



# BUSINESS PLAN 2022 - 2027

13/01/22

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# EXECUTIVE SUMMARY

When the Roxy Collective was established in 2020, our main objective was purchasing a greatly loved and at-risk community asset. We hoped to protect and preserve a building of irreplaceable community and heritage value within Ulverston.

As this project developed and as community involvement grew, we quickly realised the importance of uniting that pre-existing value with a robust and sustainable development programme. The Roxy already serves the community in a number of ways, but with support, outreach, and key developments, we are uniquely positioned within the area to grow and offer unparalleled opportunities to currently under-represented and under-supported groups within our community.

To develop a nationally recognised inclusive and resilient community STEAM centre where creative endeavours flourish, so as to preserve and develop the social cohesion, economic prospects and cultural life of Ulverston and the surrounding area.

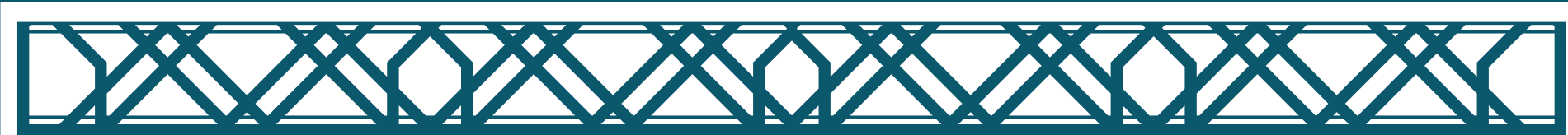


# MISSION & VISION



To become a creative crossroads for the people of Ulverston, being central to artistic, scientific, cultural and educational life. Playing a leading role in innovation and calculated risk-taking, to span the virtual and real worlds, achieving openness, access and excellence and making a positive contribution to the town development.

# AIMS

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1. To provide a welcoming and familiar hub for the local community to come together in collaboration and creativity.
  2. To support innovation, creativity and the development of talent.
  3. To make a leading contribution to local, national and international cultural and knowledge agendas.
  4. To develop inclusive participation, learning and skills in STEAM.
  5. To be a social, creative and business network hub for Ulverston and surrounding areas.
  6. To achieve our objectives within a framework of a balanced budget and a well-run organisation.
  7. To preserve and further promote Ulverston's core identity.
  8. To develop a rewarding volunteer programme that recognises the contribution and support of everyone associated with The Roxy Collective.

# VALUES

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1. To provide a safe and comfortable space for a wide-ranging programme of opportunities for the community.
  2. To engage in critical dialogue between creatives, audiences, volunteers, members of the community and our trustees.
  3. To maintain innovation in the cultural industries, original thinking and a contemporary outlook.
  5. To celebrate internationalism and multiculturalism - to be inclusive and respectful of the diversity of the local community.
  6. To engage in creative collaboration with individuals, institutions and our funding partners.
  7. To use education as a tool for change and for increasing understanding of cultural, social, aesthetic and political issues.
  8. To confidently take calculated risks in the pursuit of creative excellence.
  9. To maintain fiscal responsibility.



The Roxy has been on the market for six years, with multiple offers being made. All have been withdrawn before being finalised. We have a written agreement with the current owner that states his willingness to sell to The Roxy Collective should we secure the funds. This agreement gives The Roxy Collective the confidence to enter into the fundraising process.



Our primary focus for raising the purchase funds is via the Community Ownership Scheme. This programme is designed to help community interest groups to purchase and run at-risk assets. Funding is available for up to 50% of the costs required to purchase, to a maximum of £250,000.



We have already undertaken structural and asbestos surveys, both of which confirm the building is structurally sound and fit for use. Following architectural advice, we plan to implement a phased redevelopment of the existing spaces within the building, focusing on accessibility and environmentally conscious sustainability. There is currently no internal heating in the building and the flat roof needs re-sealing.



We will be working in collaboration with other local community assets, including The Coro and Ford Park to build upon the pre-existing community support already on offer. Our goal is to complement and add further value to an already dynamic and engaged audience, as well as welcome new voices and their ideas.



# ACQUISITION





# HISTORY

The Roxy opened as a cinema on Monday 21st June 1937, showing 'Rose Marie' starring Nelson Eddy and Jeanette Macdonald.

Within a couple of years, control had passed to Henry Simpson. In 1974 the building was sold to Brooks Wilkinson Ltd. The cinema was then split into a cinema and bingo operation, with the cinema confined to the original circle. Now under the management of NM Cinemas and with the largest Cinema-Scope screen in Cumbria, The Roxy Cinema remains a beloved bridge between community nostalgia and the latest cinema releases.

Bill Cubin opened the Laurel and Hardy Museum in 1984. Relocated into the former bingo hall of The Roxy in 2008 by his grandson, the museum has found the perfect home within the building. Pre-Covid, the museum attracted 14,000 visitors a year, with many of them being international.

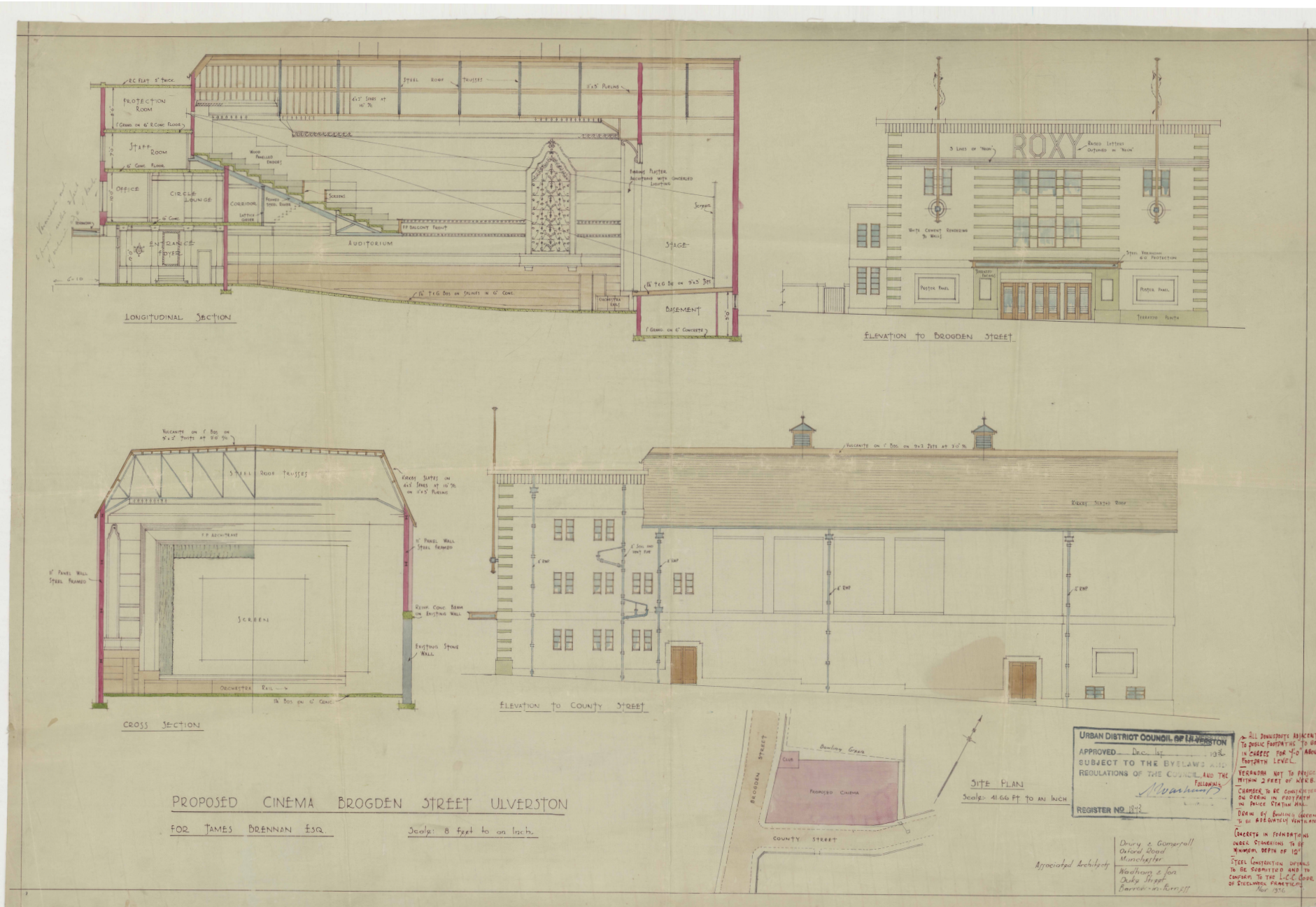
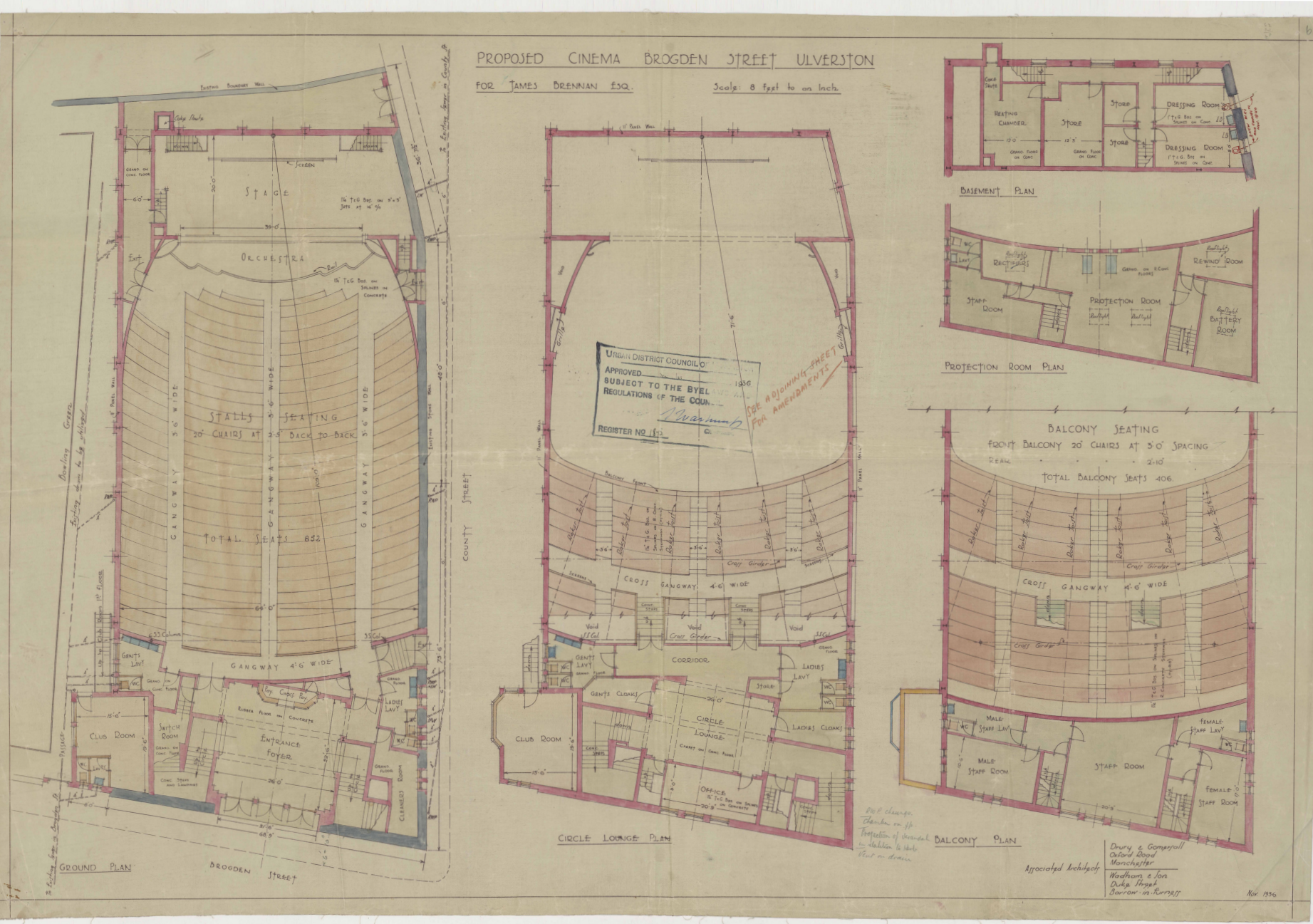
As well as being the hub for Ulverston's most famous son, the museum is also an essential community space, supporting events for Furness Refugee Support and MIND, among many others.

The latest addition to The Roxy is 808010 Film Productions. As well as producing award-winning projects, they offer a variety of training and education schemes to help young people and those not currently in full-time employment ways to break into the film industry.

The Roxy is also home to Henry Armer Fitness, a state of the art gym and leisure facility.

At present, all tenants rent includes utilities. This shall be reassessed and new leases issued upon purchase.







## THE ROXY CINEMA

Currently occupying first-floor Cinema space, foyer space, projection room, 3x storage rooms, Ladies and Gents bathrooms. No disabled access. No current lease.

## HENRY ARMER FITNESS

Currently occupying basement and sub-basement levels, Ladies and Gents bathroom and changing areas. External entrance at the back of the building. Limited disabled access. Lease expires 2027.

## THE LAUREL & HARDY MUSEUM

Currently occupying ground-floor museum space, bar area, Ladies and Gents bathrooms. Limited disabled access. No current lease.

## MIGHTY ( PHONE MASTS )

Currently occupying second-floor Office 2 & 3. No disabled access. Lease expires 2037. (Lease paid upfront and will not generate income.)

## 808010 PRODUCTIONS

Currently occupying second-floor Office 1, use of communal kitchen/bathroom. No disabled access. Lease expires 2023.

## UNUSED SPACES

There are a further 4 unused spaces within the building. They are currently unfit for use, but following renovation will be reconfigured to better serve the needs of the building and its users.

# FINANCIAL REPORT 2021

Tenant 1	£18,000
Tenant 2	£15,000
Tenant 3	£7,200
Tenant 4	£6,000
Total Income 2021	£46,200

Utilities	£24,326.44
Insurance	£3192
HSE	£2592
Total Expense 2021	£30,110.44

Balance: £16,089.56



# SUSTAINABLE BUSINESS

The current income that the building generates provides a net credit balance after regular expenditure, ensuring sustainability moving forward even if we were ultimately unable to implement the full programme of renovations as planned. This will allow us to fund community programmes and events utilising the existing facilities, albeit it on a smaller scale.



# FUNDRAISING



# PURCHASE FUNDRAISING

The asking price for the building is **£194,000**.

Through the Community Ownership Fund, we can apply for **£97,000**. This is to be match funded.

Crowdfunding target:  
**£20,000**

Local charitable grant schemes:  
**£50,000**

Other grants & donations:  
**£27,000**

## COMMUNITY OWNERSHIP FUND

The next funding window opens in May 2022. Our application will need to show both a sustainable business model and community demand for the preservation of The Roxy.

## LOCAL GRANT SCHEMES

We are looking to local authorities for their support, including Ulverston Town Council, South Lakeland District Council & Ulverston Bid. SLDC have already awarded support via their Social Enterprise Scheme.

## CROWDFUNDING

As part of our application to the COF, we need to prove significant support from the local community. A crowdfunding campaign will be launched in April 2022 to secure a percentage of the match funding required.

## DONATIONS

We will be seeking donations from a number of private groups and individuals.





## CROWDFUNDING PLAN

# DEVELOPMENT & COMMUNITY PROGRAMME FUNDRAISING

Under The Roxy Collective ownership, the renovation and use of the building will be implemented and sustained primarily through fundraising. This will allow us to build a comprehensive and diverse portfolio for the benefit of the community.

## MEMBERSHIP

The Roxy Collective Membership Scheme will provide a regular annual income, offering members free or subsidised entry to events and opportunities provided under The Roxy Collective programmes.

## DONATIONS

We will continue to seek public donations in order to increase the opportunities and programmes The Roxy Collective can offer.

## GRANTS

As a CIC which will be converting to a CIO, The Roxy Collective will have access to numerous grants that are available specifically for cultural and community ventures.

## EVENTS

In collaboration with the tenants of the building and other community assets, fundraiser events will be held such as an annual Charity Ball, sponsored events in the cinema and museum, and festivals.

## SPONSORSHIP

As a Charitable Organisation, The Roxy Collective can be sponsored by local businesses as their 'Charity of the Year' allowing them to raise funds on our behalf through charity boxes, staff donations and hosting of their own corporate fundraising events.



# DEVELOPMENT



# WHAT WE LEARN FROM OUR PAST INSPIRES OUR FUTURE....

The Roxy holds a privileged position that few buildings in the country share: there are not many venues remaining where you can cross the threshold as a child, then bring your grandchildren to share the same experience several decades later. In order to preserve this invaluable asset we need to walk a careful line; celebrating the wealth of The Roxy's history, while embracing the exciting potential of the future.



## BEST USE OF SPACE

To best make use of the extensive space within The Roxy, we have already begun the process of working with architects.

Key areas of focus are:

- Opening up the cinema foyer to create a breakout area and enable disabled access via an external lift.
- Removing the walls separating the entrances of the cinema and the museum to create a more cohesive and welcoming foyer that will also serve as the local Tourist Information Centre.
- Remodelling the rooms on the second and third floors to provide more adaptable spaces for community use.

## 'CUMBRIA PROOF' ROOFING

The flat roofing over the front 1/4 of the building needs resealing in order to eliminate leaks. The rubber seals on the tiled roof also need replacing. Holes left by previous maintenance work need filling and the old chimney needs removing. A new, more secure access hatch is to be installed.

## ( FEWER ) SPARKS

While original features give the building its identity, we will be removing redundant circuitry and electrics to reduce fire hazards. We will also be updating the current lighting rigs to use more energy efficient bulbs.

## A WARMER WELCOME

There is currently no heating or boiler within the building. As part of the development phase for the building, we plan to install new double glazed windows that will be in keeping with the building's structure and aesthetics. We also plan to reseal the external walls to reduce the risk of damp.

Individual boilers will be installed in the cinema, gym and museum. The third-floor breakout room adjacent to the projection room will also be fitted with insulation. As heating is the single biggest overhead, finding sustainable, cost-efficient solutions is a key priority.

## A FLEXIBLE APPROACH

The second and third floors of The Roxy currently consist of two communal kitchen/bathrooms and eight units. Three are currently occupied. The remaining spaces will be updated and offered for flexible community use.

## COHESION AND UNITY

We want The Roxy to be seen as one unified hub. As well as opening up the foyer, we will redecorate the cinema, museum and both staircases in a way that unites the building's heritage with its future potential.

## A BRIGHTER OUTLOOK

With its dominating presence on the A590, The Roxy is seen by everyone travelling to, and through, Ulverston. Repainting the drainpipes, pressure washing the roadside wall and making use of the architectural design features will give life and identity to the bland, grey walls.

Repainting the front of the building and restoring the iconic ROXY logo shall give the building a new external lease of life.

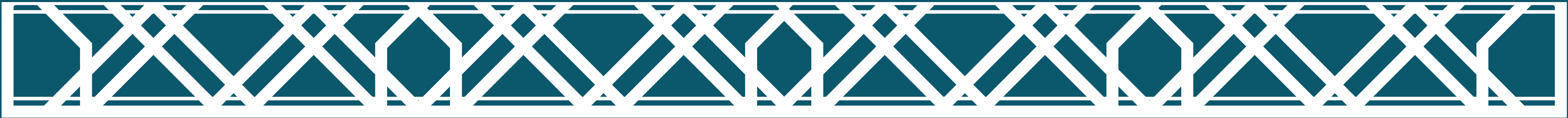
A new, well-lit canopy will not only provide much-needed character and shelter, but also allow for better advertisement of the events being offered inside the building.

## FUTURE- PROOFING

The Roxy Collective is committed to adapting the building to fit the needs of the modern world. As sustainability is at the forefront of this endeavour, we will be working with CAfS, BWECT, and Ørsted, installing solar panels on the roof and air source heat pumps to heat the building. This will significantly reduce our dependence on gas and electrical heating.

## OPEN ALL HOURS

There are currently few places in Ulverston that open beyond 6 pm and can welcome all ages. We plan to reconfigure the museum, allowing the museum business to be secured while enabling a cafe/communal space to open into the evening. Soft drinks and snacks will be available to purchase and there will be access to games, books, and other entertainment.



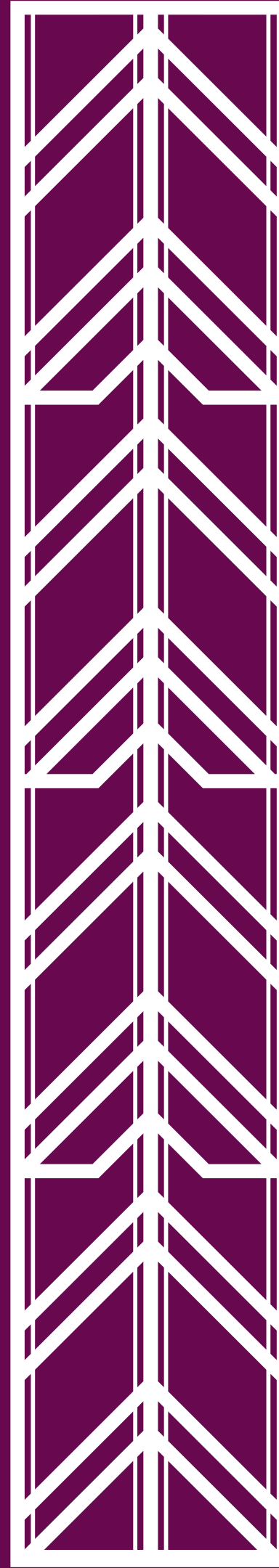
# COMMUNITY PROGRAMME





# WITHOUT PEOPLE, A BUILDING IS ONLY BRICKS AND MORTAR.

Community is the heart of Ulverston. We are fortunate to have an engaged, creative, vibrant town full of passion and purpose. The Roxy has always been a place for people to turn to; a home for art, film, history and celebration. Whether a cinema, a bingo hall, a nightclub or a museum, The Roxy has always provided people with a place to go. We plan to honour that legacy and give back to the community that has always made The Roxy more than just a building.





## SUPPORTING THE SOCIAL AND EDUCATIONAL DEVELOPMENT OF YOUNG PEOPLE

- GAME
- Tech Club
- Youth Outreach Scheme

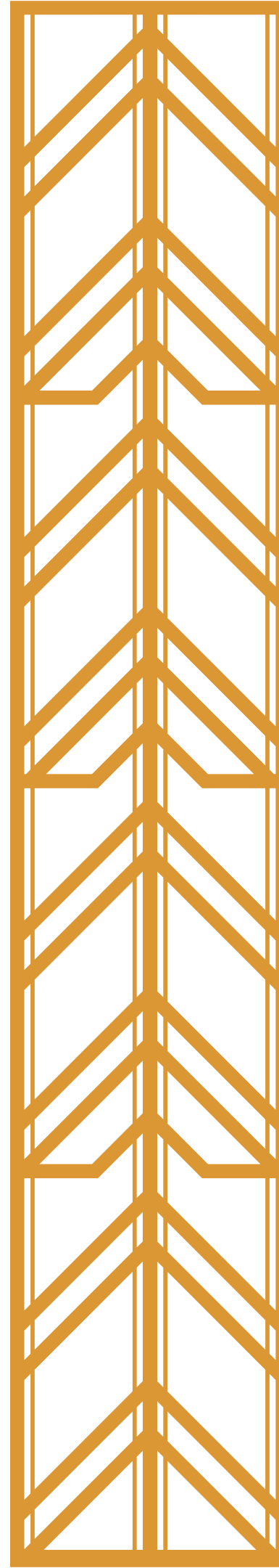
## ADDRESSING ECONOMIC PARITY WITHIN STEAM

- Discretionary  
Funding/Subsidies
- Free Workshops
- The Lending Library

## PRIORITISING UNDER- REPRESENTED MEMBERS OF THE COMMUNITY

- Closed Caption, Audio  
Description & Autism  
Friendly Screenings
- Safe Spaces for Support  
Groups & Charities
- Language Cafe

# SUPPORTING THE SOCIAL & EDUCATIONAL DEVELOPMENT OF YOUNG PEOPLE



## GAME

Play will always be a way for young people to learn and explore. GAME, supported by RSN, will give them a way to access technology and education they might not be able to afford and allow them to socialise with their peers in a safe environment.

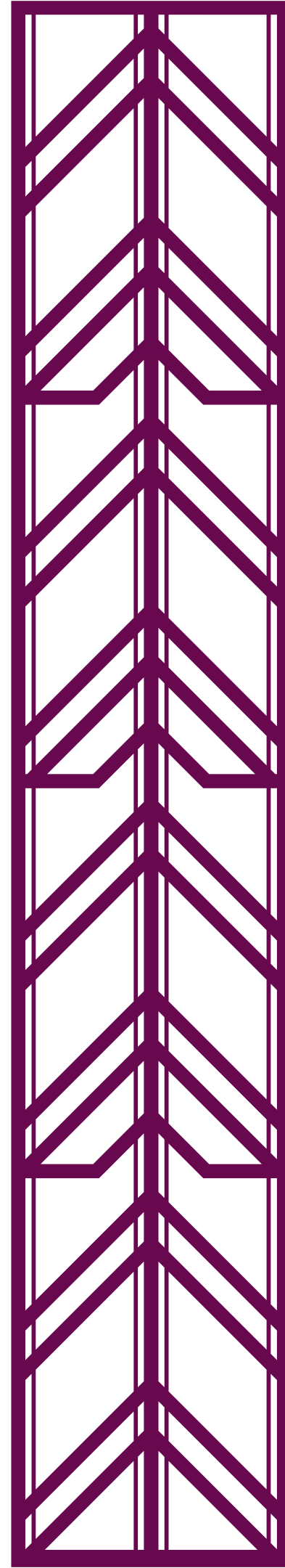
## TECH CLUB

With support from Zengya and local tech companies, the Tech Club will be a monthly lab where young people can learn new skills.

## YOUTH OUTREACH SCHEME

For those outside of Ulverston's immediate catchment, we will partner with local community groups to ensure fair access is available to all programmes.

# ADDRESSING ECONOMIC PARITY WITHIN STEAM



## DISCRETIONARY FUNDING/SUBSIDIES

There can be no innovation without creativity. To ensure everyone is able to enjoy the wealth of art, film, theatre and media Ulverston has on offer, we will run a discretionary funding and subsidy scheme.

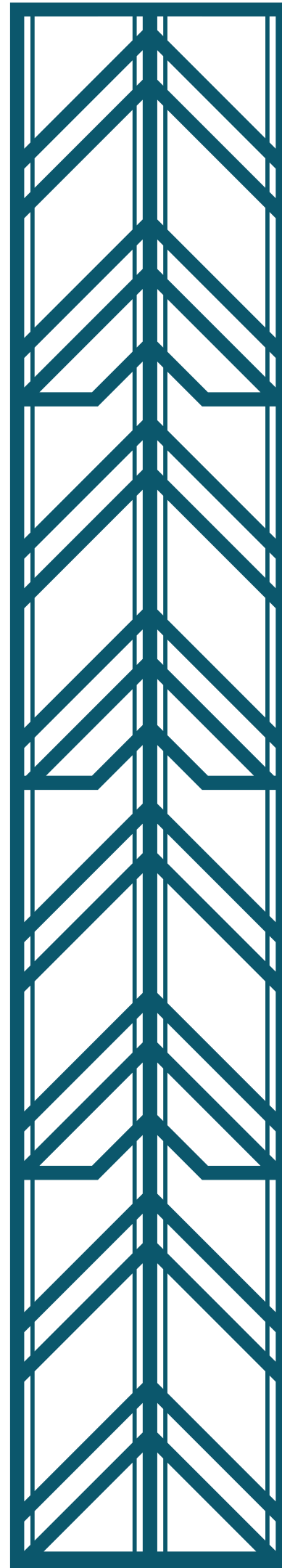
## FREE WORKSHOPS

Monthly workshops will draw on the wealth of experience within the community and surrounding areas.

## THE LENDING LIBRARY

For those unable to source learning material through a school, local library or institution, The Lending Library will support them in accessing their required resource.

# PRIORITISING UNDER- REPRESENTED MEMBERS OF THE COMMUNITY



## CLOSED CAPTION, AUDIO DESCRIPTION & AUTISM FRIENDLY SCREENINGS

The Roxy Collective will support The Roxy Cinema in providing special screenings to cater to the needs of the wider community.

## SAFE SPACES FOR SUPPORT GROUPS & CHARITIES

Breakout rooms will be available for use for those in the community requiring a regular and welcoming space.

## LANGUAGE CAFE

The Cafe will provide set times where people can meet to practice English in a safe and supportive environment, and share their own languages and culture.

# YOUR SUPPORT IS APPRECIATED.

Thank you for taking the time to read what we at The Roxy Collective hope to achieve. Our work continues to evolve as support grows and we welcome the opportunity to discuss any thoughts and suggestions you might have.

With thanks,

**THE TRUSTEES:**

Suzanne Garnett, Amy Bleasedale, Michael Bleasedale, Ian Garnett, Shelley Garnett, Paulina Bieniek & Emma Fawcus

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