

THE HARLINGTON

Business Planning Report

August 2025

DRAFT

Confidentiality

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Basis of Information

It is not possible to guarantee the fulfilment of any estimates or forecasts contained within this report, although they have been conscientiously prepared on the basis of my research and information made available to me at the time of this work.

Neither Stuart Shanks, nor any contributing authors, will be held liable to any party for any direct or indirect losses, financial or otherwise, associated with any contents of this report. We have relied in a number of areas on information provided by the client (and other organisations) and have not undertaken additional independent verification of this data in all cases.

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1. Introduction

- 1.1 Stuart Shanks (trading as Ovation Consulting) was commissioned by Fleet Town Council ('FTC') in May 2025 to provide advisory support and business planning in exploring the ability of a range of refurbishment options the Council is considering, to fulfil two key Council objectives.
- 1.2 This process involves an assessment of the market that The Harlington operates within, along with an appraisal of its current performance. However, the main focus of this work will be centred around the question of which refurbishment option best enables The Council to achieve its cultural output and community service goals whilst delivering a reduction of the level of financial support The Harlington requires.
- 1.3 To support this study, we have explored local opportunities and challenges and the wider industry and relevant trends, consulted with the current management and assessed recent performance data.
- 1.4 We then worked with the project architects, BFF, to understand each refurbishment option and assessed the potential outcomes of each in line with the over-arching Council objectives for the project.

Overview of the Process

- 1.5 Ovation Consulting has completed the necessary research and consultation for this study, to provide the Council with the required information to identify a "Preferred Way Forward" for the venue.
- 1.6 The process has included strategic analysis and benchmarking exercise to understand the current offer (and its financial performance), investigate the refurbishment options and how each option impacts on the Harlington's potential performance and advise on the solution that best meets the Council's objectives for the town and for the future of its primary cultural and community asset.
- 1.7 The work included analysis of industry data at the national level, together with a review of The Harlington's programme and financial performance, to understand current and historic performance and how this compares with wider industry/ sector performance.
- 1.8 We also consulted with key stakeholders/ consultees including the Council's Executive Officer, the Chair of the Town Council and Harlington Working Group, and The Harlington's Theatre Manager. Additionally, a number of promoters who could potentially use the improved venue have been contacted to understand their thoughts of The Harlington and the territory in and around the town of Fleet.

Summary of report structure

1.9 This report is structured as follows:

- Section 2 – presents background and context to The Harlington refurbishment plans and this report’s position within the Council’s project.
- Section 3 – details the market assessment to investigating the current positioning of The Harlington in the entertainment market, including: overview of market trends in both live theatre, catchment assessment, competition analysis and presentation of relevant discussion points of best industry practice.
- Section 4 – reviews The Harlington’s current operating performance, benchmarked against an industry database of comparable venues and industry reports.
- Section 5 – outlines the refurbishment options available to the Council, including a hybrid option. The merits of each option are then discussed, with the outcomes of business plans that has been prepared for each design.
- Section 6 – summarises the business plan for Options 1, 2 and 1+. Discusses the assumptions that have been used and touches on operational practices that will need to be considered to deliver these financial outcomes.
- Section 7 - presents the work’s key findings, outlining the recommended considerations for the redevelopment options and provides a summary and conclusion of this study.

2. The Harlington: Background and Context

- 2.1 The Harlington is a multi-purpose community arts and entertainment centre based in the town centre of Fleet, North Hampshire. It is a key community asset and operates a range of live entertainment events along with a programme of community activities including arts and performance, exercise and well-being sessions and is home to the Town Council offices.
- 2.2 The venue has been operated directly by the Council since 2010 and has been working to improve the cultural and community offer to the residents of Fleet since this time. Following a public consultation exercise in 2014, an extensive scheme for a new venue was developed, however it did not receive planning permission.
- 2.3 In 2024, FTC secured a 99-year lease on The Harlington, which enabled it to revisit the improvements to The Harlington. A budget of £11m was allocated to the scheme, and Burrell Foley Fischer (BFF) was appointed to develop a major refurbishment programme, which has resulted in three design options being put forward.
- 2.4 The initial trigger for the Council to revitalise this project is to ensure that The Harlington remains open, and it is generally accepted that if significant change does not occur at The Harlington, the future of the centre would be challenging.
- 2.5 The ambition is for the community arts centre to build on recent operational improvements and continue to grow into a genuine cultural and community hub for Fleet and the surrounding areas, with a vibrant, busy and diverse programme of events incorporating live performance, community activities and workshops, and well-being which maximises the engagement for residents of all ages and backgrounds.
- 2.6 There are two key objectives agreed with the Council for the purpose of this study. These are, in order of priority:
- Maximise the throughput of The Harlington. This objective relates to audience numbers, and, importantly, the number of local residents that engage with the annual programme of community events
 - To mitigate the financial support that The Harlington requires from the Town Council.
- 2.7 The contents of this report and business plans illustrates what would be possible for each of the development options. It will require the continuing support of FTC and its Councillors and major pro-active efforts from the team at The Harlington to achieve the project's objectives and the levels of improvements considered possible within.

The Existing Harlington

- 2.8 The Harlington is a community arts centre in the town centre. It's good position facing onto Gurkha Square is somewhat let down by an unimpressive external appearance towards Fleet Road. The building is operated directly by FTC which has a leasehold interest in the majority of the property.
- 2.9 There is a segment at the front of the building next to the main entrance which is sub-let from Hart Borough Council via an arrangement that includes a one-year break clause. It is understood that FTC is seeking a change in this contract, so it would dovetail with the main lease.
- 2.10 The Harlington is primarily a community arts centre, with a programme of live entertainment and community use is mainly presented in the main auditorium on the ground floor, these are supported by additional spaces on the first floor, including a dance/rehearsal studio and two modest meeting rooms.
- 2.11 One of the key challenges is the modest capacity of the main space, which is able to accommodate a standing audience of up to 500 people, with seated audiences of between c.200 and c.300 dependent upon configuration.
- 2.12 When compared with the wider industry, the level of attendance as a percentage of total capacity is healthy, which is a credit to the Harlington's team. Given that this is not a "theatre", the number of commercial live performances programmed each year is comparatively low with the community activities at a reasonable level.
- 2.13 There has been discussion for some years centred on a new arts venue being built and/or the current building being improved. This has slowed the number of improvements and maintenance works to the existing structure, which has led to a "tired" feeling internally, and some sub-optimal plant and machinery.
- 2.14 This is known by FTC, which, having secured its tenure, has embarked on this project to improve The Harlington and secure the future of Fleet's arts and community centre.

3. Market Assessment

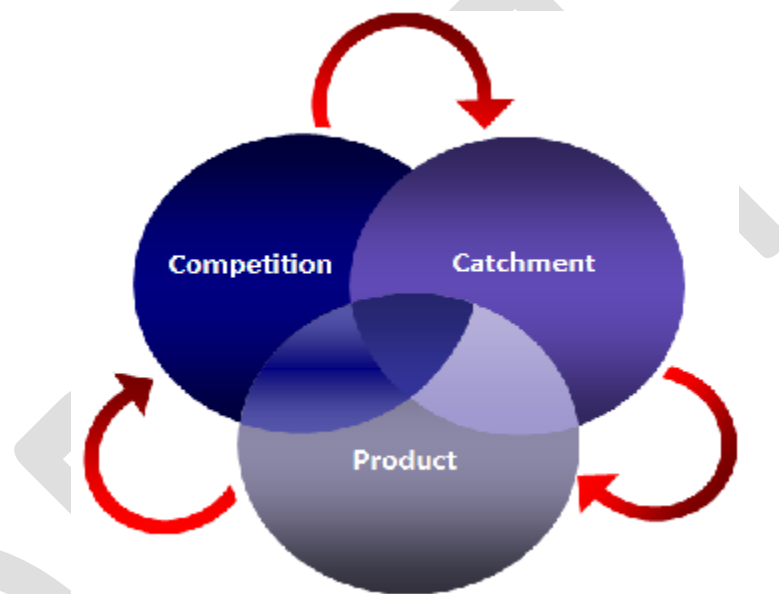
Introduction

- 3.1 This section presents a review of the theatre markets relative to The Harlington, covering overall trends, catchment and competition dynamics, as well as outlining the status of the venue ecology in comparable towns/ cities to Fleet.

Entertainment Market

- 3.2 For any potential new entertainment space, it is important to consider the market demand for or likely response to its development. The key interrelated factors that impact upon the demand for a venue are illustrated in Figure 4.1 below.

Figure 3.1 Determinants of demand



- 3.3 Demand for any performance facilities in Fleet, or elsewhere is determined through the interaction of three key considerations as illustrated above: namely:

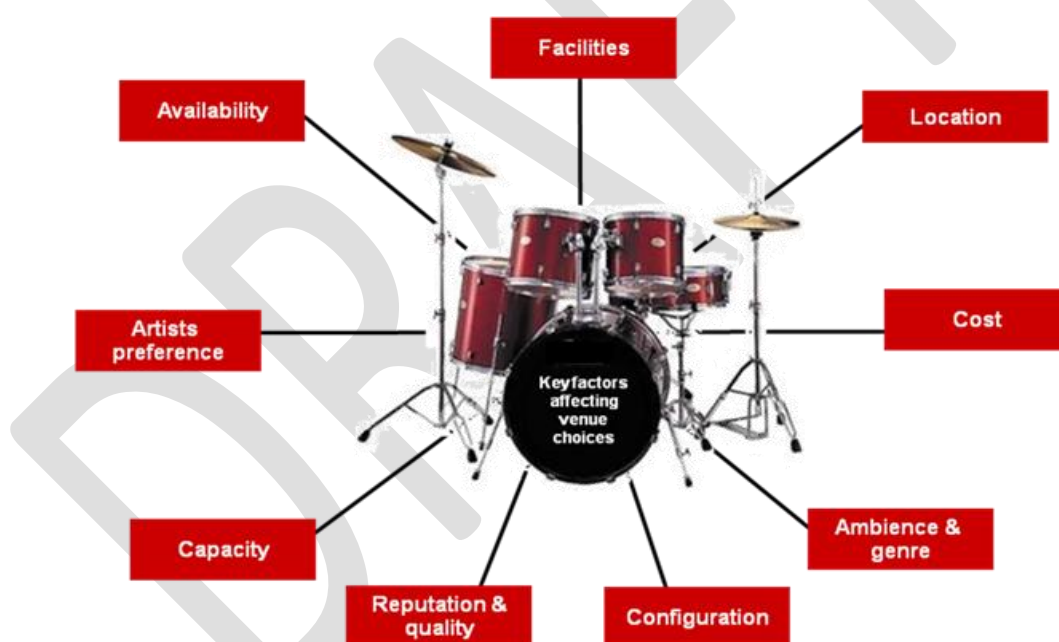
3.3.1.1 Product: a venue requires 'product', i.e., events to fill its annual calendar, this could include theatre performances, including live music, stand-up comedy, family shows, community uses and classes, local council and other public events, etc - as a general rule, the more product a venue can secure, the more commercially successful it will be (subject to the quality and commercial appeal of the events).

3.3.1.2 Catchment: a venue requires a strong population catchment in order to maximise ticket sales and attendances. This is both in terms of the number of people that can access the venue within an acceptable travel time and the strong propensity for people to engage with or consume cultural/ entertainment content.

3.3.1.3 Competition: competition for a venue applies to both the catchment and to the product.

- example of product competition: there are a finite number of touring acts touring in one year, performing at certain number of venues in a geographical area (which could be UK-wide or Europe-wide, for example when considering larger venues). The venues the acts choose to play is heavily dependent on the promoter view of the potential to maximise ticket sales. Factors affecting the promoter's choice of venue are illustrated in Figure 3.2.
- example catchment competition: The Harlington currently competes with other venues for audiences. This competition could include other theatre/ performance venues that people within the Fleet catchment could visit, for example Theatre Royal Winchester, Princes Hall Aldershot and Andover's planned new theatre. It also competes with other leisure activities including other types of entertainment events such as festivals and/or live music, professional sporting events etc.

Figure 3.2 Factors affecting promoter choices



Theatre Market Trends

- 3.4 UK Theatre collects sales data from over 200 auditoria across the UK. This data is then collated and analysed giving insight into theatre trends around the UK. The UK Theatre Sales Data 2023 (*latest year available*) illustrates the fact that, at the macro level, theatre performances are continuing to grow in popularity and success since the pandemic.
- 3.5 Overall, the audience numbers reported in 2023 by UK Theatre members increased by 4% compared to 2019, despite the number of performances dropping by c.8%, as auditoria achieved a higher percentage of capacity.

- 3.6 In the 2025 study published by UK Theatre and SOLT, *The State of British Theatre*, a largely positive outlook was discovered. In 2023/24, some 61% of venues recorded a surplus, with only 27% ending the year in deficit. However, expectations of theatre operators for the following 3 years are less optimistic, with 53% (2024/25), 48% (2025/26) and 57% (2026/27) of venues predicting operational surpluses.
- 3.7 It does appear however, that 63% of operators expect their business turnover to improve by 2026/27, with the costs of theatre operation being the key issue that negatively impacts a venue's final financial outcome.
- 3.8 As a c.350 capacity "receiving theatre", The Harlington sits within UK Theatre's "Auditoria of principally presenting theatres with a capacity between 200 and 500" classification (Category F). Presented below at Table 3.1 are some of the key national performance benchmarks associated with this venue category, for comparative purposes.

Table 3.1 UK Theatre Sales data – "Small" theatres (2023)

Year	Average performances per theatre	Average tickets sold	Average BO Income (total)	% capacity achieved	% cash value achieved	Ave. ticket price asked	Ave. ticket price achieved
Full 5-year average to 2019	134	23,796	£324,561	51%	51%	£13.52	£13.63
2023	310	38,898	£897,766	60%	n/a	n/a	£23.08

Source: Analysis of UK Theatre Sales data headlines 2023 (Auditoria of principally presenting theatres with a capacity between 200 and 500)

- 3.9 We can see that the level of business has changed dramatically since those seen before the pandemic. The number of performances typically programmed has more than doubled at the same time as the average ticket price achieved growing by c.69%. Interestingly, the average attendance has grown over the period, despite there being more choice and a higher costs, which is encouraging for theatre operators as they look at future revenue potential.
- 3.10 Venues in The Harlington's classification nationally achieved less than 60% utilisation across the year and achieved the lowest percentage of cash value for each ticket sold (indicating a need to resort to discounting). The Harlington's utilisation, at c.70% throughout 2023/24 and 2024/25, significantly exceeds the national average, indicating that the programme/ events are carefully selected and that the Fleet and its surrounds is a strong catchment.
- 3.11 The data suggests that while the overall UK Theatre market was in relatively good health, there remains specific and significant challenges for smaller venues.
- 3.12 The Society of London Theatre (SOLT), which focuses on London's West End, highlights that the industry is now in the slow process of recovery, with theatres across the UK back open at healthy capacities. Whilst this may not relate directly to The Harlington, it is additional information relating to the recovery of the industry across the UK.

- 3.13 The current cost of living crisis is also having an inevitable impact, with increasing energy costs threatening Covid recovery. Theatre is one of the few sectors which has tended to buck downward economic trends, notably in the wake of the financial crisis of 2008-9. However, with consumer confidence currently at low levels (Deloitte Consumer Confidence Index falling to -10.4% in Q2 2025 and the GfK Consumer Confidence Index at -19 in July 2025) and an expectation of increasing costs to operate a venue and put on shows, potentially resulting in increased ticket prices for visitors, the industry is wary of this combination having a negative impact on attendance frequency and thus increasing efforts to maintain audience levels is becoming common.
- 3.14 The outlook in the short and medium term for theatres is uncertain, however, there is pent up demand and ticket sales indicate recovery back to pre-pandemic levels. It is thought by operators in the UK that, in the medium-term, theatre is likely to be in a strong position to capitalise on improving confidence and increased social need for social and communal activities.
- 3.15 This section focuses on trends in the theatre industry only. The Harlington I primarily a community arts centre, which has live performance as one of its activities, hence these trends being relevant. What this does highlight is the importance of the community programme, be that cultural or well-being activities or the planned growth in the events business.

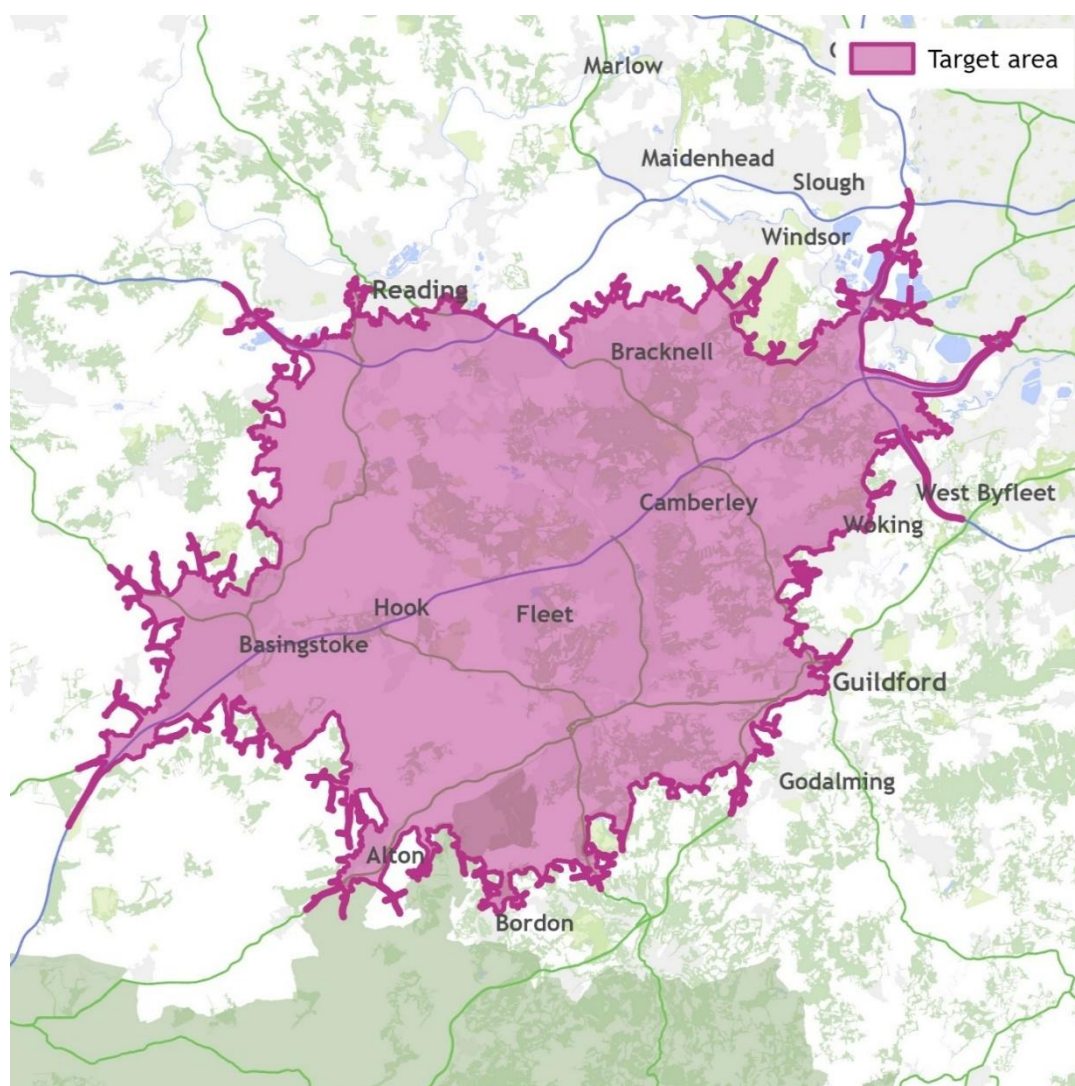
Catchment

- 3.16 Based on our experiences nationally, we would typically expect a sub-500 capacity theatre to draw the vast majority of its visitors from within a 30-minute drivetime. This also tallies with the specific experiences of The Harlington (i.e. the current/ historic ticket market).
- 3.17 On this basis, we have analysed the catchment demographics for a 30-minute drivetime from The Harlington.
- 3.18 Overleaf, Table 3.2 sets out the population within a 30-minute drivetime, and the catchment reach is shown in Figure 3.3.

Table 3.2 Summary Fleet drivetime catchment populations

	30-minute drivetime catchment
Total Population	979,209
Adult (15+) Population	802,731
Total Households	389,420

Figure 3.3 Target Area 30-minute drivetime from The Harlington



- 3.19 In addition to the simple analysis of the size of the catchment population, we have also explored the demographic analysis of Fleet's 30-minute catchment to illustrate the potential scale of the target audience and their propensity to engage with arts/culture and purchase tickets.

- 3.20 The Audience Agency (AA) area profile reports contain data on resident populations to aid the understanding of the UK arts and cultural events market. The AA's surveys provide insight into the demographics and cultural engagement of specific area's population, using information derived from Experian population data, BMRB International's Target Group Index Survey and the Census.
- 3.21 At a regional level, reports include an analysis of defined catchments around cities/ central points. For each catchment analysed the report gives an overview of the size and demographic characteristics of the population and, the number of adults with a propensity to attend live music performance, go to the theatre, or visit other cultural venues.
- 3.22 An AA analysis of The Harlington's 30-minute drivetime catchments illustrates the potential scale of the target audience and propensity to purchase tickets in Fleet, compared to the rest of the UK. Given where The Harlington is currently drawing audience and the presence of competitors, it is appropriate to focus on the 30-minute drivetime catchment for this report is appropriate.
- 3.23 The table below shows the size of each category within the 30-minute catchment, compared to the size of that category against the UK population. The index figures details how a catchment compares to the national average (where 100 is the average, 200 is double and 50 is half, for example) to show whether each category is over or underrepresented in the 30-minute catchment compared to the UK population.

Table 3.4 Propensity to attend arts events – The Harlington 30-minute drivetime catchment.

Attended in past 12 months	30 minute drivetime from GU51 4BY	30 minute drivetime from GU51 4BY	South East England		Index	
	Count	%	Count	%	Value	Indicator
Art galleries	266,828	33%	2,473,331	32%	102	
Art gallery once a month or more	18,783	2%	178,919	2%	99	
Ballet	145,362	18%	1,342,055	17%	103	
Classical concerts	160,111	20%	1,475,183	19%	103	
Comedy shows	247,971	30%	2,261,983	29%	104	
Contemporary dance	104,297	13%	960,120	12%	103	
Jazz concerts	127,307	16%	1,170,674	15%	103	
Musicals	330,302	40%	2,999,797	39%	104	
Opera	125,487	15%	1,150,796	15%	103	
Plays	300,939	37%	2,753,591	36%	103	
Popular/rock concert	355,621	44%	3,271,794	42%	103	
Theatre	405,738	50%	3,716,109	48%	103	
Theatre once a month or more	30,465	4%	287,759	4%	100	
Adults 15+ estimate 2022	816,627		7,728,536			

Source: The Audience Agency

Any findings within +10/-10 of the national level are considered in line with the national level.

- 3.24 At a 30-minute catchment, the population has slightly higher levels of cultural engagement of the comparable base average. The arts activities with the highest levels of engagement are theatre (50%), popular/ rock concert (44%), and musicals (40%).

- 3.25 These engagement levels are slightly higher than the base population averages in almost all arts forms tested (highlighted in blue in the above table), which bodes well for The Harlington, as most of these types of activities could be presented at the venue.
- 3.26 This information correlates with the Audience Spectrum findings. Audience Spectrum is a profiling tool which describes attendance, participation and engagement with the arts, museums and heritage, as well as behaviours, attitudes and preferences towards such organisations. The most prominent Audience Spectrum segments within the 30-minute catchment are Commuterland Culturebuffs, Dormitory Dependables and Trips & Treats. 70% of adults in the target area belong to one of these three segments, compared with 61% of adults in the base population. The characteristics of these segments are:
- **Commuterland Culturebuffs:** frequent cultural attenders living in affluent suburbs and greenbelt, deemed to have a high engagement with cultural activities. Often consuming culture as part of their social lives they have broad tastes but a leaning towards heritage and more classical offerings.
 - **Dormitory Dependables:** Regular but not frequent cultural attenders living in city suburbs and small towns, deemed to have a medium engagement with cultural activities. They often attend popular and mainstream events and are very keen on live music.
 - **Trips & Treats:** Suburban households, often with children, whose cultural activities usually are part of a day out or treat, deemed to have a medium engagement with cultural activities. Popular events for them tend to be live music, musicals and plays.
- 3.27 Further to these live performance statistics, the data also shows above average engagement with other community activities (related to health & well-being and artistic pursuits) that are either currently or potentially could be hosted by The Harlington with a view to expanding the community offer. A sample of which is outlined in Table 3.5 below.

Table 3.5 Propensity to engage in complimentary activities – The Harlington 30-minute drivetime

Attended in past 12 months	30 minute drivetime from GU51 4BY	30 minute drivetime from GU51 4BY	South East England		Index	
	Count	%	Count	%	Value	Indicator
Aerobics/keep fit	97,166	12%	848,345	11%	108	
Amateur Dramatics/Dance	71,313	9%	666,232	9%	101	
Dance classes	47,941	6%	424,242	5%	107	
Drawing/painting/sculpting	170,138	21%	1,573,168	20%	102	
Playing a musical Instrument	139,173	17%	1,304,073	17%	101	
Singing	157,758	19%	1,469,598	19%	102	
Walking/hiking/rambling	452,496	55%	4,263,624	55%	100	
Weight training/Weight machines	101,373	12%	885,098	11%	108	
Yoga	96,478	12%	880,711	11%	104	
Adults 15+ estimate 2022						

- 3.28 Overall, the data on the 30-minute catchment area paints a positive picture for The Harlington. With a population of just under 1,000,000 people, and a high propensity to engage in cultural and other activities that take place at the Harlington, there is

potential to attract strong audiences to The Harlington, and to expand these as the programme of activities expand.

Competition

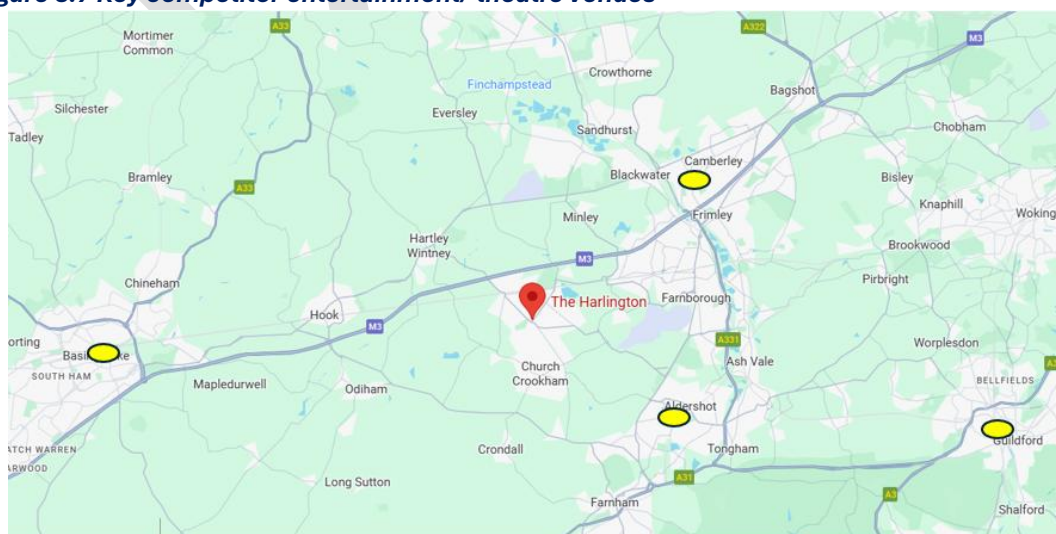
- 3.29 For most leisure and cultural facilities, competition can be defined within a specific geographical area. However, this is not strictly the case for performance venues. Whilst attendance will be impacted by geography (accessibility, catchment size) and the competing facilities within a defined radius, securing product and events is subject to regional and indeed national competition.
- 3.30 The key competitor live entertainment venues to The Harlington are detailed in Table 3.6 below.

Table 3.6 Competing Entertainment Venues to The Harlington

Name	Location	Seated Capacity	Drivetime from GU51
Princes Hall	Aldershot	300	13 minutes
Camberley Theatre	Camberley	400	19 minutes
The Anvil	Basingstoke	1,400	24 minutes
The Haymarket	Basingstoke	400	25 minutes
Yvonne Arnaud	Guildford	580	32 minutes
Electric Theatre	Guildford	400	32 minutes
G Live	Guildford	1,031	33 minutes

- 3.31 There is a healthy level of competition in live entertainment for The Harlington within a relatively short distance. The table above shows 7 venues, however it is fair to discount The Anvil, G Live and the Yvonne Arnaud Theatre, as these venue target content which, in the most part, not be appropriate for The Harlington. Figure 3.7 on the following page indicates the geographical locations of the competitors (yellow symbol) and The Harlington (red arrow).

Figure 3.7 Key competitor entertainment/ theatre venues



- 3.32 The Harlington is operating in a competitive market. Comparable venues are available to its catchment, and this is a material factor that the management would be well advised to address strategically, developing methods to differentiate The Harlington to lift the venue's profile and engagement levels.
- 3.33 Although acts that perform at smaller venues, typically play more dates on a tour than larger venue-focused acts, there is likely to be a limit to the total number of tour dates available within each region. The market for attracting content to any venue is currently, and will continue to be, highly competitive. These decisions are primarily driven by promoters, who assess the factors presented in Figure 3.2 (above) to select one venue over another. To be competitive, The Harlington will need to be more attractive than competitors in the factors identified.
- 3.34 In its planned capacities, The Harlington will not directly compete with larger venues in the region for many touring acts. However, it could look to differentiate its offer in the auditorium, with potential varied seating arrangements, excellence in customer service and hospitality packages, as well as a differentiated and expanded programme to retain and attract new audiences.
- 3.35 The Harlington, being more a community arts centre, rather than solely a live entertainment venue, are likely to be able to capitalise on its relationships throughout the community to grow and retain local audiences.
- 3.36 Above we have focused on the competition presented by other live entertainment venues. These venues focus on touring entertainment product and thus compete with The Harlington's programme of the same content. There are venues that compete with The Harlington's community programmes and events.
- 3.37 There are two community arts centres within easy reach of Fleet that offer a wide range of cultural and community activities. Be there centred around learning, for young and old, workshops, craft fairs and displays and health and well-being. Figure 3.8 below introduces these centres.

Figure 3.8 Key competitor entertainment/ theatre venues

Venue	Location	Distance from The Harlington	Activities
The West End Centre 	Aldershot	4.8 miles	The West End Centre has a busy programme of live music, comedy and some theatre which is produced by the centre. It also offers a range of classes, workshops and exhibitions. Activities include: * Art / craft - pottery, painting, stain glass pictures * Music - Ukelele playing, local choir * Dance - Adult ballet * Youth Theatre programme This is operated by the Hampshire Cultural Trust which also operate a range of cultural venues include The Arc in Winchester and the Forest Arts Centre in New Milton.
Farnham Maltings 	Farnham	6.1 miles	The Farnham Maltings is a arts centre that welcomes residents with programmes of live entertainment, unique film showings, and community activities. Community activities include: * Art / craft - pottery, knitting and needlework, movement * Arts activities for families * Craft and seasonal festivals * Youth Theatre programme A registered charity that enjoys support from the Waverley Borough Council and the Arts Council of England, the Farnham Maltings also has a locally focused museum on site.

Provision in Comparable Markets (Entertainment)

- 3.38 In addition to our review of market considerations and trends we have analysed the levels of venue provision in comparable authorities in the UK. This approach helps councils to identify the most appropriate authorities to benchmark themselves against. In the case of this feasibility study, it provides a gauge of the offer in similar markets elsewhere in the country.
- 3.39 We have focused on identifying the largest entertainment/ theatre space in each authority area to identify trends and strategic comparators for Fleet Town Council. This analysis is summarised in Table 3.9 overleaf.
- 3.40 This data shows that the planned capacity of The Harlington (Option “1+”) delivers a provision (measures by seats per 1,000 head of population) which is slightly above the average of comparable UK territories.

Table 3.9 Largest venues in comparable authorities and population/ per capita calculations

Authority	Largest venue in LA area	Capacity of largest venue	2020 population – Council area	Largest venue seats per 1,000 pop.	Largest venue's 30-minute drivetime catchment population
Horsham	Christ's Hospital Theatre	500	138,018	3.62	511,500
Mid Sussex	Chequer Mead	320	152,600	2.1	520,700
East Hampshire	The Phoenix	220	125,700	1.75	481,000
Winchester	Theatre Royal	400	127,500	3.14	832,900
East Hertfordshire	Hertford Theatre	550	150,100	3.66	1,197,900
Wealden	Hailsham Pavilion	203	160,100	1.27	329,000
Brentwood	Brentwood Theatre	172	77,000	2.23	1,231,000
Sevenoaks	The Stag Theatre	450	120,500	3.73	949,100
Hart	The Harlington	500	99,400	5.03	924,300
Cotswold	Cotswold Playhouse	150	90,800	1.65	408,000
Test Valley	Plaza Theatre	400	130,500	3.07	806,000
South Oxfordshire	Corn Exchange	175	149,100	1.17	540,100
Vale of White Horse	The Beacon	350	138,900	2.52	352,000
Harrogate	The Royal Hall	950	162,700	5.84	449,900
Epping Forest	The Spotlight	547	135,000	4.05	1,145,800
Stratford-on-Avon	Royal Shakespeare Theatre	1,040	120,500	8.63	666,000
Average		433	129,901	3.34125	709,075
The Harlington (Option 1+)		369	99,408	3.71197	979,209
The Harlington vs. Above Average		-14.8%	-23.5%	11.1%	38.1%

Source: ONS 2020-based subnational population projections, Active Places Power (catchment populations)
NB Populations, capacities and total figures are rounded

- 3.41 In summary, the territory within which The Harlington operates is relatively strong. It has a large population within 30 minutes' drive, and the level of engagement in cultural and other relevant activities is marginally higher than the average across the South of England.
- 3.42 However, there is a reasonably high level of competition in the immediate region, and The Harlington's management will need to be active in addressing this in order to maximise its throughput and financial outcomes.

4. The Harlington: Current Performance

Introduction

- 4.1 This section provides an overview of the current operational performance of The Harlington. This review is based upon information provided by Fleet Town Council, and, where applicable, is benchmarked against published industry data and Ovation Consulting's theatre database.

- 4.2 In recent years The Harlington has returned significant deficits, with the 2024/25 financial year coming in with a deficit of c.£236k, although this did improve on the year's budget by c.£72k.
- 4.3 The 2025/26 budget predicts a deficit of c.£302k. The information provided by FTC shows that after the first quarter, the operation was c.£20k behind budget (c.23%).
- 4.4 The Table 4.1 below compare the actual results of The Harlington in the financial years 2023/24 and 2024/25, with the industry averages of 2023 provided for comparison. This analysis will use key indicators used across the industry, including:
- Capacity Attendance Achieved
 - Annual Number of Performances
 - Average Ticket Price Achieved

Table 4.1 Industry Key Performance Indicators comparison to actuals

Key Performance Indicator	Industry Benchmark	2023/24		2024/25	
		Actual	Variance	Actual	Variance
Attendance % Achieved (of saleable inventory)	60.4%	72.3%	+11.9%	66.8%	+6.4%
Annual Number of Performances (Public ticketed performances)	310	112	-198	124	-186
Average Ticket Price Achieved (From "small" venues - <500 seats)	£ 23.08	£ 12.42	-£ 10.66	£ 17.98	-£ 5.10

- 4.5 The data shows that The Harlington is doing a good job in selling the tickets available, with the 2023/24 period achieving 72.3% of saleable capacity, and 66.8% in 2024/25. These metrics are well above the industry average for small venues of 60.4%.
- 4.6 The number of performances over these two years were significantly below the industry average of 310. In 2023/24, The Harlington presented 112 public performances (including 29 pantomime shows), with the total for the following year being 124.
- 4.7 Whilst this comparison appears to show a large under-achievement, it is important to note that The Harlington is not primarily a theatre; it is a community arts centre first and foremost, which may have influenced the programming levels explored.
- 4.8 However, a key observation is the average ticket price being secured. In 2023/24, the Harlington's average ticket price was £12.42, rising to £17.98 in 2024/25. These price levels are well below the industry average for comparable venues.
- 4.9 The current programme at the Farnham Maltings has its commercial content in the venue's Great Hall priced between £19 and £35, with the ticket prices at Camberley's theatre slightly more expensive for touring theatre shows being closer to £30. It does appear that pricing could be an area that has the potential to increase revenues at The Harlington.

Performance Programme

- 4.10 The Harlington commercial programme appears to be focused on a narrow range of genres. It is primarily live music, with touring tribute product being the mainstay of the calendar, which is not dissimilar to the wider industry for venues of this scale.
- 4.11 This is supported by an occasional variety event, such as *Cheesy Bingo* and locally focused monthly shows such as the Jazz Club, Film Club and a monthly Comedy Club.
- 4.12 The main auditorium also is used by local community groups such as Ceroc performing arts, Roller Discos and a Rock Choir. Additionally, the main space is used for community exercise classes and other community activities.
- 4.13 The Dance Studio is relatively busy with smaller community groups partaking in dance classes and a range of exercise sessions.
- 4.14 There appears to be an opportunity for The Harlington to expand the programme and introduce different genres. It could include more comedy (which is a very common and well-attended event type throughout the UK), seek out quality family entertainment and be innovative with variety shows such as magic, audience with... and so on.
- 4.15 Given the strong catchment, this strategy, intelligently implemented, would be likely to attract audiences not currently being reached, which may, in turn, increase the levels of attendance and revenue.
- 4.16 Further to this, the venue would benefit from some detailed research into ticket pricing to ensure it is achieving the maximum yield across all genres.

Community Programme

- 4.17 Community engagement is the key strategy for The Harlington, and the key priority for this project is to maximise community usage of the building in as many forms as practicable.
- 4.18 From a performance point of view, it would be an interesting endeavour to explore local amateur groups, and discuss their needs, and what it would take to encourage them to use The Harlington as their home. It is understood there was a recent drama piece presented, with positive results.
- 4.19 Dependent upon the usage levels of the building's other spaces, there maybe an opportunity to position The Harlington as the home of community theatre and performance.

General Observations

- 4.20 The Harlington is operating in an adequate manner, with a small and dedicated team. It does appear however, that the day-to-day routines are within the comfort levels of the team.
- 4.21 An example of this can be observed in the programming, where a type of show has been found to be popular, and this is being pursued, which is clearly a sensible thing to do. However, it should not be done on its own, with little focus on introducing new shows/ events to the building.
- 4.22 The building could be asked to work differently, with increased energy, a wider horizon of outputs and pro-active approach to venue management. This is certainly not an easy task, especially in a venue with limited capacities and with so much competition locally. That said, with the trading environment becoming more challenging within this sector, it has become necessary in order to keep these types of buildings viable and open in the long term.

5. Options Appraisal & Business Planning

Introduction

- 5.1 This section of the report outlines three proposed variants (including an expanded Option 1) for the redevelopment of The Harlington, along with a preliminary commentary on a potential fourth option. Each proposal has been designed to balance operational needs, budget considerations, and the long-term strategic vision for the venue.
- 5.2 These redevelopment options were provided by the project architects BFF, and the detail of each are contained in the BFF report delivered in the summer of 2025. Sections of the BFF Feasibility Study have been included below outlining the detail of the two options proposed to FTC, beginning with the key aspirations identified by BFF for the project in Figure 5.1 overleaf.

Figure 5.1 – BFF identified Key Aspirations

Key Aspirations

There are a number of primary ambitions which are driving the brief for the renewal of the Harlington:

- Provide the Harlington with a clear identity so that it is instantly recognisable as a performance venue and able to better showcase upcoming events.
- Upgrade the external landscaping so that it is more befitting of a public building. Notable areas for attention include the stepped and ramped approach to the front door, along with the route from the high street.
- Enhance the character and ambience within the auditorium so that even before the lights go down, it is an enjoyable space in which to spend time.
- Improve the overall audience experience for performances – e.g. more comfortable seating, better sightlines, good thermal control, better provision for wheelchair users in both seated and standing formats etc.
- Increase the capacity of the auditorium (for all event types) wherever possible.
- Speed up the turnaround time for events in the auditorium so that the venue can work to its full potential.
- Improve the lighting, sound, AV and communications infrastructure in the auditorium (and the connectivity throughout the wider building), enabling a wider range of performances.
- Create a larger number of more flexible rigging points in the auditorium, including bars over the stage which can be flown down to stage level.
- Create an accessible (and less cramped) control booth.
- Increase the proscenium opening size to avoid the current ‘letterbox’ view of the stage.
- Maximise opportunities for food and beverage sales.
- Create a better arrival experience (as the existing box office etc. currently forms something of a bottleneck).
- Improve the audience experience in terms of the foyer space. The intention would be to transform the fragmented existing foyer into a more generous and welcoming public space.
- Enhance the quality and distribution of front of house WCs and increase the number of female cubicles.
- Improve accessibility throughout for audiences, performers, staff and regular hirers. The building should be welcoming to those with physical and sensory impairments and neurodiverse needs.
- Improve energy efficiency within the building envelope to reduce the building’s environmental footprint and running costs.
- Replace end of life mechanical and electrical services with energy efficient systems.

- Make get-ins easier and safer with less manual handling (to raise objects up to stage level). This will also address the objective of reducing the turnaround time so that the auditorium space can work as hard as possible – key to the financial resilience of the Harlington.
- Enhance the legibility of the building so that it is as easy to navigate as possible.
- Create better cohesion between the spaces forming the Fleet Town Council offices, as these are currently disjointed in their layout.
- Link the FTC offices with the stalls foyer and box office zone so that public entry to the offices can be via the Harlington (rather than via the existing external door) – an upgrade in terms of staff security and management of visitors.
- Upgrade backstage dressing room and sanitary facilities (including the provision of accessible dressing rooms) and introduce a dedicated green room.
- Create additional hireable spaces to supplement the Harlington's income stream – e.g. a large studio and/or meeting room.
- Maximise storage, including, if possible, a scene dock to act as a temporary holding area during the crossover between incoming and outgoing events in the auditorium.
- Explore opportunities for the Harlington to share some of the facilities of The Point in certain instances - e.g. when there is a large dance event requiring additional dressing room space.

Option 1 – Baseline Refurbishment

5.3 This option focuses on essential maintenance, ensuring the building is fully compliant and upgrades to improve the efficiencies of the operations.

5.4 Figure 5.2 below is a snapshot of Option 1 from the BFF Feasibility Report.

Figure 5.2 – BFF Summary of Option 1

Option 1 is the most 'light touch' approach. It is primarily geared around ensuring compliance, making the building more efficient to run, and dealing with some of the most pressing operational issues. The building layout remains broadly as existing, with some modest internal interventions to improve the experience of the Harlington for both audiences and other building users. The external envelope of the building is generally unchanged, with the exception of the upgrades to doors and windows noted below.

General measures throughout the building would include:

- Replacement of all floor finishes
- Replacement of all ceilings
- Redecoration of all internal walls
- Replacement of all sanitaryware
- Replacement of all windows
- Replacement of all internal and external doors (subject to the fire

strategy). Where the layout is unchanged, new doors are to fit within existing structural openings.

- An improved security strategy with access control provided on the relevant doors and the CCTV and burglar alarm systems upgraded/modified to suit the amended layout.
- Replacement of outdated mechanical services and plant.
- Thermal and acoustic upgrades wherever possible.
- Essential fire safety upgrades (as detailed in the OFR report)

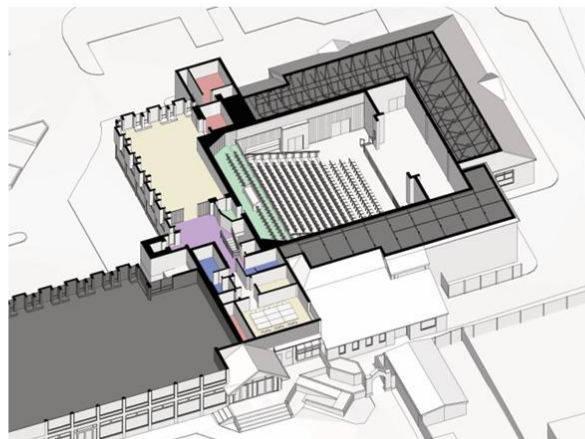
The Point youth facility does not form part of the scope of works, with the exception of envelope upgrades, i.e.:

- Replacement of external doors and windows
- The additional of insulation within the pitched roof void (and the associated making good of the ceilings below).
- Any services upgrades as part of the building-wide services replacement.

As noted above, Option 1 primarily consists of light touch interior interventions. The façades and external landscaping are therefore broadly unchanged, albeit that the overall appearance will be significantly enhanced by the new windows and doors. The existing steps and entrance ramp are retained but the entrance doors are replaced. The Hart District Council parking spaces surrounding the building are unaffected by the proposal.



Option 1 - 3D cutaway - Proposed Ground Floor Plan



Option 1 - 3D cutaway - Proposed First Floor Plan

- 5.5 This option does little to positively impact the financial performance of The Harlington with the majority of works being on the building itself and the plant and machinery, with only minor improvements to the customer experience.
- 5.6 The capacities of The Harlington in Option 1 are outlined below in Table 5.3. These capacities are very similar to the existing capacities and will do little to improve the appeal of The Harlington to commercial producers.

Table 5.3 – Option 1 Main Auditorium Capacities

Auditorium Configuration	General Admission	Wheelchair Spaces	Total Capacities	Current Capacities
Seated Stalls	293	6	299	316
Standing	487	6	493	500
Cabaret Style	261	6	267	226

- 5.7 The business plan related to Option 1 anticipates a deficit of c.£191k in the mature year of operation (Year 3). Below in Figure 5.4 is a summarised P&L and dashboard for this option. This represents no material improvement on the current performance as outlined in Section 4 above.

Figure 5.4 Option 1 – Mature Year P&L and Dashboard

Option 1 - Dashboard - Year 3 (Mature Year)

Financials		£'000s
Revenue	£	1,242
Direct Event Costs	£	721
Gross Margin	£	521
Fixed Staffing	£	378
Other Expenditure	£	334
Surplus/ -Deficit	-£	191

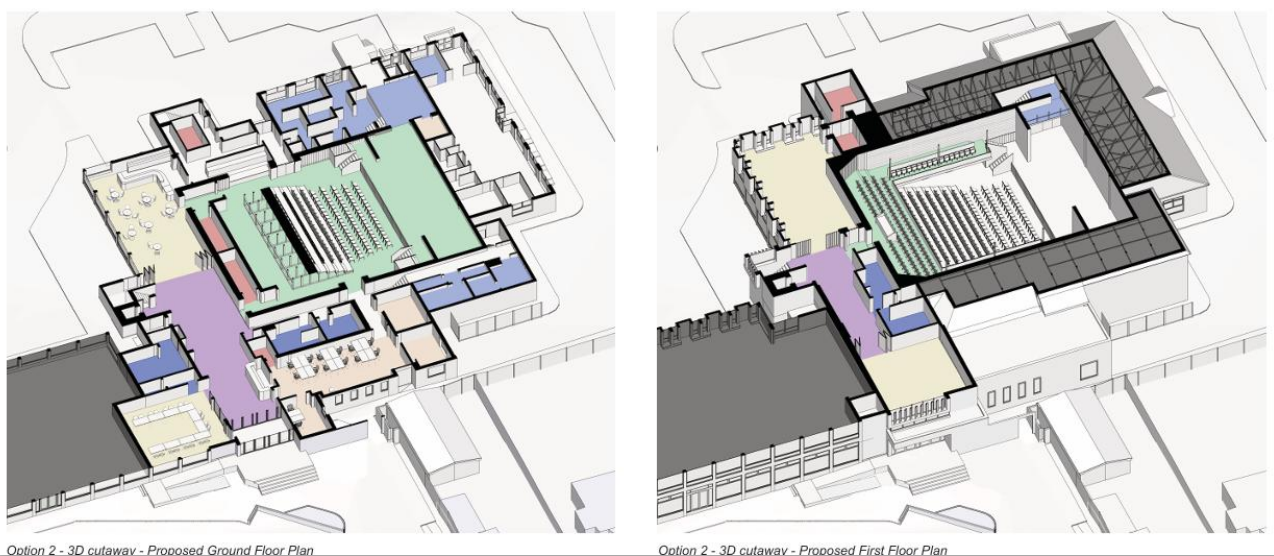
Performances	
Commercial	123
Community	8
Community Events	957
Business Events	136
Private Events	32
Average Attendance	69.8%
Commercial Average Ticket Price	£ 28.26 (2028)
	£ 22.68 (2025)
Programme Attendance	35,035
Community Attendance	16,775

- 5.8 This Option 1 has an estimated cost of c.£9.9m. The benefits to the building and its infrastructure are notable. Some improvements to the customer experience would also be gained.
- 5.9 Whilst the estimated cost is within the stated budgetary parameters of FTC, it does little to fulfil the project objectives.

Option 2 – Major Alterations

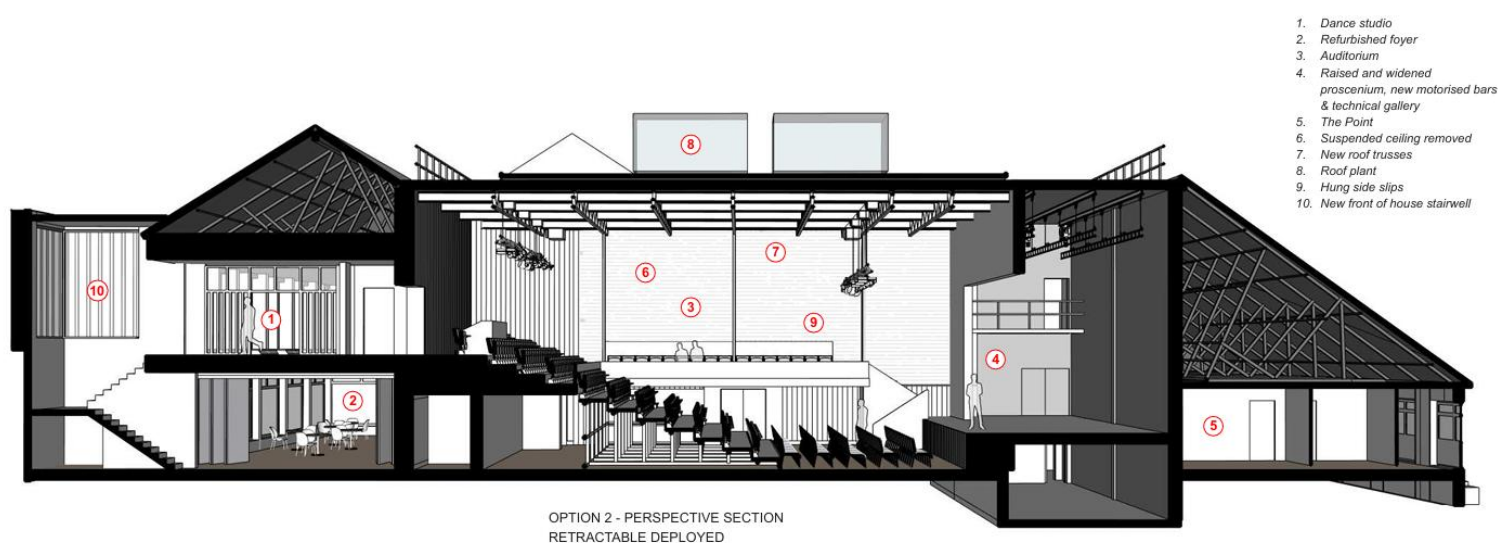
- 5.10 The second development option proposed by BFF comprises of major alterations to the building, which incorporates the benefits of Option 1, and goes further to improve the public areas of the venue, including the main auditorium. This option also increases the capacity of the main space which could bring significant benefits to The Harlington
- 5.11 This option goes beyond the minimal compliance upgrades and small-scale layout changes which characterise Option 1. In Option 2, there is a more dramatic remodelling of the auditorium resulting in a more tangible uplift in capacity. Furthermore, there is a broader reconfiguration of the layout in order to create additional hireable spaces and to address key issues such as the challenging get-in and the lack of front of house female toilet provision at ground floor level. The building's underwhelming frontage is tackled, with transformative proposals for a new facade and associated re-landscaping works.
- 5.12 Figure 5.5 below is a snapshot of Option 1 from the BFF Feasibility Report.

Figure 5.5 Option 2 – Ground and First Floor Artist Impressions



5.13 Option 2 contains a number of enhancements in addition to the works outlines in Option 1. The works that materially impact the business plan include:

- **Reworking the frontage of the building towards Gurkha Square.** BFF's Feasibility Report states *"The existing Harlington does not look like a performance venue and is frequently mistaken as being part of the adjacent library. There is very little indication of the activities which take place inside. A key move in Option 2 is therefore to remodel the frontage onto Gurkha Square to make the venue more inviting and recognisable and to provide opportunities for it to showcase upcoming events. The reworking of the frontage includes a two-storey extension which helps to free up the spaces around the entrance, but crucially, also allows for the creation of a new large studio space on the first floor."*
- **Significant works to the main auditorium.** BFF's Feasibility Report states *"Option 2 seeks to increase the capacity of the auditorium with a more substantial balcony level than Option 1. With 4 rows of seating at the rear, the balcony also wraps along the side walls. These side slips help to animate the space, enhancing the sense of intimacy. They provide 1 row of seating, with a single row of standing spaces behind. In order to keep the ground floor level column-free (and therefore as flexible as possible), the intention is to hang the side slips from a new roof structure, replacing the existing glulam beams with new trusses and installing a new roof deck and build-up."*



- **Enhancements to the Ground Floor Front-of-House Spaces.** BFF's Feasibility Report states *"The remodelling of the frontage in Option 2 brings an opportunity to create a generous entrance lobby, providing a welcoming arrival point. With both the external and internal door sets being glazed, patrons are able to see right through to the foyer beyond. The box office is located in close proximity to the entrance to welcome both Harlington patrons and visitors to the FTC offices...."*

“Option 2 transforms the underutilised space alongside the main entrance into a new meeting room. This space is large enough to accommodate a 20-person Council meeting plus a small public audience of around 12. The room could be fully kitted out with a high-quality projector (and window blinds) etc., making it a desirable space for private hires to help boost the Harlington’s financial resilience.”

- **First Floor Foyer Space Improved.** BFF’s Feasibility Report states *“The relocation of the front of house staircase helps to ‘unlock’ the first floor foyer. This is a connection point between the dance studio, the auditorium balcony and the new multi-purpose studio. The reconfiguration of the first floor WCs helps to create a more usable foyer space and allows for borrowed natural light from both of the studios. New rooflights also help to draw daylight into the space.”*
- **New Multi-purpose Studio and Dance Studio.** BFF’s Feasibility Report states *“The Harlington’s existing layout includes 2 reasonable-sized but awkwardly proportioned meeting rooms at first floor level. These are relatively underused. The Option 2 scheme takes these spaces back and, in conjunction with a modest extension to the footprint, turns them into a single large multi-purpose studio with over 4m floor to ceiling height (since a new roof is proposed over this space as part of the frontage remodelling). The space incorporates a generous portion of glazing and ribbons of clerestory windows to flood the room with natural light, whilst vertical shading is incorporated to prevent overheating.”*

5.14 In addition to the points above, work on the Back-of-House spaces has improved the facility’s artist accommodation and technical areas, primarily with regards to show load ins and outs.

5.15 The main influence on the business plan is the increase in capacity of the main auditorium, along with the installation of a retractable theatre seating block. The effect of these two improvements is a widening of the potential programme that could be attracted to The Harlington. Table 5.6 below shows the Option 2 capacities along with those currently available at The Harlington.

Table 5.6 – Option 2 Main Auditorium Capacities

Auditorium Configuration	General Admission	Wheelchair Spaces	Total Capacities	Current Capacities
Seated Stalls	358	6	364	316
Standing	591	6	597	500
Cabaret Style	344	6	350	226

5.16 Producers will be attracted to more seats that could be potentially sold, while the improved seating will give audiences a better experience. It will also mean that audiences not currently focused on (for example, family audiences) could attend the venue in a more comfortable way, which, in turn, broadens the number of genres that could be presented.

- 5.17 The transformation of the current meeting rooms on the first floor to a new flexible studio space will go a long way in bolstering the venue's capacity to advance the primary objective of increased community engagement and activity. This flexible space would be able to accommodate artistic and community activities, along with private celebrations and business events.
- 5.18 The business plan related to Option 2 anticipates the operation to deliver a surplus of c.£173k in the mature year of operation (Year 3). Figure 5.7 below is a summarised P&L and dashboard for this option.

Figure 5.7 Option 2 – Mature Year P&L and Dashboard

Option 2 - Dashboard - Year 3 (Mature Year)

Financials		£'000s
Revenue	£	2,527
Direct Event Costs	£	1,598
Gross Margin	£	928
Fixed Staffing	£	413
Other Expenditure	£	342
Surplus/ -Deficit	£	173

Performances		
Commercial		195
Community		10
Community Events		1,091
Business Events		145
Private Events		40
Average Attendance		70.5%
Commercial Average Ticket Price	£	28.27 (2028)
	£	22.59 (2025)
Programme Attendance		65,371
Community Attendance		24,602

- 5.19 Option 2 holds the greatest potential for The Harlington and would be able to achieve the two objectives of FTC. It is, however expected to cost c.£13.9m which is well above the project budget of £11m, and thus would need an expanded feasible funding strategy to be considered.

Option 3 – New Building Extension

- 5.20 As part of the feasibility study, a third option was explored that comprised of the construction of an additional new-build space for The Harlington. The concept is to establish a multi-purpose studio style space able to host small-scale performance, rehearsals, and non-performance events such as meetings and/or community events, classes and workshops. BFF points out that “to ensure the studio could operate independently from the main theatre, the new building would also need to include essential ancillary facilities such as dedicated WCs, a separate entrance, and other supporting infrastructure.”
- 5.21 This concept appears to be raised in order to be able to maintain some level of activity while the current building is being refurbished, rather than a necessity for The Harlington to meet the project objectives.
- 5.22 This studio space which would be constructed in the space to the right of the main building (when approached from Gurkha Square, next to The Point building), requires an additional c.£3m of investment to achieve.
- 5.23 This option is yet to be tested, with the current opinion being that there is unlikely to be sufficient demand for this additional space to be required on top of the changes that Option 2 would bring to the operation. Therefore, no business plan has been developed for Option 3, which is discounted as a feasible option.

Hybrid Solution

- 5.24 It would be possible for a hybrid scheme to be taken forward. BFF’s Feasibility Report contained a table (which is overleaf in Figure 5.8) of possible additions to the Option 1 baseline scheme.
- 5.25 To this, this report has explored an expanded Option 1, which is named Option 1+. Option1+ would include the “wrap around” balcony that is included in Option 2 and is the main driver for the increased capacities of the main auditorium. The cost for this is estimated at c.£1.4m.
- 5.26 As mentioned above, producers are attracted by higher potential audience numbers, with this likely to be amongst the primary considerations when the route of touring theatrical product is being developed.
- 5.27 This hybrid option has been thought of due to the cost of Option 2 being above the current project budget, with Option 1+ estimated to have a cost of £11.3m

Figure 5.8 Potential additions to Option1 scheme

Enhancement (in conjunction with the Option 1 baseline scheme)	Dependencies	Associated approximate cost uplift (over and above the Option 1 scheme)
Option 2 auditorium with hung side slips <i>Cost includes the Option 2 scheme for the ground floor FOH WCs in order to increase the number of female cubicles to suit the extra capacity.</i>		£1.40m <i>N.B. For the version of the auditorium with hung side slips, this uplift figure includes the associated increase in roof works - i.e. installing new steel trusses rather than purely strengthening the existing glulam beams.</i>
Option 2 remodelling of frontage including: • Creation of first floor multi-purpose studio • Reconfiguration of the first floor FOH WCs and relocation of the FOH stair to create a good relationship between the new studio and the first floor foyer • Creation of the ground floor meeting room • Associated re-landscaping (steps and ramp)	The Option 2 scheme for the FTC offices would need to be pursued alongside this in order to provide a ground floor meeting room of the size drawn (since this is reliant upon the removal of the office stair to shift the office desk layout northwards). A smaller meeting room could likely be provided if the Option 2 FTC office changes are not pursued.	£1.60m
Option 2 layout to FTC offices	Likely reduction in the achievable size of the ground floor meeting room if the Option 2 office layout is not pursued.	£0.55m
Option 2 get-in / scene dock and internal connection with The Point	The internal connection with The Point is optional (but is reliant upon the creation of the scene dock).	£0.45m
Upgrades to the pedestrian path from the Fleet Road (along the northern side of Gurkha Square), to include: • Street furniture (benches) • Improved lighting • Improved signage (digital totems) • Re-paving		£80k
Option 3 new build extension to create a 'second space'		£3.0m

5.28 Below in Table 5.9, the capacities of Option 1+ are outlined.

Table 5.9 – Option 2 Main Auditorium Capacities

Auditorium Configuration	General Admission	Wheelchair Spaces	Total Capacities	Current Capacities
Seated Stalls	369	10	379	316
Standing	563	10	573	500
Cabaret Style	337	10	347	226

5.29 With the current project objectives, and the current budget of c.£11m, Option 1+ does represent a way forward that is deliverable by FTC financially (albeit with a cost that is slightly above the current budget) and should be able to meet the project objective of reducing the financial dependence of The Harlington on public funds.

5.30 The business plan related to Option 1+ anticipates the operation to deliver a break-even position in the mature year of operation (Year 3). Figure 5.10 (overleaf) is a summarised P&L and dashboard for this option.

Figure 5.10 Option 1+ – Mature Year P&L and Dashboard

Financials	£'000s
Revenue	£ 1,910
Direct Event Costs	£ 1,197
Gross Margin	£ 714
Fixed Staffing	£ 378
Other Expenditure	£ 334
Surplus/ -Deficit	£ 1

Performances	
Commercial	175
Community	11
Community Events	1,015
Business Events	141
Private Events	40
 Average Attendance	 69.8%
Commercial Average Ticket Price	£ 28.34 (2028) £ 22.59 (2025)
Programme Attendance	48,631
Community Attendance	17,570

The BFF Feasibility Report contains extensive detail regarding the development options for The Harlington. Readers of this paper would benefit from access to BFF's paper.

6. Operational Approach and Business Plans

Commercial Assumptions and Operational Approach

- 6.1 The business plans have been prepared on a commercial basis, incorporating a number of operational assumptions from the commercial theatre sector to underpin projected outcomes. These assumptions are critical in ensuring that the selected development option for The Harlington is financially sustainable and positioned for long-term growth.

Adopting a Pro-Active and Energetic Commercial Strategy

- 6.2 At the heart of the plan is a commitment to a dynamic, commercially minded approach to operations. This means actively seeking opportunities to maximise revenue streams, minimise costs, enhance audience experiences, and strengthen the Harlington's market position.
- 6.3 The level of energy required, equally with regards to the commercial programme, the service to customers when they are in the building and when they are not, along with the growth sought in community usage and programme.

Sales and Revenue Generation

- 6.4 A dedicated, proactive sales function is assumed to be in place, with responsibilities extending beyond ticketed performances to include:
- Space rentals for events, conferences, and community gatherings
 - Community engagement initiatives that build relationships and drive repeat usage.

Food, Beverage, and Ancillary Sales

- 6.5 Food and beverage operations, along with other ancillary services, are not treated as secondary but as a fully integrated part of the venue's commercial ecosystem. This integration ensures they:
- Driven by the whole team
 - Complement the audience experience and customer service
 - Maximises profitability with a "sales through service" approach.

Marketing and Promotion

- 6.6 The marketing function is assumed to expand its scope and sophistication, implementing individualised campaigns for each product type. This targeted approach enables the Harlington to:
- Utilise the specific needs and interests of different audience segments
 - Ensure value for money of marketing spend
 - Drive increased ticket sales and promote and increase F&B and other ancillary sales

Embracing Digital Channels

- 6.7 Embrace the strategic use of digital marketing and social media platforms to:
- Reach wider and more diverse audiences and translate this into increased attendance and revenues
 - Build sustained engagement before, during, and after events.

Data-Driven Decision Making

- 6.8 Two key data streams underpin operational planning:
- Audience and customer data: Leveraged to shape programming, marketing and service offerings
 - Historic performance data: Analysed to refine programming of activities, financial and audience forecasting and optimise resource allocation.
- 6.9 Together, these insights ensure that business decisions are evidence-based, reducing risk and improving return on investment.
- 6.10 These commercial assumptions set a framework for growth, resilience, and adaptability. They not only define the required operational culture of the Harlington to deliver the improvements indicated in this report but also act as framework to shape delivery upon the reopening of The Harlington.

Business Planning – Assumptions and Information

- 6.11 The three business plans prepared use data supplied by the management of The Harlington, along with some industry data. Industry data, consultations and experience have also impacted considerations when proposing activity levels, programme, and operational and staffing structures.
- 6.12 Included an appendices, will be the details of the assumptions and information used in the business planning process in the form of a Business Plan Databook for each option looked at.
- 6.13 These should be used hand-in-hand with the financial elements of this business plan.

7. Summary & Recommendations

- 7.1 All 4 options outlined above have distinct characteristics which must be placed against the overarching project objectives and the available funding and capacity of the Council.
- 7.2 Option 1 on its own will do little to increase community engagement and usage, nor is it likely to improve the financial performance of the building. The works being completed in this option simply do not have any notable impact on the operation.
- 7.3 The business planning shows an anticipated deficit in the mature year of c.£191k. Thus, this Option is discounted under the assumption that other options remain viable. If this assumption became unreliable, then these essential works would be required.
- 7.4 Option 1+ is the currently the option with the best feasibility given the project objectives and funding. This is due to three main points:
- The funding required for Option1+ is in close proximity of the stated budget of the project
 - It is likely to deliver a materially improved financial outcome for the Council, with the business plan showing a break-even position
 - The funding required for Option 2 is not currently available.
- 7.5 The key to this option is the increased capacity of the main auditorium, which will support the recommended broadening of the programme, along with enabling an uplift in the number of performances.
- 7.6 It is understood that Option 2 is preferred by the Council, and funding options are being explored.
- 7.7 Were funds made available, Option 2 could be pursued and would be expected to return a further improved performance, with business planning showing a significant uplift, returning surpluses of c.£170k.

The Harlington Business Plan

Option 1

Option 1

Issued

Prepared by

Stu Shanks

August 2025

It is not possible to guarantee the fulfilment of any estimates or forecast contained within this model, although they have been conscientiously prepared on the basis of research and information made available at the time of the study.

The authors will not be held liable to any third party for any direct or indirect losses, financial or otherwise, associated with any contents of this model. This model has relied in a number of areas on the information provided by third parties, and have not undertaken additional independent verification of this date in all cases.

Summary Profit and Loss

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
	£	£	£	£	£	£	£	£	£	£	£
REVENUE											
Self-Promoted Entertainment Box Office	£ 532,348	£ 616,380	£ 723,636	£ 748,963	£ 775,177	£ 802,308	£ 830,389	£ 859,453	£ 889,534	£ 920,667	£ 7,698,855
Venue Hire Entertainment	£ 33,850	£ 36,261	£ 38,362	£ 39,705	£ 41,095	£ 42,533	£ 44,022	£ 45,562	£ 47,157	£ 48,807	£ 417,354
Events Recharges	£ 17,361	£ 19,219	£ 22,456	£ 23,242	£ 24,055	£ 24,897	£ 25,769	£ 26,671	£ 27,604	£ 28,570	£ 239,845
Venue Hire Community Events	£ 45,164	£ 46,293	£ 47,450	£ 49,111	£ 50,830	£ 52,609	£ 54,450	£ 56,356	£ 58,329	£ 60,370	£ 520,963
Venue Hire Private Events	£ 5,016	£ 9,254	£ 11,242	£ 11,635	£ 12,042	£ 12,464	£ 12,900	£ 13,352	£ 13,819	£ 14,303	£ 116,026
Venue Hire Business Events	£ 12,305	£ 25,774	£ 35,458	£ 36,699	£ 37,984	£ 39,313	£ 40,689	£ 42,113	£ 43,587	£ 45,113	£ 359,034
Additional Event Services	£ 433	£ 876	£ 1,167	£ 1,208	£ 1,251	£ 1,294	£ 1,340	£ 1,387	£ 1,435	£ 1,485	£ 11,876
Food and Beverage - Entertainment	£ 166,608	£ 197,891	£ 237,068	£ 245,366	£ 253,953	£ 262,842	£ 272,041	£ 281,563	£ 291,417	£ 301,617	£ 2,510,365
Food and Beverage - Community Events	£ 7,771	£ 8,576	£ 9,569	£ 9,904	£ 10,250	£ 10,609	£ 10,980	£ 11,365	£ 11,762	£ 12,174	£ 102,960
Food and Beverage - Private Events	£ 4,458	£ 9,755	£ 11,290	£ 11,685	£ 12,094	£ 12,517	£ 12,955	£ 13,409	£ 13,878	£ 14,364	£ 116,404
Food and Beverage - Business Events	£ 4,919	£ 11,710	£ 15,332	£ 15,869	£ 16,424	£ 16,999	£ 17,594	£ 18,210	£ 18,847	£ 19,507	£ 155,410
Merchandise	£ 1,057	£ 1,242	£ 1,401	£ 1,450	£ 1,500	£ 1,553	£ 1,607	£ 1,663	£ 1,722	£ 1,782	£ 14,976
Box Office Charges	£ 15,197	£ 17,008	£ 19,415	£ 20,094	£ 20,798	£ 21,526	£ 22,279	£ 23,059	£ 23,866	£ 24,701	£ 207,942
Venue Facility Fee	£ 51,614	£ 59,196	£ 68,376	£ 73,590	£ 75,430	£ 77,315	£ 79,248	£ 81,230	£ 83,260	£ 85,342	£ 734,601
TOTAL REVENUE	£ 898,099	£ 1,059,434	£ 1,242,222	£ 1,288,521	£ 1,332,883	£ 1,378,780	£ 1,426,264	£ 1,475,391	£ 1,526,217	£ 1,578,802	£ 13,206,612
Cost of sales											
Self-Promoted Entertainment Artist Share	£ 446,326	£ 517,535	£ 607,767	£ 622,961	£ 638,535	£ 654,499	£ 670,861	£ 687,633	£ 704,824	£ 722,444	£ 6,273,386
F & B COS - Product - Beverages	£ 62,702	£ 78,012	£ 93,547	£ 96,821	£ 100,210	£ 103,717	£ 107,347	£ 111,104	£ 114,993	£ 119,018	£ 987,471
F & B COS - Variable Wages	£ 8,942	£ 10,811	£ 12,896	£ 13,348	£ 13,815	£ 14,298	£ 14,799	£ 15,317	£ 15,853	£ 16,408	£ 136,486
Direct Event Variable Wages	£ 3,124	£ 4,066	£ 4,708	£ 4,872	£ 5,043	£ 5,219	£ 5,402	£ 5,591	£ 5,787	£ 5,989	£ 49,801
Direct Event Costs	£ 888	£ 1,795	£ 2,393	£ 2,477	£ 2,564	£ 2,654	£ 2,746	£ 2,843	£ 2,942	£ 3,045	£ 24,347
Total costs of sales	£ 521,982	£ 612,220	£ 721,311	£ 740,480	£ 760,167	£ 780,387	£ 801,156	£ 822,488	£ 844,398	£ 866,904	£ 7,471,492
GROSS PROFIT	£ 376,117	£ 447,214	£ 520,911	£ 548,041	£ 572,716	£ 598,392	£ 625,108	£ 652,903	£ 681,819	£ 711,898	£ 5,735,120
EXPENDITURE											
Staffing	£ 349,518	£ 363,467	£ 377,973	£ 393,058	£ 408,747	£ 425,061	£ 442,028	£ 459,672	£ 478,021	£ 497,103	£ 4,194,648
Licences and Insurance	£ 4,458	£ 4,570	£ 4,684	£ 4,801	£ 4,921	£ 5,044	£ 5,170	£ 5,300	£ 5,432	£ 5,568	£ 49,948
Administration and Office Costs	£ 26,137	£ 26,790	£ 27,460	£ 28,147	£ 28,850	£ 29,572	£ 30,311	£ 31,069	£ 31,845	£ 32,641	£ 292,822
Marketing	£ 52,943	£ 54,266	£ 55,623	£ 57,013	£ 58,439	£ 59,900	£ 61,397	£ 62,932	£ 64,505	£ 66,118	£ 593,137
Facilities Management	£ 234,619	£ 240,485	£ 246,497	£ 252,660	£ 258,976	£ 265,450	£ 272,087	£ 278,889	£ 285,861	£ 293,008	£ 2,628,531
Total Expenditure	£ 667,675	£ 689,578	£ 712,237	£ 735,679	£ 759,933	£ 785,027	£ 810,993	£ 837,861	£ 865,665	£ 894,438	£ 7,759,087
Operating Surplus/(Deficit)	(291,558)	(242,364)	(191,326)	(187,638)	(187,216)	(186,635)	(185,885)	(184,958)	(183,847)	(182,540)	(2,023,967)

Base Assumptions

Main Auditorium Capacities - Option 1

Standing	450
Standing & Balcony	517
Seated	299
Seated & Balcony	366
Cabaret - Incl. Standing	206
Cabaret - Incl. Standing & Balcony	273

Capacities

Basement - Multi-purpose Room	-
Ground - Function Room	70
Ground - Theatre Bar	70
First - Meeting Room	20
First - Dance Studio	20

Hires

Film Club	120
Roller Disco	150
Pantomime	5,750
Other	300
Jazz Club	150
Ceroc	100
Rock Choir	20
Starburst	450

Space Hire Rates - Entertainment

	Commercial	Charity/Community	Community - Hourly
Auditorium (10 Hour Day)	£ 510.00	£ 403.00	£ 25.00
Dance Studio (per hour)	£ 37.50	£ 17.00	£ 17.00
Other Main Auditorium Hire	£ 350.00	£ 250.00	
Function Room	£ 300.00	£ 200.00	
Meeting Room (4 hour Hire)	£ 170.00	£ 100.00	
The Hub (4 Hour Hire)	£ 120.00	£ 80.00	
Whole Venue (10 Hour Day)	£ 950.00	£ 650.00	
Pantomime Run		£ 18,500.00	
Small Meetings (0 - 15)	11		
Large Meetings (16 - 50)	35		
Conferences - 1 Day	88		
Corporate Exhibitions	50		
Community Events	150		

Additional Services	2.5%
F&B SPH Uplift	3.5%
BO Uplift	10.0%
Rate of VAT	20.0%
General Inflation - First year 2025-2026	3.50%
General Inflation - After 1 years	2.50%
Wage Inflation - First year	4.00%
Wage Inflation - After year 1	2.00%
Venue share of merchandising income	20%
F & B Product Costs - Beverages	34%
F & B Product Costs - Confec & Ices	40%
F & B Labour Costs	18%
Event Staffing Costs	
Event Other Costs	
Venue Booking Fee	£0.00
Venue Facility Fee	£2.00
Direct event costs (% of rental income)	50.0%
Rateable Value - Business Rates	
Business Rates Multiplier	51.2%
Employers National Insurance Rate	15.0%
Employers Pension Rate	
Other Benefits	
Contingency	5.0%

	Number of Events			Number of Events			Number of Events		
	Low case	Base case	High case	Low case	Base case	High case	Low case	Base case	High case
Event type	Year 1	Year 1	Year 1	Year 2	Year 2	Year 2	Year 3	Year 3	Year 3
Entertainment Events									
Live Music - Tribute/Concert	32	36	40	32	36	40	36	40	44
Film Club	20	22	24	22	24	26	23	26	29
Comedy Club	11	12	13	11	12	13	11	12	13
Jazz Club	11	12	13	11	12	13	11	12	13
Live Music - Named Artist	7	8	9	9	10	11	9	10	11
Roller Disco	7	8	9	7	8	9	7	8	9
Stand-Up Comedy	4	4	4	5	6	7	7	8	9
Family Entertainment	2	2	2	2	2	2	4	4	4
Audience with...	1	1	1	2	2	2	2	2	2
Pantomime	1	1	1	1	1	1	1	1	1
		106			113			123	
Community/ Civic Events									
Ceroc	42	47	52	42	47	52	42	47	52
Rock Choir	8	9	10	8	9	10	8	9	10
Starburst	2	2	2	2	2	2	2	2	2
Funtime Dance Show	2	2	2	2	2	2	2	2	2
MK Dance - Informal Dance Show	2	2	2	2	2	2	2	2	2
True Life Conferences	1	1	1	1	1	1	1	1	1
Fleet Lions Beerfest	1	1	1	1	1	1	1	1	1
Fleet Flower Club	1	1	1	1	1	1	1	1	1
Tudor Rose Dance Festival	1	1	1	1	1	1	1	1	1
LT Dance	11	12	13	11	12	13	11	12	13
Over 50's Aerobics	97	108	119	97	108	119	97	108	119
Vicky Ewen Fitness Exercise Class	43	48	53	43	48	53	43	48	53
Monkey Music Class	140	156	172	140	156	172	140	156	172
Funtime Dance and Drama	151	168	185	151	168	185	151	168	185
Fleet & District U3A	11	12	13	11	12	13	11	12	13
The Arts Society Hart	10	11	12	10	11	12	10	11	12
Freespiritz Yoga	43	48	53	43	48	53	43	48	53
Salsa Steps	43	48	53	43	48	53	43	48	53
Pilates with Sarah	43	48	53	43	48	53	43	48	53
Bodyline Aerobics	43	48	53	43	48	53	43	48	53
Additional Hires for Dance Studio	43	48	53	130	144	158	173	192	211
		821			917			965	
Private Hires									
Small Scale <20	9	10	11	14	15	17	18	20	22
Mid Scale >20	5	5	6	11	12	13	11	12	13
		15			27			32	
Business Events									
Small Meetings (0 - 15)	47	52	57	70	78	86	94	104	114
Large Meetings (16 - 50)	2	2	2	14	15	17	23	26	29
Conferences - 1 Day	1	1	1	2	2	2	2	2	2
Corporate Exhibitions	0	0	0	1	1	1	1	1	1
Community Events	1	1	1	3	3	3	3	3	3
		56			99			136	
TOTAL		998			1,156			1,256	

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Event type	Number of Events			% of Capacity			Attendances			Event Box Office			Split	Artist Fees			Additional Charges	Event Recharges		
	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	%	Year 1	Year 2	Year 3		Year 1	Year 2	Year 3
Entertainment Events - Self-Promoted																				
Live Music - Tribute/Concert	36	36	40	66.0%	68.5%	71.0%	12,284	12,749	14,683	£ 342,286	£ 364,132	£ 429,842	85%	£ 290,943	£ 309,513	£ 365,365	5.0%	£ 14,547	£ 15,476	£ 18,268
Live Music - Named Artist	8	10	10	72.5%	75.0%	75.0%	2,999	3,878	3,878	£ 91,910	£ 121,820	£ 124,866	90%	£ 82,719	£ 109,638	£ 112,379	3.0%	£ 2,482	£ 3,289	£ 3,371
Comedy Club	12	12	12	50.0%	55.0%	65.0%	1,236	1,360	1,607	£ 23,764	£ 26,794	£ 32,457	70%	£ 16,635	£ 18,756	£ 22,720	0.0%	£ -	£ -	£ -
Stand-Up Comedy	4	6	8	89.0%	90.0%	90.0%	1,303	1,976	2,635	£ 30,497	£ 47,417	£ 64,803	85%	£ 25,923	£ 40,304	£ 55,082	0.0%	£ -	£ -	£ -
Jazz Club	12	12	12	50.0%	55.0%	55.0%	1,236	1,360	1,360	£ 27,552	£ 31,065	£ 31,842	60%	£ 16,531	£ 18,639	£ 19,105	0.0%	£ -	£ -	£ -
Family Entertainment	2	2	4	55.0%	60.0%	65.0%	403	439	952	£ 10,096	£ 11,290	£ 25,072	85%	£ 8,582	£ 9,596	£ 21,312	3.0%	£ 257	£ 288	£ 639
Audience with....	1	2	2	60.0%	65.0%	67.5%	220	476	494	£ 6,241	£ 13,861	£ 14,754	80%	£ 4,993	£ 11,089	£ 11,803	1.5%	£ 75	£ 166	£ 177
TOTAL	75	80	88	63.2%	66.9%	69.8%	19,680	22,237	25,608	£ 532,348	£ 616,380	£ 723,636		£ 446,326	£ 517,535	£ 607,767		£ 17,361	£ 19,219	£ 22,456

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Event type	Number of Event Days			% of Capacity			Attendances			Total Rental per day	Event Rental			Additional Charges	Additional Services		
	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3		Year 1	Year 2	Year 3		Year 1	Year 2	Year 3
Disco Skate	8	8	8	70.0%	70.0%	70.0%	840	840	840	£ 38	£ 334	£ 343	£ 351	0%	£ -	£ -	£ -
Film Club	22	24	26	50.0%	55.0%	60.0%	1,320	1,584	1,872	£ 510	£ 12,506	£ 13,984	£ 15,528	0%	£ -	£ -	£ -
Pantomime	1	1	1	100.0%	105.0%	110.0%	5,750	6,038	6,325	£ 18,500	£ 20,620	£ 21,135	£ 21,664	0%	£ -	£ -	£ -
Other	1	2	2	65.0%	65.0%	65.0%	195	390	390	£ 350	£ 390	£ 800	£ 820	0%	£ -	£ -	£ -
TOTAL	32	35	37				8,105	8,852	9,427		£ 33,850	£ 36,261	£ 38,362		£ -	£ -	£ -

Event type	Low Ticket Price		HighTicket Price		Average	Adjusted Average
	£		£		£	£
Entertainment Events						
Live Music - Tribute/Concert	£	22.00	£	28.00	£	25.00
Live Music - Named Artist	£	25.00	£	30.00	£	27.50
Comedy Club	£	15.00	£	19.50	£	17.25
Stand-Up Comedy	£	15.00	£	27.00	£	21.00
Jazz Club	£	19.00	£	21.00	£	20.00
Family Entertainment	£	15.00	£	30.00	£	22.50
Audience with...	£	23.00	£	28.00	£	25.50
TOTAL						£ 22.68

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**Business Plan
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Event	Merchandising Income					
	Gross SPH	Net SPH	Venue Share	Year 1	Year 2	Year 3
Live Music - Tribute/Concert	£ 0.15	£ 0.13	20%	£ 342	£ 364	£ 430
Live Music - Named Artist	£ 0.50	£ 0.42	20%	£ 279	£ 369	£ 378
Comedy Club	£ -	£ -	20%	£ -	£ -	£ -
Stand-Up Comedy	£ 0.25	£ 0.21	20%	£ 61	£ 94	£ 129
Jazz Club	£ -	£ -	20%	£ -	£ -	£ -
Family Entertainment	£ 0.20	£ 0.17	20%	£ 15	£ 17	£ 37
Audience with...	£ 0.20	£ 0.17	20%	£ 8	£ 18	£ 19
Disco Skate	£ -	£ -	20%	£ -	£ -	£ -
Film Club	£ -	£ -	20%	£ -	£ -	£ -
Pantomime	£ 0.33	£ 0.28	20%	£ 352	£ 379	£ 407
Other	£ -	£ -	20%	£ -	£ -	£ -
TOTAL				£ 1,057	£ 1,242	£ 1,401

Facility Fee Income				
Facility Fee	Net Fee	Year 1	Year 2	Year 3
£ 2.00	£ 1.67	£ 22,819	£ 24,275	£ 28,656
£ 2.00	£ 1.67	£ 5,570	£ 7,383	£ 7,568
£ 2.00	£ 1.67	£ 2,296	£ 2,589	£ 3,136
£ 2.00	£ 1.67	£ 2,420	£ 3,763	£ 5,143
£ 2.00	£ 1.67	£ 2,296	£ 2,589	£ 2,654
£ 2.00	£ 1.67	£ 748	£ 836	£ 1,857
£ 2.00	£ 1.67	£ 408	£ 906	£ 964
£ 2.00	£ 1.67	£ 1,560	£ 1,599	£ 1,639
£ 2.00	£ 1.67	£ 2,452	£ 3,016	£ 3,654
£ 2.00	£ 1.67	£ 10,681	£ 11,496	£ 12,344
£ 2.00	£ 1.67	£ 362	£ 743	£ 761
		£ 51,614	£ 59,196	£ 68,376

Event type	Number of Event Days			% of Capacity			Attendances			Total Rental per day	Event Rental			Additional Charges	Additional Services		
	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3		Year 1	Year 2	Year 3		Year 1	Year 2	Year 3
Ceroc	47	47	47	60.0%	60.0%	60.0%	2,820	2,820	2,820	£ 245	£ 12,834	£ 13,155	£ 13,484	0.0%	£ -	£ -	£ -
Rock Choir	9	9	9	50.0%	50.0%	50.0%	90	90	90	£ 150	£ 1,505	£ 1,542	£ 1,581	0.0%	£ -	£ -	£ -
Starburst	2	2	2	30.0%	30.0%	30.0%	270	270	270	£ 403	£ 898	£ 921	£ 944	0.0%	£ -	£ -	£ -
Funtime Dance Show	2	2	2	70.0%	70.0%	70.0%	419	419	419	£ 403	£ 898	£ 921	£ 944	0.0%	£ -	£ -	£ -
MK Dance - Informal Dance Show	2	2	2	70.0%	70.0%	70.0%	419	419	419	£ 403	£ 898	£ 921	£ 944	0.0%	£ -	£ -	£ -
True Life Conferences	1	1	1	50.0%	50.0%	50.0%	150	150	150	£ 403	£ 449	£ 460	£ 472	2.0%	£ 9	£ 9	£ 9
Fleet Lions Beerfest	1	1	1	140.0%	155.0%	175.0%	630	698	788	£ 403	£ 449	£ 460	£ 472	5.0%	£ 22	£ 23	£ 24
Fleet Flower Club	1	1	1	33.0%	33.0%	33.0%	99	99	99	£ 403	£ 449	£ 460	£ 472	0.0%	£ -	£ -	£ -
Tudor Rose Dance Festival	1	1	1	40.0%	40.0%	40.0%	120	120	120	£ 403	£ 449	£ 460	£ 472	2.5%	£ 11	£ 12	£ 12
LT Dance	12	12	12	33.0%	33.0%	33.0%	1,184	1,184	1,184	£ 403	£ 5,390	£ 5,525	£ 5,663	0.0%	£ -	£ -	£ -
TOTAL	56	56	56				6,199	6,267	6,357		£ 24,221	£ 24,827	£ 25,447		£ 43	£ 44	£ 45

Event type	Number of Event Days			Attd per event			Attendances			Total Rental per Event	Event Rental			Additional Charges	Additional Services		
	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3		Year 1	Year 2	Year 3		Year 1	Year 2	Year 3
Over 50's Aerobics	108	108	108	25	25	25	2,700	2,700	2,700	£ 50	£ 6,019	£ 6,169	£ 6,323	0.0%	£ -	£ -	£ -
Vicky Ewen Fitness Exercise Class	48	48	48	5	5	5	240	240	240	£ 17	£ 909	£ 932	£ 956	0.0%	£ -	£ -	£ -
Monkey Music Class	156	156	156	5	5	5	780	780	780	£ 34	£ 5,912	£ 6,060	£ 6,211	0.0%	£ -	£ -	£ -
Funtime Dance and Drama	168	168	168	5	5	5	840	840	840	£ 17	£ 3,183	£ 3,263	£ 3,344	0.0%	£ -	£ -	£ -
Fleet & District U3A	12	12	12	100	100	100	1,200	1,200	1,200	£ 50	£ 669	£ 685	£ 703	0.0%	£ -	£ -	£ -
The Arts Society Hart	11	11	11	70	70	70	770	770	770	£ 50	£ 613	£ 628	£ 644	0.0%	£ -	£ -	£ -
Freemspiritz Yoga	48	48	48	10	10	10	480	480	480	£ 17	£ 909	£ 932	£ 956	0.0%	£ -	£ -	£ -
Salsa Steps	48	48	48	10	10	10	480	480	480	£ 17	£ 909	£ 932	£ 956	0.0%	£ -	£ -	£ -
Pilates with Sarah	48	48	48	10	10	10	480	480	480	£ 17	£ 909	£ 932	£ 956	0.0%	£ -	£ -	£ -
Bodyline Aerobics	48	48	48	11	11	11	528	528	528	£ 17	£ 909	£ 932	£ 956	0.0%	£ -	£ -	£ -
Additional Hires for Dance Studio	48	144	192	10	10	10	480	1,440	1,920	£ 17	£ 909	£ 2,797	£ 3,822	0.0%	£ -	£ -	£ -
TOTAL	312	312	312				8,978	9,938	10,418		£ 20,943	£ 21,467	£ 22,003		£ -	£ -	£ -

Event type	Number of Event Days			Attendance	Attendances			Total Rental per day	Event Rental			Additional Charges	Additional Services		
	Year 1	Year 2	Year 3		Year 1	Year 2	Year 3		Year 1	Year 2	Year 3		Year 1	Year 2	Year 3
Small Scale <20	10	15	20	18	180	270	360	£ 300	£ 3,344	£ 5,141	£ 7,026	3%	£ 84	£ 129	£ 176
Mid Scale >20	5	12	12	60	300	720	720	£ 300	£ 1,672	£ 4,113	£ 4,216	3%	£ 42	£ 103	£ 105
TOTAL	15	27	32		480	990	1,080		£ 5,016	£ 9,254	£ 11,242		£ 125	£ 231	£ 281

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Event type	Number of Event Days			Attendance	Attendances			Total Rental per day	Event Rental			Additional Charges	Additional Services		
	Year 1	Year 2	Year 3		Year 1	Year 2	Year 3		Year 1	Year 2	Year 3		Year 1	Year 2	Year 3
Small Meetings (0 - 15)	52	78	104	11	572	858	1,144	£ 170	£ 9,853	£ 15,149	£ 20,703	3%	£ 246	£ 379	£ 518
Large Meetings (16 - 50)	2	15	26	35	70	525	910	£ 300	£ 669	£ 5,141	£ 9,134	3%	£ 17	£ 129	£ 228
Conferences - 1 Day	1	2	2	88	88	176	176	£ 950	£ 1,059	£ 2,171	£ 2,225	3%	£ 26	£ 54	£ 56
Corporate Exhibitions	0	1	1	50	0	50	50	£ 950	£ -	£ 1,085	£ 1,112	3%	£ -	£ 27	£ 28
Community Events	1	3	3	150	150	450	450	£ 650	£ 724	£ 2,228	£ 2,283	3%	£ 18	£ 56	£ 57
TOTAL	56	99	136		880	2,059	2,730		£ 12,305	£ 25,774	£ 35,458		£ 308	£ 644	£ 886

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£ 0.50

Food and Beverage Risk %

0%	0%	0%
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FOOD and BEVERAGE INCOME	Gross SPH		Gross SPH		Gross SPH		Net SPH		Net SPH		Net SPH	
	Year 1		Year 2		Year 3		Year 1		Year 1		Year 1	
Event type	£		£		£		£		£		£	

Entertainment Events

Live Music - Tribute/Concert	£ 7.50	£ 7.76	£ 8.03	£ 6.25	£ 6.47	£ 6.70
Live Music - Named Artist	£ 8.50	£ 8.80	£ 9.11	£ 7.08	£ 7.33	£ 7.59
Comedy Club	£ 12.50	£ 12.94	£ 13.39	£ 10.42	£ 10.78	£ 11.16
Stand-Up Comedy	£ 8.50	£ 8.80	£ 9.11	£ 7.08	£ 7.33	£ 7.59
Jazz Club	£ 5.80	£ 6.00	£ 6.21	£ 4.83	£ 5.00	£ 5.18
Family Entertainment	£ 2.50	£ 2.59	£ 2.68	£ 2.08	£ 2.16	£ 2.23
Disco Skate	£ 4.50	£ 4.66	£ 4.82	£ 3.75	£ 3.88	£ 4.02
Film Club	£ 1.65	£ 1.71	£ 1.77	£ 1.38	£ 1.42	£ 1.47
Pantomime	£ 3.50	£ 3.62	£ 3.75	£ 2.92	£ 3.02	£ 3.12
Other	£ 5.00	£ 5.18	£ 5.36	£ 4.17	£ 4.31	£ 4.46

Entertainment Events

Community/ Civic Events

Ceroc	£ 0.75	£ 0.78	£ 0.80	£ 0.63	£ 0.65	£ 0.67
Rock Choir	£ 2.50	£ 2.59	£ 2.68	£ 2.08	£ 2.16	£ 2.23
Starburst	£ 4.75	£ 4.92	£ 5.09	£ 3.96	£ 4.10	£ 4.24
Funtime Dance Show	£ 1.50	£ 1.55	£ 1.61	£ 1.25	£ 1.29	£ 1.34
MK Dance - Informal Dance Show	£ 1.50	£ 1.55	£ 1.61	£ 1.25	£ 1.29	£ 1.34
True Life Conferences	£ -	£ -	£ -	£ -	£ -	£ -
Fleet Lions Beerfest	£ 5.00	£ 5.18	£ 5.36	£ 4.17	£ 4.31	£ 4.46
Fleet Flower Club	£ 1.00	£ 1.04	£ 1.07	£ 0.83	£ 0.86	£ 0.89
Tudor Rose Dance Festival	£ 2.00	£ 2.07	£ 2.14	£ 1.67	£ 1.73	£ 1.79
LT Dance	£ -	£ -	£ -	£ -	£ -	£ -
Over 50's Aerobics	£ -	£ -	£ -	£ -	£ -	£ -
Vicky Ewen Fitness Exercise Class	£ -	£ -	£ -	£ -	£ -	£ -
Monkey Music Class	£ -	£ -	£ -	£ -	£ -	£ -
Funtime Dance and Drama	£ -	£ -	£ -	£ -	£ -	£ -
Fleet & District U3A	£ -	£ -	£ -	£ -	£ -	£ -
The Arts Society Hart	£ -	£ -	£ -	£ -	£ -	£ -
Freepiritz Yoga	£ -	£ -	£ -	£ -	£ -	£ -
Salsa Steps	£ -	£ -	£ -	£ -	£ -	£ -
Pilates with Sarah	£ -	£ -	£ -	£ -	£ -	£ -
Bodyline Aerobics	£ -	£ -	£ -	£ -	£ -	£ -

Community/ Civic Events

Private Hires

Small Scale <20	£ 10.00	£ 10.35	£ 10.71	£ 8.33	£ 8.63	£ 8.93
Mid Scale >20	£ 10.00	£ 10.35	£ 10.71	£ 8.33	£ 8.63	£ 8.93

Private Hires

Business Events

Small Meetings (0 - 15)	£ 3.00	£ 3.11	£ 3.21	£ 2.50	£ 2.59	£ 2.68
Large Meetings (16 - 50)	£ 5.00	£ 5.18	£ 5.36	£ 4.17	£ 4.31	£ 4.46
Conferences - 1 Day	£ 35.00	£ 36.23	£ 37.49	£ 29.17	£ 30.19	£ 31.24
Corporate Exhibitions	£ 1.50	£ 1.55	£ 1.61	£ 1.25	£ 1.29	£ 1.34
Community Events	£ 1.00	£ 1.04	£ 1.07	£ 0.83	£ 0.86	£ 0.89

Business Events

TOTALS

Annual income		
Year 1	Year 2	Year 3
£	£	£

£ 85,571	£ 94,219	£ 115,114
£ 23,674	£ 32,476	£ 34,453
£ 14,350	£ 16,746	£ 20,996
£ 10,287	£ 16,553	£ 23,415
£ 6,659	£ 7,770	£ 8,243
£ 935	£ 1,082	£ 2,487
£ 3,511	£ 3,725	£ 3,951
£ 2,023	£ 2,575	£ 3,229
£ 18,692	£ 20,822	£ 23,141
£ 906	£ 1,921	£ 2,038

£ 166,608 £ 197,891 £ 237,068

£ 1,964	£ 2,084	£ 2,211
£ 209	£ 222	£ 235
£ 1,191	£ 1,264	£ 1,341
£ 583	£ 619	£ 656
£ 583	£ 619	£ 656
£ -	£ -	£ -
£ 2,926	£ 3,436	£ 4,116
£ 92	£ 97	£ 103
£ 222	£ 236	£ 250
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -

£ 7,771 £ 8,576 £ 9,569

£ 1,672	£ 2,660	£ 3,763
£ 2,786	£ 7,095	£ 7,526

£ 4,458 £ 9,755 £ 11,290

£ 1,594	£ 2,536	£ 3,588
£ 325	£ 2,587	£ 4,756
£ 2,861	£ 6,070	£ 6,439
£ -	£ 74	£ 78
£ 139	£ 443	£ 470

£ 4,919 £ 11,710 £ 15,332

£ 183,756 £ 12,227 £ 18,261

Cost of Sales %

34%
34%
34%
34%
34%
34%
34%
34%
34%
34%

£ 56,647 £ 67,283 £ 80,603

34%
34%
34%
34%
34%
34%
34%
34%
34%
34%
34%
34%
34%
34%
34%
34%
34%
34%

£ 2,642 £ 2,916 £ 3,253

34%
34%

£ 1,516 £ 3,317 £ 3,839

34%
34%
66%
34%
34%

£ 2,588 £ 5,924 £ 7,273

£ 63,392 £ 79,439 £ 94,969

Cost of Sales		
Year 1	Year 2	Year 3
£	£	£

£ 29,094	£ 32,035	£ 39,139
£ 8,049	£ 11,042	£ 11,714
£ 4,879	£ 5,694	£ 7,139
£ 3,498	£ 5,628	£ 7,961
£ 2,264	£ 2,642	£ 2,803
£ 318	£ 368	£ 846
£ 1,194	£ 1,266	£ 1,343
£ 688	£ 876	£ 1,098
£ 6,355	£ 7,079	£ 7,868
£ 308	£ 653	£ 693

£ 56,647 £ 67,283 £ 80,603

£ 668	£ 709	£ 752
£ 71	£ 75	£ 80
£ 405	£ 430	£ 456
£ 198	£ 210	£ 223
£ 198	£ 210	£ 223
£ -	£ -	£ -
£ 995	£ 1,168	£ 1,399
£ 31	£ 33	£ 35
£ 76	£ 80	£ 85
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -

£ 2,642 £ 2,916 £ 3,253

£ 568	£ 905	£ 1,280
£ 947	£ 2,412	£ 2,559

£ 1,516 £ 3,317 £ 3,839

£ 542	£ 862	£ 1,220
£ 111	£ 879	£ 1,617
£ 1,888	£ 4,006	£ 4,250
£ -	£ 25	£ 27
£ 47	£ 151	£ 160

£ 2,588 £ 5,924 £ 7,273

£ 63,392 £ 79,439 £ 94,969

Core staffing model	FTEs	Post Salary	Year 1 £	Year 2 £	Year 3 £	Year 4 £	Year 5 £	Year 6 £	Year 6 £	Year 8 £	Year 9 £	Year 10 £
<u>Executive</u>												
General Manager	1.0	£ 60,266	£ 70,503	£ 73,323	£ 76,256	£ 79,306	£ 82,478	£ 85,777	£ 89,208	£ 92,777	£ 96,488	£ 100,347
<u>Technical</u>												
Technical Manager	1.0	£ 34,776	£ 39,118	£ 40,683	£ 42,310	£ 44,003	£ 45,763	£ 47,593	£ 49,497	£ 51,477	£ 53,536	£ 55,677
Theatre Technician	1.0	£ 25,043	£ 28,170	£ 29,296	£ 30,468	£ 31,687	£ 32,954	£ 34,273	£ 35,643	£ 37,069	£ 38,552	£ 40,094
<u>Marketing</u>												
Marketing and Box Office Manager	1.0	£ 33,422	£ 39,099	£ 40,663	£ 42,290	£ 43,981	£ 45,741	£ 47,570	£ 49,473	£ 51,452	£ 53,510	£ 55,650
Marketing and Box Office Assistant	1.0	£ 23,981	£ 28,054	£ 29,177	£ 30,344	£ 31,557	£ 32,820	£ 34,133	£ 35,498	£ 36,918	£ 38,395	£ 39,930
Box Office and Bookings Supervisor	0.0	£ 25,043	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<u>Catering and Hospitality</u>												
Front of House Manager	1.0	£ 25,043	£ 29,296	£ 30,468	£ 31,687	£ 32,954	£ 34,273	£ 35,643	£ 37,069	£ 38,552	£ 40,094	£ 41,698
			£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<u>Other</u>												
Community & Participation Manager	0.5	£ 33,422	£ 19,550	£ 20,332	£ 21,145	£ 21,991	£ 22,870	£ 23,785	£ 24,737	£ 25,726	£ 26,755	£ 27,825
			£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Casual Staffing	2500.0	£ 12.21	£ 35,710	£ 37,138	£ 38,624	£ 40,169	£ 41,776	£ 43,447	£ 45,184	£ 46,992	£ 48,872	£ 50,826
			£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Sub-total salaries	2,506.5		£ 289,500	£ 301,080	£ 313,123	£ 325,648	£ 338,674	£ 352,221	£ 366,310	£ 380,962	£ 396,201	£ 412,049
Employment costs												
Employers National Insurance	15.0%	£ -	£ 43,425	£ 45,162	£ 46,968	£ 48,847	£ 50,801	£ 52,833	£ 54,946	£ 57,144	£ 59,430	£ 61,807
Employers Pension	5.0%	£ -	£ 14,475	£ 15,054	£ 15,656	£ 16,282	£ 16,934	£ 17,611	£ 18,315	£ 19,048	£ 19,810	£ 20,602
Other benefits and training	0.0%	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Contingency	0.0%	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Sub-total employment costs			£ -	£ 57,900	£ 60,216	£ 62,625	£ 65,130	£ 67,735	£ 70,444	£ 73,262	£ 76,192	£ 79,240
TOTAL STAFFING COST			£ -	£ 347,400	£ 361,296	£ 375,748	£ 390,778	£ 406,409	£ 422,665	£ 439,572	£ 457,155	£ 494,459

The Harlington
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Business Plan
Option 1

Item		Year -1	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
		£	£	£	£	£	£	£	£	£	£
COST OF SALES											
Direct F&B Variable Wages	5.0%	£ 8,942	£ 10,811	£ 12,896	£ 13,348	£ 13,815	£ 14,298	£ 14,799	£ 15,317	£ 15,853	£ 16,408
Direct Event Variable Wages	5.0%	£ 3,124	£ 4,066	£ 4,708	£ 4,872	£ 5,043	£ 5,219	£ 5,402	£ 5,591	£ 5,787	£ 5,989
Direct Event Other Costs	5.0%	£ 888	£ 1,795	£ 2,393	£ 2,477	£ 2,564	£ 2,654	£ 2,746	£ 2,843	£ 2,942	£ 3,045
TOTAL COST OF SALES		£ 12,954	£ 16,672	£ 19,997	£ 20,697	£ 21,422	£ 22,171	£ 22,947	£ 23,750	£ 24,582	£ 25,442
EXPENDITURE											
	2024/25										
Staffing Other Costs											
Training	£ 1,500	£ 1,672	£ 1,714	£ 1,757	£ 1,800	£ 1,845	£ 1,892	£ 1,939	£ 1,987	£ 2,037	£ 2,088
Uniforms	£ 400	£ 446	£ 457	£ 468	£ 480	£ 492	£ 504	£ 517	£ 530	£ 543	£ 557
Misc Staffing Costs		£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Insurances, licensing											
Other Insurances	£ 4,000	£ 4,458	£ 4,570	£ 4,684	£ 4,801	£ 4,921	£ 5,044	£ 5,170	£ 5,300	£ 5,432	£ 5,568
Administration/ office costs											
Office equipment	£ 1,000	£ 1,115	£ 1,142	£ 1,171	£ 1,200	£ 1,230	£ 1,261	£ 1,293	£ 1,325	£ 1,358	£ 1,392
Office supplies	£ 1,000	£ 1,115	£ 1,142	£ 1,171	£ 1,200	£ 1,230	£ 1,261	£ 1,293	£ 1,325	£ 1,358	£ 1,392
Postage	£ 500	£ 557	£ 571	£ 586	£ 600	£ 615	£ 631	£ 646	£ 662	£ 679	£ 696
Telephone	£ 3,000	£ 3,344	£ 3,427	£ 3,513	£ 3,601	£ 3,691	£ 3,783	£ 3,878	£ 3,975	£ 4,074	£ 4,176
Travel costs	£ 750	£ 836	£ 857	£ 878	£ 900	£ 923	£ 946	£ 969	£ 994	£ 1,019	£ 1,044
IT support & equipment	£ 17,200	£ 19,171	£ 19,650	£ 20,141	£ 20,645	£ 21,161	£ 21,690	£ 22,232	£ 22,788	£ 23,358	£ 23,942
Marketing / PR											
Live Performance Marketing	£ 30,000	£ 33,437	£ 34,273	£ 35,130	£ 36,008	£ 36,909	£ 37,831	£ 38,777	£ 39,747	£ 40,740	£ 41,759
Event Venue Marketing	£ 7,500	£ 8,359	£ 8,568	£ 8,783	£ 9,002	£ 9,227	£ 9,458	£ 9,694	£ 9,937	£ 10,185	£ 10,440
Strategic Programme Marketing	£ 10,000	£ 11,146	£ 11,424	£ 11,710	£ 12,003	£ 12,303	£ 12,610	£ 12,926	£ 13,249	£ 13,580	£ 13,920
Facilities Management											
Business Rates	£ 17,520	£ 19,527	£ 20,016	£ 20,516	£ 21,029	£ 21,555	£ 22,094	£ 22,646	£ 23,212	£ 23,792	£ 24,387
Contract Services	£ 41,600	£ 46,367	£ 47,526	£ 48,714	£ 49,932	£ 51,180	£ 52,460	£ 53,771	£ 55,115	£ 56,493	£ 57,906
Cleaning Contract (incl supplies)	£ 48,000	£ 53,500	£ 54,837	£ 56,208	£ 57,614	£ 59,054	£ 60,530	£ 62,044	£ 63,595	£ 65,184	£ 66,814
Waste disposal and recycling	£ 3,500	£ 3,901	£ 3,999	£ 4,099	£ 4,201	£ 4,306	£ 4,414	£ 4,524	£ 4,637	£ 4,753	£ 4,872
Utilities											
Electricity and Gas	£ 96,100	£ 85,689	£ 87,831	£ 90,027	£ 92,278	£ 94,585	£ 96,949	£ 99,373	£ 101,857	£ 104,404	£ 107,014
Water	£ 5,500	£ 6,130	£ 6,283	£ 6,441	£ 6,602	£ 6,767	£ 6,936	£ 7,109	£ 7,287	£ 7,469	£ 7,656
Business Rates	£ 17,500	£ 19,505	£ 19,993	£ 20,493	£ 21,005	£ 21,530	£ 22,068	£ 22,620	£ 23,186	£ 23,765	£ 24,359
TOTAL EXPENDITURE		£ 320,275	£ 328,282	£ 336,489	£ 344,901	£ 353,524	£ 362,362	£ 371,421	£ 380,706	£ 390,224	£ 399,980

The Harlington
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Business Plan
Option 1

		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
	Base	Year -2	Year -1	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
					1	2	3	4	5	6	7	8	9	10
General Inflation Rate	1.00	3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Inflation index	1.00	1.035	1.061	1.087	1.115	1.142	1.171	1.200	1.230	1.261	1.293	1.325	1.358	1.392
Wage Cost Inflation Rate	1.00	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Wage cost inflation index	1.00	1.040	1.082	1.125	1.170	1.217	1.265	1.316	1.369	1.423	1.480	1.539	1.601	1.665

The Harlington Business Plan

Option 1 + Balcony

Option 1 + Balcony

Issued

Prepared by
Stu Shanks

August 2025

It is not possible to guarantee the fulfilment of any estimates or forecast contained within this model, although they have been conscientiously prepared on the basis of research and information made available at the time of the study.

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**The Harlington
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**Business Plan
Option 1 + Balcony**

Summary Profit and Loss

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
	£	£	£	£	£	£	£	£	£	£	£
REVENUE											
Self-Promoted Entertainment Box Office	£ 759,728	£ 940,946	£ 1,219,023	£ 1,261,689	£ 1,305,848	£ 1,351,552	£ 1,398,857	£ 1,447,817	£ 1,498,490	£ 1,550,937	£ 12,734,887
Venue Hire Entertainment	£ 33,850	£ 36,261	£ 39,182	£ 40,553	£ 41,973	£ 43,442	£ 44,962	£ 46,536	£ 48,165	£ 49,850	£ 424,773
Events Recharges	£ 22,717	£ 26,103	£ 33,293	£ 34,458	£ 35,664	£ 36,912	£ 38,204	£ 39,541	£ 40,925	£ 42,357	£ 350,174
Venue Hire Community Events	£ 45,164	£ 47,220	£ 49,117	£ 50,836	£ 52,615	£ 54,457	£ 56,363	£ 58,335	£ 60,377	£ 62,490	£ 536,973
Venue Hire Private Events	£ 5,016	£ 9,254	£ 14,052	£ 14,544	£ 15,053	£ 15,580	£ 16,125	£ 16,689	£ 17,274	£ 17,878	£ 141,465
Venue Hire Business Events	£ 12,305	£ 25,774	£ 40,318	£ 41,729	£ 43,189	£ 44,701	£ 46,266	£ 47,885	£ 49,561	£ 51,295	£ 403,023
Additional Event Services	£ 433	£ 876	£ 1,359	£ 1,407	£ 1,456	£ 1,507	£ 1,560	£ 1,614	£ 1,671	£ 1,729	£ 13,612
Food and Beverage - Entertainment	£ 215,586	£ 263,114	£ 333,261	£ 344,925	£ 356,998	£ 369,493	£ 382,425	£ 395,810	£ 409,663	£ 424,001	£ 3,495,277
Food and Beverage - Community Events	£ 7,771	£ 9,208	£ 10,239	£ 10,597	£ 10,968	£ 11,352	£ 11,750	£ 12,161	£ 12,586	£ 13,027	£ 109,660
Food and Beverage - Private Events	£ 4,458	£ 9,755	£ 16,307	£ 16,878	£ 17,469	£ 18,080	£ 18,713	£ 19,368	£ 20,046	£ 20,748	£ 161,823
Food and Beverage - Business Events	£ 4,919	£ 11,710	£ 22,163	£ 22,939	£ 23,742	£ 24,573	£ 25,433	£ 26,323	£ 27,244	£ 28,198	£ 217,245
Merchandise	£ 1,490	£ 1,837	£ 2,332	£ 2,413	£ 2,498	£ 2,585	£ 2,676	£ 2,769	£ 2,866	£ 2,967	£ 24,433
Box Office Charges	£ 19,406	£ 21,610	£ 26,456	£ 27,382	£ 28,341	£ 29,333	£ 30,359	£ 31,422	£ 32,521	£ 33,660	£ 280,489
Venue Facility Fee	£ 67,179	£ 81,701	£ 103,103	£ 110,965	£ 113,739	£ 116,582	£ 119,497	£ 122,484	£ 125,546	£ 128,685	£ 1,089,482
TOTAL REVENUE	£ 1,200,022	£ 1,485,368	£ 1,910,205	£ 1,981,315	£ 2,049,552	£ 2,120,149	£ 2,193,188	£ 2,268,755	£ 2,346,936	£ 2,427,824	£ 19,983,314
Cost of sales											
Self-Promoted Entertainment Artist Share	£ 641,755	£ 794,487	£ 1,030,923	£ 1,056,697	£ 1,083,114	£ 1,110,192	£ 1,137,947	£ 1,166,395	£ 1,195,555	£ 1,225,444	£ 10,442,510
F & B COS - Product - Beverages	£ 79,355	£ 100,403	£ 130,793	£ 135,371	£ 140,109	£ 145,013	£ 150,088	£ 155,342	£ 160,779	£ 166,406	£ 1,363,659
F & B COS - Variable Wages	£ 17,086	£ 21,156	£ 26,986	£ 27,930	£ 28,908	£ 29,919	£ 30,967	£ 32,050	£ 33,172	£ 34,333	£ 282,507
Direct Event Variable Wages	£ 3,124	£ 4,112	£ 5,174	£ 5,355	£ 5,543	£ 5,737	£ 5,938	£ 6,145	£ 6,361	£ 6,583	£ 54,073
Direct Event Costs	£ 888	£ 1,795	£ 2,786	£ 2,884	£ 2,985	£ 3,089	£ 3,198	£ 3,309	£ 3,425	£ 3,545	£ 27,905
Total costs of sales	£ 742,208	£ 921,954	£ 1,196,663	£ 1,228,237	£ 1,260,659	£ 1,293,950	£ 1,328,137	£ 1,363,242	£ 1,399,292	£ 1,436,311	£ 12,170,653
GROSS PROFIT	£ 457,814	£ 563,414	£ 713,542	£ 753,078	£ 788,893	£ 826,198	£ 865,051	£ 905,513	£ 947,645	£ 991,512	£ 7,812,661
EXPENDITURE											
Staffing	£ 349,518	£ 363,467	£ 377,973	£ 393,058	£ 408,747	£ 425,061	£ 442,028	£ 459,672	£ 478,021	£ 497,103	£ 4,194,648
Licences and Insurance	£ 4,458	£ 4,570	£ 4,684	£ 4,801	£ 4,921	£ 5,044	£ 5,170	£ 5,300	£ 5,432	£ 5,568	£ 49,948
Administration and Office Costs	£ 26,137	£ 26,790	£ 27,460	£ 28,147	£ 28,850	£ 29,572	£ 30,311	£ 31,069	£ 31,845	£ 32,641	£ 292,822
Marketing	£ 52,943	£ 54,266	£ 55,623	£ 57,013	£ 58,439	£ 59,900	£ 61,397	£ 62,932	£ 64,505	£ 66,118	£ 593,137
Facilities Management	£ 234,619	£ 240,485	£ 246,497	£ 252,660	£ 258,976	£ 265,450	£ 272,087	£ 278,889	£ 285,861	£ 293,008	£ 2,628,531
Total Expenditure	£ 667,675	£ 689,578	£ 712,237	£ 735,679	£ 759,933	£ 785,027	£ 810,993	£ 837,861	£ 865,665	£ 894,438	£ 7,759,087
Operating Surplus/(Deficit)	(209,861)	(126,164)	1,305	17,399	28,960	41,171	54,058	67,651	81,979	97,074	53,574

**The Harlington
Issued**

**Business Plan
Option 1 + Balcony**

Base Assumptions

Main Auditorium Capacities - Option 1

Standing	450
Standing & Balcony	597
Seated	299
Seated & Balcony	446
Cabaret - Incl. Standing	206
Cabaret - Incl. Standing & Balcony	353

Capacities

Basement - Multi-purpose Room	-
Ground - Function Room	70
Ground - Theatre Bar	70
First - Meeting Room	20
First - Dance Studio	20

Hires

Film Club	120
Roller Disco	150
Pantomime	5,750
Other	300
Jazz Club	150
Ceroc	100
Rock Choir	20
Starburst	450

Space Hire Rates - Entertainment

	Commercial	Charity/Community	Community - Hourly
Auditorium (10 Hour Day)	£ 510.00	£ 403.00	£ 25.00
Dance Studio (per hour)	£ 37.50	£ 17.00	£ 17.00
Other Main Auditorium Hire	£ 350.00	£ 250.00	
Function Room	£ 300.00	£ 200.00	
Meeting Room (4 hour Hire)	£ 170.00	£ 100.00	
The Hub (4 Hour Hire)	£ 120.00	£ 80.00	
Whole Venue (10 Hour Day)	£ 950.00	£ 650.00	
Pantomime Run		£ 18,500.00	
Small Meetings (0 - 15)	11		
Large Meetings (16 - 50)	35		
Conferences - 1 Day	88		
Corporate Exhibitions	50		
Community Events	150		

Additional Services	2.5%
F&B SPH Uplift	3.5%
BO Uplift	10.0%
Rate of VAT	20.0%
General Inflation - First year 2025-2026	3.50%
General Inflation - After 1 years	2.50%
Wage Inflation - First year	4.00%
Wage Inflation - After year 1	2.00%
Venue share of merchandising income	20%
F & B Product Costs - Beverages	34%
F & B Product Costs - Confec & Ices	40%
F & B Labour Costs	18%
Event Staffing Costs	
Event Other Costs	
Venue Booking Fee	£0.00
Venue Facility Fee	£2.00
Direct event costs (% of rental income)	50.0%
Rateable Value - Business Rates	
Business Rates Multiplier	51.2%
Employers National Insurance Rate	15.0%
Employers Pension Rate	
Other Benefits	
Contingency	5.0%

**The Harlington
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**Business Plan
Option 1 + Balcony**

	Number of Events			Number of Events			Number of Events		
	Low case	Base case	High case	Low case	Base case	High case	Low case	Base case	High case
Event type	Year 1	Year 1	Year 1	Year 2	Year 2	Year 2	Year 3	Year 3	Year 3
Entertainment Events									
Live Music - Tribute/Concert	32	36	40	32	36	40	36	40	44
Film Club	20	22	24	22	24	26	23	26	29
Comedy Club	11	12	13	11	12	13	11	12	13
Jazz Club	11	12	13	11	12	13	11	12	13
Live Music - Named Artist	11	12	13	13	14	15	16	18	20
Roller Disco	7	8	9	7	8	9	7	8	9
Stand-Up Comedy	7	8	9	11	12	13	13	14	15
Family Entertainment	7	8	9	11	12	13	18	20	22
Audience with...	4	4	4	7	8	9	11	12	13
Other	4	4	4	7	8	9	11	12	13
Pantomime	1	1	1	1	1	1	1	1	1
		127			147			175	
Community/ Civic Events									
Ceroc	42	47	52	42	47	52	42	47	52
Rock Choir	8	9	10	8	9	10	8	9	10
Starburst	2	2	2	3	3	3	3	3	3
Funtime Dance Show	2	2	2	2	2	2	2	2	2
MK Dance - Informal Dance Show	2	2	2	2	2	2	2	2	2
True Life Conferences	1	1	1	1	1	1	1	1	1
Fleet Lions Beerfest	1	1	1	1	1	1	1	1	1
Fleet Flower Club	1	1	1	1	1	1	1	1	1
Tudor Rose Dance Festival	1	1	1	1	1	1	1	1	1
LT Dance	11	12	13	11	12	13	11	12	13
Over 50's Aerobics	97	108	119	97	108	119	97	108	119
Vicky Ewen Fitness Exercise Class	43	48	53	43	48	53	43	48	53
Monkey Music Class	140	156	172	140	156	172	140	156	172
Funtime Dance and Drama	151	168	185	151	168	185	151	168	185
Fleet & District U3A	11	12	13	11	12	13	11	12	13
The Arts Society Hart	10	11	12	10	11	12	10	11	12
Freespirtz Yoga	43	48	53	43	48	53	43	48	53
Salsa Steps	43	48	53	43	48	53	43	48	53
Pilates with Sarah	43	48	53	43	48	53	43	48	53
Bodyline Aerobics	43	48	53	65	72	79	97	108	119
Additional Hires for Dance Studio	43	48	53	130	144	158	173	192	211
		821			942			1026	
Private Hires									
Small Scale <20	9	10	11	14	15	17	18	20	22
Mid Scale >20	5	5	6	11	12	13	18	20	22
		15			27			40	
Business Events									
Small Meetings (0 - 15)	47	52	57	70	78	86	94	104	114
Large Meetings (16 - 50)	2	2	2	14	15	17	23	26	29
Conferences - 1 Day	1	1	1	2	2	2	4	4	4
Corporate Exhibitions	0	0	0	1	1	1	2	2	2
Community Events	1	1	1	3	3	3	5	5	6
		56			99			141	
TOTAL		1,019			1,215			1,382	

Event type	Number of Events			% of Capacity			Attendances			Event Box Office			Split	Artist Fees			Additional Charges	Event Recharges		
	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3		Year 1	Year 2	Year 3		Year 1	Year 2	Year 3
Entertainment Events - Self-Promoted																				
Live Music - Tribute/Concert	36	36	40	66.0%	68.5%	71.0%	14,185	14,722	16,955	£ 395,251	£ 420,478	£ 496,355	85%	£ 335,963	£ 357,406	£ 421,902	5.0%	£ 16,798	£ 17,870	£ 21,095
Live Music - Named Artist	12	14	18	72.5%	75.0%	75.0%	5,194	6,269	8,060	£ 159,198	£ 196,939	£ 259,538	90%	£ 143,278	£ 177,245	£ 233,584	3.0%	£ 4,298	£ 5,317	£ 7,008
Comedy Club	12	12	12	50.0%	55.0%	65.0%	1,236	1,360	1,607	£ 23,764	£ 26,794	£ 32,457	70%	£ 16,635	£ 18,756	£ 22,720	0.0%	£ -	£ -	£ -
Stand-Up Comedy	8	12	14	89.0%	90.0%	90.0%	3,176	4,817	5,620	£ 74,327	£ 115,562	£ 138,192	85%	£ 63,178	£ 98,227	£ 117,464	0.0%	£ -	£ -	£ -
Jazz Club	12	12	12	50.0%	55.0%	55.0%	1,236	1,360	1,360	£ 27,552	£ 31,065	£ 31,842	60%	£ 16,531	£ 18,639	£ 19,105	0.0%	£ -	£ -	£ -
Family Entertainment	8	12	20	55.0%	60.0%	65.0%	1,962	3,211	5,798	£ 49,213	£ 82,544	£ 152,764	85%	£ 41,831	£ 70,162	£ 129,849	3.0%	£ 1,255	£ 2,105	£ 3,895
Audience with...	4	8	12	60.0%	65.0%	67.5%	1,070	2,319	3,613	£ 30,423	£ 67,564	£ 107,875	80%	£ 24,338	£ 54,051	£ 86,300	1.5%	£ 365	£ 811	£ 1,294
Other	4	8	12	60.0%	65.0%	67.5%	1,070	2,319	3,613	£ 26,247	£ 58,290	£ 93,068	78%	£ 20,473	£ 45,466	£ 72,593	1.5%	£ 307	£ 682	£ 1,089
TOTAL	92	106	128	63.2%	66.9%	69.8%	28,059	34,057	43,011	£ 759,728	£ 940,946	£ 1,219,023		£ 641,755	£ 794,487	£ 1,030,923		£ 22,717	£ 26,103	£ 33,293

The Harlington
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Business Plan
Option 1 + Balcony

Event type	Number of Event Days			% of Capacity			Attendances			Total Rental per day	Event Rental			Additional Charges	Additional Services		
	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3		Year 1	Year 2	Year 3		Year 1	Year 2	Year 3
Disco Skate	8	8	8	70.0%	70.0%	70.0%	840	840	840	£ 38	£ 334	£ 343	£ 351	0%	£ -	£ -	£ -
Film Club	22	24	26	50.0%	55.0%	60.0%	1,320	1,584	1,872	£ 510	£ 12,506	£ 13,984	£ 15,528	0%	£ -	£ -	£ -
Pantomime	1	1	1	100.0%	105.0%	110.0%	5,750	6,038	6,325	£ 18,500	£ 20,620	£ 21,135	£ 21,664	0%	£ -	£ -	£ -
Other	1	2	4	65.0%	65.0%	65.0%	195	390	780	£ 350	£ 390	£ 800	£ 1,639	0%	£ -	£ -	£ -
TOTAL	32	35	39				8,105	8,852	9,817		£ 33,850	£ 36,261	£ 39,182		£ -	£ -	£ -

Event type	Low Ticket Price		HighTicket Price		Average	Adjusted Average
	£		£		£	£
Entertainment Events						
Live Music - Tribute/Concert	£	22.00	£	28.00	£	25.00
Live Music - Named Artist	£	25.00	£	30.00	£	27.50
Comedy Club	£	15.00	£	19.50	£	17.25
Stand-Up Comedy	£	15.00	£	27.00	£	21.00
Jazz Club	£	19.00	£	21.00	£	20.00
Family Entertainment	£	15.00	£	30.00	£	22.50
Audience with...	£	23.00	£	28.00	£	25.50
Other	£	19.00	£	25.00	£	22.00
TOTAL						£ 22.59

Merchandising Income							Facility Fee Income					Box Office Charges				
Event	Gross SPH	Net SPH	Venue Share	Year 1	Year 2	Year 3	Facility Fee	Net Fee	Year 1	Year 2	Year 3	Box Office %	Year 1	Year 2	Year 3	
Live Music - Tribute/Concert	£ 0.15	£ 0.13	20%	£ 395	£ 420	£ 496	£ 2.00	£ 1.67	£ 26,350	£ 28,032	£ 33,090	3.5%	£ 13,834	£ 14,717	£ 17,372	
Live Music - Named Artist	£ 0.50	£ 0.42	20%	£ 482	£ 597	£ 786	£ 2.00	£ 1.67	£ 9,648	£ 11,936	£ 15,730	3.5%	£ 5,572	£ 6,893	£ 9,084	
Comedy Club	£ -	£ -	20%	£ -	£ -	£ -	£ 2.00	£ 1.67	£ 2,296	£ 2,589	£ 3,136					
Stand-Up Comedy	£ 0.25	£ 0.21	20%	£ 147	£ 229	£ 274	£ 2.00	£ 1.67	£ 5,899	£ 9,172	£ 10,968					
Jazz Club	£ -	£ -	20%	£ -	£ -	£ -	£ 2.00	£ 1.67	£ 2,296	£ 2,589	£ 2,654					
Family Entertainment	£ 0.20	£ 0.17	20%	£ 73	£ 122	£ 226	£ 2.00	£ 1.67	£ 3,645	£ 6,114	£ 11,316					
Audience with...	£ 0.20	£ 0.17	20%	£ 40	£ 88	£ 141	£ 2.00	£ 1.67	£ 1,988	£ 4,416	£ 7,051					
Disco Skate	£ -	£ -	20%	£ -	£ -	£ -	£ 2.00	£ 1.67	£ 1,560	£ 1,599	£ 1,639					
Film Club	£ -	£ -	20%	£ -	£ -	£ -	£ 2.00	£ 1.67	£ 2,452	£ 3,016	£ 3,654					
Pantomime	£ 0.33	£ 0.28	20%	£ 352	£ 379	£ 407	£ 2.00	£ 1.67	£ 10,681	£ 11,496	£ 12,344					
Other	£ -	£ -	20%	£ -	£ -	£ -	£ 2.00	£ 1.67	£ 362	£ 743	£ 1,522					
TOTAL				£ 1,490	£ 1,837	£ 2,332				£ 67,179	£ 81,701	£ 103,103		£ 19,406	£ 21,610	£ 26,456

The Harlington
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Business Plan
Option 1 + Balcony

Event type	Number of Event Days			% of Capacity			Attendances			Total Rental per day	Event Rental			Additional Charges	Additional Services		
	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3		Year 1	Year 2	Year 3		Year 1	Year 2	Year 3
Ceroc	47	47	47	60.0%	60.0%	60.0%	2,820	2,820	2,820	£ 245	£ 12,834	£ 13,155	£ 13,484	0.0%	£ -	£ -	£ -
Rock Choir	9	9	9	50.0%	50.0%	50.0%	90	90	90	£ 150	£ 1,505	£ 1,542	£ 1,581	0.0%	£ -	£ -	£ -
Starburst	2	3	3	30.0%	30.0%	30.0%	270	405	405	£ 403	£ 898	£ 1,381	£ 1,416	0.0%	£ -	£ -	£ -
Funtime Dance Show	2	2	2	70.0%	70.0%	70.0%	419	419	419	£ 403	£ 898	£ 921	£ 944	0.0%	£ -	£ -	£ -
MK Dance - Informal Dance Show	2	2	2	70.0%	70.0%	70.0%	419	419	419	£ 403	£ 898	£ 921	£ 944	0.0%	£ -	£ -	£ -
True Life Conferences	1	1	1	50.0%	50.0%	50.0%	150	150	150	£ 403	£ 449	£ 460	£ 472	2.0%	£ 9	£ 9	£ 9
Fleet Lions Beerfest	1	1	1	140.0%	155.0%	175.0%	630	698	788	£ 403	£ 449	£ 460	£ 472	5.0%	£ 22	£ 23	£ 24
Fleet Flower Club	1	1	1	33.0%	33.0%	33.0%	99	99	99	£ 403	£ 449	£ 460	£ 472	0.0%	£ -	£ -	£ -
Tudor Rose Dance Festival	1	1	1	40.0%	40.0%	40.0%	120	120	120	£ 403	£ 449	£ 460	£ 472	2.5%	£ 11	£ 12	£ 12
LT Dance	12	12	12	33.0%	33.0%	33.0%	1,184	1,184	1,184	£ 403	£ 5,390	£ 5,525	£ 5,663	0.0%	£ -	£ -	£ -
TOTAL	56	56	56				6,199	6,402	6,492		£ 24,221	£ 25,287	£ 25,919		£ 43	£ 44	£ 45

Event type	Number of Event Days			Attd per event			Attendances			Total Rental per Event	Event Rental			Additional Charges	Additional Services		
	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3		Year 1	Year 2	Year 3		Year 1	Year 2	Year 3
Over 50's Aerobics	108	108	108	25	25	25	2,700	2,700	2,700	£ 50	£ 6,019	£ 6,169	£ 6,323	0.0%	£ -	£ -	£ -
Vicky Ewen Fitness Exercise Class	48	48	48	5	5	5	240	240	240	£ 17	£ 909	£ 932	£ 956	0.0%	£ -	£ -	£ -
Monkey Music Class	156	156	156	5	5	5	780	780	780	£ 34	£ 5,912	£ 6,060	£ 6,211	0.0%	£ -	£ -	£ -
Funtime Dance and Drama	168	168	168	5	5	5	840	840	840	£ 17	£ 3,183	£ 3,263	£ 3,344	0.0%	£ -	£ -	£ -
Fleet & District U3A	12	12	12	100	100	100	1,200	1,200	1,200	£ 50	£ 669	£ 685	£ 703	0.0%	£ -	£ -	£ -
The Arts Society Hart	11	11	11	70	70	70	770	770	770	£ 50	£ 613	£ 628	£ 644	0.0%	£ -	£ -	£ -
Freemspiritz Yoga	48	48	48	10	10	10	480	480	480	£ 17	£ 909	£ 932	£ 956	0.0%	£ -	£ -	£ -
Salsa Steps	48	48	48	10	10	10	480	480	480	£ 17	£ 909	£ 932	£ 956	0.0%	£ -	£ -	£ -
Pilates with Sarah	48	48	48	10	10	10	480	480	480	£ 17	£ 909	£ 932	£ 956	0.0%	£ -	£ -	£ -
Bodyline Aerobics	48	72	108	11	11	11	528	792	1,188	£ 17	£ 909	£ 1,398	£ 2,150	0.0%	£ -	£ -	£ -
Additional Hires for Dance Studio	48	144	192	10	10	10	480	1,440	1,920	£ 17	£ 909	£ 2,797	£ 3,822	0.0%	£ -	£ -	£ -
TOTAL	312	312	312				8,978	10,202	11,078		£ 20,943	£ 21,933	£ 23,198		£ -	£ -	£ -

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Business Plan
Option 1 + Balcony

Event type	Number of Event Days			Attendance	Attendances			Total Rental per day	Event Rental			Additional Charges	Additional Services		
	Year 1	Year 2	Year 3		Year 1	Year 2	Year 3		Year 1	Year 2	Year 3		Year 1	Year 2	Year 3
Small Scale <20	10	15	20	18	180	270	360	£ 300	£ 3,344	£ 5,141	£ 7,026	3%	£ 84	£ 129	£ 176
Mid Scale >20	5	12	20	60	300	720	1,200	£ 300	£ 1,672	£ 4,113	£ 7,026	3%	£ 42	£ 103	£ 176
TOTAL	15	27	40		480	990	1,560		£ 5,016	£ 9,254	£ 14,052		£ 125	£ 231	£ 351

Event type	Number of Event Days			Attendance	Attendances			Total Rental per day	Event Rental			Additional Charges	Additional Services		
	Year 1	Year 2	Year 3		Year 1	Year 2	Year 3		Year 1	Year 2	Year 3		Year 1	Year 2	Year 3
Small Meetings (0 - 15)	52	78	104	11	572	858	1,144	£ 170	£ 9,853	£ 15,149	£ 20,703	3%	£ 246	£ 379	£ 518
Large Meetings (16 - 50)	2	15	26	35	70	525	910	£ 300	£ 669	£ 5,141	£ 9,134	3%	£ 17	£ 129	£ 228
Conferences - 1 Day	1	2	4	88	88	176	352	£ 950	£ 1,059	£ 2,171	£ 4,450	3%	£ 26	£ 54	£ 111
Corporate Exhibitions	0	1	2	50	0	50	100	£ 950	£ -	£ 1,085	£ 2,225	3%	£ -	£ 27	£ 56
Community Events	1	3	5	150	150	450	750	£ 650	£ 724	£ 2,228	£ 3,806	3%	£ 18	£ 56	£ 95
TOTAL	56	99	141		880	2,059	3,256		£ 12,305	£ 25,774	£ 40,318		£ 308	£ 644	£ 1,008

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Business Plan
Option 1 + Balcony

£ 0.50

Food and Beverage Risk %

0%

0%

0%

FOOD and BEVERAGE INCOME	Gross SPH	Gross SPH	Gross SPH	Net SPH	Net SPH	Net SPH
Event type	Year 1	Year 2	Year 3	Year 1	Year 1	Year 1
	£	£	£	£	£	£

Entertainment Events

Live Music - Tribute/Concert	£ 7.50	£ 7.76	£ 8.03	£ 6.25	£ 6.47	£ 6.70
Live Music - Named Artist	£ 8.50	£ 8.80	£ 9.11	£ 7.08	£ 7.33	£ 7.59
Comedy Club	£ 12.50	£ 12.94	£ 13.39	£ 10.42	£ 10.78	£ 11.16
Stand-Up Comedy	£ 8.50	£ 8.80	£ 9.11	£ 7.08	£ 7.33	£ 7.59
Jazz Club	£ 5.80	£ 6.00	£ 6.21	£ 4.83	£ 5.00	£ 5.18
Family Entertainment	£ 2.50	£ 2.59	£ 2.68	£ 2.08	£ 2.16	£ 2.23
Disco Skate	£ 4.50	£ 4.66	£ 4.82	£ 3.75	£ 3.88	£ 4.02
Film Club	£ 1.65	£ 1.71	£ 1.77	£ 1.38	£ 1.42	£ 1.47
Pantomime	£ 3.50	£ 3.62	£ 3.75	£ 2.92	£ 3.02	£ 3.12
Other	£ 5.00	£ 5.18	£ 5.36	£ 4.17	£ 4.31	£ 4.46

Entertainment Events

Community/ Civic Events

Ceroc	£ 0.75	£ 0.78	£ 0.80	£ 0.63	£ 0.65	£ 0.67
Rock Choir	£ 2.50	£ 2.59	£ 2.68	£ 2.08	£ 2.16	£ 2.23
Starburst	£ 4.75	£ 4.92	£ 5.09	£ 3.96	£ 4.10	£ 4.24
Funtime Dance Show	£ 1.50	£ 1.55	£ 1.61	£ 1.25	£ 1.29	£ 1.34
MK Dance - Informal Dance Show	£ 1.50	£ 1.55	£ 1.61	£ 1.25	£ 1.29	£ 1.34
True Life Conferences	£ -	£ -	£ -	£ -	£ -	£ -
Fleet Lions Beerfest	£ 5.00	£ 5.18	£ 5.36	£ 4.17	£ 4.31	£ 4.46
Fleet Flower Club	£ 1.00	£ 1.04	£ 1.07	£ 0.83	£ 0.86	£ 0.89
Tudor Rose Dance Festival	£ 2.00	£ 2.07	£ 2.14	£ 1.67	£ 1.73	£ 1.79
LT Dance	£ -	£ -	£ -	£ -	£ -	£ -
Over 50's Aerobics	£ -	£ -	£ -	£ -	£ -	£ -
Vicky Ewen Fitness Exercise Class	£ -	£ -	£ -	£ -	£ -	£ -
Monkey Music Class	£ -	£ -	£ -	£ -	£ -	£ -
Funtime Dance and Drama	£ -	£ -	£ -	£ -	£ -	£ -
Fleet & District U3A	£ -	£ -	£ -	£ -	£ -	£ -
The Arts Society Hart	£ -	£ -	£ -	£ -	£ -	£ -
Freespiritiz Yoga	£ -	£ -	£ -	£ -	£ -	£ -
Salsa Steps	£ -	£ -	£ -	£ -	£ -	£ -
Pilates with Sarah	£ -	£ -	£ -	£ -	£ -	£ -
Bodyline Aerobics	£ -	£ -	£ -	£ -	£ -	£ -

Community/ Civic Events

Private Hires

Small Scale <20	£ 10.00	£ 10.35	£ 10.71	£ 8.33	£ 8.63	£ 8.93
Mid Scale >20	£ 10.00	£ 10.35	£ 10.71	£ 8.33	£ 8.63	£ 8.93

Private Hires

Business Events

Small Meetings (0 - 15)	£ 3.00	£ 3.11	£ 3.21	£ 2.50	£ 2.59	£ 2.68
Large Meetings (16 - 50)	£ 5.00	£ 5.18	£ 5.36	£ 4.17	£ 4.31	£ 4.46
Conferences - 1 Day	£ 35.00	£ 36.23	£ 37.49	£ 29.17	£ 30.19	£ 31.24
Corporate Exhibitions	£ 1.50	£ 1.55	£ 1.61	£ 1.25	£ 1.29	£ 1.34
Community Events	£ 1.00	£ 1.04	£ 1.07	£ 0.83	£ 0.86	£ 0.89

Business Events

TOTALS

Annual Income		
Year 1	Year 2	Year 3
£	£	£

£ 98,813	£ 108,799	£ 132,927
£ 41,006	£ 52,502	£ 71,612
£ 14,350	£ 16,746	£ 20,996
£ 25,071	£ 40,343	£ 49,933
£ 6,659	£ 7,770	£ 8,243
£ 4,557	£ 7,910	£ 15,152
£ 3,511	£ 3,725	£ 3,951
£ 2,023	£ 2,575	£ 3,229
£ 18,692	£ 20,822	£ 23,141
£ 906	£ 1,921	£ 4,077

£ 215,586 £ 263,114 £ 333,261

£ 1,964	£ 2,084	£ 2,211
£ 209	£ 222	£ 235
£ 1,191	£ 1,896	£ 2,011
£ 583	£ 619	£ 656
£ 583	£ 619	£ 656
£ -	£ -	£ -
£ 2,926	£ 3,436	£ 4,116
£ 92	£ 97	£ 103
£ 222	£ 236	£ 250
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -

£ 7,771 £ 9,208 £ 10,239

£ 1,672	£ 2,660	£ 3,763
£ 2,786	£ 7,095	£ 12,544

£ 4,458 £ 9,755 £ 16,307

£ 1,594	£ 2,536	£ 3,588
£ 325	£ 2,587	£ 4,756
£ 2,861	£ 6,070	£ 12,879
£ -	£ 74	£ 157
£ 139	£ 443	£ 784

£ 4,919 £ 11,710 £ 22,163

£ 232,734 £ 12,227 £ 26,086

Cost of Sales %

34%
34%
34%
34%
34%
34%
34%
34%
34%
34%

£ 73,299 £ 89,459 £ 113,309

34%
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34%
34%

£ 2,642 £ 3,131 £ 3,481

34%
34%

£ 1,516 £ 3,317 £ 5,545

34%
34%
66%
34%
34%

£ 2,588 £ 5,924 £ 11,657

£ 80,045 £ 101,830 £ 133,991

Cost of Sales		
Year 1	Year 2	Year 3
£	£	£

£ 33,596	£ 36,992	£ 45,195
£ 13,942	£ 17,851	£ 24,348
£ 4,879	£ 5,694	£ 7,139
£ 8,524	£ 13,717	£ 16,977
£ 2,264	£ 2,642	£ 2,803
£ 1,549	£ 2,690	£ 5,152
£ 1,194	£ 1,266	£ 1,343
£ 688	£ 876	£ 1,098
£ 6,355	£ 7,079	£ 7,868
£ 308	£ 653	£ 1,386

£ 73,299 £ 89,459 £ 113,309

£ 668	£ 709	£ 752
£ 71	£ 75	£ 80
£ 405	£ 644	£ 684
£ 198	£ 210	£ 223
£ 198	£ 210	£ 223
£ -	£ -	£ -
£ 995	£ 1,168	£ 1,399
£ 31	£ 33	£ 35
£ 76	£ 80	£ 85
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -
£ -	£ -	£ -

£ 2,642 £ 3,131 £ 3,481

£ 568	£ 905	£ 1,280
£ 947	£ 2,412	£ 4,265

£ 1,516 £ 3,317 £ 5,545

£ 542	£ 862	£ 1,220
£ 111	£ 879	£ 1,617
£ 1,888	£ 4,006	£ 8,500
£ -	£ 25	£ 53
£ 47	£ 151	£ 267

£ 2,588 £ 5,924 £ 11,657

£ 80,045 £ 101,830 £ 133,991

The Harlington
Issued

Business Plan
Option 1 + Balcony

Core staffing model	FTEs	Post Salary	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 6	Year 8	Year 9	Year 10
			£	£	£	£	£	£	£	£	£	£
<u>Executive</u>												
General Manager	1.0	£ 60,266	£ 70,503	£ 73,323	£ 76,256	£ 79,306	£ 82,478	£ 85,777	£ 89,208	£ 92,777	£ 96,488	£ 100,347
<u>Technical</u>												
Technical Manager	1.0	£ 34,776	£ 39,118	£ 40,683	£ 42,310	£ 44,003	£ 45,763	£ 47,593	£ 49,497	£ 51,477	£ 53,536	£ 55,677
Theatre Technician	1.0	£ 25,043	£ 28,170	£ 29,296	£ 30,468	£ 31,687	£ 32,954	£ 34,273	£ 35,643	£ 37,069	£ 38,552	£ 40,094
<u>Marketing</u>												
Marketing and Box Office Manager	1.0	£ 33,422	£ 39,099	£ 40,663	£ 42,290	£ 43,981	£ 45,741	£ 47,570	£ 49,473	£ 51,452	£ 53,510	£ 55,650
Marketing and Box Office Assistant	1.0	£ 23,981	£ 28,054	£ 29,177	£ 30,344	£ 31,557	£ 32,820	£ 34,133	£ 35,498	£ 36,918	£ 38,395	£ 39,930
Box Office and Bookings Supervisor	0.0	£ 25,043	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<u>Catering and Hospitality</u>												
Front of House Manager	1.0	£ 25,043	£ 29,296	£ 30,468	£ 31,687	£ 32,954	£ 34,273	£ 35,643	£ 37,069	£ 38,552	£ 40,094	£ 41,698
			£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<u>Other</u>												
Community & Participation Manager	0.5	£ 33,422	£ 19,550	£ 20,332	£ 21,145	£ 21,991	£ 22,870	£ 23,785	£ 24,737	£ 25,726	£ 26,755	£ 27,825
			£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Casual Staffing	2500.0	£ 12.21	£ 35,710	£ 37,138	£ 38,624	£ 40,169	£ 41,776	£ 43,447	£ 45,184	£ 46,992	£ 48,872	£ 50,826
			£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Sub-total salaries	2,506.5		£ 289,500	£ 301,080	£ 313,123	£ 325,648	£ 338,674	£ 352,221	£ 366,310	£ 380,962	£ 396,201	£ 412,049
<u>Employment costs</u>												
Employers National Insurance	15.0%	£ -	£ 43,425	£ 45,162	£ 46,968	£ 48,847	£ 50,801	£ 52,833	£ 54,946	£ 57,144	£ 59,430	£ 61,807
Employers Pension	5.0%	£ -	£ 14,475	£ 15,054	£ 15,656	£ 16,282	£ 16,934	£ 17,611	£ 18,315	£ 19,048	£ 19,810	£ 20,602
Other benefits and training	0.0%	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Contingency	0.0%	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Sub-total employment costs		£ -	£ 57,900	£ 60,216	£ 62,625	£ 65,130	£ 67,735	£ 70,444	£ 73,262	£ 76,192	£ 79,240	£ 82,410
TOTAL STAFFING COST		£ -	£ 347,400	£ 361,296	£ 375,748	£ 390,778	£ 406,409	£ 422,665	£ 439,572	£ 457,155	£ 475,441	£ 494,459

**The Harlington
Issued**

**Business Plan
Option 1 + Balcony**

Item		Year -1	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
		£	£	£	£	£	£	£	£	£	£
COST OF SALES											
Direct F&B Variable Wages	7.5%	£ 17,086	£ 21,156	£ 26,986	£ 27,930	£ 28,908	£ 29,919	£ 30,967	£ 32,050	£ 33,172	£ 34,333
Direct Event Variable Wages	5.0%	£ 3,124	£ 4,112	£ 5,174	£ 5,355	£ 5,543	£ 5,737	£ 5,938	£ 6,145	£ 6,361	£ 6,583
Direct Event Other Costs	5.0%	£ 888	£ 1,795	£ 2,786	£ 2,884	£ 2,985	£ 3,089	£ 3,198	£ 3,309	£ 3,425	£ 3,545
TOTAL COST OF SALES		£ 21,098	£ 27,063	£ 34,946	£ 36,169	£ 37,435	£ 38,746	£ 40,102	£ 41,505	£ 42,958	£ 44,462
EXPENDITURE											
2024/25											
Staffing Other Costs											
Training	£ 1,500	£ 1,672	£ 1,714	£ 1,757	£ 1,800	£ 1,845	£ 1,892	£ 1,939	£ 1,987	£ 2,037	£ 2,088
Uniforms	£ 400	£ 446	£ 457	£ 468	£ 480	£ 492	£ 504	£ 517	£ 530	£ 543	£ 557
Misc Staffing Costs		£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Insurances, licensing											
Other Insurances	£ 4,000	£ 4,458	£ 4,570	£ 4,684	£ 4,801	£ 4,921	£ 5,044	£ 5,170	£ 5,300	£ 5,432	£ 5,568
Administration/ office costs											
Office equipment	£ 1,000	£ 1,115	£ 1,142	£ 1,171	£ 1,200	£ 1,230	£ 1,261	£ 1,293	£ 1,325	£ 1,358	£ 1,392
Office supplies	£ 1,000	£ 1,115	£ 1,142	£ 1,171	£ 1,200	£ 1,230	£ 1,261	£ 1,293	£ 1,325	£ 1,358	£ 1,392
Postage	£ 500	£ 557	£ 571	£ 586	£ 600	£ 615	£ 631	£ 646	£ 662	£ 679	£ 696
Telephone	£ 3,000	£ 3,344	£ 3,427	£ 3,513	£ 3,601	£ 3,691	£ 3,783	£ 3,878	£ 3,975	£ 4,074	£ 4,176
Travel costs	£ 750	£ 836	£ 857	£ 878	£ 900	£ 923	£ 946	£ 969	£ 994	£ 1,019	£ 1,044
IT support & equipment	£ 17,200	£ 19,171	£ 19,650	£ 20,141	£ 20,645	£ 21,161	£ 21,690	£ 22,232	£ 22,788	£ 23,358	£ 23,942
Marketing / PR											
Live Performance Marketing	£ 30,000	£ 33,437	£ 34,273	£ 35,130	£ 36,008	£ 36,909	£ 37,831	£ 38,777	£ 39,747	£ 40,740	£ 41,759
Event Venue Marketing	£ 7,500	£ 8,359	£ 8,568	£ 8,783	£ 9,002	£ 9,227	£ 9,458	£ 9,694	£ 9,937	£ 10,185	£ 10,440
Strategic Programme Marketing	£ 10,000	£ 11,146	£ 11,424	£ 11,710	£ 12,003	£ 12,303	£ 12,610	£ 12,926	£ 13,249	£ 13,580	£ 13,920
Facilities Management											
Business Rates	£ 17,520	£ 19,527	£ 20,016	£ 20,516	£ 21,029	£ 21,555	£ 22,094	£ 22,646	£ 23,212	£ 23,792	£ 24,387
Compliance & Maintenance	£ 41,600	£ 46,367	£ 47,526	£ 48,714	£ 49,932	£ 51,180	£ 52,460	£ 53,771	£ 55,115	£ 56,493	£ 57,906
Cleaning Contract (incl supplies)	£ 48,000	£ 53,500	£ 54,837	£ 56,208	£ 57,614	£ 59,054	£ 60,530	£ 62,044	£ 63,595	£ 65,184	£ 66,814
Waste disposal and recycling	£ 3,500	£ 3,901	£ 3,999	£ 4,099	£ 4,201	£ 4,306	£ 4,414	£ 4,524	£ 4,637	£ 4,753	£ 4,872
Utilities											
Electricity and Gas	£ 96,100	£ 85,689	£ 87,831	£ 90,027	£ 92,278	£ 94,585	£ 96,949	£ 99,373	£ 101,857	£ 104,404	£ 107,014
Water	£ 5,500	£ 6,130	£ 6,283	£ 6,441	£ 6,602	£ 6,767	£ 6,936	£ 7,109	£ 7,287	£ 7,469	£ 7,656
Business Rates	£ 17,500	£ 19,505	£ 19,993	£ 20,493	£ 21,005	£ 21,530	£ 22,068	£ 22,620	£ 23,186	£ 23,765	£ 24,359
TOTAL EXPENDITURE		£ 320,275	£ 328,282	£ 336,489	£ 344,901	£ 353,524	£ 362,362	£ 371,421	£ 380,706	£ 390,224	£ 399,980

The Harlington
Issued

Business Plan
Option 1 + Balcony

		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
	Base	Year -2	Year -1	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
					1	2	3	4	5	6	7	8	9	10
General Inflation Rate	1.00	3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Inflation index	1.00	1.035	1.061	1.087	1.115	1.142	1.171	1.200	1.230	1.261	1.293	1.325	1.358	1.392
Wage Cost Inflation Rate	1.00	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Wage cost inflation index	1.00	1.040	1.082	1.125	1.170	1.217	1.265	1.316	1.369	1.423	1.480	1.539	1.601	1.665

The Harlington Business Plan *Full Option 2*

Issued

Prepared by
Stu Shanks

August 2025

It is not possible to guarantee the fulfilment of any estimates or forecast contained within this model, although they have been conscientiously prepared on the basis of research and information made available at the time of the study.

The authors will not be held liable to any third party for any direct or indirect losses, financial or otherwise, associated with any contents of this model. This model has relied in a number of areas on the information provided by third parties, and have not undertaken additional independent verification of this date in all cases.

Summary Profit and Loss

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
	£	£	£	£	£	£	£	£	£	£	£
REVENUE											
Self-Promoted Entertainment Box Office	£ 797,861	£ 1,099,176	£ 1,548,543	£ 1,594,999	£ 1,642,849	£ 1,692,135	£ 1,742,899	£ 1,795,186	£ 1,849,041	£ 1,904,513	£ 15,667,202
Venue Hire Entertainment	£ 34,240	£ 37,061	£ 40,821	£ 41,842	£ 42,888	£ 43,960	£ 45,059	£ 46,186	£ 47,340	£ 48,524	£ 427,921
Events Recharges	£ 23,684	£ 30,177	£ 40,821	£ 41,841	£ 42,887	£ 43,959	£ 45,058	£ 46,185	£ 47,339	£ 48,523	£ 410,474
Youth Theatre Revenues	£ 45,698	£ 74,687	£ 118,857	£ 121,829	£ 124,874	£ 127,996	£ 131,196	£ 134,476	£ 137,838	£ 141,284	£ 1,158,736
Venue Hire Community Events	£ 62,792	£ 75,255	£ 95,657	£ 98,049	£ 100,500	£ 103,012	£ 105,588	£ 108,227	£ 110,933	£ 113,706	£ 973,720
Venue Hire Private Events	£ 5,016	£ 9,254	£ 14,052	£ 14,403	£ 14,763	£ 15,133	£ 15,511	£ 15,899	£ 16,296	£ 16,704	£ 137,030
Venue Hire Business Events	£ 13,364	£ 27,944	£ 44,768	£ 45,887	£ 47,034	£ 48,210	£ 49,415	£ 50,650	£ 51,917	£ 53,215	£ 432,403
Additional Event Services	£ 459	£ 930	£ 1,470	£ 1,507	£ 1,545	£ 1,584	£ 1,623	£ 1,664	£ 1,705	£ 1,748	£ 14,236
Food and Beverage - Entertainment	£ 224,393	£ 301,291	£ 399,359	£ 411,340	£ 423,680	£ 436,390	£ 449,482	£ 462,967	£ 476,856	£ 491,161	£ 4,076,918
Food and Beverage - Community Events	£ 7,771	£ 9,164	£ 10,140	£ 10,445	£ 10,758	£ 11,081	£ 11,413	£ 11,755	£ 12,108	£ 12,471	£ 107,106
Food and Beverage - Private Events	£ 4,458	£ 9,708	£ 16,150	£ 16,554	£ 16,968	£ 17,392	£ 17,827	£ 18,272	£ 18,729	£ 19,197	£ 155,256
Food and Beverage - Business Events	£ 7,780	£ 17,694	£ 34,704	£ 35,572	£ 36,461	£ 37,373	£ 38,307	£ 39,265	£ 40,246	£ 41,252	£ 328,654
Merchandise	£ 1,507	£ 2,116	£ 2,775	£ 2,859	£ 2,945	£ 3,033	£ 3,124	£ 3,218	£ 3,314	£ 3,413	£ 28,303
Box Office Charges	£ 19,692	£ 24,910	£ 30,913	£ 31,995	£ 33,115	£ 34,274	£ 35,474	£ 36,715	£ 38,000	£ 39,330	£ 324,418
Venue Facility Fee	£ 70,353	£ 93,045	£ 127,584	£ 137,312	£ 140,745	£ 144,264	£ 147,870	£ 151,567	£ 155,356	£ 159,240	£ 1,327,338
TOTAL REVENUE	£ 1,319,067	£ 1,812,412	£ 2,526,616	£ 2,606,434	£ 2,682,013	£ 2,759,795	£ 2,839,846	£ 2,922,231	£ 3,007,020	£ 3,094,282	£ 25,569,716
Cost of sales											
Self-Promoted Entertainment Artist Share	£ 672,175	£ 928,982	£ 1,304,802	£ 1,337,423	£ 1,370,858	£ 1,405,130	£ 1,440,258	£ 1,476,264	£ 1,513,171	£ 1,551,000	£ 13,000,062
F & B COS - Product - Beverages	£ 83,390	£ 115,529	£ 157,741	£ 162,380	£ 167,157	£ 172,074	£ 177,137	£ 182,349	£ 187,715	£ 193,239	£ 1,598,712
F & B COS - Variable Wages	£ 17,747	£ 24,012	£ 31,924	£ 32,875	£ 33,855	£ 34,865	£ 35,904	£ 36,975	£ 38,077	£ 39,212	£ 325,446
Youth Theatre Session Costs	£ 33,928	£ 56,750	£ 89,310	£ 32,875	£ 33,855	£ 34,865	£ 35,904	£ 36,975	£ 38,077	£ 39,212	£ 431,752
Direct Event Variable Wages	£ 6,088	£ 8,434	£ 11,586	£ 11,875	£ 12,172	£ 12,477	£ 12,789	£ 13,108	£ 13,436	£ 13,772	£ 115,737
Direct Event Costs	£ 942	£ 1,906	£ 3,015	£ 3,090	£ 3,167	£ 3,246	£ 3,327	£ 3,411	£ 3,496	£ 3,583	£ 29,183
Total costs of sales	£ 814,270	£ 1,135,613	£ 1,598,378	£ 1,580,519	£ 1,621,065	£ 1,662,656	£ 1,705,319	£ 1,749,081	£ 1,793,971	£ 1,840,019	£ 15,500,892
GROSS PROFIT	£ 504,797	£ 676,799	£ 928,239	£ 1,025,915	£ 1,060,947	£ 1,097,139	£ 1,134,527	£ 1,173,150	£ 1,213,049	£ 1,254,264	£ 10,068,824
EXPENDITURE											
Staffing	£ 381,548	£ 396,778	£ 412,616	£ 429,088	£ 446,217	£ 464,031	£ 482,556	£ 501,821	£ 521,856	£ 542,692	£ 4,579,203
Licences and Insurance	£ 4,458	£ 4,570	£ 4,684	£ 4,801	£ 4,921	£ 5,044	£ 5,170	£ 5,300	£ 5,432	£ 5,568	£ 49,948
Administration and Office Costs	£ 26,137	£ 26,790	£ 27,460	£ 28,147	£ 28,850	£ 29,572	£ 30,311	£ 31,069	£ 31,845	£ 32,641	£ 292,822
Marketing	£ 58,516	£ 59,978	£ 61,478	£ 63,015	£ 64,590	£ 66,205	£ 67,860	£ 69,557	£ 71,296	£ 73,078	£ 655,572
Facilities Management	£ 236,537	£ 242,450	£ 248,511	£ 254,724	£ 261,092	£ 267,619	£ 274,310	£ 281,168	£ 288,197	£ 295,402	£ 2,650,009
Total Expenditure	£ 707,195	£ 730,566	£ 754,750	£ 779,774	£ 805,671	£ 832,471	£ 860,207	£ 888,914	£ 918,626	£ 949,381	£ 8,227,555
Operating Surplus/(Deficit)	(202,398)	(53,768)	173,489	246,140	255,276	264,668	274,320	284,236	294,423	304,883	1,841,269

Base Assumptions

Main Auditorium Capacities - Option 1

Standing	450
Standing & Balcony	597
Seated	299
Seated & Balcony	446
Cabaret & Standing	206
Cabaret (Incl Standing & Balcony)	353

Capacities

Basement - Multi-purpose Room	-
Ground - Function Room	70
Ground - Theatre Bar	70
First - Meeting Room	20
First - Dance Studio	20

Hires

Film Club	120
Roller Disco	150
Pantomime	5,750
Other	300
Jazz Club	150
Ceroc	100
Rock Choir	20
Starburst	450

Space Hire Rates - Entertainment

	Commercial	Charity/Community	Community - Hourly
Auditorium (10 Hour Day)	£ 510.00	£ 403.00	£ 25.00
Dance Studio (per hour)	£ 37.50	£ 17.00	£ 17.00
Other Main Auditorium Hire	£ 350.00	£ 250.00	
Function Room	£ 300.00	£ 200.00	
Meeting Room (4 hour Hire)	£ 170.00	£ 100.00	
The Hub (4 Hour Hire)	£ 120.00	£ 80.00	
Whole Venue (10 Hour Day)	£ 950.00	£ 650.00	
Pantomime Run		£ 18,500.00	
Small Meetings (0 - 15)	11		
Large Meetings (16 - 50)	35		
Conferences - 1 Day	88		
Corporate Exhibitions	50		
Community Events	150		

Additional Services	2.5%
F&B SPH Uplift	3.0%
BO Uplift	10.0%
Rate of VAT	20.0%
General Inflation - First year 2025-2026	3.50%
General Inflation - After 1 years	2.50%
Wage Inflation - First year	4.00%
Wage Inflation - After year 1	2.00%
Venue share of merchandising income	20%
F & B Product Costs - Beverages	34%
F & B Product Costs - Confec & Ices	40%
F & B Labour Costs	18%
Event Staffing Costs	
Event Other Costs	
Venue Booking Fee	£0.00
Venue Facility Fee	£2.00
Direct event costs (% of rental income)	50.0%
Rateable Value - Business Rates	
Business Rates Multiplier	51.2%
Employers National Insurance Rate	15.0%
Employers Pension Rate	
Other Benefits	
Contingency	5.0%
Life Cycle Provision	£0
Food and Beverage Risk %	0.0%

	Number of Events			Number of Events			Number of Events		
	Low case	Base case	High case	Low case	Base case	High case	Low case	Base case	High case
Event type	Year 1	Year 1	Year 1	Year 2	Year 2	Year 2	Year 3	Year 3	Year 3
Entertainment Events									
Live Music - Tribute/Concert	32	36	40	32	36	40	36	40	44
Film Club	20	22	24	22	24	26	23	26	29
Comedy Club	11	12	13	11	12	13	11	12	13
Jazz Club	11	12	13	11	12	13	11	12	13
Live Music - Named Artist	11	12	13	18	20	22	23	26	29
Roller Disco	7	8	9	7	8	9	7	8	9
Stand-Up Comedy	7	8	9	11	12	13	14	16	18
Family Entertainment	7	8	9	11	12	13	18	20	22
Audience with...	4	4	4	7	8	9	13	14	15
Other	4	4	4	7	8	9	18	20	22
Pantomime	1	1	1	1	1	1	1	1	1
		127			153			195	
Community/ Civic Events									
Ceroc	42	47	52	42	47	52	42	47	52
Rock Choir	8	9	10	8	9	10	8	9	10
Starburst	2	2	2	3	3	3	3	3	3
Funtime Dance Show	2	2	2	2	2	2	2	2	2
MK Dance - Informal Dance Show	2	2	2	2	2	2	2	2	2
True Life Conferences	1	1	1	1	1	1	1	1	1
Fleet Lions Beerfest	1	1	1	1	1	1	1	1	1
Fleet Flower Club	1	1	1	1	1	1	1	1	1
Tudor Rose Dance Festival	1	1	1	1	1	1	1	1	1
LT Dance	11	12	13	11	12	13	11	12	13
Over 50's Aerobics	97	108	119	97	108	119	97	108	119
Vicky Ewen Fitness Exercise Class	43	48	53	43	48	53	43	48	53
Monkey Music Class	140	156	172	140	156	172	140	156	172
Funtime Dance and Drama	151	168	185	151	168	185	151	168	185
Fleet & District U3A	11	12	13	11	12	13	11	12	13
The Arts Society Hart	10	11	12	10	11	12	10	11	12
Freespiritiz Yoga	43	48	53	43	48	53	43	48	53
Salsa Steps	43	48	53	43	48	53	43	48	53
Pilates with Sarah	43	48	53	43	48	53	43	48	53
Bodyline Aerobics	43	48	53	43	48	53	43	48	53
Additional Hires for Dance Studio	43	48	53	130	144	158	173	192	211
Uplift with second function space	45	50	55	68	75	83	113	125	138
		871			993			1091	
Private Hires									
Small Scale <20	9	10	11	14	15	17	18	20	22
Mid Scale >20	5	5	6	11	12	13	18	20	22
		15			27			40	
Business Events									
Small Meetings (0 - 15)	47	52	57	70	78	86	94	104	114
Large Meetings (16 - 50)	2	2	2	14	15	17	23	26	29
Conferences - 1 Day	2	2	2	4	4	4	7	8	9
Corporate Exhibitions	0	0	0	1	1	1	2	2	2
Community Events	1	1	1	3	3	3	5	5	6
		57			101			145	
TOTAL		1,070			1,274			1,471	

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Business Plan
Full Option 2

Event type	Number of Events			% of Capacity			Attendances			Event Box Office			Split	Artist Fees			Additional	Event Recharges		
	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	%	Year 1	Year 2	Year 3	Charges	Year 1	Year 2	Year 3
Entertainment Events - Self-Promoted																				
Live Music - Tribute/Concert	36	36	40	67.0%	69.5%	72.0%	14,400	14,937	17,194	£ 401,239	£ 426,616	£ 503,346	85%	£ 341,054	£ 362,624	£ 427,844	5.0%	£ 17,053	£ 18,131	£ 21,392
Live Music - Named Artist	12	20	26	73.5%	76.0%	76.0%	5,266	9,074	11,797	£ 161,394	£ 285,093	£ 379,886	90%	£ 145,255	£ 256,584	£ 341,898	3.0%	£ 4,358	£ 7,698	£ 10,257
Comedy Club	12	12	12	51.0%	56.0%	66.0%	1,261	1,384	1,632	£ 24,239	£ 27,281	£ 32,957	70%	£ 16,967	£ 19,097	£ 23,070	0.0%	£ -	£ -	£ -
Stand-Up Comedy	8	12	16	90.0%	91.0%	91.0%	3,211	4,870	6,494	£ 75,162	£ 116,846	£ 159,689	85%	£ 63,888	£ 99,319	£ 135,736	0.0%	£ -	£ -	£ -
Jazz Club	12	12	12	51.0%	56.0%	56.0%	1,261	1,384	1,384	£ 28,104	£ 31,630	£ 32,421	60%	£ 16,862	£ 18,978	£ 19,453	0.0%	£ -	£ -	£ -
Family Entertainment	8	12	20	56.0%	61.0%	66.0%	1,998	3,265	5,887	£ 50,108	£ 83,920	£ 155,114	85%	£ 42,592	£ 71,332	£ 131,847	3.0%	£ 1,278	£ 2,140	£ 3,955
Audience with....	4	8	14	61.0%	66.0%	68.5%	1,088	2,355	4,277	£ 30,930	£ 68,603	£ 127,718	80%	£ 24,744	£ 54,883	£ 102,175	1.5%	£ 371	£ 823	£ 1,533
Other	4	8	20	61.0%	66.0%	68.5%	1,088	2,355	6,110	£ 26,685	£ 59,187	£ 157,412	78%	£ 20,814	£ 46,166	£ 122,781	3.0%	£ 624	£ 1,385	£ 3,683
TOTAL	96	120	160	63.8%	67.7%	70.5%	29,572	39,625	54,774	£ 797,861	£ 1,099,176	£ 1,548,543		£ 672,175	£ 928,982	£ 1,304,802		£ 23,684	£ 30,177	£ 40,821

The Harlington
Issued

Business Plan
Full Option 2

Event type	Number of Event Days			% of Capacity			Attendances			Total Rental per day	Event Rental			Additional Charges	Additional Services		
	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3		Year 1	Year 2	Year 3		Year 1	Year 2	Year 3
Disco Skate	8	8	8	70.0%	70.0%	70.0%	840	840	840	£ 38	£ 334	£ 343	£ 351	0%	£ -	£ -	£ -
Film Club	22	24	26	50.0%	55.0%	60.0%	1,320	1,584	1,872	£ 510	£ 12,506	£ 13,984	£ 15,528	0%	£ -	£ -	£ -
Pantomime	1	1	1	100.0%	105.0%	110.0%	5,750	6,038	6,325	£ 18,500	£ 20,620	£ 21,135	£ 21,664	0%	£ -	£ -	£ -
Other	2	4	8	65.0%	65.0%	65.0%	390	780	1,560	£ 350	£ 780	£ 1,599	£ 3,279	0%	£ -	£ -	£ -
TOTAL	33	37	43				8,300	9,242	10,597		£ 34,240	£ 37,061	£ 40,821		£ -	£ -	£ -

Event type	Low Ticket Price		HighTicket Price		Average	Adjusted Average
	£		£		£	£
Entertainment Events						
Live Music - Tribute/Concert	£	22.00	£	28.00	£	25.00
Live Music - Named Artist	£	25.00	£	30.00	£	27.50
Comedy Club	£	15.00	£	19.50	£	17.25
Stand-Up Comedy	£	15.00	£	27.00	£	21.00
Jazz Club	£	19.00	£	21.00	£	20.00
Family Entertainment	£	15.00	£	30.00	£	22.50
Audience with...	£	23.00	£	28.00	£	25.50
Other	£	19.00	£	25.00	£	22.00
TOTAL						£ 22.59

Event	Merchandising Income						Facility Fee Income					Box Office Charges					
	Gross SPH	Net SPH	Venue Share	Year 1	Year 2	Year 3	Facility Fee	Net Fee	Year 1	Year 2	Year 3	Box Office %	Year 1	Year 2	Year 3		
Live Music - Tribute/Concert	£ 0.15	£ 0.13	20%	£ 401	£ 427	£ 503	£ 2.00	£ 1.67	£ 26,749	£ 28,441	£ 33,556	3.5%	£ 14,043	£ 14,932	£ 17,617		
Live Music - Named Artist	£ 0.50	£ 0.42	20%	£ 489	£ 864	£ 1,151	£ 2.00	£ 1.67	£ 9,781	£ 17,278	£ 23,023	3.5%	£ 5,649	£ 9,978	£ 13,296		
Comedy Club	£ -	£ -	20%	£ -	£ -	£ -	£ 2.00	£ 1.67	£ 2,342	£ 2,636	£ 3,184						
Stand-Up Comedy	£ 0.25	£ 0.21	20%	£ 149	£ 232	£ 317	£ 2.00	£ 1.67	£ 5,965	£ 9,273	£ 12,674						
Jazz Club	£ -	£ -	20%	£ -	£ -	£ -	£ 2.00	£ 1.67	£ 2,342	£ 2,636	£ 2,702						
Family Entertainment	£ 0.20	£ 0.17	20%	£ 74	£ 124	£ 230	£ 2.00	£ 1.67	£ 3,712	£ 6,216	£ 11,490						
Audience with...	£ 0.20	£ 0.17	20%	£ 40	£ 90	£ 167	£ 2.00	£ 1.67	£ 2,022	£ 4,484	£ 8,348						
Other	£ -	£ -	20%	£ -	£ -	£ -	£ 2.00	£ 1.67	£ 2,022	£ 4,484	£ 11,925						
Disco Skate	£ -	£ -	20%	£ -	£ -	£ -	£ 2.00	£ 1.67	£ 1,560	£ 1,599	£ 1,639						
Film Club	£ -	£ -	20%	£ -	£ -	£ -	£ 2.00	£ 1.67	£ 2,452	£ 3,016	£ 3,654						
Pantomime	£ 0.33	£ 0.28	20%	£ 352	£ 379	£ 407	£ 2.00	£ 1.67	£ 10,681	£ 11,496	£ 12,344						
Other	£ -	£ -	20%	£ -	£ -	£ -	£ 2.00	£ 1.67	£ 724	£ 1,485	£ 3,045						
TOTAL				£ 1,507	£ 2,116	£ 2,775					£ 70,353	£ 93,045	£ 127,584		£ 19,692	£ 24,910	£ 30,913

Event type	Number of Events			% of Capacity			Attendances			Total Rental per day	Event Rental			Additional Charges	Additional Services		
	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3		Year 1	Year 2	Year 3		Year 1	Year 2	Year 3
Ceroc	47	47	47	60.0%	60.0%	60.0%	2,820	2,820	2,820	£ 245	£ 12,834	£ 13,155	£ 13,484	0.0%	£ -	£ -	£ -
Rock Choir	9	9	9	50.0%	50.0%	50.0%	90	90	90	£ 150	£ 1,505	£ 1,542	£ 1,581	0.0%	£ -	£ -	£ -
Starburst	2	3	3	30.0%	30.0%	30.0%	270	405	405	£ 403	£ 898	£ 1,381	£ 1,416	0.0%	£ -	£ -	£ -
Funtime Dance Show	2	2	2	70.0%	70.0%	70.0%	419	419	419	£ 403	£ 898	£ 921	£ 944	0.0%	£ -	£ -	£ -
MK Dance - Informal Dance Show	2	2	2	70.0%	70.0%	70.0%	419	419	419	£ 403	£ 898	£ 921	£ 944	0.0%	£ -	£ -	£ -
True Life Conferences	1	1	1	50.0%	50.0%	50.0%	150	150	150	£ 403	£ 449	£ 460	£ 472	2.0%	£ 9	£ 9	£ 9
Fleet Lions Beerfest	1	1	1	140.0%	155.0%	175.0%	630	698	788	£ 403	£ 449	£ 460	£ 472	5.0%	£ 22	£ 23	£ 24
Fleet Flower Club	1	1	1	33.0%	33.0%	33.0%	99	99	99	£ 403	£ 449	£ 460	£ 472	0.0%	£ -	£ -	£ -
Tudor Rose Dance Festival	1	1	1	40.0%	40.0%	40.0%	120	120	120	£ 403	£ 449	£ 460	£ 472	2.5%	£ 11	£ 12	£ 12
LT Dance	12	12	12	33.0%	33.0%	33.0%	1,184	1,184	1,184	£ 403	£ 5,390	£ 5,525	£ 5,663	0.0%	£ -	£ -	£ -
	0	0	0				0	0	0		£ -	£ -	£ -	0.0%	£ -	£ -	£ -
TOTAL	78	79	79				6,199	6,402	6,492		£ 24,221	£ 25,287	£ 25,919		£ 43	£ 44	£ 45

Event type	Number of Events			Attd per event			Attendances			Total Rental per Event	Event Rental			Additional Charges	Additional Services		
	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3		Year 1	Year 2	Year 3		Year 1	Year 2	Year 3
Over 50's Aerobics	108	108	108	25	25	25	2,700	2,700	2,700	£ 50	£ 6,019	£ 6,169	£ 6,323	0.0%	£ -	£ -	£ -
Vicky Ewen Fitness Exercise Class	48	48	48	5	5	5	240	240	240	£ 17	£ 909	£ 932	£ 956	0.0%	£ -	£ -	£ -
Monkey Music Class	156	156	156	5	5	5	780	780	780	£ 34	£ 5,912	£ 6,060	£ 6,211	0.0%	£ -	£ -	£ -
Funtime Dance and Drama	168	168	168	5	5	5	840	840	840	£ 17	£ 3,183	£ 3,263	£ 3,344	0.0%	£ -	£ -	£ -
Fleet & District U3A	12	12	12	100	100	100	1,200	1,200	1,200	£ 50	£ 669	£ 685	£ 703	0.0%	£ -	£ -	£ -
The Arts Society Hart	11	11	11	70	70	70	770	770	770	£ 50	£ 613	£ 628	£ 644	0.0%	£ -	£ -	£ -
Freemspiritz Yoga	48	48	48	10	10	10	480	480	480	£ 17	£ 909	£ 932	£ 956	0.0%	£ -	£ -	£ -
Salsa Steps	48	48	48	10	10	10	480	480	480	£ 17	£ 909	£ 932	£ 956	0.0%	£ -	£ -	£ -
Pilates with Sarah	48	48	48	10	10	10	480	480	480	£ 17	£ 909	£ 932	£ 956	0.0%	£ -	£ -	£ -
Bodyline Aerobics	48	48	48	11	11	11	528	528	528	£ 17	£ 909	£ 932	£ 956	0.0%	£ -	£ -	£ -
Additional Hires for Dance Studio	48	144	192	11	11	11	528	1,584	2,112	£ 17	£ 909	£ 2,797	£ 3,822	0.0%	£ -	£ -	£ -
Uplift with second function space	50	75	125	50	55	60	2,500	4,125	7,500	£ 300	£ 16,719	£ 25,705	£ 43,913	0.0%	£ -	£ -	£ -
TOTAL	793	914	1,012				11,526	14,207	18,110		£ 38,571	£ 49,968	£ 69,738		£ -	£ -	£ -

Event type	Number of Events			Attendance	Attendances			Session Fee	Event Revenue			Event Costs		
	Year 1	Year 2	Year 3		Year 1	Year 2	Year 3		Year 1	Year 2	Year 3	Year 1	Year 2	Year 3
Term Time Sessions	3	9	18	25	75	225	450	£ 65	£ 5,434	£ 16,708	£ 34,252	£ 4,288	£ 13,184	£ 27,027
Youth Theatre - Holiday Sessions	9	18	18	25	225	450	450	£ 65	£ 16,301	£ 33,417	£ 34,252	£ 12,863	£ 26,368	£ 27,027
Easter Youth Theatre	1	1	2	30	30	30	60	£ 150	£ 5,016	£ 5,141	£ 10,539	£ 2,666	£ 2,733	£ 5,602
Summer Youth Project	1	1	2	50	50	50	100	£ 250	£ 13,932	£ 14,281	£ 29,275	£ 11,446	£ 11,732	£ 24,051
Christmas Youth Project	1	1	2	30	30	30	60	£ 150	£ 5,016	£ 5,141	£ 10,539	£ 2,666	£ 2,733	£ 5,602
TOTAL	15	30	42		410	785	1,120		£ 45,698	£ 74,687	£ 118,857	£ 33,928	£ 56,750	£ 89,310

Term Time					
Practitioner Fee	£	85.00	3	3	£ 765.00
Support Team	£	50.00	1	3	£ 150.00
Materials	£	100.00	1	1	£ 100.00
Promotion	£	50.00	1	1	£ 50.00
Admin	£	50.00	1	1	£ 50.00
Cont @ 15%	-	-	-	-	£ 167.25
					£ 1,282.25

Holiday Programmes					
Practitioner Fee	£	85.00	3	6	£ 1,530.00
Support Team	£	50.00	1	2	£ 100.00
Materials	£	350.00	1	1	£ 350.00
Promotion	£	50.00	1	1	£ 50.00
Admin	£	50.00	1	1	£ 50.00
Cont @ 15%	-	-	-	-	£ 312.00
					£ 2,392.00

Summer					
Practitioner Fee	£	85.00	4	12	£ 4,080.00
Chaperones	£	75.00	3	12	£ 2,700.00
Support Team	£	50.00	1	8	£ 400.00
Materials	£	1,500.00	1	1	£ 1,500.00
Promotion	£	150.00	1	1	£ 150.00
Admin	£	100.00	1	1	£ 100.00
Cont @ 15%	-	-	-	-	£ 1,339.50
					£ 10,269.50

Event type	Number of Event Days			Attendance	Attendances			Total Rental per day	Event Rental			Additional Charges	Additional Services		
	Year 1	Year 2	Year 3		Year 1	Year 2	Year 3		Year 1	Year 2	Year 3		Year 1	Year 2	Year 3
Small Scale <20	10	15	20	18	180	270	360	£ 300	£ 3,344	£ 5,141	£ 7,026	3%	£ 84	£ 129	£ 176
Mid Scale >20	5	12	20	60	300	720	1,200	£ 300	£ 1,672	£ 4,113	£ 7,026	3%	£ 42	£ 103	£ 176
TOTAL	15	27	40		480	990	1,560		£ 5,016	£ 9,254	£ 14,052		£ 125	£ 231	£ 351

Event type	Number of Event Days			Attendance	Attendances			Total Rental per day	Event Rental			Additional Charges	Additional Services		
	Year 1	Year 2	Year 3		Year 1	Year 2	Year 3		Year 1	Year 2	Year 3		Year 1	Year 2	Year 3
Small Meetings (0 - 15)	52	78	104	11	572	858	1,144	£ 170	£ 9,853	£ 15,149	£ 20,703	3%	£ 246	£ 379	£ 518
Large Meetings (16 - 50)	2	15	26	35	70	525	910	£ 300	£ 669	£ 5,141	£ 9,134	3%	£ 17	£ 129	£ 228
Conferences - 1 Day	2	4	8	88	176	352	704	£ 950	£ 2,118	£ 4,341	£ 8,900	3%	£ 53	£ 109	£ 222
Corporate Exhibitions	0	1	2	50	0	50	100	£ 950	£ -	£ 1,085	£ 2,225	3%	£ -	£ 27	£ 56
Community Events	1	3	5	150	150	450	750	£ 650	£ 724	£ 2,228	£ 3,806	3%	£ 18	£ 56	£ 95
TOTAL	57	101	145		968	2,235	3,608		£ 13,364	£ 27,944	£ 44,768		£ 334	£ 699	£ 1,119

The Harlington
Issued

Business Plan
Full Option 2

Food and Beverage Risk %

0%	0%	0%
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FOOD and BEVERAGE INCOME	Gross SPH		Gross SPH		Gross SPH		Net SPH		Net SPH		Net SPH	
	Year 1	Year 2	Year 2	Year 3	Year 3	Year 1	Year 1	Year 1	Year 1	Year 1	Year 1	Year 1
Event type	£	£	£	£	£	£	£	£	£	£	£	£

Entertainment Events

Live Music - Tribute/Concert	£ 7.50	£ 7.73	£ 7.96	£ 6.25	£ 6.44	£ 6.63
Live Music - Named Artist	£ 8.50	£ 8.76	£ 9.02	£ 7.08	£ 7.30	£ 7.51
Comedy Club	£ 12.50	£ 12.88	£ 13.26	£ 10.42	£ 10.73	£ 11.05
Stand-Up Comedy	£ 8.50	£ 8.76	£ 9.02	£ 7.08	£ 7.30	£ 7.51
Jazz Club	£ 5.80	£ 5.97	£ 6.15	£ 4.83	£ 4.98	£ 5.13
Family Entertainment	£ 2.50	£ 2.58	£ 2.65	£ 2.08	£ 2.15	£ 2.21
Other	£ 5.00	£ 5.15	£ 5.30	£ 4.17	£ 4.29	£ 4.42
Disco Skate	£ 4.50	£ 4.64	£ 4.77	£ 3.75	£ 3.86	£ 3.98
Film Club	£ 1.65	£ 1.70	£ 1.75	£ 1.38	£ 1.42	£ 1.46
Pantomime	£ 3.50	£ 3.61	£ 3.71	£ 2.92	£ 3.00	£ 3.09
Other	£ 5.00	£ 5.15	£ 5.30	£ 4.17	£ 4.29	£ 4.42

Entertainment Events

Community/ Civic Events

Ceroc	£ 0.75	£ 0.77	£ 0.80	£ 0.63	£ 0.64	£ 0.66
Rock Choir	£ 2.50	£ 2.58	£ 2.65	£ 2.08	£ 2.15	£ 2.21
Starburst	£ 4.75	£ 4.89	£ 5.04	£ 3.96	£ 4.08	£ 4.20
Funtime Dance Show	£ 1.50	£ 1.55	£ 1.59	£ 1.25	£ 1.29	£ 1.33
MK Dance - Informal Dance Show	£ 1.50	£ 1.55	£ 1.59	£ 1.25	£ 1.29	£ 1.33
True Life Conferences	£ -	£ -	£ -	£ -	£ -	£ -
Fleet Lions Beerfest	£ 5.00	£ 5.15	£ 5.30	£ 4.17	£ 4.29	£ 4.42
Fleet Flower Club	£ 1.00	£ 1.03	£ 1.06	£ 0.83	£ 0.86	£ 0.88
Tudor Rose Dance Festival	£ 2.00	£ 2.06	£ 2.12	£ 1.67	£ 1.72	£ 1.77
LT Dance	£ -	£ -	£ -	£ -	£ -	£ -
Over 50's Aerobics	£ -	£ -	£ -	£ -	£ -	£ -
Vicky Ewen Fitness Exercise Class	£ -	£ -	£ -	£ -	£ -	£ -
Monkey Music Class	£ -	£ -	£ -	£ -	£ -	£ -
Funtime Dance and Drama	£ -	£ -	£ -	£ -	£ -	£ -
Fleet & District U3A	£ -	£ -	£ -	£ -	£ -	£ -
The Arts Society Hart	£ -	£ -	£ -	£ -	£ -	£ -
Freestirizt Yoga	£ -	£ -	£ -	£ -	£ -	£ -
Salsa Steps	£ -	£ -	£ -	£ -	£ -	£ -
Pilates with Sarah	£ -	£ -	£ -	£ -	£ -	£ -
Bodyline Aerobics	£ -	£ -	£ -	£ -	£ -	£ -

Community/ Civic Events

Private Hires

Small Scale <20	£ 10.00	£ 10.30	£ 10.61	£ 8.33	£ 8.58	£ 8.84
Mid Scale >20	£ 10.00	£ 10.30	£ 10.61	£ 8.33	£ 8.58	£ 8.84

Private Hires

Business Events

Small Meetings (0 - 15)	£ 3.00	£ 3.09	£ 3.18	£ 2.50	£ 2.58	£ 2.65
Large Meetings (16 - 50)	£ 5.00	£ 5.15	£ 5.30	£ 4.17	£ 4.29	£ 4.42
Conferences - 1 Day	£ 35.00	£ 36.05	£ 37.13	£ 29.17	£ 30.04	£ 30.94
Corporate Exhibitions	£ 1.50	£ 1.55	£ 1.59	£ 1.25	£ 1.29	£ 1.33
Community Events	£ 1.00	£ 1.03	£ 1.06	£ 0.83	£ 0.86	£ 0.88

Business Events

TOTALS

Annual Income		
Year 1	Year 2	Year 3
£	£	£

£ 100,310	£ 109,854	£ 133,500
£ 41,571	£ 75,636	£ 103,809
£ 14,637	£ 16,968	£ 21,113
£ 25,352	£ 40,595	£ 57,144
£ 6,792	£ 7,873	£ 8,312
£ 4,640	£ 8,003	£ 15,237
£ 5,054	£ 11,546	£ 22,140
£ 3,511	£ 3,707	£ 3,913
£ 2,023	£ 2,563	£ 3,198
£ 18,692	£ 20,721	£ 22,918
£ 1,811	£ 3,824	£ 8,075

£ 224,393	£ 301,291	£ 399,359
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£ 1,964	£ 2,074	£ 2,190
£ 209	£ 221	£ 233
£ 1,191	£ 1,886	£ 1,992
£ 583	£ 616	£ 650
£ 583	£ 616	£ 650
£ -	£ -	£ -
£ 2,926	£ 3,420	£ 4,076
£ 92	£ 97	£ 102
£ 222	£ 235	£ 248
£ -	£ -	£ -
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£ -	£ -	£ -
£ -	£ -	£ -

£ 7,771	£ 9,164	£ 10,140
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£ 1,672	£ 2,648	£ 3,727
£ 2,786	£ 7,060	£ 12,423

£ 4,458	£ 9,708	£ 16,150
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£ 1,594	£ 2,524	£ 3,553
£ 325	£ 2,574	£ 4,710
£ 5,722	£ 12,081	£ 25,509
£ -	£ 74	£ 155
£ 139	£ 441	£ 776

£ 7,780	£ 17,694	£ 34,704
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£ 244,402	£ 337,856	£ 460,354
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Cost of Sales %

34%
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Cost of Sales		
Year 1	Year 2	Year 3
£	£	£

£ 34,105	£ 37,350	£ 45,390
£ 14,134	£ 25,716	£ 35,295
£ 4,977	£ 5,769	£ 7,179
£ 8,620	£ 13,802	£ 19,429
£ 2,309	£ 2,677	£ 2,826
£ 1,577	£ 2,721	£ 5,181
£ 1,718	£ 3,926	£ 7,528
£ 1,194	£ 1,260	£ 1,331
£ 688	£ 871	£ 1,087
£ 6,355	£ 7,045	£ 7,792
£ 616	£ 1,300	£ 2,746

£ 76,294	£ 102,439	£ 135,782
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£ 668	£ 705	£ 744
£ 71	£ 75	£ 79
£ 405	£ 641	£ 677
£ 198	£ 209	£ 221
£ 198	£ 209	£ 221
£ -	£ -	£ -
£ 995	£ 1,163	£ 1,386
£ 31	£ 33	£ 35
£ 76	£ 80	£ 84
£ -	£ -	£ -
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£ 2,642	£ 3,116	£ 3,448
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£ 568	£ 900	£ 1,267
£ 947	£ 2,401	£ 4,224

£ 1,516	£ 3,301	£ 5,491
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£ 542	£ 858	£ 1,208
£ 111	£ 875	£ 1,602
£ 3,776	£ 7,973	£ 16,836
£ -	£ 25	£ 53
£ 47	£ 150	£ 264

£ 4,476	£ 9,882	£ 19,962
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£ 84,928	£ 118,737	£ 164,683
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Core staffing model	FTEs	Post Salary	Year 1 £	Year 2 £	Year 3 £	Year 4 £	Year 5 £	Year 6 £	Year 6 £	Year 8 £	Year 9 £	Year 10 £
<u>Executive</u>												
General Manager	1.0	£ 60,266	£ 70,503	£ 73,323	£ 76,256	£ 79,306	£ 82,478	£ 85,777	£ 89,208	£ 92,777	£ 96,488	£ 100,347
<u>Technical</u>												
Technical Manager	1.0	£ 34,776	£ 39,118	£ 40,683	£ 42,310	£ 44,003	£ 45,763	£ 47,593	£ 49,497	£ 51,477	£ 53,536	£ 55,677
Theatre Technician	1.0	£ 25,043	£ 28,170	£ 29,296	£ 30,468	£ 31,687	£ 32,954	£ 34,273	£ 35,643	£ 37,069	£ 38,552	£ 40,094
<u>Marketing</u>												
Marketing and Box Office Manager	1.0	£ 33,422	£ 39,099	£ 40,663	£ 42,290	£ 43,981	£ 45,741	£ 47,570	£ 49,473	£ 51,452	£ 53,510	£ 55,650
Marketing and Box Office Assistant	1.0	£ 23,981	£ 28,054	£ 29,177	£ 30,344	£ 31,557	£ 32,820	£ 34,133	£ 35,498	£ 36,918	£ 38,395	£ 39,930
Box Office and Bookings Supervisor	0.0	£ 25,043	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<u>Catering and Hospitality</u>												
Front of House Manager	1.0	£ 25,043	£ 29,296	£ 30,468	£ 31,687	£ 32,954	£ 34,273	£ 35,643	£ 37,069	£ 38,552	£ 40,094	£ 41,698
			£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<u>Other</u>												
Community & Participation Manager	1.0	£ 33,422	£ 39,099	£ 40,663	£ 42,290	£ 43,981	£ 45,741	£ 47,570	£ 49,473	£ 51,452	£ 53,510	£ 55,650
			£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Casual Staffing	3000.0	£ 12.21	£ 42,852	£ 44,566	£ 46,349	£ 48,203	£ 50,131	£ 52,136	£ 54,221	£ 56,390	£ 58,646	£ 60,992
			£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Sub-total salaries	3,007.0		£ 316,192	£ 328,839	£ 341,993	£ 355,673	£ 369,900	£ 384,696	£ 400,083	£ 416,087	£ 432,730	£ 450,039
Employment costs												
Employers National Insurance	15.0%	£ -	£ 47,429	£ 49,326	£ 51,299	£ 53,351	£ 55,485	£ 57,704	£ 60,013	£ 62,413	£ 64,910	£ 67,506
Employers Pension	5.0%	£ -	£ 15,810	£ 16,442	£ 17,100	£ 17,784	£ 18,495	£ 19,235	£ 20,004	£ 20,804	£ 21,637	£ 22,502
Other benefits and training	0.0%	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Contingency	0.0%	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Sub-total employment costs			£ -	£ 63,238	£ 65,768	£ 68,399	£ 71,135	£ 73,980	£ 76,939	£ 80,017	£ 83,217	£ 86,546
TOTAL STAFFING COST			£ -	£ 379,430	£ 394,607	£ 410,392	£ 426,807	£ 443,880	£ 461,635	£ 480,100	£ 499,304	£ 540,047

**The Harlington
Issued**

**Business Plan
Full Option 2**

Item		Year -1	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
		£	£	£	£	£	£	£	£	£	£

COST OF SALES

Direct F&B Variable Wages	7.5%	£ 17,747	£ 24,012	£ 31,924	£ 32,875	£ 33,855	£ 34,865	£ 35,904	£ 36,975	£ 38,077	£ 39,212
Direct Event Variable Wages	7.5%	£ 6,088	£ 8,434	£ 11,586	£ 11,875	£ 12,172	£ 12,477	£ 12,789	£ 13,108	£ 13,436	£ 13,772
Direct Event Other Costs	5.0%	£ 942	£ 1,906	£ 3,015	£ 3,090	£ 3,167	£ 3,246	£ 3,327	£ 3,411	£ 3,496	£ 3,583

TOTAL COST OF SALES

	£ 24,776	£ 34,353	£ 46,524	£ 47,841	£ 49,195	£ 50,588	£ 52,020	£ 53,493	£ 55,009	£ 56,567
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EXPENDITURE

2024/25

Staffing Other Costs

Training	£ 1,500	£ 1,672	£ 1,714	£ 1,757	£ 1,800	£ 1,845	£ 1,892	£ 1,939	£ 1,987	£ 2,037	£ 2,088
Uniforms	£ 400	£ 446	£ 457	£ 468	£ 480	£ 492	£ 504	£ 517	£ 530	£ 543	£ 557
Misc Staffing Costs		£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -

Insurances, licensing

Buildings insurance		£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Other Insurances	£ 4,000	£ 4,458	£ 4,570	£ 4,684	£ 4,801	£ 4,921	£ 5,044	£ 5,170	£ 5,300	£ 5,432	£ 5,568
Licencing		£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -

Professional services

Legal support services		£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Audit/ financial services		£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Other professional services		£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Other professional services		£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -

Administration/ office costs

Office equipment	£ 1,000	£ 1,115	£ 1,142	£ 1,171	£ 1,200	£ 1,230	£ 1,261	£ 1,293	£ 1,325	£ 1,358	£ 1,392
Office supplies	£ 1,000	£ 1,115	£ 1,142	£ 1,171	£ 1,200	£ 1,230	£ 1,261	£ 1,293	£ 1,325	£ 1,358	£ 1,392
Postage	£ 500	£ 557	£ 571	£ 586	£ 600	£ 615	£ 631	£ 646	£ 662	£ 679	£ 696
Telephone	£ 3,000	£ 3,344	£ 3,427	£ 3,513	£ 3,601	£ 3,691	£ 3,783	£ 3,878	£ 3,975	£ 4,074	£ 4,176
Travel costs	£ 750	£ 836	£ 857	£ 878	£ 900	£ 923	£ 946	£ 969	£ 994	£ 1,019	£ 1,044
IT support & equipment	£ 17,200	£ 19,171	£ 19,650	£ 20,141	£ 20,645	£ 21,161	£ 21,690	£ 22,232	£ 22,788	£ 23,358	£ 23,942

Marketing / PR

Live Performance Marketing	£ 30,000	£ 33,437	£ 34,273	£ 35,130	£ 36,008	£ 36,909	£ 37,831	£ 38,777	£ 39,747	£ 40,740	£ 41,759
Event Venue Marketing	£ 7,500	£ 8,359	£ 8,568	£ 8,783	£ 9,002	£ 9,227	£ 9,458	£ 9,694	£ 9,937	£ 10,185	£ 10,440
Strategic Programme Marketing	£ 15,000	£ 16,719	£ 17,137	£ 17,565	£ 18,004	£ 18,454	£ 18,916	£ 19,389	£ 19,873	£ 20,370	£ 20,879

Facilities Management

Business Rates	£ 17,520	£ 19,527	£ 20,016	£ 20,516	£ 21,029	£ 21,555	£ 22,094	£ 22,646	£ 23,212	£ 23,792	£ 24,387
Contract Services	£ 41,600	£ 46,367	£ 47,526	£ 48,714	£ 49,932	£ 51,180	£ 52,460	£ 53,771	£ 55,115	£ 56,493	£ 57,906
Cleaning Contract (incl supplies)	£ 48,000	£ 53,500	£ 54,837	£ 56,208	£ 57,614	£ 59,054	£ 60,530	£ 62,044	£ 63,595	£ 65,184	£ 66,814
Waste disposal and recycling	£ 3,500	£ 3,901	£ 3,999	£ 4,099	£ 4,201	£ 4,306	£ 4,414	£ 4,524	£ 4,637	£ 4,753	£ 4,872
Security (building)		£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -

Utilities

Electricity and Gas	£ 96,100	£ 107,111	£ 109,789	£ 112,534	£ 115,347	£ 118,231	£ 121,187	£ 124,216	£ 127,322	£ 130,505	£ 133,767
Water	£ 5,500	£ 6,130	£ 6,283	£ 6,441	£ 6,602	£ 6,767	£ 6,936	£ 7,109	£ 7,287	£ 7,469	£ 7,656

Business Rates

	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
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TOTAL EXPENDITURE

£ 327,765	£ 335,959	£ 344,358	£ 352,967	£ 361,791	£ 370,836	£ 380,107	£ 389,610	£ 399,350	£ 409,334
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The Harlington
Issued

Business Plan
Full Option 2

		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
	Base	Year -2	Year -1	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
					1	2	3	4	5	6	7	8	9	10
General Inflation Rate	1.00	3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Inflation index	1.00	1.035	1.061	1.087	1.115	1.142	1.171	1.200	1.230	1.261	1.293	1.325	1.358	1.392
Wage Cost Inflation Rate	1.00	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Wage cost inflation index	1.00	1.040	1.082	1.125	1.170	1.217	1.265	1.316	1.369	1.423	1.480	1.539	1.601	1.665