

wasps_

2018_

2023_

our

vision

welcome

a canvas for creativity

introduction & contents

As the UK's largest provider of studio space to creative & arts practitioners, Wasps is home to Scotland's biggest cultural community. This document sets out our business plan  for the next 5 years

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Business Plan

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on a mission

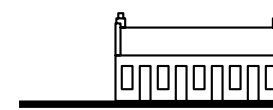
Over the last 40 years our organisation has grown and prospered, from managing a single property in Dundee to a portfolio of 19 spaces throughout Scotland



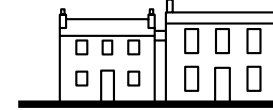
on a mission



Dovehill Studios
Glasgow



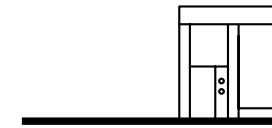
Courtyard Studios
Irvine



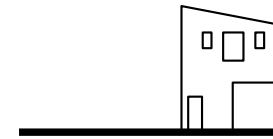
Cannonwalls
& Claverhouse
Kirkcudbright



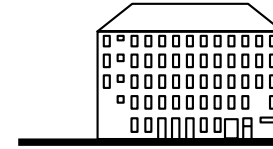
Inverness
Creative Academy
Inverness



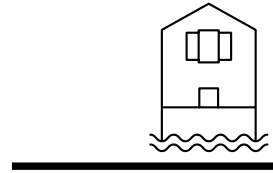
Langstane Place
Aberdeen



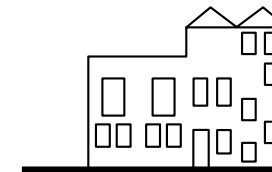
Eagle House
Aberdeen



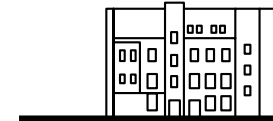
Meadow Mill
Dundee



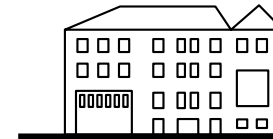
The Booth
Shetland



Albion Road
Edinburgh



Patriothall
Edinburgh



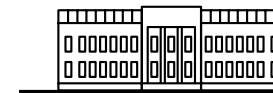
West Park Place
Edinburgh



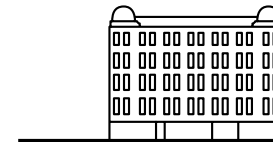
Links Studios
Nairn



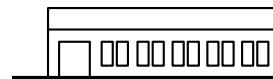
The Briggait
Glasgow



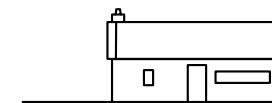
Hanson Street
Glasgow



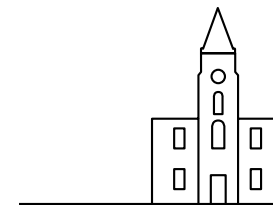
South Block
Glasgow



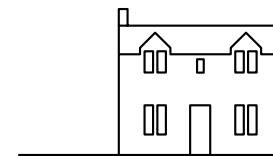
St Mary's Mill
Selkirk



The Admiral's House
Skye



The Steeple
Newburgh

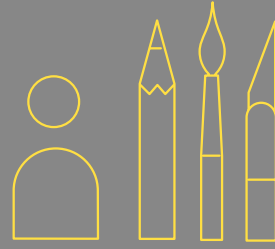


Stromness Studios
Orkney

wasps in numbers

41

years supporting Scotland's Creative Community



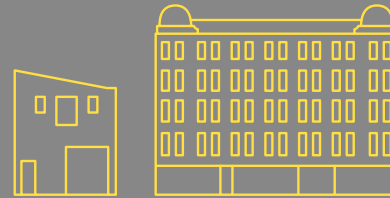
800

artists supported*



19

studio buildings**



2

2 live capital projects in Perth and Inverness



4

residency spaces in Glasgow, Newburgh, Shetland and Skye



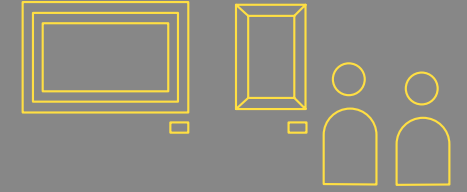
*26 creative organisations, 7 social enterprises supported with space

**11 owned, 8 leased

wasps in numbers

9

exhibition spaces



40

artists hosted in residency spaces



30 000

visitors each year to our arts programme



99%

occupancy on average across any financial year



our amazing tenants

We are proud to support a diverse mix of artists, makers & creators. Our recent survey identified some interesting insights on our tenant mix - informing the development of our business plan

Income

Artist income is low – 78% earn less than £10kpa from their art

Age

Wasps supports mainly older artists - 70% of our tenants are 45 yrs+

Support

Demand for professional development is high – 82%

Engagement

Few tenants engaged with Wasps arts programme pre 2017

Scale

57% of Creative Industries have less than 5 employees

Space

Demand for space is high mainly in the central belt

Stability

Having a studio is important to artists – 90% increased output, 95% feel they have stability

Creative Success

82% of our artists are exhibiting locally and 25% are exhibiting internationally

Turnover

51% of our Creative Industries have a turnover of more than £250,000 per annum



We're on a mission...

Our Mission

To provide inspiring spaces and support activities allowing creatives to prosper.

Our Vision

To be an inspirational home for creative practice. Through its activities and advocacy, Wasps will continue to deliver affordable spaces in which the broad artistic community can realise and share its talent and skills.

Our five year plan brings our vision to life across four business areas

estates plan

page 12



development plan

page 18



arts enterprise plan

page 24



operational plan

page 30



estates

Investing in our property portfolio will be the key focus of Wasps activity over the next 5 year period

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First & foremost, Wasps exists to provide accessible and affordable studio accommodation for artists

Our property team annually assesses our property portfolio, reviewing the long term financial commitments required to maintain the estate. This detailed assessment includes structure, operational items, mechanical and electrical installations, boiler systems and re-decoration - forming the basis of the 25 year Planned Preventative Maintenance Plan.

Over the next 5 years, we aim to:

Maintain our estate - Retain and support our tenant base in maintained, safe, secure, sustainable, affordable studios

- A. Establishment of 25 year Planned Preventative Maintenance Plan
- B. Consolidation of the estate to reduce the long term maintenance burden
- C. Streamlining of management and maintenance processes
- D. Review and enhancement of operational resources, including financial and staff resources
- E. Enhanced customer relations processes

Maximise income and improve operational margins throughout the estate - to invest in the planned preventative maintenance fund and to deliver long term management and maintenance of the estate

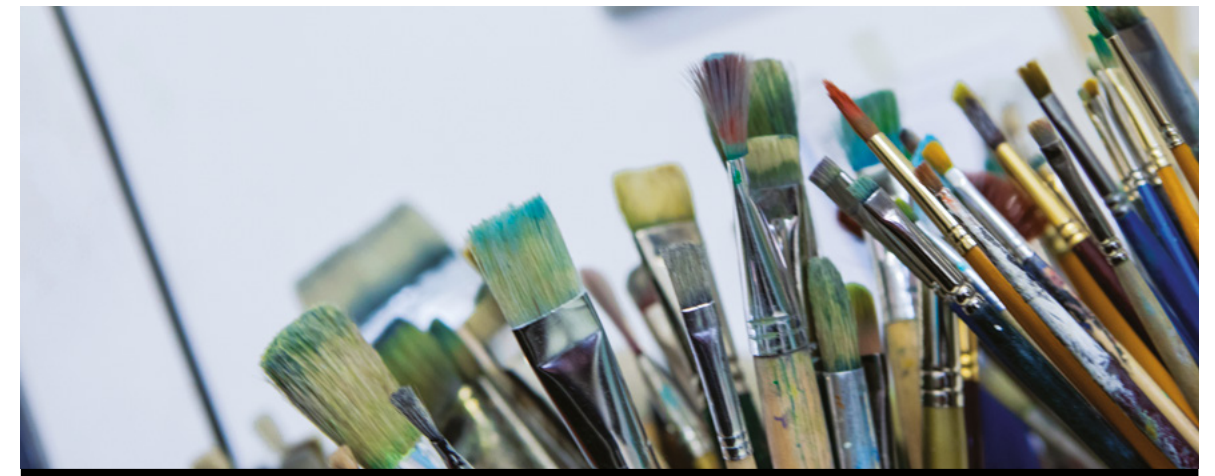
- A. Achieve full cost recovery for each property
- B. Improve public facing areas, maximising income generation from galleries, cafés and event spaces
- C. Review and enhance the operational efficiency of each property
- D. Develop sustainability and energy efficiency strategies in partnership with tenants



As delivery of the Estates Plan is key to all other operational activity, monitoring & evaluation will be continual with key performance indicators collated & reported on quarterly

Aims	Achieve by year 5
Complete new developments	2 new developments
Improve operational efficiency of all properties	Address two lowest energy performing properties
Increase annual maintenance spend on estate from £190k pa in 2018/19	Increase to £363k combined annual maintenance and PPM spend*
Change to: Reduce projected 25 year PPM expenditure requirement	Reduce maintenance expenditure
Rebalance rent and operating costs	Balanced rent and operating costs across estate achieved
Address operational efficiencies across the estate	Generate additional income through new income streams to achieve operational efficiencies
Increase property staff	1 at HQ and 3 across Perth and Inverness
Increase number of tenants we can support – currently 800	950
Increase gross lettable floorspace – currently 300,272 sq ft	Increase to 352,272 sq ft

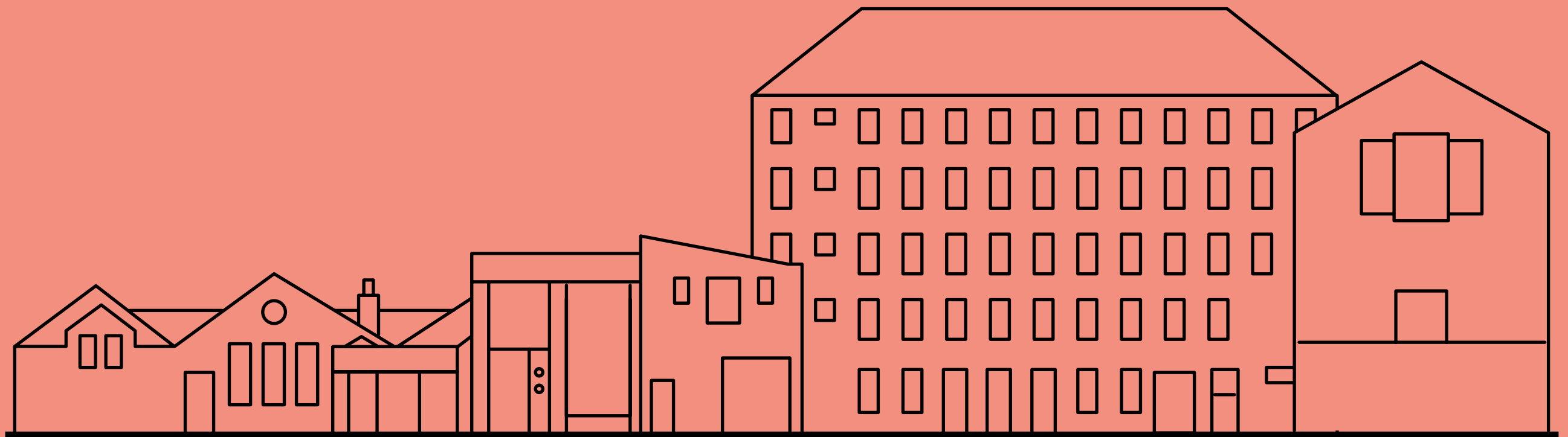
*PPM = Planned and Preventative Maintenance



development

We will focus on major new developments in Inverness, Perth and Scotland's Central Belt over the next five years

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We're on a mission to increase company reserves, building on our current position & allowing for future investment

The next five years sees us focus on ambitious new developments in Inverness, Perth & Scotland's Central Belt.

Our exciting development plan will be delivered across five main areas:

Targeted estates growth

Focussing on two major developments in Inverness and Perth while consolidating our portfolio in Edinburgh and Glasgow. Future developments will expand our property portfolio into areas of defined need assessed against an agreed set of "new investment criteria".

Long-term maintenance fund

Building a management and maintenance fund, for new and current developments - ensuring our tenants have access to sustainable, cared for properties.

New operational models

Supporting the delivery of our development plan through the trial and implementation of new operational models:

- A. Meanwhile spaces (shorter term studio provision in vacant town/city centre retail space)
- B. Collaborative property models working with other partners to meet studio demand
- C. Creative industry hubs where demand exists
- D. Outsourcing of remote property management

Consultancy

Our 41 years experience as sector leaders and pioneers, provides us with considerable knowledge and expertise. Consultancy services will be offered where it benefits our business.

Market insight

Our research programme will ensure our offering remains vibrant, relevant and benchmarked against other studios, with a focussed tenant survey, alongside additional methods, allowing us to improve our offer accordingly.



the targets

We'll be monitoring our development activity against areas including

Aims	Achieve by year 5
Deliver Inverness Creative Academy (Midmills) capital development	Phase 1 operational end of 2018 Phase 2 open end of 2020
Deliver Perth Creative Exchange capital development	Operational by Summer 2019
Amendments to three existing properties in Scotland's central belt to improve efficiency	Delivery of by end of 2021/22
Briggait enabling works	Complete by end of 2019/20
Operational efficiency measures	Complete works at Hanson St, Selkirk and The Steeple by end of 2020
Meanwhile spaces initiative	Pilot delivered by end of 2018/19
Funding support	New fundraising post created 2018/19



arts enterprise

Collaborating principally with artists from within our own network, we will endeavour to bring our project spaces and buildings alive

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Providing a canvas for creativity, we're dedicated to supporting our artists & the wider arts economy

Using our industry leading knowledge of Scotland's creative community, we're on a mission to boost the sector through several exciting programmes of activity:

Supporting artists

We're bringing our amazing spaces to life through a vibrant activity program, supporting the community through

- Exhibitions
- Residences
- Workshops
- Critical conversations
- Careers events
- Open studios
- Encouraging arts sales
- Developing new spaces
- Community engagement

Driving partnerships

We're harnessing the power of partnership working across several key areas:

- Building new partnerships with Councils, Universities, Colleges, business support providers and economic development agencies
- Igniting creative partnerships that maximise learning and efficient use of resources
- Developing strong partnerships with property owners, estate agencies and locally based arts communities and organisations to drive our meanwhile spaces programme
- Delivering Critical Conversations through a network of tenants, external advisors, other arts organisations, galleries and business support providers

Developing insights

Our comprehensive programme of research will ensure Wasps offer remains vibrant, relevant to artist's needs and bench marked against other studio providers in each of our locations. Allowing us to remain at the cutting edge of studio service provision, our insights also ensure we always deliver best value.

Collaboration

Collaborative working is at the heart of our arts enterprise plan, bringing it to life across:

Capital Projects:

Collaborating with local steering groups and arts collectives for Inverness Creative Academy and Perth Creative Exchange - embedding these developments deep within their local creative communities.

Meanwhile Spaces:

Utilising empty high street spaces across Scotland to provide artists with temporary studio/exhibition space, bringing work closer to the public.

Critical Conversations:

Partnering artists with professionals from different sectors, developing practice and encouraging commissioning and collaboration.

Creative Careers:

Developing partnerships with schools and further education colleges - Creative Careers spotlights the multitude of creative career paths available to young people while developing graduate transition and talent retention.

We'll be measuring our achievements & successes across the following areas

Aims	Achieve by year 5
Exhibitions Programme: Principally for Wasps artists	Host 10 exhibitions per year with spend of £10k spend pa
Events Programme: Utilise gallery spaces and halls for more design, performance and market events in Briggait, Perth and Inverness	50,000 visitors pa to events
Residency Spaces: Maximise use of 4 residency spaces by hosting annual residency programme with sponsors secured	£5k income from residency rental to reinvest in residency programme
Artists' Workshops: Create workshop space at Hanson Street and deliver workshop programme	Generate income of £3k pa from hosting workshops
Operate Own Art Scheme to sell tenants work	Generate income of £2k pa
Critical Conversations	Secure partnership funding and support to deliver programme
Market insight	Tenant surveys repeated every 3 years Quarterly monitoring & evaluation Quarterly KPI reporting



operations

We will guide core activity in an efficient and effective manner and provide appropriate management, support and strategic direction

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We know that how we go about things is just as important as what we do, that's why our Operational Plan drives us forward in the most efficient and effective manner possible

Organisational management

Wasps Group is governed by a Board of Trustees supported by three sub committees for Projects & Property, Finance and Resources, Arts and Enterprise. Activities of the Board will remain focussed and streamlined with membership and skills continually reviewed and updated, ensuring continued support across key areas.

Financial resources

Our existing loans will be managed to  payment in 2024, any additional loans will demonstrate an ability to repay over short term period.

Artist studio rents will be reviewed annually in line with costs and inflation. Energy efficiency  encouraged to keep operational costs low.

Fixed rate deals will be secured for utility service provision alongside educating tenants on energy efficiency measures.

A new fundraising post will support programmes along with new pilot income generation activities.

Operational resources

Organisational development

Following a successful restructure in 2017, we will ensure all Wasps activity is resourced appropriately by delivering an organisational development review plan and coaching led skills development programme.

People

Recruitment of new staff and skills development will be managed in line with operational needs, including the recruitment of remote staff for our new developments and retention & development of our current team.

Skills

Performance management and appraisals will ensure staff are fully skilled and supported. Performance led culture will be embedded within the organisation and a coaching led appraisal based system championed.

Employment support

External HR advice is tendered every three years, ensuring appropriate support and value.

Equal opportunities

We remain committed to Equal Opportunities and being a living wage employer paying higher than the UK average.

Risk management

Our comprehensive risk management and reporting system is overseen by an annual Board review and top ten risks reviewed quarterly by Wasps Board. This system will be continually assessed and streamlined for effective reporting.

ICT

A rolling programme of investment in ICT will be delivered, upgrading all systems as required. External ICT support is tendered every three years to ensure appropriate support and value.

Data management

We will continue to operate well considered data management systems in line with General Data Protection Regulations.

Communications and marketing

We will develop strategic approaches to communication and marketing, within our network and beyond, focussing on building relationships with partners, funders, investors and other external organisations.

Following our 2017 brand refresh, we will continue to roll out our new brand across all touchpoints

Aims	Achieve by year 5
Deliver Organisational Development Review proposals for staff training and development	Coaching process rolled out in 2018 Annual training spend increased
Staff motivation and incentivisation	Seek to implement annual salary uplift in line with performance
Enhance communications and marketing to ensure new facilities and residency spaces are let	Additional communications and marketing budget and expenditure planned
Staff resources to be supplemented in line with projected need with two staff in Head Office by year 3 and in new developments on completion	Additional salary spend to be allocated in line with resourcing needs
ICT rolling programme of investment and training	Annual ICT investment increased



On a regular basis, we report on a number of trends within our day to day operations including

- Rental income
- Tenant numbers
- Occupancy levels
- Voids
- Studio turnover
- Maintenance spend quarterly and annually
- Customer relations
- Tenant surveys
- Exit surveys
- Tenant meetings
- Studio rep monthly reports
- Social media and online engagement
- Capital project expenditure
- Performance against business plan delivery
- Overall expenditure against budget

By regularly assessing and measuring our progress via these key performance indicators we can adapt our service and make sure we are providing the best offer possible for everyone that uses our service.



Meet the team

Senior management

Audrey Carlin: Chief Executive Officer

Stuart McCue-Dick: Executive Director for Corporate Services

Alan Simpson: Head of Property

Mary Beaton: Head of Projects

Property

David Cameron: Property Maintenance Officer

Tinsel Edwards: Property Maintenance Officer

Lois Green: Studios Administrator

Chris Cowie: Project Manager

Catherine MacNeil: Property Manager - Inverness Creative Academy

Finance

Sinclair Curdie: Management Accountant

Alexis Smith: Finance Assistant

Arts

Helen Moore: Marketing and Communications Manager

Claire English: Fundraising and Partnerships Manager

Tavienne Bridgwater: Arts Enterprise Officer

Tara Marshall-Tierney: Admin and Marketing Assistant

In South Block we employ 4 part time receptionists, 3 baristas in the coffee shop and 2 cleaning staff.

Wasps is a charity and social enterprise, consisting of three entities, governed by a single Board of Trustees: Wasps Trust, Wasps Limited and Wasps Commerical Interest Company.

Wasps board of directors

Andrew Burrell (AA) Dip Arch, Dip UD+RP, FRIAS, AOU:
Head of Development – Scotland, Places For People (Chair)

Peter McCaughey: Artist and director of Wave Particle Ltd (Vice Chair)

David Bankier LLB: Solicitor

Hugo Burge: Director, Marchmont Ventures Ltd

Audrey Carlin BSc(Hons) MRTPI: Chief Executive Officer, Wasps

Alison Lefroy Brooks BA (Hons) ACA MCT: Chartered Accountant

David Logue: Partner, Gardiner and Theobald LLP, Property and Construction Consultants

Calum Macaulay: Chief Executive Officer, Albyn Housing Society Ltd

Eleanor McAllister OBE FRIAS FRSA: Consultant at Eleanor McAllister Ltd

Stuart McCue-Dick BAcc CA: Executive Director of Corporate Services, Wasps (Board Secretary)

Hilary Nicoll: Associate Director, Look Again Festival & Creative Futures Programme,
Gray's School of Art, Aberdeen

Dyan Owen, BA (Hons): Account Director, Weber Shandwick

Leslie Robb FFA: Ex-partner, Baillie Gifford and Co, Global Investment Company

Karyn Watt Hon FRIAS: Partner and Head of Infrastructure, Anderson Strathern LLP

Mary Wilson BEd MIoD: Director, AMW Property Ltd

Wasps patrons

Prof Ian Wall FRSE FRICS CSc HonFRIAS

Tom Laurie OBE Economic consultant and partner in the Laurie Consultancy

The registered office for our 3 entities is:
Wasps, The Briggait, 141 Bridgegate, Glasgow, G1 5HZ

0141 553 5890
info@waspsstudios.org.uk
waspsstudios.org.uk

The Wasps Trust is a charity registered in Scotland (SC022115).
Workshop & Artists Studio Provision (Scotland) Limited is a
charity registered in Scotland (SC001351). It is also a company
limited by guarantee registered in Scotland (SC062117).
Wasps Creative Industries C.I.C. is a community interest
company registered in Scotland (SC383609).

Supporters

Aberdeen City Council

Glasgow City Council

Glasgow Life

Perth and Kinross Council

Orkney Islands Council

The Highland Council

Highlands and Islands Enterprise

Scottish Enterprise

Glasgow City Heritage Trust

Inverness City Heritage Trust

Creative Scotland

European Regional Development Fund

The National Lottery (through Creative Scotland)

Heritage Lottery Fund

Historic Environment Scotland

McCarthy and Stone Retirement Lifestyles Limited

Scottish Government Regeneration

Capital Grant fund

Social Investment Scotland 

Steeple Arts

The Family of Vice-Admiral Sir Roderick Macdonald

The Hugh Fraser Foundation

The Scottish Government

The William S Phillips Fund

The Edrington Group

The Gannochy trust

Triodos Bank 
