REPORT TO:		Cabinet	
DATE:		5 August 2026	
PORTFOLIO:		Councillor Clare Pritchard - Transformation and Town Centres	
REPORT AUTHOR:		Kirsten Burnett, Associate Director (People and Communities)	
TITLE OF REPORT:		Accrington Market: In-House Operation of Bar and Café	
EXEMPT REPORT (Local Government Act 1972, Schedule 12A)	**No**	Not applicable	
KEY DECISION:	**No**	If yes, date of publication:	

1. Purpose of Report

1.1 To provide Cabinet with the further clarification anticipated in the report to Cabinet of 24 June 2026, following confirmation from the Council's Legal Team of the legal powers available to the Council to operate the Accrington Market bar and café directly.

1.2 To confirm, on the basis of that clarification, Cabinet's in-principle decision to operate the bar and café in-house, and to bring into effect the delegated authority to implement the operational, staffing, licensing and financial arrangements.

2. Recommendations

2.1 That Cabinet notes that the Legal team has now had the opportunity to research and clarify the Legal position, as anticipated at its meeting of 24 June 2026, and is now able to confirm that the Council does have the statutory powers available to operate the bar and café directly.

2.2 That Cabinet, having established its support for this model in principle in June 2026 and the legal position now being clarified, takes its final decision and approves the in-house operation of the bar and café at Accrington Market as the model for delivering the Council's strategic objectives for town centre regeneration, cultural participation, community safety and local employment.

2.3 That Cabinet notes that the remaining food outlets will be let to external operators, ensuring an attractive and varied offer.

2.4 That Cabinet delegates authority to the Associate Director (People and Communities), in consultation with the relevant Portfolio Holder and the Executive Director (Resources), and having regard to any legal advice where required, to:

- arrange for the premises licence and appoint a Designated Premises Supervisor;
- agree staffing structures, supply arrangements and all necessary contracts;
- agree performance measures;
- agree the necessary arrangements to ensure food safety and licensing compliance; and
- take all other steps necessary to bring the bar and café into operation in advance of Accrington Market reopening in November 2026.

3. Reasons for Recommendations and Background

3.1 At its meeting in March 2025, Cabinet approved the appointment of an external operator for Accrington Market on a 15-year lease, with the Council having no involvement in day-to-day management, trader selection or licensing.

3.2 At its meeting in December 2025, Cabinet was advised that the preferred operator had formally withdrawn, following an extended period of negotiation during which agreement could not be reached on fit-out specification or lease terms. Cabinet approved a change of approach to in-house management, delegating authority to the Executive Director (Environment) and/or such senior officer as shall be appointed to manage Accrington Market. The updated scheme of delegations confirms the Associate Director (People and Communities) as the relevant senior officer for operational decisions on Accrington Market.

3.3 At its meeting on 24 June 2026, Cabinet considered an (exempt) report setting out the case for the Council to operate the bar and café directly, rather than appointing an external operator for those elements. Cabinet gave in-principle approval to that model as its preferred approach, subject to clarification of the legal requirements for operating the bar and café. Cabinet's support for the in-house model was therefore established in June 2026, but was expressly conditional on the legal position being clarified. That clarification is the new information now before Cabinet. On the strength of it, this report asks Cabinet to move from that in-principle preference to a final decision, taken on the reasons set out in this report.

3.4 The purpose of, and reasons for, direct operation are set out in section 4 of this report. In summary, the Council is not proposing to operate the bar and café in order to enter the hospitality industry as a commercial venture. It is proposing to do so because they are the means through which the Council can deliver its wider objectives for the Market and the town centre, in a way that an external operator, legitimately focused on private margin, could not be expected to deliver to the same extent.

3.5 Since December 2025, following an open recruitment process, the Council has appointed a Town Centre Venue Manager, with extensive private-sector hospitality experience, to lead the development of the in-house operational model. The Council has retained Barker Proudlove, and through them Ashdown Philips, to advise on market potential, turnover and cost projections, operational structures and trader identification.

3.6 Cabinet also agreed on 18 March 2026 that the Council will resume the management of Accrington Town Hall on the expiry of the lease to Hyndburn Leisure on 1 April 2027. This creates the opportunity for a single cross-venue team covering both Accrington Market and the Town Hall, with shared staffing, training and operational systems, and the provision of in-house catering and bar service at the Town Hall in support of its entertainments and events.

3.7 Cabinet agreed, at its meeting on 22 January 2025, that any surplus income from the Market (and Burtons Chambers) would support the Council's wider Town Square regeneration, specifically the DOME project. The Council’s position on the purpose of the bar and café, and the incidental nature of any return from them, is set out in section 4 of this report. With the bid to the National Lottery Heritage Fund due at the end of 2026, direct operation strengthens the financial sustainability case within the Council's wider Town Square programme.

4. The Council's Purpose in Operating the Bar and Café Directly

4.1 The Market has operated at a loss for a number of years, with ground-floor stall occupancy having fallen to around half since 2015. The redevelopment reduces the retail stall footprint and re-imagines Accrington Market as a food, drink and cultural destination, with the aim of increasing footfall and re-establishing the Market as an anchor for the wider town centre. The bar and café are integral to that offer: they are located within the Market alongside the food outlets and shared dining space, and are intended to serve Market users, customers of the food outlets, and visitors to the Market, and to support the evening activity that complements events at the Town Hall and, in due course, the DOME.

4.2 The Council's reasons for operating the bar and café itself, rather than through an external operator, are as follows:

- **Regeneration and footfall.** The success of Accrington Market as a destination is critical to the regeneration of the town centre, into which the Council, UK Government and Lancashire County Council have invested substantial funding. Direct operation allows the Council to run the bar and café actively in support of footfall and town-centre vitality, including through opening hours and programming aligned to the wider town-centre offer, rather than for the private margin of a third party.

- **The character of the Market.** The bar is centrally located, and its offer and atmosphere will substantially shape the character of the Market as a whole. Direct control enables the Council to ensure that character reflects and promotes its wider regeneration and cultural objectives for the Market, the Town Hall and the DOME.

- **Cultural programming and participation**. Direct operation enables the space to be programmed as a community and cultural venue, for example with live music, spoken word, comedy, themed events and community activities. This will extend the Market's appeal into the evening and across audiences, and build cultural participation consistent with the Council's Culture and Heritage Strategy.

- **Local employment and skills.** The cross-venue hospitality team will create local jobs and apprenticeship pathways, including for young people not in education, employment or training, addressing one of the town's most persistent structural challenges. Staff will be able to work across the Market and Town Hall, supporting sustainable staffing and progression opportunities.

- **Licensing, control and community safety.** As premises licence holder, the Council will hold direct responsibility for the licensing objectives, including responsible retailing and the provision of security, and can align the operation of the bar with its wider community safety objectives for the town centre. Under the previously proposed external model the Council would in any event have appointed security and acted as shadow licence holder, carrying much of the practical and reputational responsibility without the corresponding control: direct operation aligns that responsibility with control.

- **Inclusive access and responsible retailing.** The bar will maintain a non-alcoholic range, supporting inclusive access for non-drinkers, younger visitors and those in recovery, and enabling the Council to align the operation with its licensing objectives around responsible drinking and with its community safety objectives for the town centre.

- **A complementary, locally-anchored offer.** Direct operation enables the Council to prioritise sourcing from Market traders and Hyndburn-based producers and to position the bar and café to complement, rather than compete with, the surrounding food outlets and traders, so that the whole Market offer works together.

4.3 The making of a financial return is not the Council's purpose in operating the bar and café. The Council will, as a matter of financial prudence, seek to ensure the operation covers its costs and contributes to the sustainable operation of Accrington Market, but any return is incidental to the objectives set out above and would be applied in support of them. The Council considers that direct operation would be justified by the regeneration, cultural, employment and community safety benefits set out above even if the bar and café were to do no more than cover their costs: it is those benefits, and not the prospect of a financial return, that leads the Council to operate them directly. The Council is satisfied that its predominant purpose in operating the bar and café directly is the delivery of those objectives and not the making of profit.

5. Alternative Options considered and Reasons for Rejection

5.1 The external-operator model would have provided the Council with fixed income without trading risk, but would not have delivered the regeneration, cultural, employment and community-safety objectives set out above to the same extent, would have left the Council carrying practical and reputational licensing responsibility as shadow licence holder without control, and would have been difficult to exit if the operator underperformed. Direct operation preserves the option of letting the bar and café externally in future should that later be judged preferable.

6. Consultations

6.1 The Portfolio Holder and wider Cabinet, the Chief Executive, the Section 151 Officer and the Executive Director (Legal and Democratic Services) and the Licensing Manager have been consulted.

7. Implications

Financial implications (including any future financial commitments for the Council)	The Council has set a working budget of £300k for the Market for 2026/27. As the Market is not yet operational, a proportion of this budget will be required during 2026/27. However, subject to income and expenditure performing in line with current estimates, there may be a small in-year underspend. The current financial

	trajectory assumes a breakeven position will be achieved from 2027/28. There remain a number of variables within the financial model. These relate not only to the services proposed to be delivered in-house, but also to the performance of external food and beverage operators to be secured for the venue. Budgets will be closely monitored to ensure that risks are identified at an early stage, with appropriate mitigation measures implemented in a timely manner.
Legal and human rights implications	**Civic Restaurants Act 1947, section 1:** This confers power on the Council to establish and carry on restaurants and otherwise to provide for the supply to the public of meals and refreshments, together with activities reasonably incidental or ancillary to them. Section 1(4) expressly contemplates that those activities may include the sale of alcohol under the Licensing Act 2003. The Council relies on this power in relation to the café and, on the basis that in operating the bar it is otherwise providing for the supply to the public of refreshments (including alcoholic refreshments), in relation to the bar. **Localism Act 2011, section 1 (general power of competence):** The general power authorises the Council to do anything that individuals generally may do, including operating the bar and café. Section 4 of the Act requires a local authority to act through a company only where it does things *for a commercial purpose*. The Council's predominant purpose, as set out in the report, is not the making of profit but the delivery of its regeneration, cultural, employment and licensing objectives, with any return incidental to and applied in furtherance of those objectives. The Council is therefore satisfied that it is not doing things for a commercial purpose within the meaning of section 4, and is not

	required to operate the bar and café through a company. **Local Government Act 1972, section 111:** The Council additionally relies, as a further power, on section 111, on the basis that the provision of the bar and café within the Market is calculated to facilitate, or is conducive or incidental to, the discharge of its functions in establishing and operating the Market under the Food Act 1984, by increasing footfall to and the attractiveness of the Market. **Town Hall bar:** When the Council resumes management of the Town Hall, the provision of entertainments there, and of the Town Hall bars and the making of charges for refreshments sold at them, are authorised by section 145 of the Local Government Act 1972.
Assessment of risk	Detailed within the report.
Equality and diversity implications *A Customer First Analysis should be completed in relation to policy decisions and should be attached as an appendix to the report.*	See Appendix 1

8. Local Government (Access to Information) Act 1985: List of Background Papers

Cabinet Report March 2025 - Appointment of the operator and granting of a lease for Accrington Market Hall
https://democracy.hyndburnbc.gov.uk/ieListDocuments.aspx?CId=133&MId=2900&Ver =4

Cabinet Report March 2025 - Market Trader Rent/Licence Fee Concessions
https://democracy.hyndburnbc.gov.uk/ieListDocuments.aspx?CId=133&MId=2900&Ver=4

Cabinet Report December 2025 - Accrington Market Hall Operator Update
https://democracy.hyndburnbc.gov.uk/documents/s22227/Accrington%20Market%20Hall%20Operator%20-%20Main%20Report.pdf

Cabinet Report 22 January 2025 - Market Chambers Operating Costs -
https://democracy.hyndburnbc.gov.uk/documents/s20822/Market%20Chambers%20-%20Main%20Report.pdf

Cabinet Report February 2026 - Market Trader Rent/Licence Fee Concessions
https://democracy.hyndburnbc.gov.uk/documents/s23362/Market%20Trader%20Rent%20Licence%20Fee%20Concessions%20-%20Main%20Report.pdf

Cabinet report March 2026 - Accrington Market Hall – Rents and other Terms of Trading
https://democracy.hyndburnbc.gov.uk/documents/s23614/Accrington%20Market%20Hall%20-%20Main%20Report.pdf

Cabinet report re subsidised rents (exempt)

Cabinet report 18 March 2026 – Provision of Leisure Services
https://democracy.hyndburnbc.gov.uk/documents/s23665/Provision%20of%20Leisure%20Services%20-%20Main%20Report.pdf

Cabinet report 24 June 2026 - Accrington Market –In-House Operation of Bar and Café (exempt report)

Appendix 1 - Customer First Analysis

Policy / Decision: In-house operation of bar and café at Accrington Market

Purpose

What are you trying to achieve?

- Direct Council operation of the bar and café at the redeveloped Accrington Market, ensuring a vibrant, sustainable food and beverage offer that supports the wider town centre regeneration including DOME, creates local employment, and provides accessible cultural programming for all residents.

Who defines and manages it?

- Hyndburn Borough Council, through the Associate Director (People and Communities) and the Town Centre Venue Manager.

Who do you intend to benefit and how?

- Market traders - offer drives footfall to all traders; events programming creates shared customer base.

- Town centre visitors and residents Quality food, drink, and events in a revitalised civic space; accessible pricing; extended evening hours.

- Local jobseekers - Direct employment and apprenticeship opportunities in hospitality, particularly for young people and those from disadvantaged backgrounds.

- Young people (18-29) - Evening economy access, live music and cultural events, employment pathways.

- Older residents - Daytime café offer, social space, community events (e.g. community bingo).

- People with disabilities - Accessible venue design; potential for quiet hours or sensory-friendly programming.

What could prevent people from getting the most out of this?

- Inadequate staffing - mitigated by cross-venue model with Town Hall.

- Pricing that excludes lower-income residents - mitigated by accessible café pricing and free community events.

- Hours that don't reflect community needs - mitigated by programming that includes daytime, evening, and weekend access.

- Perception that the Council is competing unfairly with local traders - mitigated by explicit commitment to complementary positioning and full cost accounting and using local traders where possible.

How will you get customers involved?

- Trader liaison meetings.

- Public communications on opening hours and programming as part of Market launch and beyond.

- Feedback mechanisms can be identified once operational (customer surveys, trader forums).

- Community programming co-designed where appropriate with local cultural and community organisations.

Evidence

How will you know if the policy delivers its intended outcomes?

- Turnover and overall budget.

- Trader occupancy and retention rates.

- Customer satisfaction surveys.

- Employment data (local hires, apprenticeships, progression to permanent roles).

- Event attendance and demographic breakdown.

- Comparison of actual income with projected external operator benchmark.

How satisfied are customers and how do you know?

- Baseline: decanted trader feedback and town centre user surveys from TCIP polling (2021) showing 85% did not feel proud visiting Accrington town centre, 77% rated it poor to visit, 36% wanted more restaurants/cafés.

- Ongoing: quarterly customer feedback, trader input, event evaluation.

What existing data do you have?

- Ashdown Philips market analysis and turnover estimate.

- TCIP polling: 75% felt too few entertainment venues; 58% wanted more independent restaurants/cafés; 65% wanted more small/independent shops.

- Local demographic data: Central ward 34% White, 58% Pakistani; significant ethnic diversity in town centre user base.

- IMD data: Central ward among 1% most deprived nationally for income, employment, education.

Are you breaking down data by equality groups?

- We would do this, where relevant and achievable – but would ensure different customers were catered for, as follows.

- Age: Older residents (daytime café, community events); younger residents (evening bar, live music, employment).

- Disability: Physical accessibility; sensory considerations for neurodiverse visitors.

- Ethnicity: Diverse programming reflecting town centre demographics.

- Economic status: Pricing strategy to include affordable options; free community events.

- Gender: Evening economy safety; flexible working for staff with caring responsibilities.

Are you using partners, stakeholders, and councillors to get information and feedback?

- Barker Proudlove and Ashdown Philips (market expertise).

- Town Centre Board developed bid to Government for Market redevelopment.

- Existing decanted traders (through return-to-market engagement).

- Local community organisations via Community Action Network.

- Training providers (skills and apprenticeship pathways).

Impact

Are some people benefiting more - or less - than others? If so, why might this be?

- No evidence to suggest this will be the case.

Possible impact on community relations?

- Trader concern about Council competing with private operators - managed through transparent pricing and accounting, and review of impact on footfall.

- Perception of Council "taking business" from local entrepreneurs - countered by emphasis on employment creation, local supply chains, and the bar as footfall driver for the whole town centre.

- Community pride - positive impact if the venue succeeds as a programmed cultural space; risk of reputational damage if it underperforms or is seen as poorly managed.

Actions

If the evidence suggests the policy benefits a particular group - or disadvantages another - is there a justifiable reason for this and if so, what is it?

- Younger people may benefit more from evening bar employment - justified by the Council's corporate priority of "bright futures" and skills development, with active measures to ensure older workers and returners are not excluded from training and recruitment. This would apply with an external operator.

Is it discriminatory in any way?

- No. The in-house model is designed to be inclusive across all protected characteristics. The in-house model offers greater scope for proactive equality measures (direct control of recruitment, training, pricing, programming) but this is not to the detriment of any protected characteristic.

What measures can you put in place to reduce disadvantages?

- Pricing strategy to include affordable options across all F&B offers (e.g. "cuppa and a cake" deal).

- Flexible and part-time working patterns to accommodate caring responsibilities and disability needs.

- Active recruitment from underrepresented / disadvantaged groups.

- Accessibility audit of all customer-facing spaces.

- Trader engagement to ensure competitive fairness and shared benefit.

- Free or low-cost community programming to ensure access regardless of income.

Do you need to consult further?

- Existing trader consultation ongoing including through Barker Proudlove.

- Engagement with local College on potential apprenticeship design and with JobCentre on employment opportunities.

Potential improvements to customer service?

- Cashless payment options (with cash alternatives for digital exclusion).
- Clear allergen and dietary information (vegetarian, vegan, halal options reflecting local demographics).
- Market facilities and programming reflecting community diversity.

Who should you tell about the outcomes?

- Cabinet through annual performance reporting.
- Scrutiny Committee.
- Publicly through Council communications.

Built into Business Plan?

- Equality measures will be embedded in Venue Manager's operational plan and performance objectives.
- Trader satisfaction scores.
- Workforce data via annual monitoring report across Council.

When will this assessment need to be repeated?

- If planned operational model changes (e.g. decision to let to external operator).
- If significant customer feedback emerges.

Kirsten Burnett, Associate Director (People and Communities)

21 July 2026

Appendix 2 - Budget forecast - based on estimated turnover

Market Hall Bar
Year Ending Oct 27

Account	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Year to date
Turnover													
Bar	20,000.00	60,000.00	40,000.00	50,000.00	60,000.00	60,000.00	50,000.00	40,000.00	40,000.00	50,000.00	40,000.00	40,000.00	550,000.00
Events global estimate 1 per month	0.00	50,000.00	0.00	0.00	50,000.00	0.00	0.00	50,000.00	0.00	0.00	50,000.00	0.00	200,000.00
Games Area	1,000.00	2,000.00	1,500.00	1,750.00	2,000.00	2,000.00	1,750.00	1,500.00	1,500.00	1,750.00	1,500.00	1,500.00	19,750.00
Vending	1,000.00	2,000.00	1,500.00	1,750.00	2,000.00	2,000.00	1,750.00	1,500.00	1,500.00	1,750.00	1,500.00	1,500.00	19,750.00
Café	8,000.00	20,000.00	16,000.00	16,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	220,000.00
FB rental not including café and bar	9,733.33	9,733.33	9,733.33	9,733.33	9,733.33	9,733.33	9,733.33	9,733.33	9,733.33	9,733.33	9,733.33	9,733.33	116,800.00
pop up based on £40 per stall 16 stalls per event 1 per month	640.00	640.00	640.00	640.00	640.00	640.00	640.00	640.00	640.00	640.00	640.00	640.00	7,680.00
flea market yearly figure	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	1,800.00
stalls	2,630.00	2,630.00	2,630.00	2,630.00	2,630.00	2,630.00	3,507.00	3,507.00	3,507.00	3,507.00	3,507.00	3,507.00	36,822.00
service costs	1,250.00	1,250.00	1,250.00	1,250.00	1,250.00	1,250.00	1,250.00	1,250.00	1,250.00	1,250.00	1,250.00	1,250.00	15,000.00
carrier bags	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	300.00
upstairs units based on 10 x £100 per month	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	12,000.00
service yard income broadway (to clarify)	366.67	366.67	366.67	366.67	366.67	366.67	366.67	366.67	366.67	366.67	366.67	366.67	4,400.00
Total Turnover	**45,795.00**	**149,795.00**	**74,795.00**	**85,295.00**	**149,795.00**	**99,795.00**	**90,172.00**	**129,672.00**	**79,672.00**	**90,172.00**	**129,672.00**	**79,672.00**	**1,204,302.00**
Cost of Sales													
Materials bar 68% GP	6,400.00	19,200.00	12,800.00	16,000.00	19,200.00	19,200.00	16,000.00	12,800.00	12,800.00	16,000.00	12,800.00	12,800.00	176,000.00
vending cost 50% GP	500.00	1,000.00	750.00	875.00	1,000.00	1,000.00	875.00	750.00	750.00	875.00	750.00	750.00	9,875.00
Materials Café 60%GP	3,200.00	8,000.00	6,400.00	6,400.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	88,000.00
Events		25,000.00			25,000.00			25,000.00			25,000.00		100,000.00
Security	6,500.00	11,960.00	11,960.00	11,960.00	11,960.00	11,960.00	11,960.00	11,960.00	11,960.00	11,960.00	11,960.00	11,960.00	138,060.00
Entertainment		3,000.00			3,000.00			3,000.00			3,000.00		12,000.00
Total Cost of Sales	**16,600.00**	**68,160.00**	**31,910.00**	**35,235.00**	**68,160.00**	**40,160.00**	**36,835.00**	**61,510.00**	**33,510.00**	**36,835.00**	**61,510.00**	**33,510.00**	**523,935.00**
Gross Income after costs of sales	**29,195.00**	**81,635.00**	**42,885.00**	**50,060.00**	**81,635.00**	**59,635.00**	**53,337.00**	**68,162.00**	**46,162.00**	**53,337.00**	**68,162.00**	**46,162.00**	**680,367.00**
Administrative Costs													
management fees	4,234.55	4,234.55	4,234.55	4,234.55	4,234.55	4,234.55	4,234.55	4,234.55	4,234.55	4,234.55	4,234.55	4,234.55	50,814.59
audit fees	62.50	62.50	62.50	62.50	62.50	62.50	62.50	62.50	62.50	62.50	62.50	62.50	750.00
site accomodation	679.58	679.58	679.58	679.58	679.58	679.58	679.58	679.58	679.58	679.58	679.58	679.58	8,155.00
health and safety audits	366.67	366.67	366.67	366.67	366.67	366.67	366.67	366.67	366.67	366.67	366.67	366.67	4,400.00
bar electric	666.67	666.67	666.67	666.67	666.67	666.67	666.67	666.67	666.67	666.67	666.67	666.67	8,000.00
café electric	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	12,000.00
Electricity market hall 31p kwh	2,523.39	2,523.39	2,523.39	2,523.39	2,523.39	2,523.39	2,523.39	2,523.39	2,523.39	2,523.39	2,523.39	2,523.39	30,280.71
water service charges	2,082.42	2,082.42	2,082.42	2,082.42	2,082.42	2,082.42	2,082.42	2,082.42	2,082.42	2,082.42	2,082.42	2,082.42	24,989.03
Employers N.I. (Non-Directors)	2,675.00	2,675.00	2,675.00	2,675.00	2,675.00	2,675.00	2,675.00	2,675.00	2,675.00	2,675.00	2,675.00	2,675.00	32,100.00
Employers Pensions													0.00
Bank transaction fees	909.38	909.38	909.38	909.38	909.38	909.38	909.38	909.38	909.38	909.38	909.38	909.38	10,912.50
Security CCTV	650.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00	7,800.00
Gross Wages	27,364.00	27,364.00	27,364.00	27,364.00	27,364.00	27,364.00	27,364.00	27,364.00	27,364.00	27,364.00	27,364.00	27,364.00	328,368.00
window cleaning	743.33	743.33	743.33	743.33	743.33	743.33	743.33	743.33	743.33	743.33	743.33	743.33	8,920.00
hygiene sevices cleaning	958.33	958.33	958.33	958.33	958.33	958.33	958.33	958.33	958.33	958.33	958.33	958.33	11,500.00
waste management	1,208.33	1,208.33	1,208.33	1,208.33	1,208.33	1,208.33	1,208.33	1,208.33	1,208.33	1,208.33	1,208.33	1,208.33	14,500.00
pest control	225.00	225.00	225.00	225.00	225.00	225.00	225.00	225.00	225.00	225.00	225.00	225.00	2,700.00
seasonal decorations	2,500.00				2,500.00				2,500.00				7,500.00
m & e maintenance	625.00	625.00	625.00	625.00	625.00	625.00	625.00	625.00	625.00	625.00	625.00	625.00	7,500.00
life safety systems & Maintenance	360.17	360.17	360.17	360.17	360.17	360.17	360.17	360.17	360.17	360.17	360.17	360.17	4,322.00
m & e repairs	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	5,000.00
signage	2,500.00												2,500.00
lift maintenance	130.83	130.83	130.83	130.83	130.83	130.83	130.83	130.83	130.83	130.83	130.83	130.83	1,570.00
external repairs	625.00	625.00	625.00	625.00	625.00	625.00	625.00	625.00	625.00	625.00	625.00	625.00	7,500.00
internal repairs	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	10,000.00
marketing	25,000.00	2,600.00	2,600.00	2,600.00	5,000.00	2,600.00	2,600.00	5,000.00	2,600.00	2,600.00	5,000.00	2,600.00	60,800.00
engineering insurance	333.33	333.33	333.33	333.33	333.33	333.33	333.33	333.33	333.33	333.33	333.33	333.33	4,000.00
engineering inspections	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	1,500.00
public and property public liabilites check covered for bar and ca	508.33	508.33	508.33	508.33	508.33	508.33	508.33	508.33	508.33	508.33	508.33	508.33	6,100.00
estate service charge	458.33	458.33	458.33	458.33	458.33	458.33	458.33	458.33	458.33	458.33	458.33	458.33	5,500.00
													0.00
Total Administrative Costs	**80,765.15**	**53,365.15**	**53,365.15**	**53,365.15**	**58,265.15**	**53,365.15**	**53,365.15**	**55,765.15**	**55,865.15**	**53,365.15**	**55,765.15**	**53,365.15**	**679,981.83**
													0.00
Surplus income	**(51,570.15)**	**28,269.85**	**(10,480.15)**	**(3,305.15)**	**23,369.85**	**6,269.85**	**(28.15)**	**12,396.85**	**(9,703.15)**	**(28.15)**	**12,396.85**	**(7,203.15)**	**385.17**

Notes

There are some details on the budget line that require clarification, but these represent small amounts in the overall forecast e.g. service yard charges.

Staffing projections require further work including job evaluation.