



THE ALNWICK GARDEN



Update on Performance 2020-21



Areas to be discussed

- Part 1 – Financial Performance – April 2020 to March 2021
- Part 2 – Financial Performance April 2021 to date
- Part 3 – Lilidorei Project Update



Part I- Financial Performance – April 2020 to March 2021

- Went into the first lockdown with £650k uncommitted reserves
- Implemented cost saving measures
 - Furlough scheme
 - Site switch off
 - Suspended all but essential operations
- Locked down for 99 days
- Developed and executed COVID Safe Opening Plan
 - Used innovative software to identify pinch points
 - Moves facilities around
 - Sanitising Stations and Signage – Developed in-house
 - One way system introduced
 - Timed pre booking system developed and introduced
- Took out £500k business continuity loan to bolster cash flow





Part I - Financial Performance – April 2020 to March 2021

- Partnership with outsourced catering providers was terminated in June 2020
- Decision was taken to bring the Food and Beverage operation in-house
- Reopened in July
 - Healthy visitor numbers
 - 80% of Pre-Covid revenue levels boosted by VAT initiative
 - Strong spend per head in Retail
 - Exponential growth in Adventure Golf
 - Reputation grew as a COVID safe site
- Managed to deliver Halloween half term before second Lockdown
- Secured £90k Cultural Recovery Funding that secured Festive Season events focused on community outreach model





Part I - Financial Performance – April 2020 to March 2021

- **Community and Education Programmes were initially curtailed due to the closure of The Garden**
- **Upon reopening in July 2020 necessary adjustments were made to the Community and Education programmes to protect beneficiaries from COVID**
- **Regular contact sessions were initiated particularly with Elderberries and Young Gardener families.**
- **In addition**
 - **Christmas Hampers**
 - **Autumn Veggie Packs to Elderberries**
 - **Light Trail Community Evening**
- **Normal Service resumed from June 2021**

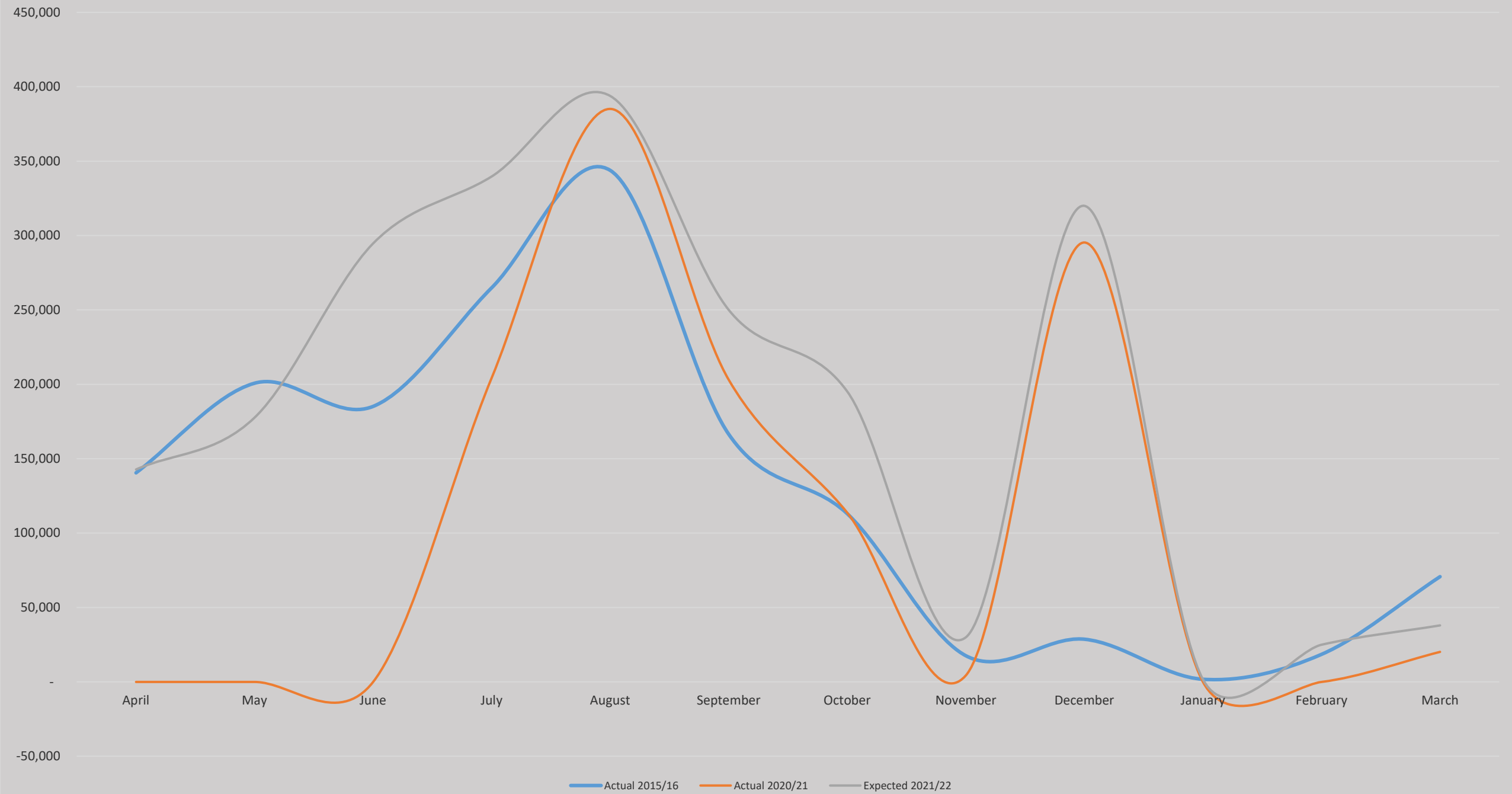


Part I- Financial Performance – April 2020 to March 2021

- Christmas Success
 - 2 Father Christmas Offers
 - Extended Light Trail
 - Supported Retailers in Alnwick Town
 - Dedicated Free Community Night for Partner Charities
- 32,000 Tickets Sold
 - Three times higher than 2019
 - Transformed December into a July in terms of revenue streams
- Boosted Reserves before third lockdown
- Closed 1st Quarter of 2021 – Used Furlough Scheme
- Ended year with a relatively small deficit of £130k
- Reopened April 2021
- Successful Business Interruption Claim of £100k



Admissions Revenue - Annual Trend Change



The Alnwick Garden - Financial Analysis 2016-2021

Item	2020-2021	2019-2020	2018-19	2017-18	2016-17
Revenue					
<i>Admissions (including Friends and Gift Aid)</i>	1,441,331	2,558,414	2,545,925	2,506,961	2,373,922
<i>Retail Sales</i>	276,718	560,697	697,793	701,672	597,586
<i>Catering Sales</i>	356,335	-	1,318,618	1,375,645	1,304,604
<i>Rental and Other Revenue</i>	139,038	728,782	421,318	328,879	239,401
<i>Other Income</i>	763,043	34,989	27,139	4,714	51,184
Total Revenue	2,976,465	3,882,882	5,010,793	4,917,871	4,566,697
Direct Costs					
<i>Admissions Direct Costs</i>	626,382	972,711	815,472	749,878	683,541
<i>Retail Cost of Sales and direct costs</i>	321,490	474,382	549,605	519,790	457,781
<i>Catering Cost of Sales and direct costs</i>	431,803	-	1,069,116	1,177,810	1,083,400
<i>Other Direct Costs</i>		15,613	12,144	14,999	-
Total Direct Costs	1,379,675	1,462,706	2,446,337	2,462,477	2,224,722
Gross Profit	1,596,790	2,420,176	2,564,456	2,455,394	2,341,975
Operating Costs					
<i>Garden Maintenance</i>	277,004	334,928	339,292	303,251	284,774
<i>Marketing and Communication</i>	190,675	337,956	371,536	351,099	318,023
<i>Management and Administration</i>	398,593	392,117	420,154	424,140	412,296
<i>Other Staff Costs</i>	7,422	9,141	14,015	17,992	21,629
<i>Other Overheads</i>	95,071	90,357	94,267	101,093	106,900
<i>Premises Costs</i>	246,182	448,552	316,482	320,237	280,534
<i>Repairs and Maintenance</i>	182,799	153,003	217,720	213,311	205,703
Total Operating Costs	1,397,746	1,766,054	1,773,466	1,731,123	1,629,859
Operating Revenue before Capital Investment and Impact Activity	199,044	654,122	790,990	724,271	712,116
Capital Investment - Charged to Profit and Loss	164,031	233,720	194,636	236,284	97,975
Capital Investment - Capitalised	227,618	297,517	272,584	408,555	464,569
EBITDA Before Impact Activity	(192,605)	122,885	323,770	79,432	149,572
Costs of Impact Activity	137,192	250,830	181,786	161,059	167,306
Donations toward Impact Activity	(23,166)	(98,350)	(109,134)	(146,974)	(92,760)
EBITDA After Impact Activity	(306,631)	(29,595)	251,117	65,347	75,025



Part 2 - Financial Performance April 2021 to date

- April and May – weak, poor weather and initial reluctance for people to visit
- June – Record Breaking
- July and August – Strong, back to pre-COVID levels
- September – Record Breaking
- Currently £600k ahead of budget in terms of revenue
- All revenue streams performing well – Food and Beverage particularly strong

Part 2 – Financial Performance April 2021 to date

- Cash reserves are now £400k higher than Pre-Covid Levels – New Target Set of £1,4m
- 27k bookings already for Christmas Light Trail
- Santa and Father Christmas sold out
- Clear evidence that we have captured the North East Festive Season Market
- Community Programmes Fully Operational
 - Retained most of the team
 - Elderberries Drop In reopened in June
 - Elderberries recognised as one of the best developed community hubs in Northumberland
 - Grow into Work commenced in August
 - Young Gardeners recommenced in July
 - New hires in progress to build out the Community and Education Team
 - Drugs Education and Healthy Eating scheduled for 2022



Part 2 – Financial Performance April 2021 to date

- Planning vibrant event plan for 2021
- Paid back in full the Business Continuity Loan in July 2021
- Planning expansion of Education Programmes to focus on the Climate Change Challenge
- Food and Beverage and Wedding Bookings continuing with strong recovery trend
- Expanded Grow Into Work programme planned for 2022
- Just been awarded Visitor Attraction Gold by Visit England one of only 20 Venues in England to be awarded this accolade
- Embedding a refreshed organizational culture to ensure success into the future



THE ALNWICK GARDEN

SEPTEMBER 2021 YEAR TO DATE 2021-22 VISITOR DRIVEN TRADING SUMMARY

	YEAR TO DATE ACTUAL	PRIOR YEAR ACTUAL	VARIANCE
REVENUE			
TOTAL ADMISSIONS REVENUE	2,038,985	917,473	1,121,512
Retail Gift Shop	315,367	162,261	153,106
Plant Centre	96,977	35,392	61,585
Adventure Golf	125,175	73,714	51,461
Treehouse / In House Food & Beverage	1,303,172	237,199	1,065,973
Ticketed Events	1,259	0	1,259
TOTAL REVENUE	3,880,935	1,426,039	2,454,896
DIRECT EXPENDITURE			
Visitor Services & Sales	400,225	277,923	122,302
Retail	300,034	153,026	147,008
Treehouse / In House Food & Beverage	796,305	209,176	587,129
Event Costs	32,692	35,225	(2,533)
TOTAL DIRECT EXPENDITURE	1,529,256	675,351	853,905
TOTAL OPERATING EXPENSES	821,080	656,924	164,156
TOTAL VISITOR DRIVEN PROFIT	1,530,599	93,765	1,436,834
OTHER INCOME	60,413	359,891	(299,478)
COMMUNITY PROGRAMMES	(56,566)	(70,041)	13,475
PRE DEPRECIATION PROFIT	1,534,446	383,615	1,150,831
MAJOR MAINTENANCE / CAPEX	(16,370)	(6,625)	(9,745)
COMMUNITY PROGRAMME DONATIONS	33,585	12,723	20,862
BOTTOM LINE	1,551,661	389,713	1,161,948



Part 3 – Lilidorei Project Update (I)

- Good progress continues to be made with the delivery of the Lilidorei play village, the vision of the Duchess of Northumberland.
- The project remains on course to be completed over the winter of 2022/2023 with full public opening of the new attraction from April 2023.
- MGM are filming a 6-part documentary series to be screened on Channel 4 in the UK in 2023, as the new attraction opens. It is anticipated that distribution will also be worldwide. Such highly valuable national/international publicity is expected to result in higher than forecast visitor numbers.
- An international branding and PR/digital marketing campaign will support the publicity created by the TV series leading up to the opening of the play village. A book is also being created to tell the story of Lilidorei.
- Total project costs : £15,454,000
- Total spend to end of Q2 2021-2022 : £3,298,711 or 21%





Part 3 – Lilidorei Project Update (2)

- Phase one construction works to establish the site were completed in June 2021. The final phase of works will commence early in 2022. There have been challenges due to COVID 19 and inflation, but these are being managed by careful phasing of the construction works.
- The design of the largest play structure of its kind in the world has been completed and fabrication has begun.
- The business plan for the project continues to be developed including the recruitment of military veterans. Training opportunities for veterans are being developed during the construction phase and permanent opportunities will be promoted to service leavers and service families.



THE ALNWICK
GARDEN

Thank You

THE ALNWICK
GARDEN TRUST

