

B U S I N E S S P L A N



OYEZ ARTS



ALTY TOWN HALL

It's Yours – Own It!

FEBRUARY 2026

Oyez Arts Ltd – Charitable Community Benefit Society
FCA Registration No. RS009224

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BACKGROUND

Purpose of the Business Plan

This business plan has been developed by Oyez Arts Ltd – a new organisation that has been established to retain Altrincham Town Hall as a community asset through operating a new community arts centre from the building.

It provides an overview of our plans to establish a sustainable community arts centre, presenting the business case for a significant capital investment into the asset over the next five years, to ensure the building is viable in the long term and help us meet our vision to offer a place for the community to create, share and thrive.

Origins and History

Historical Context

In 2015, a study conducted by the Altrincham Forum highlighted a significant lack of community space within the town. Historically, Altrincham boasted cultural facilities such as an art gallery, museum, extensive library, and public hall; however, these were demolished in the late 1970s, which left a void in the community.

One of the few remaining community spaces was Altrincham Town Hall, constructed in 1901. In 2020, Trafford Council proposed to dispose of the Town Hall, citing under-utilisation and financial burdens. This decision sparked a robust public campaign that gathered over 2,300 signatures in support of preserving the Town Hall for community use. In response to this campaign, the council reconsidered and re-tendered the asset to both commercial and community interested parties.

Emergence of Oyez Arts

Oyez Arts emerged as the winning bidder for the lease, aligning with public demand and complementing Trafford's newly developed Cultural Strategy. Jo Cushing, CEO of Inch Arts, recognised the potential of the Town Hall as a flagship creative and cultural community arts hub for Altrincham. She campaigned to save the Town Hall from council disposal, transforming it into a vibrant space catering to a diverse range of community needs including exhibitions, community groups, well-being programs, craft fairs, performance art, venue hire, and large-scale community projects.

Building Community Ownership

Market research among Altrincham's creative communities reinforced the importance of the Town Hall as a critical community asset. This research showed that such a comprehensive offering did not exist in Altrincham and aligned well with the town's growth objectives and Trafford's cultural strategy.

Further analysis revealed the opportunity to transform the Town Hall into a truly dynamic centre, providing a more diverse and improved activity program. In March 2024, Oyez was established as a Community Benefit Society, embodying the essence of its name, which

means "Hear Ye" and derives from the original French town criers' call to gather the community.

Oyez Arts has established a Community Benefit Society to invite the wider community to take a meaningful stake in our organisation. As a form of co-operative, we are intending to invite supporters to become members and have a say in how Oyez Arts is run for the benefit of the community.

Vision, Mission and Values

Vision

"A place where our community will create, share and thrive."

Mission

To connect our community, local business, and the many creative enterprises to develop projects that build community cohesion and improve both our town and the lives of our local community.

To unleash the power of creativity to do good.

To convert a currently underused historic building at the heart of the town and become a central, vital hub for community arts, culture, and wellbeing.

Values

Happy: Encouraging an inclusive, fun and caring environment.

Creative: Using creativity as a catalyst for good mental health and well-being, creating opportunities, and supporting all levels of creative talent.

Enriching: Nurturing the lives of our local community, equalising opportunities, encouraging diversity and fulfilment.

Culture: Bringing culture, inclusive program of events, classes, and workshops to our town in a space we can be proud of, its beauty, and local history.

Cohesive: Building joint projects that create a sense of pride in the town we live in and confidence in their own abilities that they can make a difference to where we live.

Aims and Objectives

To ensure we realise our vision and mission and values, this business plan is underpinned by a series of aims and objectives for the next five years.

Aim 1. Ensuring Financial Sustainability

To secure a vibrant and financially sustainable future for Altrincham Town Hall, making it an accessible and lively community hub.

Foundation for growth: Consistently cover day-to-day operating costs to ensure a stable foundation for growth. Strategically safeguard existing creative groups and their bookings, addressing challenges around pricing while improving service levels and providing promotional support.

Optimising space: Focus initially on activities that maximize rental opportunities, while being mindful of renovation needs to minimize disruptions and optimize space usage.

Funding for improvements: In the first year, secure funding to enhance the building's facilities—improving space usability to attract new groups and event hires, and to increase revenue. Address essential repairs to reduce operational costs and ensure the building remains fit for purpose.

Building capacity: In years Y2 and Y3, expand the internal team by hiring an events and bookings manager to develop a robust programme of activities, aligning with cash flow and growth limits.

Achieving profitability: By Year 3, reach a level of profitability that allows for reinvestment into community-benefit projects, expanding Oyez Arts' community impact.

Aim 2. Engaging the Local Community

Foster an accessible, supportive, and vibrant environment at the Town Hall, enabling people to connect creatively.

Expanding offerings: Unlock new opportunities by enhancing existing services, aiming to integrate 12 new activity groups by Y1-Q3 and host at least two major public, ticketed events by Y1 - Q4.

Community dialogue: Establish an inclusive culture of listening to understand community needs better through regular feedback mechanisms such as surveys, consultation groups every 4-6 months, and continual adaptation based on this feedback.

Partnerships and presence: Strengthen connections across the community by building partnerships with cultural networks, businesses, educational services, and authorities.

Community ownership: Realise community ownership through undertaking a successful community share offer to allow local residents to invest, and maintain an ongoing membership offer and create groups for community-led initiatives.

Programme accessibility: Maintain a balance between commercial and community activities, with at least 70% of programming dedicated to cultural/community use, ensuring the Town Hall remains a key space for community engagement and creativity.

Aim 3. Creating Positive Impact

Ensuring our programme of activities actively build skills, celebrate talent, and support mental well-being within and across our community.

Building on our expertise: Leverage Oyez Arts' proven experience to enhance well-being and foster social inclusion. Design specific programs to meet targeted community needs and collaborate with local experts to maintain high-quality outcomes.

Programme alignment: Ensure that our activities resonate with our core mission—to create, share and thrive—enhancing community engagement and individual growth.

Measuring success: Establish clear, desirable outcomes with robust frameworks for ongoing evaluation. Utilise data and feedback to assess the effectiveness of our programs and make necessary adjustments to better serve the community.

About Our Community

Altrincham has experienced a significant transformation in recent years, catalysed by the regeneration of its award-winning market, which has been central to the town's revitalisation. This revival has woven independent trade and top-quality local produce into the fabric of the town's rich history, breathing new life into the once-struggling high street and attracting renewed footfall.

Socio-Economic Profile

The town boasts a population of approximately 12,000 residents, which expands to about 50,000 when including the immediate local neighbourhoods that also utilise the town centre. Altrincham benefits from excellent transport links, including train, tram, and bus networks that seamlessly connect these nearby communities to the town centre. The community is diverse, with a strong professional base and growing new communities from Asia, particularly Hong Kong.

Community Needs

Culturally, Altrincham is home to established venues such as the Garrick Theatre, Art Gallery, and Everyman Cinema, alongside a plethora of small independent community groups engaged in activities ranging from film nights and choirs to sewing, crafts, arts, yoga, and theatre. However, these offerings are often seen as conventional and can be commercially competitive, with waiting lists that may limit access.

Despite these rich cultural activities, Altrincham currently lacks a central space that effectively brings the community together creatively, reaching a broad and diverse audience and enhancing community cohesion. The existing facilities are underused, under promoted, and underperforming, yet they hold significant potential for more inclusive and expansive community use.

The Town Hall, centrally located near the market hall and major pedestrian walkways, stands as a much-loved yet underutilised asset. Community groups have expressed a strong desire to use this space for rehearsals, performances, and social gatherings.

Based on community research undertaken by the Oyez Arts team in May 2023 (based on 50 responses):

- 90% are aware of the Town Hall
- 65% are not aware it is possible to hire the space
- 80% are unaware of activities that currently take place

Conversely, respondents told us:

- 60% of respondents strongly agree access to creative activity is important to themselves
- 80% strongly agree access to creativity activity is important to the community
- 79% strongly agree access to creativity activity is important to the town
- 85% of people said they either would or be likely to hire the space for personal celebration

In response, Oyez Arts aims to transform the Town Hall into a hub of creative and cultural activity that promotes community cohesion, embraces cultural diversity, and provides a safe and welcoming environment for all.

Through this initiative, Oyez Arts plans to support and collaborate with local groups in community "mash-up" projects, fostering engagement and support across diverse sectors of Altrincham's population.

This new model offered by Oyez Arts will fill the current gap in Altrincham's cultural scene, making the Town Hall a central point for both new and established activities, thereby ensuring it becomes a cornerstone for community interaction and creative expression.

Strategic Alignment

Altrincham Town Centre Neighbourhood Business Forum

Oyez Arts' initiative to rejuvenate Altrincham Town Hall is closely aligned with the strategic objectives outlined by the Altrincham Town Centre Neighbourhood Business Forum, which was formally designated by Trafford Council in 2014. Its purpose was to set out a development vision for Altrincham for 2015-2030 with neighbourhood support and consultation at its heart.

Consultation associated with the neighbourhood plan demonstrated that many people saw the future of the town as a social focus for the community with a programme of events and activities aimed at all sections of the community (including families) and increasing footfall in the town.

Support for Local Economic Development

The revitalisation of Altrincham Town Hall by Oyez Arts supports local economic development through the promotion of cultural tourism and the attraction of visitors to the town centre. By offering a diverse range of events and activities, the Town Hall will drive foot traffic to the area, benefiting local businesses and promoting Altrincham as a destination for arts and culture. This aligns with the Neighbourhood Business Forum's goal to enhance the economic stability and visibility of the town centre.

Enhancement of Community Spaces

In accordance with the Neighbourhood Business Forum's plan, Oyez Arts' aims to address the critical shortage of accessible community spaces highlighted in recent studies. By transforming the Town Hall into a vibrant, inclusive venue that hosts a variety of cultural and community events, Oyez Arts will directly contribute to the Forum's objective of providing high-quality community facilities and services. This effort will not only preserve a historical asset but also ensure its continued relevance and utilisation by the community.

Promotion of Social Cohesion

Oyez Arts' activities at the Town Hall will promote social cohesion by providing a platform for diverse groups to interact, collaborate, and share experiences. This initiative supports the Forum's focus on creating a family-friendly, socially inclusive environment in Altrincham's town center. By facilitating cultural and recreational activities, Oyez Arts will help foster a sense of community pride and belonging among residents.

Sustainability and Heritage Conservation

The strategic approach to managing Altrincham Town Hall includes a focus on sustainability and the conservation of heritage, which are key components of the Neighbourhood Business Forum's objectives. Oyez Arts is committed to maintaining the architectural integrity of the Town Hall while ensuring that its operations are environmentally sustainable and economically viable over the long term.

Collaborative Efforts

Oyez Arts plans to collaborate with local authorities, businesses, and community groups to ensure that the Town Hall's offerings are well-integrated with the town's overall cultural strategy and economic development plans. This collaborative approach will ensure that the project not only aligns with but actively supports the broader goals of the Neighbourhood Business Forum.

Oyez has been working with Trafford Council and many community groups in the area to help introduce the new cultural strategy through creative hubs in each of the towns around the borough. We hope to have lots of creative partnership projects in the town.

OUR TRACK RECORD

Overview

Whilst Oyez Arts is a new organisation, it is built on a wealth of local knowledge, experience, and a strong 14+ year track record of community engagement. This concept is derived from Inch Arts, where our founding Director, Jo Cushing, has delivered successful well-being and arts projects that have made a huge difference to the local community. Much of what Inch Arts offers has already been relocated to Oyez Arts at the Town Hall.

The Oyez team brings over 30 years of combined expertise in creative event management, understanding how to effectively communicate, promote, and deliver successful community events. The team also has proven experience in delivering complex community projects that have created a positive impact over the past 30 years. Their experience will help make ideas inclusive, collaborating with artists, venues, and audiences to maximum effect. From Corgi Artistic Trails to Covid Support and Community celebrations, our experience helps bring people together to connect, share, create, and thrive, making a real difference.

Oyez Arts can hit the ground running as successful, existing activities at the Town Hall will be retained, along with their engaged facilitators and participants. Our experience will help to better promote and service these activities. Existing groups and activities that we have managed at Inch Arts will now continue at the Town Hall. These groups also have engaged facilitators and regular participants. The creation of Oyez Arts answers a known community demand, bringing a much-improved community offer. Additionally, the successful Gallery/Exhibition space located at Inch Arts has moved to Oyez Arts at the Town Hall, providing a more prestigious exhibition space and better promotion.

Our local experience brings a variety of collaborative touch points across our community, working with Inch Arts and other local organisations. We have established relationships and working trust founded in our shared experiences over many years.



Our Impact

Continuing the use of the Town Hall: We will ensure the space remains available for public hire, weddings, and life celebrations, providing an affordable venue in a market with limited options. Previously unmanaged and not promoted, we will actively market the Town Hall to attract a wide range of users.

Driving footfall into the town centre: Increased use of the Hall will bring more people to the town centre, benefiting local businesses and contributing to the vibrancy of Altrincham.

Improving community wellbeing: Inspired by the success of Inch Arts, we will provide a space for creative and community groups focused on well-being, skills training, learning, and shared experiences.

Creating a sustainable future: Our plan outlines a clear path to developing a dynamic community program while meeting operational needs, securing the building for community use for years to come.

Community Benefits

We intend to deliver the following community benefits through the Town Hall:

- Fostering a sense of belonging and shared purpose among community members.
- Promoting understanding, cooperation, and support between diverse groups within the community.
- Providing opportunities for cultural exchange and expression.
- Offering a platform for celebrating the community's unique heritage.
- Supporting the mental and emotional well-being of community members through creative outlets and social interaction.

- Providing educational opportunities and resources that empower community members to learn and grow.

Community Support and Involvement

Our model is underpinned by active community support and involvement, with a strong emphasis on volunteer involvement, including:

- Engaging a team of dedicated volunteers who actively contribute to the realization of Oyez Arts' mission.
- Involving volunteers in the creative process, from brainstorming ideas to planning and executing events and programs.
- Utilising volunteer support to ensure the smooth operation of events, manage reception and assist various groups within the community.

Share Offer Marketing and Communications Strategy

The success of the community share offer depends on strong, visible promotion across Altrincham and beyond. Our strategy focuses on clear messaging, a high-profile launch, and sustained, targeted outreach to local residents, businesses and cultural audiences.

Objectives

- Raise awareness of the opportunity to invest in Oyez Arts and secure Altrincham Town Hall for community use.
- Encourage a broad base of local investors, particularly residents, businesses and community organisations in Altrincham and Trafford.
- Build understanding of the social, cultural and economic benefits of the project, not just the financial terms of the investment.

Key Messages

- Oyez Arts is transforming Altrincham Town Hall into a creative, community-owned space for arts, culture, weddings and events.
- Community shares give people a direct, democratic stake in the future of the building.
- Investment will fund capital improvements and create a sustainable, community-led venue for the long term.

THE SOCIETY

Structure

Oyez Arts Ltd. is legally structured as a Charitable Community Benefit Society, incorporated on 11 March 2024 and registered as a charity with HMRC in September 2024.

The Society is governed by a Board of Directors who are volunteers appointed in accordance with procedures set out by the Board.

There are no restrictions on how long board members serve on the board (their 'term of office') except that at each Annual General Meeting (AGM), one third of board members must retire and reapply for election. The Directors to retire shall be the Directors who have been longest in office since their last election. Our elections take place in the run up to our AGM.

The society is a form of co-operative in which our community share offer will be an opportunity for anyone to join as a member. Members are entitled to attend general meetings and have voting rights at our meetings.

Rules

The society was established under rules which established the objects and powers of the charitable society and which set out the proceedings of meetings of directors and members.

The Charitable Objects of the Society as set out in our rules are to:

- (a) Provide or assist in the provision of facilities and services primarily for the benefit of the community and visitors to and residents of Altrincham, for recreational, heritage, cultural and other leisure time activities to encourage the practice of good mental health and wellbeing; and
- (b) To advance the education of the public in the arts, sciences, culture and the history and heritage of Altrincham by the provision of public events, including performances, exhibitions, workshops, talks and by such other means as the Directors may determine.

Board and Manager Competencies

Since Oyez Arts was registered, the board has undergone a planned process to ensure the organisation is equipped with the skills, experience, and representation needed to lead the next phase of development.

In early 2025, two of the founding members stepped down, and an open recruitment process was launched to strengthen the board ahead of the community share offer. The process was designed to attract individuals with expertise across legal, finance, marketing, creative industries, HR, property and capital project management, while also encouraging applications from under-represented groups to reflect the diversity of the local community.

Through this process, a number of new directors were appointed, bringing significant experience in arts management, business leadership, governance, and community

engagement. The resulting board offers a strong mix of local insight and professional capability to guide Oyez Arts through its formative period and beyond.

In line with the Society's governing rules, the intention is to hold a first AGM in early 2026, following the share offer, at which point all directors will stand down and be open for election by the new intake of members.

Board Members

Director	Background
Jo Cushing (Chair)	Founder and former CEO of Inch Arts Altrincham, bringing artistic direction and deep community engagement experience.
Paul Peachey	Business leader and former Non-Executive Director of Food North West, with expertise in strategy and finance.
Mark Elliot	Creative and experienced filmmaker who programmes the films for Altrincham Film Club.
Ashwini Kamath	Senior Associate Solicitor with 15+ years' experience in serious injury law. Leads Learning and Development at her firm. Passionate about community engagement, chairs Headway Warrington, and involved in local choirs and arts initiatives.
Cengiz Ilhan	Business owner and financial educator with experience across multiple industries. Through Future Money Guide, helps individuals and entrepreneurs build sustainable income streams and long-term financial security.

Operational Approach

The Board of Directors, elected by and accountable to the members, sets the strategic direction of the Society, approves the annual business plan and budget, agrees key policies and oversees performance and risk. Collectively the Board brings experience in arts and cultural management, community development, law, finance, business growth and charity governance, as described in the Board biographies.

The Board does not manage day-to-day operations; this responsibility will sit with the Centre Manager who will be recruited following the share offer, initially on a part-time basis. They will be line managed by a designated rep on the Board. All other staff, casual workers and volunteers will be managed by the Centre Manager and do not report directly to the Board.

Through this structure the Board provides clear strategic leadership and accountability, while the Centre Manager and staff team have the day-to-day authority they need to run the building effectively within the agreed budget and policy framework.

THE ASSET

Overview

Altrincham Town Hall is one of the town's most prominent and architecturally significant civic buildings. Completed in 1901, it features red brick elevations with sandstone dressings, gabled dormers, and a landmark tower fronting Market Street. A sympathetic extension added in the 1930s expanded the building to its current footprint. The Town Hall represents a key heritage asset within the Altrincham Conservation Area, sitting adjacent to the Market Quarter and within walking distance of both Altrincham Interchange and the pedestrianised retail core.

The building's civic character and architectural distinction have made it a focal point of Altrincham's identity for over a century. Following Trafford Council's relocation of staff and services in the early 2000s, the space has been used intermittently for weddings, public events, and short-term hires. In 2024, following an open process, Oyez Arts Ltd was identified as the preferred community-led operator to take on a long-term lease and manage the building as a creative, cultural and community hub.

The area to be leased to Oyez Arts comprises the eastern wing of the Town Hall, including the Main Chamber, a series of meeting rooms, ancillary kitchen and WCs, and shared access to rear car parking. The western portion of the building remains in Trafford Council's ownership for civic and registry purposes, creating a complementary civic-cultural mix within the building.



Lease Arrangements

Trafford Council has confirmed the final terms for the long-term lease of part of Altrincham Town Hall to Oyez Arts Ltd. The agreement grants a 25-year lease (less 10 days) at a peppercorn rent (£1 per annum), exclusive of rates and all other outgoings, provided that Oyez Arts continues to operate as a not-for-profit, charitable organisation.

The lease includes a tenant-only break clause after five years, which is intended as a natural review point rather than an assumed end date. Our long-term intention, shared with Trafford Council, is to occupy and operate the Town Hall for at the least the full 25-year term. The break provides flexibility for both parties to review performance, sustainability and future plans; it would only be considered as a route to exit if, after working closely with Trafford Council and consulting members, the Board concluded that there was no viable way to continue operating in the building in the best interests of the community.

In such a scenario, any decision to exercise the break would be accompanied by a managed plan for either adapting the operating model or, as a last resort, an orderly wind-down in line with our Rules and asset lock.

The lease applies to the eastern wing of the Town Hall, together with six designated parking spaces to the rear. It clearly defines the division of responsibilities between landlord and tenant, ensuring a fair and sustainable maintenance framework:

Area	Responsibility
Structure, roof, external fabric	Trafford Council
Internal repairs and maintenance	Oyez Arts Ltd
Main plant and equipment	Oyez Arts to maintain in good working order; Trafford Council responsible for replacement when no longer serviceable, after which Oyez will take over maintenance under warranty.
Soft landscaping	Oyez Arts to maintain lawns and pathways; Trafford Council responsible for trees and shrubs.
Building insurance	Trafford Council
Contents insurance	Oyez Arts Ltd (excluding civic artefacts and heritage items, which remain insured by Trafford).
Public liability insurance	Oyez Arts Ltd to maintain cover of at least £5 million and indemnify Trafford Council against loss or damage arising from use of the property.
Alterations	Structural alterations prohibited without landlord consent (not to be unreasonably withheld or delayed).
Architectural features	Oyez Arts must not alter or damage key heritage features, including the main staircase, stained glass, plaster ceilings, and timber panelling.
Schedule of Condition	A photographic schedule to be appended to the lease to limit tenant liability to the building's existing internal condition.

Oyez Arts will occupy and operate the premises as a Community Arts and Events Space within the Town and Country Planning (Use Classes) framework, allowing for community, creative, and cultural uses alongside short-term room hire. Subletting is restricted to other charitable or community organisations with aligned objectives.

Under the lease, Oyez Arts will meet all costs for business rates, utilities, and internal redecoration (required on a five-year cycle). Trafford Council will retain responsibility for the external structure and fabric, ensuring the building remains wind- and watertight. Both parties recognise that the main mechanical systems are at the end of their lifecycle and have agreed to cooperate on their replacement and ongoing maintenance.

We benefited from pro bono legal advice to review the Heads of Terms and final lease draft, ensuring key tenant protections were secured. As a result, Trafford Council remains responsible for uninsured risks and for internal structural features that could deteriorate due to external defects (e.g. dry rot from roof leaks). The finalised lease confirms the removal of any rent review clause, securing the peppercorn arrangement for the full 25-year term.

A formal Subsidy Agreement has also been concluded with Trafford Council, providing financial support during the early operating years. This includes payments of £18,050 in Year 1 and £9,372 in Year 2, tapering as Oyez Arts builds its own trading income. These

contributions, which have been fully factored into the organisation's financial forecasts, will help underpin the transition to self-sufficiency from Year 3 onward.

Building Condition

The condition of Altrincham Town Hall has been assessed through separate reports commissioned by both parties: a structural survey undertaken by Renaissance on behalf of Oyez Arts, and a five-year condition survey undertaken by Amey on behalf of Trafford Council. While the Amey report provided helpful additional insight, Oyez Arts has based its planned programme of works on the Renaissance survey, recognising that it was commissioned directly on its behalf and forms the principal evidence base for its capital planning.

A suite of technical reports together confirms that while the building is ageing, it remains fundamentally sound and capable of reuse with a programme of refurbishment and M&E renewal.

Structural Condition Report (Renaissance, June 2024)

Structural integrity: sound; no evidence of significant settlement or movement.

Defects identified: mainly water ingress from blocked gullies and undersized rainwater goods, localised timber decay, and damp patches where external drainage and external levels have been altered.

Immediate priorities: improved rainwater disposal, gulley clearance, and roof-level drainage repairs to prevent further fabric deterioration.

Recommendation: no emergency structural works required; remedial and preventative maintenance will stabilise the building for the long term.

5-Year Condition Survey (Amey, February 2024)

Overall grade: B – Satisfactory.

M&E systems: C – Poor, with key components at or beyond serviceable life.

Priority works: renewal of gas boilers, replacement of cast-iron radiators, and phased replacement of lighting and fire alarm systems.

Estimated five-year cost: £111,000, primarily for mechanical and electrical works and minor internal finishes.

External fabric: rated as fair to good; Trafford Council (as landlord) will remain responsible for its ongoing maintenance.

Architectural Significance

Internally, the Main Chamber retains its original timber panelling, decorative ceiling, and corniced detailing – features which are integral to the building's heritage value. These have suffered minor cracking and surface deterioration but no structural compromise. The redecoration and repair of these features form part of the planned internal works, guided by a principle of minimal intervention and conservation-led renewal.

Planned Refurbishment and Investment Scenarios

A detailed cost plan (Construction Q Ltd, June 2024) has established a total refurbishment cost of £189,838 which forms the basis for a long-term capital investment programme. This scope of works includes both essential compliance and operational readiness measures as well as improvements that will mitigate future building risks and enhance the quality of the offer.

The share offer therefore seeks to secure sufficient investment to ensure that the essential works are delivered, while any funds raised above the minimum target will enable Oyez Arts to accelerate elements that would otherwise be phased as part of future capital funding rounds.

Scenario	Target	Works Achieved
Minimum	£75,000	Essential compliance and operational readiness works to safely reopen the ground floor, including heating repairs, electrical testing, lighting upgrades, fire and intruder systems, and basic redecoration.
Optimum	£150,000 (£125k works + £25k working capital)	Delivers the full baseline refurbishment identified in the Quantity Surveyor's cost plan, completing all essential works, accessibility improvements, flooring and decorative finishes, and bar installation. Includes £25,000 working capital to support programming, staffing, and operational setup during the first years of trading.
Maximum	£250,000 (£225k works + £25k working capital)	Enables comprehensive internal renewal of Altrincham Town Hall – completing all QS-specified works plus full decorative restoration, improved acoustic and lighting performance, and upgraded kitchen and bar facilities. Includes contingency and project co-ordination costs.

The investment works will be delivered in alignment with Trafford Council's retained landlord obligations. The Council will continue to manage structural elements, the roof, and external masonry, while Oyez's investment focuses on internal condition, user experience, and functional adaptation for community and cultural use.

VAT Treatment

We have taken professional advice on Oyez Arts' VAT position. On the basis of our current and planned activities, the majority of our trading income is either outside the scope of VAT (for example, simple room hire without significant added services) or falls under specific VAT exemptions for cultural organisations. Only a minority of income streams (such as bar sales and certain corporate or commercial packages) are expected to be VATable. Our financial projections therefore show that our VAT-eligible turnover will remain below the mandatory registration threshold for the foreseeable future.

In light of this, we have decided not to register voluntarily for VAT at the outset and to forego reclaiming VAT on the building refurbishment. Our main customers and users are local residents, community groups and small businesses, many of whom are not VAT registered themselves. Remaining outside the VAT system allows us to keep hire charges and

participation fees as affordable as possible, rather than adding VAT that our users cannot recover. The cost of irrecoverable VAT on refurbishment and operating expenditure has been fully built into our projected costs and cashflow.

We recognise that our position may change over time as activity grows. The Board will monitor taxable turnover regularly, and if our VATable income approaches the registration threshold or if our activity mix changes in a way that makes registration more beneficial, we will seek updated professional advice and, if appropriate, adjust our VAT status and financial projections accordingly.

Project Cost Breakdown

To align with the staged investment approach set out above, the refurbishment works have been organised into three delivery packages, each reflecting a different level of completion against the Quantity Surveyor's cost plan.

These packages correspond directly to the £75k (Minimum), £125k (Optimum), and £225k (Maximum) share offer scenarios, providing a clear link between the scale of funds raised and the level of refurbishment achieved.

The £75k package focuses on essential heating, compliance, and decoration works to safely reoccupy the ground floor and re-establish the building for limited use.

The £125k (Optimum) package delivers a full operational fit-out based on the QS cost plan, with a modest contingency allowance to manage refurbishment risks.

The £225k (Maximum) package enables comprehensive refurbishment of both floors, including all QS-specified works plus allowances for contingency and project coordination to ensure high-quality delivery and community engagement throughout.

All costings are inclusive of 20% non-recoverable VAT, and remain fully consistent with the Quantity Surveyor's baseline estimate of £189,838, as detailed in the table below.

Cost Category	QS Total (£) inc VAT	£75k	£125k	£225k
Strip-out & Preparation	6,358	✓	✓	✓
Painting & Decorating	31,862	✓ (reduced)	✓	✓
Boiler & Heating Systems	50,820	✓	✓	✓
Electrical & Lighting	24,000	essential	partial	✓
Fire / PIR Systems	5,918	✓	✓	✓
Wood Restoration	4,536	–	✓	✓
Wall / Ceiling Repairs	9,583	–	✓	✓
Window Repairs	17,610	–	✓	✓
Flooring	12,522	–	✓	✓
Tiles & Sanitary Ware	2,388	–	✓	✓
Bar Installation	6,000	–	✓	✓
Furniture & Fixtures	13,200	–	–	✓
Storage Unit	3,600	–	–	✓
Kitchen Fit-Out & Appliances	4,000	–	–	✓
Contingency	–	–	6,000 (5%)	19,000 (10%)
Client Project Management	–	–	–	16,000
Total (rounded)	189,838	75,000	125,000	225,000

OUR BUSINESS MODEL

Trading to Date

Since taking operational responsibility for Altrincham Town Hall, under an interim arrangement with Trafford Council in August 2024, Oyez Arts has successfully demonstrated the viability of its business model. Over the 14-month period to October 2025, the organisation generated total income of £97,274 and achieved a net operating surplus of £27,548. This early performance confirms both strong local demand and the organisation's ability to manage the building sustainably.

Category	Income (£)
Artwork	965
Bar Income	3,376
Classes	9,073
Events	2,004
Exhibitions	310
Grants	22,052
Room Hire	13,897
Services	45,597
Total Income	97,274

Expenditure for the same period totalled £69,842, resulting in a net operating income of just over £27,500. The most significant cost items were staffing, marketing, and event-related expenses. This trading record underlines that Oyez Arts has already established, diversified and sustainable revenue streams and tested many of the activities that underpin its forward business plan.

During the first 14 months of operation, its trading model has proved to be both viable and scalable. Activities such as community classes, creative workshops, exhibitions, and weddings have all been successfully piloted, attracting a broad range of participants and customers from across Trafford and beyond. These activities have generated a consistent income flow throughout the year and established the organisation's reputation as a reliable and professional operator of the Town Hall.

The experience has also provided valuable insight into pricing, demand cycles, and customer behaviour, informing the future financial projections. Room hire and service income together represent the largest proportion of current earnings, validating assumptions that the Town Hall's location and facilities will continue to attract strong demand from community groups, creative enterprises, and corporate users. Meanwhile, bar and event

income, though smaller in value, have proven their potential to grow as programme activity and private bookings increase.

This evidence base confirms that the forecasts presented later in this section are not speculative: they are grounded in a full year of tested operations, realistic pricing, and demonstrated demand. The organisation has refined its administrative systems, developed relationships with repeat clients, and built a base of local freelance staff and volunteers – strengthening its operational capacity ahead of taking on the long-term lease.

Member and Stakeholder Engagement

A core part of Oyez Arts' model is that members and wider stakeholders are not just investors or users of the building, but active partners in making the Town Hall successful and competitive as a venue and creative hub.

Engaging Members

We will keep members actively involved in shaping, promoting and improving Oyez Arts through:

- An annual members' survey and informal feedback channels (online forms, comments at events) to gather ideas on pricing, programming, customer experience and facilities.
- An accessible annual general meeting (AGM) where members can question the Board, review performance and vote on key decisions.
- A structured volunteer programme enabling members to support front-of-house, events, exhibitions and community projects, helping to improve the visitor experience and reduce operating costs.

These engagement routes are designed to ensure that Oyez Arts continuously learns from its members and uses their insight to refine pricing, programming, customer service and marketing – directly improving the Society's competitiveness and financial performance.

Engaging Wider Stakeholders

Oyez Arts will also maintain strong relationships with key external stakeholders whose support is critical to its success:

- Local community organisations, schools, faith groups and cultural partners, through partnership projects, co-programming and concessionary access, ensuring the building remains relevant and accessible to a wide range of communities.
- Local businesses, via Altrincham BID, Altrincham Chamber of Commerce and wider business networking events, room-hire offers and sponsorship opportunities, encouraging repeat corporate use of the building and support for Oyez Arts' charitable aims.
- A combination of all stakeholders through a Creative Collective which links creatives from business, community organisations, cultural partners etc to concentrate on projects that help express the identity of the town in terms of culture, heritage and the arts.

Through these member and stakeholder engagement strategies, Oyez Arts will maintain strong communication channels between users, investors, partners and the Board. This will

help the Society to adapt its offer, stay competitive in a changing market, and build the relationships needed to ensure financial sustainability.

Income Model

Current Offer and Trading Activity

Oyez Arts' trading performance is underpinned by an established programme of activity that has been developed and refined during its initial period of operation. The offer reflects both local community demand and the organisation's creative mission to make Altrincham Town Hall a vibrant and inclusive cultural hub. The activities below provide a flavour of the diverse trading strands currently in place.

Classes and Participation

Regular creative and wellbeing classes form the foundation of Oyez Arts' weekly schedule, generating a consistent source of income and engagement. Sessions such as Life Drawing with Jo, Painting & Drawing: Natural Forms, and the Alty Voices community choir attract a loyal and growing base of participants. These classes have proven highly successful, with waiting lists forming for popular sessions and repeat custom week on week. They not only provide a dependable revenue stream but also help to cultivate the Town Hall's identity as a creative learning environment accessible to all ages and abilities.

Public Events and Performances

Oyez Arts has developed a varied programme of ticketed and community events that appeal to a wide audience and draw people into the building throughout the year. The events calendar has included film screenings such as Alty Film Club presents POWER STATION, live music nights including the Halloween Boo-gie with Cover All Basses, and themed seasonal markets like CRAFTED and Jingle Jumble. Wellbeing and participatory events such as Breathe Together have further diversified the audience, bringing in new visitors while deepening links with local artists, performers and community organisers. Each event supports additional bar and catering sales and contributes to the growing profile of the Town Hall as an independent arts destination in Altrincham.

Exhibitions and Visual Arts

Exhibition activity provides both cultural value and modest trading income through hire, commissions, and sales. This year's inaugural TOGETHER exhibition and arts trail showcased local and regional artists across painting, sculpture, photography and textiles, drawing new audiences to the Town Hall and cementing its role as a platform for creative talent. The latest exhibition has been extended to include an arts trail around the town. The success of these early exhibitions demonstrates the potential for developing a year-round visual arts programme that complements the wider venue hire and events schedule.

Weddings and Private Hire

Altrincham Town Hall's outstanding architectural character—featuring timber panelling, decorative cornicing and a grand staircase—has positioned it as an attractive and affordable wedding and celebration venue. The Oyez team has established a professional enquiry and booking system to manage growing interest, supported by marketing and venue photography that highlights its status as a "hidden gem" heritage venue in the heart of

Altrincham. Following a sizeable increase in bookings in its first year, wedding bookings are expected to increase significantly once refurbishment works are completed, adding a valuable and reliable strand of income alongside community and corporate hire.

Together, these established trading activities demonstrate strong and repeatable demand, sound operational management, and the organisation's capacity to deliver high-quality events and services. They form the tested foundation upon which the five-year financial projections are built, ensuring that future growth is rooted in real market evidence rather than assumptions.

Financial Projections

Oyez Arts has developed five-year financial forecasts based on the optimum investment scenario of £150,000 raised in community shares, with approximately £125,000 allocated to capital works and £25,000 retained as working capital. At this level, the Society can complete the full baseline refurbishment set out in the QS cost plan, operate viably, build resilience, and support ongoing community use of Altrincham Town Hall. Sensitivity analysis has also been carried out for the minimum and maximum share-raise scenarios to understand how different capital levels affect operating performance and members' returns.

Income and Gross Profit

Total income (trading income, grants and donations) is forecast to grow from £99,500 in Year 1 to £160,660 in Year 5. This growth is driven by:

- Room hire and community/corporate lettings increasing from £30,000 in Year 1 to £57,450 in Year 5 as awareness, partnerships and regular bookings build.
- Activities and classes rising from £13,000 to £34,850, reflecting a growing programme of arts, culture and wellbeing activity.
- Weddings and private events growing from £18,500 to £37,700, making strong use of the Main Chamber as a distinctive heritage venue.
- Bar income increasing from £3,000 to £5,660, linked to events and private hires.
- Grants and donations providing an important contribution in the early years: we assume £30,000 of grants in Years 1–2, including the confirmed Trafford Council subsidy, and then £25,000 per year from Year 3 onwards from a mix of smaller project grants and donations.

After cost of sales, this produces gross profit increasing from £89,180 in Year 1 to £138,954 in Year 5, equivalent to an average gross margin of around 84% across the period.

Staffing Model

Since 2024, Altrincham Town Hall has been operated by Oyez Arts on a pilot basis, ahead of the long-term lease and community share offer. During this development phase, the day-to-day running of the hall has been delivered through a combination of voluntary director time, casual staff and freelancers, and wider volunteer contributions.

This approach has allowed Oyez Arts to test demand, build a track record and develop the business model at low cost. However, it is not sustainable for the long term. Following completion of the share offer and confirmation of the 25-year lease, the intention is to move

to a more formal staffing structure, informed by learning from comparable centres such as Stretford Public Hall.

Following the share offer, Oyez Arts will move to employ a small core team supported by volunteers and freelance specialists:

Centre Manager (starting part time but moving to full-time) – responsible for day-to-day operations, venue management, programming, line-management of staff and volunteers, and liaison with Trafford Council and community partners. The Centre Manager is accountable to the Board and reports regularly via the Chair.

Finance and Administration Officer (part-time) – managing bookings and room-hire administration, invoicing, payroll, bookkeeping and compliance, and supporting the Treasurer and Centre Manager with financial reporting.

Sessional staff and freelancers – employed as needed for events, weddings, bar operations, technical support and programme delivery, working under the direction of the Centre Manager.

Volunteers – supporting visitor welcome, exhibitions, community events and aspects of marketing and outreach, coordinated by the Centre Manager and/or a designated staff lead.

The staffing model is designed to be flexible and scalable, increasing capacity as income grows. By Year 3, the business plan anticipates the equivalent of around 1.8 FTE posts, rising to approximately 2.5 FTE by Year 5, subject to actual trading performance and available resources.

Operating Costs and EBITDA

Overheads (staffing, premises and administration) rise in line with activity and the transition from a largely voluntary model to a properly staffed operation:

- Salaries and on-costs grow as we move from a small core team in Year 1 to around 2.5 FTE posts by Year 5, including management, coordination and administration.
- Premises and administration costs (rates, utilities, cleaning, insurance, marketing, office costs and ongoing repairs/maintenance) also increase as the building is used more intensively and more activity is programmed. We have deliberately increased the annual repairs and maintenance allowance to reflect the age of the building and the need to look after the refurbished spaces properly.

After these overheads, the Society is forecast to maintain a positive operating profit in all years. In the forecast P&L, this Operating profit line is equivalent to EBITDA (earnings before interest, tax and depreciation). EBITDA remains positive throughout the period, confirming that the underlying trading model is cash-generative over the five-year period.

Depreciation and Net Profit

In addition to day-to-day operating costs, the forecasts include a non-cash depreciation charge to reflect the gradual consumption of the capital investment made in the building. We assume straight-line depreciation of the refurbished fixtures and fittings over the remaining lease period (equivalent to around 4% per annum of the capitalised value). This charge reduces reported accounting profit but does not affect cash.

Routine repairs and renewals are included within premises overheads and the combination of depreciation and an annual repairs/maintenance allowance in overheads provides for the long-term stewardship of the asset.

Minimum, Optimum and Maximum Share-Raise Scenarios

The five-year forecasts in this plan are based on the optimum target of £150,000. We have also considered how the Society's financial performance – and members' financial interests – would change under the minimum and maximum share-raise scenarios described earlier:

Minimum Target (£75,000): We would still complete essential compliance and "make safe" works, enabling us to operate successfully from the Town Hall. However, some improvements would have to be phased, and we would have less working capital. As a result, trading income would grow more slowly than in the central forecast, EBITDA would be lower, and the Society would take a more cautious approach to paying interest and allowing withdrawals.

Optimum Target (£150,000): We can deliver the full baseline refurbishment and retain £25,000 working capital. This gives the best balance between improving the asset, growing income and maintaining sufficient reserves to support interest and a limited withdrawal scheme from Year 3 onwards.

Maximum Target (£250,000): We could complete a more comprehensive refurbishment more quickly, improving the overall quality and flexibility of the venue and creating further opportunities to increase income over time. This would also increase the value of fixed assets we need to maintain. Any additional scope to pay interest or support withdrawals would still depend on actual trading performance and cash generation, not simply on the higher capital raised.

Grants and Donations

A significant proportion of early-years income comes from grants and subsidies, including the confirmed Trafford Council subsidy in Years 1 and 2, with the balance made up of project and programme grants. From Year 3 onwards the model assumes a steady-state level of around £25,000 per year from a mix of smaller grants and voluntary income (donations and sponsorship). This reflects Oyez Arts' track record in securing project funding and a realistic pipeline of local and national funders whose priorities align with our charitable objects.

While we assume that grant income will reduce once the Trafford Council subsidy comes to an end, we intend to build a strong donations and regular-giving programme to support our ongoing work. As a charitable Community Benefit Society, we are already seeing strong interest from local residents and businesses in supporting Oyez Arts beyond one-off capital investment through community shares. We plan to launch a 'Friends of Oyez Arts' scheme, offering supporters the option to make regular donations by subscription, alongside one-off donations and corporate sponsorship. Over time, this is expected to provide a growing stream of unrestricted income which can help us to manage any shortfall in grant funding and support our core programme and running costs.

Managing Our Share Capital

The forecasts show that Oyez Arts generates healthy net profits each year, allowing it to build up reserves and cash; is in a position, from Year 3, to begin paying up to 2% share interest, provided that cash generation and reserves are in line with or ahead of plan; and

maintains positive EBITDA (and therefore positive cash from operations before capital expenditure) in all five years, even after interest starts.

In practice, this means that the Board expects to propose an interest payment of up to 2% per annum on members' share capital from Year 3, subject to the Society's performance and cash position at the time and to member approval at each AGM. If performance is weaker than forecast, or if we decide to accelerate capital works or respond to higher-than-expected costs, the Board may delay, reduce or suspend interest payments in order to protect the Society's financial sustainability.

Cashflow and Overall Position

The cashflow forecasts show Oyez Arts maintaining a positive liquidity position throughout the five-year period. Following the initial investment in refurbishment works, closing cash remains positive and is forecast to increase over time, even after allowing for share interest from Year 3 and limited share withdrawals.

This confirms that the Society can meet its day-to-day operating costs with confidence; fund modest share interest and a carefully managed withdrawal scheme; cover ongoing repairs and maintenance through its operating budget; and maintain affordability for community and cultural users while growing its trading base.

Profit and Loss Forecast

	Year 1	Year 2	Year 3	Year 4	Year 5
Turnover					
Room Hire	30,000	39,000	47,000	54,400	57,450
Activities	13,000	21,500	28,500	33,250	34,850
Weddings / Events	18,500	30,000	32,500	35,750	37,700
Bar	3,000	5,000	6,500	8,000	9,500
Grants	30,000	25,000	20,000	20,000	15,000
Donations	5,000	7,500	10,000	12,500	12,500
Total Sales	99,500	128,000	144,500	163,900	167,000
Cost of Sales					
Cost of Sales	(10,320)	(15,280)	(18,320)	(21,024)	(22,320)
Gross Profit	89,180	112,720	126,180	142,876	144,680
Overheads					
Wages and Salaries	(26,831)	(56,000)	(61,500)	(71,000)	(78,500)
Rates	(9,083)	(9,355)	(9,636)	(9,925)	(10,223)
Utilities	(18,009)	(18,549)	(19,106)	(19,679)	(20,269)
Repairs and Renewals	(13,729)	(14,140)	(14,565)	(15,002)	(15,452)
Insurance	(1,827)	(1,882)	(1,938)	(1,996)	(2,056)
Marketing	(1,618)	(1,667)	(1,717)	(1,768)	(1,821)
Cleaning / Waste	(976)	(1,005)	(1,036)	(1,067)	(1,099)
Total Overheads	(72,073)	(102,599)	(109,497)	(120,437)	(129,420)
Earnings					
EBITDA	17,107	10,121	16,683	22,439	15,260
Depreciation	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Interest	-	-	(3,000)	(3,060)	(2,971)
Net Profit	12,107	5,121	8,683	14,379	7,289

Cashflow Forecast

	Year 1	Year 2	Year 3	Year 4	Year 5
Operating Cash Flows					
Net Profit	12,107	5,121	8,683	14,379	7,289
Depreciation (add back)	5,000	5,000	5,000	5,000	5,000
Interest (add back)	-	-	3,000	3,060	2,971
Net Operating Cash Flows	17,107	10,121	16,683	22,439	15,260
Investing Cash Flows					
Capital Expenditure	(125,000)	-	-	-	-
Net Investing Cash Flows	(125,000)	-	-	-	-
Financing Cash Flows					
Share Capital Raised	150,000	-	-	-	-
Share Withdrawals	-	-	-	(7,500)	(7,500)
Net Financing Cash Flows	150,000	-	-	(7,500)	(7,500)
Cash Position					
Net Cash Flows	42,107	10,121	16,683	14,939	7,760
Opening Balance	-	42,107	52,228	68,912	83,851
Closing Cash Balance	42,107	52,228	68,912	83,851	91,611

Balance Sheet

	Year 1	Year 2	Year 3	Year 4	Year 5
Fixed Assets					
Fixtures and Fittings	120,000	115,000	110,000	105,000	100,000
Total Fixed Assets	120,000	115,000	110,000	105,000	100,000
Current Assets					
Cash at Bank	42,107	52,228	68,912	83,851	91,611
Total Current Assets	42,107	52,228	68,912	83,851	91,611
Current Liabilities					
Total Current Liabilities	-	-	-	-	-
Net Current Assets	42,107	52,228	68,912	83,851	91,611
Net Worth					
Net Worth	162,107	167,228	178,912	188,851	191,611
Funded By					
Retained Earnings	12,107	17,228	25,912	40,291	47,579
Community Shares	150,000	150,000	153,000	148,560	144,031
Total	162,107	167,228	178,912	188,851	191,611

Note: Full supporting schedules and assumptions are available in the Business Plan at www.oyezarts.org/invest.

LONGER-TERM PLANS

Overview

Oyez Arts has established a strong foundation for operating Altrincham Town Hall as a sustainable community arts and cultural venue. With a secure 25-year lease, a clear investment plan, and an already proven trading model, the organisation is now focused on consolidating its operations and planning for long-term growth. The next phase will see Oyez Arts deepen its role as a cultural anchor for Altrincham, expanding the Town Hall's offer, partnerships, and impact over the next decade.

Capital Development

The initial capital works funded through the community share offer will focus on ensuring compliance, accessibility, and operational readiness. Beyond this first phase, Oyez Arts intends to develop a rolling capital investment programme to enhance the building's facilities and resilience. Priorities for future investment include:

- Remodelling / refurbishment of rooms – to maximise the flexibility and usage and therefore the profitability of the spaces.
- Energy efficiency and sustainability upgrades – exploring low-carbon heating options, secondary glazing, and improved insulation to reduce operating costs and carbon footprint.
- Accessibility improvements – expanding step-free access to all key areas, reviewing lift provision, and enhancing accessible toilets and signage.
- Technical infrastructure – investment in lighting, sound and digital equipment to support professional-standard performance, exhibition, and broadcast use.
- Heritage enhancement – conservation-led restoration of decorative features in the Main Chamber, including plasterwork, panelling, and windows, ensuring the continued preservation of this historic asset.

Oyez Arts will seek to align these longer-term capital ambitions with external funding opportunities, including the Heritage Lottery Fund, Arts Council England, and future community share offers. Any surpluses generated from trading will be reinvested back into the organisation.

Programme and Audience Development

Over the coming years, Oyez Arts aims to expand its artistic and cultural offer to reach broader and more diverse audiences. This will include:

- Developing a year-round programme of visual arts, live performance, and film that complements the commercial hire offer and strengthens the Town Hall's reputation as a creative hub.
- Introducing a resident artist and maker scheme to support local creative practitioners and generate new activity within the building.

- Expanding partnerships with schools, colleges, and community organisations to deliver participatory projects and volunteering opportunities.
- Positioning the Town Hall as a key venue within Altrincham and Trafford's wider cultural infrastructure, contributing to local festivals, events, and place-making initiatives.

Organisational Development and Governance

As a charitable Community Benefit Society, Oyez Arts will continue to evolve its governance and membership base. Over the next five years, the organisation will:

- Widen and strengthen our membership structure to encourage wider community participation and ensure accountability to local stakeholders.
- Recruit new board members to bring expertise in finance, property, and the arts, ensuring effective stewardship as the organisation scales.
- Develop succession plans and staff progression pathways to support a stable, skilled workforce and reduce reliance on volunteer labour over time.

Financial Growth and Sustainability

The long-term financial plan builds on Oyez Arts' existing trading success, with continued growth in lettings, weddings, and events anticipated as the building's facilities improve. By Year 5, the organisation will be fully self-sustaining, with operating surpluses reinvested into both the building and programme.

In the longer term, Oyez Arts aims to build unrestricted reserves equivalent to three months' operating costs; establish a capital maintenance fund to support future repairs and renewal; and leverage its track record to attract further social investment and philanthropic giving for further capital projects.

Membership Development, Share Capital and Liquidity

Over the 25-year life of the lease, we expect members' share capital to remain an important part of our balance sheet, supporting the building's operation and underpinning our access to other funding. Our current financial forecasts do not assume any further community share issues beyond this initial offer; the Society is expected to be financially sustainable on the basis of the initial raise and subsequent trading activity.

As the organisation matures, the Board expects to review options for future member capital, which may include: (a) a subsequent, time-limited community share offer to support major additional capital investment, and (b) in the longer term, moving towards an "open offer" model so that new and existing members can invest on an ongoing basis, helping to support share liquidity and fund withdrawals. Any such steps would be subject to member approval, market appetite and a clear business case at the time.

Realising Our Vision

By the end of the first five years of full operation, Oyez Arts intends for Altrincham Town Hall to be recognised regionally as a model of community-led cultural stewardship. The venue will be a lively, self-sustaining, and inclusive space – blending heritage with creativity – and

contributing to the cultural and economic vitality of Altrincham town centre for generations to come.

RISK ANALYSIS

Below is an export of our Live Risk Register as of October 2025 including key risk considerations for the initial capital project.

Risk Scoring Guide

Impact: 1 (Low) – 5 (Critical)

Likelihood: 1 (Rare) – 5 (Highly Likely)

Total Score: Impact × Likelihood

Review Frequency: Risks reviewed quarterly by the Board, with high or emerging risks escalated to Trafford Council as landlord if material to the lease or subsidy agreement.

Category	Risk	Mitigation	Impact	Likelihood	Score	Risk Owner
Strategic	Loss of community focus or drift toward overly commercial activity.	Uphold charitable CBS principles; review purpose annually; ensure community participation in membership and programming decisions.	3	2	6	Board / Chair
Strategic	Relationship with Trafford Council deteriorates, affecting lease or future support.	Hold quarterly liaison meetings; comply with lease; maintain transparent reporting on usage and impact.	4	2	8	Centre Manager / Board
Strategic	Reduced community participation or audience engagement post-refurbishment.	Continue consultation and community programming; diversify events; regular marketing and partnerships.	3	3	9	Centre Manager / Programme Lead
Financial	Income below forecast due to slower growth in bookings or events.	Conservative projections; diversify income streams; regular monitoring and corrective actions.	4	3	12	Finance Lead
Financial	Cost increases (utilities, insurance, supplies) reduce operating surplus.	Fix energy rates where possible; efficiency upgrades; maintain reserve fund.	3	3	9	Finance Lead
Financial	Insufficient reserves to meet cashflow or emergency repairs.	Build reserves to 3 months' operating costs by Year 5; monthly cashflow monitoring.	4	3	12	Treasurer
Capital / Building	Refurbishment delays or overspend reduce operational readiness.	Appoint QS/project manager; maintain capital budget; phased procurement and oversight by board.	4	3	12	Project Manager

CONTACT

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***Together, we can make Altrincham Town Hall a place to create,
share and thrive.***

Oyez Arts Ltd is a Charitable Community Benefit Society Reg. No. RS009224