime" (Pig)) to widespread...



Charlie Hearnshaw Quartet – Jazz

Thursday April 17th. Charlie Hearnshaw Quartet brings classic jazz quartet line-up and sound to the CICCIC, Taunton on Thursday April 17th. In addition to alto sax and clarinet Charlie will play an instrument seldom seen on the jazz scene; the somewhat rare alto clarinet.



Night Train Jazz

Thursday 27th March. Night Train is a new locally based quartet lead by saxophonist Tim Hill and this time we have a fresh jazz funk set from the band. The band play modern jazz and grooves from bebop to Marvin Gaye and features some of Somerset's finest young players including ...



Acoustic Guitar Mashup

Sat Apr 26th. This amazing line-up of guitarists and singers bring the whole spectrum of the acoustic guitar to life in Taunton on Saturday April 26th and an excellent price for hearing from 6 artists and songwriters from a range of genres. Darren Hodge, Lee Rahn, Bob Gallie, Matt Sullivan...



1st Quarter Comedy Night

Join us for a barrel of laughs with our second of many comedy nights. The bar will be open, the humour racing wild and atmosphere a complete bundle of fun and laughter. Thursday March 6th. 5 great acts.



Moonlight Saving Time – Award Winning Jazz Quintet

Thursday 27th Feb 2014 7.30 – 10.30pm – £9.00 or £6.00 concession if booked online or £12 on the door with £8 concession. Overview Creative Innovation Centre CIC is proud to host the National award winning jazz quintet 'Moonlight Saving Time'. Winners of the 2013 Emerging ...



Pete Canter Quartet

Thur 8th May 2014. Highly accomplished jazz saxophonist and composer Pete Canter with a high octane rhythm section playing Pete's well crafted, original compositions drawn from his last two albums Lightflight [...]

Continued



Conjunto Gringo – An Evening of Cuban and Latin Infusions Jazz

Thursday 16th January 2014. Bristol based trumpeter Andy Hague has been leading his quintet for over twenty years, and it is one of the most popular bands in the area. The group has made many appearances at festivals such as Brecon, Swanage and Glastonbury, and recorded four [...]



The Doom That Came to Taunton – Husk, Striga, Carnivorrrr & Olive Haigh

18th December 2013 – 19:00 – 23:00. A night of doom, drone and experimental metal from Weston, Bristol and Taunton. Not for the faint of heart! This is a showcase and a celebration of ...



Def. Tone 17 – Exclusive One-off Concert with 17+ Piece Contemporary Big Band Jazz

Sat Aug 2nd 2014. Have you ever heard contemporary big band jazz at CICCIC? If not then you'll be amazed by this exclusive concert by newly formed Def. Tone 17.



Trio Manouche – 3 Piece Gypsy Jazz Band featuring Charlie Hearnshaw

Thursday 9th Oct 7.00- 11:00pm. £10.00 or £8.00 concession if booked online or £10 on the door with £9 concession. Overview The last time Trio Manouche played at CICCIC we had a full house and standing ovations and now we have the pleasure of having them return for this autumn...



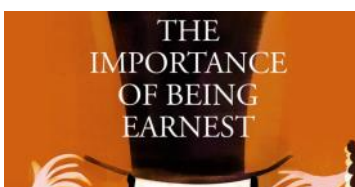
Red Flag Theatre Performance

In the offices of Red Flag, skilled professionals decide what you, the consuming public see on your computer screens. Where others question the freedom of information, Red Flag spares you the trouble, censoring any material that might offend, confuse or mislead, so you can live safe...



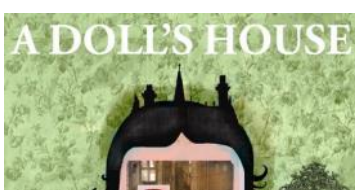
Tree Shadow Theatre Productions Tour: Last Embrace, a folk musical and How Well You Know Me, a double-bill of The Yellow Wallpaper and Overtones

22nd—23rd November. A touring company visiting Taunton with two new productions that have been shown at the Edinburgh Festival Fringe...



The Importance of Being Earnest by Oscar Wilde

26/07/2013 – 7.30pm. A delightfully witty comedy with songs – perfect for a Summer's evening. Jack wants to marry Gwendolen, but there are two obstacles: her mother who is a 'Gorgon'.... and Gwendolen's ideal 'to love someone of the [...]



A Doll's House by Henrik Ibsen

25/07/2013. A classic naturalistic drama which was incendiary on its first performance in 1879 and still packs an emotional punch today. Over three days at Christmas, Torvald and Nora Helmer's conventional marriage is shaken to the foundations [...]

Workshops and activities for the creative community:



Need Performance Experience? Want to See Live Music?

Working with local partners and colleges CICCIC will be providing performance experience to young band and artists. Plus you get the chance to come and see them perform. Why? Taunton has very few live music venues and only pubs for young 15-19 year olds to get performance experience.



New Business Development Drop-in Surgery @ 'Creatives Club' Taunton Deane

Wednesdays 12.30 – 4.30pm Oct 15th and Oct 29th. BUSINESS DEVELOPMENT: Ongoing business development surgeries and critiques identifying strengths weaknesses and building a personal development programme.



Online Development and Marketing Master Class – 'Creatives Club' Taunton Deane

Subsidised by Taunton Deane Borough Council for creative's living in the borough of Taunton Deane – if you are outside this borough you may still attend but will have to pay full price)...



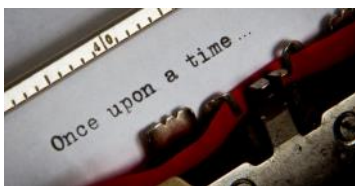
'Creatives Club' Taunton

Meets second Tuesday of the month at the CICCIC, Taunton 8 – 10 pm Creatives Club is an informal networking group that meets to provide a place where the local, but dispersed community of professional creative people can come together to share interests, bounce ideas around, spark off...



Painting and Drawing Art Workshops

Fridays 9.30 -12.30pm or 1-4pm. These classes have been designed for individuals who wish to draw, paint and cultivate their creative skills, either for leisure or to update their professional practice. Each session is delivered by an experienced art tutor who will introduce the group to...



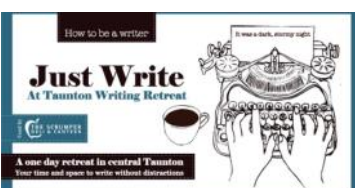
Creative Writing for Marketing and Leisure

Wednesday evenings from 5:30pm to 7:30pm – Eight Weeks from 21/05/14 to 16/07/14. Next programme of workshops starts in May. This is a series of interactive workshops to provide an introduction to the craft of writing for a variety of media (print, web, stage & screen) and applications (from copy...



Portrait Clay Head Class – 10 Week Course

10 wk course starting Thursday 1st May 1.30 -4.30pm. Price £120. If you are a complete beginner you will need to buy a start-up kit of tools which the tutor will provide this will cost £30. If you have your own tools your tutor Chris will discuss further options with you on the first session. [...]



Taunton Sunday Writing Retreat

One day, urban writing retreats for busy people who yearn to write. Imagine an entire day without any distractions. Just you and your laptop. No dogs to walk. No kids to feed. And no household chores nagging at you. Nothing to do except write. Taunton Writing Retreat helps you: Get inspired...

Continued



Fire River Poets – Poetry Reading Nights

Join the Fire River Poets at the Creative Innovation Centre (CICCIC) for poetry reading and socialising with other poets. Evenings start at 8.00 pm and finish around 10.00 pm. Break around 9.00 pm. Normally on the first Thursday of the month. Readings have open floor [...]



Summer Creative Activity Club for Young People – July 28th-Aug 30th

Do you want to do something which links to your interests, is exciting and creative this summer? Are you interested in Music, Performance, Arts and Design? If so we have just the programme for you this summer working with practising artist's, designers, musicians and performers.



Artist Roger Large in Conversation

A Somerset Art Gallery Trust Talk by Artist Roger Large Come and enjoy an interesting and informative talk by Roger Large, an abstract artist based in Somerset. Roger has held exhibitions at numerous galleries in England and in Europe including The Royal Academy and The Bruton Street Gallery...



'Imperfect Practice' - A Talk

Sara Dudman, artist, curator and educator talks about her practice, her painting and recent collaborations. 7.30pm Thursday 21st November. Sara will give an illustrated talk about her practice as an artist, with an open forum for questions and debate about contemporary painting and drawing.



How to Sell Art & Creative Works Online

Every artist, musician or creative needs to make money and though exhibitions and the odd commission are one way to sell your work the internet is still the most useful and money making resource available to any artist but there is one problem...many do not use this effectively or understand how



Express Creativity With Acrylic Paint-It's a Whole World of Possibilities!

Tuesday October 7th 9.30am – 12.30. Workshop overview : A great opportunity to experiment with Acrylic paint and mixed- media. Acquire lots of different techniques and discover fun, quick easy ways to paint and create interesting artwork. See painting demo's Acrylic paint, ink, markers, sprays...



Recreational Art Classes – Life Drawing

These classes have been designed for people who like to paint, draw or create, either for leisure, update their professional creative skills or want to learn new techniques. Each class is delivered by an experienced art tutor who can either support you with the basics or develop your skills at...



'Drawing Together' The Big Draw

A drawing exhibition and drawing workshops in Taunton High Street.The 'Drawing together' event will start with an open drawing exhibition staged at the Creative Innovation Centre on 17th Oct. There will be family friendly 'drawing together' workshops and activities throughout...

Physical Health
& Well Being



Yoga Classes at CICCIC

10 week course 6.15- 7.45 pm This course will cater for both beginners and experienced yoga practitioners. Yoga is non-competitive and beneficial for flexibility and general wellbeing. In Detail We will include postures, yoga breathing and relaxation. All ages and ...



Biodanza – The Amazing International Dance-based System!

The next series of classes is held on Wednesdays: 16, 23, 30 July and 6, 13 and 20 August, 8 pm to 9.30pm (door opens at 7.45 pm). These classes are on-going and payable in blocks.. Cost per person £40 per block of 6 classes Max No: 30. Closing date for enrolment is 14th July 2014 [...]



Shibashi Taichi For Beginners

Monday evenings 10 February to 31 March 2014 7-8.30pm. Cost per person £60 for the Course of Eight Lessons. Max No:15 Introduction Shibashi is a modern style of taichi using exercises drawn from various Chinese traditions, designed to improve flexibility, release physical tension and...

Appendices 1

CIC report to companies house regarding evidence of outcomes related to our objectives:

Creative Innovation Centre , Community Interest Company

Context:

The community of Somerset and Taunton is wide and varied with a strong large rural community. The county has a population of 523,500 and the county town Taunton has over 63000. There are with very few creative industry and community venues and services or opportunities for the community to get involved in creative and small business education, experience and knowledge exchange. This is especially true for the youth and retired age groups.

Taunton also has some the poorest postcode areas in Somerset. Small micro businesses represent over 86% of all businesses in the county and many would-be-business start-ups and graduates leave the county for better prospects.

Our venue, services and delivery will benefit the Taunton community with a wider reach to all people who live in the county. Groups that will benefit directly from our delivery of education, skills, performance, cultural exchange and experience the community who benefit include:

- Children 2-12, Teenagers 16-19
- Families, Retired and older people
- Local community groups
- Small businesses & Business start-ups
- Musicians & Artists
- Cultural partners, County and district councils

Continued overleaf.

Activities	How the activity benefits the community—Objectives:	Evidence
<p>Education & Training in arts, music, creative industries, business, self-study, business innovation and development.</p>	<p>Allowing access to a broader range of vocational and business training options and support for businesses, individuals and organisations within the county of Somerset and Taunton. This will contribute to the quality of life for many and assist the creation of jobs and new businesses, while exchanging knowledge with all service providers within the geographical area. This focus also assists the local & national government agenda.</p>	<p>The centre has provided the following educational and training programmes:</p> <p>Arts: Drawing, Life drawing, Dance and peer to peer critical analysis weekly workshops</p> <p>Music: Fortnightly music workshops and performance for 14-19 yr olds.</p> <p>Business and creative industries: Monthly workshops on co-creation, barriers to innovation, optimising social media, high performance networking and re-defining the business model canvas.</p>
<p>Community & Business Development, Events & Engagement</p>	<p>Providing cultural and creative support events and cohesion between the various creative hubs within the county. This will impact individuals and organisations alike. This aligns with the creative and cultural strategy of Somerset.</p> <p>This will stimulate business development amongst all groups of people and organisations and act as a conduit for local and national business growth initiatives. Those wanting to learn how to start a business or wish to learn skills will have access to knowledge and resources.</p>	<p>The centre has provided the following business development events and engagement:</p> <p>5 x Pecha Kucha Innovation nights promoting knowledge exchange and professional updating for business on the following subjects: Retail design, Innovation in business, 3D design and business applications, the innovation process and case studies in business development.</p> <p>5 x Business events and conferences on understanding business rates, visioning for the future, food and drink network development, business improvement development and learning through best practice.</p> <p>Monthly creative hub meetings. Weekly Yoga classes.</p> <p>Youth café every weekend promoting creative practice for young people.</p>

Continued overleaf.

Activities	How the activity benefits the community—Objectives:	Evidence
Community & Business Resource Centre	<p>A physical location for the community to use and access services. This will act as a sign post for the support of creative innovation services in stimulating business growth. This will also assist business start-ups and help close the digital divide. Community groups can hire the centre and use the centre as a focal point for community development, discussion and resolution. This will assist individuals and organisations by accessing services in the interest of community development we provide.</p>	<p>The centre has supported and facilitated the following strategic community projects:</p> <ul style="list-style-type: none"> Strategic planning and business plan and bid development for the opening of the theatre in Taunton. Development of the creative and cultural apprenticeship scheme for the County of Somerset. CIC-CIC is now a part of the National Skills academy for CCSS. Public to private sector social enterprise development: Development and implementation of transitional business strategy for improved public services specifically in educational support for special needs. Assisted 6 business start-ups with on-going business support Hosting 'Paul Street' business improvement scheme. Produced digital divide project and strategy for TDBC housing. Supporting architectural development services and building programme/ Food and drink. Promoted communication strategy for LEP to help develop the community mandate. Established a weekly drop in surgeries for business.
Youth Music Venue	<p>Presently there are no facilities available for 16-19 year olds to practice and develop performance skills in Taunton. This facility provides that provision along with management in order to stimulate creative and professional practice.</p>	<p>Over the past 12 months the centre has hosted a weekly 'Youth Café' and supports advertising, programme development and advises on its strategic board.</p>

Continued overleaf.

Activities	How the activity benefits the community—Objectives:	Evidence
Cultural Development	Using the centre for activities that will benefit families, children, retired people and business start-ups with the aim of extending and developing cultural participation and knowledge. Such activities include working with other groups such as charities, schools, colleges and local government services.	A full cultural and inclusive programme has been developed providing access to a wide range of personal development opportunities for the community. Please see following link to our website for a list of our cultural events: http://www.creativeinnovationcentre.co.uk/
Exhibitions, lectures, showcases and performance	There are very few venues for exhibitions, live music and galleries within the Taunton area. The centre will provide this service so the community can benefit from this cultural exchange. The venue and centre provides the resource needed to deliver these services. Groups and individuals will benefit from these activities. The centre will also act as a focus for the promotion of Somerset's creative and cultural assets.	The centre has developed a monthly programme of exhibitions, live music, talks and workshops engaging all age ranges and aspects of the community. Examples of National campaigns for family engagement have been the Big Draw, Big Music Gig, Somerset Arts week and Family Arts Festival. To see other examples of activities which the centre provides please click on the following link: http://www.creativeinnovationcentre.co.uk/category/recreational-classes/ .

Creative Innovation Centre C.I.C.

Contents of the Financial Statements
for the Period 12 July 2012 to 31 July 2013

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Creative Innovation Centre C.I.C.
Company Information
for the Period 12 July 2012 to 31 July 2013

DIRECTORS: R A Holt
A D Knutt

REGISTERED OFFICE: 20 East Reach
Taunton
Somerset
TA1 3EP

REGISTERED NUMBER: 08140784 (England and Wales)

ACCOUNTANT: JP Rata Ltd
12 The Crescent
Taunton
Somerset
TA1 4EB

Creative Innovation Centre C.I.C.

Report of the Directors
for the Period 12 July 2012 to 31 July 2013

The directors present their report with the financial statements of the company for the period 12 July 2012 to 31 July 2013.

COMMENCEMENT OF TRADING

The company was incorporated on 12 July 2012 and commenced trading on 20 August 2012.

PRINCIPAL ACTIVITY

The principal activity of the company in the period under review was that of promotion of the creative sector in the local community.

DIRECTORS

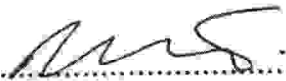
The directors who have held office during the period from 12 July 2012 to the date of this report are as follows:

R A Holt - appointed 12 July 2012
A D Knutt - appointed 12 July 2012

Both the directors who are eligible offer themselves for election at the forthcoming first Annual General Meeting.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

ON BEHALF OF THE BOARD:


.....
Director R. Holt

Date:11.04.14.....

Creative Innovation Centre C.I.C.

**Statement of Directors' Responsibilities
for the Period 12 July 2012 to 31 July 2013**

The directors are responsible for preparing the Report of the Directors and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Chartered Accountant's Report to the Board of Directors
on the Unaudited Financial Statements of
Creative Innovation Centre C.I.C.

In order to assist you to fulfil your duties under the Companies Act 2006, I have prepared for your approval the financial statements of Creative Innovation Centre C.I.C. for the period ended 31 July 2013 which comprise the Income and Expenditure Account, the Balance Sheet and the related notes from the company's accounting records and from information and explanations you have given me.

As a practising member of the Institute of Chartered Accountants in England and Wales (ICAEW), I am subject to its ethical and other professional requirements which are detailed at icaew.com/membershandbook.

This report is made solely to the Board of Directors of Creative Innovation Centre C.I.C., as a body, in accordance with my terms of engagement. My work has been undertaken solely to prepare for your approval the financial statements of Creative Innovation Centre C.I.C. and state those matters that I have agreed to state to the Board of Directors of Creative Innovation Centre C.I.C., as a body, in this report in accordance with AAF 2/10 as detailed at icaew.com/compilation. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the company and its Board of Directors, as a body, for my work or for this report.

It is your duty to ensure that Creative Innovation Centre C.I.C. has kept adequate accounting records and to prepare statutory financial statements that give a true and fair view of the assets, liabilities, financial position and loss of Creative Innovation Centre C.I.C.. You consider that Creative Innovation Centre C.I.C. is exempt from the statutory audit requirement for the period.

I have not been instructed to carry out an audit or a review of the financial statements of Creative Innovation Centre C.I.C.. For this reason, I have not verified the accuracy or completeness of the accounting records or information and explanations you have given to me and I do not, therefore, express any opinion on the statutory financial statements.

JP RATA LTD

JP Rata Ltd
12 The Crescent
Taunton
Somerset
TA1 4EB

Date: 11 April 2014

Creative Innovation Centre C.I.C.
Income and Expenditure Account
for the Period 12 July 2012 to 31 July 2013

	Notes	£
TURNOVER		18,785
Cost of sales		<u>881</u>
GROSS SURPLUS		17,904
Administrative expenses		<u>25,187</u>
		(7,283)
Other operating income		<u>918</u>
OPERATING DEFICIT and DEFICIT ON ORDINARY ACTIVITIES BEFORE TAXATION	2	(6,365)
Tax on deficit on ordinary activities	3	<u>-</u>
DEFICIT FOR THE FINANCIAL PERIOD		<u><u>(6,365)</u></u>

The notes form part of these financial statements

Creative Innovation Centre C.I.C. (Registered number: 08140784)

Balance Sheet
31 July 2013

	Notes	£	£
FIXED ASSETS			
Tangible assets	4		3,838
CURRENT ASSETS			
Prepayments and accrued income		1,750	
Cash at bank		157	
		<u>1,907</u>	
CREDITORS			
Amounts falling due within one year	5	1,000	
		<u>1,000</u>	
NET CURRENT ASSETS			<u>907</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			<u><u>4,745</u></u>
CREDITORS			
Amounts falling due after more than one year	6		11,110
RESERVES			
Income and expenditure account	8	(6,365)	
		<u>(6,365)</u>	
			<u><u>4,745</u></u>

The notes form part of these financial statements

Balance Sheet - continued
31 July 2013

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the period ended 31 July 2013.

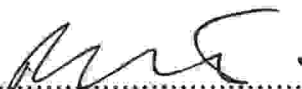
The members have not required the company to obtain an audit of its financial statements for the period ended 31 July 2013 in accordance with Section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for:

- (a) ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The financial statements were approved by the Board of Directors on11.04.14.....
and were signed on its behalf by:


.....
Director R. Holt,

Creative Innovation Centre C.I.C.

**Notes to the Financial Statements
for the Period 12 July 2012 to 31 July 2013**

1. ACCOUNTING POLICIES

Accounting convention

The financial statements have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

Turnover

Turnover represents net invoiced sales of goods, excluding value added tax.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Plant and machinery etc - 20% on reducing balance

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the income and expenditure account on a straight line basis over the period of the lease.

2. OPERATING DEFICIT

The operating deficit is stated after charging:

	£
Depreciation - owned assets	959
	<u> </u>
Directors' remuneration and other benefits etc	-
	<u> </u>

3. TAXATION

Analysis of the tax charge

No liability to UK corporation tax arose on ordinary activities for the period.

4. TANGIBLE FIXED ASSETS

	Fixtures and fittings £
COST	
Additions	4,797
	<u> </u>
At 31 July 2013	4,797
	<u> </u>
DEPRECIATION	
Charge for period	959
	<u> </u>
At 31 July 2013	959
	<u> </u>
NET BOOK VALUE	
At 31 July 2013	3,838
	<u> </u>

Creative Innovation Centre C.I.C.

Notes to the Financial Statements - continued
for the Period 12 July 2012 to 31 July 2013

5.	CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	£
	Other creditors	<u>1,000</u>
6.	CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR	£
	Other creditors	<u>11,110</u>
7.	OPERATING LEASE COMMITMENTS	
	The following operating lease payments are committed to be paid within one year:	
	Expiring:	£
	Between one and five years	<u>10,500</u>
8.	RESERVES	Income and expenditure account
		£
	Deficit for the period	<u>(6,365)</u>
	At 31 July 2013	<u>(6,365)</u>
9.	RELATED PARTY DISCLOSURES	
	R A Holt	
	Mr Holt is a director of the company.	
	During the year, Mr Holt loaned £4,811 to the business and was repaid £7.	
	Amount due from related party at the balance sheet date	<u>£</u> <u>4,804</u>
	A D Knutt	
	Mr Knutt is a director of the company.	
	During the year, Mr Knutt loaned £6,306 to the business.	
	Amount due from related party at the balance sheet date	<u>£</u> <u>6,306</u>

Creative Innovation Centre C.I.C.

Notes to the Financial Statements - continued
for the Period 12 July 2012 to 31 July 2013

10. LIMITED BY GUARANTEE

The company is registered as a Community Interest Company limited by guarantee. Each of the members has undertaken to contribute £1 to the assets of the company in the event of it being wound up.

11. GOING CONCERN

Having assessed the company's financial position, forecasted profits and the timings of cash flows for the coming year, the company's directors have a reasonable expectation that the company will be able to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

Creative Innovation Centre C.I.C.

Detailed Income and Expenditure Account
for the Period 12 July 2012 to 31 July 2013

	£	£
Turnover		
Venue hire & refreshments	16,447	
Artwork & commission	1,410	
Ticket sales	329	
Publicity, design & admin	599	
	<hr/>	18,785
Cost of sales		
Catering costs		881
		<hr/>
GROSS SURPLUS		17,904
Other income		
Other income		918
		<hr/>
		18,822
Expenditure		
Rent	7,405	
Rates and water	225	
Light and heat	2,792	
Telephone	458	
Post and stationery	585	
Advertising	829	
Travel & subsistence	66	
Licences and insurance	2,126	
Repairs and renewals	1,346	
Cleaning	370	
Computer expenses	3,913	
Sundry expenses	206	
Accountancy	1,116	
Professional fees	2,737	
Depreciation of tangible fixed assets	959	
	<hr/>	25,133
		(6,311)
Finance costs		
Bank charges		54
		<hr/>
NET DEFICIT		(6,365)
		<hr/> <hr/>

This page does not form part of the statutory financial statements